



Timelines for Implementation of Major Actions

Year 1–10	
Culture Change	
<p>Embedded Awareness of Impact of Social, Economic, and Environmental Factors on Health</p>	<p>Focus on Compassion, Quality & Integration</p>
<p>Inclusion</p>	<p>Ageism</p>
<p>Well-Being</p>	<p>Climate Change</p>
<p>Workforce Readiness</p>	<p>Public Engagement</p>
<p>Learning Health & Social System</p>	<p>Change Management</p>

➔ Our Province. Our Health. Our Future. A 10-Year Health Transformation

Culture Change



Policy

Social Determinants of Health

How We Live

- ▶ Social determinants of health literacy, behaviours, practices
- ▶ Income support and processes
- ▶ Food security and housing security as health equity issues
- ▶ Guaranteed basic income plan and advocacy
- ▶ An integrated well-being strategy
- ▶ Social determinants of health research capacity

Where We Live

- ▶ Social determinants of health research capacity in community organizations and community sector planning
- ▶ Awareness of impact of climate change on health
- ▶ Reduction of environmental footprint of health system

How we relate

- ▶ Defined pathway for inclusion
- ▶ Zero-tolerance policy on racism in province and in health system
- ▶ New policies for inclusion

Invest in Our Future

- ▶ Continuum of education, learning, socializing and care for children and youth
- ▶ Healthy Students Healthy Schools Program within Comprehensive School Health Framework
- ▶ Provincial approach to health and health support for children at risk

Rebalanced Health System

Community Care

- ▶ Clarity on roles within Community Teams (including navigators) and affiliations with private providers
- ▶ Integration of social determinants of health
- ▶ A well-being strategy

- ▶ New programs: occupational health clinic; oral health; midwifery; sexual health clinics; hospice care

Hospital Services

- ▶ Provincial approach to provision of specialty programs
- ▶ Plan for sustainable specialty care
- ▶ Specialty care outreach using virtual care and travelling clinics
- ▶ Integrated air and road ambulance system with central medical dispatch
- ▶ Provincial virtual emergency service

Seniors

- ▶ Provincial Frail Elderly Program
- ▶ Integrated continuum of care
- ▶ Plan for providers engaged in care of the elderly
- ▶ Enhanced Home Support
- ▶ Secretariat for Seniors

Pathways to Change

Health Information & Virtual Care

- ▶ Integrated health information and virtual care system
- ▶ Digital technology strategy and data governance
- ▶ Broadband throughout province linked with federal strategy
- ▶ Digital literacy and support teams for clients and practitioners
- ▶ Plan LHSS

Workforce Planning & Development

- ▶ Health and social workforce strategy
- ▶ Providers to work to full scope
- ▶ Workforce transition guiding principles
- ▶ Promotion of value of leadership and management
- ▶ Change management approach

Education

- ▶ Guiding principles for education development and delivery initiatives
- ▶ Collaborative education development and delivery mode

Policy continued

Governance

- ▶ Roles of Provincial Health Authority and Regional Health Councils in health system
- ▶ Establishment of Regional Social and Health Networks

- ▶ Engagement to support governance
- ▶ Review of legislation on health and social systems
- ▶ Stronger support for engagement of community sector
- ▶ Strategic engagement with federal government

Action

Social Determinants of Health

- ▶ Social determinants of health prioritized at provincial and federal tables
- ▶ Increased social spending
- ▶ Indexed income supports
- ▶ Increase in social workers for programs to end homelessness
- ▶ 'Health-in-all-policies' within government and beyond
- ▶ Implementation of Climate Change Action Plan
- ▶ Integration of health system and school health
- ▶ Improved mental health and health programs in correctional facilities
- ▶ Further implementation of well-being strategy

- ▶ Provincial pathology and laboratory medicine program
- ▶ Baby-friendly obstetrics program

Seniors

- ▶ Initiation of Provincial Frail Elderly Program
- ▶ Age-friendly communities
- ▶ Age-friendly public media campaign
- ▶ Geriatric Medicine within Memorial University's Faculty of Medicine
- ▶ Extended Home First policy
- ▶ Senior-friendly emergency departments

Pathways to Change

Health Information & Virtual Care

- ▶ Provincial virtual emergency system

Workforce Planning & Development

- ▶ Provincial Health and Social Service Human Resources Plan
- ▶ Recruitment, retention and succession planning

Education

- ▶ Education and resource support for providers
- ▶ Public education and engagement

Governance

- ▶ Transitional CEO and Board for the Provincial Health Authority
- ▶ Senior Executive (Health Accord)
- ▶ Advisory Council on Health
- ▶ Interim NL Council for Health Quality and Performance

Rebalanced Health System

Community Care

- ▶ Clarity on roles within first group of 6–8 Community Teams
- ▶ Collaborative models for urgent care at health centres
- ▶ Development of focus on frail elderly adults
- ▶ Reproductive health and sexual health
- ▶ Initiation of affiliation agreements with private providers

Hospital Services

- ▶ Alignment of acute care beds in low occupancy hospitals and health centres
- ▶ Bed management to reduce alternate level of care and medical length of stay
- ▶ Provincial acute care standards
- ▶ New health care programs

Evaluation

- ▶ 'Health-in-all-policies'
- ▶ Social determinants of health research/evaluation plan

- ▶ Evaluation of collaborative teams 2021–23
- ▶ Plan for longitudinal study of babies

Culture Change



Policy

Social Determinants of Health

- ▶ Support for basic income, living wage, and decent work
- ▶ Social prescribing pilot
- ▶ Policies amended based on evidence and engagement
- ▶ Development of a Just Transition Framework
- ▶ Legislation on basic income and employment

Rebalanced Health System

Community Care

- ▶ Interventions to ensure actual practice is best practice

Hospital Services

- ▶ Interventions to ensure actual practice is best practice

Seniors

- ▶ Legislation to protect older adults
- ▶ Legislation for home care, supportive housing, personal care homes, long-term care facilities

Pathways to Change

Health Information & Virtual Care

- ▶ Innovation pathways
- ▶ Social determinants of health data into existing information systems
- ▶ Expanded Personal Health Record
- ▶ Expanded provincial standardized virtual care policies
- ▶ Support for Community Teams

Workforce Planning & Development

- ▶ Review of human resource plan in year 3

Education

- ▶ Education and training plan to support an interprofessional approach to care for older adults
- ▶ Collaborative governance structure across health professional programs and learning environments

Governance

- ▶ Policy on Regional Social and Health Networks formalized from experience in the first two years

Action

Social Determinants of Health

- ▶ Increased social spending
- ▶ Advocacy for guaranteed basic income
- ▶ Social workers for programs to end homelessness
- ▶ Initiate research and capacity in social determinants of health
- ▶ Reduce the environmental footprint of the health care system

- ▶ Identify and address racism and exclusion throughout health system
- ▶ Implement well-being strategy
- ▶ Province-wide programs for children at risk
- ▶ Implement Healthy Students Healthy Schools Program
- ▶ Oral health for children

Action continued

Rebalanced Health System

Community Care

- ▶ Additional 6–8 Community Teams
- ▶ Integrate actions on social determinants of health
- ▶ Well-being interventions
- ▶ Amend roles of Community Team providers based on evaluation
- ▶ Create social navigators and clinical navigators for Community Teams
- ▶ Establish a pharmacist-supported model for appropriate medication use

Hospital Services

- ▶ Align specialty services for sustainability
- ▶ Specialty outreach using virtual care and travelling clinics
- ▶ Develop better integrated team-based care
- ▶ Enhance emergency services with appropriate skill mix
- ▶ Implement integrated air and road ambulance system
- ▶ Implement virtual emergency system
- ▶ Sustain focus on bed management

Seniors

- ▶ Strengthen integrated continuum of care
- ▶ Adopt “Senior-Friendly Care Framework” for all hospitals
- ▶ Strengthen interprofessional teams within long-term care facilities
- ▶ Initiate regional Centres of Excellence on Aging
- ▶ Sustain the focus on age-friendly communities

Pathways to Change

Health Information & Virtual Care

- ▶ Start to implement integrated plan
- ▶ Build LHSS

Workforce Planning & Development

- ▶ Enable providers to work at full scope
- ▶ Implement Human Resource Plan
- ▶ Engage effectively with providers

Education

- ▶ Implement collaborative education model
- ▶ Public and stakeholder participation in LHSS
- ▶ Provincial Choosing Wisely Canada designation for the health system

Governance

- ▶ Appoint the permanent Provincial Health Authority
- ▶ Appoint the Regional Health Councils
- ▶ Create legislation for Regional Social and Health Networks
- ▶ Create legislation for NL Council for Health Quality and Performance

Evaluation

- ▶ Measure, track and publicly report social determinants of health indicators
- ▶ Develop measures to assess exclusion
- ▶ Strategy for health and social system using evidence
- ▶ Evaluate programs for children with intellectual and learning disabilities
- ▶ Start longitudinal study with a cohort of babies born in the first year of the Health Accord implementation

- ▶ Metrics for health and social system human resources
- ▶ Measures for health quality and system performance
- ▶ Report to the House of Assembly on general measures of health system performance and specific areas of concern
- ▶ Provide institutions and providers information on quality of care

Culture Change



Policy

Social Determinants of Health, Rebalanced System, Pathways

- ▶ Amend policies based on evidence and engagement

Action

Social Determinants of Health

- ▶ Increase social spending
- ▶ Fully implement policies on inclusion, environment, economic security, children, elderly persons
- ▶ Advocate for guaranteed basic income
- ▶ Integrate health system and school health

Rebalanced Health System

Community Care

- ▶ Fully implement Community Teams
- ▶ Connect every resident who wishes to a Community Team
- ▶ Fully integrate Public Health into Community Teams
- ▶ One model of community health services for children and youth
- ▶ Align services at health centres with needs of communities

Hospital Services

- ▶ Provide sustainable specialty services
- ▶ Fully implement integrated air and road ambulance

Action continued

- ▶ Fully implement virtual care and virtual emergency system
- ▶ Align beds with need
- ▶ Provide best practice bed management

Seniors

- ▶ Establish the full continuum of care for elderly persons
- ▶ Fully implement Provincial Frail Elderly Program

Pathways to Change

Health Information & Virtual Care

- ▶ Fully implement health information and virtual care system

Workforce Planning & Development

- ▶ Fully implement replacement and retention policies

Education

- ▶ Update and renew curriculum for health and social system practitioners

Governance

- ▶ Fully implement Regional Social & Health Networks

Evaluation

- ▶ Evaluation of years 1–3
- ▶ Plan for evaluation of years 4–5
- ▶ Amend policies based on evidence and engagement
- ▶ Active participation in LHSS
- ▶ Integration of social determinants of health metrics
- ▶ Report evaluation of medium-term implementation actions

- ▶ Sustain focus on SDH culture shift
- ▶ Increase social spending
- ▶ Fully implement LHSS
- ▶ Continue public and stakeholder engagement

- ▶ Continue focus on workplace readiness
- ▶ Address ongoing barriers to change
- ▶ Continue evaluation of Calls to Action
- ▶ Continue change management
- ▶ Begin planning for the next 10 years