



RÉSEAU DE SANTÉ

Horizon
HEALTH NETWORK

Experience
Access
Retention
Flow

Report to Our Communities

PROGRESS ON HORIZON'S CRITICAL ACTION PLAN

Quarterly Report

March 2024



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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

Messages from the President and CEO and Board Chair

Collaborating for change – for the future of New Brunswick’s health care system

Collaboration and innovation are at the heart of significant improvements to our health system over the past four months, and I’m pleased to update you on our progress, and show how working together with government and community partners, patients, families, and clients is vitally important in improving and optimizing health care in our province.

Our day-to-day work is predicated on our four critical action priorities: access to services, patient flow, patient experience, and recruitment and retention, each informing the direction of new and ongoing strategic projects. Our main objective is to address systemic challenges by working with government partners to create immediate and medium-term plans for community placements for patients who no longer require acute care in our facilities.

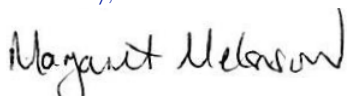
Horizon is committed to improving its organizational performance and outcomes. Since our last update, 54 new projects are now underway across each of our regional hospitals, 15 community sites, and 22 departments and programs.

We are committed to being authentic and transparent about our work by reporting on key indicators for our priority areas to help us evaluate the care and services we provide. This ensures we are accountable and transparent in our efforts for you, and for our staff and physicians.

Our leadership team, working with all staff and physicians at Horizon, is committed to improvements and tracking to ensure progress. We commit to continue holding patients and families at the core of all the decisions we make. We are operating with transparency – clearly understanding the areas where improvements are needed and holding ourselves accountable to making those improvements.

We will also celebrate our successes, where we are making great gains, and continue our work to build and improve a sustainable healthcare system in New Brunswick.

Sincerely,



Margaret Melanson
President and CEO



I am pleased to address you for the first time as the Board Chair for Horizon. As I step into this role, I know we will continue to make improvements that drive positive change in our health care system. We have many challenges ahead of us, and I know that our team is up to work with our staff to make improvements. Our goal as a new board, in the last year, is to make patient-focused decisions and to be laser focused on measuring our progress.

I have been privileged to witness firsthand the incredible work of our staff, physicians, and volunteers. The scope, scale and impact of their efforts to enhance health care across New Brunswick is truly inspiring.

As you review this edition of our Report to our Communities, I hope you will share in my excitement as we highlight Horizon’s achievements, track our progress, and celebrate the innovative initiatives, growth, and improvements to health care in communities across New Brunswick.

I am deeply grateful for the opportunity to serve as your Board Chair, and I am excited to embark on new work, face the challenges in our system head on, while nurturing the positive progress we’ve made to enhance health care services and provide a positive experience for patients, clients, and families across the province.

Sincerely,



Susan Harley
Board Chair



TRANSPARENCY, ACCOUNTABILITY, AND PROGRESS IN PATIENT CARE

HORIZON'S NEW PERFORMANCE DASHBOARD

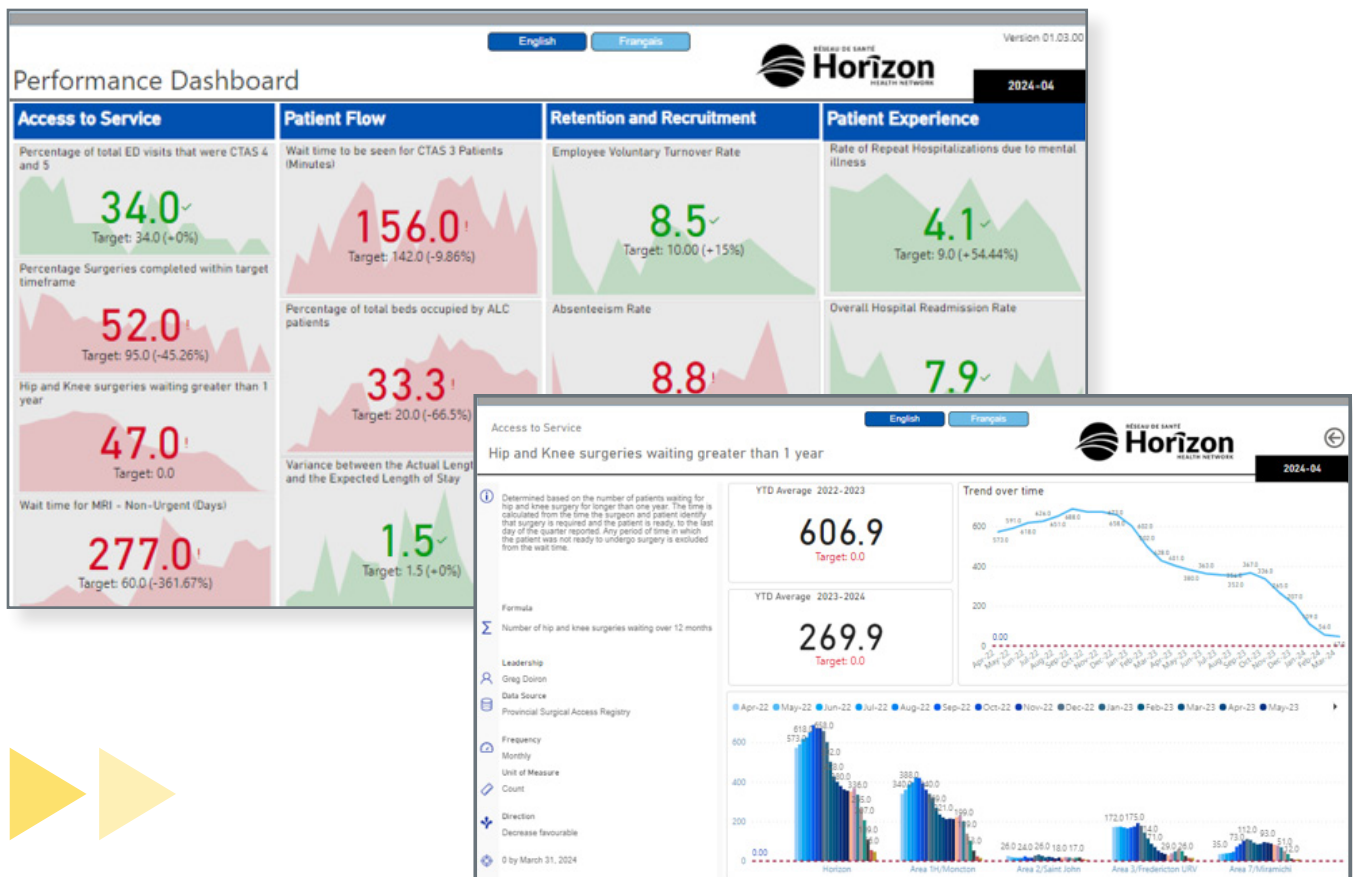
We understand the importance of transparency and accountability to our patients, the clients we serve, our staff and physicians, and the public. Earlier this year, Horizon launched its new performance dashboard, which is available at HorizonNB.ca.

Horizon's Performance Dashboard is available for the public, staff, and physicians on our website. We are working hard to improve performance and are also committed to full transparency.

We have chosen to report key indicators that represent the work being undertaken on our key priority areas. Our dashboard provides performance indicators to help us evaluate the care and services we provide. For each performance indicator, the dashboard provides:

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

The colour codes reflect the progress made so far.





PATIENT FLOW

IMPROVING PATIENT FLOW BY TRANSITIONING ALTERNATE LEVEL OF CARE PATIENTS FROM HOSPITAL TO LONG-TERM CARE

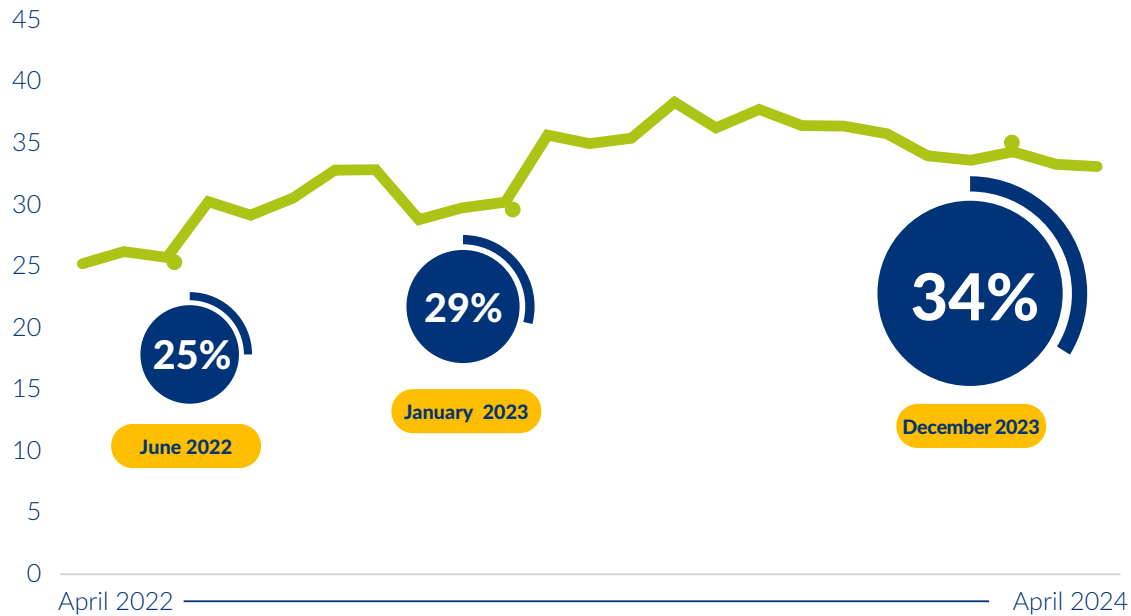
Over a third of our hospital beds are occupied with alternate level care (ALC) patients who no longer require the level of urgent care we deliver. These patients remain in our hospitals for a variety of complex reasons that Horizon and our health care partners across the system are working to address.

This is an access to health care issue that impacts all New Brunswickers, having resulted in challenges in our Emergency Departments and in providing timely surgical services.

Transitioning patients from an acute care hospital to a long-term care facility ensures they receive the necessary care, services, and support to maintain and, in some cases, improve their quality of life. This work will also improve the ability of health care teams to deliver timely and accessible acute care to patients, including those presenting to an emergency department or who require surgery.



% Beds Occupied by ALC Patients

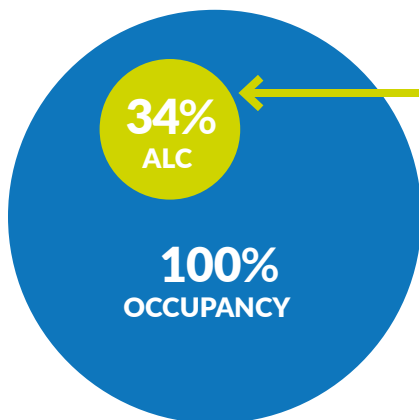


We are committed to finding solutions to these challenges for our patients and their families.

We continue to work with our partners at the Department of Social Development, the Department of Health, and community-based facilities, such as long-term care homes, to ensure patients have access to the care they need in our communities.



ALC Insights



- ▶ ALC patients occupy approximately **34%** of Horizon hospital beds, and occupancy is at **100%** in regional facilities.
- ▶ Because of this, **70%** of patients admitted through the emergency department are waiting more than 8 hours for an inpatient bed.
- ▶ Our goal is to reduce ALC cases to below **330** (20% of total hospital beds) by January 2026.

“Overcapacity is not only a New Brunswick issue; it is a system-wide challenge felt across Canada. Horizon remains fully committed to doing whatever it takes to improve wait times in our Emergency Departments and improve patient flow and patient experience throughout our health care system.”

Greg Doiron
Vice President, Clinical Operations



IMPROVING ACCESS TO SERVICES

ACCESS TO PRIMARY CARE

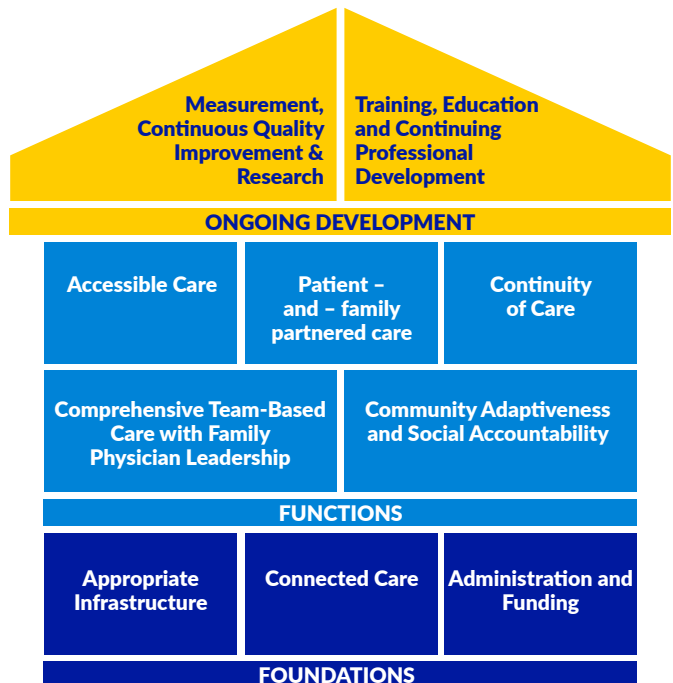
Horizon is committed to ensuring primary and urgent care for all New Brunswickers is accessible, timely and convenient. We know that too many residents of New Brunswick don't have timely access to a primary care provider, which can lead to overcrowding and extended wait times in Emergency Departments across the province.

The Future Vision of Primary Health Care at Horizon

Horizon has developed a Comprehensive Community Care Strategy that outlines the model for an interprofessional, integrated, and collaborative care model in Primary Care.

This approach delivers patient-centred care through interdisciplinary teams in a Patient's Medical Home model.

Newly trained family physicians aspire to practise in a clinic setting alongside various health care professionals, aiming to focus more on patient care rather than administrative tasks. For many physicians, this will be a welcomed change of pace, fostering job satisfaction, higher morale, and a healthier work-life equilibrium, ultimately enhancing retention rates.



Source: The College of Family Physicians of Canada

Embracing this approach encourages collaboration among primary care providers and allied health experts like physiotherapists and occupational therapists as a cohesive, team-based approach to improve access to primary care and specialized care providers. This transition to the Patient's Medical Home model will transform primary care practices into central hubs that integrate health care services based on local community needs.



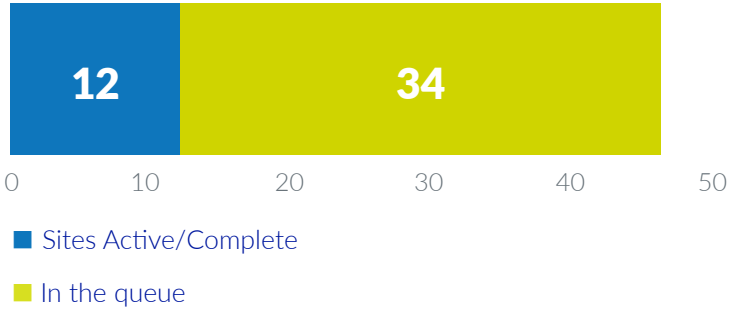


New Sites

Horizon is implementing solutions across 46 Community Health Centre sites to increase same-day and after-hours access, team collaboration and allied health integration – all based on community health needs assessments and data from the New Brunswick Health Council.

Fredericton, Sussex, and Sackville will see the creation of new Community Health Centres to meet growing community health needs and reduce the high volume of residents on the waitlist for primary care.

Community Health Centre Modernization



The 12 Active/Complete locations are:

- 
 - ▶ Chipman Health Centre
 - ▶ Tobique Valley Community Health Centre
 - ▶ Fredericton Northside Community Health Centre
 - ▶ Fredericton Downtown Community Health Centre
- 
 - ▶ Medisante Saint Jean
 - ▶ Saint John Uptown Health Centre
 - ▶ North-End Wellness Centre (Saint John)
 - ▶ Saint John Sexual Health Centre
 - ▶ Fundy Health Centre
- 
 - ▶ Albert County Community Health Centre
 - ▶ Sussex Health Centre
 - ▶ Tantramar Community Health Centre



3

COMMUNITY HEALTH CENTRE SITES have been completed so far in Fredericton, Saint John, and Tobique Valley!

12

SITES HAVE BEEN COMPLETED or are actively being modernized through scheduling enhancements, allied health optimization, scope of practice reviews, and improvement in hours of operations.

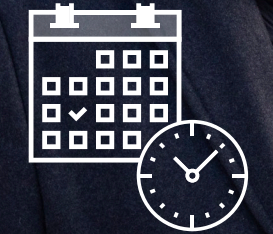
1,344

PATIENTS SELF-REFERRED AND WERE SERVED thanks to the program expansion at Uptown Saint John Health Centre between December 2023 and April 2024 alone!



SPOTLIGHT

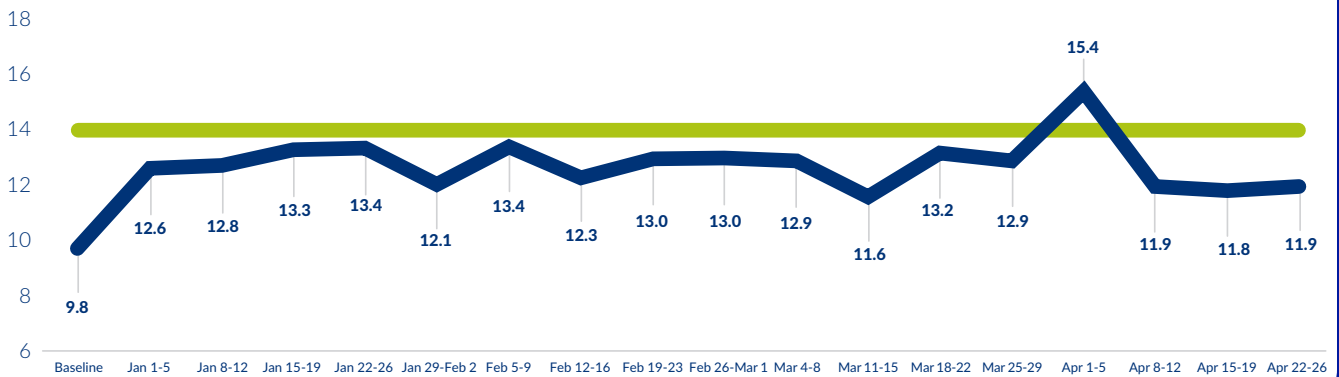
FREDERICTON DOWNTOWN COMMUNITY HEALTH CENTRE



3,773
NEW PATIENT
APPOINTMENTS IN 2023!

Total Appointments per Nurse Practitioner per Day

Fredericton Downtown Community Health Centre





SPOTLIGHT

LEVERAGING TECHNOLOGY TO IMPROVE ACCESS TO HEALTH CARE ACROSS NEW BRUNSWICK

Horizon's Tobique Valley Community Health Centre underwent a technological transformation in primary care delivery, defying geographic constraints to improve access to health care across New Brunswick. Led by Dr. Moheb Zaki and supported by Dr. Ash McLellan, Medical Director for Fredericton and Upper River Valley, Dr. Zaki proposed a model of three weeks of virtual care followed by one week of in-person consultations after moving out of the Perth-Andover area for personal reasons.

Patients undergo triage at the community health centre where nursing staff collect vital signs and medical history. Virtual consultations with Dr. Zaki are facilitated through tablets connected to the Virtual Care Portal, allowing for prescription renewals, test requisitions, and follow-up appointments.



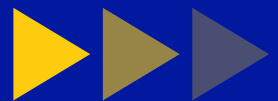
THE CLINIC SEES APPROXIMATELY

20 TO 28

PATIENTS A DAY.

“My service to the local community over the years helped to establish the trust to allow them to try something new. Using the technology without expecting the patient to figure out how the communication will take place is an advantage, especially for elderly people who have limited knowledge of technology.”

Dr. Moheb Zaki





ACCESS TO EMERGENCY CARE

Horizon has a long-term strategy to improve wait times in Emergency Departments, by improving primary care access, increasing after-hour and weekend options for patients with non-urgent care needs, and improving bed capacity at our facilities, which aligns with our Alternate Level Care work.

To improve ambulance offload delays, some patients are monitored by Patient Care Attendants, facilitating quicker ambulance turnaround. Both Horizon and the Government of New Brunswick conduct ongoing educational campaigns to advise New Brunswickers on infection prevention and encourage appropriate health care choices.

The current national benchmark for the Canadian Triage and Acuity Scale (CTAS) 3 patients to be seen by a care provider is 30 minutes. CTAS 3 patients require urgent care; this level includes conditions that could potentially progress to a serious problem requiring emergency intervention. Several initiatives are underway at Horizon to improve timely access to emergency care. We are committed to gradually improving wait times and have set an annual target to improve our CTAS 3 wait times to 142 minutes at our regional facilities. This is aligned with 2023-24 Canadian Institute for Health Information (CIHI) data, which found that nationwide, CTAS 3 patients were seen in an average of 142.1 minutes.

Urgent Treatment Centre in Fredericton Extends Service to 3 Days a Week

Horizon's Fredericton Urgent Treatment Centre expanded its service by adding Tuesdays to its weekly rotation, and by transitioning from a first-come, first-served registration model to one that aligns with the Canadian Triage and Acuity Scale, the facility is providing increased capacity to meet the needs of the population. People experiencing a variety of urgent to moderate medical needs should present to the centre for care.

Since opening the operation, the Centre has provided care for over **2,700** patients, with daily registrations ranging from **50** to **70** patients.

The Fredericton Urgent Treatment Centre has helped reduce the percentage of CTAS 4-5 patients presenting to Dr. Everett Chalmers Regional Hospital from

37% TO 32%

enabling more space to see higher acuity patients in the emergency department.



“The impact of the Urgent Treatment Centre on delivering accessible and high-quality care has already been significant, and we are proud to witness the positive outcomes it has brought to our community.”

Dr. Krishna Pulchan

Horizon's Chief of Emergency Medicine, Fredericton area



The Moncton Hospital completed more projects to improve ED flow than all other Horizon regional hospitals combined

The Moncton Hospital and Dr. Everett Chalmers Regional Hospital are the focus for process improvements to increase efficiencies, Emergency Department access, and overall flow within the department. Flow within the Emergency Department is impacted by hospital capacity and overall occupancy, which can often result in extended waits for patients admitted through the Emergency Department.



At The Moncton Hospital, March 2023 was a record low for ambulance offload, averaging **63 minutes**, compared to **213 minutes** in September 2022. This represents a

70% IMPROVEMENT

with March offload times being the lowest in 4 years.

The Moncton Hospital and Dr. Everett Chalmers Regional Hospital reported a

50% REDUCTION

in the number of **patients in the emergency department awaiting an inpatient bed** in March 2023.

Let's Talk Emergency Services Experience survey

In late 2023, Horizon launched an engagement project to provide patients and loved ones the opportunity to share personal experiences and opinions on care and treatment received during a visit to a Horizon Emergency Department. We have heard feedback from more than 275 patients, collecting feedback from every Horizon Emergency Department. This feedback will help us improve the experience for patients and their loved ones when they visit a Horizon Emergency Department.



“We are seeing themes develop around improving communication with patients while they wait, and improving efficiencies related to processes and staffing across Horizon’s Emergency Departments. We remain committed to addressing these issues to ensure the highest quality of care for the communities we serve. The positive feedback we’ve received emphasizes the dedication and hard work of our exceptional staff, who provide compassionate and empathetic care to the patients who walk through our doors.”

Dr. Serge Melanson

Horizon’s Executive Clinical/Academic Head
Emergency Care



ACCESS TO SURGICAL SERVICES

Horizon remains fully committed to improving access and decreasing wait times for all surgical specialties, allowing more patients to have their surgeries sooner.

Horizon’s surgical teams have been able to make remarkable progress in reducing wait times for hip and knee replacements without impacting wait times for urgent procedures, like cancer surgeries.

The allocation of operating room time follows a patient-centred approach based on factors like overall waitlists, historical data, and surgery acuity, with surgeons empowered to adjust patient lists according to criteria outlined in New Brunswick’s Surgical Access Registry Policy. As such, some surgeons and surgical specialties have more operating room time than others, and surgeries are prioritized based on the policy criteria.

THIS YEAR, MORE THAN

85%

OF PATIENTS UNDERWENT
CANCER SURGERIES
APPROXIMATELY

10%

FASTER COMPARED TO
LAST YEAR.

Milestone achieved for hip and knee replacement surgeries

Thanks to the tremendous efforts of surgical teams, more New Brunswick patients are receiving hip and knee replacements sooner, as we have eliminated the waiting list for patients waiting a year or more.



HORIZON SURGICAL TEAMS
COMPLETED

2,917

HIP AND KNEE REPLACEMENTS,

1,077

OF WHICH WERE

LONG-WAITING PATIENTS.

THIS IS AN **INCREASE OF OVER**

700

SURGERIES FROM THE
PREVIOUS YEAR.

Enhancing the post-op experience for Horizon hip and knee replacement patients

Patients scheduled for a hip or knee replacement surgery in a Horizon hospital are able to access the SeamlessMD app from their smartphones, tablets, or computers, and are guided before and after surgery with reminders, evidence-based education, symptom-tracking surveys, and videos to help them follow the care plan prescribed by their care team.

New Brunswick Heart Centre patients recovering from cardiac surgeries can also access the **SeamlessMD** technology which has diverted

52

Emergency Department visits from patients post-surgery this year.

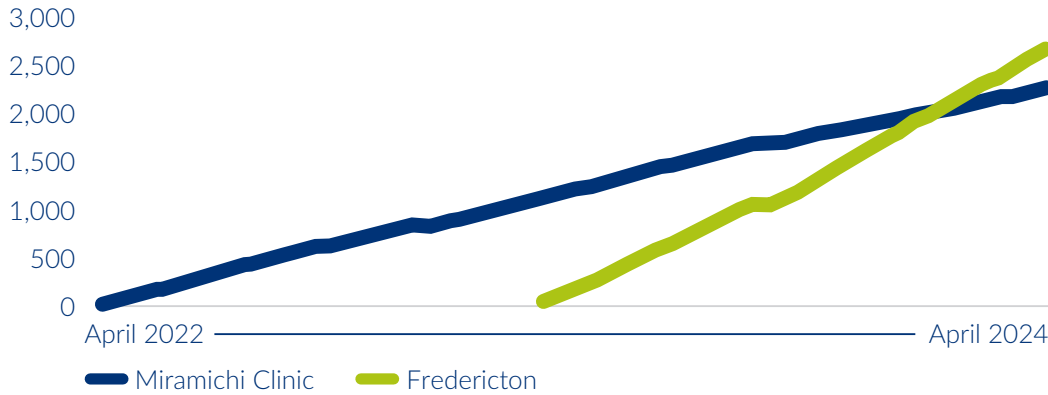


Expanded Surgical Capacity for Cataract Cases

Horizon identified an opportunity to increase Operating Room capacity and enable more patients to receive cataract surgery. A strategy was developed to create cataract clinics outside our hospitals, to increase the volume of cataract cases that can be completed. This is the first-of-its-kind initiative in New Brunswick!

Cumulative Cataract Cases Completed

March 2023 – April 2023



2,500

CATARACT CASES
IN MIRAMICHI

3,250

CATARACT CASES
IN FREDERICTON

NEW CLINICS
HAVE INCREASED
CAPACITY BY

690

CASES A YEAR
(3 cases/day x 46 weeks).

368

ORTHOPEDIC CASES
were completed in the Upper River Valley
area as a result of additional operating room
space that is now available by moving cataract
surgery clinics out of the hospital.

SPOTLIGHT

INNOVATIVE TECHNOLOGY ELIMINATES SURGERY CANCELLATIONS IN FREDERICTON DUE TO SLEEP APNEA MONITORING STAFFING CONSTRAINTS.

Surgery cancellations related to patients with, or at risk for, sleep apnea have been eliminated at the Dr. Everett Chalmers Regional Hospital in Fredericton thanks to a non-invasive technology that continuously monitors a patient's oxygen saturation, pulse rates, and respiration rates.



“Improving surgical access for patients aligns with our critical action plan of providing access to safe and quality services.”

Dr. Patricia Bryden

Horizon's Executive Clinical/Academic Department Head, Co-Leader Surgical Services, Intensive Care, New Brunswick Organ and Tissue Program



RECRUITMENT & RETENTION

RECRUITMENT

More health care professionals are providing safe and quality care for patients, increasing access to services, and supporting our current workforce. As we increase our recruitment efforts, we anticipate being able to drastically reduce the need for travel nurses.



HORIZON SUCCESSFULLY RECRUITED
2,303 NEW EMPLOYEES, PLUS 154 PHYSICIANS,
DURING THE 2023-24 FISCAL YEAR!

Nursing Recruitment

Over the 2023-24 fiscal year, Horizon has hired:

637
REGISTERED NURSES
Permanent net gain
of 224

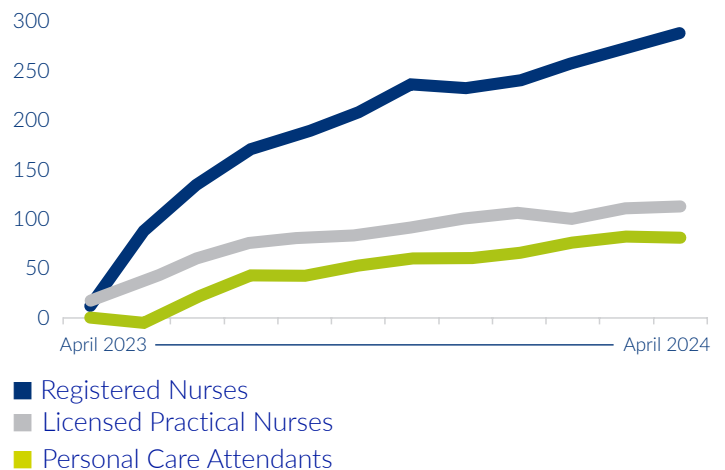
HORIZON RECRUITED
643
PERSONAL CARE
ATTENDANTS

282
LICENSED PRACTICAL
NURSES
Permanent net gain
of 140

including acute-trained Patient Care Attendants, Nursing Students, and Internationally Educated Nurses following a transition pathway to becoming a Nurse.

Nursing Resources Net Gain

Current Fiscal YTD





INTERNATIONAL NURSE SPOTLIGHT



Jacyn Refamonte

Registered Nurse at Dr. Everett Chalmers Regional Hospital

Jacyn is a Registered Nurse in the Emergency Department at the Dr. Everett Chalmers Regional Hospital. She earned her master’s in nursing in the Philippines, gaining experience in intensive care, nursing research, and management before coming to Canada in 2018.

Encouraged by her peers’ praise for New Brunswick, Jacyn took the National Council Licensure Examination, thinking, “If I pass on the first try, I am bound to move to New Brunswick.” She passed her exam and went on to accept her role in the Emergency Department, where she found a welcoming community of fellow Filipino nurses who could relate to her experiences. “These nurses are an inspiration and helpful to newcomer nurses,” she says. “They have a classic Filipino culture of ‘Bayanihan,’ which means helping each other without expecting anything in return.”

Jacyn is grateful to her peers and is committed to paying it forward by supporting other newcomers in the future.

PHYSICIAN SPOTLIGHT



Dr. Melanie Leger

Palliative Care Physician at The Moncton Hospital

Dr. Melanie Leger is a dedicated palliative care physician at The Moncton Hospital, where she passionately serves patients with life-limiting diseases. She had her own first-hand experiences with the health care system as a child. “I was born with a stroke and was commonly in hospital,” she shares. These early experiences ignited her desire to make a meaningful impact and pursue a career in medicine.

Valuing the collaborative approach in her work environment, Dr. Leger emphasizes the importance of teamwork in achieving a better work-life balance and providing the best care to patients. She believes that working collectively as a team allows for an atmosphere that fosters mutual support and prevents or mitigates burnout.

In joining the Horizon team, Dr. Leger felt a sense of warmth and belonging from the onset. Despite there not being a specific position available at the time, the organization was keen to welcome her. “They really wanted me there,” she says. “And they were able to find some opportunities.”

SNAP
STUDENT NURSE ADVANCEMENT PLEDGE

HORIZON'S STUDENT NURSE ADVANCEMENT PLEDGE HAS WELCOMED **199** STUDENTS TO THE ORGANIZATION IN ITS FIRST YEAR.

THE PROMOTE 150 INITIATIVE WELCOMED

2,326

STUDENTS, WITH OVER

4,000

STUDENT PLACEMENTS IN 2023-24.



RETENTION

ourpromise

Our Promise is a commitment by Horizon’s leadership team to continue improving the employee and physician experience, providing the engaging workplace our teams need to provide quality health care for all New Brunswickers.

Initiatives across four focus areas – Listen & Act, Recognize & Appreciate, Health, Safety & Belonging, and Learning & Development – are developed and evaluated based on feedback received from employees and physicians. We are thinking outside the box and implementing innovative ideas to improve the overall experience of working at Horizon.

Advancing Diversity, Equity, and Inclusion at Horizon

Horizon remains committed to becoming a place where everyone has a role to play, has a sense of belonging, and is included. A Diversity, Equity and Inclusion strategy and framework are in place and initiatives to support our first two priorities – training and mentorship – are underway:

1. Compulsory Diversity, Equity and Inclusion Training
2. Inclusive Language Campaign
3. Education Days
4. Employee Resource Groups
5. Awareness Programs



“During a short eight-week self-scheduling pilot on our unit, it was very helpful for me to be more flexible with my shifts. As a shift-working mom of two, this was very beneficial to me, to plan more easily around me and my family’s needs!**”**

– Horizon RN

Health and wellness at the heart of new initiative for Horizon health care workers

Horizon recently introduced an innovative health and wellness pilot project to help our employees reduce job stress, increase job satisfaction, and reduce absenteeism due to stress-related injury and illness. In partnership with Vitalité and Emergency Measures/Ambulance New Brunswick, with support from the Department of Health, we installed Recharjme cabins, **one each in nine of our hospitals**, to offer every Horizon employee a free and relaxing rest experience with a massage chair, audio tracks including meditation sessions, thermotherapy, and specialized lighting systems.



On-the-go communication for Horizon staff, physicians, patients, and visitors

Our Communications and Community Engagement team has rolled out 200 digital screens across Horizon facilities to improve communication for patients, visitors and Horizon staff, physicians. These screens offer timely and relevant information in an engaging format and share messages for patients, clients, and our staff.



Wagging tails and wet noses bring comfort to Employees Across Regional Hospitals

In partnership with Horizon Volunteer Resources and St. John Ambulance, our Employee Wellness team offered Therapy Dog visits in our Wellness Hubs. St. John Ambulance Therapy Dog visits are available in the Wellness Hubs at the Dr. Everett Chalmers Regional Hospital, Saint John Regional Hospital, The Moncton Hospital, and Miramichi Regional Hospital.



“Our staff feedback has been overwhelmingly positive. Even when staff do not have time to stop or if there is a large crowd, you can still see all the smiles that the therapy dogs are bringing to our staff and hospital visitors.”

Christa Chase

Wellness Coordinator, Fredericton Area

Say Bravo!



We've made some exciting upgrades to our Bravo! platform! Taking the time to acknowledge exceptional care, a moment of kindness when you needed it most, or the valuable impact someone had on your health care experience is meaningful.



Horizon was recognized as one of the best places to work in Atlantic Canada in 2024! This acknowledgement is a direct result of the dedication, leadership, and innovation of our staff and physicians.





PATIENT EXPERIENCE

Increasing chances of survival and recovery for our stroke patients at Horizon's Dr. Everett Chalmers Regional Hospital

A pilot project aimed at reducing the time between when a stroke patient arrives in the emergency department to when they receive a Computed Tomography (CT) scan is seeing early success.

The joint project between Horizon and Ambulance New Brunswick aims to reduce the time between when stroke patients arrive via ambulance and when they receive a CT scan, one of the critical steps in diagnosing a stroke.

The project focused on stroke patients arriving by ambulance who were seeing wait times of over an hour. As a result of the pilot, the average time for stroke patients arriving by ambulance is now 14 minutes – one minute below the national standard of 15 minutes.



“Ensuring quick access to CT scans is critical for stroke patients. When someone is having a stroke, they only have four and a half hours to receive treatment before there is permanent damage. Receiving a CT scan is only the first part in diagnosing stroke, so the significant reduction in time will greatly increase chances of survival and recovery for our patients.”

David Arbeau

Executive Director, Fredericton and Upper River Valley area





PATIENT EXPERIENCE

Patients can now book their own X-ray appointments at all Horizon hospitals

The new tool will improve the patient experience by offering an easy, modern way for patients to book their own X-ray appointments.

500+

APPOINTMENTS
ARE BOOKED DAILY
THROUGH THIS
SELF-SERVE OPTION.



- ▶ **14** sites available for self-booking
- ▶ **20,000+** appointments processed
- ▶ **2,200+** user experience surveys completed
- ▶ **96%** of patients found the booking platform easy to use!

COMING SOON! Planning is underway to allow patients to book their own blood and specimen collection appointments online.

PATIENT TESTIMONIALS

“Everything went very smoothly. I went in registered at the desk waited about five-ten minutes then was called in. The x-ray technician was very friendly and nice, it took very little time and I was actually in early and done earlier than expected.”

“My experience yesterday was perfect. A special thanks to Megan, my technician, for her efficiency, table-side manner and willingness to help expedite release of the results. I could not have asked for better service.”

Bridging the Gap for Vulnerable Populations Living with Diabetes

In March, Primary Care and Diabetes Education teams collaborated on a three-month pilot project based in the Saint John area to better support vulnerable populations living and managing with Diabetes. Diabetes Outreach Nurses at Horizon conveniently offered informational educational sessions at The Crescent Valley Resource Centre in Saint John, to help with transportation obstacles that often impede access to the Saint John Regional Hospital. Participants of the program are provided with educational materials and preventive health information, customized to different literacy levels to suit a variety of participants. The results of the pilot are currently being evaluated and may be rolled out permanently in this area. More information about Horizon’s Diabetes Education Centres can be found on our [website](#).



BUILDING CLOSER TIES WITH COMMUNITIES

Our dynamic collaborations with partners, communities, stakeholders, and rights holders continue to be vital in enhancing and fortifying New Brunswick’s health care system for the benefit of all residents.

Community Health Needs Assessments

A Community Health Needs Assessment 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.

Our diverse team of 16 Community Developers works alongside Horizon’s partners and communities, strengthening relationships and helping build healthier communities.

This team collaborates with over **200 community partners**, on various community initiatives that help address housing, mental health, access to services, social isolation, food insecurity, harm reduction, and access to recreation, sport, and leisure.

The **Community Health Needs Assessments Team** has been actively engaged with our communities of Southwest New Brunswick and Salisbury, Havelock, Elgin, and Petitcodiac, to better understand their most important health needs and make community-informed decisions about their health care.







CURRENTLY THERE ARE OVER

75

COLLABORATIVE,
COMMUNITY INITIATIVES
UNDERWAY BY OUR
COMMUNITY DEVELOPERS.



Community Health Needs Assessments Snapshot

Southwest New Brunswick	Salisbury, Elgin, Havelock and Peticodiac	Fredericton
<p>22 Community partners participated</p>	<p>15 Community partners helped to identify issues of concern and plan engagements</p>	<p>13 Horizon departments participated in the Fredericton area accountability pilot</p>
<p>16 Populations of focus identified</p>	<p>17 Populations of focus identified</p>	<p>Status updates and opportunities for action were identified</p>
<p>36 Engagements completed</p>	<p>NEXT </p> <p>Engagements with community members will take place in the spring months</p>	<p>20 Fredericton area Horizon managers and staff gathered in January to hear updates and participate in group discussions</p>
<p>WE LEARNED FROM COMMUNITY MEMBERS</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>↓</p> <p>142</p> </div> <div style="text-align: center;">  <p>↓</p> <p>16</p> </div> <div style="text-align: center;">  <p>↓</p> <p>71</p> </div> </div>	<p>NEXT </p> <p>The final accountability report is in progress and will be circulated in spring 2024</p>	<p>NEXT </p> <p>Shared results and begin accountability steps</p>

Partnerships with our communities of Sackville, Sussex and Fredericton continue as we work on bolstering local recruitment efforts to find solutions for accessible and sustainable health services.



553+
 PATIENTS, CARERS, AND
 COMMUNITY MEMBERS
 HAVE SHARED
 THEIR EXPERIENCES
 WITH OUR HEALTH
 CARE SYSTEM SINCE
 JANUARY 2024!

SPOTLIGHT UPPER RIVER VALLEY

Horizon has engaged with the community of Upper River Valley, to hear new ideas and identify opportunities to sustain labour and birth services in this area.

Horizon is committed to maintaining these services at the Upper River Valley Hospital, and through this engagement, heard from **256** patients, carers, community members, leaders and Horizon staff and physicians, to help shape the direction forward.

View the full report [here](#).

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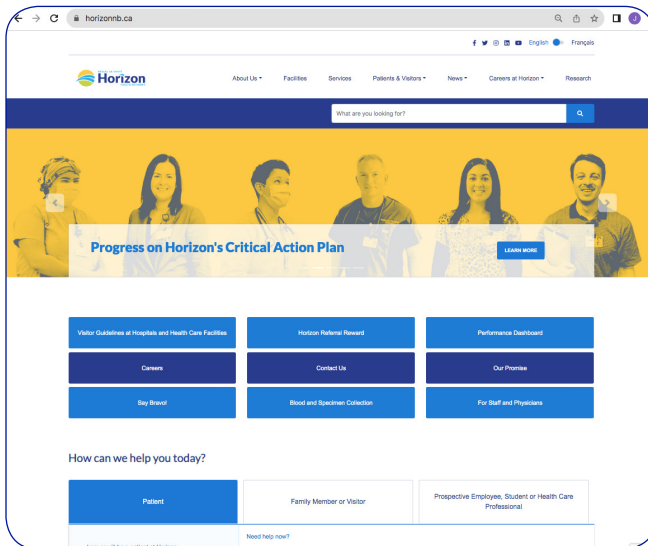
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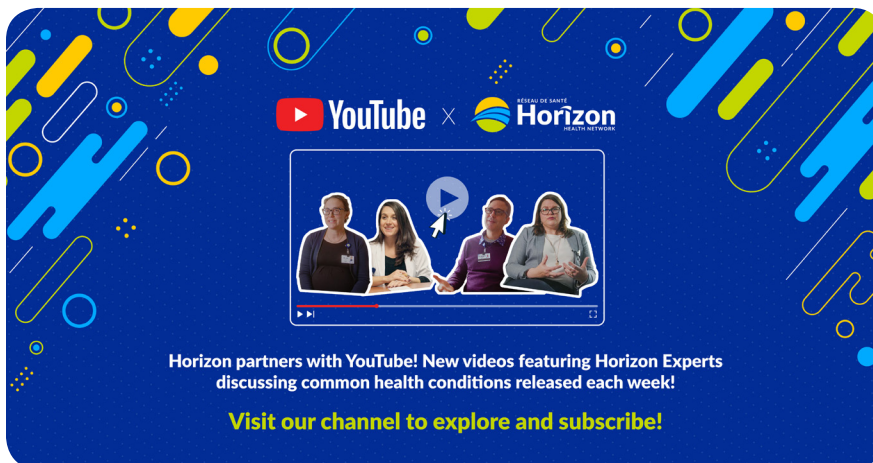


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Check out our new patient resource videos developed thanks to our partnership with YouTube!



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

Whether you are a staff member, 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.