



2026-2027 BUSINESS PLAN

Proposed to the
Minister of Health
January 20, 2026



New Brunswick
Health Council | Conseil de la santé
du Nouveau-Brunswick



Our statutory mandate

New Brunswickers have a right to be aware of the decisions being made, to be part of the decision-making process, and to be aware of the outcomes delivered by the health and long-term care systems as well as their cost.

The New Brunswick Health Council (NBHC) will foster this transparency, engagement, and accountability by:

- Engaging citizens in a meaningful dialogue for the purpose of improving health and long-term care service quality;
- Measuring, monitoring, and evaluating population health, as well as health and long-term care service quality;
- Informing citizens on our health and long-term care system's performance;
- Recommending improvements to the Minister of Health and the Minister of Social Development.

Effective September 1, 2023, the *New Brunswick Health Council Act* was amended and is now the *New Brunswick Health and Senior Council Act*. Our mandate was inspired by the Section 3 of the *New Brunswick Health and Senior Council Act*, which defines the objects and purposes of the Council as follows:

- (a) to promote the improvement of health and long-term care service quality in the Province;
- (b) to develop and implement mechanisms to engage the citizens of New Brunswick in meaningful dialogue for the purpose of improving health and long-term care service quality in the Province;
- (c) to measure, monitor and assess population health and health and long-term care service quality in the Province;
- (d) to identify effective practices for the improvement of health and long-term care service quality in the Province;
- (e) to evaluate strategies designed to improve health and long-term care service quality in the Province;

- (f) to assess citizen satisfaction with health and long-term care services and health and long-term care service quality in the Province;
- (g) to investigate matters respecting the health and long-term care system that are referred to it by the Minister of Health and the Minister of Social Development;
- (g. 1) to assist and support the Department of Health, the Department of Social Development, EM/ANB Inc. and the regional health authorities in the use of analytic tools and methods for health and long-term care system improvements;
- (g. 2) to produce comparable and actionable data and provide statistical analysis and information for policy and program development;
- (g. 3) to support the academic and research sector by disclosing information in accordance with sections 43 and 43.1 of the *Personal Health Information Privacy and Access Act*;
- (g. 4) to support patient-centric change and improvements in health and long-term care data governance;
- (h) to provide recommendations to the Minister of Health and the Minister of Social Development with respect to any of the activities described in paragraphs (a) to (g.4);
- (i) to take into account the particular needs of the two official linguistic communities in the exercise of the activities referred to in paragraphs (a) to (h); and
- (j) to carry out any other activities or duties as may be authorized or required by this Act or as the Lieutenant-Governor in Council may direct.

Business plan deliverables for 2026-2027

The provincial government priorities were communicated in its most recent mandate letter to the NBHC. Out of the six priorities, health care and trusted leadership aligned most closely with the mandate and work of the NBHC. The first guiding principle calls for “Ensuring evidence-based decision-making and operating under an ‘open by default’ principle to improve transparency and trust”. The second principle emphasizes the importance of “Engaging authentically with New Brunswickers, communities, stakeholders, and experts”.

The NBHC’s dual mandate—to publicly report on the performance of the health system and to engage citizens in the improvement of health service quality—positions the organization at the intersection of data, accountability, and lived experience. As our work has evolved, so has our impact: strengthening evidence-based decision making across the province and amplifying citizen voices in meaningful ways.

The new Provincial Health Plan provides additional opportunities to monitor and evaluate system performance across priority areas such as primary care, acute care, seniors’ care, and mental health and addictions. There is reasonable consensus that these sectors require more robust decision-support measures. The NBHC’s impartiality remains a cornerstone of our credibility, enabling us to contribute uniquely and effectively to greater transparency for citizens.

Rebuilding relationships with First Nations is another important working principle included in NBHC’s mandate letter from government. We have been collaborating with first Nations communities since the beginning to improve their access to health and health service quality measurements. We are accompanying first nation communities in their health transformation journey through their Sankewitahasuwakon initiative.

The NBHC will continue to fulfil its mandate by providing pertinent information pertaining to population health and health service quality. This business plan outlines the NBHC's strategic direction for the upcoming year, focusing on two key areas:

- Performance Reporting
 - measuring, monitoring, evaluating, and informing on population health and health and long-term care service quality.
- Public Participation
 - Engaging citizens in a meaningful dialogue for the purpose of improving health and long-term care service quality.

This plan presents timelines for key deliverables across four quarters:

- Q1 – April to June 2026
- Q2 – July to September 2026
- Q3 – October to December 2026
- Q4 – January to March 2027

Performance Reporting

Q1 – April to June 2026

Access to Primary Care

The NBHC will continue its annual survey to assess New Brunswickers' access to and experiences with primary care services. Building on insights from previous survey cycles, we will analyze the results to identify emerging trends and ongoing challenges. In recent years, the primary care sector has undergone changes, including a push towards team models.

Primary care remains a priority for the Government of New Brunswick, and the NBHC will closely monitor these developments to assess whether they translate into improved attachment to a primary care provider and more timely access to services.

Q2 – July to September 2026

Health Outcomes in youth

The NBHC will publicly report key findings from the 2025–2026 edition of the New-Brunswick Student Wellness and Education Survey, alongside other relevant data sources, to better understand how youth health outcomes—such as obesity rates, perceived health, perceived mental health, and life satisfaction—are shaped by a complex interplay of health determinants. These determinants include social and economic factors, health behaviours, health services, and physical environment. By identifying patterns, the NBHC aims to inform evidence-based policies and targeted programs that strengthen health equity for youth across the province.

Q3 – October to December 2026

Population Health

The NBHC will publish insights from the Population Health Survey, offering locally focused information on how New Brunswickers perceive and experience their health. By capturing the voices of residents aged 18 and older, the survey sheds light on overall health status, factors that influence health and health care needs, and barriers faced when seeking care. Sharing this data publicly will provide communities, healthcare providers, policymakers, and local leaders with meaningful, local information to better understand needs, identify gaps, and design programs and interventions that are responsive to the realities of New Brunswickers.

Q4 – January to March 2027

Seniors and Care

The NBHC will continue to advance its work on understanding the care needs and experiences of seniors, with a particular focus on ongoing conversations related to Alternate Level of Care (ALC). Building on the data we currently hold across multiple areas of care—including primary care, home support services, long-term care, and hospital experiences—we will deepen our analysis to better understand the pathways, pressures, and outcomes affecting older adults.

PUBLIC PARTICIPATION

Q1 to Q4 – April 2026 to March 2027

In 2026–2027, our communications and engagement efforts will focus on delivering clear, accessible insights on Health Service Quality, Long-Term Care, and Population Health, while strengthening two-way communication with citizens, stakeholders, and elected officials. We will enhance our digital presence through improved website usability, accessibility, and information discoverability, and use social media to spark more engagement.

Our Zone-Based Engagement —beginning in Zones 3 and 4—will center on listening, relationship-building, and two-way knowledge sharing to elevate citizen and community voices. Key actions include mapping the engagement landscape, strengthening partnerships, forming a provincial working group, and advancing phased engagement activities to develop sustainable, citizen-driven mechanisms for improving health services.

Our Stakeholder Relations strategy will establish a coordinated system for managing stakeholder information to support personalized engagement and track impact. Priorities include completing stakeholder mapping, selecting and implementing a management tool, building a comprehensive stakeholder database, and ensuring consistent recording and sharing of interactions to improve alignment and maximize value across projects.

Communications

Each year, the NBHC undertakes communications and promotional initiatives through various media platforms to raise awareness of a subject matter for a given topic. Through its knowledge mobilisation process, the NBHC uses different communication strategies to increase survey participation and public awareness. The following outlines promotional activities for this fiscal year:

Q1 - April to June 2026

Hospital Acute Care Survey

The NBHC will launch a multi-channel promotional campaign targeting New Brunswickers aged 18 and older who received medical, surgical, or maternity care during an overnight stay in a New Brunswick acute care hospital. The campaign will use social media, local print media, and targeted digital advertising to raise awareness and encourage participation. In addition to promotional efforts, surveys will be mailed directly to eligible patients, supported by a handbill provided at admission and follow-up reminders and mailings to further boost response rates.

Q3 October to December 2026

Primary Care Survey

The NBHC will launch the next data collection cycle of the Primary Care Survey, following a phone/web population-based approach, supported by a multi-channel promotional campaign to encourage participation from adults across New Brunswick. The campaign will leverage social media, local radio and print advertising, and targeted digital advertising to build awareness and motivate citizens to take part.

The NBHC remains committed to strengthening New Brunswick's health system through robust data, citizen engagement, and transparent reporting. This plan sets a path forward to deliver actionable insights that align with government priorities and reflect the evolving needs of New Brunswickers, supporting decision-makers in their efforts to improve care across the province.