Message from the Chairperson

In accordance with the Transparency and Accountability Act (SNL2004 Chapter T-8.1) and its reporting guidelines for Category 1 Entities, and on behalf of the Labrador-Grenfell Regional Health Authority (herein referred to as Labrador-Grenfell Health), I submit the Authority’s first Strategic Plan.

In relation to Government’s strategic directions, I am pleased to present specific goals, objectives and indicators for the following strategic initiatives: recruitment and retention of health professionals, quality improvement/risk management/patient safety, financial stability, the development of a regional health services plans and enhanced population health programs and services.

In accordance with the Section 5(4) of the Act, I, as do my fellow Board members, understand we are accountable for the preparation of this plan and for achieving the specific goals and objectives contained herein.

We look forward to working collectively with our community partners to move these initiatives forward over the next two years.

Respectfully submitted,

Larry Bradley
Chair
Labrador Grenfell Regional Health Authority

May 2006
# Table of Contents

1.0  Overview .......................................................... page 3
2.0  Lines of Business ................................................ page 4
3.0  Mandate .............................................................. page 8
4.0  Values ................................................................. page 9
5.0  Primary Clients ..................................................... page 10
6.0  Vision ................................................................. page 10
7.0  Mission Statement ................................................ page 11
8.0  Strategic Governance Issues ................................. page 12
9.0  Appendix A: Strategic Directions ........................... page 23
10.0 Appendix B: Facilities by Location ............................ page 27
Overview

The Labrador-Grenfell Regional Health Authority (Labrador-Grenfell Health) was formed on April 1, 2005, with the merger of Grenfell Regional Health Services and Health Labrador Corporation.

Labrador-Grenfell Health provides quality health and community services to a population just over 40,000 and covers the communities north of Bartlett’s Harbour on the Northern Peninsula and all of Labrador. Corporate headquarters is located in Happy Valley-Goose Bay.

Labrador-Grenfell Health employs approximately 1150 staff and operates twenty-two facilities (Appendix B), including three hospitals, three community health centers, fourteen community clinics/nursing stations and three long term care facilities. In addition, there are Child, Youth and Family Services offices located throughout the region.

Labrador-Grenfell Health is an integrated health and community services board. It delivers both primary and secondary health services to the residents of the region, including acute care, diagnostic services, continuing and long term care, health promotion, mental health and addictions, family and rehabilitation services, child protection and intervention services, youth services, adoptions, child care services, residential services and community health nursing.

In the aboriginal communities, Labrador-Grenfell Health is joined by the Nunatsiavut Department of Health and Social Development, two Innu Band Councils, the Labrador Métis Nation, Health Canada and private practitioners in delivering community health programs that meet the health needs of residents.

This document summarizes the strategic directions that Labrador-Grenfell Health will focus on over the next two years and will guide the health authority, as it allocates resources, plans and implements programs and services. This Strategic Plan builds upon the previous strategic plans of both former organizations and also considers priorities emerging from other provincial and national initiatives, including the Provincial Strategic Plan, the 2003 and 2004 First Ministers’ Accord on Health Care Reform, the Early Learning and Child Care Agreement and Government’s primary health care framework, in addition to related federal initiatives in health, and aboriginal land rights agreements. The health authority looks forward to working together with its health and community partners in meeting the goals and objectives developed in this Strategic Plan.
Lines of Business

Labrador-Grenfell Health is fully accredited and provides a range of services to the residents of the region, including acute care, long-term care and community based services. These services are delivered to individuals, families and communities throughout the region. The delivery of these programs and services requires close regional intersectoral partnerships, particularly with the provincial Departments of Justice, Education and Human Resources & Employment and Health Canada. Strong collaborative approaches and partnerships are also necessary with a variety of community groups, especially aboriginal health organizations, namely the Nunatsiavut Department of Health and Social Development, two Innu Band Councils and the Labrador Métis Nation.

Labrador-Grenfell Health operates three hospitals, three community health centres, fourteen community clinics/nursing stations and three long term care homes. In addition, there are Child, Youth and Family Services offices located throughout the region (Appendix B).

Acute Care, Diagnostic and Clinical Support Services (in selected locations):

- Surgery, anesthesiology, orthopaedic, ophthalmology and dental surgery offered through day surgery and inpatient admissions.
- Maternal child health services, including gynecology, obstetrics and pediatrics.
- Other medical, nursing and rehabilitation services, including psychiatry, internal medicine, emergency room services, family medicine, ambulatory care, dental services, intensive care, occupational therapy, physiotherapy and speech language pathology.
- Oncology services, including chemotherapy and palliative care.
- Laboratory services, including microbiology, biochemistry, hematology, blood banking, cytology and histology/pathology. (General laboratory services available at the health centres).
- Diagnostic imaging services, including general x-ray, fluoroscopy, mammography, ultrasound, CT scan, invasive diagnostic, ECG, EEG, pulmonary function testing, cardiaclastress testing and audiology services. (General diagnostic imaging services available at the health centres).
- Autopsy services (hospital and medical examiner cases), accessed through physicians and the medical examiner’s office(s).
- Pharmacy services, including drug services for long-term care facilities, pharmacy support to nursing and medical staff (e.g. information), procurement of Public Health supplies (e.g. vaccines), chemotherapy services, and oxygen, in addition to direct provision to the general public in selected locations.

Clients access services through outpatient appointments at selected facilities located throughout the region. Specialty services are accessed through referral by designated health professionals. Some specialty services are offered through traveling clinics. Rehabilitation
services and discharge planning services are offered on an inpatient and outpatient basis. Referrals for these services may be made through the following departments: physiotherapy, occupational therapy, social work, addictions, speech language pathology, diabetes education, etc.

**Dental Services**

Part of the uniqueness of this region is that Labrador-Grenfell Health is held accountable, in selected parts of the region, for the provision of Dental Services, which is not the responsibility of other regional health authorities. At selected locations, regular preventive/corrective dental care is provided. Dental surgery is conducted at the Charles S. Curtis Memorial Hospital and emergency services are provided as needed. Promotion of dental health is carried out by dentists and community health professionals throughout the region. Dental services are accessed through appointments. Clients self refer.

In Labrador West, dental services are provided by fee-for-service dentists. On the North Coast of Labrador, services are provided by the Nunatsiavut Department of Health and Social Development. Nevertheless, Labrador–Grenfell Health has an interest in, and considers itself to be a partner in the delivery of these services.

**Long Term Care**

Labrador-Grenfell Health offers a range of long-term care services, including regional assessment and placement, recreational therapy, planning and direction for long term care beds in St. Anthony, Happy Valley - Goose Bay, Labrador City and Forteau. Program responsibilities include the single point entry admission process, and monitoring & licensing of personal care homes operating within the region. In selected locations, social work services are offered through Continuing Care Social Workers.

**Community Health and Wellness**

The programs under community health and wellness cover all community nursing programs across the life cycle. These programs are in place to assist people in making healthy choices and develop healthy and supportive environments.

- **Community Health Nursing**
  - Public Health Nursing services, including: prenatal and postnatal programming; parenting and breastfeeding support; a Health Checks Program which promotes the health, growth, and development of infants and preschool children; a school health program; and a Community Health Education, Promotion and Screening Program.
  - Continuing Care services, including various programs such as: home care nursing; assessments for the institutional placement program; a home support program; palliative care; and a special assistance program which provides health care supplies, various equipment and other health related services to financially eligible persons who have chronic health conditions. This program is available to people of all ages.

- **Health Promotion**
  Health promotion focuses on the health of the population. Staff are involved in a variety
of community based activities, designed to promote the health and well being of people and communities in the Labrador-Grenfell region. Staff work with community partners, schools and aboriginal groups, using a variety of strategies to address needs and develop programs in all areas of health, to promote health and well being through programs such as: cervical screening, diabetes education, health education, heart health and reproductive health, etc.

**Community Services**
Community Services include child, youth and family services (including adoptions), intervention services, mental health and addictions, family and rehabilitative services, child care services and residential services. Early Childhood Development Initiatives and National Child Benefit Initiatives are also a part of Community Services.

**Health Protection Services**
Under the direction of the Medical Officer of Health (MOH), the following programs are designed to protect the health of the public with legislative authority coming from the Health and Community Services Act, the Communicable Disease Act, the Food and Drug Act, the Tobacco Control Act and related Regulations.

a) **Environmental Health**
Environmental Health collaborates with the community and with other programs and agencies to identify the environmental health needs of the community. Environmental Health liaises with the Department of Government Services to ensure the legislative mandate of the provincial Department of Health & Community Services is maintained and acts as a consultant on Environmental Health issues for the regional Government Service Center. Environmental Health assists and works with the province in the development of Environmental Health policy/legislation and provides regional input on Environmental Health issues. Environmental Health identifies public health risks and offer education to the public about prevention methods.

b) **Communicable Disease Control**
The overall goal of the Communicable Disease Control program is to decrease the incidence of communicable diseases in the Labrador-Grenfell Region. Communicable Disease Control Nurses work closely with environmental health and community health staff and the MOH to:
   - Provide publicly funded immunization programs.
   - Conduct surveillance for both known and emerging communicable diseases.
   - Investigate reported cases (suspect or confirmed) of communicable diseases.
   - Detect, investigate and manage outbreaks.
   - Provide health related advice for the traveling public.

c) **Health Emergency Management**
Health Emergency Management involves analyzing hazards and developing risk management and mitigation strategies. Emergency response plans for the region and for each facility are being updated and emphasis given to preparation for a future influenza pandemic following protocols in the national and the provincial pandemic response plans. Educational initiatives include promotion of knowledge about pandemic influenza and key components of emergency management.
**Transportation Services**
Labrador-Grenfell Health operates a provincial air ambulance service, based in St. Anthony. This is one of two provincial air ambulances operated in the province. The other is operated by Government Air Services, with an aircraft based in St. John’s. In addition, Labrador-Grenfell Health operates road ambulances, has specialized equipment to facilitate medical evacuation by snowmobile and provides physician/nursing escorts and paramedic services. The health authority arranges and supports transportation services for residents on the Coast of Labrador to their referral center; client travel and medical evacuation are coordinated by the Regional Transportation (RT) offices.

On the South Coast of Labrador, clients and their escorts are charged a subsidized fee to travel by commercial airline from their home community to St. Anthony. Clients from the North Labrador Coast are referred to Happy Valley – Goose Bay for services, and avail of a subsidized fee to travel by schedevac/charter service. When clients in Labrador West require services that are available in Happy Valley – Goose Bay (and not in their own area), they are financially supported to travel there, with an escort, for a subsidized fee, via commercial carrier.

**Education, Innovation and Applied Health Research:**
Labrador-Grenfell Health, in cooperation with several universities and colleges, provides student preceptorship placements in a number of clinical and administrative/support disciplines (e.g. nursing, medical). The health authority uses innovative means to deliver services (e.g., Telehealth, interdisciplinary teams and expanded scope of practice) and is actively conducting applied health research (e.g., Fetal Alcohol Spectrum Disorder, Colon Cancer Research, Crab Asthma Research, etc.).

**Shared Services**
Within the region, there are health and community services provided in partnership with other government and community organizations, such as:
- Water quality testing and health inspections – Government Services and Lands/ Provincial Public Health Laboratory
- Nunatsiavut Department of Health and Social Development
- Innu Health Commissions
- Health Promotion, Individual Support Services Planning – Department of Education
- First Nation Inuit Health Branch
- Indian and Northern Affairs Canada & Health Canada
**Mandate**

The mandate of Labrador-Grenfell Health is derived from the Hospital Act, the Health and Community Services Act and the Regional Health Authorities Act and its regulations. Labrador-Grenfell Health is responsible for the delivery and administration of health and community services in the Labrador-Grenfell Health region in accordance with the above referenced legislation.

In carrying out its responsibilities, Labrador-Grenfell Health shall:

a) promote and protect the health and well being of its region and develop and implement measures for the prevention of disease & 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

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 4(3)(b).

j) comply with the directions the minister may give
Values

The core values of Labrador-Grenfell Health offer principles and a guiding framework for all employees as they work in their various capacities to deliver health and community services and enhance the health status of the residents of the region. These core values and the related action statements are:

**Collaboration**
Each person actively engages others to enhance partnerships and promote teamwork

**Compassion**
Each person demonstrates concern for client and staff well-being.

**Innovation**
Each person is encouraged to develop and implement new ideas based on research and evidence to address the unique and diverse health needs within this northern region.

**Lifelong learning**
Each person is encouraged to continually seek learning opportunities, while sharing knowledge and skills with others.

**Respect**
Each person preserves individual rights and information to ensure, where possible, the dignity of clients and staff.

**Empowerment**
Each person encourages and supports individual and community ownership/responsibility of social, physical, emotional and cultural well-being.
Primary Clients and Related Expectations

Labrador-Grenfell Health provides health and community services to a diverse population, over a wide geographic area in the region. Our clients cover the entire life span, from prenatal to children and youth, adults and seniors. They range from the healthy population to those with specific health needs, such as the acutely ill, or those with chronic mental or physical disabilities. Clients include both aboriginal and non-aboriginal residents living within the Labrador-Grenfell region, children in care outside our region, those who travel here for services.

In providing services to meet the needs of its clients, Labrador-Grenfell Health collaborates with a number of partners/stakeholders, including: the Minister and the Department of Health and Community Services; the Newfoundland and Labrador Health Board’s Association; aboriginal health organizations; the International Grenfell Association; the Regional Grenfell Foundation and related auxiliaries; municipal, provincial and federal government representatives; health professional associations; local Chambers of Commerce; schools and post-secondary educational institutions, including medical schools; community groups; advocacy groups; ambulance service providers (non-institutional based); and vendors and suppliers.

Vision

The vision of Labrador - Grenfell Health is of healthy people living in healthy communities.

Mission Statement

The mission of Labrador-Grenfell Health is consistent with its mandate as an integrated health and community services board. It is reflective of the needs identified by the people and communities it serves. This information was gathered in a series of community consultations held throughout the region earlier this year. Access to Health and Community Services is a primary concern. This mission also supports the Strategic Directions of the Department of Health and Community Services to improve accessibility to priority services, as well as those outlined in recent provincial budgets and the 2004 First Minister’s Accord.
Mission for Labrador–Grenfell Health

By March 31, 2011, Labrador-Grenfell Health will, within available resources, have improved accessibility to appropriate health and community services to better meet the needs of people within the region.

**Measure:** Evidence of improved accessibility to regional health and community services.

**Indicators / Documentation that will be used to determine success:**

- Improved access to be reflected in the results of community needs assessments and environmental scans.
- Medical transportation subsidy review.
- Evaluation of transportation contracts.
- Improvement in waitlist times in such areas as cancer care, eye care, joint replacement and diagnostic services.
- Review of child development service requirements.
- Improved communication protocols within L-GH and with other RHAs.
- Reduced vacancy/turnover rate among family practice physicians, medical specialists and other health care professionals.
- Improved human resources utilization in such areas as scope of practice, bargaining unit flexibility, and Nurse Practitioner services.
- Technology services expanded – telehealth, teleoncology.
- Increased access to and utilization of services by individuals, families and groups who need them most.
- Improved dental services and reduced vacancy/turnover rate among dentists and dental hygienists.
- Enhanced health promotion information/services in such areas as:
  - oral health
  - healthy eating
  - physical activity
  - smoking
  - addictions
  - Fetal Alcohol Spectrum Disorder
  - reproductive health
- Maximize the use of medical services available within the region and strive for self sufficiency, where possible (e.g., orthopedics and pediatrics)
- Improved home care services based on available funding.
- Enhanced services for clients with Dementia.
- Increased residential placements for children within the region.
Measures:
- Evidence of improved accessibility, within available resources.

Indicators:
- Long term plan to address budgetary deficit.
- Evidence-based reports evaluating existing resources (e.g., clerical review, Human Resource plans, waitlist information).
- Balanced budget.
- Regional Health Services Plan.
- Prioritization of accessibility indicators.

Strategic/Governance Issues

Labrador-Grenfell Health has identified strategic issues that have a critical impact on its ability to achieve its mission. For each strategic issue, a goal(s) deemed achievable within two years is identified and relevant indicators chosen. Objectives for the first year are established with relevant measures and indicators.
Strategic Issue #1: Recruitment and Retention of Health Professionals

In Northern Newfoundland and Labrador, the recruitment and retention of health professionals, notably physicians, pharmacists, regional nurses, midwives, nurses, speech language pathologists, audiologists, occupational therapists, dentists and social workers, has been especially difficult for many years. As a result, service to our clients is significantly affected. The Board recognizes that our inability to recruit and retain professional staff has a significant impact on existing staff in terms of their workload.

Goal: By March 31, 2008, Labrador-Grenfell Health will have implemented physician and health professional human resources plans.

Measure:
- Implemented specific physician and health professional human resources plans.

Indicator(s):
- Developed written Human Resources plans.
- Increased % of Family Practice physician positions filled.
- Implemented visiting rotation system for selected medical specialists and other health professionals (inside and outside the region).
- Increased % of allied health professionals recruited and retained.
- Implemented recruitment and retention strategies.

Objectives:

Objectives which must be achieved within the next two years in order to meet this strategic goal:

1. By March 31, 2007, Labrador-Grenfell Health will have developed and implemented select components of physician and health professional human resources plans.

Measure:
- Developed and implemented selected components of human resources plans.
Indicator(s):

- Filled 50% of the Family Practice physicians in the southern portion of the region.
- Improved recruitment and retention of health professional staff.
- Implemented a rotation system for visiting specialists and other health professionals (inside and outside the region).
- Increased recruitment and retention in the following:
  - Pharmacists
  - Speech Language Pathologists
  - Audiologists
  - CYFS & FASD professionals
- Increased number of visiting clinics by physicians and other health professionals (inside and outside the region).

2. By March 31, 2008, Labrador-Grenfell Health will have developed and implemented physician and health professional human resource plans.
**Strategic Issue #2: Quality Improvement / Risk Management / Safety**

Quality improvement, risk management and safety programs are being delivered by Labrador-Grenfell Health. There is an expectation by clients, as well as Government, that quality, minimum risk health and community services be delivered in a safe environment for clients, staff and the community at large. Effective programs in these areas are reflected in national accreditation standards.

**Goal:** By March 31, 2008, Labrador-Grenfell Health will have implemented integrated Quality Improvement, Risk Management and Safety Programs.

**Measure:**
- Implemented programs in the specific areas identified.

**Indicator(s):**
- Published program policies and procedures manuals in the specific program areas identified.
- Established regular reporting to all stakeholders on quality improvement, risk management and safety.
- Demonstrated compliance with occupational health & safety legislation/regulations.
- Reduced number of workplace injuries, needle sticks, medication errors, etc.
- Achieved accreditation from the Canadian Council for Health Services Accreditation.
- Received favourable Occupational Health and Safety (OHS) audit results.
- Demonstrated evidence of a culture of safety throughout the region.
- Recruited Regional OHS Officer.
- Monitored and reported (at regular intervals) on relevant Safer Healthcare Now! Atlantic Node Patient Safety initiatives (Safer Healthcare Now! is a national campaign aiming to increase patient safety through six key targeted interventions).

**Objectives:**

Objectives which must be achieved within the next two years in order to meet this strategic goal:

1. By March 31, 2007, Labrador-Grenfell Health will have developed and implemented selected components of regional programs in quality management, risk management and safety.
**Measure:**
- Developed and implemented selected components.

**Indicator(s):**
- Published program policies and procedures manuals.
- Completed analysis and follow-up of incident reports / near miss reports.
- Delivered regular reporting to the Labrador-Grenfell Health Quality Improvement Committee.
- Implemented program training / in-service programs for staff.
- Implemented two Atlantic Node Patient Safety initiatives.
- Completed CCHSA focused survey with CQI Teams.
- Addressed recommendations from CCHSA focused survey.
- Monitored and addressed patient outcomes.

2. By March 31, 2008, Labrador-Grenfell Health will have implemented all identified programs.
Strategic Issue #3: Financial Stability

Labrador-Grenfell Health faces serious financial challenges, given an accumulated deficit of $21.6 million as of March, 2006, and an anticipated operating deficit of $3.8 million for the fiscal year 2006/07. One of the strategic directions of the Department of Health and Community Services is to improve accountability and stability in the delivery of health and community services within available resources. This Board recognizes that it cannot continue to deliver health care services in excess of its available financial resources.

Goal: By March 31, 2008, Labrador-Grenfell Health will have developed a plan to achieve a balanced budget and implemented measures approved by government.

Measure:
- Developed a plan for the long term financial sustainability of all Labrador-Grenfell Health programs and services.
- Communicated plan to Government and Government approval received as appropriate.

Indicator(s):
- Prepared budget (by management).
- Developed a long-term plan, based on budgetary deficit.
- Received approval for the plan by the Board of Directors.
- Submitted plan to government for review.
- Implemented selected approved measures

Objectives:

Objectives which must be achieved within the next two years in order to meet this strategic goal:

1. By March 31, 2007, Labrador-Grenfell Health will have a Board approved long-term sustainability plan to achieve/maintain a balanced budget for submission to Government.

Measure:
- Developed a Board approved long term sustainability plan.
Indicator(s):
- Plan developed
- Plan approved by the Board of Directors

2. By March 31, 2008, Labrador-Grenfell Health will have implemented selected financial measures approved by government.
Strategic Issue #4: Integration of Two Boards – Regional Health Services Plan

On April 1, 2005, Labrador-Grenfell Health was created with the merger of the former Grenfell Regional Health Services and Health Labrador Corporation. Government reorganized provincial health and community services to provide a more efficient and effective health care system in the province. Government’s strategic direction is to improve accountability and stability in the delivery of health and community services within available resources. Labrador-Grenfell Health is accountable for implementing Government’s strategic directions and decisions.

Goal: By March 31, 2008, Labrador-Grenfell Health will have implemented plans for the delivery of efficient and effective regional health services.

Measure:
- Implemented a regional health services plan.

Indicator(s):
- Developed regional plans for the following areas:
  - Information Technology
  - Finance
  - Human Resources
  - Employee Development, Training and Health
  - Quality, Risk Management and Safety
- Developed regional Medical staff bylaws
- Integrated administrative policies and procedures
- Developed regional Nursing standards / Allied Health standards
- Developed regional corporate culture
- Received Board approval for these plans.
- Implemented plans for selected areas.
- Implemented selected strategies including medical/clinical services plans to meet regional needs identified in Community Consultations Report (August 2005) and Environmental Scan.
Objectives:

Objectives which must be achieved within the next two years in order to meet this strategic goal:

1. By March 31, 2007, Labrador-Grenfell Health will have developed and implemented selected components of a regional health services plan.

Measure:

- Regional health services plans are developed / implemented for selected areas.

Indicator(s):

- Implemented 75% of regional health services plans.
- Demonstrated evidence that operational plans are used regularly for Board reports and quality, risk management and safety reporting.
- Documented evidence (where possible), where efficiencies have been achieved by integrating the programs of the two former organizations.
- Communicated plans to stakeholders.

2. By March 31, 2008, Labrador-Grenfell Health will have fully implemented its regional health services plan.
**Strategic Issue #5: Population Health**

Government’s strategic direction is to improve population health and strengthen public health capacity. Government considers a public health system that focuses on promoting health, preventing disease and protecting the public to be the foundation of a publicly funded health system. By any measure, Labrador-Grenfell Health has not only some of the greatest challenges in developing and implementing regional population health programs and services, but also in strengthening public health capacity.

**Goal:** By March 31, 2008, Labrador-Grenfell Health will have enhanced selected population health programs and services to meet the needs of the region and in particular those of aboriginal communities.

**Measure:**
- Improved selected population health programs and services.

**Indicator(s):**
- Improved selected population health programs and services, including a greater allocation of resources, in the following areas:
  - Diabetes (healthy eating, active living, and obesity)
  - Fetal Alcohol Syndrome Disease
  - Addictions / Mental Health
  - Suicide Prevention
  - Reproductive health and cervical screening
  - Wellness Initiatives
  - Child Youth and Family Services
- Integrated and enhanced Primary Health Care delivery models / philosophy throughout all regional programs and services.
- Revised composition and mandate of wellness coalitions.
- Formed partnerships with education, aboriginal health organizations, and community partners (e.g. Labrador Métis – Learning for Life).
- Reviewed best practices/lessons learned.
- Reviewed delivery methods.
- Reviewed skill set and delivery of services.
Objectives:

Objectives which must be achieved within the next two years in order to meet this strategic goal:

1. By March 31, 2007, Labrador - Grenfell Health will have a review team established and selected enhancements to population health programs implemented.

Measure:

- Established a fully functioning review team and developed a work plan.

Indicator(s):

- Established a fully functioning region wide review team.
- Developed a work plan.
- Implemented enhancements to selected population health programs and services in three selected areas.
- Enhanced and re-established Wellness Coalition initiatives.
- Formed partnerships with stakeholders.
- Documented evidence of the implementation of best practices.
- Reviewed and revised polices regarding the sale of “junk” food on authority premise.

2. By March 31, 2008, Labrador–Grenfell Health will have enhanced selected population health programs to meet the needs of the region.
## Appendix A: Strategic Directions *

| Government’s Strategic Direction (as communicated by the responsible department) | Focus Areas of the Strategic Direction | This Direction is/was | Addressed only in specific sub-areas (rationale included in the plan) | Addressed in the: |
| --- |
| 1. Improve population health | Obesity | Not being implemented at this time | √ | strategic plan |
|  | Smoking rates and protection from environmental smoke | | | operational plan |
|  | Dental health of children | | √ | branch/divisional work-plans |
|  | Uptake of cervical screening | | √ | |
|  | Uptake of flu vaccine of seniors and health care providers | | | |
|  | Support for healthy aging | | √ | |
|  | Injury prevention | | √ | |
|  | Aboriginal health needs | | √ | |

* In its operational plan, to be completed by March 31, 2006, Labrador-Grenfell Health will have specific objectives and measures indicating how it will implement Government’s strategic directions for health and community services.
<table>
<thead>
<tr>
<th>Government’s Strategic Direction (as communicated by the responsible department)</th>
<th>Focus Areas of the Strategic Direction</th>
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<td>Addressed only in specific sub-areas (rationale included in the plan)</td>
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<tr>
<td>2. Strengthen public health capacity</td>
<td>Reorganize the provincial public health structure</td>
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<td>Resources for public health including fiscal and human resources</td>
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<td>Surveillance for communicable disease</td>
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<td>All hazards emergency preparedness in the HCS system</td>
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<td>Immunization management including vaccine inventory control and immunization registry</td>
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<td>Environmental health policy</td>
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<td>Not being implemented at this time (rationale included in the plan)</td>
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<td>3. Improve accessibility to priority services</td>
<td>Access to community based mental health and addictions services</td>
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<td></td>
<td>Access to appropriate primary health services</td>
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<td>Home care services in the areas of palliative care, acute post discharge mental health, acute post discharge wound management</td>
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<td>Options to support choices of individuals in need of long term care and supportive services</td>
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<td></td>
<td>Access to quality early learning and child care</td>
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<td>Wait times for selected services</td>
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<td>Access to appropriate medications</td>
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<tr>
<td>Government’s Strategic Direction (as communicated by the responsible department)</td>
<td>Focus Areas of the Strategic Direction</td>
<td>This Direction is/was</td>
<td>Addressed in the:</td>
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<td>Not being implemented at this time (rationale included in the plan)</td>
<td>Addressed only in specific sub-areas (rationale included in the plan)</td>
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<td>strategic plan</td>
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<tr>
<td>4. Improve accountability and stability in the delivery of health and community services within available resources</td>
<td>Identify and monitor outcomes for selected programs</td>
<td></td>
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<td>Alignment of regional services</td>
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<td>Achievement of balanced budgets</td>
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<td>Stabilize human resources</td>
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<td></td>
<td>Identification and utilization of information for evidence based planning in service delivery</td>
<td></td>
<td>✓</td>
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</tbody>
</table>
Appendix B: Facilities by Location

**Black Tickle**
Community Clinic

**Cartwright**
Community Clinic
Child, Youth and Family Services District Office

**Charlottetown**
Community Clinic

**Churchill Falls**
Community Clinic

**Flower’s Cove**
Strait of Belle Isle Health Centre
Child, Youth and Family Services Office

**Forteau**
Labrador South Health Centre (includes Long Term Care Unit)

**Happy Valley - Goose Bay**
Labrador Health Centre
Harry L. Paddon Memorial Home
Child, Youth and Family Services District Office
Primary Health Care Office and Child, Youth and Family Services Regional Office

**Hopedale**
Community Clinic
Child, Youth and Family Services District Office

**Labrador City / Wabush**
Captain William Jackman Memorial Hospital
Child, Youth and Family Services District Office

**Makkovik**
Community Clinic
Child, Youth and Family Services District Office

**Mary’s Harbour**
Community Clinic
Nain
Community Clinic
Child, Youth and Family Services District Office

Natuashish
Community Clinic

Port Hope Simpson
Community Clinic

Postville
Community Clinic

Rigolet
Community Clinic

Roddickton
White Bay Central Health Centre

Sheshatshiu/Northwest River
Community Clinic
Child, Youth and Family Services District Office

St. Anthony
Charles S. Curtis Memorial Hospital,
John M. Gray Centre
Mission Store Building (Public Health, Primary Health Care, Dentistry, Health Promotion,
Child, Youth and Family Services Offices)

St. Lewis
Community Clinic