

2007-08 Central Health Annual Performance Report

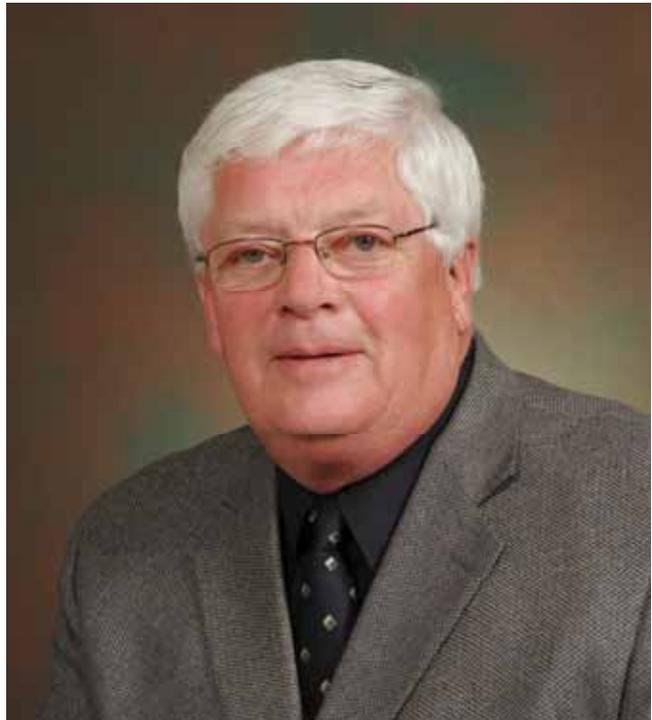


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Chairperson's Message

We have the honour to present Central Health's Annual Report for the fiscal year ending March 31, 2008. This annual report was prepared under the Board's direction, in accordance with the *Transparency & Accountability Act, Regional Health Authorities Act* and directions provided by the Minister of Health and Community Services. As a board, we are accountable for the information, results and any variances contained within this annual report.



The past year has been one of transformation, growth and success for Central Health. With a new Chief Executive Officer in place a new leadership team was formed and the organization garnered new momentum and continued to move forward. A major milestone was the successful completion of the accreditation process and subsequent award of three year accreditation. This is a tribute to the hard work and dedication of the staff of Central Health.

Central Health has achieved much in 2007-08 and the organization will continue to grow as it focuses on the challenges and opportunities in the upcoming year.

Sincerely,

A handwritten signature in black ink that reads "Robert Woolfrey". The signature is written in a cursive, flowing style.

Robert Woolfrey
Chairperson
Central Health Board of Trustees

Organizational Overview

Central Health has defined its vision, values and lines of business. These statements are fundamental to the organization and have been communicated to all staff of Central Health.

VISION

The vision of Central Health is of healthy people and healthy communities.

VALUES

Central Health's core values offer principles and a guiding framework for all employees as they work in their various capacities to provide health and community services to the people of central Newfoundland. These core values are:

- **Accountability**

Each person demonstrates commitment to the success of the organization's mission/mandate.

- **Collaboration**

Each person engages with internal and external partners to meet the mandate of clients and the organization.

- **Excellence**

Each person contributes to the continuous improvement of the quality of programs and services through the development of their knowledge, skills and use of best practices.

- **Fairness**

Each person engages in practices that are equitable and are supported by established and ethical standards.

- **Privacy**

Each person manages and protects confidential information related to persons, families, organizations and communities.

- **Respect**

Each person shows consideration for the circumstances of patients, residents, clients, families and caregivers.

*Did you know...
Central Health
cleaned 2,812,018
pounds of laundry
in 2007-08.*

Organizational Overview

Primary Health Care is defined as the first level of contact with people taking action to improve health in a community. It is essential health care made accessible at a cost which the country and community can afford, with methods that are practical, scientifically sound and socially acceptable.

NUMBER OF EMPLOYEES, PHYSICAL LOCATION AND KEY STATISTICS

Central Health is the second largest health region in Newfoundland and Labrador, serving a population of approximately 94,000 and offering the full continuum of health care services. Central Health serves an aging population with 28.4 per cent of the population over the age of 55 (www.communityaccounts.ca). There are 848 beds throughout the region – 269 acute care, 519 long term care, 32 residential units and 28 bassinets.

Central Health's service district extends from Charlottetown in the east, Fogo Island in the north, Harbour Breton in the south, to the Baie Verte Peninsula in the west. This geographical area encompasses more than half of the total land mass of Newfoundland.

The total workforce for the Central Health is 3,240 (2,639 female, 601 male), including salaried physicians. There are also approximately 80 fee-for-service physicians within the region.

LINES OF BUSINESS

Central Health provides health services and programs to the citizens of central Newfoundland. This includes hospital services, long term care, community and other services within allocated resources. Central Health is committed to a Primary Health Care model of service delivery. Inherent in all lines of business is the need for learning and education in its broadest context.

For certain services individuals may self-refer, while other services require a referral from a specific health professional. A multidisciplinary team of health professionals, support staff and partners provide the care and services required to meet the mandate of Central Health. It is important to note that services may fall under one or more headings. As Central Health is an evolving integrated authority, there will be further realigning of services and programs.

Promoting health and well-being

- Health promotion
- Health protection

Preventing illness and injury

- Prevention services

Providing supportive care

- Individual, family and community supportive services
- Long term care and residential services

Treating illness and injury

- Hospital based services
- Community based services

Providing rehabilitation services

OTHER KEY STATISTICS

Other key statistics	Totals
Patient Days for Acute Care	71,985
Admissions to Acute Care	8,424
Acute Care Beds	269
Long Term Care resident days	174,804
Admissions to Long Term Care	276
Long Term Care Beds	519 + 32 residential units
Ambulatory Care Procedures	9,733 (to be confirmed)
Operating Room Procedures	8,192
Volunteers	868
Emergency Room Visits	100,974
Total Employees	2,996
Total Physicians	129
Children in foster care	57
Total number of adoptions	108
Children immunized by age two (Diphtheria, pertussis, tetanus, polio, influenza B)	98.6 per cent
Clients receiving continuing care*	10,719

*Did you know...
There are 35
caregiver (foster
care) homes in the
central region.*

* The term continuing care refers to home, community and residential care services that provide care to adults with disabilities, and to seniors. Continuing care also refers to care that continues over time and care that continues across service components. (Hollander & Prince, 2002).

Organizational Overview

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 services and community services in its health region in accordance with the above referenced legislation.

In carrying out its responsibilities, Central 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 services and community services needs in its region on an ongoing basis;
- develop objectives and priorities for the provision of health services 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 services 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 services 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
 - how they may communicate with the Authority respecting the provision of those services
- monitor and evaluate the delivery of health services 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.

*Did you know...
In 2007-08
Central Health
served 294,854
meals.*

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

Mission

The following Mission Statement charts the course of Central Health to meet its vision for the next three (3) years. The recent integration of health boards throughout the province provides an opportunity to provide comprehensive health services that span the full continuum of care. Integrating business functions, policies, programs and services will take time but is imperative to the success of the organization.

By 2011, Central Health will provide the best possible integrated health and community services and programs which respond to the identified needs of the people of Central Newfoundland and Labrador, within available resources.

Measure 1: Central Health provides the best possible, integrated health and community services and programs.

Indicators:

- Central Health's organizational structure reflecting integrated services and programs is in place and evident in the organizational chart.
- Budget integration is completed across services and programs.
- Information systems are integrated across services and programs.
- Policy integration is completed in all program and service areas.
- A PHC model of service delivery is implemented in six sites.
- Public health capacity and emergency preparedness functions are fully integrated.

Measure 2: Central Health's programs and services are responsive to the identified needs of the population of the Central region.

Indicators:

- Completed environmental scan of the Central region.
- Completed needs assessment and satisfaction survey of the population of the Central region.
- Completed evaluation of selected existing services and programs.
- Evaluation component will be part of any new programs and services.
- Developed regional health services plan and implemented elements of the plan according to agreed upon measures with government.

Measure 3: Central Health's programs and services are conducted within available resources.

Indicators:

- An annual balanced budget, unless otherwise directed by government, while monitoring impact on programs and services.
- Integrated regional budgeting and operational planning process.
- Alteration and implementation of services and programs will include cost analysis, and will be within resources.

*Did you know...
As of December 2007, Central Health has immunized 97.8 per cent of children at age two for measles, mumps and rubella.*

Shared Commitments

*Did you know...
Central Health
facilitated 14
inter-country
adoptions in
2007-08.*

Central Health recognizes the contribution of its many and varied partners in helping it achieve its vision of healthy people and healthy communities. The importance that Central Health places on collaboration with individuals, communities, organizations and governments is reflected in its values. Some of the partners and shared successes for the 2007-08 period are noted in this section, however those named represent but a fraction of the partners that Central Health has the privilege to work with.

Department of Health and Community Services

Central Health partners with the Department of Health and Community Services to provide the citizens of central Newfoundland with an array of services which covers the full continuum of care from health promotion and community services to acute and long term care. This partnership extends to the three other provincial health authorities who collaborate on many levels in working towards achieving provincial strategic directions and regional strategic priorities.

Miawpukek First Nation

Central Health partners with the Miawpukek First Nation, by collaborating with the Conne River Health and Social Services Center in 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.

Through the Aboriginal Health Transfer Fund, Central Health is a partner in assisting the Miawpukek First Nation in increasing electronic access to existing health information systems. This will increase collaboration amongst care providers and enable more timely and efficient services for clients in this geographic area.

Community Advisory Committees

Community participation is one of the key pillars of the primary health care service delivery model. To increase participation in primary health sites, Central Health has developed a terms of reference and implemented Community Advisory Committees (CAC) in all six of its primary health care sites. Community groups, non profit agencies and community boards are invited to nominate individuals to the CAC with the final selection occurring at the board level to ensure that there is diverse representation with respect to geography, age and gender demographic, community connections and experience related to health issues in the community.

The CAC is co-chaired by a Central Health board member and a CAC member. The CAC works closely with the local primary health care leadership team to identify emerging population health issues, community assets and

opportunities, and innovative solutions to community challenges that utilize a community development approach.

Municipalities

During 2007-08 Central Health's Chief Executive Officer and other officials from the organization held nine meetings with municipalities throughout the region. Representatives of over 40 municipalities attended the meetings to discuss issues related to health care in their communities.

Nova Central School District

Over the past year Central Health and 52 schools under the Nova Central School Board have successfully partnered to improve the health of children in the central region. This partnership is critical to the success of Central Health in meeting its goal to address childhood obesity and inactivity. Some examples of initiatives which address this goal are the *Drop the Pop* campaign, Quality Daily Physical Activity (QDPA) and the implementation of the *School Food Guidelines*.

Health Foundations

The Central Northeast Health Foundation and the South and Central Health Foundation are both public, registered charitable foundations which aim to rally and direct community support for the enrichment of our health programs and services. Each foundation is guided by a volunteer Board of Directors, comprised of individuals who live within the region.

The Foundations have made great strides in helping to enhance the health care system in the region. Funds raised through the Foundations assists the organization in keeping up-to-date with advances in medical technology. Donors have made it possible to purchase innovative medical technologies and have invested in community-based health programs. Donors also play an important role in attracting and retaining healthcare professionals with the provision of the most modern diagnostic and treatment equipment that is available.

Pastoral Care

Central Health receives excellent support from local clergy and lay visitors throughout the central region. A regional pastoral/spiritual care committee structure provides an effective framework for clergy to receive orientation, policy direction and the necessary education to support them in their role as essential members of our health care team in acute care, long term care and community care settings. Clergy and lay visitors have made themselves available, at any time of the day or night, to support our clients through many of life's most difficult circumstances. They continue to volunteer countless hours of their time in their quest to ensure that Central Health's clients and their families receive effective pastoral/spiritual services when and where they need them. Such commitment and dedication is to be applauded.

*Did you know...
In 2007-08
Central Health
supported
residential living
arrangements for
850 adults under
the age of 65 who
live with physical
and/or
developmental
disabilities.*

Shared Commitments

Volunteers

Volunteers contribute a significant amount of their time to ensure the smooth operation of many of the programs and services offered in facilities throughout Central Health. Central Health appreciates the continued dedication of those who serve as volunteers and recognizes the impact they have on the quality of the care and service provided to our clients, patients, residents and their families.

Post Secondary Education Institutions

Central Health has an excellent working relationship with many post secondary education institutions both regionally and provincially. A partnership with the College of the North Atlantic in the delivery of the Practical Nursing Program at the Grand Fall-Windsor campus has been successful.

Central Health also partners with Corona College and Key-In College in the delivery of the Personal Care Attendant/Home Support Worker Program. Central Health works collaboratively with Memorial University School of Nursing and The Centre for Nursing Studies in the development and delivery of several Nursing Programs including the Practical Nursing, Bachelor of Nursing and Masters of Nursing programs as well as a number of post-basic programs such as the Nurse Practitioner program and the Operating Room Technician program.

Building solid partnerships with post secondary institutions is an essential building block for health human resource planning and a very important tool for a successful nursing recruitment and retention strategy.

*Did you know...
In this fiscal year
325 seniors
received home
support services
provided by*

Highlights & Accomplishments

Central Health is pleased to acknowledge the hard work and dedication of its staff, physicians and volunteers in providing quality programs and services to the patients, residents, clients and families it serves in the central region and beyond. In an environment of major system change, the steady progress toward accomplishing the organization's strategic goals has been a challenging task. This section provides some of Central Health's achievements for the 2007-08.

IMPROVED POPULATION HEALTH

Chronic Disease Prevention

Central Newfoundland has one of the highest reported percentages of diabetes, a chronic condition linked to overweight and obesity, at 7.4 per cent, with a national reported percentage of 4.1 per cent (Canadian Community Health Survey, 2000-01; communityaccounts.ca). With funding received through the Public Health Agency of Canada, Central Health developed and implemented a campaign to create an awareness of type 2 diabetes.

This campaign included public and staff education forums, diabetes storybook development for elementary school children and a *Drop the Pop* campaign for youth.

Focus on Injury Prevention

A new position dedicated to preventing unintentional injuries was added to Central Health's Health Promotion and Wellness team this year. As an initiative of the Provincial Wellness Plan, the Injury Prevention Coordinator collaborates with community groups to coordinate, plan, implement and evaluate community-based injury prevention strategies. The position also provides injury prevention education to the public and consultative services to staff.

A regional coalition, consisting of Central Health representatives and community partners, helps facilitate injury prevention within the region. The mission of the coalition is *to decrease the number of unintentional injuries across the life span through the provision of support and education in safe living practices for communities within Central Health.*

Increase in Flu Vaccine Uptake

In 2007-08 there was a 31 per cent increase in the uptake of flu vaccine in the region over 2006-07. Of the 17,238 doses of flu vaccine given; 7,164 of them were administered by public health nurses. This represents a 238 per cent increase in the number of flu vaccines given by public health nurses.

*Did you know...
Central Health
facilitated 44
domestic
adoptions in
2007-08.*

Highlights & Accomplishments

STRENGTHENED PUBLIC HEALTH CAPACITY

Health Emergency Management

The Health Emergency Management team have undertaken several initiatives over the past year. Post SARS outbreak in Ontario, the focus in Central Health has been to review and revise the Respiratory Protection Program. Fit testers, individuals who are trained to assess the fit of a mask, have been strategically positioned throughout the region to help ensure that employees are properly fitted with a respirator and/or mask for their protection in the event of an outbreak.

Planning for pandemic influenza resulted in the development of guidelines to effectively respond to an outbreak of pandemic influenza. The guidelines are in line with provincial and national standards.

In compliance with national accreditation standards, Central Health facilities continue to demonstrate their ability to respond to fire and disaster situations. Internal and external mock emergency response exercises are happening on a regular basis. Ongoing training for managers and front-line staff increases the organization's ability to respond effectively to an emergency or disaster.

Environmental Health Protection

As part of the Provincial/Regional Environmental Health Program Managers Group, Central Health continues to be involved in the revision and development of environmental health policies.

Also, Central Health has started the process of updating the regional memorandum of understanding (MOU) on environmental health protocols with the regional Government Service Centre, Department of Government Services. This is expected to be completed sometime before the end of 2008.

IMPROVED ACCESS TO PRIORITY SERVICES

Access to Services Specified in the First Ministers' Health Accord

Central Health has had much success in reaching national benchmarks for wait times in the various service areas specified under the First Ministers' Health Accord. Surgical wait times for cataract, hip replacement, knee replacement, fixation hip fracture and colorectal, prostate and breast cancer fell within nationally accepted standards, 95 per cent to 100 per cent of the time.

Enhanced System for Child Youth & Family Services

A provincial clinical review of the Child Youth and Family Services (CYFS) program is underway. This review is intended to provide a framework for

*Did you know...
Central Health
immunized 98.9
per cent of
children at age
two for meningitis
in 2007-08.*

building a provincial quality improvement process for CYFS. The review will enhance and strengthen the CYFS system to help ensure positive outcomes for children, youth and their families.

Expanding Home and Community Care Nursing

Home and Community Care Nursing continued with the expansion of services during 2007-08 in the three pilot sites of Grand Falls-Windsor, Gander and Lewisporte. This expansion of services became possible as a result of the First Ministers' Health Agreement to provide funding for short term acute home care and short term end of life care. The group of services offered is intended to prevent hospitalization or decrease hospital length of stay. During this fiscal year, there was continuous growth in both program areas with a total of 198 active service recipients in short term acute home care and 33 active service recipients in short term end of life care. The number of bed days saved is estimated to be 1100 in this region. The number of ambulatory visits saved is estimated at 1300.

Access to Quality Early Learning and Child Care

Central region has 23 licensed child care centres and six licensed family child care homes which provide early learning and child care services to 847 children and their families.

To promote inclusion of children who have differing needs in quality child care environments, Child Care Services is providing staffing support, resources and training to licensees and staff of child care centres and family child care homes. With these supports, children with challenging needs are able to fully participate in regulated child care programs.

Efforts are on-going in the Early Learning and Child Care (ELCC) capacity initiative aimed at the development of early learning and child care in rural and under-served areas. In central region, two programs have been developed through this initiative and work on partnerships with three other communities to ensure access to quality early learning and child care services is ongoing.

To improve affordable access to regulated child care, the Child Care Services Subsidy Program is available for eligible families. Currently, there are 388 families receiving this subsidy. In June, 2007, the eligibility threshold increased from a net income of \$25,000 to \$27,500 for single parent families. Families in receipt of net incomes greater than \$27,500 may be eligible for partial subsidies. This increase has enabled some families who had a parent contribution to avail of full subsidy and has enabled many other families to qualify for a subsidy.

*Did you know...
Central Health
provided
supportive
services to 27
families with
children who are
living with autism
in 2007-08.*

Highlights & Accomplishments

*Did you know...
In 2007-08 510
residents of
Personal Care
Homes in the
central region
received
subsidies.*

Improved Access to Primary Health Care

Nurse practitioners practicing in rural areas are helping to address the issue of access to primary care providers, at a time when physician recruitment to rural areas is challenging. Nurse Practitioners work in rural areas throughout the region, providing collaborative primary health care services with physicians, thus increasing client's access to essential care.

Central Health is working to provide access to appropriate health care providers by ensuring that all staff are working to the full scope of their professional practice. Utilizing the Primary Health Care model of service delivery, staff are engaged in team building exercises and continuing education that enables them to maximize their ability to work to the full scope of their training, thus allowing the organization to better utilize scarce resources.

Improved Access to Protective Care

On July 26, 2007, the Honourable Ross Wiseman, Minister of Health and Community Services and the Honourable Kevin O' Brien, MHA for Gander and Minister of Business, joined with Robert Woolfrey, Chairperson of the Board of Trustees, Central Health, to officially open the newly renovated Protective Care Unit at Lakeside Homes in Gander. The Protective Care Unit, which originally opened in 1985, was renovated in two phases during 2005-07. The project cost \$1.2 million dollars and added 8,000 square feet to the existing building. The Protective Care Unit provides a safe and secure setting for 22 residents living with Alzheimer's disease or other related dementias.

Enhanced Services in Diagnostic Imaging

Central Health's Diagnostic Imaging services continue to provide barium studies and other special procedures with a new state-of-the-art Digital Fluoroscopy unit in Grand Falls-Windsor. An identical unit is scheduled to be up and running in Gander by October 2008.

Four new state-of-the-art ultrasound units for Baie Verte, Grand Falls - Windsor, Fogo Island and a shared unit for Brookfield and Twillingate have replaced older equipment to help maintain the highest quality in this field of rapid technological change. Much of this equipment is portable and can be used at various sites throughout the region. In many cases, this means that clients have access to services closer to home. At the same time, this reduces waitlists at the regional health centres. In smaller sites, these new ultrasound units will assist in providing modern, complex exams without the need for clients to travel to Grand Falls-Windsor or Gander for some procedures.

Improved Laboratory Services

Central Health's implementation of the liquid based cytology system, used for PAP Smears, has meant an improvement in the process for collection of specimens as well as in the quality of the slides. This will result in improved accuracy of results and a decreased likelihood of the need for retesting.

The newly installed chemistry/immunochemistry systems at Central Newfoundland Regional Health Centre (CNRHC) has enhanced laboratory services through a more efficient and safer processing of blood specimens. Another very important feature for client care and diagnostic services is the fact that this new equipment enhances drug testing sensitivity and testing for kidney disease.

IMPROVED ACCOUNTABILITY & STABILITY

Accreditation 2007-10 Award Achieved

Central Health experienced its first accreditation as a new organization in the spring of 2007. This process involved a self-assessment of all client, patient and resident care and service areas which were conducted by teams of volunteers, staff and physicians. The self-assessment was reviewed by the Canadian Council on Health Services Accreditation (CCHSA) surveyors who met with the teams and groups of community partners and toured many of Central Health's facilities during the first week of March. This process was successful, resulting in a three year accreditation award. This award recognizes the quality care and service provided to the citizens of central Newfoundland by Central Health and its partners.

Information Systems Integration

Significant accomplishments have been made regarding information systems integration within Central Health. The consolidation of networks has been completed and this allows the organization to provide greater connectivity to rural sites within the region. This results in improved access to existing systems.

The regional Picture Archiving and Communication System (PACS) has been transferred to the Provincial PACS system. This allows diagnostic images to be sent electronically across the province.

Occupational Health & Safety

Occupational safety and health has been at the forefront through the continued development and implementation of consistent policies throughout the region. Commitment to a culture of safety is a strategic goal of the Authority. The Employee Wellness, Health and Safety Department has been very active in working with the Workplace Health, Safety and Compensation Commission (WHSCC) and the Occupational Health and Safety (OH&S) Division to ensure compliance with legislation.

*Did you know...
Central Health's
continuing care
program
conducted 25,680
home visits in
2007-08.*

Highlights & Accomplishments

Legislative compliance ensures that minimum safety standards are met and that employees are provided with the education, instruction and equipment they require to perform their jobs safely. The Department of Employee Wellness, Health and Safety not only ensures minimum compliance, but reviews best practices and standards that exceed legislation for application in Central Health. This involves not only departmental staff, but engages Occupational Health and Safety Committees, front line staff and managers at all levels, to become part of the shift towards a culture of safety.

Rural Medical Advisory Committee

The recently established Rural Medical Advisory Committee provides a forum for the identification, discussion and resolution of issues related to the appropriate delivery of medical services in the rural areas of Central Health. This committee creates a formal liaison between Senior Medical Officers, Health Services Directors and Senior Executive responsible for the delivery of health services in rural areas and provides an opportunity to increase communication throughout the region.

Stabilization of Human Resources

While Central Health recognizes the continuing challenges in the area of recruitment and retention of professional staff, it also acknowledges successes in the recruitment of professional positions over the past year.

While Central Health recognized the continuing challenges in the area of recruitment and retention of professional staff, it also acknowledges successes in the recruitment of professional positions over the past year.

Central Health has had success in recruiting Laboratory and Diagnostic Imaging Technologists with the help of the Provincial Bursary and Incentive Program. Additionally, for the first time in several years, Central Health has a full complement of physiotherapists throughout the region.

Although the organization continues to experience significant vacancies in physicians and nursing staff, there has also been significant recruitment in these areas.

Improved Assessment of Resident Care Needs

Central Health has implemented a program called Minimum Data Set (MDS) to improve assessment of each resident's care needs in all long term care facilities throughout the region. This electronic tool provides for improvement to the quality of care delivered to each resident through enhanced programs and services.

*Did you know...
Through the
Special Child
Welfare
Allowance,
Central Health
provided financial
assistance to 72
families with
children (up to 18
years old) who are
living with
developmental
and/or physical
disabilities.*

Outcomes of Objectives

Central Health is pleased to present the results of its first strategic plan for the years of 2006-08. This plan was developed based on the health related needs of the citizens of central Newfoundland and the strategic directions of government. This section provides the results achieved and measured through the attainment of goals and objectives, in each of the following priority areas:

- **Children's Health Strategy**
- **Financial Sustainability**
- **Policy Integration and Development**
- **Long Term Care and Supportive Services**
- **Healthy Aging**
- **Culture of Safety**

This report will address each strategic issue with an introductory statement and report on progress related to each indicator.

Issue One: Children's Health Strategy

Given current concerns in the area of children's health and wellness in this region, enhanced programs and services for children to support health and wellness are recognized as an identified need. Furthermore, the habits and lifestyles formed during childhood are often continued into adulthood and can have a serious impact on future health and wellness.

Central Health is committed to improving the health of children in the region, including those with disabilities through promoting healthy pregnancy, birth and infancy; strengthening child development; and improving parenting, family and community supports. For the 2006-08 planning period, Central Health focused on childhood obesity and inactivity, a key strategic direction for government in the pursuit of population health for present and future generations.

The Child Health Strategy was developed in 2006-07. It resulted in successful children's programming and enhanced partnerships with the district school board. The significant work of all partners enabled the introduction of school food guidelines this directly impacted the foods and beverages served and/or sold in schools. Further partnering with Memorial University resulted in formal evaluation of the Quality Daily Physical Activity Program. The *Drop the Pop* initiative was implemented in the Nova Central School District within the central region.

2006-08 Goal: By March 31, Central Health will have developed and implemented, in collaboration with major stakeholders, a strategy to address children's health in the region in the areas of obesity and physical inactivity.

Measure: Implementation of the strategy.

2007-08 Objective: By March 31, 2008, Central Health will have implemented, in collaboration with major stakeholders, two priority areas of the children's health strategy.

Outcomes of Objectives

Indicators	Progress
<p>Completed environmental scan.</p>	<p>The environmental scan has been completed.</p>
<p>Establishment of multi-disciplinary/multi-sector steering committee.</p>	<p>A multi-discipline/multi-sector steering committee was established.</p>
<p>Existence of regional child health strategy: the involvement of major stakeholders.</p>	<p>Central Health has developed a draft regional child health strategy with input from a variety of stakeholders and program areas including: Parent & Child Health Coordinator; School Health Liaison Consultant; Early Learning and Child Development Program; Child, Youth, Family Services Program; Youth Corrections; Nutritionist; Canadian Treatment Action Council; Injury Prevention/Chronic Disease Consultant; Acute Care Pediatric Services and a Family Resource Centre representative.</p>
<p>Implementation of school health promotion activities:</p> <ul style="list-style-type: none"> • School Food Guidelines • Quality daily physical activity in schools 	<p>The implementation of health promotion activities in all central region schools is progressing well with school food guidelines being phased in over time. Promotion of the guidelines and healthy body image education are carried out with students. Full implementation by September 1, 2008 is planned.</p> <p>The School Health Liaison Consultant is working with schools and caterers to facilitate the implementation of the guidelines and address issues related to equipment and food supply, etc. All beverages served or sold in schools must now meet the school food guidelines (pop, sugary drinks and sports drinks are not permitted) and deep fried foods have been eliminated. Processes are in place for schools/caterers to have foods assessed. Priorities have been identified for kitchen equipment and some has been purchased through provincial funding.</p> <p>The Quality Daily Physical Activity (QDPA) Program has been expanded, under the direction of a temporary coordinator position, to include 52 kindergarten to grade six schools. The development of training resources and the provision of teacher education is ongoing.</p>

Indicators	Progress
Implementation of community based health promotion strategies.	<p>Central Health has implemented many strategies to address health promotion for parents and children in the communities it serves. Examples of current strategies include:</p> <ul style="list-style-type: none"> • Newsletter communication with parents of school-aged children regarding healthy eating and physical activity. • Presentations on healthy lifestyle topics (e.g. hand washing and nutrition) to parents of preschoolers and school age children in the community. • Presentations on healthy eating and active living at the Community Youth Network retreat. • Partnership with the Canadian Youth Networks to promote the <i>Drop the Pop</i> campaign. • Launched the Diabetes Project Storybook for students from kindergarten to grade three.
Establishment of baseline data.	<p>The establishment of baseline data was accomplished during an environmental scan. The data will enable an evaluation of the effectiveness of the various activities undertaken in accomplishing this goal.</p>
Implementation of revised nutrition guidelines for first year of life.	<p>The training for public health nurses is completed and the guidelines have been implemented.</p>
Implementation of Childbirth Education Standards.	<p>The new standards document has been implemented. Teaching resources have been developed and a prenatal progress form is under development.</p>
Increase in number of children participating in quality daily physical activity.	<p>The number of participating schools has increased through the implementation of Quality Daily Activity Program in 52 schools. This initiative involves approximately 300 teachers and 4,700 students throughout the region. An evaluation of this program has been undertaken by Memorial University.</p>

Outcomes of Objectives

Indicators	Progress
Existence of communication plan to highlight issues and activities.	The regional child health strategy is pending approval by the Board of Trustees of Central Health. Once complete, work on the communications plan can begin.
Increase in the evidence-based knowledge for staff in relation to obesity and physical inactivity in children.	Staff have an increased knowledge base relative to obesity and physical inactivity through shared evaluation of the active schools project; participation in Community Health Network sessions; attendance at related conferences/work shops; and access to newsletters/articles/online information on this and other pertinent health promotion topics.

Issue Two: Financial Sustainability

Financial sustainability is at the very core of Central Health's ability to function as an organization. It is the key to Central Health's ability to provide the best possible programs and services to residents of the central region now and in the future.

Central Health is committed to delivering appropriate health services to the population of central Newfoundland. In order to ensure long-term viability of these services, financial sustainability is essential. This priority aligns with government's strategic direction on improved accountability and stability in the health care system.

In the 2006–07 fiscal year, Central Health initiated the planning to integrate systems and work processes from three legacy boards. This planning process was completed. During the 2007–08 fiscal year, system integration and alignment of business processes continued to ensure efficiency. There were some delays in this process due to human resources changes, as well as lack of funding to enable electronic system changes. Central Health acknowledges that the system integration component of this goal was ambitious because of the complexity of integrating three existing and different electronic systems. Central Health plans to continue with the process of integrating systems and work processes with a goal to accomplish integration of these systems in 2008-11.

2006-08 Goal: By March 31, Central Health will have achieved a balanced integrated operating budget, unless otherwise directed by government, while monitoring the impact on programs and services.

Measure: An integrated balanced operating budget.

2007-08 Objective: By 2008, Central Health will have achieved a balanced integrated operating budget unless otherwise directed by government, while monitoring impact on programs and services.

Indicators	Progress
Operating margins are positive.	Central Health was unable to achieve a positive operating margin in 2007-08. In 2007-08 Central Health incurred an operating deficit of \$1,030,990 for government reporting purposes. The major causes of this variance were higher medical services costs, lower in-patient, out-patient and long term care revenues than anticipated and cost overruns in various programs and services. The increasing cost of fuel oil provides a good example of the contributors to cost overruns.
Positive current ratio has been established.	Positive current ratio is a financial indicator that expresses the health of an organization's financial position based on it having a greater amount of current assets than current liabilities. This indicator is not reflective of Central Health's financial sustainability due to that fact that Central Health is funded on a cash basis and ultimately, government would be responsible for the liabilities of a Regional Health Authority.
No increase in accumulated deficit.	The accumulated deficit fluctuates from one financial period to the next dependent largely on the financing of major projects. This year the operating deficit increased the accumulated deficit.
A monitoring program is in place for operations.	Central Health has an integrated financial monitoring program in place for operations which is tied to department and program operational plans and includes monthly reporting.
Impacts on programs and services are monitored.	Programs and services in 2007-08 were monitored in and where possible, discretionary spending was reduced or frozen. The impact of those actions did not significantly affect programs or services.

Outcomes of Objectives

Issue Three: Policy Integration and Development

Given the recent integration of health boards, policy integration and development has been identified as a priority due to its important role in ensuring that comprehensive and uniform programs and services are offered region-wide.

Central Health is committed to ensuring the provision of consistent quality services through policy integration and development. This commitment is reflective of government's strategic direction, improved accountability and stability in the delivery of health and community services within available resources.

As stated in the 2006—07 Annual Report, the work of integrating the policies and procedures from the three legacy boards of Central Health is an immense challenge. During 2006—07 Central Health initiated the work of policy integration which has continued during 2007—08 throughout the organization in all departments and programs.

2006-08 Goal: By March 31, 2008, Central Health will have approved policies that are integrated and evidence-based across service and business areas.

Measure: Approved integrated policies that support the mandate and legislative requirements of Central Health.

2007-08 Objective: By 2008, Central Health will have approved policies.

Indicators	Progress
A critical path for integrated policy development is approved.	A critical path for integrated policy development was developed and approved.
A best practices approach to integrated policy development is in place.	<p>The policy and procedure integration project is progressing well and has reached the halfway mark. The Board has established a subcommittee to lead the development of board policy. A table of contents has been formulated and board approval policies have been developed.</p> <p>Steering committee decisions regarding manual style, policy and procedure templates and numbering system follow an approved best practice approach.</p> <p>The policy and procedure manuals from the three legacy boards are being reviewed, streamlined and integrated into new manuals that will provide consistent direction to Central Health's staff, managers, physicians and volunteers.</p> <p>Plans to upload policies and procedures electronically to Central Health's intranet are well underway with the ultimate goal being that all manuals will be available in an electronic format by April 2009.</p>

Issue Four: Long Term Care and Supportive Services

As the population in the central region continues to age at an unprecedented rate, the need to increase options in long term care and supportive services is evident. More desirable and sustainable options in this service area must be explored and implemented to meet this mounting need.

Central Health is committed to ensuring the appropriate services are delivered to those persons requiring long term care, including those with disabilities, within the mandate and available resources of Central Health. This commitment supports government's strategic direction which addresses improved access to priority services.

Thirty-seven clients used the emergency placement process for Enhanced Home Care Program for Home Support during the 2007-08 fiscal year. Although implementation of the *Long Term Care Strategy* (developed in 2006-07) has been delayed at Central Health, the following components of the strategy have been completed: level 2 Plus Care in Personal Care Homes has been implemented; the Provincial Standards for Personal Care Homes have been adopted and implemented throughout the Central Health region; and, the master space plan for the redevelopment of Lewisporte Health Centre is completed. In addition, plans are underway for a round table meeting in the near future, with community partners including municipalities to explore options for assisted living.

2006-08 Goal: By March 31, 2008, Central Health will have initiated a strategy that identifies and implements a range of options to address long term care needs of persons in the region while allowing a level of choice as reflected in Central Health's Long Term Care Report.

Measure: Initiated the implementation of the strategy.

2007-08 Objective: By 2008, Central Health will have initiated implementation of long term care strategies.

Indicators	Progress
Long term care needs in the central region are defined.	The long term care needs in the central region have been reviewed through an internal process completed in August 2006. The resulting information will form the basis for planning at Central Health.
Practices for long term care options are defined, including a review of the successes of other provinces.	A literature review was completed to identify and capture models of long term care delivery both nationally and internationally.
Gaps in service in the central region are identified.	Gaps in service delivery were identified through creation of a profile of the region, analysis of all current long term and supportive services and a complete synthesis of this information.

Outcomes of Objectives

Indicators	Progress
Service delivery options to fill the gaps are defined.	An approach consisting of three streams of living – home living, supportive living and facility living – was adopted and recommendations made.
Partnerships for the creation and delivery of service options are identified.	Partnerships for service delivery options were identified in each of the streams of living and recommendations were formulated accordingly.
Criteria for clinical and financial eligibility for service delivery options are determined.	Criteria for clinical and financial eligibility are determined by provincial policy. Central Health is currently participating in a provincial review.
Current partnerships have been adapted and new ones have been developed to accommodate the change in service delivery.	Central Health has maintained and is currently exploring partnerships with the non-profit sector, local business community and municipalities.
Policies for the varieties of long term care options are developed.	Current policies have been reviewed and revised and draft new policies have been drafted. It is anticipated that policy work will be completed by October 2009.
Pilot projects are initiated.	A level two plus Personal Care Home initiative was implemented.

Issue Five: Healthy Aging

As the population in the central region continues to age at an unprecedented rate, enhanced programs and services to support healthy aging are critical for the health and wellness of those individuals but also for the future sustainability of long term care and acute care facilities.

Central Health is committed to supporting wellness in an aging population. This priority supports government's commitment to improved population health.

As reported in the 2006–07 Annual Report, there was an initial delay in achieving this goal. This delay is related to the recruitment of an individual to complete the environmental scan. This was successfully accomplished in 2007–08. Central Health is represented on the provincial working group on Healthy Aging whose work will be incorporated into the implementation of the Central Health healthy aging strategy.

2006-08 Goal: By March 31, 2008, Central Health will have completed an environmental scan of the needs in central Newfoundland and reviewed the provincial healthy aging strategy.

Measure: Completed environmental scan.

2007-08 Objective: By March 31, 2008, Central Health will have partially implemented the provincial healthy aging strategy.

Indicators	Progress
Completed environmental scan.	Scan has been completed and a strategy document on healthy aging is in draft form. This document incorporates portions of the provincial healthy aging strategy.
Completed a comprehensive analysis of the provincial healthy aging strategy as it relates to central Newfoundland.	A comprehensive analysis of the provincial healthy aging strategy formed the basis of Central Health's draft document. Central Health has a representative on the Inter-departmental working group on healthy aging which will look at future development of the plan.

Issue Six: Culture of Safety

As a health care provider, Central Health has a responsibility to ensure that clients, patients, and residents receive the best possible programs and services in a safe environment. Improving safety through interventions in client/resident/patient care and occupational health is critical to the organization's success.

Central Health is committed to integrating safety into all aspects of service delivery to communities and individuals in the central region, as well as to staff, physicians, partners and visitors, within available resources.

The work that began in 2006-07 on the development of the integrated quality improvement framework formed the basis for the work that was completed in 2007-08 and the work that will be completed in the future. The progress in the *Culture of Safety* strategic direction has exceeded the goal that was set in the 2006-08 strategic plan which is implementation of three *Safer Healthcare Now! (SHN!)* projects.

Planning is underway to grow existing projects to all facilities throughout the region. The development of the electronic tracking system is nearing completion. In addition, Central Health has been accredited by the Canadian Council on Health Services Accreditation—the first integrated health authority to receive this designation.

2006-08 Goal: By March 31, 2008, Central Health will have formalized and implemented programs to enable a culture of safety.

Measure: Formalized and implemented programs to enable a culture of safety.

2007-08 Objective: By March 31, 2008, Central Health will have implemented three *Safer Healthcare Now!* initiatives.

Outcomes of Objectives

Indicator	Progress
<p>A risk and safety assessment will be part of new programs and services.</p>	<p>Central Health has established a client safety plan which incorporates staff training in risk and safety assessment; a formalized process for executive to engage in risk and safety assessments (leadership rounds); a survey to assess safety culture; and an external risk review in key client safety areas. These initiatives will span organizational departments, programs and services.</p>
<p>Evaluation of programs and services will include a review of unanticipated events.</p>	<p>Central Health is in the process of implementing an electronic occurrence reporting system for unanticipated events. This system will enable report generation for unanticipated events experienced by clients and employees as well as any complaints resulting from unsatisfactory experiences. These reports will provide valuable information to enhance quality improvements in program and service areas.</p>
<p>Three SHN! projects initiated.</p>	<p>Central Health has initiated four SHN! projects which are in various stages of implementation:</p> <ul style="list-style-type: none"> • Ventilator Associated Pneumonia (VAP) interventions are in place at James Paton Memorial Regional Health Centre (JPMRHC) and CNRHC and a reduction of ventilator associated pneumonia is evident at both sites. • Prevention of Surgical Site Infection (SSI) interventions are in place at JPMRHC and CNRHC. The surgeries targeted to date are total hip replacements and bowel surgeries. The interventions have reduced the risk of post surgery infection. • Acute Myocardial Infarction (AMI) interventions are implemented in the Notre Dame Bay Memorial Health Centre (Twillingate) and Dr. Hugh Twomey Health Centre (Botwood), with a plan to implement at all rural sites. These standardized interventions have been proven to improve patient outcomes after a heart attack. • Medication Reconciliation (MR) interventions are underway at CNRHC and Lakeside Homes (Gander). The goal is to make sure the patient/resident medication list is correct when the patient/resident is admitted into care or transferred from one care area to another. This intervention will be implemented throughout Central Health.

Indicators	Progress
<p>Establishment of an integrated quality improvement framework of which risk and safety assessment, and risk management will be an integral part.</p>	<p>Central Health has established a Board Patient Safety Committee, chaired by a member of the Board of Trustees. This ensures that matters enabling a culture of safety are regularly presented to the Board.</p> <p>Central Health has established a quality improvement department which brings together risk management, client safety, client relations, and clinical efficiency as well as an employee wellness, health & safety division whose objective is to facilitate a safe work environment and healthy lifestyle for all employees.</p> <p>Central Health has re-engineered its Quality Council, a body of employees, managers, physicians, executives and trustees established to provide leadership and support to quality assurance and quality improvement processes. Quality Council is pivotal to a new integrated quality framework which spans departments, divisions, programs and teams and provides reporting links for client safety, staff worklife, key internal processes and financial health.</p>
<p>Applications for grant funding to the Canadian Patient Safety Institute to enable a culture of safety are submitted.</p>	<p>Central Health is partnering with the Canadian Patient Safety Institute in the delivery of the SHN! initiatives and the Hand Hygiene Campaign. In addition, the organization regularly seeks provincial and federal funding to support other safety-oriented initiatives.</p>

Opportunities and Challenges

The coming year presents opportunities and challenges in a number of areas. Underlying all issues is the ongoing challenge of the large geography of the region and the need to provide services to a dispersed and aging population.

Electronic systems

The integration of the health and community services system in 2005 brought three organizations in the central region together, each one with its own electronic systems for everything from client information to payroll. In many respects, Central Health continues to operate under three separate electronic systems and this continues to be a challenge for the organization.

Data quality, financial statements and client information among others, are impacted by the lack of a single comprehensive electronic system for each function. Funding has been allotted to begin addressing this issue and integration of information systems will continue to be a priority for Central Health in the next fiscal year.

Aging equipment

Central Health endeavours to prevent any disruptions to services for clients; however, due to aging equipment service disruptions have occurred during the past year. This presents an opportunity for Central Health to review all equipment in the region and develop a comprehensive equipment replacement plan. This challenge will be pursued in the coming year.

Aging infrastructure

Many of Central Health's buildings in the region require structural improvements and enhancements. Developing a complete inventory and assessment of buildings and space throughout the region is an opportunity for Central Health. While the quality of space is a priority, so is the quantity. The demand for space to accommodate clients, staff and storage of medical and other records continues to grow and will be an ongoing challenge for the organization in the future.

Recruitment and Retention

The recruitment and retention of staff is one of Central Health's most pressing challenges. It presents the Authority with an opportunity to work with communities to address this challenge.

As the population of this region and province continues to age, the number of staff retiring each year continues to grow. In 2007-08 Central Health was particularly impacted by a nursing shortage which is predicted to continue into the foreseeable future.

*Did you know...
In 2007-08
Central Health
licensed and
monitored 79
child care centres
in the region.*

*Did you know...
Central Health's
continuing care
program
conducted 33,934
clinic visits in
2007-08.*

Currently there are vacancies in a number of other professional areas including medicine, social work, pharmacy, management, laboratory technology and diagnostic imaging technology, to name a few. These areas will be the particular focus of recruitment strategies in 2008-2009.

While Central Health was able to recruit several executive positions in 2007-08, one critical position remains vacant. The organization continues its efforts to recruit to fill the position of Vice President of Medical Services. While other members of the executive team have been working together to ensure that issues within this department are addressed, this has had a considerable impact on the organization.

Residential Options for Children

Central Health continues to experience challenges in securing adequate numbers of long term residential options for children in the in-care system. Additionally, there is also a need emergency type arrangements due to the shortage of currently available placements. In addition, Central Health is currently experiencing long term social work vacancies which contributes to this challenge.

Financial Statements