

The Board of Directors held a meeting on October 2, 2025.

Operating Results

The Financial Statements for the period ending August 31, 2025 were reviewed by the Board of Directors. The Hospital is in good financial shape. The Balance Sheet is showing a positive current ratio and has lots of liquidity. The Statement of Operations is showing a small surplus. The forecast is that the Hospital will achieve a balanced budget at year end.

Presentation

The Board of Directors recognized Lorna Grant in appreciation for her involvement as a hospital board member. Ms. Grant served in her capacity as representative of The Auxiliary from:

- February 16, 2004 to March 31, 2008
- June 9, 2008 to March 30, 2009
- March 30, 2015 to April 1, 2019; and
- October 8, 2020 to August 26, 2024.

Computed Tomography (CT) Scanner

The vendor for the new CT is planning to release for arrival November 17, 2025. The installation schedule is roughly 2 weeks plus training, with day 2 of training involving patients.

The Hospital will have a temporary CT operating during the month of October, while the current room is prepared for the arrival and install.

Health Human Resources

The Hospital continues to see progress on filling and retaining Registered Nurses (RNs), Registered Practical Nurses (RPNs) and Personal Support Workers (PSWs) at CCH.

Overall staffing level as of August 2025 across Inpatient, Emergency Department and Operating Room in CCH is reaching:

- 92% for RNs
- 97% for RPNs
- 105% for PSWs (as a result of casual employment)

Departmental staffing levels vary across different clinical areas. It ranges between 74% to 100%, with the Critical Care Unit being the area in most need of registered staff. Ideal staffing levels are determined by using the full-time equivalencies (FTEs) required to staff departments based on budgeted hours (includes vacation, sick time and holidays).

Diagnostic Services continues to experience staffing challenges; however, many of the vacancies are temporary rather than systemic. There are 15 vacancies for the various programs, 7 of which are temporary.

Pharmacy is also experiencing challenges for both professional pharmacists and pharmacy technicians. Steps are being taken to fill these critical roles through various channels, including recruiting from professional associations.

Corporate Scorecard Report

The Corporate Scorecard 2025-2026 results to the end of Quarter 1 were reviewed.

Board-Appointed Professional Staff By-law

The Board of Directors approved an amendment to the Board-Appointed Professional Staff By-law to incorporate language related to equity, diversity and inclusion.

Policies

The Board approved or revised the following policies:

- CR 15-010 – Delegation
- CR 15-011 – Election of Directors
- CR 15-257 – Guidelines for Director Selection
- FN 10-080 – Travel, Meal and Hospitality Expenses
- HR 05-015 – Awards Program
- HR 10-925 – Social Media
- HR 20-042 – Medical Certificates
- HR 20-460 – Measles Surveillance
- HR 30-117 – Content of Application for Appointment of Board-Appointed Professional Staff
- IM 10-680 - Response to Allegations of Sexual Assault to Patients
- PE 05-030 – Incoming Inspection of New Equipment
- PE 05-090 – Vendor Visitation

Recognition

The Board recognized the following teams and individuals:

Diane Boulерice, Health Information Systems Application Specialist, **Tammy Gallagher**, Director of Professional Practice, and **Nicole Johnston**, Manager of Clinical Informatics, for preparing staff to use paper-based processes during the transition of the electronic health record infrastructure to the cloud.

Joy Cella, Coordinator of Medical Affairs, for her efforts related to medical recruitment.

Cindy Ley, Manager of Environmental Services, for lending her artistic talents to various events held by the hospital.

Shelley McLeod, Wait Times Coordinator, for her efforts to ensure quality surgical wait times data.

Dr. J. Ross, Chief of Anaesthesia, and **Dr. Garry Weinberg**, Chief of Surgery, for their leadership while the Hospital is working through the anaesthesia manpower shortage.

Flamingo Tang, Nuclear Medicine Technologist, for her dedication to patients and commitment to Cornwall Community Hospital.

Medical Resources Plan

The Board of Directors approved the Medical Resources Plan for 2025-2026.