

The Board of Directors held a meeting on January 26, 2023.

2022~2023 Operating Results

The Financial Statements for the period ending November 30, 2022 were reviewed by the Board of Directors. The Hospital is in a good financial shape. The Balance Sheet has very good liquidity and the working capital will be on target by year end. There is a negative net asset on the Balance Sheet and this is as a result of the entry related to the Asset Retirement Obligation (ARO), which is for future asbestos removal costs. The ARO is a new public sector standard that requires public sector organizations to account on a liability associated with decommissioning an asset. It allowed for a one-time adjustment to a net asset instead of prior years.

The Income Statement is in a break-even position. The revenues are over budget by \$1 million due to an increase in volume even though some of the revenue components are below budget. The expenses are higher at about \$1 million, essentially due to volume as well as to overtime and supply costs. The Ministry of Health has provided \$590,000 to offset prevention and containment costs related to the pandemic between July 1 and the end of the year. The pandemic expenses have been reimbursed with the exception of costs related to the resuscitator position. Administration reported there have been further conversations with Ontario Health on this matter.

The alternate level of care rate was at the lowest point in November when compared to the rest of the year.

CCH@Home Program

Cornwall Community Hospital is partnering with Bayshore HealthCare Integrated Care Solutions to extend services beyond the hospital walls with the CCH@Home Program. The program will help frail older adults from our area transition safely out of hospital by providing up to 16 weeks of care in their homes delivered by an Integrated Bayshore HealthCare team. Hospital staff will meet with eligible patients and families to discuss enrollment in the program, what to expect, and work with them in consultation with Bayshore staff to create a care plan identifying the specific services the individual may need at home, allowing for a seamless hospital discharge and home care experience. The Program's goal is to help speed people's recovery and relieve hospital capacity challenges, specifically by supporting seniors at risk of becoming alternate level of care (ALC) patients.

Hospitalist Program Team Model Project

The Board of Directors received a presentation regarding the introduction of the Team Model for the Hospitalist Program. The goals of this project are to:

- Reduce length-of-stay and facilitate timely discharges;
- Provide timely attention to new “probable” admissions in the emergency department and potentially reduce avoidable admissions;
- Reduce the number of avoidable inpatient days, reducing the need for surge beds and associated health human resources;
- Improve physician and staff experience by improving workload efficiencies;
- Improve the hospitalists' workload and establish an attractive environment to recruit and retain;
- Improve the quality of care;

- Improve patient experience.

This new model is a patient-centred team-based model of care where patients are assigned to a geography-based, pre-set team for the duration of their care. This promotes clinical excellence by standardization of workflow and adoption of a modified geographic team-based approach that improves collaboration.

Preliminary data has been encouraging.

Corporate Operating Plan

The Board of Directors approved the Corporate Operating Plan for 2023-2024:

Recovery

- Evaluate innovative models of care in the emergency department aimed at improving access to service.
- Operationalize e-referrals for outpatient services and optimize central intake for endoscopy and MRI services.
- Continue work on the Hospitalist Team model with an aim to achieve desired operational and quality outcomes.
- Provide supports from the Project Management/Transformation Office to enhance our Human Resources systems and processes.
- Implement the expansion of the Cerner electronic health record (EHR) solution to outpatient chronic disease management.
- Introduction of Cerner electronic health record (EHR) to the Community Addiction and Mental Health Program.
- Explore self-registration solutions for outpatient services.
- Finalize preparations for the 2023 Accreditation Canada survey, ensuring compliance with all Required Organizational Practices (ROPs) and action plans for identified areas for improvement.
- Continue advocacy and planning for the St. Denis community capital project as well as hospital capacity projects.

People

- Launch refreshed Patient and Essential Care Partner feedback surveys.
- Finalize a staff scheduling solution, integrated with a Human Resource Information System (HRIS), focusing on the employee experience.
- Develop and action workplans in response to the 2022-2023 Work Life Pulse survey.
- Strengthen the professional practice model with emphasis on
 - Building a culture of shared leadership; and
 - Reinforcing nurse sensitive indicators throughout clinical programs.
- Create efficiencies and improve patient safety during the obstetrical episode of care by standardizing and optimizing workflows including hybrid documentation.
- Finalize EDI Strategy and Vision and develop an operational workplan.
- Evaluate options to replace plastic non-biodegradable products.
- Further explore energy efficiency strategies and work with partners to create an energy profile for our building.

Integration

- Complete a Health Human Resources analysis aimed at strengthening our resource stewardship; ensuring sustainable core operations.
 - Optimize our discharge services to facilitate standardized patient transitions.
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- Continue our work with partners to further the advancement of the Great River OHT, with a focus on Ontario's *Path Forward*.
- Implement and operationalize health information exchange by integrating local partners into the Cerner system.

Recognition

The Board recognized the following teams and individuals:

Hospitalist Team Model Project Team for their dedication in improving the hospitalist program.

Dr. Céline Lemire for her leadership role in the development and implementation of the innovative Hospitalist Team Model Project.

Kathy Bisson for providing assistance to The Auxiliary in relation to furniture and other matters.

The **“Dancing with the CCH Stars” Organizing Committee** for their work in preparing and promoting this exciting new event.

Policies

The Board approved a policy on Automatic External Defibrillator (AED) Use.

Terms of Reference

The Board approved revisions to the following terms of reference:

- Ad Hoc Physician Advisory Committee
 - Operating Room Committee
 - Department of General and Family Practice
 - Department of Mental Health
 - Department of Surgery
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