

The Board of Directors held a meeting on April 24, 2025.

Operating Results

The Financial Statements for the period ending February 28, 2025 were reviewed by the Board of Directors. Year-to-date, the Hospital has a net surplus of \$300,000. Hospital fund total revenue at the end of February 2025 exceeds budget by \$4 million, while total expenses continue to be higher than expected by \$3 million and this is due to one-time purchases, medical/surgical supplies for joint procedures, and chemotherapy drug expenses. Patient activity is expected to be 54,000 patient days for the year. The Balance Sheet has a lot of liquidity, and the current ratio is almost 1 to 1. Capital purchases will be around \$4 million by the end of March due to timing, and the adjusted working capital will be at \$1.5 million. The projection is that the Hospital will end the 2024-2025 fiscal year with a net surplus of \$700,000.

Health Human Resources Plan

The Hospital has received official notification from the Ministry of Health that the health human resources programs introduced over the past few years will be continued through 2025/2026. These programs include:

Enhanced Extern Program (EEP) - The EEP offers employment opportunities for qualifying nursing, medical, respiratory therapy, paramedic, physiotherapy, occupational therapy students, and internationally educated nurses to work in an unregulated capacity on paid assignments.

Supervised Practice Experience Partnership Program (SPEP) - The SPEP program is a program that provides eligible international educated nurses with the opportunity to meet their evidence of practice and language proficiency requirements.

Clinical Scholar Program (CSP) - The CSP supports both recruitment and retention by creating mentorship opportunities. Through this program, experienced frontline nurses provide at-the-bedside mentorship and support to new graduates, internationally educated, or upskilling nurses to transition into new health care working environments and nursing practice.

Temporary Reimbursement of Fees for Internationally Educated and Inactive Nurses Program - Inactive nurses and internationally educated nurses may receive reimbursement of license fees to practice in Ontario.

Stabilizing Emergency Department (ED) Nursing Strategy - The ED Nursing Education, Retention and Workforce Program offers ED virtual training modules and a specialty training fund to help nurses learn the skills and competencies needed to work in EDs.

Nursing Graduate Guarantee (NGG) - The NGG provides new graduate Registered Nurses and Registered Practical Nurses in Ontario, including those who studied out-of-province and internationally educated nurses, with temporary full-time employment above regular staffing complements to support their successful transition into employment.

Operating Plan Goals Progress Report

The Operating Plan Goals progress report for 2024-2025 was reviewed. The majority of goals have been reached. Although much advancement has been made, goals remaining in progress include:

- Evaluate non-urgent (low acuity) access to the emergency department services and consider innovative models of non-urgent care delivery
- Bring together care team communications, clinical workflows, and alarm management on one mobile device to improve efficiency and coordinate care
- Continue advocacy and planning for the St. Denis community capital project as well as hospital capacity projects, ensuring the right care in the right place
- Provide formal education opportunities, through a partnership with Diversity Cornwall, to increase staff, physicians, and volunteer awareness of 2SLGTBQ+ issues
- Evaluate the need for policy/workflow revisions to reflect Equity, Diversity and Inclusion (EDI) principles and values
- Collaborate with Ontario Health Local Delivery Group (LDG) on implementing a Hybrid Security Operations Centre in coordination with Ontario Health (OH) qualified Management Security Service Providers (MSSP's)

Fighting Against Forced Labour and Child Labour in Supply Chain Report

The Board of Directors approved the 2024-2025 Annual Report prepared in accordance with Section 11 of the *Fighting Against Forced Labour and Child Labour in Supply Chains Act*.

The report is available for viewing on the hospital web site under the "Public Reporting – Accountability" tab.

Indigenous Patient Navigator Position ~ Update

The Indigenous Patient Navigator role has been introduced in May 2023. This is a collaboration with the Department of Health of the Mohawk Council of Akwesasne.

The Indigenous Patient Navigator works with patients from Akwesasne presenting to Cornwall Community Hospital in the Emergency Department and provides discharge planning supports for admitted patients.

The data demonstrates that the Indigenous Patient Navigator has been involved in most Akwesasne patient admissions, and the Navigator is active in the Emergency Department daily.

The Navigator is currently working with the Director of Professional Practice to develop an evaluation tool that will be made available to patients to assist us in understanding their experience.

This has been a positive initiative.

Integrated Risk Management Plan

The Board of Directors approved the Integrated Risk Management Plan for 2025-2027. The Plan is an overarching framework that assembles all activities related to risk management and patient safety already taking place in the organization.

Policies

The Board revised the following policies:

- CR 15-012 – Evaluation of Chief Executive Officer
- CR 15-013 – Evaluation of Chief of Staff
- RM 10-160 – Consent Directives.