



Central
Health

A wide-angle photograph of a coastal town. In the foreground, there are green trees and a road. The middle ground shows a residential area with various houses and buildings, some with blue roofs. A harbor with several boats is visible. In the background, there is a large body of water and a large, fluffy white cloud in a blue sky.

**Healthy people,
healthy communities**

CHAIRPERSON'S MESSAGE



On behalf of the Board of Trustees of Central Health, I am pleased to present Central Health's Strategic Plan for 2011-2014.

Our organization is continuously changing and growing. As we continue to provide the health and community services that are at the core of what we do, we expand and overlay these with broad cultural notions of quality, privacy and accountability.

In the 2011-2014 Strategic Plan, we have identified our strategic directions and given priority to specific initiatives. This document gives us a consistent and planned approach to the development of operational plans throughout the organization. This means that over the next three years, Central Health will have a cohesive plan to continue to strengthen the organization.

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 within signify our commitment 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, the effort and participation of trustees, senior team, physicians and staff was unparalleled. I would like to extend my sincere thanks to all those who, through their contribution to this plan, have demonstrated their commitment to ensuring Central Health is well positioned to provide quality health care to the residents of Central Newfoundland.

We have established our goals and set out a path to achieve them. With this strategic plan in place, I feel confident that we will see the continued evolution of Central Health.

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

Cyril Farrell, Chair
Central Regional Health Authority



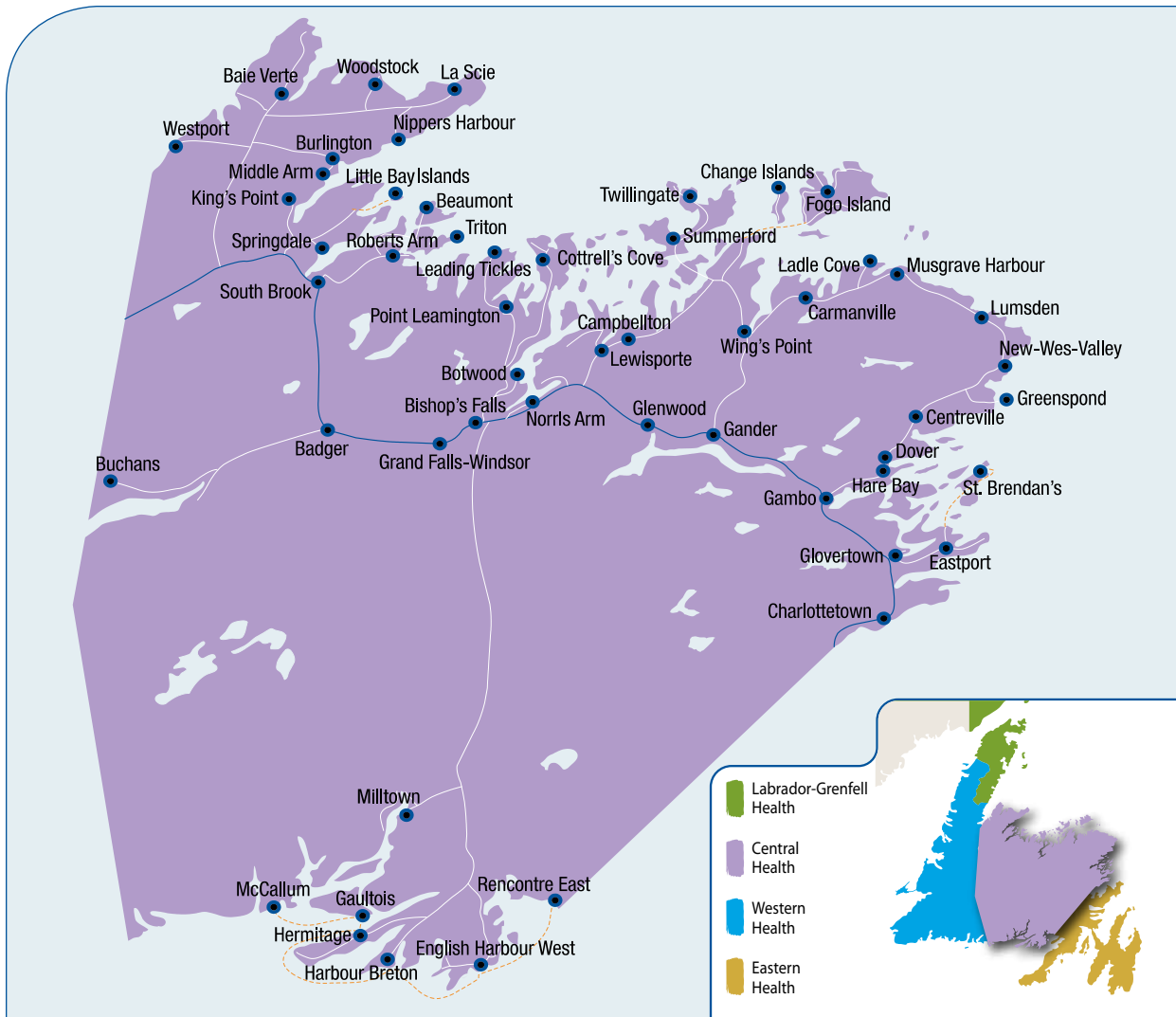
TABLE OF CONTENTS

| | |
|---|----|
| 1.0 Overview | 5 |
| 2.0 Mandate | 8 |
| 3.0 Lines of Business..... | 9 |
| 4.0 Primary Clients & Related Expectations | 14 |
| 5.0 Values..... | 15 |
| 6.0 Vision | 15 |
| 7.0 Mission Statement | 16 |
| 8.0 Strategic Issues | 17 |
| Appendices | |
| Appendix A - Strategic Directions & Focus Areas | 24 |
| Appendix B - List of Sites and Contact Information..... | 26 |
| Appendix C - Key Contact Information | 29 |





1.0 OVERVIEW



Central Health is the second largest health region in Newfoundland and Labrador, serving a population of approximately 95,000 and offering a full continuum of health care services that are dispersed throughout the region. The region extends from Charlottetown in the east, Fogo Island in the northeast, Harbour Breton in the south to Baie Verte in the west (see Appendix B for a complete list of all Central Health sites). Central Health is challenged by its rural land mass as the geographical area encompasses more than half of the total land mass of the island.

Within the region there is a diverse array of primary, secondary, long term care, community health and some enhanced secondary services¹. These services are provided through a number of health centres, long term care (LTC) facilities and two regional referral centres.

¹ Primary care is defined as the first level of contact with the medical care system, provided primarily by family physicians. Secondary care is defined as the first level of specialized care requiring more sophisticated and complicated diagnostic procedures and treatment than provided at the primary care level, normally delivered in hospitals. Enhanced secondary care refers to some types of sub-specialty care requiring a high level of intensive hospital-based care.

OVERVIEW



Central Health accomplishes its mandate through five core lines of business:

- promoting health and well-being,
- preventing illness and injury,
- providing supportive care,
- treating illness and injury
- providing rehabilitative services.

There are 842 beds throughout the Central region comprised of 264 acute care, 518 LTC, 32 residential units and 28 bassinets. Central Health is also responsible for the licensing and monitoring of personal care homes and approval of home support agencies within the region. The organization partners with the Miawpukek First Nation to support health services delivery in Conne River.

Studies indicate that about 95 percent of Newfoundlanders and Labradorians aged 65 years of age and older have at least one chronic condition. Central Health is moving forward in the area of Chronic Disease Prevention and Management with a concentrated focus on diabetes and stroke. The Wagner Expanded Chronic Care Model has been adopted to guide the work related to chronic disease prevention and management in the region. The Wagner Model has been adopted internationally and focuses on productive interactions between informed empowered clients and prepared, proactive practice teams. The model identifies the following six areas that organizations must focus on to achieve quality chronic disease management: self-management, decision support, delivery system design, clinical information systems, organization of health care and community involvement. Central Health is also providing leadership in being one of the first Regional Health Authorities in the province to introduce the Stanford Model of Self-Management to support clients living with chronic conditions. The goal of self-management is to empower individuals and strengthen their competence and confidence to manage their chronic illness, make informed decisions about their care and work towards adopting healthier

OVERVIEW

behaviors. These initiatives are aligned with the Department of Health and Community Services Provincial Wellness Plan, Healthy Aging Framework and Population Health which is Government's strategic direction for the focus area of Chronic Disease Management

Central Health has worked collaboratively with the Department of Health and Community Services in targeting patient safety as an area for quality improvement. Electronic occurrence reporting has been fully implemented in the region and Central Health is now working closely with the Department of Health and Community Services and other Regional Health Authorities as a partner in a standardized province-wide electronic reporting system. Highlights of initiatives in the patient safety area include the development and implementation of policy on occurrence reporting and public disclosure; development of a Crisis Management Plan for Central Health; implementation of recommendations from external reviews of laboratory services; and participation in a Risk Management Self-Appraisal Module through the Health Insurance Reciprocal of Canada (HIROC). Patient Safety Leadership Walk Rounds have been introduced in the organization. A number of initiatives have been implemented under the umbrella of Safer Healthcare Now and a plan has been developed for a Falls Prevention Program.

While the Department of Health and Community Services is the primary regional health board funder, Central Health is pleased to partner with its two charitable Foundations to enhance the programs and services it provides. The Central Northeast Health Foundation and the South and Central Health Foundation are two distinct organizations which operate under the direction of two volunteer Boards of Directors.

Over the past year these successful partnerships have led to a wide array of enhancements for patients, residents and clients. These include new Erbe Vio technology to assist patients in the diagnosis of colorectal cancer and Vacuum Assisted Biopsy technology to assist in the diagnosis of an abnormal mass in the breast. Patients and their families have benefitted from the revitalization of family rooms, palliative care rooms and long term care recreation programming areas. Three modern wheelchair accessible buses, with bariatric lifts, are improving the quality of life for our long term care residents.

The annual 2011-2012 operational budget for Central Health is approximately \$313 million. Central Health's total workforce exceeds 3,000 individuals, including salaried physicians. The organization's most significant expense is salaries and benefits, which comprises 65 per cent of the total budget. This is followed by direct client costs (13 per cent) and supplies (6 per cent). Other expenditures include medical and surgical supplies, equipment, drugs, building and grounds maintenance and referred out services. Central Health is legislatively responsible for the delivery and administration of health services and community services in its health region under the *Regional Health Authorities Act*. Central Health provides services in the context of provincial legislation, regulations and departmental standards.

Contact Us

See a complete list of contact information in Appendix C

2.0 MANDATE

In carrying out its responsibilities, Central 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 services and community services needs in its region on an ongoing basis;
- c. 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;
- d. manage and allocate resources, including funds provided by the government for health and community services, in accordance with this Act;
- 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
 - i. the services provided by the Authority ,
 - ii. how they may gain access to those services, and
 - iii. 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 under paragraph 5(1)(b) of the Regional Health Authorities Act; and
- j. 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.

3.0 LINES OF BUSINESS



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 business of an organization represent its areas of focus in delivering its mandate.

Central Health accomplishes its mandate through five lines of business:

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

It is important to note that services may fall under one or more headings below, and as Central Health is an evolving integrated authority, there may be further realignment of services and programs during the life of this strategic plan.

LINES OF BUSINESS

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, supportive environments and environmental health. Strategies include working with partners to improve the health of citizens by:

- Providing health education
- Building healthy public policy
- Strengthening community action and capacity
- Creating supportive environments
- Supporting development of personal skills

Health protection identifies, reduces and eliminates hazards and risks to the health of individuals in the community. The main components of health protection are:

- Communicable disease surveillance and control
- Immunization
- Monitoring environmental health factors such as water safety and food sanitation
- Responding to community emergencies

Health protection is delivered within the context of current legislation, where applicable.



PREVENTING ILLNESS AND INJURY

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

- Screening such as cervical, breast, prostate and colorectal
- Injury prevention activities such as falls prevention, helmet safety and smoke-free environments.

PROVIDING SUPPORTIVE CARE

Central Health provides broad ranging supportive care services across the continuum of care and lifespan within legislation, provincial guidelines, organizational policies 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 a financial assessment. The safety, health and well-being of the individual are supported by promoting the existing strengths of the individual, family and community.

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

- Maternal child health care
- 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 challenges
- Services to clients with physical and/or cognitive disabilities
- Elder care services
- Mental health and addictions services
- Home support services within eligibility criteria
- Health care supplies and equipment including oxygen, ostomy supplies, bathing supports and drug cards for example, within eligibility criteria
- Home care, respite, convalescent and palliative/end-of-life care
- Chronic disease management

LINES OF BUSINESS

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

- Long term care homes
- Seniors cottages
- Personal care homes
- Alternate family care
- Co-operative apartments
- Transition houses
- Therapeutic residences

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

TREATING ILLNESS AND INJURY

Central Health assesses, treats, and cares for individuals with illness and injury. These services are primary and secondary in nature and are offered in selected locations.

Facility-based services

- Medical services including internal medicine, family medicine, mental health, pediatrics, obstetrics, nephrology, neurology, dermatology and medical oncology
- Surgical services including anesthesiology, general surgery, orthopedics, urology, ophthalmology, otolaryngology, gynecology and limited vascular surgery
- Emergency services including paramedicine services
- Ambulatory services including day procedures, surgical day care, endoscopic services, diagnostic and laboratory services, specialist clinics both regular (medical and surgical, for example) and visiting (nephrology, for example), diabetes education, cardio-pulmonary services and nutritional services

Community-based services

- Primary health care services by physicians, social workers, pharmacists, nurses, nurse practitioners and other allied health professionals in a number of community health centres and other community-based settings including the client's home

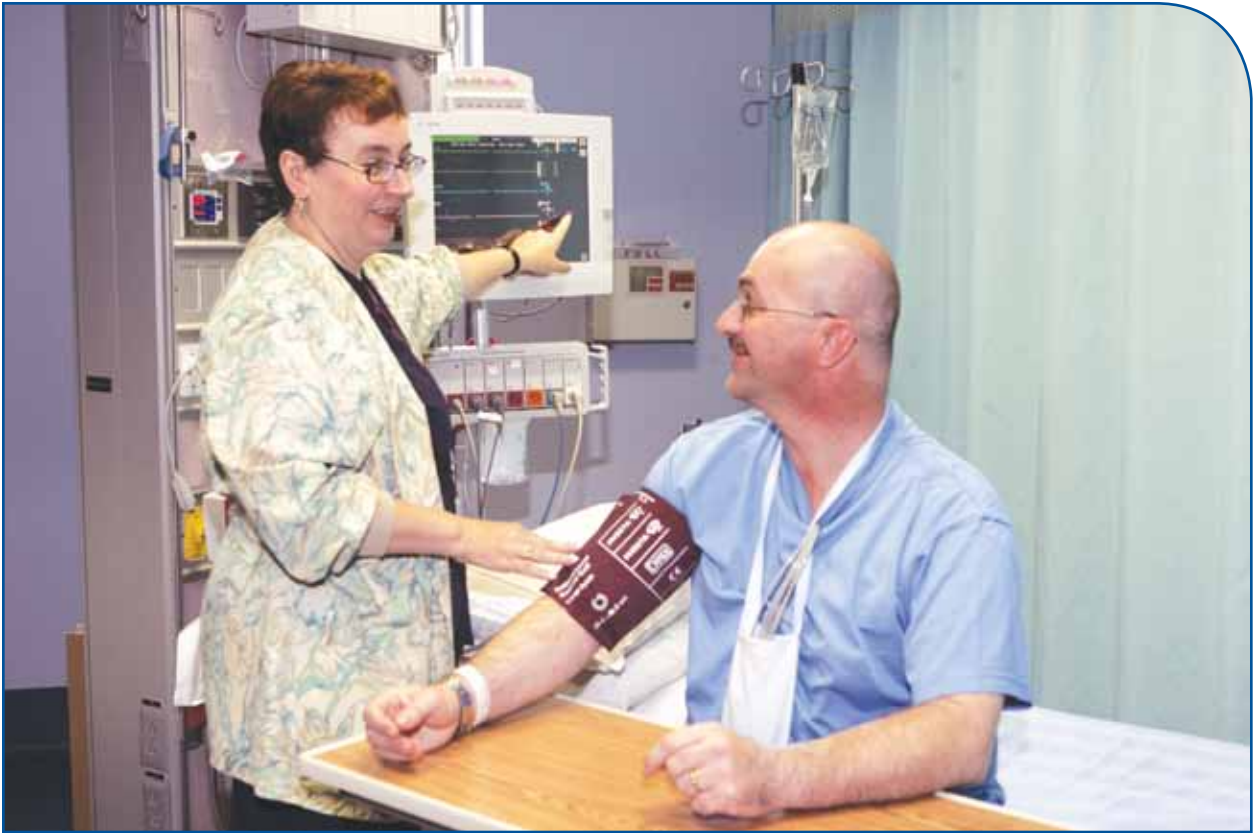
REHABILITATIVE SERVICES

Central Health offers a variety of therapeutic 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, and speech/language therapy



4.0 PRIMARY CLIENTS & RELATED EXPECTATIONS



Central Health provides programs and services to many clients. The primary clients are the citizens, including aboriginal people, in the geographic area served by Central Health and all others who may require or are referred to Central Health's programs and services.

Central Health works in partnership with many others 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.

Central Health works closely with officials of the Department of Health and Community Services on a variety of initiatives including 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.

5.0 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. These 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 in healthy communities.

Collaboration

Each person works as 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.

6.0 VISION

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

7.0 MISSION STATEMENT

The mandate for Central Health is the basis for the formation of the organization and creates a comprehensive accountability framework for the organization. The mission of the organization for 2011-2017, developed by the Board of Trustees, will guide Central Health within the broader context of the mandate. The mission speaks to a strong focus on quality which will ensure that services and programs are provided in a safe, effective, client-centered and timely fashion based on the best evidence available to Central Health practitioners. In fulfilling its mission Central Health will also strive to ensure that services and programs are responsive to the needs of the population, are available when needed and that clients' individual needs and expectations are respected. The challenge for Central Health will be to ensure the fiscal integrity of the organization while remaining committed to quality and responsive services. The goals and objectives outlined in this plan will be guideposts in helping us meet this challenge and achieve the mission set forth for the organization. The efforts of Central Health in fulfilling our mission will support the Government of Newfoundland and Labrador in achieving the strategic directions of improved population health and accountability and stability of health and community services.

MISSION

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 1: 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.



ISSUE 1: ACCESS TO SERVICES

A key component to program and service quality is ensuring appropriate and timely access to health care services which are responsive to the changing needs of the population served. Central Health continues to achieve wait times at or near the nationally established benchmarks in priority areas selected by the Department of Health and Community Services in conjunction with the First Ministers. There continues to be areas, however, where wait times are a challenge to timely service provision. Environmental scanning indicates challenges in the areas of diagnostic imaging, endoscopy, echocardiography, emergency services and other areas that are not yet fully explored. Central Health will work collaboratively with the Department of Health and Community Services as they move forward to address Access Management as a focused area for Government's strategic direction titled Access to Priority Services.

ACCESS TO SERVICES

Goal: By March 31, 2014, the Central Regional Health Authority will have improved access to select services.

Measure: Improved access to select services.

Indicators:

- Ensured availability to wait time information, on select services, through the Central Health website.
- Demonstrated evidence of improved access in select service areas.
- Created a plan for stakeholder engagement in select communities with respect to services in their communities.
- Introduced in two selected priority areas initiatives to address patient flow and wait times.
- Increased availability of telehealth services across the region.

Objective 1: By March 31, 2012, the Central Regional Health Authority will have more accurately defined factors which affect access to services in the central region.

Measure: Defined factors which affect access to services.

Indicators:

- Identified factors that impact waitlist and wait times through observation, study and review.
- Developed specific recommendations from existing work on system alignment.
- Researched factors affecting hospital admissions to secondary care facilities.

Objective 2: By March 31, 2013, the Central Regional Health Authority will have completed consultations and developed prioritized strategies to improve access to services.

Objective 3: By March 31, 2014, the Central Regional Health Authority will have implemented prioritized strategies to improve access to services.

HEALTHY AGING



ISSUE 2: HEALTHY AGING

In addition to declining in numbers, the population of Central region is also aging. From 1991 to 2006, the population of those age 45-65 years and 65+ years increased by 44 percent and 29 percent respectively. At the same time, the percentage of the population 0-19 years declined by 47 percent (Statistics Canada Census). This trend, of both a declining and aging population, is projected to continue for the next 15 years whereby, in the year 2025, 50 percent of the population in the Central region will be over the age of 55 years. To continue to provide appropriate and quality services, Central Health is obliged to adjust the services we deliver and the way they are delivered to align with this rapidly changing demographic. The alignment must happen along the full continuum of services from helping aging citizens remain healthy and active to ensuring that the appropriate services are available when they need to access them and ensuring services are planned and delivered from an age-friendly perspective. The work that Central Health plans to undertake in this area will support Government's strategic directions of Population Health (focus area Healthy Aging) and Access to Priority Services (focus area Long-Term Care and Community Support Services).

HEALTHY AGING

Goal:

By March 31, 2014, the Central Regional Health Authority will have implemented a framework and a philosophy that results in improved services for the aging population.

Measure 1: Implemented a documented framework and philosophy.

Indicators:

- Documented and adopted a framework and philosophy.
- Improved the age friendly environment in facilities.
- Educated the workforce on positive attitudes toward aging that value and support the contribution of older people.
- Enhanced community supports.

Objective 1: By March 31, 2012, the Central Regional Health Authority will have completed a review of identified best practices in age-friendly service provision.

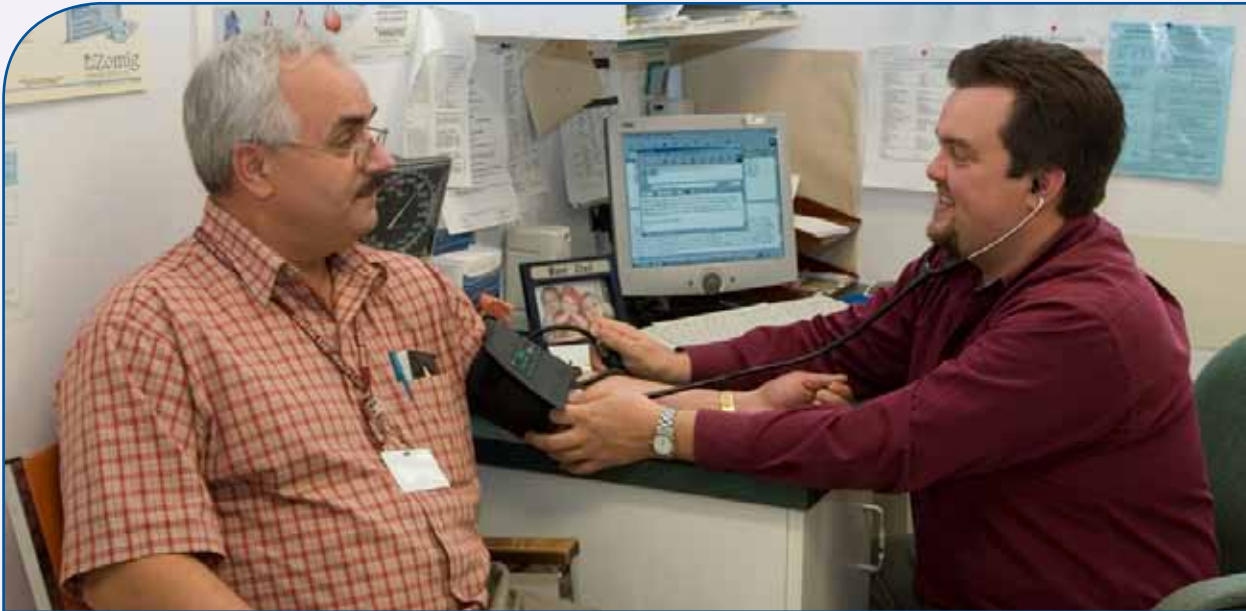
Measure 1: Completed review of best practice with respect to age friendly service provision.

Indicators:

- Prepared report on best practice review.

Objective 2: By March 31, 2013, the Central Regional Health Authority will have developed a plan to implement best practice in age-friendly services.

Objective 3: By March 31, 2014, the Central Regional Health Authority will have implemented selected components of the healthy aging plan.



ISSUE 3: QUALITY AND SAFETY

Central Health is committed to integrating quality and safety into all aspects of service delivered to clients in the Central region as well as for our staff, volunteers and visitors. Research has demonstrated that patients admitted to acute care hospitals experienced one or more adverse events, many of which are preventable. It is well recognized that for health care organizations to make and sustain gains associated with this issue, the principles of quality and safety must be embedded in organizational culture. Staff safety and client safety are inevitably intertwined and therefore occupational safety must be considered when trying to create a positive client safety culture. Organizational culture and a safety climate are emerging as important determinants of both staff well-being and client safety. The focus needs to start with governance positioning quality and safety as a strategic issue and support being provided by all levels of the organization to help each staff member assume their appropriate role and responsibilities in the quality and safety agenda. The efforts of Central Health in this area will support the Government of Newfoundland and Labrador in its strategic direction to improve accountability and stability of health and community services.

QUALITY AND SAFETY

Goal: By March 31, 2014, the Central Regional Health Authority will have improved client safety.

Measure 1: Improved client safety.

Indicators:

- Enhanced the culture of safety as measured by Accreditation Canada Patient Safety Culture Survey.
- Documented improvements in client outcomes in selected Safer Healthcare Now initiatives.
- Implemented the Clinical Safety Reporting System
- Acted on trending data to improve client safety.

Objective 1: By March 31, 2012, the Central Regional Health Authority will have initiated activities to engage clients, employees and physicians in enhancing the culture of quality and safety

Measure: Initiated activities to engage clients, employees and physicians in enhancing the culture of quality and safety.

Indicators:

- Implemented Integrated Quality Improvement & Patient Safety Framework.
- Expanded Patient Safety Leadership Walk Rounds.
- Initiated a Falls Prevention Program.
- Completed Quality Reviews in select areas.
- Implemented Safer Healthcare Now Initiatives.
- Developed Safe Work Practices including Occupational Health and Safety Training.

QUALITY AND SAFETY

Objective 2: By March 31, 2013, the Central Regional Health Authority will have implemented select initiatives to increase reporting, data collection and utilizations of leading practices in quality and safety.

Objective 3: By March 31, 2014, the Central Regional Health Authority will have developed a quality improvement safety plan to reduce risk and improve system performance based on identified organizational trends and priorities.

APPENDIX A

STRATEGIC DIRECTIONS & FOCUS AREAS

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. These focus areas will be addressed through the various planning processes of Central Health.

| Government's Strategic Direction | Focus Areas of the Strategic Direction 2011-2014 | This Direction is | | |
|----------------------------------|---|--|--|--|
| | | <i>addressed in the authority's strategic plan</i> | <i>addressed in the authority's operational plan</i> | <i>addressed in the work plan of a program/department within the authority</i> |
| IMPROVED POPULATION HEALTH | Aboriginal Health | | ✓ | |
| | CANCER CARE | | ✓ | |
| | Communicable Disease, including sexually transmitted diseases | | | ✓ |
| | Chronic Disease Management | | ✓ | |
| | Environmental Health | | | ✓ |
| | Health Emergency Management | | ✓ | |
| | Healthy Aging | ✓ | | |
| | Healthy Eating/Physical Activity | | | ✓ |
| | INJURY PREVENTION | | | ✓ |
| | Maternal Newborn Health | | | ✓ |
| | Smoking rates and Protection from Environmental Smoke | | ✓ | |
| | Wellness | | ✓ | |

STRATEGIC DIRECTIONS & FOCUS AREAS

| Government's Strategic Direction | Focus Areas of the Strategic Direction 2011-2014 | This Direction is | | |
|---|---|--|--|---|
| | | <i>addressed in the authority's strategic plan</i> | <i>addressed in the authority's operational plan</i> | <i>addressed in the work plan of a program/ department within the authority</i> |
| ACCESS TO PRIORITY SERVICES | Access Management | ✓ | | |
| | Long Term Care and Community Supports | ✓ | | |
| | Mental Health and Addictions Services | | | ✓ |
| | PRE-HOSPITAL/EMERGENCY | | | ✓ |
| | Rural Health | | ✓ | |
| | Clinical/Administrative Guidelines/ Program Standards | | ✓ | |
| | Evaluation of Legislation, Programs & Services | | ✓ | |
| | Health Research | | ✓ | |
| Accountability and stability of health and community services | Information Management & Technology | | | ✓ |
| | Performance Measurement/ Monitoring | | ✓ | |
| | Quality & Safety | ✓ | | |

APPENDIX B

LIST OF SITES AND CONTACT INFORMATION

- A.M. Guy Memorial Health Centre
Buchans
(709) 672-3304
- Baie Verte Peninsula Health Centre
(709) 532-4218
- Bay d'Espoir Community Health Centre
(709) 538-3244
- Belleoram Community Health Centre
(709) 881-6101
- Bell Place Community Health Centre
Gander
(709) 651-3306
- Bonnews Lodge
Badger's Quay
(709) 536-2160
- Botwood Community Health Centre
(709) 257-4900
- Brookfield/Bonnews Health Centre
(709) 536-2405
- Carmanville Community Health Centre
(709) 534-2844
- Carmelite House
Grand Falls-Windsor
(709) 489-2274
- Central Health Regional Office
Grand Falls-Windsor
(709) 292-2138
- Central Newfoundland Regional Health Centre
Grand Falls-Windsor
(709) 292-2500
- Centreville Community Health Centre
(709) 678-2342
- Change Island Community Health Centre
(709) 621-6161
- Connaigre Peninsula Health Centre
Harbour Breton
(709) 885-2043
- Dr. Brian Adams Community Health Centre
Gambo
(709) 674-4403
- Dr. C.V. Smith Memorial Community Health Centre
Glovertown
(709) 533-2372

LIST OF SITES AND CONTACT INFORMATION

- Dr. Hugh Twomey Health Centre
Botwood
(709) 257-2874
- Eastport Community Health Centre
(709) 677-2530
- Fogo Island Health Centre
(709) 266-2221
- Grand Falls-Windsor
Community Health Centre
(709) 489-4861
- Green Bay Community Health Centre
Springdale
(709) 673-4714
- Green Bay Health Centre
Springdale
(709) 673-3911
- Hare Bay Community Health Centre
(709) 537-2209
- Hermitage Community Health Centre
(709) 883-2222
- James Paton Memorial
Regional Health Centre
Gander
(709) 256-2500
- Lakeside Homes
Gander
(709) 256-8850
- LaScie Community Health Centre
(709) 675-2429
- Lewisporte Laboratory and X-Ray Clinic
(709) 535-6654
- Mose Ambrose Community Health Centre
(709) 888-3541
- Musgrave Harbour Community Health
Centre
(709) 655-2518
- New World Island Community Health Centre
(709) 629-3682
- North Haven Manor
Lewiporte
(709) 535-6767
- Notre Dame Bay Memorial Health Centre
Twillingate
(709) 884-2131
- Robert's Arm Community Health Centre
(709) 652-3617

LIST OF SITES AND CONTACT INFORMATION

- St. Alban's Community Health Centre
(709) 538-3738
- St. Brendan's Community Health Centre
(709) 538-3738
- Valley Vista Citizen's Home
Springdale
(709) 673-3911
- Victoria Cove Community Health Centre
(709) 676-2737

KEY CONTACT INFORMATION

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