

**Together**  
we can



# Strategic Plan 2014-2017

## Message from the Chair

In the words of the icon Nelson Mandela, “It is not where you start but how high you aim that matters for success.” On behalf of the Eastern Health’s Board of Trustees, I am proud to say that our organization is aiming for the highest possible success through our strategic plan for 2014-17. This plan involves leading positive changes in the way Eastern Health operates, as the organization strives to make continuous improvements, to be innovative in our approaches and to address the challenges that face health care organizations in a complex environment. As always, the Eastern Health values of fairness, respect, integrity, connectedness and excellence are central to our planning process.



Eastern Health undertook considerable consultation to identify key focus areas in this latest planning process. Input from internal sources (i.e., employees, physicians and volunteers) and from a number of community stakeholders has helped to shape the chosen priorities and goals to work toward. The organization has also taken guidance from the Provincial Government’s strategic directions.

Based on the feedback provided and the Provincial Government’s strategic directions, the Board of Trustees has chosen to continue focusing on four priority issues: **population health; quality and safety; access; and sustainability**. The related goals, objectives and indicators for each of these issues outlined in this plan will guide the organization toward its ongoing vision of *Healthy People, Healthy Communities*.

The many daily successes and accomplishments of this organization help to build positive momentum as we move into this next strategic plan. Accreditation Canada’s designation for Eastern Health as ***Accredited with Commendation*** is a testament to the dedication of our employees, physicians and volunteers. We are confident that this dedication will continue into our next strategic plan for 2014-17 and beyond.

This letter indicates the Board of Trustees’ accountability for the development of this plan and the achievement of its goals and objectives into 2017.

A handwritten signature in black ink that reads "M O'Keefe". The signature is fluid and cursive.

Michael O’Keefe  
Chair, Board of Trustees  
Eastern Health

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## Overview

Eastern Health is the largest integrated health authority in Newfoundland and Labrador, serving a regional population of approximately 306,259 (2011 Census). The organization provides the full continuum of health and community services, including public health, long-term care, hospital care, community-based services, nursing homes and medical clinics.

In addition to its regional responsibilities, Eastern Health is responsible for provincial tertiary<sup>1</sup> level health services through both its academic health care facilities and provincial programs such as organ procurement and air ambulance. Eastern Health was given administrative and technical oversight for the Public Health Laboratory (PHL) in January 2013. The mandate of the PHL is at the population health level, to support protecting and promoting the health and well-being of Newfoundlanders and Labradorians.

Eastern Health also partners with a number of organizations – particularly Memorial University of Newfoundland and College of the North Atlantic – to educate the next generation of health professionals, advance knowledge, conduct research and improve patient, client and resident care. This includes clinical training for students in such areas as Medicine, Pharmacy, Nursing, Social Work, Laboratory Services and Diagnostic Imaging.

Eastern Health has a budget of approximately \$1.3 billion, 12,810 employees, and over 720 members of medical staff (approximately 244 of whom are salaried). Eastern Health benefitted from the efforts of approximately 1,200 volunteers who provided more than 52,000 hours of volunteer work. The organization operated 2,739 beds for 2012-13: 1,668 long-term care; 904 acute care; 95 critical care; 62 rehabilitative; and 10 palliative care.

Eastern Health also enjoys relationships with many service groups and community partners throughout the region, such as schools, post-secondary institutions, churches, wellness coalition members, voluntary/non-profit agencies as well as private sector organizations. Foundations continue to have a significant relationship with Eastern Health through their contribution of time and resources to raise funds for our facilities and services. Eastern Health's six foundations are overseen by volunteer boards of directors and include: Burin Peninsula Health Care Foundation, Discovery Health Care Foundation, Dr. H. Bliss Murphy Cancer Care Foundation, Health Care Foundation, Janeway Children's Hospital Foundation and Trinity Conception Placentia Health Foundation.

Auxiliaries are associated with most of Eastern Health's acute care and long-term care facilities. These volunteer groups provide direct services (e.g., gift shops, coordination of volunteers) and help to raise funds for equipment and services.

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<sup>1</sup> Tertiary care is specialized consultative health care, usually for inpatients and on referral from a primary or secondary health professional, in a facility that has personnel and facilities for advanced medical investigation and treatment, such as a tertiary referral hospital. Examples of tertiary care services are cancer management, neurosurgery, cardiac surgery, plastic surgery, treatment for severe burns, advanced neonatology services, palliative, and other complex medical and surgical interventions.

## Board Members (as of April 1, 2014)



Top row: Michael J. O’Keefe - Chair, William Abbott, Robert Andrews, Barbara Cribb, Cindy Goff  
Bottom row: Bill McCann, Sister Sheila O’Dea, Leslie O’Reilly, Shirley Rose, Frank Ryan

## The Region

Geographically, Eastern Health includes the island portion of the province east of (and including) Port Blandford. This area encompasses the entire Burin, Bonavista and Avalon Peninsulas as well as Bell Island, within a total of 21,000 km<sup>2</sup>. The settlement patterns of this area have historically been tied to the fishing industry, which results in many small communities scattered along the coastline. The area also includes the provincial capital, St. John's, and the province's largest metropolitan area, the St. John's CMA (Statistics Canada Census Metropolitan Area).

In total, the Eastern Health region includes 111 incorporated municipalities, 69 local service districts and 66 unincorporated municipal units. Eastern Health operates sites in the communities noted on the map below.

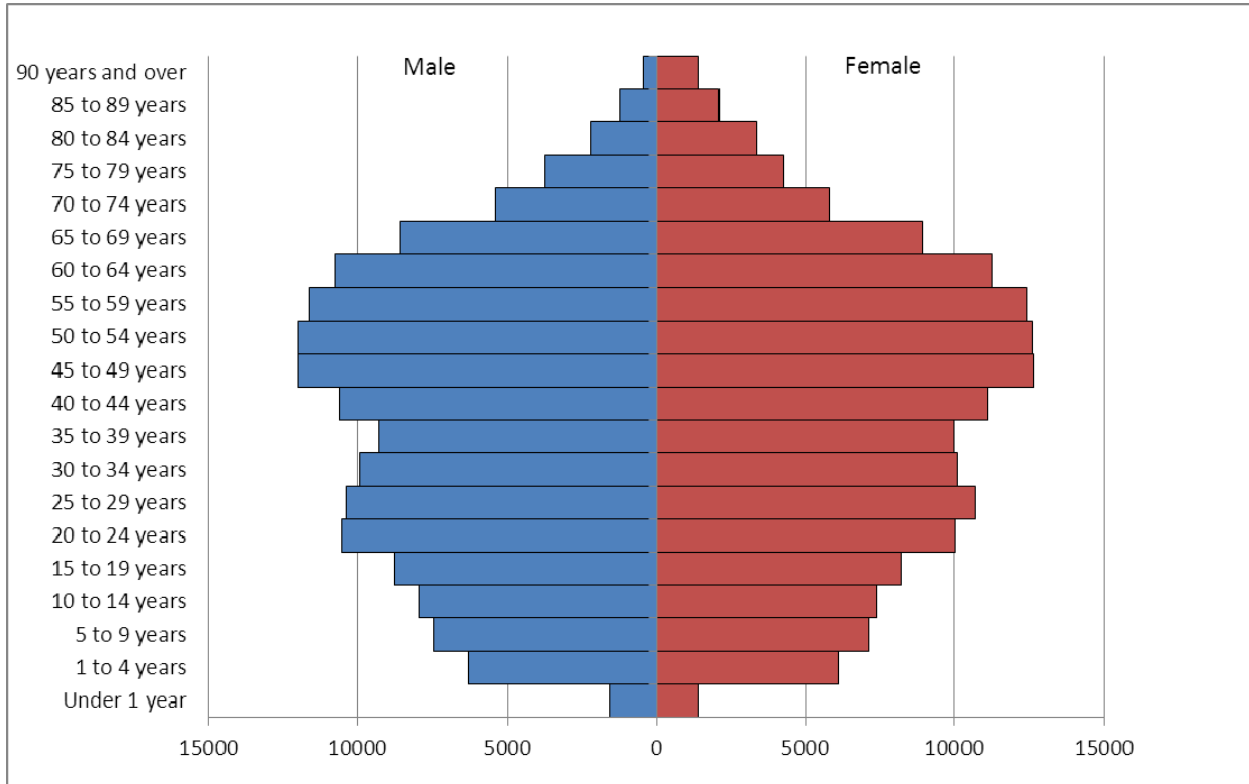


According to the latest Census (2011), the geographic region served by Eastern Health has a population of 306,259, an increase of 4.37 per cent from 2006. The increase is attributable to fewer losses in net migration exchanges to other provinces and higher numbers of non-permanent residents. The geographic region served by Eastern Health represents 59 per cent of the province's population.

Another significant aspect of the demographics continues to be our aging population. In 2011, the median age was 44 years, compared to Canada at 40.6 years. Provincially, the median age for 2025 is forecasted to be 47.9.

The aging of the Eastern Health population can be seen in the population pyramid for this region where the base shows that the population is not sustaining itself.

*Figure 2: Estimates of Population by age group and sex for July 1<sup>st</sup>, 2012: Eastern Health Authority, Newfoundland and Labrador*



Source: Statistics Canada. Table 109-5325, as prepared by Economics and Statistics Branch, Department of Finance

The changing demographics have a significant impact on Eastern Health, from service delivery to labour force. It is a dynamic part of Eastern Health’s external environment that must be monitored quite carefully. Additional information about the demographics of the region is found in Appendix I.

## Lines of Business

Lines of business are sets of programs and services that represent what Eastern Health delivers to its external clients. Eastern Health provides programs and services that improve the well-being and health of individuals and communities throughout the full continuum of health and at all stages of life. Eastern Health has four main lines of business:

### Promote Health and Well-being

- Implement measures that promote and protect population health and help prevent disease and injury.

### Provide Supportive Care

- Offer residential care options, community-based support and continuing care, home support and nursing home care for individuals.

### Treat Illness and Injury

- Investigate, treat, rehabilitate and care for individuals with illness or injury.

### Advance Knowledge

- Expand knowledge through research, education and knowledge mobilization.

Various health and community services are offered throughout the region and, in some cases, throughout the province. Each program and service has its own access criteria and local health providers work with individuals to determine the most appropriate services based on identified needs. A detailed listing of Eastern Health's lines of business is in Appendix II.

The organization delivers its program and services within fiscal capabilities and in accordance with the *Regional Health Authorities Act* and other relevant regulations. The *Regional Health Authorities Act* outlines the mandate and responsibilities of health authorities (Appendix III).



## Provincial Mandate

In addition to its regional mandate, Eastern Health has provincial responsibilities for tertiary level institutional services such as:

- Cancer Care
- Cardiac Catheterization and Cardiac Surgery
- Children And Women's Health
- Diagnostic Imaging
- Laboratory Services
- Mental Health and Addictions
- Rehabilitation
- Neurosurgery
- Thoracic Surgery

In an effort to bring services closer to where people live, the organization also administers provincial outreach programs:

- Child Rehabilitative Clinics
- Regional Cancer Centres
- Satellite Systemic Therapy (Chemotherapy) Clinics

The organization also administers distinctive provincial services to other areas of the province, including:

- Cardiac Genetics
- Hyperbaric Medicine
- Medical Control and Registration of Pre-Hospital Care Providers
- Neonatal Transport Team
- Provincial Air Ambulance
- Provincial Equipment Program – Community Living and Supportive Services
- Provincial Fertility Services
- Provincial Genetics
- Provincial Insulin Pump Program (up to age 25 years)
- Provincial Kidney Program
- Provincial Organ Procurement Program
- Provincial Pediatric Advice and Poison Control Lines
- Provincial Pediatric Enteral Feeding Program
- Provincial Perinatal Program
- Provincial Synagis<sup>®2</sup> Program – Respiratory Syncytial Virus (RSV)
- Stem Cell Transplantation

The organization has distinctive roles in education and research that are associated with its position within the academic health sciences community. The organization's primary education and research partner is Memorial University of Newfoundland.

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<sup>2</sup>Synagis<sup>®</sup> is a medication to help protect high risk babies from developing a serious lung disease caused by the respiratory syncytial virus (RSV).

## Primary Clients

### Clients

Our primary clients are the people of the Eastern Health geographic region and the people of Newfoundland and Labrador (for referred and tertiary level care) who avail of or who are impacted by our programs and services. In addition, Eastern Health provides tertiary-level programs and services to the people of St. Pierre et Miquelon.

### Partners

Partnerships are integral to Eastern Health's vision, values and operations, from direct program and service delivery to policy and advocacy. At the community level, for example, the Board has held numerous community stakeholder meetings and the organization has conducted five Community Health Needs Assessments in all parts of the region. Eastern Health also works closely with professional associations, unions, school boards, police and ambulance service providers on a daily basis.

Eastern Health is committed to aligning its priorities with the Provincial Government's Strategic Directions and works very closely with officials from the Department of Health and Community Services and the other three regional health authorities. Eastern Health also has a close working relationship with the provincial Department of Child, Youth and Family Services through a Memorandum of Understanding.

By their very nature, education and research are collaborative endeavors. Eastern Health has affiliation agreements with over 40 educational institutions to help educate the next generation of health care providers. The organization has particularly strong affiliations with Memorial University of Newfoundland and the College of the North Atlantic as well as close links with both Newfoundland and Labrador Centre for Applied Health Research (NLCAHR) and the Newfoundland and Labrador Centre for Health Information (NLCHI).

Eastern Health's volunteers and auxiliaries are dedicated to enhancing quality of life for patients, clients, residents and their families. In addition to the efforts of approximately 1,200 individual volunteers, Eastern Health benefits from the commitment of volunteer agencies and community-based associations throughout the region, such as St. John Ambulance, student groups and service clubs.

Close connections continue between Eastern Health and the faith-based owner boards for long-term care services in the St. John's area and Clarke's Beach. Eastern Health recognizes the work of these boards in providing long-term care services and will continue to work collaboratively in defining each other's roles and accountabilities.

Foundations play a tremendous role in the health care sector through their fundraising for such things as health care equipment. Eastern Health acknowledges the role of the Board of Directors, staff, and volunteers of each of our six foundations: Burin Peninsula Health Care Foundation, Discovery Health Care Foundation, Dr. H. Bliss Murphy Cancer Care Foundation, Health Care Foundation, Janeway Children's Hospital Foundation and the Trinity Conception Placentia Health Care Foundation.

Eastern Health continues to have close working relationships with a number of community-based groups whose funding oversight has been devolved to this organization. These groups provide a broad range of services, such as shelters for women and children.

## Values

As part of Eastern Health's strategic planning process, the organization undertakes a values exploration activity to ensure that the core values provide a clear and consistent ethics-based foundation for the organization. This is consistent with Accreditation Canada's Governance Standards. While the core values are constant, the descriptions and key behaviours are a reflection of the evolution of Eastern Health and its culture.

Core values are basic convictions that give meaning and direction to the things that are important. Values help identify what is important to us as individuals, groups and society. Values are based upon beliefs and attitudes. They involve what is desirable, and help us know whether Eastern Health is working in the right direction to bring about what the organization really wants. Planning, decision-making and evaluation require reference to and balanced consideration of the core values.

In addition to the values and their definitions outlined below, key behaviours related to each value are found in Appendix IV.

### Respect

Recognizing, celebrating and valuing the uniqueness of each patient, client, resident, employee, discipline, workplace and community that together are Eastern Health.

### Integrity

Valuing and facilitating honesty and open communication across employee groups and communities as well as with patients, clients and residents of Eastern Health.

### Fairness

Valuing and facilitating equity and justice in the allocation and use of our resources.

### Connectedness

Recognizing and celebrating the strength of each part, both within and beyond the structure, that creates the whole of Eastern Health.

### Excellence

Committing ourselves to continuous improvement in order to excel.

## Vision

The vision of Eastern Health is *Healthy People, Healthy Communities*.

This vision is rooted in the understanding that both the individual and the community have important roles to play in maintaining good health. Healthy communities enhance the health of individuals, and when individuals are healthy, communities are healthy overall. Individuals also have a role to play in maintaining and advocating for good health, as well as prevention to reduce the risk of health problems.

Eastern Health works closely with its community partners to achieve this vision. The organization maintains a firm belief that communities have the collective wisdom and ability to develop programs that promote healthy living and address issues of common concern.

## Mission Statement

Eastern Health's mission statement from its previous strategic plan continues into 2017, as it entails two planning cycles (2011-14 and 2014-17). This mission statement continues to reflect the commitment to providing the best possible care and service to patients, clients, residents, their families and communities. It also reflects the commitment to a sustainable health care system and ties to the overall vision of *Healthy People, Healthy Communities*.

**Mission:** By March 31, 2017, Eastern Health will have improved programs and services to increase its safety, quality, accessibility, efficiency and sustainability and to contribute to the overall health of the population.

**Measure:** Improved programs and services

**Indicators:**

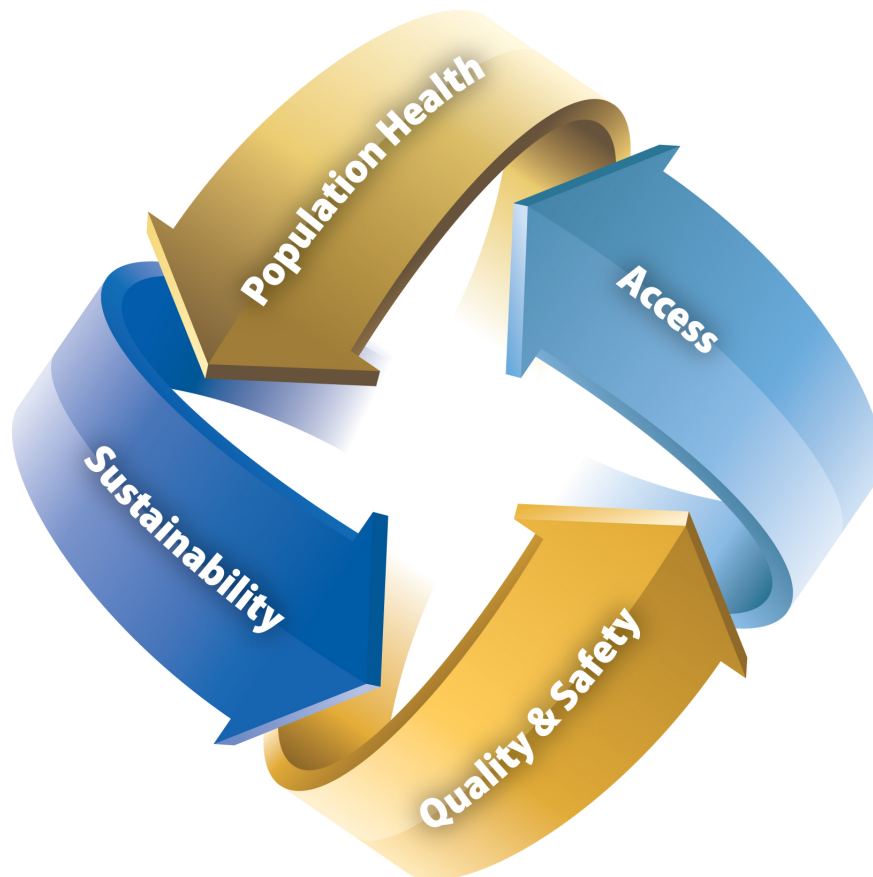
- Increased safety and quality
- Increased rate of client satisfaction
- Improved access to selected services
- Improved employee engagement
- Balanced budgets
- Monitored outcomes in selected areas of population health

This mission statement and indicators support the Provincial Government's three Strategic Directions for the Department of Health and Community Services: Population Health; Access; and An Accountable, Sustainably, Quality Health and Community Services System. These Strategic Directions are further supported in Eastern Health's goals and objectives.

## Priority Areas

The Board of Trustees has four priority areas in its strategic plan for 2014-17. Within each of the priority areas, there is a three-year goal and yearly objectives to guide the organization. Indicators associated with each of the goals and the first year objectives provide both qualitative and quantitative reference points to determine the organization's progress in achieving these goals and objectives. Indicators for the second and third year of the plan will be developed in subsequent annual performance reports, as the progress of each year of the plan will impact on subsequent years.

The Provincial Government's Strategic Directions will be addressed through these priority areas and through various other planning processes within Eastern Health, as indicated in Appendix V. The Strategic Direction of population health is reflected in Eastern Health's goal on population health. The Strategic Direction of access is consistent with Eastern Health's access goal. The Provincial Government's Strategic Direction related to accountability, sustainability and quality are reflected in Eastern Health's goals around quality and safety and sustainability. It is notable that all of Eastern Health's priorities and goals are intertwined, as progress in one priority area has an impact on the others.



## Priority Area One: Quality and Safety

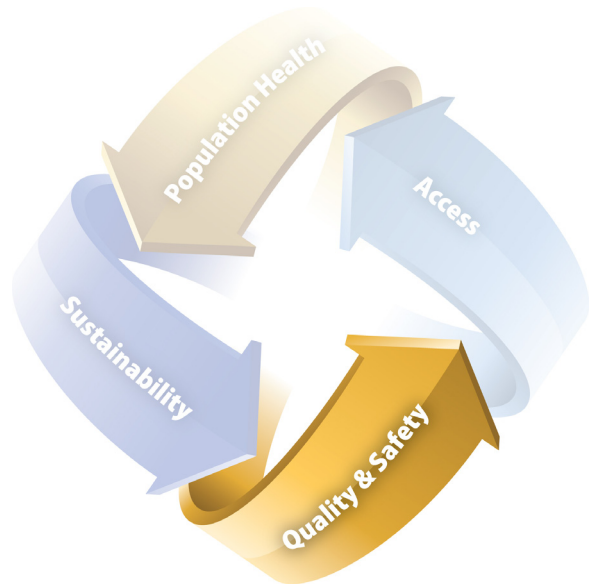
In striving to provide a caring and compassionate environment, Eastern Health's Strategic Issue of Quality and Safety must be ***threaded throughout the organization***. Creating a strong culture of quality and safety provides a firm foundation throughout all program areas for the services and care provided, whether in the community, acute care sites or long-term care facilities.

Eastern Health's Integrated Safety Plan, *Safer Together*, was refined during the previous planning cycle (2011-14), as this plan was the organization's first attempt to formally align its safety resources and expertise in a comprehensive way. The plan articulates how a safety culture is linked to all aspects of safety in the organization: patient safety, employee health and safety, policies, as well as safe equipment and buildings. The purpose of the integrated plan is to contribute to improved safety outcomes by focusing on three fundamental directions: (1) building an integrated safety strategy; (2) strengthening the culture of safety; and, (3) reducing harm and preventing injury. Implementation and review of Eastern Health's Integrated Safety Plan will continue into 2017, as its impact is developing over time through a growing understanding of the new approach.

During 2014-17, a key aspect of the Safety Plan will involve finalizing and implementing a Safety Culture Strategy. Through a well-engrained culture of quality and safety, the client experience is also improved. A significant aspect of quality and safety involves getting meaningful feedback on client experiences and using that feedback to continually learn and improve. Through such means as surveys on client experience of care and community engagement sessions, Eastern Health is gaining valuable feedback that helps to shape programs and plans.

Business continuity is also a significant aspect of a focus on quality and safety, as Eastern Health must be well-prepared to provide services within all circumstances (i.e., health emergency management). Significant work has been undertaken to develop health emergency management plans to date; however further work is still required to formally develop and implement plans. The organization has learned from previous circumstances and will continue to refine processes to be as prepared as possible for any eventuality.

By monitoring a number of meaningful indicators through its Strategic Plan, Eastern Health will demonstrate how it is ***building a stronger culture of quality and safety*** throughout the organization and provide evidence that a focus on quality and safety is an integral part of how the organization operates on a daily basis.



Eastern Health's priority of Quality and Safety supports and contributes to the Provincial Government's Strategic Direction 3: an Accountable, Sustainable, Quality Health and Community Services System. In particular, this includes its focus areas of Quality and Safety and Health Emergency Management.

**Goal:** By March 31, 2017, Eastern Health will have improved the culture of quality and safety throughout the organization.

**Measure:** Improved culture of quality and safety

**Indicators:**

- Finalized and implemented a Safety Culture Strategy
- Developed and monitored the following indicators:
  - Increased rate of hand hygiene compliance
  - Increased percentage of Medication Reconciliation compliance (Accreditation Canada ROP)
  - Improved Hospital Standardized Mortality Ratio (HSMR)
- Increased reporting of workplace "near miss" incidents
- Developed a business continuity plan

**Year 1 Objective:** By March 31, 2015, Eastern Health will have finalized its Safety Culture Strategy.

**Measure:** Safety Culture Strategy finalized

**Indicators:**

- Finalized a Safety Culture Strategy
- Developed and monitored the following indicators:
  - Rate of hand hygiene compliance
  - Percentage of Medication Reconciliation compliance (Accreditation Canada ROP)
  - Hospital Standardized Mortality Ratio (HSMR)
- Developed tools and processes to track workplace "near miss" incidents<sup>3</sup>
- Begun development of a framework for business continuity of programs and services

**Year 2 Objective:** By March 31, 2016, Eastern Health will have implemented its Safety Culture Strategy.

**Year 3 Objective:** By March 31, 2017, Eastern Health will have reviewed and revised its Safety Culture Strategy as necessary.

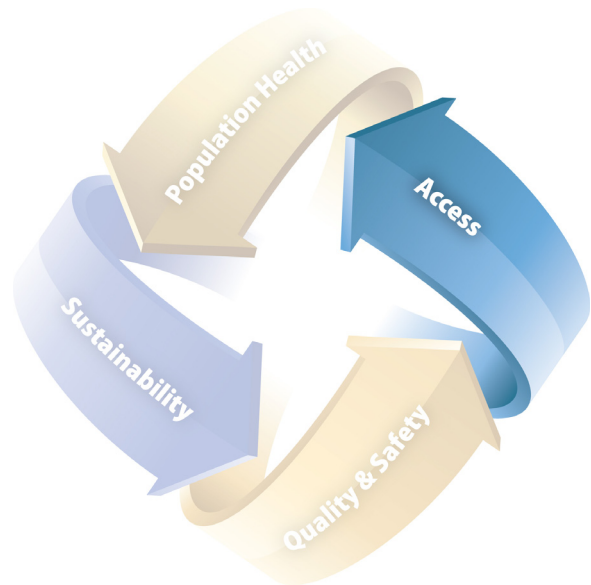
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<sup>3</sup> According to the Newfoundland and Labrador Workplace Health and Safety Compensation Commission, a "near miss" is an "undesired event that, under slightly different circumstances, could have resulted in personal injury, property damage or loss." Identifying near misses provides the opportunity to prevent future injury by putting remedial measures in place where possible, see trends and address high volume risks, and to evaluate the implications of solutions when we implement them.



## Priority Area Two: Access

Access is a Strategic Issue that involves a broad view: it is not just about wait times but also having the ***right intervention for the right client at the right time and in the right place***. As such, it involves improving the client experience throughout the continuum, since access to long-term care beds, to community services and to acute care interventions all impact one another. In keeping with the Population Health approach, a good example of appropriate access is having individuals with diabetes well-managed at home through access to health professionals like diabetes educators and dietitians rather than being treated in hospital for complications related to their disease, such as foot ulcers or loss of kidney function.



Also similar to the Population Health approach, improving access requires a shift in thinking and decision-making, or shifting from a “silo” approach within individual programs to a focus on ***collaboration and client-centred care*** across the organization and with partner agencies. Clients should transition smoothly from one “episode” of care to another and improving access in one part of the system should not be to the detriment of another.

By strengthening its initiatives to improve access to community-based services such as Mental Health and Addictions, Community Supportive Services and Allied Health, Eastern Health will demonstrate how improvements can be made for clients throughout the continuum of care. In particular, developing a strategy based on the “Home First” philosophy involves identifying and providing supports and services for clients to maintain living in their homes, rather than in an institutional setting. Again, this requires a shift in thinking and in resource allocation to develop more options for clients than acute care or long-term care facilities.

Furthermore, focusing on key indicators will demonstrate progress toward improving access as well as the overall client experience. In particular, monitoring the rate of admissions for Ambulatory Care Sensitive Conditions helps determine whether clients are able to access a community service, and whether they are well-managed by that community service, rather than being admitted to hospital for complications related to their chronic conditions. Likewise, tracking Alternate Level of Care days (ALC) indicates whether patients are in the appropriate place: for example, rather than staying in hospital, many clients could return home if appropriate supports were in place. As well, monitoring the Length of Stay is important, as Eastern Health should be aligned with other health organizations across the country.

This priority area supports and contributes to the Provincial Government's Strategic Direction 2: Access, including its focus areas of Long Term Care and Community Supports and Wait Times.

**Goal:** By March 31, 2017, Eastern Health will have improved access by providing the right intervention at the right time and in the right place.

**Measure:** Improved access

**Indicators:**

- Improved access, as demonstrated by the following indicators:
  - Decreased admissions for Ambulatory Care Sensitive Conditions
  - Decreased Alternate Level of Care (ALC) days as a percent of total adult patient days
  - Improved Length of Stay
  - Decreased ER Wait Time – Time to Physician Initial Assessment

**Year 1 Objective:** By March 31, 2015, Eastern Health will have implemented initiatives to address challenges related to Alternate Level of Care.

**Measure:** Implemented initiatives

**Indicators:**

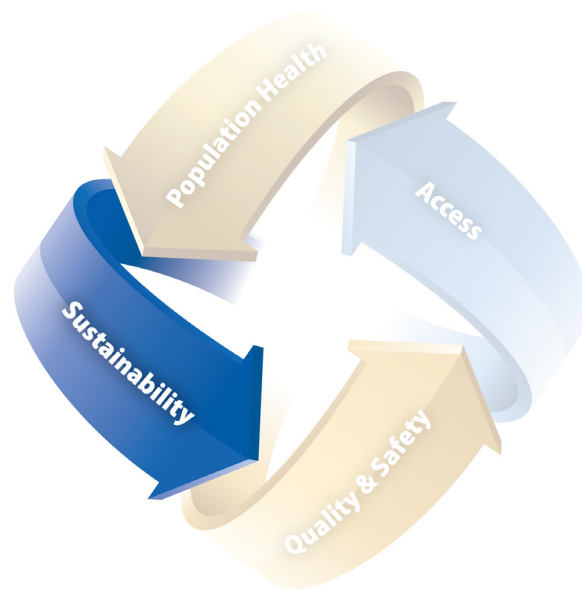
- Explored the “Home First” philosophy
- Completed further analysis and process improvements to address identified challenges
- Developed and monitored the following indicators:
  - Rate of admissions for Ambulatory Care Sensitive Conditions
  - Alternate Level of Care (ALC) days as a percent of total adult patient days
  - Length of Stay
  - ER Wait Time – Time to Physician Initial Assessment

**Year 2 Objective:** By March 31, 2016, Eastern Health will have further implemented initiatives to address challenges related to Alternate Level of Care.

**Year 3 Objective:** By March 31, 2017, Eastern Health will have reviewed and revised its initiatives to improve access to community-based services as necessary.

## Priority Area Three: Sustainability

Sustainability of the organization is certainly intertwined with the other Strategic Issues identified, as the health system must be sustainable to *improve continuously* and *positively impact the health of the population* over the long term. As pointed out in Eastern Health's *Health Status Report 2012*, the population is changing and programs and services will need to be considered regularly in response to such changes.



Undoubtedly, Eastern Health's greatest resource has been and continues to be its people: the employees, physicians and volunteers who are dedicated to client care. Employee and physician engagement have been challenging in recent years, and the organization recognizes that a renewed sense of pride for "living the Eastern Health values" is needed.

Research provides a strong rationale for investing in employee and workplace health, as they are "inextricably linked to productivity, high performance and success."<sup>4</sup> In keeping with this belief, in 2007 Eastern Health began its healthy workplace journey by becoming a member of Excellence Canada<sup>5</sup> and participating in the Progressive Excellence Program (PEP) Healthy Workplace. This program has focused the organization on a wide range of healthy workplace planning and programming in the areas of workplace culture, supportive environment, physical environment, occupational health and safety as well as health and lifestyle practices. The organization is currently working toward achieving Level III Certification, which includes a focus on mental health, respectful workplace and physical health.

Sick leave continues to be a significant aspect of sustainability within Eastern Health. Sick leave and sick leave replacement costs the organization about \$50 million annually. In addition to the obvious budgetary considerations, sick leave means the full complement of staff are not always available, which presents challenges as the organization strives to address its other strategic priorities related to quality, safety, access and population health.

Eastern Health's priority of Sustainability supports and contributes to the Provincial Government's Strategic Direction 3: an Accountable, Sustainable, Quality Health and Community Services System. In particular, this includes its focus areas of Evidence-informed Research in Health and Other Related Areas and Operational Improvement Plans.

<sup>4</sup> Source: Maclead and Shamian, 2013, [www.longwoods.com/content/23355](http://www.longwoods.com/content/23355)

<sup>5</sup> formerly known as the National Quality Institute

By focusing on healthy workplace initiatives, improving employee engagement and reducing sick leave, sustainability of the organization is enhanced: a *healthy and engaged workforce* is empowered to provide the best possible service to clients and to address the priorities that emerge in working toward improving the overall health of the population. Clearly, a healthier workplace impacts on the sustainability of the organization.

**Goal:** By March 31, 2017, Eastern Health will have a healthier workplace.

**Measure:** Healthier workplace

**Indicators:**

- Achieved Level III of Excellence Canada's Healthy Workplace program
- Improved rate of employee engagement
- Decreased sick leave

**Year 1 Objective:** By March 31, 2015, Eastern Health will have begun developing and implementing strategies leading to a healthier workplace.

**Measure:** Begun developing and implementing strategies

**Indicators:**

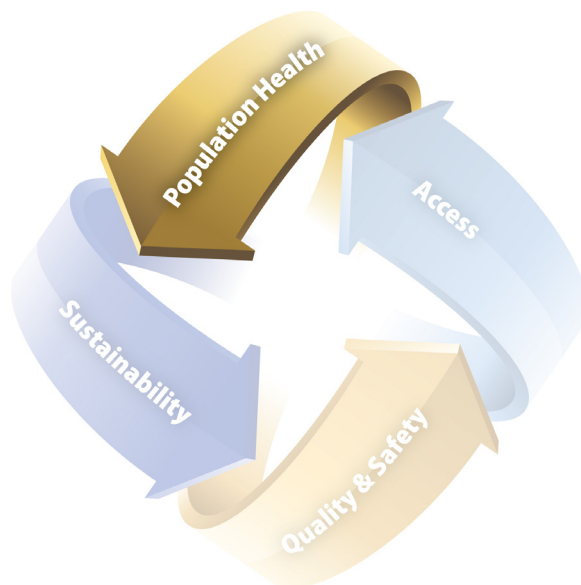
- Begun implementation of Level III of Excellence Canada's Healthy Workplace program based on identified priorities of mental health, respectful workplace and physical health.
- Updated Healthy Workplace Plan
- Begun initiatives related to employee engagement
- Begun development of a Sick Leave Reduction Strategy
- Monitored rate of sick leave

**Year 2 Objective:** By March 31, 2016, Eastern Health will have further implemented strategies leading to a healthier workplace.

**Year 3 Objective:** By March 31, 2017, Eastern Health will have begun evaluation of its strategies leading to a healthier workplace.

## Priority Area Four: Population Health

Focusing on Population Health involves a long-term vision and commitment toward improving the overall health of the population. It emphasizes *promoting healthy lifestyles* and *preventing health problems* rather than focusing only on treating illnesses. It also requires polishing the “lens” through which programs and services are viewed to ensure they are meeting community needs, especially for the most vulnerable populations such as the frail elderly and individuals with low incomes.



The rationale for increasing the emphasis on Population Health is clear, particularly from the extensive data collected through Eastern Health’s *Health Status Report 2012*. This region and this province have some of the poorest lifestyle practices and health indicators in the country, including physical inactivity, overweight/obesity, low fruit and vegetable consumption and high rates of chronic diseases such as diabetes and heart disease. The research is also clear on the long-term implications of such lifestyle practices and underlines the urgency to chart a new course. On an individual level, there is a burden of coping with a chronic disease such as costly medications or missed days at work/school. For the overall health system, it is costly to treat potentially avoidable diseases through such aspects as repeated visits to health professionals or lengthy hospital stays.

Choosing Population Health as a Strategic Issue for Eastern Health entails changing the way the organization currently functions – to lead change and shift the focus from treating illness to preventive measures that focus on healthy living. It requires strong leadership and a long-term commitment throughout all parts of the organization, as many of the interventions that are put in place today may not bring about major changes to the overall health of the population until years down the road. Certainly, there are numerous initiatives pertaining to Population Health that are currently underway within Eastern Health, such as the Chronic Disease Prevention and Management Strategy and the Health Promotion Plan; however, a stronger coordination of efforts across the organization and with stakeholders will help to achieve optimal results.

There are many competing priorities for limited resources and it is very difficult to focus on long-term benefits when more immediate needs are presented. Furthermore, there are many factors affecting the health of individuals and communities – many of which are outside the control of Eastern Health – such as income, housing, education, employment, and the physical environment. These factors are known as the “*Determinants of Health*” and they inter-relate with many social issues and community stakeholders, including schools, municipal, provincial and federal governments, private industry and not-for-profit organizations. Indeed, everyone has a role to play in the health of their communities and strong partnerships are required to address common concerns.

Individuals also have a key role to play in managing their own health and taking precautions to reduce the risk of illness, such as participating in screening programs.

Eastern Health is working toward improving the overall health of the population in collaboration with the clients it serves and its many community partners. As well, continued focus on the Chronic Disease Prevention and Management Strategy, the Health Status Report and cancer screening programs will provide evidenced-based approaches and interventions to improve the health of the region and province.

This priority supports and contributes to the Provincial Government's Strategic Direction 1: Population Health. This entails its focus areas of Cancer Care, Chronic Disease Management, Healthy Aging and Healthy Living.

**Goal:** By March 31, 2017, Eastern Health will have demonstrated its commitment to improving the overall health of the population.

**Measure:** Demonstrated commitment

**Indicators:**

- Further implemented Population Health initiatives throughout the region, including the Chronic Disease Prevention and Management Strategy, with a focus on collaborative practice.
- Updated Health Status Report based on 2011 Census
- Increased rate of participation of all Provincial Cancer Screening Programs

**Year 1 Objective:** By March 31, 2015, Eastern Health will have identified opportunities to expand and coordinate Population Health initiatives.

**Measure:** Opportunities identified

**Indicators:**

- Identified opportunities for collaborative practice related to the Chronic Disease Prevention and Management Strategy.
- Begun updating the Health Status Report based on 2011 Census
- Monitored selected Population Health indicators:
  - Rate of participation of all Provincial Cancer Screening Programs

**Year 2 Objective:** By March 31, 2016, Eastern Health will have further implemented and coordinated Population Health initiatives.

**Year 3 Objective:** By March 31, 2017, Eastern Health will have reviewed and revised its Population Health initiatives as necessary.

## Conclusion

Many individuals and groups had input into the development of this strategic plan, from identifying areas of concern in our communities to helping refine the indicators that will help to measure progress over the next three years. Through the feedback provided from people throughout the organization as well as the communities served, Eastern Health has a stronger strategic plan that will guide the organization into 2017.

There is no doubt that many challenges lie ahead, and there are no quick fixes for improving the health of the population or bringing about long-term changes to health behaviours in this region. Yet, within the context of these challenges, Eastern Health has many exciting opportunities to bring about change and implement innovative approaches over the next three years. The 2014-17 strategic plan will be widely communicated to our internal and external stakeholders with the intention of strengthening collaborative efforts toward achieving the vision of *Healthy People, Healthy Communities*.

## Appendix I – Demographic Information

According to the latest Census (2011), the geographic region served by Eastern Health has a population of 306,259, an increase of 4.37% from 2006, and representing 59% of the province's population. From 2006-2011, the population of Newfoundland and Labrador increased by 1.8%. This was the first population growth for the province since the period 1981-86. The increase is attributable to fewer losses in net migration exchanges to other provinces and higher numbers of non-permanent residents.

The most populous municipalities in Newfoundland and Labrador are in the Eastern Health region. They are: the City of St. John's (106,172), Conception Bay South (24,848) and the City of Mt. Pearl (24,284).

**Northeast Avalon Growth Areas** - Much of the population growth in the province came from the Northeast Avalon. The municipalities with the highest population growth in the Northeast Avalon from 2006-2011 are:<sup>6</sup>

- Paradise (40.6%)
- Flatrock (20.0%)
- Torbay (17.8%)
- Conception Bay South (CBS) (13.1%)
- Portugal Cove-St. Philips (12.0%)
- Pouch Cove (6.3%)
- Logy Bay-Middle Cove-Outer Cove (6.1%)
- City of St. John's (5.5%)

**Other Growth Areas** - Outside of the St. John's area, most towns have experienced population decreases from 2006 to 2011. Those that have experienced the most growth are (note some of these towns have small population numbers):

- Long Harbour-Mt. Arlington Hgts (41.2%)
- Clarenville (14.5%)
- Point au Gal (14.2%)
- Southern Harbour (12.7%)
- Clarke's Beach (8.3%)
- Whitbourne (7.1%)
- Bay Roberts (7.46%)
- Winterland (7.72%)

<sup>6</sup> Source: <http://www12.statcan.gc.ca/census-recensement/2011/as-sa/98-310-x/98-310-x2011001-eng.pdf> Accessed Feb. 15, 2013. The Canadian Population in 2011: Population Counts and Growth.



The province is seeing demographic shifts to areas with increased industrial and oil and gas work, particularly in St. John's, Clarenville and Long Harbour-Mt. Arlington Heights. In some cases, industrial camps are being set up. In other cases, there is a large commuter workforce (e.g. Long Harbour from CBN, St. John's; Bull Arm from Clarenville, St. John's). As people move for work, there will be health service implications, not only for those areas experiencing population growth but also for those areas experiencing population decline.

Breaking down the provincial population reveals trends within each economic zone of Eastern Health. There are six economic zones that make up the geography of Eastern Health. Those zones and their population changes from 2001 to 2011 are as follows:

	Census Year			% change between		
	2001	2006	2011	2001-2006	2006-2011	2001-2011
Discovery Zone: Bonavista-Clarenville-Chapel Arm	29,944	28,060	27,537	-6.29%	-1.86%	-8.04%
Schooner: Burin Peninsula	23,679	21,585	20,751	-8.84%	-3.86%	-12.37%
Mariner: Old Perlican-Bay Roberts-Whitbourne	41,008	39,982	40,189	-2.50%	0.52%	-2.00%
Avalon Gateway: Long Harbour-Placentia-St. Joseph's	8,568	7,869	7,093	-8.16%	-9.86%	-17.22%
Northeast Avalon: Harbour Main-St. John's-Torbay	179,740	187,508	202,742	4.32%	8.12%	12.80%
Irish Loop: Bay Bulls-St. Mary's-Trepassey	8,696	8,420	7,941	-3.17%	-5.69%	-8.68%
<b>Eastern Health Total</b>	<b>291,635</b>	<b>293,424</b>	<b>306,253</b>	<b>0.61%</b>	<b>4.37%</b>	<b>5.01%</b>

**Fertility Rates** - Total fertility rate for NL for 2010 was 1.58 compared with 1.63 for Canada. The Provincial Government is developing a Population Growth Strategy.<sup>7</sup>

**Median Age** - In 2011, the median age in Newfoundland and Labrador was **44 years**. In comparison, the median age of Canada was 40.6 years. The percentage of the population aged 65 and over in Newfoundland and Labrador was 16.0%, compared with a national percentage of 14.8%.<sup>8</sup>

<sup>7</sup> (Source: <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/hlth85b-eng.htm>, Accessed Feb. 19, 2013).

<sup>8</sup> (Source: <http://www12.statcan.gc.ca/census-recensement/2011/as-sa/fogs-spg/Facts-pr-eng.cfm?Lang=Eng&GK=PR&GC=10>, Accessed Feb. 18, 2013).

## Appendix II – Lines of Business

### *1. Promote Health and Well-Being*

Eastern Health implements measures that promote and protect population health and help prevent disease and injury. The primary initiatives in this line of business include: Health Protection; Health Promotion; Disease and Injury Prevention; Health Surveillance and Population Health Assessment.

#### **a. Health Protection**

Health protection includes the regulatory framework, programs and services for the control of diseases and protection from public health threats. Health protection identifies, reduces and eliminates hazards and risk to the health of individuals and communities. Health protection is delivered within the context of current legislation, where applicable.

The major categories of service include:

- Immunization
- Communicable disease surveillance and control
- Environmental Health Services (conducted in cooperation with Government Services Centre (GSC))
- All hazards emergency preparedness

#### **b. Health Promotion**

Health promotion is the process of enabling individuals, families and communities to increase control over and to improve their own health. Health promotion programs and services involve the work of many internal and external partners working together to focus on:

- Building healthy public policy (e.g., smoke free policies)
- Strengthening community action (e.g., Regional Wellness Coalitions)
- Creating Supportive Environments (e.g., safe walking routes within communities)
- Supporting development of personal skills (e.g., child and family health programs)
- Re-orienting health services to focus on prevention and early intervention (e.g., through partnerships with community agencies, engaging the public through the media)
- Re-orienting health services to focus on population health as well as individual health outcomes
- Health Service Delivery (e.g., Healthy Baby Clubs, Child Health Clinics)

#### **c. Disease and Injury Prevention**

Many illnesses can either be prevented or delayed and injuries can be avoided. Actions include programs and services that are focused on eradicating, eliminating or minimizing the impacts of disease and disability. Programs and services vary depending on the incidence or potential for disease, illness or injury identified in particular areas of the region.

The major categories of service include but are not limited to:

- Screening (e.g., child development screening, cervical screening)
- Falls prevention
- Chronic disease prevention and management

#### **d. Health Surveillance**

Health surveillance involves the systematic and ongoing collection, analysis and dissemination of public health data. Intended for early detection and control of outbreaks and identification of disease trends that cause illness, this assists with our understanding of the impacts and efforts to improve health and reduce the impact of disease.

#### **e. Population Health Assessment**

Population health assessment identifies the factors that underlie good health and those that create risks. These assessments lead to better services and policies. Initiatives include community health needs assessments and health status reports.

### ***2. Provide Supportive Care***

Eastern Health offers residential care options, community-based support, special assistance and continuing care, home support, personal care home and nursing home care for individuals based on assessed needs. These services are provided in select locations and in some cases may be income-tested and/or criteria-based. There is occasionally a relationship with other Provincial Government agencies such as the Department of Advanced Education and Skills for subsidized funding to supplement program funding.

#### **a. Individual, Family and Community Supportive Services**

These programs provide financial and supportive services and case management for individuals of all ages with clinically assessed needs. The Community Supports Program focuses on supporting individuals, families and caregivers and promotes community inclusion, independence, safety and well-being. Services are limited and are based upon both a clinical and financial assessment which identifies an individual's ability to pay for such services.

The main categories of services are:

- Alternate residential options, home support, medical supplies, assessment and placement services for nursing homes, personal care homes, palliative care (no financial assessment required) and behavioural supports.
- The *Neglected Adults Service* investigates and follows up on referrals of neglect as defined under the *Neglected Adults Act*.
- *Community Behavioural Services* is a behavioural support and training program offered to individuals with developmental challenges.
- *Direct Home Services* offers a family-centered, home-based, early intervention program for families of infants and preschool children who have delayed development.

**b. Short-term Adult Residential Care**

Eastern Health offers short term programs such as convalescence and respite care. Respite care enables caregivers to avail of respite for defined periods with potential for extension in specific circumstances. Respite care is offered in nursing care homes and personal care homes.

**c. Long-term Adult Residential Care**

This long-term program provides residential nursing home care for individuals who require ongoing support due to their disability, frailty, or chronic illness. This involves a single entry system where an individual's needs are assessed and matched with available placements as appropriate.

The major categories of services involve the following:

- Eastern Health has a number of operating arrangements with its long-term care beds for people assessed as having high level needs. In certain areas of the region, beds are part of nursing homes while in other areas they are part of hospitals. Eastern Health also has a contract with a private nursing home to deliver Level III nursing home care to 70 clients, 40 of whom are medically discharged clients awaiting placement in long term care facilities.
- *Personal Care Homes* are operated by private owners but are licensed and monitored through Eastern Health. These homes provide care for residents assessed as having low level needs.
- Through *Alternate Family Care Home Placements*, Eastern Health approves care giver homes, and monitors and supports placement of individuals who require care.
- Eastern Health owns and manages a limited number of supportive housing units, for seniors and adults with disabilities, in Placentia, Old Perlican, Grand Bank, and Bonavista.

**3. Treat Illness and Injury**

The organization investigates, treats, rehabilitates and cares for individuals with illness or injury. The clinical intent of these services is to treat illness and injuries, relieve symptoms, reduce the severity of an illness or injury, and educate patients. Additionally, we provide care at the beginning of life (new born care) and at the end of life (palliative care).

Services are offered in a variety of locations throughout the region, depending on factors such as the level of care required (primary, secondary or tertiary), access to health professionals and access to appropriate facilities. Certain services are self-referred, while others require a referral from a health professional. The organization offers services through a variety of inpatient and outpatient settings.

The key aspects are outlined as follows:

- *Outreach Services* offer selected clinical services throughout the region and some parts of the province. These include outreach clinics for cancer care, mental health and specialized children's services (e.g., physiotherapy).
- Throughout the region, people have access to *Primary Care*. The main form of primary care is through fee-for-service physicians who operate their own offices independently of Eastern Health. In many other cases, both salaried and fee-for-service physicians and salaried nurse practitioners work within one of Eastern Health's facilities to provide primary care. There are

also a growing number of primary health care projects in which physicians and other health professionals work in a coordinated manner to offer care.

- Through *Community Health Centres* health professionals provide assessment and care in a medical clinic setting within certain areas of the region.
- *Regional Cancer Centres* are staffed by Eastern Health employees and patients are visited by specialists of the Cancer Care Program who work closely with local physicians. These centres are located in Gander, Grand Falls and Corner Brook.
- *Regional Hospitals* throughout the Eastern Health catchment area provide both primary and secondary level care. The primary disciplines are ambulatory, emergency, diagnostic imaging, general surgery, gynecology, laboratory medicine, obstetrics, psychiatry and medicine. These services are provided by multidisciplinary teams of health professionals.
- *Tertiary Hospitals* are located in St. John's and provide primary, secondary and tertiary level services. These tertiary facilities are academic health care facilities that accept referrals and transfers from all parts of the province for both inpatient and outpatient services. The majority of these specialty services are listed in the footnote.<sup>9</sup>
- Throughout the region, *Rehabilitation Centres* provide patient rehabilitation following an illness or injury. The Miller Centre (for adults) and the Janeway Children's Hospital and Rehabilitation Centre provide specialized rehabilitation services.
- *Patient Transport* provides both ground and air transport of patients. These services are conducted by both public and private operators and include ambulance and client transport for medical services.
- *Mental Health and Addictions Services* are offered to those who are experiencing mental health problems, mental illness or difficulties with alcohol, drugs, gambling, or are affected by someone else's use. These services range from health promotion-based programs to diagnosis and treatment (both inpatient, outpatient and residential) to follow up services. There are strong links with community-based partners such as advocacy groups, self-help groups, employment and housing.
- *Home visits* are another mechanism for health professionals to deliver care within the community setting.

#### 4. Advance Knowledge

Eastern Health is dedicated to advancing research, education and knowledge dissemination. The organization plays a key role in ensuring that the next generation of health professionals has opportunities to gain relevant educational experience. Staff and physicians are encouraged to seek the best information and knowledge from multiple sources and to incorporate evidence into their practice. As well, the organization is committed to ensuring that the issues faced in daily practice bring about innovative research and learning.

<sup>9</sup> Medical, Surgical and Radiation Oncology; Cardiac and Critical Care; Specialized Diagnostics – Laboratory Medicine, Imaging, Nuclear Medicine, Pathology; Children and Women's Health – Specialty Pediatrics, Gynecology, Obstetrics, Pediatric Critical Care, Perinatology Medicine – Allergy & Immunology, Emergency Medicine, Endocrinology & Metabolism, Family Medicine, Gastroenterology, General Internal Medicine, Geriatrics, Haematology, Nephrology, Pharmacy, Respiriology, Rheumatology; Surgery – Anaesthesia and Perioperative Medicine, Cardiac Surgery, Dentistry, General Surgery, Neuro Surgery Ophthalmology, Orthopaedics, Otolaryngology, Plastic Surgery, Thoracic Surgery, Urology, Vascular Surgery; Psychiatry - child/adolescent psychiatry geriatric psychiatry, adult and general psychiatry, forensic psychiatry.

Education and research are collaborative endeavors, and overall success depends upon partnerships with affiliated organizations, particularly Memorial University of Newfoundland, including the faculties and schools of Medicine, Pharmacy, Nursing, and Social Work. Eastern Health also has close ties with the College of the North Atlantic and has affiliation agreements with numerous other post-secondary institutions across the country and further abroad to provide student placements within clinical settings. Additionally, Eastern Health has permanent representation on the Board of Directors of the Newfoundland and Labrador Centre for Applied Health Research (NLCAHR) and the Newfoundland and Labrador Centre for Health Information (NLCHI).

The main categories within this area are listed below:

- *Education* of the next generation of health care providers is offered through affiliation agreements with numerous educational institutions. These arrangements enable students to study and participate in fieldwork experiences. Eastern Health's primary educational partnerships are with Memorial University of Newfoundland and College of the North Atlantic, in addition to various universities who educate many of our allied health staff.
- The *Patient Research Centre* provides for the coordination and implementation of clinical trials.
- The *Centre for Nursing Studies (CNS)* offers LPN, BN, Nurse Practitioner and various continuing education programs.
- *Continuing Education* is offered throughout Eastern Health in various formats. We also partner with other health boards and community agencies to offer training to health professionals and the general public.

## Appendix III: Mandate

Eastern Health is responsible for the delivery and administration of health services and community services in its health region and provincially as designated by the Minister of Health and Community Services. The organization will deliver its programs and services within fiscal capabilities and in accordance with the *Regional Health Authorities Act* and other relevant regulations. The *Regional Health Authorities Act* outlines the responsibility of health authorities as the following:

### Responsibility of Authority

16. (1) An authority is responsible for the delivery and administration of health and community services in its health region in accordance with this Act and the regulations.

(2) Notwithstanding subsection (1), an authority may provide health and community services designated by the minister on an inter-regional or province-wide basis where authorized to do so by the minister under section 4.

(3) In carrying out its responsibilities, an authority shall:

- (a) promote and protect the health and well-being of its region and develop and implement measures for the prevention of disease and injury and the advancement of health and well-being;
- (b) assess health and community services needs in its region on an on-going basis;
- (c) develop objectives and priorities for the provision of health and community services which meet the needs of its region and which are consistent with provincial objectives and priorities;
- (d) manage and allocate resources, including funds provided by the government for health and community services, in accordance with 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
  - the services provided by the authority,
  - how they may gain access to those services, and
  - how they may communicate with the authority respecting the provision of those services by the authority;
- (i) monitor and evaluate the delivery of health and community services and compliance with prescribed standards and provincial objectives and in accordance with guidelines that the minister may establish for the authority under paragraph 5 (1)(b); and comply with directions the minister may give.

## Appendix IV: Eastern Health Values

### I. RESPECT

Recognizing, celebrating and valuing the uniqueness of each patient, client, resident, employee, discipline, workplace and community that together are Eastern Health

#### Key Behaviours

- We appreciate the dignity of every person and we show it in our attitudes and actions
- We show consideration and appreciation for all people who are part of Eastern Health
- We adhere to rigorous standards of privacy and confidentiality
- We show caring through consideration, compassion, fairness, and good will toward each individual who is part of Eastern Health
- We know that the wellness of patients, clients, residents, employees and communities is dependent on feeling respected and valued, and we act according to that knowledge
- We encourage and facilitate the balance of work and personal life, knowing that respect for self is as important as respect for others
- We recognize that in an integrated and holistic health care system, the individual components (people, disciplines, work places, and communities) are unique and valuable; we do not encourage a one-size fits all approach
- We embrace diversity and inclusion
- We are aware that health and wellness are influenced by the environment, and we take steps to prevent harm to the environment and promote a sustainable natural environment.

### II. INTEGRITY

Valuing and facilitating honesty and open communication across employee groups and communities as well as with patients, clients, and residents of Eastern Health

- We recognize that the value of integrity requires being open and honest about our understandings, beliefs, and actions
- We believe that accountability for our actions is key to integrity because any action by an individual who is part of the Eastern Health system will affect the rest of the system
- We value and demonstrate honesty in our interactions with patients, clients, residents and employees and in our communications with the general public, political leaders and the media
- We appreciate and promote community engagement, dialogue with stakeholders, and two-way communications as means to enhance transparency and accountability
- We consult with other teams, disciplines, and communities to encourage positive change in planning and policy development
- We listen to others and demonstrate that we have heard by taking action



- We take an approach of collaborative partnership across patient/client/resident groups, employee groups and communities
- We are honest about our strengths and our limitations
- We welcome discussion with the general public through our engagement with our political leaders and the media: we listen, we inform, and we learn through those discussions
- We recognize and celebrate the fact that we are accountable to each other, to those in other employee groups, to our patients, clients, residents, and to our communities

### **III. FAIRNESS**

Valuing and facilitating equity and justice in the allocation and use of our resources

- We are responsible in our management of our resources
- We value and facilitate the just allocation of resources across patient, client, resident groups, employee groups, and communities
- We encourage best practices for using our resources to do jobs and deliver services
- We act with the interests of future generations in mind
- We balance sustainability and innovation
- We believe individuals and communities are empowered to articulate their own best interest
- We are fair to each other

### **IV. CONNECTEDNESS**

Recognizing and celebrating the strength of each part, both within and beyond the structure, that creates the whole of Eastern Health

- We respect the broad knowledge and expertise distributed throughout Eastern Health
- We appreciate the contribution of each individual, profession, discipline, team, workplace and community of Eastern Health
- We encourage and facilitate team work and collaboration across employee groups and communities
- We promote a spirit of open communication with the general public through active and positive community engagement as well as through our political leaders and the media
- We work to promote the integration of various parts of our system through communication and collaboration
- We facilitate communication and sharing of information and ideas among our employees, physicians, volunteers, partners, stakeholders, and the community
- We facilitate and promote internal and external communication, consultation and collaboration
- We recognize that the cultural, social, economic and environmental contexts of our various geographical communities affect, and are affected by, the work of Eastern Health, and we act with this in mind

- We recognize that Eastern Health is its patients, clients, residents, employees, work places, and communities, and we are loyal to this whole

## V. EXCELLENCE

Committing ourselves to continuous improvement in order to excel

- We value compassion and respect as essential to quality care and services
- We encourage and facilitate the ongoing professional and personal development of each individual who is part of Eastern Health
- We provide opportunities to students and facilitate continuing professional development across employee groups and communities
- We promote and support innovation
- Our growth is collaborative in intent: We continually expand our knowledge by learning from different perspectives across patient, client, resident groups, disciplines, and communities
- We recognize that employee competency is essential to excellence in performance and client satisfaction
- We promote a culture of safety
- We encourage capacity building within our communities to facilitate health and wellness
- We provide feedback to each other in order to refine best practices in health care
- We recognize that our goal is optimal wellness for patients, clients, residents, employees and communities and we act according to that goal
- We promote and support changes and initiatives to achieve our Vision: *Healthy People, Healthy Communities*

## Appendix V: Provincial Government Strategic Directions

Each Strategic Direction is comprised of a number of focus areas, which will be addressed through various planning processes of Eastern Health.

### Strategic Direction 1: Population Health

**Outcome:** Strengthened population health and healthy living

Focus Areas of the Strategic Direction 2014-17	Population Health		
	Addressed by		
	Eastern Health's strategic plan	Operational plan	Work plan of a program within Eastern Health
Aboriginal Health			✓
Cancer Care	✓		
Chronic Disease Management	✓		
Environmental Health			✓
Healthy Aging	✓		
Healthy Living	✓		

**Strategic Direction 2: Access**

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

Focus Areas of the Strategic Direction 2014-17	Access to Priority Services		
	Addressed by		
	Eastern Health's strategic plan	Eastern Health's operational plan	Work plan of a program within Eastern Health
E-Health			✓
Infrastructure		✓	
Long Term Care and Community Supports	✓		
Mental Health And Addictions		✓	
Pharmacare Initiatives - NLPDP Plans			✓
Rural Health			✓
Wait Times	✓		

**Strategic Direction 3: 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.

Focus Areas of the Strategic Direction 2014-17	Improved Accountability and Stability in the Delivery of Health and Community Services within Available Resources		
	Addressed by		
	Eastern Health's strategic plan	Eastern Health's Operational plan	Work plan of a program within Eastern Health
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	✓		



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