



Strategic Planning Update

2014-2019

Horizon Health Network (Horizon) kicked off a strategic planning process in January 2014. Since this time Horizon has consulted with a broad range of stakeholders including: patients, frontline staff, physicians, allied health professionals, alternative care providers, the francophone community, business and community leaders, senior management and Horizon's Board. We have received excellent written submissions through our online consultation process. Horizon has heard from more than 300 New Brunswickers.

The Senior Leadership Team and Board have been evaluating the input and preparing a draft Strategic Plan for further consultation in the fall. In the meantime, we are pleased to provide a brief summary of what we've heard, and our progress.

What we've heard...

Mission Statement

(Why we are here)

An organization's mission statement describes its core purpose, what it exists to do, and should provide value in articulating a direction. Stakeholders communicated that they are looking for a mission statement that:

- Is simple, clear and appeals to both patients and health-care providers;
- is memorable; and
- reflects both the preventative and acute care aspects of Horizon's health services mandate.

Possible Mission Statements:

- Helping people be healthy
- Lead, develop and deliver a positive health care experience
- To deliver timely, safe and high-quality care to foster healthy communities
- To deliver the right health-care, at the right time, in the right place

Vision Statement

(Where we are going)

A vision statement describes an organization's long-term aspirational state – what it hopes to be like in ten or twenty years. A vision statement should be memorable and motivational; it should be strong and define an “end state”. We asked stakeholders to describe what they think Horizon will look like in 10 years in order to be able to meet the health needs of New Brunswickers in a way that is financially sustainable. Stakeholders painted a 10-year picture that identified the following:

- A patient-centred philosophy of care
- Well-established centres of expertise that connect seamlessly with community-based primary care facilities
- Prevention and education programs that reduce the future demand for health services

- Effective care management for the elderly that reduces the frequency and duration of their hospital stay, and enables them to enjoy optimal quality of life in their homes and communities
- Easy access to primary care providers for all New Brunswickers
- The ability to deliver care in the patient's official language of choice
- Optimization of scopes of practice, and standardized policies and practices
- Integration of resources/equipment and strong co-operation/collaboration with Vitalité Health Network (Vitalité)
- Re-purposed and multi-disciplinary community health centres that are well-suited to meet the primary care and chronic disease management needs of New Brunswickers

- Strong partnerships with public education, social development and the private sector
- An ongoing commitment to teaching and research
- A happy, healthy, flexible and engaged workforce with the right mix of skills in the right geographic locations
- Strong leadership with a proactive, results-focused orientation based on evidence and best practice
- A reputation as a leader in innovative health services delivery within Canada

Values (What is important to us)

Values are the principles or moral standards of a person or social group; generally accepted or personally held judgement of what is valuable or important in life. Values are the means by which we work together and serve others. Stakeholders were asked to describe “Horizon at its best” and great values emerged from those stories. The most frequently used words included:

- Caring and compassion
- Flexibility and adaptability
- Efficiency and effectiveness
- Respect and trust
- Collaboration
- Teamwork
- Quality
- Relationships
- Patient-centred
- Support
- Dignity
- Inclusiveness
- Empathy
- Innovation
- Communication
- Sustainability
- Integrity
- Accountable

Possible Vision Statements:

- Exceptional care. Every person. Every day.
- Healthy people healthy communities
- Working for health, caring for people
- Outstanding care today for a healthier tomorrow

Possible Values:

- Values are the means by which we work together and serve others.
 - We show empathy, compassion and respect towards our patients, their families, and each other
 - We strive for excellence
 - We work as a team
 - We act with integrity and are accountable
- Our Values (two theme concept):
 - Patient care (Caring, Compassion, Empathy)
 - Staff (Professional, Accountable, Efficient)
- I CARE
 - I - Integrity
 - C - Compassion
 - A - Accountability
 - R - Respect
 - E - Empathy
- Our Values
 - Timely, Accessible, Safe, Team Work, Affordable Care
 - Mutual Respect, Timely, Accountability, Excellence

Critical Priorities for the Next Five Years

Forward general inquiries / comments to:
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Having painted a picture of Horizon in 10 years, stakeholders were asked to identify the most critical priorities for the next five years. In other words, what will Horizon really need to focus on over the next several years in order to be positioned to achieve its 10-year vision. Suggestions identified:

- Centres of expertise
- Patient-centred care
- Timely access to care
- Quality and safety of health-care services
- Continuous improvement
- Population health - prevention and education
- Community-based partnerships
- Employee engagement/ caring for the caregivers
- System redesign
- Access to bilingual health services
- Understand the health needs of NB through needs assessments
- Accountability and transparency
- Strong multi-disciplinary community health centres
- Chronic disease management, including mental health
- Integration with Vitalité
- Elder care and resolution of alternate level care bed bottleneck (integration of acute and long-term care)
- Technology and electronic medical records
- Sustainability/cost savings
- Reduced wait times

- Transportation improvements
- Standardized policies and practices
- Research and academic mission

Possible Critical Priorities:

- Patient and family focused care
- Community-based care (from institution to community)
- Centres of expertise
- System redesign
- Patient and staff engagement
- Collaboration with Vitalité
- Chronic disease management
- Technology and electronic medical records

Language / Elder care / Access

Next Steps

This document reflects the input provided by staff and external stakeholders during our consultation process. We will be synthesizing this into 4 or 5 critical priorities and realistic outcomes for Horizon over the next 5 years.

The output of this deliberation will be a draft strategic plan for Horizon that will be shared with stakeholders and the general public in late fall 2014. Once again, you will have the opportunity to provide feedback on the draft Strategic Plan and your input will be considered as the plan is being finalized.

Ultimately, the Board will approve the Strategic Plan by the end of the calendar year and the plan will be shared broadly, both internally and externally.