



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



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

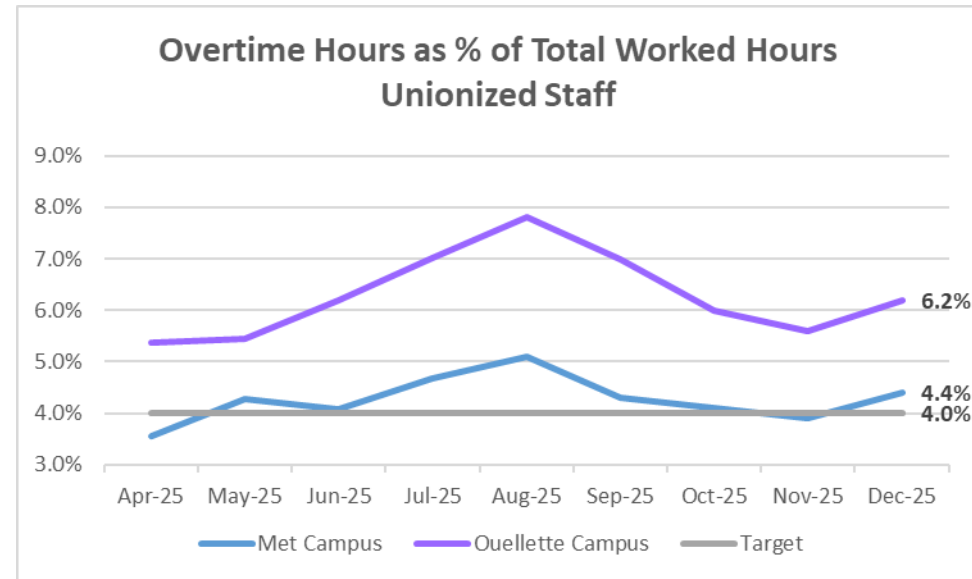
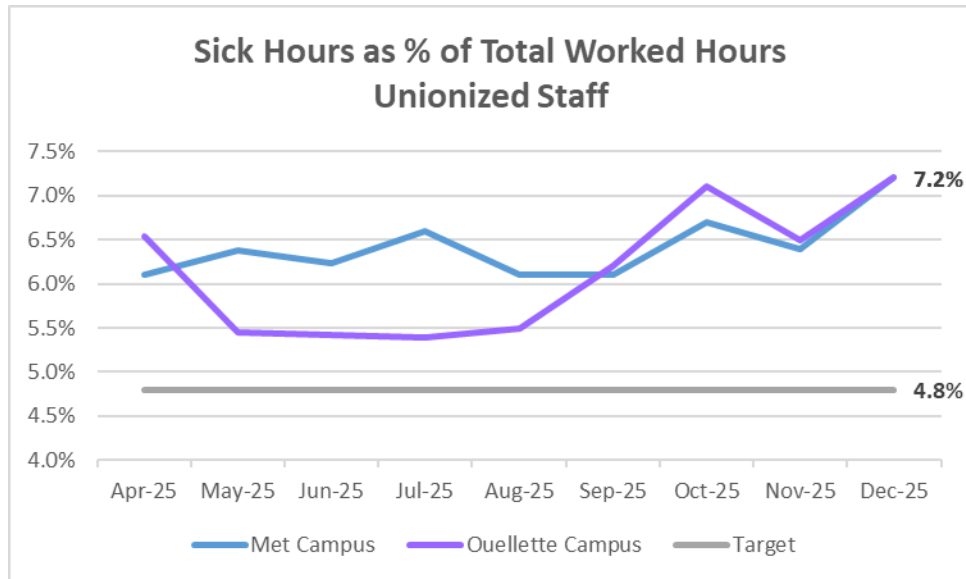
December 31, 2025

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

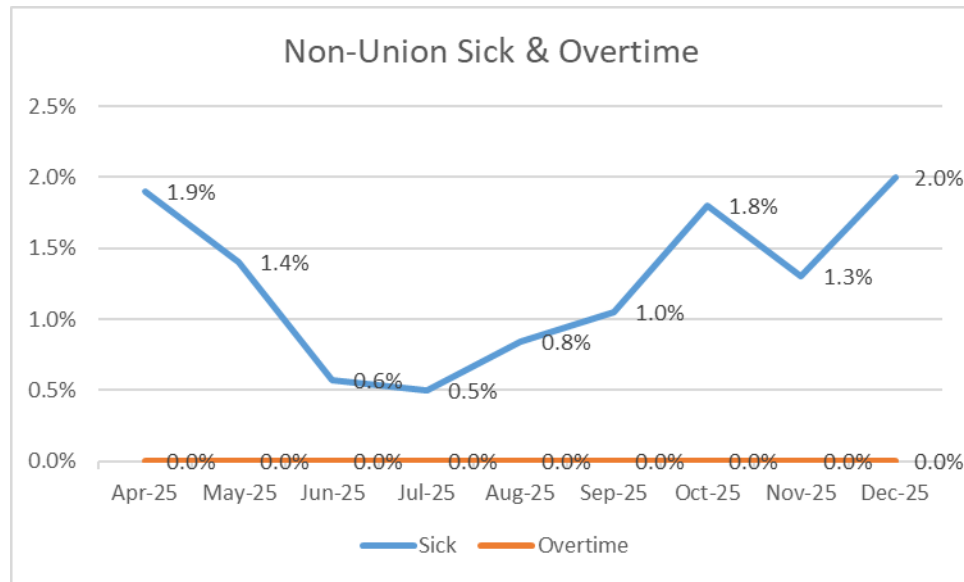
Sick & Overtime Benchmarking

December 31, 2025



Sick & Overtime Benchmarking Non-Union

December 31, 2025



Targets at Median:
Sick 2.2%
Overtime 0.0%



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

COMMUNITY MEMBERS:

Trevor Chapman
Robert Klein
Marc Jones
Katherine Pham
Joe Milicia

Ian McLeod
Chair of the WRH Board of Directors

STAFF:

Karen Riddell
Todd Bested
Brandon Bailey
Heidi Zimmer
Mary Macera

Malissa Gauthier
Nicole Krywionek
Angela D'Alessandro
Kevin Douglas

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)

		December 2025 Actuals		
	Line	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
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Capital Equipment Expenditures	\$ 44,346	\$ 36,316	\$ (8,030)
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* 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			Year To Date				Year End			Prior Year Actual	
Actual	Fav/(Unfav) Budget		Actual	Budget	Fav/(Unfav)	%	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
Revenue (\$000's)											
\$ 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
Total Margin - \$000's											
\$ 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)
4,144	(215)	2 Total Weighted Cases (est)	40,242	38,667	1,575		53,656	51,322	2,334	39,874	53,936
19,148	(684)	3 Total Patient Days	173,242	175,924	(2,682)		224,445	233,500	(9,055)	166,729	223,375
1,559	(410)	4 OR - Inpatient & Day Surgery cases	16,519	17,466	(662)		22,025	23,182	(1,157)	16,884	22,387
15,421	(747)	5 Clinic and Community Service visits	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								
			Revenue (\$000's)																	
\$	45,986	\$	361	1	Ministry Funding - Base	\$	405,681	\$	405,076	\$	605	543,777	\$	541,101	\$	2,676	\$	391,890	\$	518,783
	3,529		441	2	Ministry Funding - One-time		28,353		27,741		612	35,232		33,893		1,339		29,227		41,485
	4,410		230	3	Ministry Funding - Drug Reimb.		37,064		37,613		(549)	49,602		50,150		(548)		37,017		49,657
	38		(17)	4	Preferred Accommodation		507		489		18	672		649		23		496		708
	7		(6)	5	Chronic co-payment		80		113		(33)	116		150		(34)		126		139
	3,315		(88)	6	Patient services		30,572		30,183		389	40,501		40,782		(281)		29,143		39,537
	235		(50)	7	Equipment grant amortization		2,182		2,381		(199)	3,223		3,421		(198)		2,660		3,587
	8,772		2,647	8	Other recoveries		55,701		51,943		3,758	74,853		70,269		4,584		53,320		71,353
\$	66,292	\$	3,518	9	Total Revenue		\$ 560,140		\$ 555,539		\$ 4,601	\$ 747,976		\$ 740,415		\$ 7,561		\$ 543,879		\$ 725,249
			Expense (\$000's)																	
\$	28,259	\$	(64)	10	Salaries		\$ 248,386		\$ 249,058		\$ 672	328,065		\$ 330,040		\$ 1,975		\$ 238,769		\$ 329,398
	5,885		(167)	11	Employee benefits		62,540		64,345		1,805	83,472		85,094		1,622		60,146		84,143
	226		-	12	Employee ben. - future ben. costs		2,035		2,035		-	2,714		2,714		-		1,576		1,666
	6,001		(774)	13	Medical staff remuneration		50,441		46,045		(4,396)	67,155		61,371		(5,784)		47,692		62,218
	4,500		(11)	14	Medical & Surgical supplies		39,657		40,186		529	52,409		53,027		618		38,563		52,645
	9,788		(454)	15	Drugs		82,369		83,455		1,086	109,673		111,431		1,758		83,338		111,583
	7,862		(190)	16	Supplies & other expenses		69,272		67,366		(1,906)	92,257		89,456		(2,801)		68,812		89,188
	573		(2)	17	Long term Interest		5,077		5,117		40	6,720		6,780		60		5,195		6,871
	211		57	18	Equipment lease / rental		2,116		2,406		290	2,941		3,272		331		2,162		3,580
	1,682		136	19	Equipment amortization		15,307		15,705		398	21,406		21,808		402		15,200		21,256
\$	64,987	\$	(1,469)	20	Total Expense		\$ 577,200		\$ 575,718		\$ (1,482)	\$ 766,813		\$ 764,993		\$ (1,820)		\$ 561,453		\$ 762,548
\$	1,305	\$	2,049	21	Surplus / (Deficit) From Hospital Operations		\$ (17,060)		\$ (20,179)		\$ 3,119	\$ (18,837)		\$ (24,578)		\$ 5,741		\$ (17,574)		\$ (37,299)
			Surplus / (Deficit) from Other Operations (\$000's)																	
	(9)		(10)	22	Other Votes (net)		(66)		(52)		(14)	(59)		(37)		(22)		(204)		(39)
	-		-	23	Other Recoveries / (Expenses)		-		-		-	-		-		-		-		-
	1,296		2,039	24	Subtotal		(17,126)		(20,231)		3,105	(18,896)		(24,615)		5,719		(17,778)		(37,338)
\$	168		336	25	Net Building Amortization		\$ (1,085)		\$ (1,508)		423	\$ (1,725)		\$ (2,010)		285		\$ (844)		\$ (1,133)
\$	1,464	\$	2,375	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

\$ 44,346

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	5a Capital equipment expenditures - Fiscal 2025 - 26 \$000's	\$ 9,866	13,957	\$ 4,091	\$ 18,525	\$ 18,525	\$ -	\$ 8,192	\$ 15,888
\$ 6	n/a	5b Capital equipment expenditures - PY C/F \$000's	\$ 2,514	2,020	\$ (494)	\$ 2,681	\$ 2,681	\$ -	\$ 7,588	\$ 6,509
\$ 2,382	n/a	5c Externally Funded Projects	\$ 19,863	3,415	\$ (16,448)	\$ 26,484	\$ 4,533	\$ -	\$ 7,539	\$ 12,400
\$ 506	n/a	5d Windsor-Essex Acute Care Hospital	\$ 12,103	\$ 16,924	\$ 4,821	\$ 22,463	\$ 22,463	\$ -	\$ 5,503	\$ 9,297
		Patient Volume Measures	MET CAMPUS ONLY							
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
		10 Variable Revenue Volumes:								
17	1	(a) Hip procedures	165	146	19	220	194	26	142	197
18	(4)	(b) Knee procedures	150	194	(44)	200	258	(58)	179	222
464	(29)	11 MRI Hours of Operation	4,687	4,372	315	6,249	5,803	446	4,699	6,145
663	(74)	12 CT Hours of Operation	5,795	6,541	(746)	7,726	8,682	(956)	6,104	8,034
		Patient Access Measures & System Integration	MET CAMPUS ONLY							
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	MET CAMPUS ONLY							
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	
Actual	Fav/(Unfav) to Budget	Description		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
2,022	(147)	1 Total Weighted Cases (est) - HIG		19,845	19,240	605	26,459	25,537	922	19,461	26,646
1,047	(101)	2 Acute separations (excl psych)		9,284	10,180	(896)	12,379	13,512	(1,133)	8,842	11,909
8,726	314	3 Acute pat. days (excl. psych)		76,170	74,621	1,549	101,560	99,043	2,517	74,167	99,447
1,366	(873)	4 Psychiatric - Adult patient days		14,091	19,863	(5,772)	18,788	26,363	(7,575)	15,927	20,677
4,436	172	6 Emergency visits and ER holds		37,802	37,822	(20)	50,403	50,200	203	37,760	50,354
280	(61)	7 OR - Inpatient cases		2,879	3,021	(142)	3,839	4,010	(171)	2,818	3,719
462	(185)	8 OR - Day Surgery cases		5,598	5,741	(143)	7,464	7,620	(156)	5,527	7,370
2,758	208	9 Clinic visits		23,469	22,622	847	31,292	30,025	1,267	20,871	27,921
957	65	10 Community Services visits		8,879	7,911	968	11,839	10,500	1,339	7,435	10,147
		11 Variable Revenue Volumes:					-				
25	(9)	(a) Hip procedures		219	302	(83)	292	401	(109)	282	359
49	(11)	(b) Knee procedures		504	533	(29)	672	707	(35)	518	680
23	(7)	(c) Pacemaker procedures		245	264	(19)	327	351	(24)	248	351
		12 Cataracts					-				
96	(84)	a) Unilateral		1,340	1,597	(257)	1,787	2,120	(333)	1,381	1,912
50	(57)	b) Bilateral		723	951	(228)	964	1,262	(298)	791	1,021
655	(184)	13 MRI Hours of Operation		5,913	7,446	(1,533)	7,884	9,883	(1,999)	5,709	7,799
910	361	14 CT Hours of Operation		8,060	4,867	3,193	10,746	6,460	4,286	8,035	10,686
		Patient Access Measures & System Integration		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
		Organizational Health		OUELLETTE CAMPUS ONLY							
7.2%	-2.40%	1 % Sick Time to Total Comp		6.1%	4.8%	-1.30%	6.00%	4.80%	-1.20%	6.00%	6.00%
6.2%	-2.20%	2 % Overtime to Total Comp		6.4%	4.0%	-2.40%	6.40%	4.00%	-2.40%	5.70%	5.60%
1,560.2	NA	3 FTE staffing (Hospital Ops Only)		1,560.2	1,570.3	10.1	1,560.2	1,642.4	82.16	1,566.3	1,560.5

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
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
	314,178	289,447	Sick benefits payable	6,343	6,065
Total long term assets	397,729	384,710	Deferred revenue - capital grants	162,129	145,233
				428,853	410,715
			Remeasurement gains/(losses):		
			Debenture Sinking Funds	6,049	4,424
			SWAP	(201)	(295)
			Net assets:	(107,408)	(89,197)
Total assets	473,165	476,011	Total liabilities and net assets	473,165	476,011

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
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
INVESTING ACTIVITIES		
Purchase of capital assets	(36,543)	(34,296)
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

WRH Board of Directors – Media Report – January 2026

Facebook Overview

Performance summary over the last month:
December 31 to January 28, 2026

<p>Views:</p> <p>598.7k</p> <p>+248% over previous month</p>	<p>Reach:</p> <p>179.4k</p> <p>+271% over previous month</p>	<p>Engagement:</p> <p>7.6k</p> <p>+234% over previous month</p>	
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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-at-home-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-at-home-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>