



Annual Progress **Report** 2021-2022



2021-2022

Year 1 Report
Roadmap to Cancer Control for Manitoba



LETTER OF TRANSMITTAL AND ACCOUNTABILITY

Dear Minister,

We have the honour to present the annual report for CancerCare Manitoba (CCMB), for the fiscal year ended March 31, 2022.

This annual report was prepared under the Board's direction, in accordance with The Regional Health Authorities Act and directions provided by the Minister. All material including economic and fiscal implications known as of September 30, 2022 have been considered in preparing the annual report.

The Board has approved this report.

Respectfully Submitted on Behalf of CancerCare Manitoba,



Mr. Jeoffrey Chipman

Chair of the Board of Directors
CancerCare Manitoba



Dr. Sri Navaratnam, MBBS, PhD, FRCPC

President and Chief Executive Officer
CancerCare Manitoba

TABLE OF CONTENTS

Letter of Transmittal and Accountability	2
About Us / Board Governance	4
Our Locations	5
Board and Committee	6
Organizational Structure	7
Activities and Decisions of the Board	8
Equity, Diversity, and Inclusion	10
Roadmap to Cancer Control for Manitoba	12
Roadmap at a Glance	13
Patient and Community-Centred Care	14
Achievements and Accomplishments	16
Priority 1 - Promote Cancer Prevention and Screening	16
Priority 2 - Deliver Timely Access to Quality Cancer Care Closer to Home	18
Priority 3 - Provide Evidence-Based, High-Quality Cancer Services	22
Priority 4 - Improve Patient Experience Throughout the Cancer Continuum	24
Priority 5 - Ensure Sustainability of Cancer Services	25
Priority 6 - Improve First Nations, Métis, and Inuit Cancer Control and Outcomes	28
Challenges	30
Future Direction	31
Long-Term Capital Plan	32
Risk Management Strategy	32
Elevating Manitoba's Role in Cancer Research	33
Events and Staff Engagement	34
French Language Services	36
Accreditation	37
Financial Information	38
Health System Transformation	42
The Public Interest Disclosure Act	43
CancerCare Manitoba Foundation	44

ABOUT US / BOARD GOVERNANCE

2021-2022

CancerCare Manitoba (CCMB) is the provincial cancer authority responsible for setting strategic priorities and long-term planning for cancer and blood disorders for the province. CCMB provides clinical services to both children and adults, including prevention, early detection, multidisciplinary cancer treatment, supportive and end-of-life care.

CCMB was designated under The Regional Health Authorities Amendment Act (Health System Governance and Accountability) (the "Act") on July 1, 2022, with responsibility for cancer prevention, detection, care, research and education for the people of Manitoba. Since its establishment in 1930, CCMB has been dedicated to clinical, academic, and business excellence by enhancing the quality of life for those living with cancer and blood disorders.

The CCMB Board of Directors is responsible for the strategic vision and planning at CCMB.

The CCMB Board consists of up to eleven members who are appointed in accordance with the provisions of the Act.

VISION

A world free of cancer.

MISSION

To reduce and, where possible, eliminate the burden of cancer on the people of Manitoba through exemplary programs of prevention, diagnosis, treatment, rehabilitation, continuing care, research and education.

VALUES

RESPECT FOR PEOPLE

Dignity, fairness, openness, equity, collaboration, cooperation, sensitivity to cultural diversity and identity, compassion, privacy, confidentiality.

INTEGRITY

Honesty, objectivity, reliability, responsibility, fidelity, transparency.

STEWARDSHIP

Prudence, sensitivity to risks, opportunities and sustainability of human and material resources and the natural and built environment, accountability.

EXCELLENCE

Timeliness, efficiency, effectiveness, relevance, diligence, creativity, initiative.

OUR LOCATIONS



McDermot & Urgent Cancer Care Site

675 McDermot Avenue
Winnipeg, Manitoba
Phone: 204-787-2197
Toll-Free: 1-866-561-1026



St. Boniface Site

O Block - 409 Taché Avenue
Winnipeg, Manitoba
Phone: 204-237-2559



Screening Programs

5 - 25 Sherbrook Street
Winnipeg, Manitoba
Toll-Free: 1-855-952-4325
screening@cancercare.mb.ca



Grace Hospital Site

300 Booth Drive
Winnipeg, Manitoba
Phone: 204-837-0246



Victoria General Hospital Site

2340 Pembina Highway
Winnipeg, Manitoba
Phone: 204-477-3328



Western Manitoba Cancer Centre

300 McTavish Avenue East
Brandon, Manitoba
Phone: 204-578-2222

BOARD AND COMMITTEE

Membership at March 31, 2022

CancerCare Manitoba Board Members

Mr. Jeoffrey Chipman*	EX-OFFICIO
CHAIR	Dr. Sri Navaratnam*
Mr. David Mortimer	PRESIDENT AND CEO
VICE-CHAIR	
Mr. Vince Warden	CCMB GUESTS
TREASURER	Dr. Donald Houston
Ms. Janet Belanger	MEDICAL STAFF
Ms. Patti Bell	ASSOCIATION, CCMB
Ms. Darlene Grantham	Ms. Patti Smith
Dr. Karen Juce	PRESIDENT & CEO
Dr. Brent Schacter	CANCERCARE MANITOBA
Ms. Mary Beth Taylor	FOUNDATION
Dr. Eberhard Renner	ACKNOWLEDGMENTS
Mr. Kevin McNeill	CancerCare Manitoba wishes to thank the following individual for their dedication and commitment to CancerCare Manitoba and Manitobans during their term of service on the Board of Directors:
	Ms. Annitta Stenning

Board Committees

Advisory Medical Board

Dr. Brent Schacter
CHAIR

Finance & Audit Committee

Mr. Vince Warden
CHAIR
Ms. Patti Bell

» Community Representatives
Mr. George Merasty
Dr. Arnold Naimark
Mr. Darren Rainke
Mr. Greg Tallon

Facilities Planning and Development Committee

Mr. Kevin McNeill
CHAIR
Dr. Brent Schacter

» Community Representatives
Mr. Michael Evans
Dr. Arnold Naimark

» Partner Representatives
Ms. Patti Smith
Ms. Sandra Tym

Quality and Patient Safety Committee

Mr. David Mortimer
CHAIR
Ms. Janet Belanger
Dr. Karen Juce
Mr. Kevin McNeill

» Community Representatives
Mr. Bill Daviduk
Ms. Anna Maria Magnifico
Dr. Anita William

Community Connections Committee

Ms. Mary Beth Taylor
CHAIR
Ms. Jan Belanger

» Community Representatives
Mr. Robert Campbell
Ms. Pam King
Judge Rocky Pollack
Ms. Roberta Pronteau
Ms. Marilyn Singer

» Partner Representatives
Ms. Laura Curtis

» Research Committee

Ms. Jan Belanger
CHAIR
Ms. Patti Bell

» University of Manitoba Representatives
Dr. Digvir Jayas
Dr. Peter Nickerson

» Partner Representatives
Mr. Steve Kroft
Ms. Patti Smith

» Community Representative
Mr. Donald MacDonald

*DENOTES THE CHAIR AND PRESIDENT AND CEO ARE MEMBERS OF EACH COMMITTEE BY VIRTUE OF THEIR POSITIONS

ORGANIZATIONAL STRUCTURE

March 31, 2021 to March 31, 2022



* TO JANUARY 2022.

** DIRECT ACCESS TO PRESIDENT AND CEO WHEN OPERATIONALLY REQUIRED.

ACTIVITIES AND DECISIONS OF THE BOARD

The Board received the following documents, reports and recommendations for information and/or approval:

- Annual Risk Management Report
- Annual Strategic and Operational Plan 2022/2023
- Approved renaming of the “Research Institute in Oncology and Hematology” to “CancerCare Manitoba Research Institute” (approved at April 2021 meeting)
- Annual Construction Report
- Annual Building Security Report
- Annual Progress Report
- Freedom of Information and Protection of Privacy (FIPPA) Annual Report
- Personal Health Information Act (PHIA) Annual Report
- Audited Financial Statements for the fiscal year April 1, 2021 to March 31, 2022
- Workplace Safety and Health Annual Report
- Annual Board Self-Assessment
- Bi-Annual Privacy Compliance Report
- CCMB Equity, Diversity and Inclusion (EDI) Statement
- Monthly Financial Statements
- Health System Leadership Council Financial Indicators
- Approved minutes of Board Committee meetings
- Preliminary Budget for 2022/2023
- Monthly President’s Report
- Regular updates on CCMB’s response to the COVID-19 pandemic
- Annual Auditor for CCMB for the fiscal year ending March 2022
- Regular updates on Bill 10
- Privileges for physicians

The Board received presentations on:

- Systemic Therapy Program
- CancerCare Manitoba Objectives and Key Results – 2021 and Beyond
- Radiation Oncology: Rapid Access Clinic
- Progress Made, Building Momentum – Five Year Highlights 2016-2021
- Evaluating the impact of the COVID-19 pandemic
- on new cancer diagnoses, oncology care, and cancer screening in Manitoba
- Personal Health Information Act
- Noona Patient App
- Board Governance Presentation and Discussion
- Accountability Agreement with Manitoba Health

CancerCare Manitoba Annual Public Forum

- Held on November 5, 2021.
- Open to all patients, families, staff, the public and other stakeholders of CCMB.
- Held virtually with over 100 participants from across the province.
- Presentations included a welcome greeting from Minister Gordon, a Board report from Mr. Chipman, updates on research and the Roadmap to Cancer Control for Manitoba – Improving First Nations, Metis, and Inuit Cancer Control and Outcomes from Dr. Sri Navaratnam and guest speaker, Ms. Jennifer Moore-Rattray (Chief Operating Officer, Southern Chiefs’ Organization Inc.).
- There was a question and answer period with good engagement from participants.

Major Consultations

The Board Chair participated in regular provincial Health System Transformation meetings and met with the Minister of Health and Deputy Minister of Health.

The Board Chair and Management participated in discussions and development of the Accountability Agreement.

The Board assures implementation of the health plan, appropriate allocation of funds, and maintenance of an effective system of control and legislative compliance through the following:

- The CCMB Board and the Finance & Audit Committee of the Board are involved in the development of the Annual Strategic & Operational Plan (ASOP).
- The Board and Committees of the Board develop annual work plans to ensure they are overseeing their respective responsibilities efficiently and cost-effectively.
- The Board received required reports from the President, Management, Department Heads, and Board Committees.
- The Finance & Audit Committee thoughtfully and expertly prepared the annual budget for approval by the Board and for submission to the Department of Health. The Committee reviews the monthly financial statements which are approved by the Board.
- The Board Chair and President and CEO meet on a regular basis.

Process of Evaluation of Board Performance:

- The Board members complete an annual self-assessment that is measured against the results of previous years.
- Accreditation has a component that evaluates Board performance/governance.
- When recruiting to the Board, the Nominations and Governance Committee considers the skills required to fill a position. Individuals complete a skills matrix that identifies their strengths.
- When a Board member's term is expiring, their performance is evaluated by the Nominations and Governance Committee before recommendation for appointment of a second term.

CCMB Board Members



Mr. Jeffrey
Chipman



Mr. David
Mortimer



Mr. Vince
Warden



Ms. Janet
Belanger



Ms. Patti
Bell



Ms. Darlene
Grantham



Dr. Karen
Juce



Dr. Brent
Schacter



Ms. Mary Beth
Taylor



Dr. Eberhard
Renner



Mr. Kevin
McNeill

EQUITY, DIVERSITY AND INCLUSION

CancerCare Manitoba developed an Equity, Diversity and Inclusion (EDI) Statement and high-level EDI plan in November 2021. This was presented to our Board of Directors who supported development of the Statements including regular review to ensure we are meeting the standard. The Statements will become increasingly significant as we continue our commitment to a culture of EDI for patients and staff.

CCMB'S EDI STATEMENT

CancerCare Manitoba is committed to a culture of Equity, Diversity and Inclusion in the delivery of care, and all of the organization's operations, including research and education.

OUR COMMITMENT

Health Equity

CancerCare Manitoba's pledge is to provide evidence-based, high quality and equitable care for all people in our richly diverse province. Ethnicity, culture, socioeconomic status, age, identity and gender are respected and factored into cancer planning. We also acknowledge the challenges of racism and cultural safety in society – challenges which must be compassionately understood in order to provide equitable care. Our enduring commitment to health equity enables the best cancer outcomes and improves the patient experience for all.

Equity Diversity and Inclusion

Equity, diversity and inclusion is at the core of our culture; it is our enduring commitment. Because of this pledge, we deliver patient- and community-centred care to our richly diverse population. It starts with our staff. As a result of our cultural commitment to equity, diversity and inclusion, our staff provides the certainty to all of our patients and families that they will receive the best possible care regardless of their background. No one who seeks cancer care in Manitoba should bear the burden of marginalization as well as the disease. Equity, diversity and inclusion are our commitments, our promise, our guiding principles.

Indigenous People

Indigenous People have a special status and deserve a special commitment from CancerCare Manitoba in accordance with the Calls to Action of the Truth and Reconciliation Commission and the UN Declaration on the Rights of Indigenous People.

Creating an EDI Culture

We are committed to making our EDI pledges come to life. We will demonstrate our commitment to equity, diversity and inclusion through an array of approaches including through our: Leadership, Communication, Human Resources, and Engagement.



ROADMAP TO CANCER CONTROL FOR MANITOBA

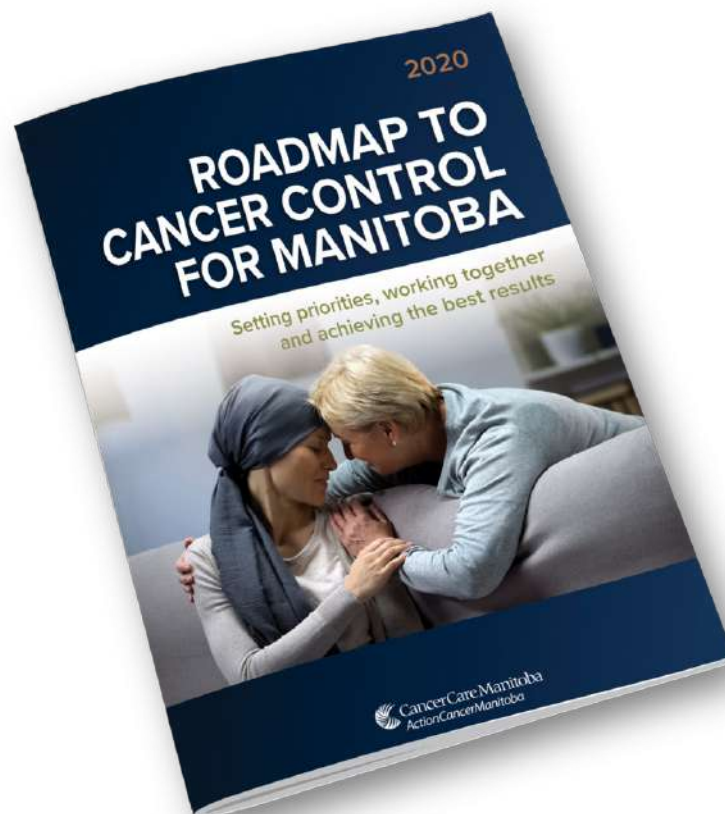
Setting Priorities, Working Together and Achieving the Best Results

In July 2021, we transitioned from the Manitoba Cancer Plan 2016-2021 to the Roadmap to Cancer Control for Manitoba. Our continued vision for excellence during this new strategic period is premised on strong community engagement, and vibrant collaborations with health partners and leaders locally, nationally and globally for cancer care and research.

The Roadmap was developed within the context of health transformation and the provincial Clinical and Preventive Service Plan (CPSP) as the provincial plan to inform and guide all Manitobans, health partners, the provincial Clinical and Preventive Services Plan and the Annual Strategic and Operational Plan (ASOP) for all service delivery organizations in relation to cancer control in our province.

Development of the Roadmap included our health, community and university partners. Its framework was informed by the Manitoba Cancer System Performance Report 2019, Cancer Surgery Quality in Manitoba 2019 report, Canadian Strategy for Cancer Control 2019-2029, and the WHO Report on Cancer 2020.

As we embark on the Roadmap with its Priorities and Objectives, we are committed to delivering excellence in leading cancer services for the province and carrying out our daily operations as a comprehensive cancer centre bringing high-quality cancer services to Manitobans.



ROADMAP AT A GLANCE

Priorities and Objectives



Priority 1

Promote cancer prevention and screening

Objectives:

1. Increase the number of non-smokers in Manitoba
2. Promote proven practices to reduce cancer risk in Manitoba
3. Increase uptake of cancer screening by Manitobans
4. Adopt best practices for cancer screening in Manitoba



Priority 2

Deliver timely access to quality cancer care closer to home

Objectives:

1. Enable early stage diagnosis and timely diagnosis of cancer
2. Increase engagement of primary care providers and navigators throughout the cancer control continuum including palliative care
3. Develop a coordinated and integrated provincial model for inpatient cancer services



Priority 3

Provide evidence-based, high-quality cancer services

Objectives:

1. Enhance access to precision medicine
2. Optimize multidisciplinary care through high-performing cancer disease site groups
3. Increase compliance with cancer surgical standards throughout Manitoba
4. Increase concordance with systemic treatment standards throughout Manitoba



Priority 4

Improve patient experience throughout the cancer continuum

Objectives:

1. Provide increased level of emotional support for patients
2. Improve patient engagement and access to information
3. Support patients in navigating the cancer system



Priority 5

Ensure sustainability of cancer services

Objectives:

1. Implement innovative models of cancer care
2. Integrate digital solutions to improve information flow among healthcare providers
3. Ensure appropriate workforce and infrastructure planning to meet future needs



Priority 6

Improve First Nations, Métis, and Inuit cancer control and outcomes

Objectives:

1. Ensure culturally-responsive equitable cancer care
2. Provide safe and quality cancer care in their own communities
3. Support Peoples-specific, self-determined cancer care

Implementing the Roadmap and Expanding Community Engagement to Bring Community-Centred Cancer Services to Manitobans

As the provincial plan for cancer control, implementation with partners is imperative to success and involves engagement and collaboration with many Manitobans. This has included discussion and engagement with Manitoba Health, Service Delivery Organizations (SDOs), Health Regions, physician networks especially primary care physicians and providers, Indigenous partners, and cultural and geographic communities. Through collaboration, our partners have been encouraged to incorporate specific action plans for cancer control into their strategic plans, based on the Roadmap Priorities and Objectives.

To advance Priority 6 of the Roadmap, to improve First Nations, Métis, and Inuit cancer control and outcomes, engagement with our Indigenous partners has been prioritized to strengthen our relationships with Indigenous leaders of the

Manitoba Métis Federation for Métis citizens, Southern Chiefs' Organization, Assembly of Manitoba Chiefs, and KIM/MKO for First Nations citizens of Manitoba, and the Government of Nunavut for Inuit citizens, as well as the primary care providers within the Omgomiizwin Health Services physician group. CCMB's Underserved Populations Program has continued to work closely with these partners to create self-determined and culturally-appropriate action plans and next steps towards cancer control.

We have had very strong engagement with Southern Chiefs' Organization (SCO) which represents 34 southern First Nations communities in Manitoba. We were very pleased to have their involvement at the CCMB annual public forum in the fall 2021 to highlight our partnership.

The Best Cancer Care for Manitobans

To best serve Manitoba's diverse communities with patient- and community-centred care, our focus is on delivering care that is responsive to the unique needs and preferences of patients, their families and communities. We are working to better understand the specific challenges and needs of patients and their communities through engagement. This includes acknowledgment on our part of the challenges of racism and cultural safety existing within the health system as we plan for care that is equitable to all Manitobans. The importance of equitable care for all was heightened during the pandemic.

CancerCare Manitoba developed an Equity, Diversity and Inclusion (EDI) Statement and high-level EDI plan in November 2021. This was presented to our Board of Directors who supported development of the Statements including regular review to ensure we are

meeting the standard. The Statements will become increasingly significant as we continue our commitment to a culture of EDI for patients and staff.

EDI STATEMENT:

CancerCare Manitoba is committed to a culture of Equity, Diversity and Inclusion in the delivery of care, and all of the organization's operations, including research and education.

Our broader Commitment includes statements specific to Indigenous People, Health Equity, and Creating an EDI Culture at CCMB sites.

CancerCare Manitoba is responsible for planning and leading a provincial cancer control program in Manitoba. Successful implementation of a comprehensive program that involves the whole health care system will determine the cancer outcome and health of Manitobans.

The Roadmap sets out six Priorities that are patient- and community-centred and research- and innovation-driven. They call for the best evidence-based, high-quality and equitable care for all Manitobans, regardless of age, race, culture, disability, gender, religion, or location in the province.

Patient- and Community-Centred Care: The Best Care for Manitobans

Responding to the unique needs of the patient

Patient and community-centred care focuses on delivering care that is responsive to the unique needs and preferences of the individual, their families and communities.

Our province is richly diverse in culture, ethnicity, geography, socioeconomic status, age and gender. Unless these diversities are recognized and factored into health planning, along with the acknowledgment of the challenges of racism and cultural safety, we cannot provide equitable care, which is key to bringing optimal health outcomes and improved patient experience.

The Cancer Landscape

Cancer is the leading cause of death in Canada

In Manitoba, 10,000 new cancer cases will be diagnosed every year by 2035.

Despite the numbers, Manitobans with cancer are living longer lives due to the availability of new treatments and technologies.

Research and Innovation

New knowledge improves cancer control

Research is foundational to providing the best care and contributes to cancer control in the province; it is an essential component of CCMB's mission to reduce the impact of cancer on Manitobans. CancerCare Manitoba Research Institute is the only provincial organization dedicated exclusively to improving cancer control in Manitoba through research and innovation.



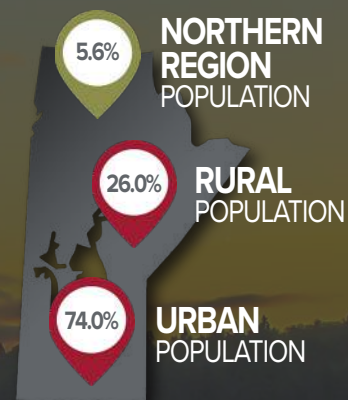
1 IN 2
CANADIANS
WILL DEVELOP
CANCER IN
THEIR LIFETIME



1 IN 4
CANADIANS
WILL DIE OF
CANCER

Manitoba's Diverse Population

**POPULATION
OF MANITOBA
1,372,708**



18.0%
Indigenous
population



17.5%
Visible
minorities



15.6%
Population over
age 65



9.4%
Population living at
low income level

ACHIEVEMENTS AND ACCOMPLISHMENTS

Priority 1

Cancer Screening Campaigns Encourage Manitobans to Participate

Eliminating Cervical Cancer through screening and HPV testing

The roll-out of a new HPV self-screening test has been of particular benefit for individuals in northern communities. CCMB has partnered with First Nations citizens of the North to introduce this new self-screening test.

CCMB has partnered with Indigenous communities on a pilot project introducing a CervixKit for at-home testing. This has helped to increase access to individuals who cannot easily get to their health care provider.



Time for a Check?

A reminder to Manitobans to participate in available screening programs - ColonCheck, BreastCheck, and CervixCheck.



Screening for Colon Cancer - Colorectal cancer awareness month in March

A public message was launched, encouraging participation in the colorectal cancer screening program for adults 50-74 years of age.



CancerCareManitoba
ActionCancerManitoba
BreastCheck CervixCheck ColonCheck

GetAColonCheck.ca

Cancer Prevention Messages to Manitobans

CCMB was very pleased to launch the Practice Prevention campaign (practiceprevention.ca) in 2021 developed by the Prevention & Screening Program team. The campaign targets cancer prevention and lowering cancer risk through healthy living choices. This was launched on World Cancer Day, February 4. The campaign provides three important messages to individuals and directs them to the CCMB website where additional information is available.



A **cancer prevention webinar** geared for high school students titled "Improve Your Future Starting Today" was offered to schools as part of CCMB's World Cancer Day activities. It included CCMB researchers and physicians speaking on Cancer 101: the science of cancer, the treatment of cancer, and the prevention of cancer. Hosted by Ace Burpee and CCMB's President and CEO, the webinar included a time for questions and answers.



CCMB launched the Close the Care Gap video for World Cancer Day 2022 with a call to action to Close the Care Gap in cancer by:

- ensuring equitable care for all,
- providing the best care informed by research and innovation, and
- encouraging individuals to reduce their risk of cancer.

These messages were shared and positively received by many audiences.



Visit <https://youtu.be/lh0a5Wc29fg> to watch.

Priority 2

Early Palliative Care for Advanced Cancer Patients

A Clinical Nurse Specialist (CNS) joined the provincial nurse navigation team and is providing early palliative care conversations and early connections for patients with advanced (pancreatic) cancer, prior to a first appointment with an oncologist. The CNS provides high quality, evidence-based, patient-centred education and support to patients to assist with symptom control, quality of life and informed decision making as they face a terminal cancer diagnosis.

Direct referrals to the Advanced Cancer CNS occur at the time the patient is triaged. Patients from across Manitoba were able to meet with the CNS either in person or virtually to engage in early conversations prior to a first consult with an oncologist.

Half of the patients seen by the CNS went on to enroll in their local palliative care program, which better supported patients throughout their cancer care journey. This warm handover ensured patients were able to access support from CCMB as well as their community Palliative Care program supports. Many patients were assessed for pain and symptom management, and the CNS was able to connect with the patient's primary care provider to provide appropriate supportive medications to patients while they awaited oncology consults. Patient feedback on this service has been extremely positive and this is creating a more positive patient experience, as they report feeling relieved, supported and better informed.

The next step in this initiative is to extend the Advanced Cancer Palliative Care resource to support patients with other poor prognosis cancers such as gastroesophageal cancer, cholangiocarcinoma, hepatocellular carcinoma, and transplant-ineligible acute myeloid leukemia. The employment term for this CNS ends December 2023.

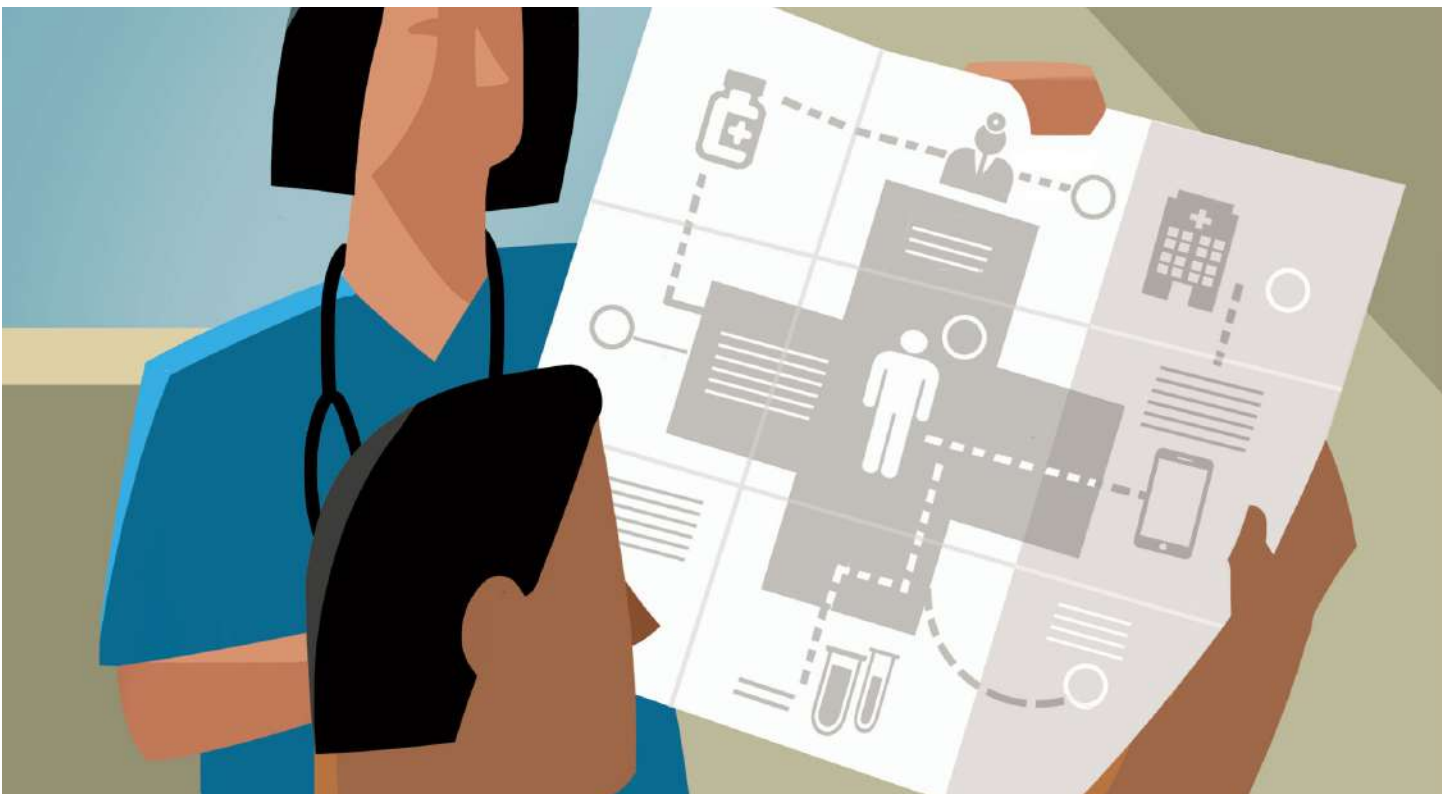
Focused Patient Navigation for Complex Cancers

Patients referred to CCMB for suspected liver cancers are often shared between oncology, hepatology and hepatobiliary surgery.

A dedicated nurse navigator now follows these patients across disciplines and acts as the main point of contact to coordinate and facilitate all appointments and procedures, acting as the liaison between parties and presenting complex cases at a collaborative case rounds session.

Patients from across Manitoba are supported by this dedicated resource, providing better collaboration and communication across community resources and specialized health service departments.

Partnerships to improve communication, collaboration and patient care include palliative care, oncology, hepatology and hepatobiliary surgery. This initiative is now expanding to include partnerships between oncology, patient navigation, and thoracic surgery.



Oncology Education to Primary Care and Community Cancer Programs Staff Across Manitoba

The Community Oncology Program offered a variety of professional development programs for health care providers working in Oncology across the province. The overall goal of the educational programs is to provide up-to-date and evidence-based cancer-related information to health care providers to better equip them in caring for their patients and to ultimately support them in providing equitable care to all Manitobans. Needs assessments are done in the target audience to ensure programming is responsive to their learning needs. The target audience includes General Practitioners, Family Physicians in Oncology, Nurses, Pharmacists, Nurse Navigators and Psychosocial Oncology Clinicians. Some of the programs are offered in collaboration with the University of Manitoba. All programs offered were highly rated by participants.

The educational programming increases the engagement of these care providers in effort toward cancer control and improving the patient experience. As well, these programs ensure the sustainability of cancer services as an example of investing strategically in education and continued professional development toward a robust multidisciplinary workforce.

A few examples of the programs and measures of success include:

- Provincial Cancer Care Conference 2021 (Virtual): This is the largest educational event offered by CCMB to a multidisciplinary audience of health care professionals working in oncology and covers topics relevant to the entire cancer continuum. There were 259 participants representing all RHAs in Manitoba and 62% of attendees were from rural MB and 35% from Winnipeg. Overall rating for the conference was 4.6 out of 5. Over 97% of respondents agreed or strongly agreed with the statement "The content of this educational program has enhanced my knowledge in oncology." Over 93% of respondents agreed or strongly agree with the statement "The educational sessions presented help me be better equipped to care for my patients."
- Blood Disorders Day (Virtual): This is an event focused on developing capacity on early diagnosis and workup of blood disorders. There were 321 participants registered. Overall rating of these sessions was 3.8 out of 4.

"I will use the CCMB algorithms available on the web when interpreting abnormalities on the Complete Blood Count (CBC)" – Reflection of an attendee on describing a change that they will incorporate in their practice as a result of attending the session.
- Cases in Cancer Series 2021-2022 (Virtual): These sessions focus on cancer workup and early diagnosis. Five sessions were offered during this fiscal year. A total of 72 health care providers joined from across Manitoba representing all RHAs and 100% of participants indicated they would recommend these sessions to their colleagues.

"I will be sure to do a more thorough history and physical exam to include with the referral," – Reflection of an attendee on describing a change that they will incorporate in their practice as a result of attending the session.
- Community Oncology Rounds Series 2021-2022 (Virtual) : These sessions focus on cancer treatment modalities. Four sessions were offered during this fiscal year. A total of 70 health care providers joined from across Manitoba with all RHAs represented and 100% of participants indicated they would recommend these sessions to their colleagues.

"Thinking of broader differential diagnoses, I will always be thinking of immunotherapy-related adverse events (irAEs) when treating with immunotherapy." Reflection of attendee on describing a change that they will incorporate in their practice as a result of attending the session.
- Community Oncology Professional Development Awards 2021-2022 (Virtual): This program supports primary care providers and

Community Cancer Program staff across the province. These awards are used to enhance knowledge and skills related to cancer or blood disorders which will be used to better serve their communities. Six awards were granted this fiscal year. Four RHAs were represented. As a result of this award, health care professionals attended cancer-related conferences or courses, participated in personalized training at CCMB, and obtained CNA certification in oncology nursing.

“I thoroughly enjoyed meeting face to face with my peers that I email and call all the time. Even though it was short lived, I had a lot of takeaways from each place and person I visited. I feel more in the loop on how CRO flows depending on which DSG I am calling / emailing. I learned little tidbits of information from the surgical clinics I visited and feel more comfortable explaining what to expect at those consults, since I have now listened in on some. Thank you so much for organizing things for me. I hope everyone that I spent time with knows how much I appreciated their time and energy.” – Reflection from personalized training

The Community Oncology Program will continue to offer these high-quality educational programs based on their target audience’s learning needs and on CCMB’s clinical priorities. Ongoing feedback from participants contributes to our capacity to evaluate the success of these programs and to adjust for improvement.

Priority 3

Enhancing Patient-Centered Care - Systemic Therapy Program at CCMB

The Provincial Systemic Therapy Program (STP) was implemented in the spring of 2022 at CCMB following the approach of the Radiation Oncology Program model which was successfully implemented a number of years ago. This comprehensive programmatic approach to systemic therapy places the patient at the centre of the model and aligns with evidence-based best practices in health care delivery.

The goal of the Systemic Therapy Program is to have timely access to cancer drugs for all Manitobans, with the preparation and delivery of drugs to patients according to evidence-based guidelines and current standards. The STP will bring together teams currently functioning as

separate departments, primarily Nursing and Pharmacy, into one coordinated and integrated program for the benefit and safety of the patient.

One of the cost drivers of cancer services is the cost of cancer drugs. By streamlining and implementing a comprehensive program from the time chemotherapy is prescribed to the time of drug delivery to the patient, the best standards for care, as well as cost efficiencies and effectiveness, are realized.



New pharmacy standards (NAPRA) improve the quality and safety of drug preparations

Ensuring High-Quality Cancer Surgery for all Manitobans

Reporting on key cancer surgery quality indicators forms an integral part of CCMB's framework for high-quality cancer surgery in Manitoba. The ongoing monitoring and surveillance of key cancer surgery quality indicators is being compiled into an update of CCMB's cancer surgery quality report (2019) and includes cancer surgery data on patients diagnosed between 2015 and 2020. Through ongoing discussion and review with clinical leads, descriptive and quality indicators for breast, colon and rectal, non-small cell lung, prostate, and ovarian cancer surgery conducted in Manitoba were selected for inclusion in the report.

A sampling of some of the **Descriptive Indicators**:

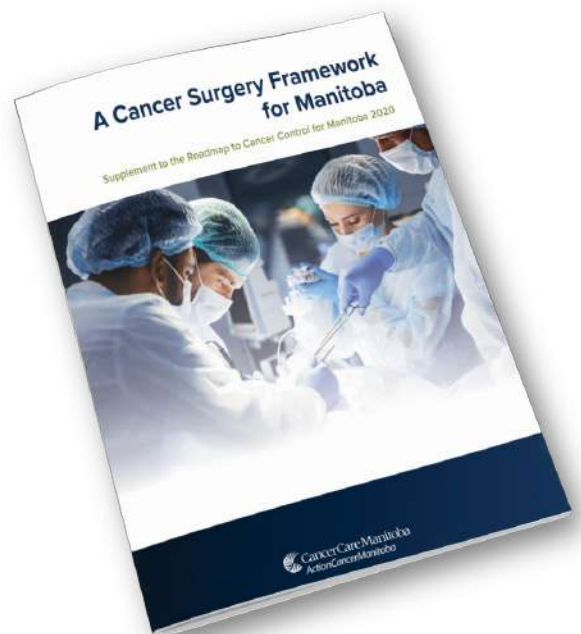
- The number of cancer cases,
- The number and percentage of surgeries in the province,
- The percent of surgery by RHA of treatment,
- The length of in-hospital stays after surgery

A sampling of some of the **Quality Indicators**:

- The percent of surgeries completed in a patient's RHA of residence
- The percent of resections within 30 days after consult (Breast)
- The percent of colon cancer patients who underwent surgery via Laparoscopic approach (Colon),
- The wait time from the last biopsy to first resection (Colon),
- The percent of patients who had a resection within one year of diagnosis and who had ≥ 12 lymph nodes removed and pathologically examined (Colon and Rectal),
- The percent of patients who had surgery by age (Lung),
- The percent of patients whose surgery was performed by a Gynecologic Oncologist (Ovarian),
- Wait times from surgical consult to first treatment (Ovarian),
- The percent of patients with ≥ 8 lymph nodes removed and examined (Prostate),
- Wait times between last biopsy and first surgery (Prostate).

Parallel to this, two spotlight reports highlighting the state of lymph node removal in bladder and prostate cancer surgeries (radical prostatectomy, total/radical cystectomy and pelvic lymphadenectomy) are being compiled as feedback for surgeons in the province performing these cancer surgeries. Data analyses are completed for both sites and the feedback reports to surgeons are being generated.

Another angle from which CCMB is supporting its cancer surgery framework is through the adoption of a **surgical synoptic reporting tool** for cancer surgeries in the province. The current platform GE Centricity is nearing the end of its life span, so an environmental scan was completed to investigate other potential platforms to migrate towards. A list of system and software specifications is being developed in concert with partners at Digital Health while reporting templates for new cancer sites are being developed. To date, reporting templates for breast, prostate, ovarian, rectal, colon and thyroid cancer have been created. The next template to be created is for thyroid cancer.

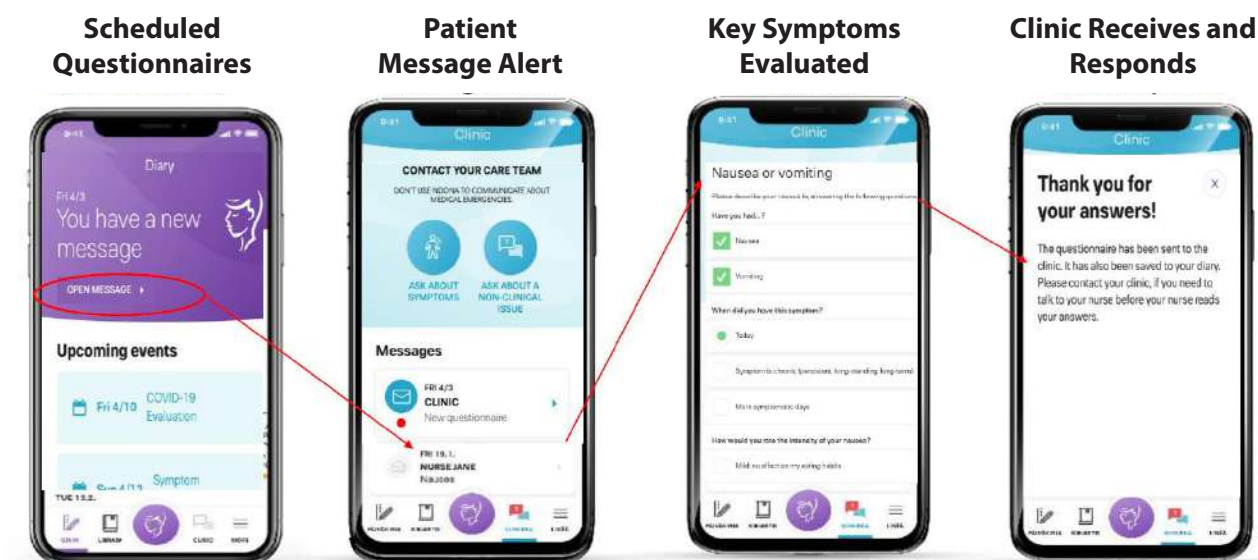


Priority 4

Enhancing the Patient Experience through a New Digital Companion

CCMB's first electronic patient-facing app launched for all cancer patients in March 2022. This app, called Noona, is a digital companion designed for patients to connect virtually and securely with their CCMB care team, to track and report symptoms and keep an electronic diary as they go through the cancer journey. It is an extension of the electronic patient record and promotes patient engagement, patient-recorded outcomes, evidence-based care, and improved management and ongoing assessment over the course of the patient journey.

The digital companion was initially piloted to patients in radiation therapy in September 2020 before being made available to all cancer patients in Manitoba. Substantial time and effort by the Project Team have gone into implementation of the app, training staff who volunteered as "super users", and preparation of education materials for staff and patients across the province. CCMB and patients are excited about this new app connecting patients to their care teams.



Priority 5

Ensuring Sustainable Cancer Services to Manitobans through Innovation and Capacity Building

CCMB continues to seek ways towards sustainability in order to continue to bring cancer services to Manitobans with ever increasing demand. This is important now and for the years ahead and is a Priority of the Roadmap to Cancer Control for Manitoba.

Infrastructure Expansion

CCMB is involved in several capital projects with government as part of Health Transformation. These include our Immediate Needs and Stabilization projects. The challenges of building capacity and providing additional space will be addressed and accomplished through either renovation within existing facilities, expanding the footprint with new build, or a combination. A summary of these projects include:

Project 1 – CCMB MacCharles Site

Expansion through renovations including a Centre for Hope (excluding Pharmacy renovations to fulfill NAPRA standards). Four Rapid Access exam rooms are near completion in the Radiation Treatment area.

Project 2 – CancerCare Manitoba Research Institute (CCMR)

Expansion through renovation and rebuilding of the research laboratories on floors 5-7 of the MacCharles site. This project is funded through CancerCare Manitoba Foundation.

Project 3 – CCMB VGH Site (Buhler Cancer Centre) – Renovation and expansion of footprint including a Centre for Hope.

Project 4 – CCMB Grace Site

Expansion through renovation.

Project 5 – Western Manitoba Cancer Center

Expansion of footprint including a Centre for Hope.

Project 6 – CCMB MacCharles site

Renovations to fulfill NAPRA Standards (provincial scope)

Project 7 – Health Sciences Centre/University of Manitoba Campus Master Planning

CCMB is part of this planning process led by Shared Health which will provide increased space for CCMB.

Note: The Centre for Hope projects are funded through CancerCare Manitoba Foundation.

Investing in People Post-Pandemic Staff Engagement and Support

Through the provincial Employee Resilience Survey, we know that most employees are dedicated, proud of their work, and trying their best to adapt to unprecedented circumstances. They also report feeling tired, with fatigue affecting them at work and in their personal lives.

We have targeted two groups for support:

1. Managers – providing education related to how best to manage front-line staff so they feel supported and valued, and;
2. Front-line Staff – providing sessions on resilience training.

Facilitators have been identified for four Leadership sessions to be delivered this fall. Close to 45 leaders have been scheduled to attend. The speakers and topics are as follows:

- Nancy Guebert – “Staying Dry When the Rain Keeps Pouring”
- Jaason Geerts – “Leadership in the Pandemic”
- Brian Golden
 - o “The Psychology of Influence and Persuasion: Practical Tactics to Influence Change” and
 - o “Designing for High Performance Teams, Organizations and Systems”

We have also identified three interactive workshops, offered at various times, to be available for as many as 160 staff to attend. The workshops are as follows:

- Manitoba Blue Cross – “Coping with Workplace Stress”
- Wellness Works Canada – “Building Resilience in a Climate of Uncertainty”
- Wellness Works Canada – “Working Smarter, Not Harder”



Staff Event August 2022

Priority 6

Providing Equitable Care to Underserved Populations and Enhancing First Nations, Métis and Inuit Cancer Control and Outcomes

The Underserved Populations Program (UPP) supports CCMB in the provision of equitable care to populations underserved by the health care system. This work is done through providing clinical support to patients, health equity related education to CCMB staff and staff in the Community Cancer Programs, and by establishing and nurturing respectful partnerships with communities and their leaders. This past fiscal year, the UPP supported CCMB advance health equity in a variety of ways.

Education and Liaison Nurse – Health Equity (HE): Patients with significant and multiple challenges in accessing cancer care are referred to our HE Nurse for support removing barriers to care to ensure patients get the care they need at the right time. A total of 136 patients were supported by CCMB’s HE Nurse in this fiscal year. The most common challenges faced by patients were related to access to transportation and services.

Newcomers: CCMB has worked with its Newcomer Advisory to expand its membership to increase diversity, and to identify action items to advance the cancer control priorities in our newcomer communities. A series of meetings took place during this fiscal year. As a result of this engagement, educational webinars focusing on cancer, cancer prevention and screening will be delivered. A series of webinars are planned for 2022.

A few examples of projects and education and measures of success include:

- **Community Connectors and Community Profiles:** With the support of the Canadian Partnership Against Cancer, the UPP continued to engage with community connectors in First Nations, Métis and Inuit communities. Connectors are trusted

members of First Nations, Métis and Inuit communities who act as a bridge between community members and CCMB programs and services. The UPP facilitated community connector hangouts and check in calls to ensure we learn about and respond to their community needs, and support them in their role. In order for CCMB clinicians to develop safer care plans for patients living in communities, a community profile webpage will be developed with information on the resources available in each community. Specific data points to populate the profiles have been collected and more community specific information will be collected in 2022 with collaboration from our Indigenous partners. The community webpage will launch in spring of 2023. This initiative supports quality care closer to home.

- **Patient Support Webinars from a First Nations Perspective:** Through feedback from community connectors, we learned that First Nations patients with cancer were asking for emotional support as they were feeling additionally isolated due to the pandemic. In response to this feedback, a series of webinars were planned with a First Nations-led planning committee and were delivered from a traditional and non-traditional perspective to meet the emotional needs of traditional and non-traditional First Nations patients and families. Guided by the planning committee, the webinars included topics such as Breathing, Gratitude, Transformation for Palliative Patients, Medicine Wheel Teachings, Family Structure and Beading. Teachings were offered by First Nations Knowledge Keeper Chickadee Richard, and by one of CCMB’s Psychosocial Oncology Clinicians. The beading webinars were led by a First Nation Beading Facilitator. A total of 13 patients and family members joined the webinars

from Black River, Wanipigow, Niverville, Flin Flon and Winnipeg. Some participants were unique participants and others joined more than one webinar. As a result, a total of 46 seats were used throughout the webinar series. The main themes that emerged from the feedback by participants were appreciation for the sessions with an emphasis on Indigenous Traditional Healing, suggestions for cultural practices to incorporate into future First Nation Cancer Patient Support Sessions, and requests for additional programming from an Indigenous perspective. Future directions include offering culturally appropriate emotional support webinars from a Métis perspective and from an Inuit perspective by collaborating with separate Métis-led and Inuit-led planning committees as well as providing another round of First Nation Cancer Patient Support Webinars. This initiative supports improving the patient experience and quality care closer to home.

"I gain more knowledge after every session and I always take faith with me after leaving every session. I will continue to pray, smudge and use the medicines that the land has to offer me and my family." - Webinar Participant

"When my son went through treatment. I wish we had more Indigenous support while watching him go through that." – Webinar Participant

- **Manitoba Indigenous Cultural Safety Training (MICST):** 25 staff completed this course during this fiscal year, with many staff expressing gratitude for the opportunity to take this course and citing MICST as an incredibly valuable educational resource. CCMB will continue to work in collaboration with WRHA Indigenous Health to ensure CCMB staff have access to this training; additional training spots for staff are planned. This enables CCMB to develop capacity towards providing culturally-responsive equitable cancer care.

"The course is an excellent opportunity for health care workers and others in a helping role to examine their own approach with Indigenous

People and what it really means to incorporate a framework of cultural safety in our own work places." – CCMB staff

- **Health Equity Week (HEW) 2022:** HEW has been offered 3 times at CCMB. For the first time, in 2022 HEW was an initiative planned in collaboration with Shared Health and SDOs across the province. CCMB played an active role in working with Shared Health in envisioning this initiative as a provincial initiative, and in supporting the provincial planning committee, which included creating the provincial slogan "Find the Gap. Close the Gap" (informed by World Cancer Day's slogan "Closing the Care Gap") and establishing the provincial agenda. Each SDO was responsible for planning its own HEW. At CCMB, a series of sessions were developed to enhance awareness about health equity within our organization and among staff in the Community Cancer Programs. Sessions included topics such as How to Support Patients Experiencing Poverty, The Hidden Costs of Inequitable Care, and Gender Diversity in Cancer Care. Overall attendance was 455, with some unique users and some individuals attending more than one session. To achieve higher attendance, many of these sessions were offered as part of larger educational platforms such as Radiation Oncology Rounds, Medical Oncology and Hematology Rounds, and Patient Services Rounds. 97% of evaluation respondents reported their knowledge about Health Equity increased as a result of the session/week. 96% of attendees reported their understanding about available health equity-related tools and/or strategies increased as a result of the session/week. CCMB will continue to offer CCMB HEW and will work with Shared Health in the planning of provincial HEW.

CHALLENGES

Post-COVID-19 Pandemic - Recovery Phase

Working within the pandemic environment for two years brought its challenges to CanceCare Manitoba's patients, staff and operations. At this point in time, we feel we are in the post-pandemic recovery phase while remaining watchful and protective of our current environment at CCMB.

COVID Recovery Phase at CCMB

- Recovery of care – we are very fortunate that the pandemic had relatively minimal impact on cancer services to patients including chemotherapy and radiation treatment. Cancer surgery was for the most part prioritized throughout the pandemic with minimal impact.
- While maintaining safety measures, we have implemented a slow recovery phase regarding restrictions in our operations as well as for staff and patients.
- Screening processes and guidelines for patients and companions are slowly loosening.
- As general surgeries slowly begin to resume, it is expected there will be some impact to the number of new cancer diagnoses made and subsequent new patient referrals to CCMB.

Supporting Staff

The stress and strain of the pandemic on health care staff is evident. CCMB is focusing on supporting its staff and physicians at this critical juncture as a priority for 2021 and 2022. Stressors for staff post-pandemic may include: career disillusionment, coming back to the workplace after working from home for a period of time, or feeling emotionally and physically tired after providing front-line care throughout the pandemic.

CCMB has developed a plan to support staff at all levels in meaningful ways. An initial plan includes: education for front-line staff, support for managers through focus groups and engagement for feedback, support for physician leaders linking them with administrative leaders, and resilience education opportunities.

CCMB is also partnering with the province and Shared Health in an Employee Resilience project to identify ways to support staff at a provincial health care level and to assist in building resilient workforces post-pandemic.

Equity, Diversity and Inclusion (EDI) is an extension of CCMB's focus on staff this year. It is part of the commitment to create a welcoming and respectful workplace environment where all staff can find joy in being part of the CCMB community.

FUTURE DIRECTION

System Performance: Foundational to Improving the Patient Experience

CCMB's System Performance team continues to work with others across the organization and beyond to preserve the quality and integrity of the data reported which serves as a foundation to guide improvements to the patient experience. Over the past year, the team has focused on enhancing and expanding on reporting of performance indicators and KPIs. Much of the work reflects ongoing routine reporting of CCMB metrics such as indicators related to wait times, workload, quality, department metrics, COVID-related metrics, costing metrics, patient experience, and patient reported outcomes as well as other data requests. As well, expansion to new and exciting metrics reported both internally and externally (for example to Shared Health and Canadian Partnership Against Cancer) are coordinated through this group. Examples of areas of improvement over the past year include:

- **Enhancement of workload metrics on physician visits** to reflect overall workload across institutions, as well as by visit location, disease-site groups, and physician classifications. These efforts have identified trends in the demand of virtual services during the pandemic which was imperative for clinical planning and response.
- **Development of workload indicators and their visualization** related to referral and treatment delivery (both systemic and radiation treatments) at CCMB providing insight into trends highlighting continued provision of service through the pandemic with minimal interruption.
- **Significant expansion of wait times indicators.** System Performance now reports referral to consult waits for five new disease site groups while working alongside eTriage coordination teams to ensure readiness to report wait times for additional groups as they are onboarded. This provides a critical shift in efficiency of data entry and reporting. In addition, monthly reporting for referral wait times is now categorized by urgency to provide insight into met need.
- **Expansion of COVID-related indicators** to include staff absenteeism and new quality metrics.
- **Increase to monthly and quarterly reporting and leadership engagement** around key workload metrics, as well as executive dashboards and departmental scorecards.
- **Development of new indicators and departmental scorecards** for regular reporting directly from CCMB departments feeding into System Performance scorecards and dashboards.
- **Expansion of CCMB Performance Indicators**, with some support from the Canadian Partnership Against Cancer, by introducing 13 new indicators which enhances the ability to measure success of priorities for the Roadmap to Cancer Control and align with priorities specified in the Canadian Strategy for Cancer Control. In addition, work is underway to develop 11 further indicators for reporting in 2023.
- **Increased evaluation of the patient experience.** Coordination of delivery, analysis and reporting of the Ambulatory Oncology Patient Satisfaction Survey (AOPSS) during two cycles in 2021, as well as preliminary coordination for the 2022 AOPSS as we shift to an internal survey implementation plan.
- **Renewed dedication to the development of System Performance Spotlight Reports** for Older Adults Living with Cancer and CCMB Screening Programs, as well as initial drafting of the upcoming 2023 Manitoba Cancer System Performance Report.
- **Increased commitment to enhancing the design and engagement** of online dashboards and reporting tools.

LONG-TERM CAPITAL PLAN

During 2021/2022, CancerCare Manitoba made further progress on a multi-year project designed to address its immediate needs as well as strengthen and stabilize cancer services into the future. This capital project, known as Immediate Needs and Stabilization, is intended to increase clinical capacity at the CCMB Winnipeg sites located at MacCharles, Victoria Hospital (VGH) and Grace General Hospital (GGH). Construction of new clinical spaces began on Level 0 of the MacCharles site. Design work for other spaces at MacCharles, as well as VGH and GGH continued to advance. Future phases of the Immediate Needs and Stabilization Project will proceed into design and construction during 2022-2023. While the Immediate Needs and Stabilization project has been undertaken to provide capacity to meet projected care demands, the need for a new building remains an important aspect for long-term capital planning in order to address the growing capacity need for provision of cancer services in Manitoba, projected beyond 2025.

CCMB is also working in partnership with Shared Health and the Transformation Management Office on a variety of capital projects that impact CCMB spaces outside the perimeter of Winnipeg. Notably, there is a major expansion of clinical and radiation therapy services at the Western Manitoba Cancer Centre in Brandon, planning work for new hospitals in Portage la Prairie and Neepawa as well as renovations/expansions to the Boundary Trails and Dauphin Regional Health Centres. CCMB is also working with our health partners to upgrade pharmacy operations in order to meet current standards set by the National Association of Pharmacy Regulatory Authorities (NAPRA). All of these projects will enhance clinical care capacity for patients within local communities, bringing quality care closer to home. CCMB also strives to both improve the patient experience while meeting the forecasted increase in clinical demand.

RISK MANAGEMENT STRATEGY

CancerCare Manitoba has an established policy governing the development and reporting of risks within an Integrated Corporate Risk Management System. In accordance with that policy, a designated corporate risk team led by the Chief of Corporate Services & Finance monitors and evaluates the operation of the Risk Management System and reports annually on its performance through the CEO and to the Board. This established risk management process enables CCMB to recognize and enact plans to prevent or deal with risk events, resulting in added protection of the public interest and maintenance of public trust.

Risk management at CCMB involves internal engagement and communication of cross-sectoral risks and the involvement of external stakeholders on risks with respect to major projects. CCMB utilizes the Healthcare Insurance Reciprocal of Canada (HIROC) system to report, evaluate and classify risks. The HIROC system assesses risk by combining estimates of (i) the impact and (ii) the likelihood of a particular risk, which are multiplied to get the final risk assessment.

ELEVATING MANITOBA'S ROLE IN CANCER RESEARCH

By legislation, CancerCare Manitoba's mandate includes the responsibility for research in cancer. As noted in the Health System Governance and Accountability Act, "The cancer authority is responsible for facilitating or conducting cancer research."

Our drive for scientific research excellence is born from our passion to serve the community of Manitoba; this is our guiding principle.

For nine decades, CancerCare Manitoba has been dedicated to bringing this principle to life, by pursuing scientific discovery to improve patient care. Its founders had the vision and knew the importance of research to advancing cancer care. This vision and legacy continues today.

The new structure included formation of a Research Committee of the Board as well as a robust Scientific Advisory Board with membership from research institute leaders from across Canada. These committees provide governance and oversight to the Research Institute.

Embedding research and innovation into all aspects of cancer control is an essential component of CancerCare Manitoba's mission to reduce the impact of cancer on our population through a personalized approach to cancer treatment. It has been shown over and over again that research carried out within a patient care facility brings the best patient outcomes and success in research. With the location of CCMR within the patient facility of CancerCare Manitoba, we are well positioned as a comprehensive cancer centre to carry out

state-of-the-art research for the benefit of all Manitobans.

CCMR is planning for expansion through rebuilding of the research laboratories on the 5th and 6th floors of the MacCharles

facility, bringing new equipment and technology, renewing recruitment of scientists, and development of space to foster clinical research collaboration.



Dr. Sri Navaratnam,
President & CEO,
CCMB



Dr. Neil Watkins,
Chief of Research,
CCMB



Dr. Digvijay Jayas,
VP Research and
International,
University of
Manitoba



Dr. Brian Postl,
Dean of Medicine,
University of
Manitoba



Mr. Steve Kroft,
Board Chair,
CancerCare
Manitoba
Foundation



Mr. Geoff Chipman,
Board Chair,
CancerCare
Manitoba



RESEARCH NEWS

In 2021, a new governance structure for CancerCare Manitoba Research Institute, *Care through Discovery*, was announced, bringing research closer to patient care and maintaining our close ties and affiliation with the University of Manitoba. CancerCare Manitoba Research Institute (CCMR) is the only provincial research institute exclusively dedicated to improving cancer control in Manitoba through research and innovation.



CancerCare Manitoba
RESEARCH INSTITUTE

Care through Discovery

ActionCancerManitoba
INSTITUT DE RECHERCHE

EVENTS AND STAFF ENGAGEMENT



Oncology Nursing Day April 6, 2021

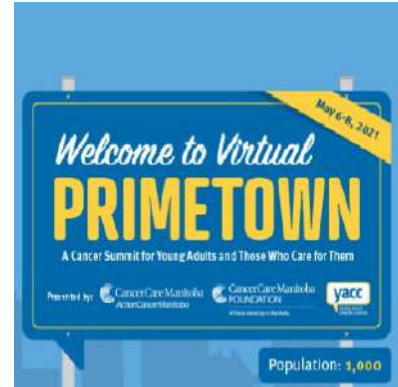
April 6, 2021 marked the 18th anniversary for Annual Oncology Nursing Day.

Oncology Nurses were recognized on this special day.



Staff Wellness Month April 18-May 22, 2021

Staff celebrated workplace wellness. Individuals who participated were entered into a weekly prize draw.



Primetown May 6-8, 2021

Primetown is a cancer summit for young adults and those who care for them. Participants attend workshops and social events. It is designed to empower, educate and support those impacted by cancer.



Annual Public Forum November 5, 2021

A virtual forum announcing The Roadmap to Cancer Control for Manitoba, improving First Nations, Métis, and Inuit Cancer Control and Outcomes, and a community story with a guest speaker.



November 4, 2021 (full day)
November 5, 2021 (half day)

Provincial Cancer Care Conference November 4-5, 2021

A virtual event for health leaders with a disease site group focus on breast cancer.



Fun Fridays in December December 2021

Staff were encouraged to wear a holiday sweater with jeans every Friday in December and were entered into a draw for a prize.



Blood Disorders Day for Health Professionals **May 14, 2021**

A virtual conference for health professionals.



Every Child Matters - A Moment of Silence for the 215 **June 4, 2021**

In response to the discovery of 215 Indigenous children on the grounds of the former residential school in Kamloops, B.C., CCMB staff paused for a moment of silence at 2:15 p.m.



Challenge for Life **August 5-17, 2021**

Challenge for Life is an opportunity to improve your own health, and reduce your personal risk of cancer, while raising money and awareness for all cancers affecting Manitobans.



Festival du Voyageur **February 2022**

Supporting French Language Services and Active Offer Training through staff activities during Festival du Voyageur week in February 2022.



World Cancer Day **February 4, 2022**

World Cancer Day is an annual event. This year's theme was Closing the Care Gap. CCMB staff committed to providing equitable care to all Manitobans, bringing research closer to patient care, and encouraging all Manitobans to do their part to lower their risk of cancer.



Health Equity Week **March 21-25, 2022**

There were expert speakers and activities for staff as well as opportunities to learn about how health equity applies to their work. There was a Health Equity Collective panel presentation on equity in charting.

FRENCH LANGUAGE SERVICES

As part of the Government of Manitoba's French Language Services Policy, CancerCare Manitoba has been designated as a provider of French Language Services (FLS). CCMB recognizes there are members of the Francophone community that live throughout the health regions, and the French Language Services Plan provides CCMB the opportunity to undertake the responsibility of a multi-year strategic plan.

CCMB reported on the progress of the French Language Services Plan for the period April 1, 2021 to March 31, 2022 in its Annual Report on French Language Services. The following is an overview of CCMB's accomplishments in relation to implementation of French Language Services requirements:

- All new CCMB staff completed Active Offer training.
- Active Offer training on LMS was introduced in January 2021. Over 60% of staff (631 staff members) have completed the training to date. This is an increase of 10% compared to the previous year.
- Offered French language training development opportunities provided by Université de Saint- Boniface and l'Alliance française du Manitoba.

- The FLS committee added new members to represent CCMB departments.
- Supported French Language Services and Active Offer Training through staff activities during Festival du Voyageur week in February 2022.
- Translated Screening and Prevention program materials into French.
- Updated CCMB signage with bilingual language.

STATISTICS ON DESIGNATED BILINGUAL POSITIONS 2021-2022

Number of Designated Bilingual Positions 1
 Number of Designated Bilingual Positions Filled with Bilingual Incumbents 0
 Number of Designated Bilingual Positions Filled with Non-Bilingual Incumbents 0

Designated Bilingual Position
 Position Title: Clerk III - Full Time, Permanent
 Classification: C663
 Division/Branch: Misericordia
 Location: Winnipeg, Manitoba
 Position Status: Vacant

ACCREDITATION

CancerCare Manitoba voluntarily participates in Accreditation Canada's Qmentum Accreditation Program. The Qmentum Program is a four-year cycle of assessment and improvement which helps organizations assess all aspects of their operations – from board and leadership, care and services, to infrastructure. Assessment evaluates performance against national standards of excellence. These standards examine all aspects of care, including patient safety, ethics, staff training, and how CCMB connects with partners in the community. Accreditation Canada is an independent non-governmental organization that operates globally as an affiliate of the Health Standards Organization.

CCMB's last two accreditation surveys took place in 2015 and 2019, with Exemplary Standing received on both occasions. This is the highest level of performance achievable. In 2019, seven cancer service delivery sites of CCMB were assessed by the surveyor team during the onsite survey. CCMB was evaluated against

946 national standards and passed with 99.6 per cent compliance and achieved 100 per cent compliance on Required Organizational Practices. These are the highest levels achieved by CCMB to date.

Participating in accreditation demonstrates to patients, staff, partners, and the community CCMB's commitment to quality health care. It brings confidence and assurances to Manitobans that they will receive the best evidence-based, safe and high-quality cancer care in the province.

CCMB has aligned with the Provincial Quality and Patient Safety and Accreditation (QPSA) Framework and is preparing for the next on-site survey in November 2023.



CancerCare Manitoba Statement of Financial Position

As at March 31, 2022, with comparative information for 2021

	2022	2021 (Restated)
Financial assets:		
Cash	\$ 10,483,098	\$ 16,990,507
Restricted cash	5,065,630	5,029,306
Accounts receivable	21,832,584	13,822,310
Due from Manitoba Health	7,772,218	2,020,369
Investments	28,131,710	28,080,283
Vacation entitlements receivable	1,713,746	1,713,746
Retirement entitlement obligation receivable	1,350,050	1,350,050
	76,349,036	69,006,571
Financial liabilities:		
Accounts payable and accrued liabilities	32,622,674	29,824,102
Employee future benefits	10,501,880	9,970,417
Unearned revenue	2,061,265	2,685,723
Lines of credit payable	3,775,599	3,756,082
Loans payable	23,257,314	26,424,875
Due to Manitoba Health	17,217,310	9,009,216
	89,436,042	81,670,415
Net debt	(13,087,006)	(12,663,844)
Non-financial assets:		
Tangible capital assets	45,940,414	48,518,240
Inventory	6,299,033	5,952,154
Prepaid expenses	640,398	318,870
	52,879,845	54,789,264
Net assets	\$ 39,792,839	\$ 42,125,420
Net assets is comprised of:		
Accumulated surplus	\$ 39,941,428	\$ 41,662,120
Accumulated remeasurement gains (losses)	(148,589)	463,300
	\$ 39,792,839	\$ 42,125,420

These condensed financial statements do not contain all of the disclosures required by Canadian public sector accounting standards. Readers are cautioned that these statements may not be appropriate for their purposes.

CancerCare Manitoba

Statement of Operations and Accumulated Surplus

Year ended March 31, 2022, with comparative information for 2021

	2022 Budget	2022	2021 (Restated)
Revenue:			
Manitoba Health	\$ 78,422,820	\$ 82,808,681	\$ 76,937,742
Provincial Oncology Drug Program	60,491,400	50,882,459	53,362,879
Oral cancer drug dispensing	25,000,000	25,959,211	20,736,214
Medical remuneration	22,547,994	19,056,201	21,069,788
Government of Canada	25,000	64,607	74,432
Other revenue	4,112,346	5,939,951	5,969,528
Investment income	716,600	795,762	667,710
External grants	13,067,900	13,814,247	12,572,337
Total revenue	204,384,060	199,321,119	191,390,630
Expenses:			
Acute Care:			
Clinics and patient services	29,144,204	36,800,052	30,043,773
Systemic oncology program	18,703,489	20,940,713	19,625,331
Radiation oncology program	13,778,941	13,201,609	13,219,847
Screening programs	6,254,501	5,733,546	5,077,237
Other clinical programs	6,103,187	5,599,561	5,619,850
Corporate services	14,430,954	13,585,591	12,780,268
Provincial Oncology Drug Program	60,491,400	50,882,459	53,362,879
Oral cancer drug dispensing	25,454,790	26,477,093	21,283,897
Medical remuneration	22,547,994	19,056,201	21,069,788
Research expense	13,134,500	13,814,943	12,531,748
Total expenses	210,043,960	206,091,768	194,614,618
Deficit for the year before government transfers related to capital	(5,659,900)	(6,770,649)	(3,223,988)
Government transfers related to capital	4,430,500	5,049,957	3,763,227
Annual surplus (deficit)	(1,229,400)	(1,720,692)	539,239
Accumulated surplus, beginning of year		41,662,120	41,122,881
Accumulated surplus, end of year		\$ 39,941,428	\$ 41,662,120
Accumulated surplus is comprised of:			
Invested in tangible capital assets		\$ 20,490,367	\$ 20,474,605
Surplus accumulated from general operations		9,548,516	11,347,240
Surplus accumulated from research operations		9,902,545	9,840,275
		\$ 39,941,428	\$ 41,662,120

ADMINISTRATIVE COST REPORTING

Administrative Costs

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

Administrative costs as defined by CIHI, include:

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

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

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

Administrative Cost Percentage Indicator

The administrative cost percentage indicator (administrative costs as a percentage of total operating costs) also adheres to CIHI guidelines.

Figures presented are based on data available at time of publication. Restatements, if required to reflect final data or changes in the CIHI definition, will be made in the subsequent year.

Public Sector Compensation Disclosure

In compliance with The Public Sector Compensation Disclosure Act of Manitoba, interested parties may obtain copies of the CancerCare Manitoba public sector compensation disclosure (which has been prepared for the purpose and certified by its auditor to be correct) and contains the amount of compensation it pays or provides in the corresponding fiscal year for each of its officers and employees whose compensation is \$75,000.00 or more. This information is available on the [CancerCare Manitoba website](#).

Provincial Health System Administrative Costs and Percentages

2021/22

REGION	Corporate	Patient-Care Related	Human Resources & Recruitment	Total Administration
Interlake-Eastern Regional Health Authority	2.92%	0.63%	1.93%	5.48%
Northern Regional Health Authority	3.48%	0.93%	1.12%	5.53%
Prairie Mountain Health	2.32%	0.16%	0.99%	3.47%
Southern Health Santé-Sud	2.60%	0.25%	0.84%	3.69%
CancerCare Manitoba	1.70%	0.47%	0.70%	2.87%
Winnipeg Regional Health Authority	2.69%	0.55%	1.14%	4.38%
Shared Health	3.48%	0.44%	0.45%	4.37%
Provincial - Percent	2.88%	0.47%	0.93%	4.28%
Provincial - Totals	\$ 175,559,392	\$ 28,641,532	\$ 56,439,789	\$ 260,640,713

2020/21

REGION	Corporate	Patient-Care Related	Human Resources & Recruitment	Total Administration
Interlake-Eastern Regional Health Authority	3.12%	0.58%	2.11%	5.81%
Northern Regional Health Authority	3.42%	0.93%	1.09%	5.44%
Prairie Mountain Health	2.26%	0.34%	1.08%	3.68%
Southern Health Santé-Sud	3.06%	0.20%	0.90%	4.16%
CancerCare Manitoba	1.68%	0.45%	0.71%	2.84%
Winnipeg Regional Health Authority	2.83%	0.61%	1.06%	4.50%
Shared Health	3.21%	0.30%	0.54%	4.05%
Provincial - Percent	2.89%	0.47%	0.94%	4.30%
Provincial - Totals	\$ 154,819,266	\$ 25,267,919	\$ 50,569,113	\$ 230,656,298

HEALTH SYSTEM TRANSFORMATION

Manitoba's Health System Transformation includes initiatives that improve patient access and the quality of care experienced by Manitobans while establishing a health system that is both equitable and sustainable. As transformation projects and initiatives are planned and implemented, opportunities to re-invest administrative efficiencies in patient care are sought out and prioritized.

Under the Regional Health Authorities Act of Manitoba, health authorities must ensure their corporate administrative costs do not exceed a set amount as a percentage of total operation costs (2.99% in WRHA; 3.99% in Rural; 4.99% in Northern).

Across Manitoba, within all Service Delivery Organizations with the exception of Shared Health, which assumed responsibility for planning and coordination to support health services throughout the COVID-19 pandemic, administrative costs decreased as a percentage of total operating costs.

CCMB Administrative Costs

For Year to Date Ending:	Mar-22 \$	%	Mar-21 \$	%
Corporate	3,173,648	1.70%	2,971,585	1.68%
Patient care related costs	881,679	0.47%	794,768	0.45%
Recruitment/Human Resources related costs	1,306,588	0.70%	1,256,366	0.71%
TOTAL Administrative costs	5,361,915	2.87%	5,022,719	2.84%

Total RHAs/SDO Administration Costs

For Year to Date Ending:	Mar-22 \$	%	Mar-21 \$	%
Corporate	175,559,392	2.88%	154,819,266	2.89%
Patient care related costs	28,641,532	0.47%	25,267,919	0.47%
Recruitment/Human Resources related costs	56,439,789	0.93%	50,569,113	0.94%
TOTAL Administrative costs	260,640,713	4.28%	230,656,298	4.30%

THE PUBLIC INTEREST DISCLOSURE WHISTLEBLOWER PROTECTION ACT

The Public Interest Disclosure (Whistleblower Protection) Act came into effect in April 2007 (<https://web2.gov.mb.ca/laws/statutes/ccsm/pdf.php?cap=p217>). This law gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service, and strengthens protection from reprisal. The Act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba public service.

Wrongdoing under the Act may be a 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.

All disclosures receive careful and thorough review to determine if action is required under the Act, and must be reported in CancerCare Manitoba's annual report in accordance with Section 18 of the Act.

The following is a summary of disclosures received by CancerCare Manitoba for the fiscal year 2021-22:

- As per subsection 18 (2a): The number of disclosures received, and the number acted on and not acted on: 0
- As per subsection 18 (2b): The number of investigations commenced as a result of a disclosure: 0
- As per subsection 18 (2c): 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: 0

CANCERCARE MANITOBA FOUNDATION

You Make Local Research a Reality

Thank you to the hundreds of dedicated supporters who help make our programs, research, and innovation priorities possible. Everything you do revolves around our vision – a world free of cancer.



Dr. Navaratnam & Hargun

Thanks to your support, our dedicated team continues to give comfort and confidence to our patients and their families in one of the most challenging times of this century, and we will not stop in our pursuit of transformative cancer care. Your philanthropic support is vital to our pursuit and enables us to build on our research strengths and forge new paths of discovery that directly benefit cancer patients and their families – like Hargun.

Hargun was diagnosed at seven years old with acute lymphoblastic leukemia. She was part of a donor-funded clinical trial that focused on a treatment specifically targeting her type of cancer. The best cancer care responds to the unique needs of the patient, their families, and communities.

Research and innovation are foundational to cancer care; it improves patient care and outcomes by identifying new treatments, technologies, and clinical trials. Research at CancerCare Manitoba will be further strengthened through our plan to rebuild the research laboratories. With help from our donors, we are bringing in new technologies and equipment, and reinforcing recruitment efforts to attract the best and the brightest researchers.

To our donors, staff, and all levels of government, you really do make a difference. Your support makes life better for patients like Hargun whose courage inspires us and whose gratefulness drives everything we do.

On behalf of all Manitobans, CCMB staff and cancer patients, our heartfelt gratitude is extended to CancerCare Manitoba Foundation and the Foundation Board for your dedication and commitment to Manitobans.



Patti Smith

President & CEO

CancerCare Manitoba Foundation

Steve Kroft

Chair

CancerCare Manitoba Foundation
Board of Directors



All funds raised stay in Manitoba.

Questions?

Email us at CCMBCPAffair@cancercare.mb.ca

www.cancercare.mb.ca



@CancerCareMB



@CancerCareMB



@cancercare_mb_news