



Central
Health

Strategic Plan

2017-2020

*By centering care on the person and their family, we will achieve:
better care for individuals, better health for the population, and better
value through improvement.*

Message from the Chair

On behalf of the Board of Trustees of Central Health, I am pleased to present Central Health's Strategic Plan for 2017-2020.

Through consultation with our internal and external stakeholders, the development of Strategic Plan 2017-2020 considered and responded to the identified needs of the people of the region, and sought to balance those needs with the responsible and appropriate use of health care resources.

Building on the learnings and achievements from previous strategic plans, Strategic Plan 2017-2020 will guide the work and priorities of Central Health over the next three years.

We have identified four strategic issues, and have prioritized specific initiatives designed to achieve the goals and objectives of each strategic issue. This document provides a consistent and focused approach to the planning and delivery of health and community services throughout the region.

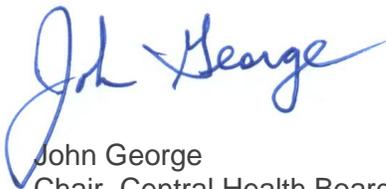
As a board we are accountable to clients, patients, residents, their families, and government for the preparation of this Strategic Plan, and the achievement of its goals and objectives. The goals and objectives have been identified in consultation with our partners and community stakeholders, and demonstrate our commitment to providing quality care to the people we serve. We commit to reporting on our progress each year in our annual report.

In developing this plan, the Board has considered the strategic directions of Government, including those outlined in *The Way Forward*.

This plan is about more than simply meeting community, acute care, and long-term care health needs. It's about ensuring that each and every person who receives those services from Central Health has the best possible health care experience.

I am confident that the careful thought and consideration that went into developing this plan will enable Central Health to provide quality care within a caring environment.

Sincerely

A handwritten signature in blue ink that reads "John George". The signature is fluid and cursive, with the first name "John" being larger and more prominent than the last name "George".

John George
Chair, Central Health Board of Trustees





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Overview

Population and Geography

Central Health is the second largest health authority in Newfoundland and Labrador, serving approximately 94,000 people (20 per cent of the province's population) living in 177 communities.

With a geographical area encompassing more than half the total land mass of the island, the Central Health region extends from Charlottetown in the east, Fogo Island in the north, Harbour Breton in the south, to Baie Verte in the west.



Facilities and Services

Central Health provides a variety of primary, secondary, long-term care, community health, and other enhanced secondary services through:

- 2 Regional Referral Centres
- 9 Health Centres
- 11 Long-term Care Facilities (5 co-located in Health Centres)
- 23 Community Health Centres
- 2 Residential Treatment Centres
- 1 Regional Office

As of April 2016, health and community services are provided through 41 facilities, with 262 acute and 524 long-term care beds. The number and types of beds at any facility may fluctuate slightly, as a result of major renovations and capital infrastructure investments.

In addition, Central Health licenses and monitors standards at 25 privately owned personal care homes, and oversees implementation and monitoring of standards for three private ambulance operators and nine community ambulance operators.

Central Health is committed to a Primary Health Care (PHC) model of service delivery where a multidisciplinary team of health professionals, support staff, and partners provide the right care by the right person at the right place at the right time.

Utilization data provided below provides an overview of the annual admissions to acute care, along with emergency room visits.

Key Statistics	2015-16
<i>Patient Days for Acute Care</i>	83,118
<i>Admissions to Acute Care</i>	7,624
<i>Long-term Care Resident Days</i>	185,820
<i>Admissions to Long-term Care</i>	494
<i>Operating Room Procedures</i>	9,070
<i>Emergency Room Visits</i>	102,794

With an annual budget of approximately \$380 million, Central Health invests those funds in three general areas: direct care, support services, and administration. Direct care consumes 74 per cent of the budget, followed by support services at 17 per cent, and administration at 9 per cent.



Central Health has approximately 3,100 dedicated employees. There are approximately 106 fee-for-service physicians practicing within the region, and the organization is supported by approximately 700 volunteers, and two foundations. The Central Northeast Health Foundation and the South and Central Health Foundation operate under the direction of two volunteer Boards of Directors.

Central Health works with the Miawpukek First Nation to support health services delivery in Conne River. This collaboration includes the provision of primary and secondary health care services, including health promotion and protection, supportive care, treatment of illness and injury, as well as access to emergency services.

Central Health works closely with officials of the Department of Health and Community Services on a variety of initiatives including chronic disease self-management, waitlist management, healthy public policy, and provincial strategy development. Central Health maintains a close working relationship with all the regional health authorities in the province and collaborates on projects of mutual benefit.





Mandate

Central Health's mandate is derived from the *Regional Health Authorities Act* and its regulations. Central Health is responsible for the delivery and administration of health and community services in its health region, in accordance with the above referenced legislation.

In carrying out its responsibilities, Central Health will:

- 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 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 these services,
 - how they may communicate with the Authority respecting the provision of those services;
- monitor and evaluate the delivery of health and community services in compliance with prescribed standards and provincial objectives, and in accordance with guidelines that the Minister may establish for the Authority;
- comply with directions the Minister may give.

Central Health will ensure accountability for its strategic and operational plans by monitoring and reporting, in accordance with legislative, regulatory, and policy requirements.

Lines of Service

Central Health provides health services and programs to the citizens of central Newfoundland and Labrador. This includes acute care, long-term care, community and other services, within current resources.

Central Health is committed to a Primary Health Care (PHC) model of service delivery. For certain services people can self-refer, while other services require a referral from a specific health discipline. A multidisciplinary team of health professionals, support staff, and partners provide the care and services required to meet the mandate of Central Health.

The lines of service of Central Health represent its areas of focus in delivering the mandate. Central Health accomplishes its mandate through five core lines of service:

- Promoting health and well-being
- Preventing illness and injury
- Providing supportive care
- Treating illness and injury
- Providing rehabilitative services





Values

Central Health's core values offer principles and a guiding framework for all employees as they work in their various capacities to support the health and well-being of the people served by Central Health.

At Central Health, we believe that by living our values we can help make a health care experience the best it can be, regardless of the circumstance.

We promise to communicate with compassion and respect. We will work to ensure we provide equitable services throughout the region. We will clearly and openly communicate our plans, our services, and our performance because we are accountable to the people we serve.

We will strive to do this within available resources, except where otherwise directed by legislation.

Our Core Values

Central Health **C A R E S**

Compassion **A**ccountability **R**espect **E**quity **S**afety

Our core values are central to what we do at Central Health and how we do it.

Compassion

We are kind, caring, considerate, and empathetic to our clients, patients, residents, their families and caregivers, and to each other. We show compassion by being person- and family-centred, by respecting privacy, encouraging others, showing empathy, being non-judgmental, expressing gratitude, and by being emotionally self-aware.

Accountability

We are honest, transparent, and responsible in ensuring the sustainability of the operations of the health care system we are entrusted to manage. We show accountability by living our values, monitoring resource utilization to ensure efficiency and effectiveness, enhancing quality and safety, improving the patient experience, providing person- and family-centred care, actively participating in collaborations and partnerships to advance our mandate, leading and developing people to support optimal individual and team performance, and using evidence to guide decision-making.

Respect

We embrace diversity, and treat everyone with respect and dignity. We show respect by acting with integrity, engaging others in discussions and decisions affecting them, by listening and responding to personal, cultural, and spiritual perspectives, and through meaningful collaboration with stakeholders and partners.

Equity

We strive to provide timely access to the right care, by the right provider, to everyone living in the Central Health region. We show equity in planning and delivering services throughout the region by assessing the health needs of the people we serve, and by working with community stakeholders and partners to address avoidable disparities.

Safety

We provide a physically and psychologically safe environment for clients, patients, residents, their families, and our employees. Safety is the first and final check for all health care planning and delivery decisions. We foster a fair and just culture, and we learn together when an unsafe event happens.



Primary Clients

Central Health's primary clients are the citizens in the geographic area served by Central Health, and others who may require or are referred to Central Health's programs and services.

Central Health works in partnership with many groups and organizations including communities, community and advocacy groups, municipalities, family resource centres, community youth networks, residential facilities, community and home support agencies, educational institutions, professional associations, unions and other government departments and agencies. These partnerships build and strengthen supportive communities to help people of all ages prevent and manage chronic diseases, and encourage healthy aging.

By 2036, two out of five Newfoundlanders and Labradorians will be 65 years of age or older. In Central Health, the 65 years and older group is the only age group increasing, accounting for 22 per cent of the region's population in 2016. This age group is expected to increase to approximately 40 per cent of the region's population by 2036. The health region faces a number of challenges with planning and delivering health care services to an aging and decreasing population in primarily rural areas.

The World Health Organization defines chronic disease as a "disease of long duration and generally slow progression." Chronic diseases include, but are not limited to arthritis, cancer, chronic pain, diabetes, heart disease, lung disease and stroke.





Vision

The vision of Central Health is of “*healthy people and healthy communities*”.

Mission

Central Health will provide quality health and community services and programs that are responsive to the needs of the people of Central Newfoundland.

Identification of Issues

ISSUE #1

Person- and Family-Centred Care

Accreditation Canada has defined person- and family-centred care (PFCC) as an approach that guides all aspects of planning, delivering and evaluating health care services. Accreditation Canada has adopted four values that are fundamental to this approach which are integrated into the evidence-based standards followed by Central Health: dignity and respect, information sharing, partnership and participation, and collaboration. The focus of PFCC is always on creating and nurturing mutually beneficial partnerships amongst clients, families, physicians, and staff.

To achieve this approach to health care at Central Health, a PFCC Strategy is being developed by a steering committee working to chart the path forward. In 2016, an extensive assessment of the current state was carried out by engaging staff, physicians, clients, families, and community members in focus groups throughout the region. In total, 11 key indicators of PFCC were assessed with the analysis providing a baseline and identifying gaps and focus areas for improvement. At Central Health, moving forward, a PFCC approach will shape all interactions, guidelines, policies, programs and space design to improve client experiences while engaging staff throughout the organization. Providing PFCC means working collaboratively with clients and their families to provide care and services that are respectful, compassionate, culturally safe, and competent. To fully achieve this approach, clients and their families will be engaged as partners at all levels of the organization.

Goal: By March 31, 2020, Central Health will have embedded a person- and family-centred (PFCC) approach to care that is integral to guiding the planning, delivery, and evaluation of health care services throughout the organization.

Indicators:

- Developed PFCC Strategy
- Implemented PFCC Education Plan
- Implemented PFCC Communications Plan
- Implemented PFCC Advisor Program
- Increased number of Long-term Care Resident/Family Councils
- Implemented select PFCC guidelines, policies, and standards in identified priority areas
- Improved client experience, as indicated by select performance measures



Objective #1: By March 31, 2018, Central Health will have provided education and training to promote and enhance a culture of PFCC throughout the organization, and will have developed a process for establishing the PFCC Advisor Program.

Indicators:

- Developed PFCC Education Plan
- 100 per cent of Central Health leadership will have completed educational requirements as identified by the PFCC Education Plan
- 20 per cent of physicians, staff, and volunteers will have completed educational requirements as identified by the PFCC Education Plan
- Developed PFCC Communications Plan and implemented selected components
- Defined PFCC Advisor Program principles and implementation requirements
- Established two additional Long-term Care Resident/Family Councils

Objective #2: By March 31, 2019, Central Health will have implemented the PFCC Advisor Program and PFCC guidelines, policies and practices, in identified priority areas.

Objective #3: By March 31, 2020, Central Health will have implemented PFCC guidelines, policies and practices, and the PFCC Advisor Program throughout the organization.

ISSUE #2

Better Value through Improvement

Creating better value through improvement, while providing quality care, continues to be a focus for Central Health. Given the fiscal reality, it is imperative that the organization focus on value and continue to lower costs to ensure sustainability, while pursuing better outcomes. The guiding principles set forth in “*The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador*” informed the selection of this strategic issue. At Central Health, to achieve better value through improvement, ‘we will do better with less’, ‘we will collaborate,’ and ‘we will challenge ourselves.’

Focused on improving efficiency while providing quality care, the organization will undertake initiatives to enhance the appropriateness of care, optimize resources and partnerships, and leverage technology. Central Health will be a partner in the Choosing Wisely NL initiative, a collaborative multi-strategy approach to increase appropriate health resource utilization to reduce the inappropriate use of tests and treatments. Work will continue to optimize resources through reducing acute care lengths of stay and enhancing scope of practice and appropriate skill mix within service delivery models. The organization will continue to maximize and create value and reduce waste through Lean. Partnerships will be developed to deliver and/or coordinate services in efforts to optimize organizational resources. In addition, in partnership with the Department of Health and Community Services, innovative information and eHealth technologies initiatives will continue with a focus on leveraging technologies to reduce costs, allow for access to and exchange of health information and inform effective decision-making, while pursuing improved outcomes.

Goal: By March 31, 2020, Central Health will have improved value through ensuring appropriateness of care, optimizing resources and partnerships, and leveraging technology, while pursuing better outcomes.

Indicators:

- Increased appropriateness of health care utilization through implementation of strategies, in select areas
- Reduced length of stay in select areas by 10 per cent
- Enhanced scope of practice and appropriate skill mix within service delivery models
- Enhanced quality improvement capacity and capability in the organization through education and training



- Developed partnerships with communities, non-profit organizations and other RHAs to deliver and/or coordinate services, while optimizing organizational resources
- Implemented efficiencies in health information management processes
- Decreased client no-show appointments by 25 per cent in select areas
- Implemented select eHealth strategies

Objective #1: By March 31, 2018, Central Health will have implemented initiatives to improve value through enhancing appropriateness of care, optimizing resources and partnerships, and leveraging technology in select areas.

Indicators:

- Determined potential for introducing Choosing Wisely initiatives in the region and implemented initiatives in select areas
- Implemented improvement initiatives in priority areas focused on reducing length of stay
- Enhanced scope of practice and skill mix by implementing improvement initiatives
- Enhanced quality improvement efforts through continued implementation of the 'Quality Improvement Training and Development Plan'
- Reduced inventory costs in departmental stock/supply rooms by completing five (5) 5S Lean projects
- Enhanced the delivery and/or coordination of services by developing new partnerships
- Improved health information management processes by implementing improvement initiatives
- Reduced no-show appointments by implementing initiatives in two program areas
- Reduced print distribution by utilizing electronic notification technology

Objective #2: By March 31, 2019, Central Health will have implemented strategies and/or work plans focusing on creating better value through improvement.

Objective #3: By March 31, 2020, Central Health will have implemented/modified strategies and/or work plans to improve value throughout the organization.

ISSUE #3

Better Health

Better health for the population is a focus in the pursuit of Central Health's vision of 'healthy people and healthy communities'. Central Health will use a collaborative method of strategy deployment to focus efforts in areas that have the potential to positively affect health outcomes for the population of the region. Improving the health of the population by focusing on primary health care, healthy living, chronic disease prevention and management, and mental health and addictions will be priorities, given the health status of the population and the priorities identified.

The *Newfoundland and Labrador Primary Health Care Framework* lays out a vision where individuals, families, and communities are supported and empowered to achieve optimal health and well-being within a sustainable system. Central Health's plan will focus on expanding primary health care initiatives in priority areas throughout the region to enable the continuation of primary health care reform. Building on work underway in this area, continued implementation of the *Central Health Chronic Disease Prevention and Management Strategy* will mean a focus on priority recommendations, including a focus on improved care and services for patients with diabetes. The Central Health workforce will also be a focus area with the development of the 'Central Health Employee Health Promotion and Wellness Plan'. Increasing awareness and engaging individuals to take action for healthy living will help the Central region, and in turn the province, achieve progress towards targets set forth in "*The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador*" related to obesity, smoking, physical activity, and fruit and vegetable consumption.

During this planning cycle, Central Health's focus will also be on supporting the implementation of recommendations from the Provincial Action Plan on Mental Health and Addictions. Furthermore, prevention and promotion strategies to improve self-efficacy and resilience to address mental health and addictions related issues will be expanded in efforts to achieve better health for the population. Central Health has been focused on its workforce with respect to improved mental health and psychological well-being since 2011 through its participation in the Excellence Canada Program, *Mental Health at Work®*. The *Mental Health at Work®* framework, and its requirements, have been guiding the organization in its implementation of Canada's *National Standard for Psychological Health and Safety in the Workplace*. The organization has achieved Bronze/Level 1 and Silver/Level 2 Certification. To achieve Gold/Level 3, Central Health will exhibit an organization-wide focus on mental health and safety in the workplace through a sound systematic approach, demonstrating an understanding and application of the framework.



Goal: By March 31, 2020, Central Health will have improved the health and well-being of the population through focus on primary health care, healthy living, chronic disease prevention and management, and mental health and addictions.

Indicators:

- Expanded primary health care initiatives in at least three priority areas
- Continued implementation of the *Central Health Chronic Disease Prevention and Management Strategy*, including a focus on improved care and services for patients with diabetes
- Reduced obesity rate of Central Health residents by 1.5 per cent
- Reduced smoking rate of Central Health residents by 1 per cent
- Increased physical activity rate of Central Health residents by 2 per cent
- Increased vegetable and fruit consumption of Central Health residents by 1.5 per cent
- Collaborated with the Department of Health and Community Services to implement the Provincial Action Plan on Mental Health and Addictions
- Expanded prevention and promotion strategies to improve self-efficacy and resilience to address mental health and addictions related issues within the region
- Established a streamlined referral process for mental health and addictions services to provide timely access to the appropriate level of intervention
- Implemented a Health Promotion and Wellness Plan for the Central Health workforce and achieved *Excellence Canada Mental Health at Work®* Gold/Level 3 Certification

Objective #1: By March 31, 2018, Central Health will have developed and/or implemented initiatives to improve the health and well-being of the population.

Indicators:

- Selected priority areas for primary health care team-based initiatives and commenced two initiatives
- Implemented priority recommendations from the Central Health Chronic Disease Prevention and Management Advisory Committee Work Plan
- Implemented select initiatives of the Provincial Action Plan on Mental Health and Addictions
- Increased mental health and addictions prevention and promotion strategies across the lifespan
- Increased awareness and engaged individuals to take action for healthy living
- Established a plan for Centralized Triage within Mental Health and Addictions Services
- Developed a Health Promotion and Wellness Plan for the Central Health workforce
- Implemented recommendations from the *Excellence Canada Mental Health at Work*® Gold/Level 3 Verification Report for Central Health employees

Objective #2: By March 31, 2019, Central Health will have implemented strategies or work plans in the areas of primary health care, healthy living, chronic disease prevention and management, and mental health and addictions.

Objective #3: By March 31, 2020, Central Health will have implemented strategies or work plans in the areas of primary health care, healthy living, chronic disease prevention and management, and mental health and addictions.





ISSUE #4

Better Care

Central Health is committed to providing better care for individuals through a focus on enhancing community supports and capacity, improving access to services, and making improvements in acute care bed management. In partnership with community members, Central Health has developed a *Healthy Aging Strategy* and continued implementation will see a focus on building supportive communities, enhancing health and well-being, and recognition of older persons in the region. Enhancing community supports and capacity is necessary such that older persons throughout the region can remain at home as long as possible, allowing them to progress into other care options as their needs change.

Central Health will work with the Department of Health and Community Services to implement recommendations from the *Provincial Home Support Program Review*, which is focused on supporting eligible individuals to live in their homes and remain independent. Efforts will also be required to reduce the number of patients who remain in acute care once they are medically discharged and no longer require this level of care. Better care for clients with Congestive Heart Failure (CHF) and Chronic Obstructive Pulmonary Disease (COPD) is also expected to reduce admissions and length of stay, thus improving overall bed management and improving patient outcomes.

Improving access to services will continue by implementing Telehealth in new program areas, including the development of a home-based program. Reducing wait times in priority areas, through continued implementation of the *Central Health Wait Time Management Framework*, and enhancing palliative care services, will result in better care for clients accessing services through Central Health.

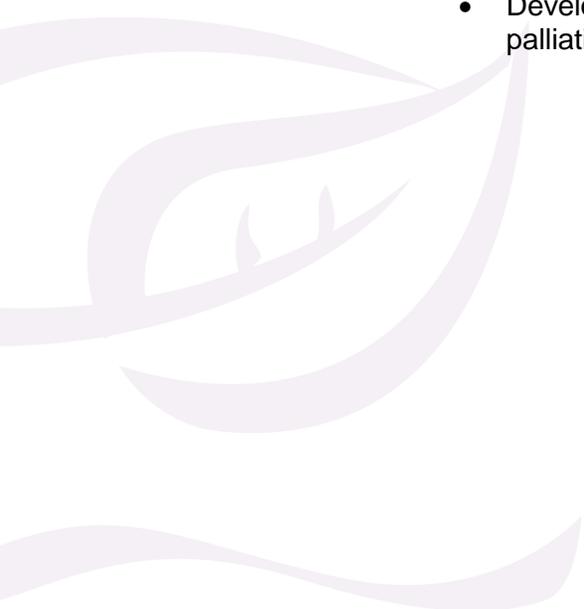
Goal: By March 31, 2020, Central Health will have provided better care for individuals through enhancing community supports and capacity, improving acute care bed management, and maximizing access to select health and community services.

Indicators:

- Continued implementation of the Healthy Aging Strategy, including enhanced dementia care for clients and families
- Increased capacity to support individuals to stay in the community
- Reduced Alternate Level of Care (ALC) bed utilization by 15 per cent
- Decreased emergency visits, length of stay and admissions for patients with Congestive Heart Failure (CHF) and Chronic Obstructive Pulmonary Disease (COPD) participating in Outreach Programs by 10 per cent
- Enhanced access by expanding Telehealth services throughout the region in priority areas
- Reduced wait times in select priority areas by 20 per cent
- Continued implementation of the Wait Time Management Framework
- Enhanced palliative care services

Objective #1: By March 31, 2018, Central Health will have developed and/or implemented initiatives to improve care for individuals through enhancing community supports and capacity, improving acute care bed management, and maximizing access to select health and community services.

Indicators:

- Implemented select initiatives of the Healthy Aging Strategy
 - Implemented select recommendations of the Provincial Home Support Program Review
 - Identified priority initiatives to reduce ALC bed utilization
 - Expanded the COPD Outreach Program
 - Expanded the CHF Outreach Program
 - Implemented Telehealth in two additional program areas
 - Implemented initiatives to reduce wait times in priority areas
 - Developed a process for triaging referrals to determine priority for palliative care services
- 



Objective #2: By March 31, 2019, Central Health will have implemented initiatives to enhance community supports and capacity, improve management of acute care beds, and maximize access to select health and community services.

Objective #3: By March 31, 2020, Central Health will have implemented initiatives to maximize access to select health and community services.

Department of Health & Community Services Strategic Directions

Strategic directions are the articulation of desired physical, social, or economic outcomes and normally require action by, or involvement of, more than one government entity. These directions are generally communicated by government through platform documents, Throne and budget speeches, policy documents and other communiqués. They summarize the outcomes desired for the health sector and are communicated to entities that plan and report in collaboration with the Department. The directions and focus areas related to the health and community services sector for the planning period 2017-2020 are as follows:

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 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 (e.g., lab reform)

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, provincial action plan)
- Primary Health Care (e.g., expand primary health care teams)
- Public Health (e.g., child health risk assessments for school age children)
- Health in all Policies

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 (Procure the Corner Brook Long Term Care Facility)

List of Sites and Contact Information

Regional Office

Corporate Office, Grand Falls-Windsor 709.292.2138

Regional Health Centres

Central Newfoundland Regional Health Centre, Grand Falls-Windsor 709.292.2500

James Paton Memorial Regional Health Centre, Gander 709.256.2500

Health Centres

A.M. Guy Memorial Health Centre, Buchans 709.672.3304

Baie Verte Peninsula Health Centre, Baie Verte 709.532.4281

Connaigre Peninsula Health Centre, Harbour Breton 709.885.2043

Dr. Hugh Twomey Health Centre, Botwood 709.257.2874

Dr. Y.K. Jeon Health Centre, New-Wes-Valley 709.536.2405

Fogo Island Health Centre, Fogo Island 709.266.2221

Green Bay Health Centre, Springdale 709.673.3911

Lewisporte Health Centre, Lewisporte 709.535.6767

Notre Dame Bay Memorial Health Centre, Twillingate 709.884.2131

Community Health Centres

Bay d'Espoir Community Health Centre, Bay d'Espoir 709.538.3244

Belleoram Community Health Centre, Belleoram 709.881.6101

Bell Place Community Health Centre, Gander 709.651.3306

Centreville Community Health Centre, Centreville 709.678.2342

Change Islands Community Health Centre, Change Island 709.621.6161

Dr. Bryan Adams Community Health Centre, Gambo 709.674.4403

Dr. C. V. Smith Community Health Centre, Glovertown 709.533.2372

Eastport Community Health Centre, Eastport	709.677.2530
Exploits Community Health Centre, Botwood	709.257.4900
Gaultois Community Health Centre, Gaultois	709.841.7331
Grand Falls-Windsor Community Health Centre, Grand Falls-Windsor	709.489.8150
Green Bay Community Health Centre, Springdale (CNA Building)	709.673.4974
Hermitage Community Health Centre, Hermitage	709.883.2222
La Scie Community Health Centre, LaScie	709.675.2429
Lewisporte Community Health Centre, Lewisporte	709.535.0905
McCallum Community Health Centre, McCallum	709.846.4104
Mose Ambrose Community Health Centre, Mose Ambrose	709.888.3541
Musgrave Harbour Community Health Centre, Musgrave Harbour	709.655.2518
New World Island Community Health Centre, Summerford	709.629.3682
Rencontre East Community Health Centre, Rencontre East	709.848.3410
Robert's Arm Community Health Centre, Robert's Arm	709.652.3410
St. Alban's Community Health Centre, St. Alban's	709.538.3738
St. Brendan's Community Health Centre, St. Brendan's	709.669.5381
Victoria Cove Community Health Centre, Gander Bay	709.676.2155

Long-term Care Facilities

Carmelite House, Grand Falls-Windsor	709.489.2274
Lakeside Homes, Gander	709.256.8850
Bonnews Lodge, New-Wes-Valley	709.536.2160
Valley Vista Senior Citizen's Home, Springdale	709.673.3936

Therapeutic Treatment Centres

Juniper Place, Grand Falls-Windsor	709.489.6651
Hope Valley Centre, Grand Falls-Windsor	709.292.8360

Key Contact Information

President and Chief Executive Officer

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