

The Board of Directors held a meeting on September 9, 2010.

2010-2011 Operating Results - The financial results to the end of July 2010 are relatively within expectations. A slight deficit of approximately \$250K has been incurred to date. Given that there has been strain on resources due to ALC, significant loss of preferred accommodation revenue and that the timing of some efficiency measures implemented in February 2010 are delayed (dietary and dictation in particular), the results are promising.

It must be highlighted that preferred accommodation revenue is suffering a huge decline as a result of a high ALC, increased isolations and change in patient bed mix. Currently, this loss is being offset by expenses being under budget. A review is underway to ensure the Hospital maximizes revenue to avoid further expense reductions. The introduction of interim ALC beds in August 2010 has provided additional flexibility and some minor relief to the loss of revenue.

As noted previously, the results to date are promising. To ensure a balanced budget by March 2011, it will be important that the Interim Long-Term Care Bed Project be moved forward. This will provide added relief along with increased preferred accommodation revenues.

Capital Redevelopment Project – MHPM Project Leaders Inc. has been engaged to assist the Hospital's project office to provide expertise and oversight on the management of the Capital Project. Guy Logan and Al Coady from MHPM have been on-site over the past month. They have made the remark on how impressed they are with the cooperation of the staff throughout this Capital Redevelopment Project.

To All Staff - The Board wishes to extend its heartfelt compliments on your exceptional cooperation and team work during the redevelopment project! It is recognized that working under such conditions can be difficult and requires great flexibility on everyone's part! Whether it is temporarily relocating, evacuating patients or hearing construction noises while working, your help with this project is invaluable and immensely appreciated! *Thank you!*

Capital Redevelopment Project (continued) - The summer has seen significant progress on the project. Some of the highlights are noted as:

Summer Milestones

- Installation of new electrical and life safety systems;
- Chillers and cooling towers have arrived and are being set in place ready for connection. This work will take place this winter to have them operational for next summer;
- New boilers are connected and being tested to go on-line;
- Numerous moves, decants and relocations have been completed throughout the summer that are too long to list.

Preparation for demolition of the West wing included:

- Temporary mammography suite is relocated to the east wing Level one

- The temporary CT Suite is functioning and is also on Level one east. The work preparing the suite included the successful installation of a mobile CT unit during late July and early August. This mobile system bridged the four week gap and provided clinical service continuity during the period our existing CT was being relocated to the temporary building;
- Radiologists have been relocated;
- Temporary servery and vending have been relocated to Level two North wing [former gift shop]. Meal seating and dining has been allocated to the Auditorium;
- The original main electrical service in Cornwall Electric's vault which is part of the demolition zone has been decommissioned;
- Business office has been moved to the North Annex;
- Infection Control preventive measures with suitable hoarding and air conditioning of the west wall of tower has been completed.
- Air Handling Units have been lifted onto the tower roof. This was done in two lifts: one on September 1, 2010 [North wing] and the second on September 9, 2010 [South Wing]. For safety reasons, all floors were vacated during the crane operation.

What's Next

- Demolition of the West wing has begun and POMERLEAU has taken over the zone as identified by the fencing surrounding the area.
- Emergency back-up generators are scheduled for delivery and connection this month;
- Installation of the signalized intersection on McConnell Avenue.

Strategic Planning - Most of the work on the revised Strategic Plan has been completed and community consultations will be held in September. Following these consultations, the Steering Committee will meet again to review the feedback and make adjustments as required.

It is anticipated that a final copy will be brought to the October Board meeting for consideration and approval.

Alternative Level of Care Planning Initiatives - The Hospital continues to work at strategies to address the high volumes of Alternative Level of Care (ALC) patients in the hospital. The Hospital is pleased that the slow stream rehabilitation beds opened in July at St. Joseph's Continuing Care Centre. The program has the potential to benefit those patients who might otherwise remain in hospital waiting for a long-term care bed.

The six stroke rehabilitation beds at Glengarry Memorial Hospital have also become available. Services at Glengarry will benefit the post-acute stroke patients from Cornwall.

Cornwall Community Hospital opened additional beds in an effort to alleviate the pressure on the acute care operations. The Hospital received approval from the Champlain LHIN for these beds together with a funding commitment. This is a temporary measure until the 30 to 34 interim long-term care beds are operational at Second Street.

The Hospital continues to plan for the interim long-term care bed solution. These beds fall under the Long-Term Care branch of the Ministry and require approvals from their compliance branch. The Hospital is working with that office to ensure that the physical facilities meet the requirements. Some renovations are required and are currently being planned. Requests for proposals for this work will be issued in early September. The Hospital is also working closely with a long-term care provider on this initiative as it is anticipated that they will operate the beds.

These initiatives are critical to the preservation of acute care services in Cornwall.
