

TOGETHER, TOWARD A HEALTHY FUTURE



**STRATEGIC
PLAN**

••• 2020-2023

RÉSEAU DE SANTÉ
vitalité
HEALTH NETWORK
Francophone Leader

TABLE OF CONTENT

Message from the Chairperson of the Board of Directors and the President and CEO.....	3
Summary Table of our Strategic directions and our objectives.....	4
Background.....	6
Methodology	6
Description of the organization	7
Corporate Image	8
Mission.....	8
Vision	8
Values.....	9

ISSUES AND CATALYSTS

Issues and catalysts	10
Issue related to the public's health.....	11
Issue related to the services we provide the public.....	13
Catalyst: Human capital	14
Catalyst: Partners.....	15
Catalyst: Infrastructure	16
Catalyst: Organizational culture	17
Conclusion	18



MESSAGE FROM THE CHAIRPERSON OF THE BOARD OF DIRECTORS AND THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

We are pleased to present the 2020–2023 Strategic Plan of Vitalité Health Network. Entitled “Together, Toward a Healthy Future”, it reflects our commitment to work collaboratively with all health care system and civil society stakeholders.

This plan is the culmination of extensive consultations launched in the fall of 2019 that involved employees, physicians and the general public as well as a broad range of representatives of our community and government partners. We wish to thank them for their valuable collaboration. We also wish to thank the Board of Directors, who led this planning exercise with professionalism.

These consultations were an opportunity to reflect together on the major issues affecting health care in New Brunswick and on the best ways to meet the challenges we face and ensure the system is sustainable for generations to come. The 2020–2023 Strategic Plan focuses on the issues affecting the health of our population and the services we deliver as well as on four catalysts, namely human capital, partners, infrastructure and organizational culture. Major strategic directions and priority strategic objectives were defined for each of these issues and catalysts to guide our efforts over the next three years in developing more specific operational plans at all levels of the Network. These strategic directions and objectives are perfectly aligned with those included in the previous strategic plan.

Much progress has been made since our last strategic plan was developed in the fall of 2016. Bolstered by this progress, we have been able to build on our strengths and consolidate our operations as a unified and high-performance network. Current events and the debates underway in society remind us that much remains to be done to transform New Brunswick’s health care system. We remain convinced that our concerted efforts, based on a rational approach and Canadian best practices, will help achieve this necessary transformation and ensure the public continues to receive high-quality, safe and sustainable health care services.

Michelyne Paulin
Chairperson of the Board of Directors

Gilles Lanteigne
President and Chief Executive Officer

SUMMARY TABLE

OF OUR STRATEGIC DIRECTIONS AND OUR OBJECTIVES

ISSUE Related to the Public's Health

Strategic direction: We will contribute to optimizing the public's health and wellness.

Objective:

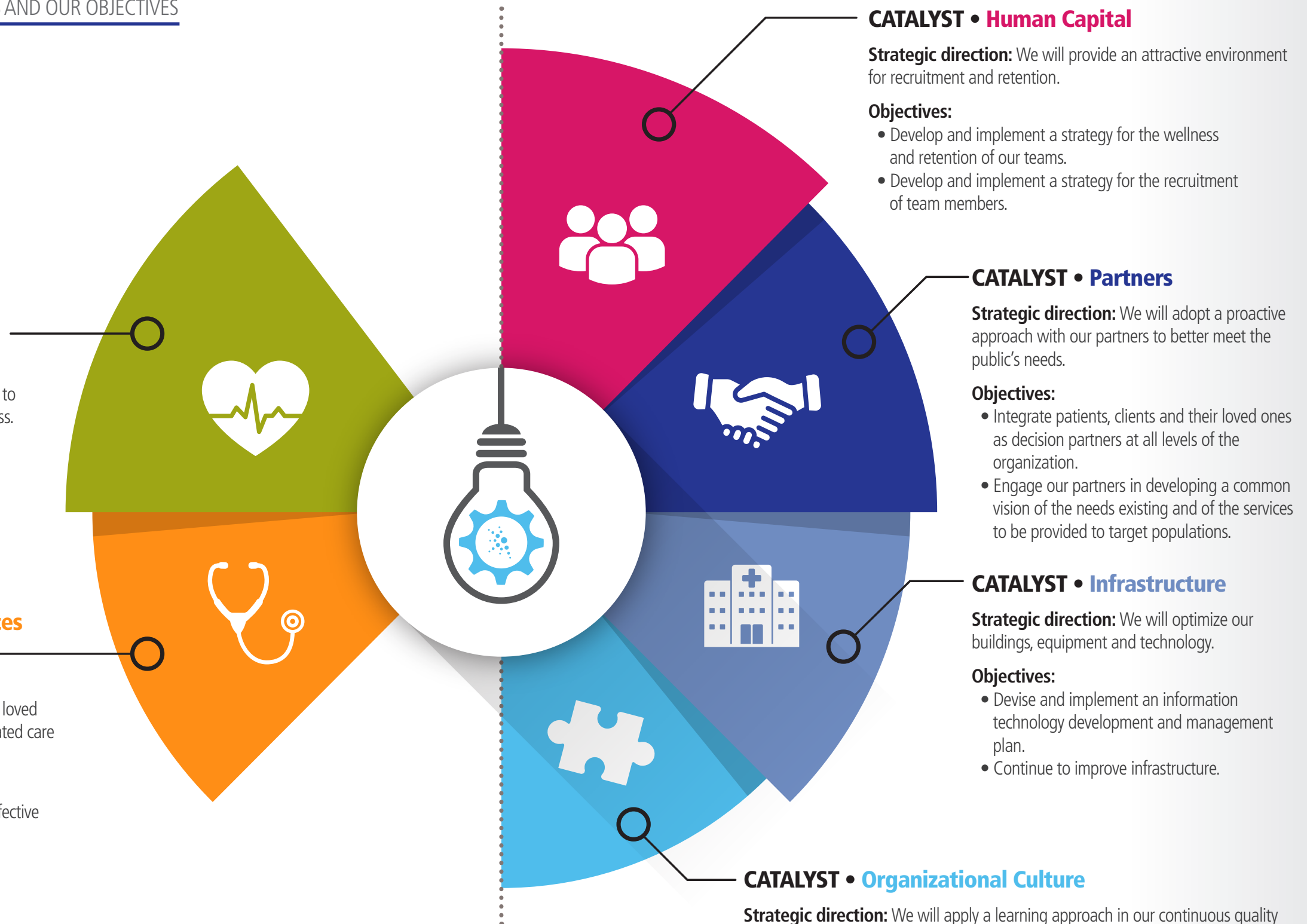
- Integrate mental health and wellness into all our strategies.

ISSUE Related to the Services We Provide the Public

Strategic direction: We will promote participation by patients, clients and their loved ones in improving continuous and integrated care and services.

Objective:

- Provide seniors with a relevant and effective continuum of care and services.



CATALYST • Human Capital

Strategic direction: We will provide an attractive environment for recruitment and retention.

Objectives:

- Develop and implement a strategy for the wellness and retention of our teams.
- Develop and implement a strategy for the recruitment of team members.

CATALYST • Partners

Strategic direction: We will adopt a proactive approach with our partners to better meet the public's needs.

Objectives:

- Integrate patients, clients and their loved ones as decision partners at all levels of the organization.
- Engage our partners in developing a common vision of the needs existing and of the services to be provided to target populations.

CATALYST • Infrastructure

Strategic direction: We will optimize our buildings, equipment and technology.

Objectives:

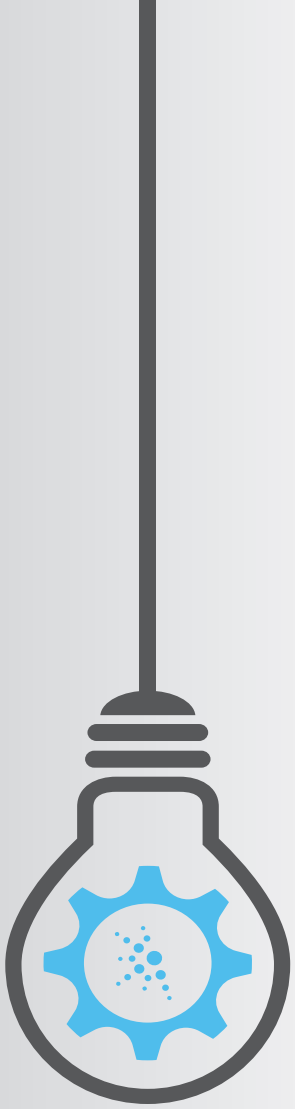
- Devise and implement an information technology development and management plan.
- Continue to improve infrastructure.

CATALYST • Organizational Culture

Strategic direction: We will apply a learning approach in our continuous quality improvement organizational culture.

Objective:

- Devise and implement strategies to develop a learning culture.



BACKGROUND

Vitalité Health Network (the Network) is one of the two regional health authorities of the province that were created under the *Regional Health Authorities Act*¹. The regional health authorities' mandate is set out in this legislation and includes the dual responsibility of delivering and administering health services in the regions for which they were established. The Network has the distinctive feature of being a health authority under Francophone governance that must provide the public with services in both official languages.

This is the Network's third strategic planning exercise since it was established in 2008. The Network recognizes the evolving needs of the public and must adjust to the new directions being taken by the government and to the trends in the health care field. This backdrop of change and adjustment made the development of the 2020–2023 strategic plan necessary in order to fulfill the organization's mission, vision and values and to bring the various stakeholders together around common objectives.

METHODOLOGY OF OUR STRATEGIC PLANNING EXERCISE

To carry out this strategic planning exercise, the Network conducted data collection that included previous and current development plans, several reports on the public's needs, and available data on the state of the public's health.

This research identified the Network's internal strengths and weaknesses as well as the possibilities and threats in the organization's external environment. This environmental analysis was validated by the Board of Directors' Governance Committee and Strategic Operations Committee.

This analysis formed the basis of the first version of the strategic plan developed at a retreat of the Strategic Operations Committee and the Patient-Partner Advisory Committee held on October 16 and 17, 2019. Broad public consultations then took place. Comments were gathered from a public survey conducted in French and English and from interviews conducted with key partners. These comments concerned the first version of the strategic plan². The members of the Board of Directors then reworked the strategic plan at a December 9, 2019 retreat based on the results of the consultations and on their own vision for the Network.

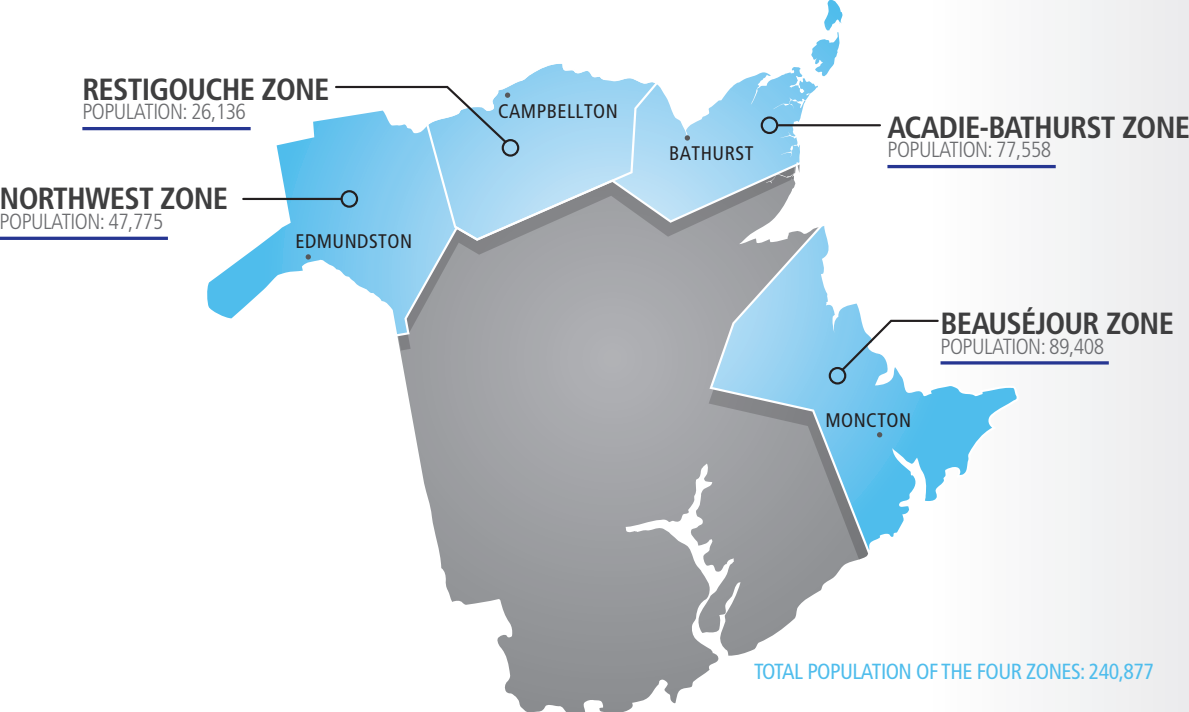
This plan presents the consensus reached by the stakeholders concerning the components considered essential to developing a health care system that satisfactorily meets people's needs.

1 *Regional Health Authorities Act*, LRN-B 2011, c 217

2 For further information, see the Rapport des consultations, submitted by CLÉ to Vitalité Health Network on December 2, 2019.

DESCRIPTION OF THE ORGANIZATION

Vitalité Health Network is a regional health authority delivering and managing health care services in an area covering all of northern and southeastern New Brunswick.



SOURCE: 2016 CENSUS – STATISTICS CANADA

The Network is the only Francophone managed organization of its kind in the country and, in 2019, had nearly 60 points of service across its territory providing a range of health care services to members of the public in the official language of their choice. These services include:

- Community and home-based care and services;
- Acute care (hospitals);
- Mental health and addiction services;
- Public health;
- Training and research.

The organization’s points of service, located throughout its territory, consist of eleven hospitals, including four regional hospitals, one specialized mental health hospital and six community hospitals, nine health centres, five clinics, ten community mental health centres, four addiction services centres, two veterans’ centres, and eleven public and sexual health centres.

The Network has approximately 7,200 full-time and part-time employees, over 585 physicians, including 271 specialists, and approximately 1,300 volunteers.

The Network’s 2018–2019 budget was \$659 million (excluding Medicare).

CORPORATE IMAGE

The Network has the distinctive feature of being a health authority under Francophone governance that must provide the public with services in both official languages. It has chosen to highlight this attribute by adopting the following corporate image:



MISSION

A mission statement describes the purpose of the organization. The Network has adopted the following mission:

Improve the population's health

We are delivering quality health care and services to meet the population's needs through teaching, research and evaluation.

VISION

A vision statement is an ambitious and inspirational description of what we want to achieve. It mobilizes all efforts to achieve the desired results. The Network has adopted the following vision:

Together, toward a healthy population

New Brunswick is facing major challenges with a population that is in overall poorer health than elsewhere in Canada. To achieve its vision, the Network must help the population take charge of their health.

The Network is committed to investing more in illness prevention and health promotion, better equipping people, and working in collaboration with its partners.

VALUES

Values reflect the organizational culture. Values direct and guide the day-to-day behaviour and practices of employees, medical staff members and volunteers. The Network has adopted the following values:

Respect

We protect people’s dignity. We show openness and willingness to listen and we promote dialogue.

Compassion

We empathize with others and adopt a comforting and non-judgmental approach.

Integrity

We are honest and trustworthy and we protect privacy.

Accountability

We are transparent, responsible and accountable for our actions.

Equity

We provide quality care and services while ensuring the greatest possible access.

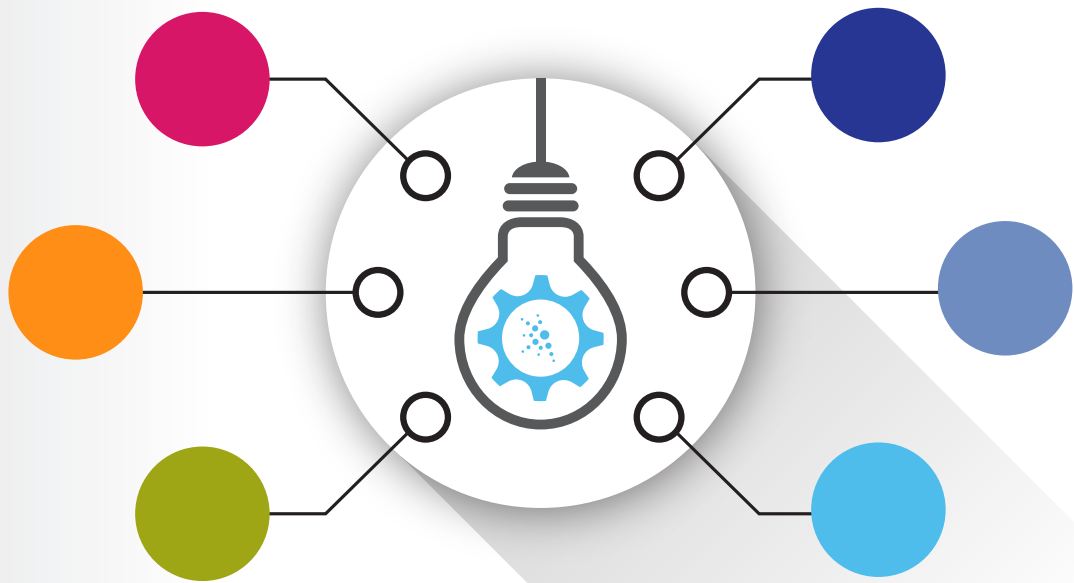
Engagement

We are proud to put a lot of effort into, and strive for, excellence. We value the efforts we make and the work we do. We celebrate our successes.

ISSUES AND CATALYSTS

The Network has identified two major issues that are key to its success and four catalysts that will allow the organization to achieve its objectives. The objectives that the organization sets through this strategic planning exercise must be related to the issues and catalysts most relevant to the organization over the next three years.

Strategic directions and objectives must be determined based on what will be most crucial to the public and the Network over the next three years, without, however, neglecting the other aspects of operations.





ISSUE RELATED TO THE PUBLIC'S HEALTH

Mental health-related problems affect one out of five Canadians every year. These problems are one of the main causes of disability in Canada. Every week, at least 500,000 employees in Canada cannot work due to a mental health problem, including 175,000 full-time workers who are absent from work without being on disability.¹

The Mental Health Commission of Canada reports that between 30 and 70 percent of applications for disability benefits are related to mental health. The results of the survey *Mental Health Experience in Canada's Workplaces* mirror those obtained by Memish et al. (2017). According to this survey, work-related stress is the main cause of mental health problems at work: 34 percent of participants stated that work-related stress was the cause of their mental health illness or problem. Similarly, depression and anxiety were self-declared as the two most important mental health problems at work. These represented 69 percent of the illnesses and problems identified (with 37 percent being related to depression and 32 percent being related to anxiety). These figures reveal a key trend among workers in Canada, and many of the people coping with a mental health illness or problem believe that it will impact their career. The survey indicated that 72 percent of the employees questioned believed that their mental health-related illnesses or problems had adversely affected their career.²

Furthermore, the suicide rates in New Brunswick are higher than the national average, at 6.9 deaths by suicide per 100,000 women in New Brunswick versus 6.3 deaths for Canadian women overall, and 26 deaths by suicide per 100,000 men in New Brunswick versus 18.54 deaths for Canadian men overall.³ The suicide rate in the Edmundston and Campbellton areas was, on average, almost twice as high as the rate for the rest of the Province of New Brunswick over a nine-year period.⁴

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- 1 Centre For Mental Health and Addiction, Mental Illness and Addiction: Facts and statistics, <https://www.camh.ca/en/driving-change/the-crisis-is-real/mental-health-statistics>, consulted on December 18, 2019.
 - 2 Mental Health Commission of Canada and Morneau Shepell, *Understanding mental health, mental illness and their impacts in the workplace*, https://www.mentalhealthcommission.ca/sites/default/files/2018-06/Morneau_White_Paper_Report_Eng.pdf, 2018.
 - 3 Institute of Health Economics, *IHE Mental Health in Your Pocket 2019*, p. 13.
 - 4 Radio-Canada, *Taux de suicide deux fois plus élevé dans le nord du N.-B.*, published on August 9, 2016, <https://ici.radio-canada.ca/nouvelle/796970/taux-suicide-edmundston-campbellton-nb>, consulted on December 19, 2019.

The Action Plan for Mental Health in New Brunswick emphasizes mental health promotion but also the need to adjust service delivery in all areas, conduct early screening for mental illnesses, and intervene effectively. A change in the attitudes and values around mental health is sought.¹

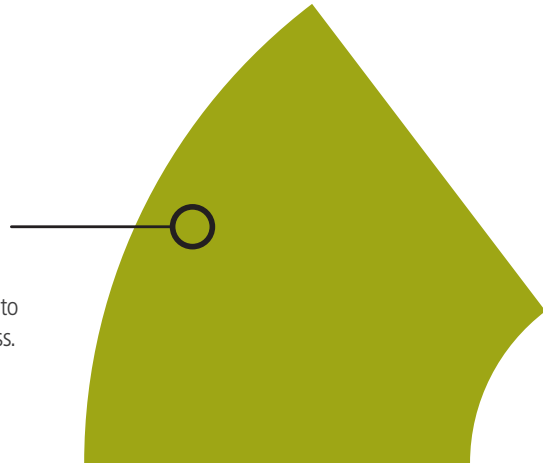
The Network supports this movement and has opted to restructure its mental health and addiction services to integrate these components into all its interventions.

ISSUE Related to the Public's Health

Strategic direction: We will contribute to optimizing the public's health and wellness.

Objective:

- Integrate mental health and wellness into all our strategies.



1 Province of New Brunswick, *Action Plan for Mental Health in New Brunswick 2011-2018*, <https://www.gnb.ca/0055/pdf/2011/7379%20english.pdf>, consulted on December 19, 2019, p. 2.



ISSUE RELATED TO THE SERVICES WE PROVIDE THE PUBLIC

According to the Council on Aging:

“There is still a significant lack of coordination within the seniors’ continuum of care and support. A silo approach has led to inefficient use of resources and potential duplication of effort among community organizations, government departments, health authorities and researchers. We have a fragmented delivery system that is not sustainable. The lack of collaboration among the players is resulting in poor service for clients.”¹

Furthermore, the New Brunswick population has a higher proportion of seniors than the Canadian population² as a whole and a greater proportion of these seniors live in rural communities compared to seniors elsewhere in Canada.³

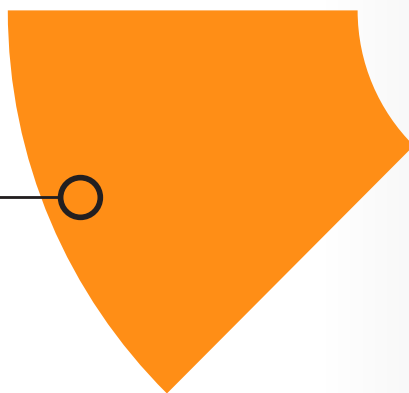
To improve the experience of seniors and their loved ones, the Network has opted to prioritize their participation so that the continuity and relevance of the care and services that the Network and its partners provide them can be improved.

ISSUE Related to the Services We Provide the Public

Strategic direction: We will promote participation by patients, clients and their loved ones in improving continuous and integrated care and services.

Objective:

- Provide seniors with a relevant and effective continuum of care and services.



1 Council on Aging, “We are all in this together: An Aging Strategy for New Brunswick,” January 2017, p. 9. [online].
 2 19.5 percent of the New Brunswick population is made up of seniors compared to 16.5 percent of the Canadian population. If this trend continues, by 2038, 31.3 percent of the New Brunswick population will be made up of seniors compared to 24 percent of the Canadian population. *Ibid*, p. 5.
 3 47.42 percent New Brunswick seniors live in a rural community versus 20.05 percent of Canadian seniors. *Ibid*, p. 5.



CATALYST: HUMAN CAPITAL

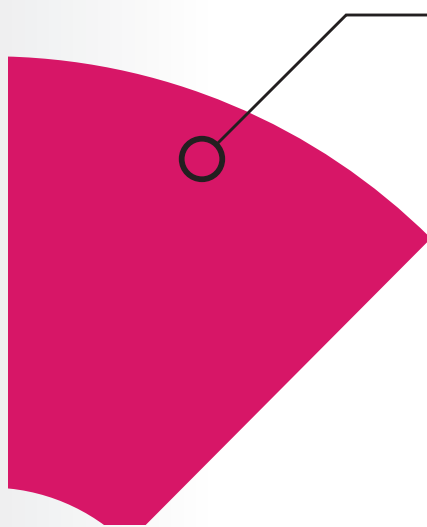
To achieve the anticipated outcomes of this strategic planning exercise, the Network must engage employees and medical staff and support the development of their skills.

Based on the results of the last *Pulse* survey¹ (on engagement of employees and medical staff) and the consultations conducted to develop the current strategic plan, the main needs identified by staff include the following:

- Application of values throughout the Network;
- Greater consideration of staff's wellness;
- Opportunity to make improvements to work done;
- Consultation on changes affecting work, access to training;
- Equipment and supplies needed to do work;
- Level of job satisfaction;
- Communication about the organization's goals;
- Follow-up from senior management on staff comments.

A human resources shortage is affecting the entire New Brunswick health care system. Recruitment and retention challenges are undermining the Network's ability to maintain and develop services.

Recruitment and retention strategies must be implemented. Developing employees' talents and potential is key to nurturing the next generation of professionals who will deliver front line services and manage the Network's affairs.



CATALYST • Human Capital

Strategic direction: We will provide an attractive environment for recruitment and retention.

Objectives:

- Develop and implement a strategy for the wellness and retention of our teams.
- Develop and implement a strategy for the recruitment of team members.

¹ *Pulse* survey on quality of work life, Client Service, Quality Management and Safety Committee, point 4.8, January 22, 2019.

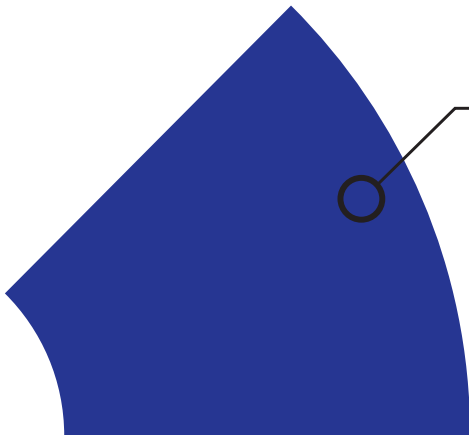


CATALYST: PARTNERS

The Network cannot by itself solve the many health challenges that the people within its territory are facing. Collaborating with the Network's partners is essential to fulfilling the organization's mission.

The Network has joined the growing movement in support of patients' participation in improving and delivering care through the creation of a Patient-Family Advisory Committee. The Network wishes to continue integrating patients, clients and their loved ones into all decisions so as to improve the quality of care and services and reduce costs.

Furthermore, the Network wishes to increase collaboration with its partners by working with them to develop a common vision of the needs existing and of the services to be provided to target populations. This vision will allow the Network and its partners to optimize collaboration around services and human resources.



CATALYST • Partners

Strategic direction: We will adopt a proactive approach with our partners to better meet the public's needs.

Objectives:

- Integrate patients, clients and their loved ones as decision partners at all levels of the organization.
- Engage our partners in developing a common vision of the needs existing and of the services to be provided to target populations.

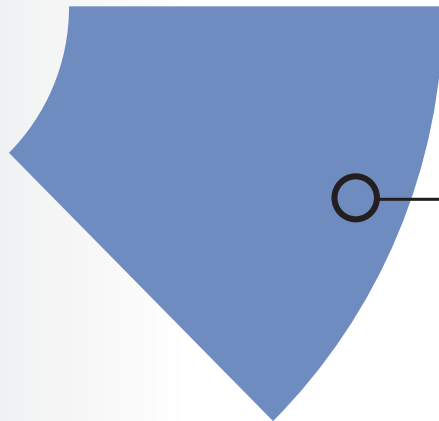


CATALYST: INFRASTRUCTURE

Despite recent improvements, the Network's infrastructure is not always up to the demand and to people's needs. This is the case, for example, in the area of information technology.

Information technology is inadequate in several areas managed provincially by Service New Brunswick. The current state of information technology is a barrier to intersectoral collaboration, both within the Network and with external partners.

Furthermore, the lack of information technology strategic planning limits the Network's ability to lobby the government to improve this technology.



CATALYST • Infrastructure

Strategic direction: We will optimize our buildings, equipment and technology.

Objectives:

- Devise and implement an information technology development and management plan.
- Continue to improve infrastructure.

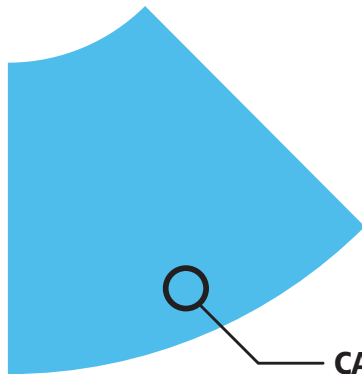


CATALYST: ORGANIZATIONAL CULTURE

In its quest to continuously improve quality, the Network has taken steps to build a learning approach into its organizational culture. The objective is not only to learn from the organization's experience but to share this new knowledge and to modify the organization's behaviour and approaches to reflect this.

The Network is, for example, establishing clinical learning units, which are regional multidisciplinary teams made up of patients, physicians, health professionals, clinical activity managers, decision makers and researchers. These units innovate; establish best practices; promote a culture based on measurement, reliable data use, and continuous improvement; and support the training of the next generation of professionals.

The Network has opted to adopt a learning approach to strengthen its continuous quality improvement organizational culture.



CATALYST • **Organizational Culture**

Strategic direction: We will apply a learning approach in our continuous quality improvement organizational culture.

Objective:

- Devise and implement strategies to develop a learning culture.

CONCLUSION

By developing this strategic plan, the Network is seeking to bring its employees, medical staff, Board members, partners, volunteers and community members as well as its patients, clients and their loved ones together around a common vision and the priorities to be set for the coming years. The Network is aware of its challenges and strengths and of the population's needs and the means required to help people maintain or improve their health. In addition to relying on its dedicated team, the Network will have to rely on collaboration with its partners to achieve the objectives it is setting.



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This document is available on the Vitalité Health Network website.

For the employees of the Network, it is also accessible on Boulevard.