

**Chair:** Carol Reimer  
Board Chair

**Meeting Room:** Trinity Royal  
Saint John, NB

**Date:** Friday, February 23, 2024

**Meeting Time:** 12:30pm-2:30pm

**Present (✓)      Regrets (R)**

	Board of Directors		Staff		
✓	Carol Reimer	✓	Margaret Melanson Interim <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		Zach Kilburn	✓	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>	Carol Reimer
<p>2. Carol acknowledged Horizon carries out its work on the traditional unceded and unsurrendered 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 honoring 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>3. <b>Approval of Agenda</b></p> <p>Upon a <b>MOTION</b> by Mike Walton, seconded by Susan Harley it was <b>RESOLVED</b> the Agenda was approved.</p> <p style="text-align: right;"><b>CARRIED.</b></p> <p>3.1 Approval of the minutes</p>	

Discussion / Action	Owner
<p>Upon a <b>MOTION</b> by Jane Nastasiuk, seconded by Donna Redmond Gates it was <b>RESOLVED</b> the minutes from December 6, 2023, was approved.</p> <p style="text-align: right;"><b>CARRIED.</b></p>	
<p>4. <b>Declaration of conflicts</b></p> <p style="text-align: right;"><b>None CARRIED.</b></p>	
<p>5. <b>Patient Experience Story</b></p> <p>Lori Carr shared her patient experience story regarding her parents' care in the NB healthcare system that required time as a patient in St. Joes and SJRH.</p>	
<p>6. <b>Remarks from Board Chair</b></p> <p>Carol Reimer, Chair of board, provided a brief report to the board. Carol advised the board is working on 2 urgent priorities to improve healthcare system.</p> <p>Health care system is currently facing critical challenges.</p> <ul style="list-style-type: none"> <li>• Long wait times in emergency departments, delays in surgeries and other acute care services</li> <li>• Lack of access to primary care</li> </ul> <p>New Brunswickers need a clear and collective focus on how to improve health care system.</p> <p>Reducing numbers of patients waiting in hospitals for community resources</p> <ul style="list-style-type: none"> <li>• Improving access and availability of community resources</li> <li>• Expedite patient discharges requiring nursing homes or special care homes.</li> <li>• Better patient care and outcomes</li> </ul> <p>Improving primary care</p> <ul style="list-style-type: none"> <li>• Increase access.</li> <li>• Implement Horizon's primary care strategy. <ul style="list-style-type: none"> <li>• Integrated, collaborative care; team of health professionals.</li> <li>• Services focused on needs of community.</li> <li>• Prevention, early detection, and management of chronic conditions</li> </ul> </li> </ul> <p>To address these two urgent issues: We require collaborative effort from health care system stakeholders.</p> <ul style="list-style-type: none"> <li>• Horizon does not have the mandate or responsibility of nursing homes or special care homes.</li> </ul>	<p>Carol Reimer</p>

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<ul style="list-style-type: none"> <li>There are many primary care services that are offered outside of our health centres, and we need to better collaborate with these practices to determine how we can help them provide enhanced services.</li> </ul>	
<p><b>7. Interim CEO Report</b></p> <p>Margaret Melanson provided the following update.</p> <p>The Horizon Health Network Executive and Senior Leadership teams have been working assiduously throughout these past months within our key strategic areas of focus, including Patient Flow, Recruitment / Retention, Access to Care and Patient Experience.</p> <p><u>Operational Status – Surgery</u></p> <p>The surgical program has been working diligently in all areas to eliminate the long waiting orthopedic surgeries (over 1 year waiting). Heading into the last 9 week stretch to March 31st, all our zones are “green” and trending on track to complete all patients that are available, who have been waiting greater than 1-year for hip and knee surgery by March 31, 2024. All cases have now been booked. In the last 12 weeks, we have completed an average of 45 long-waiters a week. In the next 9 weeks, we must complete 27 long-waiters a week. Due to the efforts by all involved, Horizon is trending ahead of schedule!</p> <p>Horizon has implemented several changes and expect to continue to improve the processes including a centralized intake process, so elective hip and knee surgery don’t fall behind moving forward.</p> <p><u>Alternate Level of Care / Patient Flow</u></p> <p>Since the Christmas period, our facilities have all been challenged with increased presentations of patients with influenza like illness (ILI), covid or other types of respiratory infections. We have therefore experienced increased numbers of emergency department presentations as well as admissions. These admissions, coupled with our existing challenges to support seniors who require long term care placement, has created unprecedented overcapacity issues within our facilities, with occupancy well over 100% daily. Our patient flow teams have been working diligently to expedite discharges as quickly as possible and partnerships with Dept of Health, Dept of Social Development and EMP program have also been re-ignited with a provincial team approach to address these issues.</p> <p>We have been fortunate to negotiate preferential placement of hospitalized patients into available nursing home beds in the Saint John and Fredericton areas well, which has been helpful and appreciated.</p>	<p>Margaret Melanson</p>

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<p><u><b>Urgent Care</b></u> Our new Urgent Care clinic on the North side of Fredericton has been operating very well, with typically over 70 patient presentations daily. We are fortunate to have now accessed staffing at this site to increase to 3 days per week and it is hoped this can be further expanded as staffing of nursing and physicians permits to provide a 7 day /week service. This service is positively impacting both the Chalmers Emergency Department as well as the Oromocto Hospital E R.</p> <p><u><b>Emergency Departments</b></u> Process Improvement work continues within our Emergency Departments with a specific goal presently of expanding the allied health support available, particularly emphasizing Respiratory Therapy. Additionally, a model utilizing Pharmacy Technicians, Phlebotomists, Respiratory Therapists, will soon be piloted. We continue to address offload delays as well as access to assessment for our CTAS 3 patients. The introduction of an Influenza Like Illness or ILI clinic at The Moncton Hospital has proven beneficial to our patients and families.</p> <p><u><b>Human Resource Update</b></u> Our Talent Acquisition Team has been hugely successful with continued recruitment efforts. At this time 587 RNs have been recruited since April 1st which represents 83% of our annual target. Our exits continue to reduce, and we are pleased with the improved retention being seen. Similarly, regarding physician recruitment, we have likewise seen recruitment improvements to meet 80% of our annual targets with 127 net new physician recruits throughout this fiscal year to date. Our absenteeism rate at 8.5% is higher than our target of 7.5% however very good improvements have been identified this fiscal year to date. Our attendance management program is proving very successful. Horizon continues to prioritize employee engagement. We had a very successful 'Gifts of Gratitude' promotion with \$45K being provided through gift cards to those employees drawn for a prize who worked shifts throughout the holiday period. I thank our 3 regional foundations sincerely for their support of this wonderful initiative. We held a well attended Family Skating Event on Family Day, February 19th at many locations throughout the region with over 500 staff registrants. Later this spring, retirement and recognition events are planned.</p> <p><u><b>Financial Status</b></u> Horizon is trending significantly over our allocated operational budget for this fiscal year due to a number of factors, including the inflationary pressures on our system this year, the requirement for lengthier orientation of internationally educated care providers, as well as the increased volumes of patients seen throughout our system with associated costs, such as pharmaceuticals. Most significantly, our clinical services team has had to rely on contracted Travel Nurses to work across our major sites, with a particular need within Emergency Departments and Intensive Care Units. Our aggressive recruitment is reducing the</p>	

Discussion / Action	Owner								
<p>need for continuation of this service ongoingly. We have been successful in reducing our dependency on Travel Nurses by 83% to date, with a plan to move to zero dependency as soon as possible.</p> <p><u>Capital Equipment</u> Horizon is tracking to full expenditure of our capital equipment allocation by the completion of the 2023-24 fiscal year.</p> <table border="1" data-bbox="224 621 938 821"> <tr> <td>Horizon Major Capital</td><td>\$ 17,390,296.00</td></tr> <tr> <td>Horizon Contingency Fund</td><td>\$ 1,109,658.00</td></tr> <tr> <td>Capital - MRI Upgrade</td><td>\$ 2,914,000.00</td></tr> <tr> <td>Total</td><td>\$ 21,413,954.00</td></tr> </table> <p>In January approval to install a second Interventional Radiology Suite for the DECRH in Fredericton was secured from the New Brunswick Collaboration Council. We are working with the Chalmers Foundation to prioritize this for fund raising during 2024. Additionally, our work with all our Foundations has resulted in several high priority projects moving forward such as the front lobby redevelopment at TMH as well as the completion forthcoming of the new Ambulatory Care Centre at SJRH.</p> <p><u>Community Engagement</u> Our work toward improved community engagement has shown continued success, with work occurring presently on a community model to sustain obstetrical services within the Upper River Valley area and continued regular meetings with both the Sackville and Sussex areas. Likewise, engagement with the Perth-Andover/Florenceville areas is proceeding well and continued dialogue with the mayors of small communities occurs regularly.</p> <p>We look forward to continued engagement with our partners to address the care for seniors within our communities. With focus and attention to the needs of this population, I am certain solutions can be implemented to alleviate the needs of these valued elder citizens as well as our hospital facilities.</p> <p>As Horizon moves toward the completion of this fiscal year, I wish to thank our Board of Directors for their guidance and support throughout this year, as well as our Executive Leadership Team, staff and physicians. Horizon is moving toward a transformation, and it is gratifying to see the improvements evidenced throughout this period.</p>	Horizon Major Capital	\$ 17,390,296.00	Horizon Contingency Fund	\$ 1,109,658.00	Capital - MRI Upgrade	\$ 2,914,000.00	Total	\$ 21,413,954.00	
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<p>8. <b>Finance Audit and Resource Committee</b></p> <p>Denis Goguen presented the report to the board regarding the Finance, Audit and</p>	<p>Denis Goguen</p>								

Discussion / Action	Owner
<p>Resource Committee was held on February 2, 2024</p> <ol style="list-style-type: none"> <li>1. Mark St. Pierre, Partner and Daniel Mallet of KPMG presented this year's Annual Financial Audit Plan to the committee.</li> <li>2. Gerald Regan, Interim VP Finance and CFO, shared and reviewed the December 2023 Financial Results. He indicated that Horizon was reflecting a \$84.2 million deficit year to date. He noted that about \$54.2 million of that deficit was related to salary pressures for staffing replacement due to vacancies, the orientation of new staff and the wind up of COVID mitigating initiatives. The remaining deficit was related to volume and inflation related supply pressures.</li> </ol> <p>A travel nurse cost update outlining mitigation plans and explanation of issues was presented by Greg Doiron, Vice-President, Clinical Operations. The presentation included a request for the minimal and strategic continuation of travel nurses to the fall of 2024 as permanent staffing levels are increased through recruitment. More information was requested by the committee to be brought forward for board consideration.</p> <ol style="list-style-type: none"> <li>3. Gerald Regan, highlighted that an investment consulting group was engaged to assist in the selection of a new investment manager for the investments held by Horizon. The selection panel completed the interviews earlier in the week from the shortlisted candidates selected by the consultant and the panel would be announcing the successful investment manager soon.</li> <li>4. Gerald Regan, noted that Horizon Health will receive a high-level funding letter from the Department of Health by mid-March. Horizon is then required to submit the 2024-2025 Regional Health and Business Plan within 60 days of the funding letter. The Regional Health and Business Plan will be presented to the board for approval prior to submission to the Minister of Health.</li> <li>5. Mr. Jeff Carter Vice President Capital Assets, Operations &amp; Infrastructure presented the Capital Improvement Priorities list and Heat Map five-year plan final document which was approved by the committee.</li> <li>6. Jennifer Sheils, Vice President Strategy, Transformation &amp; Chief Innovation Officer introduced Zach Kilburn, Interim VP of Professional Services and CIS Lead. In his role as CIS Lead, Zach presented the Clinical Standards overview and workplan related the Clinical Information System</li> </ol>	

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<p>project which has provincial endorsement and support. This concludes the summary of the committee's work.</p> <p>Upon a <b>MOTION</b> by Denis Goguen, seconded by Steve Bolton it was <b>RESOLVED</b> the report was accepted.</p> <p style="text-align: right;"><b>CARRIED.</b></p>	
<p>9. <b>Governance and Nominating Committee</b></p> <p>Susan Harley advised the committee had meetings on Feb. 1 &amp; 5. The scope of the committee includes board governance, long term strategy, human resources, recruitment &amp; retention, community, corporate risk, hospital foundations relations and innovation transformation work.</p> <p>Our focus is to driving improvements for accountability and results. Highlights include recruitment and retention to fill nursing and other critical roles, finalized 2024 board of directors meeting schedule.</p> <p>Reviewed the innovation transformation work from Jennifer Sheils. With an interim CEO in place, work is being completed to determine the permanent CEO.</p> <p>Upon a <b>MOTION</b> by Donna Redmond Gates, seconded by Mike Walton it was <b>RESOLVED</b> the report was accepted.</p> <p style="text-align: right;"><b>CARRIED.</b></p>	Susan Harley
<p>10. <b>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 which meets quarterly, and met on February 2.</p> <p>Alternative level of care issue is a high priority, the committee has a focus and continues to be unsatisfied with the progress. Dr. Dow joined the meeting to give an update on respiratory season at Horizon. A new Horizon program to help decrease pressure injury was reviewed to monitor and improve management.</p> <p>The CIHI reports were reviewed which allowed Horizon to compare their performance across Canada with similar hospitals. Reported 31 areas of performances, better than average 12 of 31, 6 are average and below average for 9.</p>	Dr. Stephen Bolton



Discussion / Action	Owner
<p>The committee reviewed key quality &amp; safety indicators, committee reports, risk management, patient safety incidents with harm, patient complaints, and accreditation.</p> <p>Upon a <b>MOTION</b> by Dr. Steve Bolton, seconded by Mike Walton it was <b>RESOLVED</b> the report was accepted.</p> <p style="text-align: right;"><b>CARRIED.</b></p>	
<p>11. <b>Report of the Regional Medical Advisory Committee</b></p> <p>Upon a <b>MOTION</b> by Dr. Nachi Sinha, seconded by Susan Harley it was <b>RESOLVED</b> the report was accepted in meeting package.</p> <p style="text-align: right;"><b>CARRIED.</b></p>	Dr. Nachi Sinha
<p>12. <b>Regional Professional Advisory Committee</b></p> <p>Upon a <b>MOTION</b> by Brenda Kinney, seconded by Donna Redmond Gates it was <b>RESOLVED</b> the report/minutes was accepted in meeting package.</p> <p style="text-align: right;"><b>CARRIED.</b></p>	Brenda Kinney
<p>13. <b>Presentations:</b></p> <p>13.1 Ashley Brioux presented the new public indicators that are available online to review.</p> <p>13.2 Alternative Level of Care (ALC) update was given by Greg Doiron &amp; Tara Stewart. To reduce 20% hospital beds by January 2026, with over 41 projects in collaboration effort on the newly formed ALC SWOT team.</p> <p>13.3 Danny Jardine &amp; Margaret Melanson shared the future vision of the Primary Health Care Strategy which is a Patient Medical Home Model.</p> <p>13.4 Gail Lebel presented an update on recruitment &amp; retention at Horizon by sharing the nurse recruitment public dashboard. An update on physician recruitment was given and the numbers were shared and compared to the year before.</p>	
<p>14. <b>Adjournment</b></p> <p>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 June 14, 2024</li> </ul>	