

To: All Horizon staff and physicians
From: Brenda Kinney, Vice President and Chief Nursing Officer
cc: Dr. John Dorman, Interim President and CEO
Date: Jan. 13. 2022
Re: **Nursing during staff shortages caused by pandemic**

This memo was previously shared with Horizon's nursing staff

Horizon continues to face challenging and unprecedented times in our ability to deliver health care services. We are extremely grateful for the essential role our Registered Nurses (RNs), Nurse Practitioners (NPs), Licensed Practical Nurses (LPNs) and Patient Care Attendants (PCA's) continue to play in our provincial response to COVID-19.

We know we are asking you to do more than ever before and are expecting you all to work in different ways. We also understand this is stressful and can cause you concern about your ability to maintain your professional standards and work ethic.

Working with limited resources, increasing workloads, and working in areas that are not familiar to you i.e. floating/redeployment may impact your ability to provide the traditional expected standard of care.

It is important to understand that when circumstances are out of your control, and it is difficult to meet these standards, it is essential for you to set priorities, individually, and as a team. It is during these difficult times you will use your critical thinking skills to make decisions based on your professional judgement and communicate to your leaders and your team members.

Please familiarize yourself with Horizon's [Floating Guidelines](#) and Nurses Association of New Brunswick (NANB) in collaboration with New Brunswick Nurses Union (NBNU) document [Practicing with Limited Resources: A Guide for RNs and NPs](#) to provide support while dealing with this difficult situation.

Horizon is here to support you as we navigate this very challenging time, and I encourage you to take advantage of the [resources](#) available to you as a Horizon employee to support your health and well-being, as well as the well-being of your loved-ones.