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January 2018



# Star

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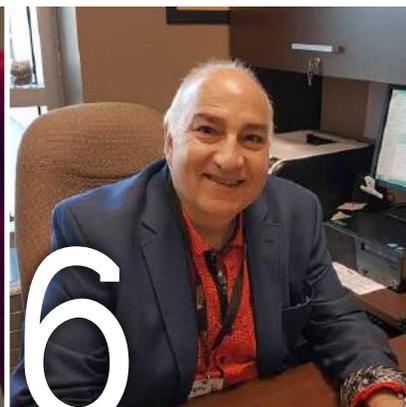
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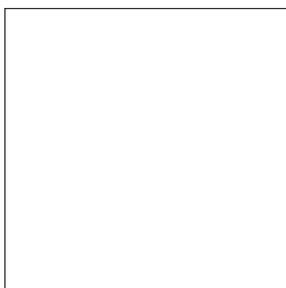
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This magazine is published by Horizon Health Network’s Communications Department, and is distributed free of charge to Horizon staff, physicians and volunteers. A French version can be found online at [fr.horizonnb.ca](http://fr.horizonnb.ca).

Editor: GinaBeth Roberts

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Printed by: Advocate Printing

Please send comments and/or story ideas to [HorizonStar@HorizonNB.ca](mailto:HorizonStar@HorizonNB.ca).

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Thank you to everyone who shared their most memorable patient or client experience



Performance Excellence can help you improve!



Horizon's Community Health Recognition Awards are back!

## Dear Staff and Physicians,

Dear Staff, Physicians and Volunteers:

This is the 10th edition of the *Horizon Star* and I'm happy that I have this space to share information with you each issue.

I understand that the purpose of this publication is to improve internal communication and share stories about you and your colleagues so we can feel more connected as one Horizon. I feel the Communications Team has done just that! The feedback *Horizon Star* editor, GinaBeth Roberts, and her colleagues receive about this publication is positive and more of you are sharing your own story ideas for upcoming issues.

Another way we are looking to share information with you is with social media. This year you can expect to see more of your stories in your Facebook, Twitter and Instagram feeds. We hope we can take some of the success we have had with the *Horizon Star* to our Horizon social media channels.

If you are a social media user, I encourage you to like, follow and share our Horizon stories with your networks. As a social media newbie, I look forward to learning more and engaging with you on this platform.

I marked my one-year anniversary with Horizon on January 16. During the past year I had the opportunity to complete two full tours of Horizon in my attempt to meet with as many of you as possible. In my most recent tour I shared my vision for Horizon with you. Improving primary care is of the utmost importance to improve the overall health for New Brunswickers; and a significant amount of that work is done beyond the walls of our twelve hospitals. Quality and safety need to be our guiding principles in the way we deliver care to our patients and their families.

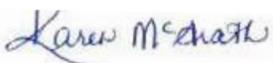
I shared my vision with staff during my fall tour, and again in a staff video. I'm excited about the feedback I received from so many of you. With your input we are able to put forward a plan that will make all parts of our system stronger. Health care is unique, as each and every one of you – staff, physicians and volunteers – play a role in our ability to provide safe and quality care.

I know change is inevitable, and it may be difficult to adjust at times. That is why my commitment to you as CEO is to share information with you in advance, and most importantly gather your feedback. Since arriving, many of you have shared your ideas and concerns with me. I cannot stress enough these changes will not happen overnight. My vision is an evolution of care – not a revolution.

This spring I look forward to traveling across Horizon on my third tour to share our vision with its draft action plan.

In closing, I would like to thank everyone at Horizon for welcoming me with open arms. Horizon is a wonderful organization with an extraordinary staff that I feel fortunate to be a part of. I've had a wonderful first year with Horizon and I look forward to more.

Sincerely,



Karen McGrath  
President and CEO



Karen McGrath,  
President and CEO

## A welcome note from the editor

Welcome to the 10th issue of the *Horizon Star*.

I am so grateful you continuously return to the pages of *Star* to read stories about your colleagues.

In this issue, you'll read many inspiring stories about how our staff and community members support one another in both clinical and non-clinical settings. Check out pages 5, 6, 8 and 15 for these stories.

The Communications team, which includes communications directors, advisors and specialists (like myself), as well as multimedia and translation services, have been busy working on new ways to share your stories through our social media channels.

We want to be the ones to tell our stories – not have others tell it for us.

We're already doing this through avenues like traditional media, website content, and publications like this one. But stories are being told as fast as you can click upload, send or post, and we want to be part of that world.

To do this, we've strategically amplified our content on social media, and will continue to introduce fresh ways of telling our story.

Through this, we will ...

- increase our brand awareness as a skilled, credible, respected, trusted and friendly organization;
- promote our mission of Helping People Be Healthy by providing medical and health-promoting information;
- highlight the positive work Horizon does for staff, patients and their families, both inside and outside of a clinical setting; and
- provide our staff, physicians and community partners with information and facts during issues/crises management.

Make sure to follow us on Facebook (Horizon Health Network), Twitter (@HorizonHealthNB) and Instagram (@HorizonHealthNB). Connect with us on LinkedIn, and watch as we grow our YouTube channel (Horizon Health Network).

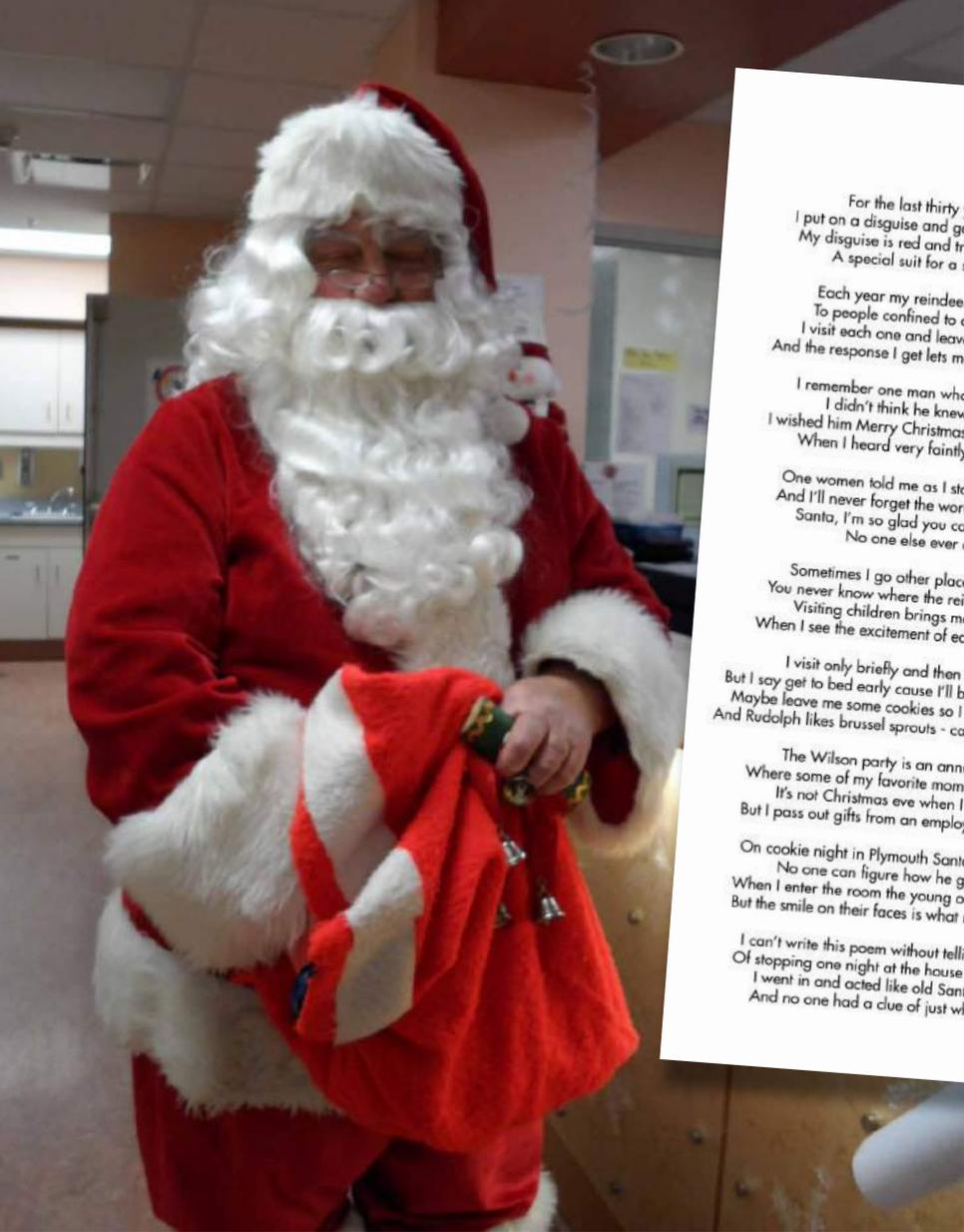
It's an honour to share your stories, and I hope you'll continue to reach me at [HorizonStar@HorizonNB.ca](mailto:HorizonStar@HorizonNB.ca) with new ideas.

Happy reading,

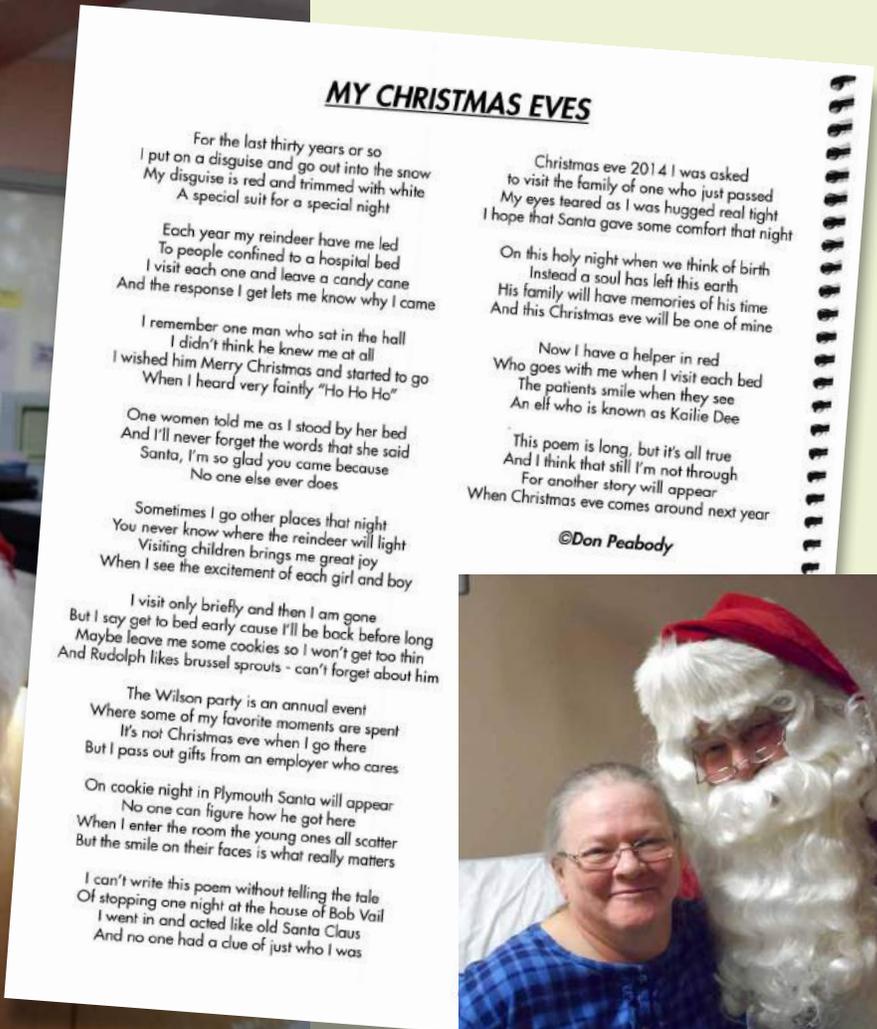


GinaBeth Roberts





Santa hands out candy canes to patients at the URVH on Christmas Eve 2017.



As he has for more than 30 years, Don Peabody dresses up as Santa and visits patients at the URVH on Dec. 24, 2017. Here, he shares a hug with patient Dawn Campbell.

## Community member brings Christmas to patients in Upper River Valley

For more than 30 years, Don Peabody has brought Christmas to young patients in hospitals in Upper River Valley, dressing up as Santa Claus and delivering candy canes and joy.

He started the tradition at the Carleton Memorial Hospital in Woodstock, and carried it over to the Upper River Valley Hospital (URVH) in Waterville.

Every Christmas Eve he teams up with elves (aka nurses or security officers) and visits those who aren't able to be home for Christmas. His visits usually take an hour or so, as he sees upwards of 70 inpatients and their family members, as well as outpatients.

Don has been hesitant to reveal his identity, but with more than 30 years under his big black belt, he believes the community may have an idea whose face is behind the white beard.

His transition to Santa happened naturally. He wore the Santa suit at a company party, and eventually it became his.

Initially, he was planning on visiting those who'd be most eager for Santa's visit: children.

"As it turns out, there weren't any kids there," he said, of planning his first visit.

But that didn't stop him; instead, he brought corsages for women and candy canes for men.

Don has had many heartwarming interactions with patients.

"I had one woman who said, 'Santa, I'm so glad you came to see me because nobody else does'," he recalls.

Another time, he stopped in front of a man using a wheelchair, dropped a candy cane in his robe pocket, wished him a Merry Christmas and went on his way.

He thought the man wasn't aware of his presence, but as soon as Don entered the next room he heard a very faint "Ho, ho, ho," causing him to turn on his feet and stop and talk to the man.

Once he was told he couldn't go into a room because someone had recently passed. Upon hearing of Santa's visit, however, the family asked for him to come in.

"They wanted Santa there for some reason, and I was glad to do it," he said.

Sheena Kelley, administrative officer at the URVH, has accompanied Don on several visits.

Her first year, a mother had recently given birth, and an older sister and her dad were visiting. Upon hearing Santa's voice, the dad stepped out of the room and brought his daughter with him.

"The look on her face," she said. "Her eyes were as big as toonies. They were huge. She immediately turned and looked at her dad and said, 'We have to go home now. I have to go to bed.'"

"He's such a wonderful Santa," she said.

Don says he'll continue the tradition as long as he can.

"I've had to punch another hole in the belt, but other than that ...." he laughed.

He also dons the Santa suit for various businesses and churches in his community, and writes poetry, including a poem about his experiences as Santa (see inset).



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### Meet Gregory Zed – Horizon’s Clinical Coordinator of the provincial court’s Mental Health Docket

Gregory Zed

A Horizon employee has taken a new position helping offenders with mental health challenges through the provincial court system.

Gregory Zed is the Clinical Coordinator of the mental health docket at the Saint John Provincial Law Courts – a position new to Horizon.

This fall, the government of New Brunswick reinstated the mental health docket in Saint John provincial courts four years after the program ended. Participation in the diversionary program is voluntary for people who suffer from a mental illness and assume responsibility for the criminal offense, and meet a certain criteria, as stated in a government news release.

Zed’s focus is ensuring these individuals are properly assessed and meet specific criteria.

He receives clients through referrals from the

regular court system. Once they are referred, Zed is responsible to administer a mental health assessment within a two-week period.

His assessment includes best-practice tools from the field of forensics, which examine a person’s life skills and the factors that impact criminal behaviour. His focus is to provide guidance, direction, help and hope.

Once his assessment is complete, he helps the individual with next steps, which could include treatment and education.

The new model of service delivery for the mental health docket is based on past practices, as well as an existing model in Nova Scotia, the government news release states. It has also been informed by research at the University of New Brunswick on best practices for addictions and mental health courts.

Zed, who’s practiced in the field of mental health for 41 years, also represents Horizon on the provincial forensic steering committee.

“I’ve had a lifelong passion stemming back from my days as a social worker on the forensic team in 1980 that always had me genuinely interested in forensics,” he said. “I’ve been blessed to be able to be employed in an environment like Horizon, where the skillset, interest, and passion are supported and needed. For my entire career I have practiced that it is about engaging the client by offering support and hope.”

Zed is also New Brunswick’s only Forensic Suicidologist. Suicidology is the scientific study of suicidal behaviour and suicide prevention.



The Brighten Group's executive director Judie Domokos (right) and retail operations manager Tricia Hodd stand in front of the non-profit's Take What You Need Wall in the lobby of the Saint John Regional Hospital.

## SJRH staff can pay it forward - the Brighten Way

Every time you grab a snack or purchase a gift or uniform in the lobby at the Saint John Regional Hospital (SJRH) you're helping patients and families feel more comfortable during their hospital stay.

The Brighten Group makes patients' days a little brighter through patient comfort programs.

These programs are funded by proceeds from the group's various shops and services — all conveniently located inside the hospital. There's the Gift Shop, Trinkets & Treasures Jewelry Counter, Uniform Shop, and Wooden Rose Garden in the lobby, and hair salon on the third floor.

"By shopping at any of these businesses, staff ultimately support the patients they work with every day," said Executive Director Judie Domokos.

"Staff should be proud of their work here in the hospital, but they can also be very proud that they are giving back to patients and families, perhaps without even knowing it," said Domokos.

The Brighten Group also regularly hosts vendor markets and bazaars at the hospital, receives commission through Philips Lifeline subscriptions, and hosts an annual fundraising luncheon.

Domokos and retail operations manager Tricia Hodd see and hear the benefits of their work often.

Domokos recalls a time when a woman asked if they were the group that funded the quiet room in Oncology. The woman told her it was "so meaningful for (her and her family) to have that spot to go, where they didn't have to congregate in the hall or chat in the room."

Hodd has a personal story about how staff donations helped her. After giving birth, her boyfriend was able given a place to sleep thanks to the sleeper chairs recently purchased by the Brighten Group.

"You see things like that - things you don't necessarily see how needed they are until they're there," she said. "Those are the things I like the most."

The sleeper chairs are just one of the many patient comfort items supported by the Brighten Group; others include patient wheelchairs, coffee carts in Oncology and Surgery unit wait rooms; hand knit baby hats for newborns; heart pillows for patients recovering from heart surgery; Christmas gifts for patients without families; activities for aging patients who are in hospital for longer stays; and transportation to and from appointments for those in need.

The Brighten Group has also funded larger projects, such as the building of the hospital's multi-denominational chapel; the Joan Smith Memorial Garden; patient Wi-Fi; virtual sky ceilings; and chemotherapy treatment chairs in Oncology, the New Brunswick Organ & Tissue

Donor Program, and more.

Formerly known as the Saint John Regional Hospital Auxiliary, the Brighten Group underwent a rebranding in 2014 to better reflect its work.

In 2019, it will celebrate 100 years of providing comfort and care for patients and families at the hospital. In the four years leading up to this milestone, it has committed to giving \$100,000 a year towards a large gift.

Last year, it made a donation to the Saint John Regional Hospital Foundation for the renovation of the Pediatrics unit. This year it's helping the Nephrology unit purchase electronic chairs for dialysis patients.

It also recently introduced a *Take What You Need* wall, where post-it notes with one or two words phrases are posted. It's a simple project, but one that's making a huge impact.

"People don't usually come here for good reasons, so if we can brighten the day of one person by giving them a word of encouragement, that's what we're here to do," Hodd said.

The Brighten Group has donated more than \$5 million to the hospital since 1982, and sales at its stores and services will continue to help make a difference for patients and families.



ICU team members organized two dinners before the holidays, and plan to continue hosting in 2018.

**LOOK WHO'S SHINING**

## **SJRH's ICU team serves up meals, hope for community's less fortunate**

Team members from the Intensive Care Unit (ICU) at the Saint John Regional Hospital are giving back to their community by helping the less fortunate.

Registered nurse Amanda Whipple said the team is "fortunate to have the lives and support they do," and wanted to spread that good fortune within the community.

One of the team's nurses discovered through social media the Outflow Shelter, housed in an old yellow church on Waterloo Street, was in need of support for its nightly dinners.

It was the right fit for the team, and from there, the planning began.

Volunteers came from across the unit, including Environmental Services staff, ward clerks, managers, patient support workers, licenced practical nurses, registered nurses, respiratory therapists, and pharmacists. The team collected \$500, and purchased ingredients to make a full spread.

"I am truly speechless when it comes down to asking for volunteers and donations," said Whipple. "Our ICU team is very giving and always willing to help. I think it's something we

look forward to - serving our community and trying to make a difference inside and outside of the hospital."

The most recent menu was meatballs with homemade sweet and sour sauce, baked potatoes with a choice of butter, sour cream, bacon bits and shredded cheese (a huge hit, according to Whipple), caesar salad, rolls, water or juice and Two Bite Brownies for dessert.

Planning each dinner is no easy feat, and team members split responsibilities to make sure the night goes smoothly.

"We all just pick a role and work together as a team the same as we do in the ICU," said Whipple.

One volunteer greets guests, asking what they'd like to eat, while another pours them something to drink. In the background, others prepare hot plates of food in the kitchen, make coffee or prepare "seconds." Everyone helps with set-up and clean-up.

They normally expect between 80 and 120 guests, which include men, women, children and families, a number that grows towards the end of the month when funds are running low.

"It has been eye opening to see what this population faces daily and the struggles they deal with on a daily basis," said Whipple.

"We work with this population but we only see them for a brief moment in their lives. They are normally critically ill and once they are on the mend they are transferred to another floor. At the time they spend with us their main struggle is their health and we don't always see the other issues they face."

Guests under the influence of drugs or alcohol are permitted, as long as they're respectful. The team works with the shelter's organizer, Karen Stevens to ensure they're safe.

"In the last two times we have gone we have not had to use (a predetermined code word)," Whipple said. "The people are very nice and very appreciative that we are there."

The ICU team plans to host a dinner every couple of months, with the next one planned for February.

Know someone who's accomplished something outstanding outside the workplace? Nominate a colleague, peer or volunteer for this feature by emailing [HorizonStar@HorizonNB.ca](mailto:HorizonStar@HorizonNB.ca).

## Ridgewood remembers

Remembering and honouring veterans has always been an important part of the identity of New Brunswickers.

And it's even more important to those who've served, and the people who care for them.

Every year at Horizon's Ridgewood Veterans Wing in Saint John, residents and staff take part in a variety of Remembrance Week activities. The ongoing tradition began when the veterans' unit was located on Lancaster Avenue, and has continued since moving to its current location in South Bay in 1975.

"We wouldn't be here if it wasn't for them," Recreation Therapy Supervisor Nicole Robertson said of the residents.

Chaplin John Martin has been leading the ceremony for 16 years. He always includes residents, who lead in *The Act of Remembrance*, read scripture, and recite "In Flanders Fields."

"It (serving our country) defined them in so many ways," he said. "It was only a few shorts years in their young lives, but their life began with this. It shaped them; it damaged them, in ways; it made them who they are. They had to grow up fast. The determination, the ingenuity, much that makes them who they are is defined by their service time."

Music is also a big part of the ceremony and the events leading up to Remembrance Day.

Music therapist Jenny Yoston often involves residents who are "music makers," like a former organist, or those involved in a music therapy program. This year the Sea Belles Chorus was invited to sing, as one of the residents is a former member.

"This is their home, and this is their service," said Yoston.

The event attracts upwards of 300 people, many of whom are former employees or families of



Second World War Army Veteran Frank Britten and a cadet lay a wreath in remembrance.

former residents – who are the star visitors, and family photos are captured as a special keepsake.

"It's a day family know they need to be present, so they are," said Yoston.

Horizon staff from various departments, including nursing, food and nutritional services, environmental services, occupational therapy, physiotherapy, recreation therapy, and spiritual care, play a big role in the week's activities.

In the days leading up to the ceremony, nursing staff prepare residents' uniforms and medals, and on the day of the ceremony residents are up early and dressed in ties, blazers, and berets.

"Remembrance Day morning always reminded me of a household when you used to get kids ready for the Christmas concert," said Martin. "That bustle and hustle."

Events leading up to the ceremony include a candlelit service originally implemented by Veteran Affairs Canada and the Royal Canadian



Cadet Keeley Raynard, Recreation Therapy student from University of Regina, and Marvin Halpin, Second World War Merchant Navy Veteran.

Legion., The service is now led by Ridgewood Veterans Wing staff. This intergenerational program allows cadets – 115 of them this year – to remember the fallen, pay respect to those still with us, and to socialize with veterans.

Beyond the facility there are breakfasts and lunches put on by local grocery stores during the week of observance, and every year a school is chosen to receive a visit from a group of veterans, with support from Sandy Parker-Short, activity worker and member of the Recreation Therapy department.

Seaside Park Elementary was selected this year, and a veteran from each branch of service (army, navy, air force, and merchant navy) attended the school's service. A biography of each veteran was read to the students, and a meet and greet at the end of the assembly was well received.

A beer garden with entertainment sponsored by the Legions of Southern New Brunswick takes place on the eve of Remembrance Day, and on the afternoon of Nov. 11 there's a social featuring New Brunswick fiddler Ivan Hicks accompanied on the piano by his wife Vivian Hicks.

"It's such an honour and privilege to remember this day with those who were there fighting for the freedom we have today," said Yoston.



Christian Lachance, Veterans Affairs area director for NB, PEI, and Gaspé Area, and John Graves, Second World War Army Veteran, unveiling the annual Veterans Affairs poster.

## Canadian Association of Occupational Therapists recognizes Stan Cassidy Foundation

The Stan Cassidy Foundation has received the Citation Award for New Brunswick from the Canadian Association of Occupational Therapists (CAOT).

The award acknowledges organizations, programs and individuals who aren't occupational therapists for their contributions to the health and well-being of Canadians. The Foundation is one of 10 recipients of this national award for 2017, the only recipient from New Brunswick.

The Foundation was nominated by occupational therapists who work at Horizon's Stan Cassidy Centre for Rehabilitation for its support of occupational therapists in their day-to-day work of promoting health in occupational therapy clients.

The award recognizes the Foundation's

funding of initiatives such as educational and research opportunities for Centre staff, patient equipment that is largely not covered by private health insurance, and large projects, such as the building the Stan Cassidy Therapeutic Park and outfitting Kiwanis House.

"We're proud to support the work of the excellent professionals at the Stan Cassidy Centre, including occupational therapists, to provide a high standard of care to patients," said Alissa Lee, the Foundation's Executive Director. "This support is made possible through the generous contributions of our donors."

The Canadian Association of Occupational Therapists (CAOT) is the national organization that supports the more than 16,000 occupational therapists who work or study in Canada.



Occupational therapists at the Stan Cassidy Centre for Rehabilitation's nominated the centre's Foundation for a national award for its support of their day-to-day work promoting health in occupational therapy clients. From left: Jenny Lyne Comeau, Occupational/Physiotherapy Assistant; Marla Calder, Occupational Therapist, Augmentative Communications; Debbie LeBreton, Adult Occupational Therapist; Alissa Lee Executive Director, Stan Cassidy Foundation; Ellen Snider, Executive Director, New Brunswick Association of Occupational Therapists; Karen Dickinson, Adult Occupational Therapist; Gillian Hoyt-Hallett, Administrative Director; and Anna Marie Daamen, Adult Team Manager.

## Mentors trained to provide Active Offer Workshops

A group of Horizon employees recently completed a two-day Active Offer Every Day Dialogue facilitator training program.

The course, led by Dialogue Partners, focused on the skills required to deliver and facilitate 1.5 hour Active Offer dialogue sessions, which are being held across the organization.

The newly-trained mentors are from all areas of Horizon, representing a cross section of services including nursing, allied health, administration, registration, telecommunications, information management, and quality and patient safety.

They will join mentors trained early in 2017 to provide these patient and family centred care sessions across Horizon.



**Back row, left to right:** Tina LeBlanc, Quality and Performance Excellence Program, The Moncton Hospital (TMH); Jennifer Leblanc, Maternal and Child Health, TMH; Amy McLeod, Emergency Department; Upper River Valley Hospital (URVH); Marc Cormier, Telecommunications, Dr. Everett Chalmers Regional Hospital (DECRH); Kelsey McEachern, Cardiology, Miramichi Regional Hospital; Lori Hebert, Surgical Services, Saint John Regional Hospital (SJRH); Kim Hyshka, Dialogue Partners and Erin Pote, Dialogue Partners

**Front row, left to right:** Karen Baird, Speech Language Pathology, TMH; Brogan Rae Miner, Orthopedics, DECRH; Louise Tardiff, Government of New Brunswick (GNB); Mélanie Lyons, ICU, DECRH; Tracey Underwood, Occupational Therapy, SJRH; Sonya Green-Haché, Quality Services, MRH; Abigail Morehouse, ICU, DECRH; and Nicole Chevarie, Health Care Solutions, MRH/TMH.

**Missing from the photo:** Benoit Morin, MSICU, TMH; Tammy Morehouse, Admitting and Registration, SJRH; and Ellen DeLange, GNB.



## New Year, New Events: Updates from Horizon's Employee Engagement team

We've made big changes to our retirement and years of service celebrations for 2018 – all thanks to your feedback!

If you're retiring or reaching a milestone at Horizon, you'll receive more information in the coming months.

Until then, here's a bit about what you can look forward to.



### RECOGNIZING YOUR RETIREMENT

To ensure our retirees are recognized in a consistent and meaningful way, we are pleased to announce starting in May, Horizon will honour retirees with a Retirement Luncheon.

Retirees, along with a guest, will be invited to attend a luncheon held in one of five Horizon communities (Saint John, Fredericton, Moncton, Upper River Valley, and Miramichi).

During this event, retirees will be presented with

a gift of appreciation valued at \$10 per year of service.

To ensure retirees receive meaningful gifts, Horizon recently partnered with Williams Recognition, an online gift provider specializing in providing a wide variety of high-quality gift options.

Gift selections include New Brunswick artwork, home décor and kitchen supplies, jewelry, sporting goods, and an option to donate to your local hospital Foundation or Auxiliary.



### RECOGNIZING YOUR YEARS OF SERVICE

Horizon is proud to recognize employees for their many years of dedicated service.

As a token of appreciation, we are pleased to announce in spring 2017 Horizon issued new pendants for all employees reaching milestones, starting at employees with five years of service. You may have seen your co-workers or others around your facility with their 'Years of Service' pendants attached to their photo ID cards.

All full-time, part-time, temporary, and casual employees with no breaks in service since their hire date with Horizon are eligible to receive a pendant regardless of the number of days worked during a particular year.

An employee's years of service is calculated as of May 31 of every year. Service is calculated to

the year, month and day (without rounding up).

For example, an employee who began with Horizon on March 1, 2013 is eligible for his or her five-year pendant in May 2018. An employee who began with Horizon on June 1, 2013 would miss the May 31 cut-off date, and is eligible for a five-year pendant in May 2019.

All pendants are presented by managers or through organization-wide Years of Service Recognition Celebrations held in May each year.

Pendant	Years of Service
Bronze	5, 10, 15
Silver	20, 25
Gold	30, 35, 40, 45, 50 +

If you have questions about Horizon's Retirement or Years of Service celebrations, please visit the Recognition page on Skyline or email [engage@horizonnb.ca](mailto:engage@horizonnb.ca).

A big THANK YOU to all staff and physicians who completed our WorkLife Pulse survey. We hit our participation mark needed for Accreditation Canada.

It is YOUR feedback to these surveys that helps Horizon update and plan Employee Engagement events and programs – just like our Retirement and Years of Service events.

Stay tuned for survey results.



## Extended preceptorship will help students feel more confident

University of New Brunswick (UNB) nursing students from Saint John and Fredericton campuses will take part in a 12-week preceptorship at Horizon facilities across New Brunswick in 2018 — a jump from the formerly seven-week program.

Preceptorship helps senior nursing students enhance their practice through collaboration with experienced nurses in the health care system. It also allows nurses to support students during their transition from classrooms to clinical practice.

“Preceptorship is the ‘capstone’ or final clinical experience for nursing students in their four-year degree program,” says Nancy Logue, UNB nursing teacher and Horizon UNB liaison.

“It really is an essential experience in preparing students to shift from the role of being a student to being a new graduate,” she adds.

The longer preceptorship will help students feel more “confident and comfortable” in the clinical environment, which comes with stress and responsibilities students may not be exposed to in the classroom.

“Preceptorship serves the purpose of helping students make that transition and realize, ‘I’m no longer here as a student looking after a couple of patients; I’m a member of the health care team in this environment now,’” Logue said.

The role of the preceptor is an essential one in helping students transition effectively.

Sara Alexander, a Registered Nurse for Internal Medicine (4CN) at the Saint John Regional Hospital has been a preceptor numerous times.

“I like having students on the floor because really they’re working with people they’re going to be working with, hopefully, for the next how many years,” she said. “You get to show them how things work on your floor, and how not to do things sometimes.”



In early December, preceptors at the Saint John Regional Hospital gathered with their colleagues from across Horizon via videoconference to discuss their experiences.

And students aren’t the only ones who are learning: Alexander says students come with knowledge and curiosity, which mean she’s constantly researching and polishing her skills.

She prefers to take a slower approach to welcoming students to her unit, learning their skills and limitations.

Over the 12 week program, the student completes the full time rotation of their nurse preceptor. The change was based on best

practice research from programs across the country. It was also a response to feedback from students and nurses and a change in the complexity of the practice environment.

The 12-week model is part of UNB Nursing’s program at Humber College in Toronto, and began in Moncton in May 2017.

Horizon also welcomes nursing students from other institutions, such as the University of Prince Edward Island and Memorial University.

## THEN:

A sod-turning for The Moncton Hospital extension was held 50 years ago, on Jan. 23, 1968.

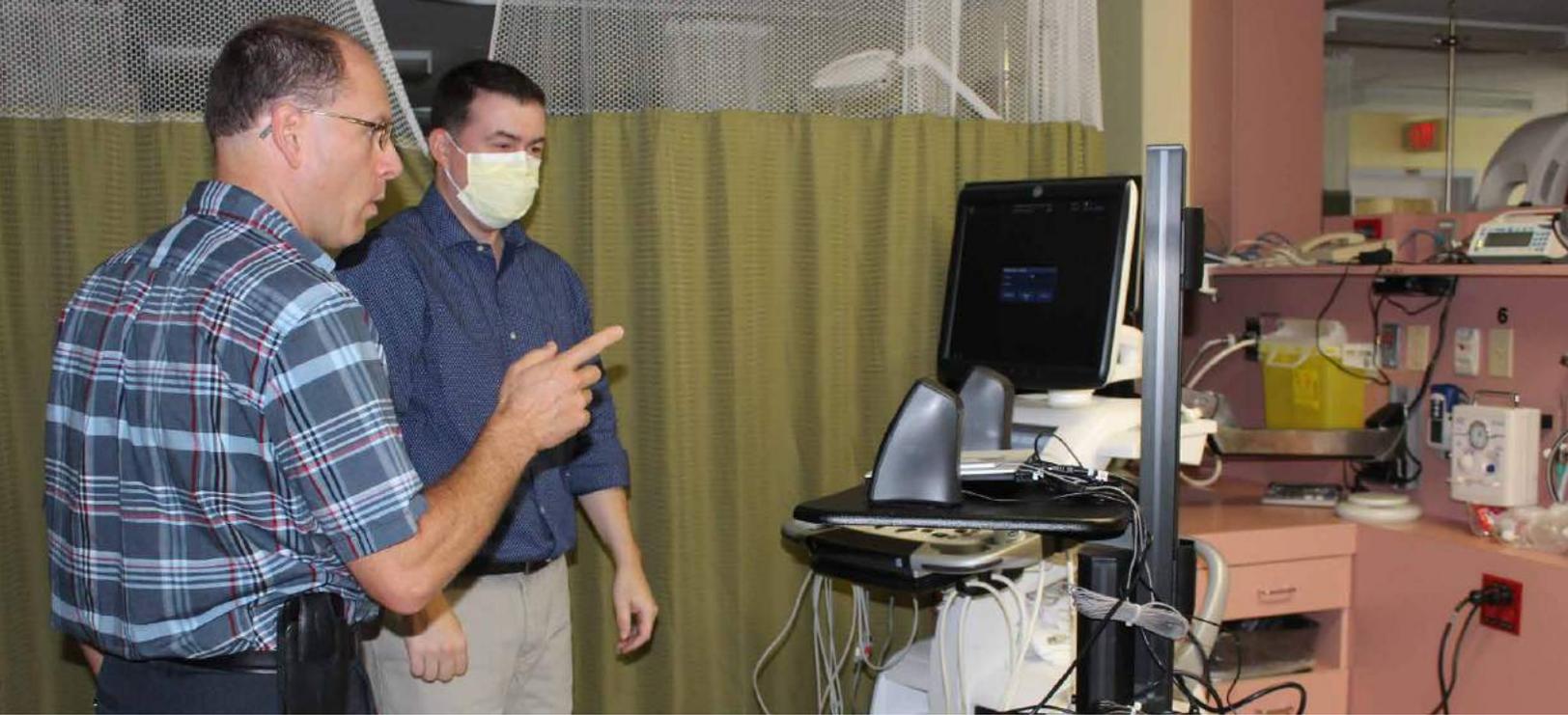
The \$2.6 million six-storey patient tower on MacBeath Avenue added 240 beds to the hospital’s capacity.

“Not only will the patient tower be completely air-conditioned, but each room will have its own thermostat,” read a story in the Jan. 24 Moncton Times newspaper.

From left are hospital Board Chairman Ralph Belyea; Hon. Raymond Doucette, Minister of Public Buildings; Hon. Norbert Theriault, Minister of Health and Welfare; and architect Jacques Roy of the firm Gaudet and Roy.

Photo Credit: Provincial Archives of NB P115-13152





At The Moncton Hospital, from left, Darrel Trzop, clinical engineer, and Brent MacDonald, medical sonography technologist, perform a test call with staff at the IWK Health Centre. Not pictured are medical sonography technologists Kelley Perry and Bev Colburne.

## The life-saving work of sonographers and clinical engineers

From Krisan Palmer, Regional Telehealth Manager

The real heroes of this story don't wear capes. But they can perform "magic" by making miles disappear between patients and health care professionals.

This is a story of the recent successful upgrade within Neonatology units at Horizon Health Network.

Medical Cardiac (Echo) Sonography uses ultrasound to image the various structures of the heart and blood flow through the heart, while performing measurements to assist in the detection and diagnosis of disease.

When linked with Telehealth technologies, health care professionals are able to transmit live (real time) echocardiogram images in neonates to specialists at the IWK Health Centre in Halifax. Telehealth is recognized as the delivery of health care across short or long distances using appropriate communication technology.

This technology aids in the confirmation and/or detection of the presence of congenital defects, and may entirely eliminate an ambulance or plane ride for the baby or, initiate transportation so the baby can receive life-saving surgery.

Sonographers are the vital component in this life-saving process. They are called upon at any time of the day or night to perform these diagnostic procedures, often braving inclement weather to ensure the babies and their anxious parents do not have to travel unnecessarily.

They competently perform their duties on stressed little newborns under the watchful eyes of questioning parents and physicians hundreds of kilometres away who are viewing the procedure and the resulting information it provides.

No pressure!



From left, Lisa Demerchant, medical sonography technologist, Darren Saunders, clinical engineer, and Brad Chapman, medical sonography technologist, pose with Medical Cardiac (Echo) Sonography technology at the Dr. Everett Chalmers Regional Hospital.

They perform their jobs to the highest of standards ensuring a physician sees what he or she needs in order to make the correct call regarding transport to their facility in conjunction with local Horizon Neonatologists.

This technology is used, on average, twice a month, with transmissions from Fredericton, Moncton, and Saint John where Horizon's Neonatal units are located.

Dr. Cecil Ojah, a Neonatologist in Saint John, recalls the first echo transmission in New Brunswick in the early 1990s.

Dr. John Finley, a pediatric cardiologist from the IWK, was present at the Saint John Regional Hospital where he travelled monthly to conduct his clinics. A real-time echo was transmitted from Deer Island to Saint John for his assessment. Following this assessment, New

Brunswick routinely began transmitting echoes to Nova Scotia.

Today sonographers are called upon in critical situations to transport their large echocardiogram cart to the Neonatal Intensive Care Unit (NICU), connect it to the portable Telehealth endpoint stationed there, and successfully troubleshoot any technical difficulties that may arise in order to transmit their images in a timely manner.

Telehealth endpoints are also stationed in the Electrodiagnostic Imaging department where these, and other such tests, are routinely performed on an outpatient basis to enable continued routine follow-up of patients who have been transported to the IWK over the years for procedures.

Specialists follow-up with these patients via Telehealth rather than travel to Nova Scotia for an on-site visit, which reduces travel risks.

It has also greatly reduced the emotional and financial stress a family incurs when a child is sick, as parents often must take time away from work to travel. It also prevents a child from being sent off in a plane or ambulance unaccompanied by a parent and/or family.

There's an old saying that it takes a village to raise a child.

Horizon is a village. Skilled physicians, nurses, sonographers, managers, front-line supervisors, innovative Telehealth professionals, and an extended community of critical Service New Brunswick clinical engineering, network specialists, and IWK clinical experts make it possible to raise these children.

Congratulations and thank you to our hardworking sonographers and clinical engineers.



The Cardiac Rehab Program's exercise room.

## Cardiac Rehab Team

Cheryl Bailey - Acting Manager  
 Colleen Donnelly - Program Director  
 Heather Dunlop - Resource Nurse  
 Brittany Grey - Occupational Therapist  
 Jacqueline Jackson - Pharmacist  
 Dr. Jeff Moore - Medical Director  
 Jaclyn Murgatroyd - Dietitian  
 Courtney O'Donnell - Administrative Support  
 Dean Snow - Psychologist  
 Krista Urquhart - Physiotherapist



The Cardiac Rehab team.

## Cardiac Rehabilitation at Woodbridge celebrates 10 years

*From Heather Dunlop, Resource Nurse, Cardiac Rehabilitation Program, Woodbridge Centre*

The Cardiac Rehabilitation Program at Woodbridge Centre in Fredericton has been helping cardiac patients become heart healthy since December 2007. The program recently celebrated this milestone by hosting a get-together with colleagues.

Program staff, which includes a registered nurse, physiotherapist, psychologist, dietitian, pharmacist, occupational therapist, and administrative support, help patients who have had a heart attack, procedure, surgery, or who have a heart condition.

The team helps patients learn the skills to manage their heart disease by assessing their needs and identifying risk factors. Through education, exercise, and counselling patients can reduce their risk of future heart events and live an active and fulfilling life.

"The best part of my job is the satisfaction of helping people through challenging times in their lives and seeing them gain confidence and improve their health while making life style changes over the course of the program," said resource nurse Heather Dunlop.

"It's the opportunity to spend time with the patients, hearing their story, and helping them assess where they go from here," she said. "It's



From left, resource nurse Heather Dunlop and Kelly Scott-Storey, assistant professor, Faculty of Nursing at the University of New Brunswick, who helped develop and launch the program in 2007.

very rewarding to be part of a multi-disciplinary team that works together to meet the needs of this population."

The program began 10 years ago as a 12-week program with a new group of 10 patients starting every three weeks. The structure of the program evolved over the years but was limited in the number of patients who could access the program. The wait list grew quickly.

The program was revamped in 2015 as a result of a process improvement project, and today the program is a more flexible, customized program offering patients what they need or want.

The new program invites patients to attend a monthly four-week education program taught by cardiac rehab team members. Sessions focus on risk factors, understanding heart disease, how to eat heart healthy foods, adjusting to a new lifestyle, how stress affects the heart, dealing with depression, medication information, and energy conservation. Patients are then offered an individualized assessment with the nurse. Depending on their function or needs the appropriate team member(s) are consulted and a personalized program is developed for them.

Supervised exercise programs are also provided with an emphasis on setting sustainable and realistic exercise goals to enable and promote long term lifestyle changes. Patients are offered follow-up appointments with the nurse, dietitian, occupational therapist or physiotherapist. This collaborative approach has improved results, showing patients are maintaining their healthier lifestyle after they finish the program.



Throwing it back to 2008: Ten years ago, when the Salvus Clinic opened, an article appeared in the South-East Regional Health Authority's *Vital Signs* magazine. The cover photo featured three of the original team members, Angela Arsenault-Daigle, Dr. Susan Crouse, and Tammy Clements. Now, 10 years later, these dedicated women are still making a difference in the lives of so many people in need at the clinic. Congratulations on 10 years of helping our populations' most vulnerable people. Your work is truly incredible!

## Salvus Clinic celebrates a decade of helping vulnerable population

In early December close to 100 people, including patients, staff, board members, and supporters gathered at the Community Peace Centre to celebrate the 10-year anniversary of the Salvus Clinic.

The clinic serves the vulnerable, often homeless, population of downtown Moncton. Many patients who walk through the doors of the clinic would not have access to any type of health care without help from this clinic.

Health care, as well as services such as peer support, transgender support, a diabetes clinic, and needle distribution is provided by clinic staff to all ages and genders.

By providing access to primary health care to people in the community who are suffering from issues related to homelessness, poverty, mental health, and substance use, Salvus Clinic has improved countless lives and helped build a real sense of community.

At its core, the clinic offers hope and help to those who may feel like there is nothing left.

The celebratory afternoon included a musical performance from former patients, artwork displays, and speeches from three of the original Salvus staff: co-founders Dr. Susan Crouse and Angela Arsenault-Daigle, and Housing Peer Support Specialist Tammy Clements, as well as Horizon CEO Karen McGrath and a number of patient testimonials.

Dr. Crouse received a standing ovation after sharing an emotional story about getting the clinic up and running.

"From that original application to the Homelessness Partnering Strategy in 2007, we have managed to do all that we dreamed. We have created a long term sustainable community health centre which acts as an entry point for marginalized community members to seek care who may not be welcome elsewhere. We act as a primary health care provider to those individuals so that they may help themselves."

McGrath congratulated the Salvus team for their accomplishments over the past decade.



Dr. Susan Crouse speaks at the 10-year anniversary of Salvus Clinic.

"I am inspired by the work being done here," she said. "Over the past 10 years you've seen thousands of patients – about 20-30 per day – who you have supported through access to health care and other basic necessities, like housing and food. You have been offering your patients a helping hand, which may not have been available otherwise."

In his video testimonial former patient Teddy LeBlanc echoed her thoughts: "The Salvus Clinic, they're quite a bunch. They fix you up when nobody else can."



Horizon CEO Karen McGrath speaks at the 10-year anniversary of Salvus Clinic.

## Thank you to everyone who shared their most memorable patient or client experience.

We think it's safe to say you should grab a box of tissues before sitting down to read this list.

We received more than 20 heartwarming, cheerful, and sad stories. Through these responses, it's clear Horizon employees truly connect with their patients, clients, and families and have lasting positive effects on their health and well-being well beyond their direct care.

We heard from readers from 10 facilities, 14 units, and 18 different positions. As with all past Top 10 lists, we based our decision on a variety of factors, including uniqueness and passion of response, and to ensure a variety of representation across Horizon.

We look forward to reading your submissions for the next Top 10 list!



16  
"Although today I do not work at the bedside, and my nursing skills are utilized as part of my consulting role, I remember many great experiences with patients and families over the years. One such experience was during my years as a staff nurse on Orthopedics. Back in the day, when patients were involved in MVAs and sustained fractures of the femur they were put in traction for weeks - even months - for bone alignment following surgery. We had a young female patient who had been in a car accident and sustained a fractured femur. She was also pregnant at the time and due to injuries there was a chance that the baby would deliver early. She desperately wanted to be married before the baby arrived. The staff on the unit decided to help her with her wish. We cleared the staff lounge so that we were able to get her bed in the room. In those days patients had lots of flowers so we borrowed flowers from patients' rooms and decorated the lounge. The staff brought in sandwiches and sweets for a small reception and the couple were able to get married surrounded by family in the lounge while in hospital. It was truly a memorable experience and I was privileged to be a part of the patient's experience."

### Rose McKenna

RN, Quality Consultant, Saint John area

"I had to perform a back x-ray on an elderly patient, and she was experiencing a lot of back pain and needed assistance lowering her pants past her hips. Of course I did this without question. I performed the examination without incident and we chatted throughout the whole exam. Once the x-rays were obtained, the following conversation occurred:

Me: Ok we are all finished, you can bring your pants back up. If it is easier to do that

lying down or standing up, the choice is yours. If you need any help, I can do that!

Her: Ok dear, I think standing will be easier.

Me: Not a problem, do you need any help?

Her: Actually dear, yes. Can you help me bring my pants up?

Me: Sure thing!

Her: Normally my husband helps me with this but he is outside. You know, dear, there was a time when all he did was try to take my pants off. Now all he does is help me get them back on!

"We promptly erupted into hysterical laughter. I still chuckle about that encounter to this day!"

### Jennifer Carey

Clinical Instructor, Diagnostic Imaging, The Moncton Hospital

"I was meeting with a couple who had been married for 20 years. She had worked as a nurse prior to her diagnosis of ovarian cancer. During her palliative chemotherapy treatment, she had a stroke and could not feed herself. In the days that followed they asked for me to be with them to open the sharing about her dying. When I arrived, he was feeding her porridge and due to her paralysis this was messy and frustrating. Some of the porridge was on her face, her body was twisted. She started to sob, "Why am I here? I am dying one piece at a time." He moved his face close to hers, looked deeply into her eyes and said tenderly, "You are here so I can love you." The intimacy of the moment was deep and I remained as quiet as I could to hold the moment without intrusion. We went onto to talk about her dying, what her hopes were, her needs - and his as well. This was 20 years ago. I left that room and wrote a song called *Changed*.

You are here, so I can love you

You are here, because we've dreams to dream

Miracles still happened between us

As we gaze into each other's eyes

I am changed inside by your love

May I hold you

Your body tired and broken

May I lay with you

As you take your leave

I've cherished our life together

Twenty years doesn't seem enough

I've been changed inside by your love

I am changed, I am changed by you love

I am changed, changed, by your love."

### Paula Foley

Social Worker, Social Work Department, Miramichi Regional Hospital

"One of my many memorable experiences has to be changing a toilet paper roll. Mrs. T, an oncology patient was on 3400; I worked in CCU. We had to float, which none of us really enjoyed. I floated to 3400, answered a bell and the patient requested I change the toilet paper roll. I said, "Don't ya just hate it when it's left empty?" Her response: "No, I wish I were home to change it for my family." Stopped me in my tracks and made me grateful that I was able to do this for her."

### Gale Allen

RN, Emergency Department, The Moncton Hospital

5 “My most memorable client was a gentleman I met at Detox. This man had to go to Saint John Regional Hospital after admission for a procedure and I accompanied him. He was laying on a gurney in the hallway and told me his life and family history. He stated he grew up in the south end of Saint John and witnessed a lot of violence in his home, including murder. He spent time in jail for the death of two family members because they violated his mom and dad. He stated he wanted to stay clean and sober and start to live a meaningful life. While waiting to be seen by a doctor he took a small bible out of his pocket and stated he had a belief in God. At that time I asked him if I could pray for him and he said yes. (I had never felt the urge to do this before). I held the hand with the bible in it and I prayed for him just outside of the Emergency Department. It was the Christmas season when he was admitted to Detox, withdrawing from opiates and waiting to see if he could get on the methadone program. It had been his second visit in a short time; his first visit ended in him being discharged. I felt a lot of sorrow for him as there seemed to be a misunderstanding and he missed his opportunity to get on the methadone program at that time. On Christmas Day when most of the clients had gone home for Christmas, this client stayed on the unit. We had a music sheet for Christmas carols and when the clients were asked to sing, this client was the only one who sang with me. It was a very special time for me as I, too, was away from my family on this Christmas day. The client was discharged and was placed on the methadone program. One day while I was at work I looked out the window and he was walking by after going to an appointment on the grounds. I went out to see how he was doing. He stated since he had been on the methadone program he had been doing well and living differently. Over a year later I saw him at a store with a family member shopping with a list of groceries, still clean and sober. This gentleman was clean and sober for only a short time when staff had met him, he had lived a very difficult life and his behavior was sometimes aggressive. But nobody saw the vulnerable person I saw on the gurney at SJRH nor did they see a man with faith or hear of his tragedy as I did. That made him a very special client to me and I was very happy that his turn came up for the methadone treatment. He was now able to make changes in his life and I hope that he is still doing well. I will never forget him.”

### Kim Haines

Addictions Services Attendant, Rehabilitation Services, Lonewater Farm (at the time of event worked at Detox, Ridgewood)

“My best memory of working here at Stan Cassidy was about 10 years ago. I was working in Food Services and was down on the nursing unit picking up a key that was kept there. There had been a young man admitted not too long before who had a very severe traumatic brain injury - couldn't walk, couldn't talk, tube fed ... very bad shape. I always made sure to speak to these patients, as I think they are still in there, even when they can't tell us they are treated like any other patient who comes in. I was talking to one of the nurses and made a joke about my singing talents - or lack thereof - and looked at him when I said it. He laughed! It was just a little gust of air that came out, but he laughed! I asked him to do it again ... another gust of air. GOOSEBUMPS!! I almost cried ... I jumped up and down in the hallway and told him I knew he was in there and that he had to work really hard to come out. A year later, he walked out of here with a walker, talking up a storm. I still see him occasionally, and it always makes me smile remembering that day. I call him the “miracle boy,” and to me, that is what he will always be.

This is why I love working here. The things we get to see happen here on a daily basis are nothing short of miraculous. Proud to say I get to work with some of the most amazing people in the world, from food service to psychiatry. We are a team and every person in here touches the lives of the clients we serve in some way or another. I could go on forever about it, but I don't think there is room in one issue.”

### Tracy Day

Administrative Assistant, Paediatric Team, Stan Cassidy Centre for Rehabilitation

“After 35 years there are many memorable patients and experiences. I will share one from this weekend: I was out shopping and in front of me at the checkout was a couple I remembered from my work as a discharge planner. This couple had many family and health issues, due to no fault of their own. One of them had become dependent on prescription drugs and never left home until admitted for surgery following a serious fall. The spouse was completely at a loss as to how to help the person they loved and was considering leaving the relationship. The team worked together and helped this couple and their family to stop using prescription narcotics, to start doing things together, and supported them to manage their health problems. It made my day to see them after over five years, out shopping together, getting ready for Christmas. We shared a smile and a nod that reminded me of how rewarding my career has been.”

### Diane Murray

RN, Regional Standards Coordinator, Nursing, Fredericton

8 “I was working one day and was having a really bad day (which happens to us all from time to time). There was a child, about 7, who came to registration with her mother. I happened to comment on her cute haircut. She thanked me, told me that she had just gotten it cut, and then her mom said to her, “Tell the lady why you cut your hair.” She told me that she had really long hair and she heard about donating hair for wigs to be made for children with cancer, so she decided to cut her hair and send it away for another little girl to have pretty hair like her. Also she told me that she was growing her hair again and planned to do this many times. My eyes filled with tears when she told me this. I told this young lady that this was a very beautiful thing that she had done and I admired her for it. When the nurse brought the girl into a spot to be seen, I happened to walk past and saw them in a room, I spoke to the mother, saying, “I have to tell you that I was having a really bad day today and when your daughter told me what she had done this made my day, I had never felt prouder than I had at that moment for a perfect stranger. I am a cancer survivor and this truly touched my heart on a personal level in ways that it probably would not have to others.”

### Jennifer Young

Nursing Unit Clerk, Emergency Department, Dr. Everett Chalmers Regional Hospital

“A few months ago while working in food services I noticed one lady in a room with no flowers. All the others had flowers and she would make comments on the beautiful flowers. I decided to have someone make her a bouquet of bright flowers. On my day off I came in to give her the beautiful bouquet. I may as well have given her a million dollars. Her eyes bulged out and she was saying, “For me?” I said, “Yes.” She kept on saying, “For me?” She was so happy she couldn't take her eyes off the flowers. She kept on thanking me. Her eyes filled with tears of joy. A simple act of kindness can go a long way for a patient.”

### Claudette Leger

Switchboard, The Moncton Hospital

“I was to be asked to be an honorary pallbearer for patient in May 2017. As a clerk in an outpatient facility, you don't expect to have that impact on a person. He will never know but I will always remember the impact his request had on me.”

### Misty Currie

Administrative Assistant, Nackawic Health Centre

# Performance Excellence can help you improve!

As we start a new year, Horizon's Performance Excellence Program (PEP) team would like to say THANK YOU to all staff and leaders throughout Horizon who promote a culture of continuous improvement and performance excellence.

Horizon cannot achieve excellence without you; the success of PEP requires the engagement of all Horizon employees, from frontline staff to leadership.

For those of you not familiar with PEP, here's a bit about us.

## Who we are

The Performance Excellence Program consists of **Business Planning, Process Improvement, Project Management Office, and Decision Support** team members who provide expertise, information, and support to organizational directors and managers, enabling them to make evidence-based strategic and operational decisions.

## What we do

The department's services help to ensure the use of best practices in decision-making, continuous improvement, and project management. The tools and processes help align operations and resources with Horizon's strategic priorities, and provide the expertise to enable organizational leaders to effectively and efficiently execute strategic and operational initiatives.

## Our goal

Our goal is to help health care teams improve processes, eliminate waste, make informed decisions, and to drive continuous improvement in health care.

## Key support services provided

- Lead and facilitate health care teams through process improvement initiatives, projects, and workshops using proven best practice methodology
- Train health care teams in continuous improvement tools and techniques to identify root cause of issues, ensuring they implement solutions for long term success
- Support teams in achieving desired outcomes and implementing performance measurement to safeguard outcomes

## What is Lean Six Sigma?

Lean Six Sigma is a methodology focusing on eliminating defects in processes and removing waste from activities that do not add value for the customer, ensuring the most efficient and effective processes.

## Example of a lean tool covered in White Belt Training

The 5S lean tool improves workplace efficiency and eliminates waste. Managers and workers achieve greater organization, standardization, and efficiency – all while reducing costs and boosting productivity.





# PERFORMANCE EXCELLENCE



## Upcoming skill development opportunities

**Lean Six Sigma-White Belt Training:** Learn about types of waste, how to identify and detect wastes, and strategies to eliminate waste from your work areas and processes.

- Moncton - Thursday, March 8
- Saint John - Thursday, March 15
- Fredericton - Tuesday, March 27
- Miramichi - Tuesday, April 17

Visit the [Performance Excellence Skyline Page Training and Tools](#) to register.

## What is Green Belt training?

Green Belt training is an in-depth knowledge and application of Lean Six Sigma tools and methodologies to support an improvement opportunity within a work area.



After

## Meet a newly-certified Green Belt

**Tara Mann, Physiotherapist, The Moncton Hospital**

**Problem Statement:** Current fall rate for the Family Medicine Units in the Moncton area (The Moncton Hospital and Sackville Memorial Hospital) was 8.7, above the target of 7.0

**Project Goal:** Improve outcome indicators of fall rates for Moncton area Family Practice units by 20 per cent to the expected target of 7.0 thereby

reducing falls with harm rate and decrease the number of patients with multiple falls

**Results:** Saved \$20,100 in three months; projected to save \$81,137/year on one unit. Decreased falls rate to an average of 5.96

*\*This project focused on one floor (4600) with the intention of rolling out the improvements to other Family Practice units and Implement proactive fall care plans for patients at risk of falling.*

Great work, Tara!

**Psst.**  
**Hey, you!**  
**Yes, you.**

## **Guess what?**

Horizon's Community Health Recognition Awards are back!

These awards are our way to say thank you to the people who are making a difference in their communities.

Individuals and organizations are helping break down the barriers of health care access, as well as promoting healthy lifestyles - and we want to recognize them!

So go ahead - nominate someone you know who is Helping People Be Healthy!

**The deadline to submit an application is  
Feb. 15, 2018.**

Nomination and application forms are available on our website:  
[horizonNB.ca/awards](http://horizonNB.ca/awards).