

Putting Excellence into Action



Strategic Plan 2020-2023

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Message from the Chair

It is my pleasure to submit, with the full endorsement of my fellow trustees, Eastern Health's Strategic Plan for 2020-2023. This plan is our roadmap to help guide us toward our vision of Healthy People, Healthy Communities, and its core aligns with the Government of Newfoundland and Labrador's Strategic Directions.

We owe a debt of gratitude to the employees, physicians, volunteers, public and community partners who provided valuable input into our new Strategic Plan: **Putting Excellence into Action**. We heard from close to 6,000 voices throughout the region, which provided the foundation for our Strategic Plan, including the identification of the strategic priorities on which the organization will focus over the next three years: access, quality and safety, population health, healthy workplace and sustainability.



I am pleased to say that our organization is continuously striving for excellence. There are countless examples of how Eastern Health's dedicated and talented employees, physicians and volunteers go above and beyond to provide optimal care for patients, clients, residents and families. In 2020, our workforce demonstrated exceptional professionalism and resilience as they adapted and pulled together to safely provide services during the unprecedented COVID-19 public health emergency. I am confident that this level of commitment will continue into our 2020-2023 plan and daily operations.

COVID-19 has posed many challenges to us globally and had a pronounced impact on our healthcare system. Eastern Health is committed to advancing its culture of healthcare innovation in response to the ongoing pandemic, while continuing to strive for excellence in the care and services we provide. With the help of our partners, Eastern

Health will ensure that its frontline healthcare providers have the necessary resources at hand to provide care through the global pandemic.

At the same time, Eastern Health will continue to search for new and innovative ways to improve the health of our population and effect positive change within our health system, thereby enabling us to achieve the goals and objectives outlined within our 2020-2023 Strategic Plan. Eastern Health remains focused on ensuring that our ongoing commitment to innovation, education and excellence in care remains at the forefront during the 2020-2023 strategic planning cycle.

This letter and my signature, below, indicate the Board of Trustees' accountability for the preparation of the 2020-2023 Strategic Plan and for achieving the specific goals and objectives outlined herein.



Mr. Leslie O'Reilly
Chair, Board of Trustees
Eastern Health

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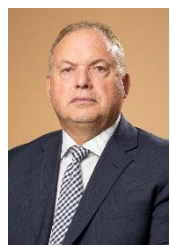
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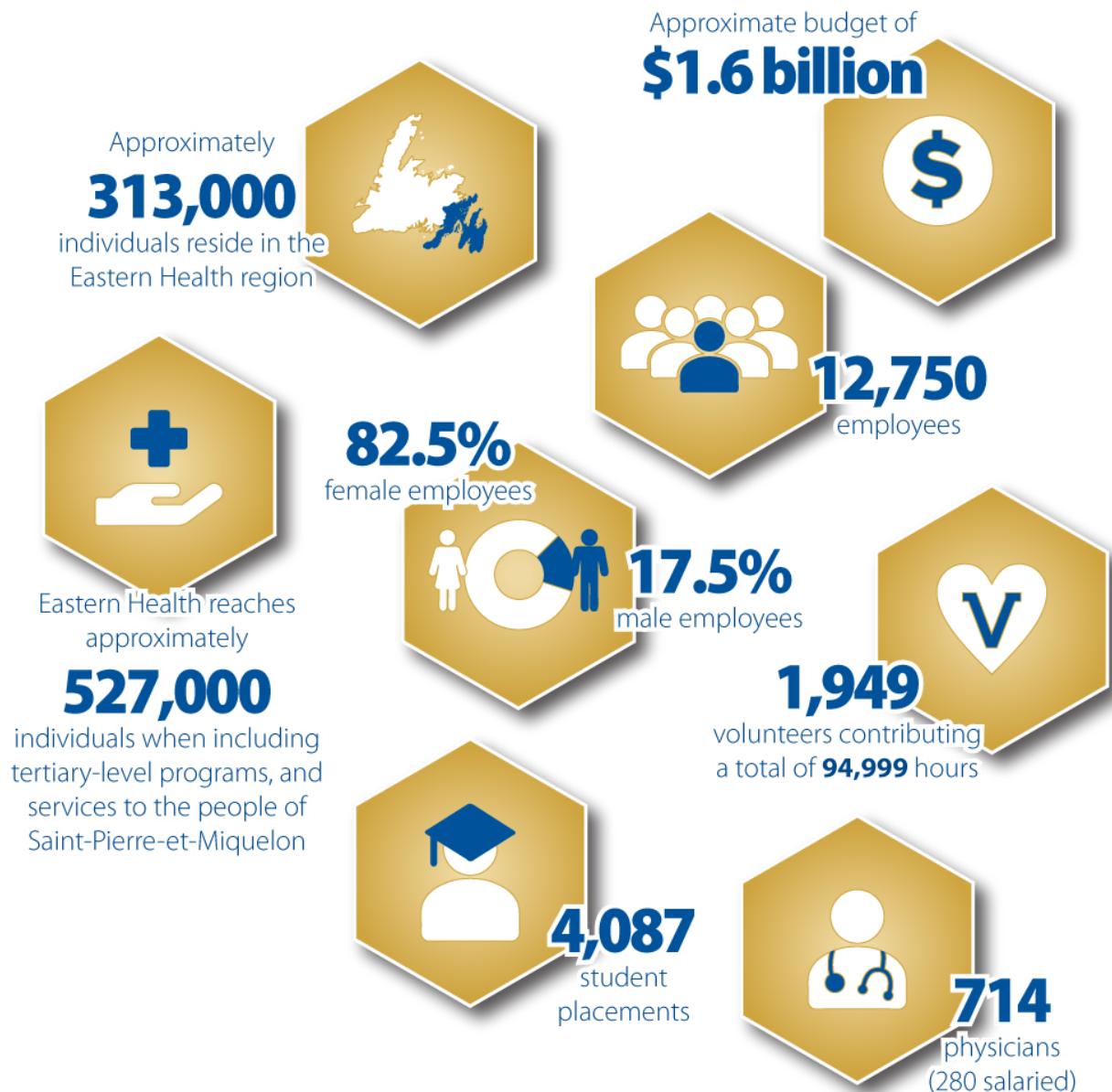
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Overview of the Eastern Health Region

The Eastern Regional Health Authority (Eastern Health) is Newfoundland and Labrador's (NL) largest regional integrated health authority, providing a full continuum of health and community services, including public health, long-term care and acute (hospital) care. Please visit www.easternhealth.ca/AboutUs for more information on Eastern Health's mandate and lines of business.



Eastern Health comprises the portion of the province east of (and including) Port Blandford. The region encompasses an area of 21,000 km², spanning the entire Burin, Bonavista and Avalon Peninsulas. The map below indicates the communities in which the health authority has sites.



Planning Process and Engagement

From January to November 2019, the Planning Department engaged extensively with those who rely on Eastern Health for healthcare service delivery, as well as Eastern Health's employees, physicians and partners in the community. We heard from close to 6,000 voices throughout the region, which provided the foundation for the development of Eastern Health's strategic priorities for 2020-2023.

To ensure Eastern Health's Strategic Plan is relevant in an evolving healthcare environment, the organization also conducted a jurisdictional scan of health authorities across Canada to identify emergent trends in identified values, priorities and focus areas. The environmental scan was refreshed in June 2020 to include changes in context due to COVID-19 and the Strategic Plan was updated accordingly.

Health status indicators and trends were also analyzed to identify areas for improvement to inform the Strategic Plan.

Public and Community Engagement



An unprecedented level of public and community engagement informed the development of **Putting Excellence into Action**. Strategic planning questions were included on Eastern Health's Community Health Survey, which was completed by close to 4,200 residents of the Eastern Health region or individuals availing of tertiary-level service delivery. Other noteworthy sources of public and community engagement included focus groups with Eastern Health's Client and Family Advisory Council and Community Advisory Committees.

Employees, Physicians and Volunteers



Eastern Health aims to ensure its Strategic Plan is applicable to the operations of all relevant program areas. Therefore, it recognizes the importance of using an engagement strategy that includes employees, physicians and volunteers across the organization. Eastern Health surveyed each of these groups to incorporate their views on its values, strategic priorities and areas of improvement. Programs were further consulted to identify any internal or external plans, strategies and frameworks that should be reviewed to provide context for the development of the 2020-2023 Strategic Plan. Additional opportunities

for physician engagement included focus groups with clinical chiefs and key informant interviews with other identified stakeholders (e.g., College of Physicians and Surgeons of Newfoundland and Labrador, Memorial University of Newfoundland (Memorial) Faculty of Medicine, the clinical chief of Primary Health Care, etc.).

Other Key Stakeholders

External stakeholders such as the other Regional Health Authorities in Newfoundland and Labrador, unions, associations, Memorial and Eastern Health’s innovation partners were also provided the opportunity to identify shared priorities, new areas of focus or service changes to help shape Eastern Health’s 2020-2023 Strategic Plan.



Information collected from data sources mentioned above was analyzed and compiled to help identify the strategic priorities, goals, objectives and key performance indicators outlined in this plan.

Vision

Eastern Health’s vision is Healthy People, Healthy Communities. This vision is based on the understanding that both the individual and the community have important roles to play in maintaining good health.

We work with the communities we serve, and partner with others who share a commitment to improving health and well-being, to help us achieve this vision.



**Healthy People,
Healthy Communities**

Lines of Business



The lines of business are outlined in Appendix A.

The **Regional Health Authorities Act** outlines the mandate and responsibilities of health authorities (see Appendix B). Eastern Health’s provincial mandate is provided in Appendix C.

Values

Eastern Health's core values guide the behaviour of all individuals in the organization as they provide services and interact with others. As the organization grows and evolves, so too should the principles that it stands for. Eastern Health's core values have been updated to better reflect the views shared by its employees, physicians and the public.



Accountability

Be responsible. Take ownership. Serve with integrity.
Be able to explain our actions.



Caring

Show kindness. Be compassionate. Be understanding.
Commit to people-centred care.



Collaboration

Be a team player. Connect across programs. Engage with communities. Value everyone's contribution.



Excellence

Go above and beyond. Support and promote innovation. Strive for greatness.



Respect

Be considerate. Recognize and celebrate diversity.
Treat everyone equitably.

Striving for Excellence

As indicated by the title of this Strategic Plan, Eastern Health is pursuing excellence across all programs throughout the region. As an organizational value, excellence guides the day-to-day work of Eastern Health employees, physicians and volunteers, and motivates them to provide the best possible care and services to patients, residents, clients and families. Although the achievement of excellence is not an easy feat, Eastern Health continuously strives to build on its successes and to seek opportunities for improvement.



Eastern Health regularly assesses its performance as part of the strategic planning process. By using data to measure outcomes, the organization is able to determine where to focus its efforts to excel in each of its strategic priority areas. Through its dedication to performance improvement, Eastern Health endeavours to position itself as a leading Canadian healthcare organization.

Innovation

Eastern Health is committed to leading and supporting health innovation that contributes to the achievement of its strategic goals. As a Living Lab, the organization strives to foster a culture of innovation wherein partnerships are forged and dynamic, high impact ideas are generated. It aims to provide opportunities for innovative solutions to be developed, tested, refined and applied across all areas of health care.



As part of this culture, Eastern Health encourages and supports its employees, physicians, clients and families to think outside the box and to share their insight on how solutions can be designed and delivered to better meet their needs. Their ingenuity has been invaluable in helping Eastern Health respond to

the challenges of the COVID-19 pandemic. Many innovative solutions have been developed and implemented rapidly to allow the organization to continue to provide safe and exceptional care, equip employees with necessary resources and supports, and maintain connections between patients and residents and their families.

By embracing research and innovation, Eastern Health aims to make substantial progress toward achieving the goals and objectives outlined in this Strategic Plan. The organization has formed relationships with a number of clinical, community, business and academic partners to accelerate innovative solutions to improve the delivery of health care to patients. It also expects to generate revenue and create employment opportunities as the innovation ecosystem matures.

Primary Stakeholders

Eastern Health primarily serves the people of the organization's geographic region, as well as people from other areas of Newfoundland and Labrador who avail of tertiary-level services (e.g., Cancer Care, Cardiac/Critical Care). In addition, Eastern Health provides tertiary-level programs and services to the people of Saint-Pierre-et-Miquelon.



Partnerships are integral to Eastern Health's vision, values and operations, from direct program and service delivery to policy and advocacy. Eastern Health works closely with a host of partners including, but not limited to, the other Regional Health Authorities in the province, the Newfoundland and Labrador Centre for Health Information (NLCHI), professional associations, unions, businesses, academic organizations, community groups/organizations and all levels of government (municipal, provincial and federal).

Client, Family and Community Engagement



Eastern Health's vision of Healthy People, Healthy Communities recognizes that individuals and the community have an important role to play in maintaining good health. The organization is committed to partnering with clients and families to continuously improve healthcare quality, safety and the experiences of patients, residents and clients. Eastern Health also realizes the importance of engaging and partnering with community groups/ organizations (e.g., regional wellness coalitions, Downtown Health Care Collaborative) and other members of the general public to allow them to become actively involved with the healthcare system. In addition to Eastern Health's partnerships with numerous community-based entities, the organization benefits from key partnerships with its volunteers, its foundations¹ and auxiliary organizations throughout the region. There are also a number of faith-based owner boards² and community-based groups for whom Eastern Health has funding oversight. Eastern Health continues to have close relationships with these organizations as they collaborate to support each other's roles and accountabilities.

Research and Innovation



Education and research are collaborative endeavours. Thus, Eastern Health has numerous local partnerships related to this aspect of its mandate. The organization has over 40 affiliation agreements with educational institutions that help to educate the next generation of health professionals, most notably with Memorial and the College of the North Atlantic. In 2018-19, Eastern Health also formally entered into strategic innovation partnerships with 10 leading multinational, national and local companies (BD, Dell Technologies, Deloitte, GE Healthcare, IBM, IMP Solutions, Medtronic, MOBIA Technology Innovations, Orion Health and Vision33) to collaborate on the development of innovative medical and information technology solutions and services.

¹ 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 Foundation.

² The Agnes Pratt Home Board, Anglican Homes Inc., The Governing Council of the Salvation Army in Canada and Sisters of Mercy of Newfoundland.

The Impact of COVID-19

Like healthcare organizations across the world, the COVID-19 pandemic has transformed the way that we work and connect with one another. As a result, Eastern Health has faced numerous challenges related to each of its key priorities. Yet, during this unprecedented time, the organization has benefited from the clinical and academic expertise of its workforce and partners who have come together to mitigate these challenges quickly and effectively. They have used alternative methods of service delivery, including virtual care, to provide patients with access to the services they need while complying with physical distancing recommendations. New safety and sanitization practices have also been implemented in Eastern Health facilities to enable people to interact with minimal risk of virus transmission. Together with Provincial Supply Chain led by Central Health and the Government of Newfoundland and Labrador, the organization has leveraged the expertise of its innovation partners and others to obtain critical personal protective equipment, a significant step forward in establishing self-sufficiency during this global outbreak. Furthermore, the organization has developed new communication channels and tools to promote population health and support its workforce in this changing environment. Despite the increased pressure that the pandemic has placed on the healthcare system, Eastern Health has been working diligently to continue to provide high quality care in a fiscally responsible manner.



The objectives, indicators and focus areas in this Strategic Plan reflect the impact of the COVID-19 pandemic on Eastern Health's operations and align with its plans to respond and recover. Many indicators in this plan are linked to initiatives that were developed or expanded to overcome obstacles that arose during the public health emergency. From 2020-2023, Eastern Health will evaluate its performance on these indicators, build on its successes and seek opportunities for improvement, thereby preparing the organization to respond to similar issues that it may encounter during this strategic planning period and into the future.

Priority Areas

Eastern Health's 2020-2023 Strategic Plan: **Putting Excellence into Action** aims to address the significant challenges that the organization is facing, such as its large geographic area, growing population health concerns, rising healthcare costs and budgetary constraints. These challenges have been exacerbated by the COVID-19 pandemic. Yet as the largest regional health authority in Newfoundland and Labrador, the organization is well-positioned to mobilize expertise and resources within the province to meet these challenges. Eastern Health is focused on ensuring that the organization's commitment to innovation and excellent care remains at the forefront.



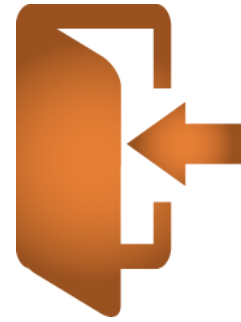
This plan is Eastern Health's roadmap to guide the organization's progress towards achieving the goals and objectives outlined under its five priority areas: **Access, Quality & Safety, Population Health, Healthy Workplace** and **Sustainability**.³ The core of this plan aligns with the Government of Newfoundland and Labrador's Strategic Directions, which are outlined in Appendix D.

³ Eastern Health will work to achieve each objective over all three fiscal years from 2020-2023. An Eastern Health Operational Plan (EHOP) will outline yearly action plans, from 2020-2023, that aim to move each indicator in the appropriate direction. The key performance indicators will be monitored across all three years to track progress on the goals and corresponding objectives.

Priority
Area

1

Access




Improving access is not just about decreasing wait times, it is about having the right intervention for the right client at the right time and place. Eastern Health aims to ensure that clients are getting the care they require by improving access to primary health care, mental health and addictions services, seniors' care and specialty services in acute care and tertiary care. The organization is exploring innovative, alternative methods of delivering care that can help to overcome access barriers posed by COVID-19, as well as traditional barriers faced in the region such as geographic dispersion and an increasing demand for services. By focusing on the objectives below, Eastern Health aims to address client issues and concerns in a timely manner, thereby improving patient outcomes and reducing the need for more complex interventions.

Eastern Health's access priority aligns with two of the Provincial Government's Strategic Directions: Healthier People and Better Living.



GOAL

By March 31, 2023, Eastern Health will have improved access to services in identified program areas.

 OBJECTIVES	As measured by the following key performance indicators:	We will achieve this by focusing on:
Improved access to primary health care	<ul style="list-style-type: none"> ◆ Increased attachment to a primary healthcare provider ◆ Better management of chronic disease with a focus on COPD⁴ ◆ Increased utilization of virtual care ◆ Increased patient and provider satisfaction with alternative methods of delivering primary health care 	<ul style="list-style-type: none"> ◆ Recruitment and retention of primary healthcare providers ◆ Exploration of alternative methods of delivering primary health care ◆ Implementation of the 'The Health Home Model of Team-Based Care'
Improved access to mental health and addictions services	<ul style="list-style-type: none"> ◆ Decreased wait times for outpatient child psychiatry ◆ Decreased wait times for outpatient adult psychiatry ◆ Decreased wait times for child and adolescent counselling services 	<ul style="list-style-type: none"> ◆ Continued implementation of the Stepped Care Model ◆ Increased utilization of e-mental health options
Helped seniors stay healthy and independent at home for as long as possible	<ul style="list-style-type: none"> ◆ Increased number of seniors with an annual assessment completed ◆ Increased number of seniors with a support plan completed 	<ul style="list-style-type: none"> ◆ Use of interdisciplinary care teams to provide community support program services for seniors
Delivered acute care and tertiary-level services efficiently	<ul style="list-style-type: none"> ◆ Decreased Alternate Level of Care (ALC) days in acute care ◆ Decreased length of stay for typical acute care inpatients ◆ Resumption of services to volumes appropriate for the current COVID-19 Alert Level with established backlog plan 	<ul style="list-style-type: none"> ◆ Coordination of services to facilitate movement through the healthcare system ◆ Implementation of the organization's COVID-19 backlog plan

⁴ Chronic Obstructive Pulmonary Disease

**Priority
Area**

2

Quality & Safety

Quality and Safety is an integral priority for Eastern Health that is consistently woven throughout the entire organization. Over the next three years, Eastern Health will continue to work toward building a culture that encourages respectful, compassionate, culturally appropriate and competent care. Eastern Health will remain focused on safety by seeking ways to improve standards and processes. Additionally, Eastern Health will ensure that all




facilities are well-maintained to eliminate safety hazards and will create an environment that facilitates the delivery of excellent care.

Eastern Health’s quality and safety priority aligns with the Provincial Government’s Strategic Direction: Healthier People.



By March 31, 2023, Eastern Health will have improved outcomes and client experiences by focusing actions and resources on excellence in care.

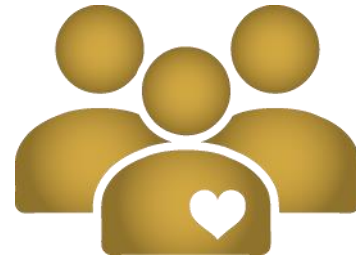
 OBJECTIVES	As measured by the following key performance indicators:	We will achieve this by focusing on:
Fostered a culture of safety and reduced the risk of harm	<ul style="list-style-type: none"> ◆ Improved Hospital Standardized Mortality Ratio (HSMR) ◆ Increased medication reconciliation compliance rates ◆ Reduced potentially inappropriate use of antipsychotics in long-term care ◆ Improved clinical transitions in care 	<ul style="list-style-type: none"> ◆ Implementation of strategies to improve clinical documentation ◆ Implementation of strategies to improve patient safety
Engaged clients and families in service and care planning and delivery to ensure that their needs, values, beliefs and preferences were respected	<ul style="list-style-type: none"> ◆ Improved client experience ◆ Increased meaningful involvement of client and family advisors ◆ Increased meaningful involvement of families 	<ul style="list-style-type: none"> ◆ Expansion of client and family involvement ◆ Implementation of strategies to improve client experience
Facilitated communication and collaboration among employees and physicians to ensure the delivery of safe and effective care	<ul style="list-style-type: none"> ◆ Increased number of teams using visual management in their improvement huddles 	<ul style="list-style-type: none"> ◆ Use of visual management

Priority
Area

3

Population Health

Population health aims to improve the health and well-being of whole populations, reduce inequities among and between specific population groups and address the needs of the most disadvantaged.



Effective population health requires community, intersectoral and whole-of-government engagement and collaboration to address the broad range of determinants that shape health and well-being.

This has been particularly evident during the COVID-19 pandemic.


Eastern Health recognizes that improving the health of the population involves a long-term vision and commitment to reach desired outcomes, while also acknowledging that it is a shared responsibility. Eastern Health will continue to benefit from the expertise of its many community partners and stakeholders to have a significant impact on the health and well-being of the population, while simultaneously reducing health inequities.

Eastern Health's population health priority aligns with two of the Provincial Government's Strategic Directions: Healthier People and Better Living.



GOAL

By March 31, 2023, Eastern Health will have improved health outcomes and reduced health inequities in the populations it serves.

 OBJECTIVES	As measured by the following key performance indicators:	We will achieve this by focusing on:
Embedded smoking cessation within clinical practice to ensure smoking cessation efforts were coordinated, systematized and integrated into all healthcare settings within Eastern Health	<ul style="list-style-type: none"> ◆ Increased reach of smoking cessation program 	<ul style="list-style-type: none"> ◆ Implementation of the Ottawa Model for Smoking Cessation
Strengthened the systems that support public health and well-being	<ul style="list-style-type: none"> ◆ Increased percentage of the Public Health e-health digital innovation strategy implemented 	<ul style="list-style-type: none"> ◆ Development and implementation of Public Health e-health digital health innovations
Partnered intersectorally to secure increased investments in population health	<ul style="list-style-type: none"> ◆ Increased collaboration with partners on population health initiatives 	<ul style="list-style-type: none"> ◆ Development, expansion and strengthening of mutually beneficial partnerships

Priority
Area

4

Healthy Workplace

Eastern Health's greatest resource is its people: the employees, physicians and volunteers who are dedicated to client care.

Research provides a strong rationale for investing in employee and workplace health, as they are "inextricably linked to productivity, high performance and success".⁵ Eastern

Health's strategies align closely with the National Standard of Canada for Psychological Health and Safety in the Workplace.⁶

Through this work, Eastern Health strives to provide its employees, physicians and volunteers with the resources and support necessary to achieve personal wellness, professional growth and excellence.

These efforts have been particularly important during the COVID-19 pandemic, which has required employees and physicians to adapt to new circumstances and overcome unforeseen challenges. Eastern Health is exploring and implementing new initiatives to provide its workforce with rapid access to psychological, informational, technical and clinical supports, which will promote workplace health and safety during the pandemic and into the future.

Eastern Health's healthy workplace priority aligns with three of the Provincial Government's Strategic Directions: Healthier People, Better Living and A More Efficient Public Sector.



By March 31, 2023, Eastern Health will have created a healthier workplace.

⁵ Macleod and Shamian, 2013, www.longwoods.com/content/23355

⁶ www.mentalhealthcommission.ca/English/what-we-do/workplace/national-standard

 OBJECTIVES	As measured by the following key performance indicators:	We will achieve this by focusing on:
Improved the physical and psychological health and safety of employees, physicians and volunteers	<ul style="list-style-type: none"> ◆ Decreased employee lost time injuries ◆ Increased support for psychological self-care ◆ Improved psychological job fit ◆ Increased civility and respect ◆ Increased clarity of leadership and expectations ◆ Increased protection of physical safety 	<ul style="list-style-type: none"> ◆ Continued implementation of the organization’s injury prevention plan ◆ Continued implementation of the National Standard of Canada for Psychological Health and Safety in the Workplace

Priority
Area

5

Sustainability

The organization must be sustainable for it to continue to improve access, quality and safety, the health of the population and workplace health.

Therefore, Eastern Health will leverage inventive ideas, technologies and processes to increase efficiencies and reduce waste. These efforts will help to mitigate the growth of expenditures in the province's challenging fiscal environment.




Eastern Health's sustainability priority aligns with two of the Provincial Government's Strategic Directions: A More Efficient Public Sector and A Bright Future.



GOAL

By March 31, 2023, Eastern Health will have improved the sustainability of the organization.

 OBJECTIVES	As measured by the following key performance indicators:	We will achieve this by focusing on:
Remained within the annual approved government operating expenditure limit	<ul style="list-style-type: none"> ◆ Decreased variance from operational expenditure budget 	<ul style="list-style-type: none"> ◆ Cost efficiency and financial monitoring processes
Enhanced clinical efficiencies and improved appropriateness of care	<ul style="list-style-type: none"> ◆ Reduced potentially inappropriate use of antibiotics ◆ Reduced potentially inappropriate use of biochemistry testing ◆ Reduced potentially inappropriate use of opioids 	<ul style="list-style-type: none"> ◆ Implementation of Choosing Wisely recommendations
Reduced the environmental impact of the organization	<ul style="list-style-type: none"> ◆ Reduced carbon emissions ◆ Reduced energy consumption ◆ Reduced waste 	<ul style="list-style-type: none"> ◆ Implementation of the organization's climate change strategies ◆ Implementation of the organization's comprehensive waste reduction strategies
Harnessed innovation to improve patient care and to elevate Eastern Health as a leader in the Canadian health innovation sector	<ul style="list-style-type: none"> ◆ Increased number of patients involved in health technology clinical trials ◆ Increased economic development 	<ul style="list-style-type: none"> ◆ Implementation of the four pillars of the organization's innovation strategy

Appendix A: Lines of Business



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.

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

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)
- ◆ Re-orienting health services to focus on population health as well as individual health outcomes
- ◆ Supporting health service delivery (e.g., Healthy Baby Clubs, Child Health Clinics)

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., breast screening, cervical screening)
- ◆ Falls prevention
- ◆ Chronic disease prevention and management

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.

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.

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 Immigration, Skills and Labour for subsidized funding to supplement programs.

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 **Adult Protection 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.

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.

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 clients.
- ◆ **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 caregiver 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.

Treat Illness and Injury

The organization investigates, treats, rehabilitates and cares for individuals with illness or injury. The clinical intent is to apply interventions that will reduce the severity of an illness or injury, preserve and improve the health of the individual, provide comfort measures and to educate and inform patients. Additionally, we provide care at the beginning of life (newborn 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 healthcare 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 healthcare 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.⁷

- ◆ 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.

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.

⁷ 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, Neurosurgery, 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 endeavours 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 healthcare 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 Practical Nursing, Bachelor of Nursing, 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 B: Regional 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 C: Provincial Mandate

In addition to its regional mandate, Eastern Health has distinct 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.

Eastern Health also has provincial responsibilities for tertiary-level institutional services, which include:

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

Several provincial outreach programs:

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

The organization is also responsible for numerous other provincial programs and services, namely:

- ◆ 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 Health Ethics Network Newfoundland and Labrador (PHENNL)
- ◆ 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 Public Health Laboratory
- ◆ Provincial Synagis^{®8} Program – Respiratory Syncytial Virus (RSV)
- ◆ Stem Cell Transplantation

⁸ Synagis[®] is a medication to help protect high risk babies from developing a serious lung disease caused by the respiratory syncytial virus (RSV).

Appendix D: Provincial Government Strategic Directions

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





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