



The Board of Directors held a meeting on April 21, 2022.

2021~2022 Operating Results

The Financial Statements for the period ending February 28, 2022 were reviewed by the Board of Directors. The statements are showing a year-to-date net deficit of \$1.5 million, which is driven by revenue shortfall due to the inability to complete quality-based procedures and to other items also constrained by the pandemic such as room differential, out-of-province revenue, cafeteria revenue. The current ratio is 94%, which is very good; it means the Hospital has ample liquidity to pay short-term debt obligations.

In February, the Hospital has experienced volumes 13% above budgeted levels, even though some areas of the hospital were closed or constrained by the pandemic. Capital spending of just under \$2 million is expected to be on budget by end of year.

At the end of February, year-end projection was a deficit of \$1.6 million; however, notification has since been received that the Ministry has allowed the Hospital to keep unused quality-based procedures revenue, which means the Hospital is ending the 2021-2022 year in a balanced position.

Land Acknowledgement

The Board of Directors adopted the following Land Acknowledgement, which was developed in partnership with a Senior Researcher from the Aboriginal Rights and Research Office in Akwesasne. This Land Acknowledgement will open each Board meeting.

“The land in which we are gathered here today has been held by the Indigenous People since time immemorial. Today we will acknowledge those peoples.

As Canadians from all walks of life, we are forever grateful to those who had been on these lands before us and through their stewardship and connection to the land, have made it what it is now. We want to acknowledge that the land we are on is the unceded and sovereign territory of the Akwesasne Mohawk and their ancestors. We also acknowledge the Algonquin, Haudenosaunee (Ho-den-o-show-nee) (Iroquois), Huron-Wendat (huron-wen-dat), and Abenaki who are neighbors and partners to the Akwesasne Mohawk.

We also acknowledge the contributions of other Indigenous groups as well as the Métis and Inuit for their work in shaping and building this country into what it is now.

While we recognize the past injustices and right the wrongs, we will walk together on the path of healing and reconciliation.”

COVID-19 Pandemic Response

Our community is experiencing another increase in prevalence of COVID-19. This increase has translated into some spikes in COVID activity at the hospital over the past couple of weeks.

Elective surgical and other outpatient activity have resumed. The Hospital is operating at full strength and volumes in March were beyond our predictions.

With the surge in COVID-19 positive cases, the Hospital has followed other regional hospitals and maintained visitor restrictions at the moderate level, permitting two designated visitors.

The Hospital's greatest challenge during this wave is the impact on our human resources.

Corporate Operating Plan

The Board of Directors approved the Corporate Operating Plan for 2022-2023:

Recovery

- Implement strategies aimed at addressing the increase in patient wait times (Diagnostic Imaging and Surgery) caused by the pandemic.
- Provide supports from the Project Management/Transformation Office to the Hospitalist Program with an aim to bring patient length of stay towards provincial norms.
- Explore the expansion of the Cerner Electronic Health Record solution to Community Addiction and Mental Health services.
- Expand on electronic health record capabilities and introduce system enhancements with a focus on Women and Children's Health and improving access to services and strengthening cyber security.
- Initiate adoption of the Health Quality Ontario Standards for Mental Health.
- Engage with the Ministry of Health on advancing the St. Denis Centre community capital project and the hospital pre-capital submission

People

- Develop and implement the Essential Care Partner program.
- Implement a staff scheduling solution with a focus on the employee experience.
- Work with our people to roll-out a Professional Practice Model and its components.
- Initiate a comprehensive Equity, Diversity and Inclusion strategy and vision.
- Introduce an Indigenous Patient Experience Navigator position.
- Explore opportunities to manage food waste as we transition to a modified food delivery system.

Integration

- Continue to advance our work on innovative models of care for the delivery of Mental Health services.
- Optimize our discharge services to facilitate patient transitions.
- Work with our partners to further the advancement of the Cornwall & Area Ontario Health Team.
- Explore innovative methods to enable health information exchange to facilitate system integration.

Chief of Staff

The Board of Directors appointed Dr. Anastasios Boubalos as the next Chief of Staff. Dr. Boubalos will assume his new functions immediately following the Corporation's Annual Meeting of June 14, 2022.

He will be succeeding our current Chief of Staff, Dr. Lorne Scharf, who has been serving in this role since 2013 and who will be completing the maximum number of terms allowable in this position as per the Professional Staff Bylaw.

Recognition

The Board recognized the following teams and individuals:

Members of the Hospitalist Division for their efforts, dedication to patients and commitment to the Hospital during these challenging times.

The **individuals** who maintain the hospital's web site and the Board Portal up-to-date.

Policies

The Board approved revisions to the following policies:

- CR 15-008 – Conflict of Interest
- CR 15-110 – Chief Executive Officer Succession
- CR 15-257 – Guidelines for Selection of Directors

Terms of Reference

The Board approved terms of reference for a new committee:

- Code Blue/Pink Committee

as well as revisions to the following terms of reference:

- Executive Committee
 - Finance and Audit Committee
 - French Language Services Committee
 - Governance Committee
 - Quality and Performance Monitoring Committee
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