



The Board of Directors held a meeting on November 5, 2020.

2020-2021 Operating Results

The Board of Directors reviewed the Financial Statements for the period ending August 31, 2020. Year-to-date net deficit (excluding COVID expenses) continues to be \$1 million. Revenue is much lower than budgeted, particularly in relation to the cafeteria, parking and out-of-province patients. The Hospital has been reimbursed by the Province \$3 million of the \$4.4 million expenses submitted. It is anticipated that reimbursement will be received on the balance as well. From a liquidity standpoint, the Hospital is in good shape. The Hospital has received some funding announcements, including

- \$680,000 to operate nine additional beds from November 1, 2020 to March 31, 2021 as well as \$200,000 for capital expenses related to these beds;
- \$500,000 for expenses related to overtime and extended hours to operate the Operating Room in order to address the backlog which resulted from the COVID-19 shutdown in the Spring;
- \$1.27 million as reimbursement for incremental expenses related to the pandemic incurred by the Hospital for the months of May, June and July 2020.

COVID-19 Preparedness and Recovery

The COVID-19 Incident Command Centre continues to meet weekly to address new directives and to monitor activity across the hospital. COVID-19's prevalence in the community has increased significantly, and all areas of the hospital are on high alert.

The Board of Directors received an update of the regional status with respect to computed tomography (CT), and magnetic resonance imaging (MRI) tests. The presentation included the percentage of CT and MRI tests performed within target in September 2020 in hospitals in the region, as well as the percentage of priority 4 CT tests waiting more than 12 weeks. Priority 4 tests are considered non-urgent, and the established wait time target for these tests is normally a period of 28 days. Comparatively, Cornwall Community Hospital is performing well at addressing the backlog. With respect to MRI, Cornwall Community Hospital is performing within target for priorities 1 to 3 tests; however, wait times for priority 4 tests has increased, and this is due to a vacancy in the department. Relative to other hospitals in the region, Cornwall Hospital is in a good position.

Administration is pleased with the Hospital's progress to date on meeting patient needs and addressing the backlog that resulted from the slow down in activity in clinics, the operating room and diagnostic imaging, and remains committed to assessing the immediate needs of the pandemic. Access to resources has been identified as one of the greatest risks. This includes personal protective equipment (PPE), human resources, bed capacity, infection control expertise, etc. While the Hospital is in a good position currently, the focus is on ensuring that it is prepared for a potential increase in COVID activity and pressure on its resources. To this end, the Hospital is actively recruiting in several areas, is remaining vigilant in PPE procurement, and is working through changes in workflows and patient flow processes. As well, the Hospital's infection control workforce has recently expanded.

Virtual Care Activity

In order to provide safe and uninterrupted access to health care during the pandemic, Cornwall Community Hospital has implemented multiple virtual care delivery models in the out-patient programs. These care delivery models have been used in all programs where virtual care is a suitable avenue for care delivery (Diabetes, Heart failure, Respiratory, Thrombosis, Stroke, etc.).

The Hospital has provided care virtually to its patients in more than 5000 encounters/visits in these programs. This accounts for more than 85% of the total visits in some programs, like Diabetes and Stroke.

Community Addiction and Mental Health Funding Enhancements

The Hospital has received notice of several funding enhancements within the Community Addiction and Mental Health programs. This includes one-time initiatives addressing COVID-related expenses, emergency accommodations and additional staff as well as base funding for the expansion of our Addictions Day Treatment program.

The Province has also announced targeted investments to critical frontline child and youth mental health services.

In addition, the Hospital has received confirmation that the ten Youth Wellness networks operating across the province will receive annualized funding. Although, confirmation regarding the specific allocation for our area has not been received, the total province-wide commitment is \$5.8 million.

The local Youth Wellness Hub was opened in the early spring of this year. These hubs are youth-friendly service locations offering walk-in access to primary care, mental health and addictions services for people between the ages of 12 and 25.

Recognition

The Board recognized the following individuals:

Ms. Jennifer Barkley, Director of Diagnostic Services, for her efforts and success in addressing the backlog and wait times in diagnostic imaging;

Ms. Sakie Kodama, for her years of service and contributions as a member of the Ethics Committee;

Mr. Todd Rozon, for his years of service as Board Chair of The Foundation;

Mr. Andrew Walton, Director of Perioperative Services, for his efforts and success in ramping up the Operating Room and surgical clinic activity.

Board Committees

The Board of Directors appointed the following members as board committee officers for 2020-2021:

- Mr. Dale McSween as Chair and Ms. Josée Payette as Vice-Chair of the Finance and Audit Committee;
 - Ms. Alice Wilson-Haramis as Chair and Ms. Yvonne Bakker as Vice-Chair of the French Language Services Committee;
 - Mr. Michael Pescod as Chair and Mr. William A. Knight as Vice-Chair of the Quality and Performance Monitoring Committee.
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