

WELCOME

2023 Strategic Plan Annual Review

Please ensure your camera is off and your mic is muted. Question time will be available after each presentation.



Opening Remarks



Michele Polinuk
Board Chair



Opening Prayer



Lynette McDonald
Director, IERHA Board



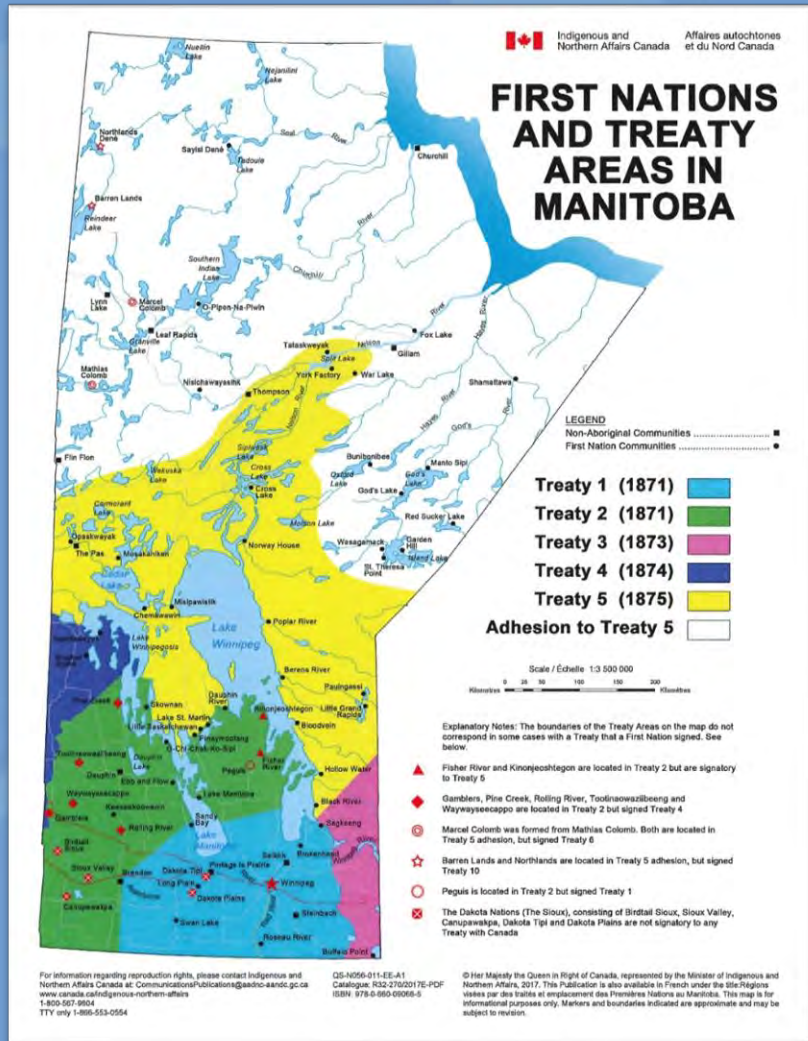
Traditional Lands Acknowledgement



Cyndi Typliski
Vice-Chair, IERHA Board



Traditional Lands Acknowledgement



Interlake-Eastern Regional Health Authority delivers health-care services on First Nation Treaty Territories 1, 2, 3 and 5 and on the homeland of the Red River Métis Nation. We respect that First Nations treaties were made on these territories. We understand that we are all treaty people with rights and responsibilities under these treaties. We acknowledge harms and mistakes, and we dedicate ourselves to collaborate in partnership with First Nations, Inuit and Red River Métis peoples in the spirit of reconciliation.

Agenda for the day

- IERHA Strategy in Context of Current Environment
- Health System Horizon Topics/Updates
 - Indigenous Health Quality Framework – Dr. Marcia Anderson & Amanda Fowler-Woods
 - Health Equity Panel Discussion - Panel of Health Directors
 - Social Prescribing – Connie Newman & Dr. Mike Routledge
 - Provincial CancerCare Road Map– Dr. Sri Navaratnam
- Strategic Steering Committee Updates
- Evaluation and Feedback
- Closing Comments



Objectives for the 3rd Annual Strategic Plan Review Day

Provide staff, clients, families, the other stakeholders with:

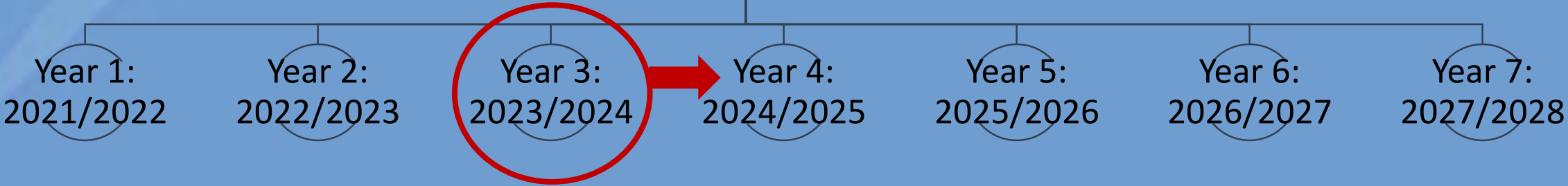
The opportunity to participate in the “horizon scan” on new emerging trends, best practice, initiatives, etc.

Up-to-date information about the strategic plan and keeping everyone informed on progress





2021-2028 IERHA Strategic Plan





Who are we as a region

- Roughly 10% of Manitoba's population and geography - 135,000 residents (as of 2021)
- 17 First Nation communities, 27% of region's population self-identify as Indigenous
- Higher percentage of people aged 50+ than provincial average



Strategy in Context of Environment

May 2021 :

- Access to primary health-care close to home
- Wait times for specialty services
- Reliability of health-care services including access to urgent and emergency care
- Access to mental health services
- Culturally appropriate care and inequities of health status
- Efficient care coordination

2022-2023 Arising priorities:

- Global shortage of health workers
- Looming recession/inflation
- Supply chain challenges
- Long-term/chronic health conditions
- Growing health inequalities



Strategy in Context of Environment

A culture shift that is truly person-centred.

A person's experience is as important as their outcome.



Questions/Comments?



Interlake-Eastern
Regional Health Authority

Collaborative Health System Updates



Indigenous Health Quality Framework

Dr. Marcia Anderson

Vice-Dean, Indigenous Health, Social Justice and Anti-Racism, Rady Faculty of Health Sciences, University of Manitoba

Amanda Fowler-Woods

Department of Community Health Sciences, Max Rady College of Medicine, Rady Faculty of Health Sciences, University of Manitoba



Health Equity Panel Discussion

Gwen Traverse

Director of Health for Pinaymootang First Nation

Adam Sanderson

IERHA Regional Manager – Indigenous Health



Interlake-Eastern
Regional Health Authority

Social Prescribing

Connie Newman

Executive Director, Manitoba Association
for Senior Communities

Dr. Mike Routledge

Medical Lead, Manitoba Association for
Senior Communities - Social Prescribing
Project



Interlake-Eastern
Regional Health Authority



IERHA – November 30, 2023 Strategic Planning

We acknowledge that we are gathering on Treaty One land, the traditional territory of the Anishinaabe, Cree and Dakota Nations, and the National Homeland of the Red River Metis. We are grateful for their stewardship of this land and their hospitality; We are also thankful for the gift of water from Shoal Lake 40 First Nation and hydro from TREATY 5 Nations, which allow us to live, work, and play.

Who we are



The Manitoba Association of Senior Communities (MASC) facilitates and supports the healthy aging of older Manitobans through leadership, learning, connection, and community engagement

- through our 80+ member centres
- Through our 90+ age friendly communities
- With an Executive Director, 10 consultants, 2 support staff

Our Social Prescribing Implementation team includes

- Connie Newman, Executive Director
- Jim Hamilton
- Dr. Michael Routledge
- Dr. Verena Menec

Social Prescribing...in Manitoba



Provincial & Regional Resources...

- Provincial Government
Health,
Seniors & Long-term Care,
Mental Health & Community Wellness
- Regional Health Authorities
- Provincial Associations
 - Alzheimers Society
 - Active Aging in MB

Social Prescribing...in Manitoba



Community Resources...

... key Intersectoral Players

- Health Care Providers
- Age-Friendly Leadership
- Senior Centres/Communities

*Senior Resource Coordinators/Finders



Why Social Prescribing

Dr. Michael Routledge



**Senior Resource Coordinators
& Active Living Centres
(Senior Centres)**

What do Seniors Resource Coordinators do?

The services and programs that a SRC can link you to, vary from one neighbourhood to another based on local needs.

Some services are common to all communities.

Some communities have active living centres – senior centres





Emergency Response Information Kits

The kit contains:

- An E.R.I.K.® information sheet
- A Health and Medication form
- A Manitoba Health Care Directive form
- A Sign up for Life Organ Donation Registration card
- A red E.R.I.K.® sticker to be placed on the front door
- Business card for the local Seniors Resource Coordinator/Seniors Resource Finder
- Patient Advocate form
- Optional: French and Hard of Hearing stickers upon request
- Once completed, the kit is placed on the fridge and the E.R.I.K.® sticker on the front door.





Escorted Transportation & Other Transportation Options

- Connection to transportation options
- Arranging for volunteer drivers



Yard & Home Maintenance Referral Program

**- connection to housing
supports/resources**



Meal Programs

- Meal delivery, pick up and in person dining programs may be available



Networking Community Outreach

- Varies by area and community needs
- Seniors outreach programs



Educational Materials

Seniors Resource Coordinators have information for you about many topics important for older adults to stay happy, healthy, safe and active in their homes.

Awareness of 211





Community Presentations

- Organize community education events and workshops
- Let your SRC know if there are speakers or topics that you would like to hear about



Information & Referral Services

- We offer a community information and **referral** service, which refers **older adults** to social services and **programs** available through health, educational, cultural and recreational resources in Manitoba.





Support Services

Support groups may be available for such things as:

- Vision impaired
- Hard of Hearing
- Dementia Care
- Grief



Active Older Adults



Availability will vary by area, examples may include:

- Yoga
- Zumba
- Pickleball
- Tai Chi
- Dancing
- Walking clubs
- Gardening





Socialization Programs, Classes and Activities

Opportunities may include things such as:

- Art classes
- Technology classes
- Men's Shed
- Bingo
- Crafts





Volunteer Opportunities



Senior Resource Coordinators & Active Living Centres are always looking for volunteers who can lend their skills and talents to supporting the community



Excursions

Special Events



- Events for special occasions, like holidays and current events



Community Partners

- Senior Resource Coordinators & Active Living Centres know what programs and services are available in the community.
- They can connect you to public and private services that you might not know are available.
- They work with partners in the community and the health care system to support you
 - Alzheimer's Society
 - A&O: Support Services for Older Adults
 - +++



Social Prescribing...in Canada



The Canadian Institute for Social Prescribing (CISP) is a new national hub to link people and share practices that connect people to community-based supports and services that can help improve their health and wellbeing (as of 2022)

Canadian Institute for Social Prescribing



Community Partners



More Effective Meeting



...and many more

Do you qualify for the...
Community Volunteer Income Tax Program (CVITP)

SRC's & some active living centres are funded by Regional Health



Manitoba Association of
Senior Communities



Questions, comments.....

Connie Newman, Executive Director

ccnewman@shaw.ca

204-792-5838

www.agefriendlymanitoba.com

www.manitobaseniorcommunities.ca

Provincial CancerCare Road Map

Dr. Sri Navaratnam

President and CEO, CancerCare
Manitoba



Interlake-Eastern
Regional Health Authority

CancerCare Manitoba

Cancer Updates for our Partners in the IERHA Region

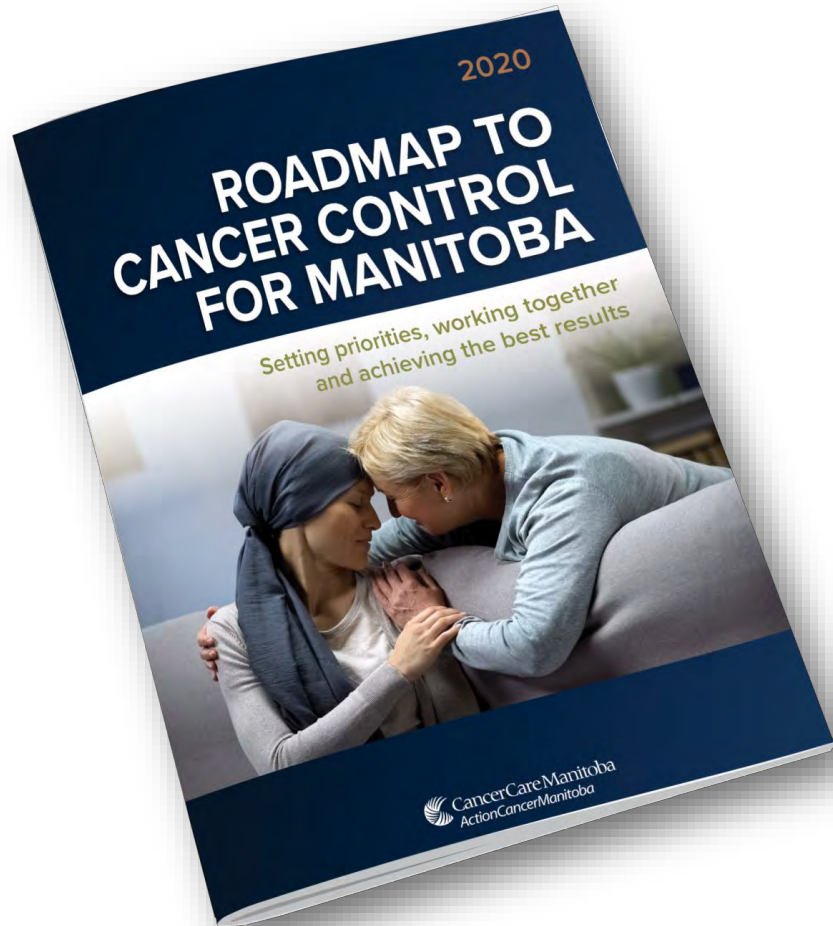
Dr. Sri Navaratnam, President and CEO
CancerCare Manitoba

IERHA Annual Strategic Plan Review
Thursday, November 30, 2023



CancerCare Manitoba
ActionCancerManitoba

Roadmap to Cancer Control for Manitoba



Working together with our partners to achieve the best results

Successful implementation of a well-planned, robust and comprehensive cancer control program which involves the whole healthcare system will determine the cancer outcomes and health of the population in Manitoba.

6 Priorities of the Roadmap

Priority 1



Promote cancer prevention and screening

Priority 2



Deliver timely access to quality cancer care closer to home

Priority 3



Provide evidence-based, high-quality cancer services

Priority 4



Improve patient experience throughout the cancer continuum

Priority 5



Ensure sustainability of cancer services

Priority 6



Improve First Nations, Métis, and Inuit cancer control and outcomes

Roadmap Progress and Planning Ahead



APR 2021-2022
Year 1 Roadmap



APR 2022-2023
Year 2 Roadmap

Hope and Healing Program

Centres for Hope

- Provincial - Winnipeg, Brandon, Boundary Trails, with a vision for other sites in Manitoba ...
- Integrated: Person-centred care
- Supportive cancer care
- Patients with all cancers
- In person and virtual

Provincial Cancer Standards

- Development and management
- Dissemination and communications
- Measuring and monitoring
- Quality improvement





Manitoba Provincial Clinical and Preventive Services Plan

Cancer Priorities Working with CPSP Partners

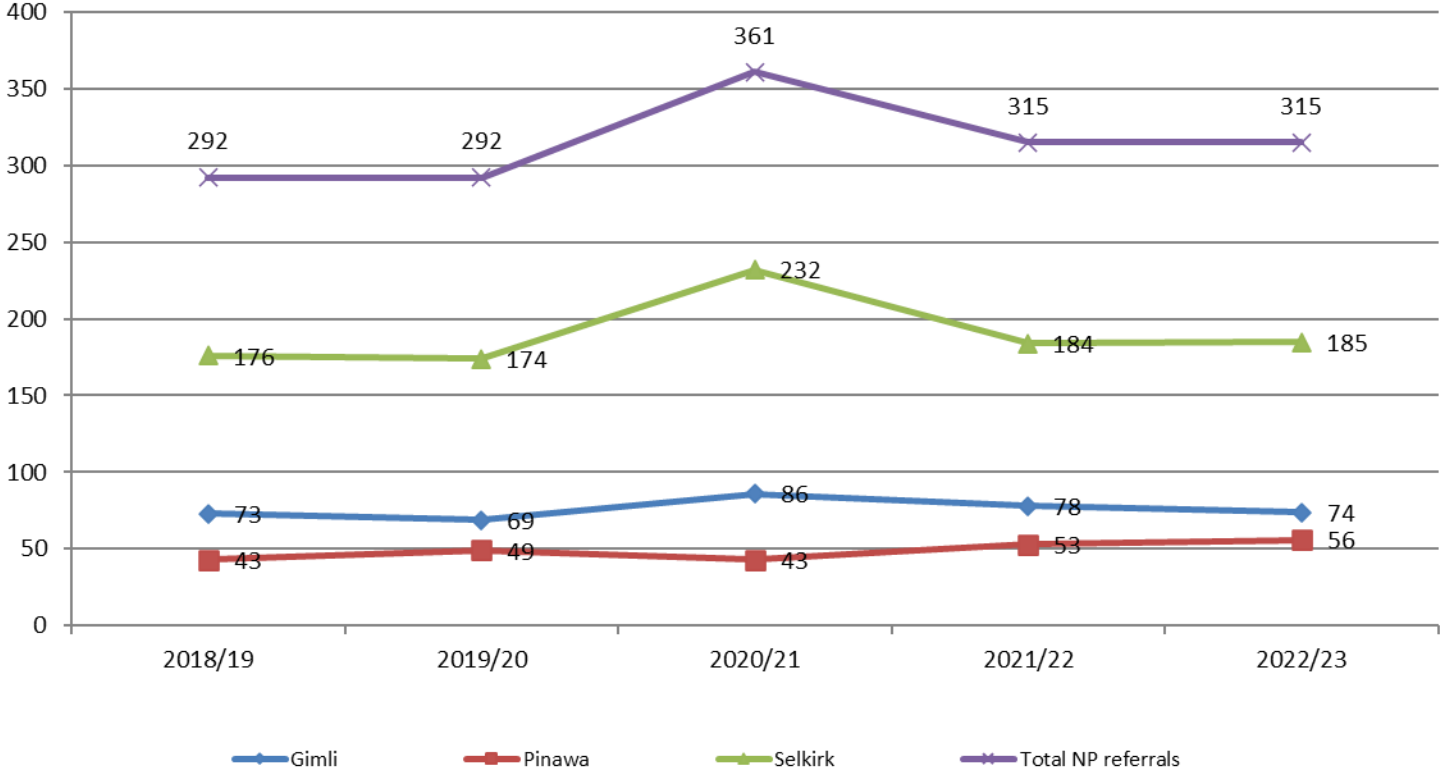
- Primary Care Oncology
- Provincial Cancer Surgery Quality
- Hematology
- In-Patient Oncology Unit



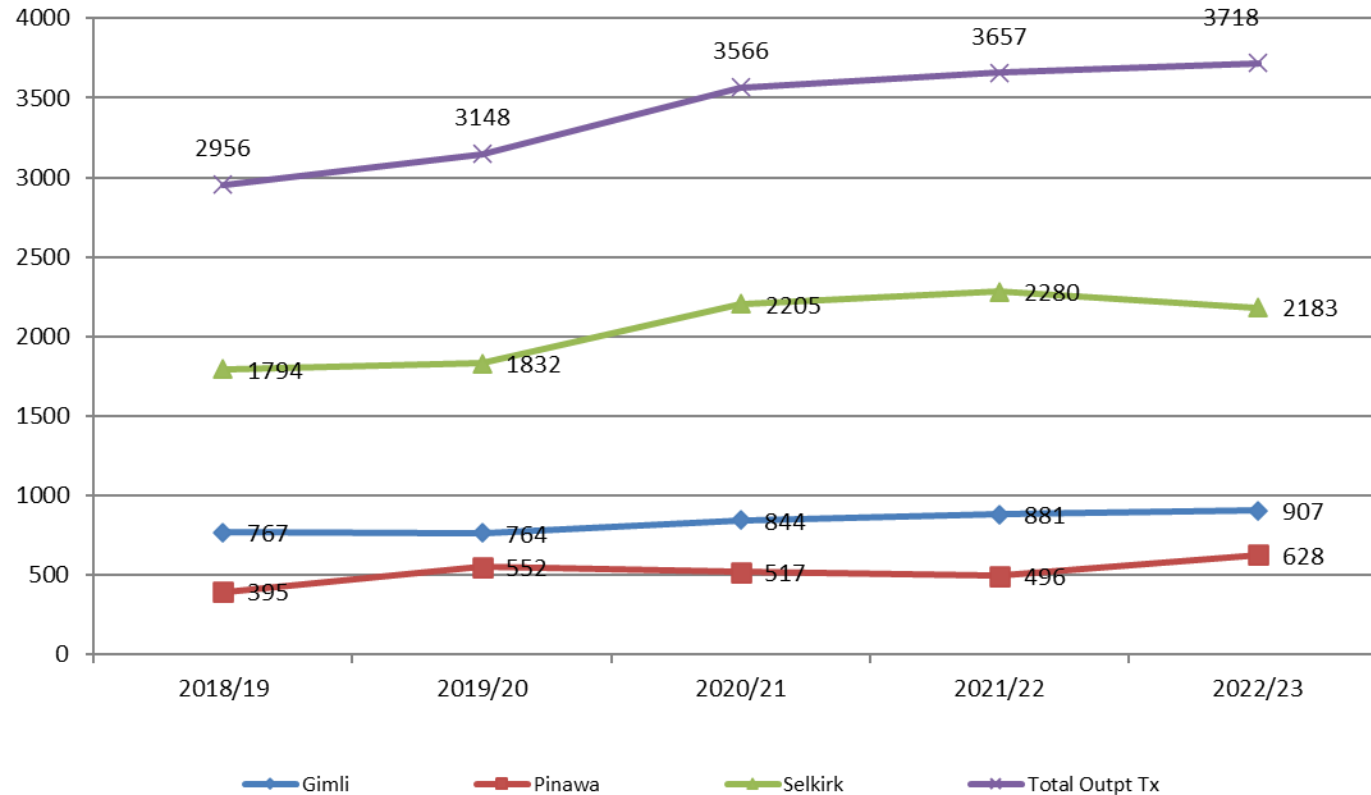


Cancer services provided in the Interlake-Eastern Region

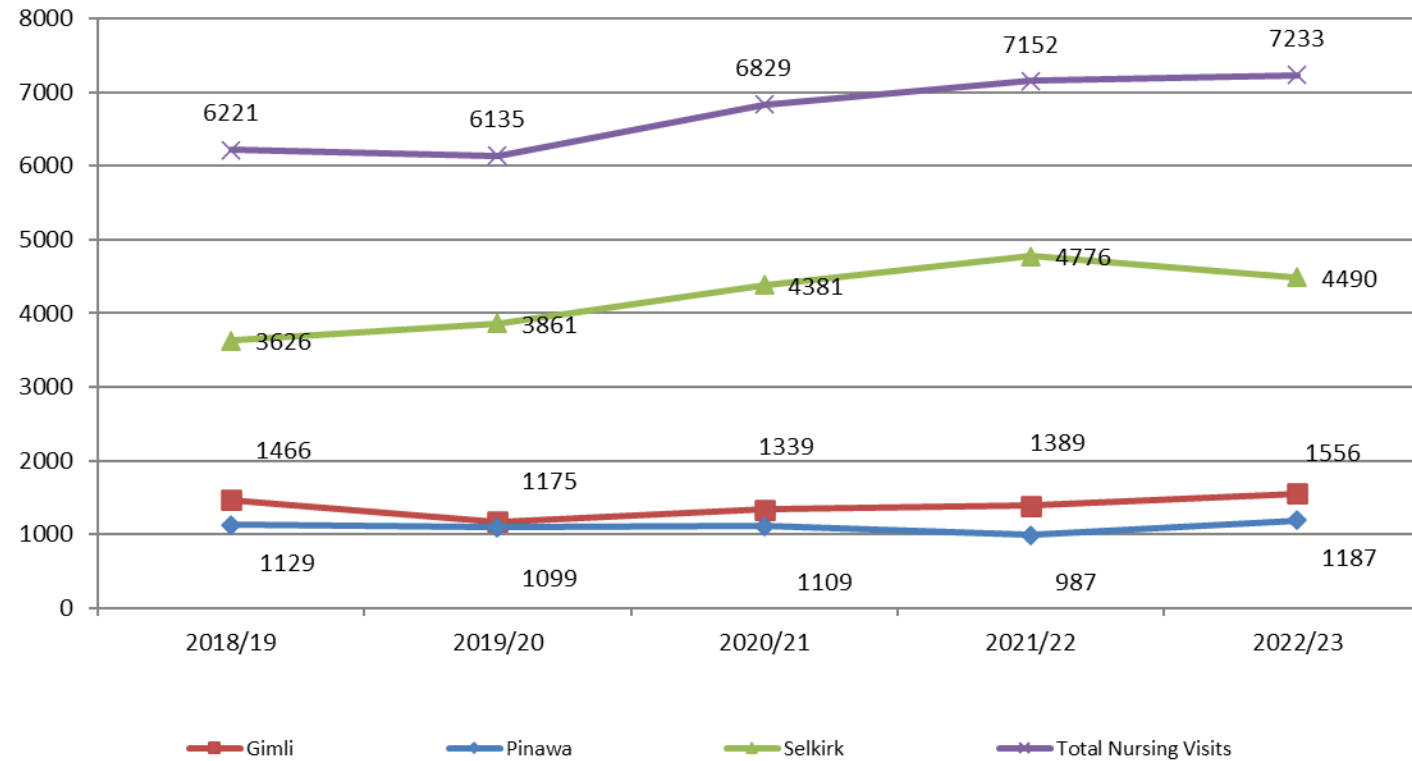
IERHA Community Cancer Programs New Patient Referrals 0% decrease



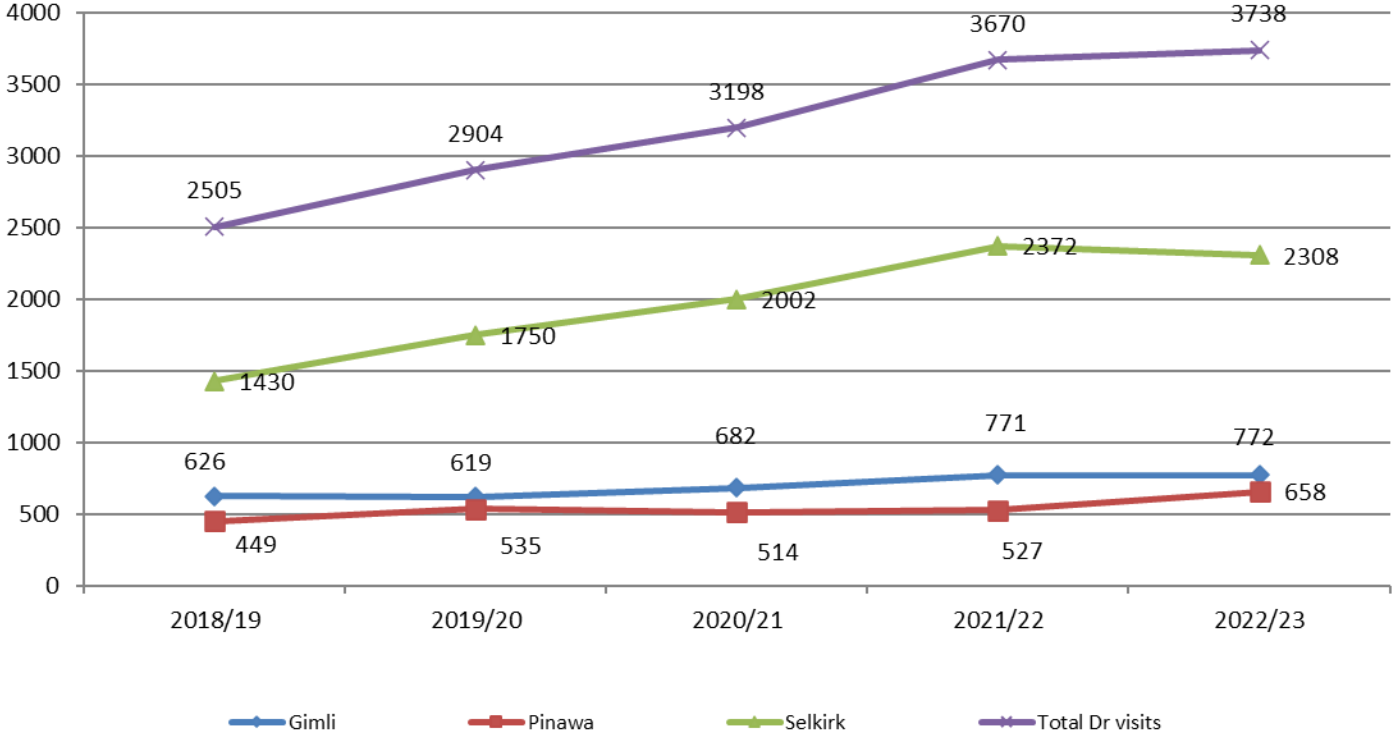
IERHA Community Cancer Programs Total Outpt Tx (IV Chemo, Bladder, IM, SC) 2% increase



IERHA Community Cancer Programs Patient Visits (Nursing) - chemo & clinic 1% increase



IERHA Community Cancer Programs Physician Clinic Visits - 2% increase



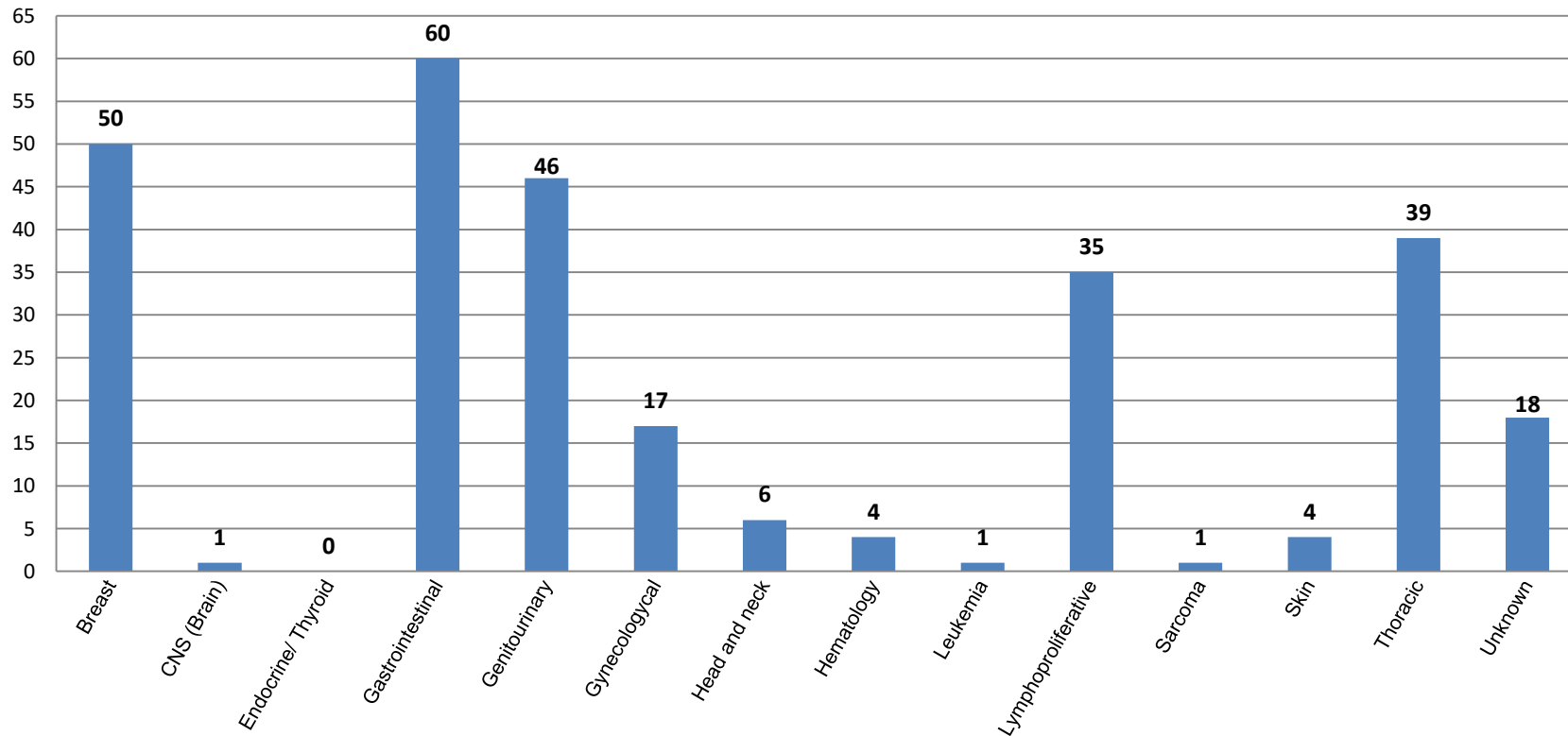
IERHA – Cancer Navigation Services

2016-17 to 2022-2023

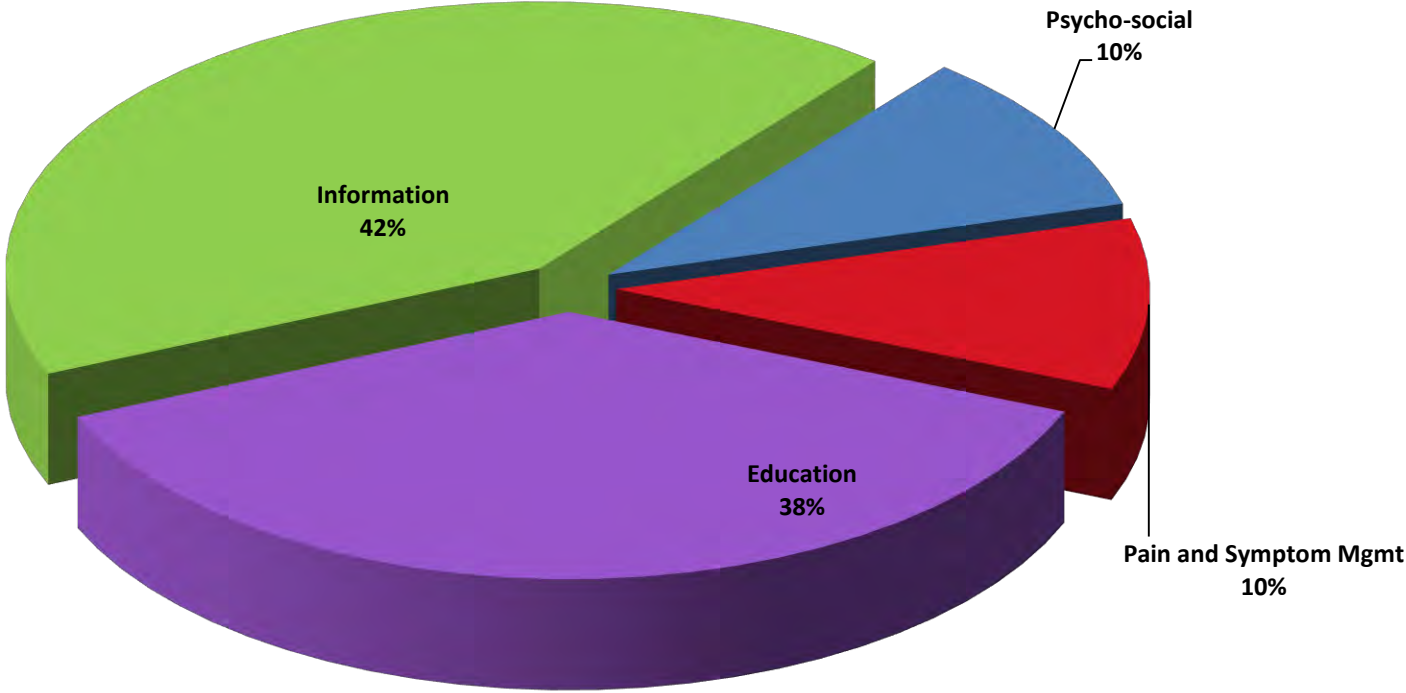
Nurse Navigators: New Referrals (*)

		2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Interlake Eastern RHA								
	Total- RHA	441	414	408	432	341	334	335
* Based on Department stats, vary from ARIA numbers								

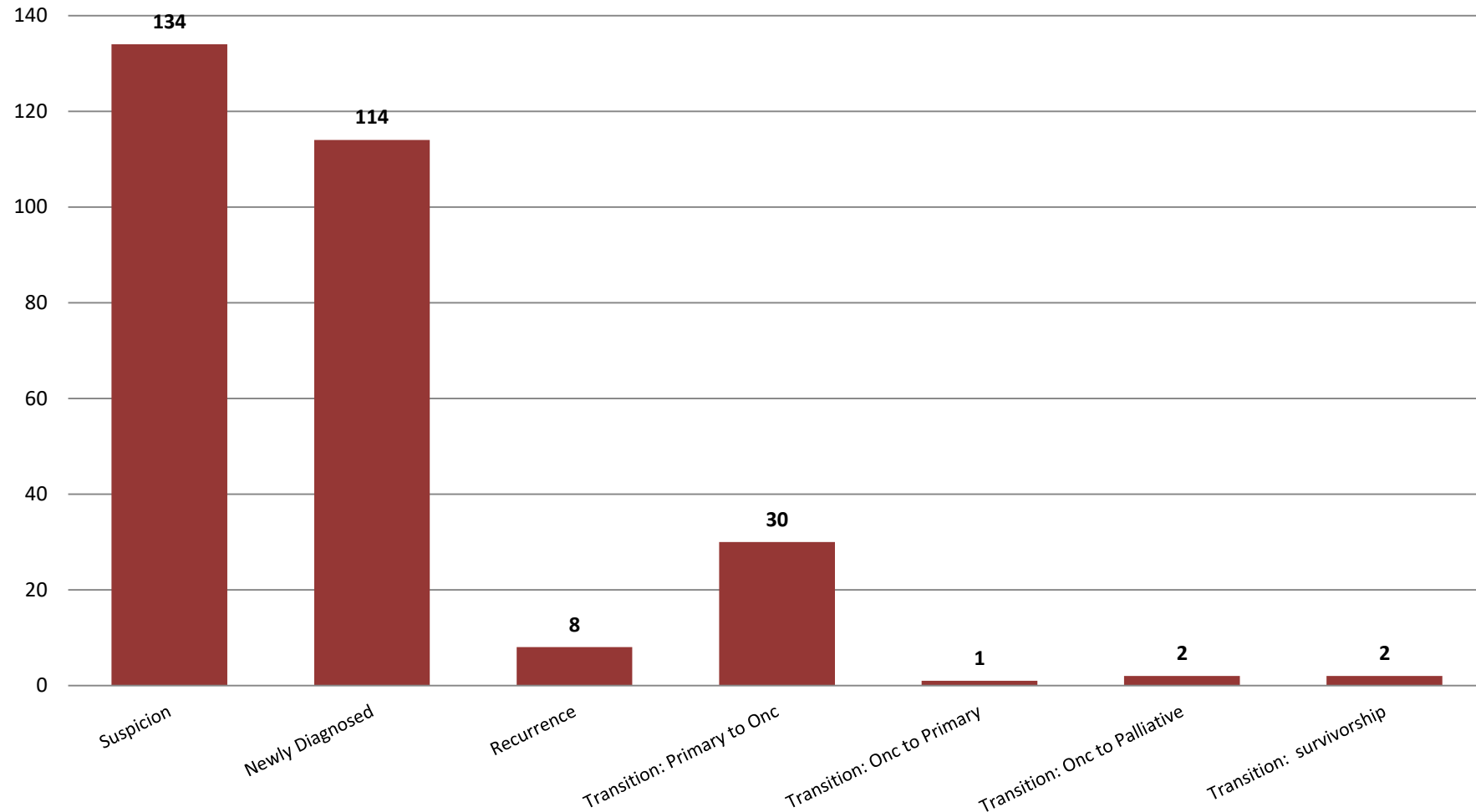
Navigation Referrals by DSG



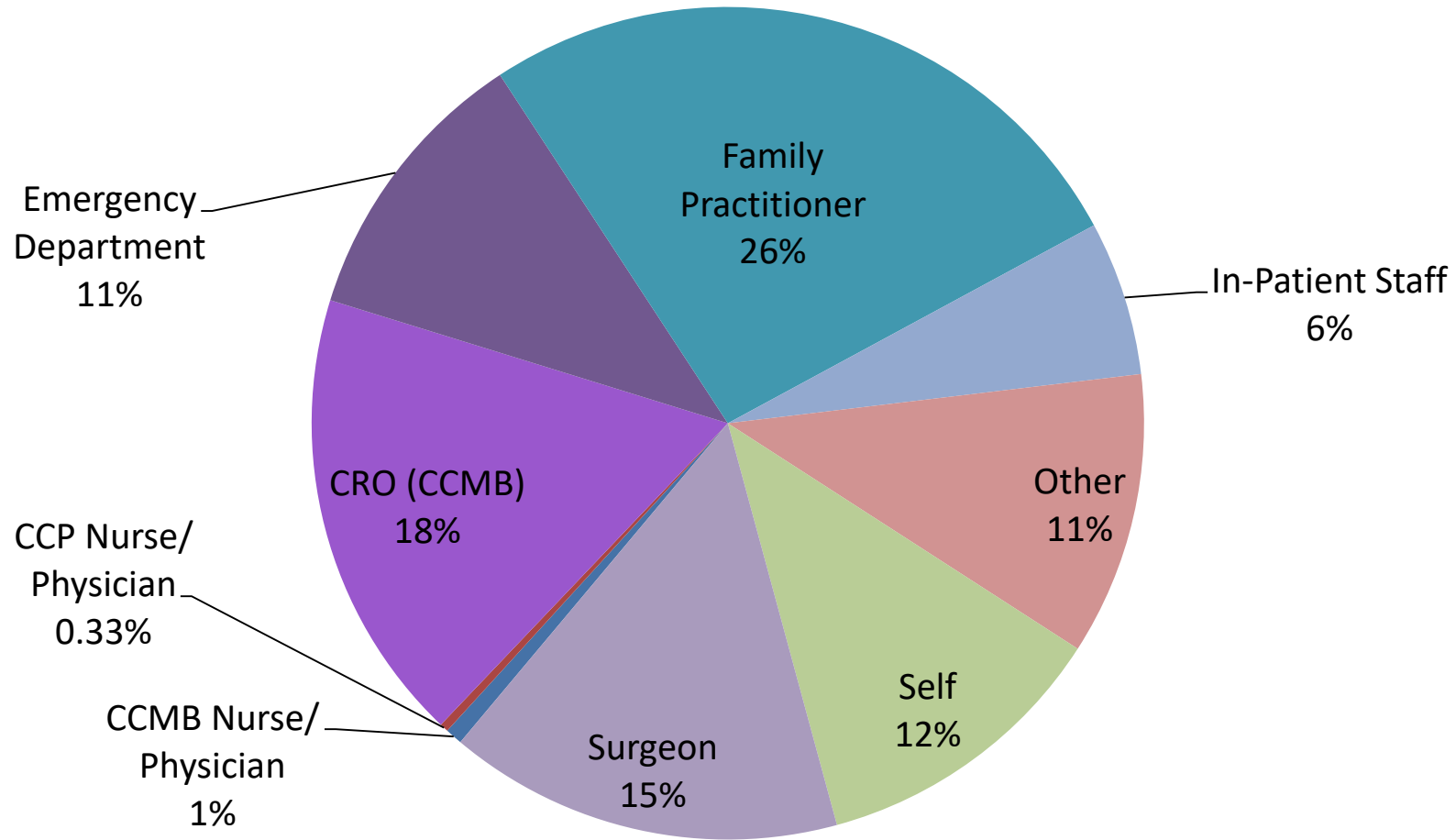
Navigation Referrals by Identified Need



Navigation Referrals by Stage of Journey



Navigation Referral Source



Cancer Patient Navigators

Supporting cancer patients in every health region

<p>Southern Health - Santé Sud</p>  <p>Your personal cancer treatment navigator</p> <p>In the Southern Region, call 1 (855) 623-1533</p> <p><i>Shayna, Cancer Patient Navigator</i></p> <p>CancerCare Manitoba ActionCancerManitoba</p>	<p>Winnipeg Regional Health Authority</p>  <p>Your personal cancer treatment navigator</p> <p>A shoulder to lean on, Every step of your journey.</p> <p><i>Debbie, Cancer Patient Navigator</i></p> <p>CancerCare Manitoba ActionCancerManitoba</p> <p>World Cancer Day 4 February</p>	<p>Northern Regional Health Authority</p>  <p>Your personal cancer treatment navigator</p> <p>In the Northern Region, call 1 (855) 740-9322</p> <p><i>Lesley, Cancer Patient Navigator</i></p> <p>CancerCare Manitoba ActionCancerManitoba</p>
<p>Prairie Mountain Health</p>  <p>Your personal cancer treatment navigator</p> <p>In the Prairie Mountain Region, call 1 (855) 346-3710</p> <p><i>Kelsey, Cancer Patient Navigator</i></p> <p>CancerCare Manitoba ActionCancerManitoba</p>	<p>Winnipeg Regional Health Authority</p>  <p>Your personal cancer treatment navigator</p> <p>Anywhere in Manitoba, We're here for you.</p> <p><i>Nicole, Cancer Patient Navigator</i></p> <p>CancerCare Manitoba ActionCancerManitoba</p> <p>World Cancer Day 4 February</p>	<p>Interlake-Eastern Regional Health Authority</p>  <p>Your personal cancer treatment navigator</p> <p>In the Interlake Eastern Region, call 1 (855) 557-2273</p> <p><i>Michelle, Cancer Patient Navigator</i></p> <p>CancerCare Manitoba ActionCancerManitoba</p>

Indigenous Community Profiles

We work in Treaty 1 territory and the land on which we gather is the traditional territory of Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene Peoples, and on the homeland of the Métis Nation.



[Home](#) [Communities](#) [Resources](#) [Contact Us](#)

CancerCare Manitoba Community Profiles

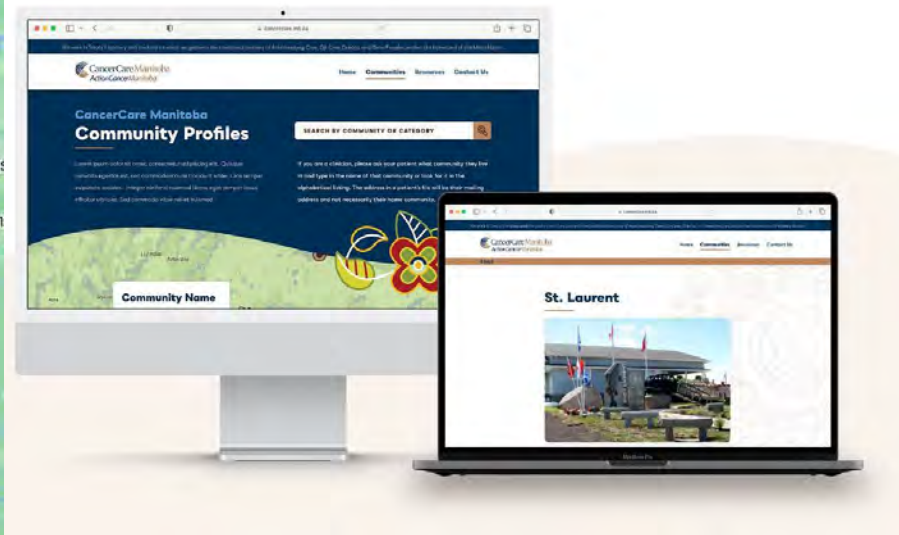
First Nations, Métis and Inuit Community Profiles provide community information and resources that can be used to support people with cancer.

[EXPLORE THE PROFILES](#)

SCROLL



Community Profiles



Community Connectors

Participation from IRTC and SERDC Tribal Councils on Steering Committee for Community Connectors and Community Profiles Project

70 Indigenous Community Connectors trained (CPAC Funded)

25 active (Pandemic) - Acting like bridges between community members and CCMB's programs and services

- 10 Active IERHA
- 5 Cross-Jurisdictional



Supports for People with Cancer

INTERLAKE-EASTERN
REGIONAL HEALTH AUTHORITY



Community Connector

Community Connectors are trusted members of community trained by CancerCare Manitoba to share resources and programs available to patients and their family.

Pictured: Marlene Combot
Phone: 204-914-0556
communityconnector1882@gmail.com

WHEN TO CALL:
When support from a community perspective or a bridge to CancerCare Manitoba is needed.

Navigation Services

Nurse Navigators are Registered Nurses with specialized training in cancer care. They offer information, guidance and support throughout the cancer journey.

Interlake-Eastern
Toll free: 1-855-557-2273
Fax: 1-204-785-9242

WHEN TO CALL:
If patients have questions about the cancer journey, resources, treatments, tests or care plans.

Email changingthepath@cancercare.mb.ca for more information
or visit www.cancercare.mb.ca

Community Engagement Liaisons

- 2 Community Engagement Liaisons
- Located to serve two areas of the region
 - East-Side of Region
 - Between the Lakes
- Provide cancer education, promote screening, engage with communities and community connectors.



First Nations: Cancer Screening Working Group

- This group was formed to help understand the barriers and promote communication and collaboration.
- Stakeholders/Members include:
 - IERHA – Cancer Services, Cancer Navigation
 - CCMB – Cancer Screening, Underserved Populations Program
 - IRTC (Interlake Reserve Tribal Council) – Health
 - SERDC (SouthEast Resource Development Council) - Health
 - Independent communities: Beren's River, Sagkeeng, Lake St. Martin, and Fisher River - Health



First Nations: Colon Cancer Screening Engagement

2021 - Engagement to Obtain Community Feedback on Colon Cancer Screening:

- Over 70 individuals aged 50-75 participated in private consultations
- Community participation in 2 focus group sessions

2023 – Giant Colon engaged 1,247 people

Pinaymoogtang 2023



CCMB Patient & Family Advisor Program

Engagement with patients, family members and caregivers to volunteer as partners with CancerCare Manitoba **to advise and share their experiences on a variety of projects and initiatives**

Currently 70+ active advisors with diverse diagnoses and experiences

- **Approximately 6 advisors from IERHA**

Break



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Regional Health Authority

Stakeholder Feedback

Thank you to all who provided feedback in advance of today's session!

“As an organization, what did we do well during the past year?”

Stakeholder
Engagement

Indigenous
Partnerships

“As an organization, where do we need to improve?”

Recruitment
& Retention

Addressing
Health Equity

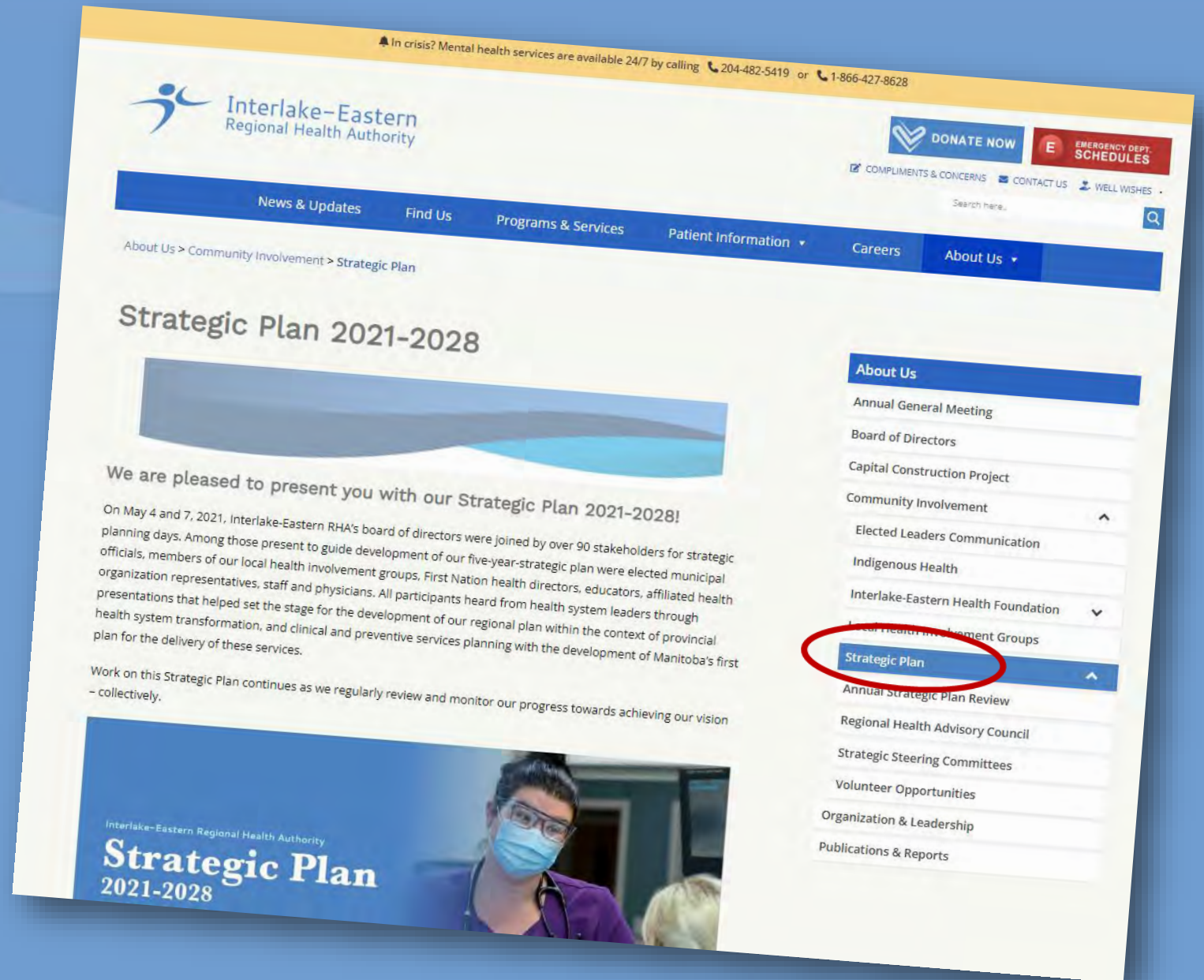


Strategic Steering Committee

UPDATES



To view the plan or contribute visit: www.ierha.ca > click on “About Us”





STRATEGIC STEERING COMMITTEE: Integrated and Coordinated Health Care



CHAIR

Dr. Charles Penner

Regional Lead, Medical Services
and Chief Medical Officer



Interlake-Eastern
Regional Health Authority



STRATEGIC STEERING COMMITTEE: Integrated and Coordinated Health Care

Progress & Achievements

- Regional Pain Care Clinic at Selkirk Regional Health Centre



Pictured Above: Pain Care Clinic Staff & Leadership



Pictured Above: Fluoroscopy utilizing (C-arm is a mobile medical imaging device)



STRATEGIC STEERING COMMITTEE: Integrated and Coordinated Health Care

Progress & Achievements

- Developing Strategies to Increase Cancer Awareness through Community Engagement



Pictured Above: The interactive, walk through, inflatable depiction of the inside of a colon



Pictured Above: IERHA's Board of Directors learning about the Giant Colon Toolkit



Pictured Above: The interactive, walk through, inflatable depiction of the inside of a colon



STRATEGIC STEERING COMMITTEE: Primary and Community Care Transformation



CHAIR

Kate Hodgson

Regional Lead, Health Services
Community & Continuing Care



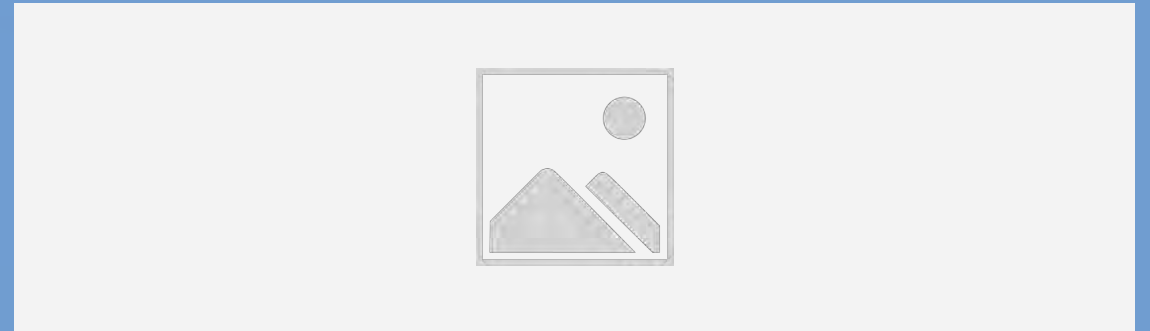
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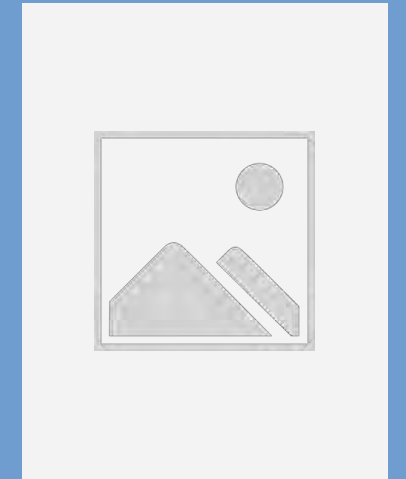
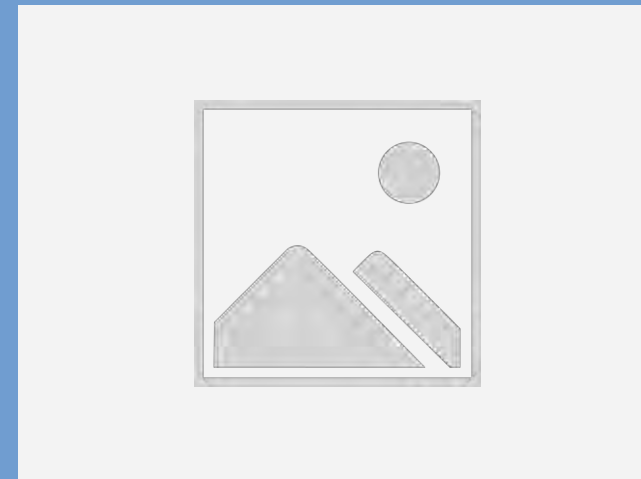
STRATEGIC STEERING COMMITTEE: Primary and Community Care Transformation

Progress and Achievements

- Expansion of Nurse Practitioners (NPs) in primary care - increased staff hours and the creation of new positions in Pine Falls, Ashern, Eriksdale, Fisher Branch, Selkirk, and Winnipeg Beach
- Hospital teams have new dedicated resources to facilitate safe discharges or transfers to personal care homes
- Opened two transitional housing suites in Stonewall



Pictured Above: The region's primary care team including primary care nurses and nurse practitioners



Pictured Above: Transitional housing suites at Stonewood Place in Stonewall





STRATEGIC STEERING COMMITTEE: Indigenous and Aging Populations



CHAIR

Paul Barnard

Executive Implementation Lead,
Clinical & Preventive Services
Plan (CPSP)



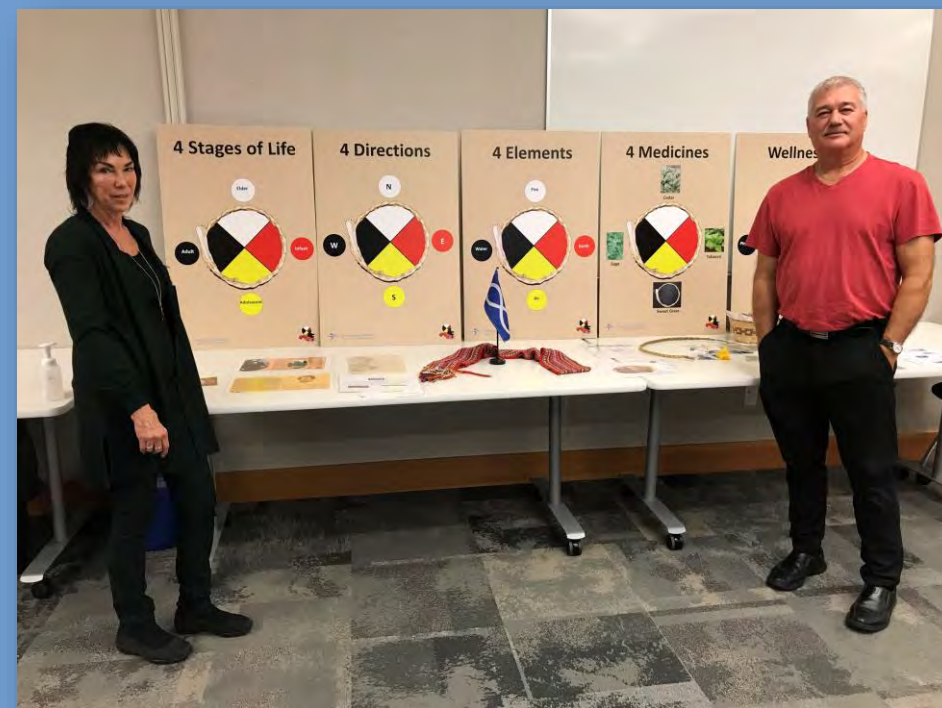
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STRATEGIC STEERING COMMITTEE: Indigenous and Aging Populations

Indigenous Related Progress & Achievement

- All Regional Leadership Team have completed Indigenous Cultural Awareness training
- In partnership with Interlake Reserves Tribal Council (IRTC) an Indigenous Health Liaison position was created and is based in Ashern, as well as a new Elder supporting the region
- Access to new smudging ceremony and guidelines developed at all IERHA hospitals, personal care homes and supportive housing



Pictured Above: Lori Ann Buors and Robert Maytwayashing providing Indigenous Cultural Awareness Training





STRATEGIC STEERING COMMITTEE: Indigenous and Aging Populations

Indigenous Related Progress & Achievement

- Participated in the 2023 Racial Climate Survey
- The continued development of a IERHA Indigenous procurement policy that is integrated with provincial Indigenous procurement direction
- Facilitate strong partnerships and connections with Indigenous stakeholders at all levels



Pictured Above: IERHA's Acute Care Team and Indigenous Health Liaison visiting Kinonjeoshtegon First Nation





STRATEGIC STEERING COMMITTEE: Indigenous and Aging Populations

Aging Population Progress & Achievement

- Adding Nurse Practitioners (NPs) to care teams in Personal Care Homes
- Created a Navigator position for Seniors Services as part of the Provincial Seniors Strategy to assist seniors in accessing services and to help them stay healthy in the community
- Providing information and awareness with teams in the region in preparation for the implementation of “social prescribing”
- Strengthening care and enhancing capacity at long-term care facilities through investments from the Stevenson's Review



Pictured Above: Staff attending the Services to Seniors Coordinator Meeting with new Navigator





STRATEGIC STEERING COMMITTEE: Health Human Resources



CHAIR
Julene Sawatzky
Regional Lead,
Human Resources



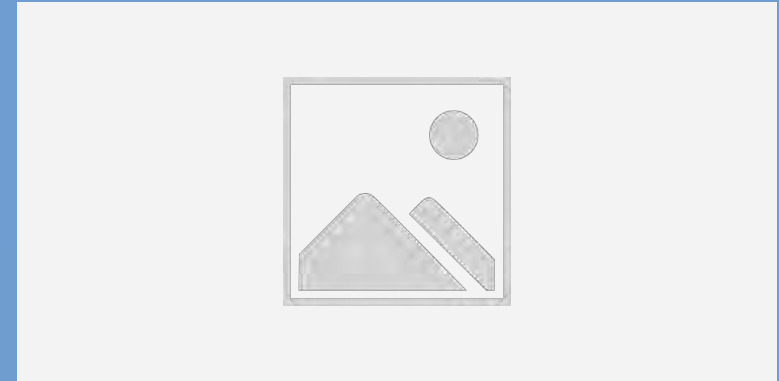
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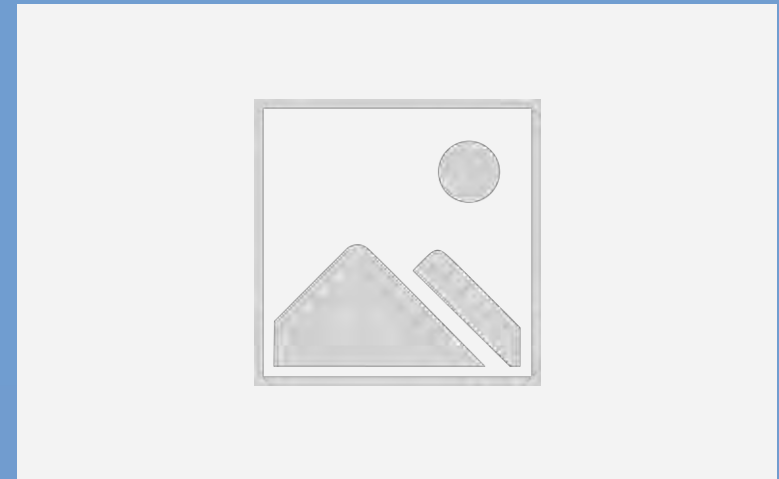
STRATEGIC STEERING COMMITTEE: Health Human Resources

Progress and Achievements

- Manitoba Association for Safety in Healthcare (MASH) Safe Work Certification
- Home grown health care aide mobile training/micro-credentialing program launched in June 2023



Pictured Above: IERHA staff attending Workplace Health and Safety Training



Pictured Above: Newly graduated class of health-care aide from Seymourville



STRATEGIC STEERING COMMITTEE: Health Human Resources

Progress and Achievements

- Licensed Practical Nursing (LPN) course commencing in Beausejour in 2025
- International recruitment – on-boarding and orientating new hires to the region and facilities from the Philippines



Pictured Above: Ashern welcoming employees from Philippines



STRATEGIC STEERING COMMITTEE: Mental Health and Addictions



CHAIR

Kate Hodgson

Regional Lead, Health Services
Community & Continuing Care



Interlake-Eastern
Regional Health Authority



STRATEGIC STEERING COMMITTEE: Mental Health and Addictions

Progress and Achievements

- My Health Team increased Mental Health & Addictions services to First Nation communities – Pinaymootang, Hodgson, and Lake Manitoba
- Increased access to rapid access to addictions medicine (RAAM) services
- Expansion of Rural Telepsychiatry services
- Establishing the newly opened Medical Withdrawal Management Services at Ashern's Lakeshore Hospital



Pictured Above: My Health Team staff (Tatianna Kanski and Elliott Drewniak) pictured with Lawrence West, Health Director outside the Health Centre in Lake Manitoba on October 18, 2023





STRATEGIC STEERING COMMITTEE: Innovation and Technology



CO-CHAIR
Katherine Podaima
Regional Lead, Quality, Patient
Safety & Accreditation



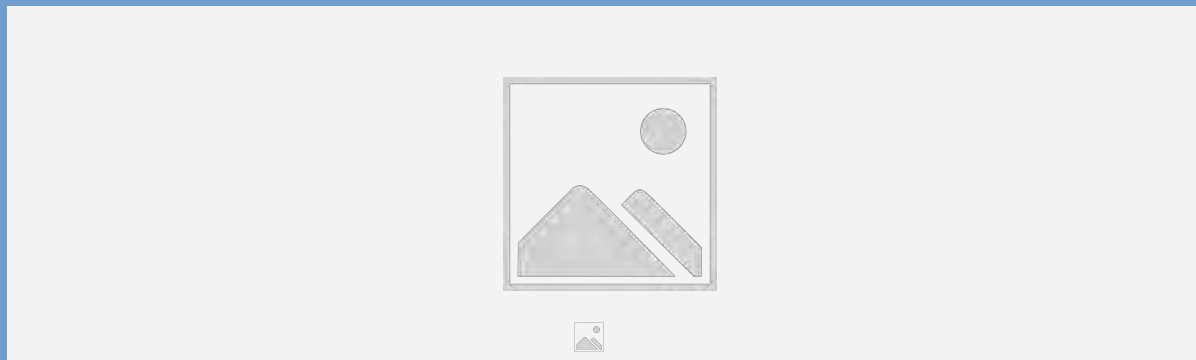
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STRATEGIC STEERING COMMITTEE: Innovation and Technology

Progress & Achievements

- Reallocated funding to hire a new Patient Relations & Engagement Coordinator
- Implementation & evaluation of the Race, Ethnicity and Indigenous Identity Project
- Continuing efforts to protect the privacy, confidentiality and security of systems and data; for example we are enhancing our security protocols, offering training, etc.
- Successful on-site visit, with Accreditation Canada, where we received “Accredited” status



Pictured Above: Accreditation Canada Surveyors visiting SRHC on June 20, 2023



Questions/Comments?



Interlake-Eastern
Regional Health Authority

Looking Ahead

IERHA's Improvement Priorities into 2024

★
Access to
Primary Care

★
Improving
Patient Flow

★
Recruitment
and Retention

Access to
Substance Use
Services

Creating an
Inclusive Care
Environment

One Health
System
Approach

Emergency
Department
Services



Questions/Comments?



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Interactive Discussion



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Regional Health Authority

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What resonated with you today?

ⓘ Start presenting to display the poll results on this slide.

What resonated with you today?

Stakeholder responses (part 1)

- The system is not broken, it was designed this way
- Great engagement
- How critical partnerships are
- The fact that we need to work together
- My first Annual Strategic Planning Review
- Goals to move forward to be inclusive
- Great engagement by everyone still lots of lessons to learn
- The progress we are making with our first nation partners and communities
- The presentations were very informative and insightful to what we will be doing moving forward
- System design, not broke
- Hearing the perspectives of the First Nations participants through the panel discussion was really enlightening
- All the collaboration and work completed within the IRHA system is not broken but designed this way
- Glad we have focus on patient engagement
- System was not broken, work together as a team
- Sharing is Knowledge
- Great information, great work being done
- Great transportation information for seniors
- See people first. Plan from there.
- Strength of partnerships
- Looking forward to the Recruitment and Retention work in the new year.
- A persons experience is as important as their outcome
- Building partnerships, ignore jurisdictional boundaries to break the system that has not designed equitably
- More focus on improved experience
- Lots of work and opportunities ahead of us
- Dealing more effectively in partnership with Shared Health
- Lots of work. Opportunities are presenting themselves
- Examples of pragmatic and innovative ways to work to address barriers to care
- How can more community feedback be included in the strategic planning committees vs just updates



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Are there things we are not talking about, that we should be talking about during annual strategic plan reviews?

ⓘ Start presenting to display the poll results on this slide.

Are there things we are not talking about, that we should be talking about during annual strategic plan reviews?

STAKEHOLDER FEEDBACK COMING SOON



Interlake-Eastern
Regional Health Authority

slido



What progress are you hoping to see over the next 12-months within Interlake-Eastern RHA?

ⓘ Start presenting to display the poll results on this slide.

What progress are you hoping to see over the next 12-months within Interlake-Eastern RHA?

STAKEHOLDER FEEDBACK COMING SOON



Interlake-Eastern
Regional Health Authority

Evaluation and Feedback

Questions or comments after we wrap up today?

Email: CEOstrategy@ierha.ca



Closing Comments & Prayer

Michele Polinuk

Chair, IERHA Board of Directors



Interlake-Eastern
Regional Health Authority

Thank you for attending today.

General Strategic Plan Feedback

- CEOstrategy@ierha.ca
- 1-855-347-8500

IERHA Compliments & Concerns

We offer a number of ways to communicate with us:

1. Toll Free Line 1-855-999-4742
2. The Voice of Patients, Clients, Families form available in all facilities
3. [IERHA website](#)

