

The Board of Directors held a meeting on December 1, 2022.

2022~2023 Operating Results

The Board of Directors reviewed the financial statements for the period ending September 30, 2022. The hospital was noted to be in good shape financially. The statements are showing a small loss, but this is basically due to the timing of certain expenses. The expectation is that the budget will be balanced by year-end. The current ratio on the balance sheet is excellent, and the working capital is in a positive position. With respect to the capital budget, \$800,000 have been spent to date and there are deposits on some other major items that will be completed by end of year.

Access to Services

The Board of Directors were provided with an update on patient access to services – post pandemic. Surgical services, emergency services and diagnostic services were highlighted.

With respect to surgical services, the Hospital has been monitoring this situation, and it has been noted that the wait times information inputted by surgeon offices is not growing exponentially (with few exceptions). The data of the past three months would suggest that the lists are just beginning to increase. We are currently exploring how to improve efficiencies and increase throughput. Furthermore, there will not be a full operating room closure over the Holiday Season in order to complete some additional cases. This situation is being monitored, and preparations are underway should the backlog become more challenging.

With respect to the Emergency Department, physician initial assessment and ambulance offload times are the key indicators to measure access to the service. Relatively speaking, Cornwall Community Hospital is doing well when compared to other hospitals; however, there is room for improvement. The limiting factor is the shortage of health human resources, particularly physicians. Since early summer, there have been many days in the schedule where the Department was working short of one physician. Recruitment efforts are ongoing and alternative models of delivering care are being considered.

Diagnostic Services has been less impacted because the Department did a great job managing through the pandemic. The Department recognized early on that they would not be able to see as many patients during the regular 8-hour day and decided to extend hours of operations. Consequently, their wait time challenges were lessened when operations returned to normal. Their main challenge however is a shortage of health human resources. The wait times for the magnetic resonance imaging are excellent at this time, with all indicators meeting provincial targets. Wait times for computed tomography are longer due to a shortage of staff. It is anticipated however that the service will be operating with a full complement by February 2023. The echocardiogram service is performing well as machines have been functioning on the day and evening shifts to address the demand. The pulmonary function testing service has very much been impacted by the pandemic. One of the reasons is that respiratory therapists were required in other areas of the hospital. With the implementation of recovery efforts, wait times for the service have decreased from 75 days to approximately 15 days by the end of Quarter 3.

Health Human Resources

The Board of Directors received a presentation regarding the health human resources challenge. The presentation included data regarding vacancy rates across the province and regionally and a discussion on areas of greatest risk at CCH, strategies for retention and recruitment as well as contributing factors.

This information was linked to hospital activity levels to gain a perspective on efficiency measures. This is the work that is ongoing; with in-depth efficiency analysis resources can be aligned appropriately.

Accreditation Canada Survey

The Board of Directors received a presentation on the Accreditation Process and more specifically to the role of the Board. The on-site survey will take place from September 17 to 20, 2023. As previously determined, the Governance Committee will act as the Governance Team. Board members will complete the Governance Functioning Tool survey by December 16, 2022.

Integrated Patient Safety and Quality Plan

The Board received a report from the Quality and Performance Monitoring Committee, including the proposed three-year Integrated Patient Safety and Quality Plan. The Plan is aligned with the strategic directions and includes many initiatives to address patient safety and quality improvement. The Integrated Patient Safety and Quality Plan was approved by the Board.

Reports

The Board of Directors reviewed and discussed the Annual Operating Plan Progress Report as well as the Corporate Scorecard with Quarter 2 results.

It is expected that Annual Operating Plan goals will be met by year end, and it was noted that performance on the Corporate Scorecard is trending positively.

Recognition

The Board of Directors recognized the following teams and individuals:

- Michelle Wright for her diligence and her contributions to the smooth functioning of the Critical Care Unit;
- All nominees and recipients of the 2022 Staff Awards, which were held as part of Staff Appreciation Week;
- Project team members of the SeamlessMD and the MyChart initiatives for the successful implementation of these valuable programs.

Policies

The Board approved revisions to the following policies:

- CR 15-012 – Evaluation of Chief Executive Officer
 - CR 15-113 – Evaluation of Chief of Staff
 - FN 25-020 – Capital Asset Acquisition and Records
 - FN 25-040 – Disposal of Obsolete Equipment and Resalable Items
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