



Western Health

Strategic Plan April 1, 2017-March 31, 2020

Approved by Board of Trustees: February 23, 2017
Revised: June 29, 2017

Message from the Board Chair

On behalf of the Board of Trustees I am pleased to present Western Health's Strategic Plan for 2017-20. This plan will guide the work of Western Health over the next three years and support continued improvement in the delivery of programs and services within the Western region.

The strategic issues identified in this plan are a response to the needs of the population within the Western region. Through input from internal and external sources, as well as consultation with community stakeholders, Western Health identified priorities to fulfill the goals and objectives for each strategic issue. In developing this plan, The Board of Trustees also considered the strategic directions of the Government of Newfoundland and Labrador, including those outlined in *The Way Forward* document. Through collaborative efforts, the strategic plan will support Western Health in achieving its vision *Our People, Our Communities - Healthy Together*.

The Board of Trustees acknowledges the development of this plan in accordance with legislative requirements defined in the *Transparency and Accountability Act*. The Board of Trustees is accountable for the development of this strategic plan and the achievement of the goals and objectives outlined in the plan. The Board is committed to reporting on our progress each year in our annual report.

On behalf of the Board of Trustees, I would like to express sincere appreciation to Western Health's staff, physicians, and partners for their commitment and dedication to the strategic planning process. The Board of Trustees also acknowledges the significant investment from the Provincial Government, through the Department of Health and Community Services, to support the achievement of Western Health's strategic and operational goals.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom O'Brien". The signature is fluid and cursive, with a small flourish at the end.

Tom O'Brien
Board Chair (Acting)

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1.0 Overview

Western Health's geographical boundaries are from Port aux Basques southeast to Francois, northwest to Bartlett's Harbour, and on the eastern boundary north to Jackson's Arm (see Appendix C). Within this geographical region, Western Health services a population of approximately 77,980 residents.

Western Health provides a broad range of programs and services, within allocated resources, to the people of Western Newfoundland. In 2016-17, Western Health had an operating budget of \$367 million with most of its revenue coming from provincial plan funding through the Department of Health and Community Services. Other notable revenues include the foundations and auxiliaries, long term care and the Medical Care Plan (MCP). Major expenditures include: salaries, direct client payments, fixed capital costs, and diagnostic and therapeutic services.

Western Health provides health and community services from 24 office sites, 26 medical clinic sites (including traveling clinics), and eight health facilities (see Appendix D). The health facilities include two hospitals: Sir Thomas Roddick Hospital in Stephenville and Western Memorial Regional Hospital in Corner Brook; four health centres: Dr. Charles L. LeGrow Health Centre in Port aux Basques, Bonne Bay Health Centre in Norris Point, Calder Health Centre in Burgeo, and Rufus Guincharde Health Centre in Port Saunders; and two long term care centres: Corner Brook Long Term Care Home in Corner Brook and Bay St. George Long Term Care Centre in Stephenville Crossing. Within its facilities, Western Health operates 293 acute care beds, 434 long term care beds, 40 enhanced assisted living beds for individuals with mild to moderate dementia, as well as 14 restorative care beds.

Western Health's regional office is located in Corner Brook. The organization employs over 3,100 employees; approximately 79 per cent of employees are female. There are currently approximately 1,600 volunteers with Western Health who assist in developing a number of programs and services and special events, which enhance the quality of life for clients, patients, and residents.

Western Health accomplishes its mandate through six lines of business: promoting health and well-being; preventing illness and injury; providing supportive care; treating illness and injury; providing rehabilitative services; and administering distinctive provincial programs. Programs and services that promote health and well-being include health promotion activities. Preventing illness and injury occurs through early intervention and use of the best possible information as with screening, injury prevention and health protection activities. Programs and services that provide supportive care include: community health nursing; community supportive services; maternal child and family health; long term care and residential services; and mental health and addictions. Programs and services that treat illness and injury are primary and secondary in nature and include ambulatory care, emergency, maternal, medical, pediatric and surgical services. Rehabilitation services such as such as physiotherapy, occupational therapy and speech-language are provided in community and facility

settings. Western Health has responsibility for the Humberwood Treatment Centre, a provincial inpatient addictions facility. In addition, Western Health operates the Western Regional School of Nursing.

Western Health supports the strategic directions of the Government of Newfoundland and Labrador including those outlined in *The Way Forward* document. Western Health has demonstrated a commitment to a population health approach to planning through its community health needs and resource assessment process. This process is one mechanism utilized by Western Health to engage residents and ensure we understand the needs of the people in the Western region. Western Health is also committed to a Primary Health Care (PHC) model of service delivery and enhancing PHC in the Western region through the implementation of the goals and objectives as outlined in the provincial framework. The use of telehealth to enhance access to programs and services has continued to expand in a number of programs and services within Western Health. Western Health continues to be committed to aboriginal health and availing of opportunities to strengthen its relationship with the Qalipu Mi'kmaq First Nation Band.

Further details of Western Health's programs and services can be found at www.westernhealth.nl.ca.

2.0 Mandate

The mandate of Western Health is derived from the *Regional Health Authorities Act* and its regulations. Western Health is responsible for the delivery and administration of health and community services in the Western Health region in accordance with the above referenced legislation.

In carrying out its responsibilities, Western Health shall:

- (a) promote and protect the health and well being of its region and develop and implement measures for the prevention of disease and injury and the advancement of health and well being;
- (b) assess health and community services needs in its region on an ongoing basis;
- (c) develop objectives and priorities for the provision of health and community services which meet the needs of its region and which are consistent with provincial objectives and priorities;
- (d) manage and allocate resources, including funds provided by the government for health and community services, in accordance with legislation;
- (e) ensure that services are provided in a manner that coordinates and integrates health and community services;
- (f) collaborate with other persons and organizations, including federal, provincial, and municipal governments and agencies and other regional health authorities, to coordinate health and community services in the province and to achieve provincial objectives and priorities;
- (g) collect and analyze health and community services information for use in the development and implementation of health and community services policies and programs for its region;
- (h) provide information to the residents of the region respecting:
 - the services provided by the Authority,
 - how they may gain access to those services, and
 - how they may communicate with the Authority respecting the provision of those services by the Authority;
- (i) monitor and evaluate the delivery of health and community services and compliance with prescribed standards and provincial objectives and in accordance with guidelines that the Minister may establish for the Authority; and

(j) comply with directions the Minister may give.

Western Health will ensure accountability for its strategic and operational plans by monitoring and reporting in accordance with legislative, regulatory and policy requirements.

3.0 Lines of Business

Western Health provides a continuum of programs and services to the people of Western Newfoundland. These programs and services are based in acute care, long term care and community settings. Inherent in all lines of business is the need for learning and education in its broadest context. An interdisciplinary team of health professionals, support staff and partners provide the care and services required to meet the mandate of Western Health.

Western Health accomplishes its mandate through six lines of business:

- promoting health and well-being;
- preventing illness and injury;
- providing supportive care;
- treating illness and injury;
- providing rehabilitative services; and
- administering distinctive provincial programs.

It is important to note that programs and services may fall under one or more headings below. It is recognized that there may be further realignment of programs and services within Western Health during the life of this strategic plan.

A. Promoting Health and Well Being

Health promotion is a process of supporting, enabling and fostering individuals, families, groups and communities to take control of and improve their health. Health promotion services address healthy lifestyles, stress management, supportive environments and environmental health. Strategies include working with partners to improve the health of citizens by:

- providing healthy public policy;
- strengthening community action;
- creating supportive environments.

Health promotion activities are integrated throughout all lines of business within Western Health.

B. Preventing Illness and Injury

Prevention services offer early intervention and best available information to members of the public to prevent the onset of disease, illness and injury, and/or the deterioration of well being. Available services vary depending on the incidence or potential for disease, illness or injury found in specific areas. Services include but are not limited to:

- screening such as cervical, colorectal and breast screening;
- injury prevention activities such as helmet safety, water safety and violence prevention.

Health protection services identify, reduce and eliminate hazards and risks to the health of individuals in accordance with current legislation. There is a formal memorandum of understanding in place with Service NL to support and/or monitor health protection activities including licenses, permits and inspections of food establishments, waste management and swimming pools. The main components of health protection are:

- communicable disease surveillance and control;
- immunization;
- monitoring environmental health factors such as water safety and food sanitation;
- disaster planning.

C. Providing Supportive Care

Western Health provides a broad range of supportive services across the continuum of care and lifespan within provincial guidelines, organizational policies, legislation and resources. This includes the provision and/or coordination of access to an array of services generally at the community level, as determined by a professional needs assessment and/or financial means assessment. Supportive care promotes the safety, health and well being of the individual by supporting the existing strengths of the individual, family and community.

Individual, family and community supportive services make up a considerable component of the work of Western Health. These include:

- maternal, child and family health;
- services to families of infants, preschool and school age children who have, or are at risk of, delayed development;
- services to clients who require support as a result of family and/or social issues;
- services to clients with physical and/or cognitive disabilities;
- elder care services including community outreach services;
- mental health and addictions services including specialized services such as Blomidon Place, Humberwood Treatment Centre, West Lane Recycling Program and Sexual Abuse Community Services (SACS);
- home support services;
- community health nursing including immunization, child health and school health;
- health care supplies and equipment;
- respite, convalescent and palliative care services;
- chronic disease prevention and management.

Long term care and residential services encompass an extensive range of Western Health's supports and partnerships including:

- long term care homes;
- seniors cottages and congregate living;
- protective community residences;
- monitoring of personal care homes;
- alternate family care;
- monitoring of residential services;
- monitoring of transition house;
- hostel accommodations.

Supportive services are delivered within the context of current legislation, where applicable.

D. Treating Illness and Injury

Western Health investigates, treats and cares for individuals with illness and injury. These services are primary and secondary in nature and are offered in selected locations. These services can also be accessed on an emergency or routine basis.

Primary and secondary services include:

- medical services including internal medicine, family medicine, psychiatry, pediatrics, nephrology, neurology, dermatology, medical oncology including chemotherapy, physiatry, gastroenterology, cardiology, intensive care, renal dialysis, and palliative care;
- surgical services including anesthesiology, general surgery, orthopedics, urology, ophthalmology, otolaryngology, obstetrics and gynecology, colposcopy, vascular and dental;
- maternal child services including obstetrics and pediatrics;
- hospital emergency services including emergency room services, ambulance services and other client transport and the monitoring of community based, private provider and hospital based emergency medical services;
- ambulatory services including day procedures, surgical day care, endoscopic services, diagnostic and laboratory services, specialist clinics both regular and visiting, diabetes education, cardio-pulmonary services, nutritional services and a variety of clinical support services;
- treatment services by physicians, nurses and/or nurse practitioners including primary health care services are available in a number of medical clinics and community health offices.

E. Providing Rehabilitative Services

Western Health offers a variety of rehabilitative services for individuals following illness or injury. These services are offered in selected locations through a referral process and include:

- post-acute nursing services both in clinic and home settings;
- rehabilitation services such as physiotherapy, occupational therapy, speech-language pathology, audiology and social work;
- adult rehabilitation inpatient program;
- restorative care (inpatient post-acute) program.

F. Administering Distinctive Provincial Programs

Western Health operates the Western Regional School of Nursing. The School follows the academic path set out by the Senate of Memorial University to offer a Bachelor of Nursing (BN) program. A fast track program is available to individuals who wish to pursue a baccalaureate degree in nursing at an accelerated pace. The Inuit Nursing Access program is offered in conjunction with the College of the North Atlantic.

As well, Western Health has responsibility for the addictions inpatient facility, Humberwood Treatment Centre, which is based in Corner Brook. Through its 11 treatment beds, this facility provides treatment to adults 19 years and older for chronic addiction to alcohol, drugs and/or gambling. Through its four withdrawal management beds, the program offers clients the ability to detox prior to treatment.

4.0 Values

The core values of Western Health offer principles and a guiding framework for all employees as they work in their various capacities to protect the rights and freedoms of the people of Newfoundland and Labrador and to support decision making. These core values and the related action statements are:

Accountability
Care
Collaboration
Excellence
Respect
Transparency

Accountability: We follow through on our responsibilities with a focus on quality and safety.

Care: We are compassionate and client centred.

Collaboration: We work together with clients, patients, residents, families, and/or communities to enhance health.

Excellence: We strive to be and do our best.

Respect: We are courteous to and considerate of all individuals.

Transparency: We are open and honest while respecting privacy and confidentiality.

5.0 Primary Clients

Western Health is committed to effectively and efficiently meeting the needs of its clients. The primary clients of Western Health are the individuals, families, and communities who avail of its services and programs across the continuum of care.

To effectively and efficiently meet the needs of its clients, in keeping with the lines of business, the Board of Trustees, staff, physicians and volunteers within Western Health work collaboratively with a broad range of partners including:

- the Department of Health and Community Services and other Government departments both provincially and federally;
- other regional health authorities and boards;
- professional associations;
- foundations, auxiliaries, private service providers, community based agencies, private business, non governmental agencies;
- the general public;
- advisory committees, volunteer boards;
- schools, school boards and post secondary institutions including Memorial University of Newfoundland and the College of the North Atlantic; and
- municipal, provincial and federal politicians including local service districts, municipal councils, Members of the House of Assembly and Members of Parliament.

6.0 Vision

The vision of Western Health is ***Our People, Our Communities - Healthy Together.***

This vision highlights the important role that residents and communities throughout the Western region play in achieving and promoting good health. Western Health works collaboratively with residents, communities, and partners to achieve this vision.

7.0 Strategic Issues

Strategic Issue One: Mental Health Promotion and Addictions Prevention

Western Health's Community Health Needs and Resources Assessment (2016) indicated that people in the Western region identified mental health and addictions as among the top three community concerns. In the Western Health Mental Health and Addictions Patient Experience Survey (2016), clients in the Western region who accessed mental health and addictions services reported a very good experience. However, the number of referrals for mental health and addictions services has continued to increase which impacts wait times for service. Significant progress has been made with improving access to mental health and addictions services in the Western region and this will continue to be a priority for Western Health. However, it is recognized that the continued increase in demand for services must be addressed through an upstream approach. The Mental Health Commission of Canada in its Mental Health Strategy for Canada: Changing Directions, Changing Lives (2015) recognized that the impact of mental health problems and illness will not be addressed through treatment alone. It was recommended that improving mental health requires greater attention to the promotion of mental health for the entire population and the prevention of mental illness. The Government of Newfoundland and Labrador is committed to supporting implementation of the Provincial Action Plan on Mental Health and Addictions released on June 27, 2017 in response to the All-Party Committee report on Mental Health and Addictions. The need for improved mental health promotion and mental illness and addiction prevention was identified in this report. To support Government's strategic direction for better health for the population, improving health outcomes through enhancing mental health promotion and addictions prevention is a strategic issue for Western Health.

Strategic Goal One

By March, 31, 2020, Western Health will have enhanced mental health promotion and addictions prevention through the implementation of priority initiatives based on best practice.

Indicators for Strategic Goal One

- Implemented evidence based practices in priority areas to enhance mental health promotion and addictions prevention
- Improved performance measures in priority areas

Objective Year One (2017-18)

By March 31, 2018, Western Health will have reviewed current mental health promotion and addiction prevention practices in the Western region and compared to best practice.

Indicators for the Year One Objective (2017-18)

- Reviewed current mental health promotion and addictions prevention practices
- Reviewed best practices for mental health promotion and addictions prevention
- Identified gaps in current mental health promotion and addictions prevention practices
- Identified priority initiatives that support evidence based practices
- Identified performance measures for the priority areas

Objective Year Two (2018-19)

By March, 31, 2019, Western Health will have initiated implementation of priority initiatives to enhance mental health promotion and addictions prevention.

Objective Year Three (2019-20)

By March, 31, 2020, Western Health will have implemented priority initiatives to enhance mental health promotion and addictions prevention.

Strategic Issue Two: Primary Health Care Services

Primary health care is typically a person's first point of contact with the health care system. It encompasses a range of community-based services essential to maintaining and improving health and well-being. Primary health care includes health promotion, disease prevention, curative, rehabilitative, and supportive care. A needs assessment conducted in 2013 by the Government of Newfoundland and Labrador, in collaboration with the Faculty of Medicine, Memorial University of Newfoundland, identified challenges with access to a regular family physician. Participants in Western Health's Community Health Needs and Resources Assessment (2016) reported having difficulty accessing health services such as family physicians, specialists, nurse practitioners, and rehabilitation specialists. Issues identified as impacting access included services not being available, distance required to travel, wait times, and physician turnover. Access to primary health care services is further compromised by the broad geography and the growing aging population within the Western region. The Government of Newfoundland and Labrador is committed to enhancing access to appropriate primary health care services and improving health care outcomes as outlined in *The Way Forward* document and Provincial Primary Health Care Framework. In keeping with Government's strategic directions of better health for the population including expanding primary health care and achieving better value through improvement, enhancing primary health care services is a strategic issue for Western Health.

Strategic Goal Two

By March 31, 2020, Western Health will have enhanced primary health care services in priority areas to address the needs of the residents within the Western region.

Indicators for Strategic Goal Two

- Implemented evidenced based practices and strategies in priority areas to enhance the delivery of primary health care services
- Improved performance measures in priority areas

Objective Year One (2017-18)

By March 31, 2018, Western Health will have completed a review of current primary health care services and compared to evidenced based practices.

Indicators for the Year One Objective (2017-18)

- Reviewed current primary health care programs and services
- Reviewed evidence based practices to support primary health care services
- Identified gaps in current primary health care services
- Identified priority initiatives that support evidence based practices
- Identified performance measures for priority areas including the establishment of a multi-disciplinary primary health care team in the Corner Brook/Bay of Islands area

Objective Year Two (2018-19)

By March, 31, 2019, Western Health will have initiated implementation of priority initiatives to enhance primary health care services.

Objective Year Three (2019-20)

By March, 31, 2020, Western Health will have implemented priority initiatives to enhance primary health care services.

Strategic Issue Three: Programs and Services for Older Adults

The population of the Western region continues to decrease while the population over the age of 65 is increasing (Community Accounts, 2016). Within the Western region, individuals aged 65 and older comprise 20% of the population. It is predicted that by 2035, 34.4% of the population will be over the age of 65 (Government of NL, 2016). Residents of the Western region who participated in the Community Health Needs and Resources Assessment (2016) identified care of the older person as among the top three community concerns. While age alone is not a predictor of the need for health services, older adults are more likely to experience one or more chronic illnesses that contribute to the need for support and care across the continuum of care. Given that the average age of clients accessing programs and services within Western Health is increasing, it is essential that safe, quality, appropriate programs and services be available to meet the unique needs of this population. The Government of Newfoundland and Labrador is committed to supporting seniors to live safely and independently in their homes and communities in keeping with the *Close to Home: A Strategy for Long-Term and Community Support* document. The Provincial Home Support review provides direction for system transformation towards achieving better value through improvement. To support Government's strategic direction for better care for individuals, enhancing programs and services for older adults is a strategic issue for Western Health.

Strategic Goal Three

By March, 31, 2020, Western Health will have enhanced programs and services to improve outcomes for older adults.

Indicators for Strategic Goal Three

- Implemented evidence based practices in priority initiatives to enhance programs and services for older adults including a home first strategy
- Improved performance measures in priority areas

Objective Year One (2017-18)

By March 31, 2018, Western Health will have reviewed current programs and services for older adults in the Western region and compared to evidence based practices.

Indicators for the Year One Objective (2017-18)

- Reviewed programs and services for older adults
- Identified evidence based practices in the delivery of programs and services to older adults
- Identified priority initiatives
- Identified performance outcomes in priority areas

Objective Year Two (2018-19)

By March, 31, 2019, Western Health will have initiated implementation of priority initiatives to enhance the delivery of programs and services for older adults.

Objective Year Three (2019-20)

By March 31, 2020, Western Health will have implemented priority initiatives to enhance the delivery of programs and services for older adults.

8.0 Appendix A

Board of Trustees

Mr. Tom O'Brien, Chair (Acting)

Dr. Tom Daniels

Mr. Brian Hudson

Mr. David Kennedy

Ms. Sonia Lovell

Mr. Richard Parsons

Mr. Sheldon Peddle

Mr. Ralph Rice

Mr. Colin Short

Ms. Regina Warren

9.0 Appendix B

Strategic Directions of Government

Strategic Direction #1: Better Value through Improvement

Outcome: An improved health and community services system that lowers cost while improving patient outcomes through appropriateness of care and the appropriate utilization of resources.

This outcome will require focus in the following areas:

- E-health (e.g., evidence based decision making, electronic medical record, electronic health record, health analytics,)
- Performance Measurement (e.g., public reporting and accountability, setting meaningful and measurable goals for future improvements)
- Health Workforce Planning
- Policy Development
- Sharing Services (e.g., lab reform)

Strategic Direction #2: Better Health for the Population

Outcome: Improved health outcomes and well-being for the people of Newfoundland and Labrador.

This outcome supports a healthy population and will require focus in the following areas:

- Cardiovascular Health
- Chronic Disease Prevention and Management
- Mental Health and Addictions (e.g., including mental wellness, all party committee recommendations)
- Primary Healthcare (e.g., expand primary health care teams)
- Public Health (e.g., child health risk assessments for school age children)
- Health in All Policies

Strategic Direction #3 Better Care for Individuals

Outcome: Improved accessibility of health and community programs and services toward better care of the population, including vulnerable persons.

This outcome supports an accessible health and community services system and will require focus in the following areas:

- Wait times (e.g., cardiovascular services)
- Community capacity (e.g., long term care, community supports, home support, ambulance reform, supports for children with disabilities, healthy living assessments for seniors)
- Infrastructure Improvements (Procure the Corner Brook Long Term Care Facility)

10.0 Appendix C



Western Health Regional Map

Hospitals, Health Centres, Clinics and/or Offices, Ambulance Service, and Long Term Care Centres



11.0 Appendix D

Regional Sites and Contact Information

Regional Sites: Facilities, Medical Clinics and Community Based Services Offices

Hospitals

Sir Thomas Roddick Hospital
142 Minnesota Drive, Stephenville, NL, A2N 2V6, (709) 643-5111

Western Memorial Regional Hospital
1 Brookfield Avenue, P.O. Box 2005, Corner Brook, NL, A2H 6J7, (709) 637-5000

Rural Health Centres

Bonne Bay Health Centre
P.O. Box 70, Norris Point, NL, A0K 3V0, (709) 458-2211

Calder Health Centre
P.O. Box 190, Burgeo, NL, A0N 2H0, (709) 886-2898

Dr. Charles L. LeGrow Health Centre
P.O. Box 250, Port aux Basques, NL, A0M 1C0, (709) 695-2175

Rufus Guinchard Health Centre
P.O. Box 40, Port Saunders, NL, A0K 4H0, (709) 861-3139

Long Term Care Centres

Bay St. George Long Term Care Centre
P.O. Box 250, Stephenville Crossing, NL, A0N 2C0, (709) 646-5800

Corner Brook Long Term Care Home
40 University Drive, Corner Brook, NL, A2H 5G4, (709) 637-3999

Medical Clinics and/or Community Based Services Offices

Bay St. George Medical Clinic

129 Montana Drive, Stephenville, NL, A2N 2T4, (709) 643-6635

Benoit's Cove Community Office

P.O. Box 119, Benoit's Cove, NL, A0L 1A0, (709) 789-2832

Cow Head Medical Clinic and Community Office

P.O. Box 100, Cow Head, NL, A0K 2A0, (709) 243-2407

Deer Lake Community Office

20 Farm Road, Deer Lake, NL, A8A 1J3, (709) 635-7830

Deer Lake Medical Clinic

4 Clinic Drive, Deer Lake, NL, A8A 3M1, (709) 635-3383

Doyles Medical Clinic

P.O. Box 112, Doyles, NL, A0N 1J0, (709) 955-2443

Grey River Medical Clinic

General Delivery, Grey River, NL, A0M 1K0, (709) 296-4113

Hammond Building Community Office

169 West Valley Road, Corner Brook, NL, A2H 2Y3, (709) 634-5551

Hampden Medical Clinic and Community Office

General Delivery, Hampden, NL, A0K 2Y0, (709) 455-3111

Jackson's Arm Medical Clinic and Community Office

General Delivery, Jackson's Arm, NL, A0K 3H0, (709) 459-3231

Jeffrey's Medical Clinic and Community Office

General Delivery, Jeffrey's, NL, A0N 1P0, (709) 645-2200

Lourdes Medical Clinic

General Delivery, Lourdes, NL, A0N 1R0, (709) 642-5702

Meadows Community Office

P.O. Box 3708, RR 2, Corner Brook, NL, A2H 6B9, (709) 783-2123

Mental Health & Addictions Community Office and Humberwood

35 Boones Road, P.O. Box 2005, Corner Brook, NL, A2H 6J7, (709) 634-4506

Noton Building Community Office

P.O. Box 2006, Brakes Cove, Corner Brook, NL, A2H 6J8, (709) 639-1293

O'Connell Drive Community Office

P.O. Box 2005, Corner Brook, NL, A2H 6J7, (709) 632-2830

Pasadena Community Office

83A Midland Row, Pasadena, NL, A0L 1K0, (709) 686-2547/5052

Piccadilly Community Office

Box 15, Site 3, RR 2, Port au Port, NL, A0N 1T0, (709) 642-5772

Pollard's Point Medical Clinic and Community Office

General Delivery, Pollard's Point, NL, A0K 4B0, (709) 482-2500

Port Aux Basques Community Office

3-9 Barhaven Place, P.O. Box 100, Port aux Basques, NL, A0M 1C0, (709) 695-6250

Protective Community Residences

Wheeler's Road, Corner Brook, NL, A2H 7R8, (709) 632-2191/2/3/4

Ramea Medical Clinic

P.O. Box 40, Ramea, NL, A0M 1N0, (709) 625-2115

Rehabilitation Annex Community Office

127 Montana Drive, Stephenville, NL, A2N 2T4, (709) 643-8740/8690

Stephenville Community (Medical) Clinic

1 Washington Street, Stephenville, NL, A2N 2V5, (709) 643-5656

Stephenville Community Office

149 Montana Drive, Stephenville, NL, A2N 2T4, (709) 643-8601

Stephenville Community Office

35 Carolina Drive, Stephenville, NL, A2N 3P8, (709) 643-8716

Stephenville Crossing Medical Clinic and Community Office

General Delivery, Stephenville Crossing, NL, A0N 1C0, (709) 646-2233

Stephenville Medical Clinic

194 Queen Street, Stephenville, NL, A2N 2P4, (709) 643-5115

St. George's Medical Clinic and Community Office

General Delivery, St. George's, NL, A0N 1Z0, (709) 647-3542

Western Health (Medical) Clinic and Community Office
3 Herald Avenue, Corner Brook, NL, A2H 4B8, (709) 637-3900

West Lane Recycling
24 Brook Street, Corner Brook, NL, A2H 2T7, (709) 634-9313

Woody Point Community Office
P.O. Box 9, Bonne Bay, NL, A0K 1P0, (709) 453-2073

Woody Point Medical Clinic
General Delivery, Woody Point, NL, A0K 1P0, (709) 453-2268

Traveling Medical Clinics

Cape St. George/Degrau Medical Clinic
1017 Oceanview Drive, Cape St. George, NL, A0N 1T1, (709) 644-2660

Daniel's Harbour Medical Clinic
General Delivery, Daniel's Harbour, NL, (709) 898-2314

Francois Medical Clinic
General Delivery, Francois, NL, A0M 1K0, (709) 842-4118

Parsons Pond Medical Clinic
General Delivery, Parsons Pond, NL, A0K 3Z0, (709) 243-2593

Petites/LaPoile Medical Clinic
c/o Mr. Lewis Bond, General Delivery, LaPoile, NL, A0M 1K0, (709) 496-3521

Rose Blanche Medical Clinic
Town of Rose Blanche, General Delivery, Rose Blanche, NL, A0M 1P0, (709) 956-2270

Sop's Arm Medical Clinic
General Delivery, Sops Arm, NL, A0K 5K0, (709) 482-2599

Trout River Medical Clinic
c/o Woody Point Medical Clinic, Woody Point, NL, A0K 1P0, (709) 451-3111