



The Board of Directors held a meeting on January 21, 2021.

2020-2021 Operating Results

The Board of Directors reviewed the Financial Statements for the period ending November 30, 2020. The operating deficit remains at \$1 million year-to-date. It is projected that, with the assistance of Ministry funding, the year will end with a slight surplus which will be applied towards the working capital debt.

Patient and Caregiver Engagement (PACE) Project

The Board of Directors received a presentation on the new Patient and Caregiver Engagement (PACE) Project. This Project, initiated in partnership with the College of Physicians and Surgeons of Ontario and led by the members of the medical staff, is a quality initiative aligned with the Hospital's information technology strategy. Using the implementation of the Patient Portal, the project's goal is to enhance physician documentation to make it more useful for patients. It is anticipated that this in turn will improve the patient experience and by extension, care.

COVID-19 Pandemic Response

Everyone is aware of the increased prevalence of COVID-19 in our community and in the hospital. There has been a marked increase in positive cases requiring hospitalization, including patients requiring intensive care, over the last number of weeks.

The increase in cases has resulted in the need to postpone many elective inpatient surgeries in order to assist with bed capacity. The hospital's initial surge beds are currently occupied and our team is working to operationalize other contingency plans to meet demands.

The Hospital is currently operating 188 beds and is running between 90-100% occupancy on any given day. When compared to the number of pre-COVID funded and staffed beds, this represents approximately 156% occupancy. Operating at 188 beds is a significant increase, and there are plans to increase this further to a total of 204 beds. Administration has identified capacity to increase the number of beds to as high as 230 beds if there is a need by taking over space currently used for other services, for example clinic areas, day surgery, etc. If these spaces are required to care for COVID patients, then those other non-COVID services will be decreased or not provided. As a result, Administration is taking these decisions very seriously and is adopting a phased approach.

Direction has been received from Ontario Health to "do more to work as a single, seamless hospital system... including accepting patients from other hospitals in and outside our region, sharing resource, and prioritizing – so we can continue to provide safe, effective care to both COVID-19 and non COVID-19 patients across the province." The resource at greatest risk is Critical Care and capacity is being monitored and leveled provincially to optimize care for all patients.

Operating Plan 2021-2022

The Board of Directors has approved the following annual Operating Plan goals for 2021-2022 subject to additional feedback to be received through the consultation process.

Partnering for Patient Safety and Quality Outcomes

- Provide leadership and supports for development and introduction of the Cornwall and Area Ontario Health Team.
- Expand our work on innovative and sustainable models of care for the delivery of clinical services.
- Operationalize the District Stroke Centre.

Patient Inspired Care

- Expand and further develop the Patient Experience culture.
- Spread and sustain the Caregiver initiatives across the organization.
- Optimize and further develop the patient portal.

Our Team Our Strength

- Complete a comprehensive review of staffing models and systems to:
 - ensure alignment of resources with patient needs;
 - ensure a positive work/life balance.
- Operationalize an employee/physician digital platform to enhance resource allocation, engagement and communication.
- Ensure strategies are in place to support and advance equity and diversity within the hospital.
- Continue to enhance the hospital's workplace violence prevention and security programs.

Operational Excellence Through Innovation

- Continue to advance our capacity in Business Intelligence Analytics.
- Explore innovative tools to optimize workflows and the delivery of care.
- Explore opportunities to transition to an integrated internal communications platform.

Recognition

The Board recognized the following teams and individuals:

Ms. Danielle Amyot and **Ms. Kelley Labonte** from Environmental Services who have volunteered to be redeployed to a local long-term care home to provide much needed assistance, and their manager, **Ms. Cindy Ley**, who ensured that the redeployed staff received orientation to the new environment, had access to the appropriate personal protective equipment and continue to feel supported;

The **Infection Prevention and Control** and **Occupational Health and Safety teams** for working tirelessly during the pandemic to ensure the safety of staff and patients;

The personnel of Addiction and Mental Health Services who are providing assistance or who have volunteered to provide assistance to Riverview Manor;

Ms. Émilie Lalonde and **Ms. Nathelye Gamelin** from Pharmacy who have been providing assistance to the Eastern Ontario Health Unit at their COVID-19 vaccination clinics;

The **Clinical Informatics Team** for the key role they have played in the development of an efficient COVID-19 vaccination clinic for staff at the hospital;

The **Nursing Management Group** who has worked incredibly hard at opening up and staffing additional beds to address increasing needs during this pandemic.

Terms of Reference

The Board approved amendments to the following terms of reference:

- Medical Equipment Priorities Committee
- Pharmacy and Therapeutics Committee.