



Labrador - Grenfell
Health



2020-23 STRATEGIC PLAN

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BOARD OF TRUSTEES

▲ **VACANT**
CHAIRPERSON

▲ **MICHELLE BAIKIE**
TRUSTEE

▲ **NOREEN CAREEN**
TRUSTEE

▲ **HOPE COLBOURNE**
TRUSTEE

▲ **LYNN DECKER-ELLSWORTH**
TRUSTEE

▲ **WYMAN JACQUE**
TRUSTEE

▲ **ALTON RUMBOLT**
TRUSTEE

▲ **COLIN O'BRIEN**
VICE CHAIRPERSON

▲ **GERTIE BROMLEY**
TRUSTEE

▲ **TERRANCE CASEY**
TRUSTEE

▲ **SANDY CROWLEY**
TRUSTEE

▲ **MARSHA GENGE**
TRUSTEE

▲ **STACY RYAN**
TRUSTEE



Photo: A view from Northern Labrador

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 (LGH) Board of Trustees, I present the health authority's Strategic Plan for 2020-23.

This document summarizes the strategic issues that the health authority has committed to addressing over the next three years and builds upon our achievements and lessons learned during the 2017-20 planning period. It also considers the strategic directions of Government as well as health care strategies and priorities as communicated by the Minister of Health and Community Services (Appendix D).

To inform decisions around the delivery of health services, we rely on feedback and engagement with our community partners and the general public. Engagement strategies include both formal and informal sessions including individual surveys, community stakeholder meetings and sub regional consultations. These strategies help to identify the priorities of our diverse communities and opportunities for improvement. As such, we are pleased to present specific goals, objectives, and indicators for the following strategic issues: (i) People Centered, (ii) Healthy and Sustainable Workforce, and (iii) Better Access for Better Health.

In addition to endorsing our vision for 2020-23, LGH has updated its corporate values to reflect the priorities of its public and staff heard through community engagement.

While the COVID-19 pandemic presented many challenges for our organization and the country beginning in March 2020, we would like to thank the LGH team for their dedication to supporting our region and for their diligent efforts to providing timely and safe response during an unprecedented time. We continue to adapt the delivery of services to align with the changing environment and are confident in our planning for the future of health care in the LGH region.

As Vice Chair of the LGH Board of Trustees, 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. LGH looks forward to working together with its health and community partners to accomplish the goals and objectives outlined in this Strategic Plan.

Respectfully,

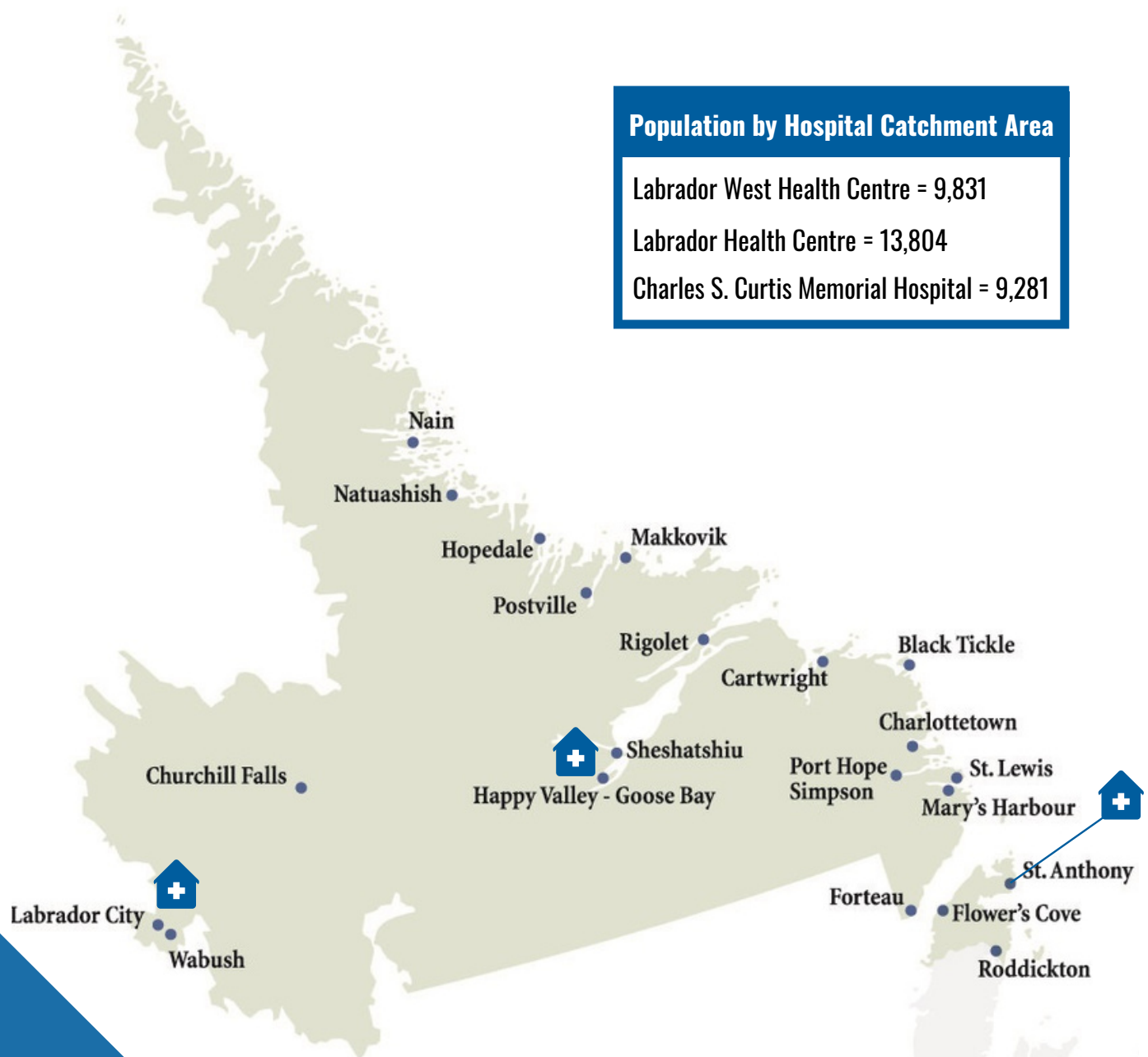


Colin O'Brien
Vice Chair

OVERVIEW

LGH is one of Newfoundland and Labrador’s four regional health authorities which covers Labrador and all communities north of Bartlett’s Harbour on the Northern Peninsula. LGH provides quality health and community services to approximately 37,000 people (Statistics Canada, Census 2016 data) inclusive of three Indigenous groups: Innu, Labrador Inuit, and Southern Inuit. LGH operates 22 facilities, including three hospitals, three community health clinics, 14 community clinics and two long-term care facilities. Its headquarters is based in Happy Valley-Goose Bay.

Figure 1. LGH Region



LABRADOR-GRENFELL HEALTH STRATEGIC PLAN 2020-23

As of March 31, 2020, LGH employed 1,449 staff (913 permanent full-time, 40 permanent part-time, 344 temporary and 152 casual workers). Of these, 54 per cent are support staff, 26 per cent are regulated nurses, seven per cent are other health professionals (i.e. social workers, physiotherapists, occupational therapists, speech language pathologists, pharmacists), six per cent are laboratory and diagnostic imaging technologists, four per cent are management and three per cent are physicians. There are also more than 250 volunteers throughout the region, including those affiliated with various community groups such as the Grenfell Foundation, Auxiliaries, Churches, fund raising groups for long-term care homes plus many individuals who contribute their time to supporting clients and residents in the LGH region.

LGH facilities are based in small population centres (1,000-29,999 residents) and rural areas that encompass all territory outside the population centres (Population Centres and Rural Area Classifications).

The health authority has continued to work towards identifying and improving financial performance and is striving to become more efficient in its operations. This, in turn, supported the health authority's ability to deliver mandated programming and intensified the focus on balancing its budget in the fiscal year ending March 31, 2020. A breakdown of the 2019-20 budget is displayed in figure 2. LGH maintains its operations with a 2020-21 budget of \$197,361,967 million.

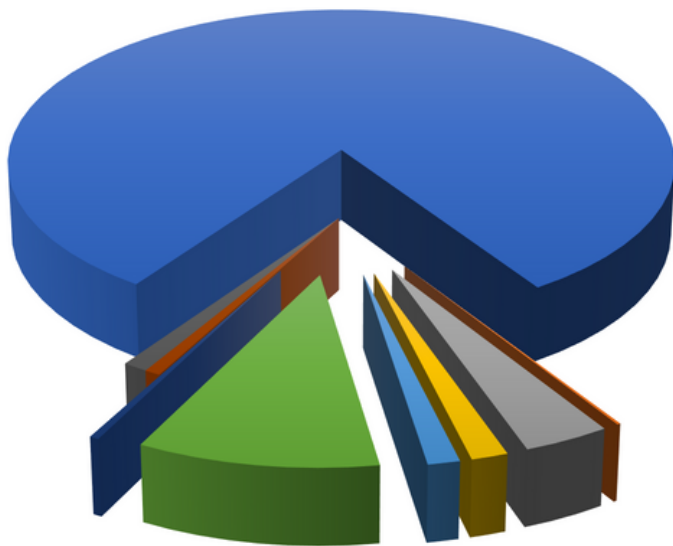
More information about the LGH mandate, lines of business and primary clients are available in the appendices of this document and at www.lghealth.ca.



Photo: Terrington Basin, Credit: Lesley Tucker

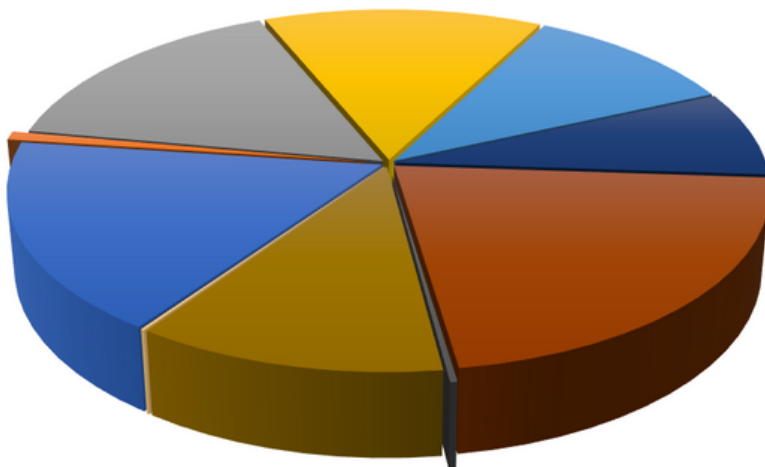
Figure 2. LGH 2019-20 Budget

Operating Revenue - \$187,532,000



- Provincial Plan (Operating Grant Only) \$152,021,962
- Other Capital Contributions \$270,437
- Other \$6,840,742
- Provincial Plan (Capital Grant) \$2,886,272
- Outpatient \$2,534,857
- MCP \$18,933,235
- Inpatient \$738,751
- Transportation and Works \$1,285,500
- Long-Term Care \$2,020,244

Expenses - \$188,015,646



- Nursing inpatient services \$32,655,190
- Education and research \$1,448,520
- Community and social services \$29,893,924
- Ambulatory care services \$26,123,754
- Diagnostic and therapeutic services \$20,028,775
- Administration \$14,608,498
- Support services \$40,560,917
- Undistributed \$513,089
- Medical Services \$21,940,585
- Other \$242,394

OUR VISION

The vision of LGH is healthy people living in healthy communities.

OUR VALUES

The core values of LGH 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:



STRATEGIC ISSUES

PEOPLE CENTERED

Providing Person & Family Centered care (PFCC) is a key priority for LGH. Accreditation Canada now requires a PFCC approach be implemented across organizations as a best practice. All RHAs in the province have committed to ensure PFCC is embedded into the care delivered.

PFCC is grounded in mutually beneficial partnerships among patients, families and health care providers. Working collaboratively with patients and their families ensures care that is respectful, compassionate and competent while improving the quality and safety of the services provided.

PFCC is supportive of the needs, values, cultural backgrounds, beliefs and preferences of patients and their families. Engaging patients and families is essential to providing safe care and in supporting the shift from “Power over” to “Power with”.

Recognizing that a significant proportion of the population that we serve is Indigenous, supporting practices which promote culturally safe and family centered experiences is paramount to how we deliver health care.

In 2019, funding through the Health Services Integration Fund (HSIF) with Indigenous Services Canada was received to support collaborative projects between LGH, Sheshatshiu Innu First Nation (SIFN), Mushuau Innu First Nation (MIFN), and Nunatsiavut Government (NG) to address the need to ensure culturally safe care. The Moving Forward Together: Ensuring Cultural Safety in Healthcare initiative aims to increase collaboration as well as to design and deliver educational awareness and relationship building opportunities for staff of LGH and Indigenous partners.

LGH recognizes that cultural safety is not an outcome determined by the organization or its staff, but by those who are receiving the care. Understanding the cultural and social differences in the provision of health care services requires understanding the concepts of cultural awareness, cultural sensitivity and cultural competency. Providing culturally safe care can only be possible through developing and implementing these understandings within each interaction.

While many PFCC initiatives have been implemented throughout LGH (i.e., Client Experience Surveys, Compliments & Complaints process, acute and long-term care initiatives and the Community Health Needs Assessment), the concept of PFCC has not been formalized or embedded into day-to-day operations. A PFCC approach in health care shapes policies, programs, facility design and day-to-day interactions.

Moving forward, LGH will develop, implement and evaluate a formal PFCC strategy to expand opportunities to partner with clients and families. The strategy for PFCC is intended to build on existing efforts and accelerate the adoption and formalization of PFCC practices throughout the organization.

Engagement with community members will be conducted through the development and implementation of Community Advisory Councils (CAC) which will operate in each of our six primary health care (PHC) zones.

Many program areas are making great strides towards patient engagement, but there are opportunities to do this work collaboratively. Culture shifts take time, and change is gradual. Efforts to transform health care culture require robust, multi-pronged efforts at all levels of the organization.



GOAL

By March 31, 2023, Labrador-Grenfell Health will have created a culture of person and family centered care that meets the needs of the individuals and communities that we serve, in ways that are respectful of cultural values and reflect the diversity of our region.

INDICATORS

- Developed and implemented a PFCC strategy for LGH.
- Collaboratively planned and partnered with Indigenous stakeholders to build cultural competence among LGH staff as evidenced by increased staff cultural awareness through staff surveying and improved patient satisfaction in the delivery culturally safe care.
- Implemented mechanisms to gather input from patients, partners and communities.

OBJECTIVE 1:

By March 31, 2021, Labrador-Grenfell Health will have engaged and partnered with community stakeholders and Indigenous groups to develop a PFCC strategy that is inclusive of initiatives that ensure respectful, safe and culturally appropriate care.

INDICATORS

- Implemented the person and family partnership program across the LGH region.
- Implemented resident and family councils in four long-term care homes.
- Established two community advisory committees within the LGH region.
- Developed a cultural competency action plan for LGH staff.
- Achieved 75 per cent staff completion of Indigenous Cultural Competency Safety Survey.
- Achieved 50 per cent staff completion of defined cultural competency education session.

OBJECTIVE 2:

By March 31, 2022, Labrador-Grenfell Health will have continued to implement key strategies within the PFCC strategy.

OBJECTIVE 3:

By March 31, 2023, Labrador-Grenfell Health will have evaluated select outcomes to ensure care meets the needs of individuals and communities we serve, in ways that are respectful of cultural values and reflects the diversity of our region.

HEALTHY & SUSTAINABLE WORKFORCE

LGH continues to face challenges in the retention of various positions. In recent years it has been particularly difficult for positions such as Physicians, Registered Nurses, Domestic and Utility Workers, Paramedicine, Clerks, Personal Care Assistants, Rehabilitation Staff and Social Workers. As of March 2020, LGH had a turnover rate of 14.9 per cent compared to the provincial average of 8.2 per cent.

Additionally, despite recruitment efforts the average number of days to fill a position is 173 days which is significantly higher than the provincial average of 57 days. Through voluntary exit interviews for staff leaving the organization, the top three reasons for individuals leaving are 'Personal,' 'Other Employment' and 'Career Growth and Experience'. Staff who selected 'Other Employment' also identified reasons of 'being closer to home,' 'better incentives' and 'higher pay' as the main reasons for departure.

These results indicate a need for LGH to seek innovative ways to compete within a job market that has been challenging for organizations, particularly in rural and remote areas such as the LGH region. Recruitment and retention of employees is a priority for LGH Board and staff and as a result, a Recruitment and Retention subcommittee of the Board has been established. The committee has a mandate to oversee the development of a strategic plan for the recruitment and retention of staff and will work to ensure the delivery of quality services by monitoring and evaluating the strategic plan and continue to identify priority areas of focus. The committee will also advocate for educational opportunities for residents from within the LGH region through championing an ideology of 'growing our own'. Recruiting locally is a critical component of supporting the LGH region as we recognize the importance and value of having the diversity of our population's cultures and communities represented in those who are providing services.

	LGH	NL	CANADA
RECRUITMENT DAYS TO FILL VACANCIES (TO DATE OF OFFER)	173	57	51
AGE OF VACANT POSITIONS (>90 DAYS)	44%	19%	N/A
TURNOVER	14.9%	8.2%	4.8%

EMPLOYEE ENGAGEMENT

LGH recognizes the importance of employee engagement in ensuring a healthy and sustainable workplace. LGH is prioritizing improving job satisfaction and productivity as well as individual and organizational health. LGH continues pursuing improvements in employee engagement through a combination of formal and informal strategies including staff forums/meetings, promoting an 'open-door' communication policy, staff surveys and staff development opportunities. In partnership with HCS and the other RHAs, LGH will be implementing a new Workforce Management System (WFM). The WFM system will enhance the quality of work life for employees through the scheduling of staff resources based upon client needs, decreasing the need for overtime and reducing staff burnout.

Engagement ensures that employee concerns are heard, and that employees and management maintain respectful supportive relationships. Strategies such as "walk-arounds" provide opportunities to identify and collect feedback by engaging with staff where and while they perform their work.

EMPLOYEE HEALTH & WELLNESS

Ensuring a healthy and productive workplace is a priority for LGH. In past years, there has been a greater global focus on psychological health and safety in the workplace. LGH recognizes the need to invest in tools and best practices which aid in assessing the needs of LGH employees as well as in developing effective strategies to improve psychological health and safety across the organization.

Furthermore, a comprehensive staff wellness plan to develop and promote initiatives supporting employee engagement and wellness is vital to the sustainability of the LGH workforce. Various areas of improvement have been identified within LGH which can contribute to improved employee well-being including physical exercise, healthy eating, smoking cessation, mental health support, work-life balance and stress relief.

LEADERSHIP

LGH is dedicated to promoting strong leadership development and a focus on supporting internal advancement where possible. LGH recognizes the value in investing current and future leaders through providing opportunities for and supporting employee education and development, succession planning, performance reviews and other engagement strategies as noted above.

GOAL

By March 31, 2023, Labrador-Grenfell Health will have built and sustained a healthy workforce that meets the needs of the population we serve.

INDICATORS

- Developed, implemented and evaluated a human resource plan.
- Decreased turnover rate.
- Decreased vacancy rate.
- Reduced sick-leave hours per staff member.
- Increased staff satisfaction.

OBJECTIVE 1:

By March 31, 2021, Labrador-Grenfell Health will have developed a comprehensive human resources plan that is inclusive of recruitment and retention strategies; staff health; staff engagement and leadership development, and implemented select strategies to build and sustain a healthy workforce.

INDICATORS

- Established scorecard to identify baseline data to measure key HR indicators.
- Achieved 50 per cent staff completion of employee engagement survey.
- Implemented the Guarding Minds at Work program to support evaluation of workplace psychological safety.
- Implemented a management essentials program for all managers in the organization.
- Completed 20 leadership walk-arounds at LGH facilities throughout the region, either virtually or in person.

OBJECTIVE 2:

By March 31, 2022, Labrador-Grenfell Health will have continued to implement strategies within the human resources plan.

OBJECTIVE 3:

By March 31, 2023, Labrador-Grenfell Health will have evaluated the human resource plan, including select strategies around recruitment and retention, staff engagement, staff health and leadership development.

BETTER ACCESS FOR BETTER HEALTH

LGH has a land mass of 294,300 square kilometres with a diverse population of 37,000 which equates to one patient for every nine kilometres. LGH is challenged by its geography which impacts access to primary, secondary and tertiary care.

LGH provides a wide range of health care services including primary, acute care and long-term care. Enhancing access to health services is critical to improving patient outcomes and achieving our vision of healthy people living in healthy communities.

Health priorities have been identified through engagement strategies including community consultations, staff meetings and stakeholder engagements. These priorities include improved access to PHC, expanding opportunities for chronic disease prevention and management, enhanced maternal-child care, increased regional access to specialty care, improved access to mental health and addictions services, increased use of technology to access virtual care, and supports for healthy aging.

The population consistently identifies the need for improved access to specialty care close to home. Traditionally, many specialty services have been available only through travel to other areas, incurring significant financial and personal cost.

In collaboration with HCS, LGH will continue to focus on increasing access to mental health and addictions services while supporting the implementation of recommendations with **Towards Recovery: Mental Health and Addictions Action Plan for Newfoundland and Labrador**. These initiatives are improving outcomes for patients using a stepped model approach to care.



Photo: Upper Lake Melville, Credit

Many communities in our region are experiencing an aging population, specifically in Labrador South and the Northern Peninsula. Community consultations indicate that seniors require additional community supports to ensure healthy aging. LGH continue to collaborate with seniors and community stakeholders to identify ways to improve the health of the population.

LGH is committed to continuing the implementation the Home First Initiative which supports individuals in their homes and communities. Clients have improved outcomes when cared for in their homes, where they can maintain independence and productivity. Home First is a philosophy and a system-wide approach to the provision of collaborative care that is client-centered and focuses on enabling clients to remain in their homes as long as possible with the supports they need.

Access to PHC is vital in promoting the overall health of the population. Critical to improving access is ensuring consistent primary health care services are provided by the right provider, in the right location and at the right time.

To create effective PHC teams, providers from a broad range of disciplines must work collaboratively to provide quality services that meet the needs of the populations.

The health home model describes a hub of team based PHC service delivery within a community or region. The hub of providers and services act as a consistent first point of contact where individuals in the area access health care. Within the health home, a collaborative PHC team provides/coordinates a comprehensive range of integrated services that meet the needs of individuals and communities throughout the lifespan.

This approach will identify new opportunities to integrate health care services and to better connect people with providers. Guided by the provincial framework and building on the four goals of PHC, LGH will be implementing The Health Home Model of Team-Based Care. LGH continues to identify opportunities to improve primary health service delivery.



Photo: St. Anthony

GOAL

By March 31, 2023, Labrador-Grenfell Health will have improved access to care and supportive services in select areas.

INDICATORS

- Improved access to specialty services based on the needs of the population.
- Implemented chronic disease prevention and management strategies.
- Improved access to coordinated team-based primary health care.
- Collaborated with seniors and community stakeholders to identify and implement initiatives which support healthy aging.
- Implemented strategies to improve maternal-child health.
- Increased use of technology to improve access to services for clients closer to home.

OBJECTIVE 1:

By March 31, 2021, Labrador-Grenfell Health will have implemented strategies to improve access to care in the areas of specialty services and chronic disease prevention and management.

INDICATORS

- Increased number of specialty clinics days at LGH's secondary sites by 10 per cent.
- Increased number of patients seen by select specialty services in their home communities by 10 per cent.
- Completed 100 per cent installation of improved telehealth equipment at sites across the region.
- Implemented a Progressive Renal Insufficiency¹ program for clients with kidney disease across the region.
- Implemented remote patient monitoring for patients with chronic obstructive pulmonary disease across the region.
- Developed a framework for primary healthcare delivery across the region.
- Established a regional prioritization system for OR procedures to ensure appropriate access.
- Established a process for tracking and monitoring emergency medical air transportation of patients between levels of care.
 - Completed an equity-focused analysis on access to care in the region on a selected topic.

OBJECTIVE 2:

By March 31, 2022, Labrador-Grenfell Health will have implemented and evaluated strategies to support healthy aging and maternal-child health.

OBJECTIVE 3:

By March 31, 2023, Labrador-Grenfell Health will have implemented and evaluated a primary healthcare model to improve access to care.

1. Progressive Renal Insufficiency (PRI) program identifies and follows clients who have chronic kidney disease and provides them with the necessary education and renal recommendations to prolong their native renal function.

APPENDIX A: MANDATE

The mandate of LGH is derived from the **Regional Health Authorities Act** and its regulations. LGH is responsible for the delivery and administration of health and community services in the LGH region in accordance with this legislation. In carrying out its responsibilities, LGH 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 5(1)(b); and
- ▲ Comply with directions the Minister may give.

APPENDIX B: LINES OF BUSINESS

LGH 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 Labrador City, Happy Valley-Goose Bay and St. Anthony and on a more limited or traveling basis at three health centres in Flower's Cove, Roddickton-Bide Arm and Forteau and 14 community clinics in Labrador.

Specifically, these services include:

- Anaesthesiology, general, orthopaedic, gynaecology and ophthalmology surgery offered through day surgery and inpatient admissions;
- 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;
- 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), echocardiography, 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; and
- Pharmacy services, including drug services for long-term care facilities, pharmacy support to nursing and medical staff, and chemotherapy services.

PRIMARY CARE SERVICES

Preventative, promotive, supportive, rehabilitative, and curative interventions are provided through a broad range of primary health care services. These services, in addition to the population health, and mental health and addictions described below, include emergency and ambulatory acute care, oncology services including chemotherapy and palliative care, and clinical dietetic services based at the three hospitals. These services are delivered by a team of health professionals, consisting primarily of regional nurses, nurse practitioners, public health and community health nurses, social workers and family physicians.

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 Communicable Disease Control, Environmental Health and Emergency Management. A variety of programs protect the health of the public with legislative authority from the **Health and Community Services Act, Public Health Protection and Promotion Act, Food and Drug Act, Tobacco Control Act** and related regulations.

LONG-TERM CARE SERVICES

LGH offers a range of programs and services to long-term care residents in four facilities across the LGH region. These include the John M. Gray Centre, the Happy Valley-Goose Bay Long-Term Care Home, the Labrador South Health Centre and the Labrador West Health Centre. Each site provides a resident-centered interdisciplinary approach for residents who require admission to a long-term care home. Responsibilities include regional assessment and placement coordination. All LGH long-term care homes are accredited by the Canadian Council of Accreditation. LGH 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 offers individual, family and group counselling, aftercare and follow-up, youth outreach and early intervention, mental health promotion and addictions prevention, community development, crisis intervention, and referral to other services as required.

RESIDENTIAL SERVICES

LGH currently provides licensure to four Personal Care Homes (PCH) that provide care and supportive services. In partnership with the Labrador Friendship Centre, a hybrid model has been established to provide service for residents in the Labrador West and Labrador Central. Additionally, Individualized Living Arrangements (ILA) have been established in partnership with the Nunatsiavut Government as well as within the Eastern Health region where other support options are currently unavailable.

THERAPEUTIC INTERVENTION, FAMILY REHABILITATION AND OTHER REHABILITATION SERVICES

Therapeutic Intervention Services are comprised of two primary home-based programs - Direct Home Services (including Autism services) and Community Behavioural Services. Rehabilitative Services is mandated to ensure the effective development of community-based services and programs for 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.

DENTAL SERVICES

LGH is responsible, 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 specific 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, St. Anthony 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.

APPENDIX C: PRIMARY CLIENTS

LGH 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 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, LGH collaborates with a number of partners and stakeholders, including:

- The Department of Health and Community Services, other government departments and agencies, both provincially and federally;
- Other regional health authorities and boards;
- Indigenous governments and organizations;
- Foundations and auxiliaries;
- Professional associations;
- Unions and advocacy groups;
- Non-governmental agencies;
- Private businesses and service providers, and chambers of commerce;
- Community groups;
- Family resource centres;
- Community youth networks;
- Schools, school boards and post-secondary institutions;
- Municipal, provincial and federal government representatives including local service districts, municipal councils, Members of the House of Assembly and Members of Parliament; and
- The general public.

APPENDIX D: STRATEGIC DIRECTIONS OF GOVERNMENT

Strategic directions of Government are the articulation of desired physical, social, or economic outcomes that normally require action by, or involvement of, more than one government entity. LGH 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 cycle. Labrador-Grenfell Health then reports annually on the advancements made towards achieving the strategic direction.

The strategic directions of Government are comprised of a number of components or focus areas.

These directions are:

- A Better Economy
- Healthier People
- Better Living
- A Bright Future
- A More Efficient Public Sector

Guidelines for Multi-Year Performance-Based Planning, Policy Innovation and Accountability Office, 2020. Retrieved from: <https://www.gov.nl.ca/pep/files/2020-2023-Guidelines-for-Multi-Year-Performance-Based-Planning.pdf>

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
www.health.gov.nl.ca/health/

APPENDIX E: BOARD OF TRUSTEES AND EXECUTIVE TEAM

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

BOARD OF TRUSTEES

Colin O'Brien, Vice Chair
Michelle Baikie
Gertrude Bromley
Noreen Careen
Terrance Casey
Hope Colbourne

Sandy Crawley
Lynn Decker-Ellsworth
Marsha Genge
Wyman Jacque
Stacy Ryan
Alton Rumbolt

EXECUTIVE TEAM

Heather Brown, President and Chief Executive Officer
Antionette Cabot, Vice President
Peter Deegan, Vice President and Chief Financial Officer
Dr. Thomas Piggott, Medical Officer of Health
Donnie Sampson, Vice President and Chief Nursing Officer
Dr. Gabe Woollam, Vice President
Amanda MacNeil, Regional Director of Communications

CONTACTING THE BOARD AND EXECUTIVE OFFICE

Labrador-Grenfell Regional Health Authority
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Happy Valley-Goose Bay, NL
AOP 1C0

Email: josephine.hodder@lghealth.ca

Website: www.lghealth.ca

Twitter: [@LGHealthNL](https://twitter.com/LGHealthNL)

LinkedIn: www.linkedin.com/company/lghealth/

APPENDIX F: FACILITIES BY LOCATION

REGIONAL REFERRAL CENTRES:

Charles S. Curtis Memorial Hospital, St. Anthony	(709) 454-3333
Labrador Health Centre, Happy Valley-Goose Bay	(709) 897-2000
Labrador West Health Centre, Labrador City	(709) 285-8100

LONG-TERM CARE FACILITIES/UNITS:

Happy Valley-Goose Bay Long-Term Care Home	(709) 896-2469
John M. Gray Centre, St. Anthony	(709) 454-0371
Labrador South Health Centre, Forteau	(709) 931-2450
Labrador West Health Centre, Labrador City	(709) 285-8100

HEALTH CENTRES:

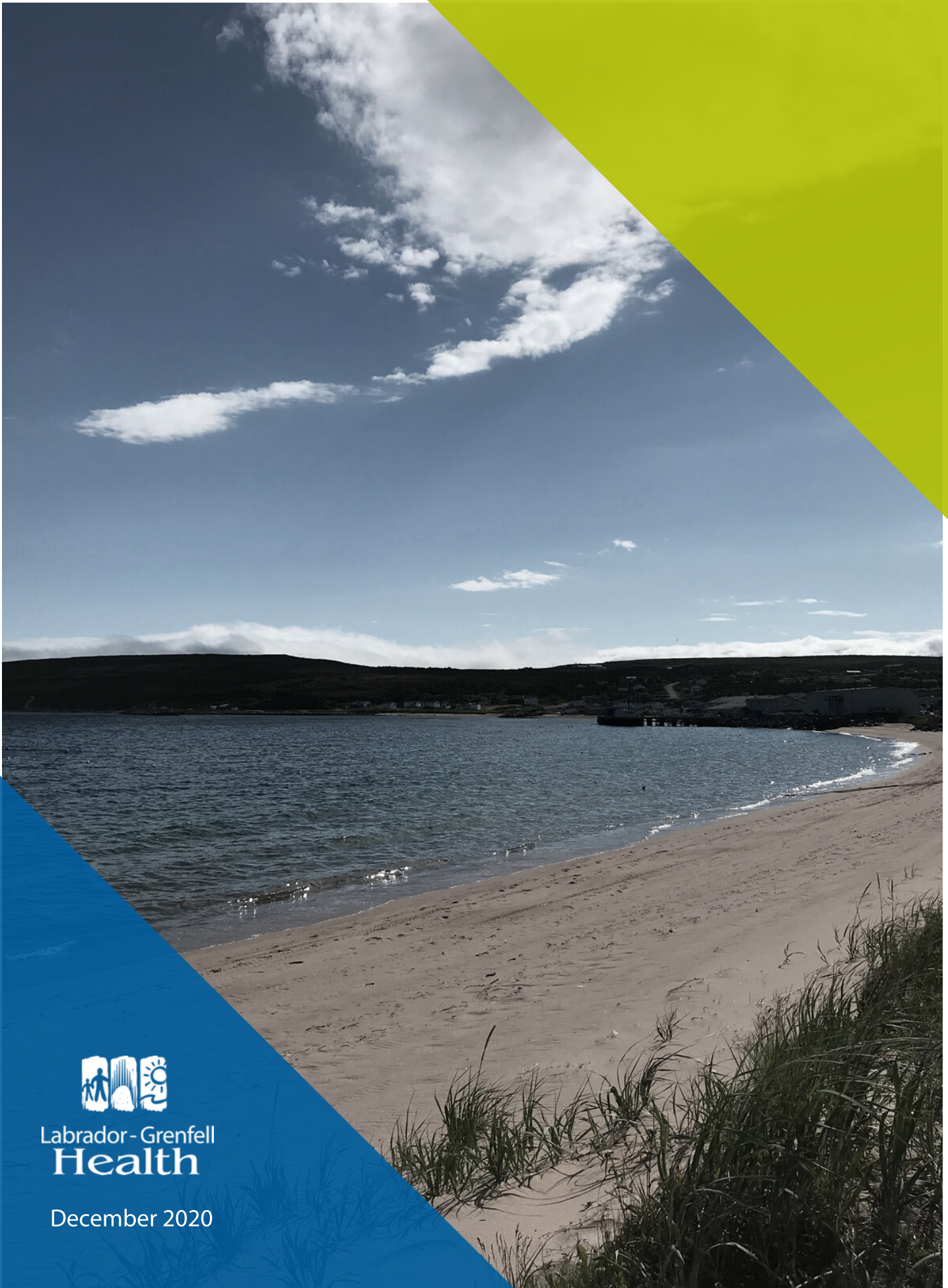
Labrador South Health Centre, Forteau	(709) 931-2450
Strait of Belle Isle Health Centre, Flower's Cove	(709) 456-2401
White Bay Central Health Centre, Roddickton-Bide Arm	(709) 457-2215

COMMUNITY CLINICS

Black Tickle	(709) 471-8872
Cartwright	(709) 938-7285
Charlottetown	(709) 945-3381
Churchill Falls	(709) 925-0259
Hopedale	(709) 933-3857
Makkovik	(709) 923-2229
Mary's Harbour	(709) 921-6228
Nain	(709) 922-2912
Natuashish	(709) 478-8842
Port Hope Simpson	(709) 960-0271
Postville	(709) 479-9851
Rigolet	(709) 947-3386
Sheshatshiu/ North West River	(709) 497-8331
St. Lewis	(709) 939-2230

ADMINISTRATION BUILDING

227 Hamilton River Road
P.O. Box 7000, Station C
Happy Valley-Goose Bay, NL
A0P 1C0
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Labrador - Grenfell
Health

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