



ANNUAL REPORT

2023-2024



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OVERVIEW OF HORIZON HEALTH NETWORK



OUR MISSION



Helping People
Be Healthy.

OUR VISION



Exceptional care.
Every person.
Every day.

OUR VALUES



We show empathy, passion and respect.
We strive for excellence.
We are all leaders, yet work as a team.
We act with integrity and are accountable.





MESSAGE FROM THE BOARD CHAIR

It is my pleasure to introduce Horizon Health Network's 2023-2024 Annual Report, demonstrating our progress over the past fiscal year in delivering exceptional care to every person, every day.

As the new Chair of Horizon's Board of Directors, I am pleased to share some of our key achievements in 2023-2024. As an organization, we are committed to being transparent, authentic, and accountable to the people of New Brunswick. We are proud of the many initiatives we have advanced over the past year.

At the same time, we recognize that we are on a journey of continuous improvement and still have barriers to overcome.

Like health authorities across the country and around the world, Horizon continues to encounter complications that impact our workforce, programs, and services. Our staff and physicians have shown remarkable strength and adaptability; however, we continue to face issues, including our province's aging population, the global competition to attract health care workers and the high number of alternate level of care patients in our hospitals. As a result, we are adapting and taking new, innovative approaches to address our challenges head-on.

As we introduce new projects and initiatives to improve the way we deliver health care, it's vital that we remain accountable to the public. That's why earlier this year, Horizon launched a new performance dashboard at HorizonNB.ca, where we track key metrics related to our critical action priorities. The dashboard is updated monthly so our patients, clients and the public have consistent access to our progress over time.

We also issue a quarterly [Report to Our Communities](#) to further demonstrate accountability and transparency by keeping the public updated on our initiatives to address ongoing challenges in the health care system and better serve patients.

On behalf of the Board of Directors, I am proud of Horizon's accomplishments in 2023-2024. I also look forward to all that we will achieve together in the future, as we strive to achieve our mission of helping people be healthy.

Sincerely,

Susan Harley
Board Chair

MESSAGE FROM THE PRESIDENT AND CEO



This year's Annual Report is an opportunity to highlight our positive progress and celebrate the incredible dedication of our staff and physicians, who consistently provide exceptional care for New Brunswickers.

Horizon has made remarkable progress on more than 50 projects in 2023-2024 that support our critical action priorities, including Access to Services, Recruitment and Retention, Patient Flow, and Patient Experience.

New Brunswick is not unique in the health care challenges we face as a province, and regional health authorities across Canada are all navigating a high demand for accessible primary care, and family physicians, as well as aging populations and recruitment challenges for health care roles. We know that there is more work to be done and we remain committed to ensuring that New Brunswickers can efficiently access the health care services they need when they need them.

As we work to improve our health care system, Horizon is taking innovative approaches to address some of our most significant challenges. As you read through our 2023-2024 Annual Report, you'll learn more about new projects that are providing faster access to CT scans for stroke patients, enabling patients to self-book X-ray appointments, increasing access to primary care clinics through self-referral appointments, and introducing updated technology to improve everything from virtual care to training to surgeries.

The efforts of our staff and physicians to bring these initiatives to life are already gaining recognition, as Horizon was named one of Atlantic Canada's Top Employers in March 2024. I am incredibly proud of our team for their leadership and hard work—they deserve to be recognized with this award. As an employer of choice, Horizon is committed to supporting our employees' ongoing growth and development through our programs and policies.

By focusing on innovation and collaboration with government, foundation and community partners, we are making real progress toward establishing a responsive and agile health care system that meets the needs of New Brunswickers. I am encouraged by all we have achieved in 2023-2024. I also look forward to continuing our work with staff, physicians, leaders, patients, clients, volunteers, stakeholders and communities to make further progress toward our goals in the year ahead.

Sincerely,

Margaret Melanson
President and CEO

TRANSPARENCY, ACCOUNTABILITY AND PROGRESS IN PATIENT CARE

We recognize the importance of transparency and accountability to our patients, the clients we serve, our staff and physicians, and the public. That's why Horizon launched our new performance dashboard earlier this year, which is available at HorizonNB.ca. We are working hard to improve our performance and we are committed to full transparency to New Brunswickers.

We are using our dashboard to track and report on key indicators that represent the work we are undertaking within our key priority areas to help us evaluate the care and services we provide. For each performance indicator, the dashboard provides:

- Baseline data (based on historical performance)
- Horizon's target for the current month (based on provincial and national benchmarks)
- Result for the current month
- Trend over time

The colour codes reflect the progress made so far:

- Green** Met Target
- Orange** Improving Performance
- Red** Below Target

The performance dashboard is updated on a monthly basis, ensuring we provide consistent data about our achievements and areas for improvement. We will continue to update these key indicators over time as we work to improve the way we deliver health care to New Brunswickers.



TRANSFORMING HEALTH CARE THROUGH INNOVATION

The health care landscape is continuously evolving, and, as a result, Horizon is also adapting to better meet the needs of our patients, clients and their families. As a modern health authority, we are embracing new technologies and innovative approaches in an effort to improve patient outcomes, provide improved and more convenient access to care and explore new efficiencies.

Innovation plays a vital role in the forward-thinking approaches we are taking to address challenges in our health care system. This includes everything from providing more virtual care options to offering more opportunities for patients to self-schedule everything from primary care to X-ray appointments. We are using cutting-edge technology to deliver improved employee training, enhanced surgical procedures and better patient flow while also exploring innovative new ways to engage our employees and recruit new staff and physicians.

Innovation plays an essential role in Horizon's approach to addressing our critical priority areas. We look forward to continuing to build on our current initiatives and exploring exciting new approaches as we work to improve and transform our health care system.



These are just a few of our innovative initiatives. As you explore our 2023-2024 Annual Report, look for projects with the following icon to discover many more examples

2023-2024 HIGHLIGHTS: CRITICAL ACTION PRIORITIES & INITIATIVES

Our work to improve the health care system in New Brunswick is guided by four critical action priorities that align with our strategic plan, Building a Healthier Future. We recognize that there is always more work to be done, but we are proud of the significant progress achieved in 2023-2024 within these four areas of focus:



Improving **ACCESS** to health care, specifically surgery services, emergency care, addiction and mental health and primary care services



RETENTION and **RECRUITMENT** of physicians, nurses and staff



Improving **PATIENT FLOW** at our health care facilities



Community **ENGAGEMENT** and creating a positive patient **EXPERIENCE**

Horizon is committed to improving our organizational performance and outcomes, and we understand the importance of transparency and accountability to our patients, the clients we serve and the public.

We follow a Performance Excellence Process that is a results-oriented, long-term approach to improving Horizon's business performance. It utilizes several best practice methodologies, including Strategy Execution, Balanced Scorecard and Lean Six Sigma process improvement.



We monitor our overall progress through regular reporting on the status of initiatives and the performance of key indicators, some of which are included in the Balanced Scorecard. In early 2024, Horizon launched a new performance dashboard for the public, staff and physicians to demonstrate how we are advancing within our key priority areas.

Horizon has invested millions of dollars in improvements, and we will continue to work to improve our health care system and respond to challenges. We are encouraged by collaborative efforts across our organization as we look forward to introducing more positive changes to our services and programs.

During the 2023-2024 fiscal year, we advanced more than

**50
KEY PROJECTS**

**in all regional hospitals, 15 community sites,
and 22 departments and programs.**

**These were initiated to improve access to services, patient flow, patient experience,
and the retention and recruitment of health care workers.**

Over the following pages, we are excited to share further details about the progress made within each critical action priority area.



Priority Area #1: ACCESS TO SERVICES

Emergency Care Initiatives

We are committed to improving wait times and have aligned our target at our regional facilities to the national benchmark of 30 minutes for Canadian Triage Acuity Scale (CTAS) 3 patients. According to the scale, these are patients who require urgent care. Our current results are similar to national performance of this indicator - the Canadian Institute for Health Information (CIHI) found the national average for CTAS 3 patients to seen was 142.1 minutes for those facilities who report emergency department data to CIHI.

Horizon remains committed to improving patient flow and access to emergency care. We have made positive progress in the following initiatives:

Offload delay and wait time improvements at Dr. Everett Chalmers Regional Hospital

Over the course of 2023-2024, the Dr. Everett Chalmers Regional Hospital (DECRH) has seen remarkable improvements across various key metrics in emergency department operations and patient care. These achievements include a substantial decrease in ambulance offload time, reaching a record low of 63 minutes. This is a significant 70 per cent improvement compared with September 2022, when the offload delay averaged 213 minutes.



Virtual care pilot project launches in Upper River Valley Hospital

Developed in partnership with eVisitNB, a new virtual care pilot project was designed to streamline resource allocation and enhance the overall efficiency of the emergency department at the Upper River Valley Hospital. This new option provides patients with non-urgent medical needs faster access to services, and a parallel option to see a physician or nurse practitioner while waiting in the emergency department through their smartphones or mobile devices.

So Why Wait? boosts awareness of non-urgent care choices

Originally launched in 2017, Horizon's So Why Wait? initiative has seen tangible success as an effective informational tool to help minimize overcrowding in emergency departments across the province, as more New Brunswickers are informed about other resources to access the health care services they need for non-urgent care. The initiative shares information and helpful resources, directing patients toward options such as eVisitNB, after-hours clinics, pharmacies and Tele-Care 811. Integrated communications campaigns and tactics are used to share information about the most appropriate care for patients and their health care needs. This year, visits to the So Why Wait? website increased by 29 per cent in comparison with the 2022-2023 fiscal year.

Addiction and Mental Health Initiatives

Providing the right care at the right time is key to improving emergency mental health care. Horizon is dedicated to connecting individuals of all ages with needed services in times of crisis, and continuous work is being done to enhance the quality and accessibility of addiction and mental health treatment and care. In 2023-24, we focused on this important priority by establishing dedicated Addiction and Mental Health Collaborative Care teams in regional emergency departments, expanding our reach through virtual care technology for psychiatry consults in community hospitals, and offering single-session therapy for urgent mental health concerns.

Horizon is committed to connecting individuals of all ages with the services they need in times of crisis. Continuous work is being done to enhance the quality and accessibility of addiction and mental health treatment and care.



Innovative Planet Youth Guidance Program aims to prevent substance use

Horizon is part of a new youth substance use prevention initiative in the Saint John area, focused on building a positive environment around youth to mitigate risk factors like social isolation or stress while strengthening protective factors by fostering access to family, school and extra-curricular activities. The Planet Youth Guidance Program applies the Icelandic Prevention Model – an evidence-based and community-based process that has been proven to lower substance use among youth in Iceland and has since been adopted in more than 16 countries.

Enhancements and upgrades to addiction and mental health services

The Saint John Addiction and Mental Health Centre underwent renovations to enhance access and improve the patient experience. Funded through the Saint John Regional Hospital Foundation, these upgrades included the addition of a concurrent live-in treatment centre, a withdrawal management facility and a fully equipped treatment building. These improvements will enable Horizon staff and physicians to deliver treatment tailored to each patient's recovery objectives in a trauma-informed environment, while also facilitating evidence-based care to support patient recovery goals. Additionally, outreach programs are being expanded to meet individuals where they are, including a permanent home for the Salvus Clinic and the creation of a new after-hours psychiatry clinic, both in the Moncton area. These initiatives aim to significantly reduce waitlists and connect New Brunswickers with necessary care, ensuring it's available at the appropriate time and place.



Priority Area #1: ACCESS TO SERVICES

Primary Care Initiatives

Horizon is committed to ensuring primary and urgent care for all New Brunswickers is accessible, timely and convenient. By reimagining how Horizon delivers primary health care and taking a team approach, we can provide the most efficient, coordinated and sustainable services possible to best support the health care needs of our local communities. In addition to direct community benefits, this approach also appeals to physicians, further enhancing our retention and recruitment efforts.

The future vision of primary health care

Horizon is implementing solutions across 46 community health centre sites to increase same-day and after-hours access, team collaboration and allied health integration – all based on community health needs assessments and data from the New Brunswick Health Council. Twelve sites have been completed or are actively being modernized through scheduling enhancements, allied health optimization, scope of practice reviews and improvements to their hours of operations.



Surgical Services Initiatives

Horizon's surgical program is making significant progress and is putting innovation at the forefront in improving access and reducing wait times to ensure more patients in New Brunswick have access to the surgeries they need. Horizon is fully committed to improving operating room access and decreasing wait times for all surgical specialties. In 2023-2024, more than 85 per cent of patients underwent cancer surgeries approximately 10 per cent faster compared to the previous year. This is the result of various process improvement initiatives, such as the high-intensity interval theatre initiative, which saw elective hip and knee surgeries performed outside of normal operating hours.



Major milestone achieved for hip and knee replacement surgeries

Horizon's surgical teams have been able to make remarkable progress in reducing wait times for hip and knee replacements without impacting wait times for urgent procedures such as cancer surgeries. As a result of the tremendous efforts of surgical teams, more New Brunswick patients are receiving hip and knee replacements sooner, as Horizon eliminated the waiting list for patients waiting a year or longer. Horizon surgical teams completed 2,917 hip and knee replacements, 1,077 of which were long-waiting patients. This is an increase of over 700 surgeries from the previous year.

Collaboration increases cataract surgeries and operating room capacity

In a first-of-its-kind initiative in New Brunswick, Horizon partnered with ophthalmology clinics in Fredericton and Miramichi to increase access to services by performing thousands more cataract surgeries out of hospital. Together, the two surgical centres have completed more than 5,000 cataract surgeries in 2023-2024.



Increasing access to primary care in urban centres

The Saint John Uptown Health Centre is now offering same-day, self-referral appointments with a physician or nurse practitioner, increasing access to primary care in the Saint John area, with appointments available from Monday to Thursday. Between December 2023 to April 2024 alone, the health centre served 1,344 self-referred patients. Improvements at the Fredericton Downtown Community Health Centre resulted in an additional 3,773 new patient appointments.



New urgent treatment centre in Fredericton improves access to care

The Fredericton Urgent Treatment Centre, located in the Brookside Mall in Fredericton, launched in November 2023, and has provided care for over 2,700 patients since opening, with daily registrations ranging from 50 to 70 patients. Further, this has helped reduce the percentage of CTAS 4-5 patients (those with unexpected, non-life-threatening illnesses or injuries that require urgent, same-day medical attention and treatment) who are presenting at the Dr. Everett Regional Chalmers Hospital in Fredericton from 37 per cent to 32 per cent. This helps ensure acute care patients can be seen more quickly.

Integrated approach improving primary care access in Tantramar area

Horizon has been working collaboratively with stakeholders to identify and address key health care challenges in the Tantramar community, such as improving access to primary care; maintaining and enhancing services at the Sackville Memorial Hospital; and continuing to make inroads with the recruitment and retention of physicians, nurses and other health care professionals in the region. In August 2023, a primary care clinic was established as an interim solution to provide continuous access to primary care for certain patients in the area who had recently lost their family physician. Since opening its doors in September 2023, the clinic has served 600 patients and fulfilled 1,150 appointments.



Virtual reality simulation helps train Operating Room (OR) nurses

Virtual reality simulators are being used in four regional hospitals as a new innovative way to train operating room nurses. Using a variety of different simulated surgeries, nurses practise instrument recognition, the steps of a procedure, anticipation, passing techniques and more. Training is now more proficient and quicker thanks to the PeriopSim technology, developed by Conquer Experience Inc. Nursing staff report they feel more confident and prepared to assist in surgeries thanks to the new technology.



Surgery cancellations eliminated for sleep apnea patients at the DECRH

Recognizing that surgical patients with sleep apnea are at increased risk for complications during a procedure, Horizon introduced a non-invasive monitoring technology at the Dr. Everett Chalmers Regional Hospital in Fredericton to address these concerns. Masimo Patient SafetyNet continuously monitors a patient's oxygen saturation, pulse rates and respiration rates. As a result, the hospital no longer needs to cancel surgeries for patients with or at risk for sleep apnea.





Priority Area #1: ACCESS TO SERVICES

Digital app improves the experience for cardiac, hip and knee replacement patients

Patients recovering from cardiac and orthopedic surgeries in a Horizon hospital can now access the SeamlessMD app from their smartphones, tablets, or computers. This technology guides patients, as well as their support systems and families, before and after surgery with reminders, evidence-based education, symptom-tracking surveys and videos to help them follow the care plan prescribed by care teams.



Introduction of interventional radiology suite will enhance procedural access

Horizon and the Chalmers Foundation announced that a second interventional radiology suite will be installed at the Dr. Everett Chalmers Regional Hospital to improve access to surgical services and free up operating room space.

Expansion of orthopedic surgeries in Upper River Valley reduces wait lists

Following the successful launch of knee replacement surgeries in 2022, the surgical team at Horizon's Upper River Valley Hospital is now performing total hip replacement surgeries. This program expansion means up to 368 more patients can receive a hip or knee replacement surgery in the Fredericton and Upper River Valley areas each year, reducing wait times and improving the patient experience. In 2023-2024, 5,411 orthopedic surgeries were completed across Horizon.

SJRH surgical team achieves milestone in robotic surgeries

In November 2023, the surgical team at the Saint John Regional Hospital (SJRH) performed their 100th surgery using the da Vinci surgical robotic technology purchased through the Saint John Regional Hospital Foundation. Robotics technology improves patient outcomes by allowing less painful, minimally invasive procedures and a faster recovery. It also plays a large role in retaining and recruiting top health care talent and will set New Brunswick on a path to attract more health care staff from all over the country.



Priority Area #2: RECRUITMENT AND RETENTION

Recruitment Initiatives

Horizon continues to leverage innovative strategies in recruiting frontline health care workers, marking notable progress this year. Building upon last year's achievements, our initiatives in the field of nursing have continued to evolve, enabling us to attract talented professionals and bolster our workforce. This ongoing commitment to innovative recruitment approaches reflects our dedication to ensuring the availability of skilled health care workers to meet the diverse needs of our communities.



Reaching new heights with Horizon's recruitment success

More health care professionals are providing safe and quality care for patients, increasing access to services and supporting our current workforce. As we increase our recruitment efforts, we anticipate being able to drastically reduce the need for travel nurses. In 2023-2024, through targeted marketing campaigns, incentives and strategic recruitment efforts, Horizon successfully recruited 2,303 new hires, 919 Registered Nurses and Licensed Practical Nurses and 178 physicians (includes salaried physicians, fee for service physicians and locums).

Our digital recruitment efforts have been multi-faceted and focused on positioning Horizon as the employer of choice for people located in and outside of New Brunswick. As of March 31, Horizon's digital nurse recruitment campaign was viewed by more than 128 million users and generated over 4 million user engagements.



Global talent, local impact: internationally educated nurses

The Government of New Brunswick announced a new initiative in June 2023 to reduce financial barriers for internationally educated nurses. The five-year commitment will cover various costs associated with becoming eligible to work in the province for up to 300 nurses each year. Since each eligible nurse may face different registration requirements, financial support will be provided on a case-by-case basis, after consultation with the Department of Health's Internationally Educated Health Professionals Navigation Service. During the 2023-2024 fiscal year, Horizon hired 199 internationally educated nurses to join our dedicated nursing team staff.

Promote 150 helping students discover health care career opportunities

The Promote 150 initiative was introduced last year as Horizon's newest education placement program to highlight the more than 150 possible career paths within Horizon. As of March 2024, this program led 2,326 students to discover an exciting health care career opportunity at Horizon.

Physicians now included in referral reward initiative

In response to the ongoing shortage in New Brunswick, Horizon has intensified efforts to recruit more physicians. New Brunswickers can now contribute directly to these recruitment efforts as the Horizon Referral Reward has been expanded to include physicians. Anyone who successfully refers an eligible physician to work for Horizon will now earn a \$2,000 reward. This is in addition to the \$1,000 reward available to those who refer an eligible registered nurse or nurse practitioner.



Priority Area #2:

RECRUITMENT AND RETENTION

Retention Initiatives

In 2023-2024, Horizon focused on retention by launching Our Promise, a commitment from our leadership team to continue improving the employee and physician experience. It was developed as an authentic, transparent program to help build trust with employees and physicians. We recognize that strengthening employee engagement directly improves patient experience and outcomes. The program is also intended to serve as a reminder that retention is a top priority for Horizon. We are demonstrating Horizon's progress in improving the employee and physician experience with initiatives that fall under four focus areas: Listen & Act; Recognize & Appreciate; Health, Safety & Belonging; and Learning & Development.

Horizon's Diversity, Equity, and Inclusion action plan fosters environment of belonging

Horizon is dedicated to fostering an environment where every individual finds their place, feels a sense of belonging and experiences inclusion. To advance these goals, Horizon has established a Diversity, Equity and Inclusion (DEI) strategy and framework. During 2023-2024, the initial focus was on initiatives around training and mentorship. Staff members are actively participating in mandatory DEI training, an inclusive language campaign, educational events, employee resource groups and awareness programs.



Prioritizing employee health and wellness with innovative initiatives

Horizon introduced a number of key initiatives over the past year focused on improving employee health and wellness, including:

- **Self-scheduling for all Horizon registered nurses and licensed practical nurses.** Self-scheduling improves work-life balance and offers staff flexibility for commitments outside of work. A flexible work arrangement pilot has recently been launched for permanent non-bargaining employees.
- **Recharge cabins in each of our nine hospitals.** In partnership with Vitalité Health Network and Extra-Mural/ Ambulance New Brunswick, with support from the Department of Health, Horizon installed cabins to provide employees with complimentary access to rejuvenating experiences, including massage chairs, audio tracks featuring meditation sessions, thermotherapy and specialized lighting systems. The goal of this initiative is to reduce job stress, increase job satisfaction and reduce absenteeism due to stress-related injury and illness.
- **Therapy dog visits in Wellness Hubs.** In partnership with Horizon Volunteer Resources and St. John Ambulance, our Employee Wellness team offered therapy dog visits in the Wellness Hubs at the Dr. Everett Chalmers Regional Hospital, Saint John Regional Hospital, The Moncton Hospital and Miramichi Regional Hospital.



New channels improve communication, engagement and recognition

Over the past year, we rolled out over 200 digital screens across Horizon facilities to improve communication and engagement with patients, visitors, and Horizon staff and physicians. These screens provide an interactive, innovative and modern way to communicate with audiences where they are – in waiting rooms, nursing units and break rooms.

The Noticeboard launched in early 2024, providing information about Our Promise initiatives and other corporate good news stories through an internal social media-style platform. This channel is intuitive and easy to use, encouraging employees to share ideas, discuss topics of interest and build relationships.

Horizon employees have been celebrating their colleagues with *Bravo!* since 2016. In 2019, the program expanded to provide patients and families with the opportunity to share their appreciation for quality care. Over the past year, the platform underwent a refresh, adding new features that now allow a *Bravo!* to be sent to a group of people or a team.



"The care you gave to my father, as well as for me, my brother, and my mother, was truly exceptional."

"Thank you for the excellent care my son received in the emergency department. Your gentle and compassionate care made a scary time much easier!"

"You not only helped us by advocating for us, but I also witnessed you being extremely kind and caring to everyone in the waiting room. Thank you for your care. It made our difficult night much better."



Priority Area #3: PATIENT FLOW

Horizon recognizes that the acute and long-term care crisis in New Brunswick is not only about the lack of long-term beds or an aging demographic; it is an access to health care issue that impacts all New Brunswickers.

Over a third of our hospital beds are occupied with patients designated as Alternate Level of Care (ALC) who no longer require the level of urgent care that Horizon delivers but remain in our hospitals for a variety of complex reasons. Transitioning these patients from an acute care hospital to a long-term care facility ensures they receive the necessary care, services and support to maintain and, in some cases, improve their quality of life.

This work also improves the ability of our health care teams to deliver timely, accessible acute care to patients. This includes patients who present to an emergency department or who require surgery.

Horizon is committed to finding solutions to address these challenges for our patients and their families through collaboration with our health care partners to improve access to quality care for all New Brunswickers.

Together, we must create a system that supports smooth transitions across the health care continuum through system level care coordination and system navigation oversight. We continue to work with our partners at the Department of Social Development, the Department of Health, and community-based facilities such as long-term care homes to ensure patients have access to the care they need in our communities.

Some of our recent achievements in improving patient flow are highlighted below.

Optimizing patient flow through the Emergency Department Navigation Program

A pilot project is underway at The Moncton Hospital (TMH) to identify and establish proactive mechanisms to prevent unnecessary admissions for individuals who require non-acute resources, or those experiencing non-medical community crises. The successful implementation of the Emergency Department Navigation Program at TMH will serve as a pilot to demonstrate the effectiveness of enhanced patient care, reduce Alternate Level of Care (ALC) admissions and streamline the discharge process to ultimately improve overall hospital flow and resource utilization. By equipping health care professionals with the knowledge and resources needed to navigate alternate options effectively, the project is expected to reduce the number of unnecessary admissions in our hospitals by 50 per cent, while also ensuring people with genuine medical needs receive timely and appropriate care.



Removing barriers to discharge in Saint John

Following a successful launch in Fredericton, a complex case pilot project is now being rolled out in the Saint John area. The ALC Patient Reduction Initiative focuses on supporting patients with complex discharge barriers who often require specialized plans. A complex case reporting process will be used to help optimize the identification and management of these patients, as well as reduce the percentage of alternative level of care (ALC) patients occupying a bed. Horizon is working closely with partners to ensure the success of this program, including the Department of Social Development and the New Brunswick Extra-Mural Program.

New projects result in significant progress in patient flow

At The Moncton Hospital, a discharge management project yielded promising results, elevating the average number of discharges per week in Nursing Unit 3400 by five. Similarly, Dr. Everett Chalmers Regional Hospital's Unit 3SW experienced a remarkable 24 per cent reduction in bed turnaround cycle time following patient discharge, demonstrating enhanced efficiency in bed utilization. The Miramichi Regional Hospital's focus on operating room optimization led to a significant 33 per cent decrease in turnover time between surgeries, demonstrating the impact of streamlined processes and improved resource utilization within operating rooms.

Patient flow improved from ED to inpatient units at DECRH

Fredericton's Dr. Everett Chalmers Regional Hospital (DECRH) made significant progress in improving patient flow in its emergency department over the last year. Several key initiatives to significantly reduce wait times and improve patient flow were rolled out, with Canadian Triage and Acuity Scale (CTAS) Level 3 patient wait times reduced by 15 per cent, from an average of 226 minutes in September 2023 to 191 minutes in March 2024. This improvement means patients with urgent, but not life-threatening conditions are receiving quicker access to care, enhancing overall patient satisfaction and experience.

The DECRH has made progress around the ongoing issue of emergency department-boarded patients, which has been a major challenge. In December 2023, the number of patients boarded in the emergency department peaked at 18 per day; in March 2024, this number was cut in half to an average of nine patients per day. This reduction has alleviated congestion in the emergency department, allowing for better patient care and more efficient use of resources.

The amount of time it takes to move patients from the DECRH emergency department to inpatient units has also been significantly reduced. In December 2023, this process took an average of 23 hours. By March 2024, it took an average of 12 hours, a decrease of 48 per cent. This major improvement means that patients are receiving the appropriate level of care more efficiently, supporting patient recovery and overall hospital efficiency.

Pilot project improves emergency response time for stroke patients

Horizon and Ambulance New Brunswick partnered to ensure stroke patients receive faster access to CT scans after they arrive at the emergency department. Piloted at the Dr. Everett Chalmers Regional Hospital, this new process focuses on efficiencies to improve preparedness and ensures imaging staff are ready to perform a CT scan as quickly as possible. The average time from arrival to receiving a scan for these patients is now 14 minutes, down from an average of 67 minutes before the project's implementation. The response time is now better than the national standard of 15 minutes.





Priority Area #4:

PATIENT EXPERIENCE

Horizon has introduced various initiatives focused on providing a quality care experience for our patients, clients, and their families. We are committed to continuous improvement to ensure positive experiences for all New Brunswickers when accessing Horizon programs and services.

Major renovations will enhance care delivery at the Saint John Regional Hospital

Horizon is currently investing \$155 million in renovations at the Saint John Regional Hospital (SJRH), embarking on a multi-phase project expected to span seven years. Renovations will enhance care delivery by modernizing and expanding the facility. A two-story addition will be constructed on the south side of the existing building along University Avenue, adding approximately 90,000 square feet to accommodate various essential units, including a new ambulatory procedure unit for endoscopy and minor procedures, oncology services, and a medical and surgical intensive care unit.

With generous support from the Saint John Regional Hospital Foundation, the hospital's ambulatory care is also undergoing a significant revitalization. In recognition of its major donor, Clinic 1 will be renamed the J.T. Clark Family Foundation Ambulatory Clinic. The renovation will transform a 7,000-square-foot area into a spacious 14,700-square-foot facility. This donor-backed expansion aims to enhance accessibility, privacy and patient comfort while remaining adaptable to future health care requirements.

Revolutionizing cardiac, obstetrics and newborn care at The Moncton Hospital

A collaborative effort between Horizon, the Government of New Brunswick and the Friends of The Moncton Hospital Foundation has resulted in a \$56-million investment in a new Coronary Care Unit (CCU) at The Moncton Hospital. Construction on this ground-breaking project began in April to enhance cardiac care services across the region. Expected to be completed by June 2026, the new CCU will provide a significantly larger space for cardiac care, adding nearly 28,000 square feet to the hospital's building. Situated near the Dr. Sheldon H. Rubin Oncology Clinic on Arden Street, the two-story wing will feature eight CCU beds, 30 cardiac beds, a procedure room, and essential ancillary services like nurse stations, offices, team rooms and utility rooms.

In addition, a state-of-the-art Obstetrics and Newborn Care Unit is scheduled to be operational in late fall 2024, thanks to contributions from Horizon, the provincial government and the Friends Foundation. The new space will revolutionize the way care is delivered, providing patients, clients, staff and physicians with sophisticated technology in a space equipped to provide safe and quality care. The Women and Children's Health Program space will house the Neonatal Intensive Care Unit, Labour & Birth, and Obstetrics Combined Care (antepartum/postpartum care) as well as all clinics associated with these areas of care, Maternal Fetal Medicine, Breastfeeding and Postpartum Discharge clinics.

Major redevelopment continues to transform the Dr. Everett Chalmers Regional Hospital

As part of a multi-year redevelopment project, major renovations at the Dr. Everett Chalmers Regional Hospital (DECRH) continue to transform patient care delivery and build a positive physical working environment for staff and physicians, with construction and planning for the south addition underway. This will include Medical Device Reprocessing, Surgical Services and Maternal Newborn units. Work is also ongoing on other renovation projects, including Labour and Delivery, Ambulatory Procedures, Clinical Records, Phlebotomy and Therapeutics areas. Other upcoming projects include updates to various units, including Operating Room and Medical Device Reprocessing; Neonatal Intensive Care Unit, Maternity Care and the Labour and Birth Unit; Physiotherapy (stage 1); Ambulatory Procedures Unit; Pre-Op/Surgical Administrative area; Clinical Records; Therapeutics; Maternal Newborn Gynecology Clinics; and Specimen Collection Unit.



Patients can now self-book X-ray appointments at all Horizon hospitals

A new self-booking tool is now available at all Horizon locations, making it easier for patients to book their X-ray appointments. This tool will help address the number of missed appointments, decrease waiting lists and improve the overall patient experience. More than 12,000 appointments have been booked using the platform, and 94 per cent of surveyed users indicated that it was easy to use.



Horizon and YouTube partner to increase access to trusted health information for Canadians

Horizon has partnered with YouTube Health to increase access to credible health information and reduce the spread of misinformation in Canada. As one of the inaugural program partners, Horizon will work with YouTube to increase access to trusted, quality information on health conditions for New Brunswickers and people across Canada. Between October 2023 and March 2024, 13 videos were developed on topics like childbirth, anemia, and coronary artery disease, with over 35 days of watch time in a six-month period.

Groundbreaking partnership accelerates cancer treatment access in New Brunswick

An innovative partnership with Horizon and Amgen Canada – one of the world's leading biotechnology companies – will bring innovative medicine to New Brunswickers undergoing cancer treatment. This new access pathway will clinically validate cancer treatments for patients more quickly than conventional processes. The project will identify the first group of patients to be eligible for this expedited access to innovative drug therapy initiative in the first year, with the potential to grow in the future.



Imaging Enhancement Centre at SJRH features cutting-edge technology

Launched in June 2023, the new Imaging Enhancement Centre (IEC) is a significant step to help increase access to imaging services in Saint John. The new equipment was funded by the Saint John Regional Hospital Foundation through their Lions' Den Medical Competition campaign. The IEC features cutting-edge technology such as 3D printing, AI and augmented reality applications, providing medical imaging results in technologically advanced formats. These results provide more detail and quicker diagnosis, improving access to imaging services and the overall experience for patients.





Priority Area #4: PATIENT EXPERIENCE



Horizon researchers pioneer assistive technology

Horizon researchers are developing and implementing new assistive switch technology that will allow patients with severe mobility limitations to engage more actively in the digital economy. The devices have been designed, developed and tested in-house by a team consisting of a rehabilitation engineer, occupational therapist and research professionals from Horizon's Stan Cassidy Centre for Rehabilitation. These switches allow patients suffering from disabilities impacting muscle strength to access a user-friendly method of using a computer or digital device.



Significant steps in sustainably innovating a greener future

In the pursuit of a greener future, Horizon staff and physicians are taking significant steps to contribute to a greener planet. Horizon has eliminated the use of desflurane in operating rooms at three of our hospitals and has switched to the environmentally friendly gas known as sevoflurane. The combined reduction of greenhouse gases is equivalent to the carbon emissions from more than 120 passenger vehicles. This year, six Horizon hospitals were recognized by Natural Resources Canada, the federal department that oversees ENERGY STAR® certification for buildings and consumer products, for their efforts to reduce energy consumption and greenhouse gases.

COMMUNITY ENGAGEMENT INITIATIVES

Dialogue with our communities

We are working with our communities to address our challenges collectively and further engage New Brunswickers in the health care decisions that impact them most. This includes looking for new ways to create meaningful dialogue with our patients, clients and communities.

Collaboration with our foundations, auxiliaries and alumnae

We are proud to work with and be supported by **17 foundations and 16 auxiliaries/alumnae organizations**, which are all core to enhancing care and services for patients, clients and families, as well as supporting the health and wellness of Horizon's health care workers. This collaboration is essential to advancing New Brunswick's health care system.

CORPORATE PROFILE

At Horizon Health Network, we are proud of our dedicated team of health care professionals who are focused on delivering safe and quality care to our patients, clients, families and communities. People are the heart of our organization, and Horizon's success is a direct result of our employees' dedication, professionalism and commitment. Among the largest employers in New Brunswick, Horizon was recently recognized as one of Atlantic Canada's Top Employers.



CORPORATE PROFILE

Horizon is New Brunswick's largest regional health authority and the second-largest health authority in Atlantic Canada. Our leadership and health care providers offer a diverse array of health and community services in English and French to residents across New Brunswick. We also offer provincial programs and tertiary care services to residents of Prince Edward Island and areas of northern Nova Scotia.

Approximately **\$1.5 BILLION** annual budget

14,700+
Employees

1,235
Physicians

3,292
Volunteers

17
Foundations

16
Auxiliaries/alumnae
organizations

Every year, Horizon welcomes 352 medical residents and coordinates 6,000 placements for students from various nursing, allied health care and support services programs.

Horizon's Board of Directors is a competency and skill-based governing body, consisting of seven members who are appointed by the Minister of Health. Appointed members show diverse representation and support the provision of health care in New Brunswick. Additionally, there are three non-voting members: the President and Chief Executive Officer (serving as Secretary), the Chairperson of the Regional Medical Advisory Committee and the Chairperson of the Regional Professional Advisory Committee.

In June 2023, a Health System Collaboration Council was established and chaired by the Minister, including two representatives from each of the two New Brunswick regional health authorities. The council is designed to encourage greater collaboration and to provide a provincewide perspective when evaluating the needs within the health care system – facilitating cooperation between both regional health authorities and studying investment, development, recruitment and clinical opportunities.



Horizon is dedicated to educating the health care leaders of tomorrow by training physicians, nurses, allied health professionals and other health care professionals, with Affiliation Agreements with over 200 education agencies to support student practicum experience. Horizon is home to the Dalhousie Medicine New Brunswick and Memorial University's clerkship programs, located in Saint John and delivered in Fredericton, Miramichi, Moncton and Waterville. We partner with several local, national and international universities, colleges and academies.

Other collaborative education programs include the Canadian Pharmacy Residency Board-accredited Horizon Pharmacy Residency Program; the Clinical Psychology Residency Program based in the Fredericton area and accredited with the Canadian Psychological Association; The Moncton Hospital Post Graduate Dietetic Internship Program, which is accredited by Dietitians of Canada; and The Moncton Hospital School of Radiologic Technology and the Saint John School of Radiological Technology, in partnership with the University of New Brunswick Saint John as part of the Bachelor of Health Sciences in Radiography. In September, Horizon forged a new partnership with Beal University, based in Maine, to offer a satellite campus in Sackville.



HUMAN RESOURCES PROFILE

In 2023-2024:



1,235

Number of Active Physicians

1,242 in 2022-2023



352

Number of Medical Residents

375 in 2022-2023



122

Number of Physicians Recruited during the Year

82 in 2022-2023



14,790

Number of Paid Staff and those on Temporary Leave

14,135 in 2022-2023



3,292

Number of Volunteers

2,805 in 2022-2023



Horizon named one of Atlantic Canada's Top Employers

In March 2024, Horizon was named one of Atlantic Canada's Top Employers thanks to the dedication, leadership and innovation of our staff and physicians toward promoting a positive work environment focused on advancing health care in New Brunswick. We were proud to be recognized for our programs and policies that support the well-being, inclusion and growth of our staff and physicians.



OUR SERVICES

Horizon operates 12 hospitals and more than 100 medical facilities, clinics and offices throughout New Brunswick, focused on delivering quality and safe care to our patients, clients and their families.



Horizon provides numerous acute and specialized care services, including:

- Cancer Care (Oncology)
- Ambulatory Care Clinics
- Dialysis (Nephrology)
- Emergency Care
- Health and Aging (Seniors Health)
- Internal Medicine
- Neuroscience and Stroke Care
- Support and Therapy Services
- Medical Imaging
- Lab Services
- Surgical Services
- Women and Children's Health

At the foundation of our community-based health services is a robust network of community-based primary care services offered in a variety of settings in communities throughout the province. Our primary care system is comprised of a number of facilities and services, including community health centres, clinics, public health services, community hospitals, and addictions and mental health services.

To best meet the needs of our patients, we remain flexible to sustain, grow and adapt our facilities and services — and always strive to provide quality and safe care in a timely manner.

Many of our services are provided in tandem with Vitalité Health Network and our other valued health partners. From primary to tertiary and specialized services, we work towards excellent patient-, client- and family-centred care outcomes, which we achieve through collaboration, integration and coordination of our health system.

Horizon also provides major critical and trauma services and is responsible for unique programs, such as:

- New Brunswick Heart Centre
- New Brunswick Organ and Tissue Program
- New Brunswick Perinatal Health Program
- New Brunswick Stem Cell Transplantation Program
- NB Trauma Program
- Operational Stress Injury Clinic
- Stan Cassidy Centre for Rehabilitation
- Child and Adolescent Psychiatry Unit

OUR COMMUNITIES

New Brunswick is known for its welcoming communities. Our province has a rich heritage of Indigenous, Anglophone and Francophone communities and is home to newcomers from around the world.

Horizon provides health care to Indigenous people living in what is now known as New Brunswick. Traditionally this area was a part of the Wabanaki territory. We are working to improve services for Indigenous individuals living within and outside First Nation communities.

OUR VALUES

At Horizon, the following values guide how we work together and serve our patients, clients, their families, and each other:



We show empathy, compassion and respect.



We strive for excellence.



We are all leaders, yet work as a team.



We act with integrity and are accountable.

At the heart of our ongoing commitment to excellence in health care delivery are Horizon's guiding principles of quality and safety, which are the pillars of our health system. We understand the importance of transparency and accountability to our patients, the clients we serve and the public. In 2024, Horizon launched its new performance dashboard, which is available at [HorizonNB.ca](https://horizonnb.ca).

Horizon is also guided by the community health needs identified by our patients, clients and their families, and the communities where they live, through our Community Health Needs Assessments. Together with our community partners, we are acting to respond to these health needs. Integral to this response is our network of primary health care sites.

At Horizon, we celebrate our unique identities while working together as a cohesive team. Our commitment to providing specialized care extends to individuals who identify with the 2SLGBTQIA+ community. Through our Diversity, Equity and Inclusion initiatives, we promote awareness and engagement across Horizon's physical and online platforms. Together, we strive to cultivate an inclusive environment where everyone feels a sense of belonging.



ACTIVITY STATISTICS

	2023-2024	2022-2023
Number of Hospitals	12	12
Primary Health Care Sites	46	44
Number of Beds (only acute, rehab and chronic - excluding Addictions, Veterans Affairs Canada)	1,657	1,646
Number of Admissions (only acute, rehab and chronic - excluding Addictions, Veterans Affairs Canada)	54,822	52,905
Number of Patient Days (only acute, rehab and chronic)	638,729	590,251
Number of Meals Delivered by Food Services Team to Admitted Inpatients	2,172,324	1,705,491
Number of Surgeries Completed per Year (includes day/inpatient/other surgical procedures in operating room)	48,835	42,344
Number of Emergency Department Visits Yearly (includes unplanned and planned)	303,633	279,372
Number of Clinic Visits per Year (acute care facilities)	648,877	622,591
Number of Births	4,606	4,690
Number of Therapeutic Contacts - Allied Health	505,349	485,007
Number of Diagnostic Exams Completed Annually		
Diagnostic Imaging Exams	712,289	670,284
Electrodiagnostics Exams	10,263	10,194
Cardiology Exams	166,551	157,744
Laboratory Hours of Workload to Process Tests	985,316	959,594

Note 1: The detail statistics in this table may change following the post-audit MIS submission in June. 2022-23 figures have been adjusted as per year-end submission.

Note 2: In applicable areas, virtual patient activity is included in the data.

POPULATION FOR HORIZON REGION BY AGE

Area	0 to 14 years		15 to 64 years		65 to 84 years		85 years and over		Total Population
Area 1 - Moncton	34,225	14.10%	157,167	64.75%	45,531	18.76%	5,797	2.39%	242,720
Area 2 - Saint John	27,712	15.22%	114,898	63.12%	35,376	19.44%	4,032	2.22%	182,018
Area 3 - Fredericton	29,181	15.27%	123,656	64.72%	34,208	17.91%	4,016	2.10%	191,061
Area 7 - Miramichi	5,762	12.73%	27,606	60.97%	10,584	23.37%	1,328	2.93%	45,280
New Brunswick	114,071	14.05%	513,908	63.28%	164,336	20.24%	19,746	2.43%	812,061
Canada	6,070,576	15.59%	25,528,721	65.58%	6,448,596	16.56%	882,009	2.27%	38,929,902

FACILITIES AND SERVICES



HOSPITALS (12)

- Charlotte County Hospital (St. Stephen)
- Dr. Everett Chalmers Regional Hospital (Fredericton)
- Grand Manan Hospital
- Hotel-Dieu of St. Joseph (Perth-Andover)
- Miramichi Regional Hospital
- Oromocto Public Hospital
- Sackville Memorial Hospital
- Saint John Regional Hospital
- St. Joseph's Hospital (Saint John)
- Sussex Health Centre
- The Moncton Hospital
- Upper River Valley Hospital (Waterville)

VETERANS UNITS (2)

- Ridgewood Veterans Wing (Saint John)
- Veterans Health Unit (Fredericton)

PROVINCIAL PROGRAMS (8)

- Child and Adolescent Psychiatric Unit (Moncton)
- New Brunswick Heart Centre (Saint John)
- NB Trauma Program (Saint John)
- Operational Stress Injury Clinic (Fredericton)
- Stan Cassidy Centre for Rehabilitation (Fredericton)
- New Brunswick Organ and Tissue Program (Moncton and Saint John)
- New Brunswick Perinatal Health Program (Moncton)
- New Brunswick Stem Cell Transplantation Program (Saint John)

PRIMARY CARE PROGRAMS

PRIMARY HEALTH CARE SITES (46)

- Albert County Community Health Centre (Riverside- Albert)
- Baie-Ste-Anne Health Centre
- Blackville Health Centre
- Boiestown Health Centre
- Campobello Island Health Centre
- Central Miramichi Community Health Centre (Doaktown)
- Centre de santé Noreen-Richard Health Centre (Fredericton)
- Charlotte County Collaborative Wellness Centre (St. Stephen)
- Chatham Health Centre/Sexual Health Clinic
- Chipman Health Centre
- Deer Island Health Centre
- Fredericton Downtown Community Health Centre
- Fredericton Junction Health Centre
- Fredericton Midwifery Centre
- Fredericton Northside Community Health Centre
- Fredericton South Side Health Centre
- Fundy Health Centre (Blacks Harbour)
- Hartland Health Centre
- Harvey Health Centre
- Hillsborough Satellite Office
- HOPE Wellness Centre (Saint John)
- Keswick Health Centre
- Market Place Wellness Centre (Saint John)
- McAdam Health Centre
- Médisanté Saint-Jean (Saint John)
- Miramichi Health Centre
- Moncton Primary Health Care Clinic
- Nackawic Health Centre
- Neguac Health Centre
- North End Wellness Centre (Saint John)
- Oromocto Community Health Centre
- Petitcodiac Health Centre
- Port Elgin and Region Health Centre
- Primary Health Care Network (Fredericton)
- Queens North Community Health Centre (Minto)
- Rexton Health Centre
- Rogersville Health Centre
- Saint John Uptown Health Centre
- Saint John Sexual Health Centre
- Salisbury Primary Health Care
- Salvus Clinic (Moncton)
- St. Joseph's Community Health Centre (Saint John)
- Stanley Health Centre
- Sussex Collaborative Practice
- Tantramar Primary Health Care Clinic (Sackville)
- Tobique Valley Community Health Centre (Plaster Rock)

COMMUNITY PROGRAMS (3)

- Addiction and Mental Health Services
- Public Health
- Sexual Health Program (Fredericton)

LONG-TERM MENTAL HEALTH SERVICES (1)

- Centracare (Saint John)

URGENT TREATMENT CENTRES (1)

- Fredericton Urgent Treatment Centre

FOUNDATIONS, AUXILIARIES, AND ALUMNAE

FOUNDATIONS (17)

- Bennett and Albert County Health Care Foundation
- Chalmers Regional Hospital Foundation
- Charlotte County Hospital Foundation
- Friends of The Moncton Hospital
- Grand Manan Hospital Foundation
- Harvey Community Hospital Foundation
- Hotel-Dieu of St. Joseph Hospital Foundation (Perth-Andover)
- Miramichi Regional Hospital Foundation
- Oromocto Public Hospital Foundation
- Rexton and Area Health Care Foundation
- Sackville Memorial Hospital Foundation
- Saint John Regional Hospital Foundation
- St. Joseph's Hospital Foundation
- Sussex Health Care Centre Foundation
- Tobique Valley Health Care Foundation
- Upper River Valley Hospital Foundation
- Waukehegan Manor / MacLean Memorial Hospital Foundation (McAdam)

AUXILIARIES AND ALUMNAE (16)

- Carleton Memorial Hospital Nurses Alumnae
- Charlotte County Hospital Auxiliary
- Chipman Memorial Hospital/Charlotte County Hospital Nurses Alumnae
- Dr. Everett Chalmers Hospital Auxiliary Inc.
- Hotel Dieu School of Nursing Alumnae
- Miramichi Hospital School of Nursing Alumnae
- Miramichi Regional Hospital Auxiliary Inc.
- Sackville Memorial Hospital Auxiliary
- Saint John General Hospital School of Nursing Alumnae
- Saint John Regional Hospital Auxiliary
- St. Joseph's Hospital Auxiliary
- St. Joseph's Hospital Nurses Alumnae
- Sussex Health Centre Auxiliary
- The Moncton Hospital Auxiliary
- The Moncton Hospital Nurses Healthcare Auxiliary
- The Moncton Hospital School of Nursing Alumnae



BOARD OF DIRECTORS AND LEADERSHIP TEAMS



2023-2024 BOARD MEMBERS



Susan Harley
Board Chair
Rothesay



Mike Walton
Vice Chair
Quispamsis



Dr. Stephen Bolton
Chair of Patient Safety and Quality Improvement Committee
Sommerville



Donna Redmond Gates
Chair of Governance, Nomination and Planning Committee
Quispamsis



Denis Goguen
Chair of Finance, Audit and Resource Committee
Moncton



Jane Nastasiuk
Boom Road (Miramichi)



Carol Reimer
Fredericton

EX-OFFICIO



Margaret Melanson
President and CEO



Dr. Nachiketa Sinha
Regional Chief of Staff

EXECUTIVE LEADERSHIP TEAM (as of March 31, 2024)

Margaret Melanson, President and CEO

Dr. Susan Brien, Senior Vice President Medical, Academic and Research Affairs

Dr. Nachiketa Sinha, Regional Chief of Staff

Jeff Carter, Vice President Capital Assets, Operations and Infrastructure

Greg Doiron, Vice President Clinical Operations

Janet Hogan, Vice President Communications and Community Engagement

Danny Jardine, Interim Vice President Community

Zach Kilburn, Interim Vice President Professional Services

Brenda Kinney, Vice President and Chief Nursing Officer (CNO)

Gail Lebel, Vice President and Chief Human Resource Officer (CHRO)

Gerald Regan, Interim Vice President Finance and Chief Financial Officer

Jennifer Sheils, Vice President Strategy, Transformation and Chief Innovation Officer (CIO)

SENIOR MEDICAL LEADERSHIP

Dr. Susan Brien, Senior Vice President Medical, Academic and Research Affairs

Dr. Nachiketa Sinha, Regional Chief of Staff

FREDERICTON AREA

Dr. Martha Mills, Chief of Staff

Dr. Ashley McLellan, Medical Director

MONCTON AREA

Dr. Paul Goobie, Chief of Staff

Dr. Jody Enright, Medical Director

UPPER RIVER VALLEY AREA

Dr. Ken Gillespie, Interim Chief of Staff

Dr. Ashley McLellan, Medical Director

RESEARCH ETHICS BOARD

Dr. Marc Smith

Research Ethics Board Chairperson

Dr. Timothy Christie

Regional Director of Ethics Services

Dr. Bill Cook

Education Ethicist/Education Consultant

REGIONAL MEDICAL ADVISORY COMMITTEE

Dr. Nachiketa Sinha, Regional Chief of Staff (Specialty: Psychiatry)

FREDERICTON AREA

Dr. Martha Mills

Chief of Staff (Specialty: Obstetrics & Gynecology)

Dr. Yu Chen

Medical Biochemist

Dr. Karen Van Middlesworth

Family Physician and Emergency Physician

MONCTON AREA

Dr. Paul Goobie

Chief of Staff

(Specialty: General Surgery and Neck Surgery)

Dr. Alaa Mohamed

Internal Medicine Physician

UPPER RIVER VALLEY AREA

Dr. Colin Lockhart

Family Physician

Dr. Ken Gillespie

Interim Chief of Staff

(Specialty: Obstetrics & Gynecology)

EX-OFFICIO MEMBERS

Ms. Margaret Melanson, President and CEO

Dr. Kim Barker, District Medical Officer of Health – South Region

Dr. Susan Brien, Senior VP Medical, Academic and Research Affairs

Dr. Kim Butt, President, Council of Medical Practitioner Presidents

Dr. Julie Copeland, Associate Dean of Dalhousie Medicine New Brunswick

Ms. Penny Demmings, Patient Advisor

Ms. Janet Hogan, VP Communications and Community Engagement

Mr. Zach Kilburn, Interim VP Professional Services

MIRAMICHI AREA

Dr. Sanjay Siddhartha

Chief of Staff (Specialty: Psychiatry)

Dr. Luc Arsenault

Family Physician

SAINT JOHN AREA

Dr. Margot Burnell

Chief of Staff

(Specialty: Medical Oncology)

Dr. Stephanie Ward

Family Physician

RURAL MEDICINE REPRESENTATIVE

Dr. Stephanie Ward

Family Physician

REGIONAL PROFESSIONAL ADVISORY COMMITTEE

Darin Quinn, Speech-Language Pathology, Fredericton

Susanne Priest, Nursing Retention and Model of Care, Fredericton

Kristen Pinsent-Close, Occupational Therapy, Miramichi

Jennie Ingalls, Respiratory Therapy, Saint John

Amy Fenton, Medical Laboratory Technology, Moncton

Zach Kilburn, Interim Vice President Professional Services

Michael LeBlanc, Pharmacy, Moncton

Wendy Williston, Physiotherapy, Moncton

Rebecca Stewart, Social Work, Moncton

Tracy Underwood, Clinical Nutrition, Saint John

Dr. Joanne Savoie, Psychology, Fredericton

Theresa McVea, Audiology, Saint John

EX-OFFICIO:

Terry Clark, Patient Experience Advisor

Dr. Nachiketa Sinha, Regional Chief of Staff

Brenda Kinney (Co-Chair), VP and Chief Nursing Officer

Zach Kilburn (Co-Chair), Interim VP Professional Services

EXECUTIVE SALARIES

TITLE

President and Chief Executive Officer

Senior Vice President Medical, Academic and Research Affairs

Vice President and Chief Human Resource Officer

Vice President, Transformation and Chief Information Officer

Vice President and Chief Nursing Officer

Vice President Capital Assets, Operations, and Infrastructure

Vice President Clinical Operations

Vice President Clinical Services

Vice President Communications and Community Engagement

Vice President Community

Vice President Finance and Chief of Finance

Vice President Professional Services

SALARY RANGE

\$297,722 - \$324,776

\$305,968 - \$333,762

\$169,936 - \$206,570

\$169,936 - \$206,570

\$169,936 - \$206,570

\$169,936 - \$206,570

\$169,936 - \$206,570

\$169,936 - \$206,570

\$169,936 - \$206,570

\$169,936 - \$206,570

\$169,936 - \$206,570

\$169,936 - \$206,570

FINANCIAL OVERVIEW

Horizon ended its 2023-2024 fiscal year balanced on regular operations before the subcategory listed as "Other."

Horizon continues to manage ongoing challenges with staff shortages, inflation and costs associated with reducing wait times, enhancing access to services and improving patient flow. Additionally, there was a continuous emphasis on recruitment and retention in 2023-2024. Horizon also saw increased activity in various clinical areas, including acute patient days, patient bed occupancy rates, surgical cases, emergency department visits, oncology visits, hemodialysis visits, laboratory procedures and diagnostic exams.

These compounding factors resulted in significant financial operating impacts. Therefore, Horizon required an additional \$106.9 million in operating funding from the Department of Health.

Operations	Operating Activities
Revenues	\$1,571,478,360
Expenses	\$1,678,386,875
Deficit from operations	(\$106,908,515)
Deficit funding from Department of Health	\$106,908,515
Operating Surplus (Deficit)	\$-
Other	
Capital grant funding	\$19,173,964
Amortization	(\$41,274,484)
Sick pay obligation	(\$608,100)
Contribution expense	(\$4,000,000)
Annual Deficit	(\$26,708,620)

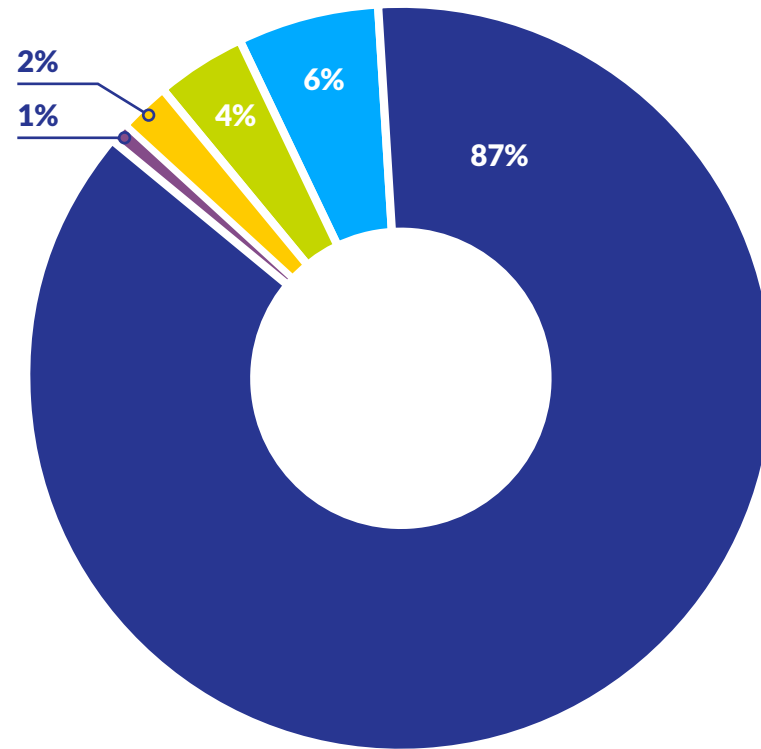
The following pages provide information relating to Horizon's financial position and should be read in conjunction with Horizon's Audited Financial Statements.

BREAKDOWN OF FINANCIAL CATEGORIES

Revenues

Budgeted annual revenue was \$1.51 billion, compared to actual revenue for the year of \$1.571 billion, as well as an additional \$106.9 million in deficit funding from the Department of Health. The breakdown of revenue sources is found below.

- Department of Health \$1,460.4M
- Government of Canada \$15.5M
- Patient Recoveries \$35.2M
- Other Recoveries & Sales \$60.4M
- Deficit Funding \$106.9M



Department of Health: Horizon receives most of its revenue from the Department of Health. The revenues include payments for hospital services, addiction and mental health, public health and payments for physicians.

Government of Canada: Government of Canada revenue relates mainly to units funded by Veterans Affairs Canada.

Patient Recoveries: Patient recoveries represent revenues for services not covered by Medicare and for services provided to patients and clients from other provinces or countries. Budgets for these recoveries are provided by the Department of Health and are normally adjusted at year-end if targets are not met.

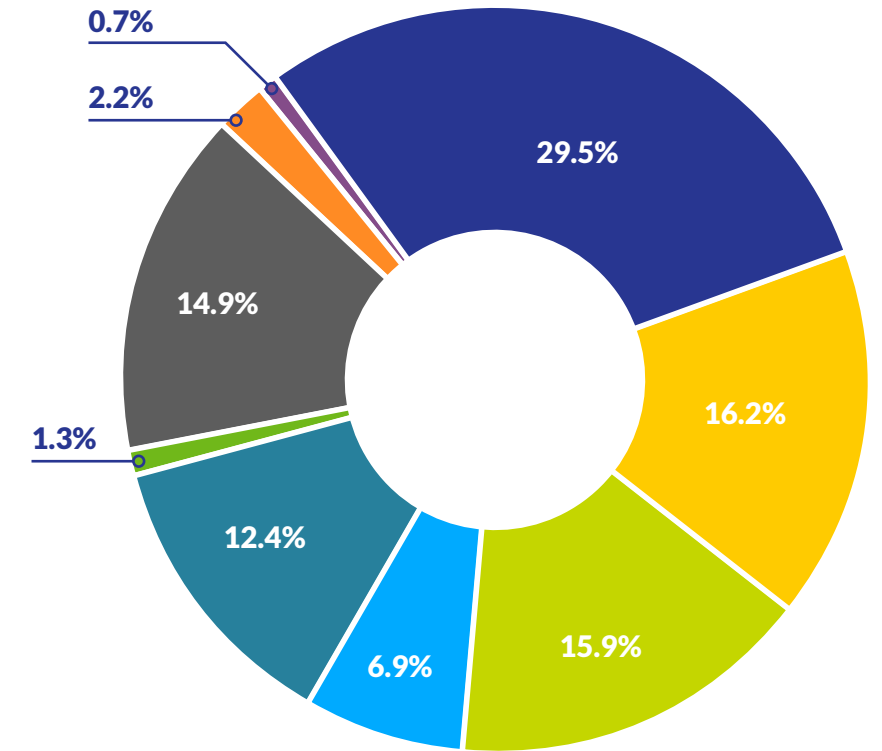
Other Recoveries and Sales: Other recoveries and sales revenue includes recoveries for the cost of providing services to outside agencies and other marketable services, including areas such as paid parking services for patients and staff, retail food services, rentals and investment income.

Deficit Funding: Horizon received deficit funding from the Department of Health.

Expenses

Budgeted operational expenses were \$1.51 billion compared to actual expenses for the year of \$1.678 billion. The breakdown of operational expenses by sector is found below:

- Inpatient \$494.9M
- Non-inpatient \$271.2M
- Diagnostic & Therapeutic \$266.6M
- Community \$116.4M
- Medicare \$207.8M
- Research & Education \$22.2M
- Support \$250.5M
- Administration \$36.3M
- Ancillary Services \$12.5M



Nursing Inpatient Services: Nursing inpatient services include inpatient units and the operating and recovery rooms in Horizon facilities.

Non-Inpatient Services: Non-inpatient services include areas such as emergency departments, day surgery and ambulatory care clinics.

Diagnostic and Therapeutic Services: Diagnostic and therapeutic services include service areas such as laboratories, medical imaging, pharmacy, social work, psychology, physiotherapy, electrophysiology and occupational therapy.

Community Services: Community services include public health, addiction and mental health as well as community health centres.

Medicare: Medicare relates to payments to physicians.

Research and Education: Research and Education expenditures represent research activities undertaken by Horizon as well as internal clinical education services provided to staff and the medical education program.

Support Services: Support services include the areas of human resources, maintenance and engineering, housekeeping, laundry, financial services, health records, admitting and food services.

Administrative Services: These expenses include costs associated with the operation of the corporate office, infection prevention and control, discharge planning, quality improvement, risk management and planning.

Ancillary Services: Ancillary services expenditures are related to payments made on behalf of other organizations for which related revenue recovery is received.

FINANCIAL STATEMENTS

HORIZON HEALTH NETWORK

(Regional Health Authority B)

March 31, 2024



KPMG LLP
Frederick Square
77 Westmorland Street, Suite 700
Fredericton, NB E3B 6Z3
Canada
Telephone 506 452 8000
Fax 506 450 0072

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Horizon Health Network

Opinion

We have audited the financial statements of Horizon Health Network (the Entity), which comprise:

- the statement of financial position at March 31, 2024
- the statement of operations for the year then ended
- the statement of change in accumulated surplus for the year then ended
- the statement of change in net debt for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2024, and its results of operations, its change in accumulated surplus, its change in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's Report

Management's Responsibility for the Financial Statements

The financial statements have been prepared by management in accordance with Canadian Public Sector Accounting Standards (PSAB) and the integrity and objectivity of these statements are management's responsibility.

Management is responsible for providing all relevant information, ensuring a system of internal control to provide reasonable assurance that financial information is reliable and that all transactions have been recorded in the accounting records and are reflected in the financial statements.

Management is accountable to the Finance and Audit Committee who are members of the Board of Directors of Horizon Health Network. Internal financial reports are provided to the Finance and Audit Committee and Board of Directors throughout the year, including the annual externally audited financial statements.

External independent auditors complete an annual review in accordance with Canadian generally accepted auditing standards and provides their opinion on the financial statements.

On behalf of Horizon Health



President/CEO



VP Finance & CFO



Other Information

Management is responsible for the other information. Other information comprises:

- the information, other than the financial statements and the auditor's report thereon, included in a document likely to be entitled "Annual Report"

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

The information, other than the financial statements and the auditor's report thereon, included in a document likely entitled "Annual Report" is expected to be made available to us after the date of this auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

Responsibilities of Management and Those Charged With Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.



Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity's to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants

Fredericton, Canada

June 7, 2024

HORIZON HEALTH NETWORK

Financial Statements
Year Ended March 31, 2024

Statement of Financial Position	1
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Statement of Cash Flows	5
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Horizon Health Network

STATEMENT OF FINANCIAL POSITION

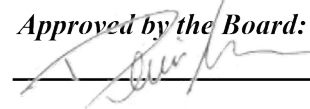
As at March 31	2024	2023
	\$	\$
Financial assets		
Cash and cash equivalents	7,911,997	5,304,223
Accounts receivable (note 7)	161,716,945	159,349,683
Investments and restricted cash (note 8)	29,772,981	32,381,209
Total financial assets	199,401,923	197,035,115
Liabilities		
Accounts payable and accrued liabilities (note 9)	223,470,627	216,780,376
Designated funds (note 10)	14,207,818	13,500,702
Employee future benefits (note 11)	47,624,100	47,042,500
Deferred revenue - capital grants (note 12)	218,903,920	173,865,116
Capital asset retirement (note 13)	30,771,360	32,515,800
Total liabilities	534,977,825	483,704,494
Net debt	(335,575,902)	(286,669,379)
Non-financial assets		
Tangible capital assets (note 14)	481,635,663	458,697,378
Inventory of supplies (note 15)	16,553,668	16,320,921
Prepaid expenses	1,242,199	1,524,403
Total non-financial assets	499,431,530	476,542,702
Accumulated surplus	163,855,628	189,873,323

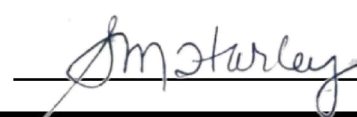
Commitments (note 18)

Contingencies (note 20)

See accompanying notes to financial statements

Approved by the Board:

 Director

 Director

Horizon Health Network

STATEMENT OF OPERATIONS

Year ended March 31	Budget 2024	Actual 2024	Actual 2023
	\$	\$	\$
	(Note 4)		
Revenues			
Department of Health	1,421,196,328	1,460,439,364	1,446,508,058
Government of Canada	16,158,243	15,482,096	15,212,523
Patient recoveries	40,056,885	35,191,837	32,593,678
Other recoveries and sales	33,050,375	60,365,063	39,290,403
	1,510,461,831	1,571,478,360	1,533,604,662
Expenses			
Nursing inpatient services	438,889,404	494,902,634	433,896,431
Non-inpatient services	220,347,995	271,196,139	219,574,691
Diagnostic and therapeutic services	249,635,013	266,556,225	268,048,782
Community services	116,793,051	116,416,412	116,134,675
Medicare	202,336,967	207,804,021	198,490,557
Research and education	20,053,690	22,253,697	21,941,229
Support services	218,832,892	250,501,455	251,234,088
Administrative services	32,083,000	36,283,791	30,058,844
Ancillary services	11,489,819	12,472,501	11,751,130
	1,510,461,831	1,678,386,875	1,551,130,427
Deficit from operations	-	(106,908,515)	(17,525,765)
Deficit funding from Department of Health	-	106,908,515	17,525,765
Surplus (deficit) from operations before undernoted	-	-	-
Capital grant funding (note 12)	25,372,688	19,173,964	29,557,879
Amortization of tangible capital assets	(34,676,955)	(41,274,484)	(34,890,181)
Sick pay obligation adjustment (note 11)	-	(608,100)	450,400
Contribution expense (note 17)	-	(4,000,000)	-
Annual deficit	(9,304,267)	(26,708,620)	(4,881,902)

See accompanying notes to financial statements

Horizon Health Network

STATEMENT OF CHANGE IN ACCUMULATED SURPLUS

Year ended March 31	Budget 2024 \$	Actual 2024 \$	Actual 2023 \$
	(Note 4)		
Accumulated surplus - beginning of year	189,873,323	189,873,323	194,891,027
Annual deficit	(9,304,267)	(26,708,620)	(4,881,902)
Remeasurement gains and losses	-	690,925	(135,802)
Accumulated surplus - end of year	180,569,056	163,855,628	189,873,323
Comprised of the following:			
Unrestricted		(68,104,755)	(62,443,139)
Investment in capital assets		231,960,383	252,316,462
Accumulated surplus - end of year		163,855,628	189,873,323

See accompanying notes to financial statements

Horizon Health Network

STATEMENT OF CHANGE IN NET DEBT

Year ended March 31	Budget 2024 \$	Actual 2024 \$	Actual 2023 \$
	(Note 4)		
Net debt - beginning of year	(286,669,379)	(286,669,379)	(226,955,804)
Changes in year			
Annual deficit	(9,304,267)	(26,708,620)	(4,881,902)
Remeasurement gains and losses	-	690,925	(135,802)
Acquisition of tangible capital assets	(25,372,688)	(64,212,769)	(92,415,003)
Amortization of tangible capital assets	34,676,955	41,274,484	34,890,181
Net change in inventory of supplies - decrease (increase)	-	(232,747)	2,725,163
Net change in prepaid expenses - decrease	-	282,204	103,788
Increase in net debt	-	(48,906,523)	(59,713,575)
Net debt - end of year	(286,669,379)	(335,575,902)	(286,669,379)

See accompanying notes to the financial statements

Horizon Health Network**STATEMENT OF CASH FLOWS**

Year ended March 31

	2024	2023
	\$	\$
Cash and cash equivalents provided by (used in):		
Operating activities		
Annual deficit	(26,708,620)	(4,881,902)
Add (deduct) items not requiring an outlay of cash		
Amortization of tangible capital assets	41,274,484	34,890,181
Increase (decrease) in employee future benefits	581,600	(514,700)
	15,147,464	29,493,579
Net change in non-cash working capital balances related to operations (note 16)	46,987,468	66,496,878
	62,134,932	95,990,457
Capital activities		
Purchase of tangible capital assets	(62,826,311)	(92,782,776)
	(62,826,311)	(92,782,776)
Investing activities		
Investment activities	3,299,153	(1,868,395)
	3,299,153	(1,868,395)
Cash and cash equivalents increase during the year	2,607,774	1,339,286
Cash and cash equivalents, beginning of year	5,304,223	3,964,937
Cash and cash equivalents, end of year	7,911,997	5,304,223

See accompanying notes to financial statements

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Horizon Health Network**NOTES TO FINANCIAL STATEMENTS**

Year ended March 31, 2024

1. REPORTING ENTITY

Regional Health Authority B, operating as Horizon Health Network (Horizon), was created on September 1, 2008 by the merger of the Regional Health Authorities 1SE, 2, 3 and 7 through Bill 34, an act to amend the Regional Health Authorities Act of the Province of New Brunswick.

The principal activity of Horizon is the provision of health care services to the south-eastern, western and southern areas of New Brunswick. Through a network of hospitals, health centres and specialty centres, Horizon provides programs and services ranging from primary care to specialized and tertiary services. Community based services, such as the Community Mental Health and Public Health are located in several communities.

2. IMPLEMENTATION OF NEW ACCOUNTING STANDARDS

On April 1, 2023 Horizon adopted PS 3400 - Revenue. The new accounting standard provides requirements for the recognition, measurement, presentation, and disclosure of revenue transactions. The standard was adopted prospectively from the date of adoption. The implementation of this standard did not require Horizon to reflect any adjustments in the financial statements.

3. SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian public sector accounting standards. The significant accounting policies used in the preparation of these financial statements are as follows:

Horizon Health Network**NOTES TO FINANCIAL STATEMENTS**

Year ended March 31, 2024**3. SIGNIFICANT ACCOUNTING POLICIES (Continued)*****Revenue Recognition***

Government transfers (Government of Canada and Department of Health) and donations without eligibility criteria and stipulations restricting their use are recognized as revenue in the Statement of Operations and Change in Accumulated Surplus when the transfers are authorized.

Government transfers (Government of Canada and Department of Health) and donations with eligibility criteria but no stipulations are recognized as revenue in the Statement of Operations and Change in Accumulated Surplus when the transfers are authorized, and the eligibility criteria are met by Horizon.

Government transfers (Government of Canada and Department of Health) and donations with stipulations restricting their use are recognized as revenue in the Statement of Operations and Change in Accumulated Surplus when the transfer is authorized, and the eligibility criteria is met by Horizon except when, and to the extent that, the transfer gives rise to an obligation that constitutes a liability. When the transfer gives rise to an obligation that constitutes a liability, the transfer is recognized in revenue when, and in proportion to, how the liability is settled.

Capital grants that are provided without any stipulations are recognized as revenue when the grant is received.

Revenues, including patient recoveries and other recoveries and sales, are recognized in the year in which the underlying transaction or event occurred, performance obligations fulfilled, and future economic benefits are measurable and expected to be obtained.

Endowment contributions are recognized as direct increases in net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are recognized. Unrestricted investment income is recognized as revenue when earned.

Expense Recognition

Expenses are recorded on the accrual basis as they are incurred and are measurable based on receipt of goods or services and obligation to pay.

Horizon Health Network**NOTES TO FINANCIAL STATEMENTS**

Year ended March 31, 2024**3. SIGNIFICANT ACCOUNTING POLICIES (Continued)*****Asset Classification***

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not to be consumed in the normal course of operations. Non-financial assets are acquired, constructed or developed assets that do not provide resources to discharge existing liabilities, but are employed to deliver healthcare services, may be consumed in normal operations and are not for resale.

Financial Instruments

Horizon's financial instruments consist of cash and cash equivalents, accounts receivable, investments and restricted cash, accounts payable and accrued liabilities, and designated funds.

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. Management has elected to record all investments and restricted cash at fair value as they are managed and evaluated on a fair value basis.

Unrealized changes in fair value are recognized in the statement of change in accumulated surplus until they are realized when they are transferred to the Statement of Operations.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the Statement of Operations and any unrealized gain is adjusted through the Statement of Change in Accumulated Surplus.

When the asset is sold, the unrealized gains and losses previously recognized in the Statement of Change in Accumulated Surplus are reversed and recognized in the Statement of Operations.

Horizon Health Network**NOTES TO FINANCIAL STATEMENTS**

Year ended March 31, 2024**3. SIGNIFICANT ACCOUNTING POLICIES (Continued)*****Financial Instruments (continued)***

PSAB requires an organization to classify fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

Level 1 - Unadjusted quoted market prices in active markets for identical assets or liabilities;

Level 2 - Observable or corroborated inputs, other than Level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and

Level 3 - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

All financial instruments measured at fair value are included in Level 2.

The restatement of remeasurement gains and losses has not been provided as it would not provide additional meaningful information.

Derivatives

Horizon does not enter into any derivative financial instrument arrangements.

Cash and Cash Equivalents

Horizon considers cash balances with banks, net of overdrafts, and highly liquid temporary money market instruments with original maturities of three months or less, as cash and cash equivalents.

Horizon Health Network**NOTES TO FINANCIAL STATEMENTS**

Year ended March 31, 2024**3. SIGNIFICANT ACCOUNTING POLICIES (Continued)*****Foreign Currency Transactions***

The market values of investments listed in foreign currencies are translated into Canadian dollars at the year-end closing exchange rate. In calculating unrealized gains or losses on foreign securities, cost values are translated into Canadian dollars at the rate of exchange on the transaction date.

Vacation Pay and Overtime

Vacation pay and overtime is accrued to year-end.

Accrued Sick Pay Liability

Employees of Horizon are entitled to sick-pay benefits which accumulate but do not vest. In accordance with public sector accounting standards for post-employment benefits and compensated absences, Horizon recognizes the liability in the period in which the employee renders service. The accrued sick pay liability is actuarially determined using management's best estimates.

Asset Retirement Obligations

An asset retirement obligation is recognized by Horizon when, as at the financial reporting date, all of the following criteria are met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

A liability for the removal of asbestos in several of the buildings owned has been recognized based on estimated future expenses on closure of the site and post-closure care. Assumptions used in the subsequent calculations are revised yearly. The recognition of a liability results in an accompanying increase to the respective capital assets. The building capital assets affected by the asbestos liability are being amortized with the buildings. The buildings are following the amortization accounting policies outlined in the tangible capital asset accounting policies.

Horizon Health Network**NOTES TO FINANCIAL STATEMENTS**

Year ended March 31, 2024**3. SIGNIFICANT ACCOUNTING POLICIES (Continued)*****Tangible Capital Assets***

Tangible capital assets are assets owned by Horizon which have useful lives greater than one year and are recorded at gross cost.

Tangible capital assets are amortized on a straight line basis as follows:

Asset	Rate
Land improvements	4% to 20%
Leasehold improvements	10% to 20%
Buildings	2.5% to 10%
Equipment	2.5% to 50%

Construction in progress is not amortized.

Inventory of Supplies

Inventory of supplies is valued at the lower of average cost and net realizable value with cost being determined on the average cost basis. Net realizable value is determined to be replacement cost.

Use of Estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. The areas of significant estimates are employee future benefits, provision for doubtful accounts, and the requirement to make estimates regarding expected retirement costs, as well as the timing and duration of these retirement costs. Actual results could differ from those estimates.

Horizon Health Network**NOTES TO FINANCIAL STATEMENTS**

Year ended March 31, 2024**3. SIGNIFICANT ACCOUNTING POLICIES (Continued)*****Asset Impairment***

When a tangible capital asset no longer has any long-term service potential to Horizon, the excess of its net carrying amount over any residual value is recognized as an expense in the Statement of Operations.

4. BUDGET

The budget amounts included in these financial statements are the amounts approved by Horizon's former Trustee for the current fiscal year. The budget would include all known service and program changes and enhancements for the coming year. Additional changes to services and programs that are initiated during the course of the year would be funded through budget amendments, but not reflected in the budget for the current fiscal year. Programs and services added, that are of a recurring nature, would be included in the budget for the subsequent fiscal year.

5. ECONOMIC DEPENDENCE

Horizon is dependent on the Department of Health to provide sufficient funds to continue operations, replace essential equipment and complete its capital projects.

6. FINANCIAL INSTRUMENTS***Credit Risk***

Credit risk arises from the potential that a counter party will fail to perform its obligations. A significant portion of the accounts receivable is from the Province of New Brunswick. Horizon monitors the collectability of its accounts receivable on an on-going basis.

Liquidity Risk

Liquidity risk is the risk that Horizon will be unable to fulfill its obligations on a timely basis or at a reasonable cost. Horizon manages its liquidity by monitoring its operating requirements. Horizon prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

The liquidity risk has increased in the year due to the effect of operating losses on its overall liquidity. Horizon will receive deficit funding from the Department of Health to fulfill its obligations on a timely basis and at a reasonable cost.

Horizon Health Network**NOTES TO FINANCIAL STATEMENTS**

Year ended March 31, 2024**6. FINANCIAL INSTRUMENTS (continued)****Market Risk**

Market risk is the risk that changes in the market prices, such as foreign exchange rates or interest rates will affect Horizon's income or the value of its holdings or financial instruments. The financial risks have increased during the year due to rising interest rates, inflation and market fluctuations. Management believes that these financial risks are appropriately mitigated and do not pose a significant risk to its operations. There have been no significant changes in the policies, procedures and materials used to manage these risks in the year.

Currency Risk

Horizon is exposed to financial risks as a result of exchange rate fluctuations and the volatility of these rates. In the normal course of business, Horizon holds investments denominated in U.S. dollars. Horizon does not currently enter into forward contracts to mitigate this risk. Horizon mitigates this risk through diversification of investment holdings.

Interest Rate Risk

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates. Fixed income securities expose Horizon to cash flow interest rate risk. Horizon mitigates this risk through diversification of investment holdings.

Other Price Risk

Price risk exists on the investments. Other price risk is the risk the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or foreign exchange risk), whether those changes are caused by factors specific to the individual financial instrument, or its issuer, or factors affecting all similar financial instruments traded in the market.

Horizon Health Network**NOTES TO FINANCIAL STATEMENTS**

Year ended March 31, 2024**7. ACCOUNTS RECEIVABLE**

	2024 \$	2023 \$
<hr/>		
<u>Province of New Brunswick</u>		
Medicare	20,103,245	25,132,078
Equipment grants	19,167,401	14,565,769
Provincial plan	46,368,108	28,156,613
Budget amendments	22,481,232	41,938,423
Estimated year-end adjustments	955,640	616,486
	<hr/> 109,075,626	<hr/> 110,409,369
Patient, net of allowance for doubtful accounts of \$14,797,715 (2023 - \$12,716,369)	24,864,607	24,571,429
HST	5,922,245	7,516,943
Other	21,854,467	16,851,942
	<hr/> 161,716,945	<hr/> 159,349,683

8. INVESTMENTS AND RESTRICTED CASH

	2024 \$	2023 \$
<hr/>		
Pooled Funds		
Fixed income securities	10,416,910	10,179,520
Balanced funds	2,555,090	2,355,662
Amounts held in cash	16,800,981	19,846,027
	<hr/> 29,772,981	<hr/> 32,381,209

A portion of amounts held in cash are restricted for designated funds (note 10).

Horizon Health Network

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2024

7. ACCOUNTS RECEIVABLE

	2024 \$	2023 \$
<u>Province of New Brunswick</u>		
Medicare	20,103,245	25,132,078
Equipment grants	19,167,401	14,565,769
Provincial plan	46,368,108	28,156,613
Budget amendments	22,481,232	41,938,423
Estimated year-end adjustments	955,640	616,486
	<u>109,075,626</u>	<u>110,409,369</u>
Patient, net of allowance for doubtful accounts of \$14,797,715 (2023 - \$12,716,369)	24,864,607	24,571,429
HST	5,922,245	7,516,943
Other	21,854,467	16,851,942
	<u>161,716,945</u>	<u>159,349,683</u>

8. INVESTMENTS AND RESTRICTED CASH

	2024 \$	2023 \$
Pooled Funds		
Fixed income securities	10,416,910	10,179,520
Balanced funds	2,555,090	2,355,662
Amounts held in cash	16,800,981	19,846,027
	<u>29,772,981</u>	<u>32,381,209</u>

A portion of amounts held in cash are restricted for designated funds (note 10).

Horizon Health Network

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2024

9. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2024 \$	2023 \$
Accounts payable and other accrued liabilities	89,374,498	69,224,790
Salaries and benefits	69,128,485	84,444,480
Accrued vacation pay	64,967,644	63,111,106
	<u>223,470,627</u>	<u>216,780,376</u>

10. DESIGNATED FUNDS

	2024 \$	2023 \$
Other funds	2,480,725	2,404,411
Educational funds	928,477	912,149
Research funds	10,798,616	10,184,142
	<u>14,207,818</u>	<u>13,500,702</u>

Funds received from external grants, third party donations and patients and are designated to approved research projects, education, and other initiatives.

11. EMPLOYEE FUTURE BENEFITS

(A) General Pensions

Current employees of Horizon are covered by the Public Service Pension Plans of the Province of New Brunswick. The Public Service Pension Plan is a shared risk multi-employer plan under which contributions are made by both Horizon and the employees. For the fiscal year-ended March 31, 2024, Horizon expensed contributions of \$14,301,072 (2023 - \$14,777,470) under the terms of the plan. Horizon has no direct liability or entitlement to any unfunded liability or surplus in the plan related to its current or former employees.

(B) Accrued sick pay liability

Horizon employees working full-time/part-time hours receive sick leave that accumulates at varying amounts per month based on the group. Unused hours can be carried forward for future paid leave and employees can accumulate up to a maximum of 1800 hours. An actuarial estimate for this future liability has been completed and forms the basis for the estimated liability reported in these financial statements. The last full actuarial valuation was carried out as of January 1, 2023. An extrapolation of the liability was performed as of March 31, 2024.

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2024

11. EMPLOYEE FUTURE BENEFITS (continued):

Significant economic and demographic assumptions used in the actuarial valuation are:

Discount rate	4.56% per annum for 2024 (4.25% for 2023)
Salary growth rate:	2.3% for 2024 (2.15% for 2023)
Retirement age:	age 60
Termination Scale:	Aged based turnover

Based on actuarial valuation of the liability, at March 31, 2024, the results are:

	2024 \$	2023 \$
Accrued sick pay liability, beginning of year	45,920,100	46,370,500
Current service cost	7,341,900	6,279,400
Interest on obligation	2,551,800	1,874,400
Amortization of unrecognized balances experience	1,207,500	704,800
Benefit payments	(10,493,100)	(9,309,000)
	608,100	(450,400)
Accrued sick pay liability, end of year	46,528,200	45,920,100
Other pension related employee benefits	1,095,900	1,122,400
Total future employee benefit obligations at March 31	47,624,100	47,042,500

(C) Retirement Allowances

Employees with continuous service of five or more years are entitled to receive a lump-sum payment equal to one week of pay for each full year of employment to a maximum of 25 weeks of pay upon retirement or as specified by collective agreements. Funding of these retirement allowances is the responsibility of the Province. Accordingly, no liability for these allowances has been recorded in these financial statements. Non-Bargaining saw retirement allowance service stop accumulating as of March 31, 2013, at this point employees either elected a payout or deferred the retirement allowance until retirement. During 2016, union contracts signed with the Paramedical, Specialized Health Care Professionals (SHCP), Nurses Part III and Nurse Managers and Supervisors allow for either an early discontinuation (SCHP until March 31, 2019) or a voluntary discontinuation (nurses/Nurse Managers) of the retirement allowance. Medical Science Professionals and SHCP have a provision within their agreement which saw retirement allowance service stop accumulating as of March 31, 2019, at this point employees who did not elect the early discontinuation either elected a payout or deferred the retirement allowance until retirement. The CUPE agreement still provides the retirement allowance upon retirement and service is still continuing to accumulated up to the maximum of 25 weeks. Should an employee move from an agreement with a retirement allowance to one without, the employee is provided the option to elect a payout at the time of the transfer or defer the retirement allowance until retirement.

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2024

12. CAPITAL GRANTS

	2024 \$	2023 \$
Capital grants received and recorded as revenue during the year are as follows:		
Deferred revenue capital grants, beginning of year	173,865,116	111,007,991
Capital grants - Province of New Brunswick	61,442,627	86,536,328
Capital grants - Foundations, Auxiliaries, others	2,770,141	5,878,676
Less: deferred revenue capital grants, end of year	(218,903,920)	(173,865,116)
Capital grant revenue for the year	19,173,964	29,557,879

Capital grants, related to capital assets, represent the amount of donations and grants received for which no stipulations exist. Revenue is recognized as the equipment and operations are brought into service.

13. ASSET RETIREMENT OBLIGATION

Horizon owns and operates several buildings that are known to have asbestos, which represents a health hazard upon demolition of the building and there is a legal obligation to remove it. Horizon recognized an obligation relating to the removal and post-removal care of the asbestos in these buildings. The timing of post-closure care cannot yet be reasonably estimated, so no discounting has been applied to the liability.

	2024 \$	2023 \$
Opening balance	32,515,800	32,515,800
Remediation	(1,744,440)	-
	30,771,360	32,515,800

Horizon Health Network

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2024

14. TANGIBLE CAPITAL ASSETS

	Cost \$	Accumulated Amortization \$	2024 \$	2023 \$
Land	4,361,125	-	4,361,125	4,361,125
Land improvements	12,509,201	11,004,130	1,505,071	1,876,270
Leasehold improvements	902,580	902,580	-	-
Buildings	606,996,547	454,935,634	152,060,913	169,148,701
Equipment	600,221,391	496,192,406	104,028,985	108,670,517
Construction in progress	219,679,569	-	219,679,569	174,640,765
	1,444,670,413	963,034,750	481,635,663	458,697,378

15. INVENTORY OF SUPPLIES

	2024 \$	2023 \$
Drugs	8,273,502	6,941,005
Medical, surgical, general supplies	8,280,166	9,379,916
	16,553,668	16,320,921

Horizon Health Network

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2024

16. STATEMENT OF CASH FLOWS

Changes in non-cash operating working capital items were as follows:

	2024 \$	2023 \$
Decrease (increase) in		
Accounts receivable	(2,367,262)	17,900,716
Inventory of supplies	(232,747)	2,725,163
Prepaid expenses	282,204	103,788
	(2,317,805)	20,729,667
Increase (decrease) in		
Accounts payable and accrued liabilities	6,690,251	(17,287,320)
Designated funds	707,116	(170,367)
Deferred revenues - capital grants	45,038,804	62,857,125
Asset retirement remediation	(1,744,440)	-
	50,691,731	45,399,438
Net change in tangible capital asset additions not yet paid at year-end	(1,386,458)	367,773
	46,987,468	66,496,878

Tangible capital asset additions unpaid at year end are as follows: \$6,803,280 (2023 - \$5,416,822).

17. DONATIONS FROM TO FOUNDATIONS AND AUXILIARIES

Horizon has an economic interest in several foundations and auxiliaries organizations, which were established to raise funds for their respective hospitals and/or community health services organizations within Horizon Health Network. The foundations and auxiliaries are separate legal entities and are not-for-profit organizations or registered charities under the income tax act of Canada. The financial and non-financial assets and liabilities and the results from operations of the foundations and auxiliaries are not included in the financial statements of Horizon.

During the year, Horizon received \$4,671,151 (2023 - \$7,163,099) in donations from the various foundations and auxiliaries. In 2024, Horizon contributed \$4,000,000 to the Saint John Regional Hospital Foundation from investments to a recruitment and retention endowment.

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2024

18. COMMITMENTS

Horizon is committed to minimum annual payments under various operating leases and service agreements as follows:

	\$
2025	18,454,687
2026	12,999,253
2027	11,085,205
2028	5,362,341
2029	2,628,263
	<u>50,529,749</u>

Horizon has an agreement with the University of New Brunswick - Saint John (UNBSJ) to supply steam sufficient to meet the campus' needs to a maximum of 15,000 lbs. per hour. Horizon is not liable for any loss, damage, cost or expense incurred by UNBSJ as a result of Horizon's failure to supply steam unless the failure is caused by negligence or willful misconduct of Horizon. Horizon will be reimbursed based on actual consumption at rates agreed upon by both parties. The agreement expires March 31, 2025.

Horizon has a number of master service agreements. The most significant is with GE Healthcare primarily for diagnostic imaging equipment. The other agreements cover equipment in various areas within the organization, are typically five years in duration and cover our fiscal year.

Horizon enters into other contractual arrangements on a regular basis in its normal course of business.

19. EXPENSES BY OBJECT

	2024	2023
	\$	\$
Salaries	1,111,861,920	1,018,919,686
Benefits	109,893,917	107,446,839
Medical and surgical supplies	121,949,683	109,818,000
Drugs	96,982,155	80,926,011
Other - materials and supplies	145,610,866	137,765,310
Other - services	96,696,434	95,804,181
Amortization	41,274,484	34,890,181
	<u>1,724,269,459</u>	<u>1,585,570,208</u>

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2024

20. CONTINGENCIES

The nature of Horizon's activities is such that there may be litigation pending or in process at any time. With respect to claims at March 31, 2024, management believes that Horizon has valid defenses and appropriate insurance coverage in place. In the event any claims are successful, management believes that such claims will not have a material effect on Horizon's financial position. During the normal course of operations, Horizon is involved in certain employment related negotiations and other matters and has recorded accruals based on management's estimate of potential settlement amounts where these amounts are reasonably determinable and deemed likely to occur.

Horizon is covered under the Health Services Liability Protection Plan which is underwritten by the Province of New Brunswick and administered by HIROC. A group of hospitals, including Horizon, have formed the Healthcare Insurance Reciprocal of Canada ("HIROC"). HIROC is registered as a Reciprocal pursuant to provincial Insurance Acts which permit persons to exchange with other persons reciprocal contracts of indemnity insurance. HIROC facilitates the provision of liability insurance coverage to health care organizations in the provinces and territories where it is licensed. Subscribers pay annual premiums, which are actuarially determined, and are subject to assessment for losses in excess of such premiums, if any, experienced by the group of subscribers for the year in which they were a subscriber.

21. COMPARATIVE FIGURES

Certain 2023 comparative figures have been reclassified to conform with the financial statement presentation adopted for 2024.



HORIZON HEALTH NETWORK

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HORIZON IS PROUD TO BE ACCREDITED!

Horizon received a 95 per cent compliance rate based on 26 standards during the Accreditation Canada survey, with surveyors commending work on critical action areas. The assessment, based on national standards, is a review of health care and social service organizations across Canada.