



Cornwall Community Hospital
Hôpital communautaire de Cornwall

Annual Report 2023-2024



Celebrating
Célébrons **20 YEARS
ANS**

of Integrated Care, One Shared Vision:
Exceptional Care. Always.

de soins intégrés fondés sur une vision commune :
Des soins exceptionnels. Toujours.



a message from our
Chair *and* President & Chief Executive Officer

On behalf of Cornwall Community Hospital (CCH), we are pleased to present our 2023-2024 Annual Report. This year marks a significant milestone for CCH, as we celebrate our 20th anniversary. It was in 2004 that Cornwall's two former acute care hospitals amalgamated to become Cornwall Community Hospital.

Since then, inspired by our vision of providing Exceptional Care. Always., CCH has been dedicated to making substantial investments and progress to meet the needs of our communities, while ensuring the highest quality care.

Despite encountering challenges this past year, our teams demonstrated exceptional resilience and teamwork, supporting one another and our patients. Guided by our Strategic Plan, we remain focused on recovery, continuous improvement and innovation.

We are immensely proud of our staff's unwavering dedication and compassion in maintaining our shared goals, achieving new milestones, and ensuring uninterrupted healthcare services for our patients and clients.

Looking ahead, we will continue to work with our community partners in leading innovative healthcare transformation in Cornwall, Akwesasne, and the United Counties of Stormont, Dundas and Glengarry.

Sincerely,



Josée Payette
*Chair,
Board of Directors*



Jeanette Despatie
*President &
Chief Executive Officer*

OUR 2022-2027 STRATEGIC PLAN

LEADING INNOVATIVE TRANSFORMATION



OUR VISION:

Exceptional Care. Always.

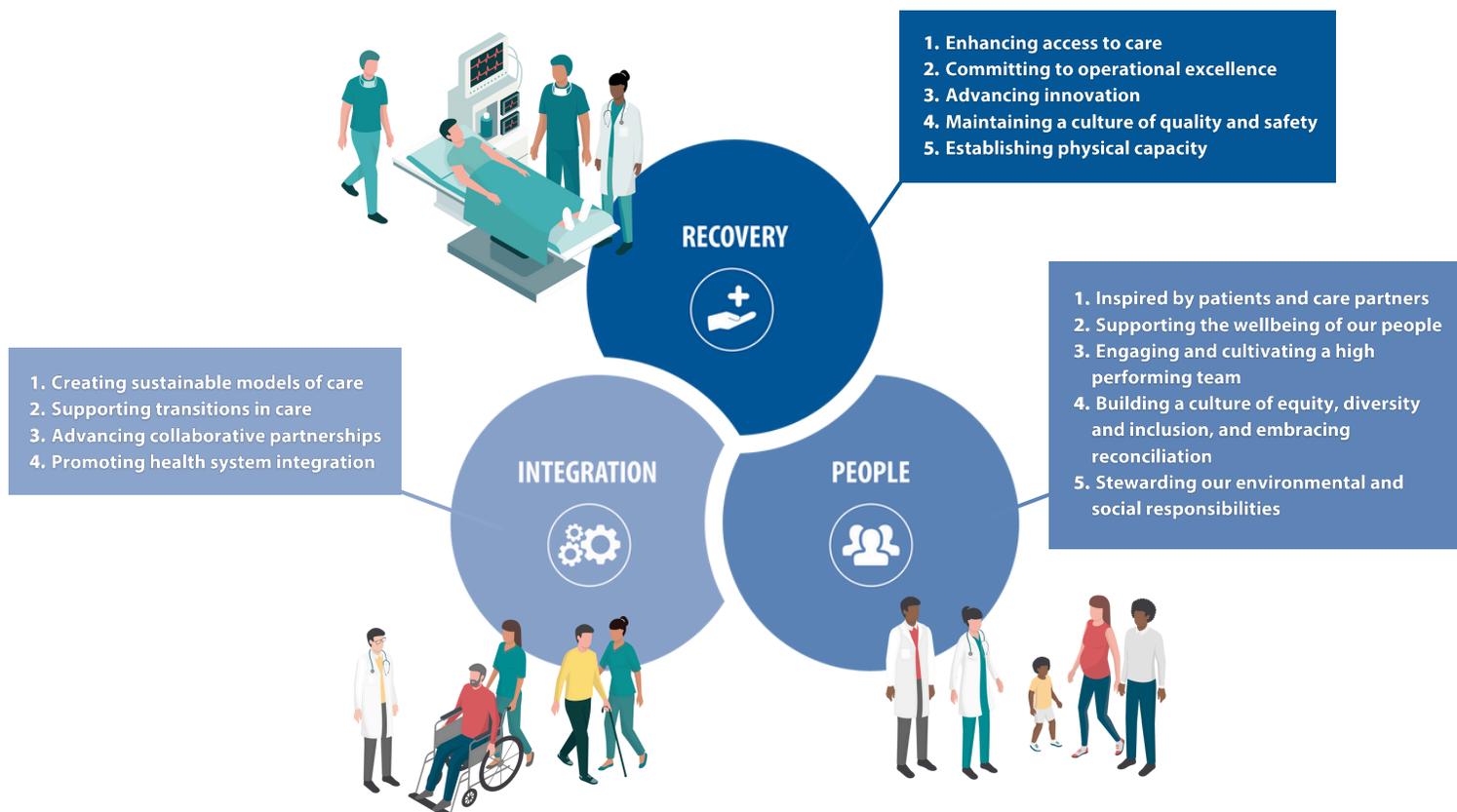
OUR MISSION:

Our Team collaborates to provide exceptional people-centered care.

OUR ICARE VALUES:

- I** **Integrity:** We will act with honesty and demonstrate strong moral principles.
- C** **Compassion:** We will care for all people with empathy and kindness.
- A** **Accountability:** We will take responsibility for our words, our actions and our results.
- R** **Respect:** We will treat everyone with dignity and recognize the individuality and inherent value of all people.
- E** **Engagement:** We will create a trusting environment that encourages teamwork.

OUR STRATEGIC DIRECTIONS:



2023-2024 BOARD OF DIRECTORS

- Chair: Josée Payette
- First Vice-Chair: Alice Wilson-Haramis
- Second Vice-Chair: Deborah Tropea
- Secretary: Jeanette Despatie

ELECTED DIRECTORS:

- Isabel Blanchard
- Debora M. Daigle
- Taj Dhinsa
- Josh Eamon
- Suzanne Farag
- Kristen MacDonell
- Dale McSween
- Shawna Spowart
- Lori Tarbell

APPOINTED DIRECTORS:

- Chief of Staff: Dr. Anastasios Boubalos
- President of Medical Staff: Dr. Neil Davis
- Vice-President of Medical Staff: Dr. Olugbenga Dehinbo
- Auxiliary President: Lorna Grant
- Chief Nursing Executive: Kelly Shaw



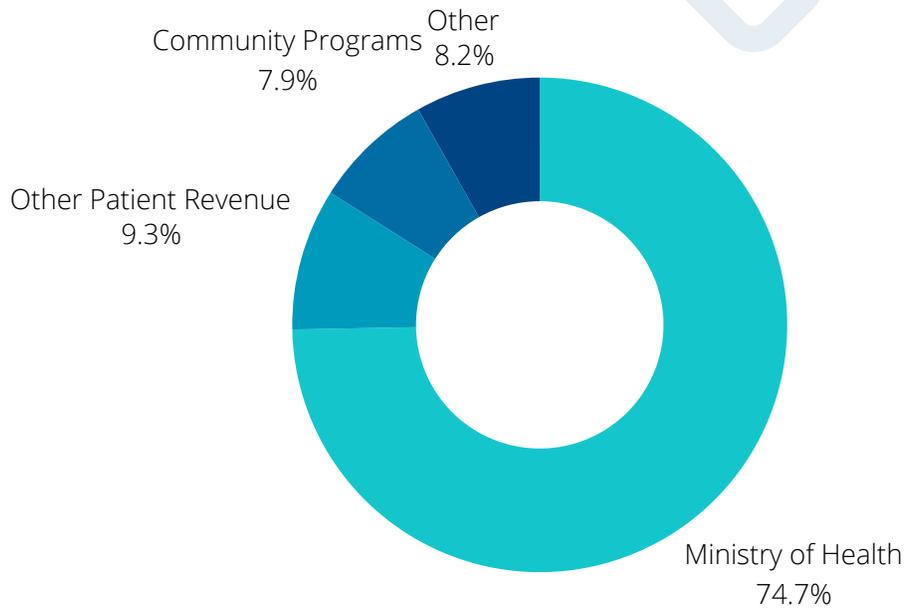
OPERATING STATEMENT

Fiscal Year: April 1, 2023 - March 31, 2024

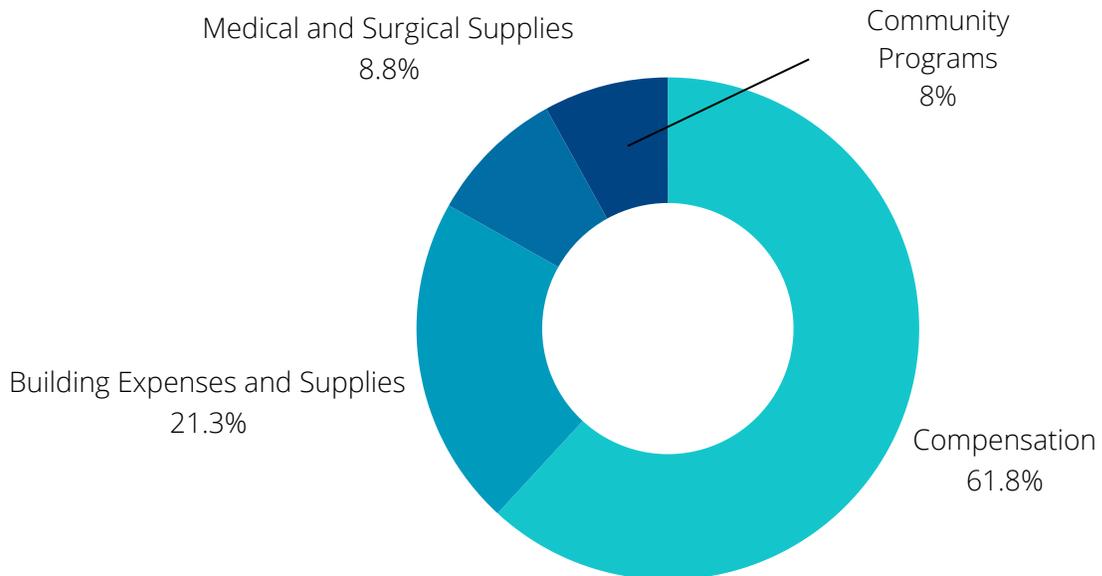
- REVENUE: \$183,220,231
- EXPENSES: \$182,633,311



REVENUE



EXPENSES



EXCEPTIONAL CARE, BY THE NUMBERS



48,148
Emergency
Visits



96,327
Diagnostic
Imaging Tests



57,695
Day Clinic
Visits



7,550
Inpatients
55,488
Total inpatient days



7,836
Surgeries
6,000 Outpatient
1,836 Inpatient



60,000
Approximate
Community
Addiction & Mental
Health Visits



1,740
Chemotherapy
Treatments



8,114
Dialysis
Treatments

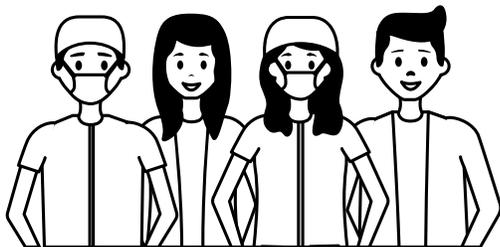


1,520
Sexual Assault &
Abuse Visits



588
Births

OUR TEAM, BY THE NUMBERS



1,339
Employees &
190 Credentialed
Physicians



151
New Hires
14 Retirements



23
New
Physicians



200
Nursing &
Paramedic
Students



187
Volunteers
103 Auxiliary
Members



Celebrating 20 Years of Integrated Care, Guided By One Shared Vision

Cornwall Community Hospital (CCH) is celebrating a significant milestone in 2024 as it marks its 20th anniversary. While the hospital's historical roots extend beyond Confederation, it was two decades ago that a decision by the provincial government paved the way for the amalgamation of the city's two smaller acute care hospitals – Hotel Dieu and Cornwall General – into the Cornwall Community Hospital, McConnell Site or Second Street Site, operating under one board and administration.

Aligned with a provincial directive, CCH embraced a vision of merging to create larger healthcare organizations. The primary objective was to enhance the hospital's capacity to meet the healthcare needs of the patient population by sharing resources and services.



The ensuing two decades have been a journey of integration, growth and innovation for CCH, starting with the consolidation of services on the McConnell Site. By 2006, the hospital successfully consolidated its Emergency services at McConnell, followed by the completion of the "Early Works Project" in 2008, which involved renovations to consolidate the Critical Care Unit and Birthing suites. However, the overarching objective was the establishment of a new and renovated facility. Envisioning the future, the goal was to unite all services within a state-of-the-art hospital campus on McConnell Avenue. This ambitious plan aimed to create a centralized and streamlined care experience, providing many advantages for both patients and visitors.

The province endorsed this vision, approving the Capital Redevelopment Project, which included the construction of a new 95,000 square-foot West Wing addition to the McConnell Site. In 2009, CCH officially broke ground, initiating the construction of a modern, consolidated acute care hospital. Over the next several years, the McConnell Site transformed into a bustling construction zone, contributing significantly to the local trade and hospitality industry, and generating more than 100,000 hours of construction manpower.

The \$126 million project was mostly funded by the province with substantial contributions from our municipalities and the community through the Cornwall Community Hospital Foundation, demonstrating the community's profound commitment to the enhancement of their new hospital.

The project reached completion as planned in 2014. The ultramodern West Wing introduced 37' glass walls for more natural light, new state-of-the-art diagnostic imaging equipment and MRI, new operating suites, a new emergency department, additional services and cutting-edge technologies.

The community responded with excitement during this period. Open houses drew eager community members. The official ribbon-cutting ceremony on April 25, 2015, was attended by over 200 dignitaries. The new West Wing became the focal point of conversations throughout the city.

Since then, CCH has continued its trajectory of consolidated innovation to grow and meet needs. In 2016, the hospital implemented a state-of-the-art electronic health record system, establishing CCH as one of Canada's fully digitally integrated community hospitals. This digital system unified health records and hospital staff in real-time, providing immediate access to patient information across departments. The recent integration of our electronic health record system with regional long-term care and acute care facilities exemplifies the system's continued significant contributions to patient outcomes as well as our growth, sustainability, and digital transformation.

The amalgamation of Addiction Services of Eastern Ontario with CCH in 2013 paved the way for the opening of the Community Addiction and Mental Health Centre in 2017. Strategically positioned next to the hospital, this centre seamlessly amalgamated adult and youth mental health and addiction services previously dispersed across different sites in Cornwall.

Other notable initiatives to advance locally integrated healthcare have included the introduction of Cornwall's first Chemotherapy Clinic at CCH in 2016, opening the on-site Family Caregiver Centre in 2019, designation as a District Stroke Centre for the East Champlain Region in 2021, and opening a new Acute Stroke Unit in 2022. Additionally, our recent acquisition of the unused parcel of land at 825 McConnell Avenue reinforces the hospital's vision and commitment to maintaining a consolidated hospital campus on its side of McConnell Avenue for the foreseeable future, benefitting our patients, clients and the community.

The unforeseen challenges posed by the COVID-19 pandemic tested the resilience of CCH. Nevertheless, the investments made over the years in consolidating services and introducing innovative measures since 2004 positioned the hospital to respond effectively and navigate a strong recovery on behalf of our community.

Looking ahead, the future looks bright for CCH. As we stand proud of our advancements in patient care over the past two decades, we are positioned to meet the future needs of the community, guided by our shared vision of providing Exceptional Care. Always. and the strong support of our people and communities. We look forward to continuing to provide care for you in the coming decades and beyond.





2023-2024 at CCH

Celebrating achievements driven by teamwork, resilience, innovation, dedication, and progress, building on our rich history of **Exceptional Care. Always.**





Emergency Social Workers Addressing Community Needs



Historically, Emergency Departments were designed for acute, life-threatening cases, but a shortage of family physicians, strained community resources, and rising patient complexities have led more individuals to seek care in the Emergency Department. Recognizing the need for broader support, CCH hired two Emergency Social Workers last fall to provide immediate on-site counseling, to connect patients to community resources, and advocate for vulnerable individuals, easing the healthcare team's burden and allowing medical staff to focus on emergency medical cases.

New Stroke Treatment Improving Outcomes

CCH introduced a groundbreaking clot-busting medication, Tenecteplase (TNK), for treating acute ischemic stroke patients, marking a significant advancement in local stroke care. Traditionally, stroke treatment involved Tissue Plasminogen Activator (tPA), administered within 4.5 hours of symptom onset to restore blood flow. TNK, a genetically engineered variant of tPA recently approved for use in stroke patients, offers enhanced fibrin specificity and clot-dissolving capabilities with reduced bleeding risks. Administered via a single injection in minutes, TNK surpasses tPA in efficiency and safety, improving patient outcomes. As a District Stroke Centre in the East Champlain Region, CCH plays a pivotal role as the primary hub for acute and emergency stroke care for local patients.

Enhancing Breast Cancer Screening with 3D Imaging

CCH welcomed the arrival of a new cutting-edge mammography machine, funded by a successful campaign from the Cornwall Community Hospital Foundation. Equipped with advanced 3D breast imaging technology, the new machine enhances breast cancer screening for local patients by significantly improving accuracy and effectiveness. CCH is part of the Ontario Breast Screening Program and the hospital's mammography services are accredited by the Canadian Association of Radiologists. More than 13,000 mammograms are performed every year at CCH on patients from Cornwall, the SDG Counties and Akwesasne.



Investing to Maintain a Consolidated Hospital Campus

Since the pandemic, capacity pressures have increased in hospitals across the province, leading to busier emergency departments, higher patient occupancy, and challenges in discharging Alternate Level of Care patients. To ensure sustainable healthcare services into the future, CCH acquired the property at 825 McConnell Avenue, the site of the former Gladstone Public School, located across the street from CCH. This strategic property acquisition will allow for future expansion and innovation, ensuring a consolidated hospital campus on McConnell Avenue as the hospital grows to meet evolving needs.



Indigenous Patient Navigator Enhancing Equity, Diversity and Inclusion

As part of CCH's strategic priority to advance Equity, Diversity, Inclusion, and Embrace Reconciliation, the hospital welcomed April White as our Indigenous Patient Navigator. April, a Registered Nurse with over 37 years of experience with the Mohawk Council of Akwesasne, brings extensive knowledge of healthcare and the local Indigenous community. Her role involves serving as a cultural liaison, advocating for Indigenous patients, educating both patients and staff on Indigenous health practices, and assisting patients in accessing community resources. April provides compassionate support, ensuring culturally respectful care. Her presence is a significant step towards building trust and understanding between healthcare providers and Indigenous patients.



Essential Caregiver Program Enhancing Patient-Centered Care and Family Engagement

CCH launched a new Essential Caregiver Program last year, a compassionate initiative to redefine patient-centred care and family engagement. Caregivers, often family members or friends, provide crucial support, improving patient outcomes and reducing hospital readmissions. Recognizing the vital role caregivers play, the new Essential Caregiver Program aims to involve them as care partners to enhancing patient experience and recovery. The program includes identifying and training caregivers, integrating them into the care team, and supporting them with resources and access to the Family Caregiver Centre.

Digital Interpretation Service Enhancing Patient-Provider Communication



Effective communication between patients and healthcare providers is essential for high-quality, patient-centred care. To meet the healthcare needs of Cornwall's growing and diverse population, CCH launched Voyce, a digital interpretation service. Available 24/7 via a mobile app on hospital tablets, Voyce provides our staff and patients with immediate, real-time access to live interpreters in over 240 languages, including American Sign Language. Voyce is compliant with Canadian privacy laws and interpreters are trained in medical interpretation. Used in departments such as Emergency and Women and Children's Health, the service has received positive feedback for aiding communication between diverse patients and staff.



Integrating Acute Care and Community Health Records via Oracle Health EHR for Enhanced Care Coordination

CCH achieved a significant milestone in digital integration by merging acute care and community service health records via the Oracle Health electronic health record (EHR) system for Community Addiction and Mental Health Services (CAMHS). As of February 2024, all CAMHS programs are fully operational within this system, enhancing coordinated care and ensuring optimal security for patient information. Previously, CAMHS operated on a different system, posing challenges for clients accessing acute care services. Now, with integration extended to all CAMHS sites, comprehensive health records are accessible in real time, promoting patient-centred collaboration among staff and physicians. This digital consolidation reinforces CCH's commitment to innovation, sustainable care, and seamless transitions between healthcare settings, ensuring continuity and reducing treatment gaps.



Implementing Ontario eHub for Seamless Transfer of Patient Health Records with Regional Care Facilities



CCH began facilitating the secure two-way transfer of patient electronic health records with regional Long-Term Care (LTC) and acute care facilities through the Ontario eHub health information exchange system. This first-of-its-kind regional connection ensures important patient information is available within 30 minutes of discharge, enhancing communication and facilitating safer, more efficient transitions in care, overcoming challenges posed by different EHR systems and ensuring critical patient information is promptly available. Eight local LTC facilities and 13 acute care hospitals are now connected with CCH through the Ontario eHub network.

A Year of Giving, a World of Thanks:

Your donations in 2023-2024 helped enable exceptional care

Looking back on another successful fundraising season, we are proud to share highlights from our 2023-2024 fiscal year with you. On behalf of Cornwall Community Hospital Foundation's Board and staff, we thank everyone who has supported our charity. Because you give, we can continue filling the gaps where government funding stops. Because you care, local healthcare is stronger at CCH.

In Memoriam:

We are humbled by the compassion of donors across our community, including those who left a gift to CCHF in their estates this year. Their commitment to supporting the present and future needs of local patients will live on through their philanthropy. Please join us in recognizing, and remembering, their kindness and community-mindedness. For 2023-2024, CCHF celebrates:

- The estate of Ronald Armstrong
- Final residuals from the estate of Eugene Cloutier
- The estate of Joyce Hough
- The estate of Enid Marion
- The estate of John Wheeler

Supporting CCH's Orthopedic Program:

Our first major project of the year was to help purchase a new orthopedic fracture table. From accidents and falls to sports injuries, age-related repetitive stress, or health conditions that weaken the bones, fractures can happen to anyone. More complex cases need surgery, and CCH's team of four orthopedic surgeons required updated technology to serve local patients.

Thanks to our Corus Caring Hearts Radiothon, the support of our Hospital Auxiliary, and donors like you, CCHF reached our goal of \$180,000 in fundraising to bring the new table to our OR.

A milestone for local patients:

Despite some extended purchasing delays caused by COVID-19, we experienced silver linings, too. November 2023 marked an important milestone for our Foundation as CCH installed the new 3D mammography machine purchased thanks to our donors. Because of you, CCHF afforded groundbreaking 3D technology that wasn't available pre-pandemic, and today our hospital's mammography unit offers best-in-class diagnostic imaging to monitor local patients' breast health.

CCH Stars danced their way to success!

Our smash-hit fundraiser, Dancing with the CCH Stars, returned for a second season in 2024, with nine teams of healthcare workers training with local dance schools for six months, and fundraising their way to the 2nd annual Clinical Cup Trophy. A sell-out after only 24 hours, Dancing with the CCH Stars captured hearts and minds across the community, raising \$147,000 by the time the curtains closed on March 2, 2024.

Thanks to post-show donations by the local farming community at the Dairy Cares 4 SDG fundraiser, CCHF ordered \$200,000 in medical projects related to our show by the end of our fiscal. Stay tuned, because the show must go on – Dancing with the CCH Stars will return on March 1, 2025!

Because you care, we delivered \$911,040.94 in lifesaving, life-changing equipment from April 1, 2023 to March 31, 2024. Thanks to your donations, the following items are serving local patients at CCH:

- Orthopedic fracture table
- Cardiac ultrasound stretcher
- Day surgery bariatric stretcher
- Patient room overbed tables
- Urology table
- Colposcope for Ambulatory Clinics
- PICC mobile ultrasound
- 2 bladder scan systems
- OR dental cart
- Emergency Department glidescope
- Inpatient Mental Health Unit patient beds & desks
- Inpatient Mental Health Unit activity room seating
- Inpatient Mental Health Unit therapeutic garden
- Critical Care Unit triple I.V. pump
- Infant ventilator
- Birthing bed
- Bladder scan system
- Bariatric floor lifts
- Physician headlamp for Ambulatory Clinics
- Diagnostic Imaging ultrasound system

Yours in gratitude,



Stephanie Gibson,
Board Chair, CCHF



Amy Gillespie,
Executive Director, CCHF



Learn more about CCHF and how you can support your community hospital by visiting cornwallhospitalfoundation.ca



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Hôpital communautaire de Cornwall

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