

Health and Community Services

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# Strategic Plan

2020 - 2023







## MESSAGE FROM THE MINISTER

As Minister of Health and Community Services, I am pleased to present the department's 2020-23 Strategic Plan. This plan outlines the priorities the department will focus on in the next three years as we work to fulfill our mandate.

This Strategic Plan represents our commitment to improving outcomes in the areas of public and population health, quality of care and access, and health innovation and efficiency. The department has already made significant progress in these areas; however, the 2020-23 Strategic Plan represents a renewed focus to help us achieve our goals.

The strategic issues identified in this plan are consistent with the strategic directions of government. Through more effective use of technology and increased efficiencies and improvements in service delivery, we can support healthcare providers to improve the quality of care. This in turn, will drive improved health outcomes in our population while containing costs. The recommendations of the Task Force, known as Health Accord NL, will reimagine the healthcare system by highlighting new and innovative ways to deliver healthcare services to individuals and their families in communities throughout Newfoundland and Labrador.

This plan is in line with the overall strategic directions of the Provincial Government and responds to the challenges facing our health and community services system and our residents. As Minister of Health and Community Services, I acknowledge that I am accountable for the preparation of this plan and the achievement of the specific goals and objectives.

A handwritten signature in black ink, which appears to read "John Haggie". The signature is stylized and written in a cursive-like font.

Hon. John Haggie

Minister of Health and Community Services

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## **Departmental Overview**

The Department of Health and Community Services (HCS) is responsible for the overall strategic direction and priorities for the health and community services system throughout Newfoundland and Labrador.

In keeping with its mandate, the department works to provide leadership, coordination, monitoring and support to the regional health authorities (RHAs) and other entities that deliver programs and services. The department also ensures the quality, efficiency and effectiveness of the healthcare system; and effectively administers and provides funding for insured medical and hospital services, dental and pharmaceutical services, and the purchase of seats and bursary programs for students in select professional or technical fields.

The Department of Health and Community Services has a total of 234 employees (152 females and 49 males) in four locations throughout the province; Confederation Building (West Block) and Major's Path in St. John's; Grand Falls-Windsor; and Stephenville. The department is organized as follows:

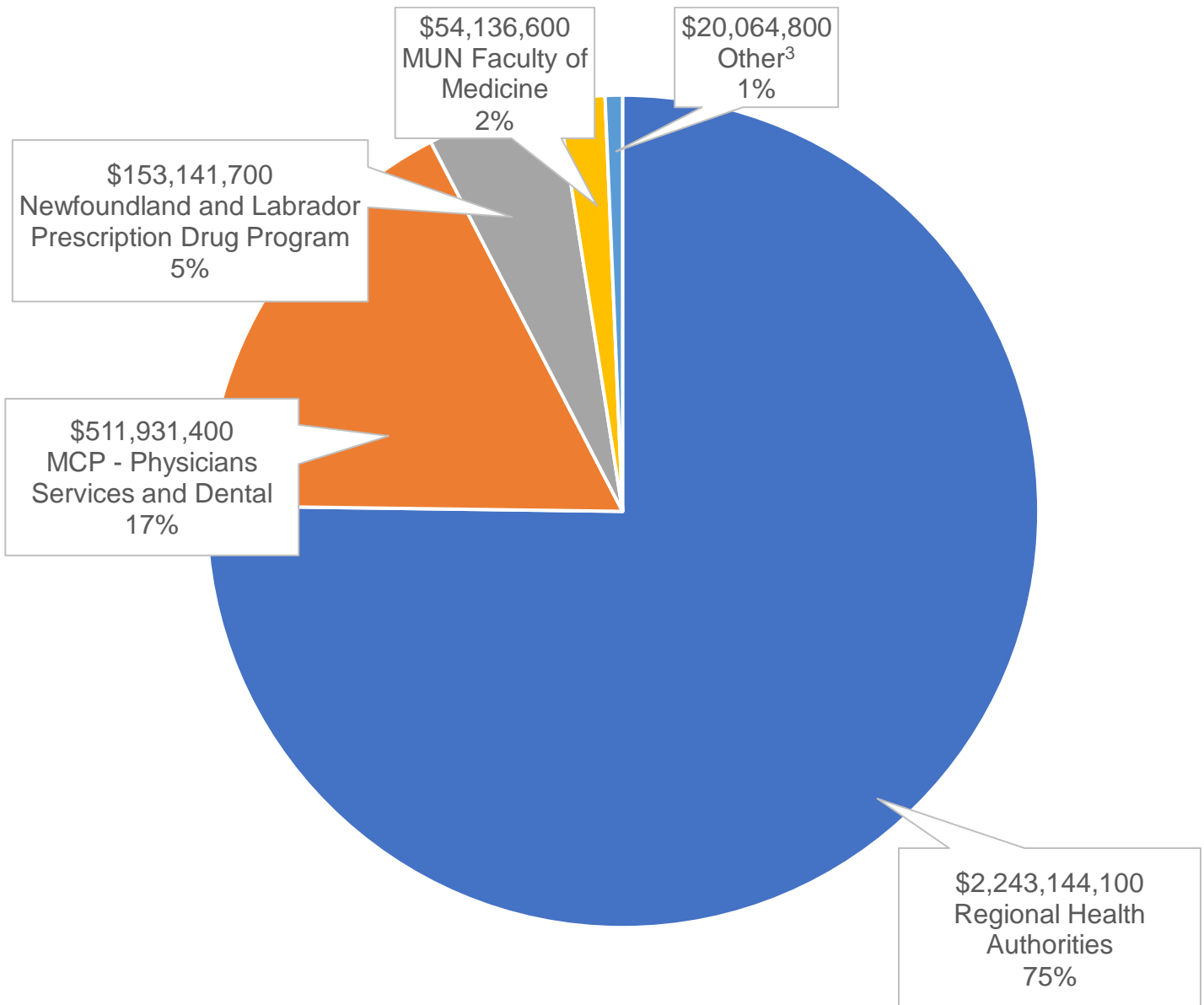
Department of Health and Community Services Staff Complement<sup>1</sup>

Division	# of Employees				Budget
	Male	Female	Vacant	Total	
Minister's Office	1	3	0	4	\$ 293,400
Executive Support	3	7	1	11	\$ 1,211,000
Communications	0	2	0	2	\$ 177,800
Financial Services	6	6	2	14	\$ 505,900
Administrative Support	0	0	0	0	\$ 957,900
Information Management	2	4	3	9	\$ 829,400
Insured Services	11	27	10	48	\$ 2,684,900
MCP St. John's	2	4	0	6	\$ 310,700
MCP Grand Falls-Windsor	3	24	2	29	\$ 1,714,600
Audit Services	2	9	1	12	\$ 904,800
Pharmaceutical Services	2	15	3	20	\$ 1,519,300
NLPDP Assessment Office	4	8	0	12	\$ 614,900
Physician Services	4	5	0	9	\$ 1,305,800
Regional Services	0	11	2	13	\$ 1,668,300
Provincial Blood Coordinating Program	0	3	0	3	\$ 311,100
Infrastructure Management	1	0	0	1	\$ 107,100
Public Health	3	7	0	10	\$ 1,349,000
Mental Health and Addictions	0	9	1	10	\$ 1,075,200
Primary Health Care	1	1	5	7	\$ 670,200
Policy, Planning and Evaluation	2	6	2	10	\$ 1,478,200
Health Workforce Planning	2	1	1	4	\$ 375,300
<b>Total</b>	<b>49</b>	<b>152</b>	<b>33</b>	<b>234</b>	<b>\$ 20,064,800</b>

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<sup>1</sup> Budget 2020-21

### Where Health Dollars are Spent<sup>2</sup>



Additional information on the Department of Health and Community Services, its mandate, and lines of business can be found at: <https://www.gov.nl.ca/hcs/department/>.

<sup>2</sup> Budget 2020-21

<sup>3</sup> This includes salaries and operating budget for the Department of Health and Community Services

## Strategic Issues

Healthcare expenditures currently account for approximately 38 per cent of the provincial budget; however, the health outcomes of Newfoundlanders and Labradorians do not reflect this high level of expenditures. In the 2020-23 planning period, the Department of Health and Community Services will move toward new approaches to healthcare delivery in order to improve health outcomes and access to services, while increasing the value of the services provided. The department plans to achieve this by focusing on three strategic issues:

1. Supporting Public and Population Health
2. Improving Quality and Access
3. Enhancing Health Innovation and Efficiency

Work under each of these strategic issues is not mutually exclusive. The cross-cutting nature of the strategic issues will allow the department to work outside of silos and increase collaboration and communications across various lines of business.

In addition to the work that will be undertaken as part of this plan, the Health Accord NL Task Force, will reimagine the healthcare system in order to best deliver services to meet the needs of people in communities throughout the province. The recommendations in this Accord, developed in consultation with all stakeholders, including Indigenous leaders and healthcare professionals, will impact how the department develops and implements health and community services programs and policy for the province.

In each of the priority areas, a three-year goal and yearly objectives are identified to guide the department towards achieving outcomes. Indicators are identified for each goal as well as the first year's objectives to show how the department will demonstrate success. The second and third year's indicators will be identified in subsequent annual reports.



### **Strategic Issue 1: Supporting Public and Population Health**

The World Health Organization defines health as a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.

By providing timely and appropriate services and supports across all areas of healthcare, the department aims to influence the social, economic, physical and environmental conditions that shape the health of the population and help individuals achieve optimal health and well-being.

Over the next three years, the department is committed to building capacity in identified areas of the healthcare system to enable government to better respond and contribute to positive health outcomes. The identified goal and objectives are in support of the Provincial Government's strategic directions of "healthier people" and "better living". Government will work toward this goal by enhancing mental health and addictions services to provide an appropriate level of care, strengthening primary care services to improve the attachment of residents to primary healthcare teams, and taking a "Health in All Policies" approach.

The Health in All Policies approach is used to address complex and interdependent challenges, and considers the health impacts of decisions, seeks synergies, and avoids harmful health impacts in order to improve population health. In the 2020-23 period, the Department of Health and Community Services will adopt a Health in All Policies approach to support population health in the province.

In 2020, Newfoundland and Labrador, and the world, experienced the COVID-19 pandemic. The province implemented extensive measures to control the spread of the virus and to prepare the healthcare system for surges in infection. To ensure this province is prepared for similar events in the future, the Minister of Health and Community Services is required, under the **Public Health Protection and Promotion Act**, to report to the House of Assembly following the expiration of a public health

emergency. Government will review its response to the COVID-19 pandemic and will refine procedures and protocols to ensure the protection of public health and the continued functioning of the healthcare system in the event of a future public health emergency.

**Goal:** By March 31, 2023, the Department of Health and Community Services will have improved its capacity to contribute to positive health outcomes for the people of the province.

**Indicators:**

- Completed the implementation of all recommendations from **Towards Recovery: A Vision for a Renewed Mental Health and Addictions System for Newfoundland and Labrador;**
- Implemented a Health in All Policies framework;
- Expanded Primary Healthcare Delivery;
- Strengthened government's ability to respond to public health emergencies; and,
- Implemented digital solutions for the prevention and management of chronic disease.

**Objective 1:** By March 31, 2021, the Department of Health and Community Services will have implemented initiatives aimed at supporting population and public health.

**Indicators:**

- Established the Health Home Model of Team Based Care;
- Initiated a review of the COVID-19 pandemic response;
- Substantially completed 16 medium-term recommendations from **Towards Recovery: A Vision for a Renewed Mental Health and Addictions System for Newfoundland and Labrador;**
- Developed select digital solutions for communicable disease surveillance and immunizations; and,

- Implemented a provincial cancer screening registry.

**Objective 2:** By March 31, 2022, the Department of Health and Community Services will have implemented further initiatives in support of improved public and population health.

**Objective 3:** By March 31, 2023, the Department of Health and Community Services will have continued to implement initiatives aimed at supporting population and public health.

### **Strategic Issue 2: Improving Quality and Access**

Having access to quality healthcare services is essential for the health of the population. In improving access to services, the Department of Health and Community Services will consider the appropriateness of services and how they are delivered.

Many healthcare delivery models were developed prior to the creation of more innovative methods that incorporate technology and maximize the scope of practice of healthcare providers. These delivery models have left some services outdated and inefficient. Many services can be safely and efficiently delivered by providers, such as nurse practitioners, pharmacists, midwives and paramedics. Additionally, services that were traditionally delivered in a hospital or institutional setting can now be safely delivered to patients in their homes, such as home-based dialysis. By adopting modernized healthcare delivery models, the department will seek to improve access to services.

The department will expand on the Home First Initiative to provide enhanced access to appropriate healthcare services for individuals in their homes, supporting them to age in place or recover from illness in their community home.

In support of government's strategic directions of "a more efficient public sector" and "healthier people", during the 2020-23 period, the Department of Health and Community

Services will work to improve access to quality services in areas such as mental health and addictions and long-term care and community supports, as well as explore new and innovative ways of improving access to other quality services within the health and community services system. The department will also work to expand the availability of virtual care services.

**Goal:** By March 31, 2023, the Department of Health and Community Services will have improved access to healthcare services and quality of care by adopting modern service delivery models.

**Indicators:**

- Increased home-based supports for individuals with complex needs;
- Expanded access to midwifery services in the province;
- Increased the number of Advanced Care Paramedics working in the provincial road ambulance system;
- Increased access to supports and services for people living with Autism Spectrum Disorder;
- Expanded virtual care services to provide residents with access to healthcare providers without leaving their community;
- Implemented provincial models for select healthcare services; and,
- Increased the number of nurse practitioners providing care in the community.

**Objective 1:** By March 31, 2021, the Department of Health and Community Services will have developed modernized service delivery models aimed at increasing access and quality of care.

**Indicators:**

- Developed a Dementia Care Action Plan;
- Expanded the Home Dementia Care Program;
- Substantially completed all medium-term actions from the Autism Action Plan;

- Explored options to expand midwifery in the province;
- Advanced the development of a provincial model in one healthcare service; and,
- Supported the use of nurse practitioners in primary care.

**Objective 2:** By March 31, 2022, the Department of Health and Community services will have continued the implementation of modernized service delivery models aimed at increasing access and quality of care.

**Objective 3:** By March 31, 2023, the Department of Health and Community Services will have implemented further service delivery models aimed at increasing access and quality of care.

### **Strategic Issue 3: Enhancing Health Innovation and Efficiency**

The core purpose of health innovation is to develop or improve health policies, systems, products and technologies, and services and delivery methods to improve people's health<sup>4</sup>. To maximize health innovation and efficiency, the Department of Health and Community Services will support the Newfoundland and Labrador Centre for Health Information in the development of innovative technologies, which will allow the public and healthcare providers to have easier access to health information. Better access to information will inform decision-making and increase efficiencies in the healthcare system.

Academia and businesses are also crucial partners in the development and delivery of innovative health products and services. Providing businesses and academics with secure access to the information resources necessary for research and discoveries is a critical component of health innovation. The department will work to provide means for researchers and the private sector to leverage the province's health information

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<sup>4</sup> [http://www.who.int/phi/1-health\\_innovation-brochure.pdf](http://www.who.int/phi/1-health_innovation-brochure.pdf)

resources to benefit Newfoundlanders and Labradorians and find innovative solutions to complex healthcare problems.

In 2017-20, the department began implementation of provincial models for select administrative functions throughout the regional health authorities and the Newfoundland and Labrador Centre for Health Information. Provincial shared service models improve business processes, reduce service duplication and lead to efficiencies in healthcare spending. The department will continue to increase efficiencies in the health system by continuing the development and implementation of shared administrative functions, such as procurement and supply chain, and information management and technology. These initiatives support government's strategic direction of "a more efficient public sector".

The department will pursue advancements in health innovation and efficiency through the expansion of shared Electronic Medical Records, and the development of an online personal health information portal, which will increase access to health information.

**Goal:** By March 31, 2023, the Department of Health and Community Services will have enhanced health innovation and efficiency through enhanced digital services and streamlined service delivery.

**Indicators:**

- Implemented a Virtual Care Action Plan;
- Maximized opportunities for virtual care;
- Implemented a Personal Health Record; and,
- Implemented provincial models for select administrative functions.

**Objective 1:** By March 31, 2021, the Department of Health and Community Services will have designed initiatives to enhance digital services and streamline service delivery.

**Indicators:**

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- Commenced work on a policy framework to enable secure access to health data for patients, providers, academia and the private sector;
- Worked with stakeholders to inform the advancement of e-health initiatives;
- Initiated activities aimed at integrating health data into a personal electronic health record;
- Initiated activities aimed at enabling digital interactions between patients and providers; and,
- Continued implementation of provincial models for select administrative functions.

**Objective 2:** By March 31, 2022, the Department of Health and Community Services will have implemented initiatives to enhance digital services and streamline service delivery.

**Objective 3:** By March 31, 2023, the Department of Health and Community Services will have implemented further initiatives to enhance digital services and streamline service delivery.





