Horizon Health Network Celebrates Recognition Events
Dear staff and physicians,

The months of summer and early fall has seen Horizon developing a new five year strategy as a result of work started through stakeholder consultations last winter. This consultation process is important as Horizon moves forward on a path toward greater community and staff engagement, and increased patient and family centred care. Nothing we hope to accomplish can be done in isolation.

With highlights from the latest draft, we have held, in the past few days, stakeholder validation sessions in Moncton, Saint John and Fredericton. As a result of their input, we have a strong expectation that we are on the right track and should have a final plan available to the public in January 2015.

We recognize that positive staff engagement is also essential to achieve a Patient and Family Centred culture. This fall we will formally provide an opportunity for all of our more than 12,000 employees to tell us how engaged they consider themselves within the organization. The survey results will be provided to management in summary fashion where we will have formal reporting to our Board with action plans developed to address the areas of highest priority.

A priority for us today is to ensure we are aware and prepared for what is happening on the world stage with regard to Ebola. Our goal is to protect the safety and health of every patient and every employee. Our prime objective in the next few weeks is to ensure we provide our front line employees and physicians with confidence that when suspected cases arrive at our facilities, they will have the appropriate education, training and protective equipment to safely deal with the patient and protect themselves.

Once a positive case is confirmed, only Saint John Regional Hospital (and Dr. Georges-L.-Dumont University Hospital Centre within Vitalité Health Network) will be managing such confirmed cases.

Finally, sometimes unexpected and unwelcome events cause our attention to focus on what we can do in a crisis situation. I am thinking of the shocking events of October 22nd in Ottawa. We offer our sincere condolences to family members affected and offer our grateful appreciation for the first responders and security forces.

Closer to home, on August 16, we were saddened to learn that an air ambulance had crashed on Grand Manan Island resulting in loss of life and injuries. One of our own, Courtney Budgell, was among the injured and has since fully recovered. The compassion and selfless support demonstrated among staff, physicians and volunteers throughout this ordeal was and is truly remarkable.

We thank our staff for their dedication as we continue to change the way we do business. Process improvement, patient and family-centred care, and performance excellence - these are not just words. This is how we build a better health-care system.

Sincerely,

John McGarry,
President and CEO
A New Name to Celebrate Former SJRH CEO’s Lifelong Contribution to Excellence

Family, friends and colleagues of the late Kent Tingley, former Chief Executive Officer of the Region 2 Hospital Corporation, attended a ceremony at the hospital in August to honour him. The Saint John Regional Hospital’s administrative suite and boardroom now proudly bear the name Tingley.

John McGarry, Hon. Hugh Flemming, former Minister of Health and Attorney General, Dr. Suzanne Tingley, Dr. Donald Craig, Dr. Jim Parrot and Dave Shaw, former colleagues and friends, spoke about Tingley’s personal impact on hospital administration and care.

“As a part of Kent remains with those of us who knew him, it is only fitting that a part of this hospital is set aside in his memory,” said Horizon President and CEO, John McGarry.

“We wanted to acknowledge his valuable contribution to the creation of this hospital and to health-care excellence in the province.”

Tingley oversaw the design and construction of the Saint John Regional Hospital in the mid-seventies. A plaque bearing his name was unveiled at the ceremony and will be displayed in the board room and administrative suite.

Tingley’s family toured the space following the announcement along with the former Minister of Health, and Horizon dignitaries. The newly refurbished board room and administrative suite will serve to memorialize a life of service and innovation, and to inspire future pioneering decisions and policies in health care.

Appointment of New Chief of Staff of Fredericton and Surrounding Area

Dr. Patricia Bryden assumed her duties as the new Chief of Staff of Fredericton and surrounding area on July 31, 2014 from Dr. Ward Murdock who has held this position since 2008.

Horizon thanks Dr. Murdock for his dedicated service and commitment to his patients and colleagues.

As the Chief of Staff of Fredericton and surrounding area, Dr. Bryden is responsible to advise the Regional Medical Advisory Committee on the quality of care and safety topics as well as advise the Regional Chief of Staff on items involving health-care access for the people of Fredericton and surrounding area. She will also chair the Local Medical Advisory Committee for the Fredericton area.

Dr. Bryden is a graduate of the University of New Brunswick with a degree in Bachelor of Science. She received her Doctorate degree in Medicine at the University of Ottawa in 1986 and completed a rotating Internship at the Dalhousie University in 1987. Dr. Bryden completed a general surgery residency at the University of Toronto in 1992. Over the past 22 years Dr. Bryden has been a member of the medical staff of the Oromocto Public Hospital and the Dr. Everett Chalmers Hospital in the Department of General Surgery and the Adult Critical Care Unit. Dr. Bryden is also an Assistant Professor in the Department of General Surgery at Dalhousie and Memorial University and is currently enrolled in a Masters in Adult Education Program for Health Care Providers at the University of New Brunswick.

Welcome Dr. Bryden, to our medical leadership team!
The cost of travel can be a big challenge for a large organization like Horizon, that is why our organization has launched a program aimed at reducing the cost of business travel throughout the province. After examining last year’s expenses for business related travel, Horizon has generated some solutions that will save money and streamline how business meetings are conducted over long distances.

The recent project reviewed the many technologies available in today’s market to help Horizon reduce travel cost. It implemented all new processes to help with audio, web and video conferencing solutions. The goal is to reduce funds spent on travel, and to use technology as an alternative.

Reducing travel costs this way prevents coordination and communication time from being lost. The new programs enhance the way business is done, from sharing desktops to reaching out for face-to-face time via video conferencing.

Horizon’s aim is to connect people and to connect resources together. By doing it electronically we are saving money and time that can be put toward other important programs.

Business Without the Bucks!

What steps can be taken to by directors, managers and staff?

- Encourage better staff coordination
- Encourage use of the carpooling option on Skyline
- Increase use of technology for communications and collaboration
- Monitor and enforce the travel policy and guidelines
- Plan meetings so they are easier to join remotely

This fall, St. Joseph’s Hospital will be celebrating its 100th Anniversary serving Saint John and New Brunswick with health-care excellence. A history wall will be unveiled this fall, commemorating the milestones and achievements of the historic hospital. Celebrations will culminate with a gala charity dinner organized by the St. Joseph’s Hospital Foundation in November.

The anniversary’s motto is “A Century of Compassionate Care” and aims to highlight St. Joseph’s Hospital’s many contributions to Saint John.
The ALS Ice Bucket Challenge

HORIZON - This August, many Horizon staff participated in the ALS Ice Bucket Challenge, including President and CEO John McGarry and the Executive Leadership Team.

What is the ALS Ice Bucket Challenge?

The ALS Ice Bucket Challenge is an opportunity to support an important cause that swept through our community and the public at large late this summer. This charity challenge was inspired by Boston College baseball player Pete Frates, who is living with ALS. Participants were challenged by others to donate to the ALS Society in support of research and the provision of quality care for those affected by the disease. The original challenge was to donate to the ALS Society or pour a bucket of ice over your head. As the challenge became better known, the Ice Bucket portion happened alongside donations as a way of supporting and promoting the cause.

If you have performed the Ice Bucket Challenge as part of a Horizon facility or group of employees, send in your video to Communications@HorizonNB.ca or share it via Horizon’s Facebook page.
If you have been in the main Dr. Everett Chalmers Regional Hospital (DECRH) lobby recently, you have no doubt noticed the transformation of the hospital’s main lobby. The DECRH lobby was one of the most congested hospital lobbies in the province. Now it is bright and open with a welcoming, comforting and compassionate atmosphere.

With improved traffic flow, patients and public can easily navigate from the entrance to the elevators. In addition to making it easier for patients and visitors to enter the building, the refurbishment now offers easier accessibility to the Cashier’s office, a patient-friendly wheelchair storage area and the Chalmers Regional Hospital Foundation reception area.

The primary goal of the lobby refurbishment was to make the lobby area more welcoming when people come in through the front door. The main lobby refurbishment is part of the hospital’s M.Y. Place – “Mine and Yours – Notre milieu à tous” sustainability plan.

The Hotel Dieu of St. Joseph in Perth is another facility currently undergoing renovations. These renovations will allow Horizon to reintroduce programs such as physiotherapy, occupational therapy, the cardiac stress lab, and oncology services that were displaced or working in less than ideal conditions since the 2012 spring flood.

Construction began in March 2014 and the Department of Transportation and Infrastructure expects work is to be completed by the end of September.

These renovations will improve the working conditions and enhance the quality of patient care provided by these important services.

Engagement in Action

HORIZON - Over the last year, Horizon has been working to improve communication with its staff, patients and community. Hearing what you have to say is important, but for communication to be successful, Horizon must be committed not only to listening but to responding and sharing the results of its community engagement.

Our community engagement report, Engagement in Action, was released on September 15th and outlines the steps we are making toward improvements for our communities of staff and patients. It shows what we did this past year to reach out to communities, staff and patients, and what we will be doing in the future. There is lots of good information on how staff can improve patient and family experiences too.

To find out more click here.
"Making ourselves available to listen to the needs and concerns of our staff, patients and their families."

~ John McGarry, President and CEO

**Engagement...**

**Meaningful dialogue with staff, patients and community**

**COMMON THEMES**

- Clear Identification of Staff
- Cleanliness of Facilities
- Caring Culture
- Coordination of Care
- Efficiency of Care

**Conversations with John**

an open forum for staff to discuss issues with the CEO

More than **350 staff** attended

80% of staff were comfortable voicing their opinion

**Ideas and Solutions Forum**

with Patients and Public

Led to the development of **Patient and Family Advisory Council**

95% of participants felt their ideas were heard

**...in Action**

- Patient and Family Advisory Council
- Leadership Patient Rounds
- Patient Experience Advisors
- I.D. Card Redesign
- Patient Experience Survey
- Proactive Patient Rounding
- Assisting Staff with Improving Communication
- Creating Healthy and Clean Environments
- Horizon Strategic Plan

If you have any questions about our community engagement initiatives and outcomes, please contact us at Communications@HorizonNB.ca, President@HorizonNB.ca or on Twitter @HorizonHealthNB
HORIZON - Horizon has begun a new awareness initiative to encourage patients to attend their scheduled medical appointments, or to call to cancel and rebook if they are unable to attend.

Of 400,000 appointments booked across Horizon last year, 24,000 failed to show. This affects Horizon’s ability to provide timely and quality care to its patients. Reducing missed appointments will translate to a decrease in wait lists and improved access to services for patients.

The awareness initiative will initially target the Fredericton area, where data has shown there are a number of programs with a high (over 10 per cent) rate of ‘no shows,’ specifically in therapeutic services. It includes clinic/medical office posters, lobby posters at the Dr. Everett Chalmers Regional Hospital and the Upper River Valley Hospital, calendar stickers included in all reminder letters, a comprehensive multi-media campaign and a video, which is currently in production.

The number of patients who miss appointments is being tracked by clinics and is reported on a monthly basis.

An increase in attended appointments will also improve the daily work flow and productivity of affected Horizon employees, improving efficiencies and overall patient care.

If You Can’t Make Your Appointment, Someone Else Can

How Can Staff Help?

• Encourage patients to notify that they may miss an appointment.

• Make sure that your service allows for ease of cancellation or rescheduling, and provide that information when the patient makes their appointment.

• Use the information and posters provided to you to remind your patients of the costs and consequences associated with a missed appointment.

Missed appointments delay treatment for others.

If you can’t make your appointment, someone else can.

Please call to cancel and rebook.

www.HorizonNB.ca
What happens when you miss a medical appointment?

Horizon Health Network is committed to ensuring its patients receive the best quality care, but in order to do so patients must do their part and show up for appointments.

**Does missing an appointment really matter? ABSOLUTELY!**

It not only impacts your health but the health of others.

A failure to call and cancel and rebook makes it difficult to fill that missed appointment with another patient, causing delays in health-care services.

Of 400,000 appointments booked across Horizon last year, some 24,000 failed to show.

**Check out the facts:**

- **Wait Times**
  In most cases, fewer missed appointments can improve wait-times and access to services.

- **Reminder**
  Horizon reminds patients about upcoming appointments by telephone and letter.

- **In certain professional services and locations more than 20% of patients fail to attend their scheduled appointments.**

- **Timely Quality Care**
  A high number of missed appointments affect Horizon’s ability to provide timely quality care to patients.

- **Productivity**
  “No shows” impact the daily work and productivity level of Horizon employees.

- **Do your part by attending or cancelling your medical appointment and remind your friends and family to do the same.**

www.HorizonNB.ca
Enabling Healthy Communities

In May 2014, the Canadian Association of Occupational Therapists held their national conference in Fredericton. Over 400 delegates from across Canada attended the four-day conference, with others participating in pre- and post-conference workshops. Many of the delegates came from throughout Horizon to take part in the event.

The conference was co-convened by Tara Forster and Lori Massie, both occupational therapists with the Extra-Mural Program in Fredericton. They were ably assisted by the host committee of Nicole DeLong, Lilli Lin, Erin MacLean, Pam McCaskill and Kara Reid, along with numerous volunteers from Fredericton and beyond. The theme of “Reflection on occupation: Enabling healthy communities” provided an opportunity for delegates to explore ways to promote healthy communities through occupation.

In addition to the presentation of 115 papers, ten extended sessions and numerous posters, delegates were also provided with several social opportunities. The opening ceremonies featured keynote speaker Dr. Colleen O’Connell of the Stan Cassidy Centre for Rehabilitation, along with a traditional aboriginal welcome, fiddling and step-dancing.

Horizon responds to Grand Manan Air Crash

HORIZON - On August 16, Horizon and the New Brunswick health-care community were deeply affected by the crash of an air ambulance flight on Grand Manan that resulted in the death of the pilot, Klaus Sonnenberg, and paramedic, William Mallock.

Courtney Budgell, a registered nurse and facility manager at the Grand Manan Hospital, was injured in the crash and was treated at the Saint John Regional Hospital.

Thankfully, Courtney has begun her journey to a full recovery. The second pilot was also injured and has begun recovery as well. Horizon staff came together to support those injured in the crash and extended their hearts and sympathies to the families who lost a loved one in this terrible tragedy.
Horizon Celebrates Recognition Events

Congratulations to all Horizon retirees and years of service honourees who celebrated with us during the month of May. On-site recognition events were held across the network at several locations, honouring 25 year service recipients as well as retirees up to, and including, January 31, 2014.

Choosing to spend all, or a substantial part, of your career with any employer is something to be commended. Service Award Recipients, those in attendance at our events and those receiving recognition within their departments, are truly valuable resources and we deliver the quality of care that we do because of your efforts. Your dedication to Horizon is witnessed by your years of service and for that, we thank you.

In some areas, managers shared stories of the various retirees and their impact on that particular region. The common theme, however, regardless of location, was one of hard work, commitment and a dedication to patient care.

Congratulations to all honourees at these events and those of you receiving recognition in your departments. We are truly grateful to have you on our team.

LYNNE DOLAN-LYNCH,
Workplace Wellness Co-ordinator,
Miramichi Area

Upper River Valley Honourees

Honourees in Fredericton

Miramichi staff pose during service awards

Recognition event in Saint John
HORIZON - Horizon’s goal is to protect the safety and health of its patient and employees. Our objective over the next few weeks is to ensure front line employees and physicians have the knowledge they need to respond with confidence should a case of Ebola be present at one of our facilities. This includes having the appropriate education, training and protective equipment to safely deal with the patient and protect themselves.

To facilitate this, Horizon’s president and CEO, John McGarry, has designated a multi-disciplinary task force to oversee plans and protocols, as well as internal and external communications. A number of control measures have already been implemented throughout Horizon facilities, including:

- Ensuring Personal Protective Equipment (which meet or exceed national guidelines) are available for the safety and protection of Horizon staff
- Developing and implementing screening tools at triage in Emergency Rooms
- Enhancing training programs and ongoing education for frontline staff and physicians
- Ensuring Mask Fit Testing is available to staff through Employee Health Services
- Posting public signage in all Emergency Departments asking anyone who has a fever and has traveled to the affected areas to put on a mask and advise staff of their symptoms

The Saint John Regional Hospital and the Dr. Georges-L.-Dumont University Hospital Centre are designated facilities to treat patients with Ebola in the province. In all other facilities, if a patient presents in the Emergency Department and the screening process raises suspicion of Ebola, the patient will be isolated and the on-call Medical Officer of Health will be contacted.

The suspected Ebola patient will be cared for in the Emergency Department and will not be admitted to an inpatient unit. Should there be a determination or strong suspicion of Ebola, the next step will be to transfer the patient to the Saint John Regional Hospital. The local hospital will not provide active treatment or testing unless requested by the Regional Medical Officer of Health.

For more information please visit Horizon’s website.
Laboratory Services throughout Horizon have joined forces to become the Horizon Health Laboratory Medicine Program. The Program encompasses all of the existing labs in all areas of Horizon and functions as a single entity under the Regional Laboratory Leadership Team (RLLT).

The area departments of Chemistry, Hematology, Microbiology, Cytology, Anatomical Pathology, and Transfusion Medicine have amalgamated into Regional Divisions to ensure a highly responsive and standardized approach across the region. In addition a Regional Point of Care Testing Committee has been developed to support the many diverse needs in a consistent and evidence based manner.

This restructuring is designed to standardize practices across Horizon, share expertise, and support clinical programs as effectively and efficiently as possible.

In Dec 2013, the newly formed Horizon Health Laboratory Medicine Program labs were the first Laboratories in the Maritimes to receive the industry leading OLA Accreditation. This accreditation is based on ISO standards and demands the highest quality practices in the Laboratories. In addition the subsequent Accreditation Canada Accreditation gave lab a score of 100% compliant.

Horizon congratulates the Physicians, Scientists, Technologists, Administrators and support staff for their vision and hard work in creating a Regional Laboratory Program with the highest possible accreditation.