



The Board of Directors held a meeting on April 22, 2021.

COVID-19 Pandemic Response

The Hospital is managing through unprecedented times and the situation has been changing daily. The COVID-19 Incident Command Centre has been reviewing and re-establishing its strategy on how to manage capacity over the next month to ensure the hospital is meeting the needs of our community, particularly in the area of critical care.

Data from the Ontario Critical Care Census dated April 21, 2021 demonstrated that there has been a sharp incline in intensive care admissions across the Eastern Region and across Ontario. Cornwall Community Hospital has had to increase the number of its intensive care beds from 11 to 17 as part of the response.

As a result of high occupancy, approximately 30 patients have had to be transferred to other hospitals since the beginning of April. Receiving hospitals included Brockville, Kemptville, Winchester and Glengarry.

The Hospital has ramped down Operating Room activity and is keeping one room opened for emergent and urgent cases. Levels of services are being maintained in Diagnostic Services. There has been some reduction in ambulatory care clinics and this could be reduced further if resources are required elsewhere.

Upper Canada/Cornwall and Area Ontario Health Team

The Board of Directors received a presentation providing an overview of the application prepared for the Upper Canada/Cornwall and Area Ontario Health Team. Ontario Health Teams are a component of the Ontario Government's Health System Transformation initiative.

The Upper Canada/Cornwall and Area Ontario Health Team covers a geographical area of 4,046 sq. km including the Counties of Stormont, Dundas and Glengarry, the City of Cornwall, Akwesasne, a part of rural southeast Ottawa and a part of Russell Township.

Over 40 organizations from every sector have come together to participate in this Team, including home and community care, community support services, primary care, acute care, mental health and addictions, long-term care, hospice and palliative care, rehabilitation and complex care, public health, health promotion and disease prevention, emergency health services, laboratory and diagnostic services.

The goal of the Upper Canada/Cornwall and Area Ontario Health Team is to build an integrated system of interdisciplinary team-based care by embedding care coordination, 24/7 navigation as functions within primary care, and by creating a single digital care plan, accessible and shared across providers and including virtual options and patient access to digital options, as well as to ensure that all our population is attached to a primary care home/team.

The focus in year 1 will be on mental health and addictions and on frail older adults with complex care needs and their care partners. The Team has also outlined its implementation plan pre-approval and post-approval in the short, medium and longer term.

The application will be submitted to the Ministry by the end of April 2021.

Talent Acquisition

The Board of Directors received a presentation on recruitment initiatives at the Hospital. The pandemic has placed an extreme strain on health human resources. There is currently a Canada-wide shortage of registered nurses and the availability of experienced registered practical nurses and personal support workers is diminishing as the pandemic goes on. Cornwall Community Hospital operates in a competitive regional labour market and recruiting specialized and experienced nursing talent is a challenge.

In late November 2020, the Hospital hired a full-time Talent Acquisition Specialist to enhance full-cycle recruitment across the organization. Since December 2020, 127 employees have been hired with 11 pending hires as of mid-April 2021. Among the new hires are 29 registered nurses, 15 registered practical nurses, 21 personal support workers and 12 environmental service aides.

In addition, a number of talent acquisition initiatives have been launched, including:

- **The Emergency Department Registered Nursing Training Program** – This is an in-house training program for registered nurses who are interested in emergency nursing.
- **The Clinical Nursing Extern Program** – The Clinical Extern position is a transitional role where students develop clinical expertise, specialty knowledge and self-confidence as they move from a student to a registered nurse role. This program is currently available to fourth year nursing (BScN) students. Clinical Externs are employed as unregulated health care providers prior to obtaining their nursing license.
- **The Environmental Service Aide Training Program** – Working with St. Lawrence College and the Eastern Ontario Training Board, a four-week Environmental Service Aide Training Program has been developed. The goal of the program is to help create a higher skilled environmental service workforce for hospitals and long-term care homes in the area.
- **The Personal Support Worker Summer Program** – Second and Third year nursing (BScN) students are hired as personal support workers during the summer gap in the school year.

In Memoriam

Robert Leroux
1934 - 2021

It is with sadness that we mark the passing of Mr. Robert Leroux, one of the founding members of Cornwall Community Hospital.

Prior to amalgamation, Mr. Leroux served on the Board of Governors of Cornwall General Hospital where he held the position of Board Chair from 2000 to 2003. He was a member of the Cornwall and Alexandria Hospitals Joint Executive Committee which oversaw the creation of Cornwall Community Hospital. Mr. Leroux then served as Treasurer of the Board of Directors of the newly formed Cornwall Community Hospital until 2005.

Mr. Leroux was a highly respected, knowledgeable and valued member of the Board and his many contributions made a difference in the area of health care in this community.

We extend our sincere condolences to the family and friends of Mr. Leroux.

District Stroke Centre

Funding has been confirmed for Cornwall Community Hospital to become a Designated District Stroke Centre. The Hospital has been working with the Champlain Local Health Integration Network and the Regional Stroke program on

this for a number of years. The funding will allow the Hospital to operationalize a unit targeted at specialized services for acute stroke patients.

Bylaw and Policy

The Board approved or revised the following:

- Board-Appointed Professional Staff By-law Article 4.4 which pertains to the Application for Appointment to the Professional Staff;
- Policy No. HR 30-117 – Content of Application for Appointment of Board-Appointed Professional Staff.