



## HORIZON'S STRATEGIC PLAN 2025-2030 TRANSFORMING HEALTH CARE THROUGH INNOVATION YEAR 1 PROGRESS

### TRANSFORMATIVE COMMUNITY CARE

- Announced **11 Family Health Teams** across the four areas Horizon serves, exceeding our target of 9.
- More than **13,700 patients are receiving team-based care**, surpassing the initial goal of 10,000.
- **68% of primary care sites** include mental health professionals, helping connect more New Brunswickers with community mental health services.
- **24/7 access to emergency mental health teams is in place at our four regional hospitals** (The Moncton Hospital, Saint John Regional Hospital, Dr. Everett Chalmers Regional Hospital, Miramichi Regional Hospital), and daytime weekday coverage is available at Upper River Valley Hospital.

### EXCELLENCE IN HOSPITAL CARE

- **Surgeries completed within one year rose to 91%** at the end of the last quarter; expecting to attain our 93% target by June 2026.
- **Improved the number of patients who access TAVI** (transcatheter aortic valve implantation) services within the recommended wait time; our 2025-26 average is at 90%, and, in five of the last seven months, 100% of patients were cared for within the recommended timeframes.
- **Non-urgent MRI wait times were reduced by about 34 days**, helping more patients receive exams faster.
- **The Jean Elizabeth Saunders Irving Obstetrics and Newborn Care Unit at The Moncton Hospital opened** just over a year ago and since May 2025, the unit has welcomed more than 1,300 babies in a space built for safety, quality, and patient-centred care, featuring the latest technology.
- Redevelopment progress continued with:
  - **TMH Coronary Care** unit
  - **DECRH surgical suite**, medical device reprocessing, and patient care areas
  - **DECRH Labour and Birth** unit
- **Sussex Health Centre** and **Saint John Regional Hospital** received Energy Star Canada's **2025 Building of the Year – Hospital** awards.

### OUR PEOPLE AT THEIR BEST

- Welcomed **441 registered nurses**, exceeding our target, and **137 physicians**, creating momentum through relationship-building throughout the learner to candidate continuum, a digital marketing campaign, and improved tools and processes to support the prospective physician experience.
- Retaining our valued staff with a **voluntary turnover rate annual average of 6.9%**, lower than our target of 7.5%.
- We continue to **increase the number of postgraduate learners (resident physicians)**, building on established expansions to family medicine and integrated family medicine/emergency medicine.

- Being named **one of Atlantic Canada’s Top Employers for a third year in a row** recognizes our efforts to enhance employee and physician wellbeing, engagement, and experience to ensure we care for the people caring for New Brunswickers.
- Became the **first health authority in Atlantic Canada** and the second in Canada to join the ***Menopause Works Here* campaign** – one step in helping to create a workplace where every stage of life is understood, supported, and valued.
- New initiatives are underway to **support the health and wellbeing of physicians**, including a **new physician wellness resource guide**.

## TRUSTED PARTNER IN RESEARCH AND INNOVATION

- We initiated **6 new AI projects to responsibly improve the delivery of patient care**, beyond our original goal of 5.
- Horizon’s **institute for research and innovation was launched** in November, establishing partnerships with the University of New Brunswick and AbbVie and Dr. Paul Atkinson was appointed the institute’s **Chief Scientific Officer**.
- **Expansion of our online self-booking tool** to additional services enabled more patients to schedule – or reschedule – diagnostic appointments at a time that is convenient for them. More than **345,000 appointments** were scheduled through the self-booking tool.
- Our partnership with SeamlessMD saw expansions, including **new support tools for pre- and post-partum patients and patients who have undergone Hepato-Pancreato-Biliary surgery**.

## QUALITY AND SAFE PEOPLE CENTERED CARE

- Over the last year, **volunteers shared more than 57,000 hours of connection, comfort, and conversation** to patients, clients, and families. **Patient Experience Advisors supported 142 patient engagement initiatives**, providing valuable and necessary perspective to inform policy development, program evaluation, facility design, and more.
- **246 health information videos** created with YouTube Health Canada partnership
- Upper River Valley Hospital was the **1st hospital to earn Baby-Friendly Initiative designation in New Brunswick**

As we reflect on Year One, it is clear that focused action and partnership have delivered meaningful gains for patients, staff, and physicians – particularly in primary care attachment, surgical access, workforce growth, and research and innovation. At the same time, persistent pressures underscore that challenges are interconnected and cannot be solved in isolation.

The objectives and focus areas of Year Two of our strategic plan build directly on these learnings and will focus on relieving system pressures, stabilizing and expanding capacity, and strengthening the foundations for long-term sustainability.