



Labrador - Grenfell
Health

Strategic Plan: 2008-2011



Message from the Chairperson



In accordance with the Transparency and Accountability Act (SNL2004 Chapter T -8.1) and its reporting guidelines for Category 1 Entities, and on behalf of the Labrador-Grenfell Regional Health Authority (herein referred to as Labrador-Grenfell Health), I present the Authority's Strategic Plan for 2008-11.

This document summarizes the strategic directions that the health authority has committed to addressing over the next three years. This plan builds upon the successes achieved and lessons learned during the 2006-08 strategic planning cycle and also considers both the Department of Health and Community Services Strategic Directions (see Appendix A) and national health priorities. I am pleased to present specific goals, objectives and indicators for the following strategic initiatives: Child, Youth and Family Services; improved health status measurement tools; a culture of safety; fiscal and human resources capacity and regional health services planning.

In accordance with the Section 5(4) of the Act, I, as do my fellow Board members, understand we are accountable for the preparation of this plan and for achieving the specific goals and objectives contained herein.

Labrador-Grenfell Health looks forward to working together with its health and community partners in meeting the goals and objectives developed in this Strategic Plan.

Respectfully,

A handwritten signature in black ink, which appears to read "Larry Bradley". The signature is written in a cursive, flowing style.

Larry Bradley
Chair
Labrador-Grenfell Regional Health Authority

Table of Contents

1.0	Overview	page 4
2.0	Lines of Business	page 5
3.0	Mandate	page 9
4.0	Values	page 10
5.0	Primary Clients	page 11
6.0	Vision	page 11
7.0	Mission Statement	page 12
8.0	Strategic/Governance Issues	page 15
	Appendix A: Strategic Directions, DOHCS	page 26
	Appendix B: Board and Executive Office	page 29
	Appendix C: Facilities by Location	page 30
	Appendix D: Legislation and Regulations	page 32

1.0 Overview

Labrador-Grenfell Health provides quality health and community services to a population just under 37,000 and serves eighty-one communities. The region covers the area north of Bartlett's Harbour on the Northern Peninsula and all of Labrador. Corporate headquarters is located in Happy Valley-Goose Bay. (See Appendix B)

Labrador-Grenfell Health employs approximately 1390 staff and operates twenty-two facilities, including three hospitals, three community health centers, fourteen community clinics and three long term care facilities. In addition, there are Child, Youth and Family Services offices located throughout the region. (Refer to Appendix C). These services are provided through an operating budget of approximately \$145 million (Fiscal 2008/09). Labrador-Grenfell Health is an integrated health and community services board. It delivers both primary and secondary health services to the residents of the region, including acute care, diagnostic services, continuing and long term care, health promotion, mental health and addictions, family and rehabilitation services, child protection and intervention services, youth services, adoptions, child care services, residential services and community health nursing.



In providing services to meet the needs of its clients, Labrador-Grenfell Health collaborates with a number of other partners/stakeholders on a local and provincial level. Examples include: the Minister and the Department of Health and Community Services, other Regional Health Authorities, the Nunatsiavut Department of Health and Social Development, Innu First Nations, the Labrador Métis Nation, the Newfoundland and Labrador Health Boards Association, the Newfoundland and Labrador Centre for Health Information, the International Grenfell Association, the Grenfell Foundation and local related auxiliaries, municipal, provincial and federal government representatives, particularly Health Canada, the federal Department of Indian and Northern Affairs and the provincial departments of Transportation and Government Services. In addition, the health authority works closely with health professional associations, Wellness Coalitions, local Chambers of Commerce, schools and post-secondary educational institutions, including medical schools, community groups and agencies, advocacy groups, ambulance service providers (non-institutional based), law enforcement agencies, vendors and suppliers.

2.0 Lines of Business

Labrador-Grenfell Health was created by the *Regional Integrated Health Authorities Order*, Newfoundland and Labrador Regulation 18/05 and provides health and community services to a diverse population, over a wide geographic area. Our clients cover the entire life span, from prenatal to children and youth, adults and seniors. They range from the healthy population to those with specific health needs, such as the acutely ill, or those with chronic mental or physical disabilities. Clients include both aboriginal and non-aboriginal residents living within the Labrador-Grenfell region, children in care outside our region and those who travel here for services.

As a result of ongoing devolution of services, Labrador-Grenfell Health also has a variety of relationships with and responsibilities for a wide range of partner organizations within the region, such as Group Homes, Crisis Shelters, Family Resource Centres, and Community Youth Networks.

Labrador-Grenfell Health is an integrated board, established under Section 4 of the *Regional Health Authorities Regulations*, Newfoundland and Labrador Regulation 18/08, to supervise, direct, and control the delivery of health and community services in the areas of:

Health Protection Services

Under the direction of the Medical Officer of Health (MOH), programs in *Environmental Health, Communicable Disease Control, and Health Emergency Management* are designed to protect the health of the public with legislative authority from the Health and Community Services Act, the Communicable Disease Act, the Food and Drug Act, the Tobacco Control Act and related Regulations. Environmental Health also liaises with and acts as a consultant for the Department of Government Services to ensure the legislative mandate of the provincial Department of Health and Community Services is maintained.

Long Term Care

Labrador-Grenfell Health offers a range of long-term care services, including regional assessment and placement, recreational therapy, planning and direction for long term care beds in St. Anthony, Happy Valley - Goose Bay, Labrador City and Forteau. Program responsibilities include the single point entry admission process, and monitoring and licensing of personal care homes operating within the region. In selected locations, social work services are offered through Continuing Care Social Workers.

Community Health and Wellness

The programs under community health and wellness cover all community nursing programs across the life cycle that aim to assist people and communities in making healthy choices and developing healthy and supportive environments, including *Public Health Nursing, Continuing Care* and *Health Promotion* services. A Regional Nutritionist and Community Dietitian are available to provide nutrition expertise to support and enable people of all ages and their communities to adopt healthy eating practices and policies that will promote health and prevent disease.

Mental Health and Addictions Services

Mental Health and Addictions Services include individual, family, couples and youth counseling, in addition to case management for chronic, persistent mental illness. Referrals may be made through a health professional, a community worker or directly from the individual seeking help.

Child, Youth and Family Services and Adoptions

The Child, Youth and Family Services program, as legislated by the Child, Youth and Family Services Act (2000) is responsible for the assessment of children alleged to be in need of protection, and the provision of supportive services. The focus is placed on the provision of child centered programs and services with emphasis on early intervention, prevention and integrated assessment. This program is mandated to provide services to children under the age of 16 and youth up to the age of 18.

The Adoption Act (2003) supports permanency planning and compliments the programs and services legislated through the Child, Youth and Family Services Act (2000). The Adoption Act (2003) is intended to provide new and permanent family ties which are in the best interests of the child.

Child Care, Community Corrections and Residential Services

Regional Child Care Services staff regularly monitor and support all licensed child care centres in the region and provide consultation to families to assist them in choosing child care. Staff also respond to any applications for licensed family child care homes and provide information and coordination on a variety of federally funded programs. The *Community Youth Corrections* program endeavors to provide a service delivery system which meets the requirements of the law, and maximizes opportunities for rehabilitation of young persons, between the age of 12 and 18 years, who come in conflict with the law.

Acute Care, Diagnostic and Clinical Support Services (in selected locations):

- Anesthesiology, general, orthopaedic, ophthalmology and dental surgery offered through day surgery and inpatient admissions.
- Women's health and maternal child health services, including gynecology, obstetrics and pediatrics.
- Other medical, nursing and rehabilitation services, including psychiatry, internal medicine, intensive care, emergency room services, family medicine, ambulatory care, dental services, occupational therapy, physiotherapy, audiology and speech language pathology.
- Oncology services, including chemotherapy and palliative care.
- Laboratory services, including microbiology, biochemistry, hematology, blood banking, cytology and histology/pathology. (General laboratory services are available at the health centres).
- Diagnostic imaging services, including general x-ray, fluoroscopy, mammography, ultrasound, CT scan, invasive diagnostic, ECG, EEG, pulmonary function testing and cardiac stress testing services. (General diagnostic imaging services area available at the health centres).
- Autopsy services (hospital and medical examiner cases), accessed through physicians and the medical examiner's office(s).
- Pharmacy services, including drug services for long-term care facilities, pharmacy support to nursing and medical staff, procurement of vaccines, chemotherapy services, and oxygen, in addition to direct provision to the general public in selected locations.
- Registered Dietitians work in various capacities throughout the region to provide nutrition expertise to improve the nutritional status of the population served. There are Clinical Dietitians on staff at the three hospitals within the region.
- Satellite hemodialysis services in selected locations.

Therapeutic Intervention, Family Rehabilitation and Other Rehabilitation Services

Therapeutic Intervention Services are comprised of two primary home-based programs - Direct Home Services and Community Behavioural Services. Regional Autism Services are also provided through the Direct Home Services Program. *Family and Rehabilitative Services* is mandated to ensure the effective development of community based services and programs to individuals, and families living with individuals with a developmental disability. *Other Rehabilitation Services* are comprised of physiotherapy, occupational therapy, speech language pathology, and social work services.

Transportation Services

Labrador-Grenfell Health provides one of two air ambulances as part of the provincial service, using an aircraft based in St. Anthony. In addition, Labrador-Grenfell Health operates road ambulances, has specialized equipment

to facilitate medical evacuation by snowmobile and provides physician/nursing escorts and paramedic services. The health authority arranges and supports transportation services for clients on the coast of Labrador to the appropriate referral center.

Dental Services

Labrador-Grenfell Health is held accountable, in selected parts of the region, for the provision of Dental Services, where regular preventive/corrective dental care is provided. Dental surgery is conducted at hospital sites and emergency services are provided as needed. Promotion of dental health is carried out by dentists, a dental hygienist and community health professionals throughout the region. In Labrador West and Happy Valley-Goose Bay, dental services are provided by fee-for-service dentists. In the Inuit communities, services are provided by the Nunatsiavut Department of Health and Social Development.

Education, Innovation and Applied Health Research:

Labrador-Grenfell Health, in cooperation with several universities and colleges, provides student preceptorship placements in a number of clinical, health professional and administrative/support disciplines. The health authority uses innovative means to deliver services, such as Telehealth and interdisciplinary teams of practice. Telehealth services are being used regularly throughout the region to provide oncology consultations with specialists at Eastern Health. In selected areas of the region, Telehealth is also used routinely for pre-operative assessment, mental health assessment, acute and chronic care management and resuscitation. Labrador-Grenfell Health has a Research Review Committee which is actively participating in applied health research. Labrador-Grenfell Health is involved with consultations on the application of the Provincial Health Research Ethics Authority Act.

Patient Safety and Quality:

Labrador-Grenfell Health is committed to the ongoing assessment, evaluation, and improvement of services using the principles of Continuous Quality Improvement and to providing a safe environment for all individuals. Promotion of safety and prevention of injury are the responsibility of all employees and associates. These initiatives are supported by regional staff within the Patient Safety and Quality program area.

A listing of the Legislation and Regulations applicable to the operations of Labrador-Grenfell Health can be found in Appendix D.

3.0 Mandate

The mandate of Labrador-Grenfell Health is derived from the *Regional Health Authorities Act* (SNL 2006, Chapter R-7.1) and the *Regional Health Authorities Order*, Newfoundland and Labrador Regulation 18/08. Labrador-Grenfell Health is responsible for the delivery and administration of health and community services in the Labrador-Grenfell Health region in accordance with the above referenced legislation and by following departmental standards established by the Department of Health and Community Services. In carrying out its responsibilities and as per Section 16 (3) of the Act, Labrador-Grenfell 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;
- 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 under paragraph 4(3)(b);
- j) comply with the directions the minister may give.

4.0 Values

The core values of Labrador-Grenfell Health offer principles and a guiding framework for all employees as they work in their various capacities to deliver health and community services and enhance the health status of the residents of the region. These core values and the related action statements are:

Collaboration

Each person actively engages others to enhance partnerships and promote teamwork

Compassion

Each person demonstrates concern for client and staff well-being.

Innovation

Each person is encouraged to develop and implement new ideas based on research and evidence to address the unique and diverse health needs within this northern region.

Lifelong learning

Each person is encouraged to continually seek learning opportunities, while sharing knowledge and skills with others.

Respect

Each person preserves individual rights and information to ensure, where possible, the dignity of clients and staff.

Empowerment

Each person encourages and supports individual and community ownership/responsibility of social, physical, emotional and cultural well-being.

5.0 Primary Clients and Related Expectations

Labrador-Grenfell Health provides health and community services to a diverse population, over a wide geographic area in the region. Our clients cover the entire life span, from prenatal to children and youth, adults and seniors. They range from the healthy population to those with specific health needs, such as the acutely ill, or those with chronic mental or physical disabilities. Clients include both aboriginal and non-aboriginal residents living within the Labrador-Grenfell region, children in care outside our region, and those who travel here for services.

In providing services to meet the needs of its clients, Labrador-Grenfell Health collaborates with a number of partners/stakeholders, including: the Minister and the Department of Health and Community Services; the Newfoundland and Labrador Health Board's Association; aboriginal health organizations; the International Grenfell Association; the Grenfell Foundation and related auxiliaries; municipal, provincial and federal government representatives; health professional associations; local Chambers of Commerce; schools and post-secondary educational institutions, including medical schools; community groups; advocacy groups; ambulance service providers (non-institutional based); vendors and suppliers.

6.0 Vision

The vision of Labrador-Grenfell Health is of healthy people living in healthy communities.

7.0 Mission Statement

Labrador-Grenfell Health has completed its first planning cycle as a result of its Strategic Plan for 2006-08. Significant accomplishments have been achieved in many areas. The Recruitment and Retention of Health Professionals has met several of its strategic goals, particularly with the recruitment of Family Physicians to the southern portion of the region. Quality Improvement, Risk Management and Patient Safety initiatives have resulted in successful Safer Health Care Now!® Atlantic Patient Safety Node projects being implemented in all three main hospital sites and a variety of service areas have developed and implemented Regional Health Services Delivery plans. Selected Population Health programs and services have been greatly enhanced with the provision of additional human and fiscal resources. This work is being continued and expanded through this first multi-year Strategic Plan for 2008-11.

The mission of Labrador-Grenfell Health is consistent with its mandate as an integrated health and community services board. It is reflective of the needs identified by the people and communities it serves. Access to health and community services is a primary concern. This mission also supports the Strategic Directions of the Department of Health and Community Services to improve accessibility to priority services. A table summarizing the synthesis of both the Department of Health and Community Services and Labrador-Grenfell Health's Strategic Directions is presented in Appendix A.

Mission for Labrador-Grenfell Health

By March 31, 2011, Labrador-Grenfell Health will, within available resources, have improved accessibility to appropriate health and community services to better meet the needs of people within the region.

Measure: Evidence of improved accessibility to regional health and community services.

Indicators / Documentation that will be used to determine success:

- Improved access to be reflected in the results of community needs assessments and environmental scans.
- Medical transportation subsidy review.
- Evaluation of transportation contracts.
- Improvement in waitlist times in such areas as cancer care, eye care, joint replacement and diagnostic services.
- Review of child development service requirements.
- Improved communication protocols within Labrador-Grenfell Health and with other Regional Health Authorities.
- Reduced vacancy/turnover rate among family practice physicians, medical specialists and other health care professionals.
- Improved human resources utilization in such areas as scope of practice, bargaining unit flexibility, and Nurse Practitioner services.
- Technology services expanded - telehealth, teleoncology.
- Increased access to and utilization of services by individuals, families and groups who need them most.
- Improved dental services and reduced vacancy/turnover rate among dentists and dental hygienists.
- Enhanced health promotion information/services in such areas as:
 - oral health
 - healthy eating
 - physical activity
 - smoking
 - addictions
 - Fetal Alcohol Spectrum Disorder
 - reproductive health
- Maximize the use of medical services available within the region and strive for self sufficiency, where possible (e.g., orthopedics and pediatrics)
- Improved home care services based on available funding.
- Enhanced services for clients with Dementia.
- Increased residential placements for children within the region.

Measure: Evidence of improved accessibility, within available resources.

Indicators:

- Long term plan to address budgetary deficit.
- Evidence-based reports evaluating existing resources (e.g., clerical review, Human Resource plans, waitlist information).
- Balanced budget.
- Regional Health Services Plan.
- Prioritization of accessibility indicators.

8.0 Strategic/Governance Issues

Labrador-Grenfell Health has identified strategic issues that have a critical impact on its ability to achieve its mission. For each strategic issue, a goal(s) deemed achievable within three years is identified and relevant indicators chosen. Objectives for the first year are established with relevant measures and indicators.

Measures and indicators for years 2009-10 and 2010-11 will be chosen once progress on the objective for the first year, 2008-09, is known.

Goals

ISSUE I: CHILD, YOUTH AND FAMILY SERVICES

Child, Youth and Family Services has the mandate to provide Child Protective Intervention Services, Youth Services, Adoption Services, Family and Rehabilitative Services, Community Corrections, Child Care Services and Residential Services. Labrador-Grenfell Health has Child, Youth and Family Services offices located throughout the region in Cartwright, Flower's Cove, Happy Valley - Goose Bay, Hopedale, Labrador City / Wabush, Makkovik, Mary's Harbour, Nain, Natuashish, Sheshatshiu/Northwest River and St. Anthony.

Both the Turner Review and Investigation and the Deloitte Organizational and Operational Review completed in 2006-07 resulted in significant enhancements to Child, Youth and Family Services, with an increase in the number of Social Workers, support positions and funding for technical support and ongoing professional development. In addition to staffing, a new leadership model is being implemented, with a dedicated and strong focus on clinical supervision. As a continuation of previous reviews, more provincial analysis is being completed to address the areas of clinical supervision, case management (in-care program) and clinical tools available to social workers.

However, the needs of children, youth and families in the Labrador-Grenfell Health region are very complex and the demands on Child, Youth and Family Services staff are very high. As of April 2008, there are approximately one hundred children from the Labrador-Grenfell Health region in care in either continuous, temporary or voluntary care arrangements. Almost thirty of these are out-of-province placements. At the same time, recruitment and retention of Social Workers presents an ongoing challenge and the vacancy rate for social work positions is increasing. On the North Coast of Labrador, in particular, the vacancy rate for social work positions is 50 percent and nine out of ten social workers recruited within the past five years have already vacated their posts.

Through continuous integrated review and by improving selected elements of program delivery over 2008-11, including the recruitment and retention of social workers, the Health Authority will be in a better position to be more responsive to regional needs in Child, Youth and Family Services and will collaborate with the Department of Health and Community Services in supporting its strategic direction of providing access to Strengthened Child, Youth and Family Services.

Goal: By March 31, 2011, Labrador-Grenfell Health will have implemented program delivery improvements in selected priority areas, resulting in services more responsive to regional needs and strengthened Child, Youth and Family Services.

Measure: More responsive and strengthened services in selected priority areas of program delivery.

Indicators:

- Identified additional gaps in program delivery, not identified in provincial reports.
- Strengthened quality assurance through the development of human resources and clinical skills to identify and respond to potential improvements.
- Decreased the number of vacant social work positions, particularly those on the North Coast of Labrador.
- Increased the length of placement and retention of social workers.
- Implemented strategies designed to increase employee safety while delivering client care.
- Implemented priority recommendations to improve responsiveness of service delivery and to develop strengthened Child, Youth and Family Services.

Objective 1:

By March 31, 2009, Labrador-Grenfell Health will have begun the implementation of identified priority recommendations.

Measure: Implementation started on priority recommendations.

Indicators:

- Identified additional gaps in program delivery
- Implementation started in priority recommendation areas
- Implemented recruitment and retention strategies
- Completed review of security in the workplace

Objective 2:

By March 31, 2010, Labrador-Grenfell Health will have implemented priority recommendations for the improvement in responsiveness and strength of programs in Child, Youth and Family Services.

Objective 3:

By March 31, 2011, Labrador-Grenfell Health will have improved the responsiveness of services to regional needs in selected priority areas of program delivery resulting in strengthened Child, Youth and Family Services.

ISSUE 2: IMPROVED HEALTH STATUS MEASUREMENT TOOLS

Health status measurement involves gathering and analyzing information on the factors known to influence health. When available, this information can be used to identify priorities and develop strategies to improve health, using the best evidence available at all stages of policy and program development.

Labrador-Grenfell Health is currently using a variety of fragmented systems to produce and analyze data on a regional basis. Data is also available from a variety of external agencies. To make informed decisions about health needs and service delivery, Labrador-Grenfell Health requires the development and implementation of an integrated health information management system and process that can provide the data required to make these decisions.

Goal: By March 31, 2011, Labrador-Grenfell Health will have started the development of an integrated health information management system which will assist with the provision of health status data to support effective and strategic service delivery.

Measure: Started development of an integrated health information management system.

Indicators:

- Identified internal and external sources that can provide data related to population health status.
- Improved ability to produce and collect selected health status data on a regular basis.
- Expanded capacity to monitor health status trends in identified priority areas.
- Developed enhanced service delivery models in selected areas that are linked to population health status measurement.

Objective 1:

By March 31, 2009, Labrador-Grenfell Health will have a health information management strategy developed.

Measure: Developed health information management strategy.

Indicators:

- Improved health information management policies.
- Established processes related to the protection of the privacy, security and integrity of the information.
- Completed environmental scan of where health status data can be collected internally and externally.

- Developed consistent strategies and standards with provincial/national directions and legislation.
- Enhanced data sources and data collection tools.
- Identified processes to enhance the availability, quality, and quantity of data and information for decision making.

Objective 2:

By March 31, 2010, Labrador-Grenfell Health will have implemented a comprehensive health information management strategy.

Objective 3:

By March 31, 2011, Labrador-Grenfell Health will begin the development of an integrated health information system that will assist with provision of selected health status data to support decisions regarding enhanced service delivery.

ISSUE 3: CULTURE OF SAFETY

Quality improvement, risk management and safety programs are currently being actively championed by Labrador-Grenfell Health. There is an expectation by clients, as well as Government, that quality, minimum-risk health and community services be delivered in a safe environment for clients, employees and the community at large. Labrador-Grenfell Health strives to improve the quality of the programs and services it offers. In the 2007 Accreditation Survey, several patient safety recommendations were noted, particularly suggestions for improvement in the reporting and follow-up of adverse events, policy development, education and training.

Furthermore, a Task Force was established by Government in May 2007 to examine how the health and community services system in Newfoundland and Labrador manages adverse events. Labrador-Grenfell Health has already participated in an initial assessment process and symposium with the Task Force and will continue to partner and adopt provincial recommendations as they are developed.

Goal: By March 31, 2011, Labrador-Grenfell Health will have enhanced its culture of safety throughout the organization.

Measure: Demonstrated enhanced safety culture throughout the organization.

Indicators:

- Demonstrated commitment to safety practices.
- Implemented recommendations of the Provincial Task Force on Adverse Events.
- Implemented a plan to assess client and employee safety issues.
- Initiated improvement activities.
- Developed effective and user-friendly system of reporting, analyzing and follow-up of potential and actual adverse events.
- Articulated safety goals, practices and responsibilities, such as those outlined in the Authority's Patient Safety and Quality policies and procedures, Occupational Health and Safety program, job descriptions, and safe work practices.
- Improved selected baseline safety indicators.

Objective 1:

By March 31, 2009, Labrador-Grenfell Health will have developed a strategy to assess safety issues and carry out improvement activities.

Measure: Developed safety assessment strategy.

Indicators:

- Examined how Labrador-Grenfell Health identifies, assesses, discloses, takes action, communicates and evaluates with respect to adverse events.
- Developed integrated reporting system to report and review adverse and potential adverse events.
- Documented roles, responsibilities and accountabilities of staff and other providers for the safety of staff and clients in job descriptions and performance appraisals.
- Safety Reports received and reviewed regularly by Quality Council.
- Continued participation and demonstrated success in Safer Healthcare Now![®] Atlantic Patient Safety Node activities.¹
- Developed region-wide Occupational Health and Safety Program.
- Demonstrated support for the work life and physical environment in the safe delivery of services.
- Delivered patient and work life safety education material at regular intervals.

Objective 2:

By March 31, 2010, Labrador-Grenfell Health will have identified baseline measures of current trends in selected types of risk issues and will have set targets for improvement as part of an organization-wide safety strategy.

Objective 3:

By March 31, 2011, Labrador-Grenfell Health will have improved safety outcomes in identified high risk areas.

¹ With its goal to improve healthcare delivery by focusing on patients and their safety while in the care of health providers, *Safer Healthcare Now!* is a collaborative effort aimed at reducing the number of injuries and deaths related to adverse events, such as infections and medication incidents. As Secretariat for *SHN*, the Canadian Patient Safety Institute (CPSI) provides assistance with campaign coordination and operations, as well as serving as a key financial supporter.
<http://www.saferhealthcarenow.ca/Default.aspx>, , 2008.

ISSUE 4: FISCAL AND HUMAN RESOURCES CAPACITY

Financial stability and effective workforce planning are high priority strategic issues for Labrador-Grenfell Health.

Based on an overall operating budget of approximately \$145 million in 2008/09, the health authority continues to monitor its financial situation and is working to reduce expenditures wherever possible, while maintaining high quality health and community services. The region's needs are very complex and the demand for services continues to grow. In addition, the region's geography is such that travel costs, both for clients and staff, are quite significant. Although funding from the province has increased and substantial stabilization funding has been provided, the cost of services has been higher than this funding.

Despite extensive efforts resulting in improvements in selected areas, the recruitment and retention of health professionals has been especially difficult for many years, impacting services to clients and the workloads of existing staff.

Goal: By March 31, 2011, Labrador-Grenfell Health will have improved fiscal and human resources capacity to deliver mandated programs and services.

Measure: Improved fiscal and human resources capacity.

Indicators:

- Improved fiscal and human resources decision-support tools and decision making-framework, including implemented modules of a provincial Human Resource Information System (HRIS).
- Effective human resource policies and practices that support a stable workforce.
- Enhanced financial controls, policies and procedures.
- Consolidated regional financial and human resources information systems.

Objective 1:

By March 31, 2009, Labrador-Grenfell Health will have consolidated its fiscal and human resources systems and structures to support improved decision making processes.

Measure: Consolidated financial and human resources systems.

Indicators:

- Supported decision making model by region-specific data.

- Improved recruitment and retention outcomes for selected professional groups.
- Enhanced standardized programs, policies and procedures.
- Revised human resources plan.

Objective 2:

By March 31, 2010, Labrador-Grenfell Health will have continued to further enhance human resources and financial decision making frameworks that address priority needs within the region.

Objective 3:

By March 31, 2011, Labrador-Grenfell Health will have developed improved human resources and fiscal capacity to support the delivery of mandated programs and services.

ISSUE 5: REGIONAL HEALTH SERVICES PLAN

In 2005, the Board of Directors for Labrador-Grenfell Health carried out a community consultation process on health care service delivery throughout the region. The Board engaged the services of a facilitator to visit the communities and gather both public and staff opinions on health and community services, particularly medical and specialty services. The resulting report was completed later that year and since then, the Board and staff of Labrador-Grenfell Health have been addressing the key issues that were brought forward. A key theme arising from many different areas was accessibility to services.

To continue to effectively make decisions and deliver services to best meet the needs of the region, Labrador-Grenfell Health will undertake a renewed comprehensive study of the health needs of the region.

Goal: By March 31, 2011, Labrador-Grenfell Health will have an updated regional health service delivery plan based on a community needs assessment.

Measure: Updated regional health service delivery plan developed.

Indicators:

- Completed community needs assessment.
- Identified and validated issues affecting access to services.
- Completed integrated policies and procedures for all service delivery areas.
- Implemented regional operational plans for each service area.
- Updated regional evidence-based health services delivery plan.

Objective 1:

By March 31, 2009, Labrador-Grenfell Health will have completed an updated community needs assessment.

Measure: Updated community needs assessment completed.

Indicators:

- Contracted external agency to complete needs assessment.
- Designed framework for specific data collection.
- Collected and analyzed data.
- Disseminated findings of the needs assessment.

Objective 2:

By March 31, 2010, Labrador-Grenfell Health will have identified priority actions and developed a plan for implementation resulting from a review of the

community needs assessment.

Objective 3:

By March 31, 2011, Labrador-Grenfell Health will have updated regional health service delivery plans based on results of the community needs assessment.

Appendix A: Strategic Directions

A strategic direction is a commitment communicated by government that requires action or involvement from more than one government entity to achieve a desired physical, economic or social outcome.² Labrador-Grenfell Health considers all of the strategic directions, communicated to them by the Minister of Health and Community Services, reviews the directions relevant to its mandate and determines how they will be addressed through a three-year planning cycle.³ Labrador-Grenfell Health then reports annually on the advancements made towards achieving the strategic direction.

The directions related to the Department of Health and Community Services are provided below. Each strategic direction is comprised of a number of components, or focus areas.

² <http://www.exec.gov.nl.ca/exec/cabinet/transacc/pdf/StrategicDirectionNewsletter.pdf>, 2005

³ A full copy of the Department of Health and Community Services' Departmental Plan can be obtained from:

Department of Health & Community Services
1st Floor, Confederation Building, West Block
P.O. Box 8700
St. John's, NL A1B 4J6
Inquiries Telephone: (709)729-4984 Fax: (709)729-5824
Email: healthinfo@gov.nl.ca
<http://www.health.gov.nl.ca/health/>

DOHCS' Strategic Direction	Focus Areas of the DOHCS' Strategic Direction 2008-2011	This Direction is addressed in the Labrador-Grenfell Health's Strategic Plan for 2008-11:			
		Not being implemented at this time (rationale included in the plan)	addressed in the Board's strategic plan	addressed in the Board's operational plan	addressed in the work plan of a branch/division
Improved population health	Obesity		✓		
	Smoking rates and protection from environmental smoke		✓		
	Dental health of children		✓		
	Support for healthy aging		✓		
	Aboriginal Health needs			✓	
Strengthened public health capacity	Surveillance for communicable disease		✓		
	Health emergency plan for the HCS system			✓	
	Environmental health policy				✓
Improved accessibility to priority services	Access to community-based mental health and addictions services			✓	
	Access to appropriate primary health services		✓		

	Home care and support services in the areas of end of life care, acute short term community mental health, case management, short term post discharge IV medications and wound management				✓
	Options to support choices of individuals in need of long term care and community supports			✓	
	Access to a strengthened Child, Youth and Family service		✓		
	Access to quality early learning and child care				✓
Improved accountability and stability in the delivery of the health and community services within available resources	Identify and monitor outcomes for selected programs		✓		
	Achievement of balanced budgets		✓		
	Stabilize human resources		✓		
	Quality Management and Patient Safety		✓		

Appendix B: Board of Directors and Senior Executive

At the time of the publishing of this Plan, Labrador-Grenfell Health is guided by the following Board of Directors and Senior Executive Management Team:

Board of Directors:

Larry Bradley, Chair, Happy Valley - Goose Bay
Mary Abbass, Happy Valley - Goose Bay
Debbie Singleton, Happy Valley - Goose Bay
Nick McGrath, Labrador City
Janice Barnes, Labrador City
Garry Furlong, Labrador City
Ms. Gloria Toope, Plum Point
Ms. Iris Decker, Ship Cove
Judy Way, Flower's Cove
Ray Norman, Roddickton
Doug Mills St. Anthony
Lisa Dempster, Charlottetown

Executive Team:

Boyd Rowe, Chief Executive Officer
Dr. Michael Jong, Vice President Medical Affairs
Delia Connell, Vice President & Chief Operating Officer Community, Children's Services and Aboriginal Affairs
Marjorie Learning, Vice President & Chief Operating Officer Acute and Long-Term Care
Barbara Molgaard Blake, Vice President, People and Information
Rosarii Patey, Chief Operating Officer (South) (Acting)
Ozette Simpson, Chief Operating Officer (West)
Alan Casey, Vice President Finance and Corporate Services
Dr. Muna Ar Rushdi, Medical Officer of Health

Board and Executive Offices:

Labrador-Grenfell Regional Health Authority
P.O. Box 7000, Station C
Happy Valley- Goose Bay, NL
A0P 1C0
Tel: (709) 897-2267
Fax: (709) 896-4032
www.lghealth.ca

Appendix C: Facilities by Location

Regional Referral Centres:

Labrador Health Centre, Happy Valley-Goose Bay
Captain William Jackman Memorial Hospital*, Labrador City
Charles S. Curtis Memorial Hospital, St. Anthony

Long-Term Care Facilities/Units:

Labrador South Health Centre, Forteau
Harry L. Paddon Memorial Home*, Happy Valley-Goose Bay
Captain William Jackman Hospital, Labrador City
John M. Gray Centre, St. Anthony

Health Centres:

Strait of Belle Isle Health Centre*, Flower's Cove
Labrador South Health Centre, Forteau
White Bay Central Health Centre, Roddickton

Community Clinics:

Black Tickle
Cartwright
Charlottetown
Churchill Falls
Hopedale
Makkovik
Mary's Harbour
Nain
Natuashish
Port Hope Simpson
Postville
Rigolet
Sheshatshiu/Northwest River
St. Lewis

Child, Youth and Family Services Offices:

Cartwright
Flower's Cove
Forteau
Happy Valley-Goose Bay (Regional Office)
Hopedale
Labrador City / Wabush
Makkovik

Mary's Harbour
Nain
Natuashish
Roddickton
Sheshatshiu/Northwest River

Community Health and Wellness programs and services are provided across all sites.

Dental Services are provided in St. Anthony, Flower's Cove, Roddickton and Forteau, and on a visiting basis in St. Lewis, Mary's Harbour, Charlottetown and Port Hope Simpson.

*New facilities in either the planning and/or construction phases during 2008-11.

Appendix D: Statutes and Regulations Applicable to Labrador-Grenfell Health

Adoption Act
Centre For Health Information Act
Child Care Services Act
Child, Youth And Family Services Act
Chiropractors Act
Communicable Diseases Act
Dental Act
Dietitians Act
Emergency Medical Aid Act
Food And Drug Act
Health And Community Services Act [Formerly Public Health Act]
Health Care Association Act [Formerly Hospital And Nursing Home Association Act]
Health Research Ethics Authority Act
Hearing Aid Practitioners Act
Homes For Special Care Act
Hospital Insurance Agreement Act
Human Tissue Act
Licensed Practical Nurses Act, 2005
Medical Act, 2005
Medical Care Insurance Act, 1999
Mental Health Care And Treatment Act
Midwifery Act
Neglected Adults Welfare Act
Occupational Therapists Act, 2005
Optometry Act, 2004
Pharmaceutical Services Act
Pharmacy Act [Formerly Pharmaceutical Association Act, 1994]
Physiotherapy Act, 2006
Private Homes For Special Care Allowances Act
Psychologists Act, 2005
Regional Health Authorities Act
Registered Nurses Act
Self-Managed Home Support Services Act
Smoke-Free Environment Act, 2005
Social Workers Association Act
Tobacco Control (Amendment) Act
Tobacco Control Act
Venereal Disease Prevention Act

Young Persons Offences Act
Youth Criminal Justice Act (Canada) And Young Persons Offences Act