



Eastern
Health

Moving Forward Together
Strategic Plan / 2008-11



Message from the Chair

On behalf of the Board of Trustees of Eastern Health, I am pleased to present the strategic plan for 2008-11 in accordance with the legislative requirements of the Transparency and Accountability Act. The Board of Trustees of Eastern Health acknowledges its accountability for the preparation of this plan and for achieving the specific goals and objectives of the plan.

This is the Board's second strategic plan and it reflects the knowledge and experience gained in the past two years. The merger of seven legacy boards has been a challenge and substantial progress has been made in integrating administrative components of the organization. Throughout the organization's evolution, our staff and physicians have maintained their commitment and dedication to providing the highest levels of quality care to our clients.

This strategic plan reaffirms the organization's vision (*Healthy People, Healthy Communities*) and its mission with an increased emphasis on quality and safety. In preparing our plan for the next three years we have undertaken a values exploration activity that resulted in a refinement to our values which reflects our evolution as an organization. The goals and objectives articulated in this plan reflect a focus on accountability, stewardship, safety, integration, confidence in the health system and navigating the system.

This plan was developed by a comprehensive engagement process. During the past two years Eastern Health has engaged the public in a variety of consultations of which the primary themes and messages were consolidated into reports that formed key inputs for the Boards planning process. In addition staff, physicians and government representatives also assisted the Board with input into the planning process.

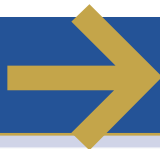
The Board of Trustees has been very dedicated to their governance of Eastern Health. The services and programs of Eastern Health are of extremely high quality and we are proud of our employees and physicians who work every day to achieve the vision of the organization. The realization of the goals and objectives outlined in this strategic plan will move the organization closer to its vision. My signature is indicative of the Board of Trustees' accountability for the development of the plan and achievement of its goals and objectives.

Joan Dawe
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 more than 293,790 and offering the full continuum of health and community services, including public health, long-term care, community services, hospital care and unique provincial programs and services. Health and community services are offered through community-based offices, medical clinics, nursing homes and hospitals. Not all services are offered in each community.

Eastern Health has a physical presence in the communities noted on the map below:





In addition to its regional responsibilities, Eastern Health has provincial responsibility for providing tertiary level health services. These services are offered through the organization's academic healthcare facilities and through provincial initiatives such as the Provincial Genetics and Provincial Perinatal Programs. Eastern Health joins with many partners to educate the next generation of health providers and to create new knowledge through research and other activities.

For the fiscal year 2007-2008 the organization had a budget of approximately \$980 million and 12,000 employees. Throughout the organization, over 3,200 volunteers donate their time, talent and funds for the betterment of health care in their communities. Auxiliaries and foundations are an integral part of Eastern Health and they contribute thousands of hours each year and raise significant funds for our health care facilities. Our foundations are overseen by volunteer boards of directors. The foundations are: Burin Peninsula Health Care Foundation; Discovery Health Care Foundation; Trinity Conception Placentia Health Foundation; Health Care Foundation; Dr. H. Bliss Murphy Cancer Care Foundation; Janeway Children's Hospital Foundation.

Auxiliaries are associated with most of Eastern Health's facilities. These groups provide direct services and help to raise funds that are used for critical equipment.

The Region

The geographic catchment area for Eastern Health is that part of the province of Newfoundland and Labrador east of (and including) Port Blandford. This area includes the Avalon, Burin and Bonavista Peninsulas as well as Bell Island. The geographic territory covered by Eastern Health is approximately 21,000 km². Settlement patterns, due in large part to the region's historic ties to the cod fishery, have resulted in many small communities, scattered predominately along the coastline of the peninsulas. The area also takes in the capital of the province and the largest metropolitan area, the St. John's CMA (census metropolitan area). The boundaries of Eastern Health include 111 incorporated municipalities, 69 local service districts and 66 unincorporated municipal units.



Demographics

According to the 2006 Census, the geographic region served by Eastern Health has a population of 293,790 (58% of the total provincial population). This is an increase of 0.06% since the 2001 Census. The province is divided into nine rural secretariat regions, three of which are in Eastern Health's region: Avalon Peninsula, Burin Peninsula and Clarenville-Bonavista. These are reflected on the map in the sections coloured orange, brown and red.

In the Avalon Peninsula Rural Secretariat Region, the population increased from the 2001 Census to the 2006 Census by 2.5% while the Burin Peninsula Rural Secretariat and the Clarenville-Bonavista Rural Secretariat decreased by 8.9% and 5.4% respectively.

The birth rate for Newfoundland (1.30) is the lowest fertility rate in the country and reflects the out-migration of a population of child-bearing age. Out-migration has been a significant issue for the region since the downturn in the cod fishery in 1992. Immigration to the region is not a significant factor as Newfoundland has the lowest immigration rates in the country. A declining population trend for some parts of the Eastern Health Region mirrors a similar trend in the rest of the province. Between 1996 and 2006 in Newfoundland and Labrador there was a total population decline of about 8%. Population trends for the region indicate a decline in most age groups, with the exception of the 65-74 and 75 and above age groups where significant increases are projected.

The demographic profile of the region is also impacted by the long-distance commuter—one who travels outside of the province for work, leaving other family members at home for weeks/months at a time. This is having an impact on the social fabric of families and communities.

The aging of the population can be seen in the following population pyramids.

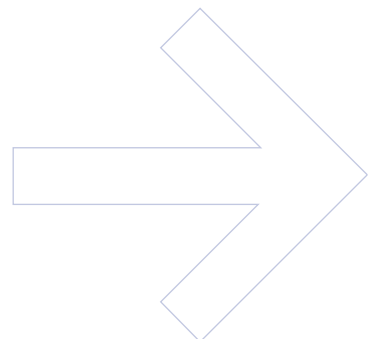
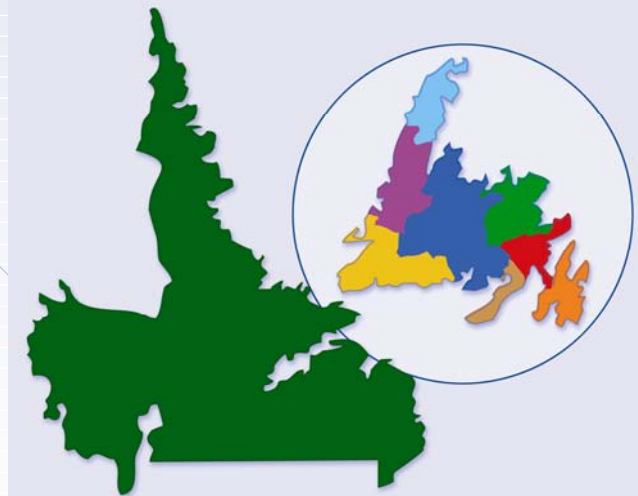
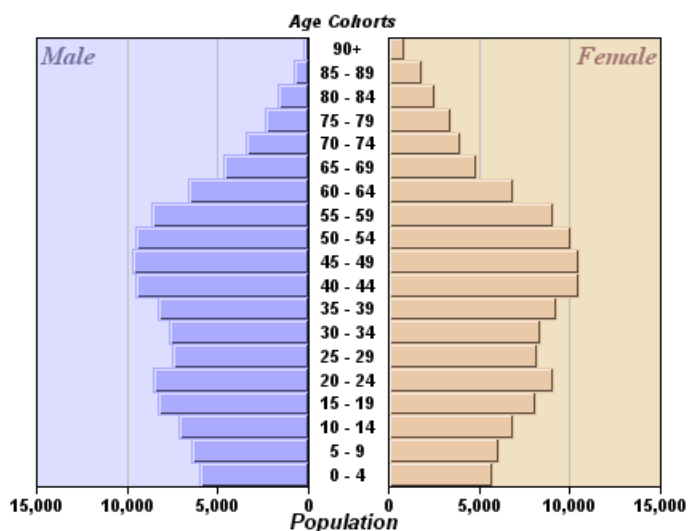


Figure 1:

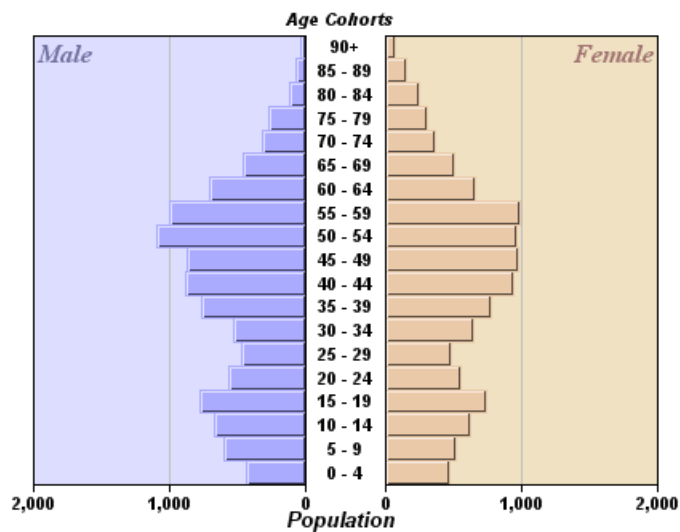
Population Pyramid
Avalon Peninsula Rural Secretariat Region
Census 2006, Total Population: 243,540



Source: Compiled by the Community Accounts Unit based on information provided from the Census of Population, 1986, 1991, 1996, 2001 and 2006, Statistics Canada. Provincial data is also presented from the Newfoundland Census 1911, 1921, 1935, and 1945 and the Census of Population, 1951 to 1981.

Figure 2:

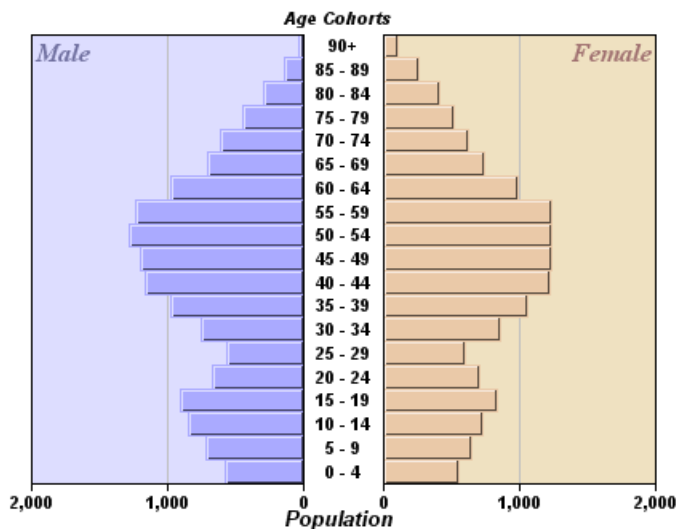
Population Pyramid
Burin Peninsula Rural Secretariat Region
Census 2006, Total Population: 21,600



Source: Compiled by the Community Accounts Unit based on information provided from the Census of Population, 1986, 1991, 1996, 2001 and 2006, Statistics Canada. Provincial data is also presented from the Newfoundland Census 1911, 1921, 1935, and 1945 and the Census of Population, 1951 to 1981.

Figure 3:

Population Pyramid
Clareville - Bonavista Rural Secretariat Region
Census 2006, Total Population: 28,650



Source: Compiled by the Community Accounts Unit based on information provided from the Census of Population, 1986, 1991, 1996, 2001 and 2006, Statistics Canada. Provincial data is also presented from the Newfoundland Census 1911, 1921, 1935, and 1945 and the Census of Population, 1951 to 1981.

Provincial Perspective

Eastern Health has provincial responsibilities that require it to have a broad understanding of the service needs throughout the province. To assist with decision making regarding the province, Eastern Health monitors provincial trends and maintains communications and linkage networks with the province's Regional Health Authorities at all levels of the organization.



Lines of Business

Eastern Health lines of business are groupings of programs and services that represent what we deliver to our clients. We provide 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 primary lines of business:

1. Promote health and well-being

- Facilitate programs and services that promote and protect population health and help prevent disease and injury.

2. Provide supportive care

- Provide community-based support and continuing care, residential care options, home support and nursing home care.

3. Treat illness and injury

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

4. Advance knowledge

- Advance research, education and knowledge dissemination.

Specific health and community services are offered in select locations throughout the region and, in certain cases, throughout the province. Each program and service has their own access criteria, and individuals are encouraged to speak with their local health provider to determine the most appropriate services to meet their needs.

Promote Health and Well-being

Eastern Health implements measures that promote and protect population health and help prevent disease or injury. The primary initiatives in this line of business include: Health Protection – Disease Prevention, Health Promotion and Child Protection.

a. Health Protection – Disease Prevention:

These initiatives are directed towards decreasing the probability of individuals, families, and communities experiencing health problems, assisting with the changes in physical and social environments needed to improve health, and implementing legislation / regulations to support improvements.

The major categories of service contained in this area include:

- *Child health checks and immunizations* are available to children aged 2 months to 16 years as per the recommended provincial schedule. A limited service is also available to adults.
- *Communicable disease* services monitor communicable and infectious diseases (surveillance programs), and provide services that control the spread and impact of these diseases (prevention and control programs).
- *All hazards emergency preparedness* ensures a coordinated response to critical incidents.
- *Environmental health* services are conducted in cooperation with Government Services.



- *Child Care Services* assumes responsibility for licensing, monitoring and supporting child care services as outlined in the Child Care Services Act.
- *Health Screening* services are available for the early detection of illness and disease. Examples of services include breast health screening, audiology, and vision.
- *Telephone information* services provide guidance and direction to individuals who require guidance from health professionals.

b. Health Promotion:

This initiative is responsible for the development, implementation and evaluation of a comprehensive range of population health and community development programs. These services are aimed at enabling and fostering individuals, families and communities to take control of and improve their own health. This is accomplished through information sharing, community mobilization and capacity building, group facilitation, advocacy, the provision of resource materials and the improvement of health status in our communities. These services can be conducted in partnership with other providers or provided to supplement services offered by other agencies.

The major categories of service contained in this area include:

- *Health promotion* services address healthy lifestyle, dental health, supportive environments, environmental health, reproductive health, parent and child health.
- *Mental health and addictions* services – Health promotion in this area is focused towards building knowledge and skills in the community which assist people in developing positive health and well-being. This is generally accomplished through partnerships with community groups.
- *Family resource centres* provide education and support to parents and children.
- *School Health* services are directed towards the school community helping with the identification of their health needs and the solutions to meet these needs, (for example, peer counseling, decision making, smoking prevention). These programs and services are conducted in partnership with the appropriate educational organization, particularly the Eastern Regional School Board.

c. Child Protection:

This initiative focuses on promoting the safety, well-being and protection of children. Key to the provision of services is the protection of those children who are at risk for or subject to maltreatment in their own homes. Staff assess risk to children and provide interventions to reduce risk to an acceptable level. If this is not achievable, alternate homes are arranged for children either with significant others or board-approved caregivers. Eastern Health has identified the need to develop a continuum of care for children and youth requiring out of home placement beyond what is currently provided.

The major categories of service contained in this area include:

- *Protection of Children Services* provide for the investigation and treatment of child maltreatment and neglect.
- *Youth Justice Services* provided to youth 12 – 18 years of age who come in conflict with the law. Services include Youth Court Services, Community Supervision, Probation Services, Counseling Services, Community Service Orders, Residential Services via Order to Reside and Open Custody placements. Social Workers are involved with Community Organizations (Alternative Measures) to provide Extra- Judicial Services - i.e.: diversion, mediation with those youth who are diverted from the court system. Services are provided in partnership with community organizations and government agencies including the Department of Justice, and the Newfoundland and Labrador Youth Centre.



Provide Supportive Care

Eastern Health provides community-based support and continuing care, residential care options, home support and nursing home care for individuals with assessed needs. These services are provided in select locations and in some cases may be means-tested and / or criteria-based. There is occasionally a relationship with other Government agencies such as Human Resources and Employment 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 assessed need. The program focuses on supporting individuals/families/caregivers and promoting independence, community inclusion, safety and well-being. Services are limited and provision is based upon financial assessment and the individual's ability to pay.

The major categories of services in this area are:

- Services for alternate residential options, home support, medical supplies, assessment and placement services for personal care homes and nursing homes, behavioural supports and palliative care.
- *Neglected adults* service provides investigation and follow-up of referrals of neglect as defined under the Neglected Adults Act.
- *Day Support* provides individuals who continue to live in the community with a day-based service that provides health, social, educational and recreational activities in a supportive group setting.
- *Care Giver Homes for Children* is the provision of safe residential services for children. Care-givers are approved and monitored by board staff. Supportive services by professional staff are provided to care giver parents and children-in-care.
- *Supportive Family Services* are designed to improve outcomes for children who have some potential risk for maltreatment.
- *Community Behavioural Services* program is a behavioural support and training program offered to individuals with developmental challenges.
- *Direct Home Services* program is a family centred, home-based, early intervention program for families of infants and preschool children who have delayed development.
- *Adoptions* involves finding parents for children who are in the permanent care of the Director of Child, Youth and Family Services or who have been relinquished for adoption by the birth parents.

b. Short-term Adult Residential Care:

These programs provide short respite and/or transitional stays for individuals. The services are offered in selected locations.

The major categories of service contained in this area include:

- *Respite care* allows primary care givers to avail of respite for defined periods with the potential for extension in specific circumstances.
- *Transitional care* provides placement for individuals who are medically discharged from an acute care facility and are waiting placement in a long term care facility or transfer back to their home community.



c. Long-term Adult Residential Care:

These programs are responsible for residential nursing home care that is provided to individuals who require on-going support due to their frailty, disability or chronic illness. Access to services is through the single entry system where an individual's needs are assessed and matched with appropriate available placements.

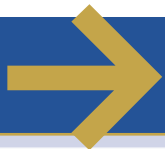
The major categories of services contained in this area include:

- Eastern Health has several different arrangements for the operations of the 1,696 long-term care beds for people with assessed high level needs throughout the region. In certain areas, beds are part of nursing homes and in other circumstances the beds are part of existing hospitals or medical clinics.
- *Personal care homes* are operated by private owners but are monitored and licensed by Eastern Health. These homes offer care for people with assessed low level needs throughout the region.
- *Alternative family care* placements – Eastern Health approves care giver homes, monitors and supports placements of individuals requiring care.
- *Cottages* – Eastern Health owns and manages a limited number of cottages in various areas of the region.

Treat Illness and Injury

Eastern Health 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. In addition we provide care at the beginning of life (new born care) and at the end of life (palliative care). These services are offered in a variety of locations throughout the region. The location of specific services is dependent upon multiple factors including the level of care (primary, secondary or tertiary), access to health professionals and access to appropriate facilities. For certain services people can self-refer while other services require a referral from a specific health professional. Eastern Health offers services through a variety of mechanisms. The key means are outlined below.

- *Outreach Services.* Selected clinical services are offered as outreach services through out the Eastern Health region and in other parts of the province. Some of the outreach clinics provide care associated with cancer care, mental health and specialized children's services.
- *Primary Health Care.* Throughout the region, people have access to primary health care. The dominant form of primary care is through independent fee for service physicians who operate their own offices independent of Eastern Health. In many other cases, the physicians work within one of our health facilities providing primary care. In a smaller but growing segment, primary health care is organized through primary health care projects where physicians and other health professionals work in a coordinated manner to facilitate care. In some cases, these initiatives are associated with enhanced primary health care initiatives.
- *Community Health Centres.* In certain areas of the region the public can visit a health professional at a medical clinic for assessment and care.
- *Regional Cancer Centres.* Centres are located in Corner Brook, Grand Falls and Gander. These centres are staffed by employees of Eastern Health and patients are visited by specialists from the Cancer Care Program who work closely with local physicians.
- *Regional Hospitals.* Regional hospitals throughout the region offer primary and secondary level care. The primary disciplines are medicine, general surgery, obstetrics and gynecology, emergency, ambulatory, diagnostic imaging and laboratory medicine. These services are provided by multidisciplinary teams of health professionals.



- *Tertiary Hospitals.* Tertiary healthcare facilities are located in St. John's and provide primary, secondary and tertiary level care services. These tertiary facilities are academic healthcare facilities and they accept referrals and transfers for services from all regions of the province for both inpatient and outpatient services. The majority of the specialty services are outlined in the footnote.¹
- *Rehabilitation Centres.* Patient rehabilitation following an illness or injury occurs throughout the region. Specialized services are offered at the Miller Centre and the Janeway Children's Hospital and Rehabilitation Centre.
- *Patient Transport* services include both ground and air transport of patients. These services include ambulance and client transport for medical services. The provision of services is conducted by both public and private operators.
- *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 misuse. Services range from health promotional based programs, plus diagnosis and treatment (inpatient and outpatient) along with follow-up and rehabilitation services. There are strong linkages with advocacy and self help groups, employment and housing partners.
- *Home visits* are another mechanism for delivering care.

Advance Knowledge

Eastern Health is committed to advancing research, education and knowledge dissemination. The organization has a vital role in ensuring that the next generation of health professionals has an appropriate educational experience. We encourage staff and physicians to seek the best information and knowledge from multiple sources and to incorporate the evidence into their practice and standards. We are committed to ensuring that the challenges and issues we face in our day-to-day practice drives new research and education that leads to innovation. Education and research are collaborative endeavours, and our overall success is dependent upon our partnerships with affiliated organizations, particularly Memorial University of Newfoundland. Eastern Health has permanent representation on the Board of Directors of the Newfoundland and Labrador Centre for Applied Health Research and the Newfoundland and Labrador Centre for Health Information. As knowledge is created we will seek opportunities to promote its transfer throughout the organization.

The major categories of services included in this area include:

- *Education* of the next generation of health professionals through affiliation agreements with various educational organizations. These agreements allow students to study and participate in fieldwork experiences. The organization's primary educational partnerships exist with Memorial University of Newfoundland, College of the North Atlantic and various universities who educate many of our allied health staff.
- *Patient Research Unit* provides for the coordination and implementation of clinical trials.
- *Centre for Nursing Studies* offers LPN, BN, Nurse Practitioner, and continuing education programs.
- *Continuing Education* – Numerous educational workshops are offered by Eastern Health to other health boards, community agencies and groups, and the general public.

¹ Medical, Surgical and Radiation Oncology; Cardiac and Critical Care; Specialized Diagnostics – Laboratory Medicine, Imaging, Nuclear Medicine, Pathology; Women & Children - Specialty Pediatrics, Gynecology, Obstetrics, Paediatric 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, Psychiatry (child / adolescent psychiatry; geriatric psychiatry; adult and general psychiatry; forensic psychiatry), Thoracic Surgery, Urology, Vascular Surgery



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 ongoing basis;
 - (c) develop objectives and priorities for the provision of health and community services which meet the needs of its region and which are consistent with provincial objectives and priorities;
 - (d) manage and allocate resources, including funds provided by the government for health and community services, in accordance with this Act;
 - (e) ensure that services are provided in a manner that coordinates and integrates health and community services;
 - (f) collaborate with other persons and organizations, including federal, provincial and municipal governments and agencies and other regional health authorities, to coordinate health and community services in the province and to achieve provincial objectives and priorities;
 - (g) collect and analyze health and community services information for use in the development and implementation of health and community services policies and programs for its region;
 - (h) provide information to the residents of the region respecting
 - (i) the services provided by the authority,
 - (ii) how they may gain access to those services, and
 - (iii) how they may communicate with the authority respecting the provision of those services by the authority;
 - (i) monitor and evaluate the delivery of health and community services and compliance with prescribed standards and provincial objectives and in accordance with guidelines that the minister may establish for the authority under paragraph 5 (1)(b); and
 - (j) comply with directions the minister may give.



Provincial Mandate

In addition to the regional mandate, Eastern Health has unique provincial responsibilities for tertiary level institutional services including:

- cardiac care
- surgery
- rehabilitation
- cancer care
- child and women's health
- diagnostic imaging
- laboratory services
- mental health

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

- regional cancer centres
- travelling cancer clinics
- child rehabilitative clinics

The organization also administers distinctive provincial services to other areas of the province.

- provincial genetics
- cardiac genetics
- provincial perinatal program
- hyperbaric medicine
- provincial organ procurement program
- neonatal transport team
- stem cell transplantation
- provincial equipment program -Community Living and Supportive Services
- provincial pediatric advice and poison control lines
- provincial post adoptions program

The organization has distinctive roles in education and research that are associated with its position as an academic health care organization. The organizations primary education and research partner is Memorial University. In addition to the obvious linkages with health related facilities the organization has numerous other associations with various facilities. The organization operates a successful clinical trials division in conjunction with Memorial University.



Primary Clients

Our primary clients are the people of Eastern Health's 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, the organization has a formal arrangement with the people of St. Pierre et Miquelon who avail of our tertiary programs and services.

Eastern Health's vision and values clearly illustrate the importance the organization places on partnerships. The depth of these partnerships is varied. Partnerships are encouraged at multiple levels from direct program and services delivery to policy and advocacy. At the community level, for example, the Board has held community stakeholder meetings and the organization has hosted health forums. Eastern Health also works closely with professional associations, unions, school boards, police and ambulance service providers.

Eastern Health works very closely with officials from the Department of Health and Community Services on a variety of activities, from providing financial and waitlist information to having input into provincial strategies. The four regional health authorities in the province also work closely together at all levels amongst themselves and with the Newfoundland and Labrador Health Boards Association.

Education and research are collaborative endeavours. Eastern Health has partnerships with over 40 educational institutions and organizations to help educate the next generation of health providers. The organization has a particularly strong affiliation with Memorial University of Newfoundland for both its education and research initiatives. Our organization has permanent representation on the Board of Directors of the Newfoundland and Labrador Centre for Applied Health Research and the Newfoundland and Labrador Centre for Health Information.

Our volunteers play a critical role in supporting our organization. Auxiliaries, volunteers and volunteers add tremendous value to the health sector and greatly enhance the quality of life for our patients, residents, clients and their families. From providing pastoral care to operating a gift shop to painting a mural on a wall, over 3,200 volunteers selflessly contribute their time and talents to help others.

Similarly, our foundations play a tremendous role in the health care sector by fund-raising for health care equipment. We acknowledge the role of the board of directors and staff of our foundations: Burin Peninsula Health Care Foundation, Discovery Health Care Foundation, Trinity Conception Placentia Health Foundation, Health Care Foundation, Dr. H. Bliss Murphy Cancer Care Foundation and the Janeway Children's Hospital Foundation.

Eastern Health has a unique relationship with faith- and fraternity-based owner boards for the delivery of long-term care services in St. John's and Clarke's Beach and we work closely with them to ensure quality of care to our residents. We work with a number of organizations that have been devolved to Eastern Health.



Values

Core values are basic convictions that give meaning and direction to the things that are important. It is because of values that we can 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 we are working in the right direction to bring about what we really want. In 2007 Eastern Health underwent a values exploration activity. The modified values listed below are not a radical departure from the former ones identified in 2006, nor those of the legacy organizations. They are a reflection of our evolution as an organization and culture. In addition to the values and the definitions noted below, key behaviours in terms of outcomes have been articulated for each value. These outcomes are in Appendix 1.

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/residents of Eastern Health.
Fairness	→	Valuing and facilitating equity and justice in the allocation 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	→	Valuing and promoting the pursuit of excellence in Eastern Health.



Vision

Vision: Healthy People, Healthy Communities

Eastern Health recognizes that we must focus upon both individual and community approaches to health. Healthy communities enhance our prospect for individual health, and when individuals are healthy, communities are healthy. Eastern Health is committed to working with our partners towards our vision of *Healthy People, Healthy Communities*.

Mission Statement

The Board of Trustees of Eastern Health has developed its mission statement with great care and consideration. The statement reflects the organization's role as providing the full continuum of health and community services. It also recognizes that the organization has a regional mandate as well as a provincial mandate. The mission statement is reflective of the organization's vision, *Healthy People, Healthy Communities*.

Mission: By March 31, 2011, Eastern Health will provide health and community services along an integrated continuum within both its regional and provincial mandates and available resources to improve the health of people and communities.

Measure: Provide health and community services along an integrated continuum within regional and provincial mandates.

Indicators:

- Safety oriented "Required Organizational Practices (ROPs)" of Accreditation Canada implemented and monitored by the Board.
- An organizational safety plan approved, implemented and monitored.
- Core safety indicators identified by Regional Quality Council.
- The Accreditation Canada recommendations implemented.
- Needs assessment for all geographic areas of the Eastern Health region completed.
- Reports provided to the Board and the community regarding the progress of needs assessment recommendations.
- Gaps in services are identified based upon a comparison between current services and future needs.
- Eastern Health's strategies and frameworks aligned with provincial strategies and frameworks.
- Progress on Safer Healthcare Now Initiative communicated.
- Policies and standards evaluated to demonstrate regional consistency of programs and services.
- Communication and partnership formalized with other RHAs related to provincial mandate.
- Linkages to outside partners (school boards, post-secondary institutions, fee-for-service family physicians, etc) formalized.



- Progress made towards the development of an integrated patient record system.
- Access and / or wait times established for selected diagnostics and clinical services.
- Regional plan developed to address wait lists particularly in the area of diagnostics.
- Referral and follow-up processes standardized, starting with high volume areas.
- Infrastructure and capital assessment completed and an action plan for priority areas developed and submitted to Government for approval.
- Approved components of the infrastructure plan implemented.
- Accessibility to information throughout the system improved for the benefit of the client.
- Approved components of a Regional Health Services Plan implemented:
 - regional mental health plan.
 - regional Child Health Services plan.
 - regional model for primary health care in line with the Provincial framework.
 - regional framework to improve access to priority services.

Measure: Provide health and community services along an integrated continuum within available resources.

Indicators:

- Balanced budget plan.
- Annual operating budgets balanced.
- Internal budget reallocations completed with service impacts identified
- Resource implications for unmet needs analyzed and presented to government.
- Productivity and workload measures linked to budgeting.
- Resource allocation framework established as a mechanism for decision making.
- Clear communication to the community established regarding resource limitations and unmet needs.
- Movement, sharing and appropriate utilization of services practiced throughout the region.



Goals and Objectives

The Board of Trustees has identified six focus areas that it will concentrate on in the next three years. From these issues, goals and objectives have been developed, creating a path for the organization for the next three years. Indicators associated with each of the goals provide a reference point to ensure that the organization is on track to reach its destination. The Department of Health and Community Services' Strategic Directions will be addressed through various planning processes within Eastern Health (see Appendix II).

Strategic Issue One: Accountability

The Accountability and Transparency Act and the Regional Health Authorities Act outline the Board of Trustees' governance role of the organization. As Eastern Health enters its third year of existence, it is key that the organization focus on its relationships with physicians, owner-boards, providers of devolved services and government. An important component of this relationship development is the necessary action of affirming roles and strengthening relationships which will improve each group's ability to achieve its mandate and foster a strong foundation for collaboration.

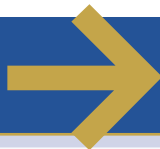
Eastern Health's foundational value of integrity (valuing and facilitating honesty and open communication with patients/clients/residents, communities and with employee groups) will result in outcomes of openness and accountability. The value of integrity requires Eastern Health to be open and honest about our understandings, beliefs, and actions. 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 consult with other team members, 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 various engagement processes, including through political leaders and the media. We listen, we inform, and we learn through those discussions. We recognize the fact that we are accountable to our patients/clients/residents, to each other, to our professional associations, to our communities and to the provincial government. This issue supports the Department of Health and Community Services' strategic direction of improved accountability and stability in the delivery of the health and community services within available resources.

Goal: By March 31, 2011, Eastern Health will have affirmed its role with physicians, owner boards, devolved services and government to support fulfilment of its mandate.

Measure:
Affirmed the Board's role

Indicators:
Developed, implemented and evaluated mechanisms such as Memorandums of Understanding and By-laws with specific groups (physicians, owner boards, devolved services and government)



Objective 1: By March 31, 2009, Eastern Health will have developed mechanisms to affirm the role of the Board with owner boards, devolved services, physicians and government.

Measure:

Mechanisms identified

Indicators:

- MOUs developed with long-term care owner boards,
- MOUs developed with devolved services,
- Semi-annual meeting of Board of Trustees with Minister of Health and Community Services held

Objective 2: By March 31, 2010, Eastern Health will have implemented formal mechanisms with owner boards, government and physicians.

Objective 3: By March 31, 2011, Eastern Health will have evaluated mechanisms with owner boards, government and physicians.



Strategic Issue Two: Stewardship

The Board of Trustees of Eastern Health recognizes its stewardship role within the health system. The development of a strategic plan helps determine the organization's future direction and sets the priorities for the various programs and departments within the organization. Through a consultative process, priority issues are identified and goals established to ensure the responsible management of resources. In addition to its three-year strategic planning horizon, the Board of Trustees recognizes its important role in laying a solid foundation for the long term future of the health system. Many aspects of the health system require five, ten or fifteen year planning horizons. The redevelopment of acute care services, the growth of the future generation of health providers and leaders and the stabilization of health care finances all require

both long term planning and short term action. Eastern Health's value of fairness (valuing and facilitating equity and justice in the allocation of our resources) promotes the outcome of stewardship. This speaks to Eastern Health being responsible in the management of our resources valuing and facilitating the just allocation of resources across patient/client/resident groups, employee groups, and communities; encouraging excellence in best practices for using our resources wisely; and acting with the interests of future generations in mind. This issue supports the Department of Health and Community Services' strategic direction of improved accountability and stability in the delivery of the health and community services within available resources.

Goal: By March 31, 2011, Eastern Health will have implemented approved components of a comprehensive sustainability plan.

Measure:
Implement approved components

- Indicators:**
- Health facilities plan developed
 - Human Resources and Leadership Strategy developed
 - Approved components of the capital equipment plan implemented
 - Comprehensive budgeting system that is data driven and aligned with service needs developed and implemented
 - Information management plan developed within the provincial electronic health record.

Objective 1: By March 31, 2009, Eastern Health will have:

- a) completed the initial scoping document for St. John's Hospital-based Facilities Redevelopment, established a planning team and identified consultants to develop a Master Plan.
- b) approved the Human Resources and Leadership Strategy and initiated implementation.

Measure:
Board approved strategy

- Indicators:**
- Planning transfer team in place
 - Human Resources and Leadership Strategy approved and initiated



- Objective 2:** By March 31, 2010, Eastern Health will have approved the Information Management plan, approved the Master Plan for St. John's Hospital-based Facilities Redevelopment and received performance reports on the Human Resources and Leadership Strategy.
- Objective 3:** By March 31, 2011, Eastern Health will have completed a comprehensive budgeting system aligned with service needs.





Strategic Issue Three: Safety

The safety of clients/patients/residents and staff is paramount for the Board of Trustees. Substantial work has been ongoing to build upon existing structures and mechanisms and to create a culture of safety throughout the organization. The establishment of a strategic goal in this area will further enhance the ongoing efforts of the organization in this direction.

Eastern Health's Board of Trustees has adopted policies that outline specific expectations associated with the safety of clients, patients and residents. These policies are an integral part of the mandate of the Board of Trustees' Safety and Quality Improvement Committee. Eastern Health's Quality and Risk Management Framework outlines the structures established to oversee quality and safety, including a Regional Quality Council and program/department level safety and quality committees.

From a staff safety perspective, the organization has a significant focus on occupational health and safety. Together with the legislatively-required, site-based occupational health and safety committees (for sites with more than 10 employees) and the occupational health and safety representatives (for sites with less than 10 employees), the organization has established three regional occupational health and safety committees. The regional committees generate highlight reports that are reported to the People and Information Portfolio Quality Committee. A new Occupational Health and Safety Management System has recently been created.

Eastern Health participates in numerous activities associated with supporting a culture of safety, including: Patient Safety Week initiatives; Canadian Council on Health Services Accreditation patient safety indicators project participation; Canadian Patient Safety Institute national collaborative project participation; North American Occupational Health and Safety Week; Eastern Health Occupational Health and Safety Symposium; Healthy Workplace Initiative an initiative of the National Quality Institute; and, Safer Healthcare Now Initiative enrolment. Committees, programs and activities are in place to promote health, safety and well-being of patients/residents/clients and staff.

The value of excellence (valuing and promoting the pursuit of excellence in Eastern Health) focuses on safety. One of the key behaviours associated with this value is promoting safety for all. 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. This issue reflects the Department of Health and Community Services' strategic direction of improved accountability and stability in the delivery of the health and community services within available resources.

Goal:

By March 31, 2011 Eastern Health's Board of Trustees will have implemented an approved Safety Plan, with a monitoring schedule, that combines components of the Quality and Risk Management Framework and an Occupational Health and Safety Plan, in order to promote and strengthen the safety of clients/patients/residents and staff.

Measure:

Safety Plan



Indicators:

- Clinical Safety Plan within Quality and Risk Management Framework approved
- Clinical Safety Plan implemented
- Occupational Health and Safety Indicator Report monitored through Board of Trustees Executive Limitation and Ends Policies
- Monitoring schedule established
- Evidence that corrective action is taken as a result of the monitoring activities

Objective 1: By March 31, 2009, the Safety Plan will be developed and priority areas will be identified for monitoring.

Measure:

Safety Plan

Indicators:

- Safety Plan which includes a monitoring and reporting mechanism approved by Board.
- Core Clinical safety indicators identified by Regional Quality Council.
- Monitoring of the safety ROP's, as defined by Accreditation, established and ongoing.
- Occupational Health and Safety Indicator Report monitored through Board of Trustees Executive Limitation Policies.

Objective 2: By March 31, 2010, Eastern Health will have implemented the Safety Plan within available resources.

Objective 3: By March 31, 2011, Eastern Health will have evidence of the effectiveness of the Safety Plan.



Strategic Issue Four: Integration

As a relatively new health services organization, Eastern Health has been creating an integrated administrative base from which to build an integrated clinical approach. Over the past two years, many administrative building blocks have been initiated including integrated financial and human resources systems, departmental operational plans, regional administrative policies, human resource strategies and organizational culture assessments.

An integrated administrative base forms the basis upon which the organization can build integrated clinical programs and services. Already, within two years of the organization's beginning, we are witnessing significant progress in this area. Regional networks have been established in the areas of mental health, child health, long-term care and supportive services, dialysis, public health, palliative care and child youth and family services. In addition,

Eastern Health's completed community health needs assessments have identified several key areas of focus to promote continued integration of the organization.

Our value of connectedness (recognizing and celebrating the strength of each part that creates the whole of Eastern Health) will result in outcomes that focus on integration. We respect the distinct knowledge and contribution of different aspects of the Eastern Health system and we encourage and facilitate team work and collaboration across employee groups and communities. 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 within parts of the system. We feel connected with the system of Eastern Health in a broad and holistic sense.

Goal: By March 31, 2011, Eastern Health will have improved service delivery through effective integration of clinical health and community services.

Measure:
Improved service delivery

Indicators:
→ Regional clinical policies standardized
→ Program and service criteria standardized

Objective 1: By March 31, 2009, Eastern Health will have identified priority areas for action with respect to clinical policy integration.

Measure:
Priority areas identified

Indicators:
→ Existing organizational structures, including the clinical networks, will have completed assessments and identified priority areas.
→ Policy leads will be identified to coordinate the implementation of the priority areas.

Objective 2: By March 31, 2010, Eastern Health will have commenced a co-ordinated implementation of priority clinical policies.

Objective 3: By March 31, 2011, Eastern Health will have monitored and evaluated implementation of the integration of clinical aspects with health and community services.



Strategic Issue Five: Confidence in the Health System

Eastern Health is a large, complex organization. Its complexity comes from its size, geography and the provision of the full continuum of health and community services. The health care sector is dynamic and staff work in an environment that constantly demands innovation and high levels of performance. The people served by Eastern Health have a vested interest in the organization and its successes. The organization operates in an environment of heightened accountability, high public expectations and an increased emphasis on public disclosure. We must ensure that we maximize the use of various communication tools both internally and externally to ensure better understanding of the organizations strategic priorities, ongoing initiatives and daily operations.

Eastern Health's value of integrity has outcomes of openness and accountability associated with it. 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 welcome discussion with the general public, our political leaders and the media. We listen, we inform and we learn through those discussions.

Goal: By March 2011, Eastern Health will improve confidence in the health system.

Measure:
Confidence in the health system

Indicators:
→ Measures of confidence audited
→ Components of strategies approved and implemented

Objective 1: By March 31, 2009, Eastern Health will have defined the tools to measure confidence in the health system.

Measure:
Confidence in the health system

Indicators:
→ Tools defined
→ Base line measures researched

Objective 2: By March 31, 2010, Eastern Health will have developed and implemented a plan to improve confidence in the health system.

Objective 3: By March 31, 2011, Eastern Health will have evaluated its actions and modified its plan to improve confidence in the health system.



Strategic Issue Six: Navigating the Health and Community Services System

Eastern Health is a large and complex health organization. With 12,000 employees offering programs and services across a wide spectrum of the health continuum it can be difficult for internal and external stakeholders to maneuver throughout the organization. Difficulty navigating the health system has been cited as a source of frustration in the two community health needs assessments completed to date, at Board of Trustees' community partners meetings and at staff focus groups. While a number of mechanisms have been put into place in order to assist in navigation of the organization (i.e. intranet), the Board of Trustees is interested in taking a comprehensive approach to this issue. Eastern Health

also recognizes that many of its patients/clients/residents face challenges associated with accessing programs and services in terms of literacy levels and access to technology.

This strategic issue connects with a number of values and their outcomes, including respect, integrity and connectedness. Eastern Health is committed to treating our patients/clients/residents and each other with dignity. In addition, we know that the wellness of patients/clients/residents, employees and communities is dependent on feeling respected and valued.

Goal: By March 2011, Eastern Health has improved clients' and staff's ability to navigate the health and community services system.

Measure:

Clients' and staff's ability to navigate the system improved

Indicators:

- Plan developed and implemented
- Improvements recognized by staff and clients through surveys and /or focus groups

Objective 1: By March 31, 2009, Eastern Health will have assessment of issues completed.

Measure:

Assessment of issues

Indicator:

- Report with specific recommendations approved by the Board of Trustees

Objective 2: By March 31, 2010, Eastern Health will have implemented recommended changes within available resources.

Objective 3: By March 31, 2011, Eastern Health will have improved clients' and staff's ability to navigate the health and community services system.

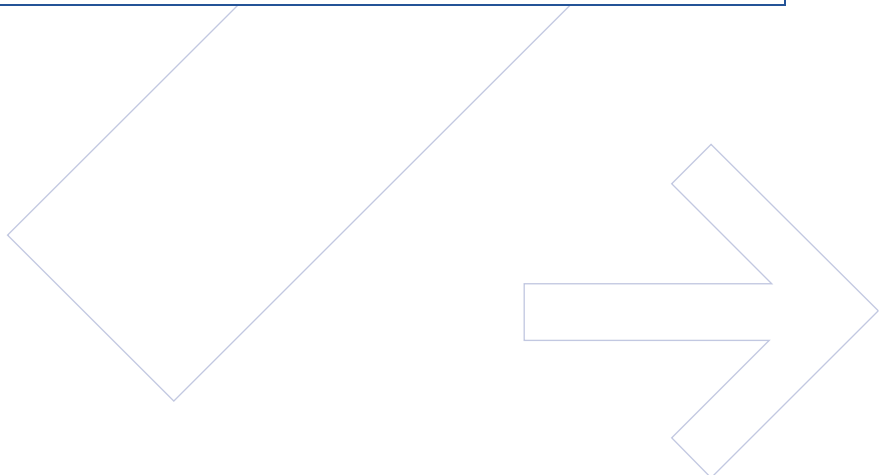


Appendix I: Eastern Health Values

Value	Key Behaviours
<p>I. RESPECT</p> <p>Definition: Recognizing, celebrating and valuing the uniqueness of each patient/client/resident, employee, discipline, workplace and community that together are Eastern Health.</p>	<p>Outcome: WELLNESS</p> <ul style="list-style-type: none"> → We show consideration and appreciation for all people who are part of Eastern Health. → We treat our patients/clients/residents and each other with dignity. → We adhere to rigorous standards of privacy and confidentiality. → We show caring through consideration, compassion, 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.
<p>II. INTEGRITY</p> <p>Definition: Valuing and facilitating honesty and open communication across employee groups and communities as well as with patients/clients/residents of Eastern Health.</p>	<p>Outcome: OPENNESS AND ACCOUNTABILITY</p> <ul style="list-style-type: none"> → 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 consult with other team members, 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.



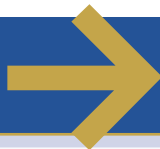
Value	Key Behaviours
III. FAIRNESS Definition: Valuing and facilitating equity and justice in the allocation of our resources	Outcome: STEWARDSHIP → We are responsible in our management of our resources. → We value and facilitate the just allocation of resources across patient/client/resident groups, employee groups, and communities. → We encourage excellence in best practices for using our resources wisely. → We act with the interests of future generations in mind. → We believe individuals and communities are empowered to articulate their own best interest.
IV. CONNECTEDNESS Definition: Recognizing and celebrating the strength of each part, both within and beyond the structure, that creates the whole of Eastern Health.	Outcome: STRENGTH THROUGH DIVERSITY → We respect the distinct knowledge and contribution of different aspects of the Eastern Health system. → 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 engagement with 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 within parts of the system. → 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 feel connected with the system of Eastern Health in a broad and holistic sense. → We recognize that Eastern Health is its patients/clients/residents, employees, work places, and communities, and we are loyal to this whole.





Value	Key Behaviours
<p>V. EXCELLENCE</p> <p>Definition: Valuing and promoting the pursuit of excellence in Eastern Health.</p>	<p>Outcome: DYNAMIC GROWTH</p> <ul style="list-style-type: none"> → 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. → 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 safety for all. → 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.





Appendix II: Strategic Directions

These Strategic Directions have been communicated by the Department of Health and Community Services. Each direction is comprised of a number of components or focus areas. These focus areas will be addressed through various planning processes of Eastern Health.

Government's Strategic Direction	Focus Areas of the Strategic Direction 2008-2011	This Direction is/was Addressed in the:			
		Not being implemented at this time (rationale included in the plan)	strategic plan	operational plan	work plan of a branch/ division
Improved population health	Obesity				✓
	Smoking rates and protection from environmental smoke				✓
	Dental health of children				✓
	Support for healthy aging				✓
	Aboriginal Health needs				✓
Strengthened public health capacity	Surveillance for communicable disease				✓
	Health emergency plan for the HCS system				✓
	Environmental health policy				✓

Government's Strategic Direction	Focus Areas of the Strategic Direction 2008-2011	This Direction is/was Addressed in the:			
		Not being implemented at this time (rationale included in the plan)	strategic plan	operational plan	work plan of a branch/division
Improved accessibility to priority services	Access to community-based mental health and addictions services				✓
	Access to appropriate primary health services				✓
	Home care and support services in the areas of end of life care, acute short term community mental health, case management, short term post discharge IV medications and wound management				✓
	Options to support choices of individuals in need of long term care and community supports				✓
	Access to a strengthened Child, Youth and Family service				✓
	Access to quality early learning and child care				✓
Improved accountability and stability in the delivery of the health and community services within available resources	Identify and monitor outcomes for selected programs			✓	
	Achievement of balanced budgets			✓	
	Stabilize human resources		✓		
	Quality Management and Patient Safety		✓		