



MORE TO US THAN MEETS THE EYE

**STRATEGIC PLAN
2022-2026**



WHO WE ARE AND WHAT WE DO

Misericordia Health Centre offers exceptional, highly-specialized health care. We are home to [Manitoba's Eye Care Centre of Excellence](#), [Sleep Disorder Centre](#) and the [Provincial Health Contact Centre](#), featuring Health Links – Info Santé which provides bilingual triage, assessment and care advice 24/7/365.

We are also home to care streams responding to vital community needs such as diversified care for seniors, community IV, pediatric dental surgery and brain injury rehabilitation.

Misericordia's continuum of [long-term care](#) begins with PRIME, a health centre for seniors designed to keep older adults in their own homes as long as possible. Misericordia Terrace also offers affordable independent living in the heart of Winnipeg. Scheduled respite care, transitional care and 100-bed personal care home Misericordia Place round out healthy aging in our campus of care.





ACUTE CARE:

- Community IV Program
- Easy Street – brain injury rehabilitation
- Eye Care Centre of Excellence – urgent eye intake
- MHC for Lungs – pulmonary rehabilitation
- Pediatric Dental Surgery
- Sleep Disorder Centre

PROVINCIAL HEALTH CONTACT CENTRE:

- Health Links – Info Santé
- Dial-a-Dietitian
- TeleCARE TélésOINS

LONG-TERM CARE:

- Misericordia Place PCH
- PRIME – health centre for seniors
- Respite Care
- Transitional Care
- [Misericordia Terrace, assisted living](#)



OUR VISION

Misericordia Health Centre leads our changing health landscape through innovation, responsiveness and community.

OUR MISSION

Misericordia Health Centre adapts continuously to the evolving health-care needs of Manitobans by delivering a unique hub of highly-specialized health-care streams.

We are Manitoba's Eye Care Centre of Excellence, Sleep Disorder Centre and Provincial Health Contact Centre with flagship Health Links – Info Santé.

We are strengthened by the spirit and the legacy of the Misericordia Sisters.

OUR VALUES

Caring • Respect • Trust

A PLEDGE FROM OUR LEADERS

Providing compassionate patient-centred quality care is at the heart of all we do at Misericordia Health Centre.

How we provide this care is equally important: our staff, physicians and volunteers remain guided by the legacy of our Founders, the Misericordia Sisters. Our history truly shapes our future.

MHC plays an integral role in the provincial health system, providing important services on behalf of the Winnipeg Regional Health Authority to broad and diverse communities across Manitoba.

While the communities we serve are broad, our 2022-2026 strategic plan is anything but: our strategic priorities are as unique and specialized as the programming we provide to Manitobans.

Our board and leadership team have taken care to create specific priorities such as propelling our Eye Care Centre of Excellence into Canada's premier eye institute and constructing a new Sherbrook development to meet Manitobans' health-care needs.



Charlie Burns
MHC Board Chair



Caroline DeKeyser
MHC President & CEO

CONSIDERATIONS INFLUENCING OUR PLAN

As many opportunities that are available to drive our priorities forward – think virtual health-care possibilities! – there are also undeniable challenges facing us, such as an increasingly aging population and continued responsiveness to growing surgical and diagnostic needs.

We have carefully charted pathways to success, including adding tools to ensure future sustainability.

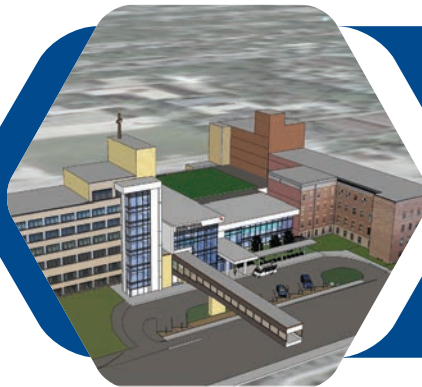
As we implement and measure our plan, we will continuously gauge our progress and adjust to meet new challenges.

Misericordia Health Centre has always evolved to meet the changing needs of the communities we serve and we pledge to continue doing so in an audacious manner!

OUR THREE PRIORITIES



**Propel Eye Care
Centre of Excellence
into Canada's premier
eye institute**



**Construct a new
Sherbrook development
to meet Manitobans'
health-care needs**



**Foster innovation to
drive excellence in
all we do**



PATHWAYS TO SUCCESS

- Imbue faith-based care
- Sustain and enhance a compassionate, excellent patient experience
- Ensure future sustainability
- Support a positive work environment for all staff, physicians and volunteers
- Remain flexible and responsive to change

PRIORITY ONE

PROPEL EYE CARE CENTRE OF EXCELLENCE INTO CANADA'S PREMIER EYE INSTITUTE

Misericordia's dynamic Eye Care Centre of Excellence is the largest comprehensive surgical and treatment program in Western Canada. To become Canada's premier eye institute we need to build new operating theatres, have more specialty ophthalmologists on site and leverage our university partnerships to expand our teaching and research capacity.

IN THE NEXT FIVE YEARS, WE WILL:

- Build new state-of-the-art surgical infrastructure supported by the best diagnostic technology and treatment tools
- Continuously meet the Canadian Institute for Health Information's 16-week benchmark for cataract surgeries
- Provide ophthalmology leadership across provincial health regions, the University of Manitoba and throughout Canada
- Focus on providing the best education and research opportunities possible to our staff
- Augment our vibrant teaching health centre to attract ophthalmology professionals
- Collaborate with public health to promote patient education and preventive eye-health practices
- Conduct research studies with replicable findings that translate into best practices implemented across Canadian eye institutes
- Maximize both public and private funding opportunities, ensuring leading innovations and advanced technology
- Establish cross-sectoral partnerships with health providers across Canada
- Increase virtual ophthalmology consults and care across specialties
- Increase the variety and number of eye-care practitioners that call MHC home

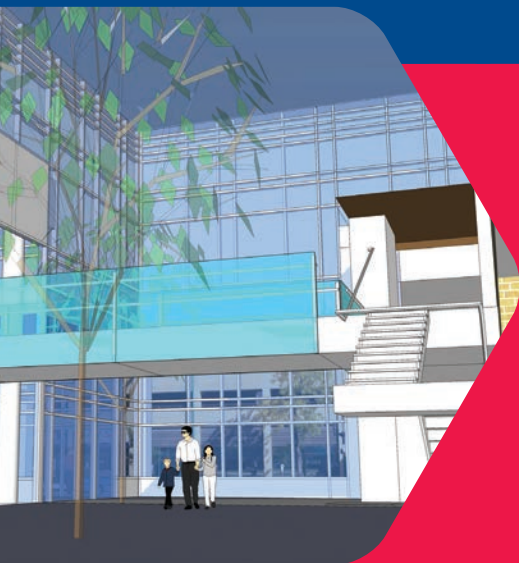
WHAT SUCCESS LOOKS LIKE

At Canada's premier eye institute, the Eye Care Centre of Excellence:

- An array of speciality ophthalmologists collaboratively consult at MHC to provide excellence in eye care
- Patients present 24/7 with urgent eye issues, with emergency sight-saving surgeries and inpatient follow-up care immediately available
- Eye surgeries are performed efficiently in state-of-the-art operating theatres
- Telehealth and remote programming are vastly expanded to overcome the geographic isolation of many Indigenous communities, ensuring we are providing eye care closer to home
- Teaching and mentorship is embodied in the University of Manitoba ophthalmology residency program, which enables succession planning
- Complementary research ensures innovation in ophthalmology
- Eye patients have access to amenities such as optical retail, low-vision resources and a pharmacy



II PRIORITY TWO



CONSTRUCT A NEW SHERBROOK DEVELOPMENT TO MEET MANITOBBANS' HEALTH-CARE NEEDS

Replacing our 1907 Sherbrook building is essential for Misericordia to meet the future health-care needs of Manitobans. Augmenting our campus of care, the Sherbrook development will embody *The Future of Care*: home to new complementary programs and supporting our Eye Care Centre of Excellence's transition to Canada's premier eye institute.

BY THE END OF 2024 WE WILL:

- Produce a fulsome assessment of community needs: what the new development requires to both strengthen current programs and to support health-care growth
- Identify private partnerships for potential integration, such as offices for eye-care specialists and respirologists
- Collaboratively work to address planning requirements with Shared Health and WRHA support
- Explore private and public funding opportunities to ensure future sustainability
- Create a clear road map to completion of a new Sherbrook development: from costing to construction timeline to grand opening

BY THE END OF 2026 WE WILL:

- Reveal new Sherbrook development plans, including:
 - Specialty ophthalmology and optometry clinics, as well as a spacious lecture hall, to augment the Eye Care Centre of Excellence
 - New complementary health programs to meet Manitobans' future needs
 - A visionary main entrance at the heart of MHC, enabling clear way-finding and providing a welcoming gathering space
 - Community businesses, a Misericordia heritage gallery, a chapel and spiritual health spaces
- Empty and demolish existing 1907 Sherbrook building while carefully preserving historical elements

WHAT SUCCESS LOOKS LIKE

Our communities are excited the new Sherbrook development construction is slated to open in 2029, with programming reflecting *The Future of Care*:

- Enter our central uplifting atrium linking effortlessly to our Cornish, Maryland and Wolseley care areas
- Experience why MHC's prestigious Eye Care Centre of Excellence is considered Canada's premier eye institute
- Receive care at a new complementary health program, ophthalmology specialist or optometrist clinic
- Explore convenient retail options such as medical and mobility supplies or active living services
- Learn about Misericordia's legacy
- Seek solace in a healing space
- Be warmly welcomed by our MHC Foundation



III PRIORITY THREE

FOSTER INNOVATION TO DRIVE EXCELLENCE IN ALL WE DO

Misericordia will continue to build on our history of innovative, patient-centric compassionate care as we serve Manitobans through specialized health-care programs. Embracing new technology, partnerships and research opportunities will increase our communities' engagement and drive excellence.



IN THE NEXT FIVE YEARS, WE WILL:

- Develop a team of leaders from throughout Misericordia to create a culture of innovation
- View all aspects of care and service with an innovation lens
- Engage our communities – patients, families, staff, physicians and volunteers – to share insights and experiences and help implement innovations to improve care
- Embrace new community partnerships and technology in health care and beyond
- Conduct research across our health-care areas to drive excellence in patient care
- Nurture entrepreneurial thinking
- Share and celebrate our innovation success stories locally, provincially and nationally





WHAT SUCCESS LOOKS LIKE

Misericordia Health Centre is renowned as an innovative teaching and research hub:

- Members of our Misericordia family actively contribute to service efficiencies and excellence in care
- Ideas both simple and complex – both free and costly – that enhance the patient experience continuously flow and are implemented
- MHC is respected by community partners for ease of collaboration
- Space, time and resources are available to sustain excellence
- Leadership of innovative ideas extend locally, provincially and nationally
- Partners actively seek teaching and research opportunities at MHC
- Communities understand and expect innovation from MHC



PATHWAYS TO SUCCESS

Across our strategic priorities there are pathways to success critical to supporting the achievement of this 2022-2026 plan:

IMBUE FAITH-BASED CARE

Living the legacy of the Misericordia Sisters' motto *Compassion of the Heart for Those in Need* will always be a contributing factor to the success of Misericordia Health Centre. Our intentionality around values-based care translates into how we deliver patient-centred care in a way that truly makes a difference.

SUSTAIN AND ENHANCE A COMPASSIONATE, EXCELLENT PATIENT EXPERIENCE

At MHC, a quality patient experience is our raison d'être at the heart of everything we do. We provide a welcoming, culturally safe and healing environment to the diverse communities we serve while ensuring equity in care. We strive to both improve access to care and to enhance patient engagement and incorporate feedback – both glowing and constructively critical. We are always learning to better serve our communities.

ENSURE FUTURE SUSTAINABILITY

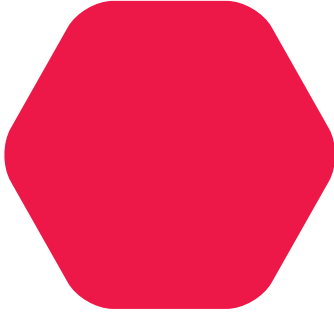
To ensure future sustainability on all levels we require both human resources and financial wherewithal which includes ongoing engagement and collaboration with government. This plan includes priorities that both build for growth and allow for flexibility within our space to serve Manitobans' health-care needs to the best of our ability.

SUPPORT A POSITIVE WORK ENVIRONMENT FOR ALL STAFF, PHYSICIANS AND VOLUNTEERS

Misericordia has a remarkably engaged staff and we intend to keep it that way by strengthening our focus on staff mental health, wellness and resilience. We listen to and learn from our staff. We support the growth and development of our leaders and offer continuous learning opportunities to all staff. We respect, appreciate and celebrate our staff and promote a healthy life-work balance.

REMAIN FLEXIBLE AND RESPONSIVE TO CHANGE

In order to achieve our ambitious strategic priorities, we must build on our strengths and work together with our communities in a continuous context of change. We are confident our unwavering focus on quality, replete with strong partnerships and innovative solutions, allow us to be agile and responsive to any change that comes our way.



GET INVOLVED



JOIN
Our Team



SHARE
Your Experience

VOLUNTEER
With Us



SUPPORT
*The Future
of Care today*



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Misericordia Health Centre acknowledges it provides health care located on Treaty 1 territory: the original lands of Anishinaabeg, Cree, Oji-Cree, Dakota, Dene and Métis people. We dedicate ourselves to collaborate in partnership with First Nations, Inuit and Métis peoples in the spirit of reconciliation and to the creation of a health-care environment that is safe, accessible and equitable.