EM/ANB Annual Corporate "Business" Plan 2023-2024





Annual Corporate (Business) Plan – 2023/2024

A corporate plan will be developed annually that focuses on a one-year horizon within the Strategic Plan and provides additional levels of detail. This corporate plan will be presented to the EM/ANB Board of Directors for approval, followed by quarterly progress updates. Additionally, the EM/ANB Senior Management Team will review and evaluate the corporate plan monthly. Progress on the Strategic Plan will also be shared through the release of the EM/ANB Annual Report.

Strategic Directives

Based on our work, we have identified five (5) strategic directions which will guide key EM/ANB initiatives over the next three years, the strategic directions highlighted below provides the foundation for the development of subsequent annual corporate plans and respective departmental workplans.



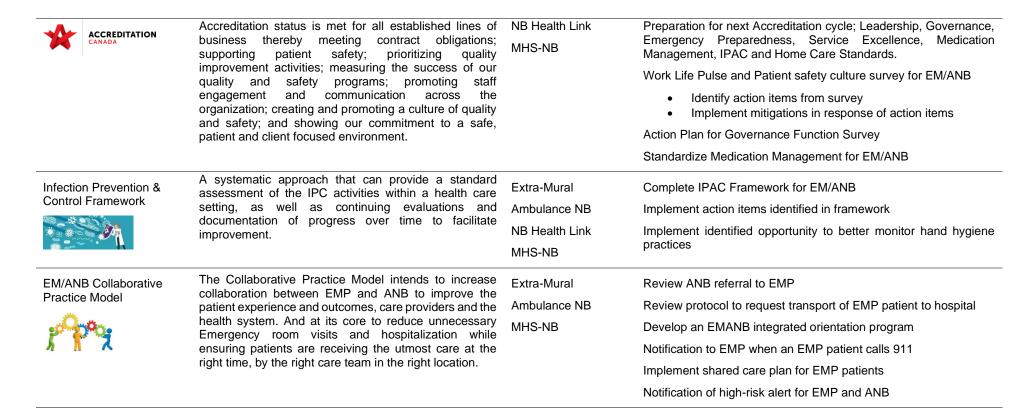




Name	Description	Key Stakeholders	Milestones
Post Pandemic Operational Stability	A post-pandemic review of operations will commence and continue through the duration of the three-year strategic plan. Working together, we will determine how we can best apply our combined resources in support of this strategic direction, key elements to evaluate core functions and operational stability are identified as milestone for this effort as it will be ongoing throughout the life of the current strategic plan.	EM/ANB MHS-NB Community	The approach will consider the categories below to ensure current work is prioritized and relevant: • Continuous Improvement: Ensure incremental improvement continues. Leadership will engage and support frontline employees to drive effectiveness. • Culture: Build operational discipline and a just culture that fosters a mindset and practices that encourage doing the right thing, the right way, every time. • Organizational Excellence: Focus on organizational structure, systems, skills, staffing. • Process Excellence: Confirm business and clinical processes are streamlined and consistent.
EMP Operational Plan	Drive operational performance by achieving the desired performance indicators related to prevention of avoidable visits to ED and hospitalization, timeliness of care, optimization of physician/NP referral and optimal patient satisfaction. To achieve the EMP mandate to provide an alternative to hospital admissions; facilitate early discharge from hospitals; and provide an alternative to or postponement of admissions to institutional care.	Extra-Mural Ambulance NB NB Health Link Health Authorities Department Health	Develop plan to meet targets related to referral to care time Develop plan to meet targets related to ED visits by EM patients Develop plan to meet targets re: Referral by primary care providers Develop plan to meet targets re: #EMP visits by health professional Strategy to meet targets to maintain or improve patient experience
ANB Operational Plan	Drive operational performance by achieving the desired contractual performance indicators related to Response time for 911 Dispatch, scheduled and non-scheduled transfers. Population and health system variables out of our control will be reviewed with Health System partners. Ensure every community receives the best-possible coverage and response times.	Ambulance NB Department Health Health Authorities	Deployment of High Acuity Units in the ANB System Transferring Low acuity calls to 811 Enhancement of Pre-ALRT Operational Review (Call Volume/Rapid Response Units)
Accreditation	Ambulance New Brunswick, Extra-Mural Program, and NB Health Link will achieve full Accreditation Canada status. NB Health Link is currently in the primer process.	Extra-Mural Ambulance NB	ANB post accreditation follow up requirements







Improved Access to Care in the Communities (Strategic Direction – 2)

Name	Description	Key Stakeholders	Milestones
Multi-Patient	Provide alternate mode of transportation to redistribute	Ambulance NB	Project charter alignment and sign-off
Transfer Units	workload and utilize current 911 and transfer resources more effectively. This will include patients with no	Department Health	Complete vehicle design with manufacturer (vehicle branding)
	mobility issues and patients that do not require medical		Develop education and training material on vehicle features
	interventions.		Determine unit location(s) - Deploy





Enhanced Clinical
Services in Special Care
Homes (SCH)





Clinical care and support provided to residents of special care homes (SCH) and enhanced collaboration around residents' health care needs.

Extra-Mural
Social Development
Department Health

Develop and implement communication plan

Develop and implement evaluation & monitoring framework

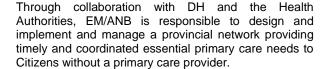
Develop required policies and procedures

Develop expansion plan

Develop and implement clinical care model

Primary Care Network NB Health Link (NBHL)





MHS-NB
Department Health
Health Authorities

Establish a temporary medical home in each Zone (Provincial)

Elimination of the Patient Connect list.

Mobile X-Ray (Imaging)



Reduce the number of ambulance transports by providing access to mobile diagnostic x-rays for routine and emergent issues to nursing home residents, Adult Residential Facility residents and EMP patients in New Brunswick, based on specific inclusion criteria. This novel program will reduce overall cost to the health system while improving the well-being of residents.

Extra-Mural
Department Health
Health Authorities

Develop service delivery model for provincial roll-out

Human resource | Implementation | Communication Plan

Develop monitoring and evaluation framework

Full roll-out in all Health Authority Zones

Increase our Role as a Strong Health Care Partner (Strategic Direction – 3)

Name	Description	Key Stakeholders	Milestones
Health system	Following the release of the new Provincial Health Plan, collaboration amongst health care partners and community leaders will play a vital role towards the	Health Authorities Department Health	Active and Engaged Board Collaboration Enhanced Medical Advisory Committee
collaboration and community partnerships	successful implementation of the plan's initiatives.	EM/ANB	"Virtual" Community Leader Forum
Community Pertnerships		Community Leaders	Collaborate as an equal partner with Regional Health Authorities to develop and implement an action plan to ensure patients access care at the appropriate setting such as home, ambulatory care services, or primary care services.





Collaborate as an equal partner with the Regional Health
Authorities and Social Development to develop and implement an
effective hospital discharge/patient flow action plan to reduce
avoidable length of stay for patients.

Enhance the Employee Experience (Strategic Direction – 4)

Name	Description	Key Stakeholders	Milestones
Develop Corporate Wellness Program (Plan)	The wellness program's objective is to increase employee satisfaction, productivity, and improve workplace culture. The goal of a wellness program is to help employees stay healthy, helping facilitate a better work environment. An employee wellness program can exist in programs aimed at improving employees' nutrition to education about mental health as well as	EM/ANB	Organizational review of current employee wellness options.
		MHS-NB	Evaluate Worklife Pulse survey results to better understand what employees are not receiving.
P T T			Perform a GAP analysis Pulse Survey results and current options.
			Establish a draft plan for Senior Management Team review.
	immunization programs.		Implement employee wellness plan across EMANB June, 2024
Diversity, Equity, and Inclusion Action Plan	Increasing the awareness and importance of diversity, equity, and inclusion within the organization to better	EM/ANB	Program evaluation based on GDIB benchmarks
Diversity,	serve our communities while enhancing and introducing	MHS-NB	Identify actions from GDI evaluation results
Equity and	policy that fosters a thriving workforce.		Identify action plan and timelines with department leads
			DEI Committee meetings
HR Strategy Initiatives	MHS is focused on the development of a tactical plan for healthcare recruitment, talent acquisition, and retention.	EM/ANB MHS-NB	Partnering with GNB and participation in international career fairs to target Registered Nurses, Paramedics, Physiotherapists and Social Workers.
Strategy resourcing	Recruitment and retention strategies must be coupled with safe work procedures and programs to reduce the number of workplace injuries related to PTSD and Occupational Stress in the workplace. Active		Develop a high school recruitment strategy for New Brunswick to target graduation students between January – May 2024.
	collaboration with the GNB People Pillar Plan is underway.		Implementation of the safe handling program. Training module to launch at the ANB In-Service (Fall of 2023).





Name	Description	Key Stakeholders	Milestones
mplement Community Care NB (CCNB) for	Community Care NB is a digital health solution designed	EM/ANB	Implement strategic change management strategy
xtra-Mural	to manage patient Health Records and streamline provider workflow. Providing capabilities to manage	MHS-NB	Enhanced promotion of the mobile tablet
\sim //	patient referrals, patient and provider waitlists, multi-	Department Health	Implement electronic care plans
as	disciplinary care plans, clinical and non-clinical assessments, medication management, care activities, treatments, interventions, and transition of care.		Eliminate paper charting
nplement Electronic atient Care Record for	A solution that allows for electronic capture of data through medical devices and at the point of care by emergency staff. EM/ANB will benefit from a more longitudinal view of a patient's health history and, where appropriate, allow them to contribute information that will augment the client record supporting collaborative care models.	Extra-Mural	Preliminary Requirements Analysis and Design.
NB (via CCNB)		Ambulance NB	Stakeholder analysis and change management plan
		NB Health Link	Build User Stories in preparation for development
			Develop implementation plan
			Procure development resources
			Target start for development work is May



This icon signifies initiatives identified as part of the NB Health Plan. Stabilizing Healthcare: An Urgent Call to Action

https://www2.gnb.ca/content/dam/gnb/Departments/h-s/pdf/Stabilizing-health-care.pdf



