



EM/ANB STRATEGIC PLAN 2019-2022

Transforming Community
Care Together.





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Message from the CEO

We are very pleased to present the inaugural three-year strategic plan for the newly-formed EM/ANB.

Presenting the first strategic plan since the integration of Ambulance New Brunswick (ANB) and the provincial Extra-Mural Program (EMP) is an exciting milestone on this new organization's journey. This document that will chart our course over the next three years to 2022 was created with input through engagement with all our stakeholders - senior leadership, front-line employees, partner organizations and patients and families.



This inclusive approach in crafting our future is essential for an organization providing community health care in New Brunswick. We are firmly linked to our community and our community must be represented in this plan.

The creation of EM/ANB brings together the two pillars of community care in the province. Together, collaboration between EMP and ANB unleashes their potential to play a greater role in New Brunswick's Primary Health Care, reducing reliance on hospitals and acute care by providing more care in the home and community, better access to the health care system and providing the care patients need at the right time and in the right place. This results in better outcomes and experiences for the patients.

The integration of the two organizations, and the creation of this plan, takes place in the midst of a very challenging environment for health care. We have a population that is quickly aging, we have high rates of chronic disease, too many patients in acute care hospital beds that should be taken care of in their homes or long-term facilities, and a challenging geography.

In that context, the creation of EM/ANB is not only exciting, it is necessary. It makes New Brunswick a Canadian leader with regards to innovative community and home-based health care.

The creation of the three-year strategic plan you are looking at began with an environmental scan of the health care landscape relevant to New Brunswick and a draft plan formed with our senior leadership team. That was the starting point for our inclusive engagement process with internal and external stakeholders which included facilitated sessions, surveys, focus groups and interviews.

The result is the first iteration of the mission, vision and values of EM/ANB, which form the foundation for activities within our organization. From there, through the collaborative planning approach described above, we developed the four strategic directions to guide us where we need to go as an organization. Those are supported by strategic objectives in each of the four areas that will provide details on how we make progress on the strategic directions and serve as an effective measuring stick of that progress.

We will update our progress yearly in our annual report.

This is a challenging time for health care in New Brunswick. But it is also an exciting time. Our organization is the leader in community care in our province and this strategic plan gives us the road map to make that care higher quality, more effective and more seamless for our patients.

Our patients are the reason we exist and are at the centre of everything we do. By having the conversation with all our stakeholders, we have developed a plan that will give them the care they want and need, when and where they need it.

Thank you.

A handwritten signature in black ink, appearing to read 'R. Losier', written over a light blue background.

Richard Losier



The following section will provide background information on EM/ANB including its mandate and governance structure. It will also provide details on why the Government of New Brunswick (GNB) decided to embark on a new journey to enhance community-based care across the province.

Mandate & Governance Structure

As of January 1, 2018, New Brunswick's EMP and ANB services have been delivered by a Part III entity EM/ANB, governed by a Board of Directors. The Board is responsible to contract and govern the EM/ANB administration for the provision of Extra-Mural and ambulance services through the management of key performance indicators and adherence to provincial policies, legislative acts and associated regulation which support the direction of the delivery of the programs and services. EM/ANB Board has a contract with Medavie Health Services New Brunswick to manage the programs.

The primary purpose of EM/ANB is:

Plan and manage the EMP and ANB services while ensuring that home healthcare services and ambulance services are delivered according to established policies and standards.

EMP provides provincial home healthcare services to individuals in their homes and/or communities. The program provides acute, support maintenance, palliative and care coordination services that:

- Reduce/prevent unnecessary hospital/nursing home visits or admissions;
- Facilitate appropriate discharge of patients from hospitals; and
- Assist individuals to live as independently as possible.

ANB provides comprehensive, province-wide ambulance services to the citizens, residents and visitors of New Brunswick. These services include:

- Air and land ambulance services, all in accordance with applicable provincial legislation and policy direction; and
- The communication and dispatch systems necessary to meet the standards developed for ANB.

The new entity is tasked with:

- Entering into performance-based contracts with third-party service providers for the management and delivery of ambulance service, and EMP at the discretion of the Board of Directors
- Being accountable to the Minister of Health through a Board with an accountability framework that includes performance metrics; and
- Doing such things that, in the opinion of the Board of Directors, are or may be necessary to develop, foster, enhance, assist or otherwise contribute to the provision of ambulance services and EMP.

In order to fulfill its mandate, EM/ANB entered into performance-based contracts for a period of 10 years with Medavie Health Services New Brunswick to provide management and delivery of the province's Extra-Mural Program and ambulance service. As a result of those contracts, the President of MHSNB is also the CEO of EM/ANB. The CEO reports to the Board of Directors, whose members are appointed by the Department of Health and are employees of GNB. The Board members as of March 31, 2019, are:

René Boudreau *Chair*
Assistant Deputy Minister
Corporate Services, Department of Health

John Estey *Vice Chair*
Director
Emergency Health Services,
Department of Health

Patsy MacKinnon *Secretary-Treasurer*
Executive Director
Financial Services, Department of Health

Claude Allard
Associate Deputy Minister
Health Services and Francophone Affairs,
Department of Health

Dan Coulombe
Executive Director
Acute Care, Department of Health

Jean Daigle
VP Community
Horizon Health Network

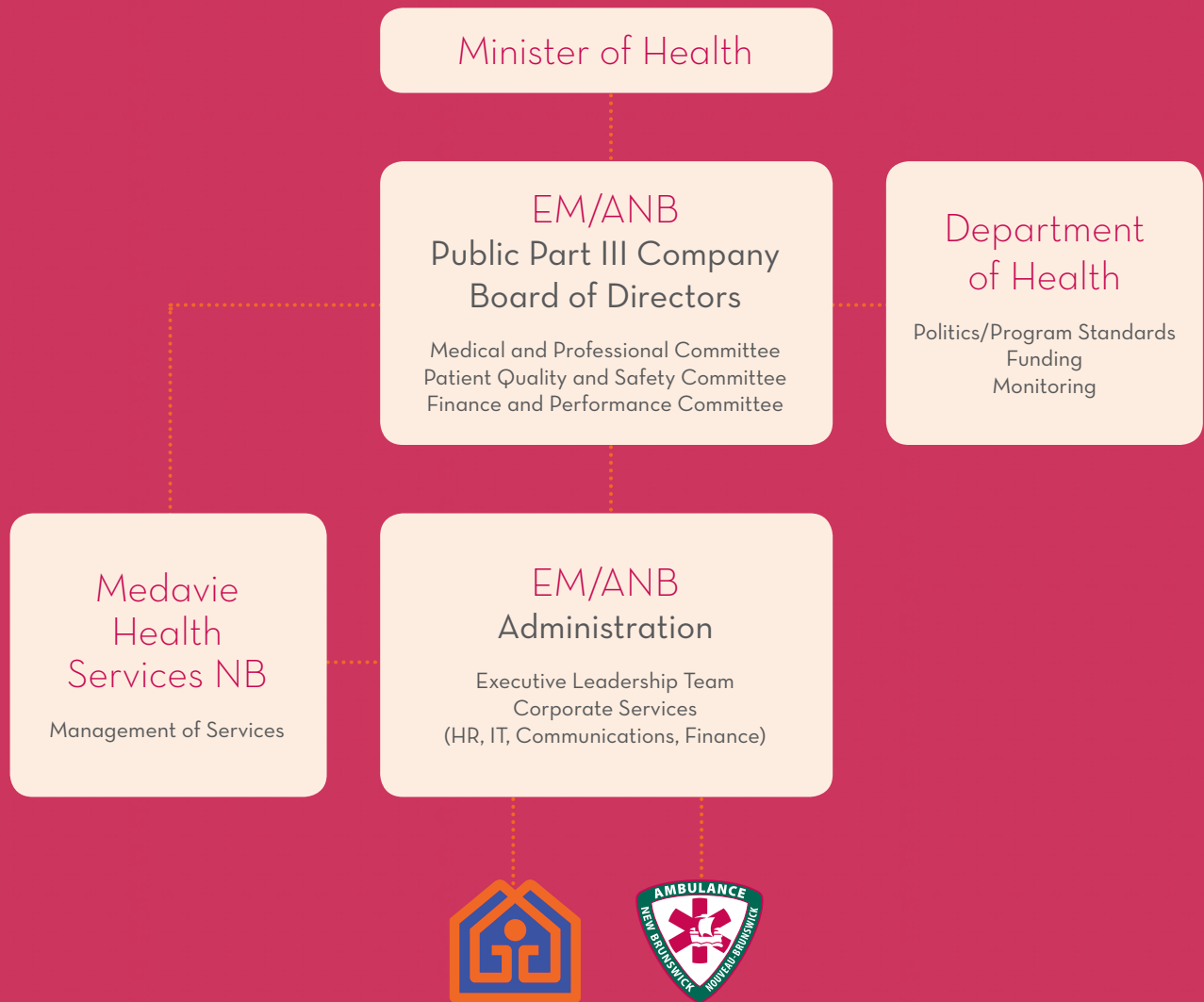
Jennifer Elliott
Director
Home Care Unit, Department of Health

Stéphane Legacy
VP, Outpatient and Professional Services
Vitalité Health Network

Heidi Liston
Executive Director
Primary Health Care,
Department of Health

Mark Thompson
Director
Corporate Support Services,
Department of Health

EM/ANB Governance Structure Chart



Why was EM/ANB created?

New Brunswick, like other provinces across Canada, faces inherent challenges in the provision of timely, quality, and sustainable healthcare services for its residents. Many of these trends have been highlighted in reports from organizations such as GNB and the New Brunswick Health Council.

Population Demographics

New Brunswick has a high percentage of population aged 65 and over when compared to the country overall (19.5% vs 16.5%). Based on current projections, this proportion will grow to 31.3% by 2038.

Source: New Brunswick Department of Social Development, "We are all in this together: An Aging Strategy for New Brunswick," 2017. [Online].

Chronic Disease

When compared to the Canadian average, New Brunswick has high rates of chronic disease. It is estimated that 62% of New Brunswickers have at least one with 20% having three or more chronic conditions.

Source: New Brunswick Health Council, "The Cost of Chronic Health Conditions to New Brunswick," 2016. [Online].

Alternative Level of Care Patients

In New Brunswick, 16.7% of acute care beds in hospitals are occupied by Alternative Level of Care patients.

Source: New Brunswick Health Council, "The ABCs of ALCs: An overview of Alternative Level of Care patients in New Brunswick," 2019. [Online].

Primary Care Access

The ability for patients to get an appointment with their family doctor within 5 days varies from 19% to 75% across New Brunswick.

Source: New Brunswick Health Council, "2017-2018 Recommendation to the Minister of Health," 2018. [Online].

Demand for Ambulance Services

Over the past 10 years, ANB's call volume has grown by 20%.

Source: EM/ANB

Prevention and Promotion

"More "upstream" education and prevention is required to reduce the future demand on our health system."

Source: Horizon Health Network, Horizon Health Network Strategic Plan 2015 - 2020, (2015), [Online].

Demand for Community-Based Care

According to a survey, 42% of New Brunswick citizens who needed home care services perceived an unmet need.

Source: New Brunswick Health Council, "Home Care Services in New Brunswick: Are We Meeting the Needs of Citizens?" 2019. [Online].

Health Expenditures

Health expenditures represent approximately 40% of the provincial budget. It is unsustainable to meet ongoing demands for increased health funding.

Source: Province of New Brunswick, "The Provincial Health Plan 2013-2018," 2013. [Online].

Clinical Vacancy Rates

From Q1 2017 to Q1 2018, the number of vacant health care and social assistance positions in New Brunswick increased by 76.2%.

Source: Statistics Canada. Job vacancies, first quarter 2018.



Some of these issues are exacerbated as New Brunswick's historic focus has mainly been on the provision of acute care services. This has meant that patients have been hospitalized that could receive more appropriate care in a primary health, home-care, or long-term setting. Residents also rely heavily on Emergency Departments (ED) and after-hours walk-in clinics in their communities where the services may lack continuity and not be appropriate for the unique needs of each patient.

There has been growing recognition that the health system needs to transform to address systemic challenges and be responsive to the needs of a changing population. This requires innovative thinking and collaborative solutions. Acute care can no longer be the focal point of the health system. The priority should be first caring for patients in a community setting with a hospital or other facility-based care being a last resort and for those complex needs. To accomplish this, existing resources need to be leveraged to make more care available in the patient's home and community.

The need for enhanced community-based care options is a central theme in the strategic plans for both the Horizon and Vitalité Health Networks. The latter plan highlights a vision to implement "a network of tiered services focused on primary health care, with a marked emphasis on ambulatory and community-based care as well as on home-based care and services." The Horizon plan stresses that "New Brunswick's shifting demographics and the incidence of chronic diseases within its population all point to the need for better preventive, primary, long-term and palliative care in communities across the province."

Source: Vitalité Health Network, Toward the modernization and transformation of the health care system: Strategic Plan 2017 - 2020, (2017), [Online].

Source: Horizon Health Network, Horizon Health Network Strategic Plan 2015 - 2020, (2015), [Online].

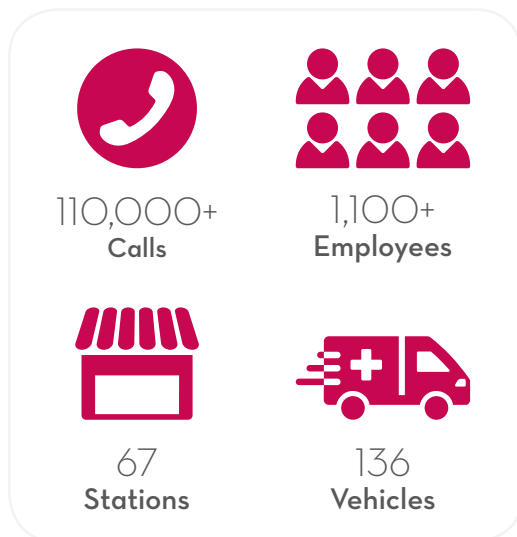


“We know our system performs fairly well when it comes to acute care, in-hospital care. What's bringing our grade down a bit is our performance at the primary health care level, first points of contact, accessibility at that level.”

Stéphane Robichaud
New Brunswick Health Council

The Foundation for Innovation

During 2016 and 2017, significant work was undertaken to create a new delivery model that would increase New Brunswick's capacity to deliver community-based care. This approach would increase access to community-based services for New Brunswickers while reducing stress on hospitals. Investigations focused on leveraging two existing programs to drive innovative change.



Ambulance New Brunswick (ANB)

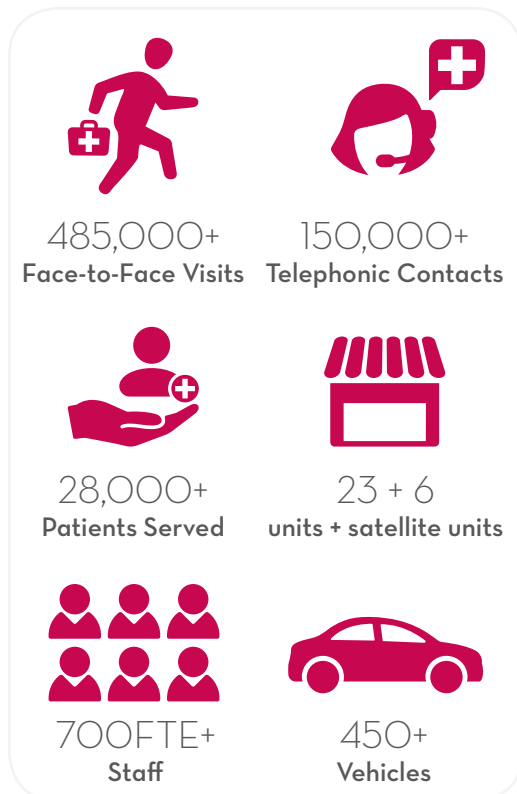
ANB is responsible for the delivery of emergency medical services (EMS) in New Brunswick.

Services

- 911 ambulance response
- Inter-facility transfers
- Medical communication
- Air ambulance services

Providers

- Primary care paramedics
- Advanced care paramedics
- Emergency medical dispatchers
- Critical care flight nurses



The Extra-Mural Program (EMP)

EMP is a "hospital without walls" providing comprehensive health care services to patients in their homes and communities.

Services

- Acute care
- Chronic care
- Palliative care
- Home oxygen services
- Rehabilitation services
- Simplified access to long-term care

Providers

- Registered nurses
- Licensed practical nurses
- Social workers
- Respiratory therapists
- Registered dietitians
- Physiotherapists
- Occupational therapists
- Speech-language pathologists
- Rehabilitation assistants



Collectively, ANB and EMP represent a strong foundation of community-based resources in New Brunswick. They are pillar programs that provide health services that are mobile, province-wide, and available 24/7 from skilled professionals. The respective mandates, infrastructure and clinical resources of these services have many similarities and areas of intersection that, when leveraged in a coordinated way, have the potential to realize efficiencies, improve the patient experience and increase capacity for community-based care. However, despite these parallels, the formal interactions between these programs were limited prior to the transition.

A roadmap was developed to highlight how EMP and ANB could be reorganized and better coordinated to increase collaborations between providers, maximize current resources, and allow more patients to be treated in the community. While the provision of emergency services will always be ANB's core mandate, a number of opportunities were identified where paramedics could support the delivery of collaborative community-based care in situations where patients do not require transportation to the hospital.

The model was designed to maximize the combined potential of EMP and ANB to play a greater role in community-based care. As highlighted, this is key to reducing the utilization of acute care services while improving health outcomes and patient satisfaction. The new approach will allow for more focus and emphasis on the services of ANB and EMP; best practices and standardization; and technology solutions to maintain and increase excellence of care.

Bringing this vision to life was the genesis of the creation of EM/ANB. We believe this journey places New Brunswick at the forefront of innovative community and home-based healthcare in Canada.

A Snapshot of the Future: What does integration look like?

A future where patients can more easily navigate the health system and access services they need within their community.

For example, a chronically ill patient in New Brunswick will be provided with a new care approach designed to improve their level of community-based support and reduce reliance on the emergency department and other facility-based care. Most patients would prefer and will achieve better outcomes being cared for in their home. EM/ANB facilitates access to the right care, in the right place, at the right time, for that patient.

- **comprehensive health and social assessments to develop care plans tailored to the goals of each patient**
- **an electronic health record that can be accessed by both EMP and ANB**
- **in-home visits from EMP and ANB**
- **enhanced after-hours supports with direct access to EM/ANB staff whenever a concern is encountered by patients or their families**
- **leveraging technology to allow EM/ANB to remotely monitor patients in their homes**
- **notifications that alert EM/ANB staff when the patient interacts with the acute care system**

This will not happen overnight, but we have an incremental plan to make this a reality over time. We are building a platform for community-based care to which new capabilities can be added allowing it to continually adapt to the needs of patients and the broader health system.

Key Accomplishments

EM/ANB's three (3) year strategic plan will demonstrate that we have an ambitious blueprint to enhance community care for New Brunswickers. We know there is a lot of work to do. But, we strongly believe that we have the right foundation, team, and relationships to be successful.

EM/ANB is still a young organization, but there is already evidence of the tremendous potential of an integrated approach to community care. Over the past 18 months, we have worked together to reach a number of key accomplishments. These include:

Accreditations

Through separate processes both ANB and EMP have been accredited with Exemplary Standing by Accreditation Canada. This is the highest level of accreditation that can be received. Accreditation Canada provides health care organizations an independent third party assessment using hundreds of standards built on best practices used and validated by similar organizations around the world. These achievements are a testament to the commitment of EM/ANB staff to provide service excellence for New Brunswickers.



Additionally, ANB's Medical Communication Management Centre (MCMC) received its third consecutive recognition as the world's 175th Accredited Centre of Excellence by the International Academies of Emergency Dispatch. This is a standard-setting organization that promotes safe and effective emergency dispatch services world-wide. This accreditation is key as we expect to continue to build upon and expand the capabilities of the MCMC to further support patient navigation in the future.

Clinical Enhancements

ANB has been awarded funding from the Canadian Partnership Against Cancer and the Canadian Foundation for Healthcare Improvement under the Paramedics and Palliative Care: Bringing Vital Services to Canadians initiative. This project will see ANB paramedics and EMP professionals working collaboratively to provide palliative care to New Brunswick patients in their own homes. With this innovative and inter-disciplinary solution, the Department of Health and EM/ANB aim to shift paramedic services for palliative patients from the traditional focus of transport towards supportive care in the community.

We have seen examples of new clinical collaborations between EMP and ANB. For example, ANB staff have visited EMP patients during adverse weather conditions when they could not be reached by EMP.

The Advanced Care Paramedic Program was successfully expanded to a total of four (4) cities in the province, further enhancing the clinical capability of the system.

A new Rapid Response Pilot Project was launched in five (5) rural communities. The Rapid Response Units are staffed by a single paramedic allowing for quicker responses to emergencies, particularly when ambulances are responding to a high volume of calls.

Patient Satisfaction

Both EMP and ANB continue to maintain high levels of patient satisfaction.

- The 2018 Home Care Survey released by the New Brunswick Health Council highlighted an overall patient satisfaction score of 95.3% for EMP.
- For ANB, 94.1% or more users rated the service they received an 8 out of 10 or higher across all key measures for 2018.

Innovation

The integrated EM/ANB model was recognized as a finalist by PwC Canada for their 2019 Vision to Reality (V2R) Awards within the Accelerator (public sector) category. These awards recognize the work of innovative and forward thinking organizations across the country.

Leadership & Collaborative Working Groups

A new management model was launched for EMP defining the roles of operations and clinical managers.

Workgroups and committees have been formed to help with integration activities. These cross-functional teams include management as well as frontline operational staff from both EMP and ANB. This approach is intended to ensure that staff, from all levels of the organization, have an opportunity to lend their experience and expertise to help shape the future of home and community-based care in the province.

Town hall meetings were held across the province to give frontline EM/ANB staff an opportunity to meet and provide feedback to senior leadership.





Three-Year Strategic Plan Overview

This section will describe the areas where EM/ANB will be focusing its efforts over the next three (3) years. These focus areas will help guide our activities and project prioritization while providing transparency into our operations for our partners and the patients we serve.

Through our annual report, we will be sharing updates on our progress towards these strategic objectives.

Approach to Plan Development

Through a collaborative and inclusive strategic planning process EM/ANB gathered the critical information and input necessary to develop the foundation of the plan, including:

- Integrated mission, vision and core values
- Strategic directions
- Strategic objectives

The focus of the plan was to:

- Understand where we stand as a newly integrated organization
- Conduct an environmental assessment to identify health care challenges and trends to recognise their impact on the organization and recognize those areas that we can positively influence
- Gather and define the collective thoughts on what we want to achieve
- Define how we will work together to achieve the vision
- Clearly define how we will measure our success

From that starting point, our joint leadership team created a draft plan. The plan was then tested through consultations – including facilitated sessions, surveys, focus groups and interviews - with our internal and external stakeholders. These interactions captured different perspectives on trends, community needs and opportunity areas relevant to our New Brunswick landscape. These exercises also allowed us to validate and/or refine elements of our plan. We need our employees at all levels to see themselves and their individual responsibilities reflected in this plan, and we are confident this process achieves that goal.

We also used information from relevant outside sources to complement and enhance our plan. These include: the Accreditation Canada pulse surveys results and applicable standards, NB Health Council Home care survey results and available population health data, previous business and strategic plans for ANB, EMP, Department of Health, as well as the Horizon and Vitalité Health Networks.

This plan will form the roadmap for the organization over the next three (3) years. Any new project or initiative should flow logically in this direction and help us achieve our vision.

Overview of Mission, Vision & Values

The mission, vision, and values form the foundation for all activities within an organization. These statements play a critical role in communicating the purpose of the organization to stakeholders, informing strategy development, and developing measurable goals and objectives. Through interdependent, cascading roles and relationships, the statements define an organization's purpose and future aspirations.

Our mission statement describes the overall purpose and objectives of our organization, and identifies how EM/ANB aspires to serve our stakeholders.

Our vision statement is a future oriented declaration of the organization's purpose, and is used to describe how we will look when our mission is achieved. It is aspirational, and the framework for strategic planning. By describing what EM/ANB is trying to build, our vision serves as a touchstone for future actions.

Our core values are the principles that guide decisions and actions at every level of the organization. These fundamental beliefs aid in determining if we are on the right path, and fulfilling our goals by creating an unwavering set of principles. A strong set of values promotes autonomy for our staff while also building a sense of connection.

Together our mission, vision and values guide the development of our strategy, help communicate our organization's purpose, and inform what goals and objectives will be used to determine whether our strategy is on track.

 <p>Providing excellence in emergency and community care.</p> <p>Mission</p>	 <p>Improving the quality of life of New Brunswickers within their communities.</p> <p>Vision</p>	 <ul style="list-style-type: none">✓ Patient-centered✓ Safety-focused✓ Accountable✓ Accessible✓ Innovative✓ Caring✓ Responsive✓ Community-minded <p>Values</p>
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Overview of Strategic Directions

Through our collaborative planning approach we developed four (4) strategic directions for EM/ANB. These overarching strategic directions remind us of where we need to go as an organization. More specific strategic objectives were defined for each strategic direction. These strategic objectives and associated actions will provide details on how EM/ANB will close some of the gaps identified in its strategic planning process. Specific actions will be identified for each Strategic objective. The actions listed below are to provide examples of the initiatives underway. A complete list of actions related to the Strategic directions and objectives will be kept up to date by EM/ANB. It will be the role of every employee, from senior leadership to the front line, to ensure that achieving these directions and objectives motivates all actions and initiatives they undertake.

As described above, these Strategic directions were constructed by the EM/ANB team in collaboration with stakeholders in response to the current and relevant trends.

Strategic Direction #1 - Ensure Operational Excellence by Delivering Quality Patient and Family Centered Care

EM/ANB is strongly committed to the delivery of quality services to the patients we serve. This Strategic direction aligns with EM/ANB's primary purpose and its core activities. The identified strategic objectives relate to ensuring that EM/ANB is delivering its services in a safe, seamless and innovative way for both the practitioners and patients.

Strategic Objective	Actions
Promote patient & employee safety initiatives throughout the organization	<ul style="list-style-type: none"> • Obtain full Accreditation Canada accreditation status for EM/ANB by March 2020. • Develop a patient quality and safety framework
Continuous improvement initiatives	Yearly Identification and execution of relevant improvement activities
Seamless care delivery through service integration	<p>Identify and execute opportunities for EMP and ANB to work in collaboration with the goal of providing seamless care. This includes:</p> <ul style="list-style-type: none"> • Establishment of a shared care plan for EMP and ANB patients • Establishing a robust care coordination model for vulnerable patients with complex needs • Optimizing tele-monitoring

Strategic Objective 1.1: Promoting Patient & Employee Patient Safety Initiatives

EM/ANB will be working toward maintaining its Accreditation status. Following Accreditation Canada's standard will ensure that the success of our quality and safety programs are continuously measured and that a culture of quality and safety is promoted across the organization. These activities will reinforce our commitment to a safe, patient focused environment.

In addition, a patient quality and safety framework will be developed to direct, guide and support the delivery of safe patient care by ensuring that core safety principles, key safety concepts and risk management components are incorporated throughout the organization.

Strategic Objective 1.2: Continuous Improvement Initiatives

It is critical that all of our processes and initiatives are continuously monitored, evaluated and that appropriate adjustments are made. Through this strategic objective we are committing to selecting annual initiatives that will remind us to continuously review and improve upon our current practices.

An example of an initiative that would fall under this objective is the optimization of non-Emergency transfer services. A dedicated patient transfer service will allow ANB to focus more resources on responding to emergency calls. Patient transfers, such as hospital transfers and medical appointments, account for approximately 30 per cent of ANB's total call volume. Up until March 2019, when an ambulance was on a patient transfer, it was unavailable for an emergency call. Dedicated transfer vehicles will alleviate that issue and ensure it is meeting its mandated response times across the province.

In addition, EM/ANB will be overseeing the refresh of the Rehab and Reablement program across the province. This will include the re-establishment of local and regional committees with common action plans. This standardized plan will also include communication to primary care providers as well as an educational module for EMP providers.

Strategic Objective 1.3: Seamless Care Delivery Through Service Integration

Finally, the last objective in the 1st strategic direction is the commitment of seamless care delivery through service integration. Although integration is sought in all areas of the organization, it was deemed important to the team that specific areas of integration be identified and executed over the next three years. This objective is meant to showcase meaningful ways where interdisciplinary teams can enhance care delivery. Examples of this include:

- Development of a shared care plan that is accessible by both ANB and EMP professionals
- Establishing a care coordination model for vulnerable patients with complex needs
- Optimizing the use of in-home technology that can be used to monitor patients in the community



Strategic Direction #2 - Strengthen Community Partnerships and Public Engagement

Ensuring that the public and community partners are aware of the services offered is key to ensuring seamless care delivery. EM/ANB wants to do its part in educating the public and its partners so that patients receive the right care, at the right time, and the right place.

Strategic Objective	Actions
Leveraging community partnerships	Developing a plan to engage with our community partners
Promotion of our services	Developing a plan to promote the services of EM/ANB
Fostering accountability and transparency	<ul style="list-style-type: none"> • Annual report • Accountability page

Strategic Objective 2.1 Leveraging Community Partnerships

It is important that the initiatives we introduce and the services we deliver are in line with the community's needs. By forming strong linkages with our community partners and working together, we will be able to provide tailored solutions, while still having a provincial view.

Strategic Objective 2.2 Promotion of our Services

Educating the public on the services provided by EM/ANB was a prominent recommendation received in the building of this plan. Through different channels such as our public website, social media accounts, documentation & publications, EM/ANB will be focusing efforts to ensure widespread knowledge of the services offered. Through better education and promotion of services EM/ANB hopes to remove any misconceptions and ultimately increase the accessibility to services.

Strategic Objective 2.3 Fostering Accountability and Transparency

As a part III organization, EM/ANB understands the importance of being open and transparent with the communities it serves. We will achieve this by keeping our partners and public at large informed of our initiatives and our performance through regular reporting practices, such as our annual report and a publicly accessible web page that updates our performance numbers regularly.



Strategic Direction #3 - Improve Employee Engagement, Retention & Recruitment

At EM/ANB, we believe that our employees are our number one asset. We have confidence in the fact that satisfied and engaged employees have a positive effect on patient care. In an environment where health care resources are scarce it is important to not only recruit skilled professionals, but to create an environment where they can thrive in their profession.

Strategic Objective	Actions
<p>Creating a vibrant and thriving workforce</p>	<ul style="list-style-type: none"> • Execute on yearly key initiatives put forward by the Vibrant and Thriving Culture Work Group. This is an inter-disciplinary team mandated to develop an action plan to improve the work environment. • Execute Accreditation Canada pulse survey action plan
<p>Building capacity, capabilities and competencies</p>	<ul style="list-style-type: none"> • Execution of a strategic recruitment and retention plan for EM/ANB • Promote and improve our absenteeism management program

Strategic Objective 3.1 Creating a Vibrant and Thriving Workforce

Actions related to this objective will have a goal of enhancing the happiness of our employees at work. This will be accomplished through initiatives such as town halls where senior leadership is able to hear and then act on employee concerns and ideas. It will also be achieved by ensuring employees are included in decision making processes and are kept in the loop as initiatives develop.



Strategic Objective 3.2 Building Capacity, Capabilities and Competencies

This objective relates to ensuring that all employees are receiving appropriate training, coaching and mentoring. It also ensures efforts are being made to reduce the amount of staff vacancies, and attrition rates.

Strategic Direction #4 - Use Technology to Enhance Service Delivery and Promote Innovation

We believe in using technology as a key enabler to improve efficiency and enhance care for our patients. It is important that the appropriate technology is used to facilitate our practitioners' and employees' daily navigation of the health system. We want to encourage and promote innovative thinking within the organization.

Strategic Objective	Actions
Promoting innovation in service delivery	Implementation of a health services coordination center to assist patients to navigate available services
Supporting technology enhancement initiatives	Implementation of electronic patient records for both EMP and ANB

Strategic Objective 4.1 Promoting Innovation in Service Delivery

EM/ANB's mandate is to collaborate through this unique position and find innovative ways to help patients access care within their communities. Actions connected to this objective will encourage our team to think of creative ways where they can:

- Help patients stay in their homes as long as possible
- Help New Brunswickers navigate the health care system
- Increase continuity of care
- Receive the care and services they need at the right time and the right place

One example of this is the implementation of a Health Services Coordination Center (HSCC) to assist patients to navigate available services. The HSCC is envisioned as a health care hub that will be mandated to better coordinate service options in the community to best support the needs of patients and providers. This includes the development of care pathways which provide New Brunswickers with new ways to interact with health care services based on their unique needs.

Strategic Objective 4.2 Technology Enhancements and Improvement Initiatives

We will ensure the technologies used at EM/ANB are relevant, supported and up to the latest standards. The delivery of electronic patient records for EM/ANB, for example, falls under this objective. The results of internal surveys highlighted that the introduction of an electronic patient care record is an important step towards improving overall service efficiency.

Key Performance Indicators

At a broad level EM/ANB was created to positively impact the Quadruple Aim Objectives. These objectives include:

- Enhancing the patient experience;
- Improving patient health outcomes;
- Bending the cost curve in healthcare delivery; and
- Increasing provider satisfaction and retention.

Source: Partners Behavioral Health Management, The Whole Person Integrated Care Model: Advancing the Quadruple Aim and Community Wellness, (2017). [Online].

At a tactical/operational level, EM/ANB has specific contractual key performance indicators that are closely monitored through its governing body. Performance on these indicators is reported on a regular basis to the regulator. Results are also published annually through the annual report.

In addition to contractual indicators, EM/ANB will be tracking the following measurements in relation to its strategic directions.

Strategic Directions	Measurements
Ensure operational excellence by delivering quality patient-centered care	<ul style="list-style-type: none"> • Patient satisfaction surveys • Performance on contractual key performance indicators and performance standards • Accreditation Canada Results
Strengthen community partnerships and public engagement	<ul style="list-style-type: none"> • Feedback from community partners
Improve employee engagement, retention & recruitment	<ul style="list-style-type: none"> • Feedback from employee roadshows • Accreditation Canada Work / Life Pulse Surveys for employees • Recruitment & attrition rates
Use technology to enhance service delivery	<ul style="list-style-type: none"> • Adherence to launch dates • Stakeholder surveys

Strategic Plan Overview

Transforming community care together.

 <p>Providing excellence in emergency and community care.</p> <p>Mission</p>	 <p>Improving the quality of life of New Brunswickers within their communities.</p> <p>Vision</p>	 <ul style="list-style-type: none"> ✓ Patient-centered ✓ Safety-focused ✓ Accountable ✓ Accessible ✓ Innovative ✓ Caring ✓ Responsive ✓ Community-minded <p>Values</p>
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Strategic Directions	Strategic Objectives
Ensure operational excellence by delivering quality patient and family centered care	<ul style="list-style-type: none"> • Promoting patient & employee safety initiatives • Continuous improvement initiatives • Seamless care delivery through service Integration
Strengthen community partnerships and public engagement	<ul style="list-style-type: none"> • Leveraging community partnerships • Fostering accountability and transparency • Promotion of our services
Improve employee engagement, retention & recruitment	<ul style="list-style-type: none"> • Creating a vibrant and thriving workforce • Building capacity, capabilities and competencies
Use technology to enhance service delivery	<ul style="list-style-type: none"> • Promoting innovation in service delivery • Technology enhancement and improvement initiatives

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- EM/ANB Employees
- Management Team
- Patient & Family Advisors
- Community Partners & Stakeholders
- EM/ANB Board of Directors

