

HORIZON'S STRATEGIC PLAN 2025-2030

Transforming Health Care Through Innovation



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MESSAGE FROM OUR BOARD CHAIR AND PRESIDENT AND CEO

On behalf of Horizon Health Network's Board of Directors, we are pleased to share our 2025-2030 Strategic Plan: **Transforming Health Care Through Innovation.**

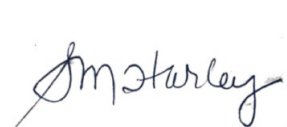
Working closely with our patients, clients, communities and dedicated team, we are designing the health care system we need for the future, built on a foundation of quality and safe people-centred care. This plan is the result of the expertise and guidance of Horizon's executive and senior leadership teams and the Board of Directors, who led extensive consultation with staff and physicians, health care partners, community stakeholders, government partners and New Brunswickers.

Our strategic direction is driven by our Board of Directors. The Board is responsible for overseeing the Strategic Plan through regular reports from the President and CEO, ensuring Horizon's executive and senior leadership teams deliver against the plan's key actions and achieve the desired goals. We will also remain accountable to New Brunswickers using Horizon's Balanced Scorecard, our public Performance Dashboard and communication channels, including our quarterly *Report to Our Communities*.

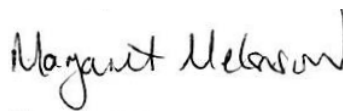
By 2030, we will:

- » Deliver equitable, transformative community care by attaching all New Brunswickers in the communities Horizon serves to a Family Health Team of multidisciplinary health care providers.
- » Ensure New Brunswickers have access to excellence in hospital care that achieves desired patient and client outcomes, meets benchmarks and reduces wait times in surgery, medical imaging and emergency care.
- » Take care of the health care workers who take care of us by empowering our people at their best. We will provide healthy, safe and inclusive work environments and resources to allow our high-performing teams to excel, grow and do their jobs effectively.
- » Be recognized as a trusted partner in research and innovation by enabling scalable, leading-edge approaches to deliver advanced patient care.

This Strategic Plan is our road map to transform health care delivery through innovative solutions. We look forward to sharing our progress with you every step of the way.



Susan Harley
Board Chair



Margaret Melanson
President and CEO



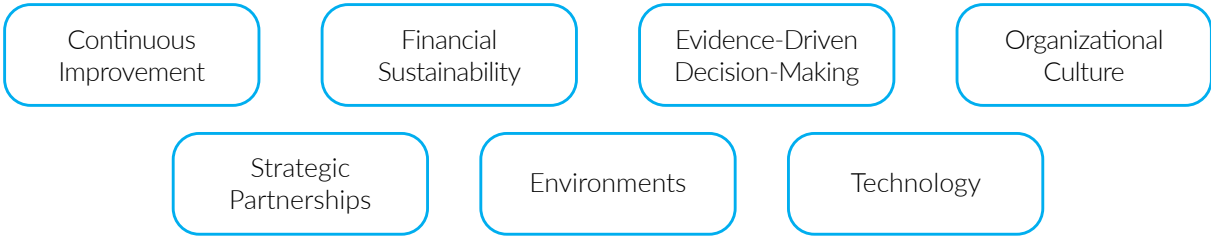
STRATEGIC PLAN AT A GLANCE

Our Strategic Pillars



Our Enablers

(How Our Pillars Are Achieved)



OUR DEVELOPMENT AND ENGAGEMENT PROCESS

Our Strategic Plan was developed through a robust and collaborative development and engagement approach. This process ensures the plan is well-informed and representative of the key transformations required to improve health outcomes and the care experience for our patients and clients.

We have evaluated our current state to understand the most pressing challenges we face today, while also looking to the future to determine how we want to deliver health care in the next five years.

We consulted broadly with Horizon staff and physicians, health care partners, community stakeholders, government partners and New Brunswickers to ensure our Strategic Plan reflects the needs of the patients and communities we serve. We wanted to hear from as many people as we could through our engagement process.

Horizon staff emphasized the need to prioritize their own health and well-being to ensure they can deliver high-quality care. They are interested in exploring innovative approaches to advance the way they provide care.

Physicians highlighted the need for timely access to necessary tools and testing to diagnose and treat their patients.

Our **patients** want to know that care is available when they need it. They are eager to stay involved as partners in care.

Our **health system partners** recognize that we will accomplish more for our patients and clients through meaningful collaboration and alignment of priorities.

Our **communities** want care that is designed based on their unique needs. They are seeking opportunities to continue partnering with us to help identify what is most important.

New Brunswickers want to see improved access to non-urgent and emergency care, additional support for staff and physicians, greater use of technology and modern approaches, and more preventative health measures.

We will continue to engage with stakeholders even after this plan is published. Through regular consultation, Horizon will validate our initiatives to actively transform health care through innovation.

CONSULTATION BY THE NUMBERS

Engagement Sessions with

105

Senior Leadership
Team Members

Engagement Sessions with

149

Physicians

Internal Survey Completed by

1,149

Staff

External Survey Completed by

214

New Brunswickers

ABOUT HORIZON

At Horizon Health Network, we are proud of our dedicated team of health care professionals who are focused on delivering safe and quality care to our patients, clients, families and communities. People are the heart of our organization, and Horizon's success is a direct result of our employees' dedication, professionalism and commitment. Among the largest employers in New Brunswick, Horizon was recognized as one of Atlantic Canada's Top Employers in 2024 and 2025.

Horizon is New Brunswick's largest regional health authority and the second-largest health authority in Atlantic Canada. We are committed to delivering quality and safe care to patients, clients and their families at our 12 hospitals and more than 100 medical facilities, clinics and offices throughout New Brunswick.

Our leadership and health care providers offer a diverse array of health and community services in English and French to residents across New Brunswick. We also offer provincial programs and tertiary care services to residents of Prince Edward Island and areas of northern Nova Scotia.

Horizon's Board of Directors is a competency and skill-based governing body, consisting of seven members who are appointed by the Government of New Brunswick. Appointed members show diverse representation and support the provision of health care in New Brunswick. Additionally, there are three non-voting members: the President and Chief Executive Officer (serving as Secretary), the Chairperson of the Regional Medical Advisory Committee and the Chairperson of the Regional Professional Advisory Committee.

In 2024, Horizon formed an integrated network of university hospitals. Through a collaborative environment, academic and clinical expertise work hand-in hand to advance care through research, education and innovation. Horizon maintains formal affiliations with a number of post-secondary institutions in Atlantic Canada, including close partnerships with the University of New Brunswick, Dalhousie University and New Brunswick Community College.

Mission, Vision and Values



Our Mission

Helping People
Be Healthy.



Our Vision

Exceptional care.
Every person.
Every day.



Our Values

We show empathy, compassion and respect.
We strive for excellence.
We are all leaders, yet work as a team.
We act with integrity and are accountable.

HORIZON QUICK FACTS

\$1.5 billion
annual budget

12
hospitals

46
community
health centres

14,700+
employees

1,235
physicians

3,290+
volunteers

8
provincial
programs

17
foundations

16
auxiliaries/alumnae
organizations

WHO WE ARE:

OUR NETWORK AND EXTERNAL PARTNERS

Our health care system includes many different facilities and services, including acute care and community hospitals, primary health care, community health care, addiction and mental health services and specialized community services.

In addition to the services that we provide, Horizon has partnered with an exceptional group of external health care providers who help deliver important services to New Brunswickers.

Our Network

Acute care hospitals include Horizon's five regional hospitals, which offer a wide range of services, including emergency departments, labs and diagnostics, outpatient clinics, surgeries, inpatient admissions and many others.

Nursing staff and family physicians provide services at **community hospitals**. Specialists and specialized services are provided by regional hospitals through visiting clinics and consultations.

Horizon provides complete **addiction and mental health** services, including a range of inpatient (hospital), outpatient and community services. Programs are organized in the areas of assessment and crisis intervention, children and youth, adults and seniors.

Community health centres provide a range of **primary health care** services delivered by physicians, nurses and support staff, including X-rays, bloodwork and community programs. Family Health Teams will be co-located in these facilities.

Our **community health** team provides public health and population health services, working to address the needs of our communities through a unified, proactive and upstream approach. These teams serve vulnerable populations by improving relationships and building community capacity while focusing on health promotion, prevention and protection from disease and injuries.

Horizon provides several **specialized community services**. These include programs like our mobile mental services, which provide timely and well-coordinated responses to people who are experiencing a mental health crisis and require assessment or intervention.



WHO WE ARE: OUR NETWORK AND EXTERNAL PARTNERS

Our External Partners

Foundations/Auxiliaries/Alumnae

After-Hours/Walk-in Clinics

College of Physicians & Surgeons of New Brunswick

Health Care Associations

New Brunswick Medical Society

New Brunswick Nurses Union

New Brunswick Union

CUPE New Brunswick

Government of New Brunswick

Tele-Care 811

Medavie Health Services

- » Extra-Mural Program
- » Ambulance New Brunswick

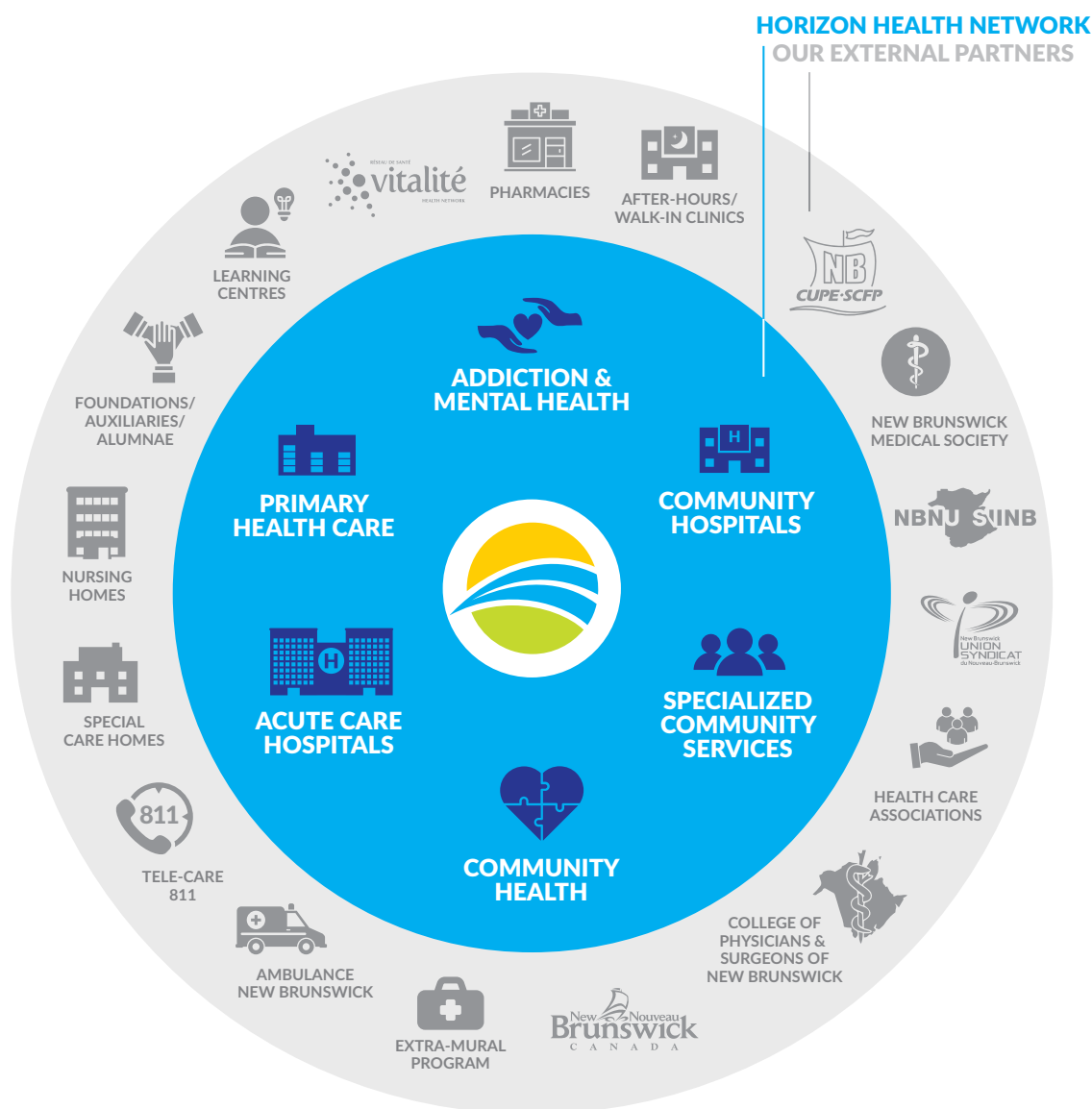
Department of Social Development

- » Nursing Homes
- » Special Care Homes

Pharmacies

Vitalité Health Network

Learning Centres



OUR STRATEGIC PILLARS



Strategic Pillar 1: Transformative Community Care

Partner with communities to build healthier populations.

Goals by 2030:

- » Patients are attached to a family health team within their community.
- » Access to care for physical and mental health needs is available when it is needed.
- » Early diagnosis and intervention achieve better long-term health outcomes.

Key Actions:

1.1 Modernize the delivery of service to establish team-based primary care.

1.2 Prioritize education and preventative care for our patients and clients.

1.3 Design care to be safe, culturally sensitive, equitable, and guided by the social determinants of health.

1.4 Foster cross-sector partnerships and collaborations between health services, local government, community organizations and community members.





Strategic Pillar 2: **Excellence in Hospital Care**

Transform the delivery of clinical care to meet evolving health care needs.

Goals by 2030:

- » Patients have access to the care they need, when and where they need it.
- » Clinical outcomes and patient and client experience are optimal.
- » Transitions between care settings and teams happen smoothly.

Key Actions:

2.1 Design and deliver care that is based on evidence, best practices and the needs of our patients and clients.

2.2 Enable technology and innovation to advance care delivery and solutions.

2.3 Partner with communities and health system partners to enable care beyond our walls.

2.4 Empower patients, clients and families with supportive programs and tools to manage their care.





Strategic Pillar 3: **Our People at Their Best**

Create a healthy, safe and inclusive environment in which our team can excel and grow.

Goals by 2030:

- » A high-performing, diverse workforce is able to meet evolving system needs.
- » Employee and physician safety and wellness are prioritized.
- » Best-in-class learning environments provide training and development opportunities for students, staff and physicians.

Key Actions:

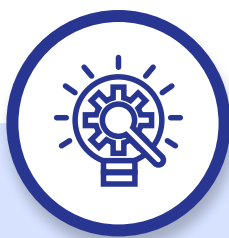
3.1 Create sustainable recruitment streams through collaboration with our partners and academic organizations.

3.2 Provide supportive programs to address the mental and physical safety and well-being of the workforce.

3.3 Ensure leadership development and growth opportunities are available for staff and physicians.

3.4 Embed diversity, equity and inclusion as the cornerstone of the organization.





Strategic Pillar 4: Trusted Partner in Research and Innovation

Enable scalable health research and innovation to advance care.

Goals by 2030:

- » Emerging treatments provide advanced care for our patients.
- » Innovative health system delivery drives excellence.
- » Horizon is a leading research network in Canada.

Key Actions:

4.1 Leverage and adopt AI to increase direct care and connect clinicians with patients and clients.

4.2 Decentralize clinical trials to enable equitable access to treatments.

4.3 Collaborate with industry and academic institutions to accelerate our ability to innovate.

4.4 Transform research services and attract top research talent and partnerships.



OUR ENABLERS



This plan is built on a foundation of **Quality and Safe People-Centred Care**, delivered when New Brunswickers need it by our dedicated and highly skilled health care team.

Our Strategic Plan is supported by seven key enablers that will directly support our strategic initiatives. These include:



Continuous Improvement to create efficiencies in how care and services are delivered.



Financial Sustainability related to funding allocation and budget accountability.



Evidence-Driven Decision-Making focused on data and evidence, ensuring our actions are informed by best practices and proven outcomes.



Organizational Culture to support and drive the desired outcomes.



Strategic Partnerships that create more capacity to achieve our initiatives and collaboration with government to support the advancement of provincial initiatives.



Environments, including:

- » Environmental stewardship to shape a healthier, eco-conscious health care landscape; and
- » Sustainable, optimized, safe spaces and resources to support strategic initiatives.



Technology, including tools, information and resources accessible by staff, physicians, patients and clients to advance how care is provided.



OUR IMPACT BY 2030

Over the next five years, Horizon, in collaboration with our patients, clients and communities, will redesign the way we deliver health care, to create a better and healthier future for New Brunswickers. As the largest health authority in the province, we will ensure New Brunswickers have access to quality and safe people-centred care when they need it, delivered by our dedicated and highly skilled health care team.

We will deliver equitable, transformative community care.

- » Horizon will partner with communities to build healthier populations.
- » By 2030, we aim to have all New Brunswickers who live in areas served by Horizon attached to a Family Health Team of multidisciplinary health care providers in their community.
- » Through a neighbourhood-based approach, we will address the unique needs of our population and support the health and well-being of our health care workforce.

New Brunswickers will have access to excellence in hospital care where and when they need it.

- » Horizon will provide acute care designed to achieve desired patient and client outcomes and meet benchmarks, reducing wait times in surgery, medical imaging and emergency care.
- » Care will be modernized, accessible and delivered in the most appropriate setting. We will extend care beyond our hospital walls, transitioning into the community when possible.
- » We will utilize technology and innovation to drive this work forward, ensuring best practices in the delivery of care.

We will take care of the health care workers who take care of us, empowering our people at their best.

- » Horizon will provide healthy, safe and inclusive work environments and resources that allow our high-performing teams to excel, grow and do their jobs effectively.
- » We will continue to be a top employer by advancing our engagement and retention efforts and acting on our staff and physicians' feedback.
- » We will grow a diverse and skilled workforce that meets our current and future needs.

As a trusted partner in research and innovation, Horizon will be recognized for enabling scalable, leading-edge approaches to deliver advanced patient care.

- » Patients and clients will have equitable access to advanced care and emerging treatments.
- » We will incorporate innovative practices, including the use of AI, to expedite and enable improvements in care.
- » Horizon will attract top research talent as a leading research network in Canada through new collaborations with industry and academic institutions, including our designated university hospitals.



REPORTING PROGRESS

Horizon is committed to driving forward our Strategic Plan to achieve the goals within our four pillars, including:



This plan will guide Horizon's projects and initiatives over the next five years. By outlining our priorities and goals, we will ensure that every effort aligns with our mission and contributes to our long-term vision. Our Strategic Plan will serve as a roadmap, informing our annual operational plans and helping us achieve our desired deliverables and outcomes each year. Members of our Executive Leadership Team are responsible for delivering against these initiatives and outcomes, reporting progress to the CEO. The CEO is accountable to the Board of Directors for the overall execution of the Strategic Plan.

Horizon will continue to work closely with our partners at the Government of New Brunswick. Our alignment with the provincial health plan will ensure Horizon can support the delivery of key provincial health initiatives, based on the priorities identified by the Department of Health.

As the strategy is implemented, we will continuously measure and monitor progress against our goals to keep us accountable to the people we serve and ensure we stay on track. Outcomes will be reported regularly using Horizon's Balanced Scorecard and our public Performance Dashboard. Patient experience will be evaluated to ensure that we are making meaningful improvements for our patients and clients.

Horizon will share our progress and success stories on key initiatives and projects through our quarterly Report to Our Communities and using our communication channels.

Conclusion

The health system is dynamic and continues to face new challenges and opportunities. Horizon will be agile and adaptive as we progress our work over the next five years to meet the evolving needs of New Brunswickers. Through the collaborative efforts of our exceptional staff, physicians, volunteers, foundations, auxiliaries and Board of Directors, along with our patients, clients and communities, we will be well-equipped to drive our Strategic Plan ahead.

We are grateful to everyone who helped inform this plan and set our path. We look forward to sharing updates on our progress as we collaboratively redesign our health care system, deliver advanced care treatments and explore modern approaches. We are energized and dedicated to transforming health care through innovative solutions.





HORIZON HEALTH NETWORK

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