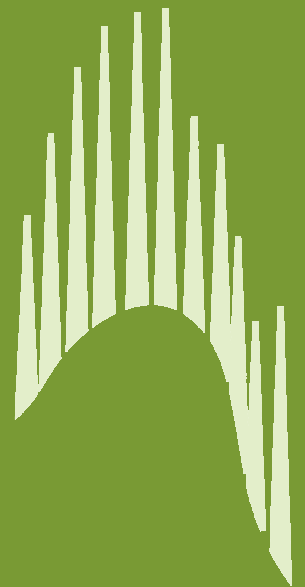




Labrador - Grenfell Health



**STRATEGIC PLAN
2014-17**



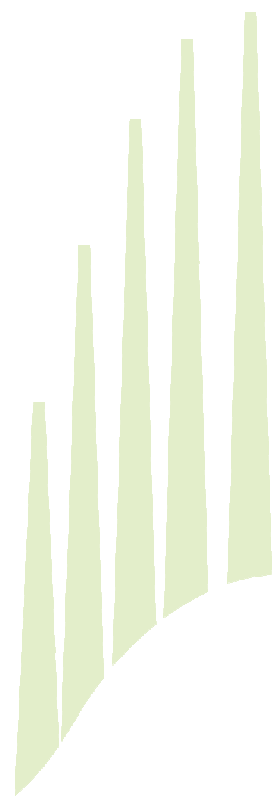
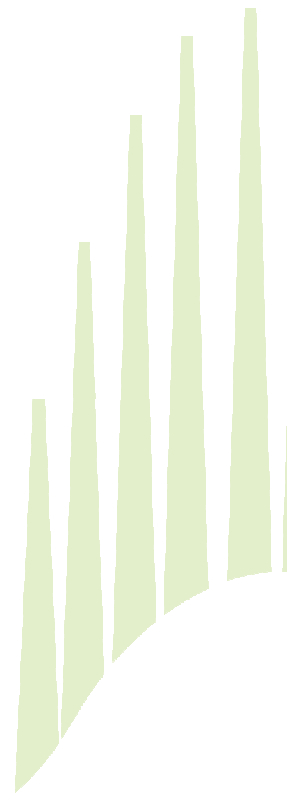


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MESSAGE FROM THE CHAIR

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 Board of Directors, I present the Health Authority's Strategic Plan for 2014-17.

In addition to endorsing our vision and mission for 2014-17, this document summarizes the strategic issues that the Health Authority has committed to addressing over the next three years. This plan builds on our achievements and lessons learned during the 2011-14 planning period. It also considers provincial healthcare strategies and priorities and incorporates the strategic directions of Government as communicated by the Minister of Health and Community Services (Appendix A).

We are pleased to present specific goals, objectives and indicators for the following strategic issues: (i) strengthened capacity to address population health and wellness issues, (ii) improved performance and efficiency in the delivery of health care and (iii) improved client access to selected services.

As Chair of the Labrador-Grenfell Health Board of Directors¹, 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

¹ A full listing of the current Labrador-Grenfell Health Board of Directors is presented in Appendix B.



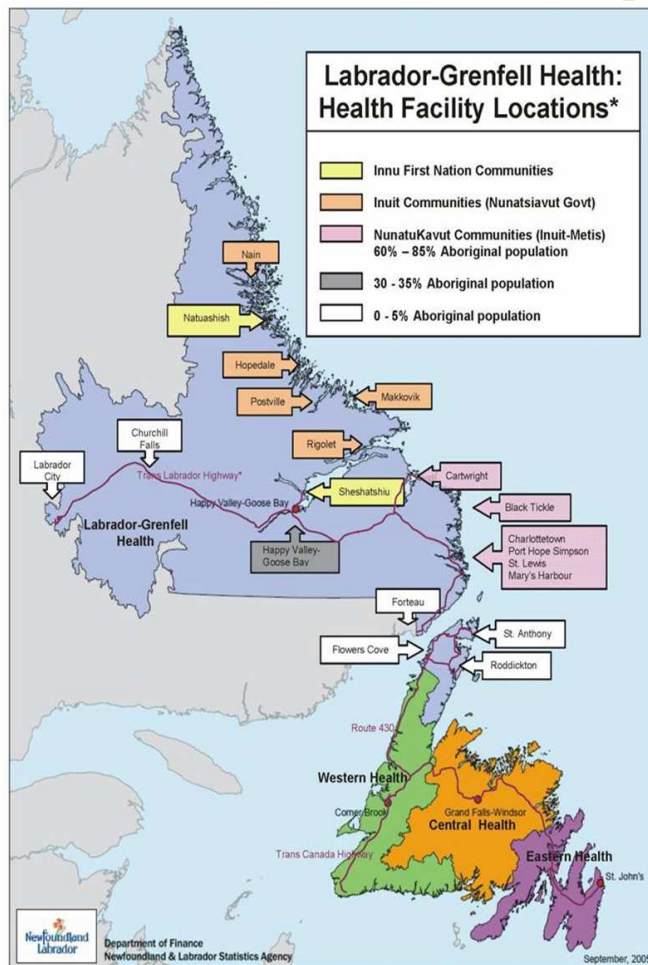
OVERVIEW

Labrador-Grenfell Health provides quality health and community services to a population just under 37,000², 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 health centres, 14 community clinics and two long-term care facilities. Appendix C provides a list of Labrador-Grenfell Health facilities by location.

As of March 31, 2014, Labrador-Grenfell Health employed 1,469 staff (948 permanent full-time, 55 permanent part-time, 352 temporary and 114 casual). Of these, 52 per cent are Support Staff, 26 per cent are Nurses, seven per cent are health professionals (i.e., Social Workers, Physiotherapists, Occupational Therapists, Speech Language Pathologists, Pharmacists), seven per cent are Laboratory and Diagnostic Imaging Technologists, four per cent are Management and four per cent are Physicians. The overall employee turnover rate is 5.4 per cent, down from 7.27 per cent in 2012-13. Eighty-one per cent are female and 19 per cent are male. All staff are based in rural locations.³

The Health Authority has continued to work towards identifying and improving financial performance and has made significant progress in becoming more efficient in its operations. This, in turn, has strengthened the Health Authority’s capacity to deliver mandated programming and supported an intensified focus on balancing its budget in the fiscal year ending March 31, 2014. Labrador-Grenfell Health supports its operations with a 2014-15 budget of \$162.3 million.



*Information added by Physician Recruitment and Retention, Labrador-Grenfell Health. Population determinations based on data from Statistics Canada 2006 Census, rounded to nearest 5%.

² Statistics Canada, Census 2011

³ 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; and
- 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).

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 14 community clinics in Labrador.

Specifically, these services include:

- Anaesthesiology, general, orthopaedic, gynaecology, 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 care, 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, computerized tomography (CT), invasive diagnostic, electrocardiography (ECG), electroencephalography (EEG), pulmonary function testing and cardiac stress testing. (General diagnostic imaging services are available at the health centres);
- Autopsy services;
- 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;
- Clinical dietetic services are based at the three hospitals and provide services throughout the region; and
- Satellite hemodialysis services.

Primary Care Services

Preventative, promotive, supportive, rehabilitative, and curative interventions are provided through a broad range of health care services in the community clinics and health centres. These services, in addition to the population health, mental health and addictions and dental services described below, include emergency and ambulatory acute care. These services are delivered by a team of health professional, consisting primarily of regional nurses, nurse practitioners, public health and community health nurses, social workers, family physicians, and dentists.

Population Health Services

The programs under population health services cover 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, Health Promotion and Health Protection services: comprising of Environmental Health, Communicable Disease Control and Emergency Management.

A variety of programs 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 Service NL to ensure the legislative mandate of the provincial Department of Health and Community Services is maintained.

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.



Long-Term Care Services

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 facility, 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 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. Mental Health and Addictions Services are available on-site and on a traveling basis throughout the Labrador-Grenfell Health region.

Residential Services

Labrador-Grenfell Health has a relationship with and responsibility for the transition houses (shelters) within the region. These transition houses are run by community-based boards that oversee the facilities and related programming. Labrador-Grenfell Health has responsibility for monitoring these transition houses 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, audiology, and social work 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 prenatal 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 Health 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 and stakeholders, including: the Department of Health and Community Services; 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.



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 when providing services.

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, 33.2 per cent of the residents of the Labrador-Grenfell Health region identify themselves as Aboriginal⁴. 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 the Provincial Government's Strategic Direction of Access, has therefore identified the following as its continued Mission for the next Strategic Planning Cycle:

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.

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.

⁴ Health Profile, Statistics Canada, December 2013.

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 2015-16 and 2016-17 will be identified once progress on the objective for the first year, 2014-15, is known.



ISSUE 1: POPULATION HEALTH AND WELLNESS

Labrador-Grenfell Health recognizes that a regional population health approach is required to comprehend the health status of different communities and individuals. A population health approach examines health conditions and related issues for an entire regional population, as well as examines the distribution of health features and disparities among different groups within the population. The population health concept derives from a World Health Organization definition of health as "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity."⁵ The approach aims to improve the health of the entire population and to reduce health inequities or disparities among different groups.

To build on the initial work started during the 2011-14 strategic planning cycle and in accordance with Government's strategic direction of *Population Health with a focus on Chronic Disease Management and Healthy Living*, Labrador-Grenfell Health will continue to gather and analyze selected aspects of the structure and demographics of its population as an instructive way to interpret the health status of component social groups and/or communities. For example, the numbers of persons who have been diagnosed as overweight and obese are very high in the Labrador-Grenfell Health region and can increase the risk of many chronic diseases, including diabetes. In 2011-12, 30.1 per cent of the population in the region aged 18 and older were obese, as compared to 26.8 per cent for Newfoundland and Labrador and 18.3 per cent for Canada. Furthermore, during the same period, the rate of hospitalization for mental illness in the region, at 905 hospitalizations per 100,000 population, was more than double that of the rate for Newfoundland and Labrador as a province. Additionally, the rate for hospitalization for self-injury (including attempted suicide) in the Labrador-Grenfell Health region in 2011-12, at 207 per 100,000 population, was twice the rate of that in Newfoundland and Labrador.⁶

Further work in implementing population health initiatives during this planning cycle will increase the capacity of the Health Authority to support the residents of the region to better address these known risk factors for chronic diseases.

Goal: By March 31, 2017, Labrador-Grenfell Health will have strengthened capacity to address population health issues in the region.

⁵ Preamble to the Constitution of the World Health Organization as adopted by the International Health Conference, New York, 19-22 June, 1946; signed on 22 July 1946 by the representatives of 61 States (Official Records of the World Health Organization, no. 2, p. 100) and entered into force on 7 April 1948.

⁶ Statistics Canada, *Canadian Community Health Survey, 2011-2012*

Measure: Strengthened capacity to address population health issues in the region.

Indicators:

- Implemented a regional chronic disease prevention and management plan.
- Strengthened capacity for suicide prevention in the region.
- Established a chronic disease management database for diabetes.
- Strengthened capacity to respond to mental health and addictions issues at the community level.
- Implemented new approaches to healthy living in the region.

Objective 1: By March 31, 2015, Labrador-Grenfell Health will have implemented selected initiatives to address population health issues in the region.

Measure: Implemented selected initiatives to address population health issues in the region.

Indicators:

- Finalized a renewed a chronic disease prevention and management plan.
- Identified opportunities to build capacity at the community level in the area of mental health and addictions.
- Assessed suicide prevention best practices and implemented a risk assessment tool.
- Continued work on a chronic disease management database for diabetes.

Objective 2: By March 31, 2016, Labrador-Grenfell Health will have continued to work to address population health issues in the region.

Objective 3: By March 31, 2017, Labrador-Grenfell Health will have improved its response to population health issues in the region.



ISSUE 2: IMPROVED PERFORMANCE

Labrador-Grenfell Health has focused its activities on investments, initiatives and programs designed to improve the performance and efficiency 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 Provincial Government's Strategic Direction of an *Accountable, Sustainable, Quality Health and Community Services System with a focus on Evaluation of Legislation, Policies, Programs and Services, Operational Improvement Plans, and Quality and Safety*, Labrador-Grenfell Health has identified goals and objectives for the 2014-17 planning cycle which, when implemented, will result in improved performance and strengthened services to clients in several areas. During the previous planning cycle in 2011-14, the Health Authority recognized opportunities for savings and has made progress in meeting its performance goals. Building on these accomplishments, Labrador-Grenfell Health will implement innovative ways that it can work smarter and more efficiently in order to sustain programs and services over the long-term.

A large factor in achieving improved performance relies upon the processes supporting care and the ability of an organization to perform the appropriate functions in line with clinical best practice. As a result, the next planning cycle will also see the Health Authority implement selected initiatives which will strengthen the safety of clinical services and communications with clients, while improving overall performance.

Goal: By March 31, 2017, Labrador-Grenfell Health will have implemented initiatives to achieve greater operational efficiency in the delivery of health care in the region.

Measure: Implemented initiatives to achieve greater operational efficiency in the delivery of health care in the region.

Indicators:

- Achieved greater operational efficiency.
- Improved client communication to enhance understanding of practices.
- Enhanced client safety in obstetrical care.
- Improved continuity of care through enhanced access to client information.
- Improved practices in medication safety.
- Implemented regional policies in select program areas.

Objective 1: By March 31, 2015, Labrador-Grenfell Health will have introduced improvements to enhance system performance.

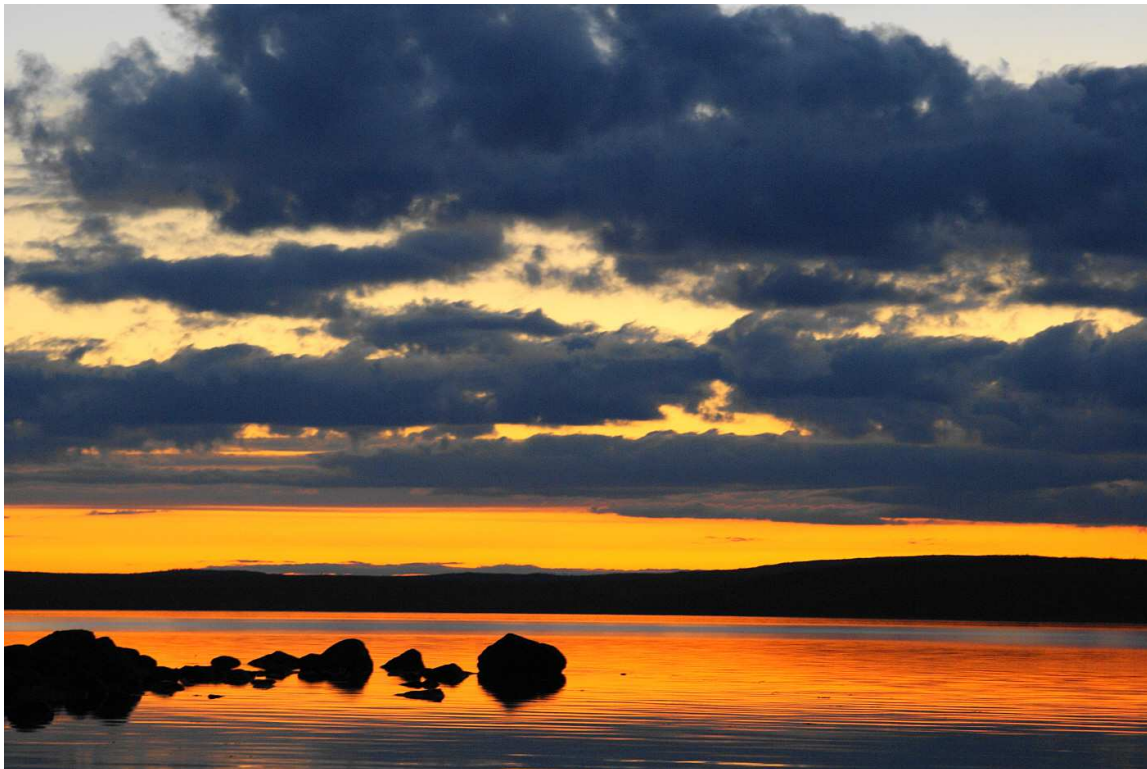
Measure: Introduced improvements to enhance system performance.

Indicators:

- Implemented new client communication tools.
- Completed consolidation of health care information system.
- Continued implementation and identification of operational improvement initiatives.
- Developed regional protocols, based on current best practices, for obstetrical care.

Objective 2: By March 31, 2016, Labrador-Grenfell Health will have continued to introduce improvements to enhancing system performance.

Objective 3: By March 31, 2017, Labrador-Grenfell Health will have evaluated improvements made to system performance.



ISSUE 3: ACCESS

Accessibility to services is an important factor in the diagnosis and treatment of health conditions. According to the Canadian Community Health Survey conducted by Statistics Canada in 2011-12, 70.9 per cent of respondents aged 12 and older in the Labrador-Grenfell Health region identified themselves as having a regular medical doctor, compared to 91.3% in the province overall.

However, access to health care is more than simply increasing the volume and variety of services available within a Health Authority. In accordance with Provincial Government's Strategic Direction of *Access, with an Outcome of Improved Accessibility to Programs and Services Meeting the Current and Future Needs of Individuals, Families and Communities Particularly Those Most Vulnerable*, Labrador-Grenfell Health believes that improvements, particularly in the focus area of *Wait Times*, can be achieved by removing challenges that impact throughput and efficiency such as examining wait lists for their accuracy, implementing technologies, introducing programs in the home setting, and supporting improved communication between health care providers and clients.

Labrador-Grenfell Health has an established model in many of its rural communities where a broad range of primary health care services are accessible by the client. During this strategic planning cycle and also aligned with Provincial Government's Strategic Direction of *Access, with a focus on Rural Health*, Labrador-Grenfell Health will assess how innovative primary health care models can be adapted for use throughout the region as a means of improving access to services.

This strategic direction complements the Health Authority's mission, which states that 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.

Goal: By March 31, 2017, Labrador-Grenfell Health will have improved client access to selected services in the region.

Measure: Improved client access to selected services in the region.

Indicators:

- Improved modes of client transportation.
- Improved collaboration between health care providers to provide more continuous and consistent care.
- Explored primary health care delivery options.
- Improvements in client wait times in selected areas.
- Improved access to services provided in the home setting. (e.g. implementation of the home-based chemotherapy program)

Objective 1: By March 31, 2015, Labrador-Grenfell Health will have implemented selected initiatives to improve access.

Measure: Implemented selected initiatives to improve access.

Indicators:

- Implementation of the home-based chemotherapy program.
- Improved client air transportation (“schedevac”) services.
- Researched primary health care models from other jurisdictions.
- Examined client and health care provider relationships to identify potential areas for improvement.
- Begun implementation of selected recommendations of specific provincial wait times initiatives.

Objective 2: By March 31, 2016, Labrador-Grenfell Health will have defined primary health care model(s) appropriate to the region.

Objective 3: By March 31, 2017, Labrador-Grenfell Health will have evaluated the potential application of primary health care model(s) in the region.

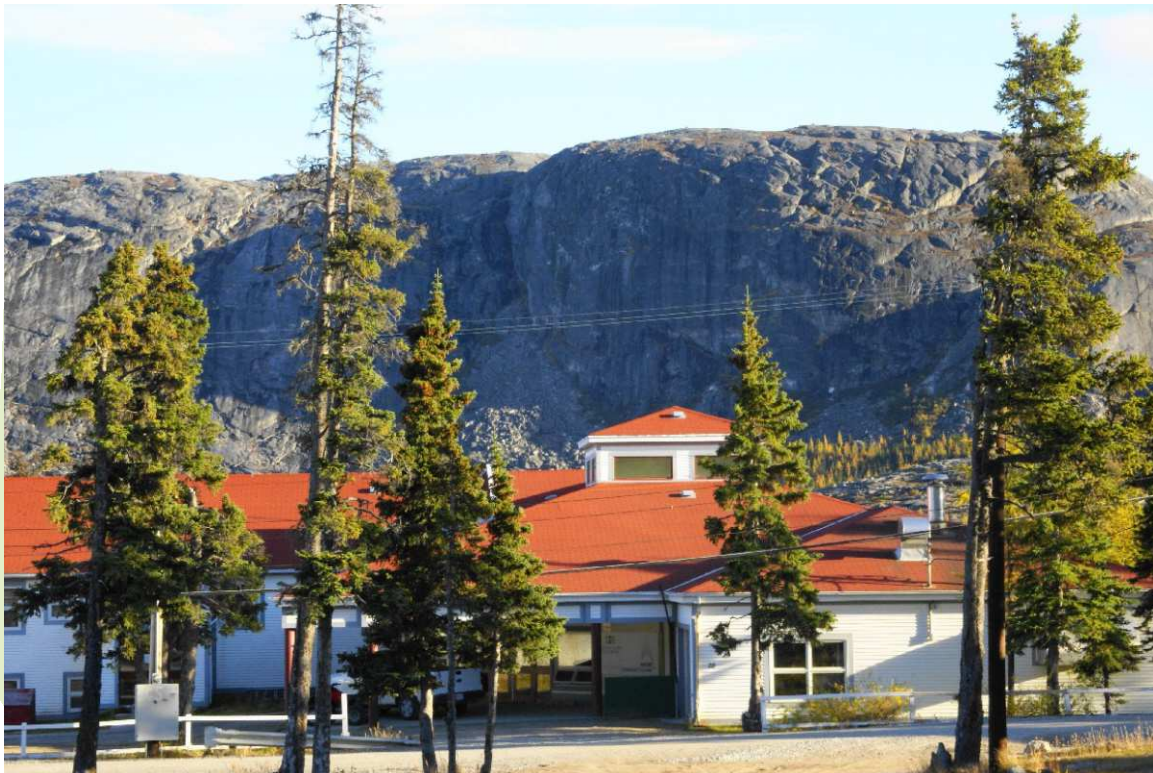
CONCLUSION

Labrador-Grenfell Health is enthusiastic and committed to the achievement of the goals identified by its Board of Directors in this Strategic Plan for 2014-17. The Strategic Issues of Population Health, Improved Performance and Access are consistent with those recognized by the Government of Newfoundland and Labrador, and when achieved, will result in improved health care services and provide support for the enhanced health and well-being of the residents of the Labrador-Grenfell Health region.

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 outcome.⁷ Labrador-Grenfell Health considers all of the strategic directions as communicated 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 cycle. 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.



⁷ *Guidelines for Multi-Year Performance-Based Planning, Transparency and Accountability Office, July 2013*

Focus Areas of the DOHCS' Strategic Direction for 2014-17	The Population Health Strategic Direction with an Outcome of Strengthened Population Health and Healthy Living, 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		✓	
Chronic Disease Management	✓		
Healthy Aging		✓	
Healthy Living	✓		
Focus Areas of the DOHCS' Strategic Direction for 2014-17	The Strategic Direction of Access with an Outcome of Improved Accessibility to Programs and Services Meeting the Current and Future Needs of Individuals, Families and Communities Particularly Those Most Vulnerable, 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
eHealth		✓	
Infrastructure		✓	
Long-Term Care and Community Supports		✓	

Mental Health and Addictions Services		✓	
Pharmacare Initiatives –			n/a
Rural Health	✓		
Wait Times	✓		
Focus Areas of the DOHCS' Strategic Direction for 2014-17	The Strategic Direction of an Accountable, Sustainable and Quality Health and Community Services System with the Outcome of Improved Performance and Efficiency in the Health and Community Services System to Provide Quality Services that are Affordable and Sustainable, 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 Efficiency Review		✓	
Evaluation of Legislation, Policies, Programs and Services	✓		
Evidence-Informed Research in Health and Other Related Areas		✓	
Health Emergency Management			✓
Health Workforce Planning			✓
Operational Improvement Plans	✓		
Quality and Safety	✓		

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
- Andrew Robertson, Labrador City
- Trudy Baikie, Nain
- Gloria Toope, Plum Point
- Iris Decker, Ship Cove
- Hedley Ryland, L'Anse au Loup
- Lori O'Brien, L'Anse au Loup
- Todd Hedderson, St. Lunaire-Griquet
- Rick Pelley, St. Anthony

Executive Team:

- Tony Wakeham, President and Chief Executive Officer
- Dr. Michael Jong, Vice-President, Medical Services
- Delia Connell, Vice-President, Community and Aboriginal Affairs and Chief Operating Officer (North)
- Donnie Sampson, Vice-President, Nursing and Chief Nurse
- Ozette Simpson, Chief Operating Officer (West)
- Norma Forsey, Vice-President, Quality Management
- Barbara Molgaard Blake, Vice-President, People and Information and Chief Operating Officer (South)
- Roger Snow, Chief Financial Officer (A)

Board and Executive Offices:

Labrador-Grenfell Regional Health Authority
P.O. Box 7000, Station C
Happy Valley-Goose Bay, NL
AOP 1C0
Tel: (709) 897-2267
Fax: (709) 896-4032

www.lghealth.ca

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

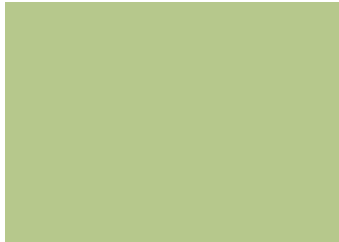
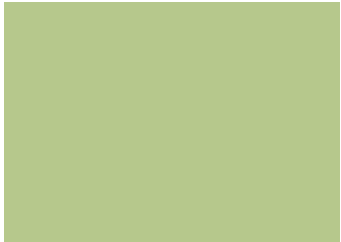
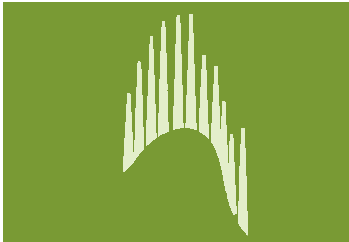
Health Centres:

- 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/North West River
- St. Lewis

** New facility in the construction phase during 2014-17.*



Labrador - Grenfell
Health

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