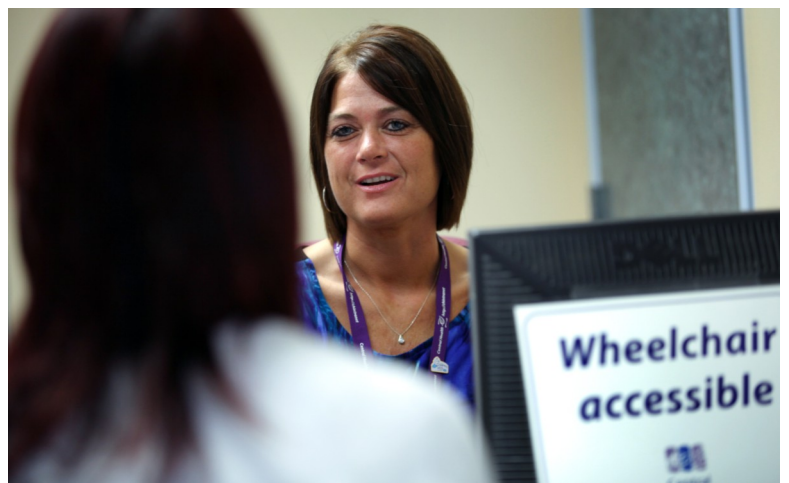
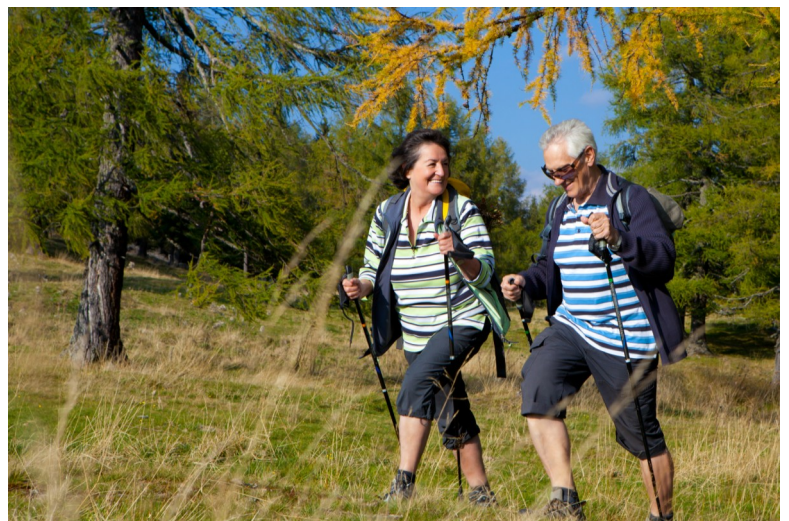




Central
Health

**CENTRAL REGIONAL
HEALTH AUTHORITY
STRATEGIC PLAN
2014-2017**





MESSAGE FROM THE CHAIRPERSON

On behalf of the Board of Trustees of Central Health, I am pleased to present Central Health's Strategic Plan for 2014-2017. By setting priorities for future investments and growth, this plan will guide the work of Central Health over the next three years.

Through consultation with our community and key stakeholders, the development of Strategic Plan 2014-2017 represents the continuation of our organization mandate to respond to the identified needs of the region. As in previous plans, we have identified three strategic issues and given priority to specific initiatives designed to fulfill the goals and objectives of each strategic issue. This document provides a consistent and planned approach to the delivery of health and community services throughout the region. This means that over the next three years, Central Health will have a clear roadmap for how the organization will further achieve its mission and vision.

As a Board, we are accountable to clients, patients, residents, government and the general public for the preparation of this Strategic Plan and the achievement of the goals and objectives outlined in the plan. The goals and objectives that we have identified in consultation with our partners and community stakeholders demonstrate our commitment to providing quality care to the people we serve. We commit to reporting on our progress each year in our annual report. A great deal of thought, planning and time went into the development of this strategic plan. From the comprehensive environmental scan to the planning sessions, our dedicated staff has developed a plan tailored to meet the identified needs of the region. In the end this plan is about delivering better health and community services to the residents of this region, being more effective with assigned resources and investing in what will make a difference to our clients, patients and residents now and in the future.

I would like to acknowledge the hard work and dedication of our staff to developing a plan that will only serve to make Central Health a better place to receive care. With this strategic plan in place, I feel confident that we will see continued improvement in service delivery within the central region.

Sincerely,

A handwritten signature in blue ink that reads "John George". The signature is written in a cursive, flowing style.

John George Chairperson, Central Health Board of Trustees



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OVERVIEW

Central Health provides health and community services to approximately 20 per cent of the province's population. It is the second largest health region serving a population of approximately 94,000. The geographical area served by Central Health includes 177 communities and encompasses more than half the total landmass of the island. The region extends from Charlottetown in the east, Fogo Island in the north, Harbour Breton in the south, to Baie Verte in the west.

Throughout the region, Central Health provides community, acute and long term care (LTC) services. These services are provided in communities and through the approximately 40 sites operated by Central Health. These include two regional referral

centres, nine health centres, four LTC facilities, 24 community health centres and Central Health Regional Office. As of March 31, 2013, there were 811 beds, operational and staffed, in Central Health facilities throughout the region – 247 acute care, 510 long-term care, 13 palliative care, 9 respite, 5 restorative, 3 residential units (Green Bay) and 24 bassinets. The number of beds may fluctuate from year to year depending on the impact of major renovations and capital infrastructure at any given site.

Central Health is committed to a Primary Health Care (PHC) model of service delivery where a multidisciplinary team of health professionals, support staff and partners provide the right care to the right person at the right time. Utilization data indicates that there has been an increase in the patient days and admissions to acute care, along with emergency room visits.



There are 25 personal care homes (PCH) in the region including four level one and 21 level two PCHs. Central Health is responsible for licensing and monitoring standards at each of these PCHs which represents a total of 1,197 beds. Central Health also has an oversight role related to the implementation and monitoring of standards for the three private ambulance operators and nine community ambulance operators within the region.

With an annual budget of approximately \$311 million, Central Health invests those funds in three general areas: direct care, support services and administration. Direct care consumes 71 per cent of the budget, followed by support services at 19 per cent and administration at 10 per cent.

Central Health has approximately 3,100 dedicated employees. There are approximately 111 fee-for-service physicians practicing within the region and the organization is supported by 900 volunteers and two foundations. The Central Northeast Health Foundation and the South and Central Health Foundation operate under the direction of two volunteer Boards of Directors.

Central Health works with the Miawpukek First Nation to support health services delivery in Conne River. This collaboration includes the provision of primary and secondary health care services including health promotion and protection, supportive care, treatment of illness and injury, as well as access to emergency services.

Central Health works closely with officials of the Department of Health and Community Services on a variety of initiatives including chronic disease self-management, waitlist management, healthy public policy and provincial strategy development. Central Health maintains a close working relationship with all the regional health authorities in the province and collaborates on projects of mutual benefit.



MANDATE

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

In carrying out its responsibilities, Central Health will:

- 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;
- assess health services and community services needs in its region on an ongoing basis;
- develop objectives and priorities for the provision of health services and community services which meet the needs of its region and which are consistent with provincial objectives and priorities;
- manage and allocate resources, including funds provided by government for health services and community services, in accordance with legislation;
- ensure that services are provided in a manner that coordinates and integrates health and community services;
- collaborate with other persons and organizations including federal, provincial and municipal governments and agencies and other regional health authorities to coordinate health services and community services in the province and to achieve provincial objectives and priorities;
- 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;
- provide information to the residents of the region respecting:
 - the services provided by the Authority,
 - how they may gain access to these services,
 - how they may communicate with the Authority respecting the provision of those services;
- monitor and evaluate the delivery of health services and community services in compliance with prescribed standards and provincial objectives and in accordance with guidelines that the Minister may establish for the Authority;
- comply with directions the Minister may give.

Central Health will ensure accountability for its strategic and operational plans by monitoring and reporting in accordance with legislative, regulatory and policy requirements.

LINES OF SERVICES

Central Health provides health services and programs to the citizens of central Newfoundland and Labrador. This includes acute, long term care, community and other services within current resources. Central Health is committed to a Primary Health Care (PHC) model of service delivery. For certain services people can self-refer while other services require a referral from a specific health discipline. A multidisciplinary team of health professionals, support staff and partners provide the care and services required to meet the mandate of Central Health.

The lines of service of Central Health represent its areas of focus in delivering the mandate. Central Health accomplishes its mandate through five core lines of service:

- Promoting health and well-being
- Preventing illness and injury
- Providing supportive care
- Treating illness and injury
- Providing rehabilitative services



VALUES

Central Health’s core values offer principles and a guiding framework for all employees as they work in their various capacities to support the health and well-being of the people served by Central Health. This is done within available resources except where otherwise directed by legislation. The core values and the related action statements are:

- Accountability** Each person is responsible for giving their absolute best effort to achieving the success of the organization’s vision of healthy people and healthy communities.
- Collaboration** Each person works as part of a team and partners with other providers and organizations to best meet the holistic needs of clients and the organization.
- Excellence** Each person contributes to quality improvement and a culture of safety through the life-long development of their knowledge, skills and use of best practices.
- Fairness** Each person engages in practices that promote equity and adherence to ethical standards.
- Privacy** Each person respects privacy and protects confidential information.
- Respect** Each person is committed to fostering an environment that embraces respect, dignity and diversity and encourages honest, effective communication.



PRIMARY CLIENTS



Central Health's primary clients are the citizens in the geographic area served by Central Health and all others who may require or are referred to Central Health's programs and services. The organization works in partnership with many groups and organizations including communities, community and advocacy groups, family resource centres, community youth networks, residential facilities, community and home support agencies, educational institutions, professional associations, unions and other government departments and agencies.

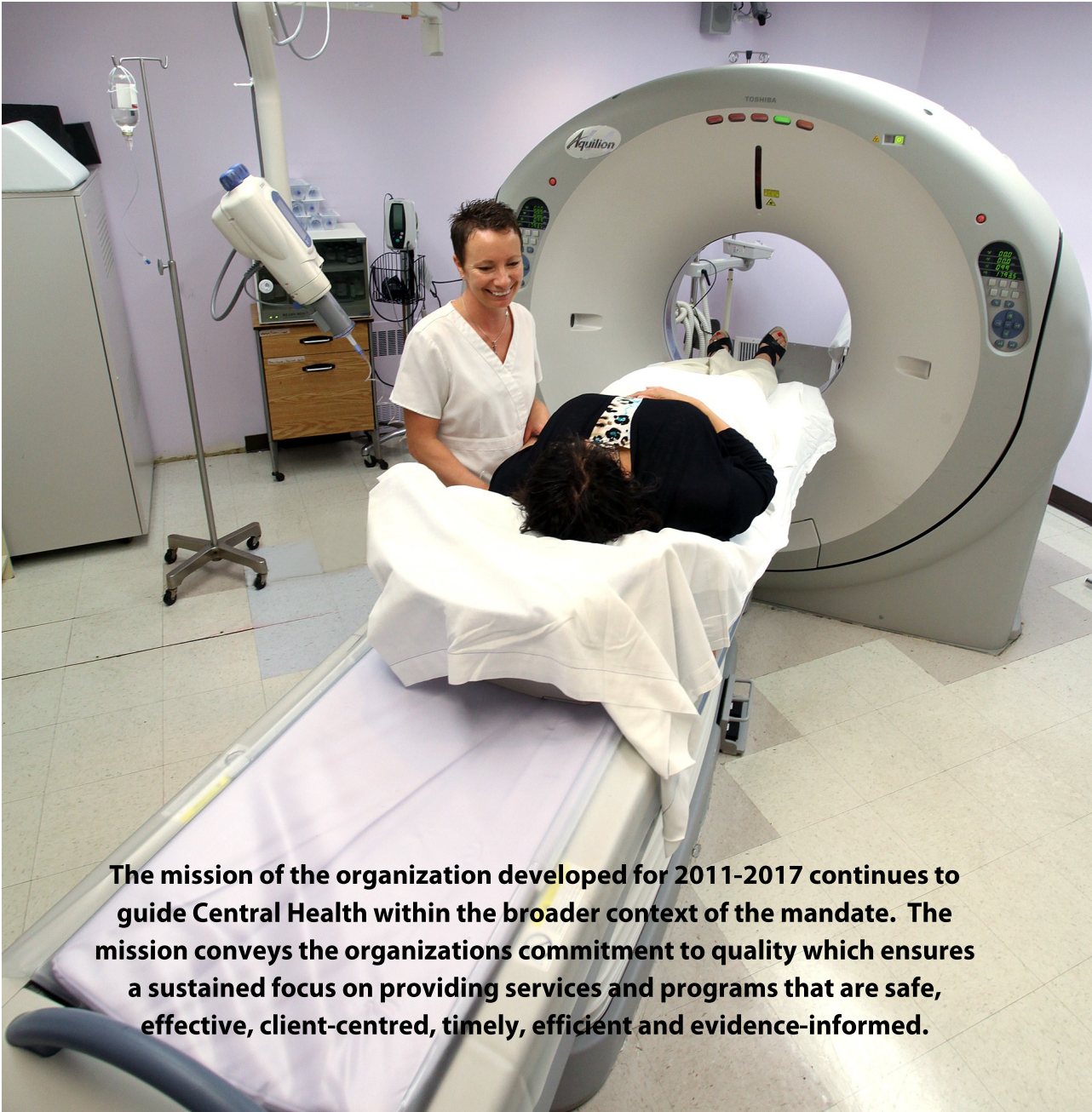
The population in the region is ageing and in decline. Since 2003, the population in the central region has decreased by 5.9 per cent compared to a provincial decline of 3.5 per cent for the same time period. The geographic distribution of the population has changed and generally the population of rural communities has declined while the population of urban areas has grown.

The birth rate continues to decrease. In 2013, there were 583 births in the region, a 13 per cent decrease from 2011. Furthermore, there has been a 3.4 per cent decrease in the number of students enrolled in Kindergarten to grade 12 in the region since 2010.

VISION

The vision of Central Health is of *"healthy people and healthy communities"*.

MISSION



The mission of the organization developed for 2011-2017 continues to guide Central Health within the broader context of the mandate. The mission conveys the organizations commitment to quality which ensures a sustained focus on providing services and programs that are safe, effective, client-centred, timely, efficient and evidence-informed.

MISSION

Mission Statement

By March 31, 2017, Central Health will have provided quality health and community services and programs which respond to the identified needs of the people of central Newfoundland and Labrador within available resources.

Measure: Provided quality health and community services and programs.

Indicators:

- Implemented integrated quality improvement framework.
- Engaged physicians in quality improvement initiatives.
- Implemented a chronic disease prevention and management strategy.
- Developed a comprehensive health human resources plan.
- Implemented a healthy aging strategy to improve services for the aging population and contribute to a healthier population.



STRATEGIC ISSUES

Issue 1: Access to Services



According to Statistics Canada, accessibility can be defined as the ability of clients to obtain care or service at the right place and right time from the most appropriate healthcare provider, based on respective needs. Timely access is a key dimension of healthcare quality and is most often an aim for improvement given the wait times that exist for many healthcare services. Central Health has made progress with respect to improving access to select priority services such as urgent endoscopy procedures, colorectal screening, computed tomography (CT scans) and echocardiography. The authority continues to achieve wait times at or near the nationally established benchmarks in priority areas. There are areas, however, where wait times are a continued challenge to timely service provision. Environmental scanning indicates continued challenges in the areas of long term care placement, ultrasound, non-urgent endoscopy, chronic pain, rehabilitative services, cardiopulmonary services and emergency room, as well as mental health and addictions services. Central Health will continue to work collaboratively with the Department of Health and Community Services in moving forward to address wait times and accessibility as a focused area for the Provincial Government's Strategic Direction titled Access.

STRATEGIC ISSUES

Goal: By March 31, 2017, Central Health will have improved access to select health and community services.

Measure: Improved access to select health and community services.

Indicators:

- Implemented a wait time management framework.
- Enhanced access to Telehealth services.
- Reduced client no show appointments in select areas.
- Implemented initiatives to improve access to select services.
- Improved wait times in selected priority areas.

Objective 1: By March 31, 2015, Central Health will have developed a common approach to addressing wait times which will support improved access to services within the region.

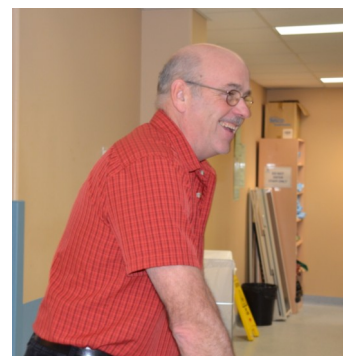
Measure: Developed a common approach to addressing wait times.

Indicators:

- Completed a current state assessment of waitlists and wait time management practices for all services that maintain waitlists for service at Central Health.
- Researched best practices in wait time management.
- Identified required components of a wait time management framework.
- Implemented initiatives to improve access in select priority areas.

Objective 2: By March 31, 2016, Central Health will have implemented components of the wait time management framework aimed at improving access in identified priority areas.

Objective 3: By March 31, 2017, Central Health will have implemented the wait time management framework in the priority areas identified as requiring improvement.



STRATEGIC ISSUES

Issue 2: Healthy Living

As indicated, the vision for Central Health is “healthy people in healthy communities”. There are many factors that determine the health of an individual, family, community, and population including factors such as income, education, social status and personal health practices. Sixty percent of the population in the central region, aged 12 and over, assessed their health status as being very good or excellent, while 95% of those 65 years of age and older reported having at least one chronic disease. Health indicator data shows that the central region rates for anxiety disorders, diabetes, heart disease and high blood pressure exceed the provincial and national rates. Contributing to these elevated rates are behaviors such as smoking, physical inactivity, unhealthy diets and excessive alcohol use. Personal health practices and healthy lifestyle behaviors are one of the keys to promoting health and building community capacity in relation to sustaining wellness. The most significant concerns in relation to personal health practices in the central region include smoking, physical inactivity and poor nutrition. Indicators related to these lifestyle behaviors all need improvement in order to see positive outcomes for population health in this region as these risk factors give rise to other conditions such as high blood sugar, high blood pressure, high cholesterol and excess body fat, all of which have the potential to lead to a diagnosed chronic disease.



Chronic disease is among the leading causes of premature death and disability in the region, province and country, but these diseases can be prevented and/or better managed to inhibit progression and complications of the condition. The prevention and management of chronic disease is possible and can be quite effective. Effectively addressing the underlying causes of disease can have a multiplier-effect, resulting in the prevention of multiple disease outcomes. Central Health plans to continue to action strategies to improve the health of the population and decrease chronic disease rates by developing and implementing a chronic disease prevention and management strategy for the region. Central Health’s commitment to healthy living through the prevention and management of chronic disease is aligned with the Provincial Government’s Strategic Direction of Population Health.

STRATEGIC ISSUES

Goal: By March 31, 2017, Central Health will have improved capacity to address population health related issues within the region.

Measure: Improved capacity to address population health issues.

Indicators:

- Implemented components of the Central Health Chronic Disease Prevention and Management Strategy.
- Improved supports for clients and providers to implement a self-management approach to care.
- Developed and strengthened community partnerships.

Objective 1: By March 31, 2015, Central Health will have begun implementation of the Chronic Disease Prevention and Management Strategy.

Measure: Commenced implementation of a chronic disease prevention and management strategy.

Indicators:

- Finalized the chronic disease prevention and management strategy.
- Communicated the strategy to Central Health staff, partners and other key stakeholders.
- Developed an action plan for the implementation of the chronic disease prevention and management strategy.
- Implemented strategies to achieve at least 2 priority objectives of the strategy.

Objective 2: By March 31, 2016, Central Health will have implemented initiatives to address priority health related issues in the region.

Objective 3: By March 31, 2017, Central Health will have continued to implement strategy goals to address priority health areas.

STRATEGIC ISSUES

Issue 3: Client Flow

As with many healthcare organizations, client flow is a challenge in many care and service areas at Central Health. This has been recognized as having the potential to impact safety, accessibility, efficiency, effectiveness and client experience. Poor client flow often results from a mismatch between capacity and demand. By evaluating client flow data and considering all sources of demand, organizations can better understand the pattern of demand. Once organizations understand patterns of demand, strategies to meet variations in demand, reduce barriers to client flow and prevent overcrowding, can be developed. Possible interventions include developing clear criteria for admission, reducing length of stay, improving access to ambulatory or community-based services and improving discharge planning. Environmental scanning identified challenges and opportunities for improvement in all of these areas at Central Health. One of the areas that experiences a significant impact due to the challenges associated with client flow is emergency department services. Emergency department overcrowding is a system wide challenge and its root cause is usually determined to be poor client flow. Central Health will continue to work collaboratively with the Department of Health and Community Services to identify opportunities for improving access to priority services throughout the organization as a part of the Provincial Government's Strategic Direction of Access.



STRATEGIC ISSUES

Goal: By March 31, 2017, Central Health will have reduced and mitigated overcrowding in the emergency department by improving client flow.

Measure: Reduced and mitigated overcrowding in the emergency department.

Indicators:

- Documented and implemented a coordinated approach to improve client flow.
- Implemented priority initiatives consistent with the provincial “Strategy to Reduce Emergency Department Wait Times (2012)” developed by the Department of Health and Community Services.
- Developed and monitored targets for improving client flow.
- Reduced overcrowding in the emergency department.

Objective 1: By March 31, 2015, Central Health will have conducted research pertaining to client flow.

Measure: Collected client flow data.

Indicators:

- Researched factors that impact client flow and emergency department overcrowding.
- Conducted a current state assessment to identify the factors at Central Health that impact client flow throughout the organization.
- Compiled client flow data for the organization from multiple sources.

Objective 2: By March 31, 2016, Central Health will have analyzed client flow data and identified potential barriers and opportunities to improve client flow throughout the organization.

Objective 3: By March 31, 2017, Central Health will have targeted specific barriers and implemented strategies to improve client flow throughout the organization.

The three strategic issues in this plan were carefully selected based on a thorough environmental scan. Moving forward with these issues will enhance services for clients, patients and residents. Over the next three years, Central Health will work diligently to achieve the goals and objectives set out in this strategic plan. The organization will report on its progress each year in the Annual Performance Report.

APPENDICES

Appendix A: Department of Health & Community Services

Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by or involvement of, more than one government entity. These directions are generally communicated by government through platform documents, Throne and Budget Speeches, policy documents and other communiqués. They summarize the outcomes desired for the health sector and are communicated to entities that plan and report in collaboration with the Department. The directions and focus areas related to the health and community services sector for the planning period 2014-17 are as follows:

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.

APPENDICES

Focus Areas of the Strategic Direction 2014-2017	Strategic Direction # 1 is Population Health		
	Addressed by Central Health in:		
	Strategic Plan	Operational Plan	Work plan of a branch/division
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.

APPENDICES

Focus Areas of the Strategic Direction 2014-2017	Strategic Direction #2 is Access		
	Addressed by Central Health in:		
	Strategic Plan	Operational Plan	Work plan of a branch/ division
E-Health			√
Infrastructure		√	
Long Term Care and Community Supports		√	
Mental Health and Addictions		√	
Pharmacare Initiatives – NLPDP Plans			n/a
Rural Health		√	
Wait Times	√		



APPENDICES

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 2003-2004 to its current level of three billion dollars. 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 services in a more effective manner to better meet the needs of individuals, families and communities.



APPENDICES



Focus Areas of the Strategic Direction 2014-2017	Strategic Direction #3 is An Accountable, Sustainable, Quality Health and Community Services System		
	Addressed by Central Health in:		
	strategic plan	operational plan	work plan of a branch/division
Clinical Efficiency Review		√	
Evaluation of Legislation, Policies, Programs and Services			√
Evidence Informed Research in Health and Other Related Areas			√
Health Emergency Management		√	
Health Workforce Planning		√	
Operational Improvement Plans		√	
Quality and Safety		√	

APPENDICES

Appendix B: Site List and Contact Information

A.M. Guy Memorial Health Centre
P.O. Box 10
Buchans, NL A0H 1G0
P: (709) 672-3304/3305 F: (709) 672-3390

Baie Verte Peninsula Health Centre
1 Columbus Drive
Baie Verte, NL A0K 1B0
P: (709) 532-4281 F: (709) 532-4939

Bay d'Espoir Community Health Centre
P.O. Box 369
St. Alban's, NL A0H 2E0
P: (709) 538-3244 F: (709) 538-3228

Belleoram Community Health Centre
P.O. Box 206
Belleoram, NL A0H 1B0
P: (709) 881-6101 F: (709) 881-6104

Bell Place Community Health Centre
3 Bell Place
Gander, NL A1V 2T4
P: (709) 651-3306 F: (709) 651-3341

Bonnews Lodge
Badger's Quay, NL A0G 1B0
P: (709) 536-2160 F: (709) 536-3334

Brookfield/Bonnews Health Centre
Brookfield, NL A0G 1J0
P: (709) 536-2405 F: (709) 536-2433

Carmanville Community Health Centre
P.O. Box 29
Carmanville, NL A0G 1N0
P: (709) 534-2844 F: (709) 534-2843

Carmelite House
50 Union Street
Grand Falls-Windsor, NL A2A 2E1
P: (709) 489-2274 F: (709) 292-2593

Central Health Regional Office
21 Carmelite Road
Grand Falls-Windsor, NL A2A 1Y4
P: (709) 292-2138 F: (709) 292-2249

Central Newfoundland Regional Health Centre
50 Union Street
Grand Falls-Windsor, NL A2A 2E1
P: (709) 292-2500 F: (709) 292-2645

Centreville Community Health Centre
P.O. Box 181
Centreville, NL A0G 4P0
P: (709) 678-2342 F: (709) 678-2110

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Change Islands Community Health Centre
c/o Medical Clinic
Change Islands, NL A0G 1R0
P: (709) 621-6161 F: (709) 621-3126

Connaigre Peninsula Health Centre
P.O. Box 70
Harbour Breton, NL A0H 1P0
P: (709) 885-2043 F: (709) 885-2358

Dr. Brian Adams Memorial Community Health Centre
P.O. Box 239
Gambo, NL A0G 1T0
P: (709) 674-4403 F: (709) 674-2000

Dr. C.V. Smith Memorial Community
Health Centre
P.O. Box 9
Glovertown, NL A0G 2L0
P: (709) 533-2372 or 2374 F: (709) 533-1021

Dr. Hugh Twomey Health Centre
P.O. Box 250
Botwood, NL A0E 1E0
P: (709) 257-2874 F: (709) 257-4613

Eastport Community Health Centre
P.O. Box 111
Eastport, NL A0G 1Z0
P: (709) 677-2530 F: (709) 677-2430

Exploits Community Health Centre
P.O. Box 945, 2 Airbase Road
Botwood, NL A0H 1E0
P: (709) 257-4900 F: (709) 257-3640

Fogo Island Health Centre
P.O. Box 9
Fogo, NL A0G 2B0
P: (709) 266-2221 F: (709) 266-1070

Gander Bay Community Health Centre
Fire Hall, General Delivery
Wing's Point, NL A0G 4T0
P: (709) 676-2959 F: (709) 676-2456

Gaultois Community Health Centre
Gaultois, NL A0H 1N0
P: (709) 841-7331 F: (709) 841-4461

Grand Falls-Windsor Community Health Centre
36 Queensway
Grand Falls-Windsor, NL A2B 1J3
P: (709) 489-4861 F: (709) 489-8844

Green Bay Community Health Centre
Little Bay Road, P.O. Box 597
Springdale, NL A0J 1T0
P: (709) 673-4974 F: (709) 673-4970

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Green Bay Health Centre

P.O. Box 280, 275 Main Street

Springdale, NL A0J 1T0

P: (709) 673-3911 F: (709) 673-2114

Hare Bay Community Health Centre

P.O. Box 219

Hare Bay, NL A0G 2P0

P: (709) 537-2209 F: (709) 537-2905

Hermitage Community Health Centre

P.O. Box 40

Hermitage, NL A0H 1S0

P: (709) 883-2222 F: (709) 883-2292

James Paton Memorial Regional Health Centre

125 Trans Canada Highway

Gander, NL A1V 1P7

P: (709) 256-2500 F: (709) 256-7800

Lakeside Homes

95 Airport Boulevard

Gander, NL A1V 2L7

P: (709) 256-8850 F: (709) 256-4259

LaScie Community Health Centre

P.O. Box 492

LaScie, NL A0K 3M0

P: (709) 675-2429 F: (709) 675-2478

Lewisporte Community Health Center

394-412 Main Street

P.O. Box 1209

Lewisporte, NL A0G 3A0

P: (709) 535-0905/0906 F: (709) 535-0360

Lewisporte Health Centre

21 Centennial Drive

P.O. Box 880

Lewisporte, NL A0G 3A0

P: (709) 535-6767 F: (709) 535-8383

McCallum Community Health Centre

McCallum, NL A0H 2J0

P: (709) 846-4104 F: (709) 864-4104

Mose Ambrose Community Health Centre

P.O. Box 2 site 3A

Mose Ambrose, NL A0H 1M0

P: (709) 888-3541 F: (709) 888-6281

Musgrave Harbour Community Health Centre

P.O. Box 69

Musgrave Harbour, NL A0G 3J0

P: (709) 655-2518 F: (709) 655-2116

New World Island Community Health Centre

c/o NWI Medical Clinic

Summerford, NL A0G 4E0

P: (709) 629-3682 F: (709) 629-7114

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Notre Dame Bay Memorial Health Centre
Twillingate, NL A0G 4M0

P: (709) 884-2131 F: (709) 884-2586

Rencontre East Community Health Centre
Rencontre East, NL A0H 2C0

P: (709) 848-3410 F: (709) 848-3410

Robert's Arm Community Health Centre

P.O. Box 219

Robert's Arm, NL A0J 1R0

P: (709) 652-3410 F: (709) 652-3671

St. Alban's Community Health Centre

P.O. Box 490, Cormier Avenue

St. Alban's, NL A0H 1E0

P: (709) 538-3738 F: (709) 538-3563/3899

St. Brendan's Community Health Centre

c/o Medical Clinic

St. Brendan's, NL A0G 3V0

P: (709) 669-5381/4401 F: 669-3105

Valley Vista Senior Citizens' Home

P.O. Box 130

Springdale, NL A0J 1T0

P: (709) 673-3936 F: (709) 673-2832

Victoria Cove Community Health Centre

c/o Medical Clinic

Victoria Cove, NL A0G 4N0

P: (709) 676-2155 F: 676-2352

Youth Treatment Centre

Mental Health and Addictions Services

15 Lincoln Road

c/o 50 Union Street

Grand Falls-Windsor, NL A2A 2E1

P: (709) 292-8360

APPENDICES

Appendix C: Key Contact Information



Rosemarie Goodyear
President & Chief Executive Officer
(709) 292-2138
rosemarie.goodyear@centralhealth.nl.ca



Heather Brown
Vice President of Rural Health, Long Term Care & Community Supports
(709) 292-2454
heather.brown@centralhealth.nl.ca



Sherry Freake
Vice President of Acute Care & Chief Operating Officer for James Paton Memorial
Regional Health Centre
(709) 256-5531
sherry.freake@centralhealth.nl.ca



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