



**Regional Health Authority B
Horizon Health Network**

**Minutes of meeting
(Committee of the Whole)**

**Minutes of Public Session of the Board of Directors held on Thursday, October 8,
2021 via Zoom (10:00 – 12:00)**

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

Regrets: Nicholas Ganong, Martina Shannon

Staff: Dr. John Dornan, Dr. Susan Brien, Jeff Carter, Jean Daigle, Gary Foley, Dr. Ken Gillespie, Janet Hogan, Dan Keenan, Gail Lebel, Eileen MacGibbon, Margaret Melanson, Jennifer Sheils, Denyse Doherty (recorder)

1. Call to Order and approval of agenda

Kris McDavid went over the general housekeeping items and communication expectations for members of the media who have joined the meet.

Jeff McAloon, Board Chair, called the meeting to order at approximately 10:00am. A quorum for the meeting was established.

1.2 Remarks from the Board Chair

Jeff McAloon welcomed all members of the board, public and the media. Jeff McAloon took the time to acknowledge that this has been a very challenging time for all New Brunswickers and want to acknowledge the amazing work of the staff at Horizon Health Network; the tremendous work, professionalism, and sacrifice that the staff have

exhibited throughout this pandemic to ensure that all New Brunswickers are safe and healthy. The Board of Directors, see you, hear you, value you and we are committed to everything in our power to support you. If you are struggling please don't hesitate to reach out to your manager or contact Horizon's EAP provider; it's important that you get the help that you may need during these difficult times. To the colleagues of the Board thank you for your talent and expertise and really looking forward to working with you while improving our governance practices and ensure we provide appropriate support and accountability to the Leadership. Finally, to the Leadership team here today, thank you for your tireless efforts, to your commitment to the work that lays ahead of you and the model of energy and behaviours that you have demonstrated; employees learn and watch and replicate that and the Board of Directors also sees that and are grateful for all that you are doing. Jeff McAloon then introduced Dr. John Dornan our Interim President & CEO.

2. Report of the CEO

Dr. Dornan thanked the Chair and thanked the board and members of the public as this was his first opportunity at interim CEO to present at a Board meeting.

Dr. Dornan introduced our new VP of Clinical Eileen MacGibbon who he has known for many years. Eileen MacGibbon, is a long service and dedicated Horizon employee, has been appointed to the role of Vice President of Clinical Services responsible for Emergency medicine, Surgery, Critical Care, NB Heart Centre, and Trauma. Eileen is known for being very innovative and moving things forward. Dr. Dornan introduced Gail Lebel; Gail came from Irving where she was the VP of Talent Centre of Excellence with the specific focus on talent acquisition, employee experience and engagement. Gail started with Horizon shortly before Dr. Dornan started as Interim CEO.

Dr. Dornan introduced Ken Gillespie who has taken on the Interim role of Regional Chief of Staff. Dr. Gillespie is an Obstetrician from the Moncton area.

We also have a new VP of Medical Academic and Research Affairs, who is from Ottawa Ontario, originally from Fredericton NB and we welcome her back to her hometown. Dr. Brien has been very engaged and brings a wealth of knowledge to the role. Dr. Brien has replaced Dr. Edouard Hendricks who has retired from this position.

Dr. Dornan noted some of the minor reporting structure changes; the Executive Directors now report to Margaret Melanson. Dr. Dornan noted that Horizon is also actively recruiting for a 2nd VP of Clinical and a Chief Nursing Officer.

Dr. Dornan provided an update on our current challenges that we are facing due to the pandemic. Our hospitals are seeing alarming rates of hospitalizations of patients due to COVID. We continue to face challenges with staff resourcing and is working diligently with Gail Lebel to work on this area.

Dr. Dornan provided an overview on the current activities in Horizon and the 100-day plan. When Dr. Dornan was being considered for the Interim role of President & CEO, he was asked to have a 100-day plan. Dr. Dornan shared some of the items that plan which will require work from all of the Executive Leadership, as this is not simply his plan but collective plan.

Nursing retention and recruitment ER Wait times, Vitalite, Ambulance New Brunswick, EMH, GNB Communication and Collaboration, Surgical access, and measurable metrics.

ER Wait times – is a larger task which is gaining traction. There's taskforce committee reviewing ER wait times and coming up with a plan to address this concern. Surgical access is another pressure point which requires process improvement.

Dr. Dornan has seen strong collaboration between our Horizon senior leaders with the leaders from Vitalite which will only strengthen on how services will be provided throughout our province.

Lastly, Dr. Dornan opened the floor to any questions. Jeff McAloon noted the collaboration between with two RHA's and other key stakeholders is wonderful in getting important initiatives moving forward.

Greg McKim asked about the progress on the ICUs. Dr. Dornan and VP Clinical Eileen MacGibbon pulled together a working group with Vitalite to discuss the issues of the ICU capacity and able to respond in real time to address the needs. This was an excellent example of two RHA's coming together and developing a solution that will work for all patients and staff.

3. Presentation – COVID 19 Vaccines

Dr. Dow did a presentation regarding the COVID 19 Vaccines and its Efficacy. Dr. Dow discussed the efficacy rates of each of the vaccines and the number of studies that were involved to provide the data. He reviewed some of the known adverse effects from the Pfizer vaccine. The most common issue was the experience of pain at injection site 68% first dose and 75% for the second dose. He then reviewed the viral life cycle & the transmission cycles. The most interesting data was around the vaccine's effectiveness over time against Non-Delta & Delta variants. Dr. Dow's summary of his presentation was that the vaccine is highly effective at preventing hospitalization and death. The vaccine is effective against all known variants and the more of New Brunswickers get the vaccine, the better chances of personal protection and the protection of the Healthcare System.

4. Balance Scorecard

Balance Score Card Overview was presented by Margaret Melanson. The report is a combination of previously approved measures and the initiatives approved in the strategic operational plan. Margaret presented a few areas/measures that are being addressed that are currently off track; ED wait times. We continue to score low on our ED triage level 3 patients. Eileen in her role as VP Clinical is working on this area and identifying some of the processes that require attention. Margaret noted that the work that Jean and his team are doing regarding the 21 recommendations will help with addressing the ED Wait times. Eileen noted that there's a lot of initiatives that have started or will be started to address this issue.

Co-leadership Program Management initiative in collaboration with other provincial stakeholders will be moving ahead to aide with ED Wait times. This model will be shared with Vitalite to introduce through their organization.

5. Regional Medical Advisory Committee

Dr. Ken Gillespie, Acting Regional Chief of Staff, provided a report from the Regional Medical Advisory Committee meeting held on September 14, 2021. Dr. Dornan has appointed Dr. Gillespie as the acting Regional Chief of Staff. This is a temporary appointment that will continue only until a new CEO and President has been appointed. If Dr. Dornan does not return to the Regional Chief of Staff position, there will be an open call for physicians to apply. I know that there are many talented physicians who have the energy, leadership skills and interest to be successful in the

role of Regional Chief of Staff. In the meantime, he will do his best to fill this role. Dr. Gillespie will also do everything he can to ensure the success of whoever becomes the Regional Chief of Staff.

Dr. Gillespie discussed COVID and how we're in a new wave of this virus. The delta variant has proven to be an extremely contagious and dangerous variant. Efforts continue to maintain the regular medical and surgical services; lots of coordinating efforts for our ICU & inpatients resources across Horizon to assist hospitals who are experiencing higher COVID case numbers.

As Dr. Dornan mentioned in his CEO report, Nursing and Physician resources remain as one of its greatest challenge. The lack of resources has put a strain on providing services we provide provincially. There's been a lot of work in the community with Mental Health under Jean Daigle's portfolio. Many changes have been implemented based on the DOH recommendations over the past 18 months.

6. Finance, Audit and Resource Committee

Natasha presented the report at a high level. She noted some of the priorities of the committee and for the first meeting we wanted to get a feel on what was being discussed; reviewed the financial results; A small surplus of \$337,000 was reported, predicated on additional funding from the Department of Health to cover a portion of costs incurred related to the pandemic – YTD COVID expenses were approximately \$10.2 Million which will be recovered from the Government. There's been an increase of 350 FTE's due to COVID staffing resources, i.e.: immunization clinics, Assessment centers, patient, and staff screening and additional EVS staff. We also introduced to this committee IT, Jennifer Sheils' portfolio and discussed the importance of IT and all the different projects that are ongoing. Jennifer provided an overview for the committee. We do feel that we need to move forward on IT projects that have been put on the back burner due to COVID related IT projects.

Jeff Carter provided an overview of the Capital Equipment approval process including the extensive input of various staff and physician committees, and the cooperation with Department of Health and Service New Brunswick in approving and acquiring our Capital equipment. Mr. Carter presented the 5-year Major Capital Equipment priority document, and the committee recommended the Major Capital Priorities for fiscal 2022-23 be approved as presented which was \$8.5 million.

Jeff Beirsto asked Dan Keenan concerning the COVID operating costs and if these have ever been challenged by the GNB on recovering these costs from them. Dan noted that the province receives a weekly report of all our COVID operating costs and have not challenged any of the expenses to date.

7. Governance and Nominating Committee

Jane presented the committee report. Jane reported the committee received an update on Horizon's strategic plan offered by Mrs. Margaret Melanson. The strategic objectives spelled out in the plan have a staff owner who has the responsibility to ensure progress is made. They are setting priority initiatives and creating alignment. Information was also shared with the committee confirming their feedback to inform the provincial health plan had been considered at the Department of Health. The committee also reviewed its terms of reference and the workplan that was previously developed by the previous committee. Changes in dates and timelines were adjusted. It was also noted by Mrs. Forestell that nominations should come to the chair in May 2022 and that the member evaluations be moved up to March 2022. The foundations reviews timelines were also adjusted accordingly.

8. Patient Safety and Quality Improvement Committee

Dr. Brian Wheelock presented the Patient Safety and Quality Improvement Committee report. Dr. Wheelock, after consultation with Margaret, what some of the vulnerabilities that need reviewed and discussed. Adverse events such as pressure ulcers is an area of concern. The committee has identified some strategies to address this issue and help prevent these pressure ulcers. These strategies have been identified and have not been rolled out; more documentation, education is required to roll out this strategy.

Margaret noted that Horizon has not as dedicated enough time and resources to this initiative. Margaret met with Finance to review budget and will be posting for a Skin and Wound Coordinator who will be dedicating their efforts in this area.

Patient Flow, Surgical access are other areas of vulnerabilities.

The PSQI committee priorities noted were the following;

1. Accreditation Canada Survey Visit Completion with Commendation Award

2. Board Awareness of Issues / Challenges of Quality Safety and Accountability Plans
 - a. Mental Health Action Plan Strategy
 - b. Stroke Management Strategy
 - c. Pressure Ulcer Management Strategy
3. Implementation of Incident Management System
4. Implementation of Recommendations from Patient Safety Incidents with Harm

9. Human Resources Committee

Greg McKim presented the report from the Human Resource Special Committee comprising of Shelley Francis, Nick Ganong, Linda Forestell, and the writer Greg McKim met September 1. In addition to the committee Jeff Bearisto represented the Board Chair, Dr. Dornan as Interim CEO, Gary Foley, and Erin Arsenault as the Executive Lead. Denyse Doherty recorded the meeting. Currently the HR committee is a special committee of the Board. Terms of reference have been included in the package for consideration that this committee will become a standing committee of the Board. It is anticipated that once term of reference has been approved by the Board the Human Resource Special Committee will engage with the immediate priority of focus on recruitment /retention.

The committee was provided with an overview by Dr Dornan specific to his focus. Erin Arsenault presented an update regarding talent acquisition to provide a clear picture of need. The presentation highlighted the number of issues impacting recruitment of nurses (at the committee's request) focusing on attendance /sick time, with information regarding a successful pilot project in Saint John that will be expanded. Information was also provided regarding safety/ violence in the workplace and a recap of reasons nurses are leaving the organization. (#1 retirement; #2 scheduling and hours; #3 compensation). Also provided were some of the metrics currently used by human resources. The remainder of the meeting was used to create the Terms of Reference being submitted.

On September 17 the Committee met with Gail Lebel, the Chief Human Resource Officer. While only in the position for 9 days she provided an introduction of her background, and a general understanding of her priorities. The objective of the meeting was to introduce the committee and assure her of support.

Jeff McAloon thanked all committee chairs and senior staff for all their continued hard work for pulling together these reports.

10. Other Business

None

11. Questions from the Public

No Questions

12. Adjournment

The meeting was adjourned at 12:00pm

Jeff McAloon, Board Chair

Dr. Dornan, Corporate Secretary