

# **Manitoba Seniors and Long-Term Care**

# **Aînés et Soins de longue durée Manitoba**

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## **Annual Report Rapport annuel**

For the year ended March 31, 2023  
Pour l'exercice terminé le 31 mars 2023

2023

# Indigenous Land Acknowledgement

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

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

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

We respect the spirit and intent of Treaties and Treaty Making and remain committed to working in partnership with First Nations, Inuit and Métis people in the spirit of truth, reconciliation and collaboration.

# Reconnaissance du territoire

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

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

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

Nous respectons l'esprit et l'objectif des traités et de la conclusion de ces derniers. Nous restons déterminés à travailler en partenariat avec les Premières Nations, les Inuits et les Métis dans un esprit de vérité, de réconciliation et de collaboration.

## Seniors and Long-Term Care

314-450 Broadway  
Winnipeg, MB R3C 0V8

Phone: 204-945-2536

Fax: 204-948-7700

Email: [DMSENIORS@manitoba.ca](mailto:DMSENIORS@manitoba.ca)

Online: [www.manitoba.ca/openmb/infomb](http://www.manitoba.ca/openmb/infomb)

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Contact: Accessibility Coordinator at 204-945-2536

# Minister's Letter of Transmittal



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**MINISTER  
OF SENIORS AND LONG-TERM CARE**

Room 314  
Legislative Building  
Winnipeg, Manitoba R3C 0V8  
CANADA

September 1, 2023

Her Honour, the Honourable Anita R. Neville

Lieutenant-Governor of Manitoba

Room 235 Legislative Building

Winnipeg, MB R3C 0V8

May it Please Your Honour:

I have the privilege of presenting, for the information of Your Honor, the Annual Report of Manitoba Seniors and Long-Term Care, for the fiscal year ending March 31, 2023.

Respectfully submitted,

*"Originally signed by"*

Honourable Scott Johnston

Minister of Seniors and Long-Term Care



# Lettre d'accompagnement de la ministre



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## MINISTRE DES AÎNÉS ET SOINS DE LONGE DURÉE

Bureau 314  
Palais législative  
Winnipeg (Manitoba) R3C 0V8  
CANADA

1 septembre 2023

Son Honneur l'honorable Anita R. Neville

Lieutenante-gouverneure du Manitoba

Palais législatif, bureau 235

Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenante-gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel du ministère des Aînés et des Soins de longue durée du Manitoba pour l'exercice se terminant le 31 mars 2023.

Le tout respectueusement soumis,

Le ministre des Aînés et des Soins de longue durée,

«original signé par»

Scott Johnston



# Deputy Minister's Letter of Transmittal



Seniors and Long-Term Care  
Deputy Minister

314-450 Broadway, Winnipeg, Manitoba, Canada R3C 0V8  
T 204-945-2536 F 204-948-7700  
www.manitoba.ca

The Honourable Scott Johnston  
Minister of Seniors and Long-Term Care  
Room 314 Legislative Building  
Winnipeg, MB R3C 0V8

Sir:

I am pleased to present for your approval the 2022/23 Annual Report of the Department of Seniors and Long-Term Care.

Respectfully submitted,

*"Originally signed by"*

Bernadette Preun  
Deputy Minister of Seniors and Long-Term Care



# Lettre d'accompagnement de la sous-ministre



Aînés et Soins de longue durée

Sous-ministre

314, Palais législative, 450 Broadway, Winnipeg (Manitoba) R3C 0V8, Canada

Tél. 204-945-2356 Téléc. 204-948-7700

dmseniors@manitoba.ca

Scott Johnston

Ministre des Aînés et des Soins de longue durée

Palais législatif, bureau 314

Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

J'ai le plaisir de soumettre à votre approbation le rapport annuel 2022-2023 du ministère des Aînés et des Soins de longue durée.

Le tout respectueusement soumis,

La sous-ministre des Aînés et des Soins de longue durée,

«original signé par»

Bernadette Preun



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# Introduction/Introduction (French)

This Annual Report is organized in accordance with departments' appropriation structure as at March 31, 2023, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Supplement to the Estimates of Expenditure, the annual report includes Balanced Scorecards to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. As Balanced Scorecards have now been implemented by all departments, the previous Performance Reporting in the appendix has been discontinued.

The Annual Report includes information on the department and its Other Reporting Entities (OREs) summary financial results, provides a more detailed breakdown on any changes to its voted budget, and also reports on the department's progress of achieving diversity milestones. The tradition of providing the financial results with any associated variance explanations continues to be provided at the sub-appropriation level. Overall, the new annual report is intended to provide a more comprehensive picture of the department's financial performance

Le présent rapport annuel est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2023, qui tient compte des crédits autorisés approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel comprend des tableaux de bord équilibrés qui favorisent l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et l'obligation redditionnelle. Ces tableaux de bord ayant été mis en œuvre par tous les ministères, les rapports antérieurs sur la performance qui étaient inclus en annexe ont été abandonnés.

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

# Department At a Glance – 2022/23 Results

<b>Department Name &amp; Description</b>	Seniors and Long-Term Care undertook extensive consultation with Manitobans to modify, enhance and implement a renewed seniors strategy so aging Manitobans are able to stay safe in their own homes and communities as long as they choose. The department will also oversee the implementation of all recommendations of the Stevenson Review.
<b>Minister</b>	Honourable Scott Johnston
<b>Deputy Minister</b>	Bernadette Preun

Summary Expenditure (\$M)	
<b>54</b>	<b>28</b>
<b>Authority</b>	<b>Actual</b>

Core Expenditure (\$M)		Core Staffing
<b>54</b>	<b>28</b>	<b>14.00</b>
<b>Authority</b>	<b>Actual</b>	<b>Authority</b>

# Coup d'œil sur le ministère – Résultats en 2022-2023

Nom et description du ministère	Le ministère des Aînés et des Soins de longue durée a mené de vastes consultations auprès de la population manitobaine afin que l'on puisse modifier, améliorer et mettre en œuvre une stratégie renouvelée visant les personnes âgées, de sorte que celles-ci puissent demeurer en sécurité dans leur propre domicile et leur collectivité aussi longtemps qu'elles le souhaitent. Le ministère supervisera également la mise en œuvre de toutes les recommandations du rapport Stevenson.
Ministre	Scott Johnston
Sous-ministre	Bernadette Preun

Dépenses globales (en millions de dollars)	
<b>54</b>	<b>28</b>
Dépenses autorisées	Dépenses réelles

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
<b>54</b>	<b>28</b>	<b>14.0</b>
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

# Departmental Responsibilities

The overall responsibilities of the Minister and Seniors and Long-Term Care include:

- Modify, enhance and implement a renewed Seniors Strategy so that aging Manitobans are able to stay safe in their own homes and communities as long as they choose.
- Oversee implementation of all recommendations of the Stevenson Review.
- There is no legislation under the responsibility of the Minister.

## Department Shared Services

The Department of Health / Finance Division is responsible for ensuring appropriate management and accountability of department resources and alignment with business strategies and priorities. The division provides shared services supporting budgeting, financial analysis and financial reporting for the Departments of Health, Mental Health and Community Wellness and Seniors and Long-Term Care.

# Responsabilités ministérielles

Les responsabilités générales du ministre et du ministère des Aînés et des Soins de longue durée comprennent les suivantes :

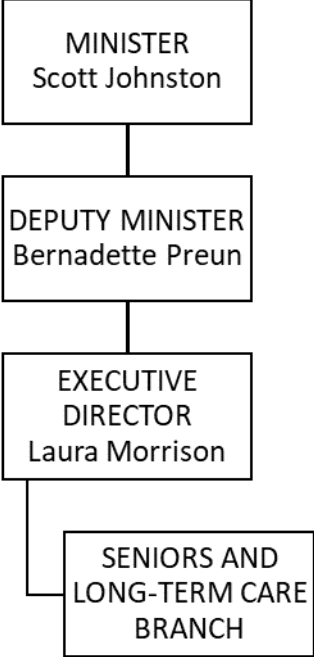
- Modifier, améliorer et mettre en œuvre une stratégie renouvelée visant les personnes âgées, de sorte que celles-ci puissent demeurer en sécurité dans leur propre domicile et leur collectivité aussi longtemps qu'elles le souhaitent.
- Superviser la mise en œuvre de toutes les recommandations du rapport Stevenson.
- Aucune loi n'est sous la responsabilité du ministre.

## Services partagés du ministère

La division des finances du ministère de la Santé est responsable de la gestion appropriée des ressources ministérielles et de l'obligation redditionnelle à cet égard, de même que du respect des stratégies et des priorités opérationnelles. Elle fournit aux ministères de la Santé, de la Santé mentale et du Mieux-être de la communauté, ainsi que des Aînés et des Soins de longue durée des services partagés pour appuyer leurs activités de budgétisation, d'analyse financière et de production de rapports financiers.

# Organizational Structure

Department of Seniors and Long-Term Care as at March 31, 2023



# 2022/23 Key Achievement Highlights

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

- Provided stewardship resulting in progress on the implementation of 17 recommendations for action from the Stevenson Review. Working with stakeholders, we implemented 76.5% of the recommended changes to improve quality of life outcomes for Manitobans residing in personal care homes. Investments included: enhancement of infection prevention and control within the long-term care sector; strengthened capacity for quality and standards officers as well as Protection for Persons in Care office capacity; and, increased staffing levels for direct care of residents, including nurses, health care aides and staff such as occupational therapists and recreation staff. Implementation continues with ongoing oversight by the department; Manitobans can be assured that changes to the personal care homes will be fully implemented and sustained over the coming years.
- Consulted with more than 10,000 Manitobans including seniors, families, caregivers, thought leaders, community organizations and community leaders to help inform the seniors strategy. Consultations included a mix of surveys, focus groups and interviews, community engagement networks, and a Minister's tour. The department initiated steps to begin to build our relationship with Indigenous governments, communities and organizations to engage and partner on shared priorities. We took what we heard and convened planning tables bringing together key stakeholders to develop the focus areas for the strategy.
- Developed and launched Manitoba's senior strategy entitled "[Manitoba, A Great Place to Age: Provincial Seniors Strategy.](#)" This living strategy for aging well sets a bold new vision for what Manitobans can expect as they age regardless of their financial situation, culture, language, ethnicity, sexual orientation, gender identity, life experiences or geography. This is government-wide effort, which means that every department that provides services to seniors, or offers programs that benefit seniors in some way, will be responsible for driving aspects of the strategy. Key elements of the strategy include:
  - Vision: Older Manitobans are valued and empowered to live healthy and proactive lives in our communities making Manitoba an ideal place to age.
  - Values: Respect, choice, independence and equitable access; equity diversity and inclusion; truth and reconciliation; quality and innovation; person and family centered; and, partnership, collaboration and interdependence.
  - Focus Areas: 1) Safe, Inclusive, Accessible Communities. 2) Navigation. 3) High Quality Services. 4) Financial Security. 5) Reducing Ageism & Ableism. 6) Indigenous Engagement & Co-Design. 7) Collaboration and Accountability.
- As a first step Manitoba invested in 16 new or expanded initiatives to support seniors to stay in their home or community. Announcements included funding to support Safe, Inclusive, Accessible Communities initiatives such as Age-Friendly Communities, Support Services to Seniors Program, the Over the Rainbow-Rainbow Resource Centre, enhanced dementia supports, and elder abuse services and awareness. Initiatives promoting high quality services included enhanced funding for Self and Family Managed Care, palliative care, cochlear implants for adults, and a new hearing aid grant program were also announced. A new home modification program was also announced as a financial security initiative to assist low-income homeowners who require assistance in modifications to their home that they cannot

afford and who may not have the ability to coordinate services themselves. Investments for some of these initiatives will be occurring in 2023/24.



# Principales réalisations en 2022-2023

Au cours de l'exercice, le ministère des Aînés et des Soins de longue durée a accompli les réalisations suivantes.

- Nous avons géré la progression de la mise en œuvre de 17 recommandations du rapport Stevenson. Nous avons travaillé avec des parties prenantes pour mettre en œuvre 76,5 % des changements recommandés pour améliorer la qualité de vie des Manitobains qui résident dans des foyers de soins personnels. Les investissements ont été engagés notamment pour l'amélioration de la prévention des infections dans le secteur des soins de longue durée, le renforcement de la capacité des agents de la qualité et des normes et de celle du Bureau de la protection des personnes recevant des soins, ainsi que l'accroissement de la dotation en personnel pour les soins directs aux résidents, y compris le personnel infirmier, les aides-soignants et les employés tels que les ergothérapeutes et le personnel des loisirs. La mise en œuvre se poursuit sous la surveillance continue du ministère; les Manitobains peuvent avoir confiance que les changements seront pleinement apportés aux foyers de soins personnels et maintenus au cours des années à venir.
- Nous avons consulté plus de 10 000 Manitobains y compris des aînés, des familles, des aidants naturels, des experts, des organismes communautaires et des dirigeants communautaires, afin d'éclairer la stratégie concernant les aînés. Les consultations ont pris la forme d'enquêtes diverses, de groupes de discussion, d'entrevues, de réseaux d'engagement communautaire et d'une tournée ministérielle. Le ministère a pris des mesures pour commencer à renforcer nos liens avec les gouvernements, les communautés et les organismes autochtones, afin de s'engager et de travailler en partenariat sur des priorités communes. Tous les commentaires entendus ont été apportés à la table de planification qui regroupait les intervenants principaux, afin de déterminer les domaines clés de la stratégie.
- Nous avons créé et lancé « [Le Manitoba, un endroit où il fait bon vieillir : Stratégie provinciale pour les aînés](#) ». Cette nouvelle stratégie vivante pour bien vieillir établit une nouvelle vision audacieuse de ce à quoi les Manitobains peuvent s'attendre en vieillissant, peu importe leur situation financière, leur culture, leur langue, leur origine ethnique, leur orientation sexuelle, leur identité de genre, leurs expériences de vie ou leur région géographique. Pour le gouvernement du Manitoba, cela signifie que chaque ministère qui fournit des services aux aînés ou offre des programmes qui profitent aux aînés d'une manière ou d'une autre sera responsable de diriger les aspects moteurs de la stratégie. Voici les éléments clés de la stratégie :
  - Vision : Les Manitobains âgés sont valorisés et habilités à mener une vie saine et productive dans leur communauté, ce qui fait du Manitoba un endroit idéal pour vieillir.
  - Valeurs : Respect, choix, indépendance et accès équitable; équité, diversité et inclusion; vérité et réconciliation; qualité et innovation; démarche centrée sur la personne et la famille; partenariat, collaboration et interdépendance.
  - Domaines d'intérêt : 1) Communautés sûres, inclusives et accessibles. 2) Orientation. 3) Services de haute qualité. 4) Sécurité financière. 5) Réduction de l'âgisme et du capacitisme. 6) Mobilisation des Autochtones et conception conjointe avec ceux-ci. 7) Collaboration et responsabilisation.
- En guise de première étape, le Manitoba a investi dans la création ou l'élargissement de 16 initiatives pour permettre aux aînés de rester à leur domicile ou dans leur communauté. Des annonces ont été faites en ce qui concerne le soutien aux initiatives visant des communautés sûres, inclusives et accessibles, par

exemple les communautés amies des aînés, les services de soutien aux programmes pour les aînés, le programme Over the Rainbow du Rainbow Resource Centre, l'amélioration de l'aide offerte aux personnes atteintes de démence, ainsi que la lutte contre la violence envers les personnes âgées et la sensibilisation à ce problème. Parmi les initiatives favorisant des services de haute qualité, on a annoncé l'accroissement du financement pour les soins gérés par la personne ou la famille, pour les soins palliatifs, pour les implants cochléaires destinés aux adultes, ainsi qu'un nouveau programme de subvention pour les appareils auditifs. Un nouveau programme de modification domiciliaire a également été annoncé comme initiative de sécurité financière, afin d'aider les propriétaires à faible revenu qui doivent apporter à leur résidence des modifications qui dépassent leurs moyens et qu'ils n'ont pas la possibilité de coordonner eux-mêmes. Les investissements touchant certaines de ces initiatives seront engagés en 2023-2024.

# Department Strategy Map

The department strategy map lists the four Government priority areas: Quality of Life, Working Smarter, Public Service and Value for Money, with the department's objectives listed under each priority. Objectives, initiatives and performance measures are described in further detail following the strategy map.

The Department of Seniors and Long-Term Care was officially formed on January 18, 2022. While the department did produce some strategic content for the 2022/23 Supplement to the Estimates of Expenditure, full content including new vision, mission, and values that are reflective of the seniors strategy were developed during the 2022/23 fiscal year. To see the department's new strategy map please refer to the 2023/24 Supplement to the Estimates of Expenditure.

## Vision

A renewed seniors strategy, informed by extensive consultation with Manitobans to modify, enhance and implement a renewed seniors strategy so aging Manitobans are able to stay safe in their own homes and communities as long as they choose.

## Mission

To work with Manitobans, stakeholders and departments of government to inform government's priority and policy decisions in their development of a seniors strategy. To oversee the implementation of all recommendations of the Stevenson Review.

## Values

- Mutual respect & collaboration. A listening approach and extensive engagement will inform policy advice.
- Innovative & forward thinking. Manitobans' expectations for the future will inform the way forward, and the seniors strategy will be informed by leading practices.
- Excellence. Policy advice and development will be supported by sound analysis and be evidence informed.
- Accountable. The Department will work to ensure the commitment to implementing all recommendations of the Stevenson Review.

## Department Balanced Scorecards Priorities and Objectives

### Quality of Life – Improving Outcomes for Manitobans

1. Create conditions to Improve Quality of Life
2. Advance Truth and Reconciliation

“Truth” has been added to the original objective titled “Advance Reconciliation”.

“There is no Reconciliation without the Truth. If you ever see Reconciliation on its own without Truth, let people know that they need the Truth before there is Reconciliation.”

- As told to Helen Robinson-Settee by the Late Dr. Donald Robertson, Elder, Indigenous Inclusion Directorate Advisory Council, Manitoba Education and Early Childhood Learning

### **Working Smarter – Delivering Client-Centred Services**

3. Foster and Advance Innovation
4. Reduce Red Tape
5. Involve Manitobans in Decision Making
6. Be Transparent

### **Public Service – Delivering Client-Service Excellence**

7. Advance Diversity and Inclusion
8. Strengthen Respect at Work

### **Value For Money – Protecting Manitoba’s Bottom Line**

9. Provide Value for Money
10. Balance the Budget

# Schéma stratégique ministériel

Le schéma stratégique ministériel dresse la liste des quatre domaines prioritaires du gouvernement : la qualité de vie, la gestion plus ingénieuse, la fonction publique et l'optimisation des ressources, les objectifs du Ministère étant répertoriés sous chacune de ces priorités. Les objectifs, les initiatives et les mesures du rendement sont décrits plus en détail à la suite de ce schéma.

Le ministère des Aînés et des Soins de longue durée a été officiellement constitué le 18 janvier 2022. Si le ministère avait créé une partie du contenu stratégique pour le budget complémentaire de 2022-2023, le contenu exhaustif, y compris les nouvelles vision, mission et valeurs qui reflètent la stratégie pour les aînés, a été établi pendant l'exercice financier 2022-2023. Le nouveau schéma stratégique ministériel peut être consulté dans le budget complémentaire de 2023-2024.

## Vision

Que de vastes consultations soient menées auprès de la population manitobaine afin que l'on puisse modifier, améliorer et mettre en œuvre une stratégie renouvelée visant les personnes âgées, de sorte que celles-ci puissent demeurer en sécurité dans leur propre domicile et leur collectivité aussi longtemps qu'elles le souhaitent.

## Mission

Travailler avec la population manitobaine, les parties prenantes et les autres ministères pour éclairer les priorités établies et les décisions stratégiques prises en vue de l'élaboration d'une stratégie visant les personnes âgées. Superviser la mise en œuvre de toutes les recommandations du rapport Stevenson.

## Valeurs

Respect mutuel et collaboration — Une approche axée sur l'écoute et de vastes consultations orienteront la formulation de conseils stratégiques.

Pensée novatrice et avant-gardiste — Les attentes des Manitobains pour l'avenir nous indiqueront la voie à suivre, et la stratégie visant les personnes âgées sera éclairée par des pratiques exemplaires.

Excellence — Les conseils d'orientation stratégique et les activités d'élaboration des politiques s'appuieront sur une analyse solide et des données probantes.

Responsable — Le ministère s'efforcera de respecter son engagement à mettre en œuvre toutes les recommandations du rapport Stevenson.

## Priorités et objectifs des tableaux de bord équilibrés ministériels

### Qualité de vie – Améliorer les résultats pour les Manitobains

1. Créer des conditions propices à l'amélioration de la qualité de vie.
2. Faire progresser la vérité et la réconciliation.

Ajout de « vérité » à l'objectif original intitulé « Faire progresser la réconciliation ».

« Aucune réconciliation n'est possible sans la vérité. S'il est question de réconciliation seulement sans la vérité, dites qu'il faut connaître la vérité avant de parler de réconciliation. »

– Propos confiés à Helen Robinson-Settee par le regretté Donald Robertson, Aîné, Conseil consultatif de la Direction générale de l'inclusion des Autochtones, Éducation et Apprentissage de la petite enfance Manitoba.

### **Gestion plus ingénieuse – Fournir des services axés sur le client**

3. Encourager et faire progresser l'innovation.
4. Réduire la paperasserie.
5. Faire participer les Manitobains à la prise de décisions.
6. Faire preuve de transparence.

### **Fonction publique – Offrir un service à la clientèle d'excellence**

7. Favoriser la diversité et l'inclusion.
8. Renforcer le respect dans nos lieux de travail.

### **Optimisation des ressources – Protéger les résultats financiers du Manitoba**

9. Dépenser judicieusement.
10. Équilibrer le budget.

# Department Balanced Scorecards Priorities and Objectives - Details

The following section provides information on key performance measures for Seniors and Long-Term Care for the 2022/2023 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports.

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

## Quality of Life – Improving Outcomes for Manitobans

### 1. Create Conditions to Improve Quality of Life

#### Key Initiatives

- **Provincial Seniors Strategy:** On February 22, 2023, the department launched Manitoba’s senior strategy entitled “Manitoba, A Great Place to Age: Provincial Seniors Strategy.” The 2021 Throne Speech identified the premier’s commitment to consult with Manitobans to modify, enhance and implement a renewed seniors strategy so aging Manitobans are able to stay safe in their own homes and communities. Budget 2022 committed nearly \$20 million to implement the strategy through new and expanded care options. Manitoba’s seniors strategy sets the direction for Manitoba as a great place to age and provides a guide for our province to address the challenges faced by some seniors, their families and their caregivers, support all Manitobans in their aging journeys and celebrate and value the significant contributions older adults have and continue to make to Manitoba. We heard from more than 10,000 Manitobans including seniors, families, caregivers, thought leaders, community organizations and community leaders to help inform the seniors strategy. This living strategy will require broad provincial government collaboration. Manitoba has commenced implementation of strategy by investing in 16 new or expanded initiatives to support seniors to stay in their home or community. Implementation of the strategy will take place over multiple years with a number of new initiatives being planned for launch in 2023/24 fiscal year.
- **Investing in New or Expanded Initiatives to Support Seniors:** In 2022/23, the department invested in 16 new or expanded initiatives to support seniors to stay in their home or community. These investments supported first actions from the seniors strategy in three focus areas with the intended outcomes: to support communities to become more accessible and tailored to meet the needs of Manitobans as they age; empower Manitobans to be financially secure as they age; and, support seniors to have access to a broad selection of high-quality programs and services that provide support at different stages of aging an level of need. Investments to support other initiatives will continue as we implement the seniors strategy.
- **Implementation of recommendations of the Stevenson Review:** The province released the final report of the Stevenson Review in January 2021, an independent external report following a serious COVID-19 outbreak at the Maples Long Term Care Home. Seventy-three staff and 157 residents tested positive, and 54 residents died. The government commissioned an external review, led by Dr. Lynn Stevenson, and accepted all of the report’s 17 recommendations for action. Four themes are highlighted in the review:

resident safety, staffing compliments, infectious disease and pandemic preparedness, and communication with families and staff. As part of Budget 2022, the Manitoba government committed initial funding to support the implementation of the 17 recommendations of the Stevenson Review to strengthen care and enhance capacity at long-term care facilities throughout the province. The Department provided stewardship to the implementation of the changes, and in 2022/23 made investments which will improve quality of life outcomes for Manitobans residing in personal care homes. Implementation of the recommendation will continue in fiscal year 2023/24 and beyond.

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
1.a Advance the development of a seniors strategy	0%	-	100%	<b>100%</b>
1.b Launch a target number of new or expanded initiatives to support seniors to stay in their home or community	0	-	-	<b>16</b>
1.c Implement a target percentage of Stevenson Review recommendations	0%	-	-	<b>76.5%</b>

**1.a Advance the development of a seniors strategy:** A documented seniors strategy, informed by Manitobans and key groups serves as way forward to guide decision-making for policy and investment. Completing the strategic document demonstrated the commitment to seniors and stakeholders and showed how building a plan with Manitoba seniors makes the province an ideal place to age. This measure tracks the percentage of completion of the launch of the public facing document by March 31, 2023 based on project work plan and deliverables. This is the final year for this performance measure as the work has been successfully completed. A new measure for the seniors strategy will track how the implementation of the strategy is leading to conditions that improve quality of life.

**1.b Number of new or expanded initiatives to support seniors to stay in their home or community:** Through engagements with seniors and stakeholders in Manitoba, ideas to address current challenges and leverage opportunities were identified. Advancing actions to support seniors and their caregivers will demonstrate that outcomes for the seniors strategy have been prioritized based on importance as raised through engagements. This measure tracks the total number of new or expanded initiatives linked to the seniors strategy. During the 2022/23 fiscal year we launched 16 new or expanded initiatives. In 2023/24, the department will target an additional seven new or expanded initiatives to advance the seniors strategy.

**1.c Percent completion of implementation of Stevenson Review recommendations:** The implementation of the 17 recommendations of the Stevenson Review will be monitored to track progress. Implementation of the changes, will improve quality of life outcomes for Manitobans residing in personal care homes. This measure tracks the percent of progress to completion of all the recommendations combined. In 2022/23, 76.5% of the recommendation have been completed. Full implementation of all recommendations will take place over multiple years.



**2. Advance Reconciliation**

**Key Initiatives**

- New or Expanded Initiatives that Support Seniors from Indigenous Communities:** Two initiatives to support seniors to stay in their home or community that also serve First Nation, Red River Métis and Inuit people were announced in 2022/23. Funding to expand Age-Friendly will provide increased support, resources, and tools to better meet the needs of seniors while also incorporating ethno-cultural and Indigenous perspectives. New Age-Friendly HUBs will have key programs and services that support healthy aging. The design of each HUB is unique and based on where people go to access programs and services. Expansion of palliative care services in the Southern health region includes determining specific needs and goals of the region and various First Nations populations to enhance access to services.

**Performance Measures**

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
2.a Of the number of new or expanded initiatives to support seniors to stay in their home or community, the number that serve Indigenous communities	0	-	-	2

**2.a Number of new or expanded initiatives to support seniors to stay in their home or community:** During the process to engage Indigenous communities, it was anticipated that early ideas, challenges and opportunities would be identified and that there would be opportunities for early policy work and investments, potentially in partnership with other levels of government. Advancing actions demonstrates recognition that seniors are a diverse population with wide range of needs, backgrounds, life experiences and age ranges and that there is commitment to building more accessible and inclusive supports that also enhance the cultural safety of Indigenous seniors programs and services. This measure is intended to capture the total number of new or expanded initiatives targeted to seniors on First Nations reservations linked to the seniors strategy. This is the final year for this performance measure. A new measure tracking the number of meaningful consultations with rights holding governments, including First Nations, Red River Métis and Inuit people, will be used as it is better aligned to the department’s efforts to advance reconciliation through collaboration and co-design for ongoing development and implementation of the seniors strategy taking a distinction-based approach.

# Working Smarter – Delivering Client-Centred Services

## 3. Foster and Advance Innovation

### Key Initiatives

- New Seniors Strategy Design Elements:** Identify and implement forward-looking components of the strategy that significantly enhance the current model or are new to Manitoba. Manitoba launched five new to Manitoba initiatives during 2022/23: A new hearing aid grant program; new palliative care services in the Southern health region; a new home modification program; funding to support Over the Rainbow Program for 2SLGBTQ+ seniors; and, a new professional development grants for over 70 seniors organizations and 100 senior resource coordinators across Manitoba.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
3.a Number of new to Manitoba seniors strategy design elements	0	-	-	5

**3.a Number of new to Manitoba seniors strategy design elements:** Manitobans and stakeholders have new ideas about how to support seniors safely in their homes and communities, and that leading practices in other jurisdictions may also inform how Manitoba may want to approach the seniors strategy. It is anticipated that there will be novel design, policy or investment components in the seniors strategy. By identifying elements and concepts new to Manitoba within the seniors strategy action plan document we will show how innovative solutions can be implemented and tailored to meet the unique context for the province and meet the evolving service and support needs of seniors and caregivers in urban, rural and remote communities. This measure will capture the total number of new to Manitoba initiatives / elements to help seniors stay in their own home or community. In 2022/23, the department introduced 5 new design elements, and as we continue with implementation, we will continue to track the forward-looking components of the strategy.

## 4. Reduce Red Tape

### Key Initiatives

- Red Tape Reduction:** Red tape reduction aims to remove the regulatory requirements that are no longer achieving their desired outcomes, or are doing so in an inefficient manner. Regulatory requirements that result in red tape may be unclear, overly prescriptive, poorly designed, redundant, contradictory or antiquated. Not all regulatory requirements create red tape.

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
4. a Reduce Red Tape	0	-	-	-

**4. a Reduce Red Tape:** The department does not have any regulatory requirements and this will not be reported in future years.

## 5. Involve Manitobans in Decision Making

### Key Initiatives

- Consult with Manitobans to Inform Development of the Seniors Strategy:** To understand the needs and aspirations of Manitobans as they age, the department launched a comprehensive public engagement process in 2022/23 that reached seniors and community partners across the province and incorporated diverse voices into the planning process. This included a minister's tour with community roundtables across Manitoba, with participation of several Member of the Legislative Assembly government members; interviews and focus groups with Manitobans, caregivers, seniors serving organizations and thought leaders; community-led engagement through volunteer community engagement networks; public surveys; relationship development with Indigenous governments and Indigenous-led organizations; and workshops with partners from across government and community organizations. The department will look forward to continued engagement and collaboration throughout the implementation of this living strategy to ensure it is meeting the diverse needs of Manitobans.

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
5.a Number of individuals engaged	0	-	-	<b>10,480</b>
5.b Number of groups engaged	0	-	-	<b>192</b>
5.c Number of communities engaged	0	-	-	<b>19</b>
5.d Number of Indigenous individuals engaged	0	-	-	<b>554</b>

**5.a Number of individuals engaged:** The total number of individuals engaged through surveys, focus groups, interviews, tours, meetings and direct correspondence. Engagement of Manitobans helped to inform the development of the seniors strategy. Consultations with individual citizens shaped how engagements occurred as well as the design for, and the priorities and investments that resulted with the seniors strategy. This measure tracks the total number of individuals who have been engaged by completing seniors strategy surveys through the EngageMB online platform, or have completed paper surveys, or who have provided feedback through correspondence to the department of Seniors and Long-Term Care. In 2022/23, the department engaged with over 10,000 individuals. This is the final year for this performance measure as the work has been successfully completed. The department will continue to involve Manitobans in decision

making as we implement the strategy. The department will advance the development and implementation of a partnership and advisory structure for implementation of the seniors strategy.

**5.b Number of groups engaged:** This measure tracks the total number of groups who have been engaged in the seniors strategy through focus groups, stakeholder consultations, workshops, committees, correspondence/meetings with the department and branch. In 2022/23, the department engaged with over 190 groups. This is the final year for this performance measure as the work has been successfully completed. The department will continue to involve Manitobans in decision making as we implement the strategy. The department will advance the development and implementation of a partnership and advisory structure for implementation of the seniors strategy.

**5.c Number of communities engaged:** This measure tracks the total number of communities who have been engaged through the community engagement network consultations or via the Ministers tour. In 2022/23, the department partnered with thirty volunteer Community Engagement Networks who facilitated sixty-one focus groups and discussions in their communities engaging with over nine hundred Manitobans. Through the Minister's tour, the Minister of Seniors and Long-Term Care and his MLA government members travelled throughout Manitoba, hearing directly from thirteen communities across the province. This is the final year for this performance measure as the work has been successfully completed. The department will continue to involve Manitobans in decision making as we implement the strategy. The department will advance the development and implementation of a partnership and advisory structure for implementation of the seniors strategy.

**5.d Number of Indigenous individuals engaged:** The total number of Indigenous individuals engaged through surveys, community engagement network consultations, focus groups, stakeholder consultations, or direct contact with the Department. This measure tracks the total number of Indigenous individuals who have self-declared as First Nations, Inuit or Metis as collected through demographic questions on surveys or who have known affiliations to organizations / communities representing Indigenous peoples. In 2022/23, the department engaged with 554 First Nation, Inuit or Metis individuals. The department acknowledged upon the release of the strategy that it was committed to continue to build relationships with Indigenous Governments, Communities and organizations to engage and partner on shared priorities. This is the final year for this performance measure. Moving forward, the department will be tracking the number of meaningful consultations with rights holding governments including First Nations, Red River Métis and Inuit people under the objective to advance reconciliation.

## 6. Be Transparent

### Key Initiatives

- **Stevenson Review Updates:** Implementation of all recommendations of the Stevenson Review. In order to ensure transparency, the Department will provide updates to Manitobans on the progress of implementation of the recommendations. During 2022/23, two updates were provided through announcements related to investments for initiatives to support implementation of the recommendations.
- **Seniors Strategy Updates:** Provide updates to Manitobans on the outcomes of consultations, give visibility to the design concepts of the seniors strategy and communicate on first actions. In 2022/23, the department provided 11 updates related to the development and release of the seniors strategy, most notable was the launch of the seniors strategy on February 22, 2023. To view the seniors strategy and learn more about the seven focus areas and strategic initiatives, visit: [https://gov.mb.ca/seniors/docs/seniors\\_strategy\\_2023.pdf](https://gov.mb.ca/seniors/docs/seniors_strategy_2023.pdf)

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
6.a Achieve a target number of Stevenson Review updates	4	4	2	2
6.b Achieve a target number of seniors strategy updates	0	-	-	11

**6. a Achieve a target number of Stevenson Review updates:** The number of news releases and public updates published on an annual basis. By providing visibility on the implementation of recommendations of the Stevenson Review, periodic updates demonstrate transparency and a commitment to make improvements in long-term care so seniors are receiving the dignified care they deserve. This measure tracks the total number of reports released in the fiscal year. In 2022/23, the target was achieved. The department will continue to provide and track updates on the implementation of the recommendations.

**6. b Achieve a target number of seniors strategy updates:** The number of news releases and public updates published on emerging themes from engagements as well as design concepts that are being considered, and progress on development of the seniors strategy. By providing visibility on the development of the seniors strategy, updates demonstrate transparency and a commitment to build a plan with Manitoba seniors that focuses on the future and a province where aging is valued and supported. This measure tracks the total number of updates as demonstrated through news releases and public reports (e.g. EngageMB What We Heard) are released in the fiscal year. The department provided 11 updates on the seniors strategy in 2022/23, including seven news releases on progress and implementation and four, “What We Heard” reports summarizing consultation findings. This measure will be modified next year to include updates on activities beyond strategy development, and will target providing 8 updates.

# Public Service – Delivering Client-Service Excellence

## 7. Advance Inclusion

### Key Initiatives

- **Diversity and Inclusion Training:** Leveraging the value of diversity within the public service begins with our organizational culture. Public servants deserve the benefits of working within a diverse, inclusive, and respectful environment. Advancing inclusion also brings together valuable perspectives that enhance and advance the ability of public policies, programs, and services to meet the changing needs of the rich diversity of people who call Manitoba their home. As a new department established in January of 2022, we worked towards getting new staff through the training and will continue to work towards achieving the target in 2023/24 fiscal year.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
7.a Percentage of department employees who have completed mandatory diversity and inclusion training	0	-	90%	83.3%

**7.a Percentage of department employees who have completed mandatory diversity and inclusion training:** This measure will capture the percentage of department employees that have taken mandatory diversity and inclusion training offered through the Public Service Commission. It is assumed that employees will implement course learning through their work, supporting inclusive workplaces. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

## 8. Strengthen Respect at Work

### Key Initiatives

- **Respectful Workplace Training:** Manitobans deserve excellence in the public service, and public servants should be proud to build careers in the service of Manitoba’s citizens. Whether in a formal leadership role or not, all public servants have influence and should strive to be role models for others. The Manitoba Values and Ethics Guide explains the foundational values and ethics that all public servants are expected to uphold: acting in the public interest, with integrity, respect, skill, and dedication. Initiatives under the Security and Intelligence branch highlight the importance of a respectful and safe work environment free from harassment and bullying. As a new department established in January of 2022, we worked towards getting new staff through the training and achieved the target.

**Performance Measures**

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
8.a Percentage of department employees who have completed mandatory respectful workplace training	0	-	90%	<b>91.7%</b>

**8.a Percentage of department employees who have completed mandatory respectful workplace training:** This measure captures the percentage of department employees that have completed the mandatory respectful workplace training offered through the Public Service Commission. Completion of the training is an annual requirement, and employees have until the end of the fiscal year 2022/23 to complete the updated course, at which time data will be available to assess progress on this measure. It is assumed that employees will implement course learning through their work, supporting inclusive and respectful workplaces. A 90 per cent completion rate was identified as a reasonable target for this measure. Data for this measure is from March 31, 2023 and may not reflect the current department composition.



# Value for Money – Protecting Manitoba’s Bottom Line

## 9. Provide Value for Money

### Key Initiatives

- Electronic Work and Filing Protocol:** Seniors and Long-Term Care is focused on delivering outcomes effectively and efficiently for Manitobans. As a new department formed on January 18, 2022, they establish practices and processes that add value and reduce waste by successfully developing and implementing an electronic work and filing protocol. Staff in the department have adopted the filing protocol.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
9.a Advance the development of an electronic work and filing protocol	0%	-	-	100%

**9.a Advance the development of an electronic work and filing protocol:** This measure tracks the percentage of completion of a policy to reduce paper related operating expenditure for the department by using electronic work and filing system. By achieving a protocol the department is working towards a paperless process as set out through archival policy. In 2022/23, the department developed and implemented a protocol document along with supporting documents to guide staff with the electronic record filing structure, and email storage and cleanup. This is the final year for this performance measure as the work has been successfully completed.

## 10. Balance the Budget

### Key Initiatives

- Work within Operating Budget:** By measuring our operating expenditures across the department each quarter, we can determine whether we are on pace with our budgetary allotments, and we can make more informed decisions about how our budget is created and dollars are spent in the future. The department worked within the operating budget for 2022/23.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
10.a Work Within Operating Budget	-	\$0.2M	\$54.0M	\$28.0M

**10.a Work within Operating Budget:** The measure reflects comparison of budgeted expenditure and revenue with actual expenditure and revenues for the department on a summary basis. By tracking and comparing



the Summary Operating Budget to the Summary Operating Forecast we will make more informed decisions about how our budget is created and the dollars are spent. This measure is calculated by adding the department's actual expenditure and revenue divided by estimates on a summary basis. The target for this measure is to be equal to, or less than the budgeted allocation. In some years additional funding authority is approved through Supplement to the Estimates of Expenditure or Special Warrants for new, in-year new initiatives or adjustments.

# FINANCIAL DETAILS

## Consolidated Actual Expenditures

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

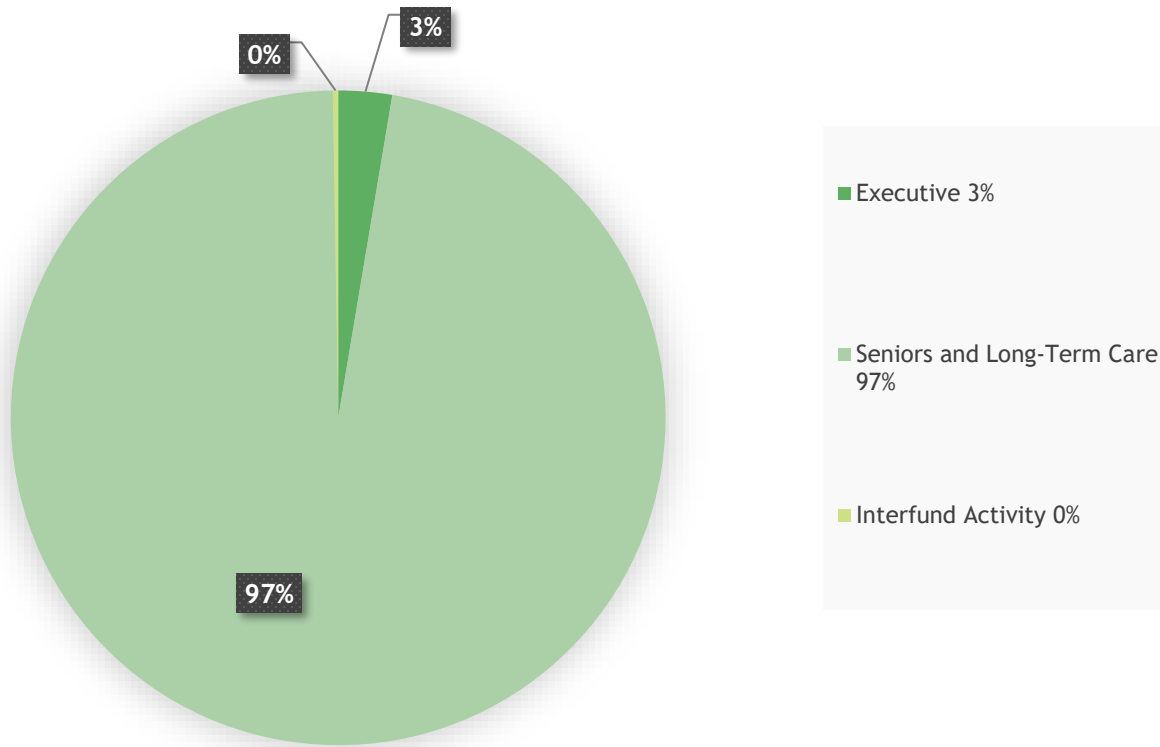
### Consolidated Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2022/23 Actual	2021/22 Actual
Executive	738	-		<b>738</b>	156
Seniors and Long-Term Care	27,063	-		<b>27,063</b>	19
Costs Related to Capital Assets (NV)	-	-		-	-
Interfund Activity	-	-	73	<b>73</b>	-
<b>TOTAL</b>	<b>27,801</b>	<b>-</b>	<b>73</b>	<b>27,874</b>	<b>175</b>

NV – Non-Voted

## Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2022/23, Actuals



# Summary of Authority

Part A - Operating	2022/23 Authority \$ (000s)
<b>2022/23 MAIN ESTIMATES - PART A</b>	54,330
Allocation of funds from:	
<b>Subtotal</b>	54,330
<b>2022/23 Authority</b>	<b>54,330</b>



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

<b>Detailed Summary of Authority</b>	<b>Printed Estimates 2022/23</b>	<b>In-Year Re-organization</b>	<b>Virement</b>	<b>Enabling Authority</b>	<b>Authority 2022/23</b>	<b>Supplementary Estimates</b>
<b>Part A – Operating (Sums to be Voted)</b>						
Executive	662	-	-	-	<b>662</b>	-
Seniors and Long-Term Care	53,668	-	-	-	<b>53,668</b>	-
<b>Subtotal</b>	54,330	-	-	-	<b>54,330</b>	-
<b>Part A – Operating (NV)</b>						
<b>TOTAL Part A - Operating</b>	54,330	-	-	-	<b>54,330</b>	-

NV – Non-Voted

## Part A: Expenditure Summary by Appropriation

### Departmental Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year \$ (000s)

Authority 2022/23	Appropriation	Actual 2022/23	Actual 2021/22	Increase (Decrease)	Expl. No.
	1. Executive				
42	(a) Minister's Salary	41	11	30	
	(b) Executive Support				
566	Salaries and Employee Benefits	642	141	501	1
54	Other Expenditures	55	4	51	
662	<b>Subtotal</b>	738	156	582	

1. Year over year increase in staffing.

	2. Seniors and Long-Term Care				
	(a) Seniors and Long-Term Care				
652	Salaries and Employee Benefits	497	-	497	
20,968	Other Expenditures	19,332	19	19,313	1
32,048	Grant Assistance	7,234	-	7,234	2
53,668	<b>Subtotal</b>	27,063	19	27,044	

1. Increase due to implementation of Seniors Strategy initiatives.

2. Increase due to implementation of Stevenson Review initiatives.

<b>54,330</b>	<b>Total Expenditures</b>	<b>27,801</b>	<b>175</b>	<b>27,626</b>	
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# Departmental Program and Financial Operating Information

## Executive (Res. No. 34.1)

### Main Appropriation Description

Provides executive support and management for the Department of Seniors and Long-Term Care.

	2022/23 Actual	2022/23 Authority	
Sub-appropriations	\$ (000s)	FTEs	\$ (000s)
Minister's Salary	41	1.00	42
Executive Support	697	6.00	620
<b>TOTAL</b>	<b>738</b>	<b>7.00</b>	<b>662</b>

### 1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance	Expl. No.
	\$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	41	1.00	42	(1)	
<b>Total Sub-Appropriation</b>	<b>41</b>	<b>1.00</b>	<b>42</b>	<b>(1)</b>	

### 1(b) Executive Support

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance	Expl. No.
	\$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	642	6.00	566	76	
Other Expenditures	55		54	1	
<b>Total Sub-Appropriation</b>	<b>697</b>	<b>6.00</b>	<b>620</b>	<b>77</b>	

## Seniors and Long-Term Care (Res. No. 34.2)

### Main Appropriation Description

Supports the minister's engagement of Manitobans and stakeholders, as well as provides advice, analytical and initiative support to the minister in fulfilling their priority to develop a seniors strategy. Monitors implementation of all recommendations of the Stevenson Review

Sub-appropriations	2022/23 Actual	2022/23 Authority	
	\$ (000s)	FTEs	\$ (000s)
Seniors and Long-Term care	27,063	7.00	53,668
<b>TOTAL</b>	<b>27,063</b>	<b>7.00</b>	<b>53,668</b>

### 2(a) Seniors and Long-Term care

Expenditures by Sub-Appropriation	Actual 2022/23	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$ (000s)	FTEs	\$(000s)	\$ (000s)	
Salaries and Employee Benefits	497	7.00	652	(155)	
Other Expenditures	19,332		20,968	(1,636)	
Grant Assistance	7,234		32,048	(24,814)	1
<b>Total Sub-Appropriation</b>	<b>27,063</b>	<b>7.00</b>	<b>53,668</b>	<b>(26,605)</b>	

#### Explanation(s):

1. Under-expenditure due to delay in implementation of Stevenson review initiatives.



# Other Key Reporting

## Departmental Risk

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

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

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

Through fiscal year 2022/23, the Department undertook risk and mitigation planning. The department’s risk and mitigation plan can be viewed in 2023/24 Supplement to the Estimates of Expenditure and will be included in the 23/24 Annual Report.

## Regulatory Accountability and Red Tape Reduction

### Regulatory requirements

	April 1, 2022	March 31, 2023
Total number of regulatory requirements	0	0
Net change	0	0
Percentage change	0	0

- ‘Total number of regulatory requirements’ includes transfers of regulatory requirements in and out of the department in 2022/23.
- ‘Net change’ includes the changes (sum of decreases and increases) in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.
- ‘Percentage change’ includes percentage changes in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.

# The Public Interest Disclosure (Whistleblower Protection) Act

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

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

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

The following is a summary of disclosures received by Manitoba Seniors and Long-Term Care for fiscal year 2022/2023.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2022/2023
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	0
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	0
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	0

## Equity and Diversity Benchmarks

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

<b>Equity Group</b>	<b>Benchmarks</b>	<b>% Total Employees as at March 31, 2023</b>
Women	50%	66.7%
Indigenous Peoples	16%	0%
Visible Minorities	13%	25%
Persons with Disabilities	9%	0%

# Appendices

## Statutory Responsibilities

Any statutes that are not assigned to a particular Minister are the responsibility of the Minister of Justice, as are any amendments to Acts.

No statutes have been assigned to the Minister of Seniors and Long-Term Care.

# Glossary

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

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

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

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

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

**Balanced Scorecard** – is an established integrated strategic planning and performance measurement framework. Implementation of Balanced Scorecards in the Manitoba government is a major initiative that is intended to strengthen the alignment of department level work with government priorities, improve accountability and transparency, and to deliver better outcomes for Manitobans.

**Baseline** - The starting data point for the performance measure.

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

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

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

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

**Gross Domestic Product (GDP)** – Represents the total market value of all final goods and services produced in the Manitoba economy.

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

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

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

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

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

**Objective** – The objective is a concise statement describing the specific things an organization must do well to execute its strategy. Objectives often begin with an action verb such as increase, reduce, improve, or achieve. Strategy Maps are comprised entirely of objectives. “Strengthen respect in our workplace” is an example of an objective.

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

**Perspective** – In balanced scorecard language, perspective refers to a category of performance objectives. The standard four perspectives are: Quality of Life, Working Smarter, Public Service and Value for Money.

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

**Strategy** – This represents the broad priorities adopted by an organization in recognition of its operating environment and in pursuit of its mission. Situated at the centre of the balanced scorecard system, all performance objectives and measures should align with the organization’s strategy.

**Strategy Map** – The strategy map is a one-page visual representation of what must be done well to execute strategy. Strategy maps reflect performance objectives spanning the four perspectives, combining to tell the organization’s strategic story.

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

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

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

**Vision** – The vision serves as the guiding statement for the work being done. A powerful vision provides everyone in the organization with a shared image of the desired future. It should answer why the work being done is important and what success looks like.