



Health Sciences Centre
FOUNDATION



We adapt. We learn. **We grow.**
Annual Report
2020/2021

Our Vision: Tomorrow's Health Care, Today

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

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

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

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

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HSC by the Numbers

2020/2021

Last year at HSC



14,272

surgeries were performed



55,873

people visited the Emergency Department



6,083

mothers delivered babies



The median inpatient length of stay was **3 days, 8 hours**



The HSC Foundation provided over **\$300,000** in research grants in 2020/2021

HSC covers **4 million square feet** across **39 acres** and has nearly **800 beds**



Since 1976, more than **56,000** donors have generously donated over **\$205 million** to support patient care



All of the HSC Foundation's social media channels grew since last year, with our Instagram following **growing by 47%**

COVID-19 Numbers



By the end of August 2021, HSC had admitted **1,250** COVID-19 patients



The average length of stay for a COVID-19 patient is **16 days**



By August 31, 2021, the Virtual COVID-19 Outpatient Program had saved **2,093 bed days** since its inception in December 2020



Jonathon Lyon and Tina Jones, O.M. (2019)

We adapt. We learn. We grow.

A message from our Chair and President & CEO

“We must
also plan for
change
and
growth.”

When you decide to join a health care foundation—either as a volunteer or as a staff member—you never wonder in advance what your work will look like if a pandemic happens to come along.

But here we are.

COVID-19 caught the world off guard. We all wondered how this mysterious disease would affect our personal lives, our families, our jobs, our pastimes, and our communities. Through the lens of the HSC Foundation, we wondered how the hospital would manage this rapidly evolving, once-in-a-lifetime event, and we wondered how we could help.

From the very beginning of COVID-19, through the fiscal year covered by this report, and still today, we have never asked: “How will we survive?”. **We only ever asked: “How will we adapt?”.**

Like many organizations, our staff began to work from home. We re-imagined our annual Savour event as a virtual program, and our annual Bannatyne Legacy Circle Celebration went from a brunch to a broadcast. Perhaps most significantly, we opened a new fund to support HSC and its personnel through the dramatic adaptations they needed to make to treat COVID and non-COVID patients alike. And our donors responded in a major way.

The COVID-19 Crisis Response Fund attracted gifts from over 1,100 contributors throughout Manitoba, half of whom were first-time donors to the Foundation. The support allowed us to invest over \$2.3 million in new equipment for the hospital and services to support patients and staff. From portable ventilators; to equipment to support virtual care for recovering COVID patients; to meals for frontline health care workers; to tablets for patients to use to communicate with their families and friends, our donors have made this difficult pandemic a little easier to bear for everyone. We are incredibly grateful for your support.

We will continue to adapt and learn as the pandemic makes its way through a fourth and hopefully final wave. But we must also plan for change and growth. We know from our colleagues at HSC and from experiences at other hospitals around the globe that for health care to thrive in a post-COVID world, we must plan for greater excellence and higher levels of innovation. There is new technology to embrace to improve surgical outcomes; there are new software solutions to improve patient referral systems and patient flow; there are spaces in our facilities that need to be repurposed to meet the evolving needs of Manitobans; and we must expand our implementation of virtual care and explore its full potential to reach people in their own homes and communities.

We are grateful for your ongoing engagement as we continue to help HSC deliver tomorrow’s health care... today.

Tina Jones, O.M.
Board Chair

Jonathon Lyon
President & Chief Executive Officer

Getting to Know the Unknown

A physician reflects

by Dr. Faisal Siddiqui

Medical Director of HSC's Surgical Intensive Care Unit

I was watching the Jets/Oilers game on television on March 11, 2020. COVID-19 had already arrived in Canada, including the first cases in Alberta where the game was played. At some point I lost focus on the game and realized that there were probably people in that rink who had COVID and didn't know it yet. When people gathered and travelled, this disease was going to spread, and it was only a matter of time before the virus would arrive in Manitoba.

It took less time than I thought. The very next day, Manitoba reported its first three presumptive cases of the novel coronavirus.

I knew Manitobans would get ill. I knew people would die. Maybe even people I knew. And I knew that life here was going to change, but we didn't know exactly how. I had already heard stories of apartments being welded shut in Wuhan—where the virus originated—in an effort to contain the spread. How severe would restrictions be here? How would we help our COVID patients? How would the pandemic affect non-COVID patients? The entire world was trying to figure this out. For those of us in medicine, it was a frightening time.

It's human nature to fear the unknown, but you still need to prepare, perform, and persevere. At HSC, we began the process of adapting to a reality that wasn't yet clear. We needed to figure out where to put patients to help reduce the spread of infection; and we needed to confirm procedures covering intubation, cardiac arrest, and our use of personal protective equipment. Tough decisions were ahead, and internally we didn't always agree on the best approaches in those early days.

I remember leaving the hospital some days so stressed and tired that I sat in my car and simply couldn't drive. And I wasn't the only one.

As we learned more about the potential impacts of COVID on the hospital from other experiences around the world, we were better able to organize and plan. There were things we could control, things we couldn't, and, as the famous "serenity prayer" tells us,



Dr. Faisal Siddiqui: "It's human nature to fear the unknown, but you still need to prepare, perform, and persevere."

we developed the wisdom to know the difference. This was especially important as our case numbers went sky high through the third wave.

HSC adapted through the pandemic's darkest days to provide the best care possible to as many people as possible. Yes, there have been serious impacts on the system, and it will take some time to recover, but like major hospitals around the world, we have learned a great deal that will improve the way care is delivered—forever.

Through it all, I have developed a renewed sense of respect and admiration for my HSC colleagues, including respiratory therapists, pharmacists, and all our support staff. I have been especially impressed and inspired by our nurses. Not only do they come to the bedside with remarkable skill, they come with a staggering work ethic and a sincere sense of compassion. I am forever grateful for their partnership.

"There were things we could control, things we couldn't, and, as the famous 'serenity prayer' tells us, we developed the wisdom to know the difference."

The pandemic also gave me a chance to renew my sense of gratitude for the HSC Foundation. Through the generosity of donors, the Foundation was able to acquire additional equipment to help us battle the coronavirus with a greater sense of confidence and safety. Donations have kept HSC nimble and resilient through these difficult days, and the positive impacts will be felt for a very long time.

In human health, as COVID has taught us, we really don't know what tomorrow will bring. **But one thing I do know, is that the generosity of Manitobans can help us weather any storm, and we are grateful. ♦**

Year at a Glance: 2020/2021

The 2020/2021 fiscal year started with unprecedented uncertainty as the pandemic took hold and started to affect the lives of Manitobans. It was indeed a year like no other, but still, we marked many key moments and milestones as the community rallied together to support the HSC Foundation. Your support has helped HSC battle against COVID-19 while never losing sight of the bigger picture and the tremendous opportunities that exist to deliver tomorrow's health care—today.

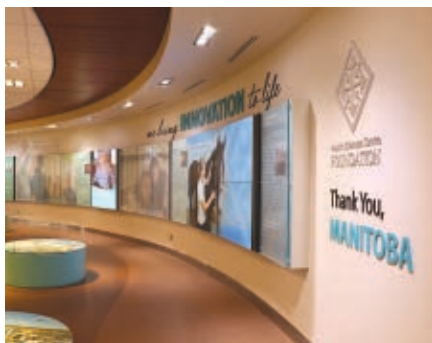
Here are just a few highlights:

In **March 2020**, we launched the COVID-19 Crisis Response Fund to help HSC address the challenges posed by the COVID-19 pandemic. The needs were unknown at the outset, so launching a new fund gave the hospital and the Foundation flexibility as the situation evolved. Donors took note and the Foundation has been able to invest over \$2.3 million to support the response to the pandemic. Funds were used to acquire critical equipment, provide bedside entertainment and communications service so patients could connect with friends and family, support research and development for the local production of protective masks, and sustain the Feeding the Frontlines initiative, among other uses.



In **early spring 2020**, we were thrilled to secure a \$500,000 lead pledge from Canada Life for our Technology for Assisted Living campaign, in partnership with the College of Rehabilitation Sciences at the University of Manitoba. Technology for Assisted Living is a body of work that focuses on using communications technology to deliver care at home, especially for seniors with some cognitive impairment or mobility challenges. This includes using tablets, virtual reality, and other tools that keep people at home for as long as possible instead of the hospital or long-term care homes.

Two lotteries. Two sell-outs: our Tri-Hospital Dream Lottery with the St. Boniface Hospital Foundation and the Children's Hospital Foundation of Manitoba (**spring/summer 2020**) and our exclusive HSC Millionaire Lottery (**fall 2020**). Proceeds from both lotteries are instrumental in keeping the HSC Foundation nimble as funding needs arise.



We opened the Donor Celebration Centre in the **summer of 2020**. The Donor Celebration Centre is a physical space near the William Avenue entrance that lists donors, shares some HSC history, and celebrates the spirit of Manitoba.

The HSC Foundation Board of Directors approved a new strategic plan in **September 2020**. With a focus on surgical excellence and innovation, leading in virtual care, and creating a new vision for health research, the plan will drive our activities for the next several years.



In **November 2020** we were excited to receive a \$1 million donation from the Dufresne family in support of our Manitoba Urologic Centre campaign. The new centre will use the latest equipment to treat up to 10,000 patients a year for kidney, prostate, bladder, and other urologic conditions. Wait times will be dramatically reduced and lives significantly improved, with particular benefits for patients who do not live in Winnipeg.

On **November 29, 2020**, we were thrilled to host our third annual Bannatyne Legacy Circle Celebration by producing a radio special on CJNU 93.7 FM. The program featured interviews with seven donors who joined the Bannatyne Legacy Circle by declaring their intentions to leave an estate gift to the HSC Foundation. **See page 16 to learn more, and to read excerpts from our new members' legacy stories.**

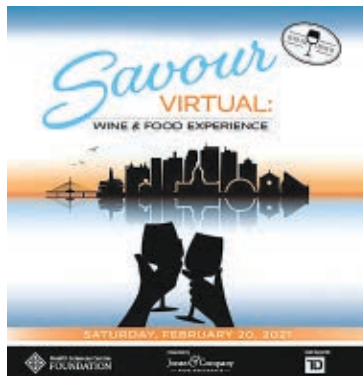
Bannatyne
LEGACY CIRCLE
∞

In the late **fall of 2020**, the community rallied in remarkable ways responding to a \$500,000 matching gift from an anonymous donor. Through advertising and direct one-on-one fundraising, we saw a tremendous response and a tremendous uptick in giving to close out the calendar year.

In **October 2020**, the HSC Foundation announced over \$300,000 in grants, supporting six health research grants. **See page 13 for more details.**



Our Innovation HSC Radiothon took place on **January 22, 2021**, raising a record \$219,338 in donations. **See page 24 for more details.**



We went from a big room to a big Zoom, but Savour: Wine and Food Experience on **February 20, 2021**, was still a smashing success. The event raised \$620,000 with some funding earmarked for portable ventilators and for fitness equipment for HSC's Movement for Mental Health initiative. **Learn more on page 24.**



Third-Party Events and Initiatives

For many years—and especially through COVID-19—the HSC Foundation has been the beneficiary of generous Manitoba businesses eager and proud to rally their customers, suppliers, partners, and friends in support of health care. During the pandemic, iconic community-minded companies like Salisbury House found unique ways to support the Foundation. In the case of Sals, their Pay It Forward program generated thousands of dollars for the HSC Foundation and other charities through a special menu and gift card initiative. We thank all Manitoba business leaders and their teams who express their values through philanthropy and volunteerism, especially at critical times. We are grateful for your generosity, innovation, and community spirit. **See page 18 for a list of all of our 2020/2021 donors.**

Earl Barish, Chair of Salisbury House: *“Throughout the pandemic, specific messages around supporting local, buying local, supporting frontline workers, and re-energizing the economy were all circulating. I wanted to find the common thread and build upon it.”*

Reflecting on COVID-19

Embracing change and challenge

COVID-19 has been a time of reflection and learning for individuals, families, institutions, communities, and indeed entire societies.

How we all emerge will be shaped by the passion, empathy, wisdom, and drive of Manitobans.

We share these reflections from HSC Foundation stakeholders with you in the spirit of moving forward together toward a brighter tomorrow.



Dr. Lesley Graff, C.Psych.

*Site Medical Lead – Clinical Health Psychology
HSC Winnipeg; Shared Health*

The first couple of months of the pandemic were hectic as we navigated safety issues for patients and staff, and figured out ways to adapt psychological care in the context of pandemic restrictions.

It became clear early on that virtual care would be an important part of our response. We moved quickly to a secure video platform, and we worked with patients to help transition them to video-based appointments for clinical treatment. Setting up took a lot of work initially, but we are finding that many of our patients like seeing us from home and want to continue with virtual visits even after the pandemic. Connecting virtually can relieve some of the obstacles to care like transportation or childcare.

Virtual care is not for everyone—certainly there are patients who need to be seen in person—but the technology opens up important opportunities, and the connections with our patients have remained very real and authentic. It is especially useful for patients with chronic pain, patients at home with young children, or those who are limited in their mobility, when coming to the hospital is difficult. We've seen a reduction in last-minute cancellations—when a patient isn't feeling up to attending physically, they can still connect by phone or video. Through virtual care, we are treating our patients where they are at, **and that is what good care is all about.**



Cory Juan

I saw the HSC Foundation ad in the newspaper and I started to cry. The word “health” jumped off the page and I was overcome by emotion.

I found myself remembering my first job after I arrived in Canada in 1974—it was in dietary services at HSC. I found myself thinking about the stress my daughter was facing as an intensive care nurse at HSC during COVID. And I found myself thinking about my ongoing cancer journey which included a successful liver operation at HSC where the people were so kind and the care was so excellent.

It was the Saturday of the August long weekend and I knew I had to do something to help the HSC Foundation. I gathered all the loonies and twonies in the house. It added up to \$200, but I wanted to do more. So, I called friends and neighbours and ended up raising \$1,000 pretty quickly. It felt good to do something positive during the pandemic!

My husband and I have embraced technology and we like to connect with friends and family. My husband likes to try to make people laugh; **I encourage people to stay fit and enjoy the simple things, like a beautiful sunrise.**

At 79, I feel good and my cancer is under close surveillance. I try to keep a positive attitude; prayer and meditation are my armour.

Early in the pandemic, one of the doctors I work with predicted that we would be deluged with tuberculosis cases as COVID-19 took hold, and she was right. Because of COVID, people were shying away from going to their physicians when they had TB symptoms, and then ultimately needed to come to the hospital as their symptoms got worse.

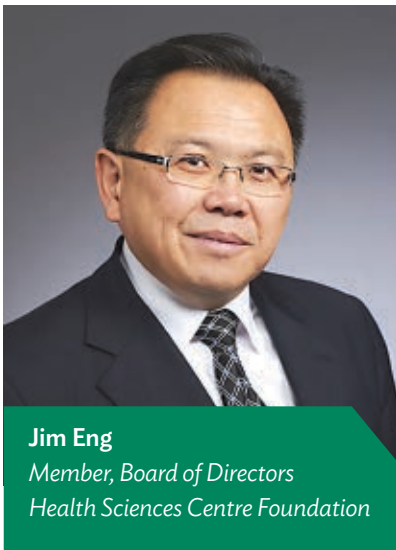
In 2020, we also saw more current and former TB patients pass away due to COVID. Even if you’ve been successfully treated for the disease in the past, TB puts you at much higher risk of contracting COVID and having a poor outcome.

And through COVID, the TB cases we have been seeing are more complex than what we usually see. For some patients, this meant system-wide infection, not just the lungs. The situation caused us all to adapt how we provided care, and it also forced changes to our TB surveillance program for newcomers to Canada.

I found myself doing more inpatient care than usual, and there have been many more patient interactions. And with about 200 new cases of TB diagnosed a year, it’s been a very challenging time, probably the most stressful period of my career. **Through it all, as the complexity of providing care has increased, we’re all learning how to be more patient; it’s been difficult, but we’re getting through it together.**



Karen Fitzmaurice, RN
Tuberculosis Nurse Clinician
HSC Winnipeg



Jim Eng
Member, Board of Directors
Health Sciences Centre Foundation

I joined the Board during the pandemic because I know how important philanthropy is in health care. Thirty-three years ago, I was a master’s student studying at the University of Manitoba’s Bannatyne Campus at HSC. If it weren’t for grants and philanthropy, I would have starved!

While I don’t work in science and research anymore, I remain passionate about the importance of supporting that work. Through COVID, we have seen how vital it is to make sure that medical research is well funded. I hope we all remember that as the pandemic winds down.

I also hope we all remember the key lessons we are learning about health, home, and community. We couldn’t go to restaurants or sporting events for a long time, but we did spend beautiful evenings at home connecting with family and playing games. When you’re in lockdown, you have time to think and talk about what’s really important in life, and I think that’s why so many people opened their hearts and their wallets for the HSC Foundation. I hope our donors know how much impact their support has on health care in Manitoba.



Katie Hall Hursh
Member, Board of Directors
Health Sciences Centre Foundation

Two-and-a-half years ago, when I was approached to serve on the HSC Foundation Board, I was immediately struck by the passion of the organization's volunteers and staff and quickly learned how important the Foundation is for HSC and how interconnected the Foundation is with the delivery of health care in Manitoba.

I have been impressed by the strength of the relationship between the Foundation and the hospital. There are good lines of communication and we can work together to envision improvements in health care and then take the message out to donors. This has certainly been on display during COVID.

Through the pandemic, we have been able to increase our profile and motivate new and regular donors to support the hospital's COVID response. We were able to help people regain a sense of control in their lives by offering specific things they could do, specific pieces of equipment to buy to save lives. Not surprisingly, **Manitobans have responded generously**. It is my sincere hope that as we emerge from COVID, we will all remember the vital role that philanthropy plays in improving health care and enriching the quality of life in Manitoba. It's an important lesson to learn and remember as the community's needs evolve and we continue to strive for excellence.

COVID-19 changed my world on many fronts. First and foremost, the lockdowns made it difficult to see our kids and hug our grandchildren. That said, it was also a time when I reflected on how fortunate we are. We don't have food issues or safety issues, and my family is nearby so we did have outdoor visits. I found myself feeling sadness for people whose families are far away and people who don't have family at all.

Also, my wife and I like to travel and that has been restricted through the pandemic. The silver lining here is that we took the opportunity to explore the city and the province in ways we hadn't before and gained a new appreciation for the beauty of Winnipeg and Manitoba.

Business-wise, the pandemic has been disruptive. We've done what we can to keep our staff, suppliers, and customers safe—we all have to keep doing our part to get through this.

As far as health care goes, the pandemic was a reminder about how central HSC is to the well-being of Manitobans. I have family members on staff at the hospital and I know how hard everyone is working. When the HSC Foundation launched a matching gift program in December, I decided to do my part. I was raised to understand that giving is an expectation, not an option. **We all need to care for each other, and I hope we all emerge from this with more empathy and generosity.**



Doug Harvey
Chief Executive Officer,
DLH Group



Ron Linsangan
Critical Care Equipment Specialist
HSC Winnipeg

My job is to take care of all of the equipment in HSC's critical care units. During our busiest days, when the units were filling up with very ill patients, we needed to adapt in very significant ways.

The first adaptation was around real estate and figuring out (quickly!) where in the hospital we could care for critically ill patients. We ended up repurposing five other spaces in the hospital for these patients, and making sure we had the right beds and equipment for each one. This included monitors, bedside carts, and other pieces of equipment funded by donors to the HSC Foundation's COVID-19 Crisis Response Fund.

As the ICUs were first filling up, I was nervous about how we would keep pace. We needed large amounts of money right away to acquire the equipment, and even with the funds in hand, some equipment was hard to source right away because of supply chain issues caused by COVID. It was a stressful and challenging time!

The Foundation and its donors came to the rescue and made things possible. They have been there for us throughout the pandemic making sure we had what we needed to offer the safest and best possible care to our patients. When I look back on this time in my career, I will remember the dedication of my colleagues and the generosity of Manitobans.

Being a fundraiser is about building and maintaining relationships, hearing people's stories, and listening deeply to what they have to say about the causes that matter most to them. That's how organizations like the HSC Foundation learn and grow.

When we were first faced with COVID-19, and throughout the pandemic, a lot of my conversations with donors started to change. People were feeling concerned and stressed, wondering how the virus would affect their health, the health of their loved ones, their livelihoods, and their lives in general. And they wondered how HSC and the whole health care system would manage through this frightening time. And you know what? So did I.

But I also sensed a very strong desire among Manitobans to take charge; to do something to take control during a time of uncertainty. **For many Manitobans, being generous was a way to take charge and feel empowered.** More than 1,100 people contributed to our COVID-19 Crisis Response Fund, and they made it possible for the Foundation to support HSC when that support was needed most.

The COVID-19 experience has been difficult, but each and every day I am reminded of the generosity of Manitobans, the power of philanthropy, and the resilience of the human spirit. I am profoundly grateful for the response of Manitobans.



Annette Frost

*Vice President of Development
Health Sciences Centre Foundation*



Tara Kroeker

*Partner/Controller, Allco Electrical Ltd.
Committee Member, Savour: Wine & Food
Experience, Health Sciences Centre Foundation*

I see challenges as opportunities. I'm of the mindset that there's always a new and better way forward, so while doing Savour virtually is certainly different than gathering in person, the pandemic has presented us with the opportunity to try new things and engage with the community in different ways.

It's the same with my family, my business, and throughout our communities.

To move forward and find success, we've all had to change how we think, change how we make decisions, and change how we act.

It all boils down to the idea of resilience—adapting to one challenge while preparing yourself for the next one, and making sure that the lessons we are learning now make us stronger for the future. For example, for Savour, when it's time to go back to a large in-person event, we are going to have to strategize around making the event even more enticing and unique than it was before the pandemic.

I look forward to this challenge and to working as a volunteer to help make the HSC Foundation and HSC stronger. As a breast cancer survivor, I've had a front-row seat to the needs of the system and the impact of philanthropy. As individual Manitobans and as businesses, it's vital that we all give dollars and hours to help Manitoba's hospital bounce back from COVID. I have no doubt this will happen and I have no doubt that we will be ready for the next challenge. As Manitobans, we are committed to making Manitoba amazing!

Back Home at Last

Brody Thomson says goodbye to HSC after eight months

Normalcy is a state we all crave—and hope to return to—since the pandemic stormed into our lives. For Joan Leslie-Thomson, her desire for pre-pandemic normalcy was deeper—she yearned for the return of her son: an eating, walking, healthy Brody Thomson.

In October 2020, a then-24-year-old Thomson was rushed to HSC after Leslie-Thomson noticed her son lost the colour in his lips. Having your child ushered away by ambulance would be a nightmare for any parent; for Leslie-Thomson, the nightmare was even more frightening knowing that Thomson lives with severe seizure disorder and autism. Thomson, who speaks very little, relies on the care of his family, the familiar comforts of his home, and the ability to take medicine for seizures, anxiety, rage, pain, and to sleep.

“Brody went from independently eating to having zero interest in food and being unable to take his medicine,” recalls Leslie-Thomson of Brody’s declining health. “Brody lost over 100 pounds in a matter of months.”

While the battle against COVID-19 surged around us, Thomson, with his mom by his side, fought his own battle during his eight-month stay at HSC.

Thomson endured a multitude of procedures and tests—including numerous COVID-19 tests—to determine what was causing him to refuse food. Throughout the months, Thomson persevered through pneumonia, a feeding tube infection, and multiple moves within the

hospital as HSC repurposed spaces to meet the challenges posed by COVID-19.

All of this would have been that much more difficult without the care and compassion of the staff on HSC’s GH4 unit.

“HSC truly looked at what Brody needed as an individual,” says Leslie-Thomson. “We called HSC our Hilton Suite Condo because staff ensured Brody could keep his individual, quiet room to eliminate environmental triggers and they allowed me to decorate it with items he found comforting. HSC was our home away from home, and GH4 went above and beyond—they became part of our family.”

After months of diligent care and rehabilitation, Thomson regained his strength and ability to feed himself. Last October, Thomson arrived as a patient at HSC, and in May 2021, he left as an honorary member of HSC’s GH4 family.

While the ending to the COVID-19 pandemic remains unknown, what is known is that donor support continues to make stories like Brody’s possible. ♦



The continued support of donors helps create more remarkable outcomes like Brody Thomson’s.



Brody Thomson, who lives with severe autism and seizure disorder, was a patient at HSC Winnipeg from October 2020 to June 2021.



The love and care Brody Thomson received while at HSC was instrumental to his recovery.



Farewell gifts to Brody Thomson from HSC’s GH4 unit.

Grants

HSC Foundation awards over \$300,000 to health care thought-leaders

In the fall of 2020, the Health Sciences Centre Foundation provided researchers with over \$300,000 in grants, helping fund six projects at HSC, Manitoba's hospital. Supporting local and new research helps foster a strong health research community and is one of the many ways Foundation donors help patients in Manitoba and beyond.



Dr. Galen Wright:
“This study has important implications for our aging population.”

RESEARCHER SPOTLIGHT: Dr. Galen Wright

Powering up the computer. Checking emails. Pouring a second—or fourth—cup of coffee. Dr. Galen Wright's workday begins just like many of ours. What many of our nine-to-fives do not entail, however, is working to improve the treatment of neurodegenerative disorders such as Alzheimer's, ALS, Parkinson's, and Huntington's disease.

Dr. Wright's study, titled “Fine-mapping of neurodegenerative disorder genomic risk loci for the prioritization of novel drug targets”, received a \$70,000 grant from the HSC Foundation in 2020. Dr. Wright will use genetics to better understand these complex disorders. By studying genes, Dr. Wright aims to discover what would ultimately improve drug treatment for patients living with these diseases.

“This study has important implications for our aging population, and this essential funding provides a means for me to grow my research group and apply for future

funding, thereby maximizing the impact of this grant,” says Dr. Wright. “This was the first grant I have received as an independent investigator, and I am very grateful.”

Hailing from Cape Town, South Africa, Dr. Wright studied in his home country until 2014 when he moved to Vancouver to do his postdoctoral fellowship.

“I've been interested in genetics since my undergrad days—the brain is fascinating,” says Dr. Wright. “This study is about merging those two passions of mine.”

In 2020, Dr. Wright and his wife Dr. Britt Drögemöller found themselves in the unique situation of having to move halfway across the country to Winnipeg during the global COVID-19 pandemic.

While the pandemic has been a hindrance, it hasn't brought Dr. Wright's study to a halt. Thanks to this donor-funded grant, Dr. Wright was able to fund and work

from his computational lab, which enables him and his team to operate remotely via connecting their computers to a high-performance server. With the easing of restrictions, Dr. Wright is now focusing on setting up his physical lab, also known as his wet lab, at the Kleyesen Institute for Advanced Medicine at HSC.

Dr. Wright has noted both an increase in price and delay in wet lab materials due to the pandemic as there are supply chain disruptions and some of the materials are used for COVID-19 testing. Regardless, it's a no-brainer that Dr. Wright is ecstatic to get his wet lab up and running as he heads into year two of the two-year-long grant.

The HSC Foundation extends a special thank you to our Honourary Directors who provided support for Dr. Wright's grant.

General Operating Grants

Dr. Galen Wright, \$70,000: “Fine-mapping of neurodegenerative disorder genomic risk loci for the prioritization of novel drug targets”

Dr. Vanessa Poliquin and Dr. Colin Barber, \$32,600: “Prospective cohort study comparing two models of penicillin allergy-delabelling in pregnancy”

Co-Investigators: Dr. Chelsea Elwood; Dr. Raymond Mak

Dr. Sherif Eltonsy, \$70,000: “Anti-epileptic treatment regimens during pregnancy and the risk of adverse perinatal and neurodevelopmental outcomes: A Canadian multi-centre women's health study”

Co-Investigator: Dr. Marcus Ng

Dr. Perry Dhaliwal, \$70,000: “Intraspinal pressure monitoring for acute traumatic spinal cord injury: A validation study”

Co-Investigator: Dr. Frederick Zeiler

Dr. Tanveer Sharif, \$70,000: “Exploring mechanisms of resistance in apoptosis in patient-derived heterogeneous glioblastoma tumour populations”

Mindel & Tom Olenick Research Award in Immunology

Romaniya Zayats, \$5,000: “Cellular dynamics of immune evasion during Leishmania major infection”

Financial Statements



Summary Financial Statements

The following is taken from Health Sciences Centre Foundation Inc.'s audited financial statements reported on by BDO Canada LLP.

Statement Of Accountability

These summary financial statements were prepared by management in accordance with Canadian accounting standards for not-for-profit organizations and are taken from the March 31, 2021 audited financial statements.

Tina Jones, O.M.
Chair of the Board of Directors

Andrew Stibbard, CPA, CA
Chair, Finance & Audit Committee

Health Sciences Centre Foundation Inc. Summary Statement of Financial Position

As at March 31

ASSETS

CURRENT ASSETS

| | | |
|---------------------|--------------------|-------------|
| Cash | \$5,162,420 | \$5,634,760 |
| Investments | 10,972,877 | 6,769,650 |
| Accounts Receivable | 223,963 | 294,012 |
| Prepays | 50,745 | 40,890 |

| | | |
|-----------------------------|-------------------|------------|
| Total Current Assets | 16,410,005 | 12,739,312 |
|-----------------------------|-------------------|------------|

LONG-TERM ASSETS

| | | |
|------------------------|-------------------|------------|
| Investments, at market | 38,637,775 | 31,242,495 |
| Capital Assets | 6,774,779 | 6,859,343 |

| | | |
|-------------------------------|-------------------|------------|
| Total Long Term Assets | 45,412,554 | 38,101,838 |
|-------------------------------|-------------------|------------|

| | | |
|---------------------|---------------------|--------------|
| Total Assets | \$61,822,559 | \$50,841,150 |
|---------------------|---------------------|--------------|

LIABILITIES

CURRENT LIABILITIES

| | | |
|--|------------------|-----------|
| Accounts Payable and Accrued Liabilities | \$984,748 | \$673,413 |
| Deferred Revenue | 50,000 | 7,500 |

| | | |
|----------------------------------|------------------|---------|
| Total Current Liabilities | 1,034,748 | 680,913 |
|----------------------------------|------------------|---------|

FUND BALANCES

| | | |
|--------------|----------|---|
| Unrestricted | - | - |
|--------------|----------|---|

| | | |
|-----------|-------------------|------------|
| Endowment | 27,054,725 | 20,788,857 |
|-----------|-------------------|------------|

| | | |
|------------|-------------------|------------|
| Restricted | 21,286,183 | 17,867,372 |
|------------|-------------------|------------|

| | | |
|--------------|-------------------|------------|
| JBRC Capital | 12,446,903 | 11,504,008 |
|--------------|-------------------|------------|

| | | |
|----------------------------|-------------------|------------|
| Total Fund Balances | 60,787,811 | 50,160,237 |
|----------------------------|-------------------|------------|

| | | |
|--|---------------------|--------------|
| Total Liabilities and Fund Balances | \$61,822,559 | \$50,841,150 |
|--|---------------------|--------------|

For further details, please refer to the HSC Foundation's audited financial statements on our website.

Focus and Vision

A comment on our financials

I look at these numbers and I feel grateful.

Health Sciences Centre Foundation Inc. Summary Statement of Operations and Changes in Fund Balances

| For the years ended March 31 | | 2021 | 2020 |
|---|--------------------------|---------------------|---------------------|
| REVENUE | Donations | \$1,501,140 | \$1,782,784 |
| | Lotteries, Net | 4,793,370 | 2,760,741 |
| | Other Revenue, Net | 380,987 | 278,240 |
| | Investment Income (Loss) | 7,277,650 | (1,957,847) |
| | Major and Planned Gifts | 5,009,434 | 7,085,252 |
| | Funding Commitments | 19,490 | 12,943 |
| Total Revenue | | 18,982,071 | 9,962,113 |
| EXPENSES | Office Administration | 1,112,060 | 1,170,627 |
| | Donor Development | 354,687 | 398,199 |
| | Major and Planned Gifts | 801,721 | 932,306 |
| | Communications | 50,263 | 259,128 |
| | Amortization | 303,813 | 203,813 |
| | Total Expenses | 2,622,544 | 2,964,073 |
| Excess of Revenue over Expenses before Funding Commitments | | 16,359,527 | 6,998,040 |
| Funding Commitments | | (5,731,953) | (10,806,320) |
| Excess (Deficiency) of Revenue over Expenses | | 10,627,574 | (3,808,280) |
| Fund Balance, Beginning of Year | | 50,160,237 | 53,968,517 |
| Fund Balance, End of Year | | \$60,787,811 | \$50,160,237 |

The COVID-19 pandemic arrived in Manitoba in March 2020, toward the end of the fiscal year. Our financial performance for that year was already largely known. What was unknown, was what the impact of the pandemic would be on our ability to support HSC–Manitoba’s hospital. How would we adapt to the unknown? What would our financial performance look like for the fiscal year ending March 31, 2021?

Through successive waves of the pandemic, we observed doctors, nurses, and all other hospital personnel go above and beyond to care for Manitobans. That level of commitment strengthened our resolve to strategize, innovate, and excel to make sure we could do our part in the battle against COVID-19.

Thanks to our supporters, we were able to stay stable and focused. Our recent lotteries have sold out, nearly 600 new donors stepped forward to support our COVID-19 Crisis Response Fund, we reduced our operating expenses, and our investment income grew.

I would like to thank Susan Robinson, our former Vice President of Operations, who moved on from the Foundation this past summer after eight years of service. We are grateful for her leadership and skill. We welcome Paul Cadieux, CPA, CA, CBV, as our new Chief Financial Officer who will help keep us focused and successful. I would also like to thank my fellow Finance & Audit Committee members for their passion and partnership.

These are still challenging times as the pandemic persists. But our vision for the future of HSC is grand and exciting. We are grateful for your ongoing support.



Andrew Stibbard, CPA, CA
Chair, Finance & Audit Committee

Bannatyne Legacy Circle

On the air and in our hearts

On November 29, 2020, audiences in Manitoba and beyond tuned in to the Bannatyne Legacy Circle Celebration on CJNU 93.7 FM.

Listeners were treated to interviews with seven generous Manitobans who publicly declared their intention to leave an estate gift to the HSC Foundation. The two-and-half-hour special also included interviews with hospital and Foundation leaders, medical personnel, and researchers who collectively shone a bright light on the power of stories and the impact of legacies.

Interested in becoming a member of the Bannatyne Legacy Circle?

Becoming a member involves naming the HSC Foundation in your will or naming the Foundation as the beneficiary of an asset you currently hold. Your commitment will be celebrated publicly, and a story will be written about you and your connection to the HSC Foundation and HSC. This story, approved by you, will be professionally written and presented to you in a special keepsake folder.

Thanks to the support of our Bannatyne Legacy Circle members, we can advance vital medical research and continue to provide the absolute best in patient care to Manitobans for years to come. ♦

The 2020 HSC Foundation Bannatyne Legacy Circle Celebration was presented by Johnston Group in partnership with Canad Inns, with additional support from CJNU 93.7 FM, Belle Fosh Signs, and Outstanding Branding.



In 2020/2021, we received estate gifts from generous supporters of the HSC Foundation who, sadly, passed away. We are grateful for their vision and foresight, and we recognize them as members of the Bannatyne Legacy Circle. Their promises have been fulfilled, and we celebrate their legacy.

We honour the memories of:

Alice Mary Bancroft

Lonnie Christensen

Marcel Decock

John Gemesi

Jack Mazo

Paul Matthew John Meindl

John R. Morton

Pauline Napady

Alice Irene Panchyshak

Louis Velin

Meet seven generous Manitobans who joined the Bannatyne Legacy Circle in 2020. Here are excerpts from their Bannatyne Legacy Circle stories. Their full stories are available at hscfoundation.mb.ca/impact/stories/



After serving on the Board, Bob Cunningham was named an Honourary Director of the Foundation. He remembers feeling that the expanding group of Honourary Directors needed more to do and needed to play a greater role in the growth of the Foundation. He grappled with the challenge one sleepless night and came up with the idea to establish the Honourary Directors Legacy Fund. His concept was to grow an endowed fund where the income earned annually would support innovative medical research at HSC. He gathered others together and the Legacy Fund was born. Bob Cunningham and Jessie Lang—with whom he had co-chaired the Honourary Directors—made the first gifts to the Fund. Cunningham's bequest to the Foundation is designated to the Legacy Fund as well.

From R.W. (Bob) Cunningham's Legacy Story



For Gary Steiman, philanthropy and community service are responsibilities he takes very seriously. “You learn these things not only from your parents, but also from your close friends and business associates,” he says. “And if you are successful in business, you have an obligation to give back, not only to your community but also to those throughout the world who need assistance. In this regard, there is no shortage of opportunity to help.”

From Gary Steiman’s Legacy Story



Her decision to make a bequest to the HSC Foundation comes from a place of passion for HSC and a staunch belief that everyone who can, should contribute to the community. “I’ve had a lifelong affiliation with HSC,” says Taillieu. “And with the thoracic clinic I’ve seen how important philanthropy is for health care. I want to keep the ball rolling.”

From Mavis Taillieu’s Legacy Story



The Foundation, he says, has been able to lead the way in making important changes at the hospital. “We’re a publicly funded system but government can’t do it all,” says McFadden. “The Foundation is now able to launch initiatives, set priorities, and go out and raise the money to purchase important equipment. I’m not sure if the public is always aware of how world-class we are in some areas, but I’d put Health Sciences Centre on par with any major hospital anywhere in the world.”

From Kevin McFadden’s Legacy Story



Her bequest to support research at HSC as a member of the Bannatyne Legacy Circle is an extension of who she is and the life she has led. Grateful. Passionate about knowledge. Overcoming challenges. Seeing hope through adversity. “This decision is just very natural for me. I can’t think of anything else that I would want to do,” says Bausman. “No matter what stage of life we’re at, our acts of gratitude can help others in the future.”

From Debra Faye Bausman’s Legacy Story



Katherine Klassen has been a long-time donor to the Health Sciences Centre Foundation and had started giving some thought to confirming a legacy gift. After learning more about legacy giving and attending the Bannatyne Legacy Circle Celebration in 2019, her mind was made up. “I have always appreciated the experience I had at the Health Sciences Centre early in my career and the event convinced me to participate,” says Klassen. “Gratitude and thankfulness have brought me to participate in legacy giving. I am thankful for the opportunities this country has allowed me to pursue and accomplish.”

From Katherine Klassen’s Legacy Story



Eva and Ian thrived as a couple, established deep roots in the community, and raised a dynamic family. Ian contributed in remarkable ways to his profession as a scientist, practitioner, and leader. The Sutherlands contributed to the HSC Foundation with enthusiasm over many years, and Dr. Ian Sutherland is proud to leave a legacy gift with Eva as a lasting expression of support and gratitude for HSC.


From Eva and Dr. John B. (Ian) Sutherland’s Legacy Story

Our 2020/2021 Donors

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

Thank you for helping us make specific, timely, and essential investments in equipment and programs to support HSC's remarkable response to the COVID-19 pandemic. Thank you for saving lives, changing lives, and bringing comfort to families throughout Manitoba.

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

To the Manitobans who support us year after year, and to the hundreds of new donors who joined us in 2020/2021, thank you for your trust and confidence and thank you for helping us deliver tomorrow's health care today. 

PIONEER

\$1,000,000 to \$4,999,999

The Dufresne Foundation

VISIONARY

\$500,000 to \$999,999

Canada Life

Mike & Tina Jones, O.M.

Estate of Alice Irene Panchyshak

LEADER

\$250,000 to \$499,999

Vic Enns Family, David Enns

Family, Ray Bouchard Family

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The Princess Auto Foundation

The Winnipeg Foundation

FOUNDER

\$100,000 to \$249,999

Estate of Marcel Decock

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\$25,000 to \$49,999

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The McCain Foundation

Estate of Pauline Napady

Parrish & Heimbecker Ltd.

The Paterson Foundation

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\$10,000 to \$24,999

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Gina Guertin

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HSC & HSCF Your Charity at Work

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HSC Department of Psychiatry

HSC Department of Surgery

HSC Section of Urology

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Grant & Linda Floren

Food Fare

Gene Fraser

Shaun & Gillian Hauser

HSC Department of Internal

Medicine

Throughout these donor listings, you will see photos of patients helped by HSC thanks in part to your support of the HSC Foundation. To read more, visit <https://www.hscfoundation.mb.ca/impact/stories/>



Jennifer Pickell: *“I had excellent care in HSC’s intensive care unit. I especially remember the day-shift nurse Marilyn. She was fantastic. I saw many doctors, resident doctors, and nurses by my hospital bedside. I appreciate them all and realize that it takes a team to provide this level of care.”*

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Kaiser & Associates Private Wealth
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Vickie Kaminski
Keg Steakhouse & Bar
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T. Marjorie Klassen
Dr. Stephen & Monika Kowalski
Peter & Susanne Krahm
Gord & Lynn Lee
The Honourable Philip Lee
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Wawanesa Employee Giving
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\$1,000 to \$1,999

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Joan Leslie-Thomson, mother of Brody Thomson (pictured): *“From greeting Brody with a high-five, wave, or a little dance, all of the staff on GH4 take time to brighten his mood. Brody recognizes them and is grateful for their help and genuine care.”*

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 HSC Department of Psychiatry
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Donna Frederick: "I may be on medication for the rest of my life, but we stopped the disease in its tracks. Being at HSC with such a caring team to support me meant I could relax and let my body recover, no matter how long it took."

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Laura Morell: *“One doctor told me ‘This is going to be a rollercoaster. Strap in. Be prepared for lots of ups and downs’—he was right.”*

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This list reflects 2020/2021
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 received by March 31, 2021.
 We have carefully reviewed
 for accuracy, and we apologize
 for any errors or omissions.
 Please contact the HSC
 Foundation office with any
 questions or corrections.
 Thank you!

HSC Foundation Events 2020/2021

Radiothon *A Different Ring to Radiothon*

HSC Foundation sets new record

While we couldn't broadcast live from the heart of the hospital for the 2021 Innovation HSC Radiothon, we were still able to tell stories straight from the heart of the many individuals impacted by HSC—and rally in support of Manitoba's hospital.

On January 22, our annual Innovation HSC Radiothon, presented by Maric Homes, raised a record-breaking \$219,338 to advance innovation in health care. This total included \$40,000 in matching gifts from Access Credit Union, Arbor Memorial, Johnston Group, and The Wawanesa Mutual Insurance Company.

The Innovation HSC Radiothon was featured throughout the day on 680 CJOB, Power 97, and Peggy 99.1 and included interviews with HSC medical leaders, patients, and loved ones with inspiring stories to share.

Money raised through the Radiothon helps improve patient care at HSC through important research initiatives, the acquisition of cutting-edge medical equipment, and the development of new state-of-the-art facilities.



Maric Homes returned as Presenting Partner of the record-setting 2021 Innovation HSC Radiothon.

Radiothon partners:

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

Savour Virtual: *Wine & Food Experience*

Eleventh-annual Savour Goes Virtual

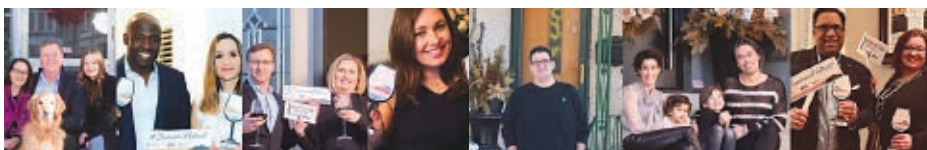
Over \$620,000 raised in support of patient care at HSC Winnipeg

Supporters couldn't gather in a room, so they gathered on Zoom on February 20 for the HSC Foundation's Savour Virtual: Wine & Food Experience, presented by Jones & Company Wine Merchants.

Thanks to Savour Virtual supporters, over \$620,000 was raised in support of HSC Winnipeg, including over \$215,000 for our Fund-A-Need initiative that supported the purchase of portable ventilators—which can be used to intubate patients outside of the Critical Care Unit—and fitness equipment to enhance HSC's PsychHealth department's successful Movement for Mental Health initiative.

Attendees were treated to an exquisite charcuterie spread by De Luca's and Peasant Cookery, and a remarkable selection of wines from Jones & Company Wine Merchants, along with other refreshments. Winnipeg's own Big City All Star Band turned everyone's living room into a dance floor as they entertained the audience with their crowd-pleasing tunes.

"Even without being in the same room as one another, I could feel the unwavering generosity of our supporters wholeheartedly," says Jonathon Lyon, President & CEO of the HSC Foundation. "When people support the HSC Foundation at events like Savour, they are making a profound difference in the lives of patients and their loved ones."



Savour guests strike a pose at home.

Savour partners:

- **Jones & Company Wine Merchants (Presenting Partner)**
- **TD Bank Group (Lead Supporter & Entertainment Partner)**
- Allco Electrical Ltd.
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- HSC Department of Surgery
- HSC Section of Plastic Surgery
- HSC Section of Thoracic Surgery
- HSC Section of Urology
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- Radiology Consultants of Winnipeg
- Garcea Group of Companies
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- The Dufresne Group
- University of Manitoba – Anesthesiology, Perioperative Medicine, Pain Medicine, Pathology, and Radiology

Endowment Funds

A gift today, an impact forever



| | |
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| Archives/Museum Collection Endowment Fund | 484,419 |
| H.C. Ashdown Endowment Research Fund | 224,154 |
| Assistive Technology Fund | 203,581 |
| Harold Buchwald Endowment Fund for Medical Ethics | 118,719 |
| HSCF Firefighters' Burn Fund Endowment | 2,354,772 |
| HSCF Bannatyne Legacy Circle Fund | 5,317,435 |
| HSC Foundation Honourary Directors Legacy Fund | 329,075 |
| HSCF Sustainability Fund | 2,525,404 |
| HSC Winnipeg Heritage Endowment Fund | 421,523 |
| Dolly and Michael Gembey Nursing Research Endowment | 2,722,465 |
| Patty and Tony Kirk Heart Fund | 51,163 |
| Karyn Lazareck Endowment Fund | 21,062 |
| Viola Leadlay Nursing Education Endowment Fund | 197,299 |
| The John Loewen Endowment Fund | 69,688 |
| Pauline Luchit Endowment Fund | 135,833 |
| Manitoba Public Insurance Professorship in Neuroscience | 1,467,394 |
| Morberg Family Chair in Hepatology | 3,630,165 |
| Multiple Sclerosis Research Endowment Fund | 321,407 |
| Neurosurgery Research Endowment Fund | 307,188 |
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| Dale Rayter GD6 Nursing Education Fund | 18,429 |
| Research in Anesthesiology Endowment Fund | 201,657 |
| The Dr. Ben Shell Endowment Fund | 124,560 |
| Margaret Hawley Speers Endowment Fund for Brain Research | 1,047,368 |
| Spine Fellowship Fund | 1,188,973 |
| The Christopher Spitzke Critical Illness Research Endowment Fund | 242,343 |
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| Technology for Assisted Living Fund | 551,767 |
| Transplant Wellness Centre Fund | 25,166 |
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By establishing an endowment fund at the Health Sciences Centre Foundation, you are making a gift for all time. Income earned by these permanent funds will help patients today, tomorrow, and for generations to come.

To these
visionary donors,
we say
thank you.

Total Endowment Funds held
by the HSC Foundation

\$27,054,725

What Comes Next?

Learning from COVID-19

It has been a time of sustained stress and challenge at HSC and for health care in general—in Manitoba and, indeed, around the world—as we all grapple with the COVID-19 pandemic.

But through adversity and challenge, comes the opportunity to adapt for a better future for hospitals everywhere. Manitobans can be assured that HSC, as Manitoba's hospital, aims to emerge from the pandemic focused on shaping the most nimble, effective, and resilient hospital possible.

"There have been lessons learned around the world throughout the pandemic," says Dr. Shawn Young, HSC's Site Medical Lead and Acting Chief Operating Officer. "As a result, there will be changes in best practice everywhere and we need to continue embracing those."

Of particular focus in the coming months is addressing the province's surgical backlog, numbering thousands of cases. "COVID-19 didn't create the entire backlog, but waiting lists grew everywhere as hospitals re-organized themselves to cope with onslaughts of patients battling the coronavirus," says Dr. Young. "That said, when the pandemic ends, we can't simply return to 'business as usual' or it will take too long to address the backlog."



"...We have been able to move many surgical procedures out of conventional operating rooms and into clinic spaces. We are building on that," says Dr. Shawn Young.

In the months leading up to the pandemic, HSC leadership were already exploring options for the hospital's surgical future under the province's transformed health care system. That process, derailed by the pandemic, is now back on track.

"We are looking at re-organizing and re-purposing spaces and acquiring new equipment that will allow for safer, more minimally invasive procedures," says Dr. Young. "There is new imaging technology emerging all the time that will allow us to perform more procedures with smaller incisions. The process has already started and we have been able to move many surgical procedures out of conventional operating rooms and into clinic spaces. We are building on that."

Minimally invasive surgeries typically mean faster and better recoveries, better overall hospital efficiencies, reduced risk of infection, and shorter hospital stays. Another development that is also shortening hospital stays is the idea of "virtual care" which is gaining traction all over the world.

"Does a patient who is recovering from illness or injury need to be in the hospital? Not always," says Dr. Young. "With more people accustomed to video calls, we are exploring the full potential of how patients can interact with nurses, doctors, and allied health professionals from the comfort of their own homes."

The HSC Foundation's Technology for Assisted Living initiative will support additional research and implementation of virtual care, while the hospital's Virtual COVID-19 Outpatient Program (VCOP) is offering a real-time case study.

"The program has allowed people to finish their recovery at home and still receive optimal care," says Dr. Young of VCOP, which was largely funded by HSC Foundation donors. "Virtual care also allows us to enhance what we can do for patients who live in rural and northern communities. HSC is Manitoba's hospital and virtual care will allow us to better support all Manitobans."

A key lesson learned through COVID-19 is that adaptation requires ingenuity, innovation, hard work, and a passion for excellence. It also takes donor support and engagement.

"Through the stress and uncertainty of COVID-19, I have seen my colleagues throughout HSC work with unprecedented focus, creativity, and clarity," says Dr. Young. "And I have seen the impact of the generosity of Manitobans through their support of the HSC Foundation. I am confident that what comes next for HSC will improve life for everyone in Manitoba." ♦



Dr. Shawn Young: "Does a patient who is recovering from illness or injury need to be in the hospital? Not always."

The HSC Foundation Team **October 2021**

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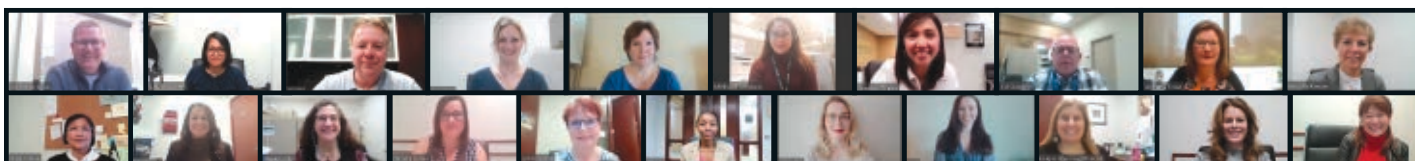
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Tomorrow's Health Care, Today

OUR MISSION:

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

OUR VALUES:

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



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