



Western Health

Strategic Plan
April 1, 2011-March 31, 2014

Approved by Board of Trustees: December 2, 2010
Revised: June 24, 2011

Message from the Chairperson

The Board of Trustees of Western Health, as identified in Appendix A, is pleased to present its Strategic Plan for 2011-2014. The Values, Vision and Mission of Western Health will continue to provide the foundational support to lead the organization into the future. The Strategic Goals respond to the changing population demographics and the Strategic Directions of the Department of Health and Community Services (see Appendix B). This strategic plan will guide the development of operational plans throughout the organization, which collectively will enable Western Health to progress towards its vision of the people of Western Newfoundland having the highest level of health and well-being possible.

The Board of Trustees of Western Health acknowledges the development of this plan in accordance with legislative requirements defined in the *Transparency and Accountability Act*. Western Health is a category 1 government entity, as defined by the *Transparency and Accountability Act*. This is the second three-year strategic plan produced, in keeping with the *Act*. The Board of Trustees is accountable for the preparation of this plan and for achieving the specific goals and objectives in this plan, pursuant to section 5(4) of the *Transparency and Accountability Act*. The Board is committed to reporting our progress each year in our annual report.

On behalf of the Board of Trustees, I want to express appreciation to staff members, physicians, members of the Board Strategic Planning Committee, Chief Executive Officer, management, government representatives and our partners for their commitment and dedication to the strategic planning process as evident in the successful completion of previous strategic plans for Western Health. The Board of Trustees also acknowledges significant investment from the Provincial Government, through the Department of Health and Community Services, to support the achievement of strategic and operational goals.

Sincerely,



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1.0 Overview

The **vision** of Western Health is that the people of Western Newfoundland have the highest level of health and well being possible – *Your Health our Priority*. In the pursuit of the vision, the following **mission statement** was determined to provide direction over the next six years: by March 31, 2017, Western Health will have enhanced programs and services, in priority areas, to address the population health needs within the Western region.

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 *Act*.

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 serves a population of approximately 79,460 residents.

Western Health provides a broad range of programs and services to the people of Western Newfoundland. These programs and services are based in community and facility settings. As indicated in Appendix D, Western Health provides community based services from 26 office sites, community based medical services from 26 medical clinic sites (including traveling clinic sites), and eight health facilities. 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 Centre in Corner Brook and Bay St. George Long Term Care Centre in Stephenville Crossing. Within its facilities, Western Health operates 276 acute care beds, and 464 long term care beds.

Western Health accomplishes their 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; administering distinctive provincial programs. Programs and services that promote health and well-being include health promotion and health protection activities. Preventing illness and injury occurs through early intervention and use of the best possible information as with screening and injury prevention 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; 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 is also responsible for two provincial programs: the Cervical Screening Initiatives Program and the Inpatient Addictions

Treatment Program. In addition, Western Health operates the Western Regional School of Nursing.

In 2010-2011, Western Health was the first regional health authority to facilitate the transfer of programs, services and staff to the Department of Child, Youth and Family Services. As this new strategic plan is implemented, ensuring the coordination of services to those clients shared by Western Health and the new Department will be important.

Also in 2010-2011, Western Health was selected to pilot the new provincial electronic occurrence reporting system. With the support of the Department of Health and Community Services, provincial implementation of this new reporting system will be completed by March 2012. Implementation of this system will continue to support a provincial approach to adverse health event management.

Western Health's regional office is located in Corner Brook. The organization employs over 3,100 staff who work in approximately 50 separate buildings throughout the region. Approximately 84 per cent of staff is female.

There are numerous volunteers who assist in delivering a number of programs and services and special events within acute care, long term care and community, which enhance the quality of life for patients, residents, and clients.

In 2011-2012, Western Health has an operating budget of \$317 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, capital costs, debt financing, diagnostic and therapeutic services, pharmaceuticals and medical supplies.

An overview of Western Health's programs and services and 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 *Act*.

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;

(j) comply with directions the minister may give.

In addition to the regional mandate, Western Health administers distinctive provincial services.

3.0 Lines of Business

Western Health provides a continuum of programs and services within allocated resources to the people of Western Newfoundland. These programs and services are based in acute care, long term care and community settings. Western Health is committed to a Population Health approach to service delivery. 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 their 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;
- administering distinctive provincial programs.

It is important to note that programs and services may fall under one or more headings below, and as Western Health is an evolving integrated authority there will be further realigning of programs and services 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 and these services can be accessed by contacting one of Western Health's offices.

Health protection identifies, reduces and eliminates hazards and risks to the health of individuals in accordance with current legislation and there is a formal Memorandum of Understanding in place with Government Services. The main components of health protection are:

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

These services can be accessed by contacting health protection staff or one of the community health offices throughout the region.

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

Information on accessing these services is available through Western Health and other provincial partners and agencies.

C. Providing supportive care

Western Health provides broad ranging supportive care services across the continuum of care and lifespan in various situations 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. This promotes the safety, health and well-being of the individual by supporting the existing strengths of the individual, family and community. These services are accessed in a variety of ways and this information is available by contacting one of Western Health's community health offices located throughout the region.

Western Health has responsibility for monitoring a number of devolved services including transition house and residential services.

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 Inpatient Addictions Treatment Program, West Lane Recycling Program and Sexual Abuse Community Services (SACS);

- home support services with eligibility criteria;
- community health nursing including immunization, child health and school health;
- health care supplies and equipment;
- respite, convalescent and palliative care services;
- chronic disease management.

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

- long term care nursing homes;
- seniors cottages;
- monitoring of personal care homes;
- alternate family care for children and adults;
- monitoring of residential services;
- hostel accommodations.

Supportive services are delivered within the context of current legislation and provincial program standards, 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 include 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, audiology and social work;
- adult rehabilitation inpatient program.

F. Administering distinctive provincial programs

Western Health operates the Western Regional School of Nursing. A Bachelor of Nursing program is offered in co-operation with Memorial University of Newfoundland and the Centre for Nursing Studies. 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.

Western Health has the administrative responsibility for the Cervical Screening Initiatives Program. The provincial program is responsible for developing a comprehensive, organized approach to cervical screening. The core concept of the cervical screening program is to enhance the quality of health interventions as it relates to cervical cancer across the cancer care continuum. The scope of the program encompasses public/professional education, identification and recruitment of the target population, standardization of cytology and management of cytological diagnosis, continuous quality improvements, and coordination with other health authorities, organizations and stakeholders on a provincial and national scale. The goal of enhanced participation rates in cervical screening will facilitate the reduction of both incidence and mortality of cervical cancer and improve health outcomes for women in Newfoundland and Labrador.

As well, Western Health has responsibility for the addictions inpatient facility, Humberwood, which is based in Corner Brook. Through its eleven 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. These core values and the related action statements are:

Respect
Equity
Transparency
Advocacy
Collaboration
Excellence
Innovation
Accountability

Respect:	Each person shows courtesy, appreciation and consideration for other individuals.
Equity:	Each person provides individuals access to programs and services within the Western Region in a fair manner.
Transparency:	Each person is honest and open in communication with others and 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 is committed to life-long learning and 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.

5.0 Primary Clients and Related Expectations

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

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 with Western Health work 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 and the Newfoundland and Labrador Health Boards Association;
- 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;
- the media;
- 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 that the people of Western Newfoundland have the highest level of health and well being possible – *Your Health Our Priority*.

7.0 *Mission Statement*

The following mission statement was determined to provide direction over the next six years in the pursuit of our vision. As the measure and indicators suggest, the mission statement supports the vision through primary prevention/health promotion, as well as secondary prevention especially in chronic disease prevention and management. This mission statement is Western Health's second; it will support continuation of the work in chronic disease prevention and management and patient safety. Information from the Canadian Community Health Survey (2009) suggested that incidence rates for diabetes and high blood pressure were higher in the Western region, as compared to the provincial and national rates. Research suggests that the incidences of chronic diseases may be attributable to unhealthy behaviours and health practices. A focus on health promotion will support prevention in chronic disease prevention and management and help to address population health needs. Provincial strategic directions and national accreditation requirements continue to support patient safety as a strategic priority for Western Health.

By March 31, 2017, Western Health will have enhanced programs and services, in priority areas, to address the population health needs within the Western region.

Measure: Enhanced programs and services

Indicators:

- Enhanced programs and services in diabetes management
- Enhanced patient safety in infection prevention and control
- Enhanced health promotion
- Implemented evidence based practices in priority initiatives
- Improved measurement and monitoring in priority initiatives

8.0 Strategic Issues

Strategic Issue One: Chronic Disease Prevention and Management of Diabetes

The incidence of chronic diseases especially diabetes, heart disease and some cancers contribute to poorer health outcomes for residents of Newfoundland and Labrador. In the Western region, the percentage of the population, aged twelve years and older with diabetes, rose from 5.8% in 2003, to 10.0% in 2009 (Canadian Community Health Survey, 2003 and 2009). The incidence of diabetes within the Western region is higher than the provincial and national rates. In the Community Health Needs and Resources Assessment of the Western region (2009), households identified the impact of chronic diseases (especially diabetes and cancer) among their top ten community health concerns. Residents who participated in the Community Health Needs and Resources Assessment were significantly more concerned about diabetes in general than they were in the 2002 assessment. Participants indicated that more resources and enhanced awareness and education regarding diabetes best practice were required in the community to prevent hospitalizations for uncontrolled diabetes. The recommendations from the assessment included enhancing service delivery to families living with diabetes. From 2008-2011, one strategic issue for Western Health was to enhance service delivery to support chronic disease prevention and management; regional committees and working groups have made significant progress in the identification of a chronic disease prevention and management model and enhancement of service delivery. To support Government's strategic direction of improving population health, enhancing programs and services in diabetes management is a strategic issue for Western Health.

Goal One: By March 31, 2014, Western Health will have enhanced programs and services in diabetes management to respond to the identified concerns of residents in the Western region.

Measure: Enhanced programs and services

Indicators:

- Identified evidence based practices consistent with the chronic disease prevention and management model
- Implemented evidence based practices for diabetes management
- Increased education in self management
- Improved measurement and monitoring

Objectives:

1. By March 31, 2012, Western Health will have identified the priority initiatives in diabetes management to respond to the identified concerns of residents in the Western region.

Measure: Identified priority initiatives

Indicators:

- Assessed the chronic disease prevention and management model for consistency with identified evidence based practices
 - Reviewed programs and services
 - Identified priority initiatives that support evidence based practices
2. By March 31, 2013, Western Health will have completed work to prepare for the implementation of the priority initiatives in diabetes management.
3. By March 31, 2014, Western Health will have implemented priority initiatives in diabetes management to support enhanced management.

Strategic Issue Two: Patient Safety in Infection Prevention and Control

In Canada, the emphasis on patient safety increased with the Canadian Adverse Events Study: The Incidence of Adverse Events Among Hospital Patients in Canada (Baker et al 2004). In Newfoundland and Labrador, the emphasis on patient safety increased with the Commission of Inquiry on Hormone Receptor Testing (Cameron) report (2009). Since 2007, Accreditation Canada has required participating organizations to make patient safety a part of their strategic and operational agendas. Accreditation Canada's required organizational practices direct Western Health to track infection rates, analyze and share the information and implement recommendations to prevent recurrence. Western Health is also required to implement a protocol to support the administration of the influenza and pneumococcal vaccines. Patient safety is enhanced through the implementation of best practices. In keeping with Government's strategic direction of improving accountability and stability in the delivery of health and community services, the implementation of priority initiatives, in infection prevention and control, to enhance patient safety is a strategic issue for Western Health.

Goal Two: By March 31, 2014, Western Health will have enhanced patient safety in infection prevention and control to lead to optimal patient outcomes in Western region.

Measure: Enhanced patient safety in infection prevention and control

Indicators:

- Identified evidence based practices consistent with the national standards
- Implemented evidence based practices
- Improved measurement and monitoring
- Improved tracking of infection rates
- Enhanced communication to support compliance with best practices

Objectives:

1. By March 31, 2012, Western Health will have identified the priority initiatives in infection prevention and control to enhance patient safety.

Measure: Identified priority initiatives

Indicators:

- Assessed practices in current programs and services
- Identified evidence based practices consistent with the national standards
- Identified the priority initiatives to support evidence based practices

- 2.** By March 31, 2013, Western Health will have established performance outcomes for selected priority initiatives to enhance patient safety in infection prevention and control.

- 3.** By March 31, 2014, Western health will have implemented priority initiatives in an infection and control work plan for enhanced patient safety.

Strategic Issue Three: Health Promotion

Health promotion, according to the World Health Organization (1998), is the process of enabling people to increase control over, and to improve their health. Health promotion not only embraces actions directed at strengthening the skills and capabilities of individuals, but also actions directed towards changing social, environmental and economic conditions so as to alleviate their impact on public and individual health. Within Newfoundland and Labrador, the Department of Health and Community Services identified population health as a strategic direction. As noted in Appendix B, to achieve improved population health, the Department of Health and Community Services will focus on public health interventions that will promote healthy lifestyles and reduce health inequalities, prevent acute and chronic illness and injury, and protect people from health hazards. Achieving Health and Wellness: Provincial Wellness Plan for Newfoundland and Labrador (2006) provided a focus on improving the health of residents of Newfoundland and Labrador through the following key directions: strengthening partnerships and collaboration; developing and expanding wellness initiatives; increasing public awareness; enhancing capacity for health promotion and evaluating and monitoring progress. The incidence of chronic diseases, especially diabetes, heart disease and some cancers, contributes to poorer health outcomes for residents of Newfoundland and Labrador, and may be attributable to unhealthy behaviors and health practices. In the Community Health Needs and Resources Assessment of the Western region (2009), households identified the impact of lifestyle, including smoking, illegal drug abuse, unhealthy eating habits and alcohol abuse, among their top community health concerns. Western Health can implement priority initiatives in keeping with evidence based practices to enhance health promotion. To support Government's direction of improving population health, enhanced health promotion is a strategic issue for Western Health.

Goal Three: By March 31, 2014, Western Health will have enhanced health promotion through the implementation of priority initiatives in a health promotion plan to support improving population health.

Measure: Enhanced health promotion

Indicators:

- Identified priority initiatives
- Implemented work plan
- Implemented priority initiatives in keeping with evidence based practices

Objectives:

1. By March 31, 2012, Western Health will have identified the priority initiatives in a health promotion plan.

Measure: Identified priority initiatives

Indicators:

- Completed environmental scan
- Identified priority initiatives

2. By March 31, 2013, Western Health will have developed a work plan for implementation of the priority initiatives in health promotion.

3. By March 31, 2014, Western Health will have implemented priority initiatives in the health promotion plan.

9.0 *Appendix A*

Board of Trustees

Dr. Anthony Genge, Chair

Mr. Don Fudge

Mr. David Kennedy

Ms. Sonia Lovell

Mr. Tom O'Brien

Mr. Richard Parsons

Mr. Ralph Rice

Mr. Collin Short

Ms. Regina Warren

Ms. Elaine Wells

10.0 Appendix B

Strategic Directions

Strategic Direction 1:

Title: Population Health

Outcome: Improved Population Health

To achieve “improved population health”, focusing efforts on public health interventions that will; promote healthy lifestyles and reduce health inequalities, prevent acute and chronic illness and injury, and protect people from health hazards, are necessary.

An integrated and collaborative approach, which preserves and promotes health and prevents and controls disease, is needed to:

- reduce the incidence of many of the illnesses that currently contribute to the burden of illness in Newfoundland and Labrador; and
- prepare the health system for illnesses and threats to health that are expected to emerge as society and the physical environment change.

Activities in these areas will decrease the burden of illness and associated health care and treatment costs, and contribute significantly to a sustainable health system. Focus areas for 2011-2014 are found on the next page. Some are population specific and others are related to health initiatives or programs to improve population health.

Focus Areas of the Strategic Direction 2011-2017	The Population Health Strategic Direction is			
	Addressed by			
	entities reporting to the regional health authority	regional health authority's strategic plan	regional health authority's operational plan	work plan of a branch/ division within the regional health authority
Aboriginal Health				✓
Cancer Care				✓
Communicable Disease, including sexually transmitted disease				✓
Chronic Disease Management		✓		
Environmental Health				✓
Health Emergency Management				✓
Healthy Aging				✓
Healthy Eating/ Physical Activity				✓
Injury Prevention				✓
Maternal/Newborn Health				✓
Smoking Rates And Protection from Environmental Smoke				✓
Wellness				✓

Strategic Direction 2**Title: Access to Priority Services****Outcome: Improved accessibility to priority services**

In addition to the challenges of geography, climate and a dispersed population, Newfoundland and Labrador is experiencing *population aging*, a process whereby older individuals account for a proportionately larger share of the total population and in-migration. We have the highest median age in Canada, that is, over half of the population is aged 43.3 years. In 2010 approximately 199,000 residents of the province were 50 years of age or over (38.8% of the population) and approximately 77,600 people aged 65 years or older made up 15.2 % of the population. We also have one of the highest rates of chronic disease in the country. All persons require access to health services and health providers at some point and the implications for the health system will be significant over the next 6 years.

All services cannot be provided in every community, therefore defining the balance between available resources, what is reasonable and appropriate access within a range of prevention and treatment options, and / or specialty and emergency services is critical. We remain committed to improving access throughout the province by increased review of existing services, referral patterns, utilization, targeted interventions, and engagement of patients and the public. This 6 year planning cycle will focus on reviewing progress to date in previously selected areas, addressing identified gaps and strengthening collaborative approaches with Regional Health Authorities, health providers, community groups and Atlantic partners in the following focus areas:

Focus Areas of the Strategic Direction 2011-2017	The Strategic Direction Access to Priority Services is			
	Addressed by			
	entities reporting to the regional health authority	regional health authority's strategic plan	regional health authority's operational plan	work plan of a branch/ division within the regional health authority
Access Management				✓
Long Term Care and Community Supports				✓
Mental Health And Addictions Services				✓
NLPDP – Pharmacare Initiatives				
Pre Hospital / Emergency				✓
Rural Health				✓

Strategic Direction 3**Title: Accountability and stability of health and community services****Outcome: Improved system performance and sustainability**

Health is a priority of Government, such that record investments have been made for several consecutive years. In 2010-2011, health and community services consumed approximately 37 % of all government expenditures with the largest percentage allocated to regional health services (70 %). The ability to sustain the provision of quality services requires the coordination and integration of services, increased standardization and monitoring of clinical practice and service, and innovation. A focus on increased monitoring and evaluation, the achievement of balanced budgets, the stabilization of health human resources and increased utilization of information for evidence based practice will lead to a more sustainable health system and contribute to improved health outcomes for the people of the Province.

Focus Areas of the Strategic Direction 2011-2017	The Strategic Direction of Improved Accountability and Stability in the Delivery of Health and Community Services within Available Resources, is			
	Addressed by			
	entities reporting to the regional health authority	regional health authority's strategic plan	regional health authority's operational plan	work plan of a branch/ division within the regional health authority
Clinical / Administrative Guidelines / Program Standards				✓
Evaluation of Legislation, Programs and Services				✓
Health Research				✓
Information Management and Technology				✓
Performance Measurement/ Monitoring				✓
Provincial Health Human Resources				✓
Quality and Safety		✓		

11.0 Appendix C

Regional Map



Western Health Regional Map

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



12.0 Appendix D

Facilities, Medical Clinics and Community Based Services Offices

Hospitals

Western Memorial Regional Hospital

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

Sir Thomas Roddick Hospital

142 Minnesota Drive, Stephenville, NL, A2N 2V6, (709) 643-5111

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

1 Grand Bay Road, 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 Community Based Services Offices

Bay St. George Medical Clinic

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

Benoit's Cove Office

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

Cow Head Medical Clinic and Community Office

General Delivery, Cow Head, NL, A0K 2A0, (709) 243-2407

Deer Lake Medical Clinic

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

Deer Lake Office

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

Doyles Medical Clinic

P.O. Box 14, RR 1, Site 3, Doyles, NL, A0N 1J0, (709) 955-2443

Grey River Medical Clinic

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

Hammond Building

69 West Valley Road, Corner Brook, NL, A2H 3Y3, (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 Office

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

Mental Health & Addictions and Humberwood
35 Boones Road, Corner Brook, NL, A2H 7E5, (709) 634-4506

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

O'Connell Drive Offices
P.O. Box 156, Corner Brook, NL, A2H 6C7, (709) 632-2830

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

Piccadilly Office
Box 15, Site 3, RR 2, Port au Port, NL, A0N 1T0, (709) 642-5234

Pollard's Point Medical Clinic and Community Office
General Delivery, Pollard's Point, NL, A0K 4B0, (709) 482-2270

Port Aux Basques 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, (709) 632-2191/2/3/4

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

Rehabilitation Annex
127 Montana Drive, Stephenville, NL, A2N 1T4, (709) 643-8740/8690

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

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

Stephenville Crossing Medical Clinic and Community Health Office
General Delivery, Stephenville Crossing, NL, A0N 1C0, (709) 646-2233

Stephenville Office
149 Montana Drive, Stephenville, NL, A2N 1T4, (709) 643-8601

Stephenville Office

58 Oregon Drive, Stephenville, NL, A2N 2Y1, (709) 643-8716

St. George's Medical Clinic and Community Health Office

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

Woody Point Medical Clinic

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

Western Memorial Health Clinic

3 Herald Avenue, Corner Brook, NL, A2H 4B8, (709) 637-3900

Westlane Recycling

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

Woody Point Office

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

Traveling Medical Clinics

Cape St. George/ Degrau Medical Clinic
Box 647, RR 3, Cape St. George, NL, A0N 1E0, (709) 644-2660

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

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

Grand Bruit Clinic
General Delivery, Grand Bruit, NL, A0M 1K0, (709) 492-2106

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

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

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

Sop's Arm 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