

**Chair:** Carol Reimer  
Board Chair

**Meeting Room:** Bobak Room  
Fredericton, NB

**Date:** Wednesday, December 6, 2023

**Meeting Time:** 11:00am-1:30pm

**Present (✓)    Regrets (R)**

	Board of Directors		Staff		
✓	Carol Reimer	✓	Margaret Melanson <b>CEO</b>		Brenda Kinney
✓	Mike Walton	✓	Dr. Susan Brien		Gail Lebel
✓	Dr. Stephen Bolton	✓	Jeff Carter	✓	Jennifer Sheils
✓	Denis Goguen	✓	Danny Jardine	✓	Gerald Regan
✓	Susan Harley	✓	Greg Doiron	✓	Dr. Nachi Sinha
✓	Jane Nastasiuk	✓	Daryl Steeves	✓	Jaime Vandenberghe
✓	Donna Redmond Gates	✓	Janet Hogan		

**Agenda Items**

Discussion / Action	Owner
<p>1. <b>Call to Order</b></p> <p>A quorum for the meeting was established and the meeting was called to order by Carol Reimer.</p> <p>Carol acknowledged Horizon carries out its work on the traditional unceded and unsundered territory of the Mi'kmaq [MIG-maw], Wolastoqiyik [woah-las-TAH-keeyik] and Passamaquoddy peoples. This territory is covered by the "Treaties of Peace and Friendship" which these nations signed with the British Crown in 1726. Horizon is committed to honouring the Calls to Action made by the Truth and Reconciliation Commission of Canada – specifically the seven calls to action related to health care. We, the board of directors of Horizon are committed to reconciliation with Indigenous people and improving Horizon's relationship with Indigenous communities. Together we can live our values by helping people be healthy – in a way that respects the cultures of all our patients, clients and families.</p>	
<p>2. <b>Declaration of conflicts</b></p> <p><b>None</b> <span style="float: right;"><b>CARRIED.</b></span></p>	
<p>3. <b>Approval of Agenda</b></p> <p>Upon a <b>MOTION</b> by Jane Nastasiuk, seconded by Mike Walton it was <b>RESOLVED</b> the Agenda was approved.</p> <p style="text-align: right;"><b>CARRIED.</b></p>	

Discussion / Action	Owner
<p>4. <b>Report from Board Chair</b></p> <p>Carol Reimer, Chair of the board, provided a brief report to the board. Carol advised that keeping in line with five strategic priorities: access to surgery, access to primary care, support for seniors to age in place, access to mental health and creating a connected system.</p> <p>Carol thanked vice chair Mike Walton, board members Dr. Stephen Bolton, Denis Goguen, Donna Redmond Gates, Susan Harley and Jane Nastasiuk for their hard work, expertise and focus they've already contributed.</p> <p>Carol thanked interim CEO, Margaret Melanson and Horizon Leadership team for continued commitment to patient care and health of New Brunswick.</p> <p>Mr. Calhoun shared his parents recent DECRH patient story in the meeting.</p>	<p>Carol Reimer</p>
<p>5. <b>Interim CEO Report</b></p> <p>Margaret Melanson provided an overview of the success and challenges of the last several months. Margaret advised Horizon has pivoted to refocus the strategy with 4 strategic objectives:</p> <ul style="list-style-type: none"> <li>• Improving Access to Care</li> <li>• Improving Recruitment and Retention</li> <li>• Improving Patient Flow</li> <li>• Improving Patient Experience</li> </ul> <p>Margaret reviewed the Report of Interim President and CEO included in the package.</p>	<p>Margaret Melanson</p>
<p>6. <b>Finance Audit and Resource Committee</b></p> <p>Denis Goguen presented the report to the board.</p> <p>The Finance Audit and Resource Committee met, reviewed and approved the fiscal 2023 and workplan 2024. The 5-year plan for major capital equipment was shared with the top 10 priorities approved by Executive Leadership Team and reviewed by the Regional Medical Advisory Committee.</p> <p>Jeff Carter shared provided an overview of stakeholders' engagement, interested in pursuing a Saint John daycare. A collaborative effort was shared related to energy network environmental stewardship at Horizon.</p> <p>Gerald Regan presented the financial results for the 5 months ending Aug. 30<sup>th</sup> with a deficit of 36.8 million. Overall. 30 million was due to salary pressures related to vacancies, staffing, replacing, new staff orientation and Covid initiative. The remaining deficit was supply cost inflation.</p>	<p>Denis Goguen</p>

Discussion / Action	Owner
Jennifer Sheils presented the estimate for the chief information project that has provincial support.	
<p><b>7. Governance and Nominating Committee</b></p> <p>Susan Harley advised the committee had several preliminary orientation meetings in September and October of this year, with the first full subcommittee meeting held on Oct. 19<sup>th</sup>. The terms of reference of the Governance, nominating and planning committee were reviewed with recommendations made for revisions, to which will be presented at the next meeting.</p> <p>The committee structure was reviewed and moved around, ensuring our committees and smaller board have specific initiatives and measurable objectives. The committee met with communication and community leads to develop a community engagement structure to align with the work occurring. They will provide evaluation and monitoring of the engagement activity. The community engagement work that's occurring in the following communities was shared: Sackville, Sussex, Fredericton, and the Upper River Valley.</p> <p>Janet Hogan provided a Foundation update with the subcommittee as Horizon has worked over the past several months in close collaboration with the regional foundation at the Saint John Regional Hospital Foundation, the Moncton Hospital Foundation and the Dr. Everett Chalmers Hospital Foundation toward the development of a more collaborative approach. This will promote the best priority setting and the opportunity for joint initiatives.</p> <p>Jennifer Sheils provided an update on projects and initiatives within Horizon's 4 strategic priorities.</p> <p>Gail Lebel gave an update on HR work undertaken regarding recruitment strategy. Gail shared our promise employment strategy. Both retention and recruiting activities have increased.</p> <p>A formal CEO search is underway. The committee will move forward with a national search to determine a permanent CEO with more information to be shared in the months ahead.</p>	Susan Harley
<p><b>8. Patient Safety and Quality Improvement Committee</b></p> <p>Dr. Stephen Bolton, chair of the Patient Safety and Quality Improvement Committee advised of the current committee structure and how it functions within Horizon. Patient safety is tracked, and we can often measure, analyze and make changes based on the information.</p> <p>Alternative level of care issue is a high priority, the committee has met a few times on</p>	Dr. Stephen Bolton

Discussion / Action	Owner
<p>this subject. Accreditation Canada sets standards for health care, Horizon went through this process in April 2023. Horizon set in place the improvements with monthly reports to Executive Leadership team. The Canadian Institute of health information had a report in November 2023 that compares how Horizon performs based on other health care institutions in Canada. The QI process will start with these reports. At committee meetings we review the following reports - risk register, accreditation, Senior medical leaders, Infection prevention and control committee. The committee is given updates on medical education and research programs and Alternative level of care patient situation. This committee will have an update at the February meeting on the ALC patient situation.</p>	
<p>9. <b>Regional Professional Advisory Committee</b></p> <p>Daryl Steeves presented on behalf of himself and Brenda Kinney the report from the September 2023 meeting. The meeting started with a great presentation from our volunteer services, highlighting the work of the over 950 volunteers. The professional practice councils and our clinical network reporting systems gave an update. The nursing professional practice gave a great update on retired nurses coming back to train new nurses. The Psychology Professional Practice Council has an accreditation internship program that is very successful with recruitment. Speech, language pathology is developing specialized training to be able to do bedside swallowing tests. The women's and children's network, the pediatrics, the obstetrics, and the neonatal ICU all received 100% on their ROPS and accreditation. The auditory care network is currently reassessing the entire system around the theme of right place, right time and right reason to be as efficient as possible to deal with the volumes of this network.</p>	Daryl Steeves
<p>10. <b>Presentations</b></p> <p><u>10.1 Horizon Performance Excellence Update</u> Jennifer Sheils gave an overview of what we have been undertaking in our continuous improvement Projects. The framework Horizon has been using relentless pursuit of improvement.</p> <p><u>10.2 Our Promise- Employee Engagement Strategy</u> Christie Ruff provided an overview of the Our Promise- Employee Engagement Strategy.</p> <p><u>10.3 Primary Care</u> Danny Jardine and Dr. Brien reviewed slides providing an overview sharing the progress made around renewing and expanding Primary Health Care within Horizon.</p>	
<p><b>Adjournment</b> Upon a <b>MOTION</b> by Susan Harley, seconded by Mike Walton it was <b>RESOLVED</b> that the meeting was adjourned</p> <ul style="list-style-type: none"> <li>• Next Board Meeting February 23, 2024</li> </ul>	



# Minutes

**REGIONAL HEALTH AUTHORITY B  
HORIZON HEALTH NETWORK  
BOARD OF DIRECTORS – Public Session**