

# 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.



## Prioritize and Strengthen Core Services (Strategic Direction – 1)

Name	Description	Key Stakeholders	Milestones
 <p>Post Pandemic Operational Stability</p>	<p>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.</p>	<p>EM/ANB MHS-NB Community</p>	<p>The approach will consider the categories below to ensure current work is prioritized and relevant:</p> <ul style="list-style-type: none"> <li>• <b>Continuous Improvement:</b> Ensure incremental improvement continues. Leadership will engage and support frontline employees to drive effectiveness.</li> <li>• <b>Culture:</b> Build operational discipline and a just culture that fosters a mindset and practices that encourage doing the right thing, the right way, every time.</li> <li>• <b>Organizational Excellence:</b> Focus on organizational structure, systems, skills, staffing.</li> <li>• <b>Process Excellence:</b> Confirm business and clinical processes are streamlined and consistent.</li> </ul>
 <p>EMP Operational Plan</p>	<p>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.</p> <p>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.</p>	<p>Extra-Mural Ambulance NB NB Health Link Health Authorities Department Health</p>	<p>Develop plan to meet targets related to referral to care time</p> <p>Develop plan to meet targets related to ED visits by EM patients</p> <p>Develop plan to meet targets re: Referral by primary care providers</p> <p>Develop plan to meet targets re: #EMP visits by health professional</p> <p>Strategy to meet targets to maintain or improve patient experience</p>
 <p>ANB Operational Plan</p>	<p>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.</p> <p>Ensure every community receives the best-possible coverage and response times.</p>	<p>Ambulance NB Department Health Health Authorities</p>	<p>Deployment of High Acuity Units in the ANB System</p> <p>Transferring Low acuity calls to 811</p> <p>Enhancement of Pre-ALRT</p> <p>Operational Review (Call Volume/Rapid Response Units)</p>
<p>Accreditation</p>	<p>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.</p>	<p>Extra-Mural Ambulance NB</p>	<p>ANB post accreditation follow up requirements</p>





Accreditation status is met for all established lines of business thereby meeting contract obligations; supporting patient safety; prioritizing quality improvement activities; measuring the success of our quality and safety programs; promoting staff engagement and communication across the organization; creating and promoting a culture of quality and safety; and showing our commitment to a safe, patient and client focused environment.

NB Health Link  
MHS-NB

Preparation for next Accreditation cycle; Leadership, Governance, Emergency Preparedness, Service Excellence, Medication Management, IPAC and Home Care Standards.

Work Life Pulse and Patient safety culture survey for EM/ANB

- Identify action items from survey
- Implement mitigations in response of action items

Action Plan for Governance Function Survey

Standardize Medication Management for EM/ANB

Infection Prevention & Control Framework



A systematic approach that can provide a standard assessment of the IPC activities within a health care setting, as well as continuing evaluations and documentation of progress over time to facilitate improvement.

Extra-Mural  
Ambulance NB  
NB Health Link  
MHS-NB

Complete IPAC Framework for EM/ANB

Implement action items identified in framework

Implement identified opportunity to better monitor hand hygiene practices

EM/ANB Collaborative Practice Model



The Collaborative Practice Model intends to increase collaboration between EMP and ANB to improve the patient experience and outcomes, care providers and the health system. And at its core to reduce unnecessary Emergency room visits and hospitalization while ensuring patients are receiving the utmost care at the right time, by the right care team in the right location.

Extra-Mural  
Ambulance NB  
MHS-NB

Review ANB referral to EMP

Review protocol to request transport of EMP patient to hospital


Develop an EMANB integrated orientation program

Notification to EMP when an EMP patient calls 911







Implement shared care plan for EMP patients

Notification of high-risk alert for EMP and ANB


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

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



<p>Enhanced Clinical Services in Special Care Homes (SCH)</p>  	<p>Clinical care and support provided to residents of special care homes (SCH) and enhanced collaboration around residents' health care needs.</p>	<p>Extra-Mural Social Development Department Health</p>	<p>Develop and implement communication plan Develop and implement evaluation &amp; monitoring framework Develop required policies and procedures Develop expansion plan Develop and implement clinical care model</p>
<p>Primary Care Network NB Health Link (NBHL)</p>  	<p>Through collaboration with DH and the Health Authorities, EM/ANB is responsible to design and implement and manage a provincial network providing timely and coordinated essential primary care needs to Citizens without a primary care provider.</p>	<p>MHS-NB Department Health Health Authorities</p>	<p>Establish a temporary medical home in each Zone (Provincial) Elimination of the Patient Connect list.</p>
<p>Mobile X-Ray (Imaging)</p>  	<p>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.</p>	<p>Extra-Mural Department Health Health Authorities</p>	<p>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</p>




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

Name	Description	Key Stakeholders	Milestones
<p>Health system collaboration and community partnerships</p> 	<p>Following the release of the new Provincial Health Plan, collaboration amongst health care partners and community leaders will play a vital role towards the successful implementation of the plan's initiatives.</p>	<p>Health Authorities Department Health EM/ANB Community Leaders</p>	<p>Active and Engaged Board Collaboration Enhanced Medical Advisory Committee "Virtual" Community Leader Forum 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.</p>





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 immunization programs.	EM/ANB MHS-NB	Organizational review of current employee wellness options. Evaluate Worklife Pulse survey results to better understand what employees are not receiving. Perform a GAP analysis Pulse Survey results and current options. Establish a draft plan for Senior Management Team review. 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 serve our communities while enhancing and introducing policy that fosters a thriving workforce.	EM/ANB MHS-NB	Program evaluation based on GDIB benchmarks Identify actions from GDI evaluation results 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.  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 collaboration with the GNB People Pillar Plan is underway.	EM/ANB MHS-NB	Partnering with GNB and participation in international career fairs to target Registered Nurses, Paramedics, Physiotherapists and Social Workers.  Develop a high school recruitment strategy for New Brunswick to target graduation students between January – May 2024.  Implementation of the safe handling program. Training module to launch at the ANB In-Service (Fall of 2023).



## Strengthen our Digital Health Assets and Technology Solutions (Strategic Direction – 5)

Name	Description	Key Stakeholders	Milestones
Implement Community Care NB (CCNB) for Extra-Mural 	Community Care NB is a digital health solution designed to manage patient Health Records and streamline provider workflow. Providing capabilities to manage patient referrals, patient and provider waitlists, multi-disciplinary care plans, clinical and non-clinical assessments, medication management, care activities, treatments, interventions, and transition of care.	EM/ANB MHS-NB Department Health	Implement strategic change management strategy Enhanced promotion of the mobile tablet Implement electronic care plans Eliminate paper charting
Implement Electronic Patient Care Record for ANB (via CCNB) 	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 Ambulance NB NB Health Link	Preliminary Requirements Analysis and Design. Stakeholder analysis and change management plan Build User Stories in preparation for development Develop implementation plan Procure development resources Target start for development work is May

NOTE: 

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>

