



The Board of Directors held a meeting on September 23, 2021.

2021-2022 Operating Results

The Board of Directors reviewed the Financial Statements for the period ending July 31, 2021. On a year-to-date basis, the statements are showing a \$1.6 million deficit and this is principally due to a shortfall of revenue because of restrictions related to the COVID-19 pandemic. With respect to expenses, there is a variance of \$500,000; however, this is a result of timing as many one-time expenses occurred early in the year. This should balance out by the end of the year.

The month of July has been much busier than has been seen in the last few years. There has been a lot of activity across the hospital, including in the Operating Room in order to address some of the procedures that had been postponed because of the pandemic.

At this time, the Hospital is projecting a net loss of \$1 million at year-end. The assumption is that volumes will recover and COVID-19 expenses will be covered by the Ministry of Health; however, it does not account for the possibility of reimbursement for lost revenue.

The Balance Sheet is in good shape. The working capital deficit is \$300,000 and this is due to timing factors. It is expected that the working capital deficit will be eliminated by the end of the year.

COVID-19 Pandemic Response

Regrettably there are signs of an increased prevalence of the COVID-19 virus. Signs are wave 4 is evident at the Hospital's Assessment Centre with increased demand and an increase in the positivity rate, and in the inpatient population.

As of the day of the meeting, the Hospital had 10 positive COVID-19 cases in hospital; the highest number in the region, and more than Ottawa. The positivity rate of 7% at the Assessment Centre is one of the highest in the province, and the rate in the city of Cornwall is well beyond any other region in the province.

A decision has been made by the Hospital's Incident Command Centre to re-establish universal precautions on every admission and every patient, meaning everyone is being treated as potentially having COVID-19, rather than waiting for the test results. As well, a decision was made to move back to full restrictions for hospital visitation beginning on Monday, September 27, 2021.

One of the Hospital's greatest challenges has been the ability to resume regular activities. Occupancy rates have been extremely high, consuming both bed and human resources required to increase other activities, primarily surgical procedures.

Board Committees

The Board of Directors appointed the following members as board committee officers for 2021-2022:

- Mr. Dale McSween as Chair and Ms. Suzanne Farag as Vice-Chair of the Finance and Audit Committee;
- Mr. Abram Benedict as Chair and Ms. Isabel Blanchard as Vice-Chair of the Governance Committee;

- Mr. Michael Pescod as Chair and Mr. William A. Knight as Vice-Chair of the Quality and Performance Monitoring Committee.

Addiction and Mental Health Services

The Safe Bed initiative proposal submitted by the Community Addiction and Mental Health Services has received approval. The Hospital will be receiving \$600,000 annually for the operation of a Safe Bed Program in the city of Cornwall. Funding is coming through the Mental Health and Justice portfolios. This Program will be for individuals 16 years of age and older, who have a mental health or addiction issue and also have involvement with police. The goal of the program is to de-escalate and stabilize these clients in an attempt to divert them from the justice system and avoid unnecessary hospitalization. This is a partnership with a number of agencies including Hawkesbury and District General Hospital, the Canadian Mental Health Association and Riverview Manor among others. Riverview Manor will be housing the clients. Arrangements have been made to have six safe beds that will be within their facility and the Hospital will oversee the program and hire the staff. The Hospital will recruit Residential and Mental Health Counsellors to assist these clients. These will be hospital employees working off site at Riverview Manor. Much of this year will be spent developing the program, hiring staff and making renovations at Riverview Manor to accommodate this program.

Echocardiography

Cornwall Community Hospital has been participating in the Echocardiography Quality Improvement Program and notice has been received that all criteria related to the Standards for Provision of Echocardiography in Ontario have been met.

Corporate Scorecard

The Board reviewed results of the 2021-2022 Corporate Scorecard to Quarter 1.

Recognition

The Board recognized the following teams and individuals:

Dr. Thomas Baitz, who, after more than 60 years of active practice, has made the decision to close his community practice effective December 31, 2021, for his many years of dedication serving patients of Cornwall and area;

Ms. Jennifer Barkley, Dr. Anastasios Boubalos and Dr. Kamal Sharma, for their leadership in ensuring best practices in the provision of echocardiography services in our community;

Hospital Clinical Nurse Educators for the numerous ways in which they provide much appreciated support throughout the hospital;

Ms. Cécile Leblanc for her service as Board Chair of the Cornwall Community Hospital Foundation Board of Directors;

Dr. David Riddell for accepting to provide additional support in the Department of Anaesthesia over the summer months;

Dr. Leslie Suranyi for his many years of service to Cornwall Community Hospital and patients in the community.

Policies

The Board approved revisions to the following policies:

- CR 15-003 – Annual Director Declaration
 - CR 15-011 – Election of Directors
 - FN 10-080 – Travel, Meal and Hospitality Expenses
 - HR 10-145 – Disclosure of Wrongdoing (Whistle Blowing)
 - HR 10-925 – Social Media;
 - HR 20-040 – Management of Enteric Diseases;
 - HR 20-068 – Sharps Management Safety Program;
 - HR 20-072 – Unsafe Work Conditions;
 - HR 20-460 – Measles Surveillance;
 - HR 20-505 – N95 Mask Fit Testing;
 - IM 05-005 – Emergency Codes;
 - PE 05-030 – Incoming Inspection of New Equipment
 - PE 10-050 – Parking;
 - PE 15-440 – Lost and Found
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