Health Care Corporation of St. John's

The Health Care Corporation of St. John's was formed in 1995 as a result of six independent organizations integrating into a single regional board. The Corporation has an annual budget of approximately $350 million that involves operations at five clinical sites (Waterford Hospital, Leonard A. Miller Centre, Dr. Walter Templeman Health Centre, St. Clare's Hospital and the Health Sciences Centre which includes the Janeway Children's Health and Rehabilitation Centre and Women's Health Program) and two major support facilities (Central Kitchen and Central Laundry). The Corporation has approximately 7,000 employees, 500 physicians and 1,200 volunteers, all contributing service to the people of the province.

A broad range of health services are organized through the program management structure which includes the following clinical programs:

- Ambulatory Care
- Cardiac Care
- Child Health
- Critical Care
- Diagnostic Imaging
- Dr. Walter Templeman Health Centre
- Emergency/Trauma
- Laboratory
- Medicine
- Mental Health
- Perioperative
- Rehabilitation and Continuing Care
- Surgery
- Women's Health

The clinical programs are supported by corporate departments, and these are:

- Admissions Management
- Allied Health Services Development
- Audiology
- Budgeting
- Central Laundry
- Corporate Communications
- Dietary
- Facilities Management
- Finance
- Health Records
- Housekeeping
- Human Resources Development & Planning
- Human Resources Policy and Employee Relations
- Information Management and Technology
- Management Engineering
- Materials Management
- Nursing Service Development
- Pastoral Care
- Pharmacy
- Planning
- Quality Initiatives
The Corporation also operates the Centre for Nursing Studies, the Patient Research Centre and provides administrative support to the Shamrock Clinic.

The programs provide numerous clinical services to the people of the province, including the following non-exhaustive list:

**Ambulatory Care**

The Ambulatory Care Program provides specific ambulatory patient care services on the two acute care sites. The areas that the program manages are the Ambulatory specialty clinics, Endoscopy, Pre-admission Services, Outpatient Physiotherapy Services and Outpatient Clinical Nutrition Services.

**Audiology**

Provision of diagnostic audiology services and rehabilitative care.

**Cardiac Care Program**

The Health Care Corporation of St. John's is the provincial referral centre for tertiary cardiology/cardiac surgery services. The Cardiac Care Program encompasses the full spectrum of cardiac care including invasive cardiac diagnostic/interventional procedures, cardiac surgery and cardiac rehabilitation.

Diagnostic services encompassing ECG, nuclear cardiology, holter monitoring, echocardiography and stress testing are performed at the two adult sites. The cardiac catheterization lab. located at the General Hospital site is the provincial referral centre for invasive cardiac diagnostic and interventional procedures. These procedures include cardiac angiography, pacemaker implant, coronary angioplasty, stenting, electrophysiology studies and ICD implant.

An outpatient Cardiac Rehabilitation Program is being provided at a community agency, New World Fitness, by an interdisciplinary cardiac care team.

**Child Health**

The Child Health Program provides acute and rehabilitative services for the children of Newfoundland and Labrador. This includes primary and secondary services to children in St. John's and surrounding areas and tertiary services to all children in the province. Services provided in the program include:

- Medicine (all subspecialities)
- Surgery (all subspecialities)
The program provides inpatient services, a large Ambulatory Service (including clinics, Medical Day Care and Surgical Day Care), as well as outreach services in areas such as Hemophilia, Cystic Fibrosis, Diabetes, Asthma, Child Development and Neuromotor Rehabilitation.

**Critical Care**

The Critical Care Program is responsible for the adult Intensive Care Units and Intermediate Care Units within the Health Care Corporation of St. John's. These are tertiary care areas which provide comprehensive multidisciplinary care to clients in crisis. The clients range in age from 16 - 90 plus years and suffer from a broad range of medical/surgical disorders. Services are provided for the full continuum of care from acute resuscitation and support to end-of-life comfort care.

The program is also responsible for the Provincial Organ Donor Program and the Hyperbaric Medicine Program.

The Organ Donor Program is a provincial program whose mandate is to coordinate the organ and tissue donation process. The program functions include coordination of transplantation for Newfoundland and Labrador recipients, donor identification, organ and tissue retrieval, placement of organs and tissues and education of health care providers and the general public. This service has established extensive community partnerships with groups such as the Kidney Foundation of Canada, the Kinsmen Club and Toastmasters to increase awareness of organ and tissue donation. This program had the highest number of multi-organ donors per million of population in Canada for the year 2000. It is also leading the country this year.

The Hyperbaric Medicine Program is also a provincial program that provides hyperbaric oxygen therapy to clients. The program has two main components: an emergency service which provides treatment to clients with diagnosis such as carbon monoxide poisoning and decompression sickness and an outpatient service which treats clients with problem wound healing from damage caused by radiation treatments. This service works closely with the diving industry, Workplace Health, Safety and
Compensation Commission and Occupational Health and Safety to ensure safety for the diving community.

**Diagnostic Imaging**

Provides diagnostic and therapeutic procedures in support of patient care.

**Dr. Walter Templeman Health Centre**

Community Health Centre providing primary care to the residents of Bell Island. Services include inpatient acute care, long term care, palliative care, respite/convalescent care, outpatient and emergency services.

**Laboratory**

Provides specialized laboratory services for adults and children through the divisions of anatomical pathology, biochemistry, cytology, hematology, immunology/cytogenetics, molecular genetics and microbiology. Serves as the reference laboratory for the province.

**Medicine**

The Medicine Program provides inpatient services for:

- rheumatology
- neurology
- oncology
- gastroenterology
- endocrinology
- respirology
- general medicine (includes infectious diseases and dermatology).

There are also other diagnostic and therapeutic services provided which are done on an outpatient basis, including:

- pulmonary function labs.
- ambulatory clinics (neurology, nephrology) hemodialysis, EEG and EMG services
- home dialysis services
- education clinics (diabetes, lipid and osteoporosis)
- HIV services
- sleep studies program
- bleeding disorders program
Palliative Care

The three main components of the Palliative Care Program are:
- an eight bed inpatient Palliative Care Unit at St. Clare's Mercy Hospital
- Palliative Care Consultative Service
- Educational Support/Advice/Resources/Liaison

Mental Health

The Mental Health Program offers emergent, acute, rehabilitative and continuing care services to adolescents, adults and seniors with mental health problems and mental illness in both hospital and community settings.

The program has the following divisions:
- Adolescent
  - Community Assessment and Treatment
  - Addiction Treatment and Training
  - Clinical Sexuality
  - Family Violence Treatment and Training Program
  - Community Support
  - Psychiatric Rehabilitation
  - Community Psychology
  - Terrace Clinic
  - LeMarchant House
  - Waterford Bridge Road Centre
- Developmental Disability Unit
- Forensics
- Geriatrics
- Vocational Rehabilitation
- Outpatient Supportive Services
- Psychiatric Rehabilitation
- Community Care

Perioperative

Provides medical/surgical day care, operating room and post-anaesthetic recovery room services at the adult acute care hospitals including pre-operative, intra-operative and post-operative care for cardio-vascular surgery, dental surgery, general surgery, gynaecology, head and neck surgery, neurosurgery, ophthalmology, orthopedics, plastic surgery, thoracic surgery, urology and vascular surgery, as well as acute pain.
Rehabilitation and Continuing Care

Rehabilitation

This program provides dynamic, goal-oriented, interdisciplinary rehabilitation management for persons with disabilities, where the individual, family, community and health/rehabilitation provider work together as a team to achieve a satisfactory outcome in terms of quality of life, functional status and community integration for each individual.

The program serves as the tertiary care referral centre for the province of Newfoundland and Labrador for complex neurological and musculoskeletal conditions to include such diagnoses as spinal cord injury, acquired brain injury, chronic pain and amputation.

The program serves clients/patients who have a disability from birth (congenital) or have acquired a disability through disease or trauma, as a result of impairments of the nervous and/or musculoskeletal system. There is commonly an ongoing, chronic or progressive component to the disability, requiring an interdisciplinary team management approach. A broad scope of services is required to ensure a holistic approach which addresses all client/patient needs, such as physical, psychosocial, vocational and recreational. The program provides Prosthetic, Orthotic and Adapted Seating services to the pediatric and adult population.

There are three divisions:
- Functional Independence Rehabilitation
- Vocational Rehabilitation
- Rehabilitation Technology

Continuing Care

Continuing Care consists of two divisions:
- Veterans' Pavilion
- Second Floor (Convalescent Care and Long Stay)
Seniors' Care

The Seniors' Care Division provides comprehensive care to frail elderly who have multi-system problems assisting them in achieving their optimal level of independence. A key component of the Seniors' Care Program is the Referral Coordination Team which provides comprehensive professional assessment of frail elderly. The Referral Coordination acts as a single point of access to programs and services throughout the Health Care Corporation of St. John's. Inpatient services are provided through an Inpatient Assessment and Rehabilitation Unit (3 South, Miller Centre) and Geriatric Psychiatry Assessment Unit (East 2A, Waterford Hospital). Outpatient services are provided by two day hospitals; Geriatric Psychiatry Day Hospital and Geriatric Medicine Day Hospital. Both are on the ground floor of the Veterans' Pavilion, Miller Centre. Outpatient rehabilitation is provided through the services of a Physiotherapist, Occupational Therapist and a Speech-Language Pathologist in an outpatient rehabilitation service.

Surgery

The Surgery Program offers services of diagnosis, intervention and follow up to members of the adult population who may be admitted on an elective, emergent or urgent basis. The team provides services to the divisions of:

- Neurosurgery
- General Surgery
- Vascular
- Ophthalmology
- Urology
- Orthopedics
- Plastics and Burns
- Head and Neck
- Dentistry
- Thoracic

The Non-Invasive Vascular Laboratory at St. Clare's provides extracranial cerebrovascular testing, peripheral arterial testing and peripheral venous testing. It targets patients with evidence of carotid, peripheral artery and venous disease. It eliminates or reduces the need for invasive diagnostic procedures.

Under the Head and Neck Service, the Speech Language Pathologist provides pre and post-operative counselling to laryngectomized (voice box removal) patients and caregivers, province-wide by discussing anatomical changes affecting communication and swallowing and options for voice restoration, post-surgery.

Women's Health

The Women's Health Program provides a variety of both ambulatory and inpatient services within three defined divisions:

AntePartum/IntraPartum
- Prenatal Education
- Maternal Fetal Assessment Unit
- Labour and Birth

Family Newborn

- Obstetrical Inpatient Unit
- Lactation Consultant
- Breastfeeding Support Group

Gynecology and Specialty Services

- Gynecology Inpatient Unit
- Fertility Management Services
- Perinatal Bereavement Services

**Patient Research Centre**

The Patient Research Centre is responsible for the development, maintenance and implementation of policies and procedures which coordinate, facilitate and promote research activities within the Health Care Corporation of St. John's.

The Corporation currently has research projects ongoing in every clinical program. These projects are focused on clinical trials to evaluate new therapeutic agents or interventions and projects which evaluate the utilization and outcomes of services offered. In addition, we are experiencing a major growth in the investigation of genetically based diseases and investigation of several other diseases to find possible genetic factors. At the end of March, 2001, there were in excess of 100 active research projects ongoing within the Health Care Corporation of St. John's.

**Centre for Nursing Studies**

The Centre for Nursing Studies (CNS) offers a continuum of educational opportunities for those who wish to pursue nursing as a career; for those already in nursing wishing to pursue post-basic studies; and for those wishing to re-enter the nursing profession.

The four main programs are:

- BN (Collaborative) Program
- Practical Nursing Program
- Nurse Practitioner Program
- Continuing Nursing Studies
Pharmacy Services

The Pharmacy Services provides:

- medication distribution and centralized clinical pharmacy services

- outpatient pharmacy services to patients associated with approved programs of the Department of Health and Community Services including: Community Care, Penitentiary, Dialysis, HIV patients, Personal Care Homes, transplant patients, Cystic Fibrosis and the Newfoundland School for the Deaf;

- chemotherapy preparation for the Newfoundland Cancer Treatment and Research Foundation;

- distribution and control of Clinical Investigation and Research Drugs.

Partnerships/Links in Service Delivery

Department of Health and Community Services
Newfoundland Cancer Treatment and Research Foundation
Health and Community Services - St. John's Region
St. John's Nursing Home Board
Family physicians
Victorian Order of Nurses
Private health care agencies
Human Resources and Employment
Many academic institutions
Associations including Palliative Care, AIDS, CANO, many professional associations, Lung Association, Canadian Cancer Society, Canadian Diabetes Association, Canadian Paraplegic Association, Association of New Canadians, Newfoundland Society for the Physically Disabled, etc.
Workplace Health, Safety and Compensation Commission
Newfoundland and Labrador Centre for Health Information
Provincial Breastfeeding Coalition
Provincial Perinatal Program
Pharmaceutical companies
Other Health Boards
School for the Deaf
Education sector
Fire Department
Justice system
Canadian Institute for Health Information