

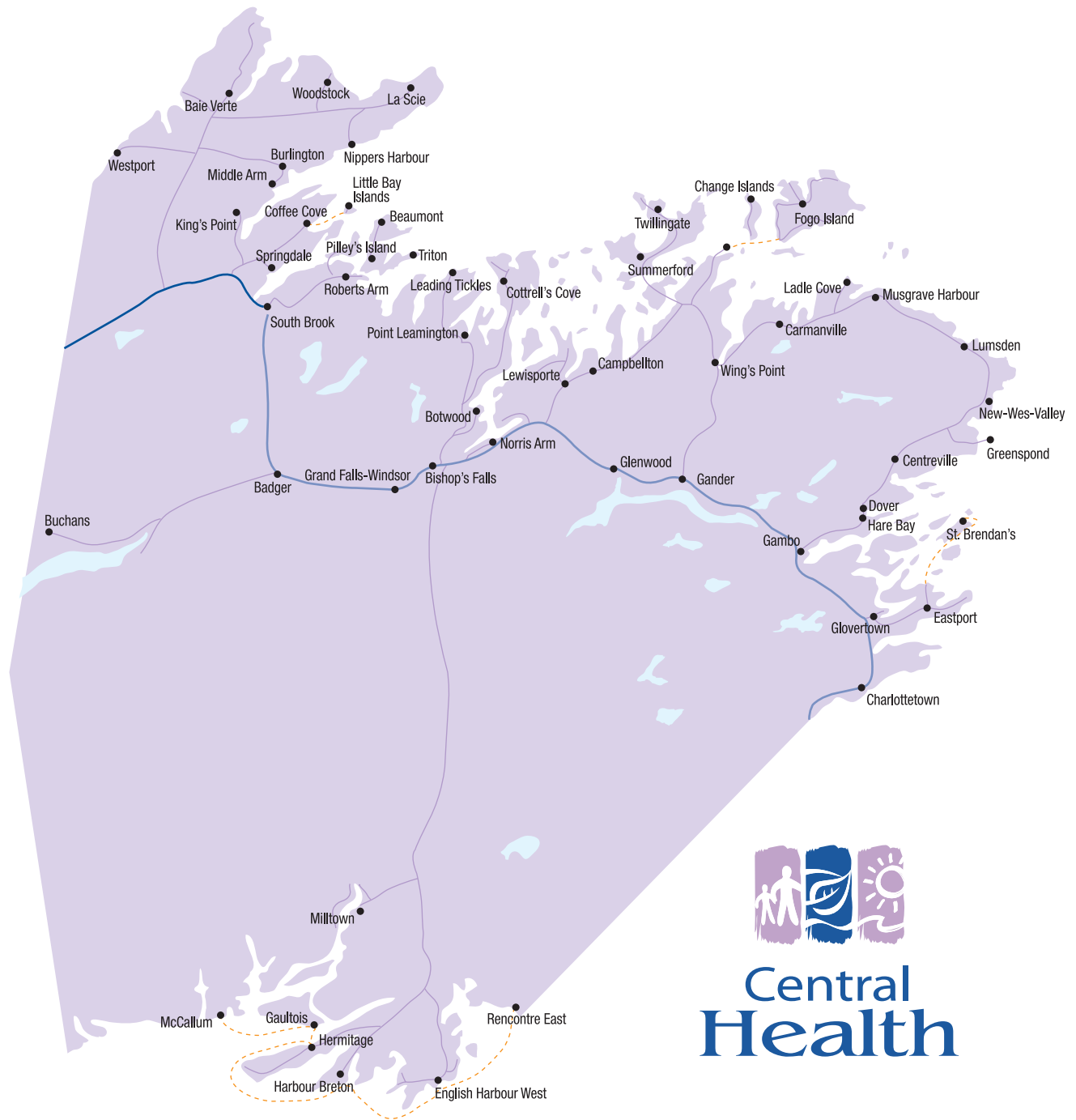


*Healthy People...  
Healthy Communities*



ANNUAL  
PERFORMANCE  
REPORT 08/09





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## CHAIRPERSON'S MESSAGE

We, the Board of Trustees of Central Health, have the honour to present Central Health's Annual Performance Report for the fiscal year ending March 31, 2009. 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 and are pleased to report on these.



*While we know achieving desired staffing levels will continue to challenge the organization, we are pleased to report that we've had significant successes.*

Over the past year, we have worked diligently to improve the health and community services system in central Newfoundland. Continued challenges in the recruitment and retention of staff have played a major role in the decision-making process related to programs and services. While we know achieving desired staffing levels will continue to challenge the organization, we are pleased to report that we've had significant successes. In 2008-09, Central Health has invested in several initiatives in areas such as quality improvement, human resources, mental health, primary health care and technology.

Central Health has achieved much in 2008-09 and the organization will continue to grow and improve as it focuses on meeting the challenges and opportunities of 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



A silhouette of a person riding a bicycle against a sunset sky. The sun is low on the horizon, creating a warm orange glow. The cyclist is in the foreground, and the background shows some trees and a clear sky with a few wispy clouds.

# *Healthy People... Healthy Communities*

Cycling is one of the most efficient and easy to learn forms of exercise.

## ORGANIZATIONAL OVERVIEW

## ORGANIZATIONAL OVERVIEW

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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.



## ORGANIZATIONAL OVERVIEW *cont'd*

### NUMBER OF EMPLOYEES & PHYSICAL LOCATION

Central Health is the second largest health region in Newfoundland and Labrador, serving a population of approximately 94,000 and offering the 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](http://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 3,179 (2,606 female, 573 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.



The following constitutes Central Health's lines of business:

***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***

Central Health's mandate is included as appendix A of this document.

| OTHER KEY STATISTICS  |               |
|---|---------------|
| Patient Days for Acute Care   | 72,948        |
| Admissions to Acute Care  | 8,253         |
| Acute Care Beds   | 269           |
| Long Term Care Resident Days  | 183,057       |
| Admissions to Long Term Care  | 318           |
| Long Term Care Beds   | 519           |
| Operating Room Procedures   | 5,498         |
| Volunteers  | 860           |
| Emergency Room Visits   | 96,341        |
| Total Employees   | 3,179         |
| Total Physicians  | 140           |
| Children in Foster Care   | 119           |
| Total Number of Adoptions   | 4             |
| Children immunized by age two<br>(Diphtheria, pertussis, tetanus, polio, influenza B) | 98.4 per cent |
| Clients receiving continuing care   | 11,103        |

# *Healthy People... Healthy Communities*

Hiking suits practically any age and any pace, whether it involves a stroll down a nature path, or a two-week trek to take in fantastic scenery.



## SHARED COMMITMENTS

## SHARED COMMITMENTS



Central Health recognizes and appreciates the contribution of its many and varied partners in helping it achieve its vision of healthy people and healthy communities. Collaboration with individuals, communities, organizations and governments is vital to Central Health's operations; and the significance of partnership is reflected in the organization's values. Some of the partners and shared successes for the 2008-09 period are noted in this section; however those named represent only 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.

### **Community Advisory Committees**

Community participation is one of the 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 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.



## SHARED COMMITMENTS *cont'd*



### **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 assist the organization in keeping up-to-date with advances in medical technology and to invest in community-based health programs. Innovative medical technology plays an important role in attracting and retaining healthcare professionals.

### **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 over 860 individuals 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.

### **Municipalities**

During 2008-09, 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.

Central Health, through partnership with the town of Grand Falls-Windsor, organized and held a Supportive Living Conference. This conference provided a wealth of information to citizens with an interest in the potential development of new residential options for persons who require varying degrees of assisted living while still maintaining their independence.

Central Health has also partnered with municipalities throughout the region to prepare for emergencies and disasters through the development of disaster plans and exercises.

### **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 Transition 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.

### **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 recruitment and retention strategy.



## SHARED COMMITMENTS *cont'd*

### **Stop Now And Plan (SNAP)**

SNAP or Stop Now And Plan is a service offered within the Community Youth Corrections/Youth Services program that focuses on direct intervention with children under the age of 12 who are at risk of being in conflict with the law or other authority figures. This program is offered in Grand Falls-Windsor and Botwood.

To ensure program integrity and fidelity, Central Health staff were trained on site at the Child Development Institute in Toronto. Central Health staff continues to consult with the institute on a regular basis. The institute has provided consultation regarding individual clients receiving SNAP services, as well as assistance with the submission of a proposal to the National Crime Prevention Centre for a funding request to expand SNAP to other communities in the Central region in 2009.

### **Central Housing and Homelessness Network**

In central region the incidence of homelessness is becoming increasingly evident. Central Health staff and a range of other partners are reporting increasing numbers of individuals without suitable, affordable or adaptive housing in this region.

The Central Housing and Homelessness Network (CHHN) was formed in the spring of 2008 and is comprised of community based agencies, representatives from municipal and provincial agencies with responsibility for housing, income support, health care, churches, and other stakeholders including CHANNEL, Road to End Violence, Wellness Connection and Career Connects. The goal of CHHN is to work collaboratively to address homelessness in all aspects in Central Region.

### **Safer Healthcare Now!**

Among our many partners are Safer Healthcare Now! (SHN!) and others in the patient safety movement, including for example Canadian Patient Safety Institute (CPSI). These partners assist us in advancing the patient safety agenda which enables achievement of Central Health's strategic issue - Ensuring Service Quality - and in line with that of the Department of Health and Community Services - quality and safety.

### **Canadian Blood Services**

Central Health is partnering with Canadian Blood Services to increase the number of blood donations from employees of Central Health. Central Health is a

member of the Partner for Life program which promotes blood donation to employees through a number of mechanisms including On the Pulse, Central Health's quarterly employee newsletter and the intranet.

### **Bishop's Falls Correctional Centre**

Central Health is partnering with the Bishop's Falls Correctional Centre to provide primary care to inmates through the services of a Nurse Practitioner and a collaborating Family Physician. This innovative partnership provides an opportunity for inmates to have on-site access to both monitoring and treatment of chronic illnesses such as diabetes and hypertension as well as access to health promotion and illness prevention strategies.

### **Royal Canadian Mounted Police (RCMP)**

Central Health continues to partner with the detachment of the RCMP within the central region, particularly in relation to a memorandum of understanding regarding the transportation of clients with acute episodes of mental illness and potentially violent behaviour.



### **Building Capacity for Early Learning and Child Care Services**

The staff in Early Learning and Child Development continue to work with partners to grow the capacity for early learning and child care in under-serviced and rural communities in the region. This partnership has seen the successful establishment of three licensed child care centres in partnership with community agencies in Botwood, New World Island and Harbour Breton. The communities of Baie Verte, Kittiwake Coast and Fogo Island are in the developmental phases of this initiative and preliminary discussions are underway with partners in Twillingate.

# *Healthy People... Healthy Communities*

Following a consistent routine of running can increase HDL levels, reducing the risks of cardiovascular disease.



## HIGHLIGHTS & ACCOMPLISHMENTS

# HIGHLIGHTS & ACCOMPLISHMENTS

## CLINICAL INITIATIVES



### ***Enhancing end of life care in the community***

This past year, Central Health has seen continual growth in the end of life home care program offered in the continuing care division. In 2007-08, 33 clients were admitted to the end of life home care program, 67 per cent of those clients remained at home to die. In 2008-09, 68 clients were admitted with 63 per cent of them choosing to die in the comfort of their own home. The success of this program can be attributed to the dedication of our nurses, social workers, pharmacists and physicians and the clients' families.

### ***Successful pilot in the Inter-Rai homecare assessment tool***

Central Health, in partnership with the Department of Health and Community Services and Inter-Rai, launched a pilot of the Inter-Rai homecare assessment tool in July 2008. The purpose of the pilot was to determine whether the community home care tool could predict, with any certainty, the long term placement of medically discharged patients in acute care. To date, the findings indicate that the Inter-Rai home care assessment tool is predictive in determining placement in long term care.

The net result of this pilot was the sanctioning of the assessment tool by the Department of Health and Community Services. Funding was allocated in the recent budget to launch the tool within the Province. A provincial committee was struck to oversee the launch of the assessment tool in the next year. Central Health is extremely pleased with this pilot project and is striving for full implementation within the region.

### ***Safer Healthcare Now!***

Safer Healthcare Now! initiatives have been introduced in Central Health during 2008-09. In addition to the four SHN! projects reported in the 2007-08 annual report , the following initiatives are also in place:

- Medication Reconciliation has spread to North Haven Manor, which is one of 30 teams in Atlantic Canada participating in the learning collaborative on the subject.
- Same Day Admission at CNRHC has initiated Medication Reconciliation.
- The Central Health Home Care Medication Reconciliation Team is one of 18 teams enrolled in the island project being led by VON Canada.
- Prevention of Surgical Site Infection project has been expanded.

# HIGHLIGHTS & ACCOMPLISHMENTS *cont'd*

## TECHNOLOGY

### ***Integration of Business Systems***

Central Health had an immediate need to create a single business management system that would serve both local and corporate needs for information in support of decision making at all levels. The Board was successful in obtaining funding of approximately \$290,000 in 2008 to commence this work.

A business management system will support the operational needs of Central Health by providing integrated systems throughout the organization including areas such as:

- Finance (general ledger, accounts payable, billing/accounts receivable)
- Human resources
- Materials management
- Payroll
- Staff scheduling

### ***Telehealth***

Telehealth is an integral component in helping Central Health achieve its strategic directions for chronic disease management and access to care providers. This is also

a part of the Department of Health and Community Services strategic plan, improving health care for central Newfoundlanders and a part of the Province's Strategic Plan. The implementation of Telehealth is improving health care in central Newfoundland by providing easier access to care providers. Telehealth allows clients to have appointments and consultations with physicians in other parts of the province and country through tele-conferencing. This has significantly reduced the distance a patient must travel to get access to specialized services.

### ***Electronic occurrence reporting system***

Central Health is proud of our electronic occurrence reporting system through which staff report unanticipated events. A region wide electronic system has been up and running since February 2009. This system built on the system previously in use in a legacy board. Initial issues in the reporting system are being resolved and comprehensive reports and trending information will begin in the second quarter of 2009. This system will show Central Health where most of our occurrences take place and will assist us in taking corrective action to reduce risk in these areas.



## QUALITY IMPROVEMENT INITIATIVES

### ***Child, Youth and Family Services (CYFS)***

There have been many initiatives focused on improving quality in CYFS over the past year. One of the most exciting is the professional development initiative for program staff and managers. The four Regional Health Authorities, in partnership with the Department of Health and Community Services, has launched this initiative entitled UPDATE. This initiative incorporates best practices from the field of child welfare and adult education. A sustainable training plan has been designed that will provide meaningful learning experiences for participants and will help build a learning culture within CYFS.

### ***Paramedicine***

Central Health is working in conjunction with provincial and regional counterparts to introduce the Provincial Medical Oversight Program (PMO) for paramedics in the central region. The goal of the program is to standardize paramedical care in the province. This is in keeping with the professionalism paramedicine has demonstrated nationally. The net result of these changes will be a



movement away from local and diverse protocols in numerous ambulance services across this province to one consistent, evidence-based set of protocols which will allow paramedics to work to their full scope of practice. Real-time advice and oversight will be provided by medical control physicians contracted and trained by the program. The 16 previously existing classifications of pre-hospital providers have been phased out and six new classifications have been introduced. Each classification has defined scopes of practice.

A registration process is being introduced that will require all paramedics to be registered with the PMO and to complete ongoing education and training to maintain competency. Central Health is extremely pleased to be a part of this quality initiative and looks forward to full implementation in the region.

# HIGHLIGHTS & ACCOMPLISHMENTS *cont'd*

## HUMAN RESOURCES

### ***Recruitment Initiatives***

During the past year, Central Health has increased its recruitment activities to include site visits to all Schools of Nursing within the province.

Recruiters from Central Health attended career fairs in Ontario, New Brunswick, Nova Scotia, Prince Edward Island, Newfoundland and Labrador and Leeds, England and is pleased to report some success in recruitment of nurses and social workers as a result of these initiatives. Approximately 30 registered nurses (RN), 20 of whom are new graduates, are expected to join the organization by May 2009.

Other Nursing Human resource planning strategies include, supporting 13 RNs who are currently enrolled in the Nurse Practitioner program and four Licensed Practical Nurses (LPN) who are enrolled in the new LPN to Bachelor of Nursing bridging program. These nurses have agreed to work with Central Health following graduation.

Central Health is also experiencing the beginning of a shortage of LPNs. In an effort to retain LPNs, Central

Health converted over 100 temporary LPN positions to permanent full or part-time float pool positions.

Central Health is also represented on the newly formed Provincial Working Group for the Recruitment of Internationally Educated Nurses.

### ***Infection Prevention and Control***

The Infection Prevention and Control program has been allotted two new positions, bringing the total nursing positions to four. This allows for increased general auditing and a more focused effort on long term care programs.

## CAPITAL EQUIPMENT AND INFRASTRUCTURE

### ***New laundry equipment at Central Newfoundland Regional Health Centre (CNRHC)***

The laundry equipment at CNRHC was in need of replacement, as it had many mechanical breakdowns and replacement parts were no longer available. The frequent breakdown created significant inefficiencies in that work area. A new state-of-the-art system was purchased and installed in 2008-09. The new system will allow for the continued processing of laundry in a much more efficient manner.



The installation of the new equipment required significant planning between several departments and the commitment of frontline staff in all areas including laundry, plant maintenance and materials management and the vendor. The whole process came together with very few interruptions and no impact on client services. This is a great demonstration of team work and how important support services equipment is to the functioning of health care.

## **COMMUNITY INITIATIVES**

### ***Bowel screening project***

The most common occurring cancer in Newfoundland and Labrador is bowel cancer. Central Health has developed a bowel screening pilot project to respond to increasing rates of bowel cancer. This program will be offered to any individual 50 years of age in any one of the three health service areas participating in the pilot project (Buchans, Green Bay and Twillingate).

### ***Primary Health Care (PHC) Update***

Primary Health Care (PHC) continues to move forward in central Newfoundland with five sites established. The Green Bay, Coast of Bays and Twillingate/New World

Island PHC sites have all completed their community profiles and work on updates have begun. The Exploits and Kittiwake Coast PHC sites have completed their community profiles. The Fogo Island/Change Island PHC sites is in the process of completing its community profile.

With five established and functioning Community Advisory Committees and four PHC Leadership Teams in place, PHC is having a significant impact in responding to the unique needs of each of the sub-regions within Central Health.

### ***Child Care Services***

Over the last year, central region has experienced an increased interest in regulated Family Child Care (FCC). As of March 2009, two new FCC licenses have been issued and three new applicants are working through the licensing process. This can be attributed to the increased focus from both regional and provincial levels on promoting FCC. Given the significant numbers of rural areas in the central region, FCC offers an opportunity for regulated care which would not be possible with a sole reliance on centre-based care.

## HIGHLIGHTS & ACCOMPLISHMENTS *cont'd*

### MENTAL HEALTH

#### ***Mental Health Care and Treatment Act***

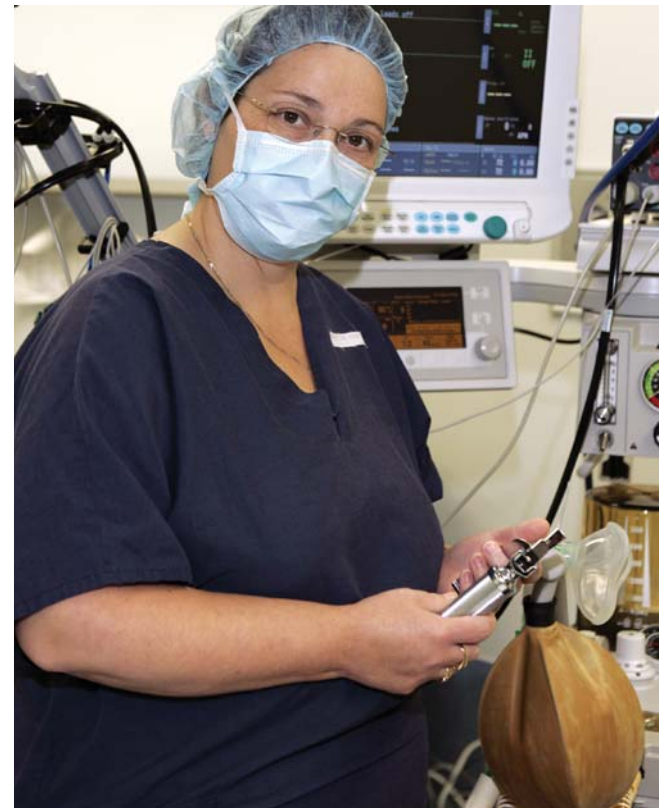
The newly proclaimed *Mental Health Care and Treatment Act* which was proclaimed in October 2007 created the need for considerable implementation strategies within the region. Central health has provided education regarding new requirements within the Act for the appropriate staff including training for Nurse Practitioners who can now provide the first signature for clients requiring certification. Safe rooms are being developed in James Paton Memorial Regional Health Centre (JPMRHC) as well as the Connaigre Peninsula Health Centre (CPHC) for clients with potentially dangerous and disruptive behaviour.

#### ***Mental Health Review***

In light of the new Act, Central Health engaged the services of an external review team to review its acute care mental health and addictions services. Recommendations from the review have been received and are being considered for implementation.

#### ***Assertive Community Treatment Team (ACT Team)***

Central Health is in the process of establishing a newly funded Assertive Community Treatment Team which will



advance provincial mental health initiatives and help meet the requirements of the new Act. Central Health has made great progress on the full integration of Mental Health and Addictions programs and has developed a single point of entry intake system for clients.

## ETHICS TASK FORCE


Central Health's Ethics Task Force completed a need assessment with respect to ethics and provided recommendations to the Senior Leadership Team on an ethics framework for the organization. The Senior Leadership Team reviewed the seven recommendations of the Task Force; and with minor feedback, endorsed a one committee framework. Central Health's Ethics Committee is now established and is accountable to the Senior Leadership Team.

The Ethics Committee will ensure that Central Health has an ethics framework that is designed to meet the latest Accreditation Canada standards. Consistent with these standards will be the development of policies on ethics related issues; development of a written ethics framework that is publicly accessible and meets legal requirements; development of a process to address ethics-related clinical issues; and development of processes that apply to all types of ethics issues including, organizational, research, clinical and bio-ethics. The Ethics Committee will provide a process of referral for ethical review and approval of research and quality improvement projects.





# *Healthy People... Healthy Communities*

A person is seen from behind, cross-country skiing on a vast, snow-covered mountain slope. The skier is wearing dark clothing and a backpack, leaving a trail of tracks in the snow. The landscape is serene with rolling hills and scattered evergreen trees under a clear sky.

Skiing tones your entire body while providing an excellent cardiovascular workout; it strengthens your heart muscle and improves delivery of oxygen to muscles.

## REPORT ON PERFORMANCE

# REPORT ON PERFORMANCE

## MISSION

The mission statement for Category 1 Government Entities represents the outcome it is striving to achieve



over two planning cycles. Central Health developed the following mission statement in February 2006 when the organization was new and integration of three former

health boards was at the top of the agenda. While the statement remains unchanged, Central Health recognizes the work of its staff, managers, independent practitioners and volunteers in enabling integration, while ensuring the continuous provision of quality services and programs as this mission is being accomplished. This mission is supportive of the strategic directions of the Department of Health and Community Services.

### Mission Statement:

By 2011, Central Health will have provided 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 provided the best possible integrated health and community services and programs.

### Indicators:

- Integrated services and programs are reflected in Central Health's organizational structure.
- Budget integration is completed across services and programs.
- Information systems are integrated across services and programs.
- Policy integration is completed.
- A primary health care model of service delivery is implemented in six sites.

### 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.

## REPORT ON PERFORMANCE *cont'd*

- 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 the Department of Health and Community Services.

### **Measure 3:**

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

### **Indicators:**

- An annual balanced budget, unless otherwise directed by the Department of Health and Community Services, while monitoring impact on programs and services.
- Integrated regional budgeting processes.
- Alteration or implementation of services and programs will include cost analysis, and will be within resources.

### **ISSUE ONE: SYSTEM ALIGNMENT**

Central Health is committed to ensuring that its system of care delivery meets the needs of the citizens of the region, utilizing an approach that incorporates implementation of quality practice standards and the best use of available resources. This issue supports the strategic direction of the Department of Health and Community Services, whereby they seek enhanced accountability and stability in the delivery of health and community services within available resources. Central Health is therefore challenged to find new ways of aligning its primary and secondary health care services to ensure sustainability, as well as access to quality care.

Essential to improved system alignment is a comprehensive assessment process which will identify primary and secondary services delivered throughout Central Health. This assessment will examine how these services are utilized and highlight challenges, gaps and opportunities. Subsequent recommendations to improve system alignment throughout the region will be grounded in knowledge of best practices in service delivery and decision making.

## 2008 - 2011 Goal

By March 31, 2011, Central Health will have developed recommendations for improved alignment of primary and secondary services, based on the most appropriate service, delivered at the most appropriate site, by the most appropriate care provider, in view of changing demographics, availability of resources and application of best practice principles.

### 2008 - 2009 Objective

By March 31, 2009, Central Health will have developed an assessment plan to identify key client services, their location, and key issues related to the resources required for that service.

### Measure

A written report is available to and accepted by the Board.

### Planned for 2008-09

A region wide primary and secondary service assessment plan is developed.

### Actual for 2008-09

An inter-professional team of Central Health employees, lead by the VP of Rural Health, has been established to complete this strategic priority. The team has developed a Terms of Reference and has established a mandate that reflects the objectives of the System Alignment issue. To date, the team has partnered with the Newfoundland and Labrador Centre for Health Information and has established an assessment plan to examine primary and secondary services throughout the region. In compliance with the 2008-09 measure for this strategic initiative, both, the Terms of Reference and the Assessment Plan are scheduled to be presented to the Board Planning and Finance Committee in early Spring 2009.



## REPORT ON PERFORMANCE *cont'd*



### **Discussion of Results**

A terms of reference document, describing the assessment process to be followed has been developed during the 2008-09 fiscal year. A report on this action will be made available to the Board in June 2009. As well, the Board is regularly apprised of challenges to sustaining client services and key resources issues through normal communication processes.

It is already clear from the initial work of this team that this project is a major undertaking. Already many of the assumptions of the team related to meeting the challenge of enabling optimal health for the community and ensuring equitable, accessible and quality services in an environment of out-migration and aging population are being borne out. Thus, the intent of this strategic direction in assessing primary and secondary services and making recommendations based on knowledge of available resources and best practices is essential to improved system alignment.

### **2009-10 Objective**

By March 31, 2010, Central Health will have implemented the primary and secondary service



assessment plan utilizing a best practice approach, following Primary Health Care principles and detailing current service location, key service resource issues, and current gaps in service.

### **Measure**

A written report of the outcome of the assessment will be provided to and accepted by the Board of Trustees.

### **Indicators**

- Completed written utilization review of primary and secondary services accessed by residents of Central Health.
- Completed written utilization review of location of services accessed by residents of Central Health.
- Complete written review of pertinent regional, provincial and national indicator reports.

central Newfoundland and Labrador within available resources. A well integrated primary health care service delivery model will improve access to comprehensive primary health care, emphasizing health promotion, and illness and injury prevention.

A core objective of primary health care is accessibility which is defined as the ability for clients to obtain reasonable and timely access to a core set of appropriate primary health care services by appropriate providers at the right place and time through personal service and/or telephone triage. Central Health has utilized the primary health care model to identify and address site specific access issues with respect to primary health care services. Central Health is also actively moving ahead with the implementation of Telehealth services in the region, as guided by local needs and the provincial Telehealth strategy.

## **ISSUE TWO: ACCESS**

Central Health has identified the implementation of a primary health care service delivery model in six sites as an indicator of accomplishing its mission of best possible integrated health and community services and programs which respond to the identified needs of the people of

This approach has led to local assessment and solutions but has meant a variance from the original measure which was to develop an organization wide report on access issues for review and approval by the Board.

## REPORT ON PERFORMANCE *cont'd*

### 2008-11 Goal

By March 31, 2011, Central Health will have implemented mechanisms to support improved access to primary and secondary health care services within existing financial and human resources and with consideration to changing demographics and maintenance of quality services.

| 2008 - 2009 Objective  |   |
|--|---|
| By March 31, 2009, Central Health will have initiated a process to identify significant access issues in priority areas. |   |
| Measure  |   |
| A report detailing significant access issues in Central Health is available to and accepted by the Board.                |   |
| Planned for 2008-09  | Actual for 2008-09  |
| An approach/process to conduct region wide access assessment is developed  | The six primary health care sites are in various stages of examining access issues in their local sites and identifying viable solutions. In addition, Central Health has moved ahead with the implementation of a telehealth strategy which is assessing local needs and impacting significantly on access for clients and families.   |
| Expansion of the wait time management system to include wait time data collection in key identified areas is initiated   | There have been ongoing initiatives at Central Health to reduce clients' wait times in key areas where access has been identified as an issue. This has been addressed through the establishment of clearer wait-times definitions, standardized and electronic data entry and collection processes. In the past year Central Health's, wait list management strategies have been implemented incrementally throughout the many services, in an effort to identify opportunities for improvement in processes for the management of wait times. |
| Key components of a health human resources plan are developed  | The Human Resources Division has identified the key components to be included in Central Health's comprehensive Health Human Resources Plan, in order to align our health human resources with the overall organizational key strategic directions. This is fundamental to resolving issues around hard-to-recruit positions.   |

## Discussion of Results

Primary health care sites have identified access issues and worked with their CAC, primary health care leadership teams and local providers to develop local solutions as part of their operational planning. For example New-Wes-Valley identified a low level of cervical screening and worked with their nurse practitioner to address access issues and increase screening rates. The Green Bay site has implemented a nurse practitioner in Robert's Arm and Triton to improve timely access to medical services. Social Work Assistants, as a new provider, were introduced in several sites to address access issues and to maximize the utilization of skill sets. A community based screening program for colorectal cancer has been introduced in three sites where there are high incidences of this disease, to provide earlier and easier access to screening.

The implementation of Telehealth services as a means to improve access, decrease travel time for clients and providers and enhance the involvement of families in care is a primary health care principle that has also been a priority for Central Health. To date, Telehealth services are established in 14 locations in the region. Services

currently provided through Telehealth include Oncology, Psychiatry, Medical Genetics, Dialysis, and Heart & Lung Transplant follow up. Since January 2009, there have been more than 500 client consults in Central Health using Telehealth services. New initiatives are constantly under consideration, with wound management and mental health certification reviews currently being assessed for potential delivery using Telehealth technology.

Central Health continued to achieve national benchmarks in all priority areas agreed upon in the Federal First Ministers agreement. Overall wait times have met the target benchmarks in these areas during 2008-09. Patients at Central Health continue to receive timely access to hip and knee replacement surgery, with 100 per cent of the surgeries completed within the benchmark time frame of 182 days. Patients continue to receive timely access to cancer surgeries at Central Health with 100 per cent of patients receiving surgeries for breast and colorectal cancer within 30 days from the decision to treat, and over 50 per cent of those cases were completed within seven days.