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June 2018

HORIZONSTAR

A publication for the staff of Horizon Health Network



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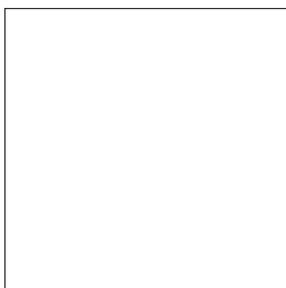
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102 facilities.
10 years.
One Horizon.
We're turning 10!



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#Throwback



Taking a 'waste walk' is one way to make the waste visible again!

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Update

As a follow-up to an article featured in the April edition of the Horizon Star regarding Hepatopancreaticobiliary (HPB) services within Horizon, we want to clarify that in addition to the services highlighted at The Moncton Hospital there is and has been a comprehensive HPB service at the Saint John Regional Hospital for many years. That service involves specialists from Surgery, Oncology, Gastroenterology and Radiology.

Dear Staff and Physicians,

It seemed to take a while, but the summer months are finally upon us. Like many of you, I'm looking forward to warm weather, barbecues, and time with family. One event that I'm most looking forward to is my wedding. Yes – you read correctly, I'm getting married this summer to my long-time partner!

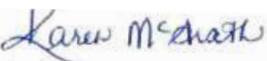
This summer will be a busy one, not only because of my upcoming nuptials, but because I join you as Horizon prepares for Accreditation. We all have a role to play in demonstrating the safe and quality care Horizon provides to our patients, clients and families. Accreditation holds a special place in my heart, as many of you may know; I was a surveyor for Accreditation Canada for many years. In fact, it was in this capacity that I first learned so much about Horizon. I've been working with staff and believe that all of our units are prepared to shine when our surveyors do their onsite visit this fall.

Another big item for Horizon this fall is the celebration of our 10 year anniversary! Stay tuned for more information as events will be held across Horizon as we celebrate all of our staff, physicians and volunteers on this important milestone. Horizon is here to stay, and we're one big family. To this day we continue to grow and learn from each other so that we provide better care. We're also developing health leaders among you who are working together to continue moving this organization forward. Whether you're a new hire, or a veteran employee, we hope you take time and participate in some of the planned celebrations, as you all play a role in Horizon's history.

This spring I criss-crossed the province and had the opportunity to meet with many of you as part of my third CEO tour. We now have a renewed strategic focus to enhance our community services and improve access to care for our patients and clients. As one large organization with multiple sites, we will work to better align our networks so they can all have the same level of success with no weakest link. Together we need to be ambassadors for change and growth in our health care system, and to do this, we need to work together.

We have a big fall approaching us which is why I hope you take the time to make the most of your summer time. Whether you have vacation time planned or not, please make the most of the hours you're not working. Relax or be active — either way, simply enjoy them!

Sincerely,



Karen McGrath
President and CEO



Karen McGrath,
President and CEO

A welcome note from the editor

Happy summer, and welcome to the 12th edition of the *Horizon Star*!

Creating content for this publication and Horizon's corporate social media channels has allowed me to see what an engaged workforce Horizon has. It's inspiring.

Over the past several months, the Communications team has amped up content on our social media pages.

We're loving your response. We're proud to feature the tremendous people who make up our organization, and we're happy you're proud to be featured as well. We're also very encouraged by how many of you are liking, commenting and sharing posts and tweets – keep it up!

If you don't know what I'm talking about, like Horizon Health Network on Facebook, and follow @HorizonHealthNB on Twitter and Instagram. If you have something you think we should promote on one of these channels, please get in touch.

I'm also really proud of everyone who sent me a submission for this issue's Top 10 list. All submissions were extremely thoughtful and meaningful, and the volume of submissions continues to surpass my expectations. Visit page 15 to check out the list.

I hope you continue this level of engagement as we begin to celebrate Horizon's 10th anniversary. That's right – as of Sept. 10, Horizon has been around for 10 years! Flip to page 16 for more information.

This issue features incredible stories of engaged employees, such as how the collaboration of two health centres and communities ensured the Chipman Health Centre remained open despite road barriers caused by flooding, and how an employee in Miramichi went above and beyond in providing care in a patient's language of choice. Those stories are on pages 5 and 11.

As always, it's an honour to share your stories, and I hope you'll continue to reach me at HorizonStar@HorizonNB.ca with new ideas.

If you'd like to see more interactive stories I encourage you to send me your suggestions!



Happy reading,
GinaBeth Roberts





Flood damage in Chipman during the freshet in early May.



A truck drives through a flooded street in Chipman during the floods.



A road closure on Bridge Street in Chipman.

Communication and collaboration: How strong community ties kept Chipman Health Centre open during the floods

In early May, road closures in Queens County began isolating the community of Chipman.

In only a few days Chipman became completely isolated, inaccessible by (almost) any vehicle, turning into an island of sorts.

Horizon's Chipman Health Centre was located on this island.

"This is something we thought would never ever happen," said Roddy Barton, the centre's nurse manager.

That didn't stop staff at both Chipman Health Centre and Queen's North Health Centre in Minto; instead, they went above and beyond their "normal" work duties to ensure staff, patients and even bloodwork could get to where they needed to be.

"Whatever they had to do to get here and make it work, they were all willing to do it," said Roddy. "It was really nice to see a team coming together and perform that way."

Roddy said there was no way the centre could have remained open without the help of community partners, including the local and provincial Emergency Measures Operation (EMO) offices, the Canadian National Railway (CN), and the Canadian Red Cross.

"They had everything in place for us to make it work," she said.

As water levels in Grand Lake rose, Danny Hargrove, EMO coordinator for the Village of Chipman knew the community was going to be affected. Still, at the outset, he didn't realize the potential damage and isolation.

"As time went by we realized it was getting more serious, and then we had to take steps to make sure we had things in place as far as groceries in the town and people needing to go back and forth for work," he said.

The agencies worked together with seamless coordination and communication, ensuring patients safely received the care they needed. Administrative assistants Charlotte Smith and Courtney Malloy rescheduled appointments based on which patients outside the village limits could come at a later date so those inside the barriers could come while roads were inaccessible.

In the end, only two patients needed to get past road barriers for care at other Horizon facilities, and even though these weren't health centre patients (their family doctors didn't work in the facility), staff still arranged for their transfers. This was possible thanks to the crucial and immediate support of CN, who provided a shuttle bus that travelled along the train tracks, which were not affected by the floods.



The CN bus that travelled the train tracks to make sure Chipman Health Centre staff got to and from work each day during the floods.

Charlotte and Janice Chase, the centre's registered nurse, took the shuttle bus to work regularly, and one day Janice even took to the skies.

Her husband works for J.D. Irving Woodlands, and the

company was transporting its employees over the barriers by helicopter. They had an empty seat one morning, and it was offered to Janice. She even got to detour down the river to check for floating logs before landing on the lawn at the Irving Woodlands office.

It was quite the week for Janice: not only was it National Nursing Week, she was also set to receive her 30-year Years of Service pin at a ceremony at the Dr. Everett Chalmers Regional Hospital in Fredericton. She was assured by EMO they'd make sure she had time to change after work and to get her to and from the ceremony, and they did just that.

Nurse practitioner Mike Hewey's route to work was also more complicated than usual.

He's based in Minto, but currently works a couple days per week in Chipman. He lives in Riverview, and regularly commutes to work on the Trans-Canada and up Route 10 through Chipman to Minto.

But when the floodwaters blocked the road through Coal Creek, he had to change his route and drive a three-hour detour through Sussex, Saint John and Fredericton to Minto. Once there, he was offered room and board with Lorraine Saulnier, an administrative assistant at Queen's North, for the rest of the week. Lorraine also opened her home to Lucy Bourgeois, a medical laboratory assistant who lives in Rexton.

"It was an adventure, for sure," he said.

Bronwyn Davies, director of Primary Health Care for Fredericton and surrounding area, was overwhelmed by the collaboration by the community, keeping the centre open and delivering quality and safe patient care throughout the floods.

"This centre cares very much for the community — they've been doing that work for a very long time," she said. "The care and the respect they have for the community, and the community for them — it's amazing."



From left: Courtney Malloy and Charlotte Smith, administrative assistants; Janice Chase, registered nurse; Roddy Barton, nurse manager; and Mike Hewey, nurse practitioner stand in front of the Chipman Health Centre on May 18.



Employees honoured for reaching milestones with Horizon

Horizon honoured thousands of employees at Years of Service and Retirement celebrations across the organization during May, which is Recognition Month!

More than 2,800 employees were recognized for 5, 10, 15, 20, 25, 30, 35, 40 or 45 years of

service! Horizon also recognized more than 300 retirees with luncheons held in their honour.

Horizon thanks its employees for their continued contributions and dedication, and wishes best of luck to those retiring!

Horizon employees who wish to view a full list of employees who reached Years of Service milestones in the last year can visit the [Employee Engagement](#) page on Skyline.



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Mary Kate Wedge, a pharmacist at Horizon's Dr. Everett Chalmers Regional Hospital, runs in the Boston Marathon in 2017 (left) and 2018.

DECRH pharmacist runs second Boston Marathon

Mary Kate Wedge, a pharmacist at Horizon's Dr. Everett Chalmers Regional Hospital, recently completed her second Boston Marathon — but her latest run through Beantown couldn't have been more different than her first.

"In 2017 it was a beautiful day, I had an awesome experience, and my dad and my husband were there at the finish line to cheer me on," she said. "This year, not so much of the same experience."

This April 16, she raced in 60km/hr headwinds and 80mm of rain and cold temperatures. A challenge enough on its own, but she also battled an upper hamstring muscle injury two weeks prior to the race, and pulled the other hamstring during the race.

"It's still a great story to tell now ... now that's it's over," she said, laughing, "to say that I ran in such awful conditions of the Boston Marathon.

Mary Kate ran in track and field in high school, and then regularly ran as a form of exercise.

It was only when she moved to Fredericton she ran competitively, running a couple half marathons in New Brunswick.

She wanted to push herself even further, and chose to train for a marathon in her home province, Prince Edward Island.

"For my first one, I didn't really have a plan at all," she said, adding the longest distance she logged before the marathon was 30 kilometres. "I just went out there and ran and followed something from the internet."

She couldn't have known at that point her first race may have been preparing her for her most recent one, as a hailstorm made for difficult running conditions.

Nonetheless, she enjoyed the experience and signed up for the Fredericton Marathon in spring 2016. It was at this race — only her second marathon — she qualified for her first Boston Marathon with a time of three hours and 28 minutes.

Since then, she's run a couple marathons a year, including that second Boston Marathon, one of 42 New Brunswickers to register. It was on this day she ran in "the worst weather conditions of (her) entire life."

Before she left for Boston, Mary Kate's team offered her many words of support, and she believes many watched the televised race. She encourages anyone who wants to train for a marathon to do so.

"Anybody can get into it if they want to put the time in," she said.

Mary Kate works as a pharmacist in the dispensary and emergency department. While in the emergency department she sees patients, reviewing their medication history, answering drug related questions and helping physicians dose antibiotics. In the dispensary, she fills, verifies and screens orders for appropriateness for dose and therapy.

Craig Brown's Wheelchair: Working together towards independence

After a snowmobile accident left him with a spinal cord injury, Craig Brown needed a wheelchair to ensure he could live an active and independent life. Thanks to the teamwork of his health-care providers and local companies, he's now got one.

The 20-year-old first received care at the Stan Cassidy Centre for Rehabilitation as an inpatient, working with occupational therapy, physiotherapy, nursing, dietetics, recreation, social work, psychology and psychiatry on his rehabilitation; he returned to the Centre as an outpatient, working with occupational therapist Krista MacMillan for his mobility needs.

Craig had a very active lifestyle, and he needed a wheelchair to reflect that — something light weight, but durable and adjustable, with a specialized backrest and seat cushion.

"These chairs with appropriate seating are very expensive and there were not funds available to get what he needed," said Krista. "The choice was to compromise and get the best option with limited funds — a heavier and less adjustable wheelchair, for which Craig and his family had to find funding for a large portion of the cost."

Enter Cindy Spencer-Fagioli, with Motion Composites. She had recently visited the Centre to talk about the company's products. She spoke of their Wishes for Wheels program, where clients and therapists could apply to win a wheelchair by explaining their needs and how winning one would improve their life.

Krista told Craig about the program and they filled out the application. His application was one of the only ones in North America to make it to the finals, and he was eventually named a winner. Craig and his local team were so excited!

With the assistance of Luc Giroux of Tango Medical, Krista prescribed a carbon fiber ultralight wheelchair with many specialty options to suit his needs and life activities. Luc donated his time to assist with both the prescription and the set-up of the chair.

Krista and Luc spoke with Cindy about specialized NXT seating. Cindy then approached NXT, who agreed to donate a special pressure-relieving



Craig Brown wheeling towards independence in his new, custom wheelchair.

cushion to prevent pressure sores and a carbon fiber ultralight backrest to give him support and good postural alignment. The cost for these two items is \$1,700.

"Through the generosity and teamwork of these companies and expertise of his local team, Craig now has a chair he can easily wheel in many different environments without a lot of strain on his shoulders," said

Krista. "He will also be able to take the chair apart and get it into the car on his own so that when he drives with hand controls he will be independent and not need to rely on anyone."

When the chair and seating arrived the team set up the chair and educated Craig on all of the features and how to do adjustments. He even got his own tool kit and backpack for the chair from Cindy.

The total value of his new chair and seating system is \$7,000!

"It is so comfortable and light. The chair actually fits my height so it is easier to do transfers," Craig said after using the chair for a few weeks. "The bigger wheels make it easier to get around my home, visit friends, shop in the community and wheel on rough ground. It makes everything easier. It is freedom!"



Luc Giroux of Tango Medical, Krista MacMillan, occupational therapist at Horizon's Stan Cassidy Centre for Rehabilitation, Craig Brown and Cindy Spencer-Fagioli of Motion Composites.



Lorraine Saulnier performs auricular acupuncture on a client



Lola Rollins performs auricular acupuncture on a client.

Queen's North CHC starts Auricular Acupuncture clinics

A new, free service at the Queen's North Community Health Centre (QNCHC) helps treat members of the Grand Lake community with a wide variety of health conditions.

Auricular acupuncture is the stimulation of acupuncture points on the external surface of the ear for the treatment of health conditions in other areas of the body.

Auricular acupuncture has been proven to be an efficient method of treatment for a wide variety of conditions, from headaches and allergies to addictions and pain disorders. It is used in the treatment of stress, anger, depression, anxiety, fatigue, trauma and other emotional issues.

For clients Florence and Winston Quigley, the benefits of participating in auricular acupuncture clinics have surpassed their expectations and provided a "social connection"; they rarely miss a session.

"Acupuncture has become a very important part of our weekly lifestyle and knowing the health

benefits it can provide, we don't want to miss out on any potential benefit we could receive from this," said Florence.

"I find it certainly has helped me to get to sleep much easier and if I do wake up I get back to sleep faster," said Florence, who also said acupuncture has made her calmer and relaxed. "Being a senior, and having other health issues, I have noticed some significant difference in my pain; acupuncture has given me a more tolerable pain threshold."

Winston, too, said acupuncture has helped him sleep, as well as increased his energy level and ability to relax.

Clinics began at QNCHC in January 2018 after three staff members, Lola Rollins, medical laboratory assistant, June Allen, physiotherapy assistant, and Lorraine Saulnier, administrative assistant took part in a three-and-a-half-day training course at the Victoria Health Centre in Fredericton in December 2017.

Lola, June and Lorraine then completed 30 hours of clinic time prior to becoming certified with the National Acupuncture Detox Association (NADA). They have completed their clinic time and, at press time, are awaiting their certification.

This service is provided to people in the Minto, Chipman and surrounding Grand Lake area. Around 30 to 35 participants are attending clinics.

Clinics are free and held on a drop-in basis. They are held every Monday (excluding statutory holidays) at 2 p.m., 3:30 p.m., and 6 p.m.

For further information please contact QNCHC at 327-7800.

Horizon's own honoured by provincial MRT association

A Horizon staff member has been honoured for her commitment to and excellence in patient care.

Tracy Price, a medical radiation technologist in Diagnostic Imaging at Horizon's The Moncton Hospital, was recently awarded the New Brunswick Association of Medical Radiation Technologists' (NBAMRT) President's Award for Excellence in Patient Care.

This award is given to a medical radiation technologist who exhibits professional excellence in direct patient care; displays kindness and compassion in all patient interactions; exhibits exceptional abilities in the delivery of diagnostic and therapeutic services; encourages a culture of respect and integrity within the health care system; promotes quality patient care; upholds a safe working environment; and inspires confidence and trust in patients/coworkers.

"Being an X-Ray technologist gives me the opportunity to work with people, at times during difficult circumstances, easing their fears and providing comfort," said Tracy, who has worked for Horizon for 20 years.

Tracy was nominated by her five of her colleagues. An excerpt from her nomination makes notes of her precision in breast imaging positioning and demeanour with patients.

"She firmly believes in accurate positioning to eliminate repeats and decrease patient dose," the nomination reads. "Her gentleness puts fears at ease, increases comfort and instills confidence in her abilities in a time and circumstance when that is no easy feat. She practices patient education as a way to decrease fears and inform her patients.

"She shows empathy with every examination, creating a positive therapeutic relationship with every patient encounter," the nomination continues. "Because of Tracy's calm and focused nature, as well as her constant patient focus, she demands excellence from herself and encourages it in others. She will never be the one shouting lessons from the rooftops, but her constant example of integrity, excellence and patience is one the rest of us strives to emulate. She is the technologist you want to be."

Tracy recognized her colleagues as "an amazing group of professionals."

"I am proud and honoured to have received this award knowing it came from my colleagues who mean a lot to me," she said.



NBAMRT President Johnathan Galloway presents Tracy Price the New Brunswick Association of Medical Radiation Technologists' (NBAMRT) President's Award for Excellence in Patient Care in late May.



Pictured at the Lynn Childs Mentorship Award and Canadian Nursing Association Certifications Recognition Ceremony are, from left: Jennifer Perreault, daughter of Lynn Childs; Holly Richards, Canadian Medical-Surgical Nursing Certification; Brittany Voisine, Canadian Psychiatric and Mental Health Nursing Certification; Mary Lynn Clark, nursing practice coordinator, Saint John; Bridget Stack, administrative director, Medicine and Neurosurgery Programs, Saint John; Janice Kenney, recognition for continuous Neuroscience Nursing Certification for 27 years; Susan Morris, nurse educator, NB Heart Center; Patti Gallagher, nurse manager, Neurosurgery; and Ruth Barry and Donna Eastwood, 2018 Lynn Childs Mentorship Award recipients. Not pictured are Pamela LeBlanc, Canadian Psychiatric and Mental Health Nursing Certification, and Jamie-Lee Steeves, Canadian Cardiovascular Nursing Certification.

Saint John area nurses recognized, colleague remembered

From Barbara Mason, nurse educator, Women and Children's Health Program, Saint John Regional Hospital

The Lynn Childs Mentorship Award and Canadian Nursing Association Certifications Recognition Ceremony was held on May 11 at Horizon's Saint John Regional Hospital.

The Lynn Childs Mentorship Endowment Fund, coordinated through the Saint John Regional Hospital Foundation, was established by Lynn's family following her death in December 2005, as a memorial to her outstanding nursing career. Lynn was an exceptional nurse mentor and her philosophy focused on the nobility of nursing.

This award is presented yearly in her name to highlight direct care nurses who display the qualities of exceptional mentorship. This peer-nominated award is open to Registered Nurses working in the Saint John area of Horizon Health Network.

Lynn exemplified the competencies of a nurse mentor with enthusiasm, optimism and energy, and believed in the value and potential of others. Whether she was teaching or working with nurses, Lynn instilled excellence in nursing. She was a role model and mentor, giving guidance and support in her roles as staff nurse, charge nurse, clinical educator and nurse manager.

Lynn's unique ability to share knowledge through story-telling has helped foster mentor-mentee relationships with numerous nurses. Her unwavering dedication to the nursing profession and commitment to excellence have been an inspiration to all who knew her.

Patti Gallagher, nurse manager for Neurosurgery and colleague and friend of Lynn gave a moving introduction for the Lynn Childs Mentorship Award.

Lori Burke, manager for Medical and Surgical ICU and Brenda Kinney, executive director for Saint John introduced the 2018 recipients and Jennifer Perreault, Lynn's daughter presented the 2018 Award to Ruth Barry, Intensive Care Unit (ICU) charge nurse, and Donna Eastwood, clinical nurse associate for Orthopedics. Both Donna and Ruth had the privilege to be mentored by Lynn; she would be so proud to see they have excelled at all components of nursing care and mentorship.

Susan Morris, nurse educator for NB Heart Center and president of the Canadian Council of Cardiovascular Nurses spoke of the Canadian Nurses Association (CNA) credentialing program for specialty certification where more than 18,000 Canadian nurses have written their certification exam in 21 different specialties.

Susan and Mary Lynn Clark, nursing practice coordinator for Saint John recognized the four nurses who received CNA certification in Saint John during the past year: Jamie-Lee Steeves, Canadian Cardiovascular Nursing Certification; Brittany Voisine and Pamela LeBlanc, Canadian Psychiatric and Mental Health Nursing Certification; and Holly Richards, Canadian Medical-Surgical Nursing Certification.

Bridget Stack, administrative director for Medicine and Neurosurgery Programs presented special recognition to Janice Kenney (AKA LoopD) for holding CNA certification in Neuroscience Nursing since 1991, the first nurse in Canada to hold certification in her specialty.

The ceremony, held at the end of National Nursing Week, was an opportunity to celebrate all dedicated nurses.



Jeannine Godin is photographed at her desk at Horizon's Saint John Regional Hospital Registration and Admissions office.

How far can active offer take us?

From Gary Selway, Official Languages Advisor

Jeannine Godin, a receptionist at Horizon's Saint John Regional Hospital Registration and Admissions office, has a twinkle in her eyes as she talks about her daily worklife.

Born in the north of our beautiful province, Jeannine started working at Horizon Health Network in 2010. A native Francophone, she remembers all too well the challenges she faced during her first days with the organization: linguistic differences, cultural influences, identity integration, among others.

Jeannine has noticed a strong evolution over the years. Not a day goes by at work without her having to speak English and French. Terms such as "linguistic profiles," and "contingency plans" have become the new normal at Horizon. This new vocabulary indicates the various steps involved to provide service in both languages.

For Horizon, bilingualism is an integral part of providing quality services in each department and health care unit, therefore a team approach is needed to provide active offer.

On an almost ordinary work day, Jeannine welcomed a newly arrived unilingual Francophone immigrant couple at the Registration and Admissions desk. There was no doubt the woman was in labour and the birth of her first child was imminent.

Given the urgency of the situation, and once the administrative obligations were fulfilled, Jeannine accompanied the patient to the obstetrics department in order to provide her with as much support as possible in French. Jeannine knew the future mother was overwhelmed by the enormity of the moment, and the presence of a person capable of

communicating with her in her language would be helpful.

The bilingual staff in Obstetrics were busy when they arrived in the delivery room, so Jeannine stayed with the patient as long as she could. Lost in the moment, she couldn't leave her. In the patient's own words, Jeannine's presence was extremely comforting.

Our language is part of who we are. Being able to express yourself naturally makes all the difference, especially in exceptional situations. Stress, pain, anxiety are all factors that can alter our abilities. Even a perfectly bilingual person can, in such circumstances, lose the ability to express themselves in their second language.

When a bilingual member of the Obstetrics team was able to relieve Jeannine, she returned to her workstation with immense satisfaction. She went beyond expectations and contributed, in her own way, to a patient's comfort and safety. The experience will remain engraved in Jeannine's mind and, most likely, in the minds of the new parents as well.

The active offer leads to everything... even in a delivery room.

Bravo, Jeannine, for your exceptional commitment! Your story perfectly illustrates the importance of communication.



Your language: Making sure your care and needs are understood by your caregivers is important to your safety and the quality of care we provide. That is why we make it known to our patients and clients that services are available in both official languages by greeting you in English and French.

Your Choice: When we say "Hello/Bonjour" or use another bilingual greeting, your response indicates your preferred language. It's that simple!

Our Commitment: We will provide care in your language of choice. If the person you are dealing with is unable to serve you in your preferred language, they will quickly find someone who can. You will be served in your language of choice throughout your care experience.

Votre langue : Pour assurer votre sécurité et la qualité des soins que nous offrons, il est important que vos fournisseurs de soins comprennent vos besoins en matière de soins. C'est pourquoi nous accueillons nos patients et clients avec une formule bilingue qui indique clairement que nos services sont disponibles en anglais et en français.

Votre choix : Une formule d'accueil bilingue comme « Hello/Bonjour » est pour nous un moyen simple de vous inviter à nous répondre dans la langue de votre choix.

Notre engagement : Nous vous offrirons des soins de santé dans la langue de votre choix. Si la personne avec laquelle vous faites affaire n'est pas en mesure de vous servir dans la langue de votre choix, elle vous dirigera rapidement vers quelqu'un qui sera en mesure de le faire. Vous serez alors servi dans la langue de votre choix tout au long de votre expérience de soins.

Volunteer's cozy donations help Fredericton's most vulnerable patients

Gladys Lees has been knitting up a storm — and helping keep newborn babies warm.

The 86-year-old recently dropped off more than 100 hats, mitts and IV protectors for newborns at the Dr. Everett Chalmers Regional Hospital Neonatal Intensive Care Unit (NNICU).

The Halifax resident, who drove to Fredericton on her own to make the special delivery, volunteers regularly at the IWK Health Centre. She has a daughter who lives in the N.B. capital and wanted to donate to her local hospital.

Parents and NNICU staff alike truly appreciate the knitting and crocheting talents of Gladys, and are touched by her donations.

"This is such an act of love and kindness," said Jeanne McIsaac, RN, Maternal Child Health Program. "The time she put in to every garment she makes really speaks volumes about her commitment to give back to the community."

Every baby in the NNICU receives a hat which helps keep them warm and regulates their temperature in the hours following birth. The IV protectors add a layer of protection to the sensitive skin at the IV site, and act as a reminder that special care and attention is required to maintain the IV site.

On average, Gladys makes four hats a day!



Gladys Lees, centre, and NNICU RNs Catherine Moar, left, and Meghan Case show off some of the hats and mitts Gladys recently knit and donated to the NNICU.

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Young knitter donates hat to URVH Labour and Delivery

The son of a Horizon couple has turned his new skill into a thoughtful gift, helping a hospital's youngest patients.

Parker Brown is the son of Julie and Laurie Brown, who both work for Horizon. Julie is a physiotherapist at Upper River Valley Hospital, and Laurie is an occupational therapist with Addictions and Mental Health.

Parker was learning to knit and decided to knit a hat to donate to babies born on the hospital's Labour and Delivery unit.

"Parker was so excited to make that hat," Julie said. "He designed the ear flaps because he thought they might need their ears warm without having their eyes covered."

Staff thank Parker for his thoughtful gift.

"We appreciate all donations that come in to us," said registered nurse Judith Beaton. "We use some for our newborns and some items go into our Layette program to give to new moms and dads in need."



SMH Foundation annual campaign focuses on vital lab equipment

The Sackville Memorial Hospital (SMH) Foundation has launched its *Accuracy is the Best Result Good Chemistry Campaign* with a \$100,000 fundraising goal.

This year the Foundation will purchase a Chemistry Analyzer for the hospital's lab. This technology will provide quick and accurate results of blood samples, allowing physicians to make the correct diagnosis and administer prompt treatment to patients. The new unit will replace an aging unit reaching the end of its lifespan.

This technology has many purposes, including testing liver, kidney and heart function. Glucose is the most frequently performed clinical chemistry procedure used in the diagnosis and treatment of diabetes.

The lab touches virtually every aspect of patient care, as staff perform more than 61,000 tests per year.



Joanne Smith, medical lab technologist at the Sackville Memorial Hospital.

Diagnostic tests are often the least expensive component of the health care pathway, yet they influence more than 70 per cent of all health care decisions.

The dedicated team of medical laboratory professionals at SMH process over 250 specimens per day from admitted patients, the Emergency Department, Extra Mural Program, long-term care facilities and various clinics throughout the Tantramar area.

If you would like to make a donation, you can contact the

Foundation at 364-4204, drop by the hospital, or donate securely online at smhf.ca/donate.

If the campaign goal is exceeded, additional funds will be used on the hospital's other priority needs.



Sackville Memorial
HOSPITAL
FOUNDATION



Accuracy is the
Best Result
Good Chemistry Campaign 2018

Quality Quest Award winners bring collaborative improvements to Horizon

The fifth annual 2018 Quality Quest Award winners were announced at the Leadership Advisory Council meeting in Fredericton in mid-June.

The awards were developed to promote and recognize teams for their quality improvement work and initiatives across Horizon.

Tim MacLaggan and Dr. Dan Smyth were the overall winners for The Moncton Hospital UTI Management Bundle Project. Tara Mann, for The Moncton Hospital Falls Prevention Project and Anne Kilfoil, for the Regional Human Resources CaRES Orientation Program Project, were named runners-up.

Tim, a pharmacist, and Dr. Smyth, of the Medicine Division of Infectious Disease, aimed to reduce unnecessary treatment of asymptomatic inpatients with positive urine cultures (asymptomatic bacteriuria). This treatment provides no benefit to patients and increases complications, which include infection with *Clostridium difficile* and other antibiotic resistant organisms.

The bundled approach was used to concurrently educate and update nursing, pharmacy, and laboratory staff and physicians on adherence to a national best practice algorithm for asymptomatic bacteriuria.

The project was successful: 77.8 per cent reduction in patients being inappropriately treated; a decrease of total days of avoidable antimicrobial therapy from 781 days to 138 days; and a decrease of 50 per cent in material costs.

With her project, Tara, manager of Physiotherapy at The Moncton Hospital, hoped to prevent inpatient falls and reduce the rate of falls to meet Horizon targets (7.03) and national benchmarks (5.43). Through a LEAN Six Sigma approach, the interdisciplinary project team identified the inpatient unit with the highest fall rate, and led the unit to identify what modifications in process were required to decrease the risk of falls.

The team identified simple, yet effective interventions and initiatives to address factors contributing to falls. These included pre and post fall check lists, enhanced visual cues, equipment audits, music therapy, orthostatic hypotension screening and volunteer visits.



Team members Dr. Chelsey Ellis, medical microbiologist, and Tammie Wilcox-Carrier, manager, Microbiology Lab, accept the 2018 Quality Quest award on behalf of Tim MacLaggan and Dr. Dan Smyth, winners of the 2018 Quality Quest Award, pose for a photo with Horizon CEO and President Karen McGrath.

The outcome was a reduction in the fall rate of the unit from 10.87 to 5.96 during the pilot phase, and the fall rate met the best practice standard for 6 of the following 11 months. The project also saved money.

The CaRES Orientation Project was led by Anne Kilfoil, Regional Director of Workforce Development.

The purpose of this initiative was to transform the onboarding process for staff into a cohesive new hire experience as part of the Horizon Employee Engagement Strategy. The goals were to increase compliance of new hires completing orientation requirements, and increase employee satisfaction with the hiring experience, and it worked: 96 per cent of new hires completed CaRES onboarding, compared to 69 per cent using the previous onboarding

process, and 97 per cent of new hires reported satisfaction with the CaRES orientation experience.

The project team also conducted focus groups with patients and families to determine what they wished for new hires to know. The project began in one area and was successfully spread throughout Horizon.

To be eligible for the award, the quality improvement initiative must have been developed and implemented by a multidisciplinary team composed of at least three or more staff and/or physicians; developed and implemented within the last two years and reflect Horizon's vision, mission and values.

If you'd like to read more about all 12 submissions, visit the [Quality Services Skyline page](#).



Tara Mann, runner-up for the 2018 Quality Quest Award, poses for a photo with Horizon President and CEO Karen McGrath.



Anne Kilfoil, runner-up for the 2018 Quality Quest Award, poses for a photo with Horizon President and CEO Karen McGrath.



14 Research Services' raises awareness about clinical trials work

Introduction to Clinical Trials Workshop

On April 20, Horizon Health Network's Department of Research Services held an Introduction to Clinical Trials Workshop at The Moncton Hospital.

This introductory workshop was intended for those from our Horizon community newly working in the regulated clinical trial environment.

Research Services is committed to providing educational support to our research community and will continue to offer events like these in the future. The next introductory clinical trials workshop will be held in Saint John on October 26.

For more information on this workshop or to learn about other opportunities, please contact reserachservices@horizonnb.ca. Thanks to all attendees!

International Clinical Trials Day

In recognition of International Clinical Trials Day on May 20, Horizon Health Network's Department of Research Services, in close collaboration with the Maritime SPOR SUPPORT Unit (MSSU), held three separate events across Horizon and in the community.

These events raised public awareness of Horizon's involvement in clinical research, highlighting the clinical trials Horizon researchers are currently involved with, and encouraged members of the public to become involved in clinical research.

The events were hugely successful, thanks to the help and support of the MSSU, Horizon's Communications department – and, of course, the public.

Lauren Cook, clinical research assistant, Maritime SPOR Support Unit set up at Market Square in Saint John on May 22.

Pictured at the Clinical Trials Workshop at The Moncton Hospital are:

Front row, from left: Karen Hicks, Innomar Strategies; Joann Mallett, Research Services; Emily Gautreau, Research Services; Oke Ataikiru, Oncology Clinical Trials, Moncton; Dominique Richard, Research Manager, Moncton; Karin Pickard, Pharmacy, Moncton; Denise Zirpolo, Maternal Fetal Medicine, Moncton; and Laura Kaye, Cardiology Clinical Trials, Saint John.

Middle row, from left: Dr. Alli Murugesan, Biology, UNB Saint John campus; Susan McCully, Oncology Clinical Trials, Fredericton; Gail O'Blenis, Cardiology Clinical Trials, Saint John; Nicole Barry, Research Services; and Cheryl Rossignol, Pediatrics, Saint John.

Back row, from left: Guest speaker Bryn Robinson, Research Services; Kevan Kostynski, Oncology Clinical Trials, Fredericton; Babar Faridi, Infectious Disease Research, Moncton; Alyssa Margeson, Infectious Disease Research, Moncton; instructor Jacquelyn Legere, Research Services; instructor Pat Shea, Research Services; Ian Chute, Oncology Clinical Trials, Moncton; and Mario Harb, Oncology Clinical Trials, Moncton.



If you are interested in learning more about clinical research at Horizon and how you can play a part in promoting our patient research registry, A Cure is on the Horizon, please visit horizonnb.ca/cure and contact Lauren Cook at lauren.cook@horizonnb.ca for more information.

Thank you to everyone who shared how they reflect, relax and restore after a stressful shift.

We received 42 submissions, each offering insight to how our staff help themselves be healthy. Many members of the Horizon team spend time in nature, practice mindfulness and meditation, and find comfort and joy in animals. Maybe you'll be inspired to try something new after reading this list! We heard from readers from 19 facilities or regions, 29 units, and 26 different positions. As with all past Top 10 lists, we based our decision on a variety of factors, including uniqueness and passion of response, and to ensure a variety of representation across Horizon. We even had a few staff members share photos, and we've included those as an extra shout out! We look forward to reading your submissions for the next Top 10 list!

"After a stressful shift, I usually make sure I get some moral support from any one of my supportive coworkers. Once I get home I grab my hula hoop, put on some music and hoop dance until I have a smile on my face (or I'm really out of breath!). Play and movement meditation are key for me. My favourite place is on the helicopter pad, overlooking the ocean and the swallowtail lighthouse. Ahhhhh...!"

Jaclyn Munro
Registered Nurse, Grand Manan Hospital

"After a stressful shift I like to jump in my truck and listen to my music. Music always makes me feel better. I like to sing really loud to release all my stress. I try not to reflect too much on what happened I just like to move on, tomorrow is another day."

Christine Doughty
PCA2, Centralized Nursing, Saint John Regional Hospital

"Since 2015 I have been watching Korean Historical Dramas. This inspired me to study the language and immerse myself in the Korean culture as much as you can in Fredericton. I cook Korean dishes, study weekly with a Korean student and have even made a Hanbok (traditional Korean dress). I find this so relaxing and fulfilling. I am now involved in an international language app where I tutor Koreans in English and in return they teach me Korean. So, at the end of a busy stressful day I can travel halfway around the world and visit with friends."

Karen Spencer
Administrative Assistant, Spiritual and Religious Care Department, Dr. Everett Chalmers Regional Hospital

"After a stressful day at work, I like to unwind by going to the local zoo, where I also volunteer. Being around all the animals and sitting there taking in the fresh air always helps clear my head, relax my mind, and helps me through the week. I feel connected to nature, the beauty of our world, and it always puts a smile on my face."

Dwayne Manaiigre
Food Services, The Moncton Hospital

"My absolute favourite thing to do to relax and unwind is to take the dog out for a walk. I leave my phone at home (so no calls, no clock-watching, and no distractions). In the summer we pack a picnic supper (she goes bananas when she sees the wicker basket on the counter) and I bring along a book. We'll spend hours

outside in the fresh air and sunshine reading, playing in a beautiful green space, and she gets to make new friends. When I stay home with the dog, I like to read, cook, and pursue creative writing projects. After a particularly stressful day, a few laps in the pool does wonders to de-stress me."

Sandra O'Driscoll
Health Sciences Librarian, Saint John Regional Hospital

"I like to knit a bit at lunchtime or in the evening. You have to pay just enough attention to it that you can't think about much else so it clears your head. I tend to make mittens that go on our charity clothesline in Urgent Care so it's satisfying to think you're helping someone stay warm."

Monica Johnston
Physiotherapy Supervisor, St. Joseph's Hospital

"I practice mindfulness on a walk in nature, mentally reminding myself of the blessings nature can provide for us when out on a walk or hike in the woods – enjoy the sights, sounds, smells of the scenery while enjoying the benefits of exercising and getting heart rate up, both great for my physical and mental health. I remind myself while on the walk/hike to not stress over things you cannot control and let it go. Stressful events are like storms that will come and go but the sunshine always comes around again."

Stephanie Henry
Nurse Practitioner, Fundy Health Centre

"I go golfing or even just going to the driving range to hit a bucket of golf balls — it takes care of stress, and takes the edge off in such unreal way, it's fun, and I get those endorphins going so my pain goes away and I feel like a million bucks in less than an hour. If I want a treat I take a drive down the lovely scenic Lincoln Road in Fredericton and go to the Dari Delite and I have a half and half soft-serve ice cream cone (half vanilla and half chocolate)!! So delicious!! Can't beat it anywhere!!"

Brenda Mercer
Clinical Nurse Specialist, Inpatient Diabetes Education & Management, Dr. Everett Chalmers Regional Hospital

"I love my work; it is challenging, busy, and most rewarding. I work with an amazing team of professionals. There are days I leave work physically and yet have a difficult time to



After work, Sheryl Morris takes to her family's boat on the Miramichi River.

disconnect mentally after a busy day of critical thinking, multi-tasking and planning. I love Zumba. My colleague and I both attend a Zumba with Michelle Burke at the Ville in Marysville. I look forward to moving fast and dance that requires me to think on a completely different wave. I unwind and feel totally energized each Monday and Thursday evening. I also have enjoyed yoga as a means of relaxing and finding a way to disconnect and rejuvenate. After 35 years of nursing, I love my work, but realize the value and significance of tending to my body and befriending others outside of work."

Ruth Amos
Communicable Disease Coordinator, Public Health, Fredericton area



Angela Mooers' happy place is on the water, kayaking with her fur kids.

"The Barn: where the air is clean and fresh, the smell of horses and listening to my horse eat her hay and grain brings me peace and joy. I secretly love the collection of hay, dirt and grass in my horse's mane and tail before grooming. It's incredibly relaxing to brush out her day's activity. Once grooming is complete we head out for a ride together. After returning home from the barn I am completely happy."

Pauline Webb
Recreation Therapist, Geriatrics, The Moncton Hospital

102 FACILITIES 102 ÉTABLISSEMENTS 10 YEARS 10 ANS ONE UN MÊME



Horizon

We're turning 10!

For the past 10 years our employees, physicians and volunteers have been proudly helping New Brunswick communities be healthy.

Horizon is one of the largest health authorities in Atlantic Canada. The Horizon team includes 12,600 employees, 1,100 physicians and 5,200 volunteers, auxiliary and alumnae members, as well as 17 foundations and 18 auxiliary and alumnae organizations.

We want to celebrate 10 years of caring, empathy, respect, research, advancement, excellence, leadership, teamwork, integrity and accountability.

Horizon was officially incorporated on September 1, 2008. Since September 1 falls on a Saturday this year, and because Horizon is celebrating 10 years, celebratory events will occur simultaneously across the network on Monday, Sept. 10.

There are many ways you can participate in these festivities!

- Throughout the summer months you'll see representatives from Horizon's Communications and Human Resources teams at your facility with a photo frame. Don't shy away! Grab a couple colleagues and say, "Yes!" to having your photograph taken. These photos will be used in compilations on Horizon's internal and external platforms.
- We also want to hear how your team, unit or facility has demonstrated how Horizon has progressed in last 10 years. Send your submissions to HorizonStar@HorizonNB.ca. Your story could be featured in this publication or on Horizon's social media accounts.
- Take part in our virtual scavenger hunt! See the following page for more details, and look for updates via all-user emails and the Communications Resource Centre on Skyline.

Thank you to all our employees, physicians and volunteers for your continued commitment to helping people be healthy and for helping shape Horizon along the way.

We look forward to growing together as One Horizon for many years to come.

Stay tuned for more information on fun and events leading up to, and on, Sept. 10.

Horizon's 10-year Anniversary Scavenger Hunt

What it is:

In celebration of Horizon's 10th anniversary, we're hosting a scavenger hunt! You're invited to complete and submit five of the items on the list below.

You may work in teams, but your group can only make *one* submission and will share the prize.

How to play:

- Complete *five of the 10 items* listed below **and** like Horizon Health Network on Facebook, or follow [@HorizonHealthNB](https://twitter.com/HorizonHealthNB) on Twitter or Instagram. A member of Horizon's Communications team will verify you follow Horizon's corporate Facebook, Twitter or Instagram channels.
- Once – and only once – you've completed all six tasks send an email containing your five photos to HorizonStar@HorizonNB.ca by **Friday, July 20 at 4 p.m.** Incomplete scavenger hunts or submissions through multiple emails will not be accepted.

What you can win:

All those who find and/or complete five items on the list will be entered to win a gift certificate to be used towards purchases, including water bottles, journals, t-shirts and bags, in [The Horizon Store](#). You can use the gift card on yourself or share with friends or colleagues.

Winners will be announced on Sept. 10 through an all-user email and on Skyline.

Scavenger Hunt Items

MUST COMPLETE: Like Horizon Health Network on Facebook, or follow [@HorizonHealthNB](https://twitter.com/HorizonHealthNB) on Twitter or Instagram

- A photo of you with a copy of this edition of the *Horizon Star* or the spring edition of *In Your Community*
- A photo of an employee wearing a 10-year Years of Service tab or pin
- A photo with a Values Commitment Charter or Mission, Vision, Values poster
- A photo or image of you sending a *Bravo!* to someone (for example, a screen grab of the thank you page)
- A photo with a "Hello. Bonjour." poster
- A photo of something in your facility with the number "10" (for example, a clock, a meeting room number)
- A photo of an item authentically dated "2008" (for example, an calendar, a graduation diploma, a marriage certificate, a set of minutes)
- A photo of you with your VP, or Horizon's President and CEO, Karen McGrath (get creative!)
- A photo of your healthy lunch
- A photo of your pedometer (i.e. FitBit) reaching 10,000 steps

Go!



Doug Doucette, left, accepts the Presidential Citation Award from Jonathan Walsh, the New Brunswick College of Pharmacists' president.

Pharmacy manager recognized for leadership in patient-centered work

Doug Doucette, Horizon's Regional Pharmacy Clinical Manager, was recently awarded the Presidential Citation Award from the New Brunswick College of Pharmacists.

This award is given to any person, or organization, which has made a significant contribution to the profession of pharmacy, according to the College. The winner is commonly recognized for the completion of a specific project, venture, research or service to the profession or the College.

Doug's award recognized his leadership in expanding the scope of pharmacist practice in hospitals and in allowing more consistent access of patients to pharmacists' knowledge and skills in both New Brunswick regional health authorities, a project that began four years ago.

"Until now, there were limits on which pharmacists were able to perform medication changes and order lab tests so decisions about medications often required extra steps," he said. "The new policies will allow pharmacists to prescribe medications and order lab tests

to optimize patients' medication therapies while continuing to work collaboratively with physicians, nurse practitioners and other health care providers in Horizon and Vitalité. These changes are also in line with similar changes to scope of pharmacy practice across Canada, both in hospital and in community settings."

Horizon's pharmacy teams help patients and families every day in hospitals and clinics, resolving or preventing problems with medication regimens such as reviewing how they are taking their medications, recommending better or safer plans for medication use, and advising patients of what to expect when taking medications.

Moira Wilson, Horizon's Regional Director of Pharmacy, recognized Doug's skills in change management including diligence, transparency, and effective communication and being accessible to stakeholder groups.

"Doug's effective leadership drew on these skills to engage pharmacists and pharmacy staff, physicians, nurses, clinical networks, and the clinical support departments of laboratory

medicine and diagnostic imaging while upholding the value of patient-centered care and the value of the pharmacist to achieve this important change in our practice environment," she said.

In his everyday work, Doug leads Horizon's pharmacy teams to ensure patients across the region receive high-quality pharmacy services based on sound clinical evidence, education and research.

And while he enjoys the management and administrative side of his job, he also provides direct patient care in The Moncton Hospital's cardiac rehab clinic. Here, he works with patients who are learning how to live with heart disease and to help them better understand and manage their medications.

Doug was "humbled" to be nominated by colleagues, and recognizes the collaboration and work of his co-recipient, Luc Jalbert, Pharmacy Manager in Vitalité Health Network.

Organ and Tissue Week reminds NBers to make their wishes known

The NB Organ and Tissue Program and the Canadian Transplant Association's New Brunswick Branch organized flag raising ceremonies to celebrate National Organ and Tissue Donation Awareness Week in April 2018 at city halls in several communities across the province.

During this awareness week, New Brunswickers are encouraged to make or renew their commitment to organ and tissue donation, and to make their wishes known to family members.



NB Organ and Tissue Program team members from Horizon's The Moncton Hospital took part in the Transplant Trot along Moncton's Riverfront Park trail.



A NB Organ and Tissue Program team member from Horizon's Saint John Regional Hospital helps raise the flag at Saint John City Hall.



18

#THROWBACK

Shirley O'Leary, head nurse of Intravenous Therapy at St. Joseph's Hospital in Saint John. This department was established in 1971. From 1970 to 1979, St. Joseph's Hospital was changing to become an active-treatment community hospital, according to a booklet from the Sisters of Charity of the Immaculate Conception from 1989.





Taking a 'waste walk' is one way to make the waste visible again!

Before you can fix a problem, you must first see it. The longer you're in the same place, the more difficult it is to see the waste around you.

A waste walk is a planned visit to where work is being performed to observe what's happening and to specifically look for waste.

Waste walks empower employees at all levels of the organization to make improvements in their own work areas. Waste walk happening within Horizon include:

- A library technician reduced duplicate purchases of books by reviewing the purchases and usage across the region. Borrowing across Horizon libraries enables strategic purchasing of books based on statistics and needs.
- A laboratory assistant was able to simplify the shipping process when sending lab specimens to external laboratories for testing. By using the shipping company's multi-ship option, the lab will save over \$10,000 in shipping costs.
- A physiotherapist made it easier for staff to find the equipment they needed, and created more space to work with equipment by sorting, cleaning, organizing and storing equipment, and setting up a process to keep it in order.
- A pharmacy administrative assistant analyzed the existing pharmacy practice of bulk ordering of vials, ointment jars and amber bottles. The analysis revealed an order of large amounts of products at a time produces excess supply and, in some cases, pile the inventory of obsolete sizes. The process was changed to allow for a weekly basis orders through the daily supplier to minimize the overstock and free up storage space. This waste walk saved the pharmacy \$1,279 annually.
- A diagnostic imaging radiography administrator undertook the comprehensive examination of the costly IMPAX Clinical software licences. After the review, it was determined there is an excessive amount of licences in the department and the functionality they provided was neither beneficial nor utilized by clinicians. The elimination of 31 unutilized software licences in the Fredericton, Miramichi, Moncton and Saint John areas and provided \$92,396 of hard dollar savings on an annual basis.

Lean Six Sigma (LSS) White Belt training is open to all staff at Horizon. For more information and available training dates, visit the [Process Improvement Skyline page](#)

DECRH Medical Day Clinic Improvements

From complete chaos to organized chaos — that's the best way to describe the transformation in the Medical Day Clinic at Horizon's Dr. Everett Chalmers Regional Hospital (DECRH).

Staff wanted to develop a consistent and efficient process to improve access to the Medical Day Clinic.

With the help of the Performance Excellence team, they are now empowering patients by allowing them to call and schedule their own appointments. They have control over their own schedule so when patients call to schedule their appointments they are able to ensure better utilization of our time and resources.

Staff have reduced non-value added tasks for all stakeholders by creating a simple one page referral and physician order form, which reduces the time spent by resources gathering information.

These changes have allowed staff to improve access and patient care. Because of the success of this project at the DECRH, the Ambulatory Care Network is considering rolling it out to other facilities.

Tips and Tools: Project Kickoff Meeting

Project Kickoff meetings are held in the early stages of a project – after the Project Charter has been approved and detailed project planning has begun.

All key stakeholders are invited, including all members of the project team. The most effective Project Kickoff meetings are held in-person, but videoconference and Skype meetings are also acceptable formats.

The purpose of the Project Kickoff meeting is to bring relevant parties together to ensure a common understanding of the project, including its goals and objectives, key deliverables and high-level schedule.

The Project Manager/Lead facilitates the meeting, but the Project Sponsor and Business Owner also address certain sections early in the agenda.

Project Kickoff meetings are scheduled for no longer than one hour, including some time at the end for questions and discussion. The Project Management Office (PMO) has developed a standard [agenda](#) and [PowerPoint presentation template](#) to help plan for and guide Project Kickoff meetings.

For guidance or assistance with preparing for your Project Kickoff meeting, please contact us at PMO@HorizonNB.ca.

Project Kickoff Meeting Agenda

1.	Welcome & Introductions	10.	Constraints & Assumptions
2.	Project Description	11.	Preliminary Risks & Issues
3.	Project Background	12.	Budget Summary
4.	Project Goals & Objectives	13.	Expected Savings
5.	Project Outcomes	14.	Detailed Planning Approach
6.	Project Scope	15.	Project Administration
7.	Key Deliverables	16.	Current Status
8.	High-Level Project Schedule	17.	Next Steps
9.	Project Organization	18.	Questions



Psssst.
Hey, you!
Yes, you.

Guess what? Horizon is online!

Horizon's Communications Department recognizes you – and many of our patients, clients, families and stakeholders – receive your news via social media.

We've turned this into an opportunity to share stories about our people and programs, and grow our online communities. You can find us on Facebook, Twitter, Instagram and YouTube.

Our new direction has already been working: since we've increased our presence on social media we've seen significant positive growth, engagement and response from our followers.

We've also updated our social media policy and developed helpful employee guidelines to assist you in engaging on social media while also respecting Horizon's values, ethics and policies. Watch for this information in the coming months!

If you have an interesting story to tell on Horizon's social media pages, message us on Facebook.