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Eastern Health marked its second anniversary in 2006-07. At this early stage of development, the organization is building a solid, supportive organizational infrastructure as our health providers continue to offer high quality health and community services to our clients, patients and residents. We are proud of our staff, physicians, volunteers and community partners who are dedicated to the well-being of the people and the communities that we serve. Every day, their hard work and commitment has a significant impact on the people of our region and the province.

In 2005-06, the Board of Trustees of Eastern Health embarked on its first strategic planning cycle. This *2006-07 Annual Performance Report* outlines the progress the organization has made towards the goals outlined in the Strategic Plan. We are working hard to bring the values of the organization alive and we have made significant progress towards achieving our mission and vision.

We have also made a substantial contribution to the strategic directions outlined by the Department of Health and Community Services. As one of four regional health authorities and the provincial tertiary centre for health services, we understand our role in contributing to the health and well-being of the province.

In the upcoming year, the Board will be embarking on its next strategic planning process. We will be engaging internally and externally with our many stakeholders as we reaffirm the organization's values and determine its strategic priorities for our next planning cycle, 2008-11.

Within the complex health and community services sector, there are challenges that must be faced. In 2006-07, estrogen and progesterone testing was at the forefront of media attention and caused great concern for the public. Similarly, towards the end of the fiscal year, concerns were being expressed regarding the interpretation of radiology exams on the Burin Peninsula. These issues are being dealt with and as a Board, we are committed to strengthening public confidence in the quality care that we continue to provide.

The Board of Trustees of Eastern Health is accountable for the preparation of this annual performance report and the results achieved by Eastern Health in the 2006-07 fiscal year.



Joan Dawe  
Chair, Board of Trustees



The mission of the organization is to provide health and community services along an integrated continuum. Clinical and administrative integration will therefore continue to be a primary focus for the organization. Administrative issues currently at the forefront that will receive significant attention during the next year are the management of information, performance management, transition agreements with unions and the development of an organizational culture. Clinically, the organization will continue to develop its policy networks.

Financially, the organization has maintained a balanced budget and has made contributions to the organization's debt, which now stands at \$71.9 million. Eastern Health operates in a very dynamic environment and constant vigilance is necessary in order to ensure the financial sustainability of the organization, particularly given the debt facing the organization and the many needs being identified. Key budgetary pressures are being experienced in the adult acute care sector and in the Child Youth and Family Services area. New technology, drugs and treatments as well as external environmental factors can drive up costs and challenge budgets. The organization continues to be taxed in the area of infrastructure, particularly in the areas of acute care in St. John's and long-term care.

As a fairly new organization, it can be frustrating for people to navigate through the organization and the health and community services sector in general. This difficulty is exacerbated for seniors and people with literacy challenges. The organization has an opportunity to review its systems/processes from the perspective of providing services along the continuum and to find innovation solutions to this challenge.

Eastern Health has been under increasing public scrutiny due to the Turner Report, the ER/PR judicial inquiry and class action lawsuit, and the Burin Peninsula radiology review. These issues have undoubtedly shaken the confidence of the general public in the health care system.

Restoring public confidence is a priority for the Board of Trustees and the organization. Eastern Health will continue to ensure a safe environment with open, honest and timely communication with all stakeholders.

As the province's population gets older due to declining birth rates and outmigration, it is anticipated that the changing demographics will have an impact on health care services.

Rural areas of the region are feeling the impact of the demographic shift with many seniors living alone without traditional family support. The Northeast Avalon continues to grow and put pressure on services within the urban area. This is particularly being felt in acute care, St. John's, and in long-term care. Understanding the demographics and its impact allows the organization to review its current services and service delivery models and to find innovative ways to meet the needs of the population to be served. The demographic changes in the province also challenge the organization's ability to recruit and retain health care workers throughout the region. This can result in vacancy-related issues or pressure to introduce market differentials.

The Board of Eastern Health has demonstrated its commitment to community partnerships in a number of ways during the past two years. This emphasis will continue, particularly as it relates to Eastern Health's devolved services and the faith- and fraternity-based owner boards of long-term care services in St. John's and Clarke's Beach. The organization will be developing Memorandums of Understanding with these groups in order to ensure the continuation of quality care.

The health care sector is no doubt a challenging but rewarding one. The workforce of Eastern Health is committed to environmental-scanning to be cognizant of the opportunities and challenges that exist and to respond to them as appropriate.



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