



RÉSEAU DE SANTÉ

Horizon
HEALTH NETWORK

Flow
Access
Experience
Retention

Report to Our Communities

UPDATE ON HORIZON'S CRITICAL ACTION PRIORITIES

July 2022 - January 2023



A MESSAGE FROM



Margaret Melanson
Interim President and CEO

&



Suzanne Johnston
Trustee

The power of working together for change

Like the rest of Canada's health care systems, our system in New Brunswick has been struggling, despite having well-intentioned, well-trained, and hardworking leaders, physicians, and staff providing excellent care.

What we've learned is that there is no one action, change or person that will fix our system. It is going to take **many people, with many ideas**, changes, pilot projects, and attempts to make our system better. That is the approach we are taking.

Six months ago, Horizon team members of all levels hit the ground running, collaborating on initiatives and projects to make positive changes to health care delivery for our patients and clients, community members and fellow health care workers. They are focused on four key priorities:

1. Improving **ACCESS** to health care, specifically surgical services, emergency care, and addiction and mental health services;
2. **RETENTION and recruitment** of physicians, nurses and staff;
3. Improving patient **FLOW** at our health care facilities; and
4. Community **engagement** and patient **EXPERIENCE**.

This report showcases the work that's progressed in these last six months.

“ **More than 70 projects have been initiated in eight hospitals, 31 community sites, and 17 departments. Millions of dollars have been invested in improvement changes.** ”

Thank you to Horizon staff, physicians and leaders, patients and clients, volunteers, and stakeholders who have provided valuable feedback, ideas, and suggestions thus far. We've made several changes based on this feedback and will continue to do so!

We will continue to engage our communities on solutions and will keep everyone informed of the work we are undertaking to improve health care for all New Brunswickers.

Sincerely,

Margaret Melanson
Interim President and CEO

Suzanne Johnston
Trustee

TABLE OF CONTENTS



Access to Services

Emergency Care

Surgical Services

Addiction and Mental Health

Primary Care

4

4

5

6

7



Recruitment and Retention

Recruitment

Retention

8

8

9



Patient Flow

Community Engagement and Patient Experience

10

11



Let's Talk!

12



ACCESS TO SERVICES

Emergency Care

We are making changes to improve access to emergency care to ensure those with urgent needs receive care quickly and support our dedicated emergency department staff and physicians who day in and day out to provide the best care possible for their patients.

- Dr. Serge Melanson



Steve Savoie

*Executive Regional Director, Co-Leader,
Emergency Care*



Dr. Serge Melanson

*Executive Clinical/Academic Head,
Emergency Care*

To support New Brunswickers in accessing emergency care more quickly, Horizon:

- » **Added patient monitors in wait rooms of five hospitals.** They proactively check vital signs, provide comfort, and monitor well-being of people waiting. In Fredericton, Moncton and Saint John, they are there **24/7**.
- » **Added social workers** to emergency departments in our four regional hospitals (Fredericton, Moncton, Miramichi, and Saint John) to prevent patients without acute medical needs from being admitted when they may not have had safe discharge arrangements.
- » **Established Patient Flow Centres** in emergency departments in our three largest hospitals (Fredericton, Moncton and Saint John) so patients can be seen, tested, and treated more quickly.
- » **Increased information sharing** on how to access community resources for non-urgent needs, such as eVisitNB, pharmacists, after-hour clinics and Tele-Care 811.

Only 2%

of patients seen in the Patient Flow Center in Fredericton are leaving without being seen.

↓ 3.6 hours

The overall average time saved for patients in Fredericton who were served through the new Patient Flow Centre.

↓ 28%

Patient ambulance offload delays have been trending down in Moncton over the past 4 months, compared annual average.

Surgical Services

Expanding patient access to surgical services is a key part of improving health care for all New Brunswickers. The investment in our facilities and people is a major step forward with far-reaching benefits across the province.

- Dr. Patricia Bryden



Amy McCavour

*Executive Regional Director,
Surgical Services and Intensive Care*



Dr. Patricia Bryden

*Executive Clinical/Academic Department Head,
Surgical Services and Intensive Care*

More patients in New Brunswick have access to the surgeries they need thanks to innovative initiatives from Horizon's surgical program leadership and staff.

- » Through the **High-intensity interval theatre (HIIT) initiative**, we are increasing operating room time afterhours and on weekends to the end of March 2023.
 - An additional 12 to 16 hip and knee replacements are being completed with each HIIT initiative across Fredericton, Miramichi, Moncton, and Saint John.
 - Forty-nine HIIT surgeries have been completed since it launched in November 2022.
- » **The Enhanced Recovery After Surgery (ERAS) program** was put in place to provide additional support for patients before and after surgery (at home), reducing patient stays and improving patient outcomes.
 - **This will help 700 hip and knee replacement surgeries at the hospitals in Saint John, plus 160 bowel surgeries at The Moncton Hospital every year.**
 - Hospitals in Fredericton, Miramichi, and Upper River Valley are also going to be implementing this program!
- » **In total, \$6.4 million is being invested** to expand Horizon's surgical program, including enhancements to surgery programs in Horizon's smaller community hospitals

There are several other initiatives underway as well, including the addition of knee arthroplasties in the Upper River Valley Hospital, the Patient Surgery Tracker pilot project in the Moncton area, enhancements at the Sackville Memorial Hospital operating room, the addition of a procedure room at the Sussex Health Centre, and a SeamlessMD App for cardiac surgeries, hip and knee arthroplasties and colorectal surgeries. All these initiatives will further improve access to surgical services and decrease the overall wait time for in-demand surgeries.

96 patients
off the waiting list in
the next 2 months

1,100 more
hip & knee surgeries
per year

\$6.4 million
investment

Addiction and Mental Health

Mental health and addictions should be taken seriously because without good mental health, there is no health.

- Dr. Nachiketa Sinha



Dr. Nachiketa (Nachi) Sinha
Regional Chief of Staff



Rachel Boehm
Executive Regional Director, Co-Leader,
Addiction and Mental Health

To support New Brunswickers in accessing addiction and mental health services:

- » We introduced **one-at-a-time therapy** to provide rapid access to care and connection to other needed services, in all community mental health centres and addiction services centres.
 - By December 2022 there was a 72% reduction in waitlist for youth.
 - The adult waitlist has seen a 70% reduction since launching.
- » We expanded the hours and services of our **Mobile Crisis Teams** to help defuse crises in communities.
 - Last year, 83% of individuals received the support they needed without visiting a hospital.
- » Mental health teams are now providing collaborative care in emergency departments our regional hospitals in Fredericton, Moncton, and Saint John. We will be expanding this to Miramichi soon!

70%
REDUCTION
in Horizon's waitlist for
mental health services



83%
OF INDIVIDUALS
received the support they needed
without visiting a hospital.

Primary Care



We are reimagining how Horizon delivers primary health care to provide most efficient, coordinated, and sustainable services that can best support the health and needs of our local communities.

- Jean Daigle
Vice President, Community

Primary health care is the foundation of our health care system in New Brunswick, and family physicians and nurse practitioners play a critical role in meeting the health needs of New Brunswick communities.

Horizon is developing a comprehensive primary and community care strategy that improves timely access to quality care for all New Brunswickers, which is centred on a neighbourhood-based interprofessional practice model.

Not only will this modernize our community health care facilities and services – but it also will reduce the pressures on services provided in our hospitals.

Our next steps involve collaboration of staff, physicians, stakeholders and community members:

- » Understand our current model of primary care, the needs, assets and service delivery.
- » Develop a comprehensive community care strategy.
- » Implement the strategy, beginning with expanding and enhancing our community health sites in Sussex, Sackville, Petitcodiac, St. Stephen and the Fredericton area.

GOALS

Increase access to primary health care in local communities

Increase timeliness for seeing a health care provider in your community

Reduce the amount of visits to the emergency departments for needs that can be handled in a community health site

Increase collaboration in local communities to offer a broader range of services beyond traditional services of a family doctor

RECRUITMENT & RETENTION



Retaining and recruiting top talent means ensuring we have a happy and healthy staff, and our workforce's well-being is crucial to sustaining our health care system.

- Gail Lebel

Vice President and Chief Human Resource Officer (CHRO)

Recruitment

Horizon is taking an innovative, outside-the-box approach to recruit and retain frontline health care workers and is making progress. This includes significant progress in the field of nursing, which makes up more than half the overall recruitment figure recorded for the fiscal year (2022-23).

- » **We have hired 1,130 nursing staff** and hundreds of allied health professionals and support service workers.
 - A **nurse recruitment dashboard** was established and is updated daily on our website.
- » A strong **marketing campaign** and hiring events for audiences across Canada are being executed to attract nurses to New Brunswick and Horizon.
 - **There were over 28.5 million views of and 1.2 million engagements with the digital ads in market.**
- » **Horizon's Student Nurse Advancement Pledge (SNAP) program** means guaranteed employment for all nursing students (RNs and LPNs) and grads from any recognized college or university program across Canada.
- » **Important partnerships** (including Beal University in the United States, Manipal Academy of Higher Education in India, New Brunswick's Post-Secondary Education, Training and Labour) have been made to bring more nurses to the province.
- » **The Horizon Referral Reward** program has already rewarded 24 New Brunswickers with at least \$1,000 each for referring an RN to Horizon.

HAVE YOU REFERRED A HEALTH CARE WORKER TO HORIZON AND BEEN REWARDED YET?!

Learn more about Horizon's Referral Reward at HorizonNB.ca/Referral



Retention

Horizon is implementing initiatives to retain our most valuable assets: OUR PEOPLE!

- » **Wellness Hub and Recharge Rooms** for health care workers in long-term care and acute care units are being created to give dedicated physical spaces for recharging and getting access to supportive resources to promote psychological health and safety in the workplace.
- » Our **Bravo! program provides a platform** to recognize Horizon's exceptional employees is an opportunity for patients, families and staff who want to say "Bravo!" to a health care worker for the moments big and small that have a positive impact.
 - **8,860 Bravo!s were sent to employees in the last six months!**
- » Every month in 2023, we have at least one employee appreciation initiative happening to let all employees know they are valued and increase positivity in our work environment. They are small tokens of appreciation that, together, we hope will make an impact.
- » **Listening strategies are being implemented** through technology-based solutions, education for leaders, improvement of our exit interviews and the introduction of a "stay interview" strategy.
- » **Gifts of Gratitude** was established to appreciate our employees who worked over the holiday season in December. Collaborating with three of our foundations, we drew names and presented special gifts with a total value of \$60,000 to more than 130 winners.



Nurses are vital to quality patient care, and engaging nurses is vital to change our health care system.

- Brenda Kinney
Vice President and Chief Nursing Officer

- » **Self-scheduling** for nurses is currently being piloted on two units, and an advisory committee is working on more flexible scheduling options.
- » A Nursing **Mentorship Program** was established. Nurse Mentor Coordinators are in all areas and meet with all new nursing hires, all new international nursing hires meet with a coordinator to support them in settling in, and retired RNs have been hired in a number of areas to support nurses new to intensive care units – and we're planning to expand over the next few months.
- » We're increasing **in-person presence and visibility of Horizon's leadership team** with nursing staff to encourage two-way communication.

PATIENT FLOW



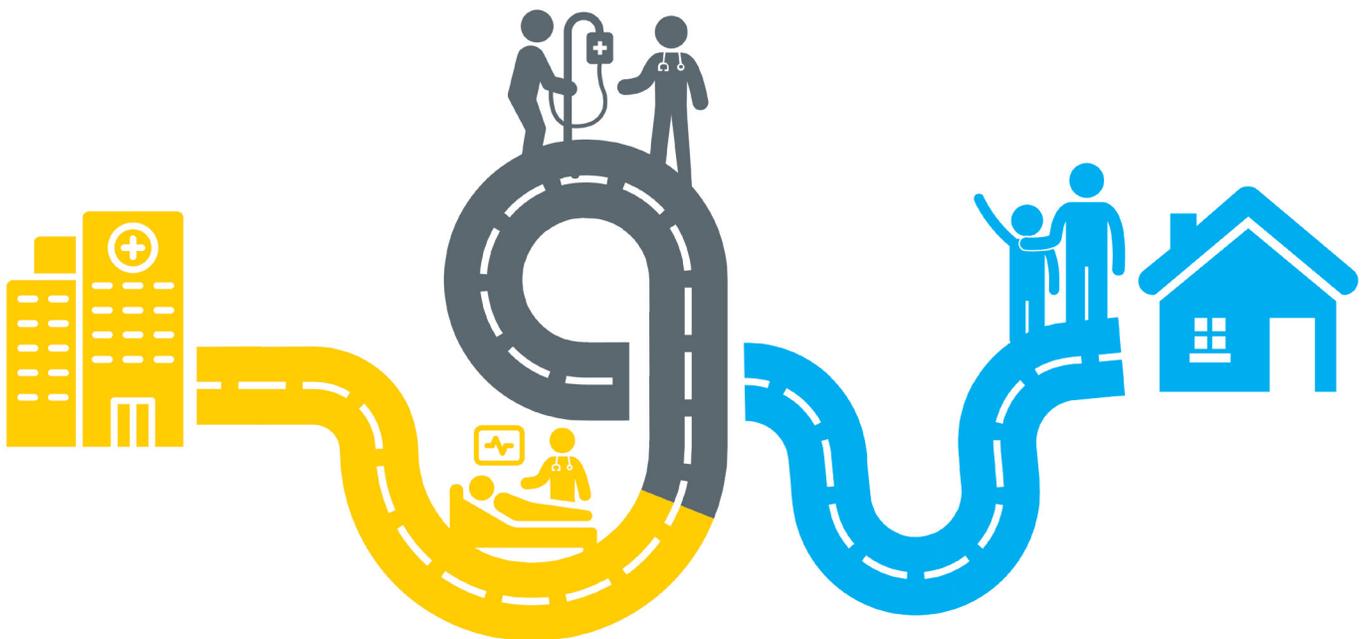
Patient flow is complex, with dozens of health professionals involved in the process of discharge, but we can no longer carry-on status quo. Courageous change is required and quickly.

- Greg Doiron
Vice President Clinical Operations

We are exploring new approaches to streamline the way patients move into, through and out of our health care facilities. It alleviates pressures in our emergency departments and frees up beds for surgical patients, but it also ensures patients receive the support, resources and care they need.

We know many patients – once medically discharged – remain in hospital for days, weeks and even months, so we are starting with improving how and when we discharge patients.

- » **New Patient Flow Teams**, led by Horizon’s Directors of Patient Flow in each area, were created to address the multitude of barriers that exist. These multidisciplinary teams are focused on ensuring the patient’s care and discharge goes swiftly and smoothly.
- » **A review and standardization of discharge planning** is being implemented (along with repatriation policies and interfacility transfer agreements) so all facilities follow the same process and use the same tools.
- » We are **expanding discharge times** (on weekends and before 11 a.m.).
- » **Collaboration with partners** including Department of Social Development, Department of Justice, nursing and special care homes, physicians, and Extra-Mural New Brunswick is underway to improve and establish processes, policies, projects and committees to improve how we move patients into and out of Horizon facilities.



COMMUNITY ENGAGEMENT AND PATIENT EXPERIENCE



Meaningful community engagement is essential in creating an exceptional patient experience and a health system that truly meets the needs of New Brunswickers.

- Sara Jane Vermette
Regional Director of Community Engagement

We can't solve our health care challenges on our own.

Horizon recognizes New Brunswickers want to be involved in the decisions that impact them the most and we must work together at addressing our challenges as a collective. We are exploring various ways in which we can continue to engage in meaningful dialogue with our patients, clients and communities.

- » We are creating more opportunities for **dialogue with our communities**. This fall, we launched our **Let's Talk Horizon site**, where patients, clients and family members can contribute their feedback as it relates to their lived experience with the health care system, to help us continuously improve the patient experience.
- » **Collaborative Community Partnerships** have been created to come together to find solutions for accessible and sustainable health services, particularly in our rural areas, where these challenges are most present. Partnerships are currently underway in our Sackville, Sussex and Charlotte County communities.
- » **Community Health Needs Assessments (CHNA)** are community engagement opportunities which are used to inform the decisions we make about how we plan and deliver health care in communities. CHNAs actively engage population groups who are at risk of experiencing health inequities to better understand their experiences and needs. A redesigned CHNA process is currently being piloted in Western Charlotte County and have begun preparing for our second CHNA for the area of Salisbury, Havelock, Elgin and Petitoctiac.
- » **A Community Engagement Framework and Strategy** have been developed to build on the great community engagement already occurring throughout Horizon, outline how we will engage with our communities going forward, and how this will contribute to the planning and delivery of health care services.
- » **Collaboration with our foundations** is essential in advancing New Brunswick's health care system. We are proud to work with and be supported by 17 foundations that all play a key role in enhancing care and services for patients, clients, and families and support the health and wellness of Horizon's health care workers.





Caring for people is at the heart of what we do.

By achieving our plan's priorities of improving **ACCESS** to health care, **RECRUITING** and **RETAINING** health care workers, improving patient **FLOW** at our facilities, and **ENGAGING** with our communities and health care professionals, we will deliver quality care and a positive patient **EXPERIENCE**.

We will continue to engage all stakeholders, including community members, in solutions, and will keep everyone informed of our progress on these initiatives.



JOIN THE CONVERSATION!

Horizon Health Network is committed to involving people affected by the decisions we make.

Whether you are a staff, physician or volunteer, or a patient, client or family member, or member of the public – we want to hear from you in a way that is meaningful to YOU.

Please share your thoughts on our plan forward for health system transformation and how it can help further meet the needs of our clients, patients and communities at LetsTalkHorizon.ca

We also encourage you to visit our Let's Talk Horizon platform for all current engagement projects.



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HorizonNB.ca