



## COMMUNITY AND STAKEHOLDER CONSULTATION IN THE STRATEGIC PLANNING PROCESS

The Strategic Plan, Horizon Health Network and Partners – A Healthier Future for New Brunswick, was approved by the Board following an intensive process of active engagement to ensure Horizon Health Network's (Horizon) plan is aligned with the needs of all those with a stake in Horizon's future. It reflects Horizon's goal of reaching out to stakeholders - staff, patients, community partners and organizations - for input and feedback on our decisions.

In January 2014 the Board of Horizon Health Network approved the strategic planning process that would define Horizon's priorities for the next five years. A method was chosen that specifically built in opportunities for our stakeholders to provide a say on those priorities.

Stakeholder consultation was an important step in developing the Strategic Plan because it ensured the Board understood Horizon's place within the communities it serves. Stakeholder engagement is a powerful approach to achieving improvements in health care. A strategic plan cannot be developed in a vacuum. Stakeholders must understand the context in which Horizon operates, as well as the community and staff culture.

Horizon's goal was to involve the public in the discussion of Horizon's future. To that

end, Horizon was committed to working with its stakeholders to ensure their concerns and aspirations were directly reflected in the alternatives developed and provided feedback on how public input influenced the decision.

The process was led by Horizon's President and CEO, with the support of its Chief Operating Officer.

### HOW DID WE CONSULT?

To reach out, a diverse set of methods were used: facilitated sessions, written submissions and electronic forums. This variety was essential to ensure accessibility and availability for our respondents.

The communication strategy for the Strategic Plan, prior to its publishing, was broken down into three parts:

- Formal stakeholder engagement
- Public and staff information about the process, and
- Traditional and social media relations.

These three parts were fulfilled through the following initiatives:

#### Written Submissions:

Throughout the consultation process, from January to June and then from August to October 2014, Horizon received a total of 44

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written responses. 32 were to the initial Strategic Plan Primer and 12 in response to the follow-up report, “What We’ve Heard”.

**On-Line Consultations:**

Nearly 1600 people visited our website to review information about our strategic planning process. A general inquiries email (strategicplanning@horizonnb.ca) was created to facilitate online outreach and Horizon’s Twitter and Facebook pages were available for feedback from the public, staff and media.

**In-Person Stakeholder Sessions:**

Spring stakeholder sessions hosted 285 attendees in total, from early February until the end of April. These sessions took place in Moncton, Fredericton and Saint John and included a diverse set of stakeholders including foundations and auxiliaries; patient representatives; front line staff; business and community leaders; and others. For a detailed breakdown, please see the table below:

Date	Area	Stakeholders
Feb 13	Moncton	Horizon Leadership Advisory Council
Feb 19	Fredericton	Foundations & Auxiliaries
Feb 19	Fredericton	Patient Advisors
Feb 26	Moncton	Horizon Front Line Staff
Feb 26	Moncton	Business / Community Leaders
Feb 27	Moncton	Non-government Agencies
Feb 27	Moncton	Key Stakeholders, i.e. DOH, FacilicorpNB
March 5	Saint John	Professional Groups
March 5	Saint John	Horizon Front Line Staff
April 10	Fredericton	Francophone Group
April 25	Moncton	Professional Practice Councils
April 25	Moncton	Physician Focus Group

**FALL FOLLOW-UP**

A series of four follow-up sessions, with 106 participants, were held Fredericton, Moncton and Saint John, to review the results of the spring engagement sessions, and to discuss the decisions arising from Horizon’s strategic planning process. Participants included those who attended the spring sessions: staff, physicians, business leaders, Horizon’s leadership advisory council, and other community members.

Date	Area	Stakeholders
Oct 20	Moncton	Community stakeholders, Horizon staff and patient advisors
Oct 20	Saint John	Community stakeholders, Horizon staff, and patient advisors
Oct 21	Fredericton	Horizon staff
Oct 21	Fredericton	Community and government stakeholders, physicians, and patient advisors

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