

# strategic and operational plan



Western  
Health

# mission statement

## **Vision**

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

## **Mission**

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.

## **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:** Each person provides opportunities for others to express themselves in an open and safe environment.

**Equity:** Each person provides individuals access to programs and services within the Western Region in a fair manner.

# mission statement

**Transparency:** Each person is forthcoming with all information related to decision-making, except where prohibited by legislation.

**Advocacy:** Each person supports individuals in meeting their needs or overcoming barriers.

**Collaboration:** Each person works with others to enhance service delivery and maximize the use of resources.

**Excellence:** Each person will do the best work possible within their skills and the resources available.

**Innovation:** Each person identifies opportunities to enhance programs and services.

**Accountability:** Each person follows through on his/her duties and responsibilities.

# strategic goals & objectives

Western Health has identified five Strategic issues for 2006-2008. For each strategic issue, a goal and objectives were identified. These objectives are intended as a means of measuring our success.

## ① Strategic Issue - Financial Stability

### Goal

By March 31, 2008 Western Health will have achieved a balanced operating budget, including a debt retirement plan, unless otherwise directed by government, while monitoring impacts on programs and services.

### Objectives

- By March 31, 2007 Western Health will have achieved a balanced operating budget.
- By March 31, 2008 Western Health will have achieved a balanced operating Budget, with a debt retirement plan while monitoring impacts on programs and services.

# strategic goals & objectives

## ② Strategic Issue - Community Based Programs for Children & Youth

### Goal

By March 31, 2008 Western Health will have a plan for integration of priority community based programs for children and youth.

### Objectives

- By March 31, 2007, Western Health will have consolidated existing data to support the identification of priority community based programs for children and youth for integration.
- By March 31, 2008 Western Health will have commenced implementation of the completed plan for integration of priority community based programs for children and youth.

# strategic goals & objectives

## ③ Strategic Issue - Community Based and Acute Care Mental Health and Addictions

### Goal

By March 31, 2008 Western Health will have a plan for integration of priority community based and acute care mental health and addictions programs.

### Objectives

- By March 31, 2007 Western Health will have consolidated existing data to support the identification of priority community based and acute care mental health and addictions programs for integration.
- By March 31, 2008 Western Health will have commenced implementation of a plan for integration of priority community based and acute care mental health and addictions programs.

# strategic goals & objectives

## ④ Strategic Issue - Access to Services and Programs

### Goal

By March 31, 2008, Western Health will have initiated the implementation of a regional strategy for improving access starting in four priority areas.

### Objectives

- By March 31, 2007 Western Health has developed a regional strategy for improving access starting with the priority areas of joint replacement, vision restoration, diagnostics and cancer care.
- By March 31, 2008 Western Health has initiated implementation of strategies to improve access in the four priority areas.

# strategic goals & objectives

## 5 Strategic Issue - Ongoing Evaluation of Community Needs

### Goal

By March 31, 2008, Western Health will have a mechanism in place for the ongoing evaluation of community needs in the Western Region.

### Objectives

- By March 31, 2007, Western Health will have a framework for the ongoing evaluation of Community needs.
- By March 31, 2008, Western Health will have an established mechanism for ongoing evaluation of community needs.



# operational issues

Western Health has also identified four Operational Issues for the next two years.

## ① **Development of Framework for Primary Health Care**

### **Goal**

By March 31, 2008, a plan will be developed for the implementation of the Provincial Framework for Primary Health Care for the region and priority areas have been implemented.

### **Objectives**

- By March 31, 2007, strengths and areas of improvement are identified for current team areas and proposal development areas.
- By March 31, 2008, a regional plan for Primary Health Care is developed.

# operational issues

## ② Integration

### Goal

By March 31, 2008, Western Health will have developed a plan to create a common culture built on the organization's mission, vision, and values.

### Objectives

- By March 31, 2007, Western Health will have established a cultural identity.
- By March 31, 2008, a plan for a common culture is developed with implementation of key components.

# operational issues

## ③ Public Health Capacity

### Goal

By March 31, 2008, Western Health will have implemented strategies to strengthen public health capacity, in keeping with provincial directions.

### Objectives

- By March 31, 2007, Western Health will have further developed a regional plan to strengthen public health capacity within Western Region.
- By March 31, 2008, Western Health will have strengthened public health capacity in keeping with the Province's strategic directions.

# operational issues

## ④ Accountability

### Goal

By 2008, Western Health will have established an accountability framework that is aligned with legislative and strategic directions of government.

### Objectives

- By March 31, 2007, Western Health will have a plan for implementation of an accountability framework and have commenced implementation in priority areas.
- By March 31, 2008, will have an accountability framework in place that is aligned with legislative and strategic directions of government.



# Western Health

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