



STRATEGIC DIRECTION:
*Strategic
Plan*

NLHBA Mailing Address

P.O. Box 8234
St. John's, NF
A1B 3N4

NLHBA Delivery Address

Beclin Building
1118 Topsail Road
Mount Pearl, NF
A1N 2M3

Telephone (709)364-7701
Facsimile (709)364-6460
Email nlhba@nlhba.nf.ca
Web Site www.nlhba.nf.ca

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**DEFINITION OF STRATEGIC PLANNING
FOR
*THE NEWFOUNDLAND AND LABRADOR
HEALTH BOARDS ASSOCIATION***

The Board of Directors of the NLHBA views strategic planning as a process by which the Board, the Executive Director and the CEOs of members of the Association envision the Association's future, focus on fundamental health related issues, define policy, set priorities, and develop the necessary procedures and operations to achieve that future.

DEFINITION OF "HEALTH"

Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.

THE WORLD HEALTH ORGANIZATION

1. EXTERNAL ENVIRONMENTAL ANALYSIS

The National Context

Health Canada

- The Canada Health Act
- Emerging issues such as privatization of health services
- Healthy Public Policy
- Human Resources
- Health funding – Federal Government

Canadian Healthcare Association

- National lobbying
- National clearing house
- CHA's Framework for a Sustainable Healthcare System in Canada

Other National Organizations

Canadian Association for Community Care (CACC)
Canadian Home Care Association (CHCA)
Canadian Institute for Health Information (CIHI)
Canadian Public Health Association (CPHA)
Canadian Mental Health Association (CMHA)
Canadian College of Health Services Executives (CCHSE)
Canadian Council on Health Services Accreditation (CCHSA)
Canadian Association of Pastoral Practice and Education (CAPPE)

The Provincial Context

Socio-economic Trends

- Departmental Review
- Department of Health and Community Services – Strategic Plan
- The Provincial Social Strategic Plan
- Consistently high unemployment
- The struggles of employees to achieve economic security/stability
- Reduction of federal transfer payments
- Budget delays which affect the efficient operation of member boards
- Federal funding formula changes
- Low personal incomes, high levels of child poverty
- Lack of resources to meet identified needs
- Families having to provide health care at home, which used to be supplied in hospital

- Change in the concept of “family”
- Multiple careers
- Increasingly high public expectations of the health system, including a desire for immediate results
- Influence of the media on attitudes and lifestyles

Demographic Trends

- Pressures from people in rural communities for better access to services
- General population decline in most of the province
- Population growth in Labrador
- Projections that the student population will drop to 69,500 by 2010 (equal to 1945 levels)
- Increasing out-migration, particularly amongst young adults
- Rural to urban migration within the province
- Declining birth rate
- Accelerated change in family demographics due to:
 - ♦ increased numbers of women in the workforce
 - ♦ postponement of marriage
 - ♦ increased family breakups leading to more single parent families
 - ♦ lower income and unemployed women with dependent children
- General level of education
- Aging population
- Difficulty in recruiting health professionals for rural communities

Technological Trends

- Reduced personal interactions
- Impact of the internet
- Impact of technology on care as a result of changes in information and communications technology
- Diminishing resources preventing members from effectively addressing costly technology and training needs
- Higher technological skills required of graduates in order for them to succeed in careers in the health field.
- HOW DO WE KEEP UP?

Political Trends

- Privatization of the health system
- Major restructuring of government departments, e.g. Education, Health, Development and Rural Renewal, Human Resources and Employment, etc.
- Restructuring within regional institutional, integrated and health and community services boards

- Different community views on the best health services
- Loss of respect for the health system
- Politicization of society
- Increasing litigation
- Implementation of the Model for the Coordination of Services to Children and Youth
- Need for health professionals to address a broad spectrum of social problems
- Value placed on talk /open line shows
- Legislative trends
- Influence of the media
- Government's emerging style (e.g., line-by-line budgeting vs global budgets)
- Government's accountability framework

Educational Trends

- Health education: schools, workplace, community

2. ORGANIZATIONAL REVIEW

PROFILE - NLHBA

- Members:
 - Institutional:* Health Care Corporation of St. John's, Avalon Health Care Institutions Board, Peninsulas Health Care Corporation, Central East Health Care Institutions Board, Central West Health Corporation, Western Health Care Corporation, St. John's Nursing Home Board
 - Integrated:* Grenfell Regional Health Services Board, Health Labrador Corporation
 - Health and Community Services:* Health and Community Services Western, Health and Community Services Central, Health and Community Services Eastern, Health and Community Services St. John's
 - Other:* Newfoundland Cancer Treatment and Research Foundation.
- Board of Directors: the Chair or a trustee of a Member of the Association is eligible to serve on the Board of the Association
- Meetings: the second Friday of every other month
- Functions: to represent the members of the Association as a strong collective voice in advocating for health related issues and in provision of services
- Partnerships formed: with government (provincial), national organizations (to represent our views in a national forum), provincial organizations (professional, university, union and administrative)
- Programs and services: core services are advocacy and representation, negotiation of collective agreements, group purchasing and pastoral/spiritual care (which is funded 40% by

the Department of Health and Community Services and 60% by members); other services are physician recruitment and other labour relations services, which are offered to members on a user-pay basis

Internal Organizational Analysis

Strengths

- Highly competent, qualified, trained and effective staff
- Good examples of meaningful partnerships with government (federal and provincial), member boards, other associations and community groups
- Community capacity building
- Dedication of directors, Executive Director, CEOs of member boards and other staff in all health-related work
- Cohesive functioning by the Association in relation to its members. In all respects it attempts to be well organized, recognizing members' needs and working towards fulfilling those needs
- Decision-making through a "group" process
- Willingness by the Board of Directors to accommodate and listen to the concerns of the Executive Director and the CEOs of member boards
- Focus on health services in directors' decision-making
- Effective committee structures
- Values of caring and concern for the health system which are exhibited by the Board of Directors
- Diverse backgrounds of the Directors of the Association serving to strengthen the board and its deliberations
- Fiscal responsibility demonstrated by the Board
- Coordinated planning function of the staff
- Advocacy, labour relations, group purchasing, pastoral/spiritual care and physician recruitment

Challenges

- Sustaining momentum (Board/partnerships, committees)
- Meeting accountability standards
- Geographical challenges/barriers (also a strength)
- Political milieu
- Getting the "best bang" for the buck
- Defining our sense of direction to ensure an effective provincial voice
- Recruitment of health professionals
- Improved and timely communication
- Perception of the Association
- Complexities of new mandates resulting from government restructuring
- Health human resource planning

Opportunities

- Strengthen the Association's links by creating stronger partnerships
- Work with other major boards through the Strategic Social Plan
- Focus more exclusively on who we are and what needs to be done to achieve our goals
- Exhibit greater determination to move forward in planning
- Take advantage of technology
- Increase awareness and interest in health education
- Media interest in health services
- Increase interest and involvement by the public
- Increase involvement of NLHBA in the decision-making processes of government relating to the health system
- Respond to the dramatic shifts in health needs and technologies that are requiring significant changes in the delivery and integration of health services

3. NLHBA MISSION, VISION, VALUES AND GUIDING PRINCIPLES

Mission

As the federation of health boards, the NLHBA is dedicated to working collaboratively with the province's publicly-funded health system through dynamic leadership in advocacy, the creation and exchange of ideas, and development of consistent policies, standards, and guidelines.

Vision

The effective voice for a publicly-funded, innovative and integrated provincial board-governed health system.

Values

- Tolerance/Respect
- Advocacy
- Honesty & Integrity
- Values/evidence-based planning
- Collaboration and Cooperation
- Equity

Guiding Principles

- Strategic thinking
- Proactive prioritized focus
- Involvement
- Accountability
- Consistency
- Evaluation

4. STRATEGIC DIRECTIONS

A. Advocacy

To enhance the Association's advocacy role for quality health programs, services and adequate resources.

B. Director/Trustee Development

To provide an avenue of opportunities for Directors of the Association and member board trustees to acquire professional development in areas of identified need.

C. Accountability

To demonstrate accountability within the framework of the effective and efficient use of resources.

D. Planning

To develop, approve, implement, monitor and assess a strategic plan for governance of the Newfoundland and Labrador Health Boards Association.

E. Research

To identify, research, analyze and inform Directors of the Board about current and long-range issues, which have an impact on health programs and services within the province.

F. Partnering

To develop and maintain effective partnerships.

G. Communication

To improve and create effective communication.

H. Programs And Services

To establish programs and services based on identified needs of members.

5. STRATEGIC OBJECTIVES

A. ADVOCACY

Goal:

To enhance the Association's advocacy role for quality health programs, services and adequate resources.

Objectives:

- A1 To develop an advocacy plan for the health system.
- A2 To approach issues within a democratic process recognizing that positions taken should not jeopardize an individual organization's mandate.
- A3 To monitor issues and alert members as necessary (e.g. impending legislative changes, political decisions or comments).
- A4 To advocate for changes/revisions in legislation and regulations.
- A5 To represent the members in a professional manner.

B. DIRECTOR/TRUSTEE DEVELOPMENT

Goal:

To provide an avenue of opportunities for Directors of the Association and member board trustees to acquire professional development in areas of identified need.

Objectives

- B1 To increase Directors' awareness of the relevant legislation and proposed legislative changes impacting members.
- B2 To provide leadership and facilitate the continued development of quality governance principles and practices.
- B3 To ensure that policies are in place to address all aspects of governance.
- B4 To increase knowledge and understanding of board functions through continuing education.
- B5 To provide leadership in the development and implementation of the board's Strategic Plan.

- B6 To develop a process to identify options for board effectiveness to include: structure of board meetings, agenda format, ways and means of optimizing Executive Director and member CEOs' expertise in board deliberations.

C. ACCOUNTABILITY

Goal:

To demonstrate accountability within the framework of the effective and efficient use of resources.

Objectives:

- C1 To seek and implement ways of improving cost/benefit to the Association.
- C2 To monitor, negotiate and seek to improve the cost/benefit of insurance, maintenance, property and rental contracts of the Association
- C3 To ensure that all reporting mechanisms required by the board are completed and submitted in a timely fashion.
- C4 To develop and approve a process of board evaluation
- C5 To develop and approve a process of Executive Director evaluation

D. PLANNING

Goal:

To develop, approve, implement, monitor and assess a strategic plan for governance of the Association.

Objectives:

- D1 To ensure a clear process for decision making through a committee structure and board feedback.
- D2 To hold a planning retreat annually.

E. RESEARCH

Goal:

To identify, research, analyze and inform Directors of the board about current and long-range issues which have an impact on health programs and services within the province.

Objectives:

- E1 To continue to seek legal opinions on issues and to ensure sufficient discussion and circulation to members.
- E2 To ensure that governance directives and objectives are carried out within the framework of ethical values.
- E3 To ensure that the principles of equity are applied to practices at the governance, management and operational levels of the Association.

F. PARTNERING

Goal:

To develop and maintain effective partnerships.

Objectives:

- F1 To provide leadership on an on-going basis in developing working relationships among members, government and other partners in order to promote the goals and fulfill the mission of the NLHBA.

G. COMMUNICATION

Goal:

To improve and create effective communication.

Objectives:

- G1 Better synthesized information, and reduced paper flow.
- G2 Utilization of computer information systems
- G3 Explore ways to improve communication efficiency, productivity, and effectiveness.

- G4 Keep abreast of changes in information technology to facilitate the provision of better services to member boards.
- G5 Take advantage of opportunities to promote the Association among its members, government and the general public.
- G6 Develop strategies to strengthen the image, credibility and competency of the Association with Government, the public and the health services system.
- G7 Upon board approval of its Strategic Plan, undertake a review of the Association's Policy and Procedures manual as well as its by-laws and legislation to ensure that they concur with the board's strategic directions.
- G8 To provide support for the health system and thus for members by publicly interpreting health system policy and direction

H. PROGRAMS AND SERVICES

Goal:

To establish programs and services based on identified needs of members.

Objectives:

H1 Core Programs and Services

To undertake advocacy around the necessary resources for core programs and services offered by the NLHBA in the following areas:

- Administration
- Advocacy
- Group Purchasing
- Provincial Collective Bargaining
- Pastoral/Spiritual Care

H2 Non-Core and Other Program Initiatives

To encourage the development of and continued support of program initiatives such as:

- Labour Relations
- Physician Recruitment
- Human Resources

6. THE FUNCTIONS OF THE NLHBA

The functions of the NLHBA include the following:

1. Setting philosophy, goals and objectives
 - ◆ Setting the overall direction for the Association's strategic planning.
 - ◆ In setting goals, the NLHBA aligns its focus with the mandate of member boards
2. Policy setting
 - ◆ The board of directors has policy-making authority in terms of its purpose, vision, mission and values.
3. Monitoring progress
 - ◆ The NLHBA is responsible for monitoring and overseeing all aspects of the Association and its strategic plan.
4. Evaluating Performance
 - ◆ Annual review of the strategic directions and planning process
 - ◆ Regular assessment of board performance and reporting mechanisms (this assessment will include the board's ability to focus on broad systems and policy issues, its relationship with government and success in challenging government, on providing public support on specific member issues, and the effectiveness of the board's decision-making processes)
 - ◆ Performance review of the Executive Director of the board. ◆