



Connects

Vol. 2, Num. 3

5 Eye and Tissue Bank receives perfect score



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Connects

Dear staff and physicians,

Horizon marks a significant achievement thanks to a dedicated and comprehensive effort from our staff, physicians and volunteers. Horizon recently underwent a rigorous evaluation process as part of the accreditation program. As a result, we are proud to announce that Horizon scored 97 per cent and has been accredited for four-years from Accreditation Canada.

For the past several months, more than 30 stakeholder groups have shared their observations and concerns with us, and they have confirmed that it is time for Horizon to take a new approach. At the recent Board meeting, senior management and board members approved a renewed focus for Horizon – one that will see family and patient-centred care at the forefront.

Margaret Melanson, in her new role as Vice-President of Quality and Patient-Centred Care, will lead this new direction. Margaret will be responsible for overseeing Patient Advocacy, Patient Safety, Privacy, Quality, Risk Management, Infection Control and Prevention and Official Languages. As well, she will oversee the completion of a comprehensive and sustainable strategy to support family and patient-centred care.

As part of this strategy we will be seeking regular public participation by engaging our patients and their families, communities, business leaders, volunteers, Foundations, Auxiliaries and Alumnae. We have begun and we will continue to increase all communication with staff and the community. These improvements include the ongoing distribution of this newsletter, sharing quarterly Board committee reports in the Community Report as well as enhancing our web and social media capabilities.

At the end of the first four months of the fiscal year, Horizon is on target with a surplus of \$1.6 million. Our approach will ensure that while we are determined to balance our budget, improve efficiencies and develop a sustainable health-care system for our province, we will not lose sight of the fact that patient care is our top priority.

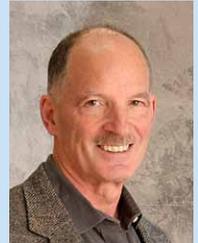
Finally, as we discuss our responsibility to patients, we want to thank our staff at the Dr. Everett Chalmers Regional Hospital for their support and assistance to enhance patient care in light of recent patient complaints and concerns. We know that our staff has the best interest of its patients and community at heart. It is not easy to hear that we have disappointed the people that we serve, but together we can learn from this experience.

By further engaging our patients and their families, we ensure that we give our staff the opportunity to meet community expectations. We are confident in the commitment of Horizon staff to provide quality patient care.

Sincerely,

W. David Ferguson,
Board Chair

John McGarry,
President and CEO



W. David Ferguson,
Board Chair



John McGarry,
President and CEO

Appointment of Vice-President, Quality and Patient Centred Care

HORIZON – The Board of Horizon Health Network is committed to the concept, and the development of a Patient and Family Centred philosophy in our daily mission of service to patients and their families.

To undertake a comprehensive and sustainable approach to this concept Horizon needs dedicated leadership that ensures that the principles of Patient and Family Centred Care are embedded in all of its planning and operational activities. Horizon is pleased to announce the appointment of Ms. Margaret Melanson to the position of Vice-President, Quality and Patient Centred Care.

In her new position, Margaret will be responsible to implement a sustainable approach to patient-centred care. She will also take on Patient Advocacy, Patient Safety, Privacy, Quality, Risk Management, and Official Languages. Her presence on the Executive Leadership Team will ensure a new perspective on our policies and practices.

Over the next few weeks, Margaret is planning to meet with various staff throughout Horizon and share with them the philosophy and principles of Patient and Family Centred Care.

“This philosophy requires an ongoing dialogue with our staff, as this represents a serious ‘shift’ in our care focus,” said Margaret. “We must begin looking at ourselves and what we do, through the eyes of our patients and their families. What do they need and expect, and how can we rise to those challenges?”

This strategic senior leadership position is possible through a realignment of duties amongst other administrative positions. Horizon’s commitment to minimize the administrative share of expenditures remains intact.



Provincial benchmarking project update

PROVINCIAL – New Brunswick health-care costs demand approximately 40 per cent of the province’s overall budget. To assist in determining and managing the strategic change required, the New Brunswick government created the Office of Health System Renewal (OHSR) in the spring of 2012.

In consultation with the OHSR, the provincial government established a goal to achieve a per capital health care cost equal to the Canadian average by fiscal 2016-2017. In order to meet this fiscal challenge, the OHSR developed an action plan that included a benchmarking exercise to compare New Brunswick’s health-care expenditure against Canadian peers; to understand the reason for variation; and to identify and implement best practice.

The consulting firm of Raymond Chabot Grant Thornton (RCGT) was hired to carry out the Provincial benchmarking project. This project was broken down into three phases. The first phase was to identify and quantify clinical, operational and financial performance gaps. At the completion of this phase, the firm, working collaboratively with Horizon and Vitalité Health Networks, found that there is the potential for significant hospital performance improvement from three different functional areas:

- Productivity improvement (worked hours)
- Reduction in length of stay, mainly for atypical and alternate level of care (ALC) cases
- Reduction in hospital admission rates

For the second phase, using the findings of RCGT Horizon identified eight teams to analyze the data from the report and determine specific opportunities for savings. The teams were made up of Horizon staff members and physicians representing both local and regional perspectives. Phase 2 was completed over the summer and 119 initiatives were identified for action.

As we enter Phase 3 Horizon has prioritized the major initiatives and will initially concentrate their energy on these projects. Once underway, we will assess our capacity to take on the next group of projects. This staged approach should help us to collectively focus on the same priorities and manage conflicting demands.

Horizon recognizes and appreciates the great efforts that the teams have given to this project, and to creating a more efficient health-care delivery system. We are optimistic and confident that together, a new sustainable health-care system can be created that will ensure safe, quality care in New Brunswick.

New cardiac program offered at Upper River Valley Hospital

WATERVILLE – The Upper River Valley Hospital has recently implemented a Cardiac Rehabilitation Program. This program provides education, exercise, counselling and support in a safe environment to individuals within the community who have had a heart attack, heart procedure or who currently have a heart condition. All referrals are through the New Brunswick Heart Centre. The Cardiac Rehab team consists of a physician, nurses, physiotherapist, occupational therapist, pharmacist, psychologist, registered dietician, social worker, and respiratory therapist.

Each program occurs twice per week, for a 12-week period, and is personalized for each individual based on their needs. Spouses and/or family members are also encouraged to attend the education sessions.

Program Benefits

The benefits of this program include:

- Reducing heart symptoms and recurrent heart events.
- Reducing the risk of dying from heart disease, improving recovery after a heart event.

DENISE GRAY

*Nurse Manager
Cardiac Rehab Program, CCU,
Medical Day,
Oncology and Diabetes*



- Reducing stress and anxiety associated with heart disease.
- Improving quality of life.
- Improving cholesterol levels and blood pressure.
- Improving physical fitness, increasing return to work and/or activities.
- Improving understanding of heart healthy food choices and behaviours.
- Improving weight management.

We look forward to the opportunity of improving the quality of health within our community.

Back from left: Jennifer Matthews, nurse; Cindy Kent, Administrative Support; Lydia Thornton, Respiratory Therapist; Denise Gray, Nurse Manager; Dr. Michael Pelkey; Ashley Stockley, Physiotherapist; Amy Bustard-McQuade, Occupational Therapist; Danica Wallace, Physiotherapist; Kayla Harrison, Respiratory Therapist.

Front from left: Tracy Chiasson, nurse; Andrea Anderson, Dietitian; Lisa Antworth, Administrative Support.

Team members missing from the photo include: Paul Crabbe, Pharmacist; Krista Watters, nurse; Lori McLellan, nurse; Dr. Gael Wealleans, Psychologist; and Erica Hull, Social Worker.



Eye and Tissue Bank receives perfect score

PROVINCIAL – Congratulations to the ocular division of the New Brunswick Eye and Tissue Bank (NBETB), which recently received a perfect score following an inspection by the [Eye Bank Association of America \(EBAA\)](#).

The all-inclusive inspection, which took place September 19 and 20, 2013, was performed by a Corneal Surgeon and an eye bank employee who are members of the EBAA Accreditation committee, and included a review of the program's Standards of Practice as well as all aspects of eye banking functions. One-on-one interviews were conducted with NBETB's Medical Director, Director, Quality Manager and technicians to evaluate their knowledge of medical standards and their role within the program. Certified and non-certified staff also performed a corneal recovery to evaluate aseptic and surgical technique. A review of the program's donor records, equipment maintenance and storage of preservation medium records, training records, Quality Controls and Quality Assurance completed the inspection.

The NBETB is part of Horizon Health Network with offices in Saint John (St. Joseph's Hospital) and Moncton (The Moncton Hospital). NBETB's ocular division has 30 trained



NBETB team in Saint John.

technicians throughout the province who recover and then send ocular tissue to Saint John for processing and distribution.

EBAA is the nationally recognized accrediting body for eye banks. A team of professionals with extensive experience in eye banking and/or corneal transplantation conduct site inspections at least every three years to evaluate adherence to EBAA Medical Standards and procedures.

Accreditation survey results summary

HORIZON – Horizon Health Network is proud and pleased to announce that the organization has received an accredited four year status from Accreditation Canada.

Accreditation Canada is an independent not-for-profit organization that sets standards for quality and safety in health care and accredits health organizations in Canada and around the world. The purpose of this evaluation is to assist health care organizations to identify their strengths and areas for improvement and to identify a plan of action to better meet the needs of clients, families, and communities.

As part of the accreditation program, the organization underwent a rigorous evaluation process during September 22 – 27, 2013. Following a comprehensive self-assessment, 16 surveyors from across Canada conducted 155 survey visits at 30 facility sites, during which they assessed leadership, governance, clinical programs and services against Accreditation Canada requirements for quality and safety. During this time, they evaluated 3,269 separate criteria through observations, discussion and documentation. Horizon met 3,157 of those criteria, or 97 per cent.

Overall strengths:

- The People – Board, leadership, staff, physicians and volunteers
- Patient Focused Care – sensitive to the populations served
- Great team work with commitment to collaboration
- Strong community partnerships
- Access to primary and community care

Overall areas for improvement:

- Continue to build the foundation to put the patient in the center
- Integrate Information Technology
- Continue to standardize care and care processes

This milestone is to be celebrated as it recognizes the commitment of our staff, physicians, and volunteers, to providing safe, high quality care and service. Our success as an organization is due to excellent teamwork.

Please note: Survey results will be shared with the public once the report has been translated.

First Annual Recovery Art Show

HORIZON – Each year National Addictions Awareness Week takes place during the third week of November to promote a healthy lifestyle and help reduce the risk of addiction among the general population.

Held to coincide with National Addictions Awareness Week, November 18 – 22, Addictions and Mental Health Services for the Fredericton area will be hosting its First Annual Recovery Art Show at the Gallery Connexion.

Creativity and artistic expression often play an important role in recovery. The purpose of this exhibit is to show art depicting people's experience of addiction, spark discussion, and teach and change perceptions. The goal is to raise awareness of the problems caused by substance abuse and addiction. More than 30 pieces of art will be on display at the show, ranging from sculptures, paintings and photography to poems. Each of the 30 pieces has been submitted by someone touched by addiction; people in recovery, clinicians or their family members. The art piece is their reflection and interpretation of the journey to recovery.

The art show will open on November 18 with a gala reception where the 2013 Community Star recipient will be recognized. [Click here](#) for more information and times for the art show.



Painting titled "Ho'Oponopono".

SHIRLEY WITHERS

Clinical Social Worker, Fredericton Area

Community Star Awards

National Addiction Awareness Week gives Addictions and Mental Health Services the opportunity to recognize and acknowledge the contributions made in the community with respect to prevention and/or support for those at risk for or coping with an addiction.

Sponsored by the Department of Health, the Community Star Award may be given to an individual, group, company, organization or a community that is involved in the promotion of addiction prevention, intervention or postvention activities. Every year, Horizon and Vitalité have the privilege of selecting and celebrating award recipients from the community.



Painting titled "He is Here to Stay".

Horizon streamlines processes to reduce oncology medication waste

JENNIFER KICKERT

*Regional Lead,
Business Process Management*



HORIZON – In March 2013, Horizon completed a successful process improvement project to reduce the waste of unused oncology (cancer) medications. The project, which is part of Horizon's Performance Excellence Process, was undertaken to reduce the financial cost of product and disposal waste and to reduce the environmental impact caused by the disposal of hazardous waste.

It was determined that every month approximately \$30,000 worth of cancer-treatment medication was discarded as part of the process to prepare and administer chemotherapy to patients treated at Horizon. Staff from the oncology team, including pharmacy technicians, pharmacists, physicians, nurses and nurse managers, worked with Process Improvement Facilitators to find a way to reduce waste by 33 per cent.

The scope of the project included analyzing a year's worth of data from multiple Horizon sites to determine what was causing the waste and to map out process issues. From this analysis the team identified three key areas to increase efficiency: reduce the scheduling gap of cancer patients between treatments, reduce the duplication of efforts by creating consistent practices across all Horizon sites, and minimize the pre-mixing of cancer medication.

The results in the first three months showed an overall improvement of 52 per cent in waste reduction. Process improvements, including a Horizon-wide implementation of best practices, have resulted in over \$243,000 in savings.

Performance Excellence Process

The Performance Excellence Process is a results-oriented, long-term approach to the way the government of New Brunswick and Horizon Health Network do business. It utilizes several best practice methodologies including a Strategy Map, Balanced Scorecard and Lean Six Sigma process improvement.

Many of these best practices are already being used by other health authorities across Canada and in the United States. [Click here](#) to read an introduction to the process and Horizon's Process Improvement Facilitators.

Horizon welcomes new Process Improvement Facilitators

HORIZON – Horizon is pleased to welcome two new Process Improvement Facilitators to the Performance Excellence Process team; Ashley Brioux and Stacy Newman.

A Process Improvement Facilitator will work with a team, including a Project Champion and a business owner to develop process improvement projects. These facilitators are full-time practitioners of Lean Six Sigma process improvement.

Ashley Brioux

Ashley obtained her Bachelor of Science degree in Human Nutrition with Honours from Saint Francis Xavier University in 2007. In 2009, she obtained her designation as a Certified Diabetes Educator and acquired additional training in cognitive behavioural therapy for change management and motivational interviewing. Ashley focused most of her dietetic practice towards diabetes education and chronic disease management in primary health care. Ashley is completing her Green Belt certification.



Stacy Newman

Stacy comes to us with a wealth of experience in group facilitation, training development, and classroom delivery, having spent the last 15 years of her career holding various progressive roles in Learning and Development. Stacy received her Black Belt certification in 2012.



Impact of diversity within health care

HORIZON – Horizon Health Network’s Employment Equity Advisory Committee wants to ensure that Horizon’s workplace is an environment that values and welcomes diversity. Not only is this the right thing to do, but it also makes good business sense. The population within Canada, including New Brunswick, is diversifying at an increasing rate. Ensuring that our workforce reflects this diversity has many benefits:

- Understanding cultural differences allows health-care staff to provide culturally suitable care to patients, which in turn increases patient satisfaction and care.
- A workplace that reflects the diversity of its population can lead to better service.
- Being culturally aware can increase patient safety.
- Diversity of views allows for better discussions, increased innovation and more creative results.
- Diversity increases innovation as a broader range of ideas allows for better decision making and policy development.
- Organizations that value diversity have more productive and satisfying workplaces, which helps attract and retain staff leading to savings

DANNY JARDINE

*Therapeutic Services Manager,
Extra-Mural Program (Saint John Area)
Employment Equity Advisory
Committee Member*



in recruitment and training costs and improves workforce shortages.

- Increasing diversity among health-care staff is vital because it can lead to improved trust and better access to health care for racial/ethnic minority patients.
- Increased diversity can also lead to better educational experiences for health professional students.

At the end of the day, increased diversity in our health-care system will lead to better results, greater efficiencies, and higher satisfaction among patients and staff.

Horizon Health Network’s Employment Equity Advisory Committee welcomes all feedback, comments and questions related to employment equity and can be contacted by e-mail at EmploymentEquity@HorizonNB.ca.

Pediatric Oncology Program at The Moncton Hospital receives “advanced” designation

MONCTON – The Moncton Hospital’s Pediatric Oncology Program has received the highest level of certification from the [Atlantic Provinces Pediatric Hematology Oncology Network](#) (APPHON).

APPHON is the governing organization focused on improving the standard of care for children with cancer in the Atlantic Provinces. APPHON has assessed the program at the highest designation, the “advanced” level. As part of the evaluation, APPHON completed a site visit to The Moncton Hospital and reviewed all aspects of care for the program.

The program achieved the “advanced” level for all three phases of pediatric oncology care; Diagnosis/ Investigation, Treatment, and Monitoring/Supportive care. Seven categories in each area were extensively rated to achieve the designations of either “basic”, “Intermediate” or “advanced”. The program met all APPHON criteria for the categories which included: Description/physical facility, Personnel, Pharmacy, Equipment, Lab/Diagnostic,

CLAIRE LEBLANC

*Administrative Director,
Women & Children’s Health Program
Moncton Area*



Education/Certification, and Communication Links or Institutional Support.

The Moncton Hospital’s Pediatric Oncology Program is also now able to provide Intrathecal Chemotherapy for their patients. This is a treatment in which anti-cancer drugs are injected into the fluid-filled space between the thin layers of tissue that cover the brain and spinal cord. Previously, families and children would have to travel to the IWK in Halifax for this daytime procedure.

The Pediatric Oncology Program staff is pleased to maintain an advanced level standing with APPHON and will continue to work with them to provide high level care to this special population of children and families.