



Mission: Provide quality person-centred health care services to our community

WRH VALUES

We respectfully acknowledge that the Windsor Regional Hospital occupies the traditional, ancestral and contemporary lands of the Niswi Ishkodewan Anishinaabeg: The Three Fires Confederacy (Ojibwe, Odawa, and Potawatomi). We acknowledge the land and the surrounding waters for sustaining us and we are committed to protecting and restoring these lands and waters from environmental degradation.

BOARD OF DIRECTORS

Thursday, April 6, 2023

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>DECLARATIONS OF CONFLICT OF INTEREST</u> (Paniccia)		1702	
3. <u>PREVIOUS MINUTES:</u> March 2, 2023 (Paniccia)	Tab A	1703	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO</u> (Musyj)	Tab B	1705	FYI
5. <u>CNE REPORT</u> (Riddell)		1735	FYI
6. <u>SCHULICH REPORT</u> – (Jacobs)	Tab C	1745	FYI
7. <u>FINANCIAL PRESENTATION</u> – (McLeod)	Tab D	1750	
8. <u>CONSENT AGENDA:</u> Finance/Audit & Resources: March 27, 2023 & Operating Results (McLeod)	Tab E	1800	MOTION (accept report)
9. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)	Tab F	1810	FYI
10. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)		1810	
11. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, May 4, 2023 – ZOOM @ 1600 hours		1815	FYI

12. <u>ADJOURNMENT</u> (Paniccia)		1815	MOTION
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REGRETS ONLY TO dawn.sutherland@wrh.on.ca, or (519) 254-5577 X52517



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, March 2, 2023**, 17:00 hours, via ZOOM, live streamed on YouTube.

PRESENT VIA ZOOM:

Anthony Paniccia, Chair

Laura Copat

Paul Lachance

Linda Staudt

Cynthia Bissonnette

Ian McLeod

Michael Lavoie

David Malian

Dr. Laurie Freeman

Mary Dawson

Genevieve Isshak

Patricia France

Dr. Wassim Saad (ex-officio, non-voting)

Karen Riddell (ex-officio, non-voting)

Dr. Danielle Soulliere (ex-officio, non-voting)

Dr. Larry Jacobs (ex-officio, non-voting)

Dr. Maher Sabalbal (ex-officio, non-voting)

STAFF VIA ZOOM:

Executive Committee

REGRETS:

David Musyj

Penny Allen

1. CALL TO ORDER:

The meeting was called to order at 1700 hours with Mr. Paniccia presiding as Chair and Ms. Sutherland recording the minutes.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the February 2, 2023 Board meeting had been previously circulated.

MOVED by Ms. P. France, **SECONDED** by Dr. L. Freeman and **CARRIED THAT** the minutes of the February 2, 2023 Board of Directors meeting be approved.

The Chair provided the following highlights:

- The Hats on for Healthcare event will run for the entire month of March. This year it will support WRH's Paediatric Program and NICU. All details are available on the website.
- Virtual Town Halls will be held next week, March 7th and 9th to hear how community feedback is being incorporated into plans for the New Hospital. This is also an opportunity to meet the architects involved in the evolving design. You can register for these town hall sessions at: www.windsorhospitals.ca

- Ms. P. France will be presented with The Herb Gray Harmony Award on May 4, 2023. This award was established to recognize individuals and groups who have made an outstanding contribution to building a more welcoming community for all in Windsor-Essex. Congratulations to Ms. Patti France!

4. CNE REPORT:

Ms. Riddell reported. Highlights are below:

- The first slide of the presentation provided a snapshot of ER volumes broken down by respiratory and non-respiratory visits. Over the past month, our respiratory visits have diminished and overall our non-respiratory visits are stable.
- The second slide provided a snapshot of the COVID/RSV/Influenza inpatient admissions from October 2022 through February 2023. There has been a drop in COVID cases - we were at 85 presentations in January and down to 51 in February. With respect to patients that are presenting with COVID, that number is staying pretty steady, with 85 in January and 51 in February. There has been a rapid decrease in influenza cases since December. RSV cases have also decreased significantly with 26 cases in January and only 7 in February.
- With respect to occupancy we are still seeing high admission rates and high acuity in our patient population. Met is running at 107% occupancy and Ouellette is at 108% with all of our surge beds remaining open. We have good capacity in both the ICU and NICU at Met and much better capacity at the Ouellette ICU and CCU today.
- ALC patients – as of 10:00 a.m. today, we had 16 Alternative Level of Care for Long Term Care. In total all 16 have been ALC for LTC for 228 days with an average 14 days per ALC for LTC. If we flashback to September 2022, we had 33 ALC for LTC and a combined 913 days with an average of 27 days per ALC for LTC. We are seeing a significant decrease in the number of ALCs with the various provincial programs in place and with the support of home and community care.
- As mentioned earlier by the Chair, you can register for the upcoming Town Hall sessions scheduled for March 7th (English) and March 9th (French) at www.windsorhospitals.ca to get the latest information on new hospital planning.

5. REPORT FROM SCHULICH:

Dr. Jacobs referred to his report. Highlights are below:

- Dean Yoo will be in Windsor for a town hall to commemorate the 15th anniversary of the Windsor Campus, taking place on March 29, 2023. Windsor-Essex has always grown at a slower pace with respect to the number of physicians and Dr. Jacobs reported that in 2020 the number of family physicians increased by approximately 36% and the number of specialist increased by 30%. This is a great accomplishment.
- The 2023 Awards of Excellence will be held on April 26, 2023.

6. FINANCIAL PRESENTATION (January 2023 Results):

Mr. McLeod reported.

Slide 2 – Funding Update:

- NEW funding announcement
 - \$775,700 one-time funding for additional CT and MRI hours

- Our volumes exceed what is funded so basically they are paying us for work we are already doing
- CT and MRI hours are interchangeable at settlement as we are likely to exceed targets in CT and not meet MRI

Slide 3 – Financial Results – YTD January 2023:

- \$2,874,000 surplus for hospital operations year to date which is \$3,162,000 worse than budget
- The net surplus after building amortization is \$1,818,000 which is \$2,608,000 worse than budget
- Revenue surplus to date is \$3,162,000 lower than the expense deficit due to shortfalls in volume funded procedures and deficit in “other supplies” expenses which are unfunded

Slide 4 – COVID-19 Impact on Expenses:

- This slide shows the breakdown of \$21.4 million in COVID-19 expenses
- Unfunded COVID-19 expenses total \$4,255,000 due to
 - The wage differential for the Nursing Externs & S-PEP
 - Expenses no longer funded via incremental expense reimbursement (after June 2022)
 - Sick and isolation costs and additional staffing in the perioperative program
 - Incremental PPE
 - Additional shuttle costs, storage of equipment
- Unfunded expenses have been reduced as the Pandemic Prevention and Containment funding has been applied to these expenses

Revenue shortfalls in the three categories below are not funded:

- Volume-based for Quality-Based Procedures (QBP), Neuro, Cardiac and Wait Time. When compared to the budgeted volumes there is a \$9.9 million shortfall
- \$2.8 million revenue loss in Patient Services
- \$615,000 revenue loss in Other Recoveries

Slide 5 – Significant Variances:

Chart indicates expense variances and the offsetting revenue

- Salaries & Wage \$5,095,000 deficit
 - Partially offset by TRIN (Temporary Retention Incentive for Nurses) funding \$3,254,000
- Medical Staff Fees \$7,358,000 deficit
 - \$4,624,000 is funded through COVID-19 Temporary Physician Funding
 - \$3,558,000 offsetting favourable Patient Services Revenue variance
- Medical/Surgical Supplies \$2,832,000 deficit
 - Partially offset by Pandemic Prevention and Containment funding
- Drugs \$4,093,000 deficit
 - Offset by \$4,764,000 revenue in retail pharmacies

Slide 6 – Significant Variances continued:

- Other Supplies \$4,437,000 deficit
 - \$1,122,000 building and grounds maintenance and service contracts
 - \$470,000 physician recruitment
 - \$400,000 minor equipment purchases
 - \$398,000 patient transportation cost
 - \$305,000 food costs
 - \$157,000 utilities

MOVED by Mr. I. McLeod, **SECONDED** by Mr. M. Lavoie and **CARRIED**
THAT the March 2, 2023 Financial Presentation (as of January 31, 2023) be accepted.

7. CONSENT AGENDA:

MOVED by Mr. I. McLeod, **SECONDED** by Ms. M. Dawson and **CARRIED**
THAT the report from the February 21, 2023 Finance/Audit & Resources Committee meetings be accepted.

8. CORRESPONDENCE/PRINTED MATTER:

- a) Media Report – FYI only.

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

None.

10. NEW BUSINESS:

None.

11. DATE OF NEXT REGULAR MEETING:

Thursday, April 6, 2023, 1700 hrs VIA: ZOOM

12. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Ms. G. Isshak, **SECONDED** by Ms. L. Staudt and **CARRIED**

THAT the March 2, 2023 Board of Directors meeting be adjourned at 1725 hours.

Anthony Paniccia, Chair
Board of Directors

Dawn Sutherland
Recording Secretary/ds

Report of the President & CEO to the Board of Directors

Date: April 2023

Strategic Direction - Strengthen the processes that drive a culture of patient safety and quality care

Update on Various Health Human Resources Investments

As outlined in the 2023 provincial budget (see below) there was an announcement on ongoing investments in the hospital sector made to strengthen health human resources and immediate health care staffing shortages through the Enhanced Extern Program, Supervised Practice Experience Partnership, Preceptorship Program, and investments in nursing education enrolment, physician assistant training seats, and medical training seats.

The Extern Program

The Extern reimburses selected Ontario hospitals for the cost of employing Externs and Extern Mentor/Coordinators (EMCs) to address COVID-19 related health human resources challenges. The Extern Program leverages the clinical service delivery expertise of participating hospitals. Each organization has the flexibility to identify how Externs and EMCs can be incorporated to best support workflow and patient management.

Since the start of the WRH Extern program it has hired xxxxx externs. Currently, close to 400 externs work at WRH.

Community Commitment Program for Nurses (CCPN)

To attract Registered Nurses (RNs), Registered Practical Nurses (RPNs) and Nurse Practitioners (NPs) to work in the hospitals, long-term care (LTC) homes, home and community care (HCC)

agencies, Primary Care and Mental Health and Addiction agencies in greatest need across Ontario, the Community Commitment Program for Nurses (CCPN) provides \$25,000 in grant funding to eligible nurses in exchange for a two-year commitment to an eligible employer.

WRH has been able to hire 200+ nurses using the CCPN.

Update on Supervised Practice Experience Partnership

The Supervised Practice Experience Partnership (the program) is a partnership program between the College of Nurses of Ontario (CNO), Ontario Health and CNO approved organizations. The program offers applicants the option to complete a supervised practice experience in Ontario. A video on the program can be found at https://www.youtube.com/watch?v=-R_haWa4ngo&t=4s

Since program started WRH has placed 37 individuals. 22 of them are actively in the program. 12 have been hired by WRH.

Strategic Direction – Uphold the principles of accountability and transparency

Accreditation 2023 Survey – March Report

- Accreditation Canada surveyors will be coming to WRH for the onsite survey November 26-December 1, 2023.



Accreditation (AC) 2023 - Overview

PHASES		Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	
Phase 1 Assessment Nov. - Mar.	Create Teams	✓			✓														
	Complete Surveys				✓														
	Conduct Mock Tracers						In progress												
	Assess ROPs						In progress												
	Assess Standards						In progress												
Phase 2 Preparation Apr. - Nov.	Create Action Plans									In progress									
	Complete Action Plans									In progress									
	Prepare Our Evidence									In progress									
	Prepare Education Plan									Not started									
	Educate Staff																Not started		
	Prepare for On-site																Not started		
Phase 3 On-site Survey Nov. 26 - Dec 1	On-site Survey - be assessed by Accreditation Canada surveyors																		

➤ **PHASE 1 (Assessment) – 99% Complete**

- Created 46 Teams to complete Phases 1 and 2.
- Completed 4 Accreditation Canada surveys: Worklife Pulse for Employees, Worklife Pulse for Professional Staff, Governance Functioning Survey & Patient Safety Culture Survey.
- Completed 99% of self-assessments on the standards to be assessed in November.
- Completed Mock Tracer Training from Accreditation Canada. This included trainees (27 staff and 1 patient from our PFAC) completing 14 mock tracers across WRH. Mock tracers allow us to assess ourselves using the same method as Accreditation Canada.

➤ **PHASE 2 (Preparation) – In Progress**



- In Phase 2, teams create action plans to address gaps/areas for improvement found in self-assessments.
- So far, all Required Organizational Practices (ROPs) teams have created Action Plans. Some ROP teams have already completed their Action Plans. ROPs are the “deal-breaker” standards (carrying the highest weighted score).
- **Next Steps:**
 - Standard teams will create their Action Plans in the month of April. Some have already created action plans.
 - The Survey Team will create an Action Plan based on Survey results for the employee and professional staff surveys.
 - Corporate mock tracer training is being developed to build capacity to assess ourselves similar to Accreditation Canada – an important step as we move towards a continuous model for assessments. All Leadership staff will receive training to complete mock tracers in April.
 - All teams are compiling evidence to be used for education in the fall for frontline staff and for uploading to Accreditation Canada for surveyors to review prior to assessing us on-site.
- ◇ **Want to know more?** Go to your Board Accreditation folder online or contact Sherri Franz (519-991-1856).

Strategic Direction - Maintain a responsive and sustainable corporate financial strategy

2023 Provincial Budget Announced

On March 23, 2023, the Hon. Peter Bethlenfalvy, Minister of Finance, tabled the 2023 Ontario Budget, *Building a Strong Ontario*. Some of the highlights include:

- An expected increase of 4 per cent for hospitals.
- Investments to strengthen health human resources, including \$80 million over three years to further expand nursing education, \$200 million for the Enhanced Extern



Program and Supervised Practice Experience Partnership Program, \$100.8 million over three years to expand and accelerate the rollout of medical training seats, and \$22 million to hire up to 200 hospital preceptors to provide mentorship, supervision and training to newly graduated nurses.

- Accelerating home care funding in 2023-24 to \$569 million, including nearly \$300 million to support contract rate increases.
- A commitment to allocate additional funding and to work with frontline paediatric health partners to identify more ways to connect children and youth to the care they need.

The new Windsor/Essex acute care hospital project was mentioned a few times both in the written budget and the Minister of Finance's speech itself.

The next step is we wait to receive our WRH transfer letter document. It usually takes a month or so post budget to get that letter that provides exact details on how all the above directly impacts WRH. Stay tuned.

For all healthcare investments go to this link.

<https://www.oha.com/Bulletins/OHA%20Budget%20Summary%20-%20March%202023.pdf>

Strategic Direction - Create a dynamic workplace culture that establishes WRH as an employer of choice

WRH Workplace Wellness Program

The WRH Workplace Wellness Program will soon be celebrating its one year anniversary and the program has been so successful that it will continue for a second year until May, 2024.



The program will continue to offer a wide variety of events based on the five dimensions of wellness:

Physical – Emotional – Intellectual – Spiritual – Social.

Employees and Professional Staff are encouraged to check often on the Workplace Wellness website located on the intranet to register for WRH only events, find out more about community events, and participate in volunteer activities. Events are posted on the monthly calendar. There are also online fitness classes through the Lift App, monthly recipes, and more.

April events include: Decluttering and organizing your home like a professional, making bolognese sauce, workshop on basic conflict avoidance and escape (self-protection techniques), waterpark swim, Windsor Express basketball, and more. Sign up for the waitlist if classes are full as often additional spots and/or classes are added.

The May calendar will be posted shortly.

To access the Workplace Wellness Website:

User Name: Wellness

Password: Healthy2022

Strategic Direction - Redefine our collaboration with external partners to build a better healthcare ecosystem

“Hats On For Healthcare”

Help support healthcare in Windsor-Essex

[Hats On For Healthcare](#) campaign ended Friday, March 31st.

Please watch **Dr. Sajit Augustine** – Chief of Paediatrics & Medical Director of NICU’s video below to hear the importance of supporting Paediatric Programs and NICU.





We are so excited to announce we surpassed our fundraising goal of \$50,000!!! **THANK YOU** to all of **YOU** for your help in making this happen. A special shout out to all of our Radiothon Sponsors; Transition to Betterness, University of Windsor – Alumni Association, The Stephanie and Barry Zekelman Foundation, and Quinn Roofing Solutions Inc. We were so happy to see the support of many community partners present and everyone showing up in creative headgear to support our mission and campaign.

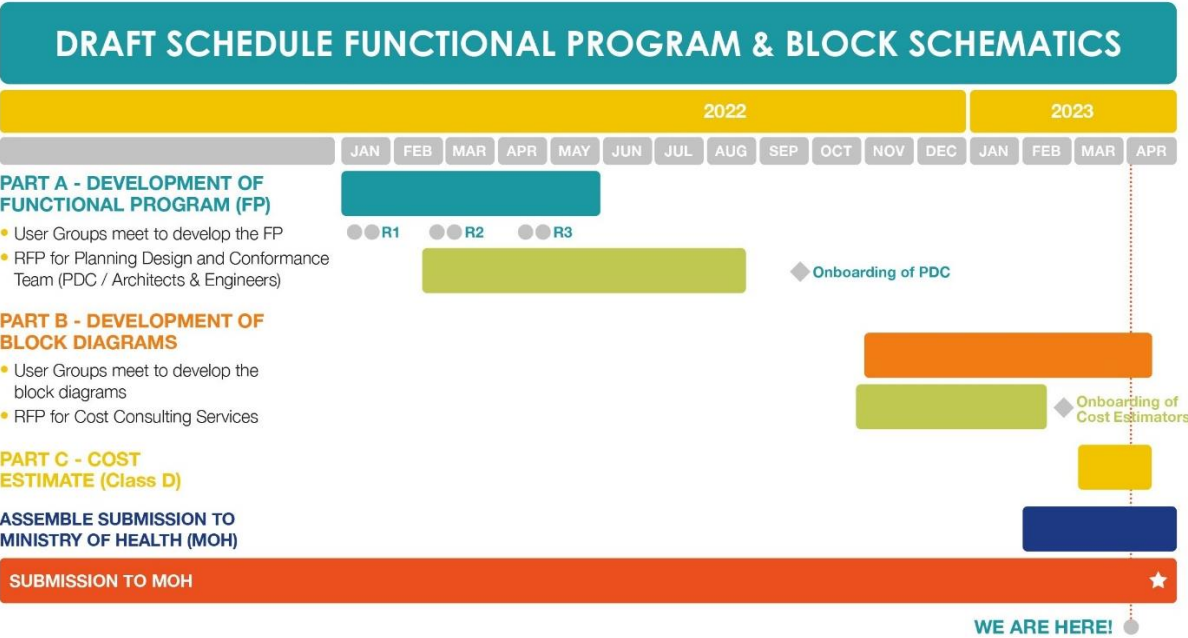


Strategic Direction - Continue the pursuit of NEW state-of-the-art acute care facilities

PROJECT UPDATE: THE NEW WINDSOR/ESSEX ACUTE CARE HOSPITAL

Approaching a major planning milestone

The New Windsor/Essex Acute Care Hospital project is approaching a major planning milestone with the Stage 1.3 project submission on target for submission to the Ministry of Health later this month.



The submission, including a functional program, set of block diagrams, campus plan and updated cost estimate, is the result of extensive collaboration with many partners within the hospital, the community and the province. It is the culmination of 15 months of intense planning by members of the 40 User Groups representing all hospital programs and services. The submission represents their first interpretation of what the groups have determined is



required - based on analytics, experience and community feedback - to achieve the project vision of a state-of-the-art facility with the capacity to provide timely, patient-and-family centred care for generations to come.

Among other things, the plan that was shared with the community at recent [virtual town halls](#) (held in both English and French), includes the capacity for all private inpatient rooms, shelled in space for future growth, a simulation training centre, an auditorium, an Indigenous healing space, and a cafeteria with access to outdoor seating. Additional information about the plan including a list of floor-by-floor programs and services is available in this [April Edition of The PMO Report](#).

Next Steps

The planning team is now finalizing the Stage 1.3 package and is on target to submit to the Ministry of Health later this month. Upon receipt, the Ministry will review the package, provide feedback and begin a negotiating process with the hospital to ensure the final plan aligns with provincial expectations and standards for efficient, modern healthcare.

We look forward to working the Ministry throughout this approval process, responding promptly to feedback and solidifying a final plan. The approved plan will clearly define the scope of the project and allow planning to proceed in order to meet the expedited timeline outlined in [Infrastructure Ontario's November 2022 Market Update](#).

The 2023 Ontario budget “Building a Strong Ontario” released on March 23, 2023, reinforced the government’s support for several major hospital projects including the New Windsor/Essex Acute Care Hospital and the Ouellette Campus urgent care centre and ambulatory procedures. This continued support ensures the project remains on schedule to tender in 2025 and have “shovels in the ground” in 2026.

Windsor Regional Hospital is committed to completing this new facility for Windsor-Essex as soon as possible. In keeping with that focus, a [change in project leadership](#) was recently announced that will keep work moving ahead on the expedited timeline, without delay.



We look forward to working with Brandon Bailey, a professional engineer with experience in delivering major health care infrastructure projects, as we enter this next critical planning stage and are grateful to Paul Landry for his leadership over the past 15 months.

Together We Build

Over the past 15 months, this project has experienced remarkable progress. At the beginning of 2022, we had a vision for a new hospital. Now, that vision is starting to take shape. We have an innovative and inclusive plan, developed by 360+ Users Group members (including staff, professional staff, patient and community representatives and [regional First Nation and Indigenous partners](#)), with the support of expert planners from Agnew Peckham and Stantec, and [meaningful input from the Windsor-Essex community](#).

We are well positioned to continue advancing the plans with more detail in the next planning stage and look forward to continuing to work with our teams and partners to make this community vision for a state-of-the-art hospital a reality.



Update to WRH Board of Directors (April 6, 2023)

Announcements:

- On February 27, 2023, Schulich School of Medicine & Dentistry hosted a federal funding announcement. Dr. Maria Mathews was one of two Western researchers to receive nearly \$1.5 million in funding toward their work to improve “Transitions in Care” for patients. [Maria Mathews, PhD, Department of Family Medicine](#) is receiving an \$895,000 investment in her research through the Canadian Institutes of Health Research. With this funding, her team will be evaluating [London’s Primary Care Diabetes Support Program](#) to determine its impact on patient health, and on health-care providers, diabetes-related complications, and health system costs.

Awards:

- The Windsor Campus Awards of Excellence honours the outstanding contributions of faculty and staff at the Schulich School of Medicine & Dentistry and provides an opportunity to recognize and encourage the ongoing development of outstanding talent. The celebration for Windsor Campus recipients - April 26, 2023.
 - Purchase tickets here: [The Awards of Excellence](#)

Faculty Development Workshops:

- How to Get Promoted: Clinical Academics from Assistant to Associate Professor**
Date: Tuesday, April 4, 2023
Time: 5:30 - 7:00pm EST.
Location: Synchronous Online with Asynchronous Materials to be completed before the course
Of Interest To: Clinical Academics at the Assistant Professor rank can benefit from this practical workshop. [Specific to Windsor Campus Only Registration](#)

Windsor Update:

- The Windsor Campus is celebrating a 15th anniversary for supporting full-time studies. By every metric, this has been a successful endeavour in both stabilizing the health human resources in Windsor-Essex and providing high quality medical education. The campus did welcome the Provost, Florentine Strzelczyk, Dean, John Yoo, and other senior leadership for a town hall and faculty event on March 28.
- The selection committee for the Assistant Dean – Undergraduate Medical Education, Windsor has completed its search. I am thrilled to report that Dr. Alice Tsui, Emergency Medicine has accepted to take on this role.
- Dr. Nikesh Adunuri (General Internal Medicine) has been appointed as Faculty Lead, Learner Experience.
- The Schulich School of Medicine & Dentistry – Windsor Campus, in partnership with the University of Windsor, Office of Research and Innovation, will soon launch its **2023 Schulich**

UWindsor Opportunities for Research Excellence Program (SWORP). Award winners have been announced including many WRH physicians.

Respectfully submitted,

Lawrence Jacobs, MD, FRCPC, FACP
Associate Dean, Windsor Campus
Schulich School of Medicine & Dentistry, Western University.



Board of Directors Meeting
April 6, 2023

Financial Presentation (February 2023 Results)

Financial Results

February 28, 2023

▶ Funding Update

- ▶ WRH has received confirmation of \$1,553,700 in additional funding for Surge Bedded Capacity applicable to fiscal 2022-2023:
 - ▶ 3 beds @ \$1,400 per day/365 days
- ▶ HHR program (Nursing Extern, S-PEP & CCPN) funding to continue in fiscal 2023/2024

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

February 28, 2023

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 582,597	\$ 557,613	\$ 24,984	4.5%
Expenses				
Salaries and Wages	\$ 246,119	\$ 240,578	\$ (5,541)	(2.3%)
Employee benefits	62,478	62,498	20	0.0%
Employee ben. - future ben. costs	1,391	1,391	-	0.0%
Medical staff remuneration	58,659	49,285	(9,374)	(19.0%)
Medical & Surgical supplies	38,205	34,888	(3,317)	(9.5%)
Drugs	75,797	71,393	(4,404)	(6.2%)
Supplies & other expenses	74,371	68,709	(5,662)	(8.2%)
Long term Interest	6,414	6,249	(165)	(2.6%)
Equipment lease / rental	2,244	2,348	104	4.4%
Equipment amortization	13,792	15,492	1,700	11.0%
Total Expense	\$ 579,470	\$ 552,831	\$ (26,639)	(4.8%)
Surplus / (Deficit) From Hospital Operations	\$ 3,127	\$ 4,782	\$ (1,655)	
Other Votes (net)	\$ (90)	\$ (72)	\$ (18)	
Net Building Amortization	\$ (1,049)	\$ (1,698)	\$ 649	
Net Surplus (Deficit)	\$ 1,988	\$ 3,012	\$ (1,024)	
Hospital Margin	\$ 9,451	\$ 10,959	\$ (1,508)	

Financial Results - COVID-19 Impact

February 28, 2023

Windsor Regional Hospital COVID-19 Revenue Loss & Expenses Year-to-Date February 2023			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
Revenue			
Patient Services	-	-	3,036,897
Recoveries	-	-	699,839
Total Revenue	-	-	3,736,737
Expense			
Compensation	7,205,276	-	4,431,687
Medical Staff Fees	4,803,830	369,809	-
Med. Surg. Supplies	2,594,022	2,533,231	0
Drugs	13,329	-	-
Other supplies & expense	1,022,815	-	201,188
Equipment Expenses	213,825	-	38,193
Renovations	-	-	-
Total Expense	15,853,097	2,903,040	4,671,067
Total Operating	\$ 15,853,097	\$ 2,903,040	\$ 8,407,804

Windsor Regional Hospital COVID-19 Revenue Loss Year-to-Date February 2023		
	<u>Funded</u>	<u>Unfunded</u>
Volume Based*	-	8,869,076
Patient Services**	-	3,036,897
Recoveries***	-	699,839
Total Revenue	-	\$ 12,605,813

Net revenue losses total
\$12.6 million.

Year to Date Results
include \$23.4 million in
COVID-19 extraordinary
expenses.

Financial Results

February 28, 2023

Significant Variances (\$1,000's of dollars)

Year to Date January 2023 Net Variances				
Category	Year-to-Date Expense Variance	Year-to-Date Revenue Variance	Net	Comment
Salaries & Wages	(5,541)	3,254	(2,287)	TRIN Funding
Medical Staff Fees	(9,374)	9,578	204	COVID-19 Temporary Physician funding \$5,174 Patient Services Revenue \$4,404
Medical/Surgical Supplies	(3,317)	1,962	(1,355)	Pandemic Prevention & Containment Funding
Drugs	(4,404)	5,147	743	Retail Pharmacy Recoveries
Other Supplies & Expense	(5,662)	-	(5,662)	

Financial Results

February 28, 2023

Other Supplies Variance (\$1,000's of dollars)

- ▶ YTD February 2023 (\$5,662)
 - ▶ \$1,429 building/grounds maintenance & service contracts
 - ▶ \$832 minor equipment purchases
 - ▶ \$524 physician recruitment
 - ▶ \$495 referred out cataracts
 - ▶ \$467 referred out transportation
 - ▶ \$376 food costs
 - ▶ \$188 employee shuttle costs



MOTION/ACTION SHEET

From The

FINANCE/AUDIT & RESOURCES COMMITTEE MEETING General Session

Monday, March 27, 2023

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 27, 2023 Via Zoom (following the In-Camera Session).

PRESENT:

Ian McLeod (Chair & Treasurer)
Paul Lachance
Penny Allen

COMMUNITY MEMBERS:

Anna Kirby
James Skutovich
Marc Jones
Dwayne Dawson
Trevor Chapman
Robert Klein

REGRETS:

Dr. Laurie Freeman
Dr. Danielle Soulliere

Anthony Paniccia, Chair of the Board

STAFF:

David Musyj
Malissa Gauthier
Todd Bested
John Faber
Heidi Zimmer
Mary Macera

1.0 CALL TO ORDER

Mr. Ian McLeod, Chair & Treasurer, called the meeting to order at 5:44 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Penny Allen, **SECONDED** by Paul Lachance that the **General Finance/Audit & Resources Committee Agenda of Monday, March 27, 2023, be approved**

CARRIED.

3.0 CONFLICT OF INTEREST

No "Conflict of Interest" was declared.

4.0 FOR APPROVAL / RECOMMENDATION(S)

4.1 Minutes of Previous Meeting – Tuesday, February 21, 2023

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Tuesday, February 21, 2023** were previously circulated to all members.

MOVED by Trevor Chapman, SECONDED by Dwayne Dawson that the General Meeting Minutes from the Finance/Audit & Resources Committee of Tuesday, February 21, 2023 be approved

CARRIED.

5.0 FOR DISCUSSION

5.1 Monthly Operating Results Report – February 2023 (As Appended)

Ms Zimmer reported that the operating results for the 11 months ended February 28, 2023 resulted in a surplus of \$1,988,000; \$9,451,000 positive Hospital Margin.

There are two items to note:

1. Operating results include a combined \$27.2 million in higher costs and lost revenues attributable to meeting clinical responsibilities related to COVID-19. Incremental expenses will be reimbursed via the criteria applied in fiscal 2022-2023 for the 1st quarter of fiscal year 2022-2023 only.

The vaccine administration and Health Human Resource (HHR) Program and temporary physician funding will continue until March 31, 2023. HHR programs will continue in the 2023-2024 fiscal year.

2. In March 2023, confirmation of one-time funding was received amounting to \$1,553,000 for surge bedded capacity to support 3 acute beds at \$1,400 per day. Funding is not included in the approved HAPS budget, although pro-rated year to date funding has been included in the February statements.

Some highlights:

- Year to date results include \$23.4 million in COVID-19 extraordinary expenses.
- Significant variances are noted in Salaries & Wages, Medical Staff Fees, Med/Surg Supplies, Drugs and Other Supplies & Expenses

No questions were posed by the committee members.

6.0 FOR INFORMATION

6.1 President's Report – March 2023

A link was provided for the community members.

Mrs. Gauthier provided some comments with respect to the budget:

- 4% for hospitals
- Details will be in the transfer letter; have been receiving positive signals that this is exclusive/separate from beds that we believe we will have funding for
- Major areas of concerns include getting formal confirmation of the bed funding, receiving transfer letter from the Ministry on the 4% commitment and all the arbitration and labour settlements

Mr. Musyj presented some highlights:

- Generally, Mr. Musyj feels it is a "good news" budget
- If we are able to receive 3% in funding, could balance with all other factors playing out
- Visit from Deputy Minister coming up; hopefully to receive some great intel
- New hospital is going well; presently, cost estimates are being done
- Public and staff town hall meetings have taken place

6.2 Project Management Office (PMO) Report – 12th Edition

Provided for the community members.

7.0 DATE OF NEXT MEETING

The Finance/Audit & Resources Committee will meet on **Monday, April 24, 2023 Via Zoom** (subsequently to the In-Camera Session).

8.0 ADJOURNMENT

Mr. McLeod indicated there was no further business.

MOVED by Penny Allen, SECONDED by Paul Lachance that the General Meeting from the Finance/Audit & Resources Committee of Monday, March 27, 2023 be adjourned at 6:14 p.m.

CARRIED.

Mr. Ian McLeod, Chair & Treasurer
FinAudit&Resources_Minutes
20230327

Mary Macera
Recorder

Windsor Regional Hospital

Operating Results Report

For the Eleven Months Ended February 28, 2023

Treasurer's Report

Board of Directors

Financial Summary - February 2023

(\$000's)

		February 2023 Actuals		
	Line	Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$582,597	\$ 557,613	\$ 24,984
Total Expense	20	579,470	552,831	(26,639)
Surplus / (Deficit)	21	3,127	4,782	(1,655)
Other Votes (net)	22	(90)	(72)	(18)
Other Recoveries / (Exp)	23	-	-	-
Subtotal	24	3,037	4,710	(1,673)
Net bldg. amortization	25	(1,049)	(1,698)	649
Net Surplus (Deficit)	26	\$ 1,988	\$ 3,012	\$ (1,024)

Hospital Margin	\$ 9,451	\$ 10,959	\$ (1,508)
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Capital Equipment Expenditures	\$ 23,924	\$ 61,466	\$ 37,542
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* Variance - favourable / (unfavourable)

Operation Highlights:

- The operating results for the eleven months ended February 28, 2023 resulted in a surplus of \$1,988,000 (\$9,451,000 positive Hospital Margin) based on the Ministry of Health (Ministry) definition. There are two items worth noting:
 - a. Operating results include a combined \$27.2 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. Incremental expenses will be reimbursed via the criteria applied in fiscal 2022-2023 for the first quarter of fiscal 2022-2023 only. Vaccine Administration and Temporary Physician funding will continue through existing processes until March 31, 2023. Health Human Resources (HHR) programs (Enhanced Extern, Supervised Practice Experience Partnership and Community Commitment Program for Nurses) will continue in the 2023/24 fiscal year.
 - b. In March 2023 WRH received confirmation of \$1,553,000 in one-time funding for surge bedded capacity to support 3 acute beds for 365 days at \$1,400 per day. This funding is not included in the updated approved HAPS budget. Pro-rated year to date funding has been recognized in the February statements.

1. Financial Results for the Eleven Months ended February 28, 2023
(Statement 2)

For the eleven months ended February 28, 2023, the surplus after net building amortization is **\$1,988,000**, which is \$1,024,000 worse than the approved plan. This represents a positive Ministry of Health Margin of \$9,451,000 (one year ago, the margin was positive \$2,889,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$27.2 million are included in these results. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1, 2022 to February 28, 2023 indicating those that have been funded or not (eligible and ineligible for funding under the most recent guidance).

Windsor Regional Hospital			
COVID-19 Revenue Loss & Expenses Year-to-Date February 2023			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
Revenue			
Patient Services	-	-	3,036,897
Recoveries	-	-	699,839
Total Revenue	-	-	3,736,737
Expense			
Compensation	7,205,276	-	4,431,687
Medical Staff Fees	4,803,830	369,809	-
Med. Surg. Supplies	2,594,022	2,533,231	0
Drugs	13,329	-	-
Other supplies & expense	1,022,815	-	201,188
Equipment Expenses	213,825	-	38,193
Renovations	-	-	-
Total Expense	15,853,097	2,903,040	4,671,067
Total Operating	\$ 15,853,097	\$ 2,903,040	\$ 8,407,804

Ineligible expenses include the following:

- Compensation of \$4,432,000 due to:
 - The Rate difference for the Externs and S-PEP nurses. The maximum hourly rate per the agreement with the Ministry is \$20.60 per hour including benefits. WRH pays \$25 per hour before benefits.
 - Additional staffing in the perioperative program due to COVID-19.
 - COVID-19 sick and isolation costs.
- Other expenses include additional shuttle costs to provide social distancing.
- Equipment expenses for storage units for furniture removed to maintain social distancing.

Funding for COVID-19 testing, assessment and therapeutic delivery & cough and cold assessment has been confirmed in the amount of \$2,071,337 in fiscal 2022-2023. Based on our current year projections this funding will be sufficient to cover the Assessment Centre operating costs.

It should be noted that with respect to Ministry volume based funding, we have unearned revenue for these eleven (11) months of \$8.9 million based on estimates. This is \$3,346,000 better than the same period last fiscal year. Prior year actuals are used as a proxy for current year until the actual coded data is available. At time of reporting nine (9) months of coded data is available (April to December 2022).

Revenue

Ministry revenue (combined base and one-time) is \$16.8 million (3.7%) higher than budget.

One-time funding is favourable year to date as it includes accruals for revenue for which we have received a funding letter or Ministry confirmation. One time funding includes the following:

- + \$8.4 million for April - February 2023 funding for 18 additional med/surge beds
- + \$4 million for April - June 2022 incremental COVID-19 expenses
- + \$5 million for the Nursing Extern and SPEP Programs
- + \$2 million in Pandemic Prevention and Containment funding for expenses incurred from July 2022 to January 2023
- + \$1.7 million in Assessment Centre funding
- + \$560,000 for Vaccine Administration
- + \$370,000 in COVID-19 physician payments

These accruals are offset by the amounts payable related to the volume shortfalls for Quality-Based Procedures, Neurology, Cardiology and Wait Time programs (\$8.9 million mentioned above). Also, amounts payable related to the Cancer Program total \$2.2 million year to date.

Ministry drug reimbursements are \$1,217,000 better than budget. This budget is based on estimated drug usage and corresponding reimbursement and therefore there is some variation.

The preferred accommodation revenue variance is unfavourable to budget by \$2,877,000. Although additional beds are open and occupancy rates are high, infection prevention and control measures often require patients to be placed in private rooms and we are unable to bill for accommodation in these circumstances. In addition, the Ministry of Health directive that hospitals cannot bill uninsured patients for semi-private and private accommodation during the pandemic contributes to the shortfall. Previously, uninsured patients would have paid out of pocket for this accommodation.

Chronic Co-payment revenue is \$41,000 better than budget. Effective October 1, 2022, patients that are designated as Alternate Level of Care (ALC) can be charged up to \$63.73 per day. The daily rate may be adjusted based on a co-payment assessment which takes into consideration the individual's income.

Patient Services revenue variance is \$4,404,000 favourable (15.2%) year to date, with \$1.7 million of the positive variance attributable to uninsured patient revenue. This revenue is reimbursed by the Ministry at the interprovincial billing rate which is higher than OHIP rates. Previously many of these accounts would have been uncollectible. The remaining surplus is the result of higher than planned diagnostic revenues which are offset by increased medical fees required to earn this revenue.

Equipment Grant amortization is better than budget by \$293,000 (9.3% favourable). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$5,087,000 favourable (11.2%) to budget. Retail pharmacy revenues are significantly higher than budgeted but these revenues are equally offset by increased drug costs.

Expenses

Salaries are currently over budget (unfavourable) by \$5,541,000 (2.3%) year to date February 28, 2023. \$3,254,000 of this variance is due to the payment of the second tranche of the Temporary Retention Incentive for Nurses (TRIN) for which there is equally offsetting funding.

Year to date spending for employees in paid isolation is \$227,000 and paid sick time due to COVID-19 is \$2,667,000. Nursing Externs and those participating in the Supervised Practice Experience Partnership (SPEP) have been paid \$6,030,000 to date.

Employee Benefits are favourable to budget by \$20,000. Note that only statutory benefits were paid on the TRIN bonus.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$9,374,000 (19%). Of this variance, \$5,174,000 is attributable to COVID-19 and will be funded through the temporary physician funding. The remaining variance occurs in diagnostic services, laboratory and the emergency department. These higher costs are funded by the higher diagnostic (patient) services revenue or other funding sources.

Medical & Surgical Supplies are unfavourable to budget by \$3,317,000 (9.5%) year to date. The most significant contributor to this deficit (\$2,533,000) is the overall increase in Personal Protective Equipment (PPE) throughout the hospital.

Drug expenses are unfavourable by \$4,404,000 (6.2%) year to date. Retail pharmacy revenues offset this deficit entirely and net drug revenue to expense is favourable by \$622,000 year-to-date.

Supplies and Other Expenses are unfavourable to budget by \$5,662,000 (8.2%). Significant variances are as follows:

- ✚ \$1,429,000 building/grounds maintenance and service contracts
- ✚ \$832,000 minor equipment purchases
- ✚ \$524,000 physician recruitment
- ✚ \$495,000 referred out cataracts
- ✚ \$467,000 referred out patient transportation
- ✚ \$376,000 food costs
- ✚ \$188,000 employee shuttle costs

Long Term Interest expense is \$165,000 unfavourable (2.6%).

Equipment Lease/Rental is \$104,000 favourable (4.4%) to budget to date.

Equipment amortization is \$1,700,000 (11%) under budget due to the timing of new asset additions.

Other Votes – Other Votes are \$18,000 unfavourable year to date.

2. Statement of Financial Position (Statement 3)

The Hospital continues to have challenges in trying to find suitable short-term investments for the cash balances on hand. WRH requests updated quotes on a regular basis and rates offered are lower than what we currently earn on accounts. Any increase in the prime rate will positively affect investment rates and additional opportunities to invest these funds.

Our Ministry / Ontario Health receivable has decreased by \$22 million from March 31, 2022. The Hospital received reimbursements for outstanding 2020-2021 COVID-19 incremental expenses as well as funding for 2022-2023 expenses up to June 2022. Funding for qualifying incremental expenses from July 2022 to February of 2023 has been accrued in the amount of \$1.9 million. The remaining receivable is comprised of funding for drug reimbursements and timing differences for confirmed base and one-time funding.

Inventory has increased by \$157,000 when compared to March 31, 2022. This increase is attributable to drugs funded by OH-West (Cancer Care).

As at February 28, 2023, the market value of the sinking fund has increased by \$2,236,000 (8.93%) since inception and increased by \$306,000 since March 31, 2022. The underlying cost base as a result of realized investment gains has increased by \$1,746,000 since the original \$25 million investment was made and has increased \$816,000 since March 31, 2022.

Fund Manager -	Market Value	Cost
Guardian Capital	\$13,343,000	\$12,913,000
Leith Wheeler	<u>13,915,000</u>	<u>13,833,000</u>
Total	<u>\$27,258,000</u>	<u>\$26,746,000</u>

3. Patient Volumes

Acute patient days at the Met campus are 1,777 over plan while psychiatry (Maryvale) patient days are below target by 152 days. Surgical cases are 4,013 under plan and ambulatory visits are 21,507 under plan.

Acute patient days at the Ouellette campus are 2,048 above plan while psychiatry patient days are 2,009 under target. Surgical cases are 3,264 below plan and ambulatory visits are 15,915 over plan with 21,860 visits occurring in the COVID-19 Assessment Centre.

Emergency department visits are 7,600 below plan at the Met campus and 8,241 below plan at Ouellette. Emergency patient days are 2,520 over plan at the Met campus and 2,807 over plan at the Ouellette campus. These additional patient days are indicative of the occupancy pressures the hospital is experiencing.

4. Organizational Health

The percentage of sick time year to date for the Met Campus is 7%, which is over the target of 4.7% by 2.3%, while overtime is 1.55% over target at 3.9%.

Sick time at the Ouellette Campus is 7% compared to the target of 4.7%, while overtime is at 6.7% year to date compared to the target of 2.35%.

With respect to FTEs, the Met Campus is unfavourable to budget by 3.66 FTEs. At the Ouellette Campus, the FTE variance is unfavourable by 10.6 FTEs. Overall, the Hospital is 39.5 FTEs over budget including 25.2 FTEs for staffing requirements for the Assessment Centre and Vaccine Administration.

Statement #1
WINDSOR REGIONAL HOSPITAL
Consolidated Operating Results for the Eleven Months Ending February 28, 2023

Current Month		Description	Year To Date				Year End			Prior Year Actual		
Actual	Fav/(Unfav) Budget		Actual	Budget	Fav/(Unfav)	%	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	
		Revenue (\$000's)										
\$ 33,845	\$ 1,147	1	Ministry Funding - Base	\$ 382,956	\$ 388,696	\$ (5,740)	-1.48%	\$ 417,808	\$ 425,592	\$ (7,784)	\$ 378,136	\$ 401,055
8,881	3,738	2	Ministry Funding - One-time	83,397	60,246	23,151	38.43%	85,234	65,843	19,391	83,434	27,770
2,613	54	3	Ministry Funding - Drug Reimb.	29,362	28,145	1,217	4.32%	30,104	30,704	(600)	28,108	22,103
50	(233)	4	Preferred Accommodation	505	3,382	(2,877)	-85.07%	696	3,696	(3,000)	596	3,620
12	9	5	Chronic co-payment	79	38	41	107.89%	72	42	30	1	47
3,272	846	6	Patient services	33,312	28,908	4,404	15.23%	37,303	31,603	5,700	32,233	32,594
736	95	7	Capital grant amortization	7,287	7,051	236	3.35%	7,266	7,407	(141)	6,951	6,550
4,412	542	8	Other recoveries	50,427	45,315	5,112	11.28%	52,764	50,524	2,240	41,562	43,232
\$ 53,821	\$ 6,198	9	Total Revenue	\$ 587,325	\$ 561,781	\$ 25,544	4.55%	\$ 631,247	\$ 615,411	\$ 15,836	\$ 571,021	\$ 536,971
		Expense (\$000's)										
\$ 20,835	\$ (495)	10	Salaries	\$ 246,686	\$ 240,744	\$ (5,942)	-2.47%	\$ 267,712	\$ 263,983	\$ (3,729)	\$ 246,785	\$ 242,858
5,896	(158)	11	Employee benefits	62,586	62,532	(54)	-0.09%	70,107	69,138	(969)	62,325	61,424
127	-	12	Employee ben. - future ben. costs	1,391	1,391	-	0.00%	1,517	1,517	-	1,880	2,325
6,402	(2,016)	13	Medical staff remuneration	58,659	49,285	(9,374)	-19.02%	62,675	53,875	(8,800)	58,277	54,183
3,504	(485)	14	Medical & Surgical supplies	38,205	34,888	(3,317)	-9.51%	39,988	37,935	(2,053)	37,675	35,882
6,726	(311)	15	Drugs	75,797	71,393	(4,404)	-6.17%	78,973	77,911	(1,062)	67,456	60,153
8,198	(1,316)	16	Supplies & other expenses	81,097	75,110	(5,987)	-7.97%	86,391	82,983	(3,408)	82,994	61,257
193	21	17	Equipment lease / rental	2,244	2,348	104	4.43%	2,560	2,573	13	2,351	2,675
1,770	146	18	Capital amortization	18,672	21,078	2,406	11.41%	21,324	22,995	1,671	15,827	13,947
\$ 53,651	\$ (4,614)	19	Total Expense	\$ 585,337	\$ 558,769	\$ (26,568)	-4.75%	\$ 631,247	\$ 612,910	\$ (18,337)	\$ 575,570	\$ 534,704
-	-	20	Other recoveries (expense)	-	-	-	#DIV/0!	-	-	-	-	572
\$ 170	\$ 1,584	20	Net Surplus (Deficit) - \$000's	\$ 1,988	\$ 3,012	\$ (1,024)		\$ (0)	\$ 2,501	\$ (2,501)	\$ (4,549)	\$ 2,839
\$ 791	\$ 1,520	1	Total Margin - \$000's	\$ 9,451	\$ 10,959	\$ (1,508)		\$ 8,072	\$ 11,170	\$ (3,098)	\$ 2,889	\$ 8,145
752	(752)		COVID-19 related unfunded extraordinary operating expenses and revenue loss included above	8,408	-	(8,408)		9,500	-	(9,500)	5,949	-

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Eleven Months Ending February 28, 2023
Consolidated - Met and Ouellette Campuses

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
		Revenue (\$000's)								
\$ 33,707	\$ 1,027	1	\$ 382,094	\$ 388,426	\$ (6,332)	416,670	\$ 424,454	\$ (7,784)	\$ 377,882	\$ 419,681
8,881	3,738	2	83,397	60,246	23,151	85,234	65,843	19,391	83,434	99,387
2,613	54	3	29,362	28,145	1,217	30,104	30,704	(600)	28,108	31,582
50	(233)	4	505	3,382	(2,877)	696	3,696	(3,000)	596	637
12	9	5	79	38	41	72	42	30	1	1
3,272	846	6	33,312	28,908	4,404	37,303	31,603	5,700	32,233	34,338
361	74	7	3,456	3,163	293	3,194	3,166	28	3,204	3,584
4,411	542	8	50,392	45,305	5,087	52,718	50,478	2,240	41,532	46,715
\$ 53,307	\$ 6,057	9	\$ 582,597	\$ 557,613	\$ 24,984	\$ 625,991	\$ 609,986	\$ 16,005	\$ 566,990	\$ 635,925
		Expense (\$000's)								
\$ 20,772	\$ (446)	10	\$ 246,119	\$ 240,578	\$ (5,541)	\$ 267,525	\$ 263,796	\$ (3,729)	\$ 246,635	\$ 272,547
5,883	(148)	11	62,478	62,498	20	70,070	69,101	(969)	62,282	68,485
127	-	12	1,391	1,391	-	1,517	1,517	-	1,880	2,546
6,402	(2,016)	13	58,659	49,285	(9,374)	62,675	53,875	(8,800)	58,277	64,103
3,504	(485)	14	38,205	34,888	(3,317)	39,987	37,934	(2,053)	37,675	41,517
6,726	(311)	15	75,797	71,393	(4,404)	78,973	77,911	(1,062)	67,456	76,960
7,571	(1,225)	16	74,371	68,709	(5,662)	78,444	75,169	(3,275)	76,534	86,615
551	(23)	17	6,414	6,249	(165)	6,936	6,816	(120)	6,333	6,918
193	21	18	2,244	2,348	104	2,560	2,560	-	2,351	2,654
1,325	83	19	13,792	15,492	1,700	16,116	16,901	785	10,975	12,353
\$ 53,054	\$ (4,550)	20	\$ 579,470	\$ 552,831	\$ (26,639)	\$ 624,803	\$ 605,580	\$ (19,223)	\$ 570,398	\$ 634,698
\$ 253	\$ 1,507	21	\$ 3,127	\$ 4,782	\$ (1,655)	\$ 1,188	\$ 4,406	\$ (3,218)	\$ (3,408)	\$ 1,227
		Surplus / (Deficit) from Other Operations (\$000's)								
(13)	(7)	22	(90)	(72)	(18)	(52)	(52)	-	(36)	-
-	-	23	-	-	-	-	-	-	-	-
240	1,500	24	3,037	4,710	(1,673)	1,136	4,354	(3,218)	(3,444)	1,227
\$ (70)	84	25	\$ (1,049)	\$ (1,698)	649	\$ (1,136)	\$ (1,853)	717	\$ (1,105)	\$ (1,227)
\$ 170	\$ 1,584	26	\$ 1,988	\$ 3,012	\$ (1,024)	\$ (0)	\$ 2,501	\$ (2,501)	\$ (4,549)	\$ -
\$ 36	\$ (36)	27	\$ 370	\$ -	\$ (370)	\$ 500	\$ -	\$ (500)	\$ 359	\$ 17,772
\$ 416	\$ (416)	28	\$ 4,671	\$ -	\$ (4,671)	\$ 6,000	\$ -	\$ (6,000)	\$ 1,813	\$ 2,229
\$ 336	\$ (336)	29	\$ 3,737	\$ -	\$ (3,737)	\$ 3,500	\$ -	\$ (3,500)	\$ 4,136	\$ 4,597
\$ 806	\$ (806)	30	\$ 8,869	\$ -	\$ (8,869)	\$ 10,000	\$ -	\$ (10,000)	\$ 7,483	\$ 10,507

WINDSOR REGIONAL HOSPITAL
Operating Results for the Eleven Months Ending February 28, 2023
Consolidated - Met and Ouellette Campuses

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
Financial Performance Measures										
\$ 791	1,520	1 Total Margin - \$000's	\$ 9,451	\$ 10,959	\$ (1,508)	\$ 8,072	\$ 11,170	\$ (3,098)	\$ 2,889	\$ 8,145
1.48%	3.02%	2 Total Margin - %	1.62%	1.96%	-0.34%	1.29%	1.83%	0.0%	0.51%	1.28%
n/a	n/a	3 Unrestricted cash - \$000's	\$ 145,304	N/A	N/A	N/A	N/A	N/A	134,540	\$ 140,919
n/a	n/a	4 Current ratio	1.79	1.00	0.79	1.79	1.00	N/A	1.83	1.85
\$ 2,550	n/a	5a Capital equipment expenditures - Fiscal 2022 - 23 \$000's	\$ 11,851	\$ 16,436	\$ 4,585	\$ 17,930	\$ 17,930	\$ -	\$ 4,128	\$ 11,018
\$ 189	n/a	5b Capital equipment expenditures - PY C/F \$000's	\$ 3,279	\$ 10,720	\$ 7,441	\$ 11,694	\$ 11,694	\$ -	\$ 7,999	\$ 8,376
\$ -	n/a	5c Externally Funded Projects	\$ 6,775	\$ 34,311	\$ 27,536	\$ 37,430	\$ 37,430	\$ -	\$ 7,702	\$ 4,722
\$ 183	n/a	5d Windsor-Essex Acute Care Hospital	\$ 2,019	\$ -	\$ (2,019)	\$ 5,230	\$ -	\$ (5,230)	\$ 565	\$ 869
Patient Volume Measures										
MET CAMPUS ONLY										
1,802	(20,858)	1 Total Weighted Cases (est) - HIG	21,936	22,660	(724)	23,972	24,763	(791)	21,927	23,854
1,374	(16,995)	2 Acute separations (excl psych)	16,856	23,655	(6,799)	18,420	20,074	(1,653)	15,998	17,439
7,173	(76,222)	3 Acute pat. days (excl. psych)	85,168	83,391	1,777	93,073	91,135	1,938	79,468	87,037
76	(1,085)	4 Psychiatric - Adolescent pat. days	1,009	1,161	(152)	1,103	1,269	(166)	1,140	1,263
3,727	(46,181)	5 Emergency visits and ER holds	44,769	49,849	(5,080)	48,924	54,540	(5,616)	44,710	49,093
291	(3,473)	6 OR - Inpatient cases	2,771	3,799	(1,028)	3,028	4,113	(1,085)	2,599	2,848
600	(7,811)	7 OR - Day Surgery cases	5,505	8,490	(2,985)	6,016	9,192	(3,176)	5,298	5,816
9,835	(128,733)	8 Clinic visits	119,422	138,566	(19,144)	130,506	151,429	(20,923)	111,354	88,647
590	(9,197)	9 Community Services visits	7,421	9,784	(2,363)	8,110	10,695	(2,585)	15,504	16,358
Variable Revenue Volumes:										
16	(45)	(a) Hip procedures	163	62	101	109	67	42	82	94
34	(341)	(b) Knee procedures	221	377	(156)	278	410	(132)	173	191
-	-	(c) Pacemaker inserts	-	-	-	-	-	-	-	-
448	(7,412)	11 MRI Hours of Operation	5,595	7,860	(2,265)	6,114	8,589	(2,475)	6,017	6,559
654	(4,542)	12 CT Hours of Operation	7,954	5,196	2,758	8,692	5,678	3,014	7,957	8,696
Patient Access Measures & System Integration										
MET CAMPUS ONLY										
5.22	(0.68)	1 Acute Average LOS	5.05	4.54	(0.51)	5.05	4.54	(0.51)	4.97	4.99
3.80	2.64	2 Psych Average - Adolescent LOS	4.83	6.44	1.61	4.83	6.44	1.61	5.23	5.03
Organizational Health										
MET CAMPUS ONLY										
6.80%	N/A	1 % Sick Time to Total Comp	7.00%	4.70%	-2.30%	7.00%	4.70%	-2.30%	6.50%	6.50%
3.50%	N/A	2 % Overtime to Total Comp	3.90%	2.35%	-1.55%	3.90%	2.35%	1.55%	3.40%	3.40%
1,845.1	N/A	3 FTE staffing (Hospital Ops Only)	1,874.0	1,870.3	(3.66)	1,874.0	1,790.0	(83.96)	1,812.9	2,035.0

WINDSOR REGIONAL HOSPITAL
Operating Results for the Eleven Months Ending February 28, 2023
Consolidated - Met and Ouellette Campuses

Current Month		Patient Volume Measures		OUELLETTE CAMPUS ONLY			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Description	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	
1,961	(21,284)	1 Total Weighted Cases (est) - HIG	23,076	23,245	(169)	25,218	25,402	(184)	22,226	24,037	
846	(10,905)	2 Acute separations (excl psych)	9,720	11,752	(2,032)	10,622	12,842	(2,220)	9,223	10,113	
7,576	(78,560)	3 Acute pat. days (excl. psych)	88,190	86,142	2,048	96,375	94,131	2,244	80,833	88,973	
1,777	(20,169)	4 Psychiatric - Adult patient days	19,937	21,946	(2,009)	21,787	23,983	(2,196)	18,276	20,066	
3,809	(45,720)	6 Emergency visits and ER holds	44,140	49,574	(5,434)	48,237	54,126	(5,889)	43,262	47,619	
291	(3,626)	7 OR - Inpatient cases	3,272	3,951	(679)	3,576	4,281	(705)	2,964	3,240	
768	(9,963)	8 OR - Day Surgery cases	8,243	10,828	(2,585)	9,008	11,727	(2,719)	8,928	9,648	
1,884	(26,948)	9 Clinic visits	22,299	28,832	(6,533)	24,369	31,508	(7,139)	19,268	23,866	
2,381	(6,563)	10 Community Services visits	31,392	8,944	22,448	34,306	9,774	24,532	60,147	63,819	
		11 Variable Revenue Volumes:									
25	(385)	(a) Hip procedures	296	419	(123)	366	448	(82)	272	297	
51	(436)	(b) Knee procedures	550	495	55	548	532	16	381	430	
13	(229)	(c) Pacemaker inserts	277	243	34	303	265	38	294	328	
		12 Cataracts									
181	(4,852)	a) Unilateral	2,938	5,081	(2,143)	4,171	5,500	(1,329)	4,853	5,225	
213	190	b) Bilateral	1,362	22	1,340	1,109	25	1,084	79	105	
501	(5,033)	13 MRI Hours of Operation	5,926	5,533	393	6,475	6,047	428	6,094	6,644	
784	(8,118)	14 CT Hours of Operation	8,955	8,902	53	9,786	9,728	58	9,738	10,656	
		Patient Access Measures & System Integration									
8.96	(1.63)	1 Acute Average LOS	9.07	7.33	(1.74)	9.07	7.33	(1.74)	8.76	8.80	
9.98	2.45	3 Psych Average - Adult LOS	10.85	12.43	1.58	10.85	12.43	1.58	10.02	10.08	
		Organizational Health									
6.30%	N/A	1 % Sick Time to Total Comp	7.00%	4.70%	-2.30%	7.00%	4.70%	-2.30%	6.70%	6.70%	
6.90%	N/A	2 % Overtime to Total Comp	6.70%	2.35%	-4.35%	6.70%	2.35%	-4.35%	5.90%	6.00%	
1,534.4	N/A	3 FTE staffing (Hospital Ops Only)	1,554.0	1,543.3	(10.6)	1,554.0	1,445.1	(108.9)	1,481.5	1,665.0	
		Assessment Centre and the Vaccination Administration									
24.2	-	1 FTE staffing	25.2	-	(25.2)	23.7	-	(23.67)	133.3	142.0	

Statement # 3
WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION
As At February 28, 2023
(Amounts in 000's)

	February 28, 2023	March 31, 2022		February 28, 2023	March 31, 2022
ASSETS			LIABILITIES AND EQUITIES		
Current assets:			Current liabilities:		
Cash & short-term investments	\$ 145,304	\$ 140,919	Bank overdraft	\$ -	\$ -
Cash, restricted	7,119	5,552	Bank indebtedness	-	-
Cash, restricted Ministry Capital Projects	5,884	7,860	Accounts payable - trade	28,216	23,149
Accounts Rec. - Ministry / CCO	33,192	52,848	Accounts payable - Ministry	30,322	36,755
- OHIP	9,482	10,284	Accrued liabilities	61,952	65,118
- Other	10,298	8,912	Current portion of long term debt	3,650	3,466
Inventories	6,392	6,235	Current portion of capital lease obligations	-	-
Prepaid & deferred charges	4,092	3,825	Current portion accrued benefit obligations	948	1,329
Due from related parties	1,873	3,490			
Total current assets	223,637	239,925	Total current liabilities	125,088	129,817
Long term assets:			Long term liabilities:		
Long Term Investments	27,258	26,952	Long Term Debt	33,154	36,177
			Debentures	200,000	200,000
Property, Plant, Equipment, Net	213,004	215,478	Accrued benefit obligations	25,419	24,696
Construction in progress	26,491	18,765	Capital lease obligations	-	-
			Marked to market	239	621
Total long term assets	239,495	234,243	Sick benefits payable	5,673	5,915
			Deferred revenue - capital grants	128,332	133,269
	266,753	261,195	Total long term liabilities	392,816	400,678
			Remeasurement gains/(losses):		
			Debenture Sinking Funds	512	1,022
			SWAP	(239)	(621)
			Net assets:	(27,788)	(29,776)
Total assets	\$ 490,390	\$ 501,120	Total liabilities and net assets	\$ 490,390	\$ 501,120

Statement # 4
Windsor Regional Hospital
Statement of Cash Flows
For the Eleven Months Ending February 28, 2023
With Comparative Amounts For the Year Ending March 31, 2022

(Amounts in 000's)

	February 28, 2023	March 31, 2022	Month of February 2023
OPERATING ACTIVITIES			
Net Surplus/(deficit) for the period	\$ 1,988	\$ (0)	\$ 1,070
Add (deduct) non-cash items:			
Amortization of capital assets	18,672	17,670	1,783
Amortization of deferred capital contributions	(5,962)	(7,675)	(607)
	14,698	9,995	2,246
Cash flow from / (used in) operating balances	15,732	32,319	653
Cash provided by operating activities	30,430	42,314	2,900
INVESTING ACTIVITIES			
Purchase of capital assets	(23,924)	(24,116)	(2,922)
FINANCING ACTIVITIES			
Long term investments	(816)	(919)	5
Cash restricted for special purposes	409	(7,990)	(163)
Loans payable	(3,219)	(4,648)	(392)
Capital grants and donations received	1,024	16,011	667
Notes payable and other long term liabilities	481	375	83
Cash provided by (used in) financing activities	(2,121)	2,829	200
Net increase (decrease) in cash during the period	4,385	21,027	\$ 178
Cash, beginning of period	140,919	119,892	145,126
Cash, end of period	\$ 145,304	\$ 140,919	\$ 145,304



WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE – NO EXCEPTIONS!

Media Report to the Board of Directors March 2023

Nursing tuition grants offered at University of Windsor

CTV Windsor, March 1, 2023

<https://windsor.ctvnews.ca/nursing-tuition-grants-offered-at-university-of-windsor-1.6294265>

Windsor West MPP sends letter to health minister advocating for CTS funding

AM800, March 1, 2023

<https://www.iheartradio.ca/am800/news/windsor-west-mpp-sends-letter-to-health-minister-advocating-for-cts-funding-1.19317565>

We need money and more help to support asylum seekers, Windsor councilors say

CBC Windsor, March 1, 2023

<https://www.cbc.ca/news/canada/windsor/refugee-motion-passed-1.6764388>

City committee hoping for more support and funding to assist asylum seekers

AM800, March 1, 2023

<https://www.iheartradio.ca/am800/news/city-committee-hoping-for-more-support-and-funding-to-assist-asylum-seekers-1.19315322>

Local agency council calls for federal funding as asylum seekers migrate to Windsor

CTV Windsor, March 1, 2023

<https://windsor.ctvnews.ca/local-agency-council-calls-for-federal-funding-as-asylum-seekers-migrate-to-windsor-1.6295032>

WRH still over capacity despite drops in respiratory illness

Blackburn News, March 3, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/03/03/wrh-still-capacity-despite-drops-respiratory-illness/>

Surge in Windsor-Essex residents without family doctor reinforces calls for health teams

CTV Windsor, March 2, 2023

<https://windsor.ctvnews.ca/surge-in-windsor-essex-residents-without-family-doctor-reinforces-calls-for-health-teams-1.6296362>

Respiratory cases are down but WRH still running above capacity

Windsor Star, March 2, 2023

https://windsorstar.com/news/local-news/respiratory-cases-are-down-but-windsor-regional-hospital-still-running-above-capacity?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR0LxPLCRY0lk1whA5dUV36wf9zupQN2wqLYdOUhFIL6bYN0pCNtmLlk8#Echobox=1677806293

Asylum seekers praise Windsor's welcome as officials plead for help with influx

CBC Windsor, March 3, 2023

<https://www.cbc.ca/news/canada/windsor/windsor-asylum-seekers-praise-welcome-1.6766502>

WRH continues to operate over capacity at both campuses

CTV Windsor, March 5, 2023

<https://windsor.ctvnews.ca/windsor-regional-hospital-continues-to-operate-over-capacity-at-both-campuses-1.6299977>

Dowie says provincial approval process going along extremely well for CTS site

AM800, March 6, 2023

<https://www.iheartradio.ca/am800/news/dowie-says-provincial-approval-process-going-along-extremely-well-for-cts-site-1.19326837>

VON Windsor-Essex providing gift cards to asylum seekers

AM800, March 4, 2023

<https://www.iheartradio.ca/am800/news/von-windsor-essex-providing-gift-cards-to-asylum-seekers-1.19325358>

UofW gets \$750K to pursue potential cancer cause

Blackburn News, March 4, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/03/04/u-w-gets-750k-pursue-potential-cancer-cause/>

Mom of child with chronic illness wants more pediatric critical care services in Windsor

CBC Windsor, March 7, 2023

<https://www.cbc.ca/news/canada/windsor/pediatric-patients-critical-care-1.6765805>

Proposed changes could help WRH deal with surgical backlog

AM800, March 6, 2023

<https://www.iheartradio.ca/am800/news/proposed-provincial-changes-could-help-wrh-deal-with-surgical-backlog-1.19331267>

Public meeting set for tonight to discuss issues around Downtown Mission

AM800, March 6, 2023

<https://www.iheartradio.ca/am800/news/public-meeting-set-for-tonight-to-discuss-issues-around-downtown-mission-1.19339556>

Opioid alert issued by WECHU after 11 overdoses reported

AM800, March 6, 2023

<https://www.iheartradio.ca/am800/news/opioid-alert-issued-by-wechu-after-11-overdoses-reported-1.19339982>

Another week of multiple opioid overdoses in Windsor-Essex

Blackburn News, March 6, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/03/06/another-week-multiple-opioid-overdoses-windsor-essex/>

Opioid alert issued in Windsor-Essex after 11 overdoses reported

CTV Windsor, March 6, 2023

<https://windsor.ctvnews.ca/opioid-alert-issued-in-windsor-essex-after-11-overdoses-reported-1.6301370>

High number of opioid overdoses prompts local alert

Windsor Star, March 6, 2023

https://windsorstar.com/news/local-news/high-number-of-opioid-overdoses-prompts-local-alert?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR0UCHyz0PWFHEWziYMYAPFBzFNqTGxpLRLejmZtVkBHQs3vj4nRFBsE2Q#Echobox=1678151522

Architects discuss site plans, services offered at new Windsor-Essex hospital

Blackburn News, March 8, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/03/08/architects-discuss-site-plans-services-offered-new-windsor-essex-hospital/>

Latest plans for new hospital in Windsor-Essex released

CTV Windsor, March 8, 2023

<https://windsor.ctvnews.ca/latest-plans-for-new-hospital-in-windsor-essex-released-1.6303796>

Downtown Mission issues up for discussion at public meeting

CTV Windsor, March 7, 2023

<https://windsor.ctvnews.ca/downtown-mission-issues-up-for-discussion-at-public-meeting-1.6302377>

Standing room only at public meeting to solve 'dumpster fire' around Downtown Mission

CBC Windsor, March 7, 2023

<https://www.cbc.ca/news/canada/windsor/windsor-downtown-mission-meeting-1.6770427>

Residents voice concerns and look for answers surrounding Downtown Mission issues

AM800, March 7, 2023

<https://www.iheartradio.ca/am800/news/residents-voice-concerns-and-look-for-answers-surrounding-downtown-mission-issues-1.19346059>

Latest megahospital virtual town hall happening Tuesday evening

AM800, March 7, 2023

<https://www.iheartradio.ca/am800/news/latest-mega-hospital-virtual-town-hall-happening-tuesday-evening-1.19340057>

Gretzky calls for emergency mental health funding

Blackburn News, March 7, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/03/08/gretzky-calls-emergency-mental-health-funding/>

Almost 3200 students face suspension over immunization records

Blackburn News, March 7, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/03/07/almost-3200-students-face-suspension-immunization-records/>

Nearly 3200 students at risk of suspension if immunization records not updated: WECHU

Windsor Star, March 7, 2023

https://windsorstar.com/news/local-news/nearly-3200-students-risk-suspension-if-immunization-records-not-updated-wechu?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR3-923nAv6gKdZl6zkm2WzyxcxN7euofDfbQFdQcXwgSAG0o5j8zzUNXuU#Echobox=1678210056

Drawings, details of new hospital revealed during virtual town hall

Windsor Star, March 8, 2023

https://windsorstar.com/news/local-news/drawings-details-of-new-hospital-revealed-during-virtual-town-hall?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR3LM7ocNaAdm_wq8lh_a5HeVMu_Rdtf_fSVjDRbx68YSbCfXOndpbaK7QE#Echobox=1678291979

Infection control, walkability emphasized in plans for new Windsor-Essex hospital

CBC Windsor, March 8, 2023

<https://www.cbc.ca/news/canada/windsor/windsor-hospital-update-1.6771661>

Gretzky hosting emergency health care town hall on Thursday

AM800, March 8, 2023

<https://www.iheartradio.ca/am800/news/gretzky-hosting-emergency-health-care-town-hall-on-thursday-1.19348404>

Lasalle teen recovering at home nearly two weeks after being injured during ice storm

CTV Windsor, March 8, 2023

<https://windsor.ctvnews.ca/lasalle-teen-recovering-at-home-nearly-two-weeks-after-being-injured-during-ice-storm-1.6305173>

Following town hall, residents living near Downtown Mission wait for next steps

AM800, March 8, 2023

<https://www.iheartradio.ca/am800/news/following-town-hall-residents-living-near-downtown-mission-wait-for-next-steps-1.19348533>

Downtown Mission tackles garbage and safety concerns

CTV Windsor, March 8, 2023

<https://windsor.ctvnews.ca/downtown-mission-meeting-tackles-garbage-and-safety-concerns-1.6304263>

Reader letter: Thankful for excellent care at hospital

Windsor Star, March 10, 2023

https://windsorstar.com/opinion/letters/reader-letter-thankful-for-excellent-care-at-hospital?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR0r5hidd2GdiLWPjE-7sd-TZFuWu1thv1hJkKM8Pjhp91Hi1nUSs4cyK_g#Echobox=1678447996

World Kidney Day calls for raising awareness about kidney disease at Devonshire Mall

CTV Windsor, March 9, 2023

<https://windsor.ctvnews.ca/world-kidney-day-calls-for-raising-awareness-about-kidney-disease-at-devonshire-mall-1.6306911>

Data shows Windsor-Essex kids are getting more severe cavities - and it's getting worse

CBC Windsor, March 13, 2023

<https://www.cbc.ca/news/canada/windsor/teeth-kids-windsor-essex-county-health-unit-1.6774821>

3 years into COVID-19, life is 'back to normal' for some, forever changed for others

CBC Windsor, March 11, 2023

<https://www.cbc.ca/news/canada/windsor/covid-19-1.6775820>

Amherstburg could revoke COVID-19 vaccination policy

Blackburn News, March 13, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/03/13/amherstburg-revoke-covid-19-vaccination-policy/>

Town of Amherstburg Suspends Vaccination Policy

AM800, March 14, 2023

<https://www.iheartradio.ca/am800/news/town-of-amherstburg-suspends-vaccination-policy-1.19368997>

Data shows Windsor-Essex kids are getting more severe cavities - and it's getting worse

CBC Windsor, March 13, 2023

<https://www.cbc.ca/news/canada/windsor/teeth-kids-windsor-essex-county-health-unit-1.6774821>

3 years into COVID-19, life is 'back to normal' for some, forever changed for others

CBC Windsor, March 11, 2023

<https://www.cbc.ca/news/canada/windsor/covid-19-1.6775820>

Local COVID-19 assessment centres to close in April

Windsor Star, March 15, 2023

https://windsorstar.com/news/local-news/local-covid-19-assessment-centres-to-close-in-april?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR06EJINt6kz4ASIfGs1MQVlaqSb6jnlcO bQJN5fBgQnN5rIT3HUPpYEw0#Echobox=1678906806

Local hospitals to close COVID-19 assessment centres

AM800, March 15, 2023

<https://www.iheartradio.ca/am800/news/local-hospitals-to-close-covid-19-assessment-centres-1.19373953>

COVID-19 assessment centres to close next month

Blackburn News, March 15, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/03/16/covid-19-assessment-centres-close-next-month/>

WRH, ESHC to close COVID-19 assessment centres

CTV Windsor, March 15, 2023

<https://windsor.ctvnews.ca/windsor-regional-hospital-erie-shores-healthcare-to-close-covid-19-assessment-centres-1.6314498>

Local, provincial health officials warn animal tranquilizer is being cut into opioids

CBC Windsor, March 16, 2023

<https://www.cbc.ca/news/canada/windsor/xylazine-benzodiazepines-fentanyl-cut-overdoses-1.6779521>

Reader letter: Staff shortages causing hospital over-capacity issues

[https://windsorstar.com/opinion/letters/reader-letter-staff-shortages-causing-hospital-over-capacity-](https://windsorstar.com/opinion/letters/reader-letter-staff-shortages-causing-hospital-over-capacity-issues?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR2o53IJP)

[issues?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR2o53IJP](https://windsorstar.com/opinion/letters/reader-letter-staff-shortages-causing-hospital-over-capacity-issues?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR2o53IJP)
[D 5wQztaHIP90jwUe 5vUWI9XF-snZKeLxlvjvyVaPj6KT7bio#Echobox=1678888539](https://windsorstar.com/opinion/letters/reader-letter-staff-shortages-causing-hospital-over-capacity-issues?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR2o53IJP)

City council says without additional supports, Windsor can't accept more asylum claimants

AM800, March 20, 2023

<https://www.iheartradio.ca/am800/news/city-council-says-without-additional-supports-windsor-can-t-accept-more-asylum-claimants-1.19390279>

Ottawa to cap Windsor hotel rooms for asylum seekers at 500

Windsor Star, March 20, 2023

https://windsorstar.com/news/local-news/ottawa-to-cap-windsor-hotel-rooms-for-asylum-seekers-at-500?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR0DNReYs5c1HOk_Ho7PQULARMOefBK3hLafz3RHt4rhQdYCoY6VUdI5_EU#Echobox=1679372451

Over 1,900 elementary students suspended due to incomplete immunization records

AM800, March 20, 2023

<https://www.iheartradio.ca/am800/news/over-1-900-elementary-students-suspended-due-to-incomplete-immunization-records-1.19388797>

Health unit announces 1,908 suspensions for incomplete immunizations

Blackburn News, March 20, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/03/20/health-unit-announces-1908-suspensions-incomplete-immunizations/>

1,980 Windsor-Essex students suspended due to incomplete immunization records

CTV Windsor, March 20, 2023

<https://windsor.ctvnews.ca/1-980-windsor-essex-students-suspended-due-to-incomplete-immunization-records-1.6320478>

More than 1,980 Windsor-Essex students suspended due to incomplete immunization records

CBC Windsor, March 20, 2023

<https://www.cbc.ca/news/canada/windsor/wechu-vaccine-records-suspensions-1.6785006>

Health unit suspends 1,900 students for incomplete immunization records

Windsor Star, March 20, 2023

https://windsorstar.com/business/health-unit-suspends-1900-students-for-incomplete-immunization-records?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR3_Vu_ebJpeZamaSTRvQqOAYCVoSm-LvTF6ueWBWmWRMm7kyA7XEfPTdLY#Echobox=1679331484

WECHU warns public due to rising cases of whooping cough

AM800, March 21, 2023

<https://www.iheartradio.ca/am800/news/windsor-essex-county-health-unit-warns-public-due-to-rising-cases-of-whooping-cough-1.19391721>

Community sees increase in whooping cough cases

Blackburn News, March 21, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/03/21/community-sees-increase-whooping-cough-cases/>

Whooping cough on the rise in Windsor-Essex says health unit

Windsor Star, March 21, 2023

https://windsorstar.com/news/local-news/whooping-cough-on-the-rise-in-windsor-essex-says-health-unit?utm_medium=Social&utm_source=Facebook&fbclid=IwAR3XOCB3wByzrRxtpw7J1M1yc90h5Jni5bbYITRzEW9i04bLjI21votli1Q#Echobox=1679416693

Windsor-Essex health unit asks community to update vaccines after whooping cough uptick

CBC Windsor, March 21, 2023

<https://www.cbc.ca/news/canada/windsor/whooping-cough-cases-increase-1.6785724>

Windsor to accept more asylum seekers but renews calls for federal support

CTV Windsor, March 21, 2023

<https://windsor.ctvnews.ca/windsor-to-accept-more-asylum-seekers-but-renews-calls-for-federal-support-1.6322321>

Less invasive aortic surgery now an option for Windsor patients

Windsor Star, March 22, 2023

https://windsorstar.com/news/local-news/less-invasive-aortic-surgery-now-an-option-for-windsor-patients?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR2WiWgSgM0oUvUNfePksWyANRuaFZWhzV68wsw8rqE-RKtl15y_P3OKh18#Echobox=1679502161

Watch new aneurysm surgery technique at WRH helping improving patient recovery

AM800, March 22, 2023

<https://www.iheartradio.ca/am800/news/watch-new-aneurysm-surgery-technique-at-wrh-helping-improving-patient-recovery-1.19394553>

WRH offering new specialized surgery for vascular patients

CTV Windsor, March 22, 2023

<https://windsor.ctvnews.ca/windsor-regional-hospital-offering-new-specialized-surgery-for-vascular-patients-1.6324176>

Less invasive aortic aneurysm surgery will spare Windsor patients from pain, travelling out of region

CBC Windsor, March 22, 2023

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-heart-surgery-1.6786851>

New vascular procedure improving patient outcomes

Blackburn News, March 22, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/03/22/new-vascular-procedure-improving-patient-outcomes-saving-hospital-resources/>

Just under 900 elementary students remain suspended for incomplete immunization records

AM800, March 22, 2023

<https://www.iheartradio.ca/am800/news/just-under-900-elementary-students-remain-suspended-for-incomplete-immunization-records-1.19396286>

More than a thousand students back in class after vaccine record updates

Windsor Star, March 22, 2023

https://windsorstar.com/news/local-news/more-than-a-thousand-student-back-in-class-after-vaccine-record-updates?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR2zleUwEm2df_DEoyqb3VC2BjgecY-g2DVFSQareZZ4Z2iN89aUxcg1Q7Y#Echobox=1679510776

Immunization suspensions reduced in half in Windsor-Essex

Blackburn News, March 22, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/03/22/immunization-suspensions-reduced-half-windsor-essex/>

Mixed local reaction to Ford's provincial budget

CBC Windsor, March 23, 2023

<https://www.cbc.ca/news/canada/windsor/ontario-budget-business-windsor-doug-ford-windsor-regional-hospital-mayor-drew-dilkens-ndp-1.6789376>

MPP for Windsor West calls 2023 Ontario budget a really big let down

AM800, March 23, 2023

<https://www.iheartradio.ca/am800/news/mpp-for-windsor-west-calls-2023-ontario-budget-a-really-big-let-down-1.19398935>

WECHU hopes to announce new chief medical officer of health in the very near future

CTV Windsor, March 23, 2023

<https://windsor.ctvnews.ca/wechu-hopes-to-announce-new-chief-medical-officer-of-health-in-the-very-near-future-1.6326641>

COVID-19 isolation and recovery centre for migrant workers closing due to lack of demand

CBC Windsor, March 23, 2023

<https://www.cbc.ca/news/canada/windsor/covid-19-isolation-recovery-centre-march-1.6788254>

Number of students suspended due to out-of-date vaccine records drops sharply

CBC Windsor, March 23, 2023

<https://www.cbc.ca/news/canada/windsor/windsor-essex-health-vaccination-1.6788426>

603 elementary students remain suspended for incomplete immunization records

AM800, March 23, 2023

<https://www.iheartradio.ca/am800/news/603-elementary-students-remain-suspended-for-incomplete-immunization-records-1.19397037>

Inspection on Safepoint CTS site went very well according to WECHU

AM800, March 23, 2023

<https://www.iheartradio.ca/am800/news/inspection-on-safepoint-cts-site-went-very-well-according-to-wechu-1.19398887>

Change in local leadership announced in planning for new hospital

Windsor Star, March 26, 2023

https://windsorstar.com/news/local-news/change-in-leadership-announced-in-planning-for-new-hospital?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR00FTbHXUFh7sX313z0DFBgovO5fidhMwlf6-aeBeUaTOsNgqE0-zdzC14#Echobox=1679856505

14th annual Hats On For Healthcare a success

CTV Windsor, March 25, 2023

<https://windsor.ctvnews.ca/14th-annual-hats-on-for-healthcare-a-success-1.6329363>

Ontario's Sunshine List 2022: Here are the top paid Windsor-Essex public sector workers

Windsor Star, March 24, 2023

<https://windsorstar.com/news/local-news/ontarios-sunshine-list-2022-here-are-the-top-paid-windsor-essex-public-sector-workers>

More than 900 city employees made over \$100,000 in 2022

AM800, March 24 2023

<https://www.iheartradio.ca/am800/news/more-than-900-city-employees-made-over-100-000-in-2022-1.19401511>

WECHU close to announcing new Chief Medical Officer of Health

AM800, March 24, 2023

<https://www.iheartradio.ca/am800/news/wechu-close-to-announcing-new-chief-medical-officer-of-health-1.19398893>

WECHU reports 441 students remain suspended due to incomplete immunization records

AM800, March 24, 2023

<https://www.iheartradio.ca/am800/news/wechu-reports-441-students-remain-suspended-due-to-incomplete-immunization-records-1.19400081>

Over 300 elementary students remain suspended due to incomplete immunization records

AM800, March 27, 2023

<https://www.iheartradio.ca/am800/news/over-300-elementary-students-remain-suspended-due-to-incomplete-immunization-records-1.19411278>

Immunization records update by WECHU

Blackburn News, March 27, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/03/27/immunization-records-updated-wechu/>

321 elementary students remain suspended due to incomplete immunizations

CTV Windsor, March 27, 2023

<https://windsor.ctvnews.ca/321-elementary-students-remain-suspended-due-to-incomplete-immunizations-1.6331363>

Here's what stakeholders across Windsor-Essex say about the 2023 federal budget

CTV Windsor, March 28, 2023

<https://windsor.ctvnews.ca/here-s-what-stakeholders-across-windsor-essex-say-about-the-2023-federal-budget-1.6333621>

Reader letter: Drug users should help offset costs at CTS

Windsor Star, March 28, 2023

https://windsorstar.com/opinion/letters/reader-letter-drug-users-should-help-offset-costs-at-cts?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR3lzRXar2wJf5g6XHzwsONMSe_gASxwCicTV9WFXpOTY0d7-cm-ilgE0E#Echobox=1680036922

Web and Social Media Analytics – March 2023

WEB:

Number of Actual Users Accessing the Website (March 2023) : 36,983

Number of Website Page Views: 141,552

What Pages Are They Looking At?:

1. Home Page – 27,206 views
2. Emergency Wait Times – 11,039 views
3. Careers – 4378 views
4. Coronavirus – 3159 views
5. Pharmacy login (MyWRH) – 2985 views
6. Wait Times, Met - 2454
7. coronavirus – 2432 views
8. Pharmacy Services - 2391 views
9. Contact Us – 2385 views
10. IV ManualFormularyDrugs – 2262 views

YOUTUBE:

Views: 6336 views

Watch Time: 334.8 hours

Subscribers: 898, +15

Top videos

Internal:

1. Guidelines for Basic Adult Neurological Observation – 1180
2. Demonstrating Compassion (AIDET customer service training) – 684
3. Improving the patient experience – elevator privacy – 214
4. WRH Fit Test demonstration - 211
5. WRH Town Hall: New Hospital Update - 192

External:

1. New to WRH: Minimally Invasive Aortic Surgery – 445
2. New Windsor/Essex Acute Care Hospital Project Update - 324
3. Using Quick Dams to prevent flooding – 213
4. Period of Purple Crying – 165
5. Report of the CNE and COO March 2 2023 - 92

FACEBOOK: 11,008 followers

Post Reach – 12,979

Top Posts:

1. WRH adding specialized services for vascular patients – 3720 reached
2. Summary of New Windsor/Essex Acute Care Hospital Project Update March 7 2023, 2734 reached
3. New Windsor/Essex Acute Care Hospital Project Update March 7 2023, 2431 reached
4. Statement by CEO in response to provincial budget, 2164
5. Promotion for organ and tissue donation awareness, 1973
6. French language New Windsor/Essex Acute Care Hospital Project Update, 1485
7. Registered dietician day, 1262
8. March board meeting promotion, 1122
9. Promo for New Windsor/Essex Acute Care Hospital Project Update, 956
10. District Stroke Centre “Call 911 Don’t Drive” campaign, 699

INSTAGRAM – Followers: 4090

Reach: 5222

Engagement: 516

Top Posts:

1. Child Life Month, 2584 reached
2. World Kidney Day, 2335 reached
3. Assessment Centre to close, 1969 reached
4. Social Work Week, 1895
5. Specialized services for vascular patients, 1906

TWITTER:

Followers: 6018, +27 this month

March Summary:

19.7K impressions

36 tweets

2104 profile visits

88 mentions

Top WRH tweet:

Video: Plans for the New Windsor/Essex Acute Care Hospital include a Simulation Lab to provide the best hands-on training for students. Watch to learn more about the plans and how community and feedback is helping to

shape the new facility. pic.twitter.com/Zi6owCBNqd – March 20, 2023; 1460 impressions

Top Mention:

Live from @devonshiremall w/ @am800cklw for #HatsOnForHealthCare! Help support the Paediatric Program and Neonatal Intensive Care Unit at @WRHospital ! Donate now by calling 519-985-26-56 or at hats on for healthcare dot com. #YQG pic.twitter.com/eqNNGoKs5m – Dan MacDonald, March 25, 2023; 134 engagements