

The Board of Directors held a meeting on November 13, 2025.

Operating Results

The Financial Statements for the period ending September 30, 2025 were reviewed by the Board of Directors. Everything is tracking well. The Balance Sheet is in good shape. Current ratio is excellent. With respect to the Statement of Operations, revenue is on track and expenses on budget. September is showing a small surplus. The forecast is that the year will end in a balanced position.

Medical Staff Recruitment

Dr. Anastasios Boubalos, Chief of Staff, reported that, since the introduction of Bill 2 in the Province of Québec, the Hospital has received many enquiries from Québec physicians about practicing at Cornwall Community Hospital. Many interviews have been conducted, and some physicians will begin working at the Hospital as early as January.

Access to Care – Community Addiction and Mental Health Services

Community Addiction and Mental Health Services has seen some significant improvement in average wait times for services over the past few years. Services that previously required up to one year or more of wait time in 2020-2021 are now available within weeks. This progress is largely attributed to several initiatives implemented in recent years including the launch of the brief Solution Focused Treatment Program, refined triaging methods, increased availability of group-based counselling and therapy programs (Unified Protocol, Anxiety and Depression, Mindfulness, Wellness Group, Women in Recovery, etc.), introduction of “booster sessions”, enhanced discharge planning, and access to intensive treatment for clients with chronic and persistent mental health needs.

CAMHS Program	Current average wait time (days) to service initiation
Addiction Services and Adult Mental Health	18
Outpatient Mental Health (Schedule 1)	45
Assertive Community Treatment Team (ACTT)	21
Geriatric Mental Health	5
St. Denis Centre (Long-Term Supportive Residential Treatment Service)	60-90
Withdrawal Management, Mobile Crisis and Safe Bed	Immediate/less than 12 hours
Child and Youth Mental Health (triaged acute)	Less than 14
Child and Youth Mental Health Brief Therapy	Up to 14
Child and Youth Mental Health Counselling/Therapy	90

Corporate Operating Plan Progress Report

The Board of Directors reviewed the Annual Operating Plan Progress Report for 2025-2026. It was reported that priorities are on track to be completed by the end of the fiscal year with the exception of the following:

- Evaluate non-urgent (low acuity) access to emergency department services and consider innovative models of non-urgent care delivery – Although there have been some setbacks, the team is working very hard and is not giving up on this goal.
- Advancing the planning and design for the St. Denis community capital project and the hospital capacity project – The hospital capacity project is advancing nicely, and the Hospital is waiting for Ministry approvals to proceed to tender. Advancement on the St. Denis community capital project however is dependent on Ministry approval.
- Engage with partners on developing a sustainable model of primary care for our region and explore the potential integration of the hospital's electronic health record (EHR) – Although work is occurring behind the scenes, movement on the integration of the hospital's electronic health record with primary care prior to end of this fiscal year is not anticipated.

Recognition

The Board recognized all **nominees** of the Staff Awards. The ceremony will be taking place on November 20th. Approximately sixty nominations have been submitted by staff for the various award categories, which include:

- iCare Award
- Continuous Improvement and Innovation Award
- Excellence in Leadership Award
- Kindness in Healthcare Award
- Outstanding Career Award
- Remarkable Newcomer Award

Equity, Diversity and Inclusion (EDI)

The Board of Directors received the annual report regarding activities related to equity, diversity and inclusion (EDI) in 2025.

Members were reminded that drivers related to EDI include:

- The Hospital's Strategic Plan: Building a Culture of equity, diversity and inclusion, and embracing reconciliation.
- The Quality Improvement Plan
- Service Accountability Agreements
- Ontario Health Equity, Inclusion, Diversity and Anti-Racism Framework
- Accreditation – Health Equity
- Great River Ontario Health Team – Inclusion, Diversity, Equity, Accessibility and Anti-Oppression (IDEA) Table.

The Hospital has an Equity, Diversity and Inclusion Committee composed of 17 active members.

Several training and awareness activities have taken place in the past year, including:

- A learning module delivered to all staff and at orientation
 - Multicultural calendar
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- Highlights of various observances, events and activities communicated on the Intranet, in The Pulse staff newsletter, and on social media
- Cultural awareness/faith friendly activities.

Activities completed or ongoing related to Health Equity include:

- Revisions to the Workplace Dignity and Respect and to the Fit for Duty (Alcohol and Drugs in the Workplace) policies
 - Naloxone distribution in the Emergency Department and Community Addiction and Mental Health Services
 - Fair Flow – provision of menstrual product dispensers throughout CCH
 - Gender neutral washroom signage
 - Awareness campaigns (ongoing)
 - Learning module delivered to staff and at orientation (ongoing)
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