



# Strategic Plan 2020-2023

## **Cover photo:**

**Tom Rowsell, resident of Valley Vista Senior Citizens' Home in Springdale, enjoys his physiotherapy while he chats with physiotherapy aid, Lisa Weeks.**

Photo by L.G. Photos



# MESSAGE FROM THE CHAIR

It is my privilege to present the 2020-23 Strategic Plan on behalf of the Central Health Board of Trustees. The strategic plan is the organization's roadmap that will guide its work over the next three years.

In 2019, Central Health's Board of Trustees embarked on an engagement and partnership process to ensure collaboration with its partners to develop the 2020-23 Strategic Plan. First, a Strategic Planning Steering Committee was developed to guide this work, along with an environmental scanning process that saw the review of performance indicators and internal and external stakeholder input opportunities. Together this information provided a picture of the current state to inform planning. Next, a Strategic Planning Event was held on September 28-29, 2019 and brought together representatives from across Central Health, the Strategic Steering Committee and the healthcare community including three guest speakers: Dr. Aurel Schofield, who has collaborated with the World Health Organization (WHO) on the Towards Unity for Health Strategy (TUFH); Dr. Roger Strasser, who has expertise in rural recruitment and retention; and Keith Taylor, a Patient Family Advisor from Thunder Bay, Ontario. Other presenters included the Department of Health and Community Services Minister John Haggie, and Dr. Katherine Stringer and Dr. Lynette Powell representing Memorial University of Newfoundland and Labrador. Through a roundtable discussion and brain storming session we obtained consensus on Central Health's 2020-23 strategic issues, vision, mission and values.

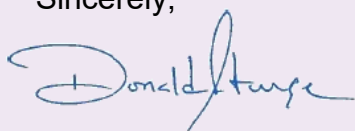
In the next phase of its planning process, grounded in the **Five (5) Partners in Health** approach of engagement and partnership, Central Health engaged in meaningful discussion with communities, policy makers, healthcare professionals, health managers, and academic institutions. Eight sessions with representation from all five partners were held in New-Wes-Valley, Sandringham, Twillingate, Gander, Grand Falls-Windsor, St. Alban's, Harbour Breton and Springdale. The sessions included over 400 people, including members of the Community Advisory Committees (CAC) and Patient and Family Advisory Councils (PFAC). The Five Partners in Health sessions were a success and as a Board of Trustees we are thankful to the communities we visited for their warm welcome. Additionally, individual planning sessions were held with Central Health leadership (managers, directors, physicians, and senior management), the Central Health physician group, and the Central Health iLead Team. Through this extensive and productive engagement, and a thorough environmental scan, we have developed a robust plan to move us forward over the next three years.

The 2020-23 plan will focus on four strategic issues – Our People, Quality Patient Experience, System Improvements, and Improved Health. This document outlines our goal for each issue as well as annual objectives and indicators for year one. A Person- and Family- Centered Care approach is strategically interwoven throughout the plan as we continue to embed it as our philosophy of care. We also have two new values to guide our organization and inspire best efforts – Stewardship and Quality. While stewardship and quality have replaced equity and safety, equity and safety remain embedded in our values system and delivery of care, and are viewed as a part of quality.

It is prudent for me to address the global pandemic and its impact on Central Health and the 2020-23 Strategic Plan. Central Health will move steadfast ahead on its goals and objectives outlined in this plan. However, it recognizes that COVID-19 may continue to impact its work in the coming years. Despite this challenge, I am confident that with our team of over 4,000 employees, physicians, and volunteers, Central Health will effectively navigate its response to COVID-19 and advance its strategic work.

As a Board of Trustees, we are accountable to the Central Health region to provide the best care possible to our patients, residents, and clients and to plan for the future. We trust this plan is reflective of our engagement work and demonstrates our commitment to providing quality sustainable healthcare that represents Central Health's values of Compassion, Accountability, Respect, Stewardship, and Quality. This plan is also in alignment with the Government of Newfoundland and Labrador's strategic directions: a better economy, healthier people, better living, a bright future, and a more efficient public sector.

Sincerely,



Donald Sturge



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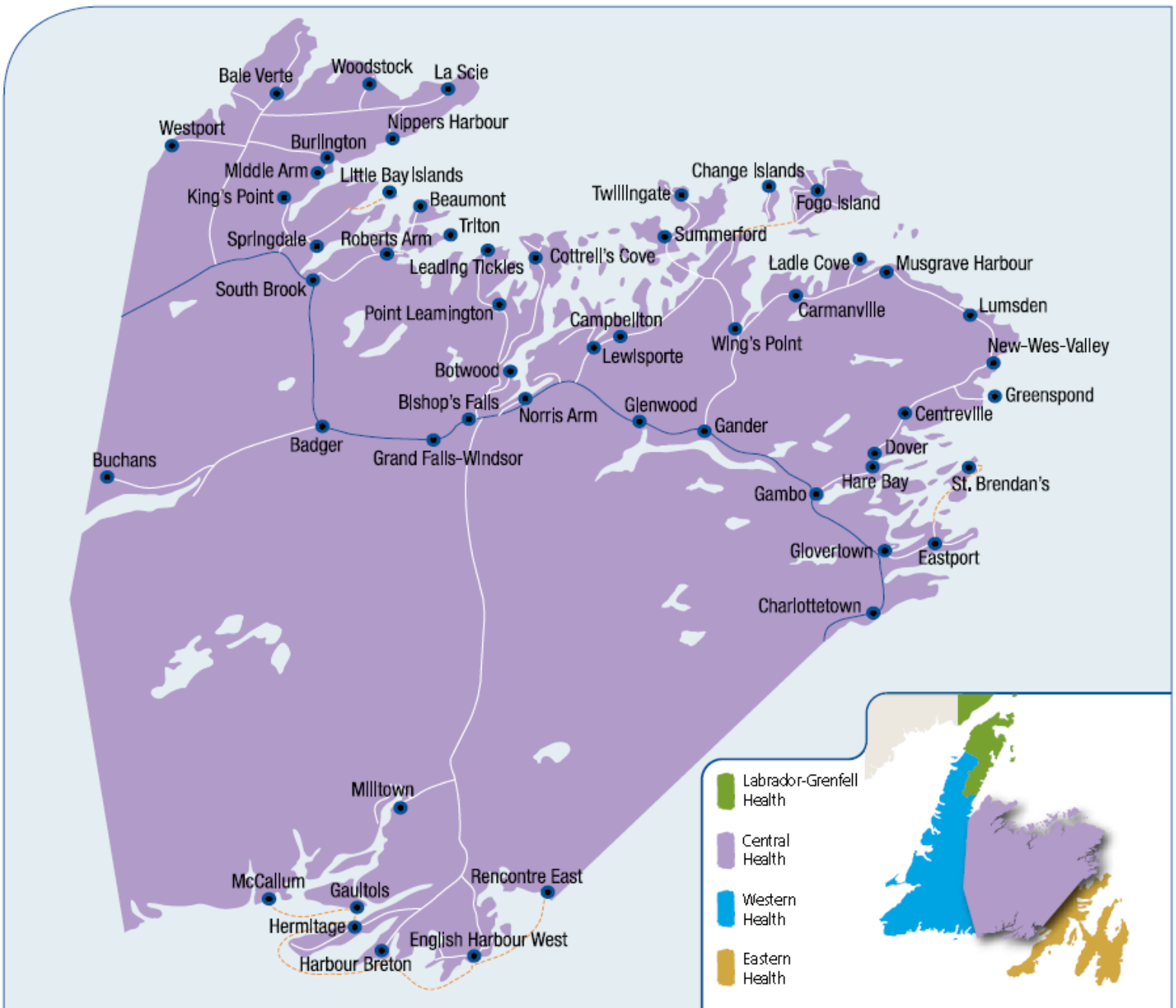


# OVERVIEW

## Population and Geography

Central Health is the second largest health authority in Newfoundland and Labrador, serving approximately 93,000 people (18 per cent of the province's population) living in 176 communities.

With a geographical area encompassing more than half the total land mass of the island, the Central Health region extends from Charlottetown in the east, Fogo Island in the north, Harbour Breton in the south, to Baie Verte in the west. The Central Health website can be accessed via: <https://www.centralhealth.nl.ca/>.



## Facilities and Services

Central Health provides a variety of primary, secondary, long-term care, community health, and other enhanced secondary services through:

- 2 Regional Referral Centres
- 9 Health Centres
- 11 Long-term Care facilities (7 co-located in Health Centres)
- 24 Community Health Centres
- 2 Residential Treatment Centres
- 1 Regional Office

Health and community services are provided through 42 facilities, with a total of 803 beds throughout the region. The number and types of beds at any facility may fluctuate slightly as a result of major renovations and capital infrastructure investments.

In addition, Central Health provides licensing and monitors standards for 26 privately owned personal care homes and 10 Home Care agencies and oversees implementation and monitoring of standards for three private ambulance operators and nine community ambulance operators.

Utilization data provided below provides an overview of the annual admissions to acute care, along with emergency room visits.

<b>Key Statistics</b>	<b>2019-20</b>
<b>Admissions to Acute Care (CIHI)</b>	7,606
<b>Admissions to Long-term Care</b>	514
<b>Operating Room Procedures (inpatient and day surgery procedures)</b>	10,973
<b>Emergency Room Visits</b>	95,367

With an annual budget of approximately \$397 million in 2019-20, Central Health invested those funds in three general areas: direct care, support services, and administration. Direct care consumes 74 per cent of the budget, followed by support services at 18 per cent, and administration at 8 per cent.

Central Health has approximately 3,200 employees. There are approximately 160 physicians practicing within the region, and the organization is supported by approximately 700 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 and the Qualipu First Nation are also in the process of establishing a relationship. A Mi'kmaq First Nation, Qualipu's membership is spread across 67 traditional Newfoundland Mi'kmaq communities including communities within the Central Health region.

Central Health works closely with officials of the Department of Health and Community Services and the Newfoundland and Labrador Center for Health Information (NLCHI) on a variety of initiatives including chronic disease self-management, waitlist management, healthy public policy, virtual care, 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.

**L-R: Ada Roberts, Director Conne River Health & Social Services; Andrée Robichaud, Central Health President & CEO; and Mi'sel Joe, Miawpukek First Nation Chief**





# 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 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 and community services needs in its region on an ongoing basis;
- 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;
- manage and allocate resources, including funds provided by government for health 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 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 regarding:
  - the services provided by the Authority,
  - how they may gain access to these services,
  - how they may communicate with the Authority regarding the provision of those services;
- monitor and evaluate the delivery of health 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 BUSINESS

The lines of business of Central Health represent its areas of focus in delivering the mandate.

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

Central Health's five core lines of business are outlined in detail in Appendix A.

Springdale resident takes part in fall craft activity at the Life Unlimited For Older Adults Red Leaf Centre



# PERSON- AND FAMILY-CENTERED CARE – CENTRAL HEALTH PHILOSOPHY OF CARE

People are the heart of our organization – those we serve as well as our team of employees, physicians, volunteers and leadership. We embraced Person- and Family-Centered Care (PFCC) as a strategic priority in 2017 creating an authentic approach that puts the person we care for and their family at the center of everything we do. PFCC seeks out the voice of the person (patient, resident, client, and family), partners with them, seeks to learn from their experience, and utilizes this information to improve the healthcare experience for others. It is grounded in core principles of dignity and respect, information sharing, participation and partnership, and collaboration.

In 2017-20, Central Health made great strides in advancing a PFCC approach throughout the organization. With a dedicated Patient Experience Leader in place, the PFCC approach began to create meaningful change across the organization through partnerships with patients, residents, clients and their family members. The implementation of the Patient Experience (PX) Advisor Program, as well as Resident and Family Councils in all long-term care sites, facilitated the integration of the patient voice into Central Health's planning, operations, and programs and services. One significant change is the Family Presence Policy, which recognizes the valuable role that family – anyone designated by the patient as a loved one – plays as a care partner. Through consultations with PX Advisors, Central Health ended designated visiting hours, enabling family to visit any time the patient wishes. This has enhanced the overall care experience and included the family as a partner in the care plan. While COVID-19 has impacted some aspects of PFCC, including the Family Presence Policy due to visitation restrictions, PFCC remains at the core of our service.

With this strong foundation in place, Central Health has committed to embracing PFCC as a philosophy of care as we move forward. Work will continue to empower this way of thinking and further embed PFCC principles into all levels of the organization and culture. We will look for every opportunity to build upon our past success and support our new priorities through person and family input and partnerships.

**“We are becoming aware that having patients and families as full partners can and will bring about better health care for all of us.”**

**- Madonna Sparkes, PX Advisor**



**L-R: Lori Combden, Human Resources Manager; Madonna Sparkes, PX Advisor; Vanessa Mercer-Oldford, VP - People and Transformation; and Ross Rowsell, Regional Quality Improvement Manager. All four wait for the applicant as Madonna takes part in her first leadership interview.**

Note: Madonna Sparkes is the PX Advisor on Central Health’s Senior Management Team and the Human Resources leadership interview panel. Madonna also provides guidance and feedback on other Central Health services, program and initiatives in collaboration with other PX Advisors.

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# VALUES

Central Health values are its organizational ethics that guide and inspire best practices of employees, physicians, volunteers, and leadership. They encourage us to strive for excellence and grow with purpose to support the health and well-being of the people we serve. They create a guiding framework and enhance our person- and family-centered care philosophy, where the person we serve and their family are at the heart of every decision we make and every action we take.

## Compassion

We are kind, caring, considerate, and empathetic to our clients, patients, residents, their families and caregivers, and to each other. We show compassion by being person- and family-centered, by respecting privacy, encouraging others, showing empathy, being non-judgmental, expressing gratitude, and by being emotionally self-aware.

## Accountability

We are honest, transparent, and responsible in ensuring the sustainability of the operations of the health care system we are entrusted to manage. We show accountability by living our values, monitoring resource utilization to ensure efficiency and effectiveness, enhancing quality and safety, protecting privacy, improving the patient and employee experience, providing person- and family-centered care, actively participating in collaborations and partnerships to advance our mandate, leading and developing people to support optimal individual and team performance, and using evidence to guide decision-making.

## Respect

We embrace diversity and treat everyone with respect and dignity. We respect the lived experience of clients, patients, residents and their families, and the worked experience of employees. We show respect by acting with integrity, engaging others in discussions and decisions affecting them, by listening and responding to personal, cultural, and spiritual perspectives, and through meaningful collaboration with stakeholders and partners.

## Stewardship

We act diligently and strategically to deliver a quality and sustainable healthcare system for the people of Central Newfoundland. We lead the organization with openness and transparency, respond to current needs and plan for future needs, manage our resources responsibly, seek new opportunities of growth and strive for innovation. We invest in our people and infrastructure. We utilize best practices that are evidence-based, we deliver efficient and technology-driven systems, and we measure our work through robust evaluation. We are accountable to the people we serve and actively engage our population for feedback and direction, we foster established relationships while building new partnerships, and we come together with stakeholders to fulfill our vision of Healthy People and Healthy Communities.

## Quality

Established by Accreditation Canada, we have adopted the following dimensions of quality: Safety, Client-centered Services, Worklife, Efficiency, Appropriateness, Accessibility, Population Focus and Continuity of Services. We demonstrate compassion, warmth, and respect through a client-focused culture that puts the patient, resident, client, and family at the center of everything we do. We are a trained and respectful workforce that delivers care by professional standards. We provide care in well-maintained facilities and optimize technology to increase access to virtual care and other services. We strive to achieve better outcomes and experiences for those we serve.

**Angie Smith, Recreation Therapist Worker at Valley Vista Senior Citizens' Home in Springdale plays ball with residents. Play and social engagement helps prevent a decline in health.**



## VISION

The Vision of Central Health is of **healthy people and healthy communities.**



## MISSION

Central Health will provide quality care and services that respond to the needs of the people of Central Newfoundland and enable individuals and communities to improve their health through information, education and partnerships.

# IDENTIFICATION OF STRATEGIC ISSUES:

## ISSUE #1: OUR PEOPLE

Our people are a team of some 4,000 employees, physicians and volunteers across our region. Every day, they bring expertise and professionalism to acute care facilities, long-term care homes, and community services. Their experience as a member of the Central Health team is inextricably linked to the patient experience. Engaged, well-trained, and supported staff in a safe and healthy work environment is instrumental to the delivery of quality care. By making Our People a priority, Central Health will build upon its foundation of continuous improvement and quality care.

For Our People to take care of others, Our People must be a priority. Central Health is committed to creating a safe, healthy and engaged work environment. To meet this goal, it will build on the foundation that has been laid over the past number of years, namely the focus on psychological safety, civility and respect and mental health at work. A new strategy to support the psychological and physical safety and well-being of its people will be developed and implemented during this planning cycle. Central Health will also deliver strategies to maintain optimal staffing levels by reducing unplanned absences, delivering a robust recruitment and retention plan, and through succession planning. It is imperative to have the right people in the right place at the right time. Focusing on the development of Our People will be achieved through the development of a performance development system. Performance development is about helping employees grow in their career, taking a look at strengths and adding new skills. Performance development is an ongoing process that enables two-way conversation addressing goal setting, development planning, ongoing coaching and feedback, performance reviews and ongoing engagement. Progress will be monitored through the select performance measures.

The People and Culture and Medical Services teams will implement new leadership structures and work together to develop an all-encompassing employee and physician experience, increasing operational and business efficiencies and creating a more inclusive, team-oriented and supportive environment. Central Health will partner with staff to build a stronger, safety-focused culture where employees, physicians, and volunteers feel appreciated and supported, are fulfilled in their work experience, and continue to learn and grow.

This will be accomplished through engagement opportunities, an improved recognition and appreciation program, and focused professional development and learning opportunities. By listening and investing in Our People we empower and motivate.

Our People are Central Health's greatest strength. By making them a priority over the next three years and beyond, we will enhance and improve the patient experience and quality of care to support **Healthy People, Healthy Communities**.



**Goal:** By March 31, 2023, Central Health will have fostered a culture that supports a safe, healthy and engaged workplace.

**3 Year Indicators:**

- Implemented new leadership structures within the 'People and Culture' and 'Medical Services' teams
- Implemented a comprehensive performance development system
- Implemented a strategy to reduce unplanned absences
- Implemented a recruitment and retention strategy
- Implemented a safe and healthy workplace strategy
- Increased workplace engagement opportunities
- Implemented efficiencies in human resource processes
- Improved select performance measures

**Objective #1:** By March 31, 2021, Central Health will have implemented new program structures, identified and implemented activities to assess and improve organizational culture and selected indicators to measure progress.

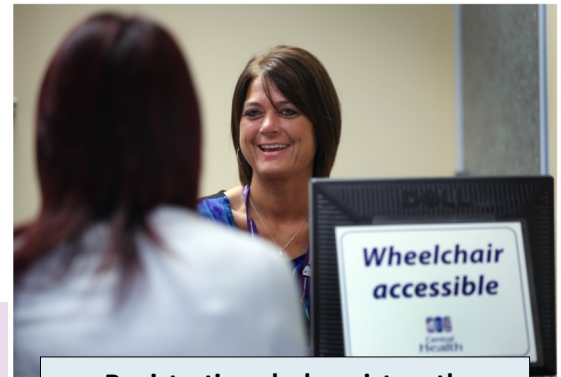
**Year 1 Indicators:**

- Implemented a new People and Culture structure, including a human resources business partner model
- Implemented a new Medical Services Physician Leadership Structure, including one Regional Medical Advisory Committee
- Completed a comprehensive review of the disability management system
- Implemented a recruitment plan for new long-term care facilities
- Deployed an organization wide engagement survey
- Selected indicators to measure progress
- Continued implementation of employee health and safety initiatives in select areas

**Objective #2:** By March 31, 2022, Central Health will have developed and/or implemented strategies to advance a safe, healthy and engaged workplace.

**Objective #3:** By March 31, 2023, Central Health will have continued to implement and evaluate strategies that entrench a safe, healthy and engaged workplace.

**Team Huddle at Central Newfoundland  
Regional Health Centre in Grand Falls-Windsor**



**Registration clerk registers the  
patient for their appointment**



**Housekeeping staff member sanitizes a  
resident's room at a long-term care site**

**Paramedics in Gander take part in the First  
Responders Challenge, October 6, 2019**



**Emergency and Pharmacy staff at both JPMRHC and CNRHC being awarded a 'Leading Practice'  
from Accreditation Canada for their submission in "Procurement of the Best Possible Medication  
History Possible in the Emergency Department by a Pharmacy Technician."**



## ISSUE #2: QUALITY PATIENT EXPERIENCE

According to Accreditation Canada (2016), “having a quality improvement plan can help organizations achieve better quality performance and this results in better care for clients, better client outcomes, a better work life for staff, and reduced costs.” Central Health’s Integrated Quality Improvement Framework was updated in 2018 and represents a continued organization-wide commitment to quality. A set of quality dimensions, established by Accreditation Canada, were also formally adopted by Central Health’s Board of Trustees, along with the meaning from a client’s perspective through our Person- and Family-Centered Care (PFCC) Advisor Program. The dimensions of Client-Centered Services and Continuity of Services – partner with me and my family in our care and coordinate my care across the continuum – will be targeted specifically in this strategic issue.

Central Health will implement strategies to transform the person and family care experience to create a quality patient experience. To transform the experience means to have a dramatic change or shift. To achieve success, Central Health will build upon its work completed through the 2017-20 planning cycle and further engage patients and families as partners throughout all levels of the organization. Central Health will also fully implement a new Client Navigator Program. The Client Navigator Program will provide valuable guidance to patients, clients and families as they navigate the healthcare system, and support a coordinated, streamlined and client-focused approach.

Clear communication is vital to delivering a quality care experience. Central Health is committed to improving communication and information sharing, and health literacy. To improve communication at the point of care, it will develop and implement N.O.D. (Name, Occupation, and Duty) - a strategy to improve health outcomes; the care or service introduction provided by every employee, physician and volunteer with each interaction. To improve communication with communities, Central Health will further utilize technology inclusive of apps for mobile devices, social media platforms, and an updated website in conjunction with mainstream media to ensure optimal communication for all residents of Central Newfoundland. Lastly, recognizing the importance of accessible and accurate health information for those receiving care and services, Central Health will research and implement best practices for health literacy and implement corresponding strategies. Health literacy improves the delivery and quality of information to patients to enable them to work in partnership with their care provider – nothing about me without me – to improve their health.

**Goal:** By March 31, 2023, Central Health will have transformed the person and family care experience through engagement and partnership across the continuum of care.

**3 Year Indicators:**

- Increased input from and partnerships with patients and families
- Improved communication and information sharing with individuals who access programs and services
- Improved health literacy for patients receiving care and services

**Objective #1:** By March 31, 2021, Central Health will have identified, developed and/or implemented requirements to improve quality experience.

**Year 1 Indicators:**

- Demonstrated an increase in partnership with Patient Experience Advisors
- Launched a Client Navigator Program
- Developed the N.O.D. strategy
- Identified additional priority initiatives to improve quality experience
- Developed requirements for a Communication and Information Sharing Strategy
- Researched best practices in health literacy

**Objective #2:** By March 31, 2022, Central Health will have continued to develop and implement strategies to improve quality experience.

**Objective #3:** By March 31, 2023, Central Health will have implemented and evaluated strategies to improve quality experience.

**Dr. Stephen Addai, Pediatrician at CNRHC in Grand Falls-Windsor, helps patient, Ryder Boone, pick out the right colour for his next colouring project.**



## ISSUE #3: SYSTEM IMPROVEMENTS

System improvements can directly impact quality and improve health outcomes. Through increased operational efficiencies, Central Health will deliver better outcomes and experiences for those who receive care and services, both in the present and moving forward. Through organizational stewardship, Central Health will strive to become more effective, efficient and sustainable. This is important given the fiscal reality and ensuring we align with provincial commitments and the Government of Newfoundland and Labrador's strategic directions for 2020-23.

Partnerships are pivotal to sustainable system improvements. Central Health is committed to fostering and building new partnerships and continuing its work with the Department of Health and Community Services, the Newfoundland and Labrador Centre for Health Information (NLCHI), other Regional Health Authorities (RHAs), public groups, clients and residents and their families. Such partnerships will help us optimize resources that support access, informed decision-making, and cost savings. Along with the other RHAs, Central Health will work to implement a workforce management system. A workforce management system is a set of processes meant to maximize performance levels and competency for an organization.

Improving access to care and services is dependent on enhancements in virtual and digital health solutions. Through partnerships, Central Health will explore and endorse such advancements, with a focus on alternate ways to deliver services including, but not limited to, improved booking practices and the continued implementation of the Automated Reminder Notification System. These changes, together, will result in timely care, improved client experience and valuable cost and time savings. Central Health anticipates continued work efforts to address client flow and access, including issues created by the COVID-19 pandemic.

Efforts to improve acute care bed management will remain a focus. Reducing length of stay and exploring alternate levels of care to enable a patient to further recover safely at home or in the most appropriate place or level of care, is not only important to the patient and their family but vital to efficient facility bed management.

Central Health will develop a mechanism for strategic alignment and integration of information to support clinical decision making. An Information Management Council will be developed and will help lead a strategy for the continued implementation of the electronic medical record (EMR). In addition, a regional quality data team will be established to assist in the development and implementation of quality assurance processes to improve data quality.

Central Health has also made an organizational commitment to implement the Regional Stroke Program and designate acute care stroke units. System improvements will be necessary to ensure the success of Central Health's Regional Stroke Program. Central Health remains committed to patient safety and will target select safety initiatives from its Integrated Quality Plan.

**Goal:** By March 31, 2023, Central Health will have achieved system improvements and better value through the optimization of resources, partnerships and technology.

**3 Year Indicators:**

- Implemented a Workforce Management System
- Implemented a Virtual Care Strategy
- Realized efficiencies in health information management processes
- Implemented select data integrity and quality mechanisms
- Improved processes to support booking, cancelling and rescheduling of select appointments
- Improved access and patient flow
- Developed and implemented a Regional EMR Strategy
- Implemented select system improvement strategies to achieve appropriate, effective and safe care

**Objective #1:** By March 31, 2021, Central Health will have identified requirements and/or implemented select initiatives.

**Year 1 Indicators:**

- Identified resources required for the Workforce Management System
- Identified regional virtual care priorities, commenced planning and increased virtual appointments
- Implemented Remote Patient Registration in a priority area
- Developed a regional quality data team and implemented quality assurance mechanisms
- Developed a plan to improve booking, cancelling and rescheduling of appointments
- Implemented initiatives to improve flow and access in priority areas
- Implemented a regional structure to support EMR implementation
- Identified and developed standard practices, resources and tools for stroke care, including a regional accountability structure
- Achieved formal designation of Acute Stroke Units at Regional Stroke Centres

**Objective #2:** By March 31, 2022, Central Health will have implemented strategies focusing on system improvement.

**Objective #3:** By March 31, 2023, Central Health will have continued implementation and evaluated strategies to achieve system improvements.



**Two-year old Silas Bartlett enjoys some face-to-face time with his great-grandmother, Blanche Tulk, who is a resident of Bonnews Lodge in New-Wes-Valley.**

**iPads for long-term care centres is a way to ensure residents can stay in touch with their loved ones.**

**Resident in Gander uses Telehealth technology to attend an appointment with Dr. Andrew Hunt at Notre Dame Bay Memorial Health Centre in Twillingate .**



**HEALTH PATIENTS**  
Having technical issues with  
your appointment please call the  
82-6777. If you need to be  
in the building please call  
You can use the phone  
at dial "9" before the  
number.

**Tips for a Successful Video  
Appointment/Meeting**

- Make sure you are in a well-lit area.
- Test your audio and video before the appointment.
- Make sure you are in a quiet area.
- Make sure you are in a private area.
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## ISSUE #4: IMPROVED HEALTH

Healthier people and better living are key to Central Health's vision of Healthy People and Healthy Communities. Central Health is committed to improving the health of the population and will engage individuals, build partnerships and utilize frameworks and strategies such as the Newfoundland and Labrador Primary Health Care Framework, Home First Framework, Community Support's Case Management Framework, Central Health's Chronic Disease Prevention and Management Strategy and the **Towards Recovery: The Mental Health and Addictions Action Plan for Newfoundland and Labrador**. Central Health will continue to develop meaningful relationships with First Nation communities, working in partnership to develop an Indigenous Health strategy that responds to key health issues, is culturally safe and supportive, and improves the health and quality experience of First Nation people.

Central Health is committed to a Home First approach towards service delivery and will expand initiatives to ensure all individuals requiring complex care have an opportunity to avail of community-based multidisciplinary services which are coordinated, collaborative, pro-active and person-centered. Central Health will also continue to implement initiatives stemming from recommendations of the Provincial Home Support Program Review to support individuals to live independently in their own homes and communities.

Increasing awareness of healthy living through wellness strategies is key to engaging individuals to lead a healthier and sustainable lifestyle. Central Health will deliver and build upon its programs to take action towards an improved and healthful lifestyle with efforts to implement strategies to reduce obesity. Furthermore, Central Health will continue to implement and evaluate its Chronic Disease Prevention and Management Strategy with an expressed intent to establish organizational accountability and governance to enhance its success throughout the region.

Further implementation of recommendations from the **Towards Recovery** action plan to improve self-efficacy and resilience to address mental health and addictions remains an organizational priority. In particular, work will progress to further expand and implement Opioid Dependency Treatment (ODT) services, Flexible Asserted Community Treatment (FACT) teams, Peer Support and day treatment programs with a focus on children, youth and emerging adults.

Primary Health Care (PHC) also remains a priority for Central Health. A PHC model of service delivery entails a multidisciplinary team of health professionals, support staff, and partners, providing the right care by the right person at the right place at the right time. The Newfoundland and Labrador Primary Health Care Framework demonstrates a vision where individuals, families, and communities are supported and empowered to achieve optimal health and well-being within a sustainable system. Central Health's plan will focus on creating and/or expanding primary health care initiatives in priority areas throughout the region utilizing innovative tools and public-private partnerships.



**Goal:** By March 31, 2023, Central Health will have implemented strategies and fostered partnerships to enable the population to improve their health and well-being.

### **3 Year Indicators**

- Implemented an Indigenous Health strategy in partnership with First Nation communities
- Expanded Home First approach
- Implemented Home Support Program Review Recommendations
- Implemented Central Health Chronic Disease Prevention and Management Strategy
- Implemented **Towards Recovery** action plan
- Implemented primary health care initiatives in at least two priority areas
- Increased awareness and engaged individuals to take action for healthy living

**Objective #1:** By March 31, 2021, Central Health will have identified requirements and implemented initiatives to improve the health and well-being of the population.

### **Year 1 Indicators:**

- Implemented strategies to support organization-wide expansion of a Home First approach
- Implemented select recommendations of the Provincial Home Support Program Review
- Evaluated group and individual Central Health chronic disease self-management programs
- Identified requirements for evaluation and monitoring of the Heart Failure Outreach program
- Implemented select priority initiatives of the **Towards Recovery** action plan
- Explored Remote Patient Monitoring options for Chronic Disease
- Developed a public-private partnership agreement and planned an initiative to support healthy living

**Objective #2:** By March 31, 2022, Central Health will have implemented initiatives to improve the health and well-being of the population.

**Objective #3:** By March 31, 2023, Central Health will have continued to implement and evaluate initiatives to improve the health and well-being of the population.

# Home First



Keisha McDonald, Community Health Registered Nurse, visits Edna Gillingham, resident of Gander, in her home as part of the Home First approach.

# APPENDICES



# APPENDIX A:

## LINES OF BUSINESS

### 1. 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.

### 2. 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

### 3. 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

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 homes
- Therapeutic residences

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

#### **4. 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

#### **5. 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



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# APPENDIX B: GOVERNMENT OF NEWFOUNDLAND AND LABRADOR STRATEGIC DIRECTIONS

The Government of Newfoundland and Labrador has identified the following strategic directions for the 2020-2023 planning cycle.

These themes were considered, where appropriate, throughout the development of Central Health's Strategic Plan for 2020-23:

- A Better Economy
- Healthier People
- Better Living
- A Bright Future
- A More Efficient Public Sector



# APPENDIX C: CENTRAL HEALTH FACILITIES

## Regional Health Centres

Central Newfoundland Regional Health Centre, Grand Falls-Windsor.....	709.292.2500
James Paton Memorial Regional Health Centre, Gander .....	709.256.2500

## Health Centres

A.M. Guy Memorial Health Centre, Buchans .....	709.672.3304
Baie Verte Peninsula Health Centre, Baie Verte .....	709.532.4281
Connaigre Peninsula Health Centre, Harbour Breton .....	709.885.2043
Dr. Hugh Twomey Health Centre, Botwood .....	709.257.2874
Dr. Y.K. Jeon Health Centre, New-Wes-Valley .....	709.536.2405
Fogo Island Health Centre, Fogo Island.....	709.266.2221
Green Bay Health Centre, Springdale.....	709.673.3911
Lewisporte Health Centre, Lewisporte .....	709.535.6767
Notre Dame Bay Memorial Health Centre, Twillingate .....	709.884.2131

## Community Health Centres

Bay d'Espoir Community Health Centre, Bay d'Espoir.....	709.538.3244
Belleoram Community Health Centre, Belleoram.....	709.881.6101
Bell Place Community Health Centre, Gander .....	709.651.3306
Centreville Community Health Centre, Centreville .....	709.678.2342
Change Islands Community Health Centre, Change Islands .....	709.621.6161
Dr. Brian Adams Community Health Centre, Gambo .....	709.674.4403
Dr. C. V. Smith Community Health Centre, Glovertown .....	709.533.2372
Eastport Community Health Centre, Eastport .....	709.677.2530
Exploits Community Health Centre, Botwood .....	709.257.4900
Gaultois Community Health Centre, Gaultois.....	709.841.7331
Grand Falls-Windsor Community Health Centre, GFW.....	709.489.8150
Green Bay Community Health Centre, Springdale..... (CNA Building)	709.673.4974



La Scie Community Health Centre, LaScie .....	709.675.2429
Lewisporte Community Health Centre, Lewisporte .....	709.535.0905
McCallum Community Health Centre, McCallum .....	709.846.4104
Mose Ambrose Community Health Centre, Mose Ambrose .....	709.888.3541
Musgrave Harbour Community Health Centre, Musgrave Harbour .....	709.655.2518
New World Island Community Health Centre, Summerford .....	709.629.3682
Rencontre East Community Health Centre, Rencontre East .....	709.848.3410
Robert's Arm Community Health Centre, Robert's Arm .....	709.652.3410
St. Alban's Community Health Centre, St. Alban's .....	709.538.3738
St. Brendan's Community Health Centre, St. Brendan's .....	709.669.5381
Victoria Cove Community Health Centre, Gander Bay .....	709.676.2155

### **Long-term Care Facilities**

Carmelite House, Grand Falls-Windsor .....	709.292.2528
Lakeside Homes, Gander .....	709.256.8850
Bonnews Lodge, New-Wes-Valley .....	709.536.2160
Valley Vista Senior Citizen's Home, Springdale .....	709.673.3936

### **Therapeutic Treatment Centres**

Juniper Place, Grand Falls-Windsor .....	709.489.6651
Hope Valley Centre, Grand Falls-Windsor .....	709.292.8360

### **Regional Office**

Regional Office, Grand Falls-Windsor	
People and Culture .....	709.292.2460
Financial Services .....	709.292.2168
Quality, Planning and Performance Improvement .....	709.292.2146
Engineering and Support Services .....	709.292.3014

# APPENDIX D: KEY CONTACT INFORMATION

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