

# Regional Health Authority B Horizon Health Network

## Minutes of Public Meeting

**Minutes of a meeting of the Board of Directors held on Friday, June 25, 2021 via Zoom  
1:00pm – 3:00pm**

**Directors:** Jeff McAloon (Chair), Linda Forestell, Shelley Francis, Pauline Gallant, Nicholas Ganong, Jane Mitton-MacLean, Carol Reimer, Martina Shannon, Greg McKim, Natasha Ostaff, Derek Hutchison, Peggy Doyle, Janet Blair, Jeff Beirsto, Brian Wheelock, Dr. Jennifer Hall (Guest), Dr. Kimberly Butt (Guest)

**Staff:** Karen McGrath, Erin Arsenault, Jeff Carter, Jean Daigle, Dr. John Dornan, Gary Foley, Geri Geldart, Janet Hogan, Dan Keenan, Margaret Melanson, Jennifer Sheils, Denyse Doherty (recorder),

**Regrets:** Dr. Edouard Hendriks

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### 1. Call to Order and approval of agenda

Jeff McAloon, Board Chair called the meeting of the Horizon Board of Directors to order at approximately 1:00pm.

Mr. McAloon also acknowledged that New Brunswick is situated on unceded and unsundered territory of the Mi'kmaq, Wolastoqiyik, and Passamaquoddy Peoples. The Treaties of Peace and Friendship signed in 1725 and 1726 between the British Crown and the Wabanaki did not deal with the surrender of lands and resources, nor did it shift the "ownership" to the Crown, rather, rules were established for an ongoing relationship between nations. We all must respectfully acknowledge this and our roles in healing and reconciliation between nations.

Upon a **MOTION** by Peggy Doyle, **Seconded** by Dr. Wheelock the it was **RESOLVED** the agenda was approved as circulated.

**CARRIED.**

### 2. Presentations:

#### 2.1 COVID 19

Margaret Melanson provided an overview on Horizon Health Network's COVID response plan. Margaret reviewed the COVID 19 timeline where Horizon Health Network established the Horizon Emergency Operations Center on March 15, 2020 and the NB State of Emergency was declared on March 19, 2020. In preparation to meet the demands Horizon created several temporary positions; addressed urgent issue and realigned resources in response to the

pandemic as well as the appointment of the Regional ID/IPC Medical Director, Dr. Gordon Dow. A Regional ID/IPC Covid 19 Committee was created membership included Infections Disease, Clinical Services, Nursing Practice, Medical Microbiology, Pharmacy, Infection Prevention and Control, Employee Health and others as needed. This committee met daily and formulated a rapid and comprehensive policy for prevention and treatment; the strategic use of IT to communicate these new policies, new viral diagnostic testing, enhanced safety culture and enhanced PIC visibility, policy, and staff engagement.

The HEOC there was strong collaboration with key stakeholders within Horizon: Employee Health Services, Facilities & Property Management, Public Health, Security, Communications & Clinical Services in all facilities.

Risk assessment tool for Healthcare workers was developed; in collaboration with Public Health the creation of the COVID 19 Results trackers was put into place. Many education sessions, recommendations and emerging therapies were created.

COVID 19 provided many Insights and challenges:

- Collateral damage rises with the potency of safety protocols
  - Visitation restrictions and impact on patients/family members
  - COVID-19 patients dying alone from family and family grieving alone from funerals
  - Limitations on patient mobility, access to non-hospital food, books, clothing etc.
  - Delayed surgery, medical care and diagnostic investigations
  - Entryway line-ups
- Pandemics shed light on the cracks in our broken healthcare system
  - Lack of access to primary care
  - Gaps in long term care
  - Gaps in mental health services
  - Aging infrastructures and physical spaces
  - Requirement for robust housekeeping measures
  - Inadequate pandemic preparedness
  - Inattention to IPC protocols
  - Sub-optimal ID specialist engagement in infection control

Horizon's Regional ID/IPC Covid 19 committee continues to meet regularly to ensure all measures and guidelines are being met; that recommendations and guidance from IPC is communicated throughout the organization. Horizon will continue to practice daily monitoring, planning preparations for resurgences of COVID cases, and will be ready to respond swiftly to any outbreaks in any zone or location. Collectively we managed through this pandemic very well.

## **2.2 Nursing Recruitment**

Geri Geldart presented on the Nursing recruitment efforts over the past year and provide an update to the new Board of Directors. Horizon has a dedicated team of Talent Acquisition Specialist whose role is focused on recruiting the highly-skilled talent required to deliver safe and quality patient/client care. Horizon's recruitment approach is to work closely with Universities locally and nation wide. We do a lot of clinical placements to establish strong

relationships with new students. Horizon had a target of 276, we were able to recruit 144 graduates, 146 experienced RNS and 7 Internationally educated RNS. 297 new hires; exceeding our target. Additionally, Horizon rehired 68 nurses to assist with COVID assessment centers and vaccination clinics. Geri took a moment to thank these nurses who came back to help throughout organization; Horizon is very grateful for their support.

A new target has been established a new target is now 382 new Nurses each year noting that we have a predicable target of 116 retirements and normal turnover of 187; to help work to close the vacancy gap.

Horizon is currently recruiting for 50 Internationally Educated Nurses; we've also hired 106 new graduates (Our year begins April 1) and we've also hired 15 experienced nurses. We need to hire 261 more nurses over the next 9 months.

Horizon has launched a new marking campaign to help with national recruitment; we will also continue to offer financial incentives for the hard to recruit centers/areas. The area of focus is the Emergency Departments throughout the region. Horizon is also looking at short term contract; offering weekend only positions which may be attractive for some candidates.

Geri concluded her presentation welcoming comments or questions from the floor. All questions were answered satisfactorily.

### **2.3 Physician Recruitment**

Dr. John Dornan presented on behalf of Dr. Hendricks the efforts on the ongoing Physician recruitment. Recruiters work directly with the heads of the clinical departments to discuss the needs and opportunities for recruitment, many virtual events have taken place during the pandemic. A Provincial Interim Committee focus on physician resources; new positions have been approved so far (over 60 new positions to date). Just like other areas, Horizon faces many challenges in recruitment of physicians such as global competition, changing nature of the practice of medicine, consideration of spouses' careers, etc.

Dr. Dornan noted all new specialists and family physicians that have been hired the zones under Horizon Health Network; from July 2019 to today 86 confirmed recruitments in family medicine – 42 departures so 40 net gain. 118 specialists with 65 departures a net gain of 53 new specialists; New Family Physicians have taken over existing practices with over 15,000 patients have been removed from the Patient Connect waitlist. All of this wouldn't be possible with the hard work of our recruitment team.

Dr. Dornan concluded his presentation and satisfactorily answered questions from member of the Board.

Upon **MOTION** by Dr. Wheelock, seconded by Carol Reimer it was **RESOLVED** that the Presentation given were approved & Filed.

**Carried.**

### **3. Balance Scorecard**

Balance Score Card Overview was presented by Margaret Melanson. The balanced scorecard is a powerful tool to assist organizations in focusing more on strategy. This is accomplished by integrating an organizations vision, mission, and priorities with the day to day work towards achieving objectives through prioritized initiatives and communicating progress through aligned performance measures. The balanced scorecard report includes a quarterly update in progress on strategic objectives, key results, and strategic initiatives. • Strategic objectives break down a broad strategic priority into focused goals and make the strategic plan actionable by an organization’s employees. • Key results are performance measures which provide evidence of progress towards a strategic objective and provide a foundation to support strategic decision making. • Strategic initiatives are new or continuing projects or actions designed to improve the performance of one or more strategic objectives. For each strategic objective, several strategic initiatives have been identified. Using project management best practices, status reports for each initiative have been included to share how the organization is working towards achieving each strategic objective, and ultimately the strategic plan. This report was developed to reflect the interim Strategic Operation Plan approved by Horizon’s Board in October 2020. Interim strategic objectives have been identified and the existing measures have been reported under the new objectives. The report is a combination of previously approved measures and the initiatives approved in the strategic operational plan. The key measures and initiatives which are not fully aligned with a specific objective have still been included with the appropriate priority to provide continuity through this year. A new scorecard will be done for this new year.

Upon **MOTION** by Martina Shannon, seconded by Carol Reimer it was **RESOLVED** that the Report presented approved.

**Carried.**

**4. Regional Professional Advisory Committee Report**

Geri Geldart, VP Clinical, provided a report from the Regional Professional Advisory Committee; Geri is the Co-Chair of this committee with Gary Foley. Gary Foley will be chairing the committee for the upcoming year. Geri reviewed the committee report and presented a recommendation to the Board for consideration. The recommendation would be that there’s a need to maintain and advance the evolution of telehealth technology and programming in Horizon Health Network. Horizon has a strong history as an early adopter of telehealth technology. The restrictions of the pandemic resulted in a significant escalation in adoption. As this technology continues to evolve, Horizon will need to ensure that supports are available for clinicians to ensure meaningful and appropriate use.

Upon **MOTION** by Peggy Doyle, seconded by Linda Forestell it was **RESOLVED** that the Report presented approved.

**Carried.**

**5. Regional Medical Advisory Committee Report**

Dr. John Dornan, Regional Chief of Staff, provided a report from the Regional Medical Advisory Committee meeting held in May 2021.

Upon **MOTION** by Dr. Wheelock, seconded by Pauline Gallant it was **RESOLVED** that the Report presented approved.

**Carried.**

**6. Finance Audit and Resource Committee**

Dan Keenan, Chief Financial Officer provided a report of the committee meeting held on May 20, 2021.

Upon **MOTION** by Jeff Beairsto, seconded by Nick Ganong it was **RESOLVED** that the Report presented approved.

**Carried.**

**7. Governance and Nominating Committee**

Jean Daigle, VP Community provided a report of the committee meeting held on May 20, 2021.

Upon **MOTION** by Linda Forestell, seconded by Greg McKim it was **RESOLVED** that the Report presented approved.

**Carried.**

**8. Patient Safety and Quality Improvement Committee**

Margaret Melanson, VP of Quality Patient Centered Care provided a report of the committee meeting held on May 19, 2021.

Upon **MOTION** by Jane Mitton-MacLean, seconded by Peggy Doyle it was **RESOLVED** that the Report presented approved.

**Carried.**

**9. Other Business**

None.

**10. Questions from the Public**

No questions were received.

**11. Adjournment**

Upon a Motion by Derek Hutchison, the meeting was adjourned at 1:40 pm.

**CARRIED.**

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Jeff McAloon, Board Chair

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Karen McGrath, Corporate Secretary