



2006 2007 annual report



table of contents



message from the board chair	2
overview	3
partnerships and collaborations	4
highlights and accomplishments	5
outcomes of strategic planning	7
a look ahead for western health	15
financial statements	17
operating revenue & expenses	19
mission statement	20

message from the board chair



It is my pleasure, on behalf of the Board of Trustees of Western Health to present our Annual Report for the year 2006-2007. Western Health is a Category One Public Body under the Transparency and Accountability Act. In accordance with the requirements of the Act, the Board of Trustees accepts accountability for the results published in this Annual Report.

In its commitment to community partnership and engagement, the Board was pleased to hold a series of Community Partner Information Sessions in seven communities throughout the Western region. The sessions gave the Board and Senior Executive an opportunity for discussion with community partners about the local and regional services that we provide. This process enabled us to work with our partners to discuss opportunities and also collectively celebrate our successes.

The Board continued to make significant gains in financial accountability during the past year and as you will see in the Audited Financial Statements Western Health had a budgetary surplus. The support of the Department of Health and Community Services is acknowledged in this achievement.

We acknowledge the dedicated staff, physicians, volunteers and community partners who are committed to the health and well being of the people that we serve. We are so proud of the people who contribute so significantly in many ways to the success of Western Health.

The Board also acknowledges and thanks the Chief Executive Officer of Western Health, Ms. Susan Gillam, and other members of the Senior Executive Team for their stewardship. The Board is confident that the Senior Executive has worked diligently to build and grow our organization with its primary focus on the delivery of quality health and community services to the people of the Western region.

With Sincere Best Wishes,

A handwritten signature in black ink that reads "Genge". The signature is written in a cursive, flowing style.

Tony Genge, PhD

overview



Western Health offers a broad range of health and community services to the people of the Western region. The authority services a population of 81,595 residents with 49 percent of the total population residing within the Corner Brook – Humber Valley area. 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.

The authority offers community based programs, acute and long term care services. The community based programs include: health promotion, health protection, mental health and addictions, community corrections, child youth and family services, child care services, community support programs, intervention services, and community health nursing. Primary health care, secondary acute care, adult rehabilitation and long term care services are provided through the Authority’s many sites. Western Health is also responsible for two provincial programs: the Provincial Cervical Screening Initiatives program and the Inpatient Addictions Treatment program.

Western Health operates 20 community based offices, 22 medical clinics, and nine health facilities, including: two hospitals: Sir Thomas Roddick Hospital, Stephenville, and Western Memorial Regional Hospital, Corner Brook; four health centres: Dr. Charles L. LeGrow Health Centre, Port aux Basques, Bonne Bay Health Centre in Norris Point, Calder Health Centre, Burgeo and Rufus Guinchard Health Centre, Port Saunders; and three long term care centres: the Inter-Faith Home for Senior Citizens, Corner Brook, the Dr. J.I. O’Connell Centre, Corner Brook and the Bay St. George Senior Citizen’s Home, Stephenville Crossing. Within its facilities, Western Health operates 226 acute care beds, and 441 long term care beds.

In addition, Western Health operates the Western Regional School of Nursing, one of three provincial sites that offer a four-year baccalaureate degree in nursing. This program is offered in collaboration with Memorial University of Newfoundland. Annual enrollment is limited to 58 students. A two-year fast track program is offered for individuals with a baccalaureate degree in another area who wish to pursue a baccalaureate degree in nursing at an accelerated pace. This two-year program is limited to eight students.

The organization employs over 3,000 staff who work in 51 sites throughout the region with its regional office located in Corner Brook.

Western Health has a budget of over \$230 million with most of its revenue coming from provincial plan funding through the Department of Health and Community Services. Major expenditures include: salaries, direct client payments, fixed capital costs and diagnostic and therapeutic services.

partnerships and collaborations



Western Health recognizes the importance of building and strengthening the partnerships within the Western region. The need for partnership and collaboration is integral to the achievement of the vision of Western Health "...that the people of Western Newfoundland have the highest level of health and well being possible." Collaboration is also a value of the organization and is defined as "each person works with others to enhance service delivery and maximize the use of resources."

The work of Western Health is provided by a broad range of dedicated staff across the full continuum of care: acute, long term and community based services. Staff supports the vision, mission and values of Western Health and works in collaboration extensively with many partners. The support and collaboration of the Department of Health and Community Services, Government of Newfoundland and Labrador is acknowledged and valued. Other examples of partnerships include: the Community Mental Health Initiative, the Western Regional Wellness Coalition, the Seniors Wellness Committee, the Injury Prevention Coalition, the Mental Health Advisory Committees, the Family Resource Centers, Healthy Baby Clubs, Hospital Foundations, independent practitioners and agencies, dedicated volunteers, municipalities, the College of the North Atlantic, Memorial University of Newfoundland and other Government Departments including: Education; Justice; Transportation and Works; Human Resources, Labour and Employment.

highlights and accomplishments



Improving Population Health

Staff of Western Health continues to be involved in numerous partnerships focusing on improving health status in the Western region. One significant new partnership this year is Western Health's involvement, along with Sir Wilfred Grenfell College, in the National Collaborating Centre for the Determinants of Health (NCC) located at St. Francis Xavier University. In 2006, Western Health and Sir Wilfred Grenfell College hosted a meeting with several health authorities and universities throughout the Atlantic provinces with the goal of enhancing collaboration for the research on the determinants of health. Also, through our involvement with the NCC, two consultations were held in the region on the issue of Health Literacy.

Significant improvements were made in the Healthy Students/Healthy Schools project through the implementation of a School Nutrition policy and the Tobacco Free Environment policy for schools throughout the region. Western Health instituted a pilot program at Western Memorial Regional Hospital cafeteria that saw a move towards Healthier Food Choices being served in our cafeterias. A survey was completed at the end of the pilot project with extremely positive feedback. As a result, healthier muffins, green salads, fruits and other options were added to the daily menu. The program will be expanded to additional Western Health sites in the coming year.

Western Health also held two smoking cessation weekend retreats at the Humberwood facility. As well, a smoking cessation program was offered to clients on the Mental Health Unit at Western Memorial Regional Hospital. Members of the Tobacco Free Network conducted a health promotion project entitled "Kick Butt" which involved providing appealing and effective smoking cessation and prevention resources and support to post secondary students at Sir Wilfred Grenfell College.

In March, Western Health partnered with the Newfoundland and Labrador Lung Association and the Provincial Department of the Environment to implement a No Idling Policy in an effort to reduce staff and clients' exposure to vehicle emissions. The policy states that vehicles parked at any entrances of Western Health's facilities and near any air intake systems are not permitted to idle. The policy is designed to reduce the amount of emissions polluting the air in an effort to help create a healthier environment for the people of the Western region.

A breastfeeding workshop entitled "Back to Basics" was a project undertaken by the Breastfeeding Coalition after a needs assessment showed gaps in breastfeeding knowledge among health professionals. The workshop was a huge success with staff from the community and the maternal newborn units benefiting from not only the knowledge presented but the exchange of knowledge between these two groups.

highlights and accomplishments



Improving Population Health (continued)

The Provincial Cervical Screening Initiatives Program expanded to the Labrador-Grenfell and Eastern Health regions and is now fully staffed in all regions. The introduction of Liquid Based Cytology and Reflex Human Papilloma virus testing has enabled the incorporation of leading edge technology in the cervical cytology. This improvement will improve the quality of the specimen, improve technology within the lab, and decrease referrals for repeat testing for women with abnormal findings. Additionally, access to services grants to regional health authorities and physician stakeholders are funding projects to increase participation in cervical screening through alternate models of service delivery.

Enhancing Access and Co-ordination of Services

Primary Health Care continues to move forward in the Western region with teams identified in the Port aux Basques area, Bonne Bay area, and Deer Lake/White Bay area. Some areas of focus include: access/coordination of services for diabetes management, cervical screening, healthy living, and emergency response. One example of an enhancement, specific to emergency response involved the Primary Health Care initiative in the Port aux Basques area which received funding to introduce Emergency First Responders in the community of LaPoile. A Community Advisory Committee continues to work with the Primary Health Care team in Bonne Bay. A plan for the expansion of Community Advisory Committees throughout the region has been developed. In collaboration with the Francophone Federation of Newfoundland and Labrador, groundwork has been completed to enhance Primary Health Care on the Port au Port Peninsula. A Regional Primary Health Care Management Team has been established to guide the development of a Regional Primary Health Care plan.

To enhance our human resource capacity to support Primary Health Care, Western Health facilitated staff participation in the Understanding Primary Health Care Module of the Building Better Tomorrows Initiative. As well, a Rural Mental Health Interprofessional Training Program was offered in Port aux Basques and Bonne Bay. The goal of this program was to enhance professional competencies in mental health practice and encourage collaborative practice.

The Primary Health Care Enhancement initiative in Port aux Basques was recognized nationally and featured in Health Care Forum, a Journal of the Canadian College of Health Care Executives.

outcomes of strategic planning



Strategic Goal One

By March 31, 2008 Western Health will have achieved a balanced operating budget, including a debt retirement plan, unless otherwise directed by government, while monitoring impacts on programs and services.

Objective Year One (2006-2007)

By March 31, 2007, Western Health will have achieved a balanced operating budget.

Outcomes of Objective

Western Health, in consultation with the Department of Health and Community Services, developed a plan to achieve a balanced budget. This plan included the identification of the need for additional financial resources and the implementation of utilization efficiency measures. These measures, combined with financial monitoring and impact analysis processes, resulted in a surplus budget for this fiscal year.

Objective Year Two (2007-2008)

By March 31, 2008 Western Health will have achieved a balanced operating Budget, with a debt retirement plan while monitoring impacts on programs and services.

Measure

Balanced operating budget with monitoring processes.

Indicators

- Balanced operating budget
- Program impact analysis processes
- Monitoring program in place for operations

outcomes of strategic planning



Strategic Goal Two

By March 31, 2008, Western Health will have a plan for integration of priority community based programs for children and youth.

Objective Year One (2006-2007)

By March 31, 2007, Western Health will have consolidated existing data to support the identification of priority community based programs for children and youth for integration.

Outcomes of Objective

An inventory of working groups and committees, a literature review of relevant documents, and consultations with relevant resource people, were completed. Based on these processes, a summary report was prepared and recommendations made to support integration in three primary areas: (1) Education and Support Standards for Prenatal, Birth and Early Parenting; (2) Healthy Beginnings Long Term Follow-up and (3) Child Protection Services.

Objective Year Two (2007-2008)

By March 31, 2008 Western Health will have commenced implementation of the completed plan for integration of priority community based programs for children and youth.

Measure

A plan for integration of community based programs for children and youth.

Indicators

- Policies and procedures implemented; protocols for team work in place
- Evaluation of organizational structure and identified priority service areas established
- Regional training on the provincial standards completed

outcomes of strategic planning



Strategic Goal Three

By March 31, 2008, Western Health will have a plan for integration of priority community based and acute care mental health and addictions programs.

Objective Year One (2006-2007)

By March 31, 2007, Western Health will have consolidated existing data to support the identification of priority community based and acute care mental health and addictions programs for integration.

Outcomes of Objective

The review of current research, best practice documents, provincial reports and stakeholder consultation/input occurred. The consolidation of the information supported the development of a summary report that identified the initial priorities for integration including: (1) enhanced coordination of services for transitions from acute to community based care for children and youth; (2) enhanced coordination of services between adult acute care and community based services; (3) improved coordination of services to high-risk families in receipt of child protection services and (4) integration of the health promotion framework throughout Mental Health and Addictions Services.

Objective Year Two (2007-2008)

By March 31, 2008 Western Health will have commenced implementation of a plan for integration of priority community based and acute care mental health and addictions programs.

Measure

A plan is for integration of community based and acute care mental health and addictions programs.

Indicators

A plan that includes:

- Formation of an integration working group
- Stakeholder input into development of an action plan in relation to priority areas
- Policies and procedures identified
- Evaluation of organizational structure and integration plan

outcomes of strategic planning



Strategic Goal Four

By March 31, 2008, Western Health will have initiated the implementation of a regional strategy for improving access starting in four priority areas.

Objective Year One (2006-2007)

By March 31, 2007, Western Health will have developed a regional strategy for improving access starting with the priority areas of joint replacement, vision restoration, diagnostics and cancer care.

Outcomes of Objective

Western Health established a regional steering committee to monitor the progress and plan strategies for access improvement and wait time reduction within the key priority areas. Working with other regional and provincial authorities, standard wait time definitions and tracking mechanisms were established. Western Health's performance was measured against established benchmarks and was reported on a quarterly basis to the Department of Health and Community Services. Additional to the quarterly reporting, the balanced scorecard provided the framework for performance monitoring and reporting. A Regional Wait List Manager position was established to support the strategy.

Objective Year Two (2007-2008)

By March 31, 2008, Western Health has initiated implementation of strategies to improve access in the four priority areas.

Measure

Initiation of implementation of a regional strategy starting with four priority areas.

Indicators

A regional strategy that includes

- Regional, central system for reporting wait times that includes baseline data and benchmarks for wait times and volumes for priority programs and service areas
- Framework in place for reporting performance and indicator outcomes
- Identification of strategies for improving access in key priority areas

outcomes of strategic planning



Strategic Goal Five

By March 31, 2008, Western Health will have a mechanism in place for the ongoing evaluation of community needs in the Western region.

Objective for Year One (2006-2007)

By March 31, 2007, Western Health will have a framework for the ongoing evaluation of community needs.

Outcomes of Objective

Western Health developed and implemented an evaluation framework to support evidence-based decision-making, enhanced accountability and evaluation skill capacity building. Western Health employed consultative processes and reviews to facilitate annual environmental scanning and information sharing among staff and communities. As well, an advisory committee was formed to guide the development and implementation of a Community Health Needs and Resources Assessment, a follow-up to the original study completed in 2002, in partnership with Memorial University of Newfoundland School of Nursing.

Objective for Year Two (2007-2008)

By March 31, 2008, Western Health will have an established mechanism for ongoing evaluation of community needs.

Measure

Existence of a mechanism.

Indicators

- Priority areas for evaluation are identified and database of evaluations maintained
- Process established for community input
- Yearly branch work plans and indicators are developed and reported to key stakeholders
- Process established for annual updating of the environmental scan

outcomes of strategic planning



Operational Goal

By March 31, 2008, a plan will be developed for the implementation of the Provincial Framework for Primary Health Care for the region and priority areas have been implemented.

Objective Year One (2006-2007)

By March 31, 2007, strengths and areas of improvement are identified for current team areas and proposal development areas.

Outcomes of Objective

A sustainability plan for the Bonne Bay area was developed. Proposals and implementation plans were developed and implemented for the Deer Lake/White Bay area and the Port aux Basques area. Opportunities for improvement and/or future directions were identified in the area proposals, annual reports and/or early evaluation data. Western Health also implemented an organizational management structure to support primary health care and established a Regional Primary Health Care Management Committee to support the development of the regional plan for primary health care.

Objective for Year Two (2007-2008)

By March 31, 2008, a regional plan for primary health care is developed.

Measure

A plan is developed.

Indicators

A plan that includes:

- Regional primary health care structure
- Work plans for sustainability, communication, training and evaluation

outcomes of strategic planning



Operational Goal

By March 31, 2008, Western Health will have implemented strategies to strengthen public health capacity, in keeping with provincial directions.

Objective for Year One (2006-2007)

By March 31, 2007, Western Health will have further developed a regional plan to strengthen public health capacity within Western region.

Outcomes of Objective

Western Health increased its human resource capacity with the addition of four public health nurses, one Communicable Disease Control Nurse and one Emergency Health Planning Coordinator. Western Health staff was instrumental in maintaining child immunization rates at approximately 95 percent of the target population. Influenza vaccination of priority groups (children under two and adults over 65 years and health care staff) improved.

All hazards emergency planning was integrated into the development of regional and/or facility specific emergency response plans. The Regional Pandemic Planning committee developed work plans aligned with the new provincial and national pandemic plans. Linkages with regional non-government agencies were established. Western Health enhanced linkages with municipalities and partner agencies through joint preparedness planning initiatives and exercises.

Objective for Year Two (2007-2008)

By March 31, 2008, Western Health will have strengthened public health capacity in keeping with the Province's strategic directions.

Measure

Implemented strategies.

Indicators

- Integrated all-hazards preparedness plan in place and tested
- Public Health Human Resource Plan in place
- Improved vaccine inventory management and control

outcomes of strategic planning



Operational Goal

By March 31, 2008, Western Health will have established an accountability framework that is aligned with legislative and strategic directions of government.

Objective for Year One (2006-2007)

By March 31, 2007, Western Health will have a plan for implementation of an accountability framework and have commenced implementation in priority areas.

Outcomes of Objectives

Components of an accountability framework for Western Health were identified and a status report prepared. Work plans supporting the priority components including accreditation, risk management, Hay Best Practices Review, employee performance planning and policy integration were implemented. Auditing policies will be implemented in 2007-2008.

Objective for Year Two (2007-2008)

By March 31, 2008, Western Health will have an accountability framework in place that is aligned with legislative and strategic directions of government.

Measure

Established accountability framework.

Indicators

- Structure and reporting processes in place for patient safety, balanced scorecard, professional practice, best practices
- Board Strategic, CEO Operational and branch plans in place
- Compliance with Legislative obligations

a look ahead for western health



Patient Safety

Western Health defines patient safety as: the reduction and mitigation of unsafe acts within the health care system, as well as through the use of best practices shown to lead to optimal patient outcomes (Canadian Patient Safety Dictionary, October 2006). In March 2007, Western Health formed an advisory committee to identify and monitor patient safety indicators and guide initiatives to enhance patient safety. In 2007-2008, Western Health will develop its workplan to foster a culture of safety as well as implement actions to improve patient safety performance. Some of the priority areas will include falls prevention, improved handwashing and enhanced medication safety.

Accreditation

In October 2006, Western Health completed its final report to the Canadian Council on Health Services Accreditation (CCHSA) and confirmed its accreditation status for the 2004-2007 cycle. In 2007, Western Health's three mammography units were successful in meeting the requirements for accreditation from the Canadian Association of Radiologists. Throughout the whole of 2006-2007, Western Health worked with the CCHSA to integrate our regional quality improvement teams and processes. In 2007-2008, Western Health will complete its self-assessment process in preparation for its first Accreditation survey as a new health authority. We look forward to Accreditation 2007 to build on our strengths and focus on areas for improvement in order to achieve the best possible health outcomes for the population.

Humberwood

The Provincial Government through the Department of Health and Community Services has committed \$3.6 million to build a new provincial inpatient addictions centre to replace Humberwood in Corner Brook. Government invested \$1.4 million in Budget 2006 for the planning, design, and construction of the new centre to replace the current 10-bed residential inpatient treatment facility. During 2006, tenders were issued for site preparation, design and construction of the new facility. Occupancy of the new facility is anticipated in 2008. The new facility will provide an enhanced treatment program including a non-medical detox program, which will allow for seamless transfer from detox to treatment, and will incorporate clients who are in the latter stages of detox, allowing for a better opportunity for rehabilitation. The physical structure of the new facility will incorporate modern and more private accommodations and include required space for fitness, recreation, dining and group therapy areas. Additionally, the facility will provide office and counselling space for the outpatient adult mental health and addictions program in Corner Brook.

a look ahead for western health



Long Term Care Planning

Government will invest a total of \$68.5 million in long term care services in Corner Brook. This includes the 236-bed long term care facility and 40 dementia care beds to be housed in four residential duplexes.

Western Health is excited and looking forward to the development of the new residential duplex units for residents with mild to moderate dementia. These duplexes represent a new model of residential based care based on a social housing model. This model is designed to promote independence, dignity and improve the quality of life of elderly residents with mild to moderate dementia. This model of dementia care, the first to be introduced to the province, has proven successful in several other provinces in Canada. Site selection has been completed and site preparation is underway. Construction should start in the summer of 2007 with an opening date of summer 2008.

Work is also continuing on a new 236-bed long term care facility for Corner Brook. The projected cost for the 236-bed facility is valued at \$63 million. Site preparation work is nearing completion. Construction will begin in 2007 with the expected completion date for the facility in the fall of 2009.

The design and construction of the Corner Brook long term care facility will display best practices respecting protection and preservation of the environment. The facility site has been designed to be Leadership in Energy and Environmental Design (LEED) compliant.

Improving Access to Diagnostic Imaging

The Provincial Government, through the Department of Health and Community Services will invest \$4.5 million for the addition of a 64-slice CT scanner at Western Memorial Regional Hospital and a 16-slice CT scanner at Sir Thomas Roddick Hospital. These significant investments support the continued commitment of the Department of Health and Community Services and Western Health to enhance access to diagnostic imaging services and improve wait times.

Human Resources Recruitment and Retention

In 2006, a provincial steering committee was struck to further investigate the need for a provincial Human Resources Management Information System. This system would be consistent across all health authorities in the province and would enable each health authority to access human resources data necessary to the management and planning of human resource needs. Deloitte and Touche was contracted to evaluate the needs of the health authorities and to develop a business plan to implement such a system. In 2007-2008, the Government of Newfoundland and Labrador, through the Department of Health and Community Services, announced funding for this provincial initiative. Western Health looks forward to working with the Department and other regional authorities in the implementation of this system.

financial statements



Western Regional Integrated Health Authority Statement of Financial Position

March 31	2007	2006
Assets		
Current		
Cash and cash equivalents	\$ 181,679	\$ 942,670
Receivables (Note 3)	8,812,476	4,083,609
Inventory	3,355,248	3,320,918
Prepaid expenses	<u>5,233,006</u>	<u>3,536,804</u>
	17,582,409	11,884,001
Due from associated funds (Note 4)	411,847	697,881
Capital assets (Note 5)	57,767,291	60,875,475
Trust funds on deposit	513,787	509,217
Restricted cash and investments	<u>137,806</u>	<u>134,242</u>
	<u>\$ 76,413,140</u>	<u>\$ 74,100,816</u>
Liabilities		
Current		
Bank indebtedness (Note 6)	\$ 15,905,642	\$ 20,385,098
Payables and accruals	22,732,279	19,590,919
Deferred contributions - operating	3,747,283	2,415,730
Deferred contributions - capital	4,903,868	1,582,297
Vacation pay accrual	6,739,776	6,037,758
Current portion of severance pay accrual	1,000,000	1,000,000
Current portion of long term debt (Note 7)	<u>822,100</u>	<u>887,500</u>
	55,850,948	51,899,302
Severance pay accrual	22,616,982	21,262,462
Trust funds payable	513,787	509,217
Long term debt (Note 7)	5,987,635	6,812,025
Deferred contributions - unamortized portion of capital asset grants	<u>47,097,207</u>	<u>48,882,897</u>
	<u>132,066,559</u>	<u>129,365,903</u>
Deficiency		
Net assets invested in capital assets	3,860,344	4,293,051
Restricted net assets, endowments	136,305	129,983
Unrestricted deficiency (Note 8)	<u>(59,650,068)</u>	<u>(59,688,121)</u>
	<u>(55,653,419)</u>	<u>(55,265,087)</u>
	<u>\$ 76,413,140</u>	<u>\$ 74,100,816</u>

Contingencies and commitments (Note 10)
On behalf of the Board

Lina Moses Member

Allyson Member

See accompanying notes to the financial statements.

financial statements



Western Regional Integrated Health Authority Statement of Operations

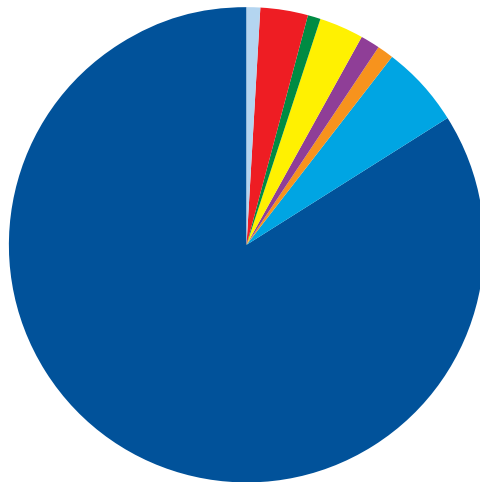
Year Ended March 31	2007	2006
Revenue		
Provincial plan	\$ 193,789,444	\$ 184,479,931
Other	<u>37,029,789</u>	<u>34,849,195</u>
	<u>230,819,233</u>	<u>219,329,126</u>
Expenditures		
Administrative and support services	59,861,176	57,847,434
Nursing and medical services	74,441,610	73,227,503
Ambulatory care services	16,614,571	15,645,089
Diagnostic and therapeutic services	22,055,043	26,192,309
Community and social services	49,778,627	40,452,971
Educational services	4,059,208	4,066,314
General services	<u>2,095,251</u>	<u>2,083,284</u>
	<u>228,905,486</u>	<u>219,514,904</u>
Operating surplus (deficit) before other items	<u>1,913,747</u>	<u>(185,778)</u>
Other items		
Increase in severance and vacation pay accrual	2,056,538	426,437
Amortization of capital assets	5,978,897	5,184,383
Non-sharable interest on capital lease	18,169	15,570
Amortization of capital asset grants	<u>(5,751,525)</u>	<u>(4,991,881)</u>
	<u>2,302,079</u>	<u>634,509</u>
Operating deficit	<u>\$ (388,332)</u>	<u>\$ (820,287)</u>

See accompanying notes to the financial statements.

operating revenue & expenses

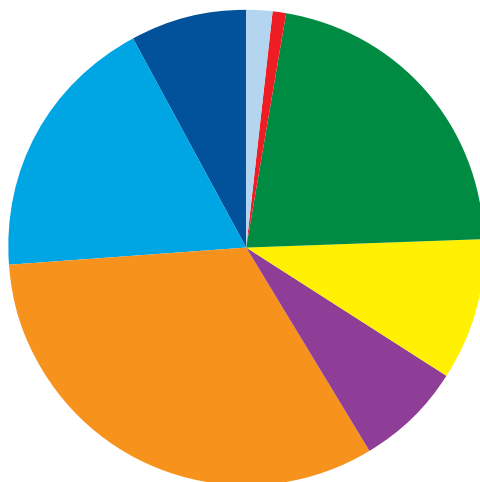


Operating Revenue



- Provincial Plan - \$193,789,444 (84%)
- MCP Revenues - \$12,830,232 (5.6%)
- Early Learning & Childhood Care - \$2,570,861 (1.1%)
- Patient Revenues - \$3,043,616 (1.3%)
- Long Term Care Resident Revenues - \$6,975,653 (3%)
- Food Services Revenues - \$2,005,831 (0.87%)
- Other Recoveries - \$7,466,903 (3.2%)
- Other Revenues - \$2,136,693 (0.93%)

Operating Expenses



- Administration - \$18,068,906 (7.9%)
- Support Services - \$41,792,270 (18.3%)
- Nursing Inpatient Services - \$74,441,610 (32.5%)
- Ambulatory Care Services - \$16,614,571 (7.3%)
- Diagnostic & Therapeutic Services - \$22,055,043 (9.6%)
- Community & Social Services - \$49,778,627 (21.7%)
- Undistributed - \$2,095,251 (0.9%)
- Education - \$4,059,208 (1.8%)

mission statement



Vision

The vision of Western Health is that the people of Western Newfoundland have the highest level of health and well being possible.

Mission

By March 31, 2011, Western Health will have integrated and coordinated programs and services, starting with priority areas, to address the population health needs of the Western Region within financial resources.

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. These core values and the related action statements are:

- Respect: Each person provides opportunities for others to express themselves in an open and safe environment.
- Equity: Each person provides individuals access to programs and services within the Western Region in a fair manner.
- Transparency: Each person is forthcoming with all information related to decision-making, except where prohibited by legislation.
- Advocacy: Each person supports individuals in meeting their needs or overcoming barriers.
- Collaboration: Each person works with others to enhance service delivery and maximize the use of resources.
- Excellence: Each person will do the best work possible within their skills and the resources available.
- Innovation: Each person identifies opportunities to enhance programs and services.
- Accountability: Each person follows through on his/her duties and responsibilities.

western health

p.o. box 2005
corner brook, nl
a2h 6j7

www.westernhealth.nl.ca

