



The Board of Directors held a meeting on January 25, 2024.

Ethics Program

The Board of Directors received a presentation regarding the Hospital's Ethics Program. The presentation included an overview of the proposed revisions to the Hospital's Ethics Framework, which outlines the approach to identifying and addressing ethics-related concerns and guides ethical decision-making. This new version of the ethics framework aims to be more inclusive by supporting staff and leadership in all domains, including clinical, organizational, research and quality improvement, and educational. The Hospital also has access to the services of the Champlain Centre for Healthcare Ethics as required.

The Board also received a report on the research and quality improvement studies in which the Hospital is currently involved:

- Lobular Carcinoma in Situ-Pathology Review Study;
- Ductal Carcinoma in Situ-Pathology Review Study;
- ICES: SMART-EVT: Stroke Metrics for Quality, Reporting, and Translation in the Implementation of Endo Vascular Thrombectomy;
- Implementation and Evaluation of an Emergency Department Mental Health Clinical Pathway.

Corporate Scorecard

The Board of Directors received a presentation regarding key performance indicators on the Corporate Scorecard and how targets are selected. Indicators on the Scorecard come from the Quality Improvement Plan, the hospital services accountability agreement (HSAA), the multi-sector service accountability agreement (MSAA), the Ministry of Health, the Board of Directors, Accreditation Canada and the Corporate Operating Plan. The indicators are aligned with the Hospital's strategic directions and are listed accordingly. Based on the indicator, some targets are set externally (ex. HSAA), or internally (ex. to make an improvement, ranking/benchmarking with other hospitals, maintenance of a result, etc.). Factors considered when selecting targets include risk, current performance, goals, benchmark, realistic expectations (workload) and multi-year versus single-year approach.

Emergency Department

The Board of Directors received a presentation regarding the Emergency Department Pay-for-Results (ED P4R) and access performance analysis between the periods of 2017-2018 and 2022-2023. The ED P4R metrics use the 90th percentile as opposed to averages and hospitals are compared within the ranking. The wait times calculation begins when the patient is seen by triage and ends when they leave or are admitted to an inpatient bed. It was noted that Cornwall Community Hospital does exceptionally well in metrics related to higher acuity (urgent care), access to critical services, resource allocation, and fewer dependencies. The initiatives implemented by the Hospital over the past few years have worked well in those areas. There would be an opportunity to improve on metrics related to non-urgent care and these results are guiding Hospital leaders to think about a different methodology.

Department of Hospital Medicine

On a recommendation of the Medical Advisory Committee, the Board of Directors disbanded the Department of General and Family Practice and created the Department of Hospital Medicine. The name change reflects the evolution of hospital medicine. The concept of general practitioners coming to the hospital after office hours to round on their patients is gone; this care is now provided by hospitalists.

Plans

The Board of Directors approved updated versions of the Communications Plan and the Talent Management Plan.

Recognition

The Board recognized the following teams and individuals:

Dr. David Riddell, who, although partially retired, has been providing additional coverage on numerous occasions in the Department of Anaesthesia, thereby ensuring fewer cancelled surgical blocks.

Individuals and Teams involved in the **Department of Pharmacy's** success in meeting all assessment criteria of the annual Ontario College of Pharmacy Assessment despite the impact of the cyber incident.

Individuals and teams involved in the hospital's success in substantially improving over the last year the **Emergency Department's** overall provincial ranking in performance metrics. The Department ranked in the top ten hospitals in the province for ambulance offload time, length-of-stay of admitted patients and time to inpatient beds.

Policies

The Board approved revisions to the following policies:

- CR 10-030 – Policies and Procedures Framework
 - CR 10-188 – Ethical Framework
 - HR 05-060 – Staff Appreciation Program
 - HR 10-730 – Confidentiality
 - HR 10-810 – Performance Appraisal
 - HR 10-815 – Personal Electronic Device Usage
 - HR 20-020 – Food and Beverages Restrictions
 - HR 20-030 – Influenza
 - HR 20-045 – Meningococcal Surveillance
 - HR 20-050 – Musculoskeletal Disorder (MSD) Prevention Program
 - HR 25-449 – Mandatory Training for Employees, Volunteers and Students
 - HR 30-025 – High School/Co-op Student Placement
 - HR 30-080 – Termination of Employment
 - IM 10-610 – Pandemic Planning
 - RM 10-010 – Corporate Privacy Policy
 - RM 10-170 – Contract Management and Agent
 - RM 10-275 – Faxing Personal Information
 - RM 10-610 – Personal Information Notice of Collection
 - RM 10-625 – Privacy Breach Management
 - RM 20-675 – Records Retention, Storage and Disposition
 - RM 20-715 – Secure Disposal of Confidential Information.
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Terms of Reference

The Board approved revisions to the Medical Advisory Committee Terms of Reference.

