



# Western Health

*Strategic Plan*  
*April 1, 2008-March 31, 2011*

Approved by Board of Trustees December 4, 2007  
Revised: February 25, 2008, April 15, 2008 & June 27, 2008

## *Message from the Chairperson*

The Board of Trustees of Western Health (see Appendix A) is pleased to present its Strategic Plan for 2008-2011. The Values, Vision and Mission of Western Health will continue to provide the foundational support to lead the organization into the future. The Strategic Goals respond to the changing population demographics and the Strategic Directions of the Department of Health and Community Services (see Appendix B). This strategic plan will guide the development of operational plans throughout the organization, which collectively will enable Western Health to progress towards its vision of the people of Western Newfoundland having the highest level of health and well-being possible.

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

On behalf of the Board of Trustees, I want to express appreciation to staff members, physicians, members of the Board Strategic Planning Committee, Chief Executive Officer, management, government representatives and our partners for their commitment and dedication to the strategic planning process as evident in the successful completion of the first strategic plan, 2006-2008, for Western Health. The Board of Trustees also acknowledges significant investment from the Provincial Government, through the Department of Health and Community Services, to support the achievement of strategic and operational goals.

Sincerely,



Tony Genge, PhD

## *Table of Contents*

<i>1.0 Overview</i>	<i>3 - 4</i>
<i>2.0 Mandate</i>	<i>5 - 6</i>
<i>3.0 Lines of Business</i>	<i>7 - 10</i>
<i>4.0 Values</i>	<i>11</i>
<i>5.0 Primary Clients and Related Expectations</i>	<i>12</i>
<i>6.0 Vision</i>	<i>13</i>
<i>7.0 Mission Statement</i>	<i>13 - 14</i>
<i>8.0 Strategic/Governance Issues</i>	<i>15 - 20</i>
<i>9.0 Appendix A: Board of Trustees</i>	<i>21</i>
<i>10.0 Appendix B: Strategic Directions</i>	<i>22 - 24</i>
<i>11.0 Appendix C: Regional Map</i>	<i>25</i>

## *1.0 Overview*

Western Health offers a broad range of health and community services to the people of the western region. The authority services a population of 81,595 residents with 49 percent of the total population residing within the Corner Brook – Humber Valley area. Western Health’s geographical boundaries are from Port aux Basques southeast to Francois, northwest to Bartlett’s Harbour, and on the eastern boundary north to Jackson’s Arm (see Appendix C).

Western Health offers community based programs and acute and long term care services. The community based programs include: health promotion, health protection, mental health and addictions, community youth corrections, child, youth and family services, child care services, community support programs, intervention services, and community health nursing. Primary health care, secondary acute care, rehabilitation and long-term care services are provided through the Authority’s many sites. Western Health is also responsible for two provincial programs: the Provincial Cervical Screening Initiatives Program and the Inpatient Addictions Treatment Program. In 2008, Western Health will provide an enhanced Inpatient Addictions Treatment Program, including a non-medical detox program, from its new residential inpatient treatment addictions facility.

Western Health operates 20 community based offices, 24 medical clinics, and nine health facilities, including: two hospitals: Sir Thomas Roddick Hospital in Stephenville and Western Memorial Regional Hospital in Corner Brook; four health centres: Dr. Charles L. LeGrow Health Centre in Port aux Basques, Bonne Bay Health Centre in Norris Point, Calder Health Centre in Burgeo and Rufus Guincharde Health Centre in Port Saunders; and three long term care centres: The Interfaith Home for Senior Citizens in Corner Brook, the Dr. J.I. O’Connell Centre in Corner Brook and the Bay St. George Long Term Care Centre in Stephenville Crossing (see Appendix C). Within its facilities, Western Health operates 256 acute care beds, and 443 long term care beds. Western Health also provides supportive services to individuals residing in independent and supportive living cottages throughout the region.

In addition, Western Health operates the Western Regional School of Nursing, one of three provincial sites that offer a baccalaureate degree in nursing. This program is offered in collaboration with Memorial University of Newfoundland School of Nursing and the Centre for Nursing Studies. The degree offered is that of Memorial University. Fifty-nine students are admitted annually in September; 51 students to the four year regular/generic option and eight to the two year fast track option. The latter two year fast track program is offered to individuals with a baccalaureate degree in another area or advance standing who wish to pursue a baccalaureate degree in nursing at an accelerated pace. A third program option is the Inuit Nursing Access Program (INAP) offered in conjunction with the College of the North Atlantic. This program option will see eight to ten Inuit students from the College of the North

Atlantic join the regular students at Western Memorial Regional Hospital to complete the final two years of the undergraduate program. Currently INAP is a one time offering.

The organization employs 2931 staff (1894 permanent full-time (including 48 physicians), 199 permanent part-time, 120 temporary full-time, 46 temporary part-time, 668 casual and four other permanent) who work in 53 sites throughout the region with its regional office located in Corner Brook.

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

In 2007-2008, Western Health has a budget of \$249 million with most of its revenue coming from provincial plan funding through the Department of Health & Community Services. Other notable revenues include long term care and the Medical Care Plan (MCP).

Major expenditures include: salaries, direct client payments, capital costs, debt financing, diagnostic and therapeutic services, pharmaceuticals and medical supplies.

An overview of Western Health's programs and services can be found at [www.westernhealth.nl.ca](http://www.westernhealth.nl.ca).

## ***2.0 Mandate***

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

In carrying out its responsibilities, Western Health shall:

- (a) promote and protect the health and well being of its region and develop and implement measures for the prevention of disease and injury and the advancement of health and well being;
- (b) assess health and community services needs in its region on an ongoing basis;
- (c) develop objectives and priorities for the provision of health and community services which meet the needs of its region and which are consistent with provincial objectives and priorities;
- (d) manage and allocate resources, including funds provided by the government for health and community services, in accordance with Legislation;
- (e) ensure that services are provided in a manner that coordinates and integrates health and community services;
- (f) collaborate with other persons and organizations, including federal, provincial, and municipal governments and agencies and other regional health authorities, to coordinate health and community services in the province and to achieve provincial objectives and priorities;
- (g) collect and analyze health and community services information for use in the development and implementation of health and community services policies and programs for its region;
- (h) provide information to the residents of the region respecting
  - the services provided by the Authority
  - how they may gain access to those services and
  - how they may communicate with the authority respecting the provision of those services by the authority;
- (i) monitor and evaluate the delivery of health and community services and compliance

with prescribed standards and provincial objectives and in accordance with guidelines that the minister may establish for the authority;

(j) comply with directions the minister may give.

In addition to the regional mandate, Western Health administers distinctive provincial services such as the Provincial Cervical Screening Initiatives Program and the Provincial Inpatient Addictions Treatment Program, Humberwood.

The organization also has a role in the education of Nurses in collaboration with Memorial University of Newfoundland and the Centre for Nursing Studies.

### ***3.0 Lines of Business***

Western Health provides a continuum of programs and services to the people of western Newfoundland that include primary health care, acute care, long term care and supportive services, education and provincial programming.

#### **A. Primary Health Care**

Primary health care refers to the first level of contact people have with health and community services. This contact is usually with a family doctor, nurse practitioner, community health nurse, paramedic, social worker, child/behaviour management specialist, dietitian, etc.

Primary Health Care is organized around the following services:

- **Emergency Services:** An individual can access physician services by self or third party referral at any health care facility or community-based clinic across the region. Emergency services are available 24 hours a day at the two hospitals and the four main health centres. Ambulance services include both an emergency care and transportation component. Ambulance services are owned and operated by Western Health at two sites: Western Memorial Regional Hospital and Rufus Guinard Health Centre. In addition, services owned and operated by private providers are utilized throughout the region. Western Health oversees the program and funding responsibility for the road ambulance service, effective April 1, 2005. The ambulance services within the region are provided by a Regional Emergency Medical Services system ensuring that emergency medical services personnel and equipment are delivered to the scene in a safe, cost effective and timely manner. Clients are transported with appropriate level of care to appropriate facilities.
- **Nurse Practitioner:** Nurse practitioner services can be accessed by self or third party referral at sites in Bonne Bay, Port Saunders, Port aux Basques, Ramea and Deer Lake.
- **Public Health:** Essential public health functions include health promotion and health protection. Health promotion activities are integrated throughout all lines of business within Western Health. At a specific program level, health promotion offers a range of services including but not limited to; nutrition, health education, diabetes education, breastfeeding support, healthy lifestyle, reproductive health, breast screening, environmental health, parent and child health, mental health, and addiction services. Health protection includes a range of programs and services in accordance with current legislation. These programs and services include, but are not limited to, communicable disease surveillance, immunization, travel medicine, food safety, water quality, sanitation monitoring and intervention, disaster planning and injury prevention. There is a formal Memorandum of Understanding in place with Government Services. The Injury Prevention Coalition promotes proper use of car seats, bicycle helmet safety and other safety initiatives.

- **Community Health Nursing:** Community health nursing services are offered to clients, families, and communities throughout the region. Clients may self refer and third party referrals are also accepted. Programs include: immunization, prenatal, postnatal, child health, school health, and disease control.
- **Mental Health and Addiction Services:** These programs include but are not limited to: promotion, education, prevention, consultation, co-ordination, assessment, and counseling. These services are offered to individuals, families, groups and communities for mental health /mental illness-related issues and substance use/gambling issues. All services accept self-referrals or referrals by third party. Specialized services include Blomidon Place, Humberwood Treatment Centre, and West Lane Recycling Program, all located in Corner Brook, and Sexual Abuse Community Services (SACS) located in Stephenville.
- **Child, Youth, and Family Services:** These programs and services include a wide range of early intervention, prevention and legislated programs to clients in the region. These programs and services include, but are not limited to: residential placement, adoption services, protection of children and youth, youth justice services, and licensed child care services. While some of these services are voluntary and accept self-referrals (adoption services, child care), others are involuntary, governed by legislation. Offices are located throughout the region in Port aux Basques, Burgeo, Stephenville, Stephenville Crossing, Piccadilly, Corner Brook, Deer Lake, Woody Point and Port Saunders.
- **Community Rehabilitation:** These programs and services include: Audiology, Speech Language Pathology, Developmental Psychology, Autism Services, Direct Home Services, Early Childhood Development and Child Care. These services are available throughout the region at various locations. Speech Language Pathology, Direct Home Services, Audiology, and Occupational Therapy services are available by self, professional or agency referrals. Autism Services and Developmental Psychology Services are available by professional or agency referrals.

## **B. Acute Care**

Western Health offers a wide range of institutional, primarily medical and medical support services, at various locations throughout the region. Access to these services is through referral by general practitioner or specialist. These services are offered on an inpatient, day surgery, and ambulatory care basis. Hostel accommodations are available.

Acute care services include:

- Surgical services include anesthesiology, orthopedics, ophthalmology, dental, general surgery, otolaryngology, obstetrics and gynecology, urology, and vascular.
- Maternal child health services include obstetrics and paediatrics.
- Medical services include psychiatry, internal medicine, emergency room services, family medicine, paediatrics, palliative care, neurology, physiatry, renal dialysis, intensive care, rheumatology, cardiology, gastroenterology and nephrology

- Medical oncology services include chemotherapy.
- Basic diagnostic tests are available at all hospitals and health centres. Diagnostic services such as Magnetic Resonance Imaging (MRI), endoscopy, audiology, mammography (diagnostic), and Computerized Tomography (CT) are available at select sites.
- Clinical support services include nursing, respiratory therapy, nutrition services, speech language pathology, audiology, pharmacy, social work, physiotherapy, psychology, and occupational therapy.
- Basic laboratory services are available at all hospital and health centres. Electroencephalography (EEG) and electromyography (EMG) are available at WMRH site.
- An adult rehabilitation inpatient program is available at the Dr. J.I. O'Connell Centre, Corner Brook. Access to this program is by referral only.

### **C. Long Term Care and Supportive Services**

Western Health offers a range of long term care and supportive services primarily to adults and seniors and individuals with disabilities. Services are aimed at meeting the diverse needs of clients living in an institution or within the community. Clients undergo a full assessment for eligibility, including financial assessment. Institutionally based long term placement is available at three long term care facilities and four health centres. This program is supported by nurses, physicians, and various clinical staff. There is an eighteen bed long term care program at the Dr. J. I. O'Connell Centre funded through the Department of Veteran's Affairs. In addition, various sites offer short stay programs such as respite, convalescence, and slow-paced adult rehabilitation.

Supportive living arrangements are available in Stephenville Crossing at the Emile Benoit House, a congregate housing concept where rent is based on financial assessment. On-site services are provided by a social worker and a support worker. Limited supportive living is available at Shamrock Crescent Manor in Corner Brook.

Home care and community support services include home support, alternate residential options, health supplies, financial support, palliative care, post acute care and professional services from nurses, social workers, occupational therapists and behavioral management specialists. Other outreach services include an adult day support program at the Dr. Charles L. Legrow Health Centre and the Bay St. George Long Term Care Centre and a Meals on Wheels program at the Bay St. George Long Term Care Centre, where meals are available at a reasonable cost. Community support staff license personal care homes and approve and monitor home support agencies, and alternate residential options.

Independent living accommodations are available for seniors at Gateway cottages in Port aux Basques, Interfaith cottages in Corner Brook and Bay St. George cottages in Stephenville Crossing. Services vary by site. No personal services are provided. Rental fees vary.

**D. Education**

Western Health operates the Western Regional School of Nursing. A Bachelor of Nursing program is offered in co-operation with Memorial University of Newfoundland and the Centre for Nursing Studies. Annual first year enrolment is limited to 59 students. Eight of these students are enrolled in a fast track program which is offered to individuals who wish to pursue a baccalaureate degree in nursing at an accelerated pace. The Inuit Nursing Access program is offered in conjunction with the College of the North Atlantic. Enrolment is limited to 18 Inuit students.

Clinical placements and internships and other selected training opportunities are offered to medical students from Memorial University of Newfoundland. A variety of placements are available, at designated sites, to health professionals from various universities and colleges. Affiliation agreements exist with these facilities.

**E. Provincial Programs**

Western Health has the administrative responsibility for the Provincial Cervical Screening Initiatives Program. The provincial initiative will establish a comprehensive, organized approach to cervical screening through a staged implementation process. The scope of the program encompasses public/professional education, identification and recruitment of the target population, standardization of cytology and management of cytological diagnosis, continuous quality improvements, and coordination with other health authorities, organizations and stakeholders on a provincial and national scale. As the infrastructure for the program develops, the goal of enhanced participation rates in cervical screening will facilitate the reduction of both incidence and mortality of cervical cancer and improve health outcomes for women in Newfoundland and Labrador.

As well, Western Health has responsibility for the provincial addictions inpatient facility, Humberwood, which is based in Corner Brook. This facility provides counseling services to adults over 18 years who self refer or are referred by an agency or other professionals for chronic addiction to alcohol, drugs and/or gambling. An assessment is required prior to admission to the facility, which provides stays up to 19 days.

## 4.0 *Values*

The core values of Western Health offer principles and a guiding framework for all employees as they work in their various capacities to protect the rights and freedoms of the people of Newfoundland and Labrador. These core values and the related action statements are:

**Respect**  
**Equity**  
**Transparency**  
**Advocacy**  
**Collaboration**  
**Excellence**  
**Innovation**  
**Accountability**

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

## *5.0 Primary Clients and Related Expectations*

Western Health is committed to effectively, and efficiently meeting the needs of its clients. The primary clients of Western Health are those individuals, families, and communities who avail of its services and programs. Western Health works with a broad range of partners such as staff, and physicians that provide our programs and services, private service providers, general public, Department of Health and Community Services, community based agencies, private business, volunteer boards, non governmental agencies, other government departments both provincially and federally, other health boards, Newfoundland and Labrador Health Boards Association, school boards, post secondary institutions, Memorial University of Newfoundland, College of the North Atlantic, municipal councils, professional associations, media, advisory committees, provincial and federal politicians, Members of the House of Assembly and Members of Parliament.

## 6.0 *Vision*

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

## 7.0 *Mission Statement*

Western Health is a new organization that came into existence through the integration of the former Health and Community Services Western and Western Health Care Corporation on April 1, 2005. As a new organization, integration of programs and services will support residents in achieving the highest level of health and well being possible. The following mission statement was determined to provide direction over the next six years in the pursuit of our vision. As the measures and indicators suggest, the mission statement supports all four of Government's strategic directions.

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

**Measure 1:** Programs and services are integrated and coordinated to address the population health needs of the Western region.

### **Indicators:**

1. Mechanism established for ongoing evaluation of community needs in the Western Region.
2. Improved access to programs and services starting with five key priority areas identified by federal and provincial ministers.
3. The development of a Regional Health Services Plan, in keeping with the foundational components developed by Department of Health and Community Services.
4. Implementation of components of a Regional Health Services Plan:
  - a. Integration of services based on current needs and fiscal resources within priority areas within community based services to Children and Youth
    - i. A framework is in place for community-based services to children and youth
    - ii. Initiated program and service changes to reflect coordination
  - b. Integration of priority areas of community based and acute care mental health and addiction services
    - i. A framework is in place for mental health and addiction services
    - ii. Initiated program and service changes to reflect coordination
  - c. Implementation of priority areas within regional primary health care plan in

- keeping with the Provincial Framework for Primary Health Care
- d. Improved access to programs and services starting with five key priority areas identified by federal and provincial ministers.
  - e. Devolution of programs and services identified by the Department of Health and Community Services to Western Health
  - f. Development of a Health Promotion Framework
  - g. Implemented programs and services supporting the provincial Healthy Aging Framework in priority areas
  - h. Implemented chronic disease management and prevention model in priority areas

**Measure 2:** Programs and services are provided within financial resources

**Indicators:**

- Financial Plan, is developed in consultation with the Department of Health and Community Services, to achieve an operating budget up to the level of expected revenues, and outlines implications for service delivery
- Financial Plan is implemented
- Programs and service indicators are developed and reported on a regular basis to the Board including provincial or national benchmarks where available and targets
- A plan is developed to address the organization's operating deficit that outlines implications for service delivery.

## ***8.0 Strategic/Governance Issues***

### **Strategic Issue One: Healthy Aging**

Western Health recognizes that the population of the Western Region has declined by nearly 11% from 1996 to 2001 (the second largest decline in the province), while the segment of the region's total population over age 65 actually increased 9% during the same period. The proportion of population aged 65 and older is marginally greater in the Western Region (13.1%) when compared to the provincial proportion (12.3%). It is predicted that within 10 years, 20% of Newfoundland's residents will be over the age of 65. In 2007, 13.9% of the population in Newfoundland and Labrador were aged 65 and older (data compiled by the Community Accounts Unit based upon information from the Census of Population 1986, 1991, 1996 and 2001, Statistics Canada). In 2004, 37% of all admissions to Western Health facilities were aged 65 and older. In June 2007, the province released its Healthy Aging Policy Framework. The document outlines the key issues and strategic directions that will prepare the province to respond to the needs of seniors now and in the future. In keeping with Government's strategic direction to improve population health, supporting healthy aging and a culture of respect for older adults through the development of a plan for the implementation of the provincial framework is a strategic issue for Western Health.

**Goal One:** By March 31, 2011, Western Health will have implemented programs and services which support the Provincial Healthy Aging Framework to meet the needs of the aging population of the Western region.

**Measure:** Implemented programs and services

**Indicators:**

- Implemented programs and services in priority areas of the Framework

**Objectives:**

1. By March 31, 2009, Western Health will have identified the health service needs of the aging population within the Western region.

**Measure:** Needs of the aging population identified

**Indicators:**

- Environmental scan completed

2. By March 31, 2010, Western Health will develop a plan which supports the Provincial Healthy Aging Framework to meet the health services needs of the aging population in the Western region.
3. By March 31, 2011, Western Health will have implemented a plan which supports the Provincial Healthy Aging Framework in priority areas.

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**Strategic Issue Two: Chronic Disease Prevention and Management**

The incidence of chronic diseases especially diabetes, heart disease and some cancers contribute to poorer health outcomes for residents of Newfoundland and Labrador. In the Western Region, the percentage of the population aged twelve years and older, with diabetes, rose from 5.8% in 2003 to 7.6% in 2005. (Canadian Community Health Survey, 2003 and 2005). The 2005 western regional mortality rate (per 100,000 population) for stroke was 48.4 as compared to 37.0 nationally. In 2003, the leading causes of death for the province and Regional Integrated Health Authorities were diseases of the circulatory system and cancer (Mortality Statistics Newfoundland and Labrador Regional Integrated Health Authorities, 2000-2004). The incidences of the chronic diseases such as diabetes, heart disease, and cancer, may be attributable to unhealthy behaviors and health practices. The Canadian Community Health Survey in 2005 reported that 24.9% of the population aged twelve years and older reported that they were occasional smokers, 41.9% of the population aged eighteen years and older reported that they were overweight, 23.6% of the population aged twenty to sixty-four years reported that they were obese and 49.6% of the population aged twelve years and older reported that they were physically active. To support Government's strategic direction of improving population health, strengthening chronic disease prevention and management through the implementation of an integrated chronic disease prevention and management model is a strategic issue for Western Health.

**Goal Two:** By March 31, 2011, Western Health will have enhanced service delivery to support chronic disease prevention and management.

**Measure:** Enhanced service delivery

**Indicators:**

- Implemented a chronic disease prevention and management model in priority areas

**Objectives:**

1. By March 31, 2009, Western Health will have approved a chronic disease prevention and management model.

**Measure:** Board approved model

**Indicators:**

- Chronic disease prevention and management model with priority action areas identified

2. By March 31, 2010, Western Health will have developed an implementation plan for a

chronic disease management and prevention model in priority areas.

- 3.** By March 31, 2011, Western Health will have implemented a chronic disease management and prevention model in priority areas.

**Strategic Issue Three: Patient Safety**

In Canada, the emphasis on patient safety increased with the Canadian Adverse Events Study: The Incidence of Adverse Events Among Hospital Patients in Canada (Baker et al 2004). Following the study, the National Steering Committee on Patient Safety presented a national strategy on patient safety. In support of the strategy, Western Health defines patient safety as: the reduction and mitigation of unsafe acts within the health care system, as well as through the use of best practices shown to lead to optimal patient outcomes (The Canadian Patient Safety Dictionary, October 2006). Western Health recognizes this definition and is committed to the following: (a) creating a culture that supports the identification and reporting of unsafe acts; (b) effective measurement of client/patient/resident injuries and other relevant outcome indicators; (c) tools for developing or adapting structures and processes to reduce reliance on individual vigilance. In keeping with Government's strategic direction of improving accountability and stability in the delivery of the health and community services, the development, implementation and evaluation of priority initiatives, in a patient safety work plan, to enable a culture of safety is a strategic issue for Western Health.

**Goal Three:** By March 31, 2011, Western Health will have implemented priority initiatives in a patient safety work plan for improved performance outcomes.

**Measure:** Implementation of priority initiatives in a patient safety work plan

**Indicators:**

- Established processes for stakeholder involvement
- Completed environmental scan
- Implemented initiatives to address the priority components of a patient safety work plan
- Regional processes for reporting, analyzing and evaluating patient safety performance outcomes
- Improved performance outcomes related to the initiatives

**Objectives:**

1. By March 31, 2009, Western Health will have identified the components of a patient safety work plan.

**Measure:** Components of the work plan identified

**Indicators:**

- Completed literature review
- Completed regional environmental scan

- Identified components of a patient safety work plan
2. By March 31, 2010, Western Health will have developed and implemented a consultative process for identifying and prioritizing the components of a patient safety work plan.
  3. By March 31, 2011, Western Health will have implemented priority initiatives of a patient safety work plan.

## **9.0 *Appendix A***

### **Board of Trustees**

Dr. Anthony Genge, Chair  
Ms. Tina Moores, Vice Chair  
Mr. Don Fudge  
Ms. Diane Hewitt  
Ms. Madonna Hynes (resigned March 8, 2008)  
Mr. David Kennedy  
Mr. John Manual (deceased March 4, 2008)  
Ms. Sheila Mercer  
Mr. Tom O'Brien  
Ms. Evelyn Organ  
Mr. Charles Pender  
Mr. Wayne Pye  
Ms. Minnie Vallis (resigned November 7, 2007)  
Ms. Regina Warren

## 10.0 Appendix B

### Strategic Directions

Government's Strategic Direction (as communicated by the responsible department)	Focus Areas of the Strategic Direction	This Direction is/was				
		Not being implemented at this time (rationale included in the plan)	Addressed only in specific sub-areas (rationale included in the plan)	Addressed in the:		
				strategic plan	operational plan	branch/divisional work-plans
Improve population health	Obesity					✓
	Smoking rates and protection from environmental smoke					✓
	Dental health of children					✓
	Support for healthy aging			✓		
	Aboriginal health needs		Y			
Strengthen public health capacity	Surveillance for communicable disease					Y
	Health emergency plan for the HCS system					✓
	Environmental health policy					✓
Improve accessibility to priority services	Access to community-based mental health and addictions services					✓
	Access to appropriate primary health services					✓

Government's Strategic Direction (as communicated by the responsible department)	Focus Areas of the Strategic Direction	This Direction is/was				
		Not being implemented at this time (rationale included in the plan)	Addressed only in specific sub-areas (rationale included in the plan)	Addressed in the:		
				strategic plan	operational plan	branch/divisional work-plans
	Home care and support services available in the areas of end of life care, acute short term community mental health, case management, short term post discharge IV medications and wound management					✓
	Options to support choices of individuals in need of long term care and community supports					✓
	Access to a strengthened child, youth and family service					✓
	Access to quality early learning and child care					✓
Improve accountability and stability in the delivery of the health and community services within available resources	Identify and monitor outcomes for selected programs					✓
	Achievement of balanced budgets					✓
	Stabilize human resources				✓	
	Quality management and patient safety			✓		

**Strategic Direction Area of Focus: Aboriginal Health Needs**

Western Health is working with the Department of Health and Community Services in the development of the Aboriginal Health Project and, in keeping with this project, staff is meeting with aboriginal groups to support them in developing proposals to access health transition funding. Western Health will build on these beginning efforts and directions to support branch planning, related to this area of focus, for year two and three of the 2008-11 planning cycle.

# 11.0 Appendix C

## Regional Map

