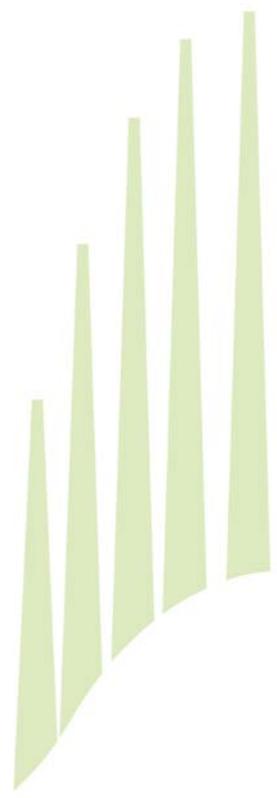




Labrador - Grenfell
Health

2017-20
STRATEGIC
PLAN

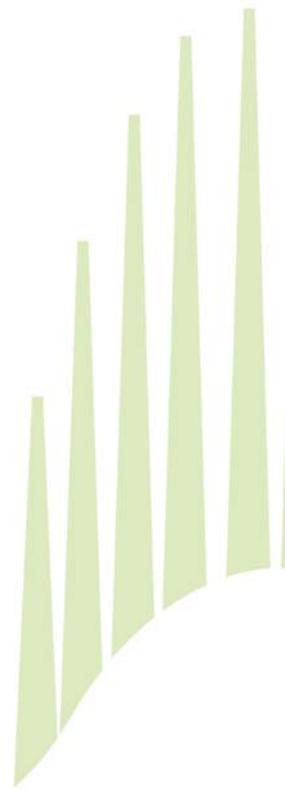


Cover photo: A view from the air of the approach into the North Coast community of Hopedale, Labrador. *Allan Bock photo*



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MESSAGE FROM THE CHAIR

In accordance with the Transparency and Accountability Act and its planning and reporting guidelines for Category 1 Entities, and on behalf of the Labrador-Grenfell Health Board of Directors, I present the Health Authority's Strategic Plan for 2017-20.

In addition to endorsing our vision for 2017-20 and to adding a corporate value on Accountability, Efficiency and Effectiveness, this document summarizes the strategic issues that the Health Authority has committed to addressing over the next three years. This plan builds on our achievements and lessons learned during the 2014-17 planning period. It also considers the strategic directions of Government, including those outlined in *The Way Forward: A vision for sustainability and growth in Newfoundland and Labrador*¹, as well as health care strategies and priorities as communicated by the Minister of Health and Community Services (Appendix A).

We are pleased to present specific goals, objectives and indicators for the following strategic issues: (i) Improved Access, (ii) Streamlined Service Delivery, and (iii) Better Health. Together, these strategic issues are in line with the same tenets as have been championed through the "Triple Aim" approach which simultaneously strives for better health for populations, improved experience of care for clients, all while lowering the costs of the system.

As Chair (A) of the Labrador-Grenfell Health Board of Directors², my signature below is indicative of the entire Board's accountability for the preparation and achievement of the goals and objectives contained in this plan. Labrador-Grenfell Health looks forward to working together with its health and community partners to accomplish the goals and objectives outlined in this Strategic Plan.

Respectfully,

A handwritten signature in black ink, appearing to read 'A. Robertson'.

Andrew Robertson
Chair (A)

¹ https://www.gov.nl.ca/pdf/the_way_forward.pdf

² A full listing of the current Labrador-Grenfell Health Board of Directors is presented in Appendix B.

OVERVIEW

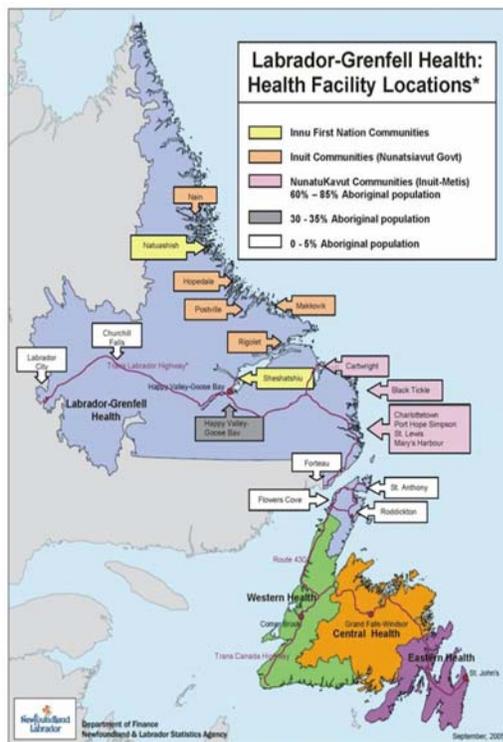
Labrador-Grenfell Health provides quality health and community services to a population just under 37,000³, covering the communities north of Bartlett's Harbour on the Northern Peninsula and all of Labrador (a total of eighty-one communities). Corporate headquarters is located in Happy Valley-Goose Bay.

Labrador-Grenfell Health operates twenty-two facilities, including three hospitals, three health centres, fourteen community clinics and two long-term care facilities.

As of March 31, 2017, Labrador-Grenfell Health employed 1501 staff (948 permanent full-time, 45 permanent part-time, 352 temporary and 156 casual). Of these, 54 per cent are Support Staff, 26 per cent are Nurses, seven per cent are health professionals (i.e., Social Workers, Physiotherapists, Occupational Therapists, Speech Language Pathologists, Pharmacists), six per cent are Laboratory and Diagnostic Imaging Technologists, four per cent are Management and three per cent are Physicians. The overall employee turnover rate is 9.35 per cent, down from 9.51 per cent in 2015-16. Eighty per cent of staff are female and

20 per cent are male. In 2016, Statistics Canada introduced new definitions of Population Centres and Rural Area Classifications.⁴ In following these new definitions, Labrador-Grenfell Health staff are based in both a number of Small Population Centres (with a population between 1,000 and 29,999) and Rural Areas (all territory lying outside population centres).

The Health Authority has continued to work towards identifying and improving financial performance and is striving to become more efficient in its operations. This, in turn, supported the Health Authority's ability to deliver mandated programming and intensified the focus on balancing its budget in the fiscal year ending March 31, 2017. Labrador-Grenfell Health maintains its operations with a 2017-18 budget of \$185.3 million.



*Information added by Physician Recruitment and Retention, Labrador-Grenfell Health. Population determinations based on data from Statistics Canada 2006 Census, rounded to nearest 5%.

³ Statistics Canada, Census 2016

⁴ http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getCET_Page&VD=339235&Item=342170

MANDATE

The mandate of Labrador-Grenfell Health is derived from 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 this legislation. In carrying out its responsibilities, Labrador-Grenfell Health shall:

- 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;
- assess health and community services needs in its region on an ongoing basis; 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;
- manage and allocate resources, including funds provided by the government for health and community services, in accordance with legislation;
- ensure that services are provided in a manner that coordinates and integrates health and community services;
- 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;
- 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;
- 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; and
- 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).

LINES OF BUSINESS

Labrador-Grenfell Health was created by the *Regional Integrated Health Authorities Order*, Newfoundland and Labrador Regulation 18/05 and provides health and community services to a diverse population, over a wide geographic area.

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

Acute care, diagnostic and clinical support services are offered primarily at the three main hospital sites in Happy Valley-Goose Bay, Labrador City and St. Anthony and on a more limited or traveling basis at three health centres in Flower's Cove, Roddickton-Bide Arm and Forteau and 14 community clinics in Labrador.

Specifically, these services include:

- Anaesthesiology, general, orthopaedic, gynaecology, ophthalmology and dental surgery offered through day surgery and inpatient admissions;
- Women's health and maternal child health services, including gynaecology, obstetrics and paediatrics;
- Other medical, nursing and rehabilitation services, including psychiatry, internal medicine, intensive care, emergency care, family medicine, ambulatory care, dental services, occupational therapy, physiotherapy, audiology and speech language pathology;
- Oncology services, including chemotherapy and palliative care;
- Laboratory services, including microbiology, biochemistry, haematology, blood banking, cytology and histology/ pathology. (General laboratory services are available at the health centres);



- Diagnostic imaging services, including general x-ray, fluoroscopy, mammography, ultrasound, computerized tomography (CT), echocardiography, invasive diagnostic, electrocardiography (ECG), electroencephalography (EEG), pulmonary function testing and cardiac stress testing. (General diagnostic imaging services are available at the health centres);
- Autopsy services;
- Pharmacy services, including drug services for long-term care facilities, pharmacy support to nursing and medical staff, and chemotherapy services, in addition to direct provision to the general public in selected locations;
- Clinical dietetic services are based at the three hospitals and provide services throughout the region; and
- Satellite hemodialysis services.

Primary Care Services

Preventative, promotive, supportive, rehabilitative, and curative interventions are provided through a broad range of health care services in the community clinics and health centres. These services, in addition to the population health, mental health and addictions and dental services described below, include emergency and ambulatory acute care. These services are delivered by a team of health professionals, consisting primarily of regional nurses, nurse practitioners, public health and community health nurses, social workers, family physicians, and dentists.

Population Health Services

The programs under population health services cover programs across the life cycle that aim to assist people and communities in making healthy choices and developing healthy and supportive environments, including Public Health Nursing, Continuing Care, Health Promotion and Health Protection services: comprising of Communicable Disease Control and Emergency Management. A variety of programs protect the health of the public with legislative authority from the *Health and Community Services Act*, the *Communicable Disease Act*, the *Food and Drug Act*, the *Tobacco Control Act* and related regulations.

Dental Services

Labrador-Grenfell Health is responsible, in selected parts of the region, for the provision of Dental Services, where regular preventive/corrective dental care is provided. Dental surgery is conducted at specific hospital sites and emergency services are provided as needed. Promotion of dental health is carried out by dentists, dental hygienists and community health professionals throughout the region. In Labrador West, St. Anthony and Happy Valley-Goose Bay, dental services are provided by fee-for-service dentists. In the Inuit communities, services are provided by the Nunatsiavut Department of Health and Social Development.

Long-Term Care Services

Labrador-Grenfell Health offers a range of long-term care services. Care is provided to long-term care residents in four facilities. These include the John M. Gray Centre, the Happy Valley-Goose Bay Long-Term Care facility, the Labrador South Health Centre and the



Labrador West Health Centre. Each facility provides a holistic and interdisciplinary approach to residents who require levels three and four care. Program responsibilities include a regional assessment and placement team, as well as site-specific teams that are responsible for the direction of the long-term care beds. Labrador-Grenfell Health is also responsible for the monitoring and licensing of Personal Care Homes operating within the region.

Mental Health and Addictions Services

Mental Health and Addictions Services include intake/screening, assessment, individual, family and group counselling, case management, aftercare and follow-up, youth outreach and early intervention, mental health promotion and addictions prevention, community development, crisis intervention, and referral to other services. Mental Health and Addictions Services are available on-site and on a traveling basis throughout the Labrador-Grenfell Health region.

Residential Services

Labrador-Grenfell Health has a relationship with and responsibility for the transition houses (shelters) within the region. These transition houses are run by community-based boards that oversee the facilities and related programming. Labrador-Grenfell Health has responsibility for monitoring these transition houses to ensure they deliver appropriate programming. From a fiscal accountability perspective, the Health Authority provides funding and receives and reviews financial reports.

Therapeutic Intervention, Family Rehabilitation and Other Rehabilitation Services

Therapeutic Intervention Services are comprised of two primary home-based programs - Direct Home Services and Community Behavioural Services. Regional Autism Services are also provided through the Direct Home Services Program. Family and Rehabilitative Services is mandated to ensure the effective development of community-based services and programs to individuals, and families living with individuals, with a developmental disability. Other Rehabilitation Services are comprised of physiotherapy, occupational therapy, speech language pathology, audiology, and social work services.

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 develop positive partnerships and promote productive teamwork.
Compassion	Each person demonstrates a genuine 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 the region.
Lifelong learning	Each person is encouraged to continually seek learning opportunities, while sharing knowledge and skills with others.
Respect	Each person protects individual rights and information to preserve 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.
Integrity	Each person demonstrates honesty and truthfulness when interacting with each other and when providing services.
Accountability, Efficiency and Effectiveness	Each person is responsible for their activities, honours their commitments, is accountable for and takes pride in their work. Each person seeks efficient and effective ways to provide services, care to clients, their families and communities, in a fiscally responsible manner.

VISION

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

PRIMARY CLIENTS

Labrador-Grenfell Health provides health and community services to a diverse population, over a wide geographic area in the region. Clients cover the entire life span, from prenatal to children and youth, adults and seniors, to end-of-life care. 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 residents living within the Labrador-Grenfell Health region and those who travel to the region for services.

In providing services to meet the needs of its clients, Labrador-Grenfell Health collaborates with a number of partners and stakeholders, including: the Minister and the Department of Health and Community Services; Indigenous health organizations; the International Grenfell Association; the 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); vendors and suppliers.



STRATEGIC ISSUES

ISSUE 1: IMPROVED ACCESS

Labrador-Grenfell Health continues to build on its earlier successes in improving access for clients to selected services and has identified this strategic issue as being one that remains of significant importance to its operations. A vital component of any strategy is to receive feedback from those clients accessing services. As a result, in late 2015-16, Labrador-Grenfell Health launched a Client Experience Survey (CES), called "Please Tell Us...". This regional initiative, which is available in multiple service areas, represented the first time that Labrador-Grenfell Health invited feedback through an ongoing online survey from clients who accessed services. As the self-response survey is open and available to any client or member of the public, it cannot be considered as reliable or as valid as other more scientifically-structured surveys which follow a more rigid questionnaire methodology. However, the feedback received is very important in providing a qualitative measure of services and is regularly being tabulated and analyzed. Information gained from the survey is being used to identify opportunities where improvements to access can be made.

Early results from the CES are informing Labrador-Grenfell Health that clients feel that they are not accessing care in a timely manner. Since the launch of the survey and up to December 31, 2016, Labrador-Grenfell Health received 463 on-line responses in 13 program areas. Of the total number of respondents, only 46 per cent indicated a positive experience (agreed or strongly agreed) that they "received care in a timely manner".

These qualitative results are helping to shape Labrador-Grenfell Health's goal to enhance access to primary health care services and supports the direction outlined in *The Way Forward: A vision for sustainability and growth in Newfoundland and Labrador*. Through initiatives such as the Home First philosophy, the Health Authority will identify individuals with complex care needs who are at risk of unnecessarily accessing facility-based services. As a result, staff will be better able to determine a client's needs and wrap a variety of supports around that client in their own home.

In March 2017, the All-Party Committee on Mental Health and Addictions, comprised of members from all parties elected to the House of Assembly, presented a report to the public entitled *Towards Recovery: A Vision for a Renewed Mental Health and Addictions System for Newfoundland and Labrador*. The report represented a culmination of consultation, review, analysis and collaboration and consisted of 54 recommendations to achieve a better system to support improved mental health and well-being for Newfoundlanders and Labradorians.⁵ Labrador-Grenfell Health, guided by the vision and values defined in the *Provincial Action Plan on Mental Health and Addictions*, released on June 27, 2017, will be implementing specific actions throughout the 2017-20 strategic planning cycle which will address applicable recommendations, including those which are intended to improve access to mental health and addictions services.



⁵ Retrieved from: http://www.health.gov.nl.ca/health/all_party_committee_report.pdf, June 14, 2017

Goal: By March 31, 2020, Labrador-Grenfell Health will have enhanced access to primary health care services.

Indicators:

- Improved communications to benefit clients presenting for selected services.
- Expanded and implemented new uses of technology to improve access to care (i.e. e-mental health and technology-based interventions, remote patient monitoring, point-of-care testing, echocardiography services, and telehealth).
- Implemented new program delivery options which result in improved and integrated access to selected services, such as a stepped-care approach to mental health and addictions services, and group client appointments for diabetes and prenatal care.

Objective 1: By March 31, 2018, Labrador-Grenfell Health will have increased service options available to clients to reduce wait lists and wait times for mental health and addictions services.

Indicators:

- Provided online information to clients about mental health and addictions services and how to navigate these services.
- Continued focus on increased access to evidence-based services via technology.
- Implemented actions, including a plan to address no-show rates to better accommodate the challenges faced by some individuals in attending mental health and addictions appointments.

Objective 2: By March 31, 2019, Labrador-Grenfell Health will have implemented additional initiatives to support further improvements in client access to selected services.

Objective 3: By March 31, 2020, Labrador-Grenfell Health will have implemented specific improvements that result in the right care, provided by the right providers, to the right client, in the right place and at the right time.⁶

⁶ Retrieved from: <http://policybase.cma.ca/dbtw-wpd/Policypdf/PD15-05.pdf>, March 14, 2017.

ISSUE 2: STREAMLINED SERVICE DELIVERY

Over the past several years, Labrador-Grenfell Health has committed considerable effort towards making the best possible use of the resources allotted in its trust to deliver quality health programs and services. As stewards of the public purse, the Health Authority is accountable to the public to exercise good judgment to ensure that maximum value is achieved for a wide range of necessary and important expenditures. In 2013, Labrador-Grenfell Health released the results of an Operational Improvement Initiative, which represented a thorough review of expenditures. Savings of \$12.7 million were identified over a period of years by making changes in human resources practices, such as reducing overtime, sick leave relief, and implementing skill mix ratios in line with national benchmarks.

With the launch of a new strategic planning cycle for the period of 2017-20, Labrador-Grenfell Health is refocusing its efforts on providing health care services as efficiently and effectively as possible. Rather than drastically curtailing expenditures, the approach involves determining the appropriateness of care and the applicable utilization of resources. The goal, which is in line with Government's strategic directions, and in particular with *The Way*



*Forward: A vision for sustainability and growth in Newfoundland and Labrador, will be a system that lowers cost, but more importantly, improves client outcomes*⁷. For example, in 2014-15, Labrador-Grenfell Health had a higher rate of acute care hospitalizations for conditions that could have been prevented or reduced if appropriate ambulatory care had been provided, as compared to the provincial and national averages.⁸ Lower is better with higher rates possibly reflecting problems in obtaining access to appropriate primary care. This is also evidenced by the significantly higher cost of a standard hospital stay in the Labrador-Grenfell Health region, which in 2014-15 was \$9,950 as compared to \$6,252 for all of Newfoundland and Labrador and \$5,789 in Canada.⁹ This indicator, which looks at the cost of a standard hospital stay after adjusting for differences in the types of patients a hospital sees, gives a sense of how efficiently acute care hospital services are provided. However, it does not tell us how well those services are delivered.

Furthermore, Government's focus on streamlining the financial assessment process for community support and residential long-term care services to make the application and eligibility process more transparent and client-friendly, will enable Labrador-Grenfell Health to use a single, more efficient, income-based tool. This will result in the elimination of multiple assessment tools, making the process easier for clients.

Another challenge facing Labrador-Grenfell Health is in the area of the cost incurred in compensating staff when they are required to work overtime. Overtime is incurred for a variety of reasons, such as when a member of staff unexpectedly calls in sick and has to be replaced, or client demand for services exceeds normal staffing levels. During the 2015-16 fiscal year, Labrador-Grenfell Health spent \$6.9 million on overtime payments. This represented 6.7 per cent of the total compensation costs of the Health Authority. In comparison, the proportion of total compensation spent on overtime by the four Regional Health Authorities was 3.4 per cent in 2015-16.

In working towards improved performance, Labrador-Grenfell Health is learning about and starting to apply the "lean" philosophy as an integral part of many of its initiatives. The core idea of lean is to maximize customer (or client) value while minimizing waste. Lean means creating more value for clients with fewer resources and is not a tactic or a cost reduction program, but a way of thinking and acting for an entire organization. Businesses in all industries and services, including healthcare and governments, are using lean principles as the way they think and function.¹⁰

⁷ https://www.gov.nl.ca/pdf/the_way_forward.pdf

⁸ <https://yourhealthsystem.cihi.ca/hsp/indepth?lang=en#/indicator/019/3/C10150/>

⁹ <https://yourhealthsystem.cihi.ca/hsp/indepth?lang=en#/indicator/015/3/C10150/>

¹⁰ Retrieved from: <https://www.lean.org/WhatsLean/>, March 12, 2017

Goal: By March 31, 2020, Labrador-Grenfell Health will have streamlined operations to appropriately realign and match resources with demonstrated utilization.

Indicators:

- Improved financial performance.
- Realignment of regional pharmacy services.
- Decreased average length of stay in selected hospital facilities.
- Strengthened inter-disciplinary team approaches to client care to reduce admissions to hospital for selected conditions.
- Achieved more efficient and appropriate use of resources in selected areas, such as using a streamlined financial assessment process for community support services and residential long-term care services.

Objective 1: By March 31, 2018, Labrador-Grenfell Health will have implemented selected actions to improve financial performance.

Indicators:

- Begun realignment of the delivery of regional pharmacy services.
- Reduced overtime labour costs by a minimum of 10 per cent.
- Begun implementation of strategies to improve acute care bed management.
- Expanded clinician utilization of best practice and evidence-based tools, such as standardized Patient Order Sets.
- Implemented standardized processes in selected areas (i.e., visiting specialists, registration and data collection).

Objective 2: By March 31, 2019, Labrador-Grenfell Health will have decreased the average length of stay in selected hospital facilities.

Objective 3: By March 31, 2020, Labrador-Grenfell Health will have realized improvement in selected financial performance indicators.

ISSUE 3: BETTER HEALTH

For the past two strategic planning cycles encompassing 2011-14 and 2014-17, Labrador-Grenfell Health has identified various aspects of improving Population Health as one of its strategic priorities. During this time, a tremendous amount has been accomplished in strengthening the capacity of the Health Authority to respond to Population Health issues, particularly in the areas of Mental Health and Addictions, Chronic Disease Management, and to collect and analyze health status data.

In spite of these accomplishments, data presented in *Towards Recovery: A Vision for a Renewed Mental Health and Addictions System for Newfoundland and Labrador*, reveals that considerable work remains to be done. For example, one in five individuals will experience a mental illness or addiction in any given year. The chance of developing a mental disorder over a life span is close to 50 per cent and anxiety disorder and major depressive disorder are the most common forms of mental illness. Furthermore, depression will be the second leading cause of disability by 2020.¹¹



¹¹ Retrieved from: http://www.health.gov.nl.ca/health/all_party_committee_report.pdf, June 13, 2017.

With regards to Chronic Disease Management, the self-reported overall health of the residents living in the Labrador-Grenfell Health region has not improved, as evidenced by a number of key indicators documented through the Canadian Community Health Survey (Statistics Canada, 2014). For example, in the Labrador-Grenfell Health region, the self-reported percentage of adults with obesity has risen from 25.1 in 2003 to 33.5 in 2014 and was at a high of 37.8 per cent in 2013. This is compared to the self-reported percentage of 30.4 for all of Newfoundland and Labrador and 20.2 for Canada.¹² Obesity is linked to serious health problems, including chronic diseases and cancer. Furthermore, it is well recognized that smoking is a leading cause of disease and death. In 2014, 29.9 per cent of respondents in the Labrador-Grenfell Health region, age 12 and older, reported that they were daily or occasional smokers. While self-reported smoking rates across Canada have been declining over time, showing how well public health promotion efforts and anti-tobacco policies are working, they have not declined within the Labrador-Grenfell Health region, where they have remained since 2003 at a rate of just under 30 per cent.

The results of these two indicators are consistent with how survey respondents self-reported their health status. Good-to-excellent self-reported health status generally correlates with lower risk of mortality and use of health services. However, from 2003 to 2014, the self-reported perceived health status of “excellent, very good, or good” declined from 64.9 to 56.1 per cent of respondents living in the Labrador-Grenfell Health region. Similarly, between 2010 and 2012, the adjusted rate of death from preventable causes in people younger than 75 for residents of the Labrador-Grenfell Health region was significantly higher than in Newfoundland and Labrador and Canada.¹³ Avoidable deaths tell us about the effectiveness of health care, health promotion and disease prevention policies in preventing premature deaths. Deaths from preventable causes are those that might have been avoided through efforts such as vaccinations, lifestyle changes (such as smoking cessation) or injury prevention. For example, in 2014, only 54.5 per cent of seniors over the age of 65, who responded to the Canadian Community Health Survey, reported that they had their last influenza immunization (flu shot) less than one year ago.¹⁴ Labrador-Grenfell Health feels that it needs to realign its efforts and refocus on key issues at the community level in order to support improvements in priority and selected health outcomes.

¹² This indicator looks at the number of Canadian adults with obesity, meaning their body mass index (BMI) is greater than 30, calculated from self-reported height and weight. The number of people age 18 and older classified as obese, based on self-reported measures, divided by the number of survey respondents. Pregnant women are not included. <https://yourhealthsystem.cihi.ca/hsp>

¹³ <https://yourhealthsystem.cihi.ca/hsp/indepth?lang=en#/indicator/037/3/C10150/>

¹⁴ <https://yourhealthsystem.cihi.ca/hsp/indepth?lang=en#/indicator/017/3/C10150/>

Goal: By March 31, 2020, Labrador-Grenfell Health will have implemented a comprehensive and coordinated community-based strategy to begin to realize improvements in selected priority health outcomes.

Indicators:

- Completed an inventory of available community-based population health and primary health care initiatives.
- Developed a coordinated and comprehensive strategy to address selected priority health outcomes.
- Implemented selected priority recommendations from the *Provincial Action Plan on Mental Health and Addictions*.

Objective 1: By March 31, 2018, Labrador-Grenfell Health will have completed a regional needs assessment at the community level.

Indicators:

- Identified health issues of greatest risk by community/area.
- Identified priority health outcomes by community/area.
- Facilitated the establishment of mental wellness community coalitions in selected areas.

Objective 2: By March 31, 2019, Labrador-Grenfell Health will have identified specific and practical actions that can be implemented to support the improved health outcomes of clients in selected priority areas.

Objective 3: By March 31, 2020, Labrador-Grenfell Health will have realigned its efforts and services at the community level to coordinate a new approach to improving selected priority health outcomes.

APPENDIX A: STRATEGIC DIRECTIONS

Strategic directions of Government are the articulation of desired physical, social, or economic outcomes that normally require action by, or involvement of, more than one government entity. Labrador-Grenfell Health considers all of the strategic directions, communicated to them by the Minister of Health and Community Services, reviews the directions relevant to its mandate, and determines how they will be addressed through a three-year planning cycle. Labrador-Grenfell Health then reports annually on the advancements made towards achieving the strategic direction.

The strategic directions of Government related to the Department of Health and Community Services are provided on the following pages. Each strategic direction is comprised of a number of components, or focus areas.



Government
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.

- This outcome supports will require focus in the following areas:
 - E-health (e.g., evidence based decision-making, electronic medical record, electronic health record, health analytics)
 - Performance Measurement (e.g., public reporting and accountability, setting meaningful and measurable goals for future improvements)
 - Health Workforce Planning
 - Policy Development
 - Sharing Services

Government
Strategic
Direction #2



**Better
Health
for the
Population**

Outcome:

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

- This outcome supports a healthy population and will require focus in the following areas:
 - Cardiovascular Health
 - Chronic Disease Prevention and Management
 - Mental Health and Addictions (e.g., including mental wellness, all party committee recommendations)
 - Primary Healthcare (e.g., expand primary health care teams)
 - Public Health (e.g., child health risk assessments for school age children)
 - Health in All Policies



Government
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.

- This outcome supports an accessible health and community services system and will require focus in the following areas:
 - Wait times (e.g., cardiovascular services)
 - Community capacity (e.g., long term care, community supports, home support, ambulance reform, supports for children with disabilities, healthy living assessments for seniors)
 - Infrastructure Improvements (e.g., Corner Brook Long-Term Care Facility)

APPENDIX B:

Board of Directors and Executive Team

At the time of the publishing of this Plan, Labrador-Grenfell Health is guided by the following Board of Directors and Senior Executive Management Team:

Board of Directors:

- Andrew Robertson, Chair (A), Labrador City
- Trudy Baikie, Nain
- Gloria Toope, Plum Point
- Iris Decker, Ship Cove
- Hedley Ryland, L'Anse au Loup
- Todd Hedderson, St. Lunaire-Griquet

Executive Team:

- Tony Wakeham, President and Chief Executive Officer
- Barbara Molgaard Blake, Vice President
- Donnie Sampson, Vice President
- Dr. Gabe Woollam, Vice President
- Roger Snow, Chief Financial Officer (A)
- Allan Bock, Chief Communications Officer

Board and Executive Offices:

Labrador-Grenfell Regional Health Authority
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Tel: (709) 897-2267
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APPENDIX C:

Facilities by Location

Regional Referral Centres:

- Charles S. Curtis Memorial Hospital, St. Anthony
- Labrador Health Centre, Happy Valley-Goose Bay
- Labrador West Health Centre, Labrador City

Long-Term Care Facilities/Units:

- John M. Gray Centre, St. Anthony
- Labrador South Health Centre, Forteau
- Labrador West Health Centre, Labrador City
- Long-Term Care Home, Happy Valley-Goose Bay

Health Centres:

- Strait of Belle Isle Health Centre, Flower's Cove
- Labrador South Health Centre, Forteau
- White Bay Central Health Centre, Roddickton-Bide Arm

Community Clinics:

- Black Tickle
- Cartwright
- Charlottetown
- Churchill Falls
- Hopedale
- Makkovik
- Mary's Harbour
- Nain
- Natuashish
- Port Hope Simpson
- Postville
- Rigolet
- Sheshatshiu/North West River
- St. Lewis



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