



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 4, 2025

1700 hours – ZOOM

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (McLeod)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (McLeod)		1701	
3. <u>PREVIOUS MINUTES:</u> November 6, 2025 (McLeod)	Tab A	1702	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO / CNE</u> (Riddell / Krywionek)		1703	FYI
5. <u>SCHULICH REPORT</u> – (Jacobs)		1715	FYI
6. <u>FINANCIAL PRESENTATION</u> – (Lanoue)	Tab B	1720	
7. <u>CONSENT AGENDA:</u> <u>Finance/Audit & Resources:</u> November 24, 2025 and Operating Results (Lanoue)	Tab C	1730	MOTION (accept report)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (McLeod)	Tab D	1735	FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (McLeod)		1736	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, January 8, 2026 – ZOOM		1737	FYI
11. <u>ADJOURNMENT</u> (McLeod)		1738	MOTION

REGRETS ONLY TO dawn.sutherland@wrh.on.ca, or (519) 254-5577, ext. 52517



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, November 6, 2025**, 1700 hours, VIA ZOOM and live streamed on YouTube.

PRESENT:

Paul Lachance, Chair	Linda Staudt	Karen Riddell (ex-officio, non-voting)
Jamie Skutovich	Patti France	Dr. Wassim Saad (ex-officio, non-voting)
Laura Copat	Cynthia Bissonnette	Dr. Larry Jacobs (ex-officio, non-voting)
Mary Dawson	Genevieve Isshak	Dr. Kristen Demarco (ex-officio, non-voting)
Nila Das	Anna Kirby	
Chris Lanoue	Wes Vickers	
Nadine Manroe-Wakerell		

STAFF:

Executive Committee

REGRETS:

Ian McLeod
David Malian
Dr. Irram Sumar (ex-officio, non-voting)

1. CALL TO ORDER:

The meeting was called to order at 1700 hours with Mr. Lachance presiding as Chair (in Mr. McLeod's absence) and Ms. Sutherland recording the minutes.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the October 2, 2025, Board meeting had been previously circulated.

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

THAT the minutes of the October 2, 2025, Board of Directors meeting be approved.

4. REPORT FROM THE PRESIDENT & CEO / CNE

Ms. Riddell reported. Highlights are outlined below.

We held our quarterly Town Hall on October 23rd. The NWEACH project team presented an overview of the work completed to date for the new hospital planning and provided an opportunity for questions. There was great engagement with over 100 people in attendance.

The Nurse Police Team (NPT) program received a \$500,000 grant from the government. This will enable the NPT to continue providing on-scene treatment to those in need. The NPT program has attracted attention across North America, mainly due to its operational success.

The Windsor Regional Hospital Foundation would like to thank the Funkenhauser Family for their most recent donation of \$13,300 from funds raised from the annual ‘Trevor Louis Funkenhauser - A Day For A Life’ golf tournament, in honour of Gunther and Judy’s son, Trevor, who passed away tragically in 2006 following a courageous battle against endocarditis.

WRH was thrilled to announce the grand opening of the newly renovated 4West Atrium-renamed the Stephanie and Barry Zekelman Atrium, designed specifically for patients and their families. The revitalization of this area was made possible through the generous contribution of \$100,000 from Transition 2 Betterness (T2B) and their incredible donors, including the Stephanie and Barry Zekelman Foundation. The atrium welcomes visitors daily from 8 a.m. to 8 p.m., offering a peaceful retreat for patients and their families to relax and socialize away from their rooms during their stay.

We were also honored to celebrate the 6th annual Sail into Summer Cheque Presentation in the amount of \$80,000. This year’s event helped purchase a state-of-the-art Hemo Cardiovascular Information System, which will be part of the newly renovated Cardiac Catheterization Lab at the Ouellette Campus of Windsor Regional Hospital

Our Carve 4 Cancer event raised over \$16,000 for a grand total raised of \$93,408 since 2018 for the Windsor Regional Cancer Centre.

The Redevelopment Team and WRH User Group Members have been working closely with the experienced planners at Stantec Architecture and Agnew Peckham on a set of rules and requirements for the new build, along with early and illustrative drawings – both key components of the eventual Request for Proposals (RFP) used as part of a competitive procurement process to determine who will deliver the project. The project team is also making strong progress in the corporate renaming and rebranding engagement initiative. Since launching the engagement survey in September – which is now available in 10 target languages on the project website - more than 1,450 survey responses have been completed.

Ms. Krywionek provided an IPAC update. WRH currently has six COVID cases, one influenza case and one RSV – a paediatric case. WRH continues to monitor trends closely using the Ontario Respiratory Virus tool. We kicked off our staff flu vaccine clinics in October. This is a collaborative effort between our Pharmacy team and Employee Health.

WRH is proud to announce the successful transition of our Gestational Diabetes Program to the Windsor-Essex Community Health Centre (WE-CHC), now offered through their Diabetes Wellness Clinic. This move enhances accessibility for expectant mothers across our region, ensuring they receive high-quality, community-based care from expert nurses and dietitians.

The new DI careers page is now live launching just in time for MRT Week to support recruitment outreach. Recruitment in DI continues to present some challenges, consistent with broader trends across the sector. We'll be promoting it on social media to help raise awareness of our DI opportunities and incentive programs.

5. REPORT FROM SCHULICH:

Dr. Jacobs' report included some very positive metrics on recruitment:

- Increase in physicians since 2009:
 - Family Medicine – 52%
 - Specialists – 51%
- Increase in Family Medicine physicians that trained at Western:
 - 2009 – 39
 - 2024 - 154

6. FINANCIAL PRESENTATION (September 30, 2025, Results):

Mr. Lanoue reported.

Slide 2 – Financial Results – YTD September 2025

- The net deficit after building amortization is \$15,156,000 which is \$1,252,000 better than budget
- We expect some catch-up on building amortization with capitalization of the LINAC project
- Hospital Margin is negative \$11,326,000 which is \$662,000 better than plan

Slide 3 – Significant Variances

Chart indicates expense variances and the offsetting revenue:

- Salaries and Benefits continue to trend positively and in a combined surplus of \$1,457,000
- Medical Staff Fees \$1,164,000 deficit
 - \$1,017,000 in offsetting funding (Emergency & NICU Alternate Funding) and patient services revenue for diagnostic services
- Medical/Surgical Supplies had a surplus of \$627,000 mainly in the perioperative program with lower than planned volumes
- Drugs \$470,000 surplus
- Other Supplies \$1,074,000 deficit – no offsetting revenue
 - Pressure points: building and equipment maintenance, patient transportation, contrast media and physician recruitment costs

Slide 4 – Sick and Overtime Benchmarks

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

For the *month* of September – unionized staff

- Sick Percentage at both Campuses is above the target of 4.8% with Met at 6.1% and Ouellette at 6.2%

- Overtime Percentage at Met Campus is 4.3% and Ouellette is 7.0% versus the target of 4.0%.

Slide 5 – Sick and Overtime Benchmarks

For the *month* of August – non-union staff

- Sick Percentage is 1.0% - below the target of 2.2%
- Overtime Percentage is 0.0% which is the target (non-union overtime is extremely rare)

MOVED by Mr. C. Lanoue **SECONDED** by Mr. D. Malian and **CARRIED THAT** the November 6, 2025, Financial Presentation (as of September 30, 2025), be accepted.

7. CONSENT AGENDA:

MOVED by Mr. C. Lanoue, **SECONDED** by Ms. C. Bissonnette and **CARRIED THAT** the report from the October 27, 2025, 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:

None.

11. DATE OF NEXT REGULAR MEETING:

Thursday, December 4, 2025 - Auditorium, MET Campus

12. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Ms. M. Dawson, **SECONDED** by Ms. A. Kirby and **CARRIED THAT** the November 6, 2025, Board of Directors meeting be adjourned at 1715 hours.

Paul Lachance, Chair
Board of Directors

Dawn Sutherland
Recording Secretary



Board of Directors
December 4, 2025

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

October 31, 2025

	Current Year Actual	Current Year Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 432,110	\$ 432,212	\$ (102)	(0.0%)
Expenses				
Salaries and Wages	\$ 192,154	\$ 192,946	\$ 792	0.4%
Employee benefits	50,165	52,125	1,960	3.8%
Employee future benefits	1,583	1,583	-	0.0%
Medical staff remuneration	37,390	35,790	(1,600)	(4.5%)
Medical & Surgical supplies	30,972	31,449	477	1.5%
Drugs	63,980	64,938	958	1.5%
Supplies & other expenses	53,623	52,167	(1,456)	(2.8%)
Long term Interest	3,959	3,988	29	0.7%
Equipment lease / rental	1,682	1,871	189	10.1%
Equipment amortization	11,925	12,069	144	1.2%
Total Expense	\$ 447,433	\$ 448,926	\$ 1,493	0.3%
Surplus / (Deficit) From Hospital Operations	\$ (15,323)	\$ (16,714)	\$ 1,391	
Other Votes (net)	\$ (56)	\$ (47)	\$ (9)	
Other Recoveries/(Expense)	\$ -	\$ -	\$ -	
Net Building Amortization	\$ (1,096)	\$ (1,173)	\$ 77	
Net Surplus (Deficit)	\$ (16,475)	\$ (17,934)	\$ 1,459	
Hospital Margin	\$ (11,420)	\$ (12,773)	\$ 1,353	

Financial Results

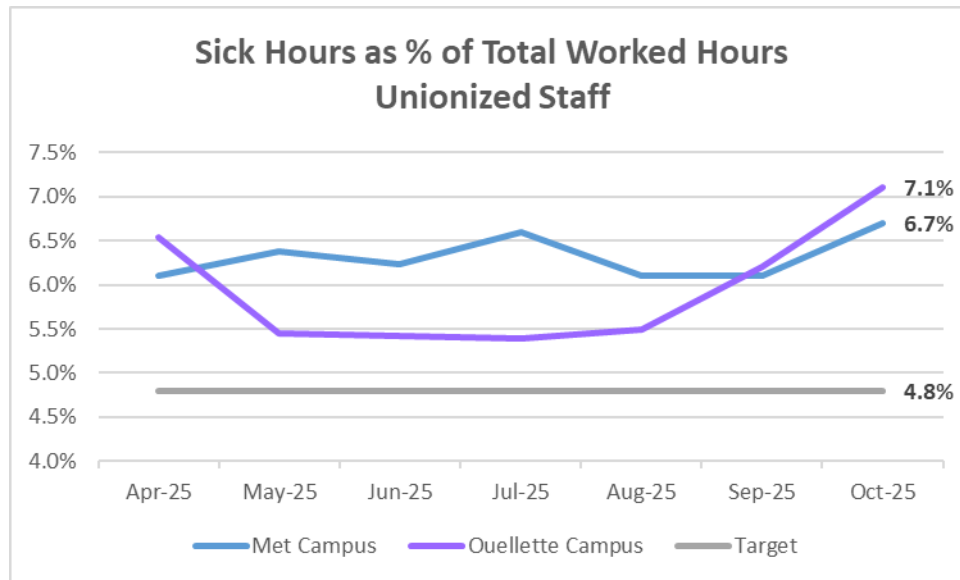
October 31, 2025

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

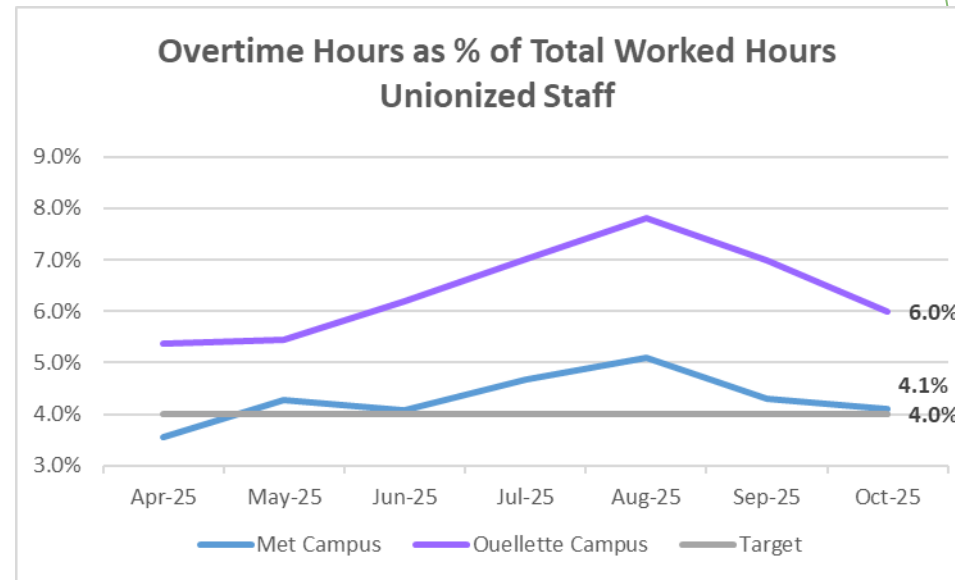
Year-to-Date October 2025 Net Variances					
Category	Year-to-Date Expense Variance	Year-to-Date Revenue Variance	YTD Net Variance	Prior Period YTD Net Variance	Comment
Salaries & Wages	792	-	792	1,132	% Variance Declined
Benefits	1,960	-	1,960	325	% Variance Increased due to one time surplus distribution
Medical Staff Fees	(1,600)	1,390	(210)	(147)	Deficit offset by increased Patient Services revenue and Emergency & NICU Alternate Funding
Medical/Surgical Supplies	477	-	477	627	% Variance Declined due to increased volumes. Perioperative shortfall has declined by 74 cases compared to prior month year to date
Drugs	958	-	958	470	% Variance Increased
Other Supplies	(1,456)	-	(1,456)	(1,074)	Deficits in physician recruitment costs, legal and consulting fees, building service equipment & maintenance, patient transport and contrast media

Sick & Overtime Benchmarking (Union)

October 31, 2025

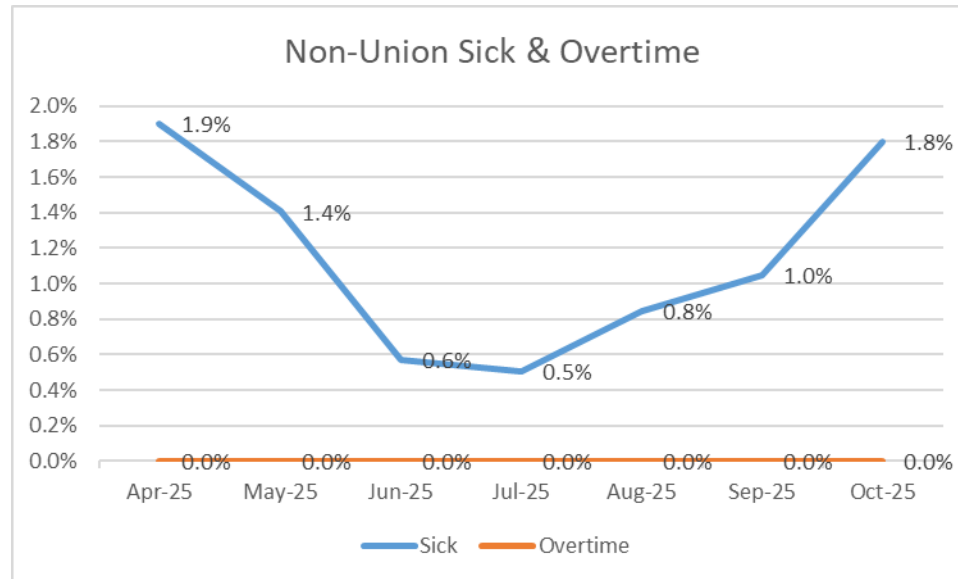


Sick Target 4.8%



Overtime target 4.0%

Sick & Overtime Benchmarking Non-Union October 31, 2025



Targets at Median:
Sick 2.2%
Overtime 0.0%



MOTION/ACTION SHEET

From The

FINANCE/AUDIT & RESOURCES COMMITTEE MEETING General Session

Monday, November 24, 2025

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 24, 2025 (following the In-Camera Session).

PRESENT:

Chris Lanoue (Chair & Treasurer)
Jamie Skutovich
Anna Kirby
Dr. Kristen DeMarco
Paul Lachance

COMMUNITY MEMBERS:

Trevor Chapman
Marc Jones
Joe Milicia

Ian McLeod
Chair of the WRH Board of Directors

STAFF:

Karen Riddell
Todd Bested
Angela D'Alessandro
Kevin Douglas

Malissa Gauthier
Brandon Bailey
Heidi Zimmer
Mary Macera

REGRETS:

Mary Dawson
Robert Klein
Katherine Pham

1.0 CALL TO ORDER

Mr. Chris Lanoue, Chair & Treasurer called the meeting to order at 5:39 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Ian McLeod, **SECONDED** by Anna Kirby that the General Finance/Audit & Resources (FAR) Committee Agenda of Monday, November 24, 2025, 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 27, 2025

The Finance/Audit & Resources Committee Minutes of the **General** Meeting of **Monday, October 27, 2025** was previously circulated to all members.

MOVED by Paul Lachance, SECONDED by Trevor Chapman that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, October 27, 2025, be approved

CARRIED.

5.0 BUSINESS ARISING FROM PREVIOUS MEETING

5.1 Ouellette Campus Sicktime Increase vs. Decrease in Overtime

Mr. Bested reported that the committee will see a similar trend in this month's financial report as in the prior month. Normally, sicktime and overtime is fairly linear; a further decline is seen at both sites this month in terms of the overtime pay versus sicktime.

Discussions internally have been held and focus has been on how the hospital is replacing staff when a sick-call is received. In looking at the summer months, June, July and August, there is much vacation time and the hospital utilizes the part-time staff to fill in for vacation. Subsequently, when there is a sick call, it may be because the hospital has utilized the part-time staff beyond their part-time hours. These are typically "overtime replacement calls" which the hospital begins to see in the months of October, November and December periods. There is the ability through the collective agreements that part-time staff are the first to call which would be on straight time and this mitigates the overtime spend when there are sick calls.

Mr. Bested indicated that he and Mrs. Gauthier reviewed the last fiscal year and a similar trend is seen beyond October, November and December and there is a similar decline, although not as dramatic as this year. The hospital expects this to trend throughout December as well.

No questions were posed by the committee members.

6.0 NEW BUSINESS / FOR DISCUSSION

6.1 Monthly Operating Results Report – October 31, 2025 (*As Appended*)

Ms. Zimmer provided the following highlights:

- Seven months ended October 31, 2025, the deficit after net building amortization amounts to \$16,475,000 (which is \$1,459,000 better than plan).

- Represents a negative Ministry of Health Margin of \$11,420,000; one year ago, margin was negative \$17,121,000.
- Some of the major variances include:
 - o Surplus in salary and wages, although declined slightly in percentage compared to previous year-to-date.
 - o Large surplus in benefits which is due to a surplus distribution from WSIB based on fund balances and favourable investment returns. Surplus amounts to \$1,777,000.
 - o Medical staff fees have the same drivers as in the prior month - \$1,600,000 deficit (offsetting funding from Emergency and NICU Alternate Funding).
 - o Medical/Surgical Supplies in surplus position, although a decline upon comparison to September year-to-date as a result of an increase in operating room cases.
 - o Variance in drugs has increased compared to previous months due to good work being done with the expired and wasted drugs and general surpluses in areas where volumes are slightly lower than expected.
 - o Other supplies variance - \$1,456,000 – no offsetting revenue.

7.0 FOR INFORMATION

7.1 President's Report – November 2025

A link was provided to the committee members for viewing.

8.0 DATE OF NEXT MEETING

The Finance/Audit and Resources Committee will meet:

**Monday, December 22, 2025
Via Teams**

9.0 ADJOURNMENT

MOVED by Paul Lachance, SECONDED by Joe Milicia that the General Meeting from the Finance/Audit & Resources Committee of Monday, November 24, 2025 be adjourned at 5:47 p.m.

CARRIED.

Mr. Chris Lanoue, Chair & Treasurer
FinAudit&Resources_Minutes
20251124

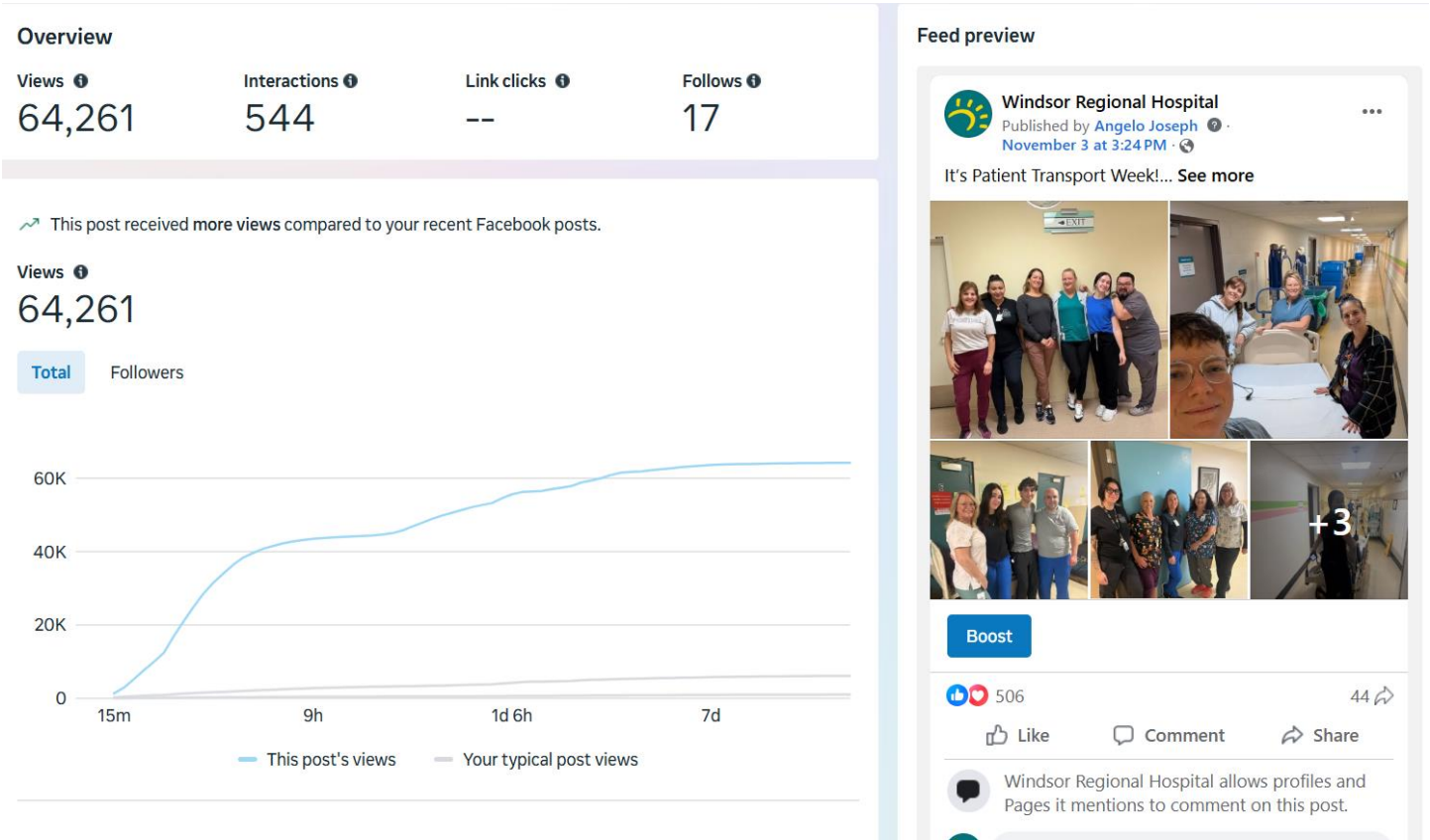
Mary Macera
Recorder

WRH Board of Directors – Media Report – November 2025

Top Social Media Posts Over the Last 30 Days

Facebook

Patient Transport Week



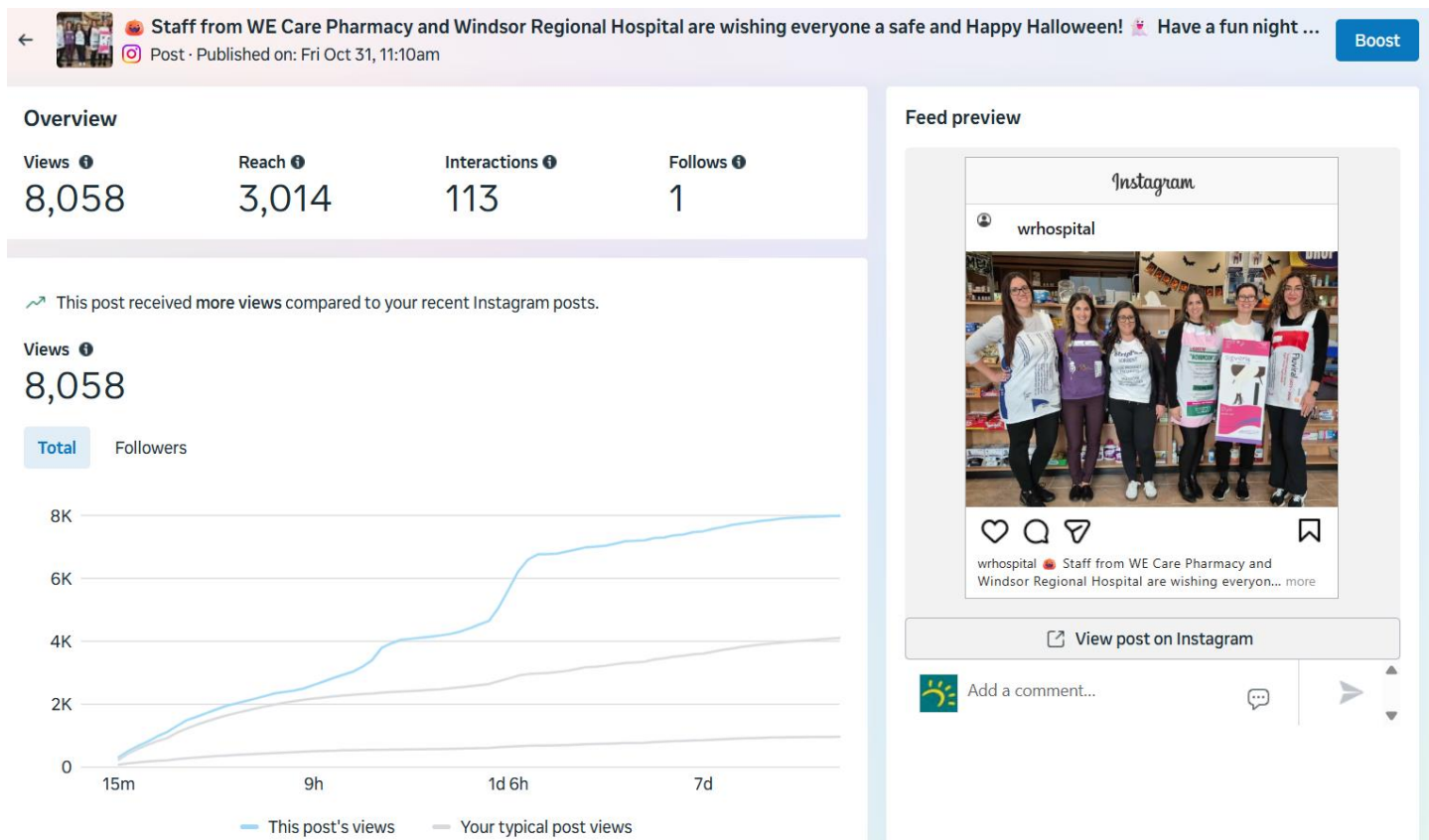
Views: 64,261
Interactions: 544

Honourable Mentions:

- **Windsor Police/Mr. Puffs Donation**
 - **Views: 34,381**
 - **Interactions: 220**

Top Social Media Posts Over the Last 30 Days

Instagram



Honourable Mentions:

- **It's Patient Transport Week!**
 - **Views: 7,982**
 - **Reach: 2,803**
 - **Interactions: 166**

WRH News Clippings – October 30 to November 26, 2025

CTV WINDSOR

Health officials sound alarm over dangerous opioid mix driving overdose surge in Chatham-Kent

CTV Windsor, October 31, 2025

<https://www.ctvnews.ca/windsor/article/health-officials-sound-alarm-over-dangerous-opioid-mix-driving-overdose-surge-in-chatham-kent/>

NICU babies dress up for Halloween at Windsor Regional Hospital

CTV Windsor, October 31, 2025

<https://www.ctvnews.ca/windsor/article/nicu-babies-dress-up-for-halloween-at-windsor-regional-hospital/>

Two decades of strikes, smiles, and saving lives: Katelyn Bedard's legacy lives on through annual bowl-a-thon

CTV Windsor, November 1, 2025

<https://www.ctvnews.ca/windsor/article/two-decades-of-strikes-smiles-and-saving-lives-katelyn-bedards-legacy-lives-on-through-annual-bowl-a-thon/>

Windsor, Ont. survivor of open-heart surgery writes children's book"

CTV Windsor, November 5, 2025

<https://www.ctvnews.ca/windsor/article/windsor-ont-survivor-of-open-heart-surgery-writes-childrens-book/>

Windsor man one of 40 Split the Pot Lottery winners

CTV Windsor, November 6, 2025

<https://www.ctvnews.ca/windsor/article/windsor-man-one-of-40-split-the-pot-lottery-winners/>

Henry Ford Health hosts Windsor hiring event amid cross-border competition for healthcare workers

CTV News, November 6, 2025

<https://www.ctvnews.ca/windsor/article/henry-ford-health-hosts-windsor-hiring-event-amid-cross-border-competition-for-healthcare-workers/>

Windsor Regional Hospital looking to recruit new diagnostic imaging staff

CTV Windsor, November 8, 2025

<https://www.ctvnews.ca/windsor/article/windsor-regional-hospital-looking-to-recruit-new-diagnostic-imaging-staff/>

Here's why Ontario could be in for a 'very tough' flu season this year

CTV Windsor, November 11, 2025

<https://www.ctvnews.ca/toronto/article/ontario-could-be-in-for-a-very-tough-flu-season-this-year-say-health-experts-heres-what-you-need-to-know/>

'The Big Party' returns, supporting mental health and addictions

CTV Windsor, November 12, 2025

<https://www.ctvnews.ca/windsor/article/the-big-party-returns-supporting-mental-health-and-addictions/>

Macro Foods introduces AI tech to deliver ready-made meals at Windsor Regional Hospital

CTV Windsor, November 17, 2025

<https://www.ctvnews.ca/windsor/article/macro-foods-introduces-ai-tech-to-deliver-ready-made-meals-at-windsor-regional-hospital/>

Windsor-Essex HART Hub opens

CTV Windsor, November 19, 2026

<https://www.ctvnews.ca/windsor/article/windsor-essex-hart-hub-opens/>

Lakeshore girls hockey team helps spark \$400K cancer research investment

CTV Windsor, November 20, 2025

<https://www.ctvnews.ca/windsor/article/lakeshore-girls-hockey-team-helps-spark-400k-cancer-research-investment/>

Slight spending increase approved in 2026 WECHU budget

CTV Windsor, November 24, 2025

<https://www.ctvnews.ca/windsor/article/slight-spending-increase-approved-in-2026-wechu-budget/>

AM800

AI weapon detection system seeing major drop in security threats at local hospitals

AM800, October 30, 2025

<https://www.am800cklw.com/news/ai-weapon-detection-system-seeing-major-drop-in-security-threats-at-local-hospitals.html>

Health officials sound alarm over dangerous opioid mix driving overdose surge in Chatham-Kent

AM800, October 31, 2025

<https://www.am800cklw.com/news/warning-about-increased-drug-poisonings-in-chatham-kent-ck-public-health.html>

Carve 4 Cancer raises over \$16,000 for Windsor Regional Cancer Program

AM800 News, October 31, 2025

<https://www.am800cklw.com/news/carve-4-cancer-raises-over-16-000-for-windsor-regional-cancer-program.html>

Over 100 local nurses attend Henry Ford Health hiring event

AM800 News, November 6, 2025

<https://www.am800cklw.com/news/over-100-local-nurses-attend-henry-ford-health-hiring-event.html>

Windsor Regional Hospital looking to recruit new diagnostic imaging staff

AM800 News, November 8, 2025

<https://www.am800cklw.com/news/windsor-regional-hospital-looking-to-recruit-new-diagnostic-imaging-staff.html>

ESHC offering dedicated Paediatric Respiratory Clinic this flu-season

AM800 News, November 13, 2025

<https://www.am800cklw.com/news/eshc-offering-dedicated-paediatric-respiratory-clinic-this-flu-season.html>

Soft launch for HART hub in Windsor-Essex

AM800 News, November 19, 2026

<https://www.am800cklw.com/news/soft-launch-for-hart-hub-in-windsor-essex.html>

Medical officer of health warns of elevated flu risk for Windsor-Essex

AM800 News, November 21, 2025

<https://www.am800cklw.com/news/medical-officer-of-health-warns-of-elevated-flu-risk-for-windsor-essex.html>

Slight spending increase approved in 2026 WECHU budget

AM800, November 24, 2024

<https://www.am800cklw.com/news/slight-spending-increase-approved-in-2026-wechu-budget.html>

BLACKBURN RADIO

A big drop in weapons detected at Windsor Regional Hospital

Blackburn News, October 30, 2025

<https://windsornewstoday.ca/windsor/news/2025/10/30/a-big-drop-in-weapons-detected-at-windsor-regional-hospital>

Windsor Regional Hospital ready for respiratory illness season

Blackburn Windsor, November 7, 2025

<https://windsornewstoday.ca/windsor/news/2025/11/07/windsor-regional-hospital-ready-for-respiratory-season>

More funding available for local fertility treatments

Blackburn Windsor, November 10, 2025

<https://windsornewstoday.ca/windsor/news/2025/11/10/more-funding-available-for-local-fertility-treatments>

Erie Shores Healthcare launches pediatric respiratory clinic

Blackburn Windsor, November 10, 2025

<https://windsornewstoday.ca/windsor/news/2025/11/10/erie-shores-healthcare-launches-pediatric-respiratory-clinic>

ESHC launches November fundraising campaign

Blackburn Windsor, November 13, 2025

<https://windsornewstoday.ca/windsor/news/2025/11/12/eshc-launches-november-fundraising-campaign>

New report says surgical privatization backfired in England

Blackburn Windsor, November 13, 2025

<https://windsornewstoday.ca/windsor/news/2025/11/13/new-report-says-surgical-privatization-backfired-in-england>

49 paramedics honoured for 30-plus years of service across Ontario

Blackburn Windsor, November 20, 2025

<https://windsornewstoday.ca/windsor/news/2025/11/20/49-paramedics-honoured-for-30-plus-years-of-service-across-ontario>

Health unit predicts severe flu season

Blackburn Windsor, November 21, 2025

<https://windsornewstoday.ca/windsor/news/2025/11/21/health-unit-predicts-severe-flu-season>

Board approves WECHU's 2026 budget

Blackburn News, November 24, 2025

<https://windsornewstoday.ca/windsor/news/2025/11/24/board-approves-wechus-2026-budget>

CBC WINDSOR

Windsor's HART hub quietly opened in late September, province says

CBC Windsor, November 14, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-hart-hub-open-9.6979687>

Windsor's HART hub busy in 2 months since soft launch: Hospital CEO

CBC Windsor, November 21, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-hart-hub-bill-marra-9.6987041>

WINDSOR STAR

Windsor Regional Hospital teases \$25,000 bonus for new diagnostic imaging recruits

Windsor Star, November 8, 2025

<https://windsorstar.com/news/local-news/windsor-regional-hospital-teases-25000-bonus-for-new-diagnostic-imaging-recruits>

'Cherish them' — Windsor hospital launches Tree of Lights fundraiser

Windsor Star, November 20, 2025

<https://windsorstar.com/news/local-news/cherish-them-windsor-hospital-launches-tree-of-lights-fundraiser>