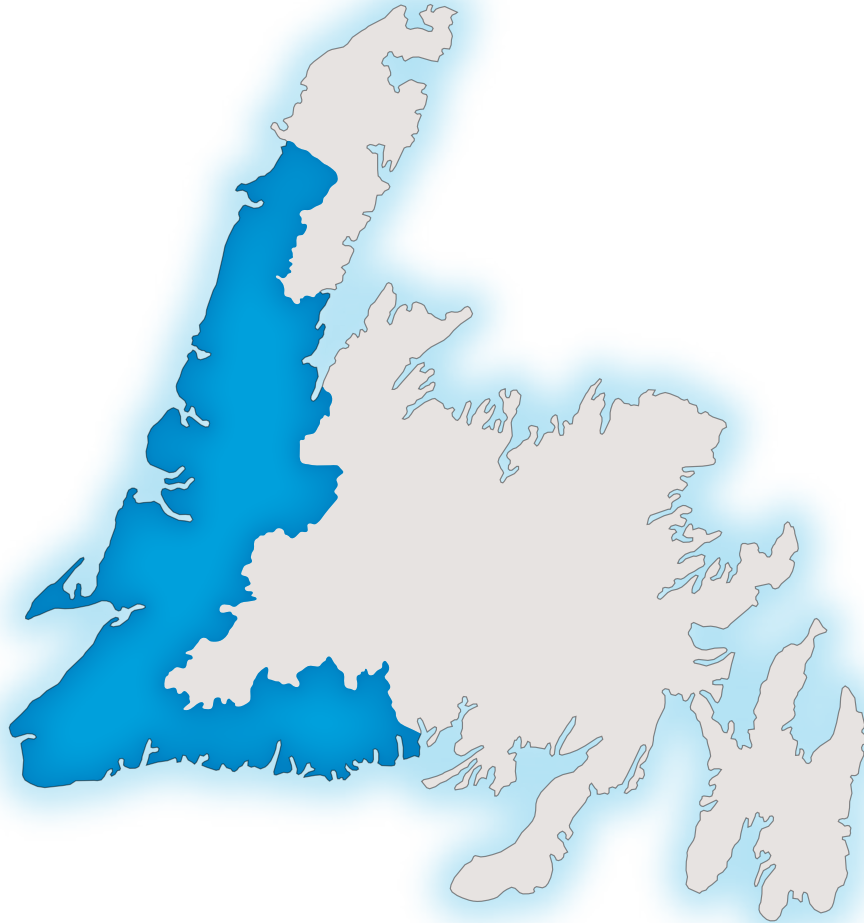


Strategic Plan

2020-23



Western
Health



Western
Health

Our People, Our Communities – Healthy Together

westernhealth.nl.ca

Cover photo by Allan Benoit

TABLE OF CONTENTS

Meet Western Health's Board of Trustees	4
Message from the Board Chair	5
Planning Process	6
Western Region Population Health	7
Overview: Western Health by the Numbers 2019-20	8
Lines of Business	10
Values	11
Primary Clients	12
Vision	13
Strategic Issues	14
• Strategic Issue One: Our People	14
• Strategic Issue Two: Quality and Safety	16
• Strategic Issue Three: Innovation	18
Appendix A: Mandate	20
Appendix B: Western Health Regional Map	21
Appendix C: Regional Sites and Contact Information	22
Appendix D: Lines of Business	24
• Promoting Health and Well Being	24
• Preventing Illness and Injury	24
• Providing Supportive Care	24
• Treating Illness and Injury	26
• Providing Rehabilitative Services	26
• Administering Distinctive Provincial Programs	26

Meet Western Health's Board of Trustees

Western Health is governed by a voluntary Board of Trustees, each brings their own unique background and experience to help ensure the delivery of safe, high-quality care for our patients, clients, residents, and families within our region.



CHAIR

Bryson
WEBB



Edwina
BATEMAN



Marie
BRENNAN-DOWNEY



Doreen
CHAULK



Brian
HUDSON



Sonia
LOVELL



Keith
WATTON



Mark
MILLS



Lloyd
WALTERS



Scott
PORTER



Sheldon
PEDDLE



Richard
PARSONS

Message from the Board Chair

It is with pleasure I present Western Health's strategic plan for 2020-23, on behalf of the Board of Trustees. Along with our values and vision, our strategic plan helps guide our organization to provide quality programs and services in the Western region.

Western Health received a significant amount of feedback from stakeholders to inform this strategic plan. Information was collected from staff, community partners, external stakeholders, patients, clients, residents and families, in the form of consultations and surveys. This information helped us identify our priorities and shape our goals for 2020-23. We have also taken guidance from the Provincial Government's Strategic Directions and in the development of the strategic plan.

The Board of Trustees has chosen to focus on three priority issues: **Our People, Quality and Safety**, and **Innovation** in this strategic plan. The goals and objectives for each of these issues outlined in our plan will guide the organization toward our vision of **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 the strategic plan and is committed to achieving and reporting progress each year in our annual report.

I would like to express our sincere appreciation to Western Health's staff members, management, physicians, members of the Board Quality Assurance and Planning Committee, Chief Executive Officer, government representatives and our 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 our strategic and operational goals.



Bryson Webb
Board Chair

Planning Process



Community Partner Engagement Sessions

Community Partner Engagement Sessions provided an opportunity to have open discussions with community partners and to hear feedback from them about whether Western Health is meeting the needs of communities throughout the region.

SEPT
2018



Senior Management Engagement Sessions

Staff engagements/site visits provided an opportunity for senior executive and staff to discuss issues that are important to staff.



Community Health Assessment (CHA) Survey

The CHA survey is an important component of the planning cycle within Western Health. It helped identify key health needs and community issues that are used to help prioritize, plan, and act on unmet community needs to improve the health of residents of the Western Region.

MAY-JUNE
2019



Environmental Scan

An environmental scan of Western Health and a jurisdictional scan of other health authorities and pan-Canadian institutions that support health (i.e., Accreditation Canada, Canadian Patient Safety Institute) identified national and provincial health care priorities.



Surveys: Internal Leadership and External Stakeholder Priorities

Leadership survey identified strengths, weaknesses, opportunities, and threats experienced by Western Health leadership and another survey on external stakeholder priorities.

SEPT-OCT
2019



Strategic Planning Session

Sixty stakeholders participated in a two-day retreat designed to engage staff, patient advisors, senior leadership, external partners, as well as board members in identifying strategic issues facing Western Health that should be a priority for action over the coming three years.

OCT
2019



Client Feedback

Experience surveys and information in the form of compliments/complaints allow clients to share perspectives and experiences are a rich source of information about how Western Health is performing. The information provides insights that enable quality improvement.

ONGOING

Our Population

DEMOGRAPHICS

77,509

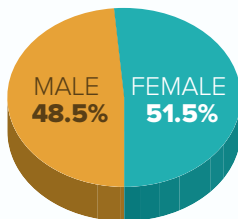
Population in 2018

79.5

Life expectancy
in 2015-17

50

Median age
in 2016



2016

46.2%

Rural Area Population
in 2016

25.5%

Aboriginal Population
in 2016



EDUCATION (AGE 25-54) IN 2016

Did not complete high school	19.4%
Completed High School	80.6%
Bachelor Degree or higher	13.6%

HEALTH PRACTICES



89.8%

Has a regular
health care
provider
(2017-2018)



58.6%

Influenza
vaccination
(2015-2016)



77%

Influenza
vaccination for
long-term care
residents
(2019-2020)

INCOME

Gross Personal Income (2017) **\$32,900**

After Tax Personal Income
per capita (2017) **\$20,800**

Average Couple Income (2017) **\$93,900**

Self-reliance Ratio (2017) **73.8%**

Income Support Assistance Rate (2019) **8.9%**

Employment Insurance Rate (2019) **37.8%**

HEALTH STATUS

46.1%



Age 18 and older –
participation in physical
activity per recommended
guidelines (2017-2018)

19.9%



Consumption of fruits and
vegetables per recommended
guidelines (2015-2016)

18.9%



Current smoker – daily or
occasional basis (2017-2018)

25.9%



Cannabis use in the past
three months in NL (2019)

26.6%



Heavy drinking – having
five (males) or four (females)
drinks on one occasion
12 or more times in the past
12 months (2018-2018)

Sources: Canadian Institute for Health Information. (2020). Your Health System In Depth. Retrieved October 2020.
Community Accounts. (2020). Western Health Profile. Retrieved October 2020.
Statistics Canada. (2020). Cannabis Stats Hub. Retrieved October 2020.
Western Health. (2020). Director and Branch Annual Reports for 2019-2020.

Overview

Western Health by the Numbers 2019-20

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 B).



84,656

**EMERGENCY
DEPARTMENT VISITS**

A new patient arrived in an ED in the region approximately

EVERY 6 MINUTES



Approximately

**5,542
SURGERIES**

**75%
OUTPATIENT**

Approximately

3,100 EMPLOYEES



**8,405
INPATIENT
ADMISSIONS**

Approximately

23 new people per day in the region were admitted

**170
PHYSICIANS**



**239
BACHELOR
OF NURSING
STUDENTS**



**37
CLIENT AND
FAMILY
ADVISORS**

Approximately

**1,500
VOLUNTEERS**



Approximately

**105
THOUSAND
OUTPATIENT VISITS**



**425
CLIENTS**

supported through
HOME FIRST
network



**192
RESIDENTS**

moved into long-term care homes in the region





Western Health provides health and community services from 23 office sites, 26 medical clinic sites (including traveling clinics), and eight health facilities (see Appendix B). 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 Guinchard 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 provides a broad range of programs and services, within allocated resources, to the people of Western Newfoundland. In 2020-21, Western Health had an operating budget of \$403 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.

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

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. An interdisciplinary team of health professionals, support staff and partners provide the care and services required to meet the mandate of Western Health.



Details of Western Health's Lines of Business can be found in Appendix D.

Values

CARE

We are compassionate and client centred



ACCOUNTABILITY

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



EXCELLENCE

We strive to be and do our best



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

TRANSPARENCY

We are open and honest while respecting privacy and confidentiality



RESPECT

We are courteous to and considerate of all individuals

COLLABORATION

We work together with client, patients, residents, families, and/or communities to enhance health



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.

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.



Strategic Issue One: Our People

Our People are our greatest strength, they make Western Health a great place to work and receive care. Individually and together, our team of 3,100 staff alongside 1,500 volunteers and 170 physicians are deeply committed to delivering high-quality programs and services.

Western Health's success depends upon the strength of our people and our ability to recruit and retain a highly skilled, healthy, compassionate and engaged workforce. Changes within programs and services to meet needs of communities are placing unique demands on our traditional workforce planning processes. While several programs and services have experienced significant growth, the organization struggles to meet the human resource needs required to support this growth. Over the last three years, Western Health has experienced a 67 per cent increase in the number of positions advertised throughout the region. On a yearly basis over the last three consecutive years, we have had an average of 800 staff change positions within the organization and approximately 223 new employees begin work with Western Health annually. In addition to this movement, a decreasing pool of skilled resources coupled with an aging workforce and a 2016 engagement survey suggesting that employees feel disengaged, Western Health requires innovative recruitment and retention strategies to be implemented in order to meet the health care needs of our communities.

Western Health has been focused on enhancing work life culture through the introduction and continuation of programs and initiatives aligned with national standards of best practice for psychological health and safety. One example of this work is our successful integration of psychological health and safety standards into routine workplace safety inspection processes. Working in health care presents a unique set of challenges and opportunities. Evidence suggests that a culture which encourages employees to take care of themselves is especially critical in the health care field. Providing employees with opportunities to enhance their physical, mental and emotional well-being is important to us. We recognize that in addition to the need to focus on strategies that engage staff, optimize their work experience, skills and scopes of practice, we must also focus on continuing to introduce evidence based strategies that support the health and wellness of staff.

We need to work differently to develop, train, recruit and retain the very best people and to provide the support that enables staff to provide the level of care and service they aspire to provide. Creating an environment where staff feel engaged, are encouraged and supported to suggest improvements, and feel empowered to make change will guide our focus in changing how we work.

This priority is well aligned with the Provincial Government's Strategic Directions of a better economy, healthier people, better living, a bright future, and a more efficient public sector.

Strategic Issues



Strategic Goal One

By March 31, 2023 Western Health will have enhanced workforce capacity and capability through enabling an engaged, skilled, well-led and healthy workforce.

Indicators for Strategic Goal One

- Implemented evidence based practices in priority areas to enable an engaged, skilled and healthy workforce
- Improved performance measures in priority areas
- Increased percentage of employees trained in LEADs in a Caring Environment
- Increased percentage of employees completing The Working Mind
- Increased employee engagement on employee engagement survey, as indicated by select performance measures
- Implemented standardized Workforce Management System, in keeping with provincial plan

Objective Year One (2020-21)

By March 31, 2021, Western Health will have identified priority areas of focus to support building workforce capacity and capability.

Indicators for Year One Objective (2020-21)

- Completed an environmental scan of current and future internal and external factors impacting our people
- Completed Guarding Minds employee survey
- Completed employee engagement survey
- Completed gap analysis
- Identified priorities to enable an engaged, skilled, well-led and healthy workforce
- Selected performance measures related to priority areas of focus to enable an engaged, skilled, well-led and healthy work force

Objective Year Two (2021-22)

By March 31, 2022, Western Health will have initiated implementation of priorities to support workforce capacity and capability.

Objective Year Three (2022-23)

By March 31, 2023, Western Health will have implemented priorities to support workforce capacity and capability.

Western Health has been focused on enhancing work life culture through the introduction and continuation of programs and initiatives aligned with national standards of best practice for psychological health and safety.

Strategic Issue Two: **Quality and Safety**

In Canada, patient safety incidents are the third leading cause of death following heart disease and cancer. A 2018 national survey commissioned by the Canadian Patient Safety Institute (CPSI) found that most people were unaware of patient safety risks, however once aware, patient safety became one of their top health care priorities. Building a culture of quality and safety is an essential priority for Western Health. Over the next three years, we will focus our actions on improving outcomes and care experiences for clients, patients, residents and families while promoting safety. Our ability to provide safe, high-quality care and service depends on the health and safety of people who work, practice, learn or volunteer with us. It has been widely documented that care outcomes can be improved by reducing variations in processes and enhancing safety awareness and practices amongst our staff and the people we serve. Encouraging all individuals to speak up about safety concerns without fear of reprisal or ridicule is essential to our work to reduce preventable harm.

An important feature of a quality and safety culture is an emphasis on person and family centered care (PFCC). PFCC refers to an approach to care that guides all aspect of planning, delivery and evaluating services, with the foundation being mutually beneficial partnerships between clients, families, and health care staff and service providers. Providing PFCC means “working collaboratively with clients and their families to provide care that is respectful, compassionate, culturally safe, and competent, while being responsive to their needs, values, cultural backgrounds and beliefs, and preferences.” Meaningful engagement with patients, clients, residents, families and staff is a key enabler of person-centered care. Our staff are committed to a caring, respectful and compassionate environment. Opportunities to enhance patient, residents, clients and family involvement exists as evident through experience surveys results, as well as Western Health’s 2018 Accreditation report.

Quality and safety are supported by having access to valid, reliable, meaningful information. When the information related to a client, patient or resident is consistent and flows across the system it enables improved quality, safety and experience for the people we serve. Information can also be used to better manage performance of the healthcare system.

Our priority to improve quality and safety is aligned with the Provincial Government’s Strategic Directions: healthier people, and better living. It also is aligned with Health Standards Organization (HSO) standards of excellence and the National Framework for Quality and Patient Safety led by the CPSI and HSO.

Strategic Issues



Strategic Goal Two

By March 31, 2023, Western Health will have improved quality and safety across the organization in priority areas.

Indicators for Strategic Goal Two

- Enhanced quality improvement capacity and capability in the organization
- Developed and implemented PFCC Education Plan
- Improved client experience on key questions related to engagement
- Implemented mechanism to measure patient and family partner experience

Objective Year One (2020-21)

By March 31, 2021, Western Health will have initiated a work plan to strengthen the culture of quality and safety in priority areas.

Indicators for Year One Objective (2020-21)

- Completed an environmental scan
- Developed a PFCC e-learning module for staff
- Developed survey to measure patient partner engagement
- Identified key safety and quality priorities
- Identified performance measures related to safety and quality priority areas

Objective Year Two (2021-22)

By March 31, 2022, Western Health will have commenced implementation of strategies in priority areas to strengthen the culture of quality and safety.

Objective Year Three (2022-23)

By March 31, 2023, Western Health will have implemented strategies in priority areas to strengthen the culture of quality and safety.

An important feature of a quality and safety culture is an emphasis on person and family centered care. Person and family centered care refers to an approach to care that guides all aspect of planning, delivery and evaluating services, with the foundation being mutually beneficial partnerships between clients, families, and health care staff and service providers.

Strategic Issue Three: Innovation

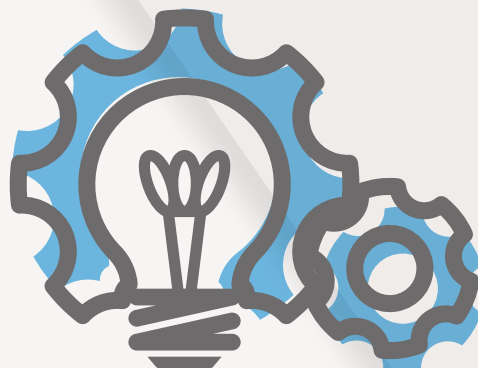
In the Western region our population is aging, we also experience a higher incidence of chronic diseases such as high blood pressure, diabetes, and chronic obstructive pulmonary disorder (COPD) compared to NL and Canada. The gross personal income per capita in the Western region is less than the provincial average and the incidence of unemployment is higher, in addition 19.4 per cent of the Western region's population does not have a high school education. It is the interrelationships among these and other factors that influence individual and population health. Accessibility to health services is an important determinant of health. Accessibility of health services refers to the extent to which people can readily obtain care when and where they need it. Increasing accessibility can involve reducing physical, financial, cultural and psychological barriers that individuals maybe encounter when trying to access information and care.

Western Health's geographically dispersed population can pose challenges to the delivery of sustainable health care services across the continuum of health care. Western Health is committed to ensuring that the regional population, including those people who experience the greatest barriers, have a fair opportunity to attain their highest health potential. Innovative care and service models are necessary to address these challenges, enabling interprofessional teams to work to their full scope to deliver high quality care. These models would be enhanced by leveraging technology and evidence-based care solutions including virtual care to enable more accessible, efficient, and connected care for the people we serve.

Over the next three years, Western Health intends to focus on identifying innovative solutions to improve access to services in key priority areas. Integrated health systems that wrap services around the needs of individuals will improve the value of care provided by ensuring that the right people receive the right care at the right place and time. This will involve organizing services and supports that minimize unnecessary barriers, align with the population's needs, address identified health inequities and are either available in the local area, within a reasonable distance, or through assistive technologies.

Western Health's innovation priority is well aligned with each of the Provincial Government's Strategic Directions for 2020-2023, which include a better economy, healthier people, better living, a bright future, a more efficient public sector. It is also in line with the 2015-2025 **Primary Health Care Framework for Newfoundland and Labrador** which identified the need to fully utilize appropriate technologies to make services more convenient, reduce barriers to access, and limit the need for travel as crucial to improving primary health care in Newfoundland and Labrador.

Strategic Issues



Strategic Goal Three

By March 31, 2023, through innovative models of service delivery, Western Health will have improved access to health services in key priority areas.

Indicators for Strategic Goal Three

- Implemented innovative models of service delivery within priority areas to improve access
- Increased the number of Health Homes that utilize technology to enable access
- Decreased percentage of hospitalizations for Ambulatory Care Sensitive Conditions (ACSC) within Western Health
- Increased percentage of virtual visits by primary care providers utilizing the Western Health instance of the electronic medical record (EMR)
- Implemented mechanism to measure client experience

Objective Year One (2020-21)

By March 31, 2021 Western Health will have worked with clients/patients/families, providers and partners to identify priority areas of focus for the use of innovative models of service delivery in order to improve access to services.

Indicators for Year One Objective (2020-21)

- Identified evidence-based practices to support innovative models of service delivery
- Identified gaps/inequities in access to service
- Identified priority areas of focus that require innovative solutions to improve access
- Identified performance measures for the priority areas

Objective Year Two (2021-22)

By March 31, 2022 Western Health will have commenced implementation of innovative initiatives to improve access to services in priority areas.

Objective Year Three (2022-23)

By March 31, 2023 Western Health will have implemented initiatives to improve access to services in priority areas.

Western Health intends to focus on identifying innovative solutions to improve access to services in key priority areas. Integrated health systems that wrap services around the needs of individuals will improve the value of care provided by ensuring that the right people receive the right care at the right place and time.

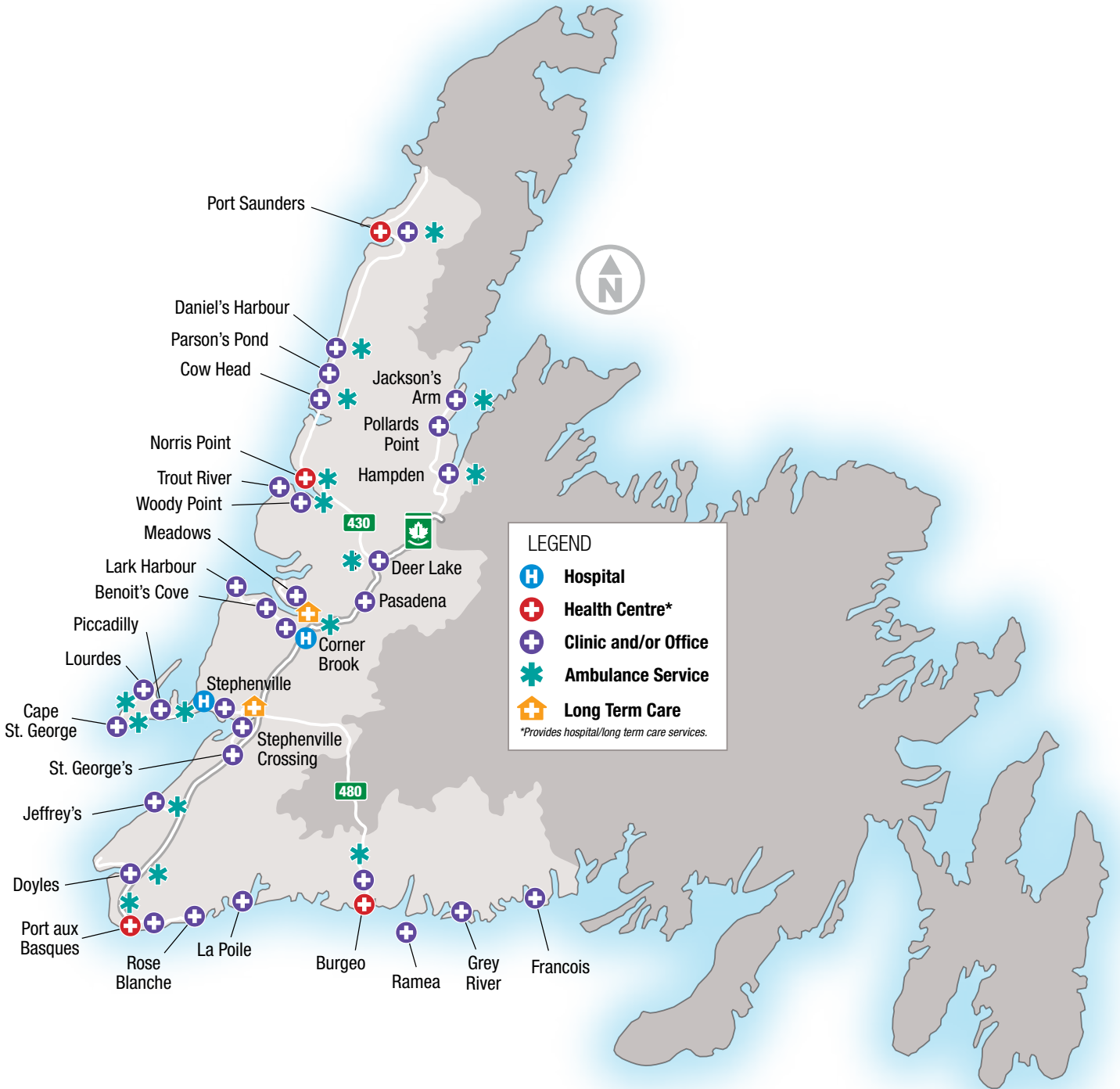
Mandate

The mandate of Western Health is derived from the Newfoundland and Labrador **Regional Health Authorities Act (2006)** 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.



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

Blomidon Place
113 Riverside Drive,
Corner Brook, NL, A2H 6J7
(709) 634-4171

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

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

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, A0K 2C0
(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

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.

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; and
- creating supportive environments.

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

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; and
- 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 Digital Government and 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; and
- disaster planning.

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; and
- 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; and
- hostel accommodations.

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



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; and
 - 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.

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; and
- restorative care (inpatient post-acute) program.

Administering Distinctive Provincial Programs

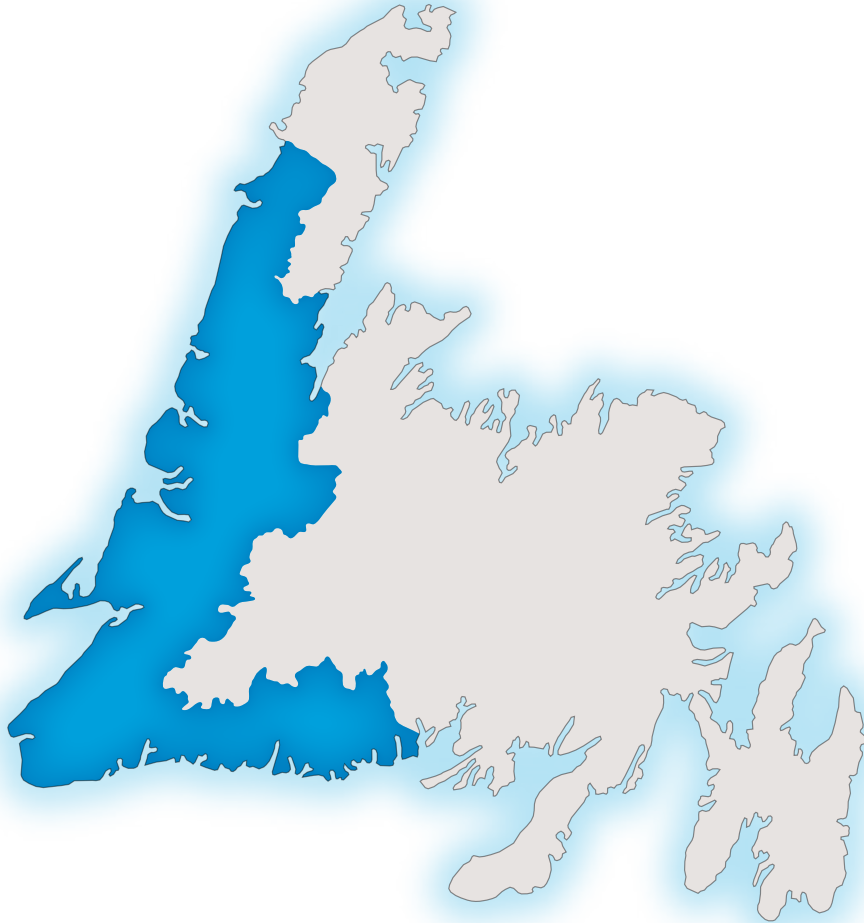
Western Health operates the Western Regional School of Nursing. The School of Nursing offers an undergraduate program leading to a Bachelor of Nursing (Collaborative) degree. This program is designed to prepare competent entry-level nurses who will function within a variety of health care settings.

The School of Nursing follows the academic path set out by the Senate of Memorial University to offer the Bachelor of Nursing (Collaborative) program. The Bachelor of Nursing (Collaborative) Program has two full-time curriculum options:

a 4-Year Option and a 3-Year Accelerated Option. The last class of the 2-Year Fast Track option convoked October 2020.

As well, Western Health has responsibility for Humberwood, a provincial inpatient addictions treatment centre based in Corner Brook. Through its 10 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.



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