



RÉSEAU DE SANTÉ

Horizon
HEALTH NETWORK

Experience
Access
Retention
Flow

Report to Our Communities

PROGRESS ON HORIZON'S CRITICAL ACTION PLAN

December 2023



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ACCESS TO SERVICES

Focusing on barriers impacting access to health care services for our patients, with a special emphasis on emergency care and surgical services



RECRUITMENT & RETENTION

Implementing initiatives to retain valuable health care workers paired with an aggressive recruitment strategy



PATIENT FLOW

Streamlining the way patients move into, through and out of our hospitals



PATIENT EXPERIENCE

Introducing initiatives focused on providing a safe and high-quality care experience for our patients

Message from the Board Chair and the Interim President and CEO

Advancing health care in New Brunswick — with innovation, teamwork and heart

It's my great pleasure as Board Chair to present Horizon's Report to Our Communities for December 2023.

Since my appointment in July, I've had the distinct privilege of seeing first-hand the tremendous work and progress Horizon has made in ensuring the delivery of the best quality care possible to patients, clients and their families in New Brunswick.

As an experienced health care professional myself, and a former patient and patient advisor, I can say with confidence that Horizon is doing everything we can to improve the health care system in New Brunswick by addressing opportunities and challenges under our control, as well as collaborating with partners to ensure we will continue to see positive changes and results.

I am impressed with the commitment and compassion from all levels at Horizon, evidenced in the many services, labs, administrative staff, emergency teams, practitioners, and executive leadership. It is an honour to be working with you in improving the health of New Brunswickers.

I'd like to take this opportunity to thank all Horizon staff, physicians and volunteers for their dedication and for their willingness to embrace innovation in their work. I look forward to seeing continued progress and results.

Sincerely,



Carol Reimer
Board Chair



Guided by our commitment to improving the overall health care system, you will see we are building on our successes over the last year, while continuing to address our challenges in thoughtful and innovative ways.

We work with our frontline staff and physicians to make strategic choices to solve problems, work to fully understand the constraints of any given situation, and always prioritize situations with the highest impact first.

Horizon also understands the importance of community voices in decision-making when planning health services and recognizes that New Brunswickers want to be involved in the decisions that impact them the most. That is why it's vital that we work at addressing our challenges together with our communities and explore various ways in which we can continue to engage in meaningful dialogue. Our Foundations are a key partner in this work and I am thankful for their ongoing support.

There are currently close to 55 active projects underway across five regional hospitals, 11 community sites, and 20 departments.

There is still work to be done and as always, we will persist in our efforts to improve, create, and implement critical priority initiatives for New Brunswickers – for now and the future.

Sincerely,



Margaret Melanson
Interim President and CEO





IMPROVING ACCESS TO SERVICES

ACCESS TO EMERGENCY CARE

Upper River Valley Hospital eVisit NB virtual care pilot project

The virtual care pilot project aims to improve patient care delivery in the Emergency Department (ED) by offering a secondary option for patients to receive virtual care through eVisitNB's web-based platform. This not only reduces wait times but also enables ED staff to focus on patients with more urgent medical needs.

This initiative will provide patients with non-urgent medical needs a parallel option to see a physician or nurse practitioner while waiting in the ED through their smartphones or mobile devices.

VIRTUAL CARE



NEW URGENT TREATMENT CENTRE TO BETTER SERVE PATIENTS IN FREDERICTON AREA

Horizon's Fredericton Urgent Treatment Centre (UTC), a brand-new clinic located on the north side of Fredericton at 435 Brookside Dr. at the Brookside Mall, began serving patients in the area in November 2023.

Operating under the direction of the ED team from Horizon's Dr. Everett Chalmers Regional Hospital, the new UTC provides timely care for patients with non-life-threatening medical concerns requiring same-day access.

Adopting a patient-centred approach, the UTC will initially operate on a first-come, first-served basis and aiming to provide an outstanding patient experience.

Over time, once the clinic is functioning under its full scope, it will transition to a more traditional triage model where patients experiencing the most severe medical needs would be seen first.

The scope of services offered at the UTC includes care for urgent but non-life-threatening medical needs, such as mild respiratory issues, mild abdominal pain, limb sprains, mild muscle strains and sprains, mild headaches, earaches, minor infections, skin and eye irritations, mild asthma, and more.





CT SCAN OPTIMIZATION IN THE MONCTON HOSPITAL ED

In its ongoing efforts to support New Brunswickers in accessing emergency care more quickly, Horizon successfully operationalized a process improvement project involving multiple departments to accelerate the transfer process between the ED and the medical imaging (MI) department.

The reduction in delays and length of stay for ED patients requiring a CT scan has helped increase access to this procedure while improving patient flow and the overall patient experience at Horizon's The Moncton Hospital.

INCREASE IN THE
NUMBER OF CT SCANS
PERFORMED FROM
130 to 178

DECREASE IN CT SCAN
CYCLE TIME FROM
2.3 hours to 1.5 hours





ACCESS TO SURGICAL SERVICES



Virtual reality simulation helps train OR nurses

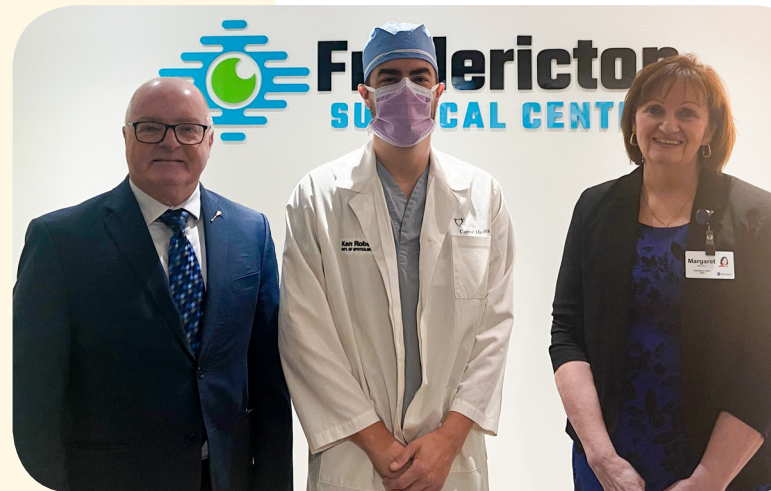
Virtual reality simulators are being used in four regional hospitals as a new innovative way to train operating room (OR) nurses. Using a variety of different simulated surgeries, nurses practice instrument recognition, steps of a procedure, anticipation, passing techniques and more.

Training is now more proficient and quicker thanks to the PeriopSim technology, developed by Conquer Experience Inc. Nursing staff feel more confident and prepared to assist in surgeries thanks to the new technology, which allows them to practice key steps before they assist in live surgery.

Increasing access to cataract surgeries in Fredericton area

Horizon is partnering with a Fredericton-based ophthalmology clinic to increase access to services by performing thousands more cataract surgeries each year. The clinic has the capacity to complete over 3,200 surgeries each year, freeing up time in the Oromocto Public Hospital (OPH) OR and focusing on other key surgeries.

Horizon has also partnered with an ophthalmology clinic in Miramichi. The two surgical centres have completed over 1,200 cataract surgeries since March 2023, reducing the patient wait list, freeing up OR time at the Miramichi Regional Hospital, and allowing Horizon to work towards meeting the goal of reducing patient wait times to match the national benchmark of 112 days.



1,200
CATARACT SURGERIES
SINCE MARCH 2023



MAKING SIGNIFICANT PROGRESS IN IMPROVING ACCESS AND REDUCING WAIT TIMES FOR HIP AND KNEE SURGERIES

Initiatives such as the expansion of hip and knee surgeries to Upper River Valley Hospital, as well as the implementation of the High Intensity Interval Theatre (HIIT) initiative earlier this year, which enhanced access to orthopedic surgeries during off-peak times (evenings and weekends), have generated positive results.

HR teams have been working diligently to address ongoing nursing shortages throughout our organization, while introducing enhanced, optimized training for OR nurses through the use of virtual reality simulation.

- ▶ In Fredericton, 90% of knee replacement patients are waiting **215 fewer days** for their surgery since the end of 2020.
- ▶ In Miramichi, wait times for 90% of knee replacement patients are waiting **157 fewer days** since the end of 2020.
- ▶ TMH has successfully recruited anesthesia locums for 8-week terms to provide additional capacity to increase surgical access without impacting existing OR allocation.
- ▶ In Saint John, 90% of knee replacement patients are waiting **226 fewer days** for their surgery since the end of 2020. Horizon recently established a central intake line for patients who have been waiting more than one year to receive their hip or knee surgery to learn more about all options available to them.





ACCESS TO ADDICTION AND MENTAL HEALTH SERVICES

Renovations at the Saint John Addiction and Mental Health Centre are increasing access and improving patient experience

Renovations at Ridgewood Addiction and Mental Health Services in Saint John will help even more people succeed at overcoming substance use disorders and mental illness.

Upgrades include a concurrent live-in treatment centre, a withdrawal management centre, and a fully equipped treatment building. This will allow us to provide treatment in a space that meets the individual patient's recovery goals in a trauma-informed environment and will allow for evidence-informed care that will assist patients in realizing their recovery goals.

Renovations to each building are expected to take six months. The first building was completed in November 2023.



PHASE ONE:

Upgrade of our current building to house concurrent live-in treatment patients

Increasing capacity from 12 to 16, each with their own private bedroom





IMPROVEMENTS TO EMERGENCY MENTAL HEALTH CARE

We completed significant improvements in the care we deliver to individuals presenting at an emergency department for an addiction or mental health concern.

- We now have dedicated Addiction and Mental Health Collaborative Care teams working in the four regional emergency departments. This multidisciplinary team includes registered nurses, licenced practical nurses, social workers, and psychiatrists.
- We have expanded the reach of these specialized teams using virtual care technology, allowing psychiatry consults to occur in community hospitals, providing more timely intervention and reducing unnecessary travel for patients and their families.
- We continue to offer single session therapy in all region for children, youth and adults who require rapid access to a mental health clinician. This readily accessible intervention provides an additional option for urgent mental health concerns.

These initiatives – and many others – are improving the quality of and access to addiction and mental health treatment and care. Horizon is fully committed to doing everything we can to ensure individuals of all ages can be connected to needed services in their time of need.

Get connected with child and youth mental health resources

IN A CRISIS SITUATION A CHILD OR PARENT CAN:

- ▶ Call 9-1-1 or come to the local Emergency Department where specialized in-hospital services are available
- ▶ **Call the toll-free, 24/7 national 9-8-8 Suicide Crisis Helpline**
- ▶ **Contact their local Mobile Crisis Unit**

Phone numbers and details are available here:



AT SCHOOL

Talk with your teacher or school counsellor, or visit the Child and Youth Teams' website for more info:



OTHER CHILD & YOUTH-FRIENDLY RESOURCES

- ▶ **Bridge the gApp Youth** – nb.bridgethegapp.ca/youth
- ▶ **Canadian Mental Health Association New Brunswick** – cmhanb.ca
- ▶ **The John Howard Society of Fredericton** – johnhowardfredericton.ca
- ▶ **Portage Atlantic** – portage.ca/en/atlantic
- ▶ **Social Supports NB** – socialsupportsnb.ca/en/families-and-youth

CALL THE HORIZON'S MENTAL HEALTH TEAM IN YOUR AREA:

Fredericton Area: 506-453-2132

Miramichi Area: 506-778-6111

Moncton Area: 506-856-2922, **South East:** 506-856-2444, **Rexton:** 506-876-3570

Saint John Area: 506-658-3737, **Charlotte County:** 506-466-7380, **Sussex:** 506-432-2217

Upper River Valley Area – Perth-Andover: 506-273-4701, **Woodstock:** 506-325-4419



ACCESS TO PRIMARY CARE

Modernization of our community sites

As part of its Comprehensive Community Care Strategy, Horizon's health centres are being modernized. Every site and community is unique, and we intend for modernization to benefit all 46 health centres to provide better access to primary care.





Addressing primary care challenges in the Tantramar area

A new clinic, located at the Tantramar Community Health Centre, 2 Main St., Sackville, is helping several patients without a primary care provider connect with a health care provider and is moving to a collaborative care model.

- Offering appointments 3 to 4 days per week
- Interest from other physicians in coming to work at the clinic
- Resources assigned to this clinic: a registered nurse, a licenced practical nurse, a nurse practitioner, two administrative supports



This interim solution also shows our dedication to this community and moving forward to build a primary care model that serves its needs.

Richard Lemay,

Horizon's Primary Health Care Director for the Moncton area.

SPOTLIGHT QUEENS NORTH COMMUNITY HEALTH CENTRE



In Minto, Horizon's Queens North Community Health Centre's (QNCHC) variety of health services has continued to be popular amongst its residents over the years.

Facility manager Isabel Camp recalls the opening of the health facility in December 2005. Having previously worked as a clinical dietitian, Isabel knows all too well the benefits of a multidisciplinary team. That is why we find physicians, nurse practitioners, social workers, dietitians, health promoters, counsellors, an occupational therapist, a physiotherapist, and other health care

providers working together at the health centre to offer a true, patient-centred care experience.

"Anything that can be done in this community safely is done. We can also make arrangements with other, larger facilities so that the care is not delayed," said Isabel. Using a population health promotion approach, QNCHC's physicians and staff members have created strong connections with patients who visit them for scheduled and unscheduled appointments while enjoying a short commute to receive remarkable services.

"Most people, like young nurses who work here, well, I would have known their parents since I lived here all my life. They are almost like family... they keep me going," said patient Dana Yeomans.

In addition to primary health care services, the QNCHC offers a wide range of diagnostic and support services from the health care team, such as medical imaging, blood and specimen collection, blood transfusion, wound care, mental health services, physiotherapy, etc.



ACCESS TO DIAGNOSTIC, TECHNICAL AND THERAPEUTIC SERVICES

New pilot project allows patients to self-book medical imaging appointments in Saint John

A new online self-booking tool for medical imaging appointments is being piloted in Saint John and was developed after receiving feedback from patients and staff. This initiative will help improve patient flow and the overall patient experience by allowing patients to book their own appointments during times that work best for them.

Imaging Enhancement Centre at Saint John Regional Hospital is improving imaging services, overall patient experience

Horizon partnered with PolyUnity to create a state-of-the-art Imaging Enhancement Centre (IEC) at Horizon's Saint John Regional Hospital, featuring cutting-edge technology such as 3D printing, artificial intelligence (AI), and augmented reality (AR) applications. This will provide medical imaging results in advanced formats with more detail, quickening diagnoses and improving access to imaging services for patients and the overall patient experience.

The new IEC technology includes 3D printing, which will convert data into detailed 3D models, allowing surgeons to have a better understanding of complex anatomical structures. AI in medical imaging will analyze and enhance medical images to provide quick and more accurate diagnoses. AR application overlays digital information onto real-world imagery, providing enhanced visualization of patient-specific anatomical structures during surgical procedures.



MORE PATIENTS RECEIVING MRI APPOINTMENTS IN MIRAMICHI

29%

INCREASE IN DAILY
MAGNETIC RESONANCE
IMAGING (MRI) EXAMS
BEING COMPLETED

Optimization tactics implemented at the Miramichi Regional Hospital (MRH) have resulted in a 29 per cent increase in daily magnetic resonance imaging (MRI) exams being completed.

Updates to the booking process, changes to the requisition screening form, and allowing staff to perform creatinine-level point-of-care testing before appointments resulted in an increase of almost 50 per cent of patients being seen each week.

These optimization tactics are now being implemented at the Dr. Everett Chalmers Regional Hospital in Fredericton.



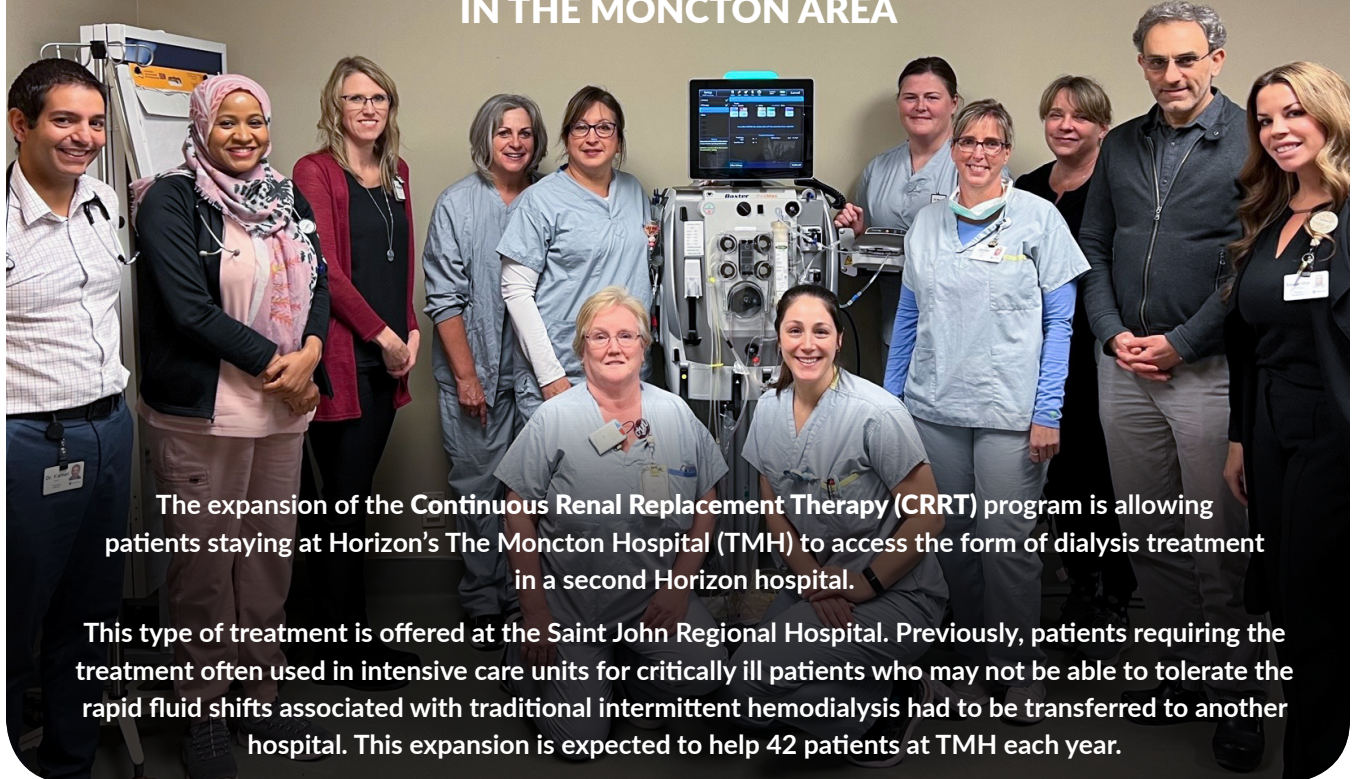
Horizon-developed assistive technology at Stan Cassidy Centre for Rehabilitation provides patients with increased independence, improved access to digital economy

'Twitch and lift' low-force and low-movement accessible switches designed and developed by Horizon researchers, rehabilitation engineers, and occupational therapists from Horizon's Stan Cassidy Centre for Rehabilitation will allow patients suffering from disabilities impacting muscle strength to access a simple, user-friendly method of using a computer or digital device. It also allows users who do not have enough strength or range of motion to use other assistive technologies to be able to better interact with digital technology for longer periods of time.

The goal of the technology, once fully developed and implemented, is to allow patients with severe mobility limitations to engage more actively in the digital economy by making it easier for those living with mobility limitations to find jobs and build a better life.



NEW DIALYSIS TREATMENT PROGRAM NOW SERVES MORE PATIENTS IN THE MONCTON AREA



The expansion of the Continuous Renal Replacement Therapy (CRRT) program is allowing patients staying at Horizon's The Moncton Hospital (TMH) to access the form of dialysis treatment in a second Horizon hospital.

This type of treatment is offered at the Saint John Regional Hospital. Previously, patients requiring the treatment often used in intensive care units for critically ill patients who may not be able to tolerate the rapid fluid shifts associated with traditional intermittent hemodialysis had to be transferred to another hospital. This expansion is expected to help 42 patients at TMH each year.



RECRUITMENT & RETENTION

RECRUITMENT

Reaching new heights with Horizon's recruitment success

Horizon is continuing to make significant progress with the recruitment of health care workers in New Brunswick, with 1,928 physicians, nurses and other professionals joining our organization so far this fiscal year¹.

This includes continued focus on nursing and nursing support staff. We have successfully hired and onboarded 494 registered nurses (RNs), in addition to 202 licenced practical nurses (LPNs) and 505 personal care attendants (PCAs) since April 1, 2023.



These numbers represent a net gain of 207 RNs, 97 LPNs and 426 PCAs.¹

In addition to the success in the nursing field, we have welcomed 145 physicians to the organization so far this fiscal year, which is a net gain of 119.1

The substantial progress being made with physician and nursing recruitment is in addition to the many allied health and support service staff who have also joined our team since April.

Targeted recruitment initiatives remain in-progress as we work to strengthen our reputation as an employer of choice in the health care sector.



NEARLY
2000
NEW HIRES
SINCE APRIL 1, 2023!

¹ *As of November 27, 2023



Horizon has recruited 103 internationally educated nurses this fiscal year

The Government of New Brunswick announced a new initiative in June that reduces the financial barriers for internationally educated nurses. The five-year commitment will cover various costs associated with becoming eligible to work in the province for up to 300 nurses each year.

Since each eligible nurse may face different registration requirements, financial support will be provided on a case-by-case basis, after consultation with the Department of Health's Internationally Educated Healthcare professionals navigation service.

Horizon recruited 93 internationally educated nurses in the 2022-23 fiscal year.

"We want every single one of those nurses to remain with us for as long as possible," said Margaret Melanson, Horizon's interim president and CEO, "and ensure they have every opportunity to advance in their careers, to receive appropriate credentialling as seamlessly as possible, to put down roots in our communities, and to be able to go to work in an environment that values teamwork and mentorship."



Meet Raymond, a Registered Nurse at The Moncton Hospital

Raymond is an Internationally Educated Nurse from the Philippines. He and his wife chose to live in Moncton because of the city's diverse community, social inclusion, and positive immigration experience for migrants. They share that Moncton is "an ideal and desirable place to raise a family."

Coming from a Southeast Asian country rich in various cultures, dialects and influences, Raymond felt prepared for the transition to a new country with a new language.

He is fulfilled by his career at TMH and takes pride in being a Filipino nurse. "It is simply because when it comes to caring, the enthusiasm, willingness and passion to help come from within," he says. "I can say that I was born to care for those in need. Nursing is my calling."



New initiative to recruit physicians through our Horizon Referral Reward program

To heighten our physician recruitment efforts, we are engaging New Brunswickers and are rewarding those who contribute directly to these recruitment efforts.

The Horizon Referral Reward has been expanded to include physicians. New Brunswickers will now earn a \$2,000 reward for successfully referring an eligible physician to work for Horizon. This is in addition to the \$1,000 reward that can be earned by referring an eligible Registered Nurse or Nurse Practitioner.



What's in it for the referred candidate? Horizon and the Government of New Brunswick offer competitive recruitment and relocation incentives to candidates based on the position they are applying for. Candidates can learn more about working for Horizon and the incentives at MyHorizonCareer.ca.



**TO LEARN MORE AND SUBMIT A REFERRAL,
VISIT HORIZONNB.CA/REFERRAL**



PHYSICIAN SPOTLIGHT

Dr. Caroline Barry, a rheumatologist at the Saint John Regional Hospital

Originally from Rothesay, Dr. Barry's interest in the medical field was strongly influenced by her health professional parents, as clearly exemplified by her sister, who also pursued the same career path in medicine.

Dr. Barry earned her medical degree from Memorial University in Newfoundland and solidified her decision to specialize in rheumatology at Dalhousie University in Nova Scotia, but her heart remains firmly planted in her home province, choosing to stay and work in New Brunswick "due to my strong family roots here."

With five years experience in rheumatology under her belt, Dr. Barry primarily spends her time in the SJRH's ambulatory clinic and inpatient services treating patients with autoimmune arthritic conditions such as rheumatoid arthritis, connective tissue diseases such as lupus and other rare conditions. She also spends a considerable amount of time participating in the internal medicine group covering internal medicine inpatients and teaching medical students and residents.

"Horizon is a community of physicians who all look out for each other," says Dr. Barry. "The community is small, and colleagues are more than just co-workers, they are friends who constantly help each other to improve the lives of patients. Plus, New Brunswick is a great place to raise a family and work."

Thank you, Dr. Barry for your talent, your commitment, and for providing high-quality health care to patients right here at home.

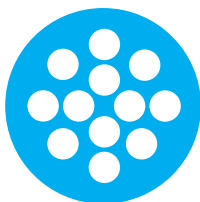




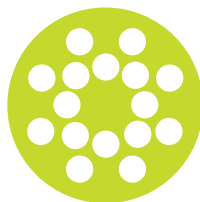
RETENTION

Our Promise is a commitment by Horizon's leadership team to continue improving the employee and physician experience. It was developed as an authentic, transparent program to help build trust with employees and physicians. Strengthening employee engagement directly improves patient experience and outcomes. The program is also intended to serve as a reminder that retention is a top priority for Horizon.

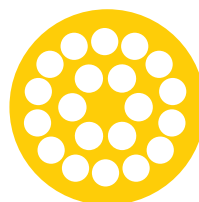
Our Promise will demonstrate Horizon's progress in improving the employee and physician experience in four focus areas:



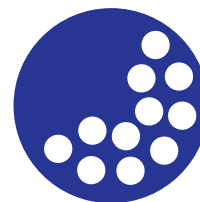
LISTEN & ACT



RECOGNIZE & APPRECIATE



HEALTH, SAFETY & BELONGING



LEARNING & DEVELOPMENT

Our Promise includes **over 20 initiatives** developed in response to the feedback we heard from employees and physicians in our last Worklife Pulse survey. These 20 initiatives fall within each of the four focus areas. These include numerous initiatives that employees and physicians have identified as important to them, such as:

Horizon's Listening Strategy creates opportunities for employees to provide feedback at several points during their employment with Horizon. In the summer of 2023, we conducted an organizational Pulse Survey using our new listening technology platform, asking employees and physicians to share their perspective using a favourability scale. The results tell us several things:

- We have great people at Horizon!
- We have more work to do – and we're doing it.
- We are moving in the right direction.

Horizon's summer 2023 Pulse Survey results

70% Since our last survey, your overall experience working at Horizon has improved by 10 points! ↑



Your co-workers

You feel part of a supportive and respectful team where colleagues help each other out.



Safety and health

We are making gains in workplace safety and work-life balance but have more to do.



Your immediate supervisor

Your supervisor treats you fairly, but you'd like to hear more feedback from them.



Your job

You want to be consulted about changes affecting your job and to receive recognition for good work.



The organization's senior management

While senior leaders are communicating Horizon's goals more effectively, you want to see more action on your feedback.



Training and development

You want to see more opportunities to develop your career at Horizon and to receive more training to do your job well.

Meaningful, sustainable progress won't happen overnight. It will take continuous effort and all of us working together.

That's exactly what we're doing, and we're moving in the right direction.

Your work matters – and so does your voice. We will keep **listening and acting** on what we hear.



Flexible Scheduling – Self-scheduling is now available to all Horizon RNs and LPNs! Self-scheduling is the process of unit employees working collaboratively together to develop a short-term schedule by scheduling shifts from the master rotation to improve flexibility for commitments such as childcare, events, coursework, etc. and to improve work-life balance.

We've also launched a pilot related to flexible work arrangements for permanent non-bargaining employees.

Enhanced *Bravo!* Awards Program – This fall marked the return of the *Bravo!* Awards to celebrate Horizon employees and physicians' incredible work and to ensure they feel valued, appreciated and part of a team. Twenty *Bravo!* Award recipients are selected quarterly, recognizing individuals living our values.



Bravo!

20

Bravo! AWARD
RECIPIENTS ARE
SELECTED QUARTERLY

We love your positive attitude when you come into work. You are always here for extra help if we need you, you're polite, respectful and a valuable asset to the Central Porters team! Keep up the good work!

***Bravo!** for taking the extra time and care with your patients. Your efforts put patients at ease and you help them to face their fears in a scary place.*

You went above and beyond to accommodate a patient's special food request and nutritional needs when they were facing a significant health challenge. Your support was an integral part of this individual's treatment and was very much appreciated.



Diversity, Equity and Inclusion (DEI) initiatives

- 1. Comprehensive evaluation of Horizon's DEI program** including the implementation of eight systemic and behavioural recommendations in the next two years – three are underway already.
- 2. Compulsory DEI Training** – All managers have undergone foundational DEI training. Huddle-based learning for the rest of the organization is coming next and workshops on cultural competency are being planned to enhance understanding of diverse backgrounds.
- 3. Revised Respectful Workplace Policy** – A revised policy aligning with amended *Occupational Health and Safety Act (OHSA)* was launched to create a more respectful workplace for all and a safe reporting space for incidents of discrimination, harassment, or bias.
- 4. Inclusive Language Campaign** – Organization-wide communications are promoting inclusive language for a respectful and supportive atmosphere, and a voluntary preferred pronoun template for e-signatures has been initiated.
- 5. Buddy System** – A pilot launched to support newly hired employees from minority groups and other countries. They are paired up with experienced co-workers to help improve the onboarding experience and build relationships.
- 6. Employee Resource Groups** – The voluntary and employee-led groups will give a voice to minorities, facilitating mentoring, networking, and enhancing employee engagement.
- 7. Awareness Programs** – The *Truth & Reconciliation* program was held to increase awareness about the history of Indigenous communities and events are planned for women, 2SLGBTQIA+, and international hires in 2024 to foster more inclusion. There are also initiatives to increase DEI awareness through thought-provoking messages displayed at various physical and online touchpoints across Horizon.





RECOGNIZING EXCELLENCE

CONGRATULATIONS TO THE 2023 AWARDS OF DISTINCTION IN NURSING RECIPIENTS!



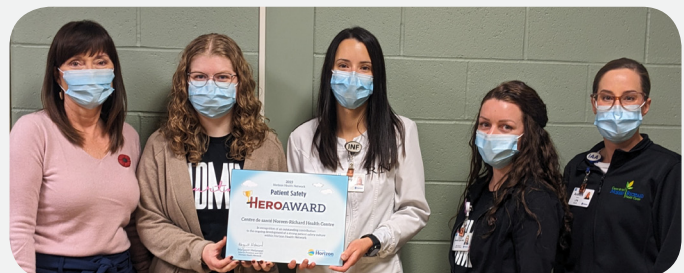
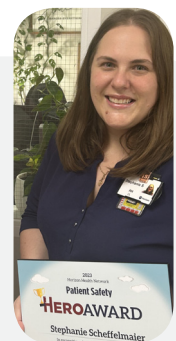
Horizon proudly recognizes the meaningful work of 17 skilled and compassionate nursing professionals with the sixth annual Awards of Distinction in Nursing. These awards celebrate the work of nursing team members who strive for excellence and make a difference every day in the areas of Clinical Practice, Leadership, Mentorship and Nursing Novice.

Recipients were nominated by their colleagues and selected by Horizon's Nursing Quality and Professionalism Committee. Awards were presented by VP and Chief Nursing Officer Brenda Kinney at celebrations in Moncton, Saint John, Fredericton and Miramichi.

Congratulations to the 2023 recipients of the 2023 Patient Safety Hero Award!

The **Patient Safety Hero Award** was developed to promote a culture of patient safety within Horizon. This award, which includes individual and team categories, is presented annually to those who exemplify excellence in their commitment to patient safety, innovative practice, collaborative spirit, and patient-centredness in their daily work.

Centre Noreen Richard's Team received the award for the team category. Gillian Gillies, Clinical Director of Ambulatory Care & Oncology, and Stephanie Scheffelmaier, Nurse Manager of Ambulatory Care & Endoscopy, were the recipients of the individual award category.





PATIENT FLOW

IMPROVING PROCESSES, POLICIES AND PROJECTS THROUGH COLLABORATION WITH OUR HEALTH PARTNERS

Horizon continues to partner with other organizations to help improve how we move patients into and out of our facilities, including the Department of Social Development, the Department of Justice, nursing and special care homes, physicians, and Extra-Mural New Brunswick. These collaborative efforts improve and establish processes, policies, and joint projects to spur innovation.

This includes, for instance, ongoing collaboration with our partners to address ambulance offload delays and ensuring patients can be safely offloaded and transferred to the Emergency Department as efficiently as possible, while allowing ambulances to be released back into active service.

Enhancing patient care at The Moncton Hospital by better preparing inpatients for discharge

Staff at The Moncton Hospital (TMH) have been working over the summer on a new patient flow project, "Identifying Discharges 48 Hours Prior to the Expected Date of Discharge." The project is currently in the pilot phase on two units at TMH to help patients recover in the comfort of their homes more quickly.

This project's objectives include improving the identification of patients ready for discharge within 48 hours, enhancing communication to address unmet needs before discharge, and eliminating discharge barriers.



Improving emergency wait times by creating Patient Flow Centres

In order for patients to be seen, tested, and treated more quickly in Emergency Departments (ED) in our three largest hospitals (Fredericton, Moncton, and Saint John), Patient Flow Centres have been established. The patient flow centre method is a novel strategy to keep patients moving through the department to reduce wait times, improve patient offload delays, and enhance patient experiences. The flow centres are unique to the demands and make-up of each ED and were developed based on in-person consultations with ED staff and local leadership. This initiative is already improving emergency care, with patient offload times and percentage of patients left without being seen trending down.

This initiative empowers our staff and clinical teams to proactively manage patient flow and bed availability. This means that we can optimize resource allocation, ensuring that every patient receives the right care at the right time.

Christa Wheeler-Thorne,
Executive Director for the Moncton area

Whiteboards have been strategically installed on the piloting units TMH and will be a primary point of communication for clinical staff. These whiteboards play a key role in improving communication within health care teams and allow staff to efficiently coordinate the patient discharge process.



PATIENT EXPERIENCE

NEW CORONARY CARE UNIT UNDER CONSTRUCTION AT THE MONCTON HOSPITAL

\$56 million is being invested in a two-storey Coronary Care Unit at The Moncton Hospital to enhance cardiac care delivery for patients across the region.

This clinical space will include:

- Eight CCU beds,
- 30 cardiac beds
- a procedure room and associated services, such as nurse stations, offices, team rooms, utility rooms, etc.



\$56M
INVESTMENT

8
CCU BEDS

30
CARDIAC BEDS

IMPROVED ACCESS TO CANCER TREATMENT FOR NEW BRUNSWICK PATIENTS



Horizon has collaborated with Amgen Canada – one of the world's leading biotechnology companies – to bring innovative medicine to patients faster.

This new innovative access pathway will clinically validate cancer treatment being made available to patients much

more quickly than under conventional processes.

This provides an express lane for patients to access new treatments, ultimately providing better care and a better patient experience.

Next steps: the project will identify the first group of patients eligible for this expedited access to innovative drug therapy initiative in the first year, with the potential to grow.

Second Cup and Pita Pit now open at the Saint John Regional Hospital!

Staff, physicians, volunteers, patients and families can now enjoy new convenient options for meals, snacks and beverages.

We know options for convenient, healthy and delicious food are important to staff and physicians and are excited to see this new addition to the Saint John Regional Hospital.

We are exploring enhanced food service options at other locations.

Stay tuned!

BUILDING CLOSER TIES WITH COMMUNITIES

INDIGENOUS HEALTH

Horizon provides health care to people living on the traditional Wabanaki territory, part of which is what is now known as New Brunswick. We are working to improve services for Indigenous people living within and outside First Nation communities. Current projects include:

- **The Indigenous Liaison Committee** continues to meet quarterly; representatives have recently been added specifically to improve patient flow, access and patient experience.
- **Continuity of Care Project:** A formal partnership with Indigenous communities and Horizon has been formed to pilot a project in the Fredericton area , similar to the partnership established in Miramichi that has been in place since 2018, for the continuity of care and care transitions of First Nations clients.
- **Healing Gardens:** The first garden at Horizon facilities is being constructed at the Upper River Valley Hospital. More to come in the spring!
- Planning for a **sacred space at The Moncton Hospital** is in the early stages.
- An **anti-indigenous racism project** is underway with Tobique First Nation, Upper River Valley Hospital and Hotel-Dieu of St. Joseph, including education support and partnership building.



DESIGNED BY SHYANNE TATTON

Community engagement for maternal services in Upper River Valley



Horizon has recently conducted a comprehensive engagement process to hear from patients, families, communities, Indigenous peoples, leaders, staff and clinicians to help inform long-term sustainability of maternal services at the Upper River Valley Hospital.

Recent interruptions to labour and birth services at the URVH, due to staffing shortages, has resulted in expectant mothers having to travel to Fredericton to give birth. This engagement project, gathered innovative ideas, explored current practices, and identified opportunities to increase the long-term sustainability of the service from 256 diverse voices across Horizon and the Upper River Valley Area!

CHNA

Community Health Needs Assessment



Community Health Needs Assessments (CHNAs)

A CHNA is a process that connects Horizon with people in communities to better understand their most important health needs and make community informed decisions about health care and services. We are in the midst of planning for two CHNAs:

Southwest New Brunswick encompasses all of Charlotte County, the Town of McAdam and surrounding area, and the new municipality of Fundy Shores.

- ▶ 19 community partners have been involved.
- ▶ 16 population groups were identified as important groups to learn from.
- ▶ The assessment is currently in the 'Learn Stage' where we collect information and input from residents about what they need the most to improve their health and wellbeing.
- ▶ **Over the last 3 months, 130 community members, many of whom are at risk of living with health inequities, have participated in focus groups and interviews.**
- ▶ **Another 70 additional community members have completed an open-ended survey to share their perspectives.**

Salisbury, Havelock, Elgin, and Petitscodiac

- ▶ 11 community partners have been involved.
- ▶ 16 population groups were identified as important groups to learn from.
- ▶ The 'Learn Stage' of the CHNA is set to begin in the winter of 2024.

200

ACTIVE COMMUNITY
PARTNERS

ACTIVE IN

80

HEALTH RELATED
PROJECTS

OUR COMMUNITY DEVELOPMENT (CD) TEAM

The CD team is a critical member of the CHNA process, this team is continuing to support over 80 additional projects related to the outcomes of respective past CHNA's in their areas.

- This team has over **200 active community partners!** This is a wonderful testament to the depth of relationships Horizon has with our citizens and respective organizations.
- They **lead and or participate in 50 projects** focused on direct health related initiatives and outcomes.

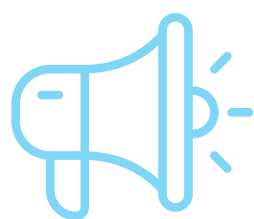
SPOTLIGHT

MIRAMICHI'S COMMUNITY DEVELOPMENT TEAM WORK ON SENIORS HEALTH CARE



In the Central Miramichi area, Community Developers are partnering with clinical allies to prepare and plan for access to seniors health care in the community directly. Joint teams are being prepared to address seniors needs in their place of residence, including clinical health outcomes and other allied supports with a social determinants of health lens. This model is currently also being investigated in the Sussex and Fredericton areas.

Horizon's Community Innovation Grant (COIN-G) is aimed at funding initiatives or projects like this within communities to find innovative solutions to help New Brunswickers be healthy.



Let's Talk Horizon



5,000+

VISITS TO
LET'S TALK HORIZON
WEBSITE

1,380

SURVEY RESPONSES IN
SEVEN MONTHS

There have been more than 5,000 visits to the Let's Talk Horizon website, garnering more than 1,380 surveys responses from May 1 to Oct. 31, 2023. Let's Talk Horizon hosts a multitude of patient experience surveys and forums to provide your feedback on various topics such as – Indigenous Health, Palliative Care, Neonatal Intensive Care, Diabetes Education, Pulmonary Rehabilitation and many more!

THANK YOU TO OUR VOLUNTEERS!

New volunteer greeter program helps contribute to patients wellbeing at TMH

Patients and visitors are receiving a warm welcome and offer for assistance upon entering Horizon facilities as part of a new volunteer greeter program launched last spring at The Moncton Hospital.

By offering a friendly welcome to everyone entering our facilities, volunteer greeters help create a positive and supportive atmosphere. This is particularly important for patients who may be feeling anxious or unsure about their visit.

Located close to the main entrance, volunteers serve as friendly guides in this role offering to help patients find their way to appointments promptly and with ease. This enhanced service is especially appreciated by a large number of our patients who travel from outside our communities for appointments in a facility that could be new to them.

Volunteers also provide practical assistance by answering general questions like “where is the cafeteria”, “closest washroom” or “ATM banking machine”? Whether it’s guiding someone to the cafeteria or offering recommendations for nearby restaurants, our volunteers try their best to make visitors feel at ease, especially those unfamiliar with the area.

We are fortunate that some of our volunteers include former Horizon employees like retired physician **Roy Tingley** who know our facilities quite well.

For many people, entering a hospital, whether to have a test, a procedure, a surgery or just to visit a friend or family member, can be a daunting experience.

It is important to be able to provide those entering our facility with a welcoming encounter and to be able to assist them in arriving at their desired destination.

As a retired physician, I would recommend volunteering to anyone interested in making a positive contribution to the hospital community. And you get to meet lots of interesting people!

Roy Tingley,
Greeter volunteer

Due to the program’s favourable response, it has expanded to many facilities, and we are welcoming new volunteers who are friendly and like to get their steps in to join us! We will provide all the training required and can have you soon up and running helping us provide the best possible patient experience.

Contact Volunteer Resources today: Volunteer@HorizonNB.ca for more information.

WELCOME

THANK YOU TO OUR VOLUNTEERS!

Working with Patient Experience Advisors (PEAs)

PEAs are volunteers with recent health care experiences. They help us understand what matters most to patients, clients, and families. Their first-hand knowledge of our services and its impact provide us valuable insight. They work in partnership with our staff and physicians to improve the quality and safety of care and develop a patient and family centred care environment. This input helps us improve and better meet the needs and priorities of our patients, clients, and their families. It also contributes to our policies, programs and practices that shape the care and services we provide.



PEAs partner with health care staff by:

- Participating in staff and leadership meetings.
- Being members on short and long-term committees.
- Getting involved with special projects.
- Providing input/feedback during brainstorming sessions.

Working with PEAs has resulted in improvements to patient safety, patient experience, health outcomes, service design, care processes, treatments, and transitions between services. PEAs have:

- Helped to reduce risk factors to prevent ill health.
- Strengthened accountability.
- Collaborated to set priorities.



FOLLOW OUR PROGRESS

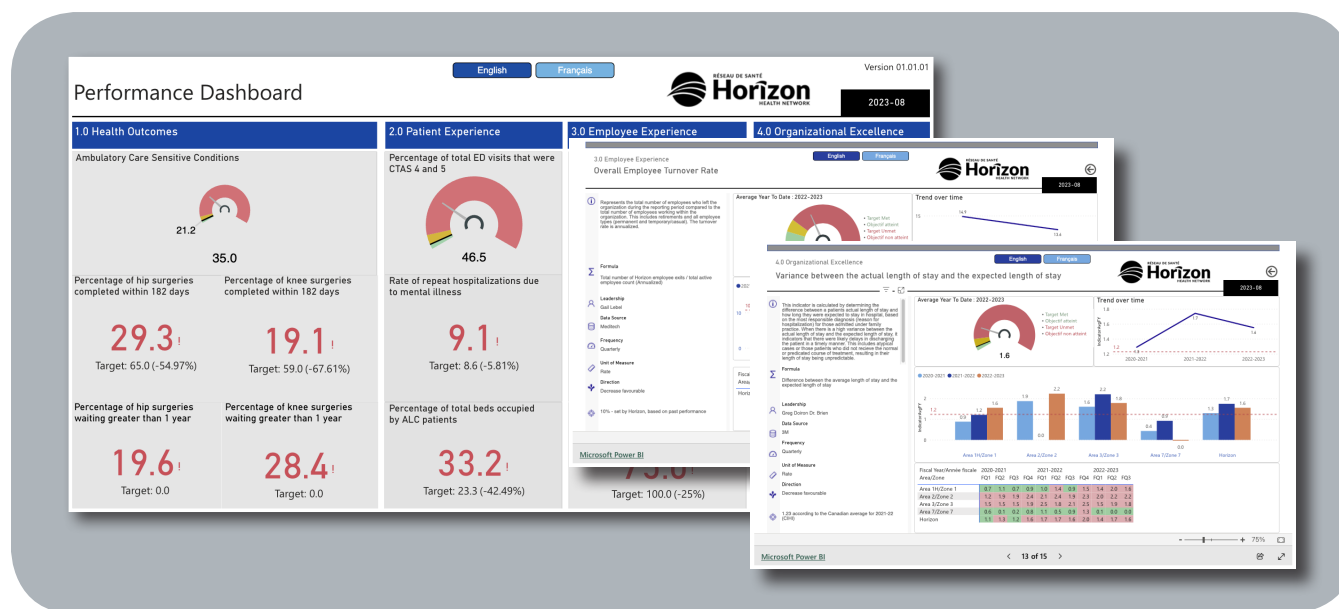
PERFORMANCE DASHBOARD

We understand the importance of transparency and accountability to our patients, the clients we serve, and the public.

Visit our website to check out our Performance Dashboard. It is a detailed representation of our performance in the following areas:

- Health Outcomes
- Patient and Family Experience
- Employee Experience
- Organizational Excellence

The colour codes reflect the progress made so far.



Performance Indicators help us evaluate the care and services we provide every quarter.

For each performance indicator, the dashboard gives:

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

JOIN THE CONVERSATION!



Horizon Health Network is committed to involving people affected by the decisions we make.

Whether you are a staff, physician or volunteer, or a patient, client or family member, or member of the public – we want to hear from you in a way that is meaningful to YOU.

Please share your experiences and thoughts on our plan forward for health system transformation and how it can help further meet the needs of our clients, patients and communities at LetsTalkHorizon.ca.