



Western Health

Strategic Plan
April 1, 2014-March 31, 2017

Approved by Board of Trustees: February 27, 2014
Revised: June 17, 2014

Message from the Chairperson

The Board of Trustees of Western Health, as identified in Appendix A, is pleased to present its Strategic Plan for 2014-17. The Values, Vision and Mission of Western Health will continue to provide the foundational support to lead the organization into the future. The Strategic Goals respond to the changing population demographics and the Strategic Directions of Government as communicated to the entity by the Minister of Health and Community Services (see Appendix B). This strategic plan will guide the development of operational plans throughout the organization, which collectively will enable Western Health to progress towards its vision of the people of Western Newfoundland having the highest level of health and well-being possible.

The Board of Trustees of Western Health acknowledges the development of this plan in accordance with legislative requirements defined in the *Transparency and Accountability Act*. Western Health is a category 1 government entity, as defined by the *Transparency and Accountability Act*. This is the third three-year strategic plan produced, in keeping with the *Act*. The Board of Trustees is accountable for the preparation of this plan and for achieving the specific goals and objectives in this plan, pursuant to section 5(4) of the *Transparency and Accountability Act*. The Board is committed to reporting our progress each year in our annual report.

On behalf of the Board of Trustees, I want to express appreciation to staff members, management, physicians, members of the Board Planning for Safety and Quality Committee, Chief Executive Officer, government representatives and our partners for their commitment and dedication to the strategic planning process as evident in the successful completion of previous strategic plans for Western Health. The Board of Trustees also acknowledges significant investment from the Provincial Government, through the Department of Health and Community Services, to support the achievement of strategic and operational goals.

Sincerely,



Anthony Genge, PhD
Board Chair

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1.0 Overview

The **vision** of Western Health is that the people of Western Newfoundland have the highest level of health and well being possible – *Your Health our Priority*. In the pursuit of the vision, the following **mission statement** was determined to provide direction over two planning cycles: By March 31, 2017, Western Health will have enhanced programs and services, in priority areas, to address the population health needs within the Western region.

The **mandate** of Western Health is derived from the *Regional Health Authorities Act* and its regulations. Western Health is responsible for the delivery and administration of health and community services in the Western Health region in accordance with the above referenced *Act*.

Western Health's geographical boundaries are from Port aux Basques southeast to Francois, northwest to Bartlett's Harbour, and on the eastern boundary north to Jackson's Arm (see Appendix C). Within this geographical region, Western Health serves a population of approximately 77,983 residents.

Western Health provides a broad range of programs and services to the people of Western Newfoundland. As indicated in Appendix D, Western Health provides health and community services from 24 office sites, 26 medical clinic sites (including traveling clinic sites), and eight health facilities. The health facilities include two hospitals: Sir Thomas Roddick Hospital in Stephenville and Western Memorial Regional Hospital in Corner Brook; four health centres: Dr. Charles L. LeGrow Health Centre in Port aux Basques, Bonne Bay Health Centre in Norris Point, Calder Health Centre in Burgeo and Rufus Guinchar Health Centre in Port Saunders; and two long term care centres: Corner Brook Long Term Care Centre in Corner Brook and Bay St. George Long Term Care Centre in Stephenville Crossing. Within its facilities, Western Health operates 276 acute care beds, and 474 long term care beds.

Western Health accomplishes their mandate through six lines of business: promoting health and well-being; preventing illness and injury; providing supportive care; treating illness and injury; providing rehabilitative services; administering distinctive provincial programs. Programs and services that promote health and well-being include health promotion activities. Preventing illness and injury occurs through early intervention and use of the best possible information as with screening, injury prevention and health protection activities. Programs and services that provide supportive care include: community health nursing; community supportive services; maternal, child and family health; long term care and residential services; mental health and addictions. Programs and services that treat illness and injury are primary and secondary in nature and include ambulatory care, emergency, maternal, medical, pediatric and surgical services. Rehabilitation services such as such as physiotherapy, occupational therapy and speech-language are provided in community and facility settings. Western Health has responsibility for the Humberwood Treatment Centre, a provincial inpatient addictions facility. In addition, Western Health operates the Western Regional School of Nursing.

Western Health continues to support the strategic directions of the Government of Newfoundland and Labrador. Western Health has demonstrated a commitment to a population health approach to planning through its community health needs and resource assessment process. This research process was one mechanism used to ensure we understand the needs of the people in the region. Telehealth service was extended to support access to service in areas such as oncology, wound care, adolescent mental health, pediatrics and clinical dietitian services. From 2010 to 2013, Western Health completed the Managing Obstetrical Risk Efficiently (MORE OB) program, a three year patient safety program to improve quality and safety as well as performance monitoring.

Western Health's regional office is located in Corner Brook. The organization employs over 3,200 staff who work in approximately 50 separate buildings throughout the region. Approximately 84 per cent of staff is female.

There are numerous volunteers who assist in delivering a number of programs and services and special events within acute care, long term care and community, which enhance the quality of life for patients, residents, and clients.

In 2014-15, Western Health has an operating budget of \$333 million with most of its revenue coming from provincial plan funding through the Department of Health and Community Services. Other notable revenues include the foundations and auxiliaries, long term care and the Medical Care Plan (MCP).

Major expenditures include: salaries, direct client payments, fixed capital costs, and diagnostic and therapeutic services.

An overview of Western Health's programs and services and can be found at www.westernhealth.nl.ca.

2.0 *Mandate*

The mandate of Western Health is derived from the *Regional Health Authorities Act* and its regulations. Western Health is responsible for the delivery and administration of health and community services in the Western Health region in accordance with the above referenced *Act*.

In carrying out its responsibilities, Western Health shall:

- (a) promote and protect the health and well being of its region and develop and implement measures for the prevention of disease and injury and the advancement of health and well being;
- (b) assess health and community services needs in its region on an ongoing basis;
- (c) develop objectives and priorities for the provision of health and community services which meet the needs of its region and which are consistent with provincial objectives and priorities;
- (d) manage and allocate resources, including funds provided by the government for health and community services, in accordance with legislation;
- (e) ensure that services are provided in a manner that coordinates and integrates health and community services;
- (f) collaborate with other persons and organizations, including federal, provincial, and municipal governments and agencies and other regional health authorities, to coordinate health and community services in the province and to achieve provincial objectives and priorities;
- (g) collect and analyze health and community services information for use in the development and implementation of health and community services policies and programs for its region;
- (h) provide information to the residents of the region respecting
 - the services provided by the Authority
 - how they may gain access to those services and
 - how they may communicate with the authority respecting the provision of those services by the authority;
- (i) monitor and evaluate the delivery of health and community services and compliance with prescribed standards and provincial objectives and in accordance with guidelines that the minister may establish for the authority;

- (j) comply with directions the minister may give.

In addition to the regional mandate, Western Health administers distinctive provincial services.

3.0 Lines of Business

Western Health provides a continuum of programs and services within allocated resources to the people of Western Newfoundland. These programs and services are based in acute care, long term care and community settings. Western Health is committed to a Population Health approach to service delivery. Inherent in all lines of business is the need for learning and education in its broadest context. An interdisciplinary team of health professionals, support staff and partners provide the care and services required to meet the mandate of Western Health.

Western Health accomplishes their mandate through six lines of business:

- promoting health and well-being;
- preventing illness and injury;
- providing supportive care;
- treating illness and injury;
- providing rehabilitative services;
- administering distinctive provincial programs.

It is important to note that programs and services may fall under one or more headings below, and as Western Health is an evolving integrated authority there will be further realigning of programs and services during the life of this Strategic Plan.

A. Promoting health and well-being

Health promotion is a process of supporting, enabling and fostering individuals, families, groups and communities to take control of and improve their health. Health promotion services address healthy lifestyles, stress management, supportive environments and environmental health. Strategies include working with partners to improve the health of citizens by:

- providing healthy public policy;
- strengthening community action;
- creating supportive environments.

Health promotion activities are integrated throughout all lines of business within Western Health.

B. Preventing illness and injury

Prevention services offer early intervention and best available information to members of the public to prevent the onset of disease, illness and injury, and/or the deterioration of well-being. Available services vary depending on the incidence or potential for disease, illness or injury found in specific areas. Services include but are not limited to:

- screening such as cervical, colorectal and breast screening;
 - injury prevention activities such as helmet safety, water safety, and violence prevention.
-

Health protection services identify, reduce and eliminate hazards and risks to the health of individuals in accordance with current legislation. There is a formal Memorandum of Understanding in place with Service NL to support and/or monitor health protection activities including licenses, permits and inspections of food establishments, waste management and swimming pools. The main components of health protection are:

- communicable disease surveillance and control;
- immunization;
- monitoring environmental health factors such as water safety and food sanitation;
- disaster planning.

C. Providing supportive care

Western Health provides broad ranging supportive care services across the continuum of care and lifespan in various situations within provincial guidelines, organizational policies, legislation and resources. This includes the provision and/or coordination of access to an array of services generally at the community level, as determined by a professional needs assessment and/or financial means assessment. Supportive care promotes the safety, health and well-being of the individual by supporting the existing strengths of the individual, family and community.

Individual family and community supportive services make up a considerable component of the work of Western Health. These include:

- maternal, child and family health;
- services to families of infants, preschool and school age children who have, or are at risk of, delayed development;
- services to clients who require support as a result of family and/or social issues;
- services to clients with physical and/or cognitive disabilities;
- elder care services including community outreach services;
- mental health and addictions services including specialized services such as Blomidon Place, Humberwood Treatment Centre, West Lane Recycling Program and Sexual Abuse Community Services (SACS);
- home support services;
- community health nursing including immunization, child health and school health;
- health care supplies and equipment;
- respite, convalescent and palliative care services;
- chronic disease prevention and management.

Long term care and residential services encompass an extensive range of Western Health's supports and partnerships including:

- long term care homes;
- seniors cottages;
- monitoring of personal care homes;

- alternate family care;
- monitoring of residential services;
- monitoring of transition house;
- hostel accommodations.

Supportive services are delivered within the context of current legislation, where applicable.

D. Treating illness and injury

Western Health investigates, treats and cares for individuals with illness and injury. These services are primary and secondary in nature and are offered in selected locations. These services can also be accessed on an emergency or routine basis.

Primary and secondary services include:

- medical services including internal medicine, family medicine, psychiatry, pediatrics, nephrology, neurology, dermatology, medical oncology including chemotherapy, physiatry, gastroenterology, cardiology, intensive care, renal dialysis, and palliative care;
- surgical services including anesthesiology, general surgery, orthopedics, urology, ophthalmology, otolaryngology, obstetrics and gynecology, colposcopy, vascular and dental;
- maternal child services include obstetrics and pediatrics;
- hospital emergency services including emergency room services, ambulance services and other client transport and the monitoring of community based, private provider and hospital based emergency medical services;
- ambulatory services including day procedures, surgical day care, endoscopic services, diagnostic and laboratory services, specialist clinics both regular and visiting, diabetes education, cardio-pulmonary services, nutritional services and a variety of clinical support services;
- treatment services by physicians, nurses and/or nurse practitioners including primary health care services are available in a number of medical clinics and community health offices.

E. Providing rehabilitative services

Western Health offers a variety of rehabilitative services for individuals following illness or injury. These services are offered in selected locations through a referral process and include:

- post acute nursing services both in clinic and home settings;
- rehabilitation services such as physiotherapy, occupational therapy, speech-language pathology, audiology and social work;
- adult rehabilitation inpatient program.

A significant expansion in this line of business occurred in 2013-14, with the opening of the restorative care unit at the Corner Brook Long Term Care Home.

F. Administering distinctive provincial programs

Western Health operates the Western Regional School of Nursing. The school follows the academic path set out by the Senate of Memorial University to offer a Bachelor of Nursing (BN) program. A fast track program is available to individuals who wish to pursue a baccalaureate degree in nursing at an accelerated pace. The Inuit Nursing Access program is offered in conjunction with the College of the North Atlantic.

As well, Western Health has responsibility for the addictions inpatient facility, Humberwood Treatment Centre, which is based in Corner Brook. Through its eleven treatment beds, this facility provides treatment to adults 19 years and older for chronic addiction to alcohol, drugs and/or gambling. Through its four withdrawal management beds, the program offers clients the ability to detox prior to treatment.

4.0 *Values*

The core values of Western Health offer principles and a guiding framework for all employees as they work in their various capacities to protect the rights and freedoms of the people of Newfoundland and Labrador. These core values and the related action statements are:

Respect
Equity
Transparency
Advocacy
Collaboration
Excellence
Innovation
Accountability

Respect:	Each person shows courtesy, appreciation and consideration for other individuals.
Equity:	Each person provides individuals access to programs and services within the Western Region in a fair manner.
Transparency:	Each person is honest and open in communication with others and is forthcoming with all information related to decision-making, except where prohibited by legislation.
Advocacy:	Each person supports individuals in meeting their needs or overcoming barriers.
Collaboration:	Each person works with others to enhance service delivery and maximize the use of resources.
Excellence:	Each person is committed to life-long learning and will do the best work possible within their skills and the resources available.
Innovation:	Each person identifies opportunities to enhance programs and services.
Accountability:	Each person follows through on his/her duties and responsibilities.

5.0 Primary Clients

Western Health is committed to effectively, and efficiently meeting the needs of its clients. The primary clients of Western Health are those individuals, families, and communities who avail of its services and programs.

To effectively and efficiently meet the needs of its clients, in keeping with the lines of business, the Board of Trustees, staff, physicians and volunteers with Western Health work with a broad range of partners including:

- the Department of Health and Community Services and other Government departments both provincially and federally;
- other regional health authorities and boards;
- professional associations;
- foundations, auxiliaries, private service providers, community based agencies, private business, non governmental agencies;
- the general public;
- advisory committees, volunteer boards;
- schools, school boards and post secondary institutions including Memorial University of Newfoundland and the College of the North Atlantic;
- municipal, provincial and federal politicians including local service districts, municipal councils, Members of the House of Assembly and Members of Parliament.

6.0 *Vision*

The vision of Western Health is that the people of Western Newfoundland have the highest level of health and well being possible – *Your Health Our Priority*.

7.0 *Mission Statement*

The following mission statement was developed in the previous Strategic Plan to provide direction in pursuit of our vision over two planning cycles (2011-14 and 2014-17). As the measure and indicators suggest, the mission statement supports the vision through primary prevention/health promotion, as well as secondary prevention especially in chronic disease prevention and management. This mission statement is Western Health's second; it will support continuation of the work in chronic disease prevention and management and patient safety. Information from the Canadian Community Health Survey (2011) suggested that incidence rates for diabetes and high blood pressure were higher in the Western region, as compared to the provincial and national rates. Research suggests that the incidences of chronic diseases may be attributable to unhealthy behaviours and health practices. A focus on health promotion will support prevention in chronic disease prevention and management and help to address population health needs. At this mid point in the pursuit of our mission, provincial strategic directions and national accreditation requirements continue to support quality and safety as a strategic priority for Western Health. Western Health's Community Health Needs and Resources Assessment (2013) reported that people in the Western region indicated there were challenges related to access to emergency health services and a lack of awareness of our programs and services.

By March 31, 2017, Western Health will have enhanced programs and services, in priority areas, to address the population health needs within the Western region.

Measure

Enhanced programs and services

Indicators:

- Enhanced programs and services in diabetes management
- Enhanced patient safety in infection prevention and control
- Enhanced health promotion
- Implemented evidence based practices in priority initiatives
- Improved measurement and monitoring in priority initiatives

8.0 Strategic Issues

Strategic Issue One: Chronic Disease Prevention and Management and Cardiovascular Health

Western Health's Community Health Needs and Resources Assessment (2013) indicated high blood pressure was among the top three community concerns identified by regional residents. Other survey results which supported the community concern included:

(a) the Canadian Community Health Survey (2011) results: (i) 24.5 percent of people 12 years of age and older, in the Western region, reported having high blood pressure as compared to 22.9 percent in Newfoundland and Labrador and 17.0 percent in Canada; (ii) 63.7 percent of adults over the age of 18 years reported being overweight or obese as compared to 63.9 percent in Newfoundland and Labrador and 52.0 percent in Canada; (iii) 37.5 percent of people 12 years of age and older, in the Western region, consume fruits and vegetables five to ten times per day as compared to 44.2 percent in Canada and unhealthy practices are correlated with chronic diseases such as cardiovascular disease;

(b) the Canadian Institute for Health Information (2013) health indicator and hospital reporting project results: (i) the hospitalization for acute myocardial infarction (i.e., heart attack) rate, in the Western region, was 237 per 100,000 population as compared to 205 per 100,000 in Canada and (ii) the rate of coronary angiography in Western Health (2011-12) was 36.74 per 100 people as compared to 56.26 per 100 in Newfoundland and Labrador and 66.27 percent in Canada, suggesting that access to health related programs and services is sometimes challenging.

From 2008-11, one strategic issue for Western Health was to enhance service delivery to support chronic disease prevention and management. Since 2011, Western Health has used the Expanded Chronic Care Model (Barr et al, 2003) to support strategic planning for enhanced programs and service in diabetes management. In 2011-12, the Department of Health and Community Services launched Improving Health Together: A Policy Framework for Chronic Disease Prevention and Management in Newfoundland and Labrador and released Improving Health: My Way, a chronic disease self management program. To support Government's strategic direction for strengthened population health and healthy living, enhancing cardiovascular programs and services in keeping with the expanded chronic care model is a strategic issue for Western Health.

Strategic Goal One

By March 31, 2017, Western Health will have enhanced cardiovascular programs and services in keeping with the expanded chronic care model.

Measure

Enhanced cardiovascular programs and services

Indicators for Strategic Goal One

- Implemented evidence based practices to improve cardiovascular programs and services
- Increased opportunities for self management support
- Improved identified quality indicators

Objective Year One (2014-15)

By March 31, 2015, Western Health will have identified priority initiatives to enhance cardiovascular programs and services.

Measure Year One (2014-15)

Identified priority initiatives and quality indicators

Indicators for the Year One Objective (2014-15)

- Reviewed programs and services
- Identified evidence based practices consistent with the expanded chronic care model
- Identified priority initiatives that support evidence based practices
- Identified strategies to improve self management support
- Identified appropriate quality indicators for cardiovascular programs and services

Objective Year Two (2015-16)

By March 31, 2016, Western Health will have initiated implementation of the priority initiatives to enhance cardiovascular programs and services.

Objective Year Three (2016-17)

By March 31, 2017, Western Health will have implemented priority initiatives to enhance cardiovascular programs and services in keeping with the expanded chronic care model.

Strategic Issue Two: Medication Safety

Accreditation Canada requires that healthcare organizations make client and staff safety a part of their strategic and operational plans in order to remain accredited. Accreditation Canada's Managing Medications standards and required organizational practices guide Western Health in its assessment of compliance with evidence informed standards. The 2013 onsite assessment by Accreditation Canada identified opportunities for improvement in our management of medications in the areas of antimicrobial stewardship (ensuring the appropriate use of antibiotics in the prevention and treatment of infections), medication reconciliation (maintaining a current accurate list of medications as people move through the health system) and venous thromboembolism prophylaxis (preventing blood clots). Western Health monitors medication related occurrences through the Clinical Safety Reporting System (CSRS) to identify opportunities for improvement in client safety. Western Health works with occupational health and safety experts to identify opportunities to enhance staff safety related to the preparation and handling of hazardous medications. In keeping with Government's strategic direction of improved performance and efficiency in the health and community services system to provide quality services that are affordable and sustainable, enhanced medication safety to improve outcomes for clients, patients, residents and staff is a strategic issue for Western Health.

Strategic Goal Two

By March 31, 2017, Western Health will have enhanced medication safety to improve outcomes for clients, patients, residents and staff.

Measure

Enhanced medication safety

Indicators for Strategic Goal Two

- Implemented evidence based practices in priority areas
- Improved measurement, compliance, and monitoring of priority initiatives in medication safety
- Improved outcomes in priority initiatives in medication safety

Objective Year One (2014-15)

By March 31, 2015, Western Health will have established priority initiatives and performance outcomes for priority initiatives in medication safety to enhance client, patient, resident and staff safety.

Measure Year One (2014-15)

Established performance outcomes

Indicators for the Year One Objective (2014-15)

- Assessed practices in current programs and services
- Identified priority initiatives
- Identified evidence based practices for priority initiatives in medication safety
- Identified performance outcomes for priority initiatives
- Identified strategies to improve measurement and monitoring of priority initiatives

Objective Year Two (2015-16)

By March 31, 2015, Western Health will have initiated implementation of priority initiatives in medication safety to enhance client, patient, resident and staff safety.

Objective Year Three (2016-17)

By March 31, 2017, Western Health will have implemented priority initiatives in medication safety to enhance client, patient, resident and staff safety.

Strategic Issue Three: Access to Emergency Room Services

Western Health's Community Health Needs and Resources Assessment (2013) reported that people in the Western region indicated there were challenges related to access to emergency health services including that there were long wait times to access emergency health services. The report stated that there was a lack of availability of emergency health services in some areas within the Western region. In 2012, A Strategy to Reduce Emergency Department Wait Times was developed by the province. In June 2012, Western Health completed an internal review of the emergency department at Western Memorial Regional Hospital (WMRH), to identify and/or enhance efficiency of current processes, from patient arrival to discharge, utilizing lean principles. Improved access to emergency room services in keeping with the provincial strategy is a strategic issue for Western Health in keeping with two of Government's strategic directions: (a) improved performance and efficiency in the health and community services system to provide quality services that are affordable and sustainable, focus area clinical efficiency review; as well as (b) improved accessibility to programs and services meeting the current and future needs of individuals, families and communities, particularly those most vulnerable, focus areas rural health and wait times.

Strategic Goal Three

By March 31, 2017, Western Health will have improved access to emergency room services in keeping with the provincial strategy.

Measure

Improved access to emergency room services

Indicators for Strategic Goal Three

- Implemented priority initiatives consistent with the provincial strategy
- Measured and monitored emergency room services performance outcomes
- Improved access through standardization and flow/throughput
- Improved communication to patients
- Improved appropriate monitoring and reassessment of patients waiting for emergency room services

Objective Year One (2014-15)

By March 31, 2015, Western Health will have identified the priority initiatives to improve access to emergency room services in keeping with the provincial strategy.

Measure Year One (2014-15)

Identified priority initiatives and performance outcomes

Indicators for the Year One Objective (2014-15)

- Identified priority initiatives from the review of emergency room services at WMRH
- Assessed the identified priority initiatives for consistency with the provincial strategy
- Identified performance outcomes for priority initiatives

Objective Year Two (2015-16)

By March 31, 2016, Western Health will have completed a review of emergency room services throughout the region to determine the adaptability of initiatives at other sites and initiated implementation of the priority initiatives.

Objective Year Three (2016-17)

By March 31, 2017, Western Health will have implemented priority initiatives to improve access to emergency room services.

Strategic Issue Four: Enhanced Awareness of Programs and Services and Evidence Based Resources

Western Health's Community Health Needs and Resources Assessment (2013) indicated that there was a lack of awareness of Western Health's programs and services. The report indicated that residents throughout the Western region access health related information on the internet and many were not aware that Western Health had a website. Western Health's Acute Care Patient Experience Survey (2013) results indicated that there was a lack of written information provided to patients about what symptoms or health problems to look for when they leave the hospital. To support Government's strategic direction of improved accessibility to programs and services meeting the current and future needs of individuals, families and communities, particularly those most vulnerable enhancing access to information about programs and services through the implementation of a communication strategy is a strategic issue for Western Health.

Strategic Goal Four

By March 31, 2017, Western Health will have enhanced access to information about programs and services through the implementation of a communication strategy.

Measures

Enhanced access to information about programs and services

Indicators for Strategic Goal Four

- Implemented and evaluated communication strategy
- Increased staff and public use of the Western Health website

Objective Year One (2014-15)

By March 31, 2015, Western Health will have identified the priority initiatives in a communication strategy.

Measure Year One (2014-15)

Identified priority initiatives

Indicators for the Year One Objective (2014-15)

- Completed environmental scan
- Identified priority initiatives in a communication strategy
- Initiated development of the evaluation plan and the identification of performance outcomes

Objective Year Two (2015-16)

By March 31, 2016, Western Health will have initiated implementation of priority initiatives in a communication strategy.

Objective Year Three (2016-17)

By March 31, 2017, Western Health will have implemented the priority initiatives in a communication strategy.

9.0 *Appendix A*

Board of Trustees

Dr. Anthony Genge, Chair

Mr. Don Fudge

Mr. David Kennedy

Ms. Sonia Lovell

Mr. Tom O'Brien

Mr. Richard Parsons

Mr. Ralph Rice

Mr. Collin Short

Ms. Regina Warren

10.0 Appendix B

Strategic Directions

Strategic Direction 1

Title: Population Health

Outcome: Strengthened population health and healthy living

Population health refers not just to the health “status” of the population, but to the ability of people to adapt and respond to various aspects of life. Health is affected by many factors such as social, economic, physical and environmental conditions. A population health approach encompasses a range of services and supports that can help individuals, families and communities experience the best outcomes possible.

Initiatives that focus on social and emotional well-being, the prevention of illness and injury, as well as initiatives to support people in managing and maintaining their own health and lifestyle, form a solid foundation for addressing population health. The following focus areas target the key factors impacting population health in Newfoundland and Labrador.

Focus Areas of the Strategic Direction 2014-2017	Strategic Direction #1 is		
	Addressed by		
	regional health authority's strategic plan	regional health authority's operational plan	work plan of a branch/ division within the regional health authority
Aboriginal Health			✓
Cancer Care			✓
Chronic Disease Management	✓		
Healthy Aging			✓
Healthy Living			✓

Strategic Direction 2**Title: Access**

Outcome: Improved accessibility to programs and services meeting the current and future needs of individuals, families and communities, particularly those most vulnerable.

Making the appropriate services available at the appropriate place and time is the defining feature of accessible health and community services. Striking the right balance between fiscal abilities and planning for equitable access is the key challenge. Together with stakeholders, the Department engages in reviews and consultations to determine how and what services should be delivered to maximize access.

The following focus areas for the health and community services sector address priority needs in the province and also target primary and community services that can reduce the need for more intensive and costly acute care interventions for individuals.

Focus Areas of the Strategic Direction 2014-2017	Strategic Direction #2 is		
	Addressed by		
	regional health authority's strategic plan	regional health authority's operational plan	work plan of a branch/ division within the regional health authority
E-Health			✓
Infrastructure			✓
Long Term Care and Community Supports			✓
Mental Health and Addictions Services			✓
Pharmacare Initiatives – NLPDP Plans			
Rural Health	✓		
Wait Times	✓		

Strategic Direction 3**Title: An accountable Sustainable, Quality Health and Community Services System****Outcome: Improved performance and efficiency in the health and community services system to provide quality services that are affordable and sustainable.**

Currently, approximately 40% of the provincial budget is spent on health care. The budget has almost doubled since 2003-04, to its current level of \$3 billion. The growth in health care spending can be attributed to a number of factors including the aging of our population, geographical layout of the province, new and more expensive treatments, increased incidence in chronic disease and increased health provider costs. These demands and growth characteristics require the Department, in partnership with the Regional Health Authorities, to work together to address cost containment and sustainability through innovation and the adoption of consistent evidence informed service delivery approaches.

Through a renewed focus on collaboration, innovation and best practices, health and community services will become more efficient. Improved efficiency means sustainable costs over the long term and the delivery of quality service in a more effective manner to better meet the needs of individuals, families and communities.

Focus Areas of the Strategic Direction 2014-2017	Strategic Direction #3 is		
	Addressed by		
	regional health authority's strategic plan	regional health authority's operational plan	work plan of a branch/ division within the regional health authority
Clinical Efficiency Review	✓		
Evaluation of Legislation, Programs and Services			✓
Evidence Informed Research in Health and Other Related Areas			✓
Health Emergency Management			✓
Health Workforce Planning			✓
Operational Improvement Plans			✓
Quality and Safety	✓		

11.0 Appendix C

Regional Map



Western Health Regional Map

Hospitals, Health Centres, Clinics and/or Offices, Ambulance Service, and Long Term Care Centres



12.0 Appendix D

Regional Sites: Facilities, Medical Clinics and Community Based Services Offices

Hospitals

Western Memorial Regional Hospital
1 Brookfield Avenue, P.O. Box 2005, Corner Brook, NL, A2H 6J7, (709) 637-5000

Sir Thomas Roddick Hospital
142 Minnesota Drive, Stephenville, NL, A2N 2V6, (709) 643-5111

Rural Health Centres

Bonne Bay Health Centre
P.O. Box 70, Norris Point, NL, A0K 3V0, (709) 458-2211

Calder Health Centre
P.O. Box 190, Burgeo, NL, A0N 2H0, (709) 886-2898

Dr. Charles L. LeGrow Health Centre
1 Grand Bay Road, P.O. Box 250, Port aux Basques, NL, A0M 1C0, (709) 695-2175

Rufus Guinchard Health Centre
P.O. Box 40, Port Saunders, NL, A0K 4H0, (709) 861-3139

Long Term Care Centres

Bay St. George Long Term Care Centre
P.O. Box 250, Stephenville Crossing, NL, A0N 2C0, (709) 646-5800

Corner Brook Long Term Care Home
40 University Drive, Corner Brook, NL, A2H 5G4, (709) 637-3999

Medical Clinics and/or Community Based Services Offices

Bay St. George Medical Clinic
129 Montana Drive, Stephenville, NL, A2N 2T4, (709) 643-6635

Benoit's Cove Community Office
P.O. Box 119, Benoit's Cove, NL, A0L 1A0, (709) 789-2832

Cow Head Medical Clinic and Community Office
General Delivery, Cow Head, NL, A0K 2A0, (709) 243-2407

Deer Lake Medical Clinic
4 Clinic Drive, Deer Lake, NL, A8A 3M1, (709) 635-3383

Deer Lake Community Office
20 Farm Road, Deer Lake, NL, A8A 1J3, (709) 635-7830

Doyles Medical Clinic
P.O. Box 14, RR 1, Site 3, Doyles, NL, A0N 1J0, (709) 955-2443

Grey River Medical Clinic
General Delivery, Grey River, NL, A0M 1K0, (709) 296-4113

Hammond Building Community Office
69 West Valley Road, Corner Brook, NL, A2H 3Y3, (709) 634-5551

Hampden Medical Clinic and Community Office
General Delivery, Hampden, NL, A0K 2Y0, (709) 455-3111

Jackson's Arm Medical Clinic and Community Office
General Delivery, Jackson's Arm, NL, A0K 3H0, (709) 459-3231

Jeffrey's Medical Clinic and Community Office
General Delivery, Jeffrey's, NL, A0N 1P0, (709) 645-2200

Lourdes Medical Clinic
General Delivery, Lourdes, NL, A0N 1R0, (709) 642-5702

Meadows Community Office
P.O. Box 3708, RR 2, Corner Brook, NL, A2H 6B9, (709) 783-2123

Mental Health & Addictions Community Office and Humberwood
35 Boones Road, Corner Brook, NL, A2H 7E5, (709) 634-4506

Noton Building Community Office

P.O. Box 2006, Brakes Cove, Corner Brook, NL, A2H 6J8, (709) 639-1293

O'Connell Drive Community Office

P.O. Box 156, Corner Brook, NL, A2H 6C7, (709) 632-2830

Pasadena Community Office

83A Midland Row, Pasadena, NL, A0L 1K0, (709)686-2547/5052

Piccadilly Community Office

Box 15, Site 3, RR 2, Port au Port, NL, A0N 1T0, (709) 642-5234

Pollard's Point Medical Clinic and Community Office

General Delivery, Pollard's Point, NL, A0K 4B0, (709) 482-2270

Port Aux Basques Community Office

3-9 Barhaven Place, P.O. Box 100, Port aux Basques, NL, A0M 1C0, (709) 695-6250

Protective Community Residences

Wheeler's Road, Corner Brook, NL, (709) 632-2191/2/3/4

Ramea Medical Clinic

P.O. Box 40, Ramea, NL, A0M 1N0, (709) 625-2115

Rehabilitation Annex Community Office

127 Montana Drive, Stephenville, NL, A2N 1T4, (709) 643-8740/8690

Stephenville Medical Clinic

194 Queen Street, Stephenville, NL, A2N 2P4, (709) 643-5115

Stephenville Community (Medical) Clinic

1 Washington Street, Stephenville, NL, A2N 2V5, (709) 643-5656

Stephenville Crossing Medical Clinic and Community Office

General Delivery, Stephenville Crossing, NL, A0N 1C0, (709) 646-2233

Stephenville Community Office

149 Montana Drive, Stephenville, NL, A2N 1T4, (709) 643-8601

Stephenville Community Office

58 Oregon Drive, Stephenville, NL, A2N 2Y1, (709) 643-8716

St. George's Medical Clinic and Community Office
General Delivery, St. George's, NL, A0N 1Z0, (709) 647-3542

Woody Point Medical Clinic
General Delivery, Woody Point, NL, A0K 1P0, (709) 453-2268

Western Health (Medical) Clinic and Community Office
3 Herald Avenue, Corner Brook, NL, A2H 4B8, (709) 637-3900

Westlane Recycling
24 Brook Street, Corner Brook, NL, A2H 2T7, (709) 634-9313

Woody Point Community Office
P.O. Box 9, Bonne Bay, NL, A0K 1P0, (709) 453-2073

Traveling Medical Clinics

Cape St. George/ Degrau Medical Clinic
Box 647, RR 3, Cape St. George, NL, A0N 1E0, (709) 644-2660

Daniel's Harbour Medical Clinic
General Delivery, Daniel's Harbour, NL, (709) 898-2314

Francois Medical Clinic
General Delivery, Francois, NL, A0M 1K0, (709) 842-4118

Grand Bruit Medical Clinic
General Delivery, Grand Bruit, NL, A0M 1K0, (709) 492-2106

Parsons Pond Medical Clinic
General Delivery, Parsons Pond, NL, A0K 3Z0, (709) 243-2593

Petites/LaPoile Medical Clinic
c/o Mrs. Lewis Bond, General Delivery, LaPoile, NL, A0M 1K0, (709) 496-3521

Rose Blanche Medical Clinic
Town of Rose Blanche, General Delivery, Rose Blanche, NL, A0M 1P0, (709) 956-2270

Sop's Arm Medical Clinic
General Delivery, Sops Arm, NL, A0K 5K0, (709) 482-2599

Trout River Medical Clinic
c/o Woody Point Medical Clinic, Woody Point, NL, A0K 1P0, (709) 451-3111