

HORIZON'S **STRATEGIC PLAN** **2021 - 2026**

Building a Healthier Future

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Introduction

We are pleased to present Horizon Health Network's (Horizon) 2021-2026 Strategic Plan:

Building a Healthier Future

Horizon provides health care services for New Brunswickers and this strategic plan is our outline for how we intend to enhance the way we provide health care services to our patients, clients and their families, now – and for the next five years.

Horizon is a big part of New Brunswick's health care system. There are many parts of the system that are working well and are providing our patients and clients with appropriate care. We want to build on those parts and improve in the areas that our communities, staff and physicians have identified as priorities. This is our plan to improve the health care system and enhance the way we deliver care, thereby improving health outcomes for New Brunswickers.

Guided by three strategic priorities, this plan builds upon our previous work to provide safe and quality care to our patients, clients and their families.

Each of the 12 objectives within this plan helps us to realize our potential and positions us for success in addressing the health care challenges our province is currently facing, which we know will persist in the coming decade. We acknowledge not everything that could be improved has been included in this plan or identified as a priority. That is because we've focused this plan on elements we believe require the greatest focus for change.

Many of the objectives within this plan dovetail together – and that is done with intention. Cooperation across Horizon and with our health care partners and communities is vital to our future success and a healthier New Brunswick.

This plan was developed in consultation with a broad range of stakeholders. We began to consult with Horizon's staff, physicians, community stakeholders, health care partners and New Brunswickers in the fall of 2019 using a variety of engagement methods. It was important for this plan to be reflective of the needs and wants of as many people as possible. We believe we have achieved this.

300 +

**Staff and physicians
attended facilitated
sessions**

2400 +

**People provided
their input using
www.LetsTalkHorizon.ca**

500 +

**Written comments
were submitted**

Throughout our consultations we heard what mattered most to people now and in the future. With this information we have identified three priorities to improve our health care system, and this strategic plan is our guide to allocate resources to achieve our goals.

Strategic Priorities

EFFICIENT AND APPROPRIATE CARE

SYSTEM WRAPPED AROUND PATIENT / CLIENT NEEDS

SUSTAINABILITY

Horizon is working to deliver a health care experience where the needs of our patients, clients and communities come first and where New Brunswickers have timely access to services in appropriate settings. Increased cooperation and consistency across Horizon will be paramount to achieving the objectives of our strategic plan.

We believe the priorities we've identified are the building blocks needed to have a profound impact on the way Horizon provides health care services now and over the next five years. Now, it's time to get started.



About Horizon

Horizon operates 12 hospitals and more than 100 medical facilities and clinics across New Brunswick and administers eight provincial programs. We provide a variety of services in both official languages ranging from specialized hospital care to community-based health services to residents of New Brunswick, as well as northern Nova Scotia and Prince Edward Island.

Horizon is one of the largest employers in New Brunswick with approximately 13,000 staff, 1,100 physicians, 350 medical residents and 4,500 volunteers, as well as 17 Foundations and 17 Auxiliary and Alumnae organizations. Each year Horizon coordinates 6,000 placements for students from various medical, nursing and allied health care programs. Horizon has over 50 Patient Experience Advisors who offer a patient perspective and contribute to our organization in a variety of ways.

Horizon's annual budget exceeds \$1.2 billion.

In 2018 Horizon received the Accredited designation by Accreditation Canada.

In 2020 Horizon was pleased to be named one of Canada's Top 40 Research Hospitals for the first time in our history. The designation solidified Horizon's status among the country's top health research institutions.

Horizon has secured millions of dollars in grant funding through various sources over the last number of years, helping realize important clinical research in many areas of study.



Mission, Vision and Values

An organization's vision statement is meant to be a guiding light for what it is striving to achieve, and mission statements describe the organization's purpose and what it does every day.

Mission: Helping People Be Healthy

Horizon has a role to play in helping people to live healthy lives. Our mission goes beyond helping people when they are hurt or sick – our mission is to help people live well. By providing support, appropriate services and health promotion, we can help New Brunswickers lead healthier lives and make better health choices.

Vision: Exceptional care. Every person. Every day.

Each day we work to provide safe and quality care and exceed the expectations of our patients, clients and their families. Our work is never done in this respect. We aim to provide exceptional care at every touchpoint throughout our system, each and every day.

Values:

We show empathy, compassion and respect.

We strive for excellence.

We are leaders, yet work as a team.

We act with integrity and are accountable.

We believe Horizon's mission, vision and values remain true and will continue to serve as our guide for the health care experience we want to provide for New Brunswickers.





EFFICIENT AND APPROPRIATE CARE

Objective

Reduce wait times throughout the system

A fundamental aspect of providing quality care is ensuring patients and clients have access to the health care services they need within a reasonable timeframe.

What it means

Long wait times are often experienced throughout our system including lengthy stays in the emergency department, waiting lists for surgeries, consultations with specialists, mental health and addiction services, therapeutic services, and waiting for diagnostic tests.

Why it matters

We understand that regardless of what kind of waiting you're doing, it can impact your physical and mental health, be extremely frustrating and, in some cases, prevent you from getting back to your regular activities.

What we're doing

Reducing all wait times is a priority for Horizon. Our staff and physicians are looking for ways to reduce wait times in all areas, across our organization.

We understand access to health care services is paramount to a healthier population. For this reason we will work to provide timelier access to services in both our hospital and community settings.

We have identified wait times in our emergency departments and other areas as a priority within our plan.



EFFICIENT AND APPROPRIATE CARE

Objective

Improve patient / client safety and quality of care

Patients, clients, and their families expect and deserve high quality and safe patient care.

What it means

Horizon is committed to providing safe and high quality care and services. We want our patients and clients to experience exceptional care and we want their families to feel confident in knowing their loved ones are being well cared for in accordance with national safety and quality standards.

Why it matters

Your healthcare needs matter, and it is our duty as a health care provider to ensure you receive safe and high quality care.

What we're doing

Horizon has a variety of measures in place to ensure we are providing safe and quality care. Horizon adheres to national standards of practice and safety measures, such as Healthcare Excellence Canada and Accreditation Canada, in all aspects of our organization.

We will commit to improve our standards of safety and quality across Horizon by continuing to follow the health care industry's best practices and benchmarks.

We will strive to reduce patient safety incidents by proactively implementing evidence-based practices in partnerships with our patients, clients and their families.

We will work to ensure safety issues are identified, reported, addressed and learned from in order to continuously improve the quality of care and services provided.



EFFICIENT AND APPROPRIATE CARE

Objective

Coordinate health services to smooth transitions of care

Quality health care includes an easy transition from one care provider or service to the next with confidence that all relevant information has been shared as required. This requires coordination between many care providers and support systems. Horizon understands that positive health outcomes for our patients and clients are dependant on clear communication between care providers.

What it means

The health system in New Brunswick includes various groups of health care providers who deliver and manage health care services, such as Vitalité Health Network, Ambulance New Brunswick and Extra Mural Program, Tele-Care 811, long-term care, family practitioners, the Department of Social Development and many more. To improve the overall care experience for our patients, clients and families, we need to collaborate with these groups to improve communication and collaboration between health care providers and remove barriers to sharing information and resources.

Why it matters

Our patients, clients and their families will have greater confidence that their health condition and situation is understood and being well-managed when they are dealing with multiple service providers who are working together towards the betterment of their health.

By collaborating and information sharing with our health care delivery partners we will be able to provide seamless care and ensure information is clear and complete. We will be able to ensure patients and clients are served by the most appropriate care providers.

What we're doing

We will continue to collaborate internally and externally with key health care partners to ensure our patients and clients receive services in a well-coordinated manner and can transition from one service to another with ease and continuity of care.

EFFICIENT AND APPROPRIATE CARE

Objective

Provide health care at appropriate locations and times

To address long wait times and provide appropriate care, Horizon's care delivery models must be designed to deliver health care services when and where it best meets the needs of our patients and clients.

What it means

Primary care, specialized care and support services such as ambulatory care must be accessible to patients and clients.

Why it matters

New Brunswickers need to have certainty their health care needs are being addressed. A significant factor of this is ensuring New Brunswick communities have the services they need (as identified by Horizon's Community Health Needs Assessments), to help their citizens be healthy – including having access to mental health supports in community settings. This will also avoid the necessity of visits to emergency departments when services can be provided in a more appropriate manner.

What we're doing

We will provide services equitably across Horizon based on community needs and focus on offering tertiary care where the specialized skills and equipment can be maintained and developed.

We will look beyond the walls of the hospitals to identify appropriate locations for services.

We will review appointment times with the aim to improve availability and access to patients and clients.

There are many opportunities available to better use technology and to introduce flexible solutions to delivering health care services to meet the needs of our patients and clients while maximizing efficiency.





SYSTEM WRAPPED AROUND PATIENT / CLIENT NEEDS

Objective

Establish a culture to strengthen health equity

To meet the differing needs of a diverse population, health care must be provided equitably.

What it means

Equity does not mean the same service for everyone, but services should be provided in a way to meet the unique needs of our individual patients, clients and communities.

Why it matters

Fundamentally, everyone deserves to be provided the health care services they need, when they need them.

This includes populations which have been traditionally underserved such as Indigenous people, rural New Brunswickers, 2SLGBTQIA+, homeless and others. These underserved groups must receive safe, equitable and timely health care.

What we're doing

We will examine our existing practices and work collaboratively to develop an understanding so we can adjust the conditions and remove barriers within our organization that contribute to health inequities. All of our services will be planned and developed with a focus on improving diversity, inclusion and anti-racism. We will continue to strengthen our commitment to offering service in the language of choice of our patients and clients.

SYSTEM WRAPPED AROUND PATIENT / CLIENT NEEDS

Objective

Excel and grow as a patient / client and family-centered organization

Patient/client and family-centered care at Horizon is the philosophy that health care is a partnership between the patient/client, their family, and health care professionals.

What it means

At Horizon we strive to ensure the needs and choices of our patients, clients and families are being met. We understand no two patients are alike and that by working together we try to meet the needs of each individual patient, client and family.

We want our patients to feel they are heard, respected and cared for during every interaction with Horizon services.

Why it matters

Some of our most successful and meaningful patient/client and family-centered care initiatives have come directly from our patients, clients and their families.

Patient/client and family-centered health care has been proven to improve the effective delivery of appropriate health care services. Horizon has benefited from our commitment to this approach and it has improved our approach to program and service development and the overall health care experience for our patients and clients.

What we're doing

We have welcomed Patient Experience Advisors (PEA) into our organization and have benefited from their knowledge and experience. We will look to involve our PEAs in more facets of our organization and continue to employ the principles of public participation to ensure we are developing sustainable health services that truly meet the needs of our patients, clients and their families.

Horizon will develop a maturity framework to identify and implement strategies to continue to grow as a patient/client and family-centered organization.



SYSTEM WRAPPED AROUND PATIENT / CLIENT NEEDS

Objective

Reduce avoidable hospitalization

Develop programs to prevent poor and worsening health to reduce the need for a hospital stay and reduce the time spent in hospital.

What it means

Health care must extend beyond care in a hospital.

By being proactive and developing programs to prevent poor and worsening health, many hospital stays can be shortened or avoided entirely.

An overall reduction in hospitalization means a decrease in the likelihood of our hospitals running at overcapacity, thereby improving the flow of the entire acute care system, resulting in shorter wait times for surgeries and in the emergency department, as bed allocation is less of an issue. During a hospital stay, care should be provided as efficiently as possible to allow our patients to return home to their families.

Why it matters

We believe better health care access in a community-setting reduces hospitalization.

No one wants to be in the hospital. When it is necessary, hospital stays should be as short as safely possible.

What we're doing

We will work with our government and community partners to provide proactive care in the community so primary care is focused on illness and disease prevention.

Programs will be enhanced to manage chronic conditions in a community setting.





SYSTEM WRAPPED AROUND PATIENT / CLIENT NEEDS

Objective

Empower patients / clients, and providers, with secure options to access information and services

Provide patients / clients with options for access to their own health information and health service information and enable self-serve transactions.

What it means

Patients want to have easy access to health information, including their own, in understandable formats. Patient health information can be securely shared between patients / clients, providers, facilities and health authorities.

Why it matters

From banking to shopping and personal services, society is quickly moving to a self-serve model where people have access to information and systems that enable them to manage their own transactions at their fingertips. Today, people expect to have more options available to manage their health care.

What we're doing

We will use technology, so patients / clients and their health care providers have an option to seamlessly access their own health information and information about health care services.

We will enable secure communication and self-serve transactions such as appointment scheduling for some programs within Horizon and look for other opportunities to enhance access to health care services.

Of note

The COVID-19 pandemic forced many health care organizations, such as Horizon, to embrace virtual health care. We will continue to foster this development and create an environment for effective and secure interaction between a patient or client and their health care provider.



SUSTAINABILITY

Objective

Improve accountability for health care service delivery results

Improved accountability includes clear authority and responsibility for decisions and a better understanding of priorities.

What it means

Ensure Horizon programs and services are delivered uniformly across the region and responsibility for programs are clearly defined with regular reporting of progress on initiatives.

Why it matters

This will help to ensure health services are delivered as expected by breaking down silos, reducing duplication in administration, and improving overall collaboration, communication and transparency.

What we're doing

We will ensure accountability and decision-making authority is clearly defined and communicated.

We will be transparent in reporting decisions and results and continue to demonstrate our commitment to accomplishing shared objectives from the Provincial Health Plan.

Through various communication channels, we will ensure our priority initiatives and information about decisions and performance are known and clearly communicated. Our commitment to transparency will be demonstrated by regular reporting on our initiatives.

SUSTAINABILITY

Objective

Align human resources to achieve our Strategic Plan

A human resources strategy will make sure Horizon's employee capability and capacity is aligned to corporate needs while also ensuring a positive employee experience and a safe and respectful workplace.

What it means

A qualified, diverse and engaged workforce is appropriately aligned to productively deliver quality and safe patient/client care.

Why it matters

With an aging workforce and increasing competition for limited resources, a skilled workforce is difficult to attract and retain. As the demands on health care services shift, Horizon's workforce must be flexible to adjust to New Brunswick's changing population and patient needs.

What we're doing

Horizon will ensure staff are recruited, trained, supported and ready to meet changing service demands. We will foster a work environment where our employees and physicians are engaged and supported throughout their career and live our Horizon values.

We will work with our managers to provide them with support and opportunities for leadership development.

We will embody a safe and respectful work environment where our employees and physicians share a commitment to a positive, respectful, safe and healthy work environment.



SUSTAINABILITY

Objective

Innovate to improve productivity and deliver health care services in the most cost-effective manner

Horizon strives to continuously improve productivity and leverage technology to improve efficiency.

What it means

Innovation will be encouraged and supported across the organization. Research will be employed to inform policy and program development, and cost savings will be redeployed to areas of most need.

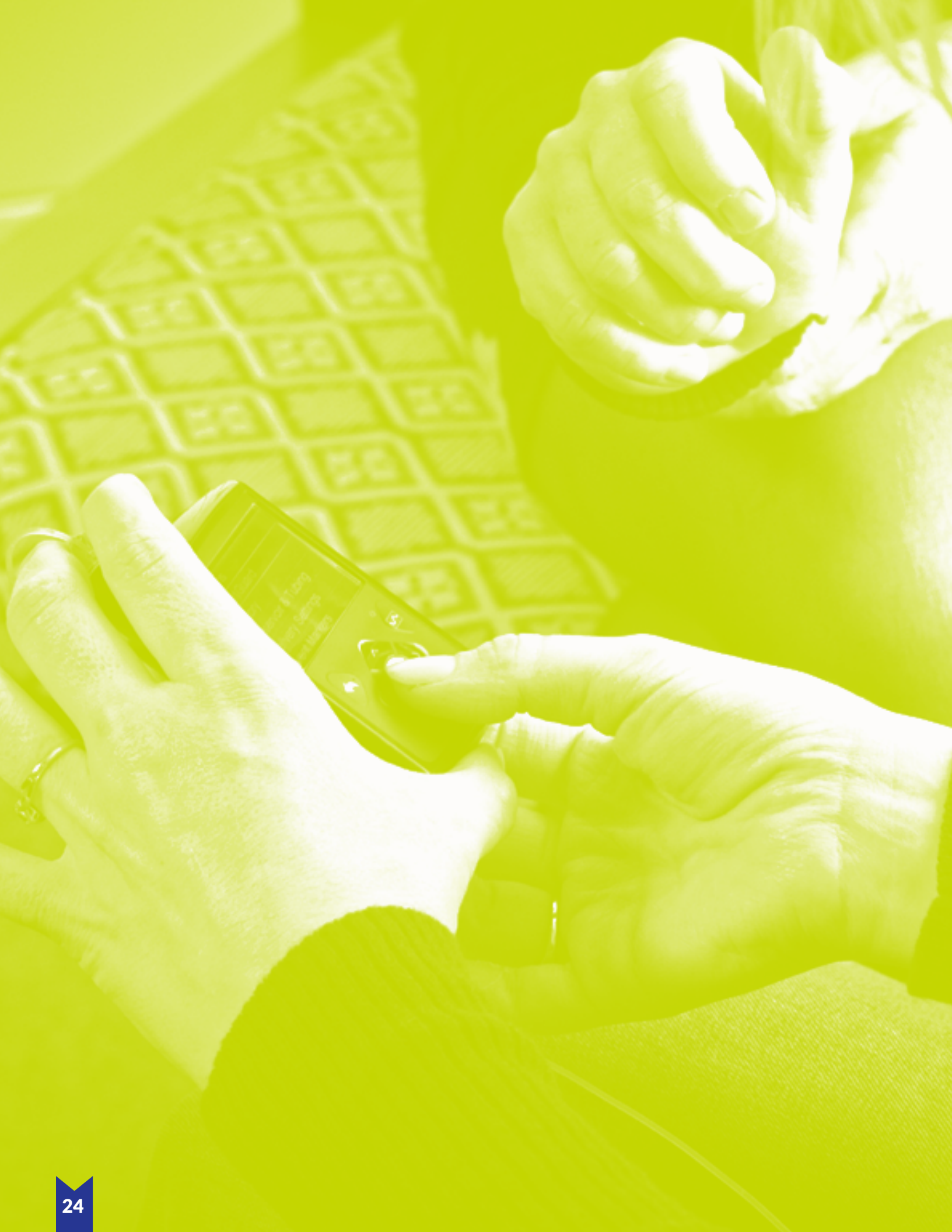
Why it matters

Embracing innovation will enable Horizon employees to work smarter, increase productivity and improve treatment options for our patients and clients.

What we're doing

Horizon will promote and support innovations that increase productivity in service delivery and operations.

Horizon leaders will look for ways to apply emerging technology and practices in their everyday work, which will reduce waste and improve productivity.



SUSTAINABILITY

Objective

Secure clinical and organizational information

Horizon must ensure the security of clinical information and technologies from cyber threats.

What it means

As the use of technology in health care increases, so does the risk of cyber threats such as hacking and privacy breaches.

Why it matters

The integrity of our technology infrastructure is critical to Horizon's daily operations.

Information and systems must be accurate, complete and secure.

What we're doing

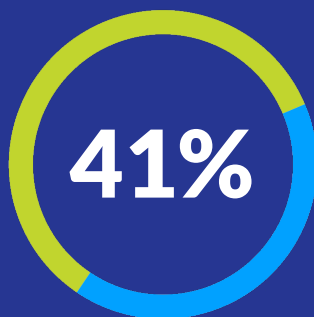
We will work with partners to secure and manage digital assets and improve our digital resilience.

We will ensure patient / client, employee and organizational privacy and confidentiality is safeguarded.



New Brunswick economy and demographics

Health expenditures (including hospital services, long-term care services, physician salaries, prescription drug programs and ambulance services) amount to 41 % of the provincial budget



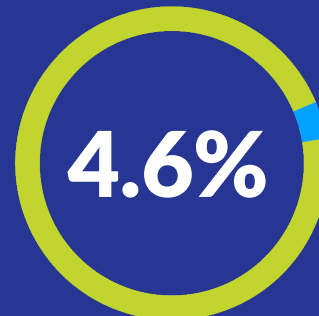
From 2006 – 2016, New Brunswick's Indigenous population grew by 67.1 % and today 1 out of every 25 New Brunswickers is Indigenous



Approximately 51 % of New Brunswickers live in rural areas



Immigrants represent 4.6 % of New Brunswick's population





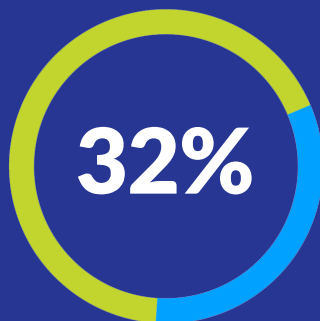
14.1 Billion

In 2018, the province's
public debt reached
\$14.1 billion



\$59,347

Half of New Brunswick
families have an income
of \$59,347 or less

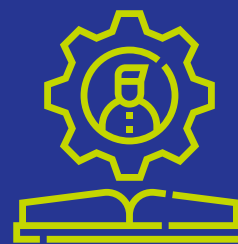


32% of New Brunswick's
population is Francophone



747,101

New Brunswick's
population (Statistics
Canada 2016) was
747,101 and we are the
only province in Canada
to report a decrease in
population



New Brunswick has the
second lowest literacy
rates among Canadian
provinces

Reporting

This strategy was created to achieve the foundational goals of,

EFFICIENT AND APPROPRIATE CARE

SYSTEM WRAPPED AROUND PATIENT / CLIENT NEEDS

SUSTAINABILITY

with the aim of improving health outcomes for New Brunswickers. As this strategy becomes actioned, 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 monitored and reported regularly using Horizon's Balanced Scorecard and the experiences of staff and patients. Horizon will be sharing our progress and success stories on our communication channels.

Conclusion

This strategic plan was developed through a collaborative approach and is representative of what needs to be addressed now so that we can enhance the health outcomes and the overall health care experience for New Brunswickers.

By truly putting our patients, clients and their families at the centre of everything we do, we can better identify and form partnerships to deliver exceptional care.

We understand our health care system will continue to face challenges and setbacks in addressing the changing and expanding needs of our patients, clients and communities. That is why new thinking, new approaches and new levels of partnership are required to fulfill this strategic plan. This plan is not a restart, but rather the reset we require to improve the access, quality, and sustainability of our services for today and tomorrow.

This will mean pushing the boundaries of exceptional care in a variety of ways for our patients, clients and their families today, so that we are Helping People Be Healthy well into the future. We all have a role to play in making this plan, *Building a Healthier Future*, a reality, from our staff and physicians, our volunteers, our foundations and auxiliaries, to Horizon's Board of Directors and Executive Leadership Team, and our patients, clients and their families and our communities.

We would like to thank the more than 3000 people whose contributions and participation have helped us to develop this strategic plan. We look forward to reporting and celebrating each milestone as we work to accomplish our priorities over the next five years.

Together, we will create a new kind of health care and a healthier future for all New Brunswickers.

