



Mission: Deliver an outstanding patient care experience driven by a passionate commitment to excellence

BOARD OF DIRECTORS

Thursday, April 01, 2021

VIA ZOOM: 1700 hours

Windsor, Ontario

(ZOOM link is included with the meeting invitation)

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (Paniccia)		1700	
2. <u>PRESENTATION – “EVOLVE”</u>		1702	
3. <u>PRESENTATION – “Same Day Home Joints Pilot Project (Petrakos)</u>		1717	
4. <u>DECLARATIONS OF CONFLICT OF INTEREST (Paniccia)</u>		1730	
5. <u>PREVIOUS MINUTES:</u> March 04, 2021 (Paniccia)	Tab A	1730	MOTION (approve)
6. <u>REPORT OF THE PRESIDENT & CEO (Musyj)</u> Will be a “live” presentation at the meeting -		1732	FYI
7. <u>SCHULICH REPORT</u> (Jacobs)	Tab B	1750	FYI
8. <u>FINANCIAL PRESENTATION & TREASURER’S REPORT</u> (Allen)	Tab C	1755	MOTION (accept)
9. <u>CONSENT AGENDA:</u> Finance/Audit & Resources –Mar. 22, 2021 + operating results (Allen)	Tab D	1805	MOTION (accept)
10. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)	Tab E	1808	FYI
11. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)		1810	
12. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, May 06, 2021 – ZOOM		1812	FYI
13. <u>ADJOURNMENT</u> (Paniccia)		1812	MOTION

**REGRETS ONLY TO CHERYLE CLARK, Cheryle.clark@wrh.on.ca, or (519) 254-5577
X56000**



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, March 04, 2021**, 17:00 hours, via ZOOM, live streamed on YouTube.

PRESENT VIA ZOOM:

Anthony Paniccia, Chair	Patricia France	
Genevieve Isshak	Dr. Laurie Freeman	Dr. Wassim Saad (ex-officio, non-voting)
Paul Lachance	Arvind Arya	David Musyj (ex-officio, non-voting)
Michael Lavoie	Dan Wilson	Karen Riddell (ex-officio, non-voting)
Penny Allen	Pam Skillings	Dr. Larry Jacobs (ex-officio, non-voting)
Cynthia Bissonnette		Dr. Anil Dhar (ex-officio, non-voting)

STAFF VIA ZOOM:

Executive Committee

REGRETS:

1. CALL TO ORDER:

The meeting was called to order at 1702 hours with Mr. Paniccia presiding as Chair, and Ms. Clark recording the minutes.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the February 04, 2021 Board meeting had been previously circulated.

MOVED by Mr. P. Lachance, **SECONDED** by Dr. L. Freeman and **CARRIED** **THAT** the minutes of the February 04, 2021 Board of Directors meeting be approved.

The Chair stated that the Hospital Board is in the process of recruiting for our Board Standing Committees – Finance/Audit & Resources and Quality of Care. They are not Board positions. Please let any people within your circle of friends/acquaintances, of the openings and if they are ready to make a commitment to our community, the ad will be in the Windsor star on March 06 and on various social media sites. Anyone should submit a resume by March 22, 2021.

Thanks to our community partners for everything they do in supporting Windsor/Essex.

4. REPORT FROM THE PRESIDENT & CEO:

Mr. Musyj gave a verbal report. He referred to a power point presentation, showing a plateauing of our COVID positive patients who are admitted in the hospital. We have 28 in-patients COVID positive. These are not the same 28 patients we had three weeks ago. Our numbers are fluid each day, as we discharge and admit new patients. More people are getting swabbed, which generally results in more positives and people being admitted.

Our numbers now are far greater than in the first wave. We have had a plateauing of our COVID positive patients. Last May we had twenty-seven positives in the first wave. In the second wave, that number tripled. Our numbers keep evolving over any given day. It is still fluid and in the community.

Assessment Centre volumes have increased over November into the holidays and then started to decrease around January 18-20, 2021.

Children of the ages 17 and under are getting swabbed. Paediatric cases involve the various school outbreaks – that number has increased over the last couple of weeks. That same pattern occurred in mid-November, leading into the holidays. Overall, the number of positives in our region are levelling off. Hospitalization from a W/E perspective (WRH, HDGH and Erie Shores) have stayed fairly steady over the last couple of weeks.

The important number to track is the “R value” (reproduction of the virus). It is important to get it below 1. If you don’t have reproduction of the virus you can slow that down which slows the mutations and variants.

Dr. Ahmed was asked today if we are going to “Orange” status and he replied we are not quite there yet. Our numbers compared to November and December look better, we are still at a high rate. We probably need at least another week of this to see a pattern.

Today there was an article in the Toronto Star. A report that was done by a corporation indicates there should be another lockdown now to avoid a worst case scenario to avoid the impact of the variants. We are in an uncertain time re: variants and community spread and impact that might have on hospitalizations and critical care. That is a concern as we move forward.

Assessment Centre volumes:

Increase over November into holidays and decrease close to end of January. You have to have symptoms to get swabbed. Drop off about middle of January but in the last couple of weeks, the number is starting to creep up.

In our Hospital right now, out of the 28 cases, typically back in wave 1 and 2, at least 30% were ltc/rh residents. Today, we have only two ltc residents who are COVID positive out of the 28 - less than 10%. A lot of the work being done in ltc/rh is working and then the vaccinations have taken effect. Hopefully those two factors are contributing to that impact. Out of the 28, 10 of them are 80 years or older who are in-patients at the hospital. With some

of the work being done regarding 80+ year olds starting to get vaccinated, and for those receiving home care, that will help with overall numbers and hospitalizations.

What is the impact of the variants and why are we so concerned? We have seen other jurisdictions with the variant and the impact it has on those areas. As an example, look at the Brazilian variant that re-affects people. That Brazilian variant is now found in North America in a small degree.

Everyone has been concerned about the impact on the next few weeks and having everyone continue and adhere to the public health measures.

Return to surgical services: Dr. Saad stated we are doing quite well. Ouellette was back up to 100% and Met Campus is up to 90%. We are doing everything we can to do as many surgeries as we can to catch up, in anticipation of a third wave. We will do as many cases as we can safely. We will keep that going as long as possible.

5. REPORT FROM SCHULICH:

Dr. Larry Jacobs

Dr. Jacobs referred to his submitted report and offered the following highlight:

1. Our medical students who wrote their Medical College of Canada Board exams had a 100% pass rate.
2. Western University has announced they have plans for full personal learning in the fall. Hope to get back to more in-person sessions in Windsor starting in September. But we have learned that this media allows for getting different groups together.

The Ottawa Citizen reported yesterday that medical students in Ottawa had not received any vaccines, even those working on wards caring for COVID patients. Our students here who have been involved in providing patient care, have received their vaccinations.

6. Financial Presentation – as of December 31, 2020.

Ms. Allen reported.

Slide 2 – Statement of Operations Overview:

- Y-t-d deficit for hospital operations: \$13,980,000.
- Revenue: \$7.6 million favourable y-t-d
- Total expenses: \$22.9 million unfavourable. Largest variance: salaries and wages
- COVID-19 unfunded expenses to date: \$13.2 million
- Deficit after building amortization: \$16,153,000
- If unfunded COVID-19 expenses had been funded as incurred, the y-t-d deficit would have been \$3 million and the hospital margin \$648,000 positive.

Slide 3 – COVID-19 Impact of Y-T-D Financial Results:

- To date we have received funding for COVID-19 operating expenses from April to September in the amount of \$31.2 million plus \$7 million for pandemic pay.
- The decreased Patient Services revenue are mainly diagnostic revenue which are 10% below target to date and preferred accommodations which are 77% below budget.

Slide 4 – Y-T-D Revenue:

- Base and one-time funding is \$5.8 million favourable to date.
- While revenue from our QBP's are lower than budget by \$8.5 million due to the reduction in elective surgery cases, one time funding is higher than budget by \$18.1 million as this is where we report the Ministry re-imbursements for COVID-19 expenses.

Slide 5 – Y-T-D Revenue (cont'd):

- Patient Services revenue is favourable y-t-d and in the month, as WRH received \$895,000 in uninsured revenue in January covering August to October.
- Drug re-imbursements: \$3.2 million favourable, however these are offset by increased drug expenses.
- Other recoveries are slightly unfavourable to date as the reduction in services has affected retail food and parking revenues. These were \$185,000 below target in January.

Slide 6 – QBP volume comparison by grouping – graphical representation:

- Slide shows a year to year comparison of volumes for a number of our QBP's, using coded data available to December.
- There is a combined 12,477 case reduction representing funding that has not been earned of \$15.5 million.

Slide 7 – Expenses:

- Salary & wages: unfavourable to \$12.8 million y-t-d
 - \$2.4 million unfavourable for January and includes following variances:
 - i) COVID-19 screening of staff, patients and visitors, and staffing of Assessment Centres: \$774,000
 - ii) COVID-19 sick and isolation pay: \$292,000 in the month
 - iii) Higher in-patient Medicine and Critical Care staffing due to a surge in COVID-19 patients: \$606,00
- Net Patient Services Revenue to Med Fees is \$896,000 unfavourable. As of end of January, there is \$418,000 in unfunded COVID-19 physician payments.
- Med/Surg supplies unfavourable y-t-d: \$206,000 due to:
 - i) Savings in perioperative program at the Met Campus: \$986,000, and at Ouellette Campus: \$1.9 million
 - ii) Incremental spending on PPE to date: \$3.4 million

Slide 8 – Sick and Isolation pay to date – graphical representation:

- Slide 8 shows the impact of the two waves on our staff sick and isolation payments. There is an uptick in December and January related to the second wave.
- Sick pay due to COVID-19: \$229,000 in January, which is the highest since the pandemic began.
- Sick pay to date: \$842,000
- Isolation pay: \$795,000

Slide 9 – Expenses (cont’d):

- While drugs are \$5.3 million unfavourable to date, most of this variance has revenue recoveries either from our retail pharmacies or from the Ministry of Health in the chemotherapy and renal programs.
- Other supplies: \$132,000 unfavourable overall and \$741,000 unfavourable in the month. Major deficits are:
 - i) \$180,000 in higher laundry costs
 - ii) \$142,000 for referred-out cataract cases
 - iii) \$140,000 in lab supplies
 - iv) \$171,000 in minor equipment expenses

Slide 10 – Patient Access Measured by our LOS:

- Both Met and Ouellette acute care are over the expected LOS and a contributing factor are the LOS for COVID-19 patients.

Slide 11 – Patient Volumes:

- Since we are not operating at normal levels of programs and services, all metrics are below target.

Slide 12 – Patient Volumes:

- Graph compares year over year volumes to January and the difference. All are trailing behind target except for community visits as this includes 92,582 COVID assessment center visits.

Slide 13 – Sick/Overtime and FTE’s:

- Sick is trending worse than in previous month as is overtime at Ouellette Campus.
- 9% of total paid sick hours to date are due to COVID-19.
- Benchmarks shown if these were not included.
- Total FTE’s for Met and Ouellette combined are 1.3 over budget.

MOVED by Ms. P. Allen, **SECONDED** by Dr. L. Freeman and **CARRIED**
THAT the March 04, 2021 Financial Presentation (as of January 30, 2020), be accepted.

7. CONSENT AGENDA:

MOVED by Ms. P. Allen, **SECONDED** by Mr. A. Arya and **CARRIED**
THAT the report from the February 22, 2021 Finance/Audit & Resources Committee meeting be accepted.

8. CORRESPONDENCE/PRINTED MATTER:

- a) Media Report
- b) The Chair reminded everyone about the 50/50 draw for WRH, which is ongoing.
- c) The Chair thanked four MBA students from the Odette School of Business – Christian, Taylor, Miranda and Melissa. We hope you enjoy have enjoyed your time at WRH.

9. BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS:

None

10. DATE OF NEXT REGULAR MEETING:

Thursday, April 01, 2021, 1700 hrs VIA: ZOOM

11. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Ms. P. France, **SECONDED** by Ms. P. Skillings and **CARRIED**
THAT the March 04, 2021 Board of Directors meeting be adjourned at 1740 hours.

Anthony Paniccia, Chair
Board of Directors
/cc

Cheryle Clark
Recording Secretary

Update to WRH Board of Directors (April 1, 2021)

Announcements:

- Dr. Mark Awuku, Professor Emeritus and Adjunct Clinical Professor, Paediatrics, has been appointed as the Chair of the Continuing Professional Development Accreditation Committee for the Royal College of Physicians and Surgeons of Canada.
- Gregory Dekaban, PhD, has been appointed as Chair, Department of Microbiology & Immunology, Schulich School of Medicine & Dentistry, Western University effective February 1, 2021 to January 31, 2026.
- Jefferson Frisbee, PhD, has been re-appointed as Chair, Department of Medical Biophysics, Schulich School of Medicine & Dentistry, Western University, effective July 1, 2021 to June 30, 2026.

Events

- Visit the Schulich website Events Page for all upcoming events at <https://www.schulich.uwo.ca/>

Windsor Update

- Despite interruptions to clinical learning, the Class of 2021 was able to complete the necessary competencies for graduation. They are in the midst of interviews for residency with a Match Day of April 20, 2021.
- Delivery of preclinical learning was successfully transitioned to a hybrid form of delivery with the vast majority of material delivered virtually in both synchronous and asynchronous sessions. Clinical skills and Anatomy learning continued to have necessary face to face sessions. Some summer learning will be required for students who were unable to complete the face-to-face sessions to prepare them for next year's curriculum.
- The medical school is preparing for our next accreditation visit (2023). Local faculty leadership will be required to ensure that the Windsor Campus is appropriately represented.
- Interprofessional Education Day was scheduled for March 8, 2021. Over 1000 students from health-related disciplines met virtually for a joint learning opportunity.
- Nominations have closed for the Windsor Campus Awards of Excellence. This year's event will be held virtually with a sincere hope to return to an in-person celebration in 2022.

Respectfully submitted,

Lawrence Jacobs, MD, FRCPC, FACP

Schulich School of Medicine & Dentistry – Windsor Campus

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Associate Dean, Windsor Campus
Schulich School of Medicine & Dentistry, Western University.



Finance/Audit and Resources Committee
Financial Presentation (March 2021 Results)
Board of Directors Meeting April 1, 2021

Financial Results - Hospital Operations (1,000's of dollars)

February 28, 2021

	Current Year		\$ Variance		% Variance	
	Actual	Budget	Fav/(Unfav)	Fav/(Unfav)		
Revenue	\$ 505,237	\$ 488,663	\$ 16,574		3.4%	
Expenses						
Salaries and Wages	\$ 238,907	\$ 225,448	\$ (13,459)		(6.0%)	
Employee benefits	57,961	56,551	(1,410)		(2.5%)	
Employee ben. - future ben. costs	1,772	1,772	-		0.0%	
Medical staff remuneration	52,652	47,418	(5,234)		(11.0%)	
Medical & Surgical supplies	35,733	33,475	(2,258)		(6.7%)	
Drugs	61,273	55,223	(6,050)		(11.0%)	
Supplies & other expenses	57,446	56,687	(759)		(1.3%)	
Long term Interest	2,835	1,937	(898)		(46.4%)	
Equipment lease / rental	3,400	2,190	(1,210)		(55.3%)	
Equipment amortization	8,244	8,063	(181)		(2.2%)	
Total Expense	\$ 520,223	\$ 488,764	\$ (31,459)		(6.4%)	
Surplus / (Deficit) From Hospital Operations	\$ (14,986)	\$ (101)	\$ (14,885)			
COVID-19 related unfunded extraordinary operating expenses included above	\$ 17,636		\$ 17,636			
COVID-19 related unfunded non-ministry revenue loss included above	\$ 7,768		\$ 7,768			
YTD - Unearned Ministry volume funding	\$ 11,764	\$ -	\$ (11,764)			
Surplus or (Deficit) / Revenue	-2.97%	-0.02%	-2.95%			

Note: If the currently unfunded \$14.4 million in COVID-19 operating expenses had been funded as incurred, the deficit at February 28, 2021 would have been approximately \$2.9 million with a positive Hospital Margin of \$1,349,000.

Net Surplus/ (Deficit) after building amortization (\$17,325)

Financial Results - COVID-19 Impact

February 28, 2021

Year to Date Results include \$14.4 million in COVID-19 extraordinary operating expenses which have not been funded. Net revenue losses total \$17.8 million.

Windsor Regional Hospital COVID-19 Expenses Year-to-Date February 2021		
	<u>Funded</u>	<u>Unfunded</u>
Compensation	8,859,600	6,612,851
Pandemic Pay	7,015,305	-
Medical Staff Fees	3,784,514	427,513
Med. Surg. Supplies	3,297,806	5,348,326
Drugs	120,338	296,113
Other supplies & expense	1,513,874	1,335,297
Equipment Expenses	1,609,357	309,086
Renovations	1,133,604	77,491
Total Operating Expense	27,334,398	14,406,677
Capital	2,577,445	\$ 504,908
Combined Total	\$ 29,911,843	\$ 14,911,585

Windsor Regional Hospital COVID-19 Revenue Loss Year-to-Date February 2021		
	<u>Funded</u>	<u>Unfunded</u>
Volume Based*	-	11,748,122
Patient Services**	1,764,634	4,734,452
Recoveries***	-	3,033,179
Total Revenue	1,764,634	\$ 19,515,753

* Quality Based Procedures, Neuro Services, Cardiac & Wait Time

** Preferred Accommodation, Co-Payment, OHIP Technical & Professional Fees, & Cosmetic Procedures

*** Parking, Retail Food Services, Gift Shop, Leased Office Space (Physician), Patient Televisions, Print Shop & Referred In Services (Other Hospitals)

Financial Results

February 28, 2021

▶ Year to Date Revenue

▶ Base and One-Time Funding \$13.9 million favourable

- ▶ \$27.3 million in COVID-19 reimbursements to date for April to November 2020 operating expenses included in one-time funding
- ▶ 20% premium on elective QBPs & Cancer Surgeries resulted in an additional \$1,250,000 in one time funding recognized in the month of February 2021
- ▶ YTD unearned revenues for Urgent/Emergent QBPs is \$3.9 million to date
- ▶ \$820,000 revenue shortfall in Complex Malignant Hematology due to volume decreases

Financial Results

February 28, 2021

▶ Year to Date Revenue...

- ▶ Patient Services \$834,000 favourable year to date
 - ▶ Trending favourably in the last six months
- ▶ Ministry Drug Reimbursements favourable \$3.7 million
- ▶ Other Recoveries \$304,000 favourable
 - ▶ Retail pharmacy recoveries are \$3.2 million favourable
 - ▶ Losses in parking and retail food operations are \$2.9 million unfavourable to date

Overall Revenue is favourable year to date by \$16.6 Million

Financial Results

February 28, 2021

- ▶ **Year to Date Expenses**
 - ▶ **Salary and Wages \$13.5 million unfavourable**
 - ▶ \$1.4 M unfavourable in the month of February
 - ▶ COVID-19 Screening (Staff/Patients/Visitors), Assessment and Vaccine Centre staffing \$693K
 - ▶ COVID-19 Sick and Isolation pay \$119K in the month, 59% lower than previous month
 - ▶ Inpatient Medicine and Critical Care Surge staffing \$478K
 - ▶ **Medical Staff Remuneration \$2.9 million unfavourable in the month due to \$2.5 million in COVID-19 related payments**
 - ▶ **Medical/Surgical Supplies \$2.3 million unfavourable**
 - ▶ YTD Savings in perioperative programs, interventional radiology and cardiac cath lab of \$3.9 million
 - ▶ Incremental spending on personal Protective Equipment (PPE) year to date is \$3.7 million for general supplies (masks, gloves, gowns etc.) and an additional \$4.1 million for N95 masks

Financial Results

February 28, 2021

▶ Year to Date Expenses

- ▶ Drugs \$6 million unfavourable
 - ▶ Chemo and Renal drug expenses and recoveries are balanced
 - ▶ Retail pharmacy net drug expense to revenue is \$255,000 favourable to date
- ▶ Other Supplies and Expenses \$759,000 unfavourable
 - ▶ \$627,000 unfavourable in the month due to:
 - ▶ \$199,000 referred-out cataract cases
 - ▶ \$147,000 building service equipment
 - ▶ \$142,000 higher laundry costs
 - ▶ \$130,000 lab supplies

Patient Access

February 28, 2021

	YTD Actual	Target	Variance
Met Campus			
Acute Average LOS	4.63	4.54	(0.09)
Psych Average – Adolescent LOS	5.88	6.44	0.56
Ouellette Campus			
Acute Average LOS	8.09	7.33	(0.76)
Psych Average – Adult LOS	12.01	12.43	0.42

Patient Volume

February 28, 2021

	Feb. 2021 Actual	Feb. 2020 Actual	Variance to Prior Year
Met Campus			
Total Weighted Cases (estimated)	19,169	22,617	(3,448)
Acute Patient Days	69,851	76,768	(6,917)
ED Visits and Holds	39,480	49,514	(10,034)
Ouellette Campus			
Total Weighted Cases (estimated)	19,255	23,922	(4,667)
Acute Patient Days	70,064	75,773	(5,709)
ED Visits and Holds	38,926	50,349	(11,423)

Organization Health

February 28, 2021

	YTD Actual	Target	Variance
Met Campus			
% Sick Time	6.00%	3.70%	(2.30%)
% Overtime	2.50%	2.30%	(0.20%)
FTE Staffing	1,701.7	1,711.1	9.43
Ouellette Campus			
% Sick Time	6.20%	3.70%	(2.50%)
% Overtime	5.10%	2.30%	(2.80%)
FTE Staffing	1,445.4	1,426.3	(19.13)

9% of total paid sick hours to date are due to COVID-19. Benchmarks would be 5.5% at Met and 5.6% at Ouellette if these costs were not incurred.

**Treasurer's Report
Board of Directors**

**Financial Summary - February 2021
(\$000's)**

	Line	February 2021 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$ 505,237	\$ 488,663	\$ 16,574
Total Expense	20	520,223	488,764	(31,459)
Surplus / (Deficit)	21	(14,986)	(101)	(14,885)
Other Votes (net)	22	(34)	(70)	36
Other Recoveries / (Exp)	23	(866)	-	(866)
Subtotal	24	(15,886)	(171)	(15,715)
Net bldg. amortization	25	(1,439)	(1,628)	189
Net Surplus (Deficit)	26	\$ (17,325)	\$ (1,799)	\$ (15,526)
Hospital Margin		\$ (13,051)	\$ 1,766	\$ (14,817)
Capital Equipment Expenditures		\$ 37,366	\$ 33,842	\$ 3,524

* Variance - favourable / (unfavourable)

Operational Highlights

- The operating results for the eleven months ended February 28, 2021 resulted in a deficit of \$17,325,000 (\$13,051,000 Negative Hospital Margin) based on MoH definition. There are two significant revenue factors reflected in these results.
 - With respect to 2020-2021, the Ministry has committed to date to the funding that was recommended in the Optimization Review Report with the exception of the \$5 million in one time funding. None of this revenue has been accrued to date.
 - Patient services and preferred accommodation revenue is \$1,851,000 below plan as a result of COVID-19. Diagnostic revenues are well below plan as volumes were scaled back considerably and inpatient volumes were significantly decreased as WRH created capacity for pandemic patient by cancelling elective surgeries.
- Year to date salary and wages have a negative variance of \$13,549,000 or 6%. The two segments of pandemic pay covering the period of April 24, 2020 to August 13, 2020 in the amount of \$7,015,305 is included in the year to date expense. These payments are 100% funded by the Ministry of Health. The remaining deficit is due to staffing of the COVID-19 Assessment Centres, Staff and Visitor Screening, the Vaccination Centre and surge staffing for COVID-19 inpatients.
- Medical/Surgical Supplies are unfavourable \$1,925,000. Savings have been incurred due to elective surgery volumes reductions implemented to create capacity for potential COVID-19 surge. These have been offset by the expensing of the N95 mask inventory which were purchased in the early stages of the pandemic.
- Drugs are unfavourable \$6,050,000 year to date. The retail pharmacies, renal program and chemotherapy suite are favourable in terms of net revenue to drug expenses. Clinical areas such as the Intensive Care and Medicine units are unfavourable to budget due to a surge in COVID-19 patients.
- Other Supplies and Expenses are unfavourable \$1,092,000 year to date. The deficit is attributable to minor equipment purchases and renovation costs due to COVID-19, one-time set up costs for the St. Clair College Field Hospital and legal fees.
- Equipment lease/rental is over budget by \$1,210,000 as additional beds were rented for the St. Clair College Field Hospital and the Met and Ouellette sites in preparation for a possible surge in volumes due to the pandemic.
- Long term interest is \$898,000 over budget and includes the interest on the 40-year debentures issued in November 2020.

Penny Allen, Chair & Treasurer, Finance/Audit & Resources Committee
April 1, 2021



MOTION/ACTION SHEET

From The

FINANCE/AUDIT & RESOURCES COMMITTEE MEETING ***General Session***

Monday, March 22, 2021

THERE ARE NO RECOMMENDATIONS FROM THE FINANCE/AUDIT & RESOURCES COMMITTEE



MINUTES from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE** (*General Session*) held on Monday, March 22, 2021 Via Zoom (following the In-Camera Session).

PRESENT:

Penny Allen	Beth Yeh
Arvind Arya	Dianne Aziz
Dr. Laurie Freeman	Ian McLeod
Dr. Lawrence Jacobs	Sandra Boglitch
Paul Lachance	

Anthony Paniccia, Chair of the Board

STAFF:

David Musyj	Kevin Marshall
Mark Fathers	Mary Macera
Heidi Zimmer	

1.0 CALL TO ORDER

Mrs. Allen called the meeting to order at 6:07 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Laurie Freeman, **SECONDED** by Beth Yeh that the General Finance/Audit & Resources Committee Agenda of Monday, March 22, 2021 be approved.

CARRIED.

3.0 CONFLICT OF INTEREST

No "Conflict of Interest" was declared.

4.0 PRESENTATIONS

There were No Presentations.

5.0 FOR APPROVAL / RECOMMENDATION

5.1 Minutes of Previous Meeting – Monday, February 22, 2021

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, February 22, 2021** were previously circulated to all members.

MOVED by Paul Lachance, SECONDED by Dianne Aziz that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, February 22, 2021 be approved.

CARRIED.

6.0 FOR DISCUSSION

6.1 Monthly Operating Results Report – February 28, 2021 (As Appended)

Ms. Zimmer provided the following highlights from the financial presentation.

- The operating results for the eleven months ended February 28, 2021 have resulted in a deficit of \$17,325,000 (\$13,051,000 negative Hospital Margin).
- Three items to highlight:
 - Operating results - \$38.3 million in higher costs and lost revenue related to COVID-19. We have received \$27.3 million for operating costs submitted due to COVID-19 (April to November 2020).
 - If the unfunded amount of expenses had been funded (which amounts to \$14.4 million), the deficit would have been approximately \$2.9 million.
 - The Hospital has received funding details for the 2020-2021 fiscal year on June 4, 2020. In comparison to what was included in the 2020-2021 budget for Ministry funding, all has been confirmed except the \$5 million in one-time funding.
- Net Surplus/(Deficit) after building amortization – (\$17,325,000)
- COVID-19 impact – year to date results include \$14.4 million in operating expenses that have not been funded. Net revenue loss is \$17.8 million.
- Year to date Revenue – base and one-time funding - \$13.9 million favourable. Overall Revenue is favourable year to date by \$16.6 million.
- Year to date Expenses include salary and wages, medical staff remuneration, medical/surgical supplies, drugs and other supplies and expenses.
- Patient Access:
 - Met Campus – Acute Average LOS – variance of (0.09)
 - Psych Average – Adolescent - 0.56
 - Ouellette Campus – Acute Average LOS – variance of (0.76)
 - Psych Average – Adult – 0.42

- Patient Volume and Organizational Health are broken down in the appended statements.

It is noted that the year-end forecast was completed prior to receiving the funding letters.

6.2 Budget Risk Item(s) Schedule as at February 28, 2021

Ms. Zimmer reported that there has been a revision done on the forecast that affects the majority of the one-time funding.

Some background information - WRH received a funding letter of \$7.1 million with respect to the Field Hospital. This \$7.1 million covered period October 1 to March 31, 2021 (Field Hospital was not opened in that period). We have not recognized any of the \$7.1 million in revenue.

There are three possible scenarios in terms of the treatment of that revenue received by the Ministry:

- The best case scenario is that WRH received the \$7.1 million and the rationale is that we have the beds ready and available and could open up the Field Hospital with 48 hours' notice. This would improve our bottom line by \$7.1 million.
- The worst case scenario would be that WRH would have to pay back the \$7.1 million for those beds, but we keep our COVID-19 reimbursement to date for the Field Hospital. This would equate to approximately \$3.2 million (no change to our worst case scenario).
- The most likely scenario is that WRH would have to pay back the COVID-19 expenses that we submitted for the Field Hospital; \$3.2 million and we keep the \$7.1 million.

Potential year-end result most likely is \$3.9 million.

Mr. Fathers added that monthly operating results would not be provided at the April meeting as we are starting the year-end close. We will have some year-end closing matters that will be brought forward for guidance from the committee.

7.0 FOR INFORMATION

7.1 ESCLHIN Transfer Order Notice – March 18, 2021

For the committee's information.

7.2 Updates Regarding 2021-2022 Hospital Funding Policy – March 5, 2021

For the committee's information.

7.3 Ministry of Health – Acting Assistant Deputy Minister

For the committee's information.

7.4 President's Report – January 2021

Mr. Musyj's report is available to all community members via YouTube.

Highlights:

- The two Letters received on Friday with respect to funding will address some issues. The plan as we move forward is that Mr. Fathers and Ms. Zimmer will come up with some ideas or suggestions with respect to the working capital reimbursement as it plays out and determine how we should possibly use those funds.
- Vaccinations - today (March 23rd), the downtown site of the University of Windsor, Windsor Hall (formerly Windsor star building) opened. It is a beautiful location; it is the Social Work building. We are working with the City of Windsor, as they are providing most of the non-medical staff and WRH is providing the medical staff. Today was day 1 and it went rather smoothly. Free parking was provided and less crowded than St. Clair.
- March 24th starting at noon, on-line booking system will open for those 75 years and older; they will be able to book any site.
- By Easter weekend, we anticipate the 65 year age group can be targeted. Lower ages 60 to 65 will have the benefit of the Astra-Zeneca. Based on the amount of vaccines, we should be able to move rapidly; could be in the 50 year old group by mid to later April.

There has been lots of movement in the last 7 days which is very positive and hopefully, it will sustain itself.

8.0 DATE OF NEXT MEETING

The Finance/Audit & Resources Committee will meet on **Monday, April 26, 2021 at 5:00 p.m. Via Zoom.**

9.0 ADJOURNMENT

Mrs. Allen indicated that there was no further business.

MOVED by Dianne Aziz, SECONDED by Beth Yeh that the General Meeting from the Finance/Audit & Resources Committee of Monday, March 22, 2021, be adjourned at 6:50 p.m.

CARRIED.

Mrs. Penny Allen, Chair & Treasurer
FinAudit&Resources_Minutes
20210322

Mary Macera
Recorder

Windsor Regional Hospital

Operating Results Report

For the Eleven Months Ended February 28, 2021

(\$000's)

	Line	February 2021 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$505,237	\$ 488,663	\$ 16,574
Total Expense	20	520,223	488,764	(31,459)
Surplus / (Deficit)	21	(14,986)	(101)	(14,885)
Other Votes (net)	22	(34)	(70)	36
Other Recoveries / (Exp)	23	(866)	-	(866)
Subtotal	24	(15,886)	(171)	(15,715)
Net bldg. amortization	25	(1,439)	(1,628)	189
Net Surplus (Deficit)	26	\$ (17,325)	\$ (1,799)	\$ (15,526)
Hospital Margin		\$ (13,051)	\$ 1,766	\$ (14,817)
Capital Equipment Expenditures		\$ 37,366	\$ 33,842	\$ 3,524

* Variance - favourable / (unfavourable)

Operation Highlights:

- The operating results for the eleven months ended February 28, 2021 resulted in a deficit of \$17,325,000 (\$13,051,000 negative Hospital Margin) based on the MoH definition. There are three items worth noting -
 - a. Operating results include a combined \$38.3 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. While the Ministry has indicated their intent to reimburse most of these costs, to date we have received and/or confirmation of reimbursement of \$27.3 million for operating expenses submitted via the COVID-19 reporting mechanism covering the months of April to November 2020. Revenue losses have not yet been addressed by the MoH beyond reimbursement for services provided to uninsured residents.
 - b. If the currently unfunded \$14.4 million in COVID-19 expenses had been funded as incurred, the deficit as at February 28, 2021 would have been approximately \$2.9 million with a positive Hospital Margin of \$1,349,000.
 - c. WRH received funding details for the 2020-2021 fiscal year on June 4, 2020. In comparing these details to what was included in our 2020-21 budget for Ministry funding (which was based on the recommendations in the

Optimization Review Report), all has been confirmed with the exception of the \$5 million in one-time funding. This revenue has not been accrued in the year to date February 2021 results. The letter sent to the Ministry with respect to this one time funding amount has yet to receive a response.

1. Financial Results for the Eleven Months ended February 28, 2021 (Statement 2)

For the eleven months ended February 28, 2021, the deficit after net building amortization is **\$17,325,000**, which is \$15,526,000 worse than plan. This represents a negative Ministry of Health Margin of \$13,051,000 (one year ago, the margin was positive \$1,761,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$51.3 million are included in these results. In the month of February, the COVID-19 impact was \$4.7 million. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1, 2020 to February 28, 2021 and which have been funded or not funded –

Windsor Regional Hospital COVID-19 Revenue Loss & Expenses Year-to-Date February 2021		
	<u>Funded</u>	<u>Unfunded</u>
Revenue		
Patient Services	1,764,634	4,734,452
Recoveries	-	3,033,179
Total Revenue	1,764,634	7,767,631
Expense		
Compensation	8,859,600	6,612,851
Pandemic Pay	7,015,305	-
Medical Staff Fees	3,784,514	427,513
Med. Surg. Supplies	3,297,806	5,348,326
Drugs	120,338	296,113
Other supplies & expense	1,513,874	1,335,297
Equipment Expenses	1,609,357	309,086
Renovations	1,133,604	77,491
Total Expense	27,334,398	14,406,677
Total Operating	\$ 29,099,032	\$ 22,174,308

It should also be noted that with respect to Ministry volume based funding, we have unearned revenue for these eleven (11) months of \$11.8 million as compared to \$1.5 million one year ago.

Revenue

Ministry revenue (combined base and one-time) is \$13,861,000 higher than budget. One time funding is favourable year to date, as it includes approximately \$7 million in one time pandemic pay funding that has been recognized to date. This funding is offset by wages and benefits for the two installments of pandemic pay paid to those eligible staff. In addition, we have received one time ministry reimbursement for April to September COVID-19 expenses in the amount of \$24.1 million and confirmation of \$3.2 million for October and November expenses that will be received in short order.

Early in the fiscal year, the Ministry directed Hospitals to reduce elective services and the corresponding volume reductions have reduced the amount of revenue earned for Quality Based Procedures (QBPs), wait time procedures, neuroservices and cardiac funding. As an example, for QBP funded volumes, our year to date February revenues are \$10.8 million lower than one year ago. WRH has submitted a plan to the Ministry to address the surgical backlog. However, with the region going in and out of lockdown, planned inpatient elective surgeries have been reduced and in some cases cancelled.

In February, the Ministry confirmed that it will pay a 20% premium for elective QBPs and cancer surgeries on cases performed in excess of 50% of funded volumes. As a result the Hospital has recognized an additional \$1,250,000 in one time funding in the month of February related to year to date case volumes performed to date.

QBP funding includes a component of Urgent/Emergent cases which are Pneumonia, Hip Fracture, Stroke, Congestive Heart Failure (CHF) and Chronic Obstructive Pulmonary Disease (COPD). There has been a significant reduction in these cases in the current fiscal year which has resulted in unearned revenue of \$3.9 million to date and a forecasted shortfall of \$4.3 million at year-end. Last fiscal year 100% of this funding (\$28 million) was earned. An additional volume-based revenue shortfall is forecasted in the Complex Malignant Hematology program which funds the treatment of acute leukemia patients. The year to date shortfall in this program is \$820,000 due to lower than funded volumes.

Ministry drug reimbursements have a positive variance of \$3,747,000 (18.6%). This revenue comes from the Cancer Centre's New Drug Funding program and the renal program. This revenue offsets the corresponding drug expenses in both programs.

The preferred accommodation revenue variance is unfavourable to budget by \$2,647,000 and is tracking lower than last year by \$2,646,000. Lower occupancy due to the reduced number of elective surgeries contributes to this shortfall, as well as the Ministry of Health directive that hospitals cannot bill uninsured patients for semi-private and private accommodation during the pandemic. Previously, uninsured patients would have paid out of pocket for this accommodation. Infection prevention and control measures often require patients to be placed in private rooms and we are unable to bill for this accommodation in these circumstances.

Chronic Co-payment revenue is \$38,000 under budget due to the factors mentioned above for preferred accommodation.

Patient Services revenue variance is \$834,000 favourable (2.9%) year to date. A contributor to this year to date favourable result is the recovery for services being provided to uninsured patients. There is a mechanism to submit these claims to the Ministry for reimbursement. These amounts vary considerably from month to month and WRH has been reimbursed \$1,950,000 to date for the seven-month period of April to October 2020. Diagnostic revenues were well below plan by almost \$3.0 million as earlier in the year outpatient volumes were reduced significantly due to pandemic restrictions.

Equipment Grant amortization is \$513,000 (21.7%) higher than budget. Timing of the receipt of these grants affects their amortization.

Other Recoveries are \$304,000 favourable (0.8%) to budget. Similar to patient services, this revenue category was also impacted by the reduction in hospital services earlier in the year. Revenues were significantly reduced for parking, retail pharmacy and food operations early in the fiscal year. Year to date retail pharmacy recoveries have rebounded and are \$3.2 million favourable to date. However, this surplus is offset by revenue losses in parking and retail food operations which total \$2.9 million to date.

Expenses

Salaries are currently over budget (unfavourable) by \$13,459,000 (6%) year to date and includes the \$7 million in pandemic pay as mentioned in previous reports.

The salary variance in the month of February was a deficit of \$1,432,000. Salaries for COVID-19 screening (staff, patients and visitors), staffing for the Assessment Centres and the Vaccination Centre totalled \$693,000 in the month. Other significant negative variances occurred in inpatient medicine and critical care units that are experiencing a surge in COVID-19 volumes (\$478,000).

Year to date spending for employees in paid isolation is \$939,000, paid sick time due to COVID-19 is \$818,000 and training for temporary staff hires totalled \$353,000. Temporary hires (COVID Helpers) have been paid \$2,686,000 to date. The majority of COVID Helpers are nursing students who are part of the new Nursing Extern Program funded by the Ministry of Health. This program is in effect from January 1, 2021 to June 30, 2021 and costs are claimed through the COVID-19 expense reimbursement process. Staff who normally work in areas where volumes were reduced have been redeployed to the screening desks, the COVID-19 Community Assessment Centres, the St. Clair College (SCC) field hospital and the vaccination centre.

Renal Program salaries are over budget \$473,000 year to date due to a significant increase in patient referrals from the community. Some of these cases will earn additional funding but we will not know to what extent until coded data is available.

Employee Benefits are unfavourable to budget by \$1,410,000 (2.5%). The variance is attributable to the wage variance.

Employee Future Benefits are currently on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$5,234,000 (11%). Medical Staff Remuneration attributable to COVID-19 totals \$3,785,000 year to date of which \$3,357,000 has been funded. In the month of February 2021 there were \$2,485,000 in COVID-19 physician payments making up the majority of the negative variance in the month. The remaining variance is attributable to physician retroactive payments as a result of OMA settlements, increases in alternate funding agreements and increased volumes in diagnostic services. The retroactive payments and alternate funding increases are fully funded by the Ministry. In the case of diagnostic services, WRH earns additional technical fee revenue on these volumes. In February, WRH received notice that the Ministry has extended the temporary COVID-19 physician funding until September 30, 2021.

Medical & Surgical Supplies are unfavourable to budget by \$2,258,000 (6.7%) year to date. The perioperative programs at both sites are favourable due to the cancellation of elective surgeries, with the Met campus favourable by \$1,100,000 and Ouellette \$2,061,000. In the Diagnostic Departments, Interventional Radiology and the Cardiac Catheterization Lab are \$756,000 under budget to date because of volume decreases. Due to COVID-19, spending on Personal Protective Equipment (PPE), which is included in medical & surgical supplies expense, has increased. The incremental cost for PPE year to date is approximately \$3,713,000 for general supplies and an additional \$4,107,000 for N95 masks.

It should be noted that elective surgery cancellations affect the ability to reach QBP funded volumes and may result in funding having to be returned to the MOH at year-end. For 2020-21, no determination has yet been made regarding the Ministry's recovery policy for volume-based procedures due to COVID-19.

Drug expenses are over budget (unfavourable) by \$6,050,000 (11%) year to date. These expenses are offset by recoveries in the retail pharmacies and by Ministry funding in the chemotherapy suite and renal program. The retail pharmacies have a \$255,000 year to date net positive drug revenue to expense variance, while the chemotherapy and renal programs combined are \$161,000 net positive to date. In the month of February, drug expenses in clinical departments were unfavourable (6%) at the Met Campus and on budget at the Ouellette Campus. Deficits were incurred mainly in critical care and medicine when there was a surge in COVID-19 patients.

Supplies and Other Expenses are unfavourable to budget by \$759,000 (1.3%). The deficit in the month of February was \$627,000 mainly due to referred out cataract cases (\$199,000), building service equipment (\$147,000), laundry (\$142,000), and lab

supplies (\$130,000). The largest negative variance to date is in minor equipment (\$1,804,000) mainly due to COVID19 related purchases. Courier costs are \$337,000 over budget as this includes the costs related to sending COVID-19 tests to London for analysis. These additional costs are being included as part of our COVID-19 cost submissions to the Ministry. Offsetting these negative variances are utilities which are favourable \$1,708,000 due to the ongoing energy rebate. Referred out expenses for hip and knee replacements under the "Bundled Care" model are favourable \$606,000 to date due to the postponement of the related surgeries. These expenses relate to post-surgical services for inpatient rehabilitation, home care and outpatient physiotherapy.

Long-term Interest expense is \$898,000 (46.4%) over budget. The year to date expense includes debenture interest of \$1,500,300 to date. The debenture cost was not part of the 2020-21 budget.

Equipment Lease/Rental is \$1,210,000 unfavourable to budget (55.3%). This is due to the rental of beds to increase capacity in preparation for COVID-19 and to equip the St. Clair College Field Hospital with 100 beds. Most of this cost was incurred early in the fiscal year.

Equipment amortization is \$181,000 over budget (2.2%).

Other Votes – Other Votes are \$36,000 favourable.

Other Recoveries / (Expenses) – consistent with the year financial statement presentation. We have segregated the legal fees related to a particular legal case. Year to date February 2021, these expenses amount to \$866,000 with \$33,000 in the month of February.

2. Statement of Financial Position (Statement 3)

On April 30, 2020, we received a \$35 million Ministry cash advance with another \$10 million cash advance was received on September 30th with all amounts to be repaid by March 31, 2021. By the end of February the Hospital has repaid \$35 million of the total cash advance leaving \$10 million to be repaid in the month of March 2021. Statement #5 includes the \$200 million, 40-year debenture that was issued in November 2020 that will be used to fund capital projects and to replenish our working capital. There have been challenges in trying to find suitable short term investments for these funds that offer a better rate of return than we currently get on account. The receipt of these funds has greatly improved our working capital ratio. A sinking fund of \$25 million should be in place by March 31, 2021.

Our inventory balance as at February 28th is \$2.8 million higher than March 31st and includes \$1.7 million in masks related to a bulk purchases early in the fiscal year. The remaining increase was for a required higher drug inventory related to COVID-19 preparation.

Our Ministry / CCO receivable has increased by \$4.1 million. The \$10.5 million receivable includes \$7.3 million from CCO which is comprised of \$5.7 million for the reimbursement of qualifying drug expenses and \$1.6 million for program funding. The remaining \$3.2 million is receivable from the Ministry for base and one time funding.

It should be noted that the Ministry has funded \$6,164,600 in COVID-19 capital expenditures incurred in the first few months of the fiscal year. The amount has been treated as a capital grant.

3. Patient Volumes (Met Campus only)

Acute care patient days are 7,678 lower than the budget and 6,917 lower than the same period last year. Combined ED visits and holds for the year are 10,434 below budget and 10,034 fewer than last year at this time. Acute separations are 6,973 lower than plan, and are 2,573 lower than one year ago. Combined OR Inpatient and Day Surgery cases are 4,797 cases lower than plan. Ambulatory visits are 2,660 below plan and 2,254 lower than one year ago. Community visits are 4,520 above plan and 4,656 higher than one year ago as this includes 8,707 Met Campus Assessment Centre visits to date. Weighted cases are estimated to be 3,490 lower than plan and 3,448 lower than one year ago.

Patient Volumes (Ouellette Campus only)

Acute care patient days are 7,680 days below budget year to date and 5,709 days lower than the same period last year. Acute separations are 8,719 lower than plan and 1,698 lower than last year. Mental health patient days are 697 days higher than budget and 704 higher than the same period last year. OR Inpatient and Day Surgery cases are currently 8,196 lower than plan. ED visits and holds at Ouellette are 10,607 below budget and 11,423 lower than the prior year. Ambulatory visits are 30,908 below budget and 30,888 visits lower than prior year. Community visits are 86,361 above plan, as this includes 86,779 visits to the Ouellette Campus COVID-19 Community Assessment Centre. Weighted cases are estimated to be 3,990 lower than plan and 4,667 less than one year ago.

Patient Volumes (St. Clair College Field Hospital only)

Acute care patient days at the St. Clair College Field Hospital are 1,568 days and 271 weighted cases. The Field Hospital was closed on June 12, 2020, but is ready to reopen on a few hours notice. The St. Clair College Assessment Centre visits are included as part of the Ouellette Campus volumes.

Patient Access

Acute care length of stay at Met was 4.63 days as compared to a target of 4.54 days. Lengths of stay for Ouellette acute care was 8.09 days versus a plan of 7.33. Length of stay for the adult psychiatric patients was 12.01 slightly below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay is 5.88 compared to the target of 6.44. The longer than expected lengths of stay in acute care at both Met and Ouellette are impacted by the COVID-19 cases and their related lengths of stay.

4. Organizational Health

The percentage of sick time year to date for the Met Campus is 6%, which is over target by 2.3%, while overtime is .2% over target at 2.5%.

Sick time at the Ouellette Campus is 6.2% compared to the target of 3.7%, while overtime is over target at 5.1% year to date compared to the target of 2.3%.

Some of the increase in sick time costs at both campus relates paying staff to remain home in isolation due to COVID-19. When we have inpatient units on "outbreak" affected staff are sent home to self isolate. We are also assuming some of the incidental sick time is staff dealing with childcare issues.

With respect to FTEs, the Met Campus is favourable to budget by 9.4 FTEs. This is comprised of a 1.6 FTE surplus in hospital operations and a 7.8 FTE surplus in Cancer Centre operations. At the Ouellette Campus, the FTE variance is unfavourable by 19.1 FTE with the main variances in the inpatient medicine and critical care units which are 19.8 and 7.7 FTEs over budget respectively.

FTEs attributable to COVID-19 additional staffing are 124.7 in total, 101.8 for hospital operations and 18.6 for the St. Clair College Field Hospital along with a further 4.2 related to the Vaccination Centre.

The COVID-19 staffing has not been in place all year and as such does not have a huge impact on the YTD average FTEs.

Statement #1
WINDSOR REGIONAL HOSPITAL
 Consolidated Operating Results for the Eleven Months Ending February 28, 2021

Description	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
Revenue (\$000's)								
1 Ministry Funding - Base	\$ 33,956	\$ 2,280	\$ 366,858	\$ 376,895	\$ 399,502	\$ 411,915	\$ 364,532	\$ 401,055
2 Ministry Funding - One-time	7,012	2,550	45,274	21,376	54,473	20,003	24,286	27,770
3 Ministry Funding - Drug Reimb.	2,336	501	23,934	20,187	24,622	22,022	19,578	22,103
4 Preferred Accommodation	36	(247)	735	3,382	1,032	3,696	3,381	3,620
5 Chronic co-payment	-	(3)	-	38	-	42	47	47
6 Patient services	2,646	217	29,778	28,944	32,467	31,867	30,453	32,594
7 Capital grant amortization	696	158	6,553	5,918	7,220	6,456	5,968	6,550
8 Other recoveries	738	306	36,057	35,740	42,810	42,960	41,019	43,232
9 Total Revenue	\$ 47,420	\$ 5,762	\$ 509,189	\$ 492,480	\$ 562,126	\$ 538,961	\$ 489,264	\$ 536,971
Expense (\$000's)								
10 Salaries	\$ 20,457	\$ (1,432)	\$ 239,058	\$ 225,600	\$ 256,357	\$ 245,514	\$ 223,094	\$ 242,858
11 Employee benefits	5,534	(359)	57,996	56,580	63,474	63,695	55,161	61,424
12 Employee ben. - future ben. costs	161	-	1,772	1,772	1,933	1,933	1,772	2,325
13 Medical staff remuneration	7,137	(2,912)	52,652	47,418	53,734	52,163	49,955	54,183
14 Medical & Surgical supplies	4,946	(2,052)	35,733	33,476	37,497	36,237	32,571	35,882
15 Drugs	5,703	(747)	61,273	55,223	62,172	60,252	54,063	60,153
16 Supplies & other expenses	6,361	(923)	60,406	58,776	64,163	64,228	59,092	61,257
17 Equipment lease / rental	193	7	3,400	2,190	3,752	2,402	2,321	2,875
18 Capital amortization	1,296	(92)	13,358	13,244	14,228	14,448	12,759	13,947
19 Total Expense	\$ 51,788	\$ (8,510)	\$ 525,648	\$ 494,279	\$ 557,311	\$ 540,873	\$ 490,788	\$ 534,704
20 Other recoveries (expense)	(33)	(33)	(866)	-	(866)	-	205	572
20 Net Surplus (Deficit) - \$000's	\$ (4,401)	\$ (2,781)	\$ (17,325)	\$ (1,799)	\$ 3,949	\$ (1,912)	\$ (1,319)	\$ 2,839
1 Total Margin - \$000's	\$ (3,736)	\$ (2,503)	\$ (13,051)	\$ 1,766	\$ 9,034	\$ 2,098	\$ 1,761	\$ 6,167
COVID-19 related unfunded extraordinary operating expenses and revenue loss included above	4,731	(4,731)	25,404	(25,404)	10,549	(10,549)	-	-

	Actual	Fav/(Unfav) Budget	%
1 Ministry Funding - Base		\$ (10,037)	-2.66%
2 Ministry Funding - One-time		23,898	111.80%
3 Ministry Funding - Drug Reimb.		3,747	18.55%
4 Preferred Accommodation		(2,647)	-78.27%
5 Chronic co-payment		(38)	-100.00%
6 Patient services		834	2.88%
7 Capital grant amortization		635	10.73%
8 Other recoveries		317	0.89%
9 Total Revenue		\$ 16,709	3.39%
10 Salaries		\$ (13,458)	-5.87%
11 Employee benefits		(1,416)	-2.50%
12 Employee ben. - future ben. costs		-	0.00%
13 Medical staff remuneration		(5,234)	-11.04%
14 Medical & Surgical supplies		(2,257)	-6.74%
15 Drugs		(6,050)	-10.96%
16 Supplies & other expenses		(1,630)	-2.77%
17 Equipment lease / rental		(1,210)	-55.25%
18 Capital amortization		(114)	-0.86%
19 Total Expense		\$ (31,369)	-6.35%
20 Other recoveries (expense)		(866)	#DIV/0!
20 Net Surplus (Deficit) - \$000's		\$ (15,526)	
1 Total Margin - \$000's		\$ (14,817)	
COVID-19 related unfunded extraordinary operating expenses and revenue loss included above		(25,404)	

Statement #2
WINDSOR REGIONAL HOSPITAL
 Operating Results for the Eleven Months Ending February 28, 2021
 Consolidated - Met and Ouellette Campuses

Description	Current Month		Year To Date		Year End		Prior Year Actual		
	Actual	Fav/(Unfav) to Unapproved Budget	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Year to Date	Year End
Revenue (\$000's)									
1 Ministry Funding - Base	\$ 33,939	\$ 2,280	\$ 366,604	\$ 376,641	\$ (10,037)	399,281	\$ 411,645	\$ 364,320	\$ 400,826
2 Ministry Funding - One-time	7,012	2,550	45,274	21,376	23,898	54,473	20,003	24,286	27,770
3 Ministry Funding - Drug Reimb.	2,336	501	23,934	20,187	3,747	24,622	22,022	19,578	22,103
4 Preferred Accommodation	36	(247)	735	3,382	(2,647)	1,032	3,696	3,381	3,620
5 Chronic co-payment	-	(3)	-	38	(38)	-	42	47	47
6 Patient services	2,646	217	29,778	28,944	834	32,467	31,867	30,453	32,594
7 Equipment grant amortization	363	148	2,878	2,365	513	3,248	2,580	2,409	2,662
8 Other recoveries	738	307	36,034	35,730	304	42,764	42,914	40,993	43,150
9 Total Revenue	\$ 47,070	\$ 5,753	\$ 505,237	\$ 488,663	\$ 16,574	\$ 557,887	\$ 534,769	\$ 485,467	\$ 532,772
Expense (\$000's)									
10 Salaries	\$ 20,444	\$ (1,432)	\$ 238,907	\$ 225,448	\$ (13,459)	\$ 256,235	\$ 245,344	\$ 222,973	\$ 242,720
11 Employee benefits	5,531	(358)	17,961	56,551	(1,410)	63,442	63,663	55,129	61,387
12 Employee ben. - future ben. costs	161	-	1,772	1,772	-	1,933	1,933	1,772	2,325
13 Medical staff remuneration	7,137	(2,912)	52,652	47,418	(5,234)	53,734	52,163	49,955	54,183
14 Medical & Surgical supplies	4,946	(2,052)	35,733	33,475	(2,258)	37,496	36,236	32,571	35,881
15 Drugs	5,703	(747)	61,273	55,223	(6,050)	62,172	60,252	54,063	60,153
16 Supplies & other expenses	5,820	(627)	57,446	56,687	(759)	60,505	61,846	57,376	59,414
17 Long term interest	536	(299)	2,835	1,937	(898)	3,510	2,234	1,578	1,695
18 Equipment lease / rental	193	7	3,400	2,190	(1,210)	3,739	2,389	2,321	2,675
19 Equipment amortization	834	(101)	8,244	8,063	(181)	8,681	8,796	7,698	8,426
20 Total Expense	\$ 51,305	\$ (8,521)	\$ 520,223	\$ 488,764	\$ (31,459)	\$ 551,448	\$ 534,857	\$ 485,436	\$ 528,859
21 Surplus / (Deficit) From Hospital Operations	\$ (4,235)	\$ (2,768)	\$ (14,986)	\$ (101)	\$ (14,885)	\$ 6,439	\$ (88)	\$ 31	\$ 3,913
Surplus / (Deficit) from Other Operations (\$000's)									
22 Other Votes (net)	(4)	1	(34)	(70)	36	(49)	(48)	(53)	(13)
23 Other Recoveries / (Expenses)	(33)	(33)	(866)	-	(866)	(866)	-	205	572
24 Subtotal	(4,272)	(2,800)	(15,886)	(171)	(15,715)	5,524	(136)	183	4,472
25 Net Building Amortization	\$ (129)	19	\$ (1,439)	\$ (1,628)	189	\$ (1,575)	\$ (1,776)	\$ (1,502)	\$ (1,633)
26 Net Surplus (Deficit) - \$000's	\$ (4,401)	\$ (2,781)	\$ (17,325)	\$ (1,799)	\$ (15,526)	\$ 3,949	\$ (1,912)	\$ (1,319)	\$ 2,839
27 COVID-19 related unfunded extraordinary operating expenses included above	\$ 4,444	\$ (4,444)	\$ 17,636	\$ -	\$ (17,636)	\$ -	\$ -	\$ -	\$ 1,629
28 COVID-19 related unfunded non-ministry revenue loss included above	\$ 286	\$ (286)	\$ 7,768	\$ -	\$ (7,768)	\$ 10,549	\$ -	\$ -	\$ -
29 YTD - Unearned Ministry volume funding	\$ 1,069	\$ (1,069)	\$ 11,764	\$ -	\$ (11,764)	\$ 8,985	\$ -	\$ 1,500	\$ 1,110

WINDSOR REGIONAL HOSPITAL
Operating Results for the Eleven Months Ending February 28, 2021
Consolidated - Met and Ouellette Campuses

Description	Current Month		Year To Date		Year End		Prior Year Actual			
	Actual	Fav/(Unfav)	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Year to Date	Year End	
Financial Performance Measures										
1 Total Margin - \$000's	\$ (3,736)	(2,503)	\$ (13,051)	\$ 1,766	\$ (14,817)	\$ 9,034	\$ 2,098	\$ 6,936	\$ 1,761	\$ 6,167
2 Total Margin - %	-7.93%	-4.96%	-2.58%	0.36%	-2.94%	1.62%	0.39%	0.0%	0.36%	1.16%
3 Unrestricted cash - \$000's	n/a	n/a	\$183,826	N/A	N/A	\$ 70,000	N/A	N/A	-	\$ 411
4 Current ratio	n/a	n/a	2.03	0.40	1.63	0.80	0.40	N/A	0.36	0.33
Capital equipment expenditures -										
5a Fiscal 2020 - 21 \$000's	\$ 1,542	n/a	\$ 13,474	\$ 6,672	\$ (6,801)	\$ 15,000	\$ 7,279	\$ 7,721	\$ 10,572	\$ 11,829
5b C/F \$000's	\$ 1	n/a	\$ 4,584	\$ 530	\$ (4,054)	\$ 6,000	\$ 578	\$ -	\$ 5,228	\$ 5,414
5c Funded / Own Funds Capital Projects	\$ 4,091	n/a	\$ 19,309	\$ 26,640	\$ 7,331	\$ 27,062	\$ 29,062	\$ 2,000	\$ 12,936	\$ 19,570
Patient Volume Measures										
1 Total Weighted Cases (est) - HIG	1,655	(245)	19,169	22,660	(3,490)	20,943	24,763	(3,820)	22,617	24,384
2 Acute separations (excl psych)	1,212	(635)	15,101	22,074	(6,973)	16,400	24,080	(7,680)	17,674	19,178
3 Acute pat. days (excl. psych)	6,404	(88)	69,851	77,529	(7,678)	76,712	84,626	(7,914)	76,768	82,935
4 Psychiatric - Adolescent pat. days	160	63	1,240	1,156	84	1,411	1,269	142	1,117	1,198
5 Emergency visits and ER holds	3,140	(1,045)	39,480	49,914	(10,434)	42,844	54,551	(11,707)	49,514	53,032
6 OR - Inpatient cases	218	(82)	2,681	3,618	(937)	2,915	3,909	(994)	3,654	3,896
7 OR - Day Surgery cases	565	(163)	4,962	8,822	(3,860)	5,567	9,484	(3,917)	8,546	9,054
8 Clinic visits	9,920	366	111,971	114,631	(2,660)	122,600	124,549	(1,949)	114,225	123,178
9 Community Services visits	2,656	1,836	14,307	9,787	4,520	17,153	10,695	6,458	9,651	10,135
Variable Revenue Volumes:										
10 (a) Hip procedures	3	(2)	79	67	12	82	67	15	84	90
(b) Knee procedures	6	(25)	128	386	(258)	134	410	(276)	368	390
(c) Pacemaker inserts	-	-	-	-	-	-	-	-	-	-
11 MRI Hours of Operation	493	5	5,690	6,069	(379)	6,218	6,364	(146)	5,698	6,268
12 CT Hours of Operation	672	5	8,007	7,476	531	8,727	8,696	31	7,861	8,604
Patient Access Measures & System Integration										
1 Acute Average LOS	5.28	(0.74)	4.63	4.54	(0.09)	4.63	4.54	(0.09)	4.34	4.32
2 Psych Average - Adolescent LOS	5.93	0.51	5.88	6.44	0.56	5.88	6.44	0.56	4.81	4.74
Organizational Health										
1 % Sick Time to Total Comp	6.60%	N/A	6.00%	3.70%	-2.30%	6.00%	3.70%	-2.30%	5.70%	5.70%
2 % Overtime to Total Comp	2.20%	N/A	2.50%	2.30%	-0.20%	2.50%	2.30%	0.20%	2.90%	2.30%
3 FTE staffing (Hospital Ops Only)	1,755.3	N/A	1,701.7	1,711.1	9.4	1,700.0	1,690.1	(9.93)	1,695.4	1,685.3

WINDSOR REGIONAL HOSPITAL
Operating Results for the Eleven Months Ending February 28, 2021
Consolidated - Met and Ouellette Campuses

Patient Volume Measures		OUELLETTE CAMPUS ONLY			Year End			Prior Year Actual		
Description	Current Month		Year To Date		Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	Year End
	Actual	Fav/(Unfav)	Actual	Budget						
1 Total Weighted Cases (est) - HIG	1,689	(260.31)	19,255	23,245	21,064	25,402	(4,338)	23,922	25,827	
2 Acute separations (excl psych)	678	(783)	8,663	17,382	9,389	19,043	(9,654)	10,361	11,244	
3 Acute pat. days (excl. psych)	6,342	(198)	70,064	77,744	76,859	85,253	(8,394)	75,773	81,548	
4 Psychiatric - Adult patient days	1,694	(45)	21,446	20,749	23,261	22,671	590	20,742	22,532	
5 Rehab patient days	-	-	-	-	-	-	-	-	-	
6 Emergency visits and ER holds	2,777	(1,375)	38,926	49,533	41,901	54,126	(12,225)	50,349	54,152	
7 OR - Inpatient cases	212	(94)	2,739	3,697	2,966	3,989	(1,023)	3,758	4,022	
8 OR - Day Surgery cases	1,021	(126)	6,672	13,910	7,766	14,953	(7,187)	13,357	13,932	
9 Clinic visits	2,335	(2,271)	23,373	54,281	25,875	60,039	(34,164)	54,261	57,778	
10 Community Services visits	6,425	5,675	95,305	8,944	102,189	9,774	92,415	8,429	10,320	
11 Variable Revenue Volumes:										
(a) Hip procedures	13	(13)	153	311	167	333	(166)	313	321	
(b) Knee procedures	13	(23)	205	435	219	471	(252)	460	484	
(c) Pacemaker inserts	32	12	234	243	268	265	3	245	265	
12 Cataracts										
a) Unilateral	558	170	1,603	4,669	2,201	5,053	(2,852)	4,669	4,849	
b) Bilateral	407	395	1,947	143	2,383	154	2,229	166	171	
13 MRI Hours of Operation	526	42.24	5,851	5,061	6,415	6,307	108	5,603	6,139	
14 CT Hours of Operation	672	(1.04)	8,012	8,902	8,732	8,776	(44)	8,035	8,778	
Patient Access Measures & System Integration OUELLETTE CAMPUS ONLY										
1 Acute Average LOS	9.35	(2.02)	8.09	7.33	8.09	7.33	(0.76)	7.31	7.25	
2 Rehab Average LOS	-	-	-	-	-	-	-	-	-	
3 Psych Average - Adult LOS	10.93	1.50	12.01	12.43	12.00	12.43	0.43	12.92	12.80	
Organizational Health OUELLETTE CAMPUS ONLY										
1 % Sick Time to Total Comp	6.60%	N/A	6.20%	3.70%	6.20%	3.70%	-2.50%	6.00%	6.00%	
2 % Overtime to Total Comp	4.70%	N/A	5.10%	2.30%	5.10%	2.30%	-2.80%	4.40%	4.50%	
3 FTE staffing (Hospital Ops Only)	1,511.4	N/A	1,445.4	1,426.3	1,445.0	1,434.4	(10.6)	1,443.5	1,431.8	

Patient Volume Measures		ST. CLAIR COLLEGE CAMPUS ONLY			Year End			Prior Year Actual		
Description	Current Month		Year To Date		Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	Year End
	Actual	Fav/(Unfav)	Actual	Budget						
1 Total Weighted Cases (est) - HIG	-	-	271	-	271	-	271	-	-	
2 Acute separations	-	-	53	-	53	-	53	-	-	
3 Acute patient days	-	-	1,568	-	1,568	-	1,568	-	-	
4 Acute Average LOS	-	-	29.58	-	29.58	-	(29.58)	-	-	
5 FTE staffing	-	N/A	18.6	-	16.6	-	(16.60)	-	-	

Statement # 3

WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION
 As At February 28, 2021
 (Amounts in 000's)

	February 28, 2021	March 31, 2020	February 28, 2021	March 31, 2020
ASSETS				
Current assets:				
Cash & short-term investments	\$ 183,415	-	\$ -	-
Accounts Rec. - Ministry / CCO	10,490	6,348	-	11,623
- OHIP	10,023	8,306	18,667	25,266
- Other	10,718	6,142	22,117	4,235
Inventories	7,950	5,139	56,331	53,449
Prepaid & deferred charges	4,852	5,259	4,899	3,569
Due from related parties	2,119	2,116	742	742
Total current assets	229,567	33,310	113,001	100,018
Long term assets:				
Investments	6,210	6,044	278,416	56,218
Property, Plant, Equipment, Net	163,583	158,644	24,395	22,624
Construction in progress	56,876	37,807	741	1,340
	220,459	196,451	1,600	1,795
Total long term assets	226,669	202,495	123,090	121,663
	435,153	210,574	435,153	210,574
	(1,600)	(1,795)	(1,600)	(1,795)
	(90,317)	(72,992)	(90,317)	(72,992)
Total assets	\$ 456,237	\$ 235,805	\$ 456,237	\$ 235,805
LIABILITIES AND EQUITIES				
Current liabilities:				
Bank overdraft				
Bank indebtedness				
Accounts payable - trade				
Accounts payable - Ministry				
Accrued liabilities				
Current portion of long term debt				
Current portion accrued benefit obligations				
Current portion of capital lease				
Ministry of Health - advance				
Total current liabilities			113,001	100,018
Long term liabilities:				
Long Term Debt			278,416	56,218
Accrued benefit obligations			24,395	22,624
Capital lease obligations			741	1,340
Marked to market			1,600	1,795
Sick benefits payable			6,910	6,934
Deferred revenue - capital grants			123,090	121,663
			435,153	210,574
			(1,600)	(1,795)
			(90,317)	(72,992)
Total liabilities and net assets	\$ 456,237	\$ 235,805	\$ 456,237	\$ 235,805

Statement # 4

Windsor Regional Hospital
Statement of Cash Flows

For the Eleven Months Ending February 28, 2021

With Comparative Amounts For the Year Ending March 31, 2020

(Amounts in 000's)

	February 28, 2021	March 31, 2020	Month of February 2021
OPERATING ACTIVITIES			
Net Surplus/(deficit) for the period	\$ (17,325)	\$ 2,839	\$ (1,172)
Add (deduct) non-cash items:			
Amortization of capital assets	13,358	13,947	1,297
Loss / (Gain) on disposal	-	-	-
Amortization of deferred capital contributions	(5,136)	(6,550)	83
Cash flow from / (used in) operating balances	(9,103)	10,236	208
	11,322	16,036	(13,462)
Cash provided by operating activities	2,219	26,272	(13,253)
INVESTING ACTIVITIES			
Purchase of capital assets	(37,366)	(36,812)	(5,633)
FINANCING ACTIVITIES			
Investments held for capital purposes	(166)	(479)	(12)
Loans payable	210,417	2,402	3,100
Capital grants and donations received	6,563	7,841	642
Notes payable and other long term liabilities	1,748	776	132
Cash provided by (used in) financing activities	218,562	10,540	3,862
Net increase (decrease) in cash during the period	183,415	-	\$ (15,025)
Cash, beginning of period	-	-	198,440
Cash, end of period	\$ 183,415	\$ -	\$ 183,415

**Windsor Regional Hospital
Summary of Investments and Bank Borrowings & Long Term Debt**
February 28, 2021

Investments		Bank Borrowings & Other Long Term Debt			
Type of Investment	Amount	Bank Facility Type	Amount Available	Amount Authorized By The Board	Amount Used
1. Cash & Short term Investment Account					
(a) General Account	\$ 183,411,000	1. Credit A - Line of credit	\$ 30,000,000	\$ 30,000,000	\$ -
CIBC Investment Account	1,000	Average utilization during the month (interest rate = CIBC Prime - 0.25% (2.20%))		\$ -	\$ -
2. Capital Investment a/c - grant account balance					
(a) CIBC Investment Account		2. CIBC - Credit B - Committed Installment Loan - net of current portion of \$661,000	\$ -	\$ 7,373,000	\$ 7,373,000
		3. CIBC - Credit C - Committed Capital Equipment Revolving Loan with interest rates of 2.46% to 3.26% - net of current portion of \$1,032,000	\$ 3,015,000	\$ 6,800,000	\$ 2,753,000
		4. CIBC - Credit E - Demand Installment Loan - HIS Project	\$ 8,402,000	\$ 47,000,000	\$ 38,598,000
Equity Investment		5. TD - Four Term loans with interest rates of 2.69% to 5.6% - net of current portion of \$1,407,000			
ProResp		Date of next rate renewal - February 15, 2022	\$ -	\$ 24,092,000	\$ 24,092,000
		6. CIBC - Credit F - non-revolving instalment loan with a 20 year amortization, funded Banker's Acceptances plus .80% commitment stamping fee, net of current portion of \$300,000	\$ 100,000	\$ 6,000,000	\$ 5,600,000
2. Capital Investment a/c - grant account balance	\$ 183,415,000	Other Disclosures			
		CIBC - re: Credit B - Committed Installment Loan - Marked to Market Value Adjustment	N/A	N/A	\$ 1,600,000
Capital reserve	6,210,000	Other Long Term Debt			
		Senior Unsecured Series A Debentures, 2.711% annual interest maturing Nov. 18, 2060		\$ 200,000,000	\$ 200,000,000
Total	\$ 6,210,000	Note 1 - interest rate set through 25 year interest rate SWAP agreement with an interest rate of 5.035% with fixed principal and interest payments of \$86,641 per month.			
		Note 2 - market value adjustment reviewed at end of each quarter			



WINDSOR REGIONAL HOSPITAL

OUTSTANDING CARE – NO EXCEPTIONS!

Media Report to the Board of Directors April 2021

The following is a summary of WRH in the news since the last report:

COVID-19 vaccinations to start Monday for Windsor-Essex residents over 80 years old

CTV Windsor, Feb. 25, 2021

<https://windsor.ctvnews.ca/covid-19-vaccinations-to-start-monday-for-windsor-essex-residents-over-80-years-old-1.5324032>

Vaccines for Indigenous population in Windsor-Essex meeting demand as rollout continues

CBC Windsor, Feb. 25, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-indigenous-population-1.5928347>

Ontario man fined \$3.8K at land border crossing amid confusion over who's 'essential'

CBC Windsor, Feb. 25, 2021

<https://www.cbc.ca/news/canada/windsor/border-ticket-tunnel-quarantine-act-1.5926311>

Health unit turns away cross-border nurses volunteering to vaccinate Windsor-Essex residents

CBC Windsor, Feb. 25, 2021

<https://www.cbc.ca/news/canada/windsor/cross-border-nurses-covid-19-vaccine-1.5928757>

Rapid COVID-19 testing now available in Windsor for essential travel

CTV Windsor, Feb. 25, 2021

<https://windsor.ctvnews.ca/rapid-covid-19-testing-now-available-in-windsor-for-essential-travel-1.5324796>

Hatfield renews call for paid sick days in Ontario

Blackburn News, Feb. 25, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/02/26/hatfield-renews-call-paid-sick-days-ontario/>

Jarvis: We're not heroes, we're hard-working people doing our level best

Windsor Star, Feb. 25, 2021

<https://windsorstar.com/news/local-news/jarvis-were-not-heroes-were-hard-working-people-doing-our-level-best>

OUR MISSION: PROVIDE QUALITY PERSON-CENTRED HEALTH CARE SERVICES TO OUR COMMUNITY.

WINDSOR REGIONAL HOSPITAL

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WINDSOR REGIONAL HOSPITAL

OUTSTANDING CARE – NO EXCEPTIONS!

Thousands of Windsor-Essex seniors pre-register for COVID-19 vaccine on first day

CTV Windsor, Feb. 26, 2021

<https://windsor.ctvnews.ca/thousands-of-windsor-essex-seniors-pre-register-for-covid-19-vaccine-on-first-day-1.5325745>

COVID-19 shots for 80+ residents in Windsor-Essex will start Monday. Here's how it will work

CBC Windsor, Feb. 26, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-vaccination-explained-1.5929093>

7,000 eligible individuals pre-register for COVID-19 vaccine

AM800, Feb. 26, 2021

<https://www.iheartradio.ca/am800/news/7000-eligible-individuals-pre-register-for-covid-19-vaccine-1.14662937>

As Windsor-Essex is set to vaccinate seniors 80+ in community, accessibility becomes an issue

CBC Windsor, Feb. 26, 2021

<https://www.cbc.ca/news/canada/windsor/accessible-site-vaccine-covid-19-1.5929701>

CBC Windsor speaks with MP Irek Kusmierczyk about how the federal government can continue to cover the costs of the pandemic

CBC Windsor, Feb. 26, 2021

<https://www.cbc.ca/player/play/1866539075947>

25 new COVID-19 cases reported in Windsor-Essex; three new deaths

Blackburn News, Feb. 27, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/02/27/25-new-covid-19-cases-reported-windsor-essex-three-new-deaths/>

COVID-19 cases increases by 25, three additional deaths

Windsor Star, Feb. 27, 2021

<https://windsorstar.com/news/local-news/covid-19-update-2>

COVID-19 case rate in Windsor-Essex dips but remains high

Windsor Star, Feb. 26, 2021

<https://windsorstar.com/news/local-news/covid-19-case-rate-in-windsor-essex-dips-but-remains-high>

Reader letter: Grateful for efforts of Dr. Ahmed, medical workers

Windsor Star, Feb. 28, 2021

<https://windsorstar.com/opinion/letters/reader-letter-grateful-for-efforts-of-dr-ahmed-medical-workers>

Nurse says she was deemed non-essential by CBSA, as agency seeks to clarify land border rules

CBC Windsor, March 2, 2021

<https://www.cbc.ca/news/canada/windsor/nurse-deemed-non-essential-cbsa-1.5931813>



WINDSOR REGIONAL HOSPITAL

OUTSTANDING CARE – NO EXCEPTIONS!

New WE Speak program to assist with language barriers when it comes to health care access

CTV Windsor, March 1, 2021

<https://windsor.ctvnews.ca/new-we-speak-program-to-assist-with-language-barriers-when-it-comes-to-health-care-access-1.5328567>

Jarvis: As pandemics go, Monday was a good day

Windsor Star, March 2, 2021

<https://windsorstar.com/news/local-news/jarvis-as-pandemics-go-monday-was-a-good-day>

Targeted vaccination clinic is a mini-war effort says mayor

AM800, March 3, 2021

<https://www.iheartradio.ca/am800/news/targeted-vaccination-clinic-is-a-mini-war-effort-mayor-1.14695393>

As supply of vaccine rises, we can ramp it up health unit says

Windsor Star, March 3, 2021

<https://windsorstar.com/news/local-news/as-supply-of-vaccine-rises-we-can-ramp-it-up-health-unit-says>

Tour of COVID-19 vaccination centre

CTV Windsor, March 3, 2021

<https://windsor.ctvnews.ca/video?clipId=2152794>

Jarvis: The big lift is coming. Are we ready?

Windsor Star, March 3, 2021

<https://windsorstar.com/news/local-news/jarvis-the-big-lift-is-coming-are-we-ready>

WRH stops COVID-19 testing for international travellers

Blackburn News, March 3, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/03/03/windsor-regional-hospital-stops-covid-19-testing-international-travellers/>

Region's case rate on cusp of orange level

Blackburn News, March 5, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/03/05/regions-case-rate-cusp-orange-level/>

Jarvis: The best vaccine whatever you can get your hands on

Windsor Star, March 6, 2021

<https://windsorstar.com/news/local-news/jarvis-the-best-vaccine-whatever-you-can-get-your-hands-on>

Reader letter: Why is media access more important than seeing dying loved ones in hospital

Windsor Star, March 6, 2021

<https://windsorstar.com/opinion/letters/reader-letter-why-is-media-access-more-important-than-seeing-dying-loved-ones-in-hospital>



WINDSOR REGIONAL HOSPITAL

OUTSTANDING CARE – NO EXCEPTIONS!

'I wasn't truly exposed and I think we need to use more common sense' – local nurse concerned about cross-border protocols

CTV Windsor, March 7, 2021

<https://windsor.ctvnews.ca/i-wasn-t-truly-exposed-and-i-think-we-need-to-use-more-common-sense-local-nurse-concerned-about-cross-border-protocols-1.5337357>

Families of disabled loved ones wait anxiously for vaccine

Blackburn News, March 7, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/03/07/families-disabled-loved-ones-wait-anxiously-vaccine/>

WRH faces backlog of 3,000 elective procedures

AM800, March 8, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-faces-backlog-of-3-000-elective-procedures-1.14725985>

WE Spark health institute awards research grants to promote health education projects

CTV Windsor, March 7, 2021

<https://windsor.ctvnews.ca/we-spark-health-institute-awards-research-grants-to-promote-health-education-projects-1.5337451>

Second dose of COVID-19 vaccine to be delayed in Windsor-Essex

CTV Windsor, March 9, 2021

<https://windsor.ctvnews.ca/second-dose-of-covid-19-vaccine-to-be-delayed-in-windsor-essex-1.5339567>

Due a 2nd vaccine dose from WRH? New Ontario rules will delay it up for four months

CBC Windsor, March 9, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-vaccine-extension-1.5941779>

Provincial changes lead to adjustment in vaccine doses

Blackburn News, March 8, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/03/09/provincial-changes-lead-adjustment-vaccine-doses/>

Windsor-Essex expected to receive more COVID-19 vaccine in the coming weeks

AM800, March 8, 2021

<https://www.iheartradio.ca/am800/news/windsor-essex-expected-to-receive-more-covid-19-vaccine-in-the-coming-weeks-1.14730486>

Windsor-Essex has highest vaccination rate in the province

Blackburn News, March 8, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/03/08/windsor-essex-highest-vaccination-rate-province/>



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New organization seeks to make Hospice patients' final dream come true

Blackburn News, March 8, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/03/09/new-organization-seeks-make-hospice-patients-final-dream-come-true/>

WRH has backlog of up to 3000 surgeries

CBC Windsor, March 9, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-surgery-1.5941988>

Medical officer of health on leave of absence

Windsor Star, March 10, 2021

<https://windsorstar.com/news/local-news/medical-officer-of-health-on-leave-of-absence>

World marks one year anniversary of COVID-19 pandemic week

Blackburn News, March 10, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/03/11/world-marks-one-year-anniversary-covid-19-pandemic-week/>

One-year anniversary of COVID-19 pandemic brings mixed emotions for Windsor-Essex health official

Windsor Star, March 11, 2021

<https://windsorstar.com/news/local-news/one-year-anniversary-of-covid-19-pandemic-brings-mixed-emotions-for-windsor-essex-health-official>

Potential COVID-19 exposure at Leamington store

Blackburn News, March 11, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/03/11/potential-covid-19-exposure-leamington-store/>

COVID-19 exposure point identified in Leamington

AM800, March 11, 2021

<https://www.iheartradio.ca/am800/news/covid-19-exposure-point-identified-in-leamington-1.14752851>

COVID-19 variants found in Lambton County school outbreak

CBC Windsor, March 11, 2021

<https://www.cbc.ca/news/canada/windsor/sarnia-school-covid-19-outbreaks-1.5945961>

Seniors 80 and older to continue using local vaccine registration system

Windsor Star, March 15, 2021

<https://windsorstar.com/news/local-news/seniors-80-and-older-to-continue-using-local-vaccine-registration-system>

One year after contracting COVID-19, LaSalle nurse still recovering

CBC Windsor, March 15, 2021

<https://www.cbc.ca/news/canada/windsor/health-care-worker-nurse-torry-heidi-robertson-1.5951128>



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WRH CEO reflects on one year with COVID

Windsor Star, March 17, 2021

<https://windsorstar.com/news/local-news/the-year-of-covid-2-wrh-ceo-reflects-on-one-year-with-covid>

Do Good Divas donate \$10K to WRH

Blackburn News, March 17, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/03/17/good-divas-donate-10k-wrh/>

Reader letter: Amazing hospital staff deserve a new facility

Windsor Star, March 17, 2021

<https://windsorstar.com/opinion/letters/reader-letter-amazing-hospital-staff-deserve-a-new-facility>

Jarvis: Vaccination versus variants – the fork in the road

Windsor Star, March 18, 2021

<https://windsorstar.com/news/local-news/jarvis-vaccination-versus-variants-the-fork-in-the-road>

Still too early to loosen border restrictions says local MP

Blackburn News, March 18, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/03/18/still-early-loosen-border-restrictions-says-local-mp/>

The year of COVID 3: Spanish flu in Windsor-Essex

Windsor Star, March 18, 2021

<https://windsorstar.com/news/local-news/the-year-of-covid-3-spanish-flu-in-windsor-essex>

3rd wave hasn't hit Windsor-Essex yet but we're 'on the precipice': WECHU

CBC Windsor, March 18, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-health-unit-update-march18-1.5954632>

Windsor-Essex edging closer to third wave

Blackburn News, March 18, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/03/18/windsor-essex-edging-closer-third-wave/>

Targeted COVID-19 vaccination clinic opens in downtown Windsor

AM800, March 21, 2021

<https://www.iheartradio.ca/am800/news/targeted-covid-19-vaccination-clinic-opens-in-downtown-windsor-1.14801438>

WRH CEO tops city's Sunshine List

Blackburn News, March 20, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/03/20/windsor-regional-hospital-ceo-tops-citys-sunshine-list/>



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Adults 75-plus can book their COVID-19 vaccines starting Tuesday: WECHU

CTV Windsor, March 20, 2021

<https://windsor.ctvnews.ca/adults-75-plus-can-book-their-covid-19-vaccines-starting-tuesday-wechu-1.5355423>

It's been one year since COVID-19 showed up in Windsor-Essex

AM800, March 20, 2021

<https://www.iheartradio.ca/am800/news/it-s-been-1-year-since-covid-19-showed-up-in-windsor-essex-1.14801814>

The Year of COVID: Windsor-Essex stats show stark difference between COVID and flu

Windsor Star, March 20, 2021

<https://windsorstar.com/news/local-news/the-year-of-covid-windsor-essex-stats-show-stark-difference-between-covid-flu>

Some of those we lost in Windsor-Essex during the first year of COVID-19

Windsor Star, March 19, 2021

<https://windsorstar.com/news/local-news/some-of-those-we-lost-in-windsor-essex-during-the-first-year-of-covid-19>

Windsor-Essex sees COVID-19 case rate improve but not enough for orange: WECHU

CBC Windsor, March 19, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-health-unit-update-march19-1.5956174>

Case rate in Windsor-Essex remains high, stays red

Blackburn News, March 19, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/03/19/case-rate-windsor-essex-remains-high-stays-red/>

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WEB:

Users: 55,000 users this month, -8.3% from last month

New Users: 71.2%

Average view time: 1 m 46 s

How do people access the site?

Mobile: 50.9%, 12% decrease in users

Desktop: 45.9%, 7.9 % decrease in users

Tablet: 3.2 %, 21.1% decrease in users

Top pages:

- 1) Home Page – 30,711
- 2) COVID Assessment Centre –14,702
- 3) Emergency Wait times –9,126
- 4) Careers – 6,504
- 4) Coronavirus – 5,017
- 5) Contact us – 3,769
- 6) COVID 19 Vaccine – 3,457
- 7) Pharmacy Department - 2,679
- 8) Pharmacy login – 2,564

Top Languages other than English:

- 1) French - 120
- 2) Chinese ([zh.cn](#)) – 87



WINDSOR REGIONAL HOSPITAL

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YOUTUBE:

Views: 5,173 views

Watch Time: 647.9 hours, (about 257 more than usual)

Subscribers: 565, +26

Top videos internal:

- 1) WRH Return of the Bingo – 526 views
- 2) Fit Test demonstration – 368 views
- 3) Demonstrating Compassion – 276
- 4) PALS - 252 views
- 5) Guidelines for basic neurological observation –179

Top videos external:

- 1) How Do I get that dose of Pfizer– 1,008 views
- 2) Coping with COVID – Long Haulers – 433 views
- 3) Report from President and CEO – 171 views
- 4) Negative Air Pressure Rooms – 143 views
- 5) Quick Dams – 142

FACEBOOK: 9,678 followers +60

64,000 monthly reach – down 6%

23,515 people “engaged” on our site - commented or liked our posts this month, down 27%

19,494 videos viewed, up 13%

Top Posts:

- 1) March 11 National Day of Observance to honour lives lost to COVID-19 – 5,590 reached, 257 reactions
- 2) Job Opportunities –5,521 reached, 33 reactions
- 3) Coping with COVID – Long Haulers – 5,386 reach, 74 reactions
- 4) Pharmacy Appreciation Month – 5,308 reached, 395 reaction
- 5) Dispatches from a field hospital promo – 4,484 reached,14 reactions

INSTAGRAM – Followers: 3,379

Reach: 3,103 – Down .7%

Top Posts:

- 1) March 11 National Day of Observance to honour lives lost to COVID-19 – reach 1,998
- 2) Chocolates for staff from Vistaprint – reach 1,707 likes,135
- 3) Vaccination Centre at Windsor Hall – reach 1,626, likes 169
- 4) Do Good Divas Donation – reach 1,547, likes 108
- 5) COVID Chronology– reach 1,520, likes 814



WINDSOR REGIONAL HOSPITAL

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TWITTER:

Followers: 4,464 , +43 this month

Impressions: 73.4K down 5.3%

Tweets: 44 up 7.3%

Trending topics:

- 1) Dispatches From a Field Hospital promo –7,671 impressions, 82 engagements
- 2) AM 800 news story on Vaccinations at Windsor Hall – 3,024 impressions, 109 engagements
- 3) Coping with COVID –Long Hauler Promo – 2,695 impressions, 72 engagements
- 4) WE Can't Wait Campaign video share - 2,413 impressions, 108 engagements
- 5) Windsor Star Story share – Tale of Two Pandemics –2,120 impressions, 56 engagements