



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, February 5, 2026

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> January 8, 2026 (McLeod) | Tab A | 1702 | MOTION (approve) |
| 4. <u>REPORT OF THE PRESIDENT & CEO / CNE / COS</u> (Riddell / Krywionek / Saad) | | 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> January 26, 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, March 5, 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

TAB A



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, January 8, 2026**, 1700 hours, VIA ZOOM and live streamed on YouTube.

RESENT:

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

STAFF:

Executive Committee

REGRETS:

Nila Das
Mary Dawson
Dr. Kristen Demarco (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 Mr. McLeod presiding as Chair and Ms. Sutherland recording the minutes.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the December 4, 2025 Board meeting had been previously circulated.

MOVED by Ms. G. Isshak, **SECONDED** by Mr. P. Lachance and **CARRIED**
THAT the minutes of the December 4, 2025, Board of Directors meeting be approved.

4. REPORT FROM THE PRESIDENT & CEO / CNE / COS

Last week, we were pleased to announce our new incoming President and CEO, Ms. Kristin Kennedy who will be joining us on March 23rd. Ms. Kennedy is familiar with WRH as a previous Director of Critical Care (2017-2018) and Operations Manager for the Neurosciences program (2015-2017). A thorough transition plan has been developed and Ms. Kennedy will be meeting with frontline employees and professional staff in the near future.

Respiratory season update - both ESHC and WRH have been experiencing higher than usual volumes in our ERs and wait times are longer than normal for patients with non-life threatening concerns. Ms. Riddell outlined other options that are available to help get care sooner if symptoms are mild. However, for severe symptoms such as chest pain, trouble breathing, stroke symptoms or serious injury, please call 911.

As in the past, respiratory illness spiked during the holidays. Influenza activity is expected to peak through early to mid-January. Provincially, overall respiratory virus indicators remain low, however Influenza activity is very high, with percent positivity exceeding 25%. COVID-19 activity continues to be low and has decreased compared to the previous week. RSV activity is also low and trending downward week over week. Ms. Krywionek provided today's numbers in the hospital – there are six additional Influenza and RSV cases.

Dr. Saad provided some additional clarification with respect to the increase in Influenza. There are a few contributing factors to the high number of cases, first being that the strain mutated before the vaccine was created and therefore is not a perfect match. In addition, we do not have 100% vaccination rates in our community and then as stated previously, we usually see cases spike after holiday celebrations. Dr. Saad noted that having the flu vaccination will still protect against severe illness.

Ms. Krywionek spoke to some corporate-wide community giving campaigns across the organization. The largest contribution came from 4 West at the Met Campus, whose collective efforts significantly supported the overall success of the initiative. Health Records also demonstrated notable engagement through a departmental collection benefiting Drouillard Place. In addition, staff donated dozens of children's winter coats to the Community Support Centre in Belle River, supporting families experiencing financial hardship in our region. These contributions illustrate the organization's continued commitment to community engagement and reinforce the values of compassion and service that guide our work.

A cross-functional working group was established this quarter, bringing together representatives from the Safe Workplace Committee, Patient Relations, Public Affairs, and EIDAR. The purpose of this group was to develop a welcoming, patient-facing communication tool that reinforces our organizational commitment to a safe and respectful environment for both patients and staff. The resulting poster, titled "Everyone Deserves Safety" is designed to be clear, accessible and supportive while communicating the hospital's zero-tolerance stance on violence. The poster directs individuals to the full policy at www.wrh.on.ca/RightsandResponsibilities ensuring transparency and accessibility. This campaign supports our broader organizational focus on staff safety, patient experience, and respectful engagement across all care settings.

5. REPORT FROM SCHULICH:

Dr. Jacobs was unable to attend the meeting.

6. **FINANCIAL PRESENTATION (November 30, 2025, Results):**

Mr. Lanoue reported.

Slide 2 – Financial Results – YTD November 2025

- The net deficit after building amortization is \$19,675,000 which is \$1,153,000 better than budget
- Hospital Margin is negative \$13,918,000 which is \$1,024,000 better than plan

Slide 3 – Significant Variances

Chart indicates expense variances and the offsetting revenue:

- Salaries and Wages remain in surplus of \$736,000
 - % Surplus is unchanged compared to October YTD
- Benefits in a surplus of \$1,972,000 YTD as a result of a WSIB “surplus distribution” of \$1,777,000
- Medical Staff Fees \$3,622,000 deficit
 - \$3,707,000 in offsetting funding (Emergency & NICU Alternate Funding) and patient services revenue for diagnostic services
 - Physicians received retroactive payments for 2024-2025 at 9.95% for which funding was received
- Medical/Surgical Supplies had a surplus of \$540,000, unchanged percentage-wise when compared to October YTD.
 - Surplus in Perioperative program is offset by deficit in Diagnostics primarily in Interventional Radiology
- Drugs \$1,540,000 surplus
- Other Supplies \$1,716,000 deficit – no offsetting revenue
 - Pressure points: contrast media, physician recruitment costs, building and equipment maintenance, patient transportation and legal and consulting

Slide 4 – Sick and Overtime Benchmarks

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

For the **month** of November – unionized staff

- Sick Percentage at both Campuses is above the target of 4.8% with Met at 6.4% and Ouellette at 6.5%. Both have **improved** since last month
- Overtime Percentage at Met Campus is below the target 3.9% and Ouellette is 5.6% versus the target of 4.0%. Both have **improved** since last month

Slide 5 – Sick and Overtime Benchmarks

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

- Sick Percentage is 1.3% - below the target of 2.2%
- Overtime Percentage is 0.0% exactly on target

MOVED by Mr. C. Lanoue **SECONDED** by Mr. D. Malian and **CARRIED THAT** the January 8, 2026, Financial Presentation (as of November 30, 2025), be accepted.

7. CONSENT AGENDA:

MOVED by Mr. C. Lanoue, **SECONDED** by Mr. J. Skutovich and **CARRIED**
THAT the report from the December 22, 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, February 5, 2026 - ZOOM

12. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Ms. L. Staudt, **SECONDED** by Ms. P. France and **CARRIED**
THAT the January 8, 2026 Board of Directors meeting be adjourned at 1720 hours.

Ian McLeod, Chair
Board of Directors

Dawn Sutherland
Recording Secretary



Board of Directors
February 5, 2026

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

December 31, 2025

| | Current Year Actual | Current Year Budget | \$ Variance Fav/(Unfav) | % Variance Fav/(Unfav) |
|---|------------------------|------------------------|----------------------------|---------------------------|
| Revenue | \$ 560,140 | \$ 555,539 | \$ 4,601 | 0.8% |
| Expenses | | | | |
| Salaries and Wages | \$ 248,386 | \$ 249,058 | \$ 672 | 0.3% |
| Employee benefits | 62,540 | 64,345 | 1,805 | 2.8% |
| Employee future benefits | 2,035 | 2,035 | - | 0.0% |
| Medical staff remuneration | 50,441 | 46,045 | (4,396) | (9.5%) |
| Medical & Surgical supplies | 39,657 | 40,186 | 529 | 1.3% |
| Drugs | 82,369 | 83,455 | 1,086 | 1.3% |
| Supplies & other expenses | 69,272 | 67,366 | (1,906) | (2.8%) |
| Long term Interest | 5,077 | 5,117 | 40 | 0.8% |
| Equipment lease / rental | 2,116 | 2,406 | 290 | 12.1% |
| Equipment amortization | 15,307 | 15,705 | 398 | 2.5% |
| Total Expense | \$ 577,200 | \$ 575,718 | \$ (1,482) | (0.3%) |
| Surplus / (Deficit) From Hospital Operations | \$ (17,060) | \$ (20,179) | \$ 3,119 | |
| Other Votes (net) | \$ (66) | \$ (52) | \$ (14) | |
| Other Recoveries/(Expense) | \$ - | \$ - | \$ - | |
| Net Building Amortization | \$ (1,085) | \$ (1,508) | \$ 423 | |
| Net Surplus (Deficit) | \$ (18,211) | \$ (21,739) | \$ 3,528 | |
| Hospital Margin | \$ (12,049) | \$ (15,114) | \$ 3,065 | |

Financial Results

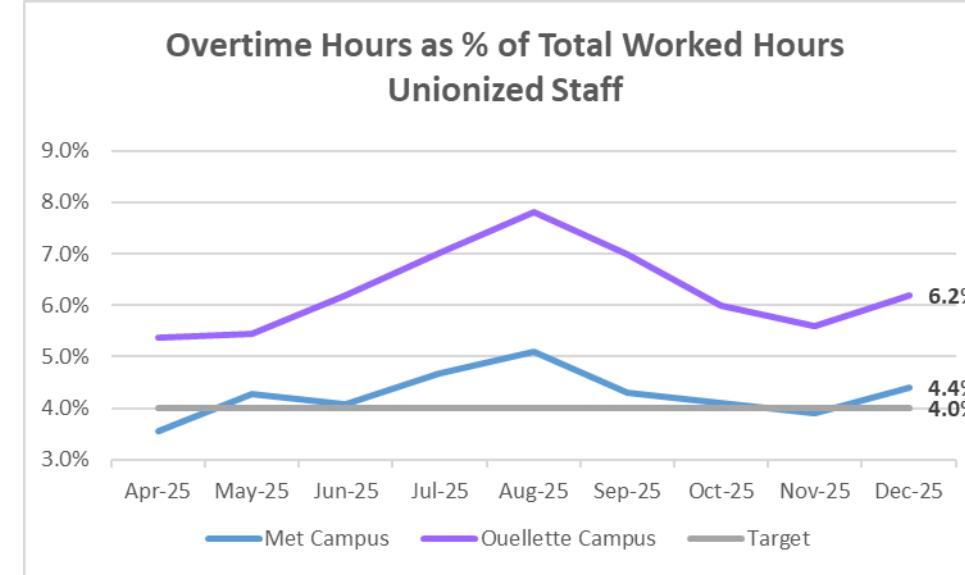
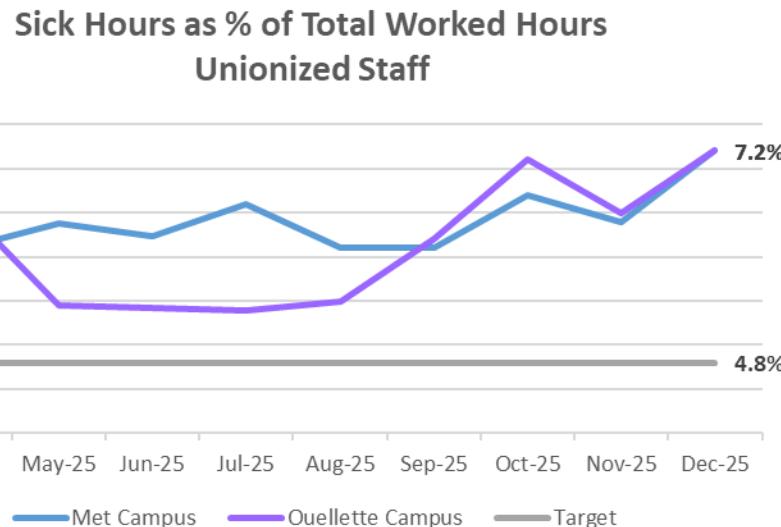
December 31, 2025

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

| Year-to-Date December 2025 Net Variances | | | | | |
|--|-------------------------------|-------------------------------|------------------|-------------------------------|---|
| Category | Year-to-Date Expense Variance | Year-to-Date Revenue Variance | YTD Net Variance | Prior Period YTD Net Variance | Comment |
| Other Recoveries | - | 3,758 | 3,758 | 1,111 | Surpluses in retail pharmacies, MMC rebates and investment revenue. |
| Salaries & Wages | 672 | - | 672 | 736 | % Variance Declined |
| Benefits | 1,805 | - | 1,805 | 1,972 | % Variance due to one time surplus distribution, variance % declined |
| Medical Staff Fees | (4,396) | 4,327 | (69) | 85 | Deficit offset by increased Patient Services revenue and Emergency & NICU Alternate Funding |
| Medical/Surgical Supplies | 529 | - | 529 | 540 | % Variance declined from previous month. Perioperative surplus offset by deficit in diagnostic services mainly Interventional Radiology |
| Drugs | 1,086 | - | 1,086 | 1,540 | % Variance declined |
| Other Supplies | (1,906) | - | (1,906) | (1,716) | Deficits in contrast media, physician recruitment costs, building service equipment & maintenance, patient transport and legal and consulting, slight improvement in % variance |

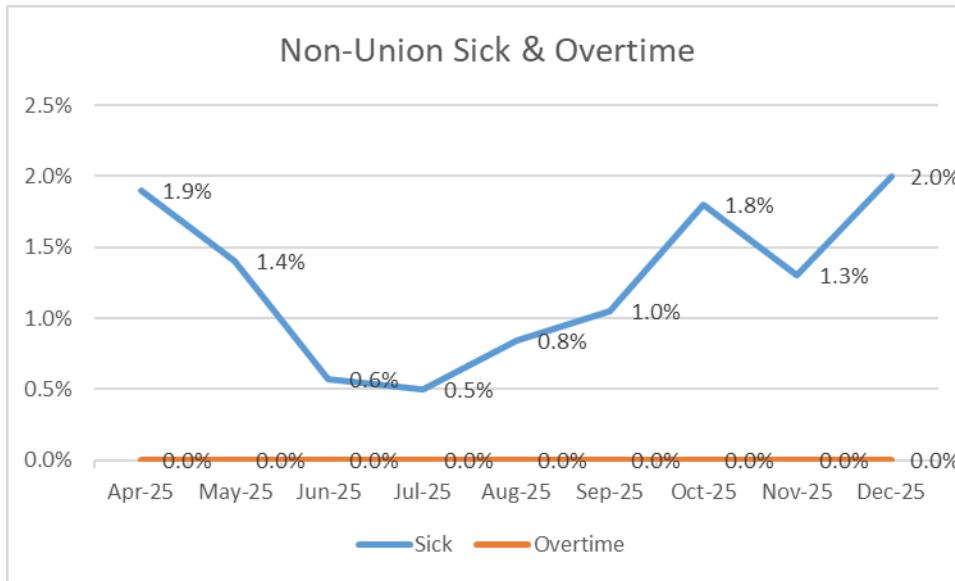
Sick & Overtime Benchmarking

December 31, 2025



Sick & Overtime Benchmarking Non-Union

December 31, 2025



Targets at Median:
Sick 2.2%
Overtime 0.0%

TAB C



MOTION/ACTION SHEET

From The

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

Monday, January 26, 2026

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, January 26, 2026 (following the In-Camera Session).

PRESENT:

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

Ian McLeod
Chair of the WRH Board of Directors

STAFF:

Karen Riddell
Todd Bested
Brandon Bailey
Heidi Zimmer
Mary Macera

COMMUNITY MEMBERS:

Trevor Chapman
Robert Klein
Marc Jones
Katherine Pham
Joe Milicia

GUEST:

Cynthia Bissonnette (WRH Board Member)

1.0 CALL TO ORDER

Mr. Chris Lanoue, Chair & Treasurer called the meeting to order at 6:12 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Trevor Chapman, SECONDED by Mary Dawson that the General Finance/Audit & Resources (FAR) Committee Agenda of Monday, January 26, 2026, 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, December 22, 2025

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, December 22, 2025** was previously circulated to all members.

MOVED by Paul Lachance, SECONDED by Robert Klein that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, December 22, 2025, be approved

CARRIED.

5.0 BUSINESS ARISING FROM PREVIOUS MEETING

There was No Business Arising from the previous meeting.

6.0 NEW BUSINESS / FOR DISCUSSION

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

Ms. Zimmer provided the following highlights:

- Nine months ended December 31, 2025, the deficit after net building amortization amounts to \$18,211,000 (which is \$3,528,000 better than plan). Represents a negative Ministry of Health margin of \$12,583,000.

Highlights include:

- Revised Balance Sheet for cash balance has been approved to disclose the restricted funds as long-term assets. This will assist in Ministry reporting. As it currently stands, it appears the hospital has much more funds available than actually have; have been making notes in the margin of reports. This will now allow the Ministry to see our “true” cash balance. Now, can see cash and short-term investments are at \$11 million, whereas using the original presentation, amount would show \$35 million and difference is the debenture proceeds; what is remaining of the debenture proceeds, what is remaining of the capital grant for the new hospital and what is remaining for other grants.
- Other recoveries – variance of \$3.8 million – surpluses in retail pharmacies and Mohawk Medbuy rebates greater than planned and investment revenue (sinking funds).
- Salaries and wages – in surplus position, although variance declined slightly in the month of December.

- Benefits – in variance position and also declined slightly in the month of December.
- Medical staff fees – starting deficit of \$4.4 million, although have funding for most deficits in patient services revenue mainly in diagnostics, emergency and NICU alternative funding. These are funding streams that cover additional medical fees and also have funding for the increase to medical staff fees. These fees have been paid out.
- Medical/surgical supplies – slight decline in the variance. Perioperative surplus offset by deficit in diagnostic imaging services (interventional radiology).
- Drugs – decline in variance. Increase in chemotherapy drugs, although funded by the Ministry. Retail pharmacies saw some increase in drug expenditures, offset by revenues.
- Other supplies – same variances as in previous month - \$1.9 deficit.
- Sick time – unionized staff at both campuses above target of 4.8%; both campuses at 7.2% (declined since previous month).
- Overtime – unionized staff – Met is above target of 4.4% and Ouellette is at 6.2% versus target of 4.0% (declined since previous month).
- Sick time – non-union – at 2.0% - below the target of 2.2%
- Overtime – non-union – 0.0% - exactly on target.
- Patient volumes – acute patient volumes are higher. Slight increase in outpatient visits.
- Emergency patient days – trending lower; visits are slightly higher than in the previous year.

7.0 FOR INFORMATION

7.1 President's Report – January 2026

A link was provided to the committee members for viewing.

7.2 The Project Management Office Report – January 2026

A link was provided to the committee members to read through.

8.0 DATE OF NEXT MEETING

The Finance/Audit and Resources Committee will meet:

Monday, February 23, 2026
Via Teams

9.0 ADJOURNMENT

Mr. Lanoue indicated that there was no further business.

MOVED by Paul Lachance, SECONDED by Mary Dawson that the General Meeting from the Finance/Audit & Resources Committee of Monday, January 26, 2026 be adjourned at 6:21 p.m.

CARRIED.

Mr. Chris Lanoue, Chair & Treasurer
FinAudit&Resources_Minutes
20260126

Mary Macera
Recorder

Windsor Regional Hospital
Operating Results Report
For the Nine Months Ended December 31, 2025

Treasurer's Report
Board of Directors

Financial Summary - December 2025
(\$000's)

| | Line | December 2025 Actuals | | |
|---------------------------------------|------|-----------------------|--------------------|-------------------|
| | | Actual | Budget | Variance * |
| Hospital Ops | | | | |
| Total Revenue | 9 | \$560,140 | \$ 555,539 | \$ 4,601 |
| Total Expense | 20 | 577,200 | 575,718 | (1,482) |
| Surplus / (Deficit) | 21 | (17,060) | (20,179) | 3,119 |
| Other Votes (net) | 22 | (66) | (52) | (14) |
| Other Recoveries / (Exp) | 23 | - | - | - |
| Subtotal | 24 | (17,126) | (20,231) | 3,105 |
| Net bldg. amortization | 25 | (1,085) | (1,508) | 423 |
| Net Surplus (Deficit) | 26 | \$ (18,211) | \$ (21,739) | \$ 3,528 |
| Hospital Margin | | \$ (12,049) | \$ (15,114) | \$ 3,065 |
| Capital Equipment Expenditures | | \$ 44,346 | \$ 36,316 | \$ (8,030) |

* Variance - favourable / (unfavourable)

1. Financial Results for the Nine Months ended December 31, 2025 (Statement 2)

For the nine months ended December 31, 2025, the deficit after net building amortization is \$18,211,000, which is \$3,528,000 better than plan. This represents a negative Ministry of Health Margin of \$12,049,000 (one year ago, the margin was negative \$12,583,000).

Revenue

Ministry revenue (combined base and one-time) is \$1,217,000 (0.3%) higher than budget.

Base funding is better than budget by \$605,000. The amounts repayable to the Ministry for volume-based programs in cardiology, neurology, quality-based procedures and the renal program total \$2,429,000. This shortfall is offset by a funding surplus in Emergency and NICU Alternate funding of \$2,695,000. WRH has received additional base funding of \$337,000 to support wind down costs related to the discontinuation of the Clinical Decision Unit Pilot Program.

One time funding is better than budget by \$612,000. This variance is comprised of three components; spending in HHR programs under plan by \$374,000, which is offset by Fee for Service revenue earned in the Ontario Breast Screening Program of \$222,000 greater than plan and one time funding components of \$764,000 for funded Medical Fee distributions in the Laboratory and Emergency and NICU AFA programs.

Ministry drug reimbursements have a negative variance of \$549,000 (1.5%). This revenue comes from the Cancer Centre's New Drug Funding program and the renal program. This budget is based on estimated drug usage and corresponding reimbursement and therefore there is some variation.

The preferred accommodation revenue variance is favourable to budget by \$18,000 (3.7%). This revenue is somewhat volatile and depends on bed availability in conjunction with patients' insurance coverage. Preferred accommodation daily rates were recently increased from \$235 for semi-private and \$275 for private rooms to \$260 and \$305 respectively.

Chronic Co-payment revenue is under budget by 33,000 (29.2%). Patients designated as Alternate Level of Care (ALC) can be charged up to \$68.56 per day. This rate may be adjusted based on a co-payment assessment that takes into consideration the individual's income.

Patient Services revenue variance is \$389,000 favourable (1.3%) year to date. The largest contributor to this variance is diagnostic revenues that are \$954,000 higher than

budget which have incurred additional medical staff remuneration of \$819,000. The diagnostic surplus is offset by deficits in revenues for uninsured patients (non-OHIP).

Included in Patient Services revenue is OWN WSIB net revenue of \$396,000 year to date. This revenue is earned in diagnostic services and the operating room (charges for implants).

Equipment Grant amortization is over budget by \$199,000 (8.4%). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$3,758,000 favourable (7.2%) to budget. A surplus of \$1,526,000 was incurred in the retail pharmacies and is offset by higher drug costs of \$281,000. Mohawk Medbuy rebates are \$966,000 higher than budgeted and investment revenue is greater than budget by \$715,000.

Expenses

Salaries are under budget (favourable) by \$672,000 (0.3%) year to date December 31, 2025. Surpluses in Diagnostics and the Perioperative Program are related to vacancies and lower than planned volumes across these programs. These surpluses are offset by deficits in Inpatient Medicine and the Emergency departments where surge conditions have necessitated additional staffing resources.

Employee Benefits are favourable to budget by \$1,805,000 (2.8%). \$1,777,000 of this surplus is due to the WSIB surplus distribution based on "a strong financial and investment strategy". The remaining surplus correlates to the wage surplus.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$4,396,000 (9.5%). Emergency and NICU Alternate funding medical fees are over budget to date by \$2,151,000 and are offset by funding. Medical fees for diagnostic services are over budget by \$819,000 and have earned \$954,000 in additional patient services revenue. Other deficits relate to the recent 9.5% increase in medical compensation which is funded by the ministry.

Medical & Surgical Supplies are favourable to budget by \$529,000 (1.3%). The most significant surpluses were incurred in the perioperative program which is 947 cases below plan and has a surplus of \$881,000 year to date. This is offset by deficits in other services, particularly of note, diagnostic services have a year-to-date deficit of \$396,000 mainly in Interventional Radiology.

Drug expenses are favourable by \$1,086,000 (1.3%) year to date with surpluses in the chemotherapy and renal programs in ministry funded drugs (\$733,000 surplus), the

critical care program (\$295,000 surplus) which has lower patient days than planned and the Emergency departments (\$147,000 surplus).

Supplies and Other Expenses are unfavourable to budget by \$1,906,000 (2.8%). Significant variances are as follows:

- ✚ \$437,000 contrast media and radioactive materials (used in diagnostic tests)
- ✚ \$362,000 building service equipment
- ✚ \$294,000 physician recruitment costs
- ✚ \$271,000 equipment maintenance
- ✚ \$252,000 referred out patient transportation
- ✚ \$220,000 legal and consulting fees

Long Term Interest expense is \$40,000 favourable (0.8%).

Equipment Lease/Rental is \$290,000 favourable (12.1%) to budget. These expenses vary based on bed rental utilization for bariatric patients or those with complex wounds.

Equipment amortization is \$398,000 (2.5%) under budget due to the timing of new asset additions.

Other Votes – Other Votes are \$14,000 over budget at December 31, 2025

2. Statement of Financial Position (Statement 3)

The Ministry/Ontario Health receivable has increased by \$9.4 million from March 31, 2025 and is due to timing differences for confirmed base and one-time funding.

Inventory has increased by \$1,751,000 when compared to March 31, 2025. This increase is attributable to drugs funded by OH-West (Cancer Care) and those utilized by the retail pharmacies.

Our Ministry/CCO payable has increased by \$2,988,000 from March 31, 2025 and is comprised mainly of amounts payable for unearned volume funding.

At December 31, 2025, the market value of the sinking fund has increased by \$12,890,000 (51.5%) since inception and increased by \$3,691,000 since March 31, 2025. The underlying cost base as a result of realized investment gains has increased by \$6,865,000 since the original \$25 million investment was made and increased by \$2,067,000 since March 31, 2025.

| | Market Value | Cost |
|-----------------------|----------------------------|----------------------------|
| Fund Manager - | | |
| Guardian Capital | \$18,427,000 | \$15,626,000 |
| Leith Wheeler | <u>19,486,000</u> | <u>16,238,000</u> |
| Total | <u>\$37,913,000</u> | <u>\$31,864,000</u> |

3. Patient Volumes

Acute patient days are below target at the Met Campus by 2,682 days and 1,549 greater than planned at the Ouellette Campus (excluding psychiatry). Adolescent psychiatry patient days attributed to the Met campus (Maryvale) are 685 less than plan while adult psychiatric days are 5,772 below plan at the Ouellette campus. Surgical cases are 662 below plan at the Met Campus and 285 cases below plan at the Ouellette Campus.

Combined ED visits are 2,275 higher than prior year-to date and ED inpatient days are 1,425 lower when compared to last year at this time. Outpatient Clinic visits are 483 below plan and Community Service visits are 2,146 above plan to date.

4. Patient Access

Acute care length of stay at Met was 4.96 days as compared to a target of 4.54 days. Length of stay for Ouellette acute care was 8.20 days versus a plan of 7.33. Length of stay for adult psychiatric patients was 1.90 days below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay was 5.20 days compared to the target of 6.44.

5. Organizational Health

The percentage of sick time year to date for the Met Campus is 6.5%, which is over the target of 4.8% by 1.7%, while overtime is .40% above target at 4.4%.

Year to date sick time at the Ouellette Campus is 6.1% compared to the target of 4.8%, while overtime is over target of 4.0% at 6.4%.

Note that these sick and overtime metrics include unionized staff only.

With respect to FTEs, the Met Campus is favourable to budget by .1 FTE. At the Ouellette Campus, the FTE variance is favourable by 10.1 FTEs. Overall, the hospital is favourable 10.2 FTEs year to date.

Statement #1
WINDSOR REGIONAL HOSPITAL
Consolidated Operating Results for the Nine Months Ending December 31, 2025

| Current Month | | Description | Year To Date | | | | Year End | | | Prior Year Actual | |
|---------------------------------|-----------------|---|--------------------|--------------------|-----------------|---------|--------------------|--------------------|-----------------|--------------------|-----------------|
| Actual | Fav/(Unfav) | | Actual | Budget | Fav/(Unfav) | % | Forecast | Budget | Fav/(Unfav) | Year to Date | Year End |
| Revenue (\$000's) | | | | | | | | | | | |
| \$ 46,173 | \$ 481 | 1 Ministry Funding - Base | \$ 406,439 | \$ 405,757 | \$ 682 | 0.17% | \$ 545,718 | \$ 542,878 | \$ 2,840 | \$ 392,392 | \$ 470,261 |
| 3,529 | 441 | 2 Ministry Funding - One-time | 28,353 | 27,741 | 612 | 2.21% | 35,232 | 33,893 | 1,339 | 29,227 | 65,381 |
| 4,410 | 230 | 3 Ministry Funding - Drug Reimb. | 37,064 | 37,613 | (549) | -1.46% | 49,602 | 50,150 | (548) | 37,017 | 38,624 |
| 38 | (17) | 4 Preferred Accommodation | 507 | 489 | 18 | 3.68% | 672 | 649 | 23 | 496 | 536 |
| 7 | (6) | 5 Chronic co-payment | 80 | 113 | (33) | -29.20% | 116 | 150 | (34) | 126 | 237 |
| 3,315 | (88) | 6 Patient services | 30,572 | 30,183 | 389 | 1.29% | 40,501 | 40,782 | (281) | 29,143 | 35,618 |
| 593 | (45) | 7 Capital grant amortization | 5,403 | 5,562 | (159) | -2.86% | 8,289 | 7,663 | 626 | 5,920 | 8,242 |
| 8,782 | 2,648 | 8 Other recoveries | 55,752 | 51,985 | 3,767 | 7.25% | 74,967 | 70,375 | 4,592 | 53,398 | 61,833 |
| \$ 66,847 | \$ 3,644 | 9 Total Revenue | \$ 564,170 | \$ 559,443 | \$ 4,727 | 0.84% | \$ 755,096 | \$ 746,540 | \$ 8,556 | \$ 547,719 | \$ 680,732 |
| Expense (\$000's) | | | | | | | | | | | |
| \$ 28,301 | \$ (51) | 10 Salaries | \$ 248,775 | \$ 249,577 | \$ 802 | 0.32% | \$ 328,657 | \$ 330,749 | \$ 2,092 | \$ 239,253 | \$ 305,989 |
| 5,889 | (162) | 11 Employee benefits | 62,614 | 64,435 | 1,821 | 2.83% | 83,590 | 85,218 | 1,628 | 60,243 | 78,837 |
| 226 | - | 12 Employee ben. - future ben. costs | 2,035 | 2,035 | - | 0.00% | 2,714 | 2,714 | - | 1,576 | 1,656 |
| 6,001 | (774) | 13 Medical staff remuneration | 50,441 | 46,045 | (4,396) | -9.55% | 67,155 | 61,371 | (5,784) | 47,692 | 58,922 |
| 4,500 | (11) | 14 Medical & Surgical supplies | 39,657 | 40,186 | 529 | 1.32% | 52,409 | 53,027 | 618 | 38,563 | 47,133 |
| 9,788 | (454) | 15 Drugs | 82,369 | 83,455 | 1,086 | 1.30% | 109,673 | 111,431 | 1,758 | 83,338 | 90,522 |
| 8,594 | (341) | 16 Supplies & other expenses | 74,758 | 72,646 | (2,112) | -2.91% | 100,376 | 97,310 | (3,066) | 74,208 | 91,191 |
| 211 | 57 | 17 Equipment lease / rental | 2,116 | 2,406 | 290 | 12.05% | 2,941 | 3,272 | 331 | 2,162 | 3,280 |
| 1,873 | 467 | 18 Capital amortization | 19,616 | 20,397 | 781 | 3.83% | 28,201 | 28,073 | (128) | 19,306 | 22,915 |
| \$ 65,383 | \$ (1,269) | 19 Total Expense | \$ 582,381 | \$ 581,182 | \$ (1,199) | -0.21% | \$ 775,717 | \$ 773,165 | \$ (2,552) | \$ 566,341 | \$ 700,445 |
| - | - | 20 Other recoveries (expense) | - | - | - | #DIV/0! | - | - | - | - | 21,771 |
| \$ 1,464 | \$ 2,375 | 20 Net Surplus (Deficit) - \$000's | \$ (18,211) | \$ (21,739) | \$ 3,528 | | \$ (20,621) | \$ (26,625) | \$ 6,004 | \$ (18,622) | \$ 2,058 |
| 1 Total Margin - \$000's | | | | | | | | | | | |
| \$ 1,869 | \$ 2,045 | 2 Total Weighted Cases (est) | \$ (12,049) | \$ (15,114) | \$ 3,065 | | \$ (12,176) | \$ (17,835) | \$ 5,659 | \$ (12,583) | \$ (30,467) |
| 4,144 | (215) | 3 Total Patient Days | 40,242 | 38,667 | 1,575 | | 53,656 | 51,322 | 2,334 | 39,874 | 53,936 |
| 19,148 | (684) | 4 OR - Inpatient & Day Surgery cases | 173,242 | 175,924 | (2,682) | | 224,445 | 233,500 | (9,055) | 166,729 | 223,375 |
| 1,559 | (410) | 5 Clinic and Community Service visits | 16,519 | 17,466 | (662) | | 22,025 | 23,182 | (1,157) | 16,884 | 22,387 |
| 15,421 | (747) | | 145,082 | 143,419 | 1,663 | | 193,443 | 190,355 | 3,088 | 141,424 | 187,395 |

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Nine Months Ending December 31, 2025
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 |
| \$ 45,986 | \$ 361 | Revenue (\$000's) | \$ 405,681 | \$ 405,076 | \$ 605 | 543,777 | \$ 541,101 | \$ 2,676 | \$ 391,890 | \$ 518,783 |
| 3,529 | 441 | 1 Ministry Funding - Base | 28,353 | 27,741 | 612 | 35,232 | 33,893 | 1,339 | 29,227 | 41,485 |
| 4,410 | 230 | 2 Ministry Funding - One-time | 37,064 | 37,613 | (549) | 49,602 | 50,150 | (548) | 37,017 | 49,657 |
| 38 | (17) | 3 Ministry Funding - Drug Reimb. | 507 | 489 | 18 | 672 | 649 | 23 | 496 | 708 |
| 7 | (6) | 4 Preferred Accommodation | 80 | 113 | (33) | 116 | 150 | (34) | 126 | 139 |
| 3,315 | (88) | 5 Chronic co-payment | 30,572 | 30,183 | 389 | 40,501 | 40,782 | (281) | 29,143 | 39,537 |
| 235 | (50) | 6 Patient services | 2,182 | 2,381 | (199) | 3,223 | 3,421 | (198) | 2,660 | 3,587 |
| 8,772 | 2,647 | 7 Equipment grant amortization | 55,701 | 51,943 | 3,758 | 74,853 | 70,269 | 4,584 | 53,320 | 71,353 |
| \$ 66,292 | \$ 3,518 | 8 Other recoveries | \$ 560,140 | \$ 555,539 | \$ 4,601 | \$ 747,976 | \$ 740,415 | \$ 7,561 | \$ 543,879 | \$ 725,249 |
| | | 9 Total Revenue | | | | | | | | |
| \$ 28,259 | \$ (64) | Expense (\$000's) | \$ 248,386 | \$ 249,058 | \$ 672 | 328,065 | \$ 330,040 | \$ 1,975 | \$ 238,769 | \$ 329,398 |
| 5,885 | (167) | 10 Salaries | 62,540 | 64,345 | 1,805 | 83,472 | 85,094 | 1,622 | 60,146 | 84,143 |
| 226 | - | 11 Employee benefits | 2,035 | 2,035 | - | 2,714 | 2,714 | - | 1,576 | 1,666 |
| 6,001 | (774) | 12 Employee ben. - future ben. costs | 50,441 | 46,045 | (4,396) | 67,155 | 61,371 | (5,784) | 47,692 | 62,218 |
| 4,500 | (11) | 13 Medical staff remuneration | 39,657 | 40,186 | 529 | 52,409 | 53,027 | 618 | 38,563 | 52,645 |
| 9,788 | (454) | 14 Medical & Surgical supplies | 82,369 | 83,455 | 1,086 | 109,673 | 111,431 | 1,758 | 83,338 | 111,583 |
| 7,862 | (190) | 15 Drugs | 69,272 | 67,366 | (1,906) | 92,257 | 89,456 | (2,801) | 68,812 | 89,188 |
| 573 | (2) | 16 Supplies & other expenses | 5,077 | 5,117 | 40 | 6,720 | 6,780 | 60 | 5,195 | 6,871 |
| 211 | 57 | 17 Long term Interest | 2,116 | 2,406 | 290 | 2,941 | 3,272 | 331 | 2,162 | 3,580 |
| 1,682 | 136 | 18 Equipment lease / rental | 15,307 | 15,705 | 398 | 21,406 | 21,808 | 402 | 15,200 | 21,256 |
| \$ 64,987 | \$ (1,469) | 19 Equipment amortization | \$ 577,200 | \$ 575,718 | \$ (1,482) | \$ 766,813 | \$ 764,993 | \$ (1,820) | \$ 561,453 | \$ 762,548 |
| \$ 1,305 | \$ 2,049 | 20 Total Expense | \$ (17,060) | \$ (20,179) | \$ 3,119 | \$ (18,837) | \$ (24,578) | \$ 5,741 | \$ (17,574) | \$ (37,299) |
| (9) | (10) | 21 Surplus / (Deficit) From Hospital Operations | | | | | | | | |
| | | Surplus / (Deficit) from Other Operations (\$000's) | | | | | | | | |
| 1,296 | 2,039 | 22 Other Votes (net) | (66) | (52) | (14) | (59) | (37) | (22) | (204) | (39) |
| \$ 168 | 336 | 23 Other Recoveries / (Expenses) | | | | | | | | |
| \$ 1,464 | \$ 2,375 | 24 Subtotal | (17,126) | (20,231) | 3,105 | (18,896) | (24,615) | 5,719 | (17,778) | (37,338) |
| | | 25 Net Building Amortization | \$ (1,085) | \$ (1,508) | 423 | \$ (1,725) | \$ (2,010) | 285 | \$ (844) | \$ (1,133) |
| | | 26 Net Surplus (Deficit) - \$000's | \$ (18,211) | \$ (21,739) | \$ 3,528 | \$ (20,621) | \$ (26,625) | \$ 6,004 | \$ (18,622) | \$ (38,471) |

WINDSOR REGIONAL HOSPITAL
Operating Results for the Nine Months Ending December 31, 2025
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 | | | | | | | | | | |
| \$ 1,869 | 2,045 | 1 Total Margin - \$000's | \$ (12,049) | \$ (15,114) | \$ 3,065 | \$ (12,176) | \$ (17,835) | \$ 5,659 | \$ (12,583) | \$ (30,467) |
| 2.81% | 3.09% | 2 Total Margin - % | -2.14% | -2.72% | 0.58% | -1.62% | -2.40% | 0.0% | -2.31% | -4.17% |
| n/a | n/a | 3 Unrestricted cash - \$000's | \$ 11,535 | n/a | n/a | \$ 12,000 | n/a | n/a | (31,278) | \$ 30,821 |
| n/a | n/a | 4 Current ratio | 0.52 | 1.00 | (0.48) | 0.92 | 1.00 | n/a | 0.60 | 0.61 |
| \$ 470 | n/a | Capital equipment expenditures - | | | | \$ 18,525 | \$ 18,525 | \$ - | \$ 8,192 | \$ 15,888 |
| | | 5a Fiscal 2025 - 26 \$000's | \$ 9,866 | 13,957 | \$ 4,091 | \$ 2,681 | \$ 2,681 | \$ - | \$ 7,588 | \$ 6,509 |
| \$ 6 | n/a | Capital equipment expenditures - PY | \$ 2,514 | 2,020 | \$ (494) | \$ 26,484 | \$ 4,533 | \$ - | \$ 7,539 | \$ 12,400 |
| | | 5b C/F \$000's | \$ 19,863 | 3,415 | \$ (16,448) | \$ 22,463 | \$ 22,463 | \$ - | \$ 5,503 | \$ 9,297 |
| \$ 2,382 | n/a | 5c Externally Funded Projects | | | | | | | | |
| \$ 506 | n/a | 5d Windsor-Essex Acute Care Hospital | \$ 12,103 | \$ 16,924 | \$ 4,821 | | | | | |
| Patient Volume Measures | | | | | | | | | | |
| 2,123 | (67) | 1 Total Weighted Cases (est) - HIG | 20,398 | 19,427 | 971 | 27,197 | 25,785 | 1,412 | 20,413 | 27,291 |
| 1,752 | (231) | 2 Acute separations (excl psych) | 15,571 | 17,593 | (2,022) | 20,761 | 23,350 | (2,589) | 14,837 | 19,962 |
| 8,977 | (27) | 3 Acute pat. days (excl. psych) | 77,189 | 79,871 | (2,682) | 102,919 | 106,011 | (3,092) | 75,812 | 102,173 |
| 79 | (98) | 4 Psychiatric - Adolescent pat. days | 884 | 1,569 | (685) | 1,179 | 2,083 | (904) | 823 | 1,078 |
| 5,085 | 482 | 5 Emergency visits and ER holds | 41,912 | 40,836 | 1,076 | 55,883 | 54,200 | 1,683 | 40,973 | 54,737 |
| 293 | (17) | 6 OR - Inpatient cases | 2,606 | 2,747 | (141) | 3,475 | 3,646 | (171) | 2,435 | 3,316 |
| 524 | (147) | 7 OR - Day Surgery cases | 5,436 | 5,957 | (521) | 7,248 | 7,906 | (658) | 6,104 | 7,982 |
| 11,081 | (1,090) | 8 Clinic visits | 106,636 | 107,966 | (1,330) | 142,181 | 143,300 | (1,119) | 107,960 | 142,333 |
| 625 | 70 | 9 Community Services visits | 6,098 | 4,920 | 1,178 | 8,131 | 6,530 | 1,601 | 5,158 | 6,994 |
| 17 | 1 | 10 Variable Revenue Volumes: | | | | - | | | | |
| 18 | (4) | (a) Hip procedures | 165 | 146 | 19 | 220 | 194 | 26 | 142 | 197 |
| 464 | (29) | (b) Knee procedures | 150 | 194 | (44) | 200 | 258 | (58) | 179 | 222 |
| 663 | (74) | 11 MRI Hours of Operation | 4,687 | 4,372 | 315 | 6,249 | 5,803 | 446 | 4,699 | 6,145 |
| | | 12 CT Hours of Operation | 5,795 | 6,541 | (746) | 7,726 | 8,682 | (956) | 6,104 | 8,034 |
| Patient Access Measures & System Integration | | | | | | | | | | |
| 5.12 | (0.58) | 1 Acute Average LOS | 4.96 | 4.54 | (0.42) | 4.96 | 4.54 | (0.42) | 5.11 | 5.12 |
| 3.59 | 2.85 | 2 Psych Average - Adolescent LOS | 5.20 | 6.44 | 1.24 | 5.68 | 6.44 | 0.76 | 4.78 | 4.83 |
| Organizational Health | | | | | | | | | | |
| 7.2% | -2.40% | 1 % Sick Time to Total Comp | 6.5% | 4.80% | -1.70% | 6.30% | 4.80% | -1.50% | 5.30% | 5.50% |
| 4.4% | -0.40% | 2 % Overtime to Total Comp | 4.4% | 4.00% | -0.40% | 4.30% | 4.00% | 0.30% | 3.90% | 3.80% |
| 2,096 | NA | 3 FTE staffing (Hospital Ops Only) | 1,937.7 | 1,937.8 | 0.1 | 1,937.7 | 1,917.4 | (20.29) | 1,941.7 | 1,960.3 |

WINDSOR REGIONAL HOSPITAL
Operating Results for the Nine Months Ending December 31, 2025
Consolidated - Met and Ouellette Campuses

| Current Month | | Patient Volume Measures | | | OUELLETTE CAMPUS ONLY | | | Year End | | | Prior Year Actual | |
|---------------|-----------------------|--|---------|-------------|-----------------------|--------|-------------|-----------------------|--------|-------------|-------------------|----------|
| | | Description | | | Year To Date | | | Year End | | | | |
| Actual | Fav/(Unfav) to Budget | Actual | Budget | Fav/(Unfav) | Actual | Budget | Fav/(Unfav) | Forecast | Budget | Fav/(Unfav) | Year to Date | Year End |
| 2,022 | (147) | 19,845 | 19,240 | 605 | 26,459 | 25,537 | 922 | 19,461 | 26,646 | | | |
| 1,047 | (101) | 9,284 | 10,180 | (896) | 12,379 | 13,512 | (1,133) | 8,842 | 11,909 | | | |
| 8,726 | 314 | 76,170 | 74,621 | 1,549 | 101,560 | 99,043 | 2,517 | 74,167 | 99,447 | | | |
| 1,366 | (873) | 14,091 | 19,863 | (5,772) | 18,788 | 26,363 | (7,575) | 15,927 | 20,677 | | | |
| 4,436 | 172 | 37,802 | 37,822 | (20) | 50,403 | 50,200 | 203 | 37,760 | 50,354 | | | |
| 280 | (61) | 2,879 | 3,021 | (142) | 3,839 | 4,010 | (171) | 2,818 | 3,719 | | | |
| 462 | (185) | 5,598 | 5,741 | (143) | 7,464 | 7,620 | (156) | 5,527 | 7,370 | | | |
| 2,758 | 208 | 23,469 | 22,622 | 847 | 31,292 | 30,025 | 1,267 | 20,871 | 27,921 | | | |
| 957 | 65 | 8,879 | 7,911 | 968 | 11,839 | 10,500 | 1,339 | 7,435 | 10,147 | | | |
| 25 | (9) | | | | - | | | | | | | |
| 49 | (11) | | | | 292 | 401 | (109) | 282 | 359 | | | |
| 23 | (7) | | | | 672 | 707 | (35) | 518 | 680 | | | |
| 96 | (84) | | | | 327 | 351 | (24) | 248 | 351 | | | |
| 50 | (57) | | | | | | | | | | | |
| 655 | (184) | | | | 1,787 | 2,120 | (333) | 1,381 | 1,912 | | | |
| 910 | 361 | | | | 964 | 1,262 | (298) | 791 | 1,021 | | | |
| | | | | | 7,884 | 9,883 | (1,999) | 5,709 | 7,799 | | | |
| | | | | | 10,746 | 6,460 | 4,286 | 8,035 | 10,686 | | | |
| | | Patient Access Measures & System Integration | | | OUELLETTE CAMPUS ONLY | | | OUELLETTE CAMPUS ONLY | | | | |
| 8.33 | (1.00) | 1 Acute Average LOS | 8.20 | 7.33 | (0.87) | 8.20 | 7.33 | (0.87) | 8.39 | 8.35 | | |
| 10.84 | 1.59 | 3 Psych Average - Adult LOS | 10.53 | 12.43 | 1.90 | 10.76 | 12.43 | 1.67 | 10.58 | 10.74 | | |
| 7.2% | -2.40% | | | | | | | | | | | |
| 6.2% | -2.20% | | | | | | | | | | | |
| 1,560.2 | NA | 1 % Sick Time to Total Comp | 6.1% | 4.8% | -1.30% | | | | | | | |
| | | 2 % Overtime to Total Comp | 6.4% | 4.0% | -2.40% | | | | | | | |
| | | 3 FTE staffing (Hospital Ops Only) | 1,560.2 | 1,570.3 | 10.1 | | | | | | | |
| | | | | | | | | | | | | |

Statement # 3
WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION
As At December 31, 2025
(Amounts in 000's)

| | December 31, 2025 | March 31, 2025 | | December 31, 2025 | March 31, 2025 |
|--|--------------------------|-----------------------|---|--------------------------|-----------------------|
| ASSETS | | | LIABILITIES AND EQUITIES | | |
| Current assets: | | | Current liabilities: | | |
| Cash & short-term investments | 11,626 | 31,176 | Bank overdraft | - | - |
| Cash, restricted | 5,422 | 5,439 | Bank indebtedness | - | - |
| Accounts Rec. - Ministry / CCO | 22,392 | 12,744 | Accounts payable - trade | 22,988 | 36,129 |
| - OHIP | 9,270 | 9,990 | Accounts payable - Ministry | 11,532 | 8,544 |
| - Other | 7,372 | 13,746 | Accrued liabilities | 101,448 | 95,779 |
| Inventories | 9,136 | 7,385 | Current portion of long term debt | 2,784 | 2,705 |
| Prepaid & deferred charges | 5,122 | 7,358 | Current portion of MES lease obligation | 5,692 | 5,779 |
| Due from related parties | 5,097 | 3,463 | Current portion accrued benefit obligations | 1,428 | 1,428 |
| | <hr/> | <hr/> | | <hr/> | <hr/> |
| Total current assets | 75,436 | 91,301 | Total current liabilities | 145,872 | 150,364 |
| Long term assets: | | | Long term liabilities: | | |
| Debenture Proceeds | 23,555 | 48,114 | Long Term Debt | 24,633 | 26,764 |
| New Acute Care Hospital Planning Grant | 5,661 | 1,516 | Debentures | 200,000 | 200,000 |
| Cash, restricted Ministry Capital Projects | 16,422 | 11,411 | Accrued benefit obligations | 27,023 | 24,987 |
| Long Term Investments | 37,913 | 34,222 | Long Term Lease Obligation | 6,512 | 5,359 |
| Property, Plant, Equipment, Net | 218,783 | 226,513 | ARO Liabilities | 2,012 | 2,012 |
| Construction in progress | 95,395 | 62,934 | Marked to market | 201 | 295 |
| | <hr/> | <hr/> | Sick benefits payable | 6,343 | 6,065 |
| Total long term assets | 314,178 | 289,447 | Deferred revenue - capital grants | 162,129 | 145,233 |
| | <hr/> | <hr/> | | <hr/> | <hr/> |
| | 397,729 | 384,710 | | 428,853 | 410,715 |
| Total assets | | | Remeasurement gains/(losses): | | |
| | <u>473,165</u> | <u>476,011</u> | Debenture Sinking Funds | 6,049 | 4,424 |
| | | | SWAP | (201) | (295) |
| | | | Net assets: | <hr/> | <hr/> |
| | | | | (107,408) | (89,197) |
| | | | Total liabilities and net assets | <u>473,165</u> | <u>476,011</u> |

Statement # 4

**Windsor Regional Hospital
Statement of Cash Flows**

For the Nine Months Ending December 31, 2025

With Comparative Amounts For the Year Ending March 31, 2025

(Amounts in 000's)

| | December 31, 2025 | March 31, 2025 |
|--|--------------------------|-----------------------|
| <hr/> | | |
| OPERATING ACTIVITIES | | |
| Net Surplus/(deficit) for the period | (18,211) | \$ (38,471) |
| Add (deduct) non-cash items: | | |
| Amortization of capital assets | 19,616 | 26,733 |
| Amortization of deferred capital contributions | (5,403) | (7,927) |
| | (3,998) | (19,665) |
| Cash flow from / (used in) operating balances | (8,186) | 25,989 |
| Cash provided by operating activities | (12,184) | 6,324 |
| <hr/> | | |
| INVESTING ACTIVITIES | | |
| Purchase of capital assets | (36,543) | (34,296) |
| <hr/> | | |
| FINANCING ACTIVITIES | | |
| Long term investments | (2,066) | (2,197) |
| Cash restricted for special purposes | 15,420 | 43,941 |
| Loans payable | (986) | (5,077) |
| Capital Lease | (7,804) | (9,799) |
| Capital grants and donations received | 22,299 | 22,023 |
| Notes payable and other long term liabilities | 2,314 | 89 |
| Cash provided by (used in) financing activities | 29,177 | 48,980 |
| Net increase (decrease) in cash during the period | (19,550) | 21,008 |
| Cash, beginning of period | 31,176 | 10,168 |
| Cash, end of period | 11,626 | \$ 31,176 |

TAB D

WRH Board of Directors – Media Report – January 2026

Facebook Overview

Performance summary over the last month:

December 31 to January 28, 2026

Views:

598.7k

+248% over previous month

Reach:

179.4k

+271% over previous month

Engagement:

7.6k

+234% over previous month



Top-Performing Posts



Post re: First baby born in 2026 - Jan. 1

220k 116k 2.6k

Views

Reach

Engagement



Post re: WRH and ESHC experiencing higher than usual ED volumes - Jan. 4

219k 85k 717

Views

Reach

Engagement

Instagram Overview

Performance summary over the last month:

December 31 to January 28, 2026

Views:

70.9k

-2.6% over previous month

Reach:

20.9k

+129% over previous month

Engagement:

1.5k

+29% over previous month



Top-Performing Posts



Post re: First baby born in 2026 - Jan. 1

27k

Views

17k

Reach

705

Engagement



Post re: WRH and ESHC experiencing higher than usual ED volumes - Jan. 4

8k

Views

5k

Reach

73

Engagement

WRH News Clippings – December 31 to January 28, 2026

CTV WINDSOR

VIDEO: Who is Kristin Kennedy? What Windsor Regional's next CEO brings to the role

CTV Windsor, December 30, 2025

<https://www.ctvnews.ca/windsor/article/who-is-kristin-kennedy-what-windsor-regionals-next-ceo-brings-to-the-role/>

Here's the first baby of 2026 in Windsor

CTV Windsor, January 1, 2026

<https://www.ctvnews.ca/windsor/article/heres-the-first-baby-of-2026-in-windsor/>

Local hospitals reporting busier than normal emergency departments

CTV Windsor, January 5, 2026

<https://www.ctvnews.ca/windsor/article/local-hospitals-reporting-busier-than-normal-emergency-departments/>

Six-time increase in number of flu cases: WECHU

CTV Windsor, January 6, 2026

<https://www.ctvnews.ca/windsor/article/six-time-increase-in-number-of-flu-cases-wechu/>

Newly renovated Discharge Lounge opens at Erie Shores HealthCare

CTV Windsor, January 7, 2026

<https://www.ctvnews.ca/windsor/article/newly-renovated-discharge-lounge-opens-at-erie-shores-healthcare/>

'In need of kidney A+': A local man's public plea to help extend his life

CTV Windsor, January 7, 2026

<https://www.ctvnews.ca/windsor/article/in-need-of-kidney-a-a-local-mans-public-plea-to-help-extend-his-life/>

Wait times surge at local emergency departments, ER Wait Time Clock remains

CTV Windsor, January 11, 2026

<https://www.ctvnews.ca/windsor/article/wait-times-surge-at-local-emergency-departments-er-wait-time-clock-remains-offline/>

Nurse Police Team diverts over 600 people from ER in 2025

CTV Windsor, January 12, 2026

<https://www.ctvnews.ca/windsor/article/nurse-police-team-diverts-over-600-people-from-er-in-2025/>

Issues with 911 calls restored

CTV Windsor, January 14, 2026

<https://www.ctvnews.ca/windsor/article/issues-with-911-calls-restored/>

HDGH launches new campaign aimed at improving staff recruitment

CTV Windsor, January 18, 2026

<https://www.ctvnews.ca/windsor/article/hdgh-launches-new-campaign-aimed-at-improving-staff-recruitment/>

Bell Let's Talk ... about where to get help in Windsor-Essex

CTV Windsor, January 21, 2026

<https://www.ctvnews.ca/windsor/article/bell-lets-talk-about-where-to-get-help-in-windsor-essex/>

A nurse on the line? Essex-Windsor EMS pitches change to how 911 calls are handled

CTV Windsor, January 22, 2026

<https://www.ctvnews.ca/windsor/article/a-nurse-on-the-line-essex-windsor-ems-pitches-change-to-how-911-calls-are-handled/>

WECHU issues cold weather warning for Windsor-Essex

CTV Windsor, January 22, 2026

<https://www.ctvnews.ca/windsor/article/wechu-issues-cold-weather-warning-for-windsor-essex/>

Erie Shores HealthCare names Katelyn Dryden interim president and CEO

CTV Windsor, January 26, 2026

<https://www.ctvnews.ca/windsor/article/erie-shores-healthcare-names-katelyn-dryden-interim-president-and-ceo/>

ISO: Company willing to build the 'heart and soul' of Windsor's new hospital

CTV Windsor, January 28, 2026

<https://www.ctvnews.ca/windsor/article/iso-company-willing-to-build-the-heart-and-soul-of-windsors-new-hospital/>

AM800

AUDIO: Windsor Regional Hospital appoints Kristin Kennedy as next president and CEO

AM800 News, December 30, 2025

<https://www.am800cklw.com/news/windsor-regional-hospital-appoints-kristin-kennedy-as-next-president-and-ceo.html>

Here's the first baby of 2026 in Windsor

AM800 News, January 2, 2026

<https://www.am800cklw.com/news/heres-the-first-baby-of-2026-in-windsor.html>

ESHC welcomes first baby of 2026

AM800 News, January 2, 2026

<https://www.am800cklw.com/news/eshc-welcomes-first-baby-of-2026.html>

Local hospitals reporting busier than normal emergency departments

AM800 News, January 5, 2026

<https://www.am800cklw.com/news/local-hospitals-reporting-busier-than-normal-emergency-departments.html>

Ontario Health atHome workers rally against return to office policy

AM800 News, January 5, 2026

<https://www.am800cklw.com/news/ontario-health-athome-workers-rally-against-return-to-office-policy.html>

Windsor-Essex County Health Unit warns of rising flu cases

AM800 News, January 6, 2026

<https://www.am800cklw.com/news/windsor-essex-county-health-unit-warns-of-rising-flu-cases.html>

Province providing funding to Erie Shores HealthCare for program designed reduce wait times

AM800 News, January 8, 2026

<https://www.am800cklw.com/news/erie-shores-healthcare-unveils-new-discharge-lounge-as-part-of-a-program-to-reduce-wait-times.html>

Windsor's Crisis Response Team responds to 4,210 calls in 2025

AM800 News, January 9, 2026

<https://www.am800cklw.com/news/windsors-crisis-response-team-responds-to-4-210-calls-in-2025.html>

Has flu season in Ontario peaked?

AM800 News, January 10, 2026

<https://www.am800cklw.com/news/has-flu-season-in-ontario-peaked.html>

Wait times surge at local emergency departments, ER Wait Time Clock remains offline

AM800 News, January 11, 2026

<https://www.am800cklw.com/news/wait-times-surge-at-local-emergency-departments-er-wait-time-clock-remains-offline.html>

Nurse Police Team diverts over 600 people from ER in 2025

AM800 News, January 12, 2026

<https://www.am800cklw.com/news/nurse-police-team-diverts-over-600-people-from-er-in-2025.html>

911 issues among Bell customers resolved

AM800, January 14, 2026

<https://www.am800cklw.com/news/some-bell-customers-experiencing-issues-with-911.html>

HDGH launches new campaign aimed at improving staff recruitment

AM800 News, January 18, 2026

<https://www.am800cklw.com/news/hdgh-launches-new-campaign-aimed-at-improving-staff-recruitment.html>

CMHA Windsor-Essex offering tips to combat 'low mood' during winter months as January 19 is 'Blue Monday'

AM800 News, January 19, 2026

<https://www.am800cklw.com/news/cmha-windsor-essex-offering-tips-to-combat-low-mood-during-winter-months-as-january-19-is-blue-monday.html>

Bell Let's Talk.. about where to get help in Windsor-Essex

AM800 News, January 21, 2026

<https://www.am800cklw.com/news/bell-lets-talk-about-where-to-get-help-in-windsor-essex.html>

Essex-Windsor EMS pitches clinician-supported 911 dispatch to Ontario health minister

AM800 News, January 21, 2026

<https://www.am800cklw.com/news/essex-windsor-ems-pitches-clinician-supported-911-dispatch-to-ontario-health-minister.html>

WECHU issues cold warning for Friday

AM800 News, January 22, 2026

<https://www.am800cklw.com/news/wechu-issues-cold-warning-for-friday.html>

'No easy choices left' for Ontario hospitals to save money: association

AM800 News, January 23, 2026

<https://www.am800cklw.com/news/no-easy-choices-left-for-ontario-hospitals-to-save-money-association.html>

Erie Shores HealthCare selects interim President and CEO

AM800 News, January 27, 2026

<https://www.am800cklw.com/news/erie-shores-healthcare-selects-interim-president-and-ceo.html>

Major milestone reached in construction of Fancsy Family Hospital in Windsor-Essex

AM800 News, January 28, 2026

<https://www.am800cklw.com/news/major-milestone-reached-in-construction-of-fancsy-family-hospital-in-windsor-essex.html>

AUDIO: New Fanscy Family hospital update

AM800 News, January 28, 2026

<https://www.iheart.com/podcast/962-the-shift-with-patty-handy-100700683/episode/new-fanscy-family-hospital-update-319849558/>

BLACKBURN RADIO

Windsor's New Year's baby arrives just before 3 a.m.

Blackburn Windsor, January 1, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/01/windsors-new-years-baby-arrives-just-before-3-am>

CUPE members at Ontario Health atHome to rally against back to office mandate

Blackburn Windsor, January 5, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/05/cupe-members-at-ontario-health-athome-to-rally-against-back-to-office-mandate>

Health unit suggests this could be worst flu season in years

Blackburn Windsor, January 6, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/06/health-unit-suggests-this-could-be-worst-flu-season-in-years>

Erie Shores celebrates increase in base funding

Blackburn Windsor, January 8, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/08/erie-shores-celebrates-increase-in-base-funding>

WPS Crisis Response Team increases calls in 2025

Blackburn Windsor, January 11, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/10/wps-crisis-response-team-increases-calls-in-2025>

Windsor's Nurse Police Team expanded reach in 2025

Blackburn Windsor, January 13, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/13/windsors-nurse-police-team-expanded-reach-in-2025>

UPDATE: Issues with 911 resolved

Blackburn News, January 14, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/14/essex-windsor-ems-reports-connection-issues-with-911>

United Way mentorship program making a difference in the lives of high schools students

Blackburn News, January 14, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/14/united-way-mentorship-program-making-a-difference-in-the-lives-of-high-schools-students>

Community professionals attend mental health symposium

Blackburn Windsor, January 19, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/19/community-professionals-attend-mental-health-symposium>

Essex-Windsor EMS want clinicians in the comm centre

Blackburn Windsor, January 21, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/21/essex-windsor-ems-want-clinicians-in-the-comm-centre>

Health unit issues cold warning for Friday

Blackburn Windsor, January 22, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/22/health-unit-issues-cold-warning-for-friday>

UPDATE: Health unit extends cold warning till Saturday

Blackburn News, January 23, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/23/health-unit-issues-cold-warning-for-friday>

ESHC appoints interim president as Kennedy prepares to leave

Blackburn Windsor, January 26, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/26/eshc-appoints-interim-president-as-kennedy-prepares-to-leave>

A significant year expected for the Fancsy Family Hospital project

Blackburn Windsor, January 28, 2026

<https://windsornewstoday.ca/windsor/news/2026/01/28/a-significant-year-expected-for-the-fancsy-family-hospital-project>

CBC WINDSOR

UPDATED: Windsor Regional Hospital's new president says she's 'humbled and excited' by the opportunity

CBC Windsor, December 30, 2025

<https://www.cbc.ca/news/canada/windsor/kristin-kennedy-windsor-regional-hospita-9.7029476>

Windsor hospitals warn of longer emergency room wait times amid high patient volumes

CBC Windsor, January 5, 2026

<https://www.cbc.ca/news/canada/windsor/high-er-times-9.7033523>

ER wait times rise at Windsor-area hospitals amid respiratory illness surge

CBC Windsor, January 5, 2026

<https://www.cbc.ca/news/canada/windsor/high-er-times-9.7033523>

Flu cases surge nearly sixfold in Windsor-Essex as officials warn of severe season

CBC Windsor, January 6, 2026

<https://www.cbc.ca/news/canada/windsor/severe-flu-season-windsor-9.7035452>

Officials say admission discharge unit at Erie Shores is improving wait times

CBC Windsor, January 7, 2026

<https://www.cbc.ca/news/canada/windsor/discharge-lounge-erie-shores-healthcare-leamington-9.7036864>

Bluewater Health gets go-ahead to build Sarnia community addictions hub

CBC Windsor, January 14, 2026

<https://www.cbc.ca/news/canada/windsor/sarnia-bluewater-addictions-hub-9.7044053>

Issues reaching 911 in Windsor-Essex are now resolved

CBC Windsor, January 14, 2026

<https://www.cbc.ca/news/canada/windsor/essex-windsor-ems-911-issues-bell-9.7045243>

As Windsor-Essex drivers battled the snow, there were —briefly — no available ambulances

CBC Windsor, January 15, 2026

<https://www.cbc.ca/player/play/video/9.7047670>

Windsor-Essex braces for extreme winter cold, as health unit issues warning

CBC Windsor, January 22, 2026

<https://www.cbc.ca/news/canada/windsor/windsor-essex-braces-for-extreme-winter-cold-as-health-unit-issues-warning-9.7056161>

New Windsor hospital seeking company to build 'the heart' of new facility

CBC Windsor, January 28, 2026

<https://www.cbc.ca/news/canada/windsor/new-windsor-hospital-seeking-company-to-build-the-heart-of-new-facility-9.7065739>

WINDSOR STAR

UPDATED: Leamington hospital CEO named new Windsor Regional Hospital boss

Windsor Star, December 30, 2025

<https://windsorstar.com/news/local-news/leamington-hospital-ceo-becomes-new-windsor-regional-hospital-boss>

It's a girl! Windsor welcomes city's first newborn of 2026

Windsor Star, January 1, 2026

<https://windsorstar.com/news/local-news/its-a-girl-windsor-welcomes-citys-first-newborn-of-2026>

'Toughest kid' — Windsor rallies around local girl fighting rare brain cancer

Windsor Star, January 5, 2026

<https://windsorstar.com/news/local-news/toughest-kid-windsor-rallies-around-local-girl-fighting-rare-brain-cancer>

As flu cases surge, Windsor-Essex hospitals report high patient volumes, long ER wait times

Windsor Star, January 6, 2026

<https://windsorstar.com/news/local-news/as-flu-cases-surge-windsor-essex-hospitals-report-high-patient-volumes-long-er-wait-times>

'Worst flu season in years' — Windsor-Essex hospitals report high patient volumes, long ER wait times

Windsor Star, January 6, 2026

<https://windsorstar.com/news/local-news/as-flu-cases-surge-windsor-essex-hospitals-report-high-patient-volumes-long-er-wait-times>

'Game changer' — Leamington hospital chops hours off ER wait times with \$2.3M boost

Windsor Star, January 8, 2026

<https://windsorstar.com/news/local-news/game-changer-leamington-hospital-chops-hours-off-er-wait-times-with-2-3m-boost>

Essex-Windsor Emergency Medical Services warns of problems with 911 calls in 519 area code

Windsor Star, January 14, 2026

<https://windsorstar.com/news/local-news/issues-with-911-calls-in-the-519-area-code>

'Coldest air of the season' — Windsor-Essex prepares for blast of cold weather this weekend

Windsor Star, January 23, 2026

<https://windsorstar.com/news/local-news/coldest-air-of-the-season-windsor-essex-prepares-for-blast-of-cold-weather-this-weekend>

Next step: Windsor Regional Hospital requesting proposals for Phase 2 of new hospital construction

Windsor Star, January 28, 2026

<https://windsorstar.com/news/local-news/next-step-windsor-regional-hospital-requesting-proposals-for-phase-2-of-new-hospital-construction>