

LIGHTING the way NAVIGATING Together



2017-2020
STRATEGIC PLAN



Eastern
Health



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Eastern Health is governed by a voluntary Board of Trustees, all of whom are accomplished individuals from a wide range of backgrounds. (Top row, l-r): Leslie O'Reilly (Chair), Frank Ryan (Vice-Chair), Robert B. Andrews, Barbara Cribb, Dr. Peter R. Ford (Bottom row, l-r): Sharon Forsey, Bill McCann, Sister Sheila O'Dea, Shirley Rose, Maurice Tuff, Dr. Margaret Steele

MESSAGE FROM THE CHAIR

It is my pleasure to submit Eastern Health's Strategic Plan for 2017-2020 on behalf of our Board of Trustees. This plan is based on extensive consultation with our internal and external stakeholders and aligns with the Provincial Government's Strategic Directions, including those outlined in *The Way Forward*.

From the wealth of feedback provided from employees, physicians, volunteers and the public, Eastern Health has chosen five key priorities on which to focus over the next three years: *Access, Quality & Safety, Population Health, Healthy Workplace, and Sustainability*. The goals, objectives, and indicators identified within each of these priorities will guide us toward our vision of *Healthy People, Healthy Communities*.

I am pleased to say that our organization is striving to continuously improve and there are countless examples of how Eastern Health's dedicated and talented people provide high quality care and service on a daily basis. I am confident that this level of commitment will continue into our 2017-2020 plan and daily operations.

This letter, and my signature below, indicate the Board of Trustees' accountability for the preparation of the 2017-2020 Strategic Plan and for achieving the specific goals and objectives outlined herein.

Mr. Leslie O'Reilly
Chair, Board of Trustees
Eastern Health



EASTERN HEALTH

Regional population
of approximately

300,000



Approximate Budget of

\$1.45 billion

12,962
Employees



745

Physicians
(270 salaried)



920

Student
Placements



2,234
Volunteers



PLANNING PROCESS



To develop the 2017-2020 Strategic Plan, extensive research and consultation was conducted to determine Eastern Health's priorities for the next three years. This involved gathering information from numerous sources, including:

- ◆ an environmental scan of health authorities and other organizations (e.g. Accreditation Canada) to identify national and provincial health care issues and trends, review best practices in strategic planning, and gather information on the vision, values and priorities of others similar organizations;
- ◆ surveys of employees, physicians, volunteers and the public to obtain input into Eastern Health's vision, values, and priorities for 2017-20;
- ◆ focus groups with staff to seek feedback on Eastern Health's current values as well as opinions on the potential need for change; and
- ◆ a planning session with the Executive Team and Board of Trustees to discuss the research and consultation findings and to finalize the strategic direction for Eastern Health.

Through each method outlined above, the vision, values, and priorities of Eastern Health were revisited to determine the new direction of the organization. The information from this approach was used to develop the goals, objectives and indicators that fall under each priority area. The details are outlined in the following sections.



47°36'41.5"N 53°10'36.2"W
Green Point Lighthouse, Port de Grave



VISION

At Eastern Health, we strive to provide the highest quality care and service possible to the people in our communities, in our region, and in the province.

To do that, we employ qualified, competent and caring individuals who are dedicated to their professions and to our vision of *Healthy People, Healthy Communities*.

This vision is based on the understanding that both the individual and the community have important roles to play in maintaining good health. Healthy communities enhance the health of individuals, and when individuals are healthy, communities are healthy overall.

We work with the communities we serve, and partner with others who share a commitment to quality health care and improved health and wellbeing.

***Healthy People,
Healthy Communities***



LINES OF BUSINESS



Eastern Health's four lines of business are outlined in detail in Appendix A. The Regional Health Authorities Act outlines the mandate and responsibilities of health authorities (see Appendix B). Eastern Health's regional and provincial mandates are provided in Appendix C.



VALUES

Respect



We recognize, celebrate, and value the uniqueness of each client, employee, discipline and community.

Key Behaviours:

- ◆ We appreciate the dignity of every person who is connected with Eastern Health and we show it in our attitudes and actions; we do not encourage a one-size fits all approach.
- ◆ We understand that the wellness of patients, clients, residents, employees and communities is related to feeling respected and valued, and we act accordingly by embracing diversity and inclusion.
- ◆ We adhere to rigorous standards of privacy and confidentiality.
- ◆ We encourage and facilitate the balance of work and personal life, knowing that respect for self is as important as respect for others.
- ◆ We know that health and wellness are influenced by the environment, and we take steps to protect and promote a sustainable natural environment.

Integrity



We are accountable to one another and to the clients we serve.
We value honest and transparent communication with one another, with communities, and with our clients.

Key Behaviours:

- ◆ We believe that accountability for our actions is key to integrity because any action by an individual who is part of Eastern Health will affect the entire system.
- ◆ We recognize that the value of integrity requires transparency and honesty about our understandings, beliefs, actions, strengths and limitations.
- ◆ We value and demonstrate honesty in our interactions with clients and employees and in our communications with the general public, political leaders and the media. We consult with our teams, disciplines and communities to encourage positive change in providing quality client and family-centered care.
- ◆ We appreciate and promote community engagement, dialogue with stakeholders, and two-way communications as a means to enhance transparency and accountability.

Fairness



We value and facilitate a just and appropriate allocation of our resources.

Key Behaviours:

- ◆ We allocate our people and financial resources in a responsible manner, and encourage best practices in the delivery of our services.
- ◆ We value and facilitate the just allocation of resources across client groups, employee groups, and communities.
- ◆ We act with the best interests of current and future generations in mind.
- ◆ We believe that individuals and communities should be empowered to articulate what they feel to be in their best interests.

Connectedness



We collaborate and partner with one another and with our clients and their families to provide the best quality care possible.

Key Behaviours:

- ◆ We work to promote the integration of various parts of our system through communication and collaboration so that everyone understands their role is important to the whole, and feels that their contribution to the Eastern Health team is appreciated.
- ◆ We encourage clients and their families to take an active role in their care plan and to discuss their goals of care with their care team.
- ◆ We recognize that the cultural, social, economic and environmental contexts of our various geographical communities affect, and are affected by, our work in Eastern Health, and we act with this in mind.
- ◆ We facilitate communication and sharing of information and ideas among our employees, physicians, volunteers, partners, stakeholders, clients, and the community.

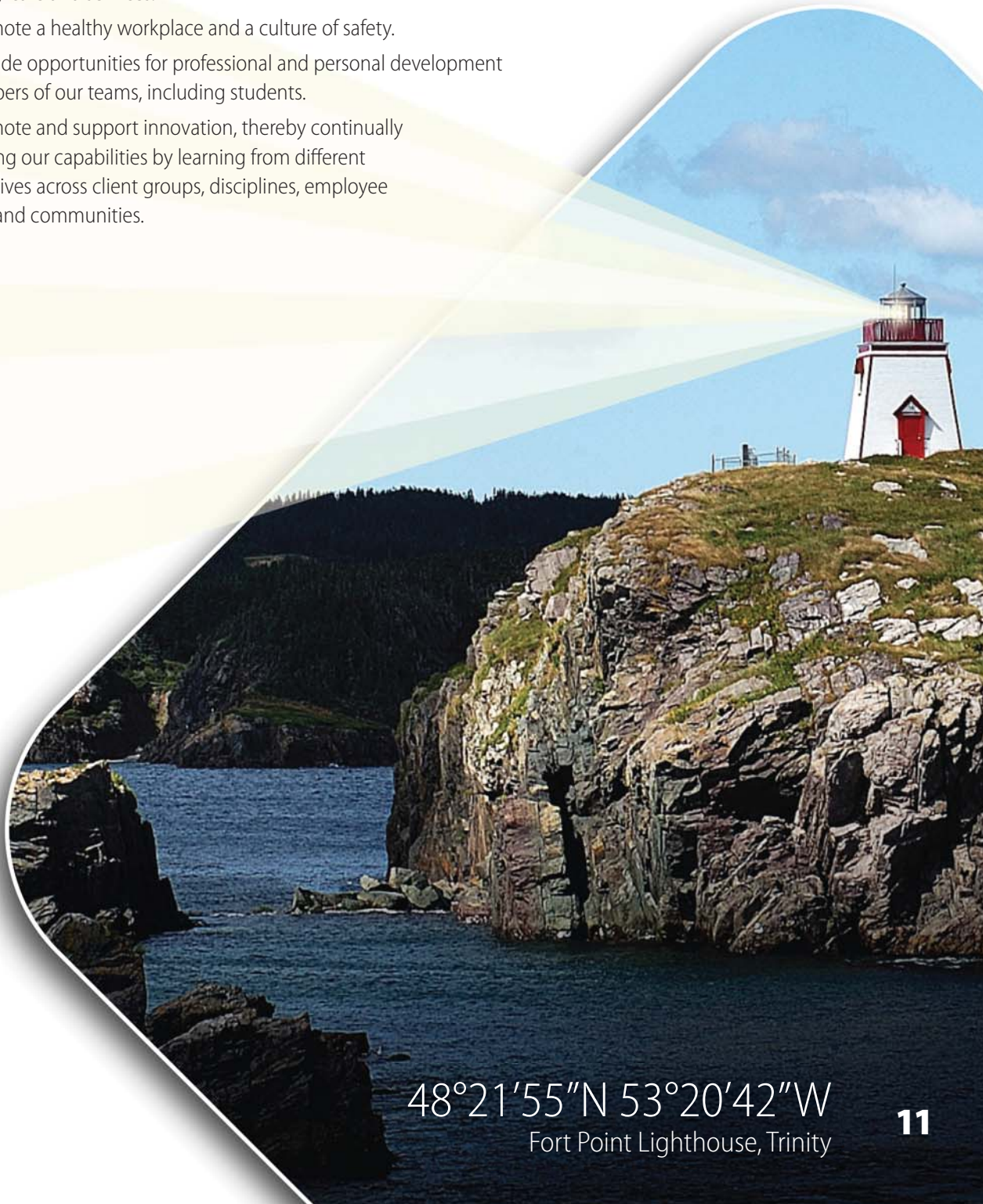
Excellence



We endeavour to provide quality client and family-centered care with sensitivity and compassion.

Key Behaviours:

- ◆ We demonstrate compassion and caring because they are essential components of quality care and services.
- ◆ We promote a healthy workplace and a culture of safety.
- ◆ We provide opportunities for professional and personal development to members of our teams, including students.
- ◆ We promote and support innovation, thereby continually expanding our capabilities by learning from different perspectives across client groups, disciplines, employee groups, and communities.



48°21'55"N 53°20'42"W
Fort Point Lighthouse, Trinity

PRIMARY STAKEHOLDERS

Clients

This health authority's primary clients are the people of the Eastern Health geographic region as well as the people of Newfoundland and Labrador who avail of tertiary-level services (e.g. Cancer Care, Cardiac/Critical Care, Provincial Public Health Laboratory). In addition, Eastern Health provides tertiary-level programs and services to the people of St. Pierre et Miquelon.

Partners

Partnerships are integral to Eastern Health's vision, values and operations, from direct program and service delivery to policy and advocacy. Eastern Health works very closely with community stakeholders, professional associations, unions and all levels of government (municipal, provincial and federal). In particular, the organization aligns its strategic priorities with those of the Provincial Government/Department of Health and Community Services and works alongside the other three regional health authorities to deliver its mandate. There are also a number of Memoranda of Understanding and formal working relationships with other government departments and agencies whose mandates intersect with that of Eastern Health.

Education and research are collaborative endeavours; thus, Eastern Health has numerous local partnerships related to this aspect of its mandate. There are over 40 affiliation agreements with educational institutions that help to educate the next generation of health professionals, most notably with Memorial University of Newfoundland and the College of the North Atlantic. Eastern Health also has close ties with both the Newfoundland and Labrador Centre for Applied Health Research (NLCAHR) and the Newfoundland and Labrador Centre for Health Information (NLCHI).

Volunteers and auxiliary organizations are key partners in enhancing the quality of life for patients, clients, residents and their families. In addition to the commitment of over 2,200 of its own volunteers, Eastern Health benefits from its relationships with numerous community-based associations throughout the region, such as service clubs, student groups and faith-based organizations. Similarly, Eastern Health is supported by six foundations that play a tremendous support role through fundraising: Burin Peninsula Health Care Foundation, Discovery Health Care Foundation, Dr. H. Bliss Murphy Cancer Care Foundation, Health Care Foundation, Janeway Children's Hospital Foundation and the Trinity Conception Placentia Health Care Foundation.

Eastern Health also has strong partnerships with a number of faith-based owner board and community-based groups, which includes collaborating in support of each other's roles and accountabilities.



48°42'05.0"N 53°05'07.1"W
Cape Bonavista Lighthouse, Bonavista



PRIORITY AREAS

The Board of Trustees has named five priority areas in its strategic plan for 2017-20: **Access, Quality & Safety, Population Health, Healthy Workplace** and **Sustainability**. Within each of the priority areas there is a goal and related objectives to guide the organization for the three years of the plan. In addition, indicators have been identified to determine the organization's progress toward achieving these goals and objectives. Eastern Health will work to achieve each objective over all three fiscal years from 2017-2020. An Eastern Health Operational Plan (EHOP) will outline yearly action plans that aim to make progress on each indicator. It is also notable that all of Eastern Health's priorities and goals are intertwined, as progress in one priority area has an impact on the others. The five priorities within this strategic plan align with the Provincial Government's Strategic Directions which are outlined in Appendix D.



Access

One of the issues faced by the clients of Eastern Health is the wait time for specialized services, particularly those pertaining to mental health and addictions. As a result, over the next three years Eastern Health will increase efforts to improve wait times for selected mental health and addictions services. However, improving access is not just about decreasing wait times, it is about having the right intervention for the right client at the right time and place. Eastern Health wants to ensure that clients are getting the care they need by strengthening primary health care and community services. For example, similar to the Bonavista Primary Health Care initiative, Eastern Health will use this model in other areas of the region to structure primary health care to meet the needs of the communities. As well, with the launch of the provincial Home First program, clients will have the information and resources they need to decrease hospitalizations while receiving proper care at home. By focusing on these areas, clients should receive more efficient, high quality care, reducing the number of hospital visits required.

Eastern Health's access priority aligns with two of the Provincial Government's Strategic Directions: Better Health for the Population and Better Care for Individuals. It also supports a number of provincial initiatives, such as the All-Party Committee on Mental Health and Addictions and the Primary Health Care Framework.



GOAL:

By March 31, 2020 Eastern Health will improve access in identified program areas.

Objectives

Improve access to child and adult psychiatry, as well as selected mental health and addictions services within the community

Improve access to primary health care, with a focus on chronic conditions

Improve access to selected community supports and long-term care

Key Performance Indicators

- ◆ Decreased wait times for outpatient child psychiatry
- ◆ Decreased wait times for outpatient adult psychiatry
- ◆ Decreased wait times for selected community mental health and addictions services

- ◆ Decreased admissions for Ambulatory Care Sensitive Conditions

- ◆ Increased percentage of admissions to long-term care from a community setting vs. hospital
- ◆ Decreased Alternate Level of Care (ALC) days in Acute Care

Eastern Health will work to achieve each Access objective over all three fiscal years from 2017-2020. An Eastern Health Operational Plan (EHOP) will outline yearly action plans, from 2017-2020, that aim to make progress on each indicator.

The key performance indicators will be monitored across all three years to track progress on the goal and corresponding objectives.

Quality & Safety

Quality and Safety is an integral priority for Eastern Health that is consistently woven throughout the entire organization. Safety is everyone's responsibility and Eastern Health will continue to encourage an open discussion regarding safety concerns. The organization will work toward building its culture of safety by focusing on client, family, public and employee safety and looking for ways to improve standards and processes. Over the next three years Eastern Health will continue to work toward providing a caring and compassionate environment by building a culture that encourages Client and Family-Centred Care (CFCC). This approach to health care fosters respectful, compassionate, culturally appropriate, and competent care that responds to the needs, values, beliefs, and preferences of clients and their family members. Additionally, Eastern Health will work to improve the physical environment of its facilities to eliminate safety hazards and improve overall quality. As part of this, Eastern Health will seek feedback from employees, clients and the public to gain insight into perceived problem areas and develop action plans to improve on identified issues.

This priority is in line with the Provincial Government's Strategic Direction: Better Care for Individuals. It also aligns with various provincial initiatives, including the Patient Safety Act, to reduce and mitigate preventable harm.

Objectives

Create an environment that fosters the Client and Family Centred Care (CFCC) approach to health care

Improve the physical environment of Eastern Health's facilities

Increase Eastern Health's focus on safety as it relates to client, family, employee and public safety

Key Performance Indicators

- ◆ Positive responses from clients on questions related to engagement and/or experience on 'client experience' surveys
- ◆ Positive responses from client and family advisors on survey questions related to meaningful involvement

- ◆ Positive responses from clients on questions related to cleanliness of Eastern Health facilities

- ◆ Improved Hospital Standardized Mortality Ratio
- ◆ Increased medication reconciliation compliance rates
- ◆ Decreased employee injuries

Eastern Health will work to achieve each Quality & Safety objective over all three fiscal years from 2017-2020. An Eastern Health Operational Plan (EHOP) will outline yearly action plans, from 2017-2020, that aim to make progress on each indicator.

The key performance indicators will be monitored across all three years to track progress on the goal and corresponding objectives.



GOAL:

By March 31, 2020 Eastern Health will improve quality and safety throughout the organization.

Population Health

Improving the health of the population involves a long-term vision and commitment to reach desired outcomes. To have a significant impact on the health of the population, Eastern Health must provide the education and tools necessary to promote healthy lifestyle choices and to prevent illnesses early in life. The Province of Newfoundland and Labrador has some of the poorest lifestyle practices and health indicators in the country, which underlines the urgency to chart a new course. As a result, Eastern Health will collaborate with various partners on strategies that target the province's youngest population, as well as the significant portion of the population that is affected by chronic diseases such as cancer. As part of this focus, Eastern Health will look to engage with communities as partners to determine appropriate initiatives to improve the health of the population.

This priority also aligns with the Provincial Government's Strategic Direction: Better Health for the Population.



GOAL:

By March 31, 2020
Eastern Health
will work toward
improving the health
of the population
through identified
strategies/initiatives.

Objectives

Collaborate with partners on prevention and promotion initiatives to improve the health of the population

Engage community members in new and existing initiatives that aim to improve the health of the population

Key Performance Indicators

- ◆ Increased breastfeeding initiation
- ◆ Increased breastfeeding duration (at 6 months)
- ◆ Decreased rate of current smokers during pregnancy
- ◆ Increased participation in the NL Colon Cancer Screening Program
- ◆ Increased organ donation consent rate per year (provincial)

- ◆ Positive responses from community members related to engagement

Eastern Health will work to achieve each Population Health objective over all three fiscal years from 2017-2020. An Eastern Health Operational Plan (EHOP) will outline yearly action plans, from 2017-2020, that aim to make progress on each indicator.

The key performance indicators will be monitored across all three years to track progress on the goal and corresponding objectives.

Healthy Workplace

Eastern Health's greatest resource is its people: the employees, physicians and volunteers who are dedicated to client care. Research provides a strong rationale for investing in employee and workplace health, as they are "inextricably linked to productivity, high performance and success."¹ Eastern Health has made Healthy Workplace a separate, new priority for the next three years. This priority will focus on increasing employee engagement and improving employee wellness. As part of this, the organization will increase opportunities for employee feedback. For example, in 2017 Eastern Health administered its first 'pulse' survey to gather information quickly and frequently on factors related to engagement. Going forward, this survey will be administered on a regular basis to inform improvements in identified areas.

This health authority's focus on healthy workplace is in keeping with two of the Provincial Government's Strategic Directions: Better Health for the Population and Better Care for Individuals.

¹ Macleod and Shamian, 2013, www.longwoods.com/content/23355

Objectives

Key Performance Indicators

Increase employee engagement

- ◆ Positive responses from employees on questions related to engagement on 'employee engagement' surveys

Promote employee wellness, with a particular focus on mental health in the workplace

- ◆ Reduced sick leave
- ◆ Positive responses from employees on questions related to mental health and wellness on 'employee engagement' surveys

Eastern Health will work to achieve each Healthy Workplace objective over all three fiscal years from 2017-2020. An Eastern Health Operational Plan (EHOP) will outline yearly action plans, from 2017-2020, that aim to make progress on each indicator.

The key performance indicators will be monitored across all three years to track progress on the goal and corresponding objectives.



GOAL:

By March 31, 2020
Eastern Health will
create a healthier
workplace.

Sustainability

In order for Eastern Health to continue to improve access, quality and safety, and the health of the population, the organization must be sustainable. As a result, Eastern Health will focus on improving in areas that are costly to the health care system, such as appointment no-shows and payment of overtime hours for employees. For example, to reduce the number of no-shows that occur, the organization will work to increase public awareness of the importance of canceling appointments when the patient decides it is no longer needed. As well, processes for appointment notifications and reminders will be reviewed and improved to ensure clients are receiving enough information regarding their appointments. The organization will also continually work to reduce costs in a number of selected areas by increasing efficiencies and reducing waste.

The sustainability priority is in line with the Provincial Government's Strategic Direction: Better Value Through Improvement.



GOAL:

By March 31, 2020
Eastern Health
will improve the
sustainability of the
organization.

Objectives

Reduce overall costs by
reducing waste and increasing
efficiencies throughout the
organization

Key Performance Indicators

- ◆ Decreased no-shows in selected areas
- ◆ Decreased length of stay for typical acute care inpatients
- ◆ Decreased employee overtime
- ◆ Increased monetary and/or materials savings in selected areas

Eastern Health will work to achieve each Sustainability objective over all three fiscal years from 2017-2020. An Eastern Health Operational Plan (EHOP) will outline yearly action plans, from 2017-2020, that aim to make progress on each indicator.

The key performance indicators will be monitored across all three years to track progress on the goal and corresponding objectives.

APPENDIX A: LINES OF BUSINESS

Promote Health and Well-Being

Eastern Health implements measures that promote and protect population health and help prevent disease and injury. The primary initiatives in this line of business include: Health Protection; Health Promotion; Disease and Injury Prevention; Health Surveillance and Population Health Assessment.

Health Protection

Health protection includes the regulatory framework, programs and services for the control of diseases and protection from public health threats. Health protection identifies, reduces and eliminates hazards and risk to the health of individuals and communities. Health protection is delivered within the context of current legislation, where applicable.

The major categories of service include:

- ◆ Immunization
- ◆ Communicable disease surveillance and control
- ◆ Environmental Health Services (conducted in cooperation with Government Services Centre (GSC))
- ◆ All hazards emergency preparedness

Health Promotion

Health promotion is the process of enabling individuals, families and communities to increase control over and to improve their own health. Health promotion programs and services involve the work of many internal and external partners working together to focus on:

- ◆ Building healthy public policy (e.g. smoke free policies)
- ◆ Strengthening community action (e.g. Regional Wellness Coalitions)
- ◆ Creating supportive environments (e.g. safe walking routes within communities)
- ◆ Supporting development of personal skills (e.g. child and family health programs)
- ◆ Re-orienting health services to focus on prevention and early intervention (e.g. through partnerships with community agencies, engaging the public)
- ◆ Re-orienting health services to focus on population health as well as individual health outcomes
- ◆ Supporting health service delivery (e.g. Healthy Baby Clubs, Child Health Clinics)

Disease and Injury Prevention

Many illnesses can either be prevented or delayed and injuries can be avoided. Actions include programs and services that are focused on eradicating, eliminating or minimizing the impacts of disease and disability. Programs and services vary depending on the incidence or potential for disease, illness or injury identified in particular areas of the region.

The major categories of service include but are not limited to:

- ◆ Screening (e.g. breast screening, cervical screening)
- ◆ Falls prevention
- ◆ Chronic disease prevention and management

Health Surveillance

Health surveillance involves the systematic and ongoing collection, analysis and dissemination of public health data. Intended for early detection and control of outbreaks and identification of disease trends that cause illness, this assists with our understanding of the impacts and efforts to improve health and reduce the impact of disease.

Population Health Assessment

Population health assessment identifies the factors that underlie good health and those that create risks. These assessments lead to better services and policies. Initiatives include community health needs assessments and health status reports.

Provide Supportive Care

Eastern Health offers residential care options, community-based support, special assistance and continuing care, home support, personal home care and nursing home care for individuals based on assessed needs. These services are provided in select locations and in some cases may be income-tested and/or criteria-based. There is occasionally a relationship with other Provincial Government agencies such as the Department of Advanced Education and Labour for subsidized funding to supplement programs.

Individual, Family and Community Supportive Services

These programs provide financial and supportive services and case management for individuals of all ages with clinically assessed needs. The Community Supports Program focuses on supporting individuals, families and caregivers and promotes community inclusion, independence, safety and well-being. Services are limited and are based upon both a clinical and financial assessment which identifies an individual's ability to pay for such services.

The main categories of services are:

- ◆ Alternate residential options, home support, medical supplies, assessment and placement services for nursing homes, personal care homes, palliative care (no financial assessment required) and behavioural supports.
- ◆ *Supports for Adults in Need of Protection* are available to any adult in Newfoundland and Labrador, regardless of residence, who may be in need of protective intervention, as defined under the Adult Protection Act.
- ◆ *Community Behavioural Services* is a behavioural support and training program offered to individuals with developmental challenges.
- ◆ *Direct Home Services* offers a family-centered, home-based, early intervention program for families of infants and preschool children with exceptionalities.

Short-term Adult Residential Care

Eastern Health offers short-term programs such as convalescence and respite care. Respite care enables caregivers to avail of respite for defined periods with potential for extension in specific circumstances. Respite care is offered in nursing care homes and personal care homes.

Long-term Adult Residential Care

This long-term program provides residential nursing home care for individuals who require ongoing support due to their disability, frailty, or chronic illness. This involves a single entry system where an individual's needs are assessed and matched with available placements as appropriate.

The major categories of services involve the following:

- ◆ Eastern Health has a number of operating arrangements with its long-term care beds for people assessed as having high level needs. In certain areas of the region, beds are part of nursing homes while in other areas they are part of hospitals. Eastern Health also has a contract with a private nursing home to deliver Level III nursing home care to clients.
- ◆ *Personal Care Homes* are operated by private owners but are licensed and monitored through Eastern Health. These homes provide care for residents assessed as having low level needs.
- ◆ Through *Alternate Family Care Home* Placements, Eastern Health approves care giver homes, and monitors and supports placement of individuals who require care.
- ◆ Eastern Health owns and manages a limited number of supportive housing units, for seniors and adults with disabilities, in Placentia, Old Perlican, Grand Bank, and Bonavista.

Treat Illness and Injury

The organization investigates, treats, rehabilitates, and cares for individuals with illness or injury. The clinical intent is to apply interventions that will reduce the severity of an illness or injury, preserve and improve the health of the individual, provide comfort measures, and to educate and inform patients. Additionally, we provide care at the beginning of life (new born care) and at the end of life (palliative care).

Services are offered in a variety of locations throughout the region, depending on factors such as the level of care required (primary, secondary or tertiary), access to health professionals and access to appropriate facilities. Certain services are self-referred, while others require a referral from a health professional. The organization offers services through a variety of inpatient and outpatient settings.

The key aspects are outlined as follows:

- ◆ *Outreach Services* offer selected clinical services throughout the region and some parts of the province. These include outreach clinics for cancer care, mental health and specialized children's services (e.g. physiotherapy).

- ◆ Throughout the region, people have access to *Primary Care*. The main form of primary care is through fee-for-service physicians who operate their own offices independently of Eastern Health. In many other cases, both salaried and fee-for-service physicians and salaried nurse practitioners work within one of Eastern Health's facilities to provide primary care. There are also a growing number of primary health care projects in which physicians and other health professionals work in a coordinated manner to offer care.
- ◆ Through *Community Health Centres*, health professionals provide assessment and care in a medical clinic setting within certain areas of the region.
- ◆ *Regional Cancer Centres* are staffed by Eastern Health employees and patients are visited by specialists of the Cancer Care Program who work closely with local physicians. These centres are located in Gander, Grand Falls-Windsor and Corner Brook.
- ◆ *Regional Hospitals* throughout the Eastern Health catchment area provide both primary and secondary level care. The primary disciplines are ambulatory, emergency, diagnostic imaging, general surgery, gynecology, laboratory medicine, obstetrics, psychiatry and medicine. These services are provided by multidisciplinary teams of health professionals.
- ◆ *Tertiary Hospitals* are located in St. John's and provide primary, secondary and tertiary level services. These tertiary facilities are academic health-care facilities that accept referrals and transfers from all parts of the province for both inpatient and outpatient services. The majority of these specialty services are listed in the footnote.¹
- ◆ Throughout the region, *Rehabilitation Centres* provide patient rehabilitation following an illness or injury. The Miller Centre (for adults) and the Janeway Children's Hospital and Rehabilitation Centre provide specialized rehabilitation services.
- ◆ *Patient Transport* provides both ground and air transport of patients. These services are conducted by both public and private operators and include ambulance and client transport for medical services.
- ◆ *Mental Health and Addictions Services* are offered to those who are experiencing mental health problems, mental illness or difficulties with alcohol, drugs, gambling, or are affected by someone else's use. These services range from health promotion-based programs to diagnosis and treatment (both inpatient, outpatient and residential) to follow-up services. There are strong links with community-based partners such as advocacy groups, self-help groups, employment and housing.
- ◆ *Home visits* are another mechanism for health professionals to deliver care within the community setting.

Advance Knowledge

Eastern Health is dedicated to advancing research, education and knowledge dissemination. The organization plays a key role in ensuring that the next generation of health professionals has opportunities to gain relevant educational experience. Staff and physicians are encouraged to seek the best information and knowledge from multiple sources and to incorporate evidence into their practice. As well, the organization is committed to ensuring that the issues faced in daily practice bring about innovative research and learning.

¹ Medical, Surgical and Radiation Oncology; Cardiac and Critical Care; Specialized Diagnostics – Laboratory Medicine, Imaging, Nuclear Medicine, Pathology; Children and Women's Health – Specialty Pediatrics, Gynecology, Obstetrics, Pediatric Critical Care, Perinatology; Medicine – Allergy & Immunology, Emergency Medicine, Endocrinology & Metabolism, Family Medicine, Gastroenterology, General Internal Medicine, Geriatrics, Haematology, Nephrology, Pharmacy, Respiriology, Rheumatology; Surgery – Anaesthesia and Perioperative Medicine, Cardiac Surgery, Dentistry, General Surgery, Neuro Surgery, Ophthalmology, Orthopaedics, Otolaryngology, Plastic Surgery, Thoracic Surgery, Urology, Vascular Surgery; Psychiatry - child/adolescent psychiatry, geriatric psychiatry, adult and general psychiatry, forensic psychiatry.

Education and research are collaborative endeavours, and overall success depends upon partnerships with affiliated organizations, particularly Memorial University of Newfoundland, including the faculties and schools of Medicine, Pharmacy, Nursing, and Social Work. Eastern Health also has close ties with the College of the North Atlantic and has affiliation agreements with numerous other post-secondary institutions across the country and further abroad to provide student placements within clinical settings. Additionally, Eastern Health has permanent representation on the Board of Directors of the Newfoundland and Labrador Centre for Applied Health Research (NLCAHR) and the Newfoundland and Labrador Centre for Health Information (NLCHI).

The main categories within this area are listed below:

- ◆ *Education* of the next generation of health care providers is offered through affiliation agreements with numerous educational institutions. These arrangements enable students to study and participate in fieldwork experiences. Eastern Health's primary educational partnerships are with Memorial University of Newfoundland and College of the North Atlantic, in addition to various universities who educate many of our allied health staff.
- ◆ The *Patient Research Centre* provides for the coordination and implementation of clinical trials.
- ◆ The Centre for Nursing Studies offers a variety of programs including the Bachelor of Nursing (Collaborative) Program, the Practical Nursing Program, and a variety of continuing education programs and workshops for Registered Nurses and Licensed Practical Nurses.
- ◆ *Continuing Education* is offered throughout Eastern Health in various formats. We also partner with other health boards and community agencies to offer training to health professionals and the general public.

APPENDIX B: REGIONAL MANDATE

Eastern Health is responsible for the delivery and administration of health and community services in its health region and provincially as designated by the Minister of Health and Community Services. The organization will deliver its programs and services within fiscal capabilities and in accordance with the Regional Health Authorities Act and other relevant regulations. The Regional Health Authorities Act outlines the responsibility of health authorities as the following:

Responsibility of Authority

1. An authority is responsible for the delivery and administration of health and community services in its health region in accordance with this Act and the regulations.
2. Notwithstanding subsection (1), an authority may provide health and community services designated by the minister on an inter-regional or province-wide basis where authorized to do so by the minister under section 4.
3. In carrying out its responsibilities, an authority 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 on-going 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 this Act;
 - 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 under paragraph 5 (1)(b); and comply with directions the minister may give.

APPENDIX C: PROVINCIAL MANDATE

In addition to its regional mandate, Eastern Health has distinct roles in education and research that are associated with its position within the academic health sciences community. The organization's primary education and research partner is Memorial University of Newfoundland.

Eastern Health also has provincial responsibilities for tertiary level institutional services, which include:

- ◆ Cancer Care
- ◆ Cardiac and Critical Care
- ◆ Children and Women's Health
- ◆ Diagnostic Imaging
- ◆ Laboratory Services
- ◆ Mental Health and Addictions
- ◆ Rehabilitation
- ◆ Neurosurgery, Cardiac Surgery and Thoracic Surgery

Several provincial outreach programs:

- ◆ Child Rehabilitative Clinics
- ◆ Regional Cancer Centres
- ◆ Satellite Systemic Therapy (Chemotherapy) Clinics

The organization is also responsible for numerous other provincial programs and services, namely:

- ◆ Cardiac Genetics
- ◆ Hyperbaric Medicine
- ◆ Medical Control and Registration of Pre-Hospital Care Providers
- ◆ Neonatal Transport Team
- ◆ Provincial Air Ambulance
- ◆ Provincial Equipment Program – Community Living and Supportive Services
- ◆ Provincial Fertility Services
- ◆ Provincial Genetics
- ◆ Provincial Health Ethics Network Newfoundland and Labrador (PHENNL)
- ◆ Provincial Insulin Pump Program (up to age 25 years)
- ◆ Provincial Kidney Program
- ◆ Provincial Organ Procurement Program
- ◆ Provincial Pediatric Advice and Poison Control Lines
- ◆ Provincial Pediatric Enteral Feeding Program
- ◆ Provincial Perinatal Program
- ◆ Provincial Public Health Laboratory
- ◆ Provincial Synagis®¹ Program – Respiratory Syncytial Virus (RSV)
- ◆ Stem Cell Transplantation

¹ Synagis® is a medication to help protect high risk babies from developing a serious lung disease caused by the respiratory syncytial virus (RSV).

APPENDIX D: PROVINCIAL GOVERNMENT STRATEGIC DIRECTIONS

Each of the Provincial Government Strategic Directions is comprised of a number of focus areas, which will be addressed through various planning processes of Eastern Health, as demonstrated below:

Strategic Direction 1: Better Value Through Improvement

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

Focus Areas: E-Health, Performance Measurement (e.g. setting meaningful and measurable goals for future improvements), Health Workforce Planning, Policy Development and Sharing Services.

Strategic Direction 2: Better Health for the Population

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

Focus Areas: Cardiovascular Health, Chronic Disease Prevention and Management, Mental Health and Addictions, Primary Healthcare, Public Health, Rural Health and Wait Times.

Strategic Direction 3: Better Care for Individuals

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

Focus Areas: Ambulance System Reform, Wait Times (e.g. cardiovascular services), Community Capacity, Medical Transportation and Infrastructure Improvements.



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