New hostel to help Stan Cassidy Centre for Rehabilitation patients and families
Dear staff and physicians,

As your new President and CEO, it is important for me to get to know Horizon. I have had the opportunity over the past several months to visit and meet with staff, physicians, community members and volunteers associated with Horizon. As anticipated, these visits have demonstrated the enthusiasm and commitment so many of our professionals exhibit to our patients.

I have visited all of our major hospitals and a few community hospitals to meet with patients and their families and have listened to their perspective on the care we provide. I have also participated in a variety of unit tours such as surgery, oncology and family practice and was extremely impressed by what I saw and learned from these visits.

As you are aware, Horizon continues to face fiscal challenges. We will move forward to meet these challenge but our patients are paramount and must come first. Our fundamental requirement is to provide safe, quality care, and these two principles must go hand-in-hand to be successful.

To help reach our goal of fiscal responsibility and patient-first health care, Horizon’s Board of Directors will engage in a strategic planning session in October to discuss strategies to ensure our patients remain at the center of what we do.

And while this objective comes from the Board, the solutions will come from you and Horizon staff. That’s why I was so pleased with my visits. I know we can all work together to achieve our goals and succeed in transforming health care in New Brunswick.

It is quite evident that a number of initiatives and changes will occur over the next few years, and I am hopeful that Horizon Connects will enhance communication with you through regular updates on our achievements and challenges. To that end, Horizon Connects will now be available on our website, in both official languages.

Sincerely,

John McGarry
President and CEO
HORIZON – Horizon Health Network’s on-site Accreditation survey visit will take place September 22-27, 2013. Participation in Accreditation allows organizations to meet national standards and show that health-care providers are committed to ongoing quality and patient safety initiatives, which benefits both patients and staff.

The continuous cycle

Accreditation is a continuous cycle. Beginning in January 2013, Accreditation Canada will implement a new four-year cycle. This lengthened time frame allows organizations the opportunity to complete each phase, develop action plans and move towards implementing required changes before moving to the next phase. The new cycle provides a framework to support continuous patient safety and quality improvements within organizations.

A continuous review of service delivery standards also provides the opportunity to be proactive and make improvements as needs arise, not just when the survey occurs.

To date, Horizon has completed the instrument tools phase (Worklife Pulse and Patient Safety Culture Tool), as well as the standard self-assessment phase. Over the past few months Clinical Networks, department, and services have been completing action plans to address the areas for improvement, which were noted during the self-assessments to prepare for the survey visit.

Accreditation may be on the horizon, but it is also within Horizon. A commitment to continuous patient safety and quality improvement is part of Horizon’s culture and is the backbone of its vision of leading for a healthy tomorrow.

Diabetes Case Management

HORIZON - “A Comprehensive Diabetes Strategy for New Brunswickers 2011-2015” was announced by the Department of Health in June 2011. Based on the success of the Diabetes Outreach Case Manager intervention in the Moncton area from 2004-2010, funding for community-based Outreach Case Manager positions was provided.

Diabetes Case Managers

The Diabetes Case Managers in Horizon provide outreach from local diabetes education clinics to primary care practices for persons with uncontrolled diabetes. As of fall 2012, eight full-time Diabetes Case Managers were on the job throughout the province, with future plans for additional positions by 2015. To date, Horizon’s four Case Managers are collaborating with 100 physicians and 14 Nurse Practitioners and have received much positive feedback from patients, practitioners and administrative staff.

Diabetes Case Managers support primary care providers and their patients living with diabetes by providing timely access to a Certified Diabetes Educator. They also identify knowledge and practice gaps leading to an enhancement of assessment and planning as well as implementation of best practice guidelines. Following the principles of a chronic disease management model, and based on their knowledge and expertise, the educator recommends appropriate treatments, referrals, or changes to therapy including insulin management. The educator supports patients in self-management of their illness.

Horizon’s Diabetes Case Managers encourage interested primary care practitioners to contact them directly to learn more about their services.

<table>
<thead>
<tr>
<th>Area</th>
<th>Contact Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moncton Area</td>
<td>857-5507</td>
</tr>
<tr>
<td>Miramichi Area</td>
<td>623-6208</td>
</tr>
<tr>
<td>Saint John Area</td>
<td>648-7479</td>
</tr>
<tr>
<td>Fredericton Area</td>
<td>452-5180</td>
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</tbody>
</table>
Implementation of the Hospira IV Infusion Pump

PROVINCIAL – In November 2012, Horizon Health Network took part in the launch of a provincial initiative for the implementation of the Hospira IV Infusion pumps. With the exception of one hospital within the Moncton area, all other New Brunswick hospitals will use the same infusion pump. This is an important because of the high volume of patient transfers that occur within the province. An infusion pump dispenses medication through an IV.

A provincial approach

Horizon Health Network began the process of acquiring new large volume infusion [IV] smart pumps primarily for the Saint John Area, with a view to standardize throughout the region.

Vitalité Health Network also indicated the need for new pumps in the Edmundston area with the same goal of standardization. After reviewing each area, it was agreed that a provincial approach would be taken to select one pump for the majority of the province.

The Hospira Plum A+ with MedNet is a new generation of infusion pumps that incorporates medication dose limiting software which is designed to prevent infusion related programming errors. This software alerts the nurse or interrupts the infusion process when a pump setting is programmed outside of pre-configured limits. Horizon started using the new devices in the Saint John Area in late February and will move to all other areas throughout the spring. Implementation started in February 2013 and will end in Campbelton and Bathurst in spring 2014.

Successful implementation of this project would not have been possible without the collaboration of the Hospira team as well as the Horizon, Vitalité and FacilicorpNB teams which included Pharmacy, Nursing, Clinical Engineering, IT and Supply Chain.
HORIZON – The purpose of the Nursing Professionalism Committee is to enhance the culture of nursing by promoting professionalism and supporting a positive professional practice environment.

To promote professionalism in nursing during Nurses Week, May 6 to 12, 2013, the Nursing Professionalism Committee distributed posters throughout Horizon Health Network inviting nursing professionals, Registered Nurses (RN) and Licensed Practical Nurses (LPN) to submit a write-up of 250 words or less identifying the professional nursing attributes they admired most in their peers. Attributes recognized by the committee include accountability, autonomy, advocacy, collegiality and collaboration, ethics/value, innovations/visionary, knowledge and spirit of inquiry.

The poster, a list of attributes of professionalism in nursing, and a nomination form were made available on the staff intranet.

We would like to thank those who took time to recognize and nominate their peers. It is with pride that we recognize and celebrate the following professionals selected by the Nursing Professionalism Committee:

**Moncton Area:**
Denise MacCormack RN - Cardiac Rehab Clinic

**Saint John Area:**
Christine Ruff LPN - 4CN, Internal Medicine, Saint John Regional Hospital
Autumn Medford RN - 5B North, Saint John Regional Hospital
Holly Jones RN - GEM, CAM, Geriatric Clinic, St. Joseph's Hospital

**Fredericton Area:**
Melanie Doucet RN - Carriage Place
Louise Schwartz RN - Stan Cassidy Centre for Rehabilitation

**Miramichi Area:**
Megan Hudgins RN - Diagnostic Imaging

Thank you to the nominees for their dedication and demonstration of professionalism in nursing.

UNB thanks Horizon for nursing education contribution

The Faculty of Nursing from University of New Brunswick would like to recognize the enormous contribution by Horizon Health Network in the field of nursing education. During fall 2012 and spring 2013, in addition to those students from the Saint John campus, Horizon also supported preceptorship experiences for more than 150 nursing students from the Fredericton, Moncton and Bathurst campuses of the Faculty of Nursing. There are numerous professionals who work to ensure that the students have the tools they require to engage in the preceptorship experience such as education placements, learning services, FacilicorpNB, pharmacy and security services. The nurses engaged in the preceptorship experience to uphold the Nurses Association of New Brunswick Standards of Practice by supporting students by sharing nursing knowledge and expertise and modeling professional behaviours.

**Welcoming students**

The Faculty of Nursing recognizes that nurses who are engaged in facilitating student learning within their preceptorship juggle the multiple and concurrent demands of delivering safe and quality patient care. The preceptors approach the experience with the goal of assisting the students to move towards managing the many roles of the nurse in various areas of practice. Nurse Managers support the program through identification of their staff members who are willing to be preceptors and continue to support students and staff during the experience. Staff members of entire units become instrumental in welcoming and integrating the students into the health-care team. In many instances, students launch their professional careers from preceptorship as they become employees of Horizon Health Network.

The Faculty of Nursing acknowledges with gratitude all contributions to the preceptorship of our graduating nursing students.

**Recognition and celebration of nursing professionalism**

**BONNIE MATCHETT**
Nursing Professional Practice

**Moncton Area:**
Denise MacCormack RN - Cardiac Rehab Clinic

**Saint John Area:**
Christine Ruff LPN - 4CN, Internal Medicine, Saint John Regional Hospital
Autumn Medford RN - 5B North, Saint John Regional Hospital
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What is diversity and why does it matter

HORIZON – Diversity is recognizing and appreciating the variety of characteristics that make individuals unique. When we think of diversity we typically think of the obvious and more, observable differences like culture, ethnicity, race, language (spoken), gender, communication style, physical abilities and age. Yet, there are many less obvious differences such as sexual orientation, socio-economic status, geographic background, political affiliation, education, religious beliefs, political beliefs, marital/partnered status, life experiences and learning styles.

Embracing diversity

Embracing diversity means creating an atmosphere that promotes and celebrates individual and collective achievement. Inclusion means creating a climate where all employees feel welcomed and valued. Inclusion takes the culture from “understanding and accepting diversity” to “seeking and celebrating diversity.”

So why should diversity and inclusion matter to employees and organizations? Research shows organizations that create an inclusive and diverse workplace have happier employees, higher retention rates, better service delivery and overall performance. Diversity and inclusion are not just the right things to do but they make smart business sense too!

KAREN MACDONALD
Regional Director of Workforce Engagement
Chair of the Employment Equity Advisory Committee

How Do You See It?

Employment Equity is interested in Horizon employees perspective on diversity and inclusion. We ask that Horizon employees please share their perspective with us by answering the questions below using a 1 to 5 scale (1- Not at all Diverse or Inclusive and 5 - Very Diverse or Inclusive) and submit to: EmploymentEquity@HorizonNB.ca

• How diverse is our Horizon Health Network workforce?
• How inclusive are we at Horizon Health Network?

Staff should watch for an upcoming employee survey on diversity and inclusion in the workplace.

Mammography Screening Services reinstated at Charlotte County Hospital

ST. STEPHEN – Mammography Screening Services at the Charlotte County Hospital were reinstated on June 17, 2013, after being temporarily suspended on May 14, 2013.

The program was suspended after a study by Cancer Care Ontario researchers suggested that digital computed radiology (CR) may be less effective in discovering cancers, compared to digital direct radiography (DR) and screen film.

About the study

The study looked at a large number of women who were screened in Ontario over a two-year period and found that screening with CR could result in about 10 fewer cancers being detected per 10,000 women screened. This means that CR mammography could possibly miss one breast cancer for every 1,000 women tested.

The likelihood of having an undetected cancer is very low. Routine mammograms are an important screening tool and this issue should not discourage women from getting them. Mortality from breast cancer in New Brunswick has been declining over the past 20 years, and routine screening for women has played a significant role in this decline.

Horizon Health Network has one CR machine, which is located at the Charlotte County Hospital.

To ensure continued access to mammography services, Horizon has reopened the breast screening program at Charlotte County Hospital. This issue will be discussed with patients who choose to have their screening done here, and they will be required to sign an informed consent.

Patients who prefer to be screened using DR mammography may request to have their appointment rescheduled at St. Joseph's Hospital Breast Screening Program in Saint John by calling 506-632-5566 or by speaking to their family physician.

Provincial partners involved in breast health programs continue to discuss and review the findings of the Cancer Care Ontario study. As technology changes quickly, Horizon continues to work with our health partners, staff and physicians to ensure we are providing safe, quality care to our patients.
FREDERICTON – Patients receiving rehabilitation services at the Stan Cassidy Centre for Rehabilitation and their families now have access to low-cost, fully-accessible accommodations that are just steps away from the province’s tertiary care centre.

The Stan Cassidy Centre for Rehabilitation is a recognized North American leader in neurological rehabilitation. Located next to the Stan Cassidy Centre for Rehabilitation, the Stan Cassidy Kiwanis House includes three fully-accessible apartments, each with a bedroom, bathroom, small patio, kitchen and living area. Furnishings and equipment include specialized beds, accessible bathrooms and closets as well as low kitchen counters with all amenities within reach.

“Research continues to show that family support is a critical component of meeting one’s rehabilitation goals,” said Dr. Rob Leckey, Medical Director for the Stan Cassidy Centre for Rehabilitation. “It is a step forward for our patients to now have this hostel on-site. This building will mean greater comfort, better care, and a more rapid return to home and fulfilling life for our patients.”

A sod turning for the hostel was held last June when construction of the three-unit, $900,000 facility was announced. Funding for the hostel was provided by Horizon Health Network’s Board and the Stan Cassidy Foundation.

Along with an Edmonton-based rehabilitation clinic, the Stan Cassidy Centre is one of only two rehab facilities in all of Canada that treats patients throughout their entire lifespan, from birth until death. At the age of 18 (or 21 if still in school), paediatric patients are seamlessly transferred to the centre’s adult team to ensure continuity of care.

From left: Gillian Hoyt-Hallett, Administrative Director, Stan Cassidy Centre for Rehabilitation; W. David Ferguson, Chair of the Board, Horizon Health Network; Pierre McGraw, former patient; Lynn Irving, Board Chair Stan Cassidy Foundation; and Dr. Rob Leckey, Medical Director, Stan Cassidy Centre for Rehabilitation.
Facilitating change - Driving Innovation

HORIZON – Horizon Health Network has completed a number of process improvement initiatives as part of the Performance Excellence Process. The success of those initiatives is due to a team of professionals who are dedicated to working together to bring innovation, efficiency and affordability to our health-care system.

An important part of that team is the Process Improvement Facilitator. This is an individual who is a full time practitioner of Lean Six Sigma process improvement and may be certified as a Lean Six Sigma Black Belt. All of Horizon’s Process Improvement Facilitators are certified Black Belts. As Black Belts, they have received extensive training and lead complex projects for our organization.

Process Improvement Facilitators generally report to department/organizational Alignment Champions and receive support, guidance and coaching from a Master Black Belt.

A Process Improvement Facilitator will work with a team, including a Project Champion and a business owner to develop process improvement projects. These projects are taking place throughout Horizon.

Reducing wait times

For instance, did you know that a project was undertaken to look at Echocardiography wait times? This project focused on reducing wait times in Echocardiography at the Saint John Regional Hospital, with a goal to reduce the wait time from 22 weeks to nine. Using the following initiatives, the project team surpassed their goal and as reduced wait times by more 84 per cent – from 22 weeks down to less than four!

The initiatives they undertook included:
• eliminating non value-added tasks
• realigning work to increase efficiencies
• reducing the in-patient no-show rate
• addressing room availability issues
• focusing on porter delivery times

Horizon Health Network recently published a report on the performance excellence process where you can learn more about how Horizon is finding efficiencies through process improvement.

DID YOU KNOW?

Later this fall, there will be a number of educational opportunities for staff available to learn more about Process Improvement. Whether you want to simply know more about Lean Six Sigma, or learn how to put Performance Excellence to work in your department, there will be educational options available. Please email Jennifer.Kikkert@HorizonNB.ca for more information.
Organ and tissue donation

PROVINCIAL - As health-care professionals we have an obligation to provide high quality end of life care, which includes offering the option of organ and tissue donation. It is every family’s right to be given the choice to donate. Nurses are in a position to positively affect the organ and tissue waiting list.

There are Organ Donation Resource Nurses (ODRN) and Tissue Bank Nurses located throughout the province. They are available 24 hours a day, seven days a week. These specialized nurses are here to answer any questions health-care professionals may have about a patient who may be a potential organ/tissue donor, or any questions staff may have on the organ/tissue donation process.

Other roles that the ODRNs and Tissue Bank Nurses have include increasing awareness, acting as a resource, and providing support to health-care professionals during the donation process, facilitating all aspects of donation in our hospitals, and providing support for families throughout the process.

**Identifying potential donors**

Organ Donation Resource Nurses also perform chart audits several times a year. The goal of these audits is to help identify any potential organ donors in the province. Only two to eight per cent of the population have the potential to become an organ donor. To qualify, a person must suffer a neurological death and be maintained on a ventilator at that time. Unlike organ donors, tissue donors do not have to be maintained on life support, which greatly increases the percentage of potential tissue donors.

You may be interested to learn that there is no age restriction when it comes to organ donation; however there are some age restrictions for tissue donation. Suitability is determined when the ODRNs and Tissue Bank Nurse review the patient’s medical condition and history with the physician or nurse. The final medical suitability for organ donation will be determined by the transplant surgeons. The Human Tissue Gift Act mandates that all in hospital deaths be reported to the Organ and Tissue Donation Line.

Donation does not bring a loved one back, but it gives the family a sense of comfort and plays a positive role in the grieving process. Organ and tissue donation saves lives, improves the quality of life and provides hope for the future.

If you have a potential organ donor in your department please call your Organ Donation Resource Nurse or Tissue Bank Nurse to discuss. Click here for more information on the New Brunswick Organ Donation Program.

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Ethics Services

HORIZON – The Ethics Services Department is responsible for providing Ethics Education, Ethics Consultations, conducting policy review and overseeing the Research Ethics Board.

Ethical decision making is grounded in the Vision, Mission and Values of Horizon Health Network and addresses issues related but not limited to organizational ethics, research ethics, clinical ethics and other related topics.

The department of Ethics Services encourages anyone involved with the organization; staff, patients, families, students and volunteers, to contact them regarding any potential ethics related issues and concerns.

Ethics Services does not make decisions, but rather it offers insight when helping people make decisions. The ethics framework guides consultants in working through ethical issues such as end of life care, withdrawal of treatment, consent and capacity.

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How We Do It:

Basic Elements of the Decision-Making Framework

1. What are the facts? Not the issues or people’s opinion but the facts.
2. Does everyone agree on the facts? You have to agree on the facts before deciding what to do.
3. What values are at play? Examples of values – autonomy (the right to make your own decisions), beneficence (do good), and non-maleficence (do no harm).
4. Are any of the values in conflict?
5. Analyze the conflict and decide which value is most important given the facts of the situation. This is always a judgment call.

If you are interested in learning more about the services we provide or would like a consultation please contact our office at REBOffice@HorizonNB.ca.