

**Regional Health Authority B
Horizon Health Network**

Minutes of meeting

Minutes of the Board of Directors held on Friday, April 22, 2022 (10:00am – 12:00pm) Delta Fredericton

Directors: 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) Nicholas Ganong

Regrets: Jeff McAloon, Jane Mitton-MacLean

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

1. Call to Order

Jeff Beirsto, Board Vice-Chair, called the meeting to order at approximately 10:05am. A quorum for the meeting was established. Jeff Beirsto welcomed the Board, Senior Leadership Team, members from the public and members from the press

Jeff Beirsto also acknowledged that New Brunswick is situated on unceded and unsurrendered 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.

2. Approval of Agenda

Upon a **MOTION** by Pauline Gallant, seconded by Brian Wheelock it was **RESOLVED** the agenda be approved as presented.

Carried.

3. Disclosure of Conflicts of Interests

None

Carried.

4. Report from the Board Chair

Jeff Beirsto, Vice Chair of the board, provided a brief report to the board. Jeff noted and thanked the hard work that has been ongoing with the Human Resource Committee and Gail Lebel, VP of the Human Resource Portfolio. Tremendous work had been done in a very short time that is starting to gain traction.

Jeff thanked all the staff and volunteers who continue to support the amazing work that Horizon Health Network has done through these past several years.

5. Report from the CEO

John Dornan provided a verbal report. John Dornan introduced Trindy Harrison to the team. Trindy will be joining the team parttime to help support Denyse and the CEO office.

John reported on the current COVID numbers and challenges that the RHAs continue to face in the facilities and with staffing. John noted that we are at the tail end of COVID is hopeful that we will see better COVID numbers and less sick patients/staff.

John thanked his Senior Leadership team for their hard work and their continued efforts towards the collaborative work on the Provincial Health Plan with the Department of Health, Vitalite and other various key stakeholders.

John Dornan also discussed some of the exciting initiatives that Jeff Carter and his team have undertaken towards Green Energy Initiatives; such as the Solar Panels on the Rooftop at Saint John Regional Hospital.

John Dornan also highlighted some of the latest recruitment initiatives and plans that he, Gail, and members of her team have been working on; lots of activity on the horizon.

6. Balance Scorecard

Margaret reviewed the latest data on the Balance Scorecard for Horizon Health Network. Margaret highlighted a few initiatives; Efficient and Appropriate Care -Reduce wait times throughout the system – Improvement patient/Client safety and quality of care – Coordinate health services to smooth transitions of care and Provide health care at appropriate locations and times; the other pillar that she reviewed was the System Wrapped Around Patient/Client Needs: Establishing a culture to strengthen health equity – Excel and grow as a patient/client and family-centred organization – reduce avoidable hospitalizations – Empower patients, clients and providers with option to access health information and services. Lastly Margaret reviewed Sustainability – Improving accountability for health care service delivery results – alignment of human resources to achieve the strategic plan – innovate to improve productivity and deliver healthcare services in the most cost-effective manner and secure clinical and organizational information.

After Margaret’s presentation, the floor was opened to members to ask questions. Brian Wheelock asked about the Nurse Practitioner Diversion Clinic and the status of this service. Jean Daigle was able to provide an update on this initiative and the continued opportunities that this initiative continues to provide. The plan is to expand this to other facilities around the other zones under Horizon Health Network.

7. Finance, Audit and Resource Committee

Natasha Ostaff presented her report to the Board.

Horizons Audit partner, KPMG, presented the audit plan for Fiscal year 2021-22. They discussed areas of focus including Revenues, Accounts Payable, Payroll, Maintenance, and others. The audit is risk focused and keys on area’s most likely to have a risk of creating a material misstatement of results. The audit plan was approved as presented.

Jennifer Sheils presented an overview of Horizons partnership in the CanHealth Network, an agency that promotes innovation in Health Care through technology. This network leverages investments made from other agencies and provides additional funding to move projects forward that can improve Health Care delivery.

Krisan Palmer provided an overview of Horizon’s Virtual Care platform. Examples of virtual care platforms include the Telestroke program and the Public Health Home monitoring system. Virtual care platforms have proven essential during the pandemic and are validating new platforms to provide care.

Jeff Carter provided an overview of the Capital Equipment program for fiscal 2021-22, including the use of the contingency funds set aside each year in case of emergency replacement requirements. All the Capital funding will be utilized despite some items needing to be carried over to fiscal year 2022-23 for purchase.

Chair Natasha Ostaff led a discussion regarding the investment funds held by Horizon. The committee directed that guidelines around the decision process for utilization of the funds for Horizon projects be formalized and brought back to the committee, and ultimately the board for discussion and approval. A report will be brought to the May meeting of the committee for discussion.

8. Governance and Nominating Committee

Linda Forestell presented the report from the Governance and Nominating committee on behalf of the committee chair.

The committee reviewed the policies & strategic plan annually; the Provincial Health Plan and the current Strategic Plan of Horizon Health Network; work is underway to ensure that both plans are aligned and will be relaunching the Horizon Health Network's strategic plan that will be completely aligned with the initiatives set forth in the Provincial Health Plan.

Linda noted that committee is responsible for the oversight of the Foundations and at each meeting the committee is presented with a report/presentations of a Foundations strategic plans and initiatives and fundraising goals. At the last Governance meeting, Grand Manan Foundation, Saint John Regional Foundation, St. Josephs Foundation all presented to the committee.

Linda also reviewed some of the policies that the committee are responsible for reviewing annually to ensure they are relevant and current. The committee also discussed orientation of Board members. The senior staff created a comprehensive orientation guide for the Board that is a very useful guide for members to learn from. This guide will be updated continuously as a living document for all members to have access too.

9. Patient Safety and Quality Improvement Committee

Brian Wheelock presented the report of the Patient Safety and Quality Improvement Committee. In March the committee met and reviewed the Mental Health and Addictions initiatives. The committee also learned of the Falls Prevention program; this

is a program that uses best evidence that works to prevent falls of our patients. Much efforts have gone into this to ensure the safety of our patients and to prevent any such injuries. This is a collaborative program between designated support persons and staff.

Kelly Chase the Chief Privacy Officer for Horizon Health Network presented some of the work that her and her team do to ensure that records, patient records remain confidential at all times; she highlighted the work that is done through investigations of a breach, and or concerns if privacy laws have been broken.

The committee is very active and keep apprised of all Patient and Quality initiatives ongoing within Horizon Health Network.

Linda Forestell asked if more details can be provided on the role of the DSP (Designated Support Persons). Margaret Melanson and John Dornan provided an overview of the role of the DSP in the hospitals and the impact they provide not only in support of the staff but the value it brings to the patient.

10. Human Resource Special Committee

Greg McKim presented his report on the engagement activities that he and his committee have had both internally and externally to the organization. The committee is seeking to extend their term as an ongoing committee reporting to the board as much more work is being done to help support Gail Lebel and the Human Resources team.

11. Report of the Regional Medical Advisory Committee

Ken Gillespie presented his report to the Board. Ken noted that two new members have joined the RMAC group; Dr. Sanjay Siddhartha from Miramichi and Dr. Alaa Mohamed from Moncton. The RMAC committee has met twice since the last board meeting.

Ken noted that COVID continues to have a major impact on inpatient care and staffing levels. This forces the staff and administration to pivot daily to carry out the services for patients/clients which as been challenging at times. Lots of challenges and changes have occurred over the last 2 years and Ken noted that he feels very proud on how the organization has faced this adversity and have become more nimble and stronger through this time.

12. Report of the Regional Professional Advisory Committee

Gary Foley presented his report from the Regional Professional Advisory Committee (RPAC). The committee met in March and they were given a presentation on Mandatory Reporting under Vanessa's Law and the Mandatory Reporting Process, in Horizon because of Serious Adverse Drug Reactions by Leah Goguen. Vanessa's Law requires all Canadian Hospitals to report serious adverse drug reactions and medical device incidents to Health Canada within 30 days. Leah shared with the Committee that Horizons Incident Reporting System (iReport) is the primary system for reporting.

The Committee also received a presentation/Update from Sonya Green-Hache on Patient Experience Advisors and the Family Centered Care Framework.

Sandra Rooney provided an overview of the Complimentary and Alternative Therapy and Private Duty Care policy.

Annual reports were received from the Professional Practice Councils of Medical Laboratory Services, Social Work, Pharmacy, Clinical Nutrition, Nurse Practitioners as well as the Surgery Network, NB Trauma Network, and the Emergency Network.

Social Work Services shared that their six month-pilot to have a social worker in the Emergency Room in Saint John to reduce lengthy hospital admissions has yielded a savings of 2000 patient days. The pilot will now be rolled out to the Moncton, Miramichi and Fredericton Areas.

Pharmacy Services were commended on the work they completed to implement a collaborative prescribing agreement for Paxlovid and getting a clinic into practice.

The Clinical Nutrition Program was commended for their implementation of the National Standards for Malnutrition.

13. Presentation:

13.1 Physician Recruitment

Susan Brien did a presentation on Physician Recruitment; Susan provided an overview of her portfolio and the work that is done under her portfolio in three important areas: Nexus of Care, Education and Research:

- Empower the best medical teams to strive for excellence
- Provide world class working environments
- Collaborate to accelerate the transition of evidence into practice.
- Support a diverse training and learning environment

Susan walked the Board through the Physician Recruitment Strategy which is very similar with the Nursing Recruitment Strategy. These strategies are aligned with the Organization's overall strategy; Lead Strategic Workforce Planning; Grow Talent Supply; Leverage Provincial and Employer Brand and Enhance Candidate Experience. Under these 4 Strategic pillars, Susan noted some of the initiatives that have been identified and work has been or will be done in each of these areas.

Some of the Retention activities:

- Longitudinal physician leadership curriculum for Horizon and Vitalite supported by NB Medical Society. (January 2022)
- Promotion of local NB medical experts on Horizon communication channels
- New models of inpatient care: example hospitalist model

Horizon Recruitment Enablers:

- Sponsor of the Atlantic Medical student conference in Saint John May 2022
- Participation in select national society meetings
- Assignment of Medical Director Dr. Tom Peters to be regional lead for physician recruitment.
- Hired a new recruitment officer for the medical staff office in Fredericton.
- Workshop series for the physician recruiters (March 21 2022)

Lastly the Collaboration with Vitalite and GNB: Recruitment events with Minister Shephard; Consultation work with GNB to better understand the rural physician recruitment challenges and Upgrade Health Jobs NB website and assignment of physician recruitment coordinator/navigator.

14.Adjournment

Meeting adjourned at 11:25pm