



# EM/ANB STRATEGIC PLAN 2022-2025

Transforming Community  
Care Together.



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# Introductory Message

It is with great pleasure and pride that we present the *EM/ANB Strategic Plan 2022-2025*.

Since the creation of EM/ANB just three years ago, it is incredible to see the important work that the Extra-Mural Program and Ambulance New Brunswick have achieved together. This has never been more evident than during the COVID-19 pandemic. During this difficult period, the health care system was put under enormous pressure and we are immensely proud of how EM/ANB employees rose to this challenge – never losing sight of their commitment to patients and families throughout New Brunswick.

We recognize the toll the pandemic has taken on our teams and we understand the importance of taking time to recuperate and recalibrate. We've heard from our staff that it is important that we take the time required to re-examine and prioritize our core service offerings by conducting a post-pandemic review of our operational services – something that is a critical aspect of this new strategic plan.

As with our inaugural strategic plan, it was very important to us that we sought input from our frontline staff, support teams, managers and leadership teams. Consultation with our own internal teams, as well as our health care partners and key stakeholders was an integral part of the development of this strategic plan, as we wanted to ensure it reflects their unique perspectives and insights.

It is based on this input that we have decided to continue with our existing mission, vision and values, as our internal and external stakeholders alike believe these remain relevant to the work EM/ANB continues to do. From EM/ANB's beginning, our mission has been providing excellence in emergency and community care, and we believe this will continue to guide us in the important work our teams do each and every day throughout New Brunswick.

This strategic plan also takes into account new and exciting challenges ahead – especially those identified in the new Provincial Health Plan, "*Stabilizing Health Care: An Urgent Call to Action*", which was launched in November 2021. The new health plan highlights the key challenges facing the health care system in New Brunswick, and outlines the important steps towards reform to guide our way forward. The plan identifies five core strategic directions to guide health system initiatives over the next five years. EM/ANB has been identified as a key partner in leading a number of these strategic initiatives, which are key focus areas of our new strategic plan.

As we look ahead to the next three years, we are excited to present a plan that will strengthen our core service offerings, improve access to care in our communities, enhance the experience of our employees, strengthen our technology solutions, and make us a better health care partner for all.

The roadmap our strategic plan provides has been built with the vision of a better, more efficient, and more accessible health care system for New Brunswickers – one that we hope to play an important role in helping to build.

We want to take this opportunity to once again thank everyone on our teams for the contributions they've made towards our recent 2019-2022 strategic plan. We would not be at this important launching point for 2022-2025 without you, and we look forward to the important work ahead.

Sincerely,

EM/ANB Senior Leadership Team



# Overview of EM/ANB

The following section provides a brief overview of EM/ANB, including our mandate and governance structure, followed by a quick look at our operations and the services we provide throughout New Brunswick.

## Mandate & Governance Structure

Since January 1, 2018, New Brunswick's Extra-Mural Program (EMP) and Ambulance New Brunswick (ANB) services have been delivered by EM/ANB - a Part III entity, governed by a Board of Directors. The Board is responsible to contract and govern the EM/ANB administration for the provision of EMP and ANB 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.

The primary purpose of EM/ANB is to plan and manage EMP and ANB services, while ensuring that home and community health care services and ambulance services are delivered according to established policies and standards.

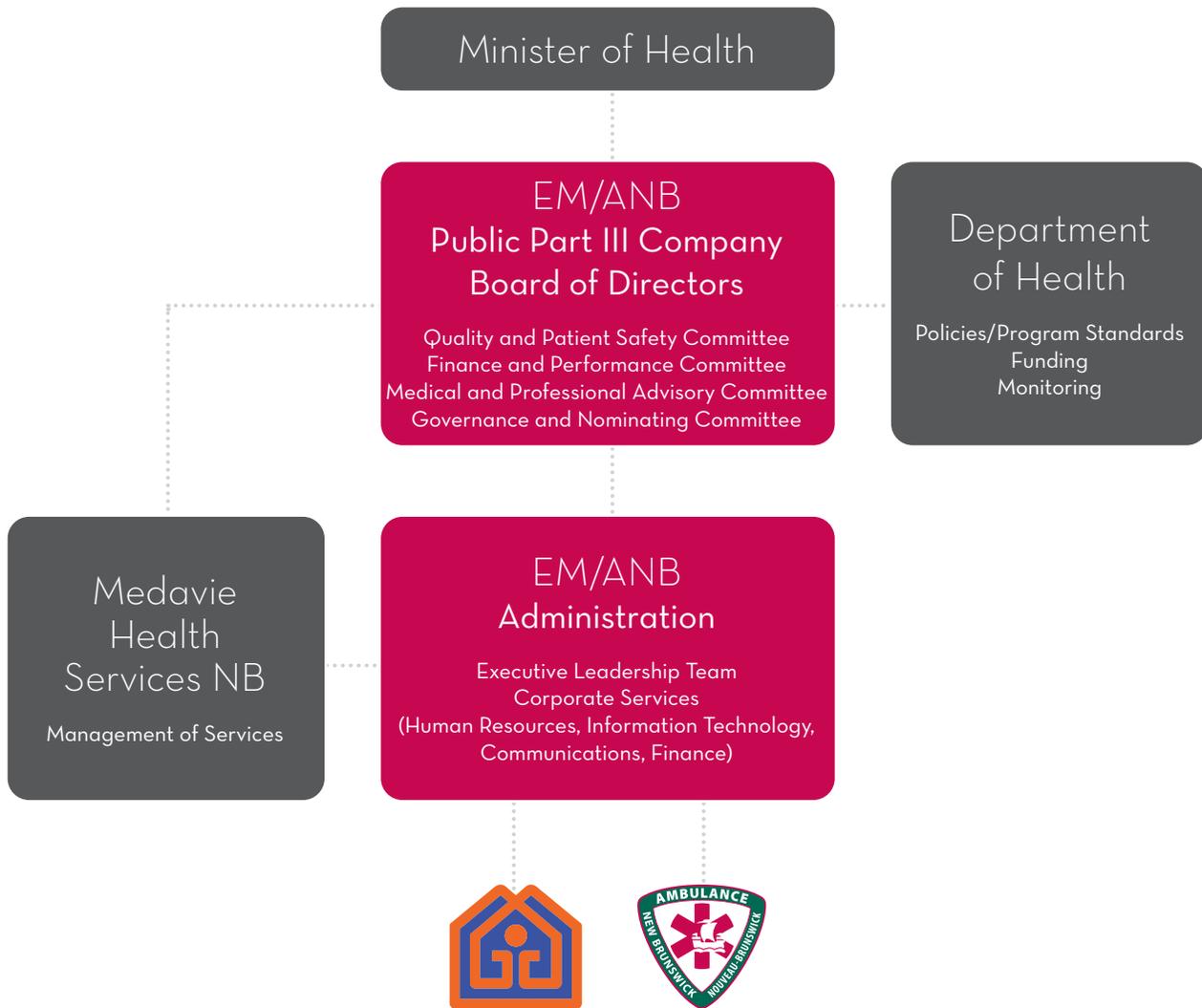
The following provides a brief description of the programs EM/ANB delivers:

- **Extra-Mural Program:** Provides provincial home health care services to individuals in their homes and/or communities. The program provides acute, support maintenance, palliative and care coordination services that:
  - » Reduce/prevent unnecessary emergency department visits, and/or hospital/nursing home admissions;
  - » Facilitate appropriate discharge of patients from hospitals; and,
  - » Assist individuals to live as independently as possible.
- **Ambulance New Brunswick:** Provides comprehensive, province-wide ambulance services to the 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 services necessary to meet the standards developed for ANB.
- **NB Health Link:** Through a Memorandum of Understanding, EM/ANB has also been engaged to deliver the new provincial primary care network - NB Health Link - which has been developed for New Brunswickers who do not have a primary care provider.

EM/ANB is tasked with:

- Entering into performance-based contracts with third-party service providers for the management and delivery of EMP, ANB and NB Health Link services at the discretion of the Board of Directors; and,
- 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 EMP, ANB and NB Health Link services.

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 the management and delivery of the province's Extra-Mural Program and Ambulance New Brunswick services. The CEO reports to the Board of Directors, whose members are appointed by the Department of Health and are employees of the Government of New Brunswick (GNB).



## EM/ANB Operations and Services



2,000+  
Employees



100+  
Locations



500+  
Vehicles



800,000+  
Patient Contacts

### 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

- Advanced care paramedics (ACPs)
- Primary care paramedics (PCPs)
- Emergency medical technicians (EMTs)
- 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

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

### NB Health Link

NB Health Link provides its registered patients with access to a network of family doctors and nurse practitioners throughout the province – providing its patients with access to a temporary medical home until they are permanently matched with a primary care provider in their community.

#### Services

- Medical appointments available in-person, by telephone, or virtually
- Patient assessments
- Centralized patient health record
- Medication prescriptions
- Diagnostics
- Referrals to specialized care

#### Providers

- Family physicians
- Nurse practitioners
- Registered nurses
- Call centre staff



# Three-Year Strategic Plan Overview

This strategic plan describes the areas where EM/ANB will be concentrating its efforts over the next three (3) years. These areas of focus will help guide our activities and project prioritization within our operations. To ensure transparency for our partners and the patients we serve, our annual report will provide updates on our progress as we work towards achieving these strategic objectives.

## Approach to Plan Development

The inaugural three-year EM/ANB strategic plan was launched in April 2019; however, less than a year into the implementation of this plan, the organization had to pivot to address unprecedented operational requirements resulting from the COVID-19 pandemic. EM/ANB was required to focus its energy towards protecting its employees and patients against the risks posed by COVID-19, while finding new ways to support the needs of the broader health system during a time of crisis. The re-allocation of resources had a significant impact on EM/ANB's ability to deliver on all of its pre-defined objectives. For example, some technology projects had to be deferred, while the pandemic required us to accelerate initiatives in support of our strategic direction to “strengthen community partnerships and engagement”, as demonstrated with initiatives such as the Provincial Rapid Outbreak Management Team (PROMT), mobile swabbing and vaccination efforts. These initiatives played a critical role in the province's COVID-19 response, and enabled us to strengthen our relationships with our health care partners and the communities we serve.

During the review of our initial strategy, we wanted to assess if we were on track to meet our strategic goals, and / or if any course correction was required; and more importantly, if the original strategic directions were still relevant. It was also important to consider what has changed since the beginning of the pandemic, and what pandemic recovery looks like for our organization.

To complete the review, it was important to engage all levels of EM/ANB. We recognize that our future plan must address key pressures, issues, and opportunities, which may vary based on the experiences of our frontline staff and management. Through surveys and interviews, we engaged our Board of Directors, our patient and family advisors, our employees, our management team and our health care partners to get their various perspectives.

We also used information from relevant outside sources to complement and enhance our plan, including: results and applicable standards from Accreditation Canada's pulse survey; the NB Health Council Home Care Survey results and available population health data; strategic plans and operational plans from the Department of Health, Horizon Health Network and Vitalité Health Network; as well as our previous strategic and business plans.

In parallel, we needed to ensure that we considered the broader objectives set out in the new Provincial Health Plan for New Brunswick, *Stabilizing Health Care: An Urgent Call to Action*, which was released by the Department of Health in November 2021. The Provincial Health Plan highlights key challenges facing the New Brunswick health care system, and identifies five core strategic directions to guide health system initiatives over the next five years. EM/ANB has been identified as a key partner that will be tasked with leading a number of these strategic initiatives, including: the development, delivery and implementation of a new and innovative provincial Primary Care Network, NB Health Link; the re-introduction of the emergency medical technician (EMT) role within ANB; the introduction of multi-patient vehicles to ANB's fleet; and, the implementation of the Special Care Home Collaboration with the Extra-Mural Program to provide enhanced clinical services to seniors in their homes. All of which have been a significant consideration in the development of our refreshed strategic plan.

This new strategic plan will form the roadmap for EM/ANB over the next three (3) years. Any new projects or initiatives will be in alignment with this plan, and help us work towards achieving our mission, vision and values.

## Overview of Mission, Vision & Values

Following our review and consultation process for the development of this new strategic plan, we have determined that our existing Mission, Vision and Values are still as relevant to our work today as when they were first developed, and they will continue to guide our organization as we move forward with this new three-year strategy.



## Overview of Strategic Directions

Based on our work, we have identified the following five (5) strategic directions which will guide key EM/ANB initiatives over the next three years:



## Evaluation and Monitoring

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. The corporate plan will also include metrics that will allow the organization to monitor progress. Additionally, the EM/ANB Senior Management Team will review and evaluate the corporate plan on a monthly basis.

Progress on the Strategic Plan will also be shared through the release of the EM/ANB Annual Report.

The review of EM/ANB's Strategic Plan and development of subsequent annual corporate plans are supported by strong operational policies and procedures.



# Strategic Directions and Supporting Initiatives

## 1. Prioritize and Strengthen our Core Service Offerings

In addition to our ongoing commitments providing emergency and community care services to New Brunswickers, EM/ANB was a key partner in the province’s COVID-19 response efforts. ANB and EMP played vital roles in several key initiatives that were developed during the pandemic, expanding our scope of work to assist with outbreak responses amongst vulnerable populations while also supporting swab testing and vaccination across the province. However, as the pandemic requirements subside, a post-pandemic review of operations is needed to strengthen what we do at our core: providing emergency and non-emergency coverage to New Brunswickers and providing Extra-Mural services to New Brunswickers in their homes in an effort to reduce pressure within the hospital setting. This strategic direction will include an assessment of service offerings to ensure current work is prioritized and relevant. Other strategic objectives include promoting continuous improvement and developing a strong collaborative practice model. Working together, we will determine how we can best apply our combined resources in support of this strategic direction, focusing on key elements to evaluate core functions and operational stability such as:

- Continuous Improvement: This includes steps to ensure that incremental improvement continues. Leadership will engage and support frontline employees to drive continuous improvement.
- Culture: Building operational discipline and a just culture that fosters a mindset and practices that encourage doing the right thing, the right way, every time. Promoting our core values.
- Organizational Excellence: Focus on organizational structure, systems, skills, staffing.
- Process Excellence: Ensuring that business and clinical processes are streamlined and consistent across the organization.

As a result of this strategic direction, we will confidently be able to identify how we have optimized the organization to ensure operational excellence. To support this direction and objectives, the following initiatives will be included:

Strategic Objectives	Initiatives
Post-pandemic review of operations	Post-pandemic operational review of service offerings
Promote continuous improvement initiatives	Continue our commitment to Accreditation Canada Standards
Develop a strong collaborative practice model	Develop a collaborative practice framework

## 2. Improve Access to Care in the Community

EM/ANB is responsible for the delivery of emergency and community care throughout the province, and we are committed to continually enhancing our operations and finding new ways to support patients.

In support of this strategic direction, the strategic objective will focus on improving access to emergency and community care. A number of new programs will be introduced that will be layered over ANB, EMP and/or NB Health Link to improve access to care for New Brunswickers. These include:

- Re-introducing the role of emergency medical technician (EMT) to the ANB system. They will work in collaboration with primary care paramedics (PCP) and advanced care paramedics (ACP) to ensure more ambulances are on the roads, leading to better response times and ultimately better health outcomes for citizens requiring emergency care.
- Introducing multi-patient transfer vehicles to ANB’s fleet. This will result in more timely services for citizens who are hospitalized or in long-term care and who are waiting for a specialist appointment, diagnostic test or necessary surgery in another region of the province.
- EMP will partner with special care home sites to provide enhanced clinical services to seniors in their homes, including use of technology for routine follow-ups so that seniors don’t have to leave their home when not necessary.
- Under this objective, we will also increase access to primary care within the community. Currently, tens of thousands of New Brunswickers are waiting for a primary care provider throughout our province. Difficulty accessing primary care services can result in: delays seeking and obtaining treatment; underuse or a lack of awareness of preventive health care or service; increased risk of complications if a diagnosis is delayed; increased financial burden on the health care system; and/or decreased compliance with treatment. When residents who are trying to access primary care services experience challenges or barriers, this can negatively impact the patient experience and lead to an overreliance on walk-in clinics, as well as put additional pressure on the province’s acute care system.

Under the new Provincial Health Plan, EM/ANB is being mandated to address this challenge by developing, launching and managing a newly created Primary Care Program - NB Health Link. Once fully operational, this program will offer care to all patients without a primary care provider across New Brunswick. Program services will be delivered using both in-person and virtual appointment options, based on the unique needs of each patient. NB Health Link patients will have access to this temporary medical home until they are permanently matched with a primary care provider in their community. This program will be the first of its kind in Canada, and it is a significant priority for the EM/ANB team.

Strategic Objectives	Initiatives
<p>Improve access to emergency and community care</p>	<ul style="list-style-type: none"> <li>• Re-introduction of emergency medical technician (EMT) role within Ambulance New Brunswick</li> <li>• Introduce multi-patient transfer vehicles</li> <li>• Enhanced care in special care homes</li> <li>• Launch NB Health Link provincially</li> </ul>

### 3. Increase our Role as a Strong Health Care Partner

EM/ANB has always been committed to being a strong partner within our province’s health care system, and the importance of this commitment has been magnified during the COVID-19 pandemic. EM/ANB had the opportunity to work very closely with a number of our health care partners to support the province’s pandemic response efforts; and we want to ensure that we continue to build on and strengthen these existing relationships, and proactively identify any new stakeholder relationships that can benefit our health care system as a whole. Following the release of the new Provincial Health Plan, it is clear that collaboration amongst health care partners and community leaders will play a vital role towards the successful implementation of the plan’s initiatives.

EM/ANB will develop guiding principles and protocols that will help to ensure we remain connected with our health care partners. This framework will ensure that we continue to keep our partners informed in a timely manner, proactively identify opportunities for collaboration and action those opportunities.

Strategic Objectives	Initiatives
<p><b>Strengthen community partner relationships and health system collaboration</b></p>	<ul style="list-style-type: none"> <li>• Develop a First Nations engagement plan</li> <li>• Formalize our stakeholder engagement activities</li> <li>• Continue expanding our Patient and Family Advisory Council</li> </ul>

### 4. Enhance the Employee Experience

We know that the recent years during the pandemic have been extremely challenging for our staff. Our employees have been through a lot, and we are all navigating a workplace environment that is continuing to change rapidly. We recognize the importance of addressing these challenges as quickly and effectively as possible, and we are committed to developing a forward-thinking employee wellness program that helps us answer these challenges, while developing and fostering a work environment that enhances our employee experience. We continue to listen to our staff, and we are committed to developing an employee wellness program that reflects what we are hearing from them. We know this will help enable us to retain our talented workforce of today, and it will be equally as important as we grow our workforce moving forward - continuing to attract the best and the brightest.

The first objective under this direction will be to develop and implement an employee wellness program to improve the wellbeing of our employees. With the continuation of pandemic work conditions, employee safety protocols are being enhanced in all areas of the business, with particular focus on our frontline health care professionals.

This program will aim to encourage employees to feel empowered to enhance and maintain their wellbeing and live their best lives through the development of a culture of organizational health and wellbeing and sustainable health benefit costs.

Secondly, we will work on improving our talent management practices. Our current environment has put a spotlight on the risks associated with attracting and retaining talent, particularly in our health care delivery services. To mitigate this, a phased approach will be developed with the Talent Management Framework and Workforce of the Future embedded in the plan.

Strategic Objectives	Initiatives
Employee wellbeing	<ul style="list-style-type: none"> <li>• Develop an employee wellness plan</li> <li>• Develop diversity, equity and inclusion (DEI) action plan</li> <li>• Develop an injury prevention plan</li> </ul>
Talent management (recruitment & retention)	<ul style="list-style-type: none"> <li>• Improve onboarding experience</li> <li>• Enhance our succession planning practices</li> <li>• Develop enhanced career pathway</li> <li>• Develop and maintain a strong human resources (HR) plan</li> </ul>

**5. Strengthen our Digital Health Assets and Technology Solutions**

Technology and digital health assets are key enablers to improving efficiency and further supporting our staff and patients. Within this strategic direction, we want to ensure that the technologies that are chosen enhance care for our patients, while also enhancing the experience of our employees. It is important that the appropriate technology be used to facilitate our practitioners’ and employees’ daily navigation of the health system.

Delivering on electronic health records for both our ANB and EMP workforce will be the key initiatives driving this strategic direction.

Strategic Objectives	Initiatives
Use technology and digital assets to improve patient and provider experience	<ul style="list-style-type: none"> <li>• Electronic patient records for EMP</li> <li>• Electronic patient records for ANB</li> <li>• Optimize computer-aided dispatch (CAD) technology</li> </ul>

# Strategic Plan Summary

Strategic Directions	Strategic Objectives	Initiatives
1. Prioritize and strengthen our core service offerings	Post-pandemic review of operations	<ul style="list-style-type: none"> <li>• Post-pandemic operational review of service offerings</li> </ul>
	Promote continuous improvement initiatives	<ul style="list-style-type: none"> <li>• Continue our commitment to Accreditation Canada Standards</li> </ul>
	Develop a strong collaborative practice model	<ul style="list-style-type: none"> <li>• Develop a collaborative practice framework</li> </ul>
2. Improve access to care in the community	Improve access to emergency and community care	<ul style="list-style-type: none"> <li>• Re-introduction of emergency medical technician (EMT) role within Ambulance New Brunswick</li> <li>• Introduce multi-patient transfer vehicles</li> <li>• Enhanced care in special care homes</li> <li>• Launch NB Health Link provincially</li> </ul>
3. Increase our role as a strong health care partner	Strengthen health system collaboration and community partners	<ul style="list-style-type: none"> <li>• Develop a First Nations engagement plan</li> <li>• Formalize our stakeholder engagement activities</li> <li>• Continue expanding our Patient and Family Advisory Council</li> </ul>
4. Enhance the employee experience	Employee wellbeing	<ul style="list-style-type: none"> <li>• Develop an employee wellness plan</li> <li>• Develop diversity, equity and inclusion (DEI) action plan</li> <li>• Develop an injury prevention plan</li> </ul>
	Talent management (recruitment & retention)	<ul style="list-style-type: none"> <li>• Enhance our succession planning practices</li> <li>• Develop enhanced career pathway</li> <li>• Develop and maintain a strong human resources (HR) plan</li> </ul>
5. Strengthen our digital health assets and technology solutions	Use technology to improve patient and provider experience	<ul style="list-style-type: none"> <li>• Electronic medical records for EMP</li> <li>• Electronic patient records for ANB</li> <li>• Optimize computer-aided dispatch (CAD) technology</li> </ul>

# Acknowledgements

We would like to thank the following groups for participating in the development of this plan and providing valuable insights and feedback:

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

# References

- Provincial Health Plan: *“Stabilizing Health Care: An Urgent Call to Action”*

