



Labrador - Grenfell Health

STRATEGIC PLAN 2011-14



June 2011

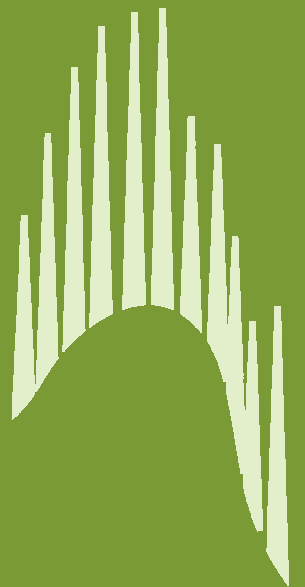


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MESSAGE FROM THE CHAIR

In accordance with the Transparency and Accountability Act and its planning and reporting guidelines for Category 1 Entities, and on behalf of the Labrador-Grenfell Health, I present the Health Authority's Strategic Plan for 2011-14.

In addition to our renewed vision and mission for 2011-17, this document summarizes the strategic directions that the Health Authority has committed to addressing over the next three years. This plan builds on our achievements and lessons learned during the 2008-11 planning period. It also considers national healthcare strategies and priorities and incorporates the strategic directions of the Department of Health and Community Services (Appendix A).

We are pleased to present specific goals, objectives and indicators for the following strategic issues: (i) strengthened population health and wellness, (ii) improved systems performance and (iii) continued commitment to quality and safety.

As Chair of the Labrador-Grenfell Health Board of Directors, my signature below is indicative of the entire Board's accountability for the preparation and achievement of the goals and objectives contained in this plan.

Labrador-Grenfell Health looks forward to working together with its health and community partners to accomplish the goals and objectives outlined in this Strategic Plan.

Respectfully,



*Ray Norman
Chair*



OVERVIEW

Labrador-Grenfell Health provides quality health and community services to a population just under 37,000, covering the communities north of Bartlett's Harbour on the Northern Peninsula and all of Labrador (a total of eighty-one communities). Corporate headquarters is located in Happy Valley-Goose Bay.

Labrador-Grenfell Health operates twenty-two facilities, including three hospitals, three community health centers, fourteen community clinics and two long-term care facilities.

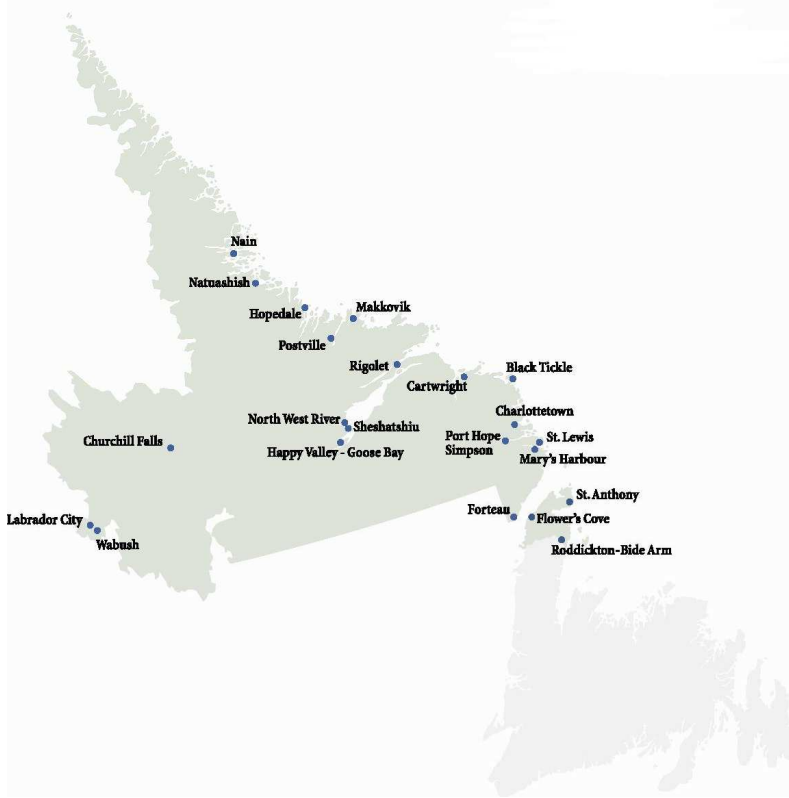
As of April 1, 2011, Labrador-Grenfell Health employed 1661 staff (1016 permanent full-time, 63 permanent part-time, 447 temporary and 135 casual). Of these, 53 per cent are Support Staff, 25 per cent are Nurses, eight per cent are health professionals (i.e., Social

Workers, Physiotherapists, Occupational Therapists, Speech Language Pathologists, Pharmacists), six per cent are Laboratory and X-ray, five per cent are Management and three per cent are Physicians. The overall staff turnover rate is 6.02 per cent, down from 6.10 in 2009-10. Seventy-nine per cent are female and twenty-one per cent are male. All staff are based in rural locations¹.

The Health Authority has made significant financial progress, availing of new and enhanced provincial and federal funding opportunities which, in turn, have strengthened its capacity to deliver mandated programming. Combined with this, through a deliberate effort to

control expenditures and with the support of a designated service for budgeting to monitor and analyze variances, the Health Authority balanced its budget in the fiscal year ending March 31, 2011.

¹ To form a census agglomeration, the urban core must have a population of at least 10,000 (Statistics Canada).



MANDATE

The mandate of Labrador-Grenfell Health is derived from the *Regional Health Authorities Act* and its regulations. Labrador-Grenfell Health is responsible for the delivery and administration of health and community services in the Labrador-Grenfell Health region in accordance with this legislation. In carrying out its responsibilities, Labrador-Grenfell Health shall:

- promote and protect the health and well-being of its region and develop and implement measures for the prevention of disease and injury and the advancement of health and well-being;
- assess health and community services needs in its region on an ongoing basis; develop objectives and priorities for the provision of health and community services which meet the needs of its region and which are consistent with provincial objectives and priorities;
- manage and allocate resources, including funds provided by the government for health and community services, in accordance with legislation;
- ensure that services are provided in a manner that coordinates and integrates health and community services;
- collaborate with other persons and organizations, including federal, provincial, and municipal governments and agencies and other Regional Health Authorities, to coordinate health and community services in the province and to achieve provincial objectives and priorities;
- collect and analyze health and community services information for use in the development and implementation of health and community services policies and programs for its region;
- provide information to the residents of the region 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;
- 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 4(3)(b); and
- comply with the directions the minister may give.

LINES OF BUSINESS

Labrador-Grenfell Health was created by the *Regional Integrated Health Authorities Order*, Newfoundland and Labrador Regulation 18/05 and provides health and community services to a diverse population, over a wide geographic area.

Acute Care, Diagnostic and Clinical Support Services (in selected locations):

Acute Care, diagnostic and clinical support services are offered primarily at the three main hospital sites in Happy Valley-Goose Bay, Labrador City and St. Anthony and on a more limited or traveling basis at three health centres in Flower's Cove, Roddickton and Forteau and fourteen community clinics along the Coast of Labrador and Churchill Falls. These services are provided by the proportionally largest group of staff and account for the largest consumers of the Authority's operational budget. Specifically, these services include:

- Anaesthesiology, general, orthopaedic, ophthalmology and dental surgery offered through day surgery and inpatient admissions.
- Women's health and maternal child health services, including gynaecology, obstetrics and paediatrics.
- Other medical, nursing and rehabilitation services, including psychiatry, internal medicine, intensive care, emergency room services, family medicine, ambulatory care, dental services, occupational therapy, physiotherapy, audiology and speech language pathology.
- Oncology services, including chemotherapy and palliative care.
- Laboratory services, including microbiology, biochemistry, haematology, blood banking, cytology and histology/pathology. (General laboratory services are available at the health centres).
- Diagnostic imaging services, including general x-ray, fluoroscopy, mammography, ultrasound, CT scan, invasive diagnostic, ECG, EEG, pulmonary function testing and cardiac stress testing services. (General diagnostic imaging services available at the health centres).
- Autopsy services (hospital and medical examiner cases), accessed through physicians and the medical examiner's office(s).
- Pharmacy services, including drug services for long-term care facilities, pharmacy support to nursing and medical staff, procurement of vaccines, chemotherapy services, and oxygen, in addition to direct provision to the general public in selected locations.
- Registered Dietitians work in various capacities throughout the region to provide nutrition expertise to improve the nutritional status of the population served. Clinical

Dietitians provide services at the three hospitals within the region.

- Satellite hemodialysis services in selected locations.

Community Health and Wellness

The programs under community health and wellness cover all community nursing programs across the life cycle that aim to assist people and communities in making healthy choices and developing healthy and supportive environments, including Public Health Nursing, Continuing Care and Health Promotion services. A Regional Nutritionist and Community Dietician are available to provide nutrition expertise to support and enable people of all ages and their communities to adopt healthy eating practices and policies that will promote health and prevent disease.

Dental Services

Labrador-Grenfell Health is held accountable, in selected parts of the region, for the provision of Dental Services, where regular preventive/ corrective dental care is provided. Dental surgery is conducted at hospital sites and emergency services are provided as needed. Promotion of dental health is carried out by dentists, dental hygienists and community health professionals throughout the region. In Labrador West and Happy Valley-Goose Bay, dental services are provided by fee-for-service dentists. In the Inuit communities, services are provided by the Nunatsiavut Department of Health and Social Development.



Health Protection Services

Under the direction of the Medical Officer of Health, programs in *Environmental Health, Communicable Disease Control, and Health Emergency Management* are designed to protect the health of the public with legislative authority from the Health and Community Services Act, the Communicable Disease Act, the Food and Drug Act, the Tobacco Control Act and related Regulations. Environmental Health also liaises with and acts as a consultant for the Department of Government Services to ensure the legislative mandate of the provincial Department of Health and Community Services is maintained.

Long Term Care

Labrador-Grenfell Health offers a range of long-term care services. Care is provided to long-term care residents in four facilities. These include the John M. Gray Centre, the Happy Valley-Goose Bay Long Term Care Home, the Labrador South Health Centre (14 beds) and the Captain William Jackman Memorial Hospital (six beds). Each facility provides a holistic and interdisciplinary approach to residents who require levels two, three and four care. Program responsibilities include a regional assessment and placement team, as well as site-specific teams that are responsible for the direction of the long-term care beds. Labrador-Grenfell Health is also responsible for the monitoring and licensing of Personal Care Homes operating within the region.

Mental Health and Addictions Services

Mental Health and Addictions Services include intake/screening, assessment, individual, family and group counselling, case management, aftercare and follow-up, youth outreach and early intervention, mental health promotion and addictions prevention, community development, crisis intervention, and referral to other services. Referrals may be made through a health professional, a community worker, a family member, or directly from the individual seeking help.

Residential Services

Labrador-Grenfell Health also has a variety of relationships with and responsibilities for a wide range of partner organizations within the region, such as Group Homes, Crisis Shelters, and Community Youth Networks. These organizations are run by community-based boards that oversee the facilities and related programming. Labrador-Grenfell Health has responsibility for monitoring these organizations to ensure they deliver appropriate programming. From a fiscal accountability perspective, the Health Authority provides funding and receives and reviews financial reports.

Therapeutic Intervention, Family Rehabilitation and Other Rehabilitation Services

Therapeutic Intervention Services are comprised of two primary home-based programs - Direct Home Services and Community Behavioural Services. Regional Autism Services are also provided through the Direct Home Services Program. Family and Rehabilitative Services is mandated to ensure the effective development of community based services and programs to individuals, and families living with individuals with a developmental disability. Other Rehabilitation Services are comprised of physiotherapy, occupational therapy, speech language pathology, and social work services.

VALUES

The core values of Labrador-Grenfell Health offer principles and a guiding framework for all employees as they work in their various capacities to deliver health and community services and enhance the health status of the residents of the region. These core values and the related action statements are:

Collaboration: Each person actively engages others to develop positive partnerships and promote productive teamwork.

Compassion: Each person demonstrates a genuine concern for client and staff well-being.

Innovation: Each person is encouraged to develop and implement new ideas based on research and evidence to address the unique and diverse health needs within the region.

Lifelong learning: Each person is encouraged to continually seek learning opportunities, while sharing knowledge and skills with others.

Respect: Each person protects individual rights and information to preserve the dignity of clients and staff.

Empowerment: Each person encourages and supports individual and community ownership/responsibility of social, physical, emotional and cultural well-being.

Integrity: Each person demonstrates honesty and truthfulness when interacting with each other and providing services.

PRIMARY CLIENTS

Labrador-Grenfell Health provides health and community services to a diverse population, over a wide geographic area in the region. Clients cover the entire life span, from pre-natal to children and youth, adults and seniors, to end-of-life care. They range from the healthy population to those with specific health needs, such as the acutely ill, or those with chronic mental or physical disabilities. Clients include both Aboriginal and non-Aboriginal residents living within the Labrador-Grenfell region, children in care from the region placed outside the region, and those who travel to the region for services.

In providing services to meet the needs of its clients, Labrador-Grenfell Health collaborates with a number of partners/stakeholders, including: the Minister and the Department of Health and Community Services; the Newfoundland and Labrador Health Boards Association; Aboriginal health organizations; the International Grenfell Association; the Grenfell Foundation and related auxiliaries; municipal, provincial and federal government representatives; health professional associations; local Chambers of Commerce; schools and post-secondary educational institutions, including medical schools; community groups; advocacy groups; ambulance service providers (non-institutional based); vendors and suppliers.

VISION

The vision of Labrador-Grenfell Health is healthy people living in healthy communities.



MISSION

Labrador-Grenfell Health provides services in its lines of business to its primary clients who are geographically dispersed throughout the region. The majority of these services are typically offered from three main regional referral sites in Happy Valley-Goose Bay, St. Anthony and Labrador-City and select permanent or traveling services are offered in individual communities or local geographic areas. Tertiary and more specialized referral-based services are available outside of the Labrador-Grenfell Health region or within the region on a visiting consultant basis.

The geographic reality of travel, combined with the complexities of providing consistent services in selected priority areas, can result in waitlists for these services. Accordingly, access to care can be a challenge for some primary clients of Labrador-Grenfell Health.

Furthermore, twenty-eight per cent of the residents of the Labrador-Grenfell Health region identify themselves as Aboriginal². This adds a dimension to providing health services to these clients in a culturally appropriate manner. For example, end-of-life care for a non-Aboriginal client might be offered in a palliative care room, while for an Aboriginal client, it might be offered in a traditional tent set up close to or on the hospital grounds.

Labrador-Grenfell Health, in line with Government's Strategic Direction of *Improved Accessibility to Priority Services*, has therefore identified the following as its continued Mission for the next two Strategic Planning Cycles:

Mission: By March 31, 2017, Labrador-Grenfell Health will have, within available resources, improved accessibility to selected health and community services to better meet the needs of people within the region.



² Health Profile, Statistics Canada, June 2010.

Measure: Improved accessibility to selected health and community services.

Indicators / Documentation that will be used to determine success:

- Improved waitlist times and decreased numbers of clients on waitlists in selected priority areas.
- Improved access to quality and culturally appropriate services.
- Expanded range and usage of Telehealth services.
- Improved utilization of health professionals' skills and competencies, appropriate to their full scope of practice.
- Increased number and type of services available to clients in the Labrador-Grenfell Health region through a variety of delivery methods (in-person, telehealth, visiting clinics, etc.).
- Improved access to mental health and addictions programs and services.



STRATEGIC/GOVERNANCE ISSUES

Labrador-Grenfell Health has identified strategic issues that have a critical impact on its ability to achieve its mission. For each strategic issue, a goal deemed achievable within three years is identified and relevant indicators chosen. Objectives for the first year are established with relevant measures and indicators.

Measures and indicators for years 2012-13 and 2013-14 will be identified once progress on the objective for the first year, 2011-12, is known.

ISSUE 1: POPULATION HEALTH AND WELLNESS

Labrador-Grenfell Health is aware that major challenges within the region, most notably socio-economic changes, geographic isolation, limited resources, and the incidence and prevalence of chronic diseases hinder the positive impact of health and wellness programs and interventions. Labrador-Grenfell Health recognizes that a regional population health approach is required to comprehend the health status of different communities and individuals. In addition, the health of the Aboriginal population is a priority concern for Labrador-Grenfell Health, as the region includes the five Inuit communities under the Nunatsiavut Government and two of the three First Nations communities in the province.

Evidence exists that a variety of health conditions are a serious concern in the region. For example, in 2010, 67.5% of the population aged 18 in the Labrador-Grenfell Health region were overweight or obese (as classified by Body Mass Index). Furthermore, 27.2% of the population aged 12 years and older were current daily smokers. Both of these factors are known to have a direct link to poor health status and specific health conditions. In addition, only 18.8% of the population aged 12 years and older reported having daily fruit and vegetable consumption that meets the recommended 5 or more servings per day³. This rate was the lowest ranked measure of all of the participating health authorities/provinces in this study. These, and others, are known risk factors for chronic diseases and are therefore potential areas of focus for health and wellness initiatives during this and future planning cycles.

Furthermore, according to a June 2006 study completed by the Newfoundland and Labrador Centre for Health Information, "Epidemiology of Suicide Attempts in Newfoundland and Labrador, 1998-2000", the land mass area of Labrador, a region with a large Aboriginal population, had a higher rate of suicide attempts (210.2 per 100,000 person years) requiring hospitalization, compared to the island portion of the province (59.0 per 100,000 person years). Suicide attempts present a public health challenge in the province and, in particular, in Labrador. The differences between attempted suicide rates in Newfoundland and Labrador and the national rate likely reflect social, economic, and cultural factors that cannot be fully addressed using hospital data⁴. Further research is needed to explain these findings and increase the Health Authority's understanding of attempted suicide as it works towards strengthening services for aboriginal clients.

³Health Profile, Statistics Canada, June 2010.

⁴The Newfoundland and Labrador Centre for Health Information, "Epidemiology of Suicide Attempts in Newfoundland and Labrador, 1998-2000", http://www.nlchi.nf.ca/pdf/Suicide_attempt_June2006.pdf

In order to meet the Department of Health's Strategic Direction of *Improved Population Health*, Labrador-Grenfell Health will build on existing initiatives in mental health and addictions services, such as the Mobile Mental Health Team for Coastal Labrador, and enhanced staffing on-site in selected communities. We will also continue to develop an integrated and collaborative approach to preserve and promote health. This approach will consider the impact of aboriginal health, communicable disease control, mental health and addictions issues, healthy eating, physical activity and chronic disease prevention and management on potential outcomes.

Goal: By March 31, 2014, Labrador-Grenfell Health will have strengthened capacity in priority areas to improve future health and wellness outcomes.

Measure: Strengthened capacity in priority areas.

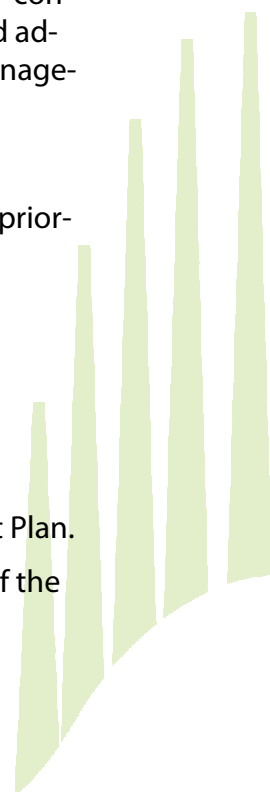
Indicators:

- Started implementation of a regional Chronic Disease Prevention and Management Plan.
- Expanded at least two site-specific best practices in service delivery to other parts of the region.
- Identified potential success factors in reducing suicide rates in the region.
- Developed a regional Chronic Disease Management database for selected health conditions.
- Strengthened regional mental health and addictions programs and services.
- Strengthened services for Aboriginal clients.

Objective 1:

By March 31, 2012, Labrador-Grenfell Health will have the capacity to collect regional health status data in priority areas.

Measure: Capacity to collect health status data in priority areas.



Indicators:

- Hired Regional Public Health Information Analyst.
- Established a Chronic Disease Prevention and Management Advisory Committee.
- Identified priority focus areas.
- Available sources of selected health status data identified.
- Started collection of selected health status data.

Objective 2:

By March 31, 2013, Labrador-Grenfell Health will have developed a Regional Chronic Disease Prevention and Management Plan.

Objective 3:

By March 31, 2014, Labrador-Grenfell Health will have implemented selected recommendations of the Regional Chronic Disease Prevention and Management Plan resulting in strengthened capacity to improve future health and wellness outcomes.



ISSUE 2: SYSTEMS PERFORMANCE

Labrador-Grenfell Health has been an active partner in investments, initiatives and programs designed to improve the performance of its systems. The accountability to the public and other stakeholders for the results of these investments have been on the forefront and has the requirement to be able to demonstrate that services are being delivered in an appropriate, efficient, effective, quality and safe manner. To meet the Department of Health's Strategic Direction of *Accountability and Stability of Health and Community Services Resulting and Improved System Performance and Sustainability*, performance indicators are being put in place in the anticipation that they will provide meaningful data for making decisions and steering Labrador-Grenfell Health in appropriate future service delivery and program directions.

A large factor in achieving systems performance success relies upon the human resource capacity of an organization and its ability to have the right staff perform the right functions at the right time.

Goal: By March 31, 2014, Labrador-Grenfell Health will have improved the performance of its systems in select areas, resulting in greater accountability and stability of programs and services in those areas.

Measure: Improved performance in select areas.

Indicators:

- Implemented a regional policy and procedure framework.
- Demonstrated improved efficiency and utilization resulting in decreased wait times for clinical services in at least two priority provincial strategies.
- Implemented a Provincial Health Human Resources Information System.
- Improved selected human resources outcomes demonstrated through key indicators.
- Improved systems performance in key areas demonstrated on a regular basis through indicator measurement and monitoring.

Objective 1:

By March 31, 2012, Labrador-Grenfell Health will have begun improving selected systems.

Measure: Demonstrated improvements begun in selected systems.

Indicators:

- Identified priority clinical utilization and efficiency issues requiring improvement.
- Implemented the majority of priority recommendations of the Provincial Endoscopy Strategy.
- Started implementation of a Provincial Health Human Resources Information System.
- Implemented selected recruitment and retention initiatives.



Objective 2:

By March 31, 2013, Labrador-Grenfell Health will have implemented additional initiatives, programs and services to support improved systems performance, resulting in greater accountability and stability of programs and services.

Objective 3:

By March 31, 2014, Labrador-Grenfell Health will have improved systems performance in select areas, with evidence of greater accountability and stability in those areas.



ISSUE 3: QUALITY AND SAFETY

Initially guided and prompted by the recommendations of several provincial reviews such as the Task Force on Adverse Events, the Commission of Inquiry on Hormone Receptor Testing and by peer reviews such as two Accreditation Canada surveys, significant work has been undertaken throughout the last two strategic planning cycles to implement programs and services aimed at improving the quality and safety of care and the workplace environment provided by Labrador-Grenfell Health. This continued focus is also part of the Department of Health's Strategic Direction for Accountability and Stability of Health and Community Services through its own area of focus on Quality and Safety.

This work has been supported by additional investments in human resources, such as the creation of a new senior executive position dedicated to Quality Management, a Patient Safety Manager, a Patient Safety Data Analyst, a Physician Safety Champion, an Accreditation Coordinator and an Occupational Health and Safety Manager. All of these individuals work within a larger multidisciplinary structure dedicated to quality and safety provide on-the-ground expertise and support for adopting innovative initiatives and actively engage employee participation across the Health Authority on quality improvement teams, safety committees and projects.

As such, quality and safety programs and processes are now well on their way to being accepted as an integral part of the operations of Labrador-Grenfell Health and are recognized as a means to improve client care and the employee workplace. The focus must now also switch to an evaluation of these programs and processes to measure their true impact on the quality and safety of services provided.

Goal: By March 31, 2014, Labrador-Grenfell Health will have demonstrated improvements in the quality and safety of services provided to clients and in the employee workplace.

Measure: Demonstrated improved quality and safety of services and in the employee workplace.

Indicators:

- Achieved Accreditation status.
- Implemented selected ***Safer Healthcare Now!*** initiatives on a regional basis.
- Implemented the Provincial Electronic Occurrence Reporting (CSRS) system.
- Implemented additional employee health and safety policies and initiatives.

- Monitored and reported quality and safety performance on a regular basis through key indicators.
- Evaluated established quality and patient safety initiatives.

Objective 1:

By March 31, 2012, Labrador-Grenfell Health will have continued the implementation of additional quality and safety initiatives to support improved services to clients, safety and in the employee work environment.

Measure: Continued implementation of additional quality and safety initiatives.

Indicators:

- Started implementation of a Provincial Electronic Occurrence Reporting (Clinical Safety Reporting) system.
- Established regional plan for continued implementation of *Safer Healthcare Now!* initiatives.
- Started implementation of a regional Falls Prevention Strategy.
- Started development of a regional Workplace Violence Prevention Program.
- Selected key performance indicators related to safety and quality.

Objective 2:

By March 31, 2013, Labrador-Grenfell Health will have monitored improvements in the quality and safety of services provided to clients and in the employee workplace.

Objective 3:

By March 31, 2014, Labrador-Grenfell Health will have evaluated the impact of additional quality and safety initiatives.



APPENDIX A: STRATEGIC DIRECTIONS

A strategic direction is a commitment communicated by government that requires action or involvement from more than one government entity to achieve a desired physical, economic or social outcome⁶. Labrador-Grenfell Health considers all of the strategic directions, communicated to them by the Minister of Health and Community Services, reviews the directions relevant to its mandate and determines how they will be addressed through a three-year planning cycle⁷. Labrador-Grenfell Health then reports annually on the advancements made towards achieving the strategic direction.

The directions related to the Department of Health and Community Services are provided below. Each strategic direction is comprised of a number of components, or focus areas.



⁶ *General Plan Outline, Transparency and Accountability Office, December 2010*

⁷ *A full copy of the Department of Health and Community Services' Strategic Plan can be obtained from:*

Department of Health & Community Services

1st Floor, Confederation Building, West Block

P.O. Box 8700

St. John's, NL A1B 4J6

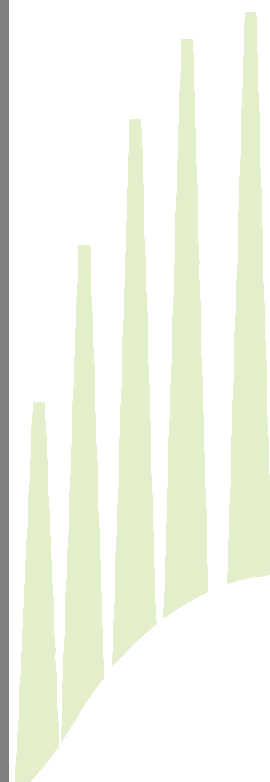
Inquiries Telephone: (709)729-4984 Fax: (709)729-5824

Email: healthinfo@gov.nl.ca

<http://www.health.gov.nl.ca/health/>

Focus Areas of the DOHCS' Strategic Direction for 2011-14	The Population Health Strategic Direction, is		
	Addressed by		
	Labrador-Grenfell Health's Strategic Plan	Labrador-Grenfell Health's Operational Plan	A work plan of a branch/division within Labrador-Grenfell Health
Aboriginal Health	✓		
Cancer Care		✓	
Communicable Disease, including sexually transmitted disease	✓		
Chronic Disease Management	✓		
Environmental Health			✓
Health Emergency Management			✓
Healthy Aging		✓	
Healthy Eating/ Physical Activity	✓		
Injury Prevention			✓
Maternal/Newborn Health			✓
Smoking Rates And Protection from Environmental Smoke		✓	
Wellness	✓		

Focus Areas of the DOHCS' Strategic Direction for 2011-14	The Strategic Direction of Access to Priority Services , is		
	Addressed by		
	Labrador-Grenfell Health's Strategic Plan	Labrador-Grenfell Health's Operational Plan	A work plan of a branch/division within Labrador-Grenfell Health
Access Management	✓		
Long Term Care and Community Supports		✓	
Mental Health And Addictions Services	✓		
Pre Hospital / Emergency	✓		
Rural Health	✓		
Focus Areas of the DOHCS' Strategic Direction for 2011-14	The Strategic Direction of Improved Accountability and Stability in the Delivery of Health and Community Services within Available Resources, is		
	Addressed by		
	Labrador-Grenfell Health's Strategic Plan	Labrador-Grenfell Health's Operational Plan	A work plan of a branch/division within Labrador-Grenfell Health
Clinical / Administrative Guidelines / Program Standards	✓		
Evaluation of Legislation, Programs and Services	✓		
Health Research		✓	
Information Management and Technology		✓	
Performance Measurement/ Monitoring	✓		
Provincial Health Human Resources	✓		
Quality and Safety	✓		



Appendix B:

Board of Directors and Senior Executive

At the time of the publishing of this Plan, Labrador-Grenfell Health is guided by the following Board of Directors and Senior Executive Management Team:

Board of Directors:

Ray Norman, Chair, Roddickton
Mary Abbass, Happy Valley - Goose Bay
Debbie Singleton, Happy Valley - Goose Bay
Andrew Robertson, Labrador City
David Milley, Labrador City
Gordon Burry, Churchill Falls
Mary Jane Edmunds, Natuashish
Trudy Baikie, Nain
Gloria Toope, Plum Point
Iris Decker, Ship Cove
John Gibbons, Plum Point
Lisa Dempster, Charlottetown

Board and Executive Offices:

Labrador-Grenfell Regional Health Authority
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Happy Valley- Goose Bay, NL
A0P 1C0
Tel: (709) 897-2267
Fax: (709) 896-4032
www.lghealth.ca

Executive Team:

Boyd Rowe, President and Chief Executive Officer
Dr. Michael Jong, Vice President, Medical Services
Delia Connell, Vice President, Community, Children's Services and Aboriginal Affairs & Chief Operating Officer (North)
Julie Nicholas, Vice President, Acute and Long-Term Care Services & Chief Operating Officer (South)
Ozette Simpson, Chief Operating Officer (West)
Norma Forsey, Vice President, Quality Management
Barbara Molgaard Blake, Vice President, People and Information
Eric Power, Vice President, Finance and Corporate Services
Vacant, Medical Officer of Health

Appendix C: Facilities by Location

Regional Referral Centres:

Labrador Health Centre, Happy Valley-Goose Bay
Captain William Jackman Memorial Hospital*, Labrador City
Charles S. Curtis Memorial Hospital, St. Anthony

Long-Term Care Facilities/Units:

Labrador South Health Centre, Forteau
Long Term Care Home, Happy Valley-Goose Bay
Captain William Jackman Hospital*, Labrador City
John M. Gray Centre, St. Anthony

Health Centres:

Strait of Belle Isle Health Centre*, Flower's Cove
Labrador South Health Centre, Forteau
White Bay Central Health Centre, Roddickton

Community Clinics:

Black Tickle
Cartwright
Charlottetown
Churchill Falls
Hopedale
Makkovik
Mary's Harbour
Nain
Natuashish
Port Hope Simpson
Postville
Rigolet
Sheshatshiu/Northwest River
St. Lewis

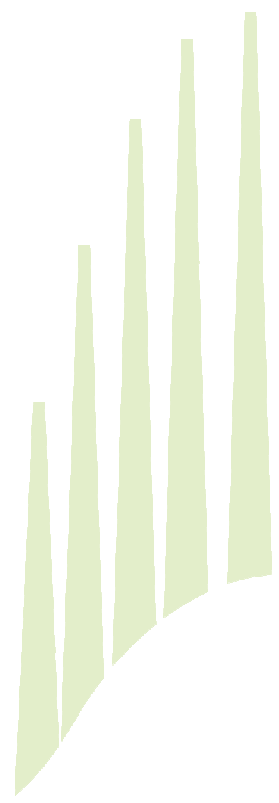
Community Health and Wellness programs and services are provided across all sites. Dental Services are provided in St. Anthony, Flower's Cove, Roddickton and Forteau, and on a visiting basis in St. Lewis, Mary's Harbour, Charlottetown, Port Hope Simpson, Cartwright and Black

Tickle. *New facilities in either the planning and/or construction phases during 2011-14.

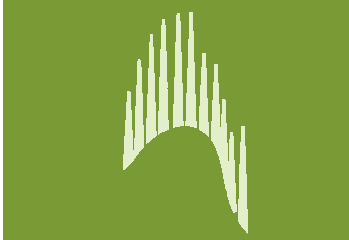
- Adoption Act
- Centre For Health Information Act
- Child Care Services Act
- Child, Youth And Family Services Act
- Chiropractors Act
- Communicable Diseases Act
- Dental Act
- Dietitians Act
- Emergency Medical Aid Act
- Food And Drug Act
- Health And Community Services Act [Formerly Public Health Act]
- Health Care Association Act [Formerly Hospital And Nursing Home Association Act]
- Health Research Ethics Authority Act
- Hearing Aid Practitioners Act
- Homes For Special Care Act
- Hospital Insurance Agreement Act
- Human Tissue Act
- Licensed Practical Nurses Act, 2005
- Medical Act, 2005
- Medical Care Insurance Act, 1999
- Mental Health Care And Treatment Act
- Midwifery Act
- Neglected Adults Welfare Act
- Occupational Health and Safety Act
- Occupational Therapists Act, 2005
- Optometry Act, 2004
- Personal Health Information Act, 2011
- Pharmaceutical Services Act
- Pharmacy Act [Formerly Pharmaceutical Association Act, 1994]
- Physiotherapy Act, 2006
- Private Homes For Special Care Allowances Act
- Psychologists Act, 2005
- Regional Health Authorities Act
- Registered Nurses Act
- Self-Managed Home Support Services Act
- Smoke-Free Environment Act, 2005
- Social Workers Association Act
- Tobacco Control (Amendment) Act
- Tobacco Control Act
- Venereal Disease Prevention Act
- Workplace Health, Safety and Compensation Commission Act
- Young Persons Offences Act
- Youth Criminal Justice Act (Canada) And Young Persons Offences Act

Appendix D: Statutes and Regulations Applicable to Labrador-Grenfell Health

NOTES







Labrador - Grenfell
Health

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