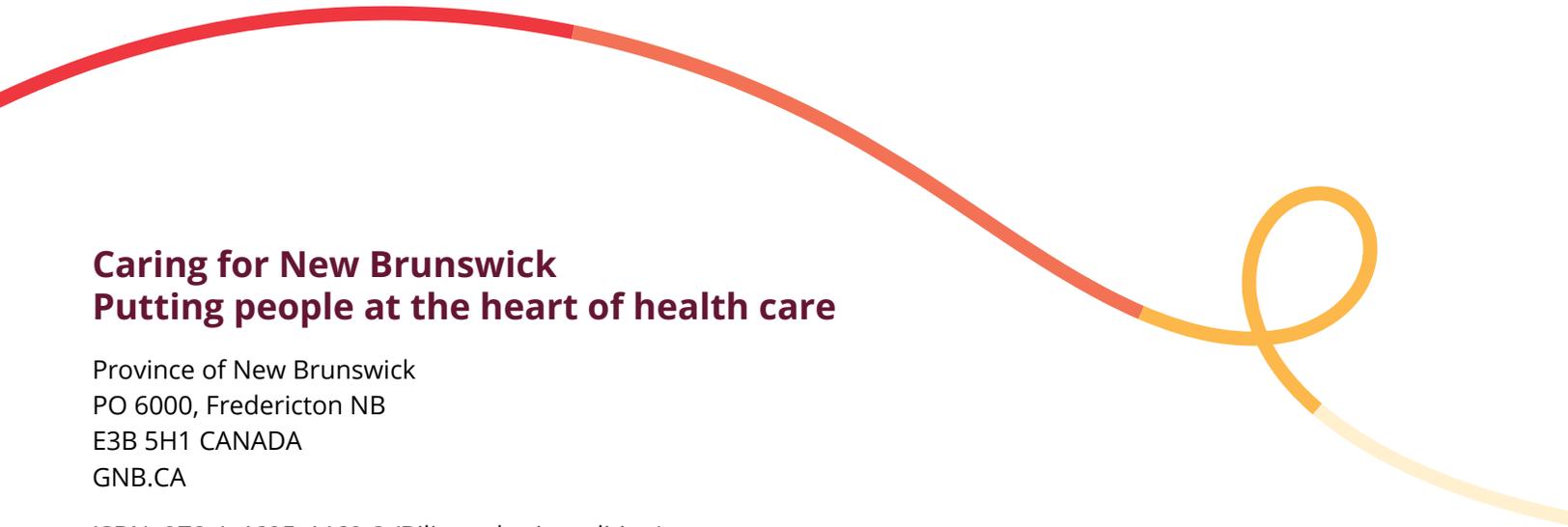




Caring for New Brunswick

PUTTING PEOPLE AT THE HEART OF HEALTH CARE





Caring for New Brunswick **Putting people at the heart of health care**

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Health care is the top priority for New Brunswickers

We have heard you share your struggles finding a family doctor, seeking mental health support, securing a spot for a loved one in long-term care, and far too many more challenges.

Every New Brunswicker should have access to the care they need, close to home, when they need it. To make that a reality, we've developed this action plan. With partners, we will ensure that our health-care system is accessible, flexible, and equipped with the right tools and teams to provide you and your family with the care that you need.

This health plan outlines how we will deliver on our commitments — bringing collaborative care clinics to New Brunswickers across the province, retaining and recruiting the health-care professionals we need, ensuring seniors are able to age with dignity in the location of their choice, and providing timely access to the mental health services that we know are needed.

It is the incredible health-care professionals across the province that will provide that care. We have collaborated with them to develop this plan because we recognize that they have invaluable knowledge and experience on how best to deliver the care that New Brunswickers need.

Our government is committed to data-driven decision making and tracking outcomes to ensure that the actions we are taking move the needle. In order to

maintain flexibility in how we reach those goals, the plan outlines specific measures and goals within a one-year timeframe that we will review to track progress. If we need to change course, we will. If we see something working well, we will figure out how we can do more of it. Under our government, the health plan will be a living document that changes as we learn.

Our vision for health care is one where every person — regardless of geography or background — has timely access to primary care and hospital services, integrated mental health and addictions care, support through all stages of aging, and seamless system navigation. We will implement a fully integrated digital health system to better support patients and providers in their health care, strengthen our workforce, build trust, and improve conditions for those who deliver care each day.

Together we will provide the care that New Brunswickers need and put people at the heart of health care.



Susan Holt
Premier





The health landscape

The New Brunswick health system has been facing critical challenges that demand urgent and comprehensive improvements to ensure timely, effective care for everyone in the province. The system has been stretched thin, with growing pressure on hospitals, limited access to primary care, staff burnout, and gaps in equity. These pressures are affecting the quality of care that New Brunswickers receive and are placing an unsustainable burden on health-care providers across the province.

These challenges make it clear: transformational change is urgent and essential to ensure every New Brunswicker can count on care that's timely and respectful. This plan represents a bold and coordinated response, shaped by the voices of health-care professionals, community partners, and everyday New Brunswickers. It lays out a roadmap for the next five years, outlining key priorities to create a stronger, more resilient health-care system.

The previous provincial health plan was published in 2021, with a concentration on primary health care, access to surgery, creating a connected system, addiction and mental health services, and supporting seniors to age in place. As we reflect on the state of health care today, our focus on improving these priority areas continues. However, given the critical challenges within the system, we are stepping up our approach to strengthen and update each of these priority areas.

The six focus areas of this plan include primary care, workforce, seniors, mental health and addictions, acute care and connected care. Together, these efforts are designed to build a healthier, more equitable future for everyone in New Brunswick.

Primary Care

77%

of people in New Brunswick
have a **primary-care provider**

(New Brunswick Health Council, 2025)

ONLY 34.2%

of New Brunswickers with a primary-care provider can
access the care they need within 5 days

(New Brunswick Health Council, 2025)

Seniors

There are currently

1,161 SENIORS

on the **waitlist for a nursing home bed**

(Social Development, July 2025)

532

of those seniors are **waiting in hospital**

(Social Development, July 2025)

Acute Care

3,447

people waiting for surgery have been on the **waitlist
for more than 1 year**

(New Brunswick Health Council, 2025)

Workforce

55%

of physicians work in **solo practice**

(Canadian Institute for Health information, 2020)

34.9%

of **physicians** are **over the age of 55**

(Department of Health, August 2025)

24.3%

of **nurses** are **over the age of 55**

(Department of Health, August 2025)

Mental Health and Addictions

6 MONTHS

Patients in need of **addictions treatment** are **waiting
six months** for residential treatment beds

(Department of Health, 2025)

Connected Care

ONLY 50%

percent of clinicians are estimated to use an **Electronic
Medical Record system**

(Department of Health, 2025)

The success of this provincial health plan will be measured through clearly defined key performance indicators that track progress over time. Each priority outcome within the plan is paired with specific indicators designed to assess whether meaningful improvements are being achieved. These indicators will serve as benchmarks to guide implementation, ensure accountability, and inform necessary adjustments along the way. As we move forward, measures may need to adapt to data availability and opportunities. While this is a five-year provincial health plan, the initiatives outlined here are focused on the first year. Additional priorities

and actions will be identified and implemented throughout the life of the plan. We also recognize that timelines may shift as priorities evolve, new challenges emerge, and resources are adjusted to ensure the best outcomes for patients and providers. This flexibility ensures that we rely on timely and reliable data to monitor progress.

By consistently monitoring outcomes over the next five years, the plan will remain responsive to emerging challenges and evolving needs, while staying focused on delivering tangible results for the people of New Brunswick.



How we engage

In recent years, a range of engagement sessions have taken place to help develop New Brunswick's provincial health plan. The insights gathered over time remain highly relevant today, as the core concerns and priorities identified continue to be echoed. Additional perspectives were captured during the January 2025 pre-budget consultation, and most recently, a number of key partners were engaged to provide feedback on the plan to date.

Our approach to engagement is built on trust, transparency, and collaboration. We will continue conversations with patients, providers, communities, and First Nations through regular forums and feedback loops. Throughout our engagement, we listen deeply and with intention, capturing feedback through “what we heard” reports and using that input to inform decisions. All our communications will include clear, accessible channels for participation, ensuring that questions, concerns, and ideas can be voiced at any time.

We recognize that improving health care with First Nations communities requires a foundation of trust and respect. It begins by acknowledging we do not have all the answers, and real progress depends on listening deeply and responding to the needs and priorities First Nations people identify. We are committed to

advancing culturally safe and equitable health care for Indigenous people in New Brunswick by inviting First Nations leaders to establish a bilateral forum that will serve as an ongoing process for meaningful collaboration. This work is already underway, with the first forum taking place in September 2025.

To ensure that our policies remain grounded in real experiences and supported by evidence, we will continue to engage individuals and groups across the province — including patients, families, Indigenous communities, underrepresented populations, and those who deliver health care every day. These voices bring vital insight into the challenges, opportunities, and inequities in our system. By working together, validating our progress, and adjusting our approach when gaps are identified, we can create a health-care system that is more inclusive, responsive, and effective for all.

This plan is not a fixed roadmap but a living framework that will evolve in response to the needs, ideas, and realities of New Brunswickers. This means seeking ongoing validation of our work, actively inviting feedback at every stage, and adjusting when new opportunities, challenges, or insights emerge.

We are committed to working alongside First Nations partners to ensure that Indigenous peoples in New Brunswick have access to culturally safe and equitable health care. This work begins with building strong relationships with First Nations communities and health-care leaders.

The newly established bilateral health forum will be a key part of this work moving forward. This forum represents the beginning of a new relationship and a new way of working together. The forum provides an opportunity for true partnership and demonstrates a desire for open dialogue and meaningful collaboration.

Through a government-to-government partnership that establishes trust and a shared understanding of treaty obligations, we will work together to improve health outcomes for First Nations.

Hon. Keith Chiasson

Minister of Indigenous Affairs



Accountability and governance

The *Regional Health Authorities Act* requires the Minister of Health to provide a provincial health plan that sets goals and priorities for the health system and guides the regional health authorities (RHAs) in delivering services. The Department of Health, Horizon Health Network, Vitalité Health Network, EM/ANB, and Social Development share responsibility for delivering on these outcomes, while the New Brunswick Health and Senior Care Council (NBHSCC) monitors and evaluates system performance. RHAs use the plan to manage resources, develop programs, and make financial decisions, submitting their regional health and business plans to the minister for approval.

The Act also requires the Minister of Health to provide an accountability framework outlining roles, responsibilities, and performance expectations. This framework, supported by indicators and targets set jointly with RHAs, is embedded in the health system scorecard and reflected in accountability agreements. Key performance indicators (KPIs) cover areas such as financial management, service access, and patient outcomes, helping guide regional planning and decision making.

Building a learning health system

The philosophy of a learning health system (LHS) shapes New Brunswick's approach to health care improvement. A LHS connects research, clinical care, policy, and patients to ensure that every decision and action is informed by evidence and focused on improving health outcomes. By embedding continuous improvement into the culture of New Brunswick's health-care system, we can adapt quickly, make data-informed decisions, and share best practices across

the province. Success in a learning health system means fostering collaboration, embracing innovation, and being unafraid to test and refine new approaches. This commitment to learning and evolving will help us create a responsive, patient-centred system that delivers better care for all New Brunswickers. Partnerships will be key to driving this collective effort and sustaining progress.

Vision and guiding principles

We envision a health-care system that is connected, responsive, and patient-centred, where individuals receive timely support from the right providers at the right time. This means building a system where it is understood that what may work for one community or patient does not always work for another. It also means supporting a strong and sustainable workforce, embracing innovation, and using data and digital tools to improve care and outcomes. Guided by this vision, New Brunswick's health-care system will evolve to be more proactive, collaborative, and resilient with patients at the centre of all that we do.



Our work will be guided by these principles:



PATIENT-CENTRED CARE

Patient experience and care will be the focus of a transformed health-care system.



TIMELY ACCESS

Everyone should have access to the care they need when they need it.



CONNECTION AND INTEGRATION

Our health systems should communicate, so patients and providers have quicker access to important data.



INCLUSION AND EQUITY

Health care is for all, and the system should reflect that.



SUSTAINABLE

The system will be built to last with a focus on workforce and efficiency.

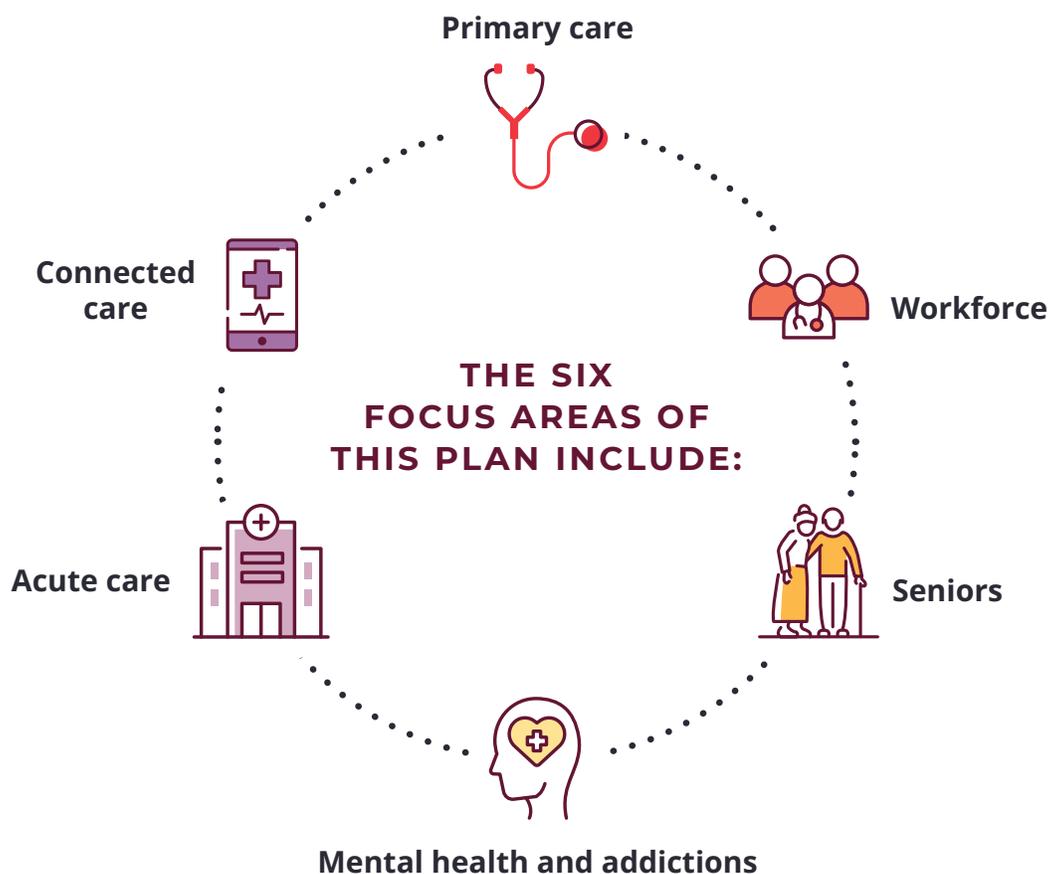


Priority areas

Primary care, workforce, seniors, mental health and addictions, acute care, and connected care are the six focus areas of New Brunswick's health plan. These focus areas are deeply interconnected, with primary care and a strong, supported workforce at the core.

When primary care is accessible and well-staffed, it reduces the strain on acute care, supports seniors to remain healthy at home, and ensures mental health and addictions needs are addressed earlier. A resilient workforce is the foundation for all areas, enabling timely care, compassionate service, and innovation across the system. Senior care depends on seamless coordination with primary care, home care, and mental health services. Acute care efficiency improves when patients are connected to the right service at the right time. Mental health and addictions services

are strengthened when closely linked to both primary and acute care. Connected care, through integrated digital systems, ties all of this together, enabling communication, information sharing, and coordinated decision making. While each focus area needs individual attention and initiatives it is essential that they do not operate in silos. New Brunswick's health care progress depends on collaboration and only by working as a unified system can we achieve lasting improvements in health and care.



As a physician and now as the Minister of Health, I understand just how important it is to have a clear, compassionate plan for patients and health-care workers alike. I'm proud to present our provincial health plan for 2025 – 2030 that addresses ongoing health care challenges and focuses on areas needing continued attention.

This plan aims to ensure that every New Brunswicker has timely access to care and seamless navigation of the system, while ensuring health-care providers have the tools and support they need. Clear communication, coordinated planning, and strong leadership are key to achieving our vision.

We're gaining more momentum with creating family health teams to transform how we deliver primary care. Shifting to a truly collaborative, flexible, community-based primary-care system means interdisciplinary teams of health-care practitioners can provide the care New Brunswickers need, when you need it.

Collaboration is key to impactful change. Together with the Department of Health, regional health authorities, EM/ANB, the Department of Social Development, the New Brunswick Health and Senior Care Council, and health-care providers, we are committed to supporting and engaging those delivering and receiving care. Side by side with Indigenous partners, we will find meaningful ways to work together to ensure culturally safe and equitable health care through the bilateral health forum and other avenues.

Together with our health-care partners, we can deliver the care that every New Brunswicker deserves.

Hon. John Dornan

Minister of Health



Primary care

Primary care in New Brunswick is often not accessible, even for those who have a provider. They are met with long wait times leading them to walk-in clinics or emergency departments to access treatment. Primary care is considered timely and accessible when a patient can get an appointment within five days of requesting one. Currently, only 34.2 percent of New Brunswickers can access care in that timeframe. These realities make it clear the way primary care is delivered in New Brunswick needs to change.

By 2028, at least 30 collaborative care clinics will be established across New Brunswick. These clinics represent a bold reimagining of primary care, where every New Brunswicker is connected to a trusted health-care team based on their location, ensuring care is close to home and personal. At least 10 teams will be established by the end of 2025.

These family health teams are more than just clinics, they are health-care homes. Patients will know their team, and their team will know them, monitoring their health, anticipating their needs, and providing rapid access to the right services. The makeup of each team will be shaped by community needs, drawing from a diverse range of professionals such as doctors, nurse practitioners, mental health specialists, and other allied health providers.

These clinics are designed not only for patients, but for the professionals who serve them. We will rethink physician compensation models to ensure they are paid fairly for their work. Additionally, by surrounding providers with dedicated administrative staff, the burden of paperwork and scheduling is lifted, freeing clinicians to focus entirely on patient care. The collaborative model means providers can share patients and expertise, ensuring no one works in isolation and

every patient receives the right care from the right professional. With an integrated health record system, communication between team members is seamless, reducing duplication, improving efficiency, and allowing health-care professionals to work at the top of their license. This approach fosters a supportive, team-based environment where the well-being of providers is valued as much as the health of the community.

By focusing on collaborative care, we will remove barriers, reduce wait times, and create a primary-care system that is responsive, reliable, and resilient. The efforts to improve primary-care access will also lead to better health outcomes for patients, reduce strain on the emergency department and help us recruit health-care professionals to work in an improved environment.

PRIMARY CARE

GOAL

NEW BRUNSWICKERS HAVE EQUITABLE AND APPROPRIATE ACCESS TO QUALITY PRIMARY-CARE SERVICES

Outcomes

Attachment

New Brunswickers have a primary-care provider

Access

Primary care is available when needed

Team-based care

Providers work in coordinated teams

Avoidable ER visits

Care is available in the community instead of ERs

Measures

- 1 Percentage of New Brunswickers attached to a regular primary-care provider
- 2 Percentage of New Brunswickers who can access timely care from their regular primary-care provider
- 3 Number of primary-care providers working in teams
- 4 Percentage of Canadian Triage and Acuity Scale (CTAS) 4&5 visits at regional emergency departments

Initiatives & Timelines

- 10 collaborative care clinics in 2025 and at least 30 in total by 2028
- RHA Electronic Medical Record (EMR) modernization (deployment Fall 2025, ongoing)
- Primary-care physician compensation review (target completion January 2026)
- Clinical information solution (procurement complete March 2026)

Partners

- EM/ANB
- New Brunswick Health and Senior Care Council
- New Brunswick Medical Society
- Professional associations/regulatory bodies
- Regional health authorities

We are committed to the collaborative effort that will address the critical labour force challenges in the health-care system by focusing on recruiting, training, and retaining professionals.

This plan underscores the fundamental importance of building a strong and sustainable health-care workforce and we are dedicated to supporting this. This work includes increasing training opportunities through post-secondary institutions, fostering research, and improving credential recognition for professionals seeking careers in New Brunswick. We will also continue exploring innovative strategies to recruit and retain health-care workers, ensuring our province stays ahead in meeting future workforce demands.

By working together, we aim to attract, train and retain the skilled professionals we need in order to provide the care New Brunswickers depend on. Our goal is to make New Brunswick a destination where people aspire to study, work, and build their lives.

Hon. Jean-Claude D'Amours

Minister of Post-Secondary Education, Training and Labour



Workforce

Primary care is the cornerstone of a functioning health-care system, but it can only succeed with a strong, sustainable workforce. Without enough health-care providers and support staff, the system becomes overburdened and less efficient, a reality we are facing today. Supporting health care means supporting health-care workers.

This means tackling burnout, creating respectful and supportive workplaces, and ensuring fair pay. In the ongoing conversation about retention, we are rethinking compensation models to provide health-care professionals with pay that reflects the work they do. In 2024 and 2025, the Government of New Brunswick issued two retention payments to eligible front-line nurses. These payments acted as a signal: we hear you, we see you, and we are with you. This act of recognition was done to show immediate respect to nurses while larger conversations and initiatives surrounding retention and recruitment were getting off the ground.

When retaining and recruiting health-care workers, we will ensure local realities are respected and reflected, recognizing the needs of each community are unique. This means moving away from a one-size-fits-all approach and tailoring strategies to support the diverse populations and regions across New Brunswick. We are committed to Indigenous recruitment and care by working in partnership with Indigenous communities to build culturally safe workplaces and services. This approach will help create a workforce that is both responsive and resilient, rooted in the realities of the people it serves.

We are also engaging students earlier through experiential learning programs such as Future NB/Future Wabanaki and offering targeted “Pay to Stay” tuition reimbursement for priority occupations like paramedics and medical technicians. Recruitment efforts extend beyond our borders, attracting trained professionals from across Canada and internationally with strong onboarding and settlement supports.

Provincial partners are updating their Retention and Recruitment Action Plans, with strategies designed to tackle workforce shortages and strengthen a resilient, empowered health system. This includes a Psychiatry Resource Strategy which will help us fill gaps to reach

our mental health and addictions goals, plans to increase medical education seats, expand specialized training like critical care nursing, and introducing innovative tools like virtual reality to train more people where they live.

WORKFORCE

GOAL

A SUPPORTED AND SUSTAINABLE HEALTH-CARE WORKFORCE IN NEW BRUNSWICK

Outcomes

Sustainability

New Brunswick has a sustainable health and long-term care workforce to meet health system needs

Retention

Employees are engaged and supported, leading to higher retention rates

Official Languages

Health-care services are accessible in both Official Languages throughout New Brunswick

Measures

- 1 Number of health-care and long-term care professionals eligible to enter the workforce
- 2 Rate of family physicians, nurses, and nurse practitioners entering and leaving the workforce
- 3 Percentage of New Brunswickers who receive primary-care services in language of choice

Initiatives & Timelines

- Health Workforce Strategic Plan (begin 2025, ongoing)
- Retention payments to eligible nurses employed within RHAs, EM/ANB, and long-term care sector (complete by fall 2025)
- Health care community engagement (December 2025)
- Primary care physician compensation review (target completion January 2026)
- Increased residency seats at Dalhousie Medicine NB and Centre de formation médicale du Nouveau-Brunswick (target completion March 2026)
- Increase seats at Dalhousie University for 9 allied health programs (begin fall 2026)
- Learning programs such as Future NB /Wabanaki (ongoing)

Partners

- Centre de formation médicale du Nouveau-Brunswick
- Dalhousie Medicine New Brunswick
- EM/ANB
- NB colleges and universities
- New Brunswick Nurses Union
- New Brunswick Medical Society
- New Brunswick Association of Nursing Homes
- Professional associations/regulatory bodies
- Regional health authorities
- University of New Brunswick
- Université de Moncton
- Université de Sherbrooke

We are proud to support the renewed vision for health care in New Brunswick and its focus on helping seniors age with dignity on their own terms. Providing quality care and support for seniors is not just a priority; it is a shared responsibility that is close to our hearts.

We are committed to strengthening the long-term care system, ensuring seniors receive the care they need. We are expanding the Nursing Home Without Walls program to help seniors access tailored services in their communities and reviewing home-care standards and improving compensation for workers in this vital sector.

To address nursing home staffing shortages, investments in wages for support staff and resident attendants will allow for greater access to care and services. By engaging with seniors, families, and care providers, we will deliver this shared vision, breaking barriers and making New Brunswick a leader in senior care.

Hon. Cindy Miles

Minister of Social Development

Hon. Lyne Chantal Boudreau

Minister responsible for Seniors

Minister responsible for Women's Equality



Seniors

As New Brunswick's population ages, helping seniors live safely and independently at home for as long as possible remains a top priority. Aging in place not only supports dignity and quality of life but also keeps seniors connected to their communities while reducing pressure on hospitals and long-term care facilities. Achieving this vision requires a skilled and sustainable workforce, strong home and community-based services, and better coordination between hospitals, primary care, and community supports. At the same time, it requires a long-term care system that is easy to access, flexible to individual needs, and is consistently grounded in dignity and respect.

This means expanding access to comprehensive primary care, ensuring timely follow-up after hospital visits, and strengthening home-based services such as nursing, rehabilitation, home support services, and palliative care. Proactive management of chronic diseases, routine screenings, and medication reviews will help prevent complications and reduce avoidable emergency department visits. Equally important is making health services easier to navigate—through better coordination between providers, smoother

transitions between levels of care, and clear communication with patients and caregivers.

Recent progress has been made with the expansion of the Nursing Home Without Walls program, the forthcoming launch of a Strategy and Action Plan for Alzheimer's Disease and Dementia, and the optimization of Extra-Mural Program (EMP) services to reduce hospital stays and delay entry into long-term care. Integrating personal care aides into EMP will further strengthen at-home acute, rehabilitative, and palliative care, ensuring more seniors can remain at home with the right supports in place.

To build on these efforts, New Brunswick is also developing a comprehensive Long-Term Care Plan. This plan will set out a clear roadmap for meeting the needs of an aging population by expanding capacity, revitalizing services, and ensuring care is delivered with dignity and compassion. Together, these initiatives will create a more seamless and sustainable system of supports, enabling seniors to age in place wherever possible, while also strengthening facility-based long-term care for those who need it.

SENIORS HAVE THE SUPPORT AND RESOURCES TO ACHIEVE THE BEST POSSIBLE HEALTH OUTCOMES TO AGE IN PLACE

Outcomes

Community Supports

Seniors receive social supports and services in community

Clinical Supports

Seniors receive clinical support in community

Timely Care

Seniors will receive timely care in the most appropriate care setting for them

Rehabilitation

Vulnerable seniors admitted to hospitals receive rehab services to prevent decline in function and support return to community

Dementia Care

People living with dementia and their care partners are supported with timely diagnosis, navigation assistance, and care delivery

Measures

- 1 Percentage of seniors requiring Social Development supports receiving care in community
- 2 Percentage of seniors receiving Extra-Mural Program services
- 3 Percentage of seniors receiving primary-care services
- 4 Number of people on nursing home waitlist
- 5 Median number of days hospital stays are extended until home care-services or supports are ready

Initiatives & Timelines

- Strategy and Action Plan for Alzheimer's Disease and Dementia (release fall 2025)
- Provide the RSV vaccine for free for seniors and vulnerable people (launch fall 2025, annually)
- Enhanced clinical services in special care homes expansion (target completion December 2025)
- Optimization of Extra-Mural Program services including a provincial wound care framework (target completion June 2026)
- Integration of personal care aides into the Extra-Mural Program (target completion June 2026)
- Nursing Home Without Walls program (target completion December 2029)

Partners

- Alzheimer Society of New Brunswick
- EM/ANB
- New Brunswick Association of Nursing Homes
- New Brunswick Home Support Association
- New Brunswick Advocate
- New Brunswick Special Care Home Association
- Regional health authorities
- Research NB

Mental health and ensuring timely, dignified, compassionate care has long been close to my heart. I'm proud to now be part of a government that aims to rebuild trust and ensure addiction and mental health services are accessible, compassionate, and fully integrated, with a focus on the whole person — physically, emotionally, and mentally.

As Minister Responsible for Addictions and Mental Health, I am committed to ensuring these services improve so that people struggling with mental health and substance misuse can get the support they need.

Over the next five years, we will expand regional services, invest in prevention and recovery, improve pathways for all ages, and enhance working conditions for mental-health professionals. By working with service users, communities, and clinicians, we're building a system based on empathy, early intervention, and connected care.

Hon. Rob McKee

Minister of Justice

Minister responsible for Addictions and Mental Health Services



Mental Health and Addictions

Mental health

By 2028, all family health teams will have mental health services available, ensuring New Brunswickers have timely access to community-based counselling and support close to home. This integration will allow mental health to be treated as an essential part of overall health, with clinicians across disciplines working together to provide coordinated care. To support this, providers will be equipped with training in evidence-based treatment modalities, creating consistency in practice, improving patient outcomes, and strengthening the resilience of the health workforce.

Programs such as One-at-a-Time Therapy are already laying the foundation for this shift by removing intake delays and giving people faster access to immediate support through brief interventions. These efforts demonstrate how even small changes in access can significantly improve the care experience. However, brief treatment is only one part of the mental health puzzle. The next step will be the full rollout of a Stepped Care model, which ensures that individuals can seamlessly move between different levels of support, ranging from

self-guided tools and short-term therapy to specialized care depending on their changing needs. This flexible approach will help the system respond more effectively to demand, reduce bottlenecks, and ensure people receive the right level of care at the right time.

The province is also working with community and philanthropic partners to fund, develop, and launch NB Youth Wellness Hubs. The Canadian Mental Health Association of New Brunswick is currently the administrative host of this community-led initiative. Foundational teams are in place and partner organizations have been identified with some of these hubs already serving youth. In addition, the province will work in partnership with First Nations to co-create and implement mental health and addiction programs that reflect culturally safe First Nation service and practice standards of care.

This transformation will lead to fewer crises, earlier interventions, and a system that supports both individual wellbeing and the sustainability of the entire health-care system.

NEW BRUNSWICKERS ARE EFFECTIVELY SUPPORTED WITH THEIR MENTAL HEALTH CONCERNS, TREATMENT, AND RECOVERY NEEDS

Outcomes

Supports and services for mental health concerns are accessible to New Brunswickers through a continuum of care (from early interventions, brief services to higher intensity services)

Measures

- 1 Median wait times for community mental health and substance use services

Initiatives & Timelines

- Implementation of Stepped Care 2.0 in NB (implemented June 2025 ongoing)
- Community-based case management (beginning April 2026, ongoing)
- Youth Wellness Hubs (target completion September 2026)
- First Nations mental health initiatives (Elsipogtog, North Shore, Neqotkuk, Wolastoqey Tribal Council Inc, Esgenoôpetitj) (target completion 2027 – 28, ongoing)

Partners

- First Nations communities
- Mental Health Advisory Committee
- NGOs
- People with lived experience
- Professional associations/regulatory bodies
- Regional health authorities
- Youth Wellness Hubs

Addictions

New Brunswick is building a system where mental health and addictions care work hand in hand, recognizing that these challenges are often deeply connected and must be addressed together. By integrating services, the province is creating a seamless continuum of care that spans prevention, treatment, recovery, and harm reduction. This ensures people can access the right supports at every stage of their journey.

For children and youth, this means access to early, community-based interventions that can prevent substance use from escalating and reduce long-term harms. For individuals already living with addictions, it means timely access to a full range of treatment options

including detox services, live-in programs, outpatient counselling, and long-term recovery supports.

The province’s investments reflect this comprehensive approach. The launch of the Moncton Mental Health Court will offer people facing both mental health and addictions challenges an opportunity to access treatment and community supports when they come into contact with the justice system. This initiative provides individuals facing criminal charges with an alternative pathway, connecting them to treatment and recovery supports rather than traditional sentencing, while also easing pressures on the justice system and improving long-term outcomes for participants.

Taking the first step to expand treatment capacity, the province is developing a new 50-bed addiction treatment facility and is actively exploring further opportunities to increase the number of treatment beds across New Brunswick. These investments are complemented by workforce development initiatives, ensuring there are enough mental health and addictions workers to meet the needs

of New Brunswickers. This includes ten newly established trainer positions dedicated to building the skills, expertise, and resilience of the addictions and mental health workforce. Together, these efforts will strengthen service delivery, create consistency across the province, and help ensure people living with substance use challenges receive the right care, at the right time, in the right setting.

ADDICTIONS GOAL

NEW BRUNSWICKERS ARE EFFECTIVELY SUPPORTED THROUGH THEIR RECOVERY FROM SUBSTANCE USE

Outcomes

Supports and services for substance use are accessible to New Brunswickers through a continuum of care (from early interventions, brief services to higher intensity services)

Initiatives & Timelines

- Ridgewood site renovation (target completion September 2025)
- Moncton Addictions and Mental Health Court program (target completion March 2026)
- Investment in new 50-bed treatment facility (target opening August 2026)
- Clinical consultation model (target completion September 2026)

Measures

- 1 Percentage of youth aged 12 to 25 with access to integrated youth services (IYS) for mental health and substance use
- 2 Median Wait Time from Screening Assessment to Treatment
- 3 Median Wait Time for an Individual to access Live-in Treatment (LIT) extended until home care services or supports are ready

Partners

- First Nations communities
- Mental Health Advisory Committee
- NGOs
- People with lived experience
- Professional associations/regulatory bodies
- Regional health authorities
- Youth Wellness Hubs

Our acute care system needs to be accessible, flexible, efficient, and equipped with the right tools and teams to serve the people of our province. That's why I want to ensure our facilities are used to their fullest potential.

We are working with our partners to reduce wait times, increase capacity, and support the health-care professionals who deliver this critical care daily. This work includes improving surgical services capacity, expanding our cancer screening programs, and enhancing cardiovascular care.

Our government will continue working with our partners to build a system that delivers quality acute care for New Brunswickers when it's needed.

Hon. John Dornan

Minister of Health



Acute Care

The New Brunswick health plan is focused on three high-impact acute care areas: surgery, cardiac care, and cancer. Improvements here can significantly reduce complications, speed recovery, and improve long-term outcomes.

Maximizing operating room time and expanding at-home screening are key strategies to improve surgical, cardiac, and cancer care in New Brunswick. By ensuring operating rooms are used more efficiently, through extended hours and better scheduling, more patients can receive timely surgeries, reducing backlogs and wait times. At the same time, introducing access to at-home cancer screening, helps identify issues earlier, allowing for faster diagnosis and treatment planning. Together, these measures support a more responsive and streamlined care pathway

that improves patient outcomes and reduces pressure on the health-care system.

Acute care depends on strong connections to primary care and a sustainable workforce. Primary-care providers often identify issues early and guide patients to timely acute care, while acute care teams rely on these connections to ensure smooth transitions before, during, and after treatment. Surgeons, cardiologists, oncologists, nurses, diagnostic teams, and support staff must work in coordination with primary care to deliver seamless, high-quality care. Acute care also aligns with workforce strategies. By improving staffing, we can make treatment faster and reduce the strain on patients and the health-care workforce.

NEW BRUNSWICKERS HAVE ACCESS TO SURGERY WHEN THEY NEED IT

Outcomes

Timely

New Brunswickers receive more timely surgical care

Efficient

Operating rooms are used more efficiently

High Quality

Patients receive high quality surgical care

Measures

- 1 Number of surgeries waiting longer than 365 days
- 2 Percentage surgical readmission within 30 days

Initiatives & Timelines

- Optimizing the use of existing operating rooms (target completion May 2026)

Partners

- Regional health authorities

THE IMPACTS OF CANCER ON NEW BRUNSWICKERS ARE REDUCED

Outcomes

Better Outcomes

New Brunswickers achieve better cancer outcomes through timely access to screening and high-quality care

Measures

- 1 Percentage of eligible New Brunswickers participating in screening programs, by type (lung, breast, cervical, colon)

Initiatives & Timelines

- Lung Cancer Screening Implementation (target implementation July 2026)
- Implement HPV self-sampling for cervical cancer screening (target implementation September 2026)

Partners

- New Brunswick Medical Society
- Nurses Association of New Brunswick
- Regional health authorities

NEW BRUNSWICKERS HAVE TIMELY ACCESS TO CARDIOVASCULAR INTERVENTIONS AND PROCEDURES

Outcomes

Access to Cardiovascular Care

More New Brunswickers receive access to cardiovascular care that improves health outcomes and quality of life in a timely manner

Measures

- 1 Number of Transcatheter Aortic Valve Implantation cases per year
- 2 Percentage of patients that accessed interventional cardiology services within the recommended wait times

Initiatives & Timelines

- Additional resources to support surgeons leading to expanded hours of operation for treatment focused on NB Heart Centre patients (ongoing)

Partners

- EM/ANB
- Regional health authorities



Connected care is a critical piece of our health-care landscape, ensuring patients and providers can access the information they need, when they need it, for coordinated, timely, and personalized care.

Digital tools empower patients to access their health information, such as lab results and imaging reports, securely and conveniently. Digital health innovations reduce duplication, enhance decision making, and ensure continuity of care across providers and facilities.

We are building a modern, integrated digital ecosystem to deliver more efficient and accessible health care. We'll engage and collaborate with patients, health professionals, Indigenous communities, partners and stakeholders as we do this to create a future where technology drives better health outcomes for every New Brunswicker.

Hon. John Dornan

Minister of Health



Connected Care

Connected care is a necessary component of the health-care system. While quality care depends on the expertise of health professionals, it is increasingly powered by the digital tools that connect them and their patients across systems. In today's world, health care must be coordinated, timely, and personalized. This is only possible through a fully integrated digital health ecosystem that enables information to flow seamlessly and securely between providers, facilities, and patients.

A strong digital foundation empowers both providers and patients. It allows hospital systems to securely and efficiently transfer patient data, reducing duplication, improving decision making, and enhancing continuity of care. It also gives New Brunswickers more access to their own health information, fostering a greater sense of control and engagement in their care journey. MyHealthNB is a key example, offering secure access to personal health information and new tools such as median surgical wait times by specialty and facility,

helping residents make informed choices about their care. Building on features that allow users to view lab results, medications, imaging reports, and immunization records online, MyHealthNB puts valuable health information directly in the hands of patients, encouraging active participation in their own care.

Whether it's virtual visits, e-referrals, remote monitoring tools, or real-time health system data, digital health innovations improve access, reduce wait times, and support a more personalized patient experience. Through New Brunswick's Digital Health Strategy which will be released in the coming months, we will make technology more accessible and sustainable for everyone. It is our blueprint for modernizing health care. Ongoing engagement with patients, providers, Indigenous communities, and stakeholders will help define what the success of the strategy looks like and guide digital health initiatives.

NEW BRUNSWICKERS RECEIVE COORDINATED, TIMELY AND PERSONALIZED CARE THROUGH A FULLY INTEGRATED DIGITAL HEALTH ECOSYSTEM

Outcomes

Empowerment

New Brunswickers have timely access to health data enabling active participation in their health care

Efficiency

Modern digital solutions improve clinician efficiency, satisfaction and well-being

Patient Experience

Patients have an improved care experience due to integrated services

Data

Data drives care coordination and supports informed decision making across the health system

Innovation

Digital health infrastructure is optimized and incorporates emerging digital health solutions

Measures

- 1 Percentage of New Brunswickers who can access their own health record electronically
- 2 Percentage of family health service providers and other health professionals who can share patient health information electronically other care settings
- 3 Number of health system data products successfully integrated into a health analytics platform

Initiatives & Timelines

- MyHealthNB (ongoing)
- RHA Electronic Medical Record (EMR) modernization (deployment fall 2025, ongoing)
- Community Care NB solution (Ambulance NB & Extra-Mural Program) (fully implemented – January 2026)
- Picture Archiving and Communications System (PACS) consolidation (target completion March 2026)
- Clinical information solution (procurement complete March 2026)
- Provincial digital referral initiative (deployment fall 2026, ongoing)

Partners

- Clinicians
- EM/ANB
- New Brunswick Medical Society
- Regional health authorities

Enablers

Investing in these essential components will create a stable health-care system that delivers long-term, high-quality care for everyone. The following actions will support the success and sustainability of this plan.



PEOPLE, TRAINING AND DEVELOPMENT

We will invest in training and resources to support health-care professionals, ensuring they have the tools to provide high-quality care. This will include ongoing professional development and creating more supportive work environments.



TECHNOLOGY

Modern digital solutions like centralized waitlist systems and digital health records will streamline patient information exchange, improving communication and reducing duplication. These tools will help health-care providers deliver timely, effective care across regions.

By investing in training, implementing digital tools to streamline workflows, and using data for better decision making, we can simplify the health care journey for both patients and providers. This will improve communication, care delivery, and outcomes while ensuring value for money.



DATA

Strengthening our ability to collect and analyze clinical and operational data will enable evidence-based decision making. This will provide a clearer understanding of health system performance and help address population health needs.



HEALTH RESEARCH AND INNOVATION

We will prioritize health research to drive innovations and inform policy decisions. This focus will advance treatments, improve patient outcomes, and guide improvements across the health-care system.



INFRASTRUCTURE

Upgrading aging health-care facilities, expanding access in rural areas, and supporting digital infrastructure are key to delivering high-quality, accessible care. We will ensure that all care environments are safe and supportive.



STRATEGIC PARTNERSHIPS

Collaborating with academic institutions, municipalities, non-government organizations, and First Nations is essential for creating a responsive and equitable health-care system. These partnerships will enable shared resources, aligned efforts, and solutions tailored to New Brunswick's needs.



Moving forward together

Achieving these goals will take collaboration, innovation, and a commitment to listening to and learning from the diverse voices across our province. Together, we will build a health-care system that meets the needs of today while preparing for the challenges of tomorrow. We want every New Brunswicker to feel supported, respected, and cared for.

We know lasting change cannot happen without trust. That's why we are committed to staying in conversation with patients, providers, communities, and First Nations. By listening deeply and working collaboratively, we can build a system that reflects the realities and hopes of those it's meant to serve. We invite you to continue this conversation with us through upcoming forums and engagement sessions, share your ideas,

and be part of the journey toward a more accessible, equitable, and compassionate health-care system.

Primary care, workforce, senior care, mental health and addictions, acute care, and connected care are all deeply intertwined. Progress in one area strengthens the others, and gaps in one can impact the whole system. That's why we are committed to breaking down silos, fostering collaboration across sectors, and ensuring that every initiative is aligned to work together.

Let's move forward with purpose and determination, knowing that the health and well-being of New Brunswickers is at the heart of everything we do.

LEARN MORE
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