



*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, December 5, 2024  
1700 hours – ZOOM**

	<b>TAB</b>	<b>TIME</b>	<b>ACTION</b>
1. <b><u>CALL TO ORDER</u></b> (France)		1700	
2. <b><u>DECLARATIONS OF CONFLICT OF INTEREST</u></b> (France)		1702	
3. <b><u>PREVIOUS MINUTES:</u></b> November 7, 2024 (France)	Tab A	1703	<b>MOTION</b> (approve)
4. <b><u>REPORT OF THE ACTING PRESIDENT &amp; CEO</u></b> (Riddell)	Tab B	1705	<b>FYI</b>
5. <b><u>SCHULICH REPORT</u></b> – (Jacobs)		1715	<b>FYI</b>
6. <b><u>FINANCIAL PRESENTATION</u></b> – (Paniccia)	Tab C	1720	<b>MOTION</b> (accept)
7. <b><u>CONSENT AGENDA:</u></b> <b><u>Finance/Audit &amp; Resources: November 25, 2024 and</u></b> <b><u>Operating Results</u></b>	Tab D	1730	<b>MOTION</b> (accept report)
8. <b><u>CORRESPONDENCE/PRINTED MATTER:</u></b> • Media Report – FYI only (France)	Tab E	1735	<b>FYI</b>
9. <b><u>BOARD MEMBER QUESTIONS, COMMENTS OR</u></b> <b><u>NOTICES OF MOTIONS</u></b> (France)		1735	
10. <b><u>DATE OF NEXT REGULAR BOARD MEETING:</u></b> Thursday, January 9, 2025 – Auditorium, MET		1740	<b>FYI</b>
11. <b><u>ADJOURNMENT</u></b> (France)		1740	<b>MOTION</b>

**REGRETS ONLY TO [dawn.sutherland@wrh.on.ca](mailto:dawn.sutherland@wrh.on.ca), or (519) 254-5577 X52517**





**MINUTES** of the **BOARD OF DIRECTORS** meeting held on **Thursday, November 7, 2024**, 1700 hours, via ZOOM and live streamed on YouTube.

**PRESENT:**

Patricia France, Chair	Chris Lanoue	Karen Riddell (ex-officio, non-voting)
David Malian	Anthony Paniccia	Dr. Wassim Saad (ex-officio, non-voting)
Jamie Skutovich	Cynthia Bissonnette	
Laura Copat	Paul Lachance	
Nadine Manroe-Wakerell	Linda Staudt	
Genevieve Isshak	Ian McLeod	

**STAFF:**

Executive Committee

**REGRETS:**

Nila Das  
Mary Dawson  
Dr. Laurie Freeman  
David Musyj (ex-officio, non-voting)  
Dr. Mayer Zayouna (ex-officio, non-voting)  
Dr. Irram Sumar (ex-officio, non-voting)  
Dr. Larry Jacobs (ex-officio, non-voting)

**1. CALL TO ORDER:**

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

**2. DECLARATIONS OF CONFLICT OF INTEREST:**

None declared.

**3. PREVIOUS MINUTES:**

The minutes of the October 3, 2024 Board meeting had been previously circulated.

**MOVED** by Mr. A. Paniccia, **SECONDED** by Mr. C. Lanoue and **CARRIED THAT** the minutes of the October 3, 2024 Board of Directors meeting be approved.

**4. REPORT FROM THE ACTING PRESIDENT & CEO / CNE**

Ms. Riddell referred to her written report and provided the following highlights.

Dr. Colvin Springer has recently announced his retirement. Dr. Springer is a highly respected physician and radiation oncologist who has dedicated his career to care for our community.

He performed the first Brachytherapy procedure in Windsor 25 years ago. We will miss his expertise and mentorship and wish him all the best in his well-deserved retirement.

Last week, sections of a new radiation treatment bunker were delivered to the Windsor Regional Cancer Centre. These improvements will allow for the continued treatment of patients as the hospital plans for upgrades to the current machines. Once those upgrades are completed, a total of four machines will be available for patients.

As a result of a predicted increase in COVID-19 and other respiratory viruses circulating in our community, effective November 1, 2024, employees, professional staff and volunteers are required to wear masks when within two metres of any patient. WRH also recommends that visitors wear a mask when within two metres of a patient.

Ms. Riddell expressed thanks for the Ahmadiyya Muslim Elders Association who raised \$30,750 from this year's Run for Windsor event.

An ICU Education Fair was held in October. This was a unique and successful event designed to foster collaboration and knowledge sharing among various health disciplines. Staff heard from leading experts in critical care, nursing, respiratory therapy, pharmacy, and more. They also explored current technologies and services that support ICU care.

On October 31, 2024, WRH conducted an emergency preparedness exercise in collaboration with the Windsor Police Service. This was a Code Silver exercise to practice and test response to a person with a weapon. Ms. Riddell advised that we have held these types of training events in the past however this was the first "live action" exercise. The training event was very successful with great participation from our external partners. More information will follow next month from a community awareness perspective.

Work on the Stage 1.3 submission for the new hospital is progressing steadily with ongoing conversations with the Ministry of Health focusing on advancing the project. The Redevelopment Team is gearing up to begin what is expected to be an extremely busy planning stage early next year - Stage 2 - Detailed Design. This will involve close collaboration with User Groups to refine design and functional requirements. These groups will play a critical role in identifying specific needs, such as room layouts and equipment. In addition, the Redevelopment Team is developing an engagement framework to ensure the right people are at the table for discussions and appropriate engagement strategies are used to maximize opportunities for input, while minimizing demands on time.

### **Strategic Plan 2025-2029**

Ms. Riddell provided a refresher on the process that has taken place to get us to our 2025-2029 Strategic Plan. WRH's Strategic Plan acts as a roadmap to guide how we work together as an organization to continue to make quality improvements and move forward into the future, for our community.

All departments are in the process of developing their operational plans and this work should be completed by the end of December. The official launch of Strategic and Operational Plans 2025-2029 is January 1, 2025.

**5. REPORT FROM SCHULICH:**

Dr. Jacobs was unable to attend the meeting.

**6. FINANCIAL PRESENTATION (September 30, 2024 Results):**

Mr. Paniccia reported.

**Slide 2 – Financial Results – YTD September 2024**

- The net deficit after building amortization is \$14,722,000 which is \$2,101,000 worse than budget
- Hospital Margin is negative \$10,837,000 which is \$2,574,000 worse than plan

**Slide 3 – Significant Variances**

**Chart indicates expense variances and the offsetting revenue**

- Benefits \$1,927,000 deficit which is partially offset by CCPN funding of \$1,282,000. CCPN is funding for nursing signing bonuses “Community Commitment Program for Nurses”
  - Increased Signing Bonuses versus prior year \$261,000
  - Maternity Top Ups up \$300,000 over prior year to date
- Medical Staff Fees \$1,591,000 deficit
  - \$892,000 offsetting favourable Patient Services Revenue variance
- Medical/Surgical Supplies \$856,000 deficit
  - Minimal offset by additional QBP revenue earned \$178,000 for Hip & Knee joint replacements
- Drugs \$8,317,000 deficit
  - Offset by \$3,712,000 revenue in retail pharmacies
  - \$5,431,000 in Ministry drug funding for Chemotherapy and Renal programs
- Other Supplies \$2,264,000 deficit – no offsetting revenue
  - Pressure points are building and equipment maintenance, minor equipment purchases and legal fees.

**Slide 4 – Sick and Overtime Benchmarks**

**Metric is Sick/Overtime Hours as a Percentage of Total Worked Hours**

- Sick Percentage at Met Campus is 5.2%, and Ouellette is 5.9% versus the target of 4.7%
- Overtime Percentage at Met Campus is 4.20% and Ouellette is 6.1% versus the target of 2.35%

**MOVED** by Mr. A. Paniccia, **SECONDED** by Mr. C. Lanoue and **CARRIED THAT** the November 7, 2024 Financial Presentation (as of September 30, 2024), be accepted.

**7. CONSENT AGENDA:**

**MOVED** by Mr. A. Paniccia, **SECONDED** by Mr. J. Skutovich and **CARRIED** **THAT** the report from the October 28, 2024 Finance/Audit & Resources Committee meeting be accepted.

**8. CORRESPONDENCE/PRINTED MATTER:**

a) Media Report – FYI only.

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

None

**10. NEW BUSINESS:**

**11. DATE OF NEXT REGULAR MEETING:**

**Thursday, December 5, 2024, ZOOM**

**12. ADJOURNMENT:**

There being no further business to discuss, it was **MOVED** by Mr. P. Lachance, **SECONDED** by Mr. D. Malian and **CARRIED** **THAT** the November 7, 2024 Board of Directors meeting be adjourned at 1725 hours.

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Patricia France, Chair  
Board of Directors

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Dawn Sutherland  
Recording Secretary/ds







# Report of the Acting President & CEO to the Board of Directors

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**Date:** December 2024

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

Our surgical safari tours also resumed this month – a fun interactive preoperative tour for children aged 3 to 12 having surgery at WRH. A child life specialist provides age appropriate explanations of what the child will see and do on the day of surgery. Children greatly benefit from information presented this way and when they come back from their procedure they are much more relaxed and comfortable said Jennifer Burton Liang one of our Child Life Specialists. The 45 minute tours are held on a weekend day before the child’s day of surgery and more information or to schedule a tour call 519-254-5577 ext. 53408. Tours for children with special needs are also available.

Installation of our new LINAC bunker started the last week of October and we are happy to report that the machine itself should be up and running December 9<sup>th</sup>. Plans to replace the existing LINACs are in progress.

Our new MRI is also up and running at the Ouellette Campus and we are in the planning phases to upgrade the other MRI at the Ouellette site.

The Cath Lab expansion project is well under way and we are looking forward to having 2 cath lab tables available to serve our community and catchment area.

As we enter respiratory virus season from a provincial lens we are seeing:

- Percent positivity: COVID 11.4% (lower than previous week)
- Other virus % positivity: Influenza 0.8%, RSV 4.1%, Entero/Rhinovirus 10%
- Current trend: COVID lower than last week, Influenza is lower, and RSV is higher than last week
- Trend compared to last year at this time: % positivity, # hospitalized, # outbreaks lower than this time last year

At WRH over the last 2 months we are averaging between 10 and 18 cases of hospitalized COVID cases, which is lower than this time last year, and 20-35 cases of other Acute Respiratory Viruses. Numbers of Influenza and RSV remain low in hospital with one of each case hospitalized in the past week.

<https://www.publichealthontario.ca/en/Data-and-Analysis/Infectious-Disease/Respiratory-Virus-Tool>

Prevention is key as always for respiratory virus transmission.

If you have not yet received your vaccinations for Covid, Influenza or RSV you can go to the following link for more information. Vaccines are free in Ontario for those meeting eligibility criteria. <https://news.ontario.ca/en/release/1005239/free-flu-shot-and-new-covid-19-vaccines-now-available-across-ontario>

Other ways that you can reduce risk include:

- Handwashing
- Staying home if you have symptoms
- Coughing and sneezing into a tissue or into your elbow if a tissue is not available
- Keep your distance from people that are sick
- Keep surfaces clean if someone is sick in your home
- Wear a mask if you are at increased risk from infection to protect yourself or have to go out when you are sick to protect others

Masking requirements at WRH were updated in October, to help prevent spread of respiratory illness to our patients, staff and visitors. Please check the signage in the clinical area that you are visiting for requirements. Masks are available on entry to the hospital and in all clinical areas.

## **Strategic Direction – Uphold the principles of accountability & transparency**

Our new operating plans for the coming year supporting our new Strategic Plan are currently under development and will be presented to the Board in January 2025. Our teams will be working with finance, human resources, quality improvement specialists and decision support analysts as well as our clinical leaders and frontline staff to ensure continuous progress toward our vision of Outstanding Care No Exceptions.

## **Strategic Direction - Maintain a responsive and sustainable corporate financial strategy**

We continue to focus on maximizing operational efficiencies and revenue generating opportunities to ensure we have a positive and sustainable long-term financial position. As we enter our budget process for 2025/26 our focus is on maximizing operational

efficiencies, generating revenue and ensuring we have the resources to provide the best care possible to our community.

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



We had a great turnout for Take Your Kid To Work Day, the curiosity, energy and smiles truly brought joy to our hallways. Our dedicated staff enthusiastically shared their work and passion, showing our next generation what it means to care for others.

We also launched our Quality of Worklife Survey this month– This survey aligns with our operational planning to ensure that our strategies support our goals of ensuring a sustainable workforce into the future and of being an employer of choice.

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

At the beginning of November WRH partnered with Windsor Police marking Crime Prevention Week, at the Devonshire Mall, highlighting the work of our Nurse Police Team aiming to help individuals in need in our community.

In Mid November WRH also partnered with Windsor Police Service, HDGH, Family Services Windsor Essex, the Canadian Mental Health Association and the Windsor Essex Community housing corporation to host a 2 day event to provide essential health and human services to Glengarry residents. This neighborhood has faced consistent quality of life challenges due to crime and disorder and this event provided support in a safe and accessible environment. During the event 59 individuals were helped, with assessments, wound care, naloxone kit distribution and referrals to withdrawal management services.

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

Ever since Windsor Regional Hospital submitted the Stage 1.3 plans for a New Windsor/Essex Acute Care Hospital and the Ouellette Campus Redevelopment in 2023, the redevelopment team has been working in close communication with the Ministry of Health and Infrastructure Ontario, to refine and evolve the plan based on their input and requirements.

As we approach the New Year, Windsor Regional Hospital is preparing to move forward with a scope and strategy that aligns with the project vision and design principles established by the Windsor-Essex community, and ensures that we adhere to our shared commitment to excellence.

This month's PMO Report highlights some of the major developments that have taken place this year and will lay the groundwork for a busy year ahead in 2025, including the development of strategies for Information, Communication & Automation Technology (ICAT), Operational Readiness, and Furniture Fixtures & Equipment (FF&E) in the new hospital.

In November, consultants from Insight Health Planning (IHP) toured both Windsor Regional Hospital (WRH) campuses as they work to develop a comprehensive FF&E strategy. Starting in the new year, the team will begin barcoding and cataloging items, conducting a complete physical inventory of the estimated 20,000 to 30,000 pieces of equipment and furniture at both campuses.

With a solid groundwork in place, WRH is well positioned to move swiftly into Stage 2 planning at an accelerated pace in the New Year, ensuring alignment with Infrastructure Ontario's timelines and targets for tendering and contract execution. User input will play an important role in this next stage and the Redevelopment team is looking forward to increased User Group engagement as we approach this peak planning period.

Wishing everyone a Joyous Holiday Season and a Happy and Health New Year!





Financial Presentation for  
Board of Directors Meeting  
December 5, 2024 (October 2024 Results)

# Financial Results

## October 31, 2024

### ▶ Funding Update

- ▶ WRH has received confirmation of additional base funding of \$12,025,000 for Bill 124 incremental costs
- ▶ This funding is intended to support eligible costs for the period between October 1, 2024 to March 31, 2025
- ▶ Original allocation of \$13,222,100 was intended to support eligible costs between April 1, 2024 to September 30, 2024
- ▶ Total funding included in base is now \$25,247,100



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

## October 31, 2024

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
<b>Revenue</b>	\$ 417,501	\$ 405,033	\$ 12,468	3.1%
<b>Expenses</b>				
Salaries and Wages	\$ 185,526	\$ 185,474	\$ (52)	(0.0%)
Employee benefits	50,178	47,752	(2,426)	(5.1%)
Employee ben. - future ben. costs	1,226	1,226	-	0.0%
Medical staff remuneration	36,145	34,137	(2,008)	(5.9%)
Medical & Surgical supplies	29,501	28,039	(1,462)	(5.2%)
Drugs	65,202	53,624	(11,578)	(21.6%)
Supplies & other expenses	54,021	50,611	(3,410)	(6.7%)
Long term Interest	4,042	4,078	36	0.9%
Equipment lease / rental	1,703	1,839	136	7.4%
Equipment amortization	11,006	12,836	1,830	14.3%
<b>Total Expense</b>	\$ 438,550	\$ 419,616	\$ (18,934)	(4.5%)
<b>Surplus / (Deficit) From Hospital Operations</b>	\$ (21,049)	\$ (14,583)	\$ (6,466)	
<b>Other Votes (net)</b>	\$ (114)	\$ (52)	\$ (62)	
<b>Other Recoveries/(Expense)</b>	\$ -	\$ -	\$ -	
<b>Net Building Amortization</b>	\$ (666)	\$ (1,007)	\$ 341	
<b>Net Surplus (Deficit)</b>	\$ (21,829)	\$ (15,642)	\$ (6,187)	
<b>Hospital Margin</b>	\$ (17,121)	\$ (10,557)	\$ (6,564)	

# Financial Results

## October 31, 2024

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

Year to Date October 2024 Net Variances				
Category	Year-to-Date Expense Variance	Year-to-Date Revenue Variance	Net	Comment
Benefits	(2,426)	1,419	(1,007)	Offset by CCPN Funding of \$1,419, remaining deficit due to increased spending on signing bonuses (\$283K), CPP (\$222K), Fringe in Lieu (\$203K), HOOPP (\$174K) and maternity top up payments (\$153K).
Medical Staff Fees	(2,008)	1,511	(497)	Diagnostic Med Fees \$1,204 over budget but offset by an additional \$1,218 in revenue. Remaining deficit in ICU \$309K (unfunded) and Emergency Alternate Funding Agreements \$293K (funded).
Medical/Surgical Supplies	(1,462)	78	(1,384)	QBP Funding for additional joint procedures, 9 over plan YTD. Deficits in Perioperative Program, \$604K, Critical Care, \$300K, Diagnostic Imaging \$250K.
Drugs	(11,578)	11,042	(536)	Retail Pharmacy Recoveries \$4,448. Ministry Drug Funding in Chemotherapy and Renal programs \$6,594.
Other Supplies	(3,410)	-	(3,410)	Building and equipment maintenance \$690,000, Legal & Risk Management, \$689,000, Code Grey Pathology invoice \$720,000 and "on hold" total \$711,000. Minor equipment purchases and physician recruitment also over budget.

# Sick & Overtime October 31, 2024

	Trend	YTD Actual	Target	Variance
<b>Met Campus</b>				
% Sick Time	Worse	5.50%	4.70%	(0.80%)
% Overtime	Better	4.10%	2.35%	(1.75%)
<b>Ouellette Campus</b>				
% Sick Time	Worse	6.00%	4.70%	(1.30%)
% Overtime	Better	5.90%	2.35%	(3.55%)

Trend compared to prior month.





## **MOTION/ACTION SHEET**

**From The**

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

**Monday, November 25, 2024**

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



**MINUTES** from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE (FAR)** (*General Session*) held on Monday, November 25, 2024 (following the In-Camera Session).

**PRESENT:**

Anthony Paniccia (Chair & Treasurer)  
Ian McLeod  
Dr. Laurie Freeman  
Paul Lachance  
Jamie Skutovich  
Chris Lanoue  
Dr. Irram Sumar

**COMMUNITY MEMBERS:**

Anna Kirby  
Dwayne Dawson  
Trevor Chapman  
Katherine Pham

**STAFF:**

Karen Riddell  
Malissa Gauthier  
Todd Bested  
Angela D'Alessandro  
John Faber  
Heidi Zimmer  
Mary Macera

**REGRETS:**

Marc Jones  
Robert Klein

**1.0 CALL TO ORDER**

Mr. Anthony Paniccia, Chair & Treasurer called the meeting to order at 5:52 p.m.

The proceedings were recorded by Mary Macera.

**2.0 APPROVAL OF AGENDA**

**MOVED** by Paul Lachance, **SECONDED** by Jamie Skutovich that the **General Finance/Audit & Resources Committee Agenda of Monday, November 25, 2024, 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 – Monday, October 28, 2024

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, October 28, 2024** were previously circulated to all members.

**MOVED by Katherine Pham, SECONDED by Trevor Chapman that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, October 28, 2024 be approved**

**CARRIED.**

#### **5.0 NEW BUSINESS / FOR DISCUSSION**

##### 5.1 Monthly Operating Results Report – October 2024 (*As Appended*)

Ms. Zimmer provided the following highlights:

- Seven months ended October 31, 2024, deficit after net building amortization is \$21,829,000 (\$6,187,000 worse than budget).
- Negative Ministry of Health margin of \$17,121,000 (noted is comparative information for fiscal year 2023-2024 is not available due to cyber-attack which occurred in October 2023).
- Good news with respect to funding – confirmation received for base funding of \$12 million for Bill 124 incremental costs for the last half of the fiscal year. Total funding for Bill 124 incremental costs amounts to \$25.2 million. Bill 124 funding number does not fund the hospital for subsequent contract settlements, which were 3%.
- There is a year-end forecast in the financial statements which amounts to \$27.8 million. Ms. Zimmer explained the reconciliation relative to the year-end forecast including adjusted budget deficit, code grey invoices found and related to the prior year, benefits, and medical fees pertaining to the ICU.
- Benefits - \$2.4 million deficit
- Medical Staff Fees - \$2 million deficit
- Medical/Surgical Supplies - \$1.4 million deficit
- Drugs - \$11.5 million deficit
- Other supplies - \$3.4 million deficit
- Met Campus sicktime is 5.5%; Ouellette sicktime is 6.0% - target of 4.7%
- Met Campus overtime is 4.10%; Ouellette overtime is 5.9% - target of 2.35%

## **6.0 FOR INFORMATION**

### **6.1 REVISED Finance/Audit & Resources Committee Meeting Dates for 2024-2025**

For the committee's information. Most meetings will be held via TEAMS unless otherwise stated in-person.

## **7.0 DATE OF NEXT MEETING**

The Finance/Audit and Resources Committee will meet:

**Wednesday, December 18, 2024**  
**Please note that the December meeting will be held VIA ZOOM**

## **8.0 ADJOURNMENT**

**MOVED by Anna Kirby, SECONDED by Dwayne Dawson that the General Meeting from the Finance/Audit & Resources Committee of Monday, November 25, 2024 be adjourned at 6:11 p.m.**

**CARRIED.**

Mr. Anthony Paniccia, Chair & Treasurer  
FinAudit&Resources\_Minutes  
20241125

Mary Macera  
Recorder



**Windsor Regional Hospital**  
**Operating Results Report**  
**For the Seven Months Ended October 31, 2024**

**Treasurer's Report**  
**Board of Directors**

**Financial Summary - October 2024**  
**(\$000's)**

		October 2024 Actuals		
	Line	Actual	Budget	Variance *
<b>Hospital Ops</b>				
Total Revenue	9	\$417,501	\$ 405,033	\$ 12,468
Total Expense	20	438,550	419,616	(18,934)
<b>Surplus / (Deficit)</b>	21	(21,049)	(14,583)	(6,466)
Other Votes (net)	22	(114)	(52)	(62)
Other Recoveries / (Exp)	23	-	-	-
<b>Subtotal</b>	24	<b>(21,163)</b>	<b>(14,635)</b>	<b>(6,528)</b>
Net bldg. amortization	25	(666)	(1,007)	341
<b>Net Surplus (Deficit)</b>	26	<b>\$ (21,829)</b>	<b>\$ (15,642)</b>	<b>\$ (6,187)</b>
<b>Hospital Margin</b>		<b>\$ (17,121)</b>	<b>\$ (10,557)</b>	<b>\$ (6,564)</b>
<b>Capital Equipment Expenditures</b>		<b>\$ 24,395</b>	<b>TBD</b>	<b>TBD</b>

\* Variance - favourable / (unfavourable)

## **1. Financial Results for the Seven Months ended October 31, 2024** (Statement 2)

For the seven months ended October 31, 2024, the deficit after net building amortization is \$21,829,000, which is \$6,187,000 worse than plan. This represents a negative Ministry of Health Margin of \$17,121,000 (comparative information for fiscal 2023-2024 is not available, as financial statements were not produced due to the cyberattack that occurred in October 2023).

### **Revenue**

Ministry revenue (combined base and one-time) is \$1,605,000 (.5%) higher than budget. Base funding is better than budget by \$10,944,000 while one time funding is under budget by \$9,339,000. Funding for Bill 124 incremental costs has been confirmed by the Ministry as base but was classified as one-time when the original budget was drafted resulting in the offsetting variances. On October 31<sup>st</sup>, the Ministry confirmed an additional \$12,025,000 in Bill 124 funding for fiscal 2024-2025.

The combined base and one-time revenue surplus of \$1,605,000 is due to over performance in cancer QBPs which offset underperformance in globally funded volume-based programs. In addition, the \$1,419,000 in one time funding for the Community Commitment Program for Nurses (CCPN) program was not included in the budget.

Ministry drug reimbursements have a positive variance of \$6,594,000 (29.2%). 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 favourable to budget by \$68,000.

Chronic Co-payment revenue is \$23,000 worse than budget. Patients designated as Alternate Level of Care (ALC) can be charged up to \$66.95 per day and the daily rate may be adjusted based on a co-payment assessment that takes into consideration the individual's income. ALC for Long Term Care (LTC) numbers have been significantly down recently due the provincial "Home First" mandate that requires that ALC for LTC requests must be approved by hospital leadership before proceeding.

Patient Services revenue variance is \$710,000 favourable (3.3%) year to date. The largest contributor to this variance is diagnostic revenues that are \$1,218,000 better than budget and are offset by an increase in medical staff remuneration of \$1,204,000. Included in this revenue is OWN WSIB net revenue of \$265,000 year to date which is earned in diagnostic services and the operating room (charges for implants).

Equipment Grant amortization is unfavourable to budget by \$411,000 (16.3%). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$3,925,000 favourable (10.7%) to budget. The surplus in drug sales in the retail pharmacies is \$4,448,000 while the offsetting deficit in drug costs is \$3,725,000 leaving a contribution of \$723,000. Interest revenue is \$1,136,000 below budget due to declining cash balances.

## **Expenses**

Salaries are over budget (unfavourable) by \$52,000 year to date October 31, 2024. The combined Emergency Departments are \$1,026,000 over budget and Inpatient Medicine has a \$624,000 deficit to date. Health Records is \$477,000 over budget due to additional resources required to bring coded records up to date following Code Grey. Significant surpluses exist in the following programs: Diagnostic Imaging, \$1,471,000, Critical Care, \$597,000 and Guest Services (Housekeeping and Patient Food Services) \$341,000. These surpluses are due to vacancies as a result of recruiting challenges and unfilled shifts.

Employee Benefits are unfavourable to budget by \$2,426,000 (5.1%). \$1,419,000 of this variance is for signing bonuses through the Community Commitment Program for Nurses (CCPN). These bonuses are not included in the budget but are funded by the Ministry as paid. The adjusted deficit after the CCPN payments are removed is \$1,007,000 due to the following:

- ✚ Other (unfunded) signing bonuses are \$283,000 higher than budget.
- ✚ CPP increase due to 2<sup>nd</sup> tier costs are \$222,000 greater than the budget.
- ✚ Increase in percentage in lieu of fringe benefits for part time ONA members have increased by \$203,000.
- ✚ HOOPP (Healthcare of Ontario Pension Plan) costs are \$174,000 greater than budget.
- ✚ Maternity Top-Up costs \$153,000 greater than budget.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$2,008,000 (5.9%). \$1,204,000 of this variance occurs in diagnostic services and these higher costs are funded by higher diagnostic services revenue as noted above. The remaining variance is attributable to medical staff remuneration in the Intensive Care and Emergency programs that are greater than funding.

Medical & Surgical Supplies are unfavourable to budget by \$1,462,000 (5.2%). The Perioperative Program is \$604,000 over budget to date with pressures in Plastic and Robotic Surgery at the Met Campus, Pacemakers, Orthopedics and EVAR (Endo Vascular Aneurysm Repair) at the Ouellette Campus. Other areas with significant

variances are: Critical Care, \$300,000, Diagnostic Imaging \$250,000 and Outpatient Surgery \$135,000. Invoices previously “on hold” in this category have now been allocated to the proper departments.

Drug expenses are unfavourable by \$11,578,000 (21.6%) year to date. These expenses are offset by Ministry funding in Cancer program’s chemotherapy suite, renal radiation therapy (\$6,594,000) and recoveries in the retail pharmacies (\$4,448,000). Additionally, invoices totalling \$1,219,000 related to the previous fiscal year are included in the October 2024 results.

Supplies and Other Expenses are unfavourable to budget by \$3,410,000 (6.7%). Invoices “on hold” in this category are \$711,000 to date, a reduction of \$193,000 from last month. Deficits in building and equipment maintenance total \$690,000, legal and risk advisory professional fees are \$689,000 over budget, minor equipment purchases are \$337,000 over budget, and physician recruitment is \$315,000 over budget. One invoice of \$720,000 for referred out pathology services applicable to fiscal 2023-2024 is included in the October 2024 results.

As of October 31, 2024 a total of \$3,017,000 in costs related to the prior fiscal year are included in year to date expenses.

Long Term Interest expense is \$36,000 favourable (.9%).

Equipment Lease/Rental is \$136,000 favourable (7.4%) to budget. These expenses vary based on bed rental utilization for bariatric patients or those with complex wounds.

Equipment amortization is \$1,830,000 (14.3%) under budget due to the timing of new asset additions.

**Other Votes** – Other Votes are \$62,000 unfavourable at October 31, 2024. The main source of this variance is the timing of revenue and expenses in certain funding envelopes.

## **2. Statement of Financial Position (Statement 3)**

The Ministry/Ontario Health receivable has increased by \$33.6 million from March 31, 2024 and is due to timing differences for confirmed base and one-time funding.

Inventory has increased by \$1,201,000 when compared to March 31, 2024. This increase is attributable to drugs funded by OH-West (Cancer Care) and those utilized by the retail pharmacies.

Our Ministry/CCO payable has decreased by \$952,000 from March 31, 2024 and relates to volume funding for which targets have not been achieved.

At October 31, 2024, the market value of the sinking fund has increased by \$8,508,000 (34%) since inception and increased by \$2,312,000 since March 31, 2024. The

underlying cost base as a result of realized investment gains has increased by \$2,764,000 since the original \$25 million investment was made and by \$163,000 since March 31, 2024.

<b>Fund Manager -</b>	<b>Market Value</b>	<b>Cost</b>
Guardian Capital	\$16,812,000	\$13,252,000
Leith Wheeler	<u>16,718,000</u>	<u>14,512,000</u>
<b>Total</b>	<b><u>\$33,530,000</u></b>	<b><u>\$27,764,000</u></b>

### **3. Patient Volumes**

Acute patient days are below target at the Met Campus by 1,405 days and 1,698 less than planned at the Ouellette Campus (excl. psych). Adolescent psychiatry patient days at the Met campus are 330 less than planned while adult psychiatric days are 1,306 below plan at the Ouellette campus. Surgical cases are 53 below plan at the Met Campus and 324 below plan at the Ouellette Campus.

Combined ED visits are 1,662 higher than prior year-to date and ED inpatient days are 1,335 higher when compared to last year at this time. Outpatient Clinic visits are 891 higher than plan at the Met Campus and 395 above plan at the Ouellette Campus. Combined Community Service visits are 2,943 below plan to date.

### **4. Patient Access**

Acute care length of stay at Met was 5.13 days as compared to a target of 4.54 days. Length of stay for Ouellette acute care was 8.53 days versus a plan of 7.33. Length of stay for adult psychiatric patients was 1.78 days below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay was 4.85 days compared to the target of 6.44.

### **5. Organizational Health**

The percentage of sick time year to date for the Met Campus is 5.5% (2023 – 5.8%), which is over the target of 4.7% by .8%, while overtime is 1.75% over target at 4.1% (2023 – 3.8%).

Sick time at the Ouellette Campus is 6.0% (2023 – 5.6%) compared to the target of 4.7%, while overtime is over target at 5.9% (2023 – 6.3%) compared to the target of 2.35%. WRH leadership is actively monitoring and managing absenteeism with the early 2024 onboarding of a new Attendance Management Coordinator.

With respect to FTEs, the Met Campus is favourable to budget by 3.3 FTEs mainly in the Perioperative and Women’s and Children’s programs. At the Ouellette Campus,

the FTE variance is unfavourable by 7.4 FTEs. These deficits occur in the Emergency and Medicine programs. Overall, the hospital is unfavourable 4.1 FTEs year to date.

**Statement #1**  
**WINDSOR REGIONAL HOSPITAL**  
**Consolidated Operating Results for the Seven Months Ending October 31, 2024**

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	
		<b>Revenue (\$000's)</b>										
\$ 52,881	\$ 11,090	1	Ministry Funding - Base	\$ 299,705	\$ 288,792	\$ 10,913	3.78%	\$ 515,087	\$ 510,742	\$ 4,345	\$ -	\$ 470,261
(7,783)	(10,632)	2	Ministry Funding - One-time	23,823	33,162	(9,339)	-28.16%	36,898	30,498	6,400	-	65,381
4,387	1,162	3	Ministry Funding - Drug Reimb.	29,167	22,573	6,594	29.21%	49,560	38,697	10,863	-	38,624
4	(42)	4	Preferred Accommodation	386	318	68	21.38%	764	542	222	-	536
11	(9)	5	Chronic co-payment	117	140	(23)	-16.43%	212	239	(27)	-	237
2,330	(760)	6	Patient services	22,045	21,335	710	3.33%	39,430	36,209	3,221	-	35,618
619	(111)	7	Capital grant amortization	4,633	5,110	(477)	-9.33%	7,814	8,759	(945)	-	8,242
6,102	1,031	8	Other recoveries	40,682	36,723	3,959	10.78%	68,406	62,995	5,411	-	61,833
\$ 58,551	\$ 1,729	9	Total Revenue	\$ 420,558	\$ 408,153	\$ 12,405	3.04%	\$ 718,171	\$ 688,681	\$ 29,490	\$ -	\$ 680,732
		<b>Expense (\$000's)</b>										
\$ 27,004	\$ (259)	10	Salaries	\$ 185,921	\$ 185,539	\$ (382)	-0.21%	\$ 311,092	\$ 314,990	\$ 3,898	\$ -	\$ 305,989
6,415	(505)	11	Employee benefits	50,257	47,768	(2,489)	-5.21%	85,874	81,935	(3,939)	-	78,837
175	-	12	Employee ben. - future ben. costs	1,226	1,226	-	0.00%	2,101	2,101	-	-	1,656
5,276	(410)	13	Medical staff remuneration	36,145	34,137	(2,008)	-5.88%	62,513	57,743	(4,770)	-	58,922
4,703	(607)	14	Medical & Surgical supplies	29,501	28,039	(1,462)	-5.21%	49,502	45,663	(3,839)	-	47,133
10,977	(3,261)	15	Drugs	65,202	53,624	(11,578)	-21.59%	109,560	91,653	(17,907)	-	90,522
8,961	(1,142)	16	Supplies & other expenses	58,231	55,185	(3,046)	-5.52%	98,793	95,906	(2,887)	-	91,191
202	61	17	Equipment lease / rental	1,703	1,839	136	7.40%	2,980	3,153	173	-	3,280
1,945	404	18	Capital amortization	14,201	16,438	2,237	13.61%	23,527	28,181	4,654	-	22,915
\$ 65,658	\$ (5,719)	19	Total Expense	\$ 442,387	\$ 423,795	\$ (18,592)	-4.39%	\$ 745,942	\$ 721,325	\$ (24,617)	\$ -	\$ 700,445
-	-	20	Other recoveries (expense)	-	-	-	#DIV/0!	-	-	-	-	21,771
\$ (7,107)	\$ (3,990)	20	Net Surplus (Deficit) - \$000's	\$ (21,829)	\$ (15,642)	\$ (6,187)		\$ (27,771)	\$ (32,644)	\$ 4,873	\$ -	\$ 2,058
\$ (6,284)	\$ (3,902)	1	Total Margin - \$000's	\$ (17,121)	\$ (10,557)	\$ (6,564)		\$ (20,074)	\$ (23,989)	\$ 3,915	\$ -	\$ 10,214
3,880	(479)	2	Total Weighted Cases (est)	30,573	30,090	483		52,146	51,322	824	29,983	51,322
18,891	(600)	3	Total Patient Days	133,144	134,549	(1,405)		221,405	229,487	(8,082)	125,892	219,502
2,011	42	4	OR - Inpatient & Day Surgery cases	13,215	13,592	(53)		22,540	23,182	(642)	13,474	22,385
15,777	(26)	5	Clinic and Community Service visits	107,439	109,096	(1,657)		183,249	186,076	(2,827)	109,827	177,867

Statement #2  
**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Seven Months Ending October 31, 2024**  
**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
		<b>Revenue (\$000's)</b>								
\$ 52,750	\$ 11,027	1	\$ 299,239	\$ 288,295	\$ 10,944	514,322	\$ 508,965	\$ 5,357	\$ -	\$ 469,254
(7,783)	(10,632)	2	23,823	33,162	(9,339)	36,898	30,498	6,400	-	65,381
4,387	1,162	3	29,167	22,573	6,594	49,560	38,697	10,863	-	38,624
4	(42)	4	386	318	68	764	542	222	-	536
11	(9)	5	117	140	(23)	212	239	(27)	-	237
2,330	(760)	6	22,045	21,335	710	39,430	36,209	3,221	-	35,618
259	(101)	7	2,106	2,517	(411)	3,488	4,315	(827)	-	4,068
6,101	1,032	8	40,618	36,693	3,925	68,295	62,867	5,428	-	61,761
\$ 58,059	\$ 1,677	9	\$ 417,501	\$ 405,033	\$ 12,468	\$ 712,969	\$ 682,332	\$ 30,637	\$ -	\$ 675,479
		<b>Expense (\$000's)</b>								
\$ 26,960	\$ (222)	10	\$ 185,526	\$ 185,474	\$ (52)	310,570	\$ 314,886	\$ 4,316	\$ -	\$ 305,467
6,405	(497)	11	50,178	47,752	(2,426)	85,750	81,907	(3,843)	-	78,698
175	-	12	1,226	1,226	-	2,101	2,101	-	-	1,656
5,276	(410)	13	36,145	34,137	(2,008)	62,513	57,743	(4,770)	-	58,909
4,703	(607)	14	29,501	28,039	(1,462)	49,490	45,662	(3,828)	-	47,132
10,977	(3,261)	15	65,202	53,624	(11,578)	109,560	91,653	(17,907)	-	90,522
8,146	(982)	16	54,021	50,611	(3,410)	92,003	87,178	(4,825)	-	83,742
729	(145)	17	4,042	4,078	36	6,560	6,927	367	-	6,985
202	61	18	1,703	1,839	136	2,980	3,140	160	-	3,280
1,491	344	19	11,006	12,836	1,830	18,064	22,009	3,945	-	17,570
\$ 65,064	\$ (5,719)	20	\$ 438,550	\$ 419,616	\$ (18,934)	\$ 739,591	\$ 713,206	\$ (26,385)	\$ -	\$ 693,961
\$ (7,005)	\$ (4,042)	21	\$ (21,049)	\$ (14,583)	\$ (6,466)	\$ (26,622)	\$ (30,874)	\$ 4,252	\$ -	\$ (18,482)
		<b>Surplus / (Deficit) from Other Operations (\$000's)</b>								
(8)	(2)	22	(114)	(52)	(62)	(12)	(42)	30	-	(60)
-	-	23	-	-	-	-	-	-	-	21,771
(7,013)	(4,044)	24	(21,163)	(14,635)	(6,528)	(26,634)	(30,916)	4,282	-	3,229
\$ (94)	50	25	\$ (666)	\$ (1,007)	341	\$ (1,137)	\$ (1,728)	591	\$ -	\$ (1,171)
\$ (7,107)	\$ (3,994)	26	\$ (21,829)	\$ (15,642)	\$ (6,187)	\$ (27,771)	\$ (32,644)	\$ 4,873	\$ -	\$ 2,058



**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Seven Months Ending October 31, 2024**  
**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
<b>Financial Performance Measures</b>										
\$ (6,284)	(3,902)	1 Total Margin - \$000's	\$ (17,121)	\$ (10,557)	\$ (6,564)	\$ (20,074)	\$ (23,989)	\$ 3,915	\$ -	\$ 10,214
-10.80%	-6.58%	2 Total Margin - %	-4.10%	-2.60%	-1.49%	-2.81%	-3.51%	0.0%	0.00%	1.45%
N/A	N/A	3 Unrestricted cash - \$000's	\$ 31,595	N/A	N/A	\$ 12,000	N/A	N/A	-	\$ 107,131
N/A	N/A	4 Current ratio	1.18	1.00	0.18	0.92	1.00	N/A	0.00	1.38
\$ 2,238	N/A	5a Capital equipment expenditures - Fiscal 2024 - 25 \$000's	\$ 10,335	TBD	N/A	TBD	TBD	N/A	\$ -	\$ 31,265
\$ 1,291	N/A	5b Capital equipment expenditures - PY C/F \$000's	\$ 3,858	TBD	N/A	TBD	TBD	N/A	\$ -	\$ 10,816
\$ 3,845	N/A	5c Externally Funded Projects	\$ 5,560	TBD	N/A	TBD	TBD	N/A	\$ -	\$ 8,040
\$ 2,829	N/A	5d Windsor-Essex Acute Care Hospital	\$ 4,642	TBD	N/A	TBD	TBD	N/A	\$ -	\$ 3,355
<b>Patient Volume Measures</b>										
<b>MET CAMPUS ONLY</b>										
2,250	60	1 Total Weighted Cases (est) - HIG	15,429	15,118	311	26,316	25,785	531	14,988	25,785
1,766	(152)	2 Acute separations (excl psych)	11,450	13,238	(1,788)	19,529	22,579	(3,050)	10,879	19,800
8,741	35	3 Acute pat. days (excl. psych)	58,696	60,101	(1,405)	100,112	102,508	(2,396)	55,460	97,380
100	(40)	4 Psychiatric - Adolescent pat. days	635	965	(330)	1,083	1,646	(563)	597	1,065
4,533	44	5 Emergency visits and ER holds	31,754	30,990	764	54,160	52,856	1,304	29,552	50,732
332	22	6 OR - Inpatient cases	1,901	2,138	(237)	3,242	3,646	(404)	2,113	3,530
708	37	7 OR - Day Surgery cases	4,819	4,635	184	8,219	7,906	313	4,497	7,930
11,419	(263)	8 Clinic visits	81,536	80,645	891	139,068	137,549	1,519	81,256	132,645
659	(249)	9 Community Services visits	3,933	6,270	(2,337)	6,708	10,695	(3,987)	4,566	7,787
<b>Variable Revenue Volumes:</b>										
16	10	(a) Hip procedures	107	43	64	180	74	106	128	199
21	(16)	(b) Knee procedures	144	253	(109)	226	431	(205)	167	282
-	-	(c) Pacemaker inserts	-	-	-	-	-	-	-	-
538	25	11 MRI Hours of Operation	3,698	3,541	157	6,306	6,039	267	3,324	5,948
668	(69)	12 CT Hours of Operation	4,809	5,090	(281)	8,202	8,682	(480)	5,090	8,713
<b>Patient Access Measures &amp; System Integration</b>										
<b>MET CAMPUS ONLY</b>										
4.95	(0.41)	1 Acute Average LOS	5.13	4.54	(0.59)	5.13	4.54	(0.59)	5.10	4.92
5.88	0.56	2 Psych Average - Adolescent LOS	4.85	6.44	1.59	4.85	6.44	1.59	4.57	4.70
<b>Organizational Health</b>										
<b>MET CAMPUS ONLY</b>										
5.50%	-0.80%	1 % Sick Time to Total Comp	5.50%	4.70%	-0.80%	5.50%	4.70%	-0.80%	5.80%	5.70%
3.70%	-1.35%	2 % Overtime to Total Comp	4.10%	2.35%	-1.75%	4.10%	2.35%	1.75%	3.80%	4.07%
1,940.7	NA	3 FTE staffing (Hospital Ops Only)	1,934.6	1,937.9	3.3	1,934.6	1,892.3	(42.27)	1,862.7	1,877.4

**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Seven Months Ending October 31, 2024**  
**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	
1,630	(539)	1 Total Weighted Cases (est) - HIG	15,144	14,972	172	25,830	25,537	293	14,995	25,537	
990	(184)	2 Acute separations (excl psych)	6,767	8,102	(1,335)	11,542	13,819	(2,277)	6,424	11,840	
8,165	(438)	3 Acute pat. days (excl. psych)	57,689	59,387	(1,698)	98,395	101,291	(2,896)	56,571	98,448	
1,885	(157)	4 Psychiatric - Adult patient days	12,790	14,096	(1,306)	21,815	24,042	(2,227)	13,264	22,609	
4,154	(198)	6 Emergency visits and ER holds	29,360	30,043	(683)	50,077	51,242	(1,165)	28,565	48,764	
337	(4)	7 OR - Inpatient cases	2,195	2,351	(156)	3,744	4,010	(266)	2,230	3,753	
634	(13)	8 OR - Day Surgery cases	4,300	4,468	(168)	7,334	7,620	(286)	4,634	7,172	
2,622	309	9 Clinic visits	16,361	15,966	395	27,905	27,231	674	17,538	27,399	
1,077	177	10 Community Services visits	5,609	6,215	(606)	9,567	10,601	(1,034)	6,467	10,036	
		11 <b>Variable Revenue Volumes:</b>									
40	(2)	(a) Hip procedures	229	291	(62)	391	496	(105)	202	351	
71	28	(b) Knee procedures	410	298	112	694	509	185	397	688	
45	19	(c) Pacemaker procedures	190	179	11	324	305	19	204	315	
		12 Cataracts									
183	(75)	a) Unilateral	1,152	1,779	(627)	2,120	3,035	(915)	883	1,366	
157	52	b) Bilateral	684	723	(39)	1,298	1,234	64	1,011	1,482	
710	(129)	13 MRI Hours of Operation	4,375	5,794	(1,419)	7,462	9,883	(2,421)	4,613	7,486	
916	367	14 CT Hours of Operation	6,258	3,788	2,470	10,674	6,460	4,214	6,182	10,486	
		<b>Patient Access Measures &amp; System Integration</b>									
8.25	(0.92)	1 Acute Average LOS	8.53	7.33	(1.20)	8.53	7.33	(1.20)	8.81	8.31	
11.15	1.28	3 Psych Average - Adult LOS	10.65	12.43	1.78	10.65	12.43	1.78	11.72	11.94	
		<b>Organizational Health</b>									
6.30%	-1.60%	1 % Sick Time to Total Comp	6.00%	4.70%	-1.30%	6.00%	4.70%	-1.30%	5.60%	5.67%	
4.90%	-2.55%	2 % Overtime to Total Comp	5.90%	2.35%	-3.55%	5.90%	2.35%	-3.55%	6.30%	5.84%	
1,562.1	NA	3 FTE staffing (Hospital Ops Only)	1,565.9	1,558.5	(7.4)	1,565.9	1,586.0	20.03	1,551.4	1,547.4	

**Statement # 3**  
**WINDSOR REGIONAL HOSPITAL**  
**STATEMENT OF FINANCIAL POSITION**  
As At October 31, 2024  
(Amounts in 000's)

	October 31, 2024	March 31, 2024		October 31, 2024	March 31, 2024
<b>ASSETS</b>			<b>LIABILITIES AND EQUITIES</b>		
<b>Current assets:</b>			<b>Current liabilities:</b>		
Cash & short-term investments	31,595	107,486	Bank overdraft	-	-
Cash, restricted	6,502	5,450	Bank indebtedness	-	-
Cash, restricted Ministry Capital Projects	11,720	7,653	Accounts payable - trade	31,126	32,689
Accounts Rec. - Ministry / CCO	51,227	17,595	Accounts payable - Ministry	13,059	14,011
- OHIP	11,358	12,671	Accrued liabilities	71,736	74,180
- Other	15,757	15,173	Current portion of long term debt	3,000	3,382
Inventories	7,530	6,329	Current portion of MES lease obligation	4,227	6,051
Prepaid & deferred charges	6,101	6,737	Current portion accrued benefit obligations	923	1,506
Due from related parties	4,321	2,598			
	<hr/>	<hr/>		<hr/>	<hr/>
Total current assets	146,111	181,692	Total current liabilities	124,071	131,819
<b>Long term assets:</b>			<b>Long term liabilities:</b>		
Long Term Investments	33,530	31,218	Long Term Debt	27,884	29,469
Marked to market			Debentures	200,000	200,000
Property, Plant, Equipment, Net	225,204	225,824	Accrued benefit obligations	25,975	24,750
Construction in progress	57,075	46,261	Long Term Lease Obligation	8,873	6,758
	<hr/>	<hr/>	ARO Liabilities	1,958	1,958
Total long term assets	282,279	272,085	Marked to market	297	138
	<hr/>	<hr/>	Sick benefits payable	6,074	6,213
	315,809	303,303	Deferred revenue - capital grants	133,875	131,137
	<hr/>	<hr/>		<hr/>	<hr/>
			Total long term liabilities	404,935	400,423
			<b>Remeasurement gains/(losses):</b>		
			Debenture Sinking Funds	5,766	3,617
			SWAP	(297)	(138)
			<b>Net assets:</b>	<hr/>	<hr/>
				(72,555)	(50,726)
				<hr/>	<hr/>
Total assets	<u>461,920</u>	<u>484,995</u>	Total liabilities and net assets	<u>461,920</u>	<u>484,995</u>

**Statement # 4**  
**Windsor Regional Hospital**  
**Statement of Cash Flows**  
**For the Seven Months Ending October 31, 2024**  
**With Comparative Amounts For the Year Ending March 31, 2024**

(Amounts in 000's)

	<b>October 31, 2024</b>	<b>March 31, 2024</b>
<b>OPERATING ACTIVITIES</b>		
Net Surplus/(deficit) for the period	(21,829)	\$ 2,058
Add (deduct) non-cash items:		
Amortization of capital assets	-	22,915
Amortization of deferred capital contributions	-	(8,242)
	(21,829)	16,731
Cash flow from / (used in) operating balances	(40,149)	(19,240)
<b>Cash provided by operating activities</b>	<b>(61,978)</b>	<b>(2,509)</b>
<b>INVESTING ACTIVITIES</b>		
Purchase of capital assets	(19,094)	(30,907)
<b>FINANCING ACTIVITIES</b>		
Long term investments	(163)	(769)
Cash restricted for special purposes	(5,119)	(642)
Loans payable	(2,259)	(3,277)
Capital Lease	(5,301)	(9,760)
Capital grants and donations received	2,738	8,209
Notes payable and other long term liabilities	1,085	678
<b>Cash provided by (used in) financing activities</b>	<b>(9,020)</b>	<b>(5,561)</b>
<b>Net increase (decrease) in cash during the period</b>	<b>(90,092)</b>	<b>(38,977)</b>
Cash, beginning of period	107,486	146,463
<b>Cash, end of period</b>	<b>17,394</b>	<b>\$ 107,486</b>



## TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



**Windsor Regional Hospital**  
Posted by Angelo Joseph  
Oct 30 · 🌐

It's trick-or-treating time in the Neonatal Intensive Care Unit!

As the tradition goes, the staff handcrafted a variety of costumes and dressed up their little patients to snap some photos just in time for their first Halloween!

See insights and ads **Boost post**

👍👍👍 417 102 shares

**Celebrating Halloween in the NICU**  
**VEWS - 36,593**  
**REACH - 14,613**  
**ENGAGEMENT - 521**

### FACEBOOK

**Windsor Regional Hospital**  
Posted by Zander Broeckel  
Oct 31 · 🌐

UPDATE ON MASKING POLICIES AT WRH

As a result of a predicted increase in COVID-19 and other respiratory viruses circulating in our community, Windsor Regional Hospital (WRH) is updating its masking protocols effective Friday November 1st, at 12:01 a.m.

Click the link below for the full story:  
<https://wrh.on.ca/newsroom?newsid=12338>

See insights and ads **Boost post**

👍👍👍 42 96 shares

**Update on Masking Policies**  
**VEWS - 26,048**  
**REACH - 12,935**  
**ENGAGEMENT - 102**



### Honourable Mentions:

- **Flyer promoting Virtual Urgent Care**
  - Views – 13,721
  - Reach – 7,176
  - Engagement – 107
- **Post celebrating Patient Transport Week**
  - Views – 15,710
  - Reach – 6,842
  - Engagement – 167
- **Post marking World Prematurity Day**
  - Views – 16,302
  - Reach – 6,605
  - Engagement – 73

# TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



## INSTAGRAM

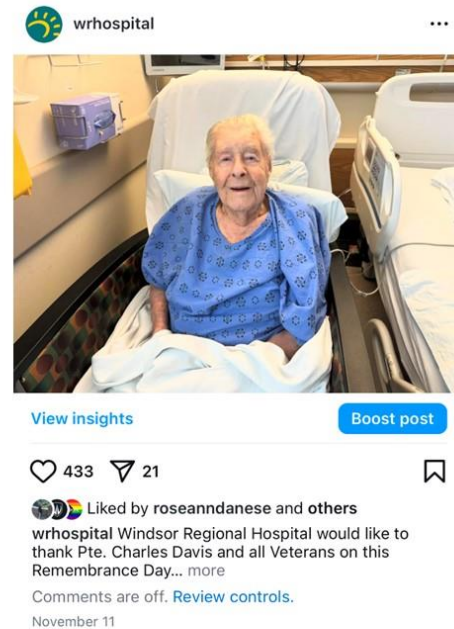


**Celebrating Halloween in the NICU**

**IMPRESSIONS - 10,003**

**REACH - 7,092**

**ENGAGEMENT - 697**



**Remembrance Day post feat. 102-yr-old patient Charles Davis**

**IMPRESSIONS - 8,393**

**REACH - 6,677**

**ENGAGEMENT - 440**



### Honourable Mentions:

- **Celebrating Halloween in the Family Birthing Centre/PACU**
  - Impressions – 3,852
  - Reach – 3,041
  - Engagement – 261
- **Post celebrating MRT Week**
  - Impressions – 2,767
  - Reach – 2,385
  - Engagement – 245
- **Post celebrating Patient Transport Week**
  - Impressions – 2,275
  - Reach – 1,935
  - Engagement - 199



# WRH News Clippings – October 31 to November 27, 2024

## CTV WINDSOR

### **Cuteness overload! NICU babies celebrate their first Halloween**

CTV Windsor, October 30, 2024

<https://windsor.ctvnews.ca/cuteness-overload-nicu-babies-celebrate-their-first-halloween-1.7092482>

### **Flu shot and latest COVID-19 vaccine available in Windsor Monday**

CTV Windsor, November 4, 2024

<https://windsor.ctvnews.ca/flu-shot-and-latest-covid-19-vaccine-available-in-windsor-monday-1.7097104>

### **Health care partners combining efforts to tackle increased hospital volumes**

CTV Windsor, November 5, 2024

<https://windsor.ctvnews.ca/health-care-partners-combining-efforts-to-tackle-increased-hospital-volumes-1.7097658>

### **Health expo celebrates 20th anniversary in Windsor**

CTV Windsor, November 7, 2024

<https://windsor.ctvnews.ca/health-expo-celebrates-20th-anniversary-in-windsor-1.7101591>

### **Talks break down at bargaining table for Clear Medical Imaging**

CTV Windsor, November 8, 2024

<https://windsor.ctvnews.ca/talks-break-down-at-bargaining-table-for-clear-medical-imaging-1.7103710>

### **Divide remains in Windsor on push for involuntary treatment**

CTV Windsor, November 15, 2024

<https://windsor.ctvnews.ca/divide-remains-in-windsor-on-push-for-involuntary-treatment-1.7111299>

### **'It's all about giving and remembering': Hotel-Dieu Grace Healthcare kicks off 38th annual Tree of Lights campaign**

CTV Windsor, November 19, 2024

<https://windsor.ctvnews.ca/it-s-all-about-giving-and-remembering-hotel-dieu-grace-healthcare-kicks-off-38th-annual-tree-of-lights-campaign-1.7115903>

### **Organizations looking to capitalize on youth mental health funding**

CTV Windsor, November 22, 2024

<https://windsor.ctvnews.ca/video/c3034821-youth-mental-health-funding>

### **Amicable end proposed for former Grace Hospital site**

CTV Windsor, November 26, 2024

<https://windsor.ctvnews.ca/amicable-end-proposed-for-former-grace-hospital-site-1.7124122>

## AM800

### **Strike continues at Clear Medical Imaging**

AM800 News, October 31, 2024

<https://www.am800cklw.com/news/strike-continues-at-clear-medical-imaging.html>

### **Masking policy updated at Windsor Regional Hospital for staff**

AM800 News, November 1, 2024

<https://www.am800cklw.com/news/masking-policy-updated-at-windsor-regional-hospital-for-staff.html>

### **Children's doctors reporting unusual increase in walking pneumonia cases in Canada**

AM800 News, November 1, 2024

<https://www.am800cklw.com/news/childrens-doctors-reporting-unusual-increase-in-walking-pneumonia-cases-in-canada.html>



### **Regional health care partners preparing for high volumes this winter**

AM800 News, November 5, 2024

<https://www.am800cklw.com/news/regional-health-care-partners-preparing-for-high-volumes-this-winter.html>

### **Contract talks resume in Clear Medical Imaging labour dispute**

AM800 News, November 8, 2024

<https://www.am800cklw.com/news/contract-talks-resume-in-clear-medical-imaging-labour-dispute.html>

### **Contract talks between Clear Medical Imaging and Unifor Local 2458 end after only two hours at the bargaining table**

AM800 News, November 8, 2024

<https://www.am800cklw.com/news/contracts-talks-between-clear-medical-imaging-and-unifor-local-2458-end-after-only-two-hours-at-the-bargaining-table.html>

### **Hôtel-Dieu Grace Healthcare CEO comes out in opposition of involuntary treatment for mental health, addictions**

AM800, November 14, 2024

<https://www.am800cklw.com/news/hotel-dieu-grace-healthcare-ceo-comes-out-in-opposition-of-involuntary-treatment-for-mental-health-addictions.html>

### **Talks between union and Clear Medical Imaging remain at an impasse**

AM800 News, November 15, 2024

<https://www.am800cklw.com/news/talks-between-union-and-clear-medical-imaging-remain-at-an-impasse.html>

### **Ontario tables bill that bans supervised consumption sites near schools, daycares**

AM800 News, November 19, 2024

<https://www.am800cklw.com/news/ontario-tables-bill-that-bans-supervised-consumption-sites-near-schools-daycares.html>

### **Community Care Fair held for Glengarry Avenue residents**

AM800 News, November 19, 2024

<https://www.am800cklw.com/news/community-care-fair-held-for-glengarry-avenue-residents.html>

### **HDGH kicks off 38th annual Tree of Lights campaign**

AM800 News, November 19, 2024

<https://www.am800cklw.com/news/hdgh-kicks-off-38th-annual-tree-of-lights-campaign.html>

### **Clear Medical Imaging talks to resume on Thursday**

AM800 News, November 20, 2024

<https://www.am800cklw.com/news/clear-medical-imaging-talks-to-resume-on-thursday.html>

### **Windsor Essex Community Health Centre opens new downtown location**

AM800 News, November 21, 2024

<https://www.am800cklw.com/news/windsor-essex-community-health-centre-opens-new-downtown-location.html>

### **Clear Medical Imaging officials reviewing contract offer from employees**

AM800, November 23, 2024

<https://www.am800cklw.com/news/clear-medical-imaging-officials-reviewing-contract-offer-from-employees.html>

### **Pediatric care returns to Erie Shores HealthCare after 30 years with new specialist**

AM800 News, November 26, 2024

<https://www.am800cklw.com/news/pediatric-care-returns-to-erie-shores-healthcare-after-30-years-with-new-specialist.html>

### **'We're all moving forward': Dilkens on "amicable end" to proposed Grace Hospital development**

AM800 News, November 27, 2024

<https://www.am800cklw.com/news/were-all-moving-forward-dilkens-on-amicable-end-to-proposed-grace-hospital-development.html>

### **Ontario proposes fast-tracking drug consumption site bill, skipping public hearings**

AM800 News, November 27, 2024

<https://www.am800cklw.com/news/ontario-proposes-fast-tracking-drug-consumption-site-bill-skipping-public-hearings.html>

## **BLACKBURN RADIO**

### **WRH to require mask use by employees starting Friday**

Blackburn Windsor, October 31, 2024

<https://windsornewstoday.ca/windsor/news/2024/11/01/wrh-to-require-mask-use-by-employees-starting-friday>

### **Talks to resume for striking workers at Clear Medical Imaging**

Blackburn Windsor, November 4, 2024

<https://windsornewstoday.ca/windsor/news/2024/11/04/talks-to-resume-for-striking-workers-at-clear-medical-imaging>

### **Local healthcare partners preparing for respiratory illness season**

Blackburn Windsor, November 5, 2024

<https://windsornewstoday.ca/windsor/news/2024/11/05/local-healthcare-partners-preparing-for-respiratory-illness-season>

### **Clear Medical Imaging walks from negotiating table**

Blackburn Windsor, November 8, 2024

<https://windsornewstoday.ca/windsor/news/2024/11/08/clear-medical-imaging-walks-from-negotiating-table>

### **Marra pens letter on involuntary mental health treatment**

Blackburn Windsor, November 14, 2024

<https://windsornewstoday.ca/windsor/news/2024/11/14/marra-pens-letter-on-involuntary-mental-health-treatment>

### **University of Windsor project to track changes in avian influenza in local bird populations**

Blackburn Windsor, November 19, 2024

<https://windsornewstoday.ca/windsor/news/2024/11/19/university-of-windsor-project-to-track-changes-in-avian-influenza-in-local-bird-populations>

### **New downtown weCHC celebrates grand opening**

Blackburn Windsor, November 21, 2024

<https://windsornewstoday.ca/windsor/news/2024/11/21/new-downtown-wechc-celebrates-grand-opening>

### **Cancer care expanding at ESHC**

Blackburn Windsor, November 22, 2024

<https://windsornewstoday.ca/windsor/news/2024/11/22/cancer-care-expanding-at-eshc>

### **ESHC welcomes return of pediatrics with a seasonal clinic**

Blackburn Windsor, November 25, 2024

<https://windsornewstoday.ca/windsor/news/2024/11/25/eshc-welcomes-return-of-pediatrics-with-a-seasonal-clinic>

### **Legal action surrounding former Grace Hospital development ends**

Blackburn Windsor, November 26, 2024

<https://windsornewstoday.ca/windsor/news/2024/11/26/legal-action-surrounding-former-grace-hospital-development-ends>

## **CBC WINDSOR**

### **Windsor Regional Hospital to require staff to mask ahead of expected uptick in respiratory illness**

CBC Windsor, October 31, 2024

<https://www.cbc.ca/news/canada/windsor/windsor-hospital-covid-mask-wrh-virus-emergency-protocol-1.7369641>

### **New downtown clinic location will allow staff to see more patients, organization says**

CBC Windsor, November 4, 2024

<https://www.cbc.ca/news/canada/windsor/windor-community-health-centre-streethealth-1.7371547>

### **Talks to resume Friday between Clear Medical Imaging and striking Unifor workers, says union**

CBC Windsor, November 4, 2024

<https://www.cbc.ca/news/canada/windsor/labour-talks-clear-medical-imaging-unifor-1.7372841>

### **Talks to resume 2 weeks after start of medical imaging workers' strike**

CBC Windsor, November 7, 2024

<https://www.cbc.ca/player/play/video/9.6559222>

### **Talks break down between Clear Medical Imaging and union representing striking workers**

CBC Windsor, November 8, 2024

<https://www.cbc.ca/news/canada/windsor/windsor-essex-unifor-payne-medical-imaging-clear-strike-walkout-1.7378863>

### **Windsor Regional Hospital fundraiser aims to pay for key hospital equipment**

CBC Windsor, November 13, 2024

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-foundation-fundraising-1.7382726>

### **Forced treatment approach for mental health, addictions likely to fail health-care CEO says in opposition**

CBC Windsor, November 13, 2024

<https://www.cbc.ca/news/canada/windsor/windsor-hdgh-forced-treatment-marra-1.7382449>

### **Ontario tables bill to ban some supervised consumption sites**

CBC Windsor, November 18, 2024

<https://www.cbc.ca/news/canada/toronto/ontario-consumption-site-ford-1.7386562>

### **U.S. developer and city end legal battle over Windsor's former Grace hospital site**

CBC Windsor, November 26, 2024

<https://www.cbc.ca/news/canada/windsor/windsor-grace-hospital-fairmount-1.7393610>

## **WINDSOR STAR**

### **Windsor council invites 'pilot project' for involuntary mental health, addiction treatment**

Windsor Star, October 30, 2024

<https://windsorstar.com/news/local-news/windsor-council-invites-pilot-project-for-involuntary-mental-health-addiction-treatment>

### **Windsor Regional Hospital installing new radiation treatment bunker**

Windsor Star, November 1, 2024

<https://windsorstar.com/news/local-news/windsor-regional-hospital-installing-new-radiation-treatment-bunker>

### **Winter is coming, but Windsor-Essex health agencies already seeing 'surge-season' patient levels**

Windsor Star, November 5, 2024

<https://windsorstar.com/news/local-news/winter-is-coming-but-windsor-essex-health-agencies-already-seeing-surge-season-patient-levels>

### **Windsor health care leader opposes mayors' push for involuntary addiction treatment**

Windsor Star, November 13, 2024

<https://windsorstar.com/news/local-news/windsor-healthcare-ceo-opposes-involuntary-mental-health-treatment-in-rare-open-letter>

### **Windsor hospital promotes lottery tickets to buy 'essential' equipment**

Windsor Star, November 14, 2024

<https://windsorstar.com/news/local-news/windsor-hospital-promotes-lottery-tickets-to-buy-essential-equipment>

### **'Society has let these people down' — Windsor's most violent neighbourhood gets extra attention**

Windsor Star, November 15, 2024

<https://windsorstar.com/news/local-news/society-has-let-these-people-down-windsors-most-violent-neighbourhood-gets-extra-attention>

### **New clinic expands primary care for downtown Windsor residents**

Windsor Star, November 22, 2024

<https://windsorstar.com/news/local-news/new-clinic-expands-primary-care-for-downtown-windsor-residents>

## **Erie Shores HealthCare expands cancer services for outpatients**

Windsor Star, November 23, 2024

<https://windsorstar.com/news/local-news/erie-shores-healthcare-expands-cancer-services-for-outpatients>

## **OTHER**

### **London police launch fraud probe into LHSC's 'past financial practices'**

London Free Press, October 30, 2024

<https://lfpres.com/news/local-news/london-police-launch-fraud-probe-into-lhscs-past-financial-practices>

### **Shock, questions as police launch fraud probe at embattled London hospital**

London Free Press, October 31, 2024

<https://lfpres.com/news/local-news/shock-as-police-launch-fraud-probe-london-hospital>

### **Fraud investigation at LHSC involves 'multiple individuals': Source**

London Free Press, November 2, 2024

<https://lfpres.com/news/local-news/fraud-investigation-at-lhsc-involves-multiple-individuals-source>

### **Public trust at stake in LHSC fraud probe: Opposition critic**

London Free Press, November 5, 2024

<https://lfpres.com/news/local-news/public-trust-at-stake-in-lhsc-fraud-probe-opposition-critic>

### **LHSC boss hopeful fraud probe doesn't result in criminal charges**

London Free Press, November 21, 2024

<https://lfpres.com/news/local-news/lhsc-boss-hopeful-fraud-probe-doesnt-result-in-criminal-charges>