

September 2015 - June 2016

# WORKSHOPS AND SERVICES

## WRHA Organization & Staff Development (OSD)



[www.wrha.mb.ca/osd](http://www.wrha.mb.ca/osd)

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Winnipeg Regional  
Health Authority  
Caring for Health

Office régional de la  
santé de Winnipeg

À l'écoute de notre santé

Current as of July 2015

## **ORGANIZATION AND STAFF DEVELOPMENT**

*Our Organizational Development services build leadership capacity within the organization, improve retention and employee engagement.*

*We work with leaders to achieve the organization's vision, priorities and desired culture.*

*We provide developmental opportunities and support employees to expand their knowledge, skills and abilities.*

*We provide a broad range of consultative, client-focused services that promote systemic change and enhance the performance of organizations, teams and individuals.*

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## Organization & Staff Development

# Management and Leadership Development Workshops

## Attendance Support and Assistance Program

### (ASAP)

Absenteeism is a common performance management problem. It affects individual employees, co-workers and the organization as a whole. Issues related to attendance can be varied and complex. The ASAP was developed with the goal of assisting employees to achieve regular attendance at work.

After completing this workshop managers will be able to:

- Follow a standardized process and checklist to help staff to attend work on a regular basis
- Identify when to involve Human Resources in attendance management situations

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## Change Management for Managers

Change is constant in healthcare and is an essential element in moving us forward in achieving our goals.

*“You can’t stop the waves of change but you can learn to surf.” Anonymous*

This change management workshop is designed to help managers increase their awareness of how to manage the people side of change and how to support themselves and their staff through change.

As a result of attending this workshop managers will:

- Define change management and discuss the benefits of incorporating change management into initiatives
- Identify the greatest contributors to a successful change
- Discuss the role of managers and sponsors in change
- Explore how to build staff involvement in change
- Discuss strategies to deal with resistance to change

## Organization & Staff Development

# Management and Leadership Development Workshops

## Coaching for Performance- 2 Day

**NEW!**

When coaching for performance, the manager is a partner in the employee's success, believing in and drawing out the potential in each employee. Coaching is a way of managing, a way of treating people, a way of thinking, and a way of being. In this workshop, managers learn about coaching skills and practice the coaching process.

In this workshop, participants will:

- Define several functions related to performance management including when to use each type of activity
- Describe the attributes of an effective coach
- Identify the foundational beliefs that lead to successful people management
- Explain the overarching goal of coaching for performance
- Use key dialogue skills including listening, asking powerful questions, acknowledging, and offering perspectives
- Practice effective performance coaching using the GROW model

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## Duty to Accommodate/Ability Management

This workshop provides managers with information around legal obligations arising out of the "Duty to Accommodate" legislation. It clarifies the principles that underlie the employer's obligations toward employees who have special needs.

Through the use of case studies and discussion of real world challenges when addressing workplace accommodation in the health care sector, managers will:

- Discuss, in broad terms, the legal obligation carried by employers with regard to accommodating employees
- Review the benefits to the employer and the employee of a good workplace accommodation program
- Leave prepared to provide more proactive and informed support to employees who require accommodation

## Organization & Staff Development

# Management and Leadership Development Workshops

## High Impact Interview Techniques - The Behavioural Descriptive Interview

Managers can no longer rely on intuition to evaluate the best applicant for the job. The Behavioural Descriptive Interview (BDI) is a structured goal-oriented process that helps to improve applicant evaluation and as a result, improve the match between people and jobs.

After successful completion of this workshop managers will:

- Understand the advantages and disadvantages of different types of interview questions
- Know the principles of behavioural interviewing
- Write behavioural descriptive interview questions
- Develop strategies for conducting an interview using BDI techniques.

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## Interpersonal Conflict Resolution for Managers

Conflict is normal and inevitable in workplace settings. Being effective at conflict resolution is a necessary competency for all health care leaders. This course examines the conflict cycle, styles of handling conflicts, and a process for effective conflict resolution. This is an interactive workshop with activities that enable you to apply the concepts to real life situations and common scenarios.

Managers attending this workshop will:

- Apply the conflict cycle to a real-life conflict
- Explore their individual style of responding to conflict using the Thomas Kilman Instrument
- Assess how their beliefs impact conflicts and the consequences
- Practice a six step process for addressing and resolving conflict
- Learn how to respond effectively to accusations using a problem solving approach

\*This course is restricted to leaders with supervisory responsibility for staff.

## Organization & Staff Development

# Management and Leadership Development Workshops

### Progressive Discipline

It is in health care's best interests to have all staff succeed in their employment. On occasion, it may become necessary to impose discipline in an effort to help employees get back on the road to success. Progressive Discipline consists of a series of management interventions, the purpose of which, is to clarify standards of performance and encourage employees to modify their behaviour.

After successful completion of this workshop, managers will:

- Understand when discipline is appropriate
- Develop a solid understanding of the progressive discipline process
- Know the importance of maintaining accurate and timely documentation of employee discipline
- Reduce the incidences of discipline with proactive human resource management

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### Respectful Workplace for Managers

All employees across the Winnipeg health region are entitled to enjoy a respectful work environment free of disrespectful behaviour including discrimination, harassment, sexual harassment, personal harassment and workplace violence. This interactive workshop will help participants understand what constitutes workplace discrimination and harassment and gain knowledge in dealing with disrespectful behaviour.

Managers attending this workshop will:

- Discuss and define what is a respectful workplace
- Review WRHA's Respectful Workplace Policy
- Define and explore disrespectful and inappropriate behaviours and the many forms that they take
- Clarify the rights and responsibilities of employees, managers, human resources and unions under the policy
- Identify and practice language that assists in initiating conversations and in defusing situations
- Review the respectful workplace complaint process

## Organization & Staff Development

# Management and Leadership Development Workshops

## Boot Camp for New Managers

This **full week** program is open to new managers across the WRHA who would benefit from a peer-supported environment, while learning processes and skills that are critical for success as a health care manager. The program consists of workshops that are of benefit for all new managers at integrated facilities.

**\* Registration Criteria: Participants must be less than 12 months in their current management role and have supervisory responsibilities.**

**Boot Camp includes the following sessions:**

- Leading Your Team
- A Day in the Life of a Manager
- Leadership Ethics
- Tools for Engagement
- Attendance Support & Assistance Program
- Building a Culture of Safety
- The Art of Financial Management
- Respectful Workplace for Managers
- Duty to Accommodate/Ability Management

A registration form is available on the OSD website at <http://www.wrha.mb.ca/osd>. Click on Management & Leadership Development to find Boot Camp for New Managers. Managers registering for this one week program must be available to attend the entire week.

\*Please note, some of the Boot Camp content can be taken as individual workshops. Please review the Education Portal for workshop details.

*“It was nice having the workshop all in one week. You could focus on each topic daily and you were not rushed to get back to your site and look after issues.”*

*“Benefit was noted by having my entire focus on the subjects/sessions presented...It was so useful to have concurrent new knowledge that also could be applied to other sessions attended in the same week.”*

## Organization & Staff Development

# Staff Development Workshops

### Accountability in Action

This one-day, highly interactive workshop challenges participants to rethink the way they respond to difficult situations while helping them create greater accountability and success in their lives. Participants are introduced to the Personal Accountability Model which helps them take actions that are consistent with their intentions and desired goals.

Participants attending this workshop will:

- Define personal accountability and explain how it relates to achieving their goals
- Describe the difference between accountability behaviours and victim behaviours, and learn to recognize when they or others are not acting in an accountable way
- Use multiple strategies to help them and others stop using victim behaviours and instead demonstrate accountability behaviours
- Identify barriers that may prevent people from taking accountability.
- Identify behaviours that lead to strong teams and create a plan to help teams become more accountable

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### Introduction to Interpersonal Conflict Resolution



Workplaces include a diverse range of people and functions. While this can create wonderful opportunities for innovation and cooperation, it can also lead to conflict. In this workshop, participants learn the foundational concepts of conflict resolution and how to address workplace conflict when it arises.

In this workshop, participants will:

- Assess how your beliefs and perceptions impact conflicts and the consequences
- Explore their individual style of responding to conflict
- Practice a six step process for addressing and resolving conflict
- Learn how to apologize and forgive sincerely

## Organization & Staff Development

### Staff Development Workshops

#### Introduction to Project Management

This workshop is designed for staff who need to acquire tools and skills to effectively manage small to medium-sized projects in their departments. (No prior experience in project management is required.)

Upon successful completion of this workshop, managers will:

- Understand the reasons why projects fail (it's not for lack of ability!)
- Design a project plan that will guide you to a successful outcome
- Assess project risks and develop contingency plans
- Assemble a project team
- Manage change requests while improving the project's success
- Create status reports that will banish surprises and help your project to stay on schedule

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#### Service Excellence

We all provide customer service on a daily basis whether our customer is a patient, resident, client, internal colleague or in another role. This workshop offers a unique perspective on the key components of customer service in health care and offers practical tools participants can put to use immediately.

As a result of attending this workshop, participants will be able to:

- Articulate the benefit of using compassion and empathy as the foundation of customer service
- Practice key components of active listening including attentiveness, acknowledgement, and paraphrasing
- Understand the importance of bringing a positive attitude to every interaction
- Recognize and recover from a breakdown in service
- Solve problems using the DEET strategy
- Care for themselves while caring for others through gratitude and resiliency

## Organization & Staff Development

### What can Organizational Development (OD) offer you and your team?

When health care organizations function effectively they attract and retain talented employees who can focus on delivering safe and caring service. There are times when challenges faced by the organization need to be addressed at the group, team, or department level and that's when OD consultants can help. Consultants are available to work with teams to identify and build on existing strengths.

OD consultants work with leaders to enhance the performance of organizations and the people in them. The consultant uses an approach that begins with an objective assessment of the issues and the opportunities for change. Through this approach the consultant identifies a range of options for managing change, solving problems and building stronger teams. The consultant involves the leaders throughout the process and supports them in selecting a direction that will facilitate the delivery of safe, caring and effective service.

#### Scope of OD Services

- Change Management
- Customized Facilitation
- Diagnostic Team Assessments
- Focus Groups
- Leadership Coaching
- Team Building
- Visioning and Strategic Planning

#### Consultants

- Lily Bale-Feldman, MBA
- Cathy Johnston, BRS, HR Cert.
- Sandi Mitchell, R.N. B.N.

**For more information contact the Lead Organizational Development Consultant, Sandi Mitchell at ph: 204-787-1385 or email [smitchell2@wrha.mb.ca](mailto:smitchell2@wrha.mb.ca).**

## Other Training

### Aboriginal Health Programs Education

Aboriginal Health Programs - Health Education facilitates workshops and educational opportunities for staff working in the Winnipeg health region. These workshops provide vital information about Aboriginal cultures in Manitoba. The goal of these workshops is for participants to increase awareness and understanding of Aboriginal cultures in a health-care setting, increase ability to provide culturally competent and proficient care and gain knowledge to build a culturally respectful workplace.

Current workshops offered are:

- Aboriginal Cultures Awareness Workshop
- Traditional Teachings Workshop & Sweatlodge Workshop
- Palliative Care: Aboriginal Perspectives On End Of Life
- Aboriginal Retention for Managers
- Aboriginal Health Policy
- Circle of Care: Enhancing the Culture of Well-being

Additional information about each of these workshops can be found through the Aboriginal Health Programs WRHA webpage at [www.wrha.mb.ca/aboriginalhealth](http://www.wrha.mb.ca/aboriginalhealth)

### Clinical Education

A wide range of clinical education programs and on-line learning are available to staff across the region. Sessions provide education to professional staff in all sectors of the Winnipeg Health Region to ultimately improve the quality of care for any patient/client/resident.

Available sessions include but are not limited to:

- ASIST Training
- Blood Management Rounds
- Immunization Competence Education Program
- Nursing Skill Online
- Wound Care

To learn more about the various clinical education programs available and to registered go to <http://www.wrha.mb.ca/education/clinical.php>

## Other Training

### Computer Training Solutions

The Manitoba eHealth Computer Training Solutions team (CTS) is committed to providing accessible, effective, high-quality training and support to health care staff.

Courses are available to all WRHA staff through the website: <http://www.manitoba-ehealth.ca/cts/> or contact by phone at: 204-926-9172

### Employee Assistance Program (EAP) Workshops

EAP workshops, facilitated by Manitoba Blue Cross Counsellors, are available to all WRHA staff. These workshops are held at various healthcare facilities across the region.

Sessions are held throughout the year on a variety of topics such as:

- Communication in the Workplace
- Emotional Intelligence in the Workplace
- Respectful Workplace
- Managing Change and Transition in the Workplace
- Stress Management
- Finance Planning and Your Retirement

Scheduled workshops are posted on line at <http://www.wrha.mb.ca/education/> or at your facility.

Register by phone at: 204-786-8880

### Ethics in Health Care Management

Are you interested in learning more about ethics in health care management? Are you keen to network with others with similar interests and challenges?

In this interactive, one-day workshop managers will:

- Reflect on the ethical dimensions of their health care roles and responsibilities
- Discuss organizational ethics in health care contexts
- Apply ethics frameworks to health care management issues
- Receive information on ethics resources, strategies and networking opportunities.

There is no prerequisite for this workshop, however, there are some pre-workshop activities which can be accessed online during registration.

Interested in learning more about ethics? Educational opportunities are offered throughout the year in the Winnipeg region. *For dates and to register contact Pam Kitchur Ph: 204-926-1312* or go to INSITE at:

<http://home.wrha.mb.ca/corp/ethics/index.php>

## Other Training

### Evidence-Informed Practice Workshop Series

Incorporating evidence into practice is a challenge for all health care professionals in a workplace that increasingly demands that we do more with less. This workshop series provides an introduction into the process of using evidence to inform decision making and how that can lead to meaningful change. The workshop is organized into four half days which are designed to follow each other. They can be taken individually or in a full two day block.

For further information or to register visit: <http://www.home.wrha.mb.ca/osd/skillsdev.php>

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### French Language Training

There's something for everyone. Various evening classes (spring, winter, fall sessions), as well as specialized workshops, monthly French conversation groups, on-line learning tools accessible through the FLS intranet page, and a Resource Centre are available to all staff who wish to learn or improve their French. For more information go to: <http://home.wrha.mb.ca/corp/fls/training.php> or contact by phone at: 204-258-1081.

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### Managers and Safe Work

Managers and Safe Work is a core element of education required by all managers and supervisors. Managers attending this workshop will understand their roles and responsibilities as it relates to health and safety. According to the Workplace Health and Safety Act W210, managers/supervisors will have general knowledge of hazard recognition, job hazard analysis, risk assessment, control concepts, safe work procedures and training of workers, and will understand what is required if an incident should occur in the workplace. Please contact the individual responsible for Health and Safety at your site for training opportunities.

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### SAP Training

SAP is being implemented in the areas of Human Resources / Payroll, Finance and Supply Chain at sites across the Winnipeg health region. If you will use SAP as part of your job, you will need training.

For more information on SAP training and how to register, go to <http://home.wrha.mb.ca/sap/training.php>

## Other Training

### Quality Improvement and Patient Safety Workshops (QIPS)

The QIPS Unit offers regional workshops and facility-based presentations on a variety of topics pertinent to helping staff improve quality and safe patient care. Most of our educational materials help to support requirements of Accreditation Canada, legislation and healthcare policy. Our educational services are open to all staff in the Winnipeg health region.

<p><b>Managing Patient and Family Complaints</b></p> <ul style="list-style-type: none"> <li>▪ Define “complaints” in health care settings</li> <li>▪ Review tools and resources that will help you manage complaints</li> <li>▪ Explore a complaints management process from hearing a complaint through resolution</li> </ul>	<p><b>Disclosure ... Being Open with Patients &amp; Families</b></p> <ul style="list-style-type: none"> <li>▪ Increase understanding of the disclosure process</li> <li>▪ Identify barriers to disclosure</li> <li>▪ Explore the key components of the C-O-N-E-S model in having disclosure conversations</li> <li>▪ Enhance familiarity with disclosure conversations through practice</li> </ul>
<p><b>FMEA: Failure Mode &amp; Effects Analyses</b></p> <ul style="list-style-type: none"> <li>▪ List the benefits, requirements and objectives of a FMEA</li> <li>▪ Explain the steps and methodology used to analyze a FMEA</li> <li>▪ Compare a variety of tools utilized when performing a FMEA</li> <li>▪ Identify corrective actions or controls and their importance in minimizing or preventing failure occurrence</li> <li>▪ Prepare participants to lead and/or participate in a real life FMEA improvement initiative</li> </ul>	<p><b>Tracer Training</b></p> <ul style="list-style-type: none"> <li>▪ Increase understanding of the Tracer methodology to identify areas of quality improvement during the site survey visit</li> <li>▪ Prepare participants to become leaders for conducting tracers within their organization/program</li> </ul>
<p><b>Basics of Quality Improvement (Module 1)</b></p> <p>This workshop will help you develop a quality plan from start to finish.</p> <ul style="list-style-type: none"> <li>▪ Identify how to define an issue, set objectives, create plans of action</li> <li>▪ Discuss how to measure progress</li> </ul>	<p><b>Quality Improvement Tools (Module 2)</b></p> <p><b>Pre-requisite – Basics of Quality Improvement (Module 1)</b></p> <p>This workshop will help give you the tools you need to get your quality initiative on its way.</p> <ul style="list-style-type: none"> <li>▪ Increase understanding of various quality improvement tools such as PDSAs, flowcharting, process mapping and run charting</li> </ul>
<p><b>RL6: Risk – Training for Managers/Directors</b></p>	
<p>The RL6: Risk course for Managers/Directors will teach participants how to access and review Critical Incidents in RL6: Risk. The participants must be a Chief Operating Officer (COO), Program Director (PD) or Community Area Director (CAD). Designates are welcome, but will require permission from their CEO/COO, PD or CAD to attend. The course will provide training and a license to RL6: Risk and with it the alerts coming out of the system.</p>	

**To register for workshops go to <http://www.wrha.mb.ca/quality/index.php>**

We have developed a package of educational materials for use across the Winnipeg health region. The purpose of these resources is to assist healthcare employees to understand the different types of patient safety events (i.e. Near Miss/Good Catch, Occurrence, Critical Occurrence, Critical Incident), how to report them and how reporting these events improves the culture of patient safety across the region. Using the *Patient Safety Event Education* materials, the QIPS team is available to deliver presentations and assist with the development of educational materials and initiatives that may need customization for your employees.

A partial listing of available materials and resources is listed below. For more information contact Cheryl Harder, Education Improvement Consultant, QIPS Unit, at [charder@wrha.mb.ca](mailto:charder@wrha.mb.ca) or 204-926-1048.

- Job aides for patient safety event definitions
- A roving cart highlighting the different types of patient safety events
- RL refresher training
- In-services about: patient safety events; critical incident reviews; how to conduct Near Miss/Occurrence reviews
- Lunch box sessions
- Posters, Displays
- Patient Safety Event Information kit
- Patient Safety Event Primer

## Resources

### Education Portal

The Education Portal provides information and registration on a variety of conferences, workshops, and seminars available to staff. Go to <http://www.wrha.mb.ca/education/>

The portal will be continually changing to meet demands. Please forward any comments or feedback to [ahowell@wrha.mb.ca](mailto:ahowell@wrha.mb.ca). If you wish to post educational offerings or resources on the portal, complete the [Submission Form](#).




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### Leaders Learning Hub



The Leaders Learning Hub is designed to support leaders as they support their teams. It is a collection of articles, videos, job aids and other resources to answer questions and provide tools when the needs arise. Topics include team building, problem solving, change management, communication and much more.

Go to <http://home.wrha.mb.ca/research/library.php>

Resources will continue to be added to the Leaders Learning Hub so check back frequently. If you have an article or tool that our leaders would find helpful, send it to OSD and we will review it for inclusion.

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### University of Manitoba Library

Staff have access to a broad range of information resources and services through the University of Manitoba's Neil John Maclean Health Sciences Library and affiliated Health Sciences Libraries. For more information, including how to obtain a library card and to access the library, go to <http://home.wrha.mb.ca/research/library.php>. To learn about training sessions on accessing the evidence-based health information resources available through the Library go to: [http://home.wrha.mb.ca/research/library\\_training.php](http://home.wrha.mb.ca/research/library_training.php)

## Eligibility & Registration for OSD Workshops

### Eligibility

OSD seminars and workshops are provided at no charge unless otherwise noted and are open to staff from any facility, service or affiliated agency funded through the WRHA

**Note:** “Management and Leadership Development Program” workshops are intended primarily for staff with formal management/supervisory roles and these staff are given priority for participation. However, as space is available these workshops are also open to employees who have been identified by their manager as potential successors for future management positions and have received approval from their manager to attend.

### Registration

Registration is required for all workshops. Classes are limited in size. Once capacity has been reached, all subsequent registrations will be placed on a waiting list. Waiting list participants will only be contacted if a space becomes available. Please register early as classes may be cancelled if enrollment is low.

To register on-line:

- Go to: [www.wrha.mb.ca/osd](http://www.wrha.mb.ca/osd) (**Note:** *If you are a first time user you must create an OSD profile*)
- Click on “How to register for courses” located at the top right side bar of the OSD website page and follow the online registration procedures
- If you are an existing user or have an OSD profile click on “Existing User” and enter your email and password to register
- You may also follow the links to access information on the type of program which is relevant for you
- Select the course you wish to attend and then select the date you would like to register for by clicking on REGISTER

Continued on next page

## Eligibility & Registration - Continued

### FAQ's

*Can I view OSD workshop and services information online?*

We recommend you visit our website at [www.wrha.mb.ca/osd](http://www.wrha.mb.ca/osd) for a comprehensive listing of all our courses and services.

*How do I know if I'm registered?*

All registrations will receive an immediate email confirmation stating that your registration has been received. All subsequent communications with regard to the course will come via email.

Please note: If you do not have a work email address, you must provide a 2nd party valid email address that is checked on a regular basis as this is the primary communication participants will receive regarding workshop changes, updates and course cancellations.

*How do I cancel my registration?*

If you are registered but need to cancel, please provide as much notice as possible. Short notice cancellations are costly, and deny others on the "wait list" the opportunity to participate.

To cancel, please email [osd@wrha.mb.ca](mailto:osd@wrha.mb.ca) or phone at: 204-787-1582

*What about workshop cancellations?*

OSD reserves the right to cancel a workshop due to insufficient registration or if the facilitator cannot fulfill his/her commitment. We realize that this can be inconvenient for registrants and will make every effort to provide as much advance notice as possible.

*Is my attendance documented?*

For continuing education purposes, attendance is recorded and can be accessed by emailing us at: [osd@wrha.mb.ca](mailto:osd@wrha.mb.ca) or by phone at: 204-787-1582.

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**Winnipeg Regional Health Authority** **Office régional de la santé de Winnipeg**  
*Caring for Health* *À l'écoute de notre santé*

Current as of July 2015