



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 6, 2025
1700 hours - ZOOM**

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (France)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (France)		1702	
3. <u>PREVIOUS MINUTES:</u> January 9, 2025 (France)	Tab A	1703	MOTION (approve)
4. <u>REPORT OF THE ACTING PRESIDENT & CEO</u> (Riddell)	Tab B	1705	FYI
5. <u>SCHULICH REPORT</u> – (Jacobs)		1715	FYI
6. <u>FINANCIAL PRESENTATION – (Paniccia)</u> <u>HEALTH CARE FUNDING PRESENTATION</u> (Paniccia)	Tab C	1720	MOTION (accept) FYI
7. <u>CONSENT AGENDA:</u> <u>Finance/Audit & Resources: January 27, 2025 and</u> <u>Operating Results</u>	Tab D	1735	MOTION (accept report)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (France)	Tab E	1740	FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR</u> <u>NOTICES OF MOTIONS</u> (France)		1741	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, March 6, 2025 – ZOOM		1742	FYI

11. <u>ADJOURNMENT</u> (France)		1740	MOTION
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REGRETS ONLY TO dawn.sutherland@wrh.on.ca, or (519) 254-5577 X52517



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, January 9, 2025**, 1700 hours, Auditorium Side A, MET Campus, 1995 Lens Avenue, Windsor.

PRESENT:

Patricia France, Chair	Chris Lanoue	Karen Riddell (ex-officio, non-voting)
Anthony Paniccia	Nila Das	Dr. Wassim Saad (ex-officio, non-voting)
Jamie Skutovich	Cynthia Bissonnette	
Mary Dawson	Paul Lachance	
Nadine Manroe-Wakerell	Linda Staudt	
Genevieve Isshak	Dr. Laurie Freeman	
David Malian		

STAFF:

Executive Committee

REGRETS:

Laura Copat
Ian McLeod
David Musyj (ex-officio, non-voting)
Dr. Mayer Zayouna (ex-officio, non-voting)
Dr. Irram Sumar (ex-officio, non-voting)
Dr. Larry Jacobs (ex-officio, non-voting)

1. CALL TO ORDER:

The meeting was called to order at 1705 hours with Ms. France presiding as Chair and Ms. Sutherland recording the minutes.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the December 5, 2024 Board meeting had been previously circulated.

MOVED by Mr. P. Lachance, **SECONDED** by Ms. N. Das and **CARRIED**
THAT the minutes of the December 5, 2024 Board of Directors meeting be approved.

4. REPORT FROM THE ACTING PRESIDENT & CEO / CNE

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

This month we will be rolling out our new Strategic Plan for 2025-2029. Program specific operational plans have been developed in order to support the strategic directions established in the Strategic Plan.

Ms. Riddell's report included a number of advancements and recognitions that WRH achieved in 2024 in terms of clinical care. WRH received a number of awards including the Believe Windsor-Essex Business Excellence Award and a Platinum Level Gord Smith Healthy Workplace Award. We received Accreditation with Exemplary Status and this was our second back-to-back designation. WRH also received commendation from CorHealth for having one of the highest access rates for EVT treatment for stroke in the Province.

In addition a few of the WRH staff received awards in 2024: ICU staff Andrea Brearley and Terra Popovski received the Provincial Donation Champion Award for excellence in fulfilling Ontario Health's Mandate to save and enhance more lives through the gift of organ and tissue donation. Two of our nurses, Naomi Robertson and Chelsea Hebert, were honored at the annual Survivor Day Celebration for going above and beyond the call of duty in saving lives in our community.

Ms. Riddell also outlined several program improvements such as Contrast Enhanced Mammography, Total Parenteral Nutrition Compounder, roll of the new RSV vaccine program, the Paxman Scalp Cooling System and expansion of our Paediatric ER Diversion Clinic to seven days per week.

Work continues on various projects including the LINAC expansion, the 2nd Cardiac Catheterization table and relocation of the Microbiology Lab.

WRH continues to work with the OH and MoH to ensure a sustainable funding model moving into 2025/26.

Some of the initiatives we will be focusing on this year include continued collaboration with the Patient Family Advisory Committees to support the new hospital design standards and rolling out our new Corporate Learning Management system. WRH will continue to expand Indigenous, Black, LBGTQ2+, Francophone, new immigrant and gender based discrimination training.

Ms. Riddell also highlighted some of the successes this past year including implementation of the Intimate Partner Violence response team in partnership with WPS, Hiatus House and FSWE, expansion of the NPT program to seven days per week and partnering with HDGH to bring the Mental Health and Addictions Urgent Care Centre on site at the Ouellette Campus.

An RFP has been issued for a Construction Manager to complete and deliver the first phase of the NWEACH. WRH is on track to have shovels in the ground by 2026, if not sooner.

Ms. Riddell and the senior team are very excited for the year to come

5. **REPORT FROM SCHULICH:**

Dr. Jacobs was unable to attend the meeting.

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

Mr. Paniccia reported.

Slide 2 – Financial Results – YTD November 2024

- The net deficit after building amortization is \$18,913,000 which is \$352,000 worse than budget
- Hospital Margin is negative \$13,552,000 which is \$792,000 worse than plan

Slide 4 – Significant Variances

Chart indicates expense variances and the offsetting revenue

- Benefits \$1,819,000 deficit partially offset by CCPN funding of \$1,698,000. CCPN is funding for nursing signing bonuses “Community Commitment Program for Nurses”. Still some deficits in the following areas:
 - Increased Signing Bonuses
 - Fringe in Lieu
 - Maternity Top Ups up
- Medical Staff Fees \$2,911,000 deficit
 - \$1,824,000 in additional med fees to earn \$1,727,000 in patient services revenue
 - Additional deficits of \$309,000 in ICU (unfunded) and \$734,000 (funded) in Emergency Alternate Funding, Hospital On-Call and Pathology
- Medical/Surgical Supplies \$2,162,000 deficit
 - Minimal offset by additional QBP revenue earned \$66,000 for Hip & Knee joint replacements
 - Deficits in the Perioperative Program \$925,000, Diagnostic Imaging \$452,000, Critical Care \$343,000 and Renal \$243,000
- Drugs \$13,380,000 deficit
 - Offset by \$5,025,000 revenue in retail pharmacies
 - \$7,409,000 in Ministry drug funding for Chemotherapy and Renal programs
- Other Supplies \$3,318,000 deficit – no offsetting revenue
 - Pressure points are building and equipment maintenance, minor equipment purchases, legal fees and referred out pathology and patient transportation.

Slide 5 – Sick and Overtime Benchmarks

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

For the *month* of November

- Sick Percentage at Met Campus is 5.4%, and Ouellette is 5.9% versus the target of 4.7%
- Overtime Percentage at Met Campus is 3.1% and Ouellette is 4.7% versus the target of 2.35%

MOVED by Mr. A. Paniccia, **SECONDED** by Mr. P. Lachance and **CARRIED THAT** the January 9, 2025 Financial Presentation (as of November 30, 2024), be accepted.

7. CONSENT AGENDA:

MOVED by Mr. A. Paniccia, **SECONDED** by Mr. C. Lanoue and **CARRIED THAT** the report from the December 18, 2024 Finance/Audit & Resources Committee meeting be accepted.

8. CORRESPONDENCE/PRINTED MATTER:

a) Media Report – FYI only.

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

None

10. NEW BUSINESS:

11. DATE OF NEXT REGULAR MEETING:

Thursday, February 6, 2025, ZOOM

12. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Dr. L. Freeman, **SECONDED** by Mr. D. Malian and **CARRIED THAT** the January 9, 2025 Board of Directors meeting be adjourned at 1725 hours.

Patricia France, Chair
Board of Directors

Dawn Sutherland
Recording Secretary

Report of the Acting President & CEO & Chief Nursing Executive to the Board of Directors

Date: February 2025

Strategic Direction #1- Strengthen the processes that drive a proactive & inclusive culture of patient safety and quality care.

WE-SPARK Health Institute (partnership between Erie Shores Healthcare, Hotel-Dieu Grace Healthcare, St. Clair College, University of Windsor and Windsor Regional Hospital) is hosting its Annual Health Research Conference on March 22, 2025, at Caesars Windsor Convention Centre in Windsor, Ontario. This premier event serves as a dynamic platform for the health research community to connect, collaborate, and showcase ground-breaking work alongside peers and renowned experts.

Strategic Direction #2- Foster an inclusive culture of accountability and transparency.

Windsor Regional Hospital hosted two education sessions with Elder Mike Hopkins on Smudge Ceremony on Friday, January 17 at Met and Ouellette Campus.

These sessions covered what a smudge ceremony is, the importance of smudge for Indigenous patients and families as well as a demonstration.



Strategic Direction #3- Maintain a responsive and sustainable corporate financial strategy.



Gunther and Judy Funkenhauser presented the Regional Hospital Foundation with a cheque for \$23,000 — money raised from the annual ‘Trevor Louis Funkenhauser - A Day For A Life’ golf tournament in honour of Gunther and Judy’s son Trevor who passed away tragically in 2006 following a courageous battle against endocarditis. Following his death, Trevor’s organs were donated through the Trillium Gift of Life Program saving the lives of three people.

The Funkenhauser family held their inaugural golf tournament in 2007 in an effort to raise awareness about organ and tissue donation and have never looked back. The family continues to raise money each year for hospital improvements. Funds raised in 2024 will go toward much needed equipment for the Intensive Care Unit as well as waiting room upgrades.

Thank you to the Funkenhauser family for their ongoing support!

Strategic Direction # 4- Enhance an equitable workplace culture that establishes WRH as an employer of choice.

**2024 DEDICATED
YEARS OF SERVICE**
WINDSOR REGIONAL HOSPITAL STAFF

You are invited to join us for a celebration recognizing your years of service and dedication to our patients, our Hospital and our community.

Pick up your recognition pin, certificate and gift card!

EVENT DATES & LOCATIONS:

WEDNESDAY, FEBRUARY 19, 2025
Ouellette Campus, Mezzanine, 2nd Floor
6:30am - 8:30pm

THURSDAY, FEBRUARY 20, 2025
Met Campus, 1st Floor Lobby, (in front of switchboard)
6:30am - 8:30pm

If you are unable to attend this event, please contact the Human Resources Department:

Erin Hodgson **519-254-5577 ext. 32538**
erin.hodgson@wrh.on.ca

www.wrh.on.ca

We will be celebrating 519 staff this month in our dedicated years of service program. Thank you to all staff (770 of them!) who took the time before the December holiday season to participate in our 2024 Quality of Worklife Survey, which provided the opportunity for them to give the organization valuable input and views on the overall work environment here at Windsor Regional Hospital. Their feedback helps us identify areas for improvements in various aspects of your work life, including policy or process changes and program enhancements.

A virtual “town hall” with WRH employees and professional staff was held Thursday, January 30th at to go over highlights from the survey results and improvement plans. This also served as an opportunity to speak directly with the executive team regarding questions and concerns.

Over the next 3 months we will be actively working with our teams to roll out improvements based on feedback and suggestions received.

Strategic Direction #5-Enhance collaboration and strengthen partnerships to build a better healthcare network.

WRH continues to collaborate with Windsor Police Service (WPS) with the Nurse Police Team Program. From January to December 2024 the team responded to 2296 calls for service, 443 independent assessments, provided 494 substance/mental health provider referrals, 488 social service provider referrals, distributed 306 naloxone kits, and 195 fentanyl test strips, treated 43 overdoses and 175 substance related wounds, and diverted 729 persons from the Emergency Departments.

We also collaborate with WPS, Family Services Windsor Essex, and Hiatus House on the Intimate Partner Violence Response. Between October 2024 and January 2025 the team provided 27 days of service and responded to 19 calls.

Strategic Direction #6- Design and deliver a new state-of-the-art acute care facility, with the community, for our region.

As reported last month, efforts are underway to advance the first phase of the project. This includes the construction of a parking garage, an education, learning, and administration building, as well as site works to provide the necessary infrastructure for future phases. These developments will ensure adequate onsite parking and workspace to support construction activities for the main facility. The competitive process to select a construction team for this phase is expected to conclude this month, with swift progress to follow.

Emergency Department Wait Times

We continue to experience high volumes and high acuity in our Emergency Departments in Windsor Essex. If you do require urgent or emergent care and are wondering about wait times you can access those here at [Windsor Regional Hospital - Emergency Wait Times](#) and for Erie Shores Healthcare [Erie Shores HealthCare - ED Wait Times](#)

If your health concern does not require the emergency department we have a number of options available in the community and virtually- Go to [Windsor Regional Hospital - ED Alternatives](#) for a list of these options listed below.

Adult/Paediatric Emergency Virtual Clinic

Connect with an emergency department doctor through a secure video chat by requesting a virtual appointment. Booking requests daily from 12 pm - 8 pm

- Call: 1-844-227-3844 or Online: [urgentcareontario.ca](https://www.urgentcareontario.ca)

Health811

Previously known as Health Connect Ontario, which replaced Telehealth Ontario, Health811 is a free, secure, and confidential service Ontarians can call or access online 24 hours a day, seven days a week to receive health advice from qualified health professionals, such as registered nurses, locate local health services and find trusted health information.

- Phone: 811 or Online: [Ontario.ca/Health811](https://www.ontario.ca/Health811)

Health Care Connect

Find a family doctor, nurse practitioner, or specialist and details about the Health Care Connect program. Hours: Monday to Friday, 9 am to 5 pm

- Call: 1-800-445-1822 or Online: ontario.ca/page/find-family-doctor-or-nurse-practitioner

Walk-In Clinics

Find a local walk-in clinic and book an appointment in seconds. Access a wide variety of healthcare specialties, across Canada.

- Call: 1-833-633-4627 or Online: medimap.ca

MD Connected

Our mission is to increase the accessibility to healthcare for Canadians, through technology, so no matter where you are, you can be heard and cared for. Our innovative telemedicine clinics and virtual care services allow you to speak with a healthcare professional no matter where you are. Hours: Daily from 8 am to midnight

- Call: 1-877-792-5201 or Online: mdconnected.ca
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Financial Presentation (December 2024 Results)
(for WRH Board of Directors Meeting February 6, 2025)

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

December 31, 2024

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 543,879	\$ 516,632	\$ 27,247	5.3%
Expenses				
Salaries and Wages	\$ 238,769	\$ 238,231	\$ (538)	(0.2%)
Employee benefits	60,146	59,428	(718)	(1.2%)
Employee ben. - future ben. costs	1,576	1,576	-	0.0%
Medical staff remuneration	47,692	42,933	(4,759)	(11.1%)
Medical & Surgical supplies	38,563	35,840	(2,723)	(7.6%)
Drugs	83,338	68,914	(14,424)	(20.9%)
Supplies & other expenses	68,812	64,941	(3,871)	(6.0%)
Long term Interest	5,195	5,231	36	0.7%
Equipment lease / rental	2,162	2,364	202	8.5%
Equipment amortization	15,200	16,505	1,305	7.9%
Total Expense	\$ 561,453	\$ 535,963	\$ (25,490)	(4.8%)
Surplus / (Deficit) From Hospital Operations	\$ (17,574)	\$ (19,331)	\$ 1,757	
Other Votes (net)	\$ (204)	\$ (181)	\$ (23)	
Other Recoveries/(Expense)	\$ -	\$ -	\$ -	
Net Building Amortization	\$ (844)	\$ (1,296)	\$ 452	
Net Surplus (Deficit)	\$ (18,622)	\$ (20,808)	\$ 2,186	
Hospital Margin	\$ (12,583)	\$ (14,281)	\$ 1,698	

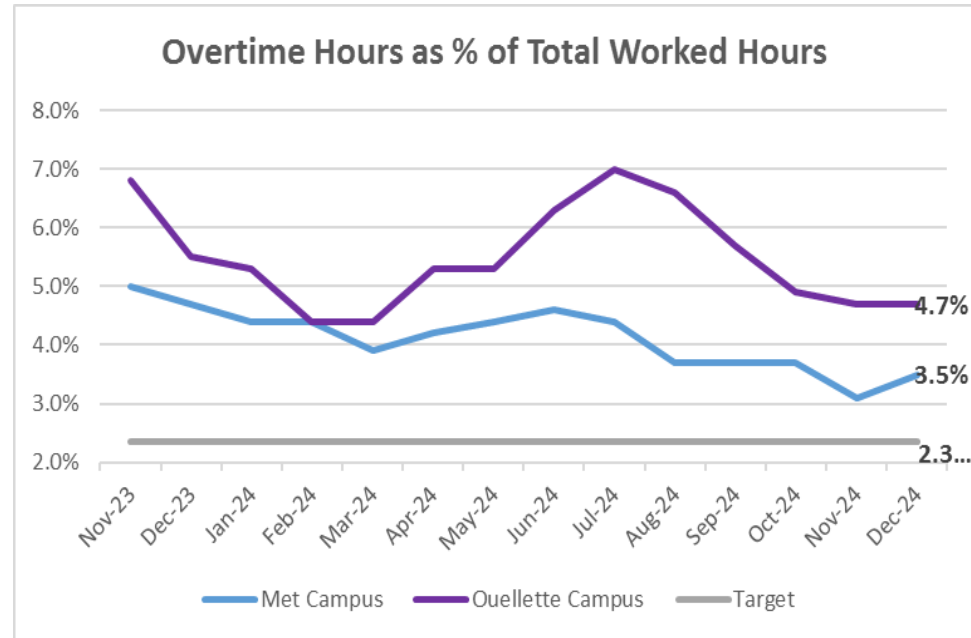
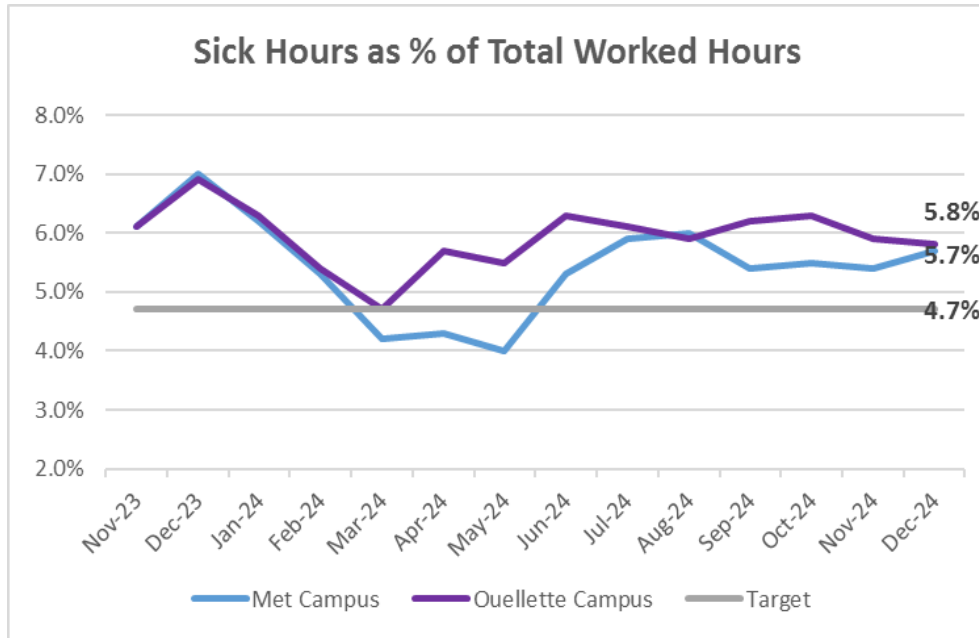
Financial Results

December 31, 2024

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

Year to Date December 2024 Net Variances					
Category	Prior Period YTD Net	Year-to-Date Expense Variance	Year-to-Date Revenue Variance	Net	Comment
Benefits	(121)	(718)	1,953	1,235	Offset by CCPN Funding of \$1,953.
Medical Staff Fees	(350)	(4,759)	2,939	(1,820)	Diagnostic Med Fees \$1,975 over budget but offset by an additional \$1,672 in revenue. \$1,000 shortfall for repayment of Code Grey advances. Emergency Alternate Funding Agreements, Hospital On-Call and Pathology \$1,267 (funded) and ICU \$430K (unfunded).
Medical/Surgical Supplies	(2,096)	(2,723)	194	(2,529)	QBP Funding for additional joint procedures, 23 over plan YTD. Deficits in Perioperative Program, \$1,129K, Diagnostic Imaging \$554K, Critical Care, \$398K and Renal \$353K.
Drugs	(946)	(14,424)	13,287	(1,137)	Retail Pharmacy Recoveries \$5,293. Ministry Drug Funding in Chemotherapy and Renal programs \$7,994. Remainder in pharmacy due to prior year expenses.
Other Supplies	(3,318)	(3,871)	-	(3,871)	Building and equipment maintenance \$871,000, Legal & Risk Management, \$892,000, Code Grey Pathology invoice \$720,000 and "on hold" total \$532,000. Minor equipment purchases, physician recruitment and referred out patient transportation also over budget.

Sick & Overtime Benchmarking December 31, 2024





MOTION/ACTION SHEET

From The

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

Monday, January 27, 2025

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



MINUTES from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE (FAR)** (*General Session*) held on Monday, January 27, 2025 (following the In-Camera Session).

PRESENT:

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

COMMUNITY MEMBERS:

Anna Kirby
Dwayne Dawson
Trevor Chapman
Marc Jones
Katherine Pham

STAFF:

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

REGRETS:

Jamie Skutovch
Robert Klein

1.0 CALL TO ORDER

Mr. Anthony Paniccia, Chair & Treasurer called the meeting to order at 5:56 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Chris Lanoue, **SECONDED** by Marc Jones that the **General Finance/Audit & Resources Committee Agenda of Monday, January 27, 2025, be approved**

CARRIED.

3.0 CONFLICT OF INTEREST

No "Conflict of Interest" was declared.

4.0 FOR APPROVAL / RECOMMENDATION(S)

4.1 Minutes of Previous Meeting – Wednesday, December 18, 2024

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Wednesday, December 18, 2024** were previously circulated to all members.

MOVED by Dwayne Dawson, SECONDED by Anna Kirby that the General Meeting Minutes from the Finance/Audit & Resources Committee of Wednesday, December 18, 2024 be approved

CARRIED.

5.0 NEW BUSINESS / FOR DISCUSSION

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

Ms. Zimmer provided the following highlights:

- Nine months ended December 31, 2024, deficit after net building amortization is \$18,622,000 (\$2,186,000 better than plan).
- Negative Ministry of Health margin of \$12,583,000 (noted is comparative information for fiscal year 2023-2024 which is not available due to cyber attack in October 2023).
- Salaries and Wages – over budget by \$538,000
- Employee Benefits – over budget by \$718,000
- Medical Staff Remuneration – \$4,759,000 deficit
- Medical & Surgical Supplies – \$2,723,000 deficit
- Met Campus - sicktime is 5.3% (worse from the previous month)
- Ouellette Campus – sicktime is 6.0% (improved slightly)
- Met Campus – overtime is 3.9% (declined from the previous month)
- Ouellette Campus – overtime is 5.7% (remains unchanged)

Suggested to possibly add the prior month's net and then the difference; to see more of a month to month change.

6.0 FOR INFORMATION

6.1 Report of the Acting President & CEO, Karen Riddell – January 2025

A link was provided for the committee members as well.

7.0 DATE OF NEXT MEETING

The Finance/Audit and Resources Committee will meet:

Monday, February 24, 2025

Please note that the February meeting will be held VIA ZOOM

8.0 ADJOURNMENT

MOVED by Paul Lachance, SECONDED by Dwayne Dawson that the General Meeting from the Finance/Audit & Resources Committee of Monday, January 27, 2025 be adjourned at 6:12 p.m.

CARRIED.

Mr. Anthony Paniccia, Chair & Treasurer
FinAudit&Resources_Minutes
20250127

Mary Macera
Recorder

Windsor Regional Hospital

Operating Results Report

For the Nine Months Ended December 31, 2024

Treasurer's Report

Board of Directors

Financial Summary - December 2024

(\$000's)

		December 2024 Actuals		
	Line	Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$543,879	\$ 516,632	\$ 27,247
Total Expense	20	561,453	535,963	(25,490)
Surplus / (Deficit)	21	(17,574)	(19,331)	1,757
Other Votes (net)	22	(204)	(181)	(23)
Other Recoveries / (Exp)	23	-	-	-
Subtotal	24	(17,778)	(19,512)	1,734
Net bldg. amortization	25	(844)	(1,296)	452
Net Surplus (Deficit)	26	\$ (18,622)	\$ (20,808)	\$ 2,186

Hospital Margin	\$ (12,583)	\$ (14,281)	\$ 1,698
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Capital Equipment Expenditures	\$ 28,822	\$ 75,934	\$ 47,112
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* Variance - favourable / (unfavourable)

1. Financial Results for the Nine Months ended December 31, 2024
(Statement 2)

For the nine months ended December 31, 2024, the deficit after net building amortization is \$18,622,000, which is \$2,186,000 better than plan. This represents a negative Ministry of Health Margin of \$12,583,000 (comparative information for fiscal 2023-2024 is not available, as financial statements were not prepared due to the cyberattack that occurred in October 2023).

Revenue

Ministry revenue (combined base and one-time) is \$11,758,000 (2.9%) higher than budget. Base funding is better than budget by \$21,391,000 while one time funding is under budget by \$9,633,000. Funding for Bill 124 incremental costs has been confirmed by the Ministry as base but was classified as one-time in the original budget resulting in the offsetting variances.

Of the combined base and one-time revenue surplus of \$11,758,000, \$1,953,000 is due to one time funding earned for the Community Commitment Program for Nurses (CCPN) program which is not included in the budget. Net over performance in volume-based programs total \$1,360,000 to date and the remaining surplus is due to additional confirmed funding amounts which were not included in the budget.

Ministry drug reimbursements have a positive variance of \$7,994,000 (27.5%). 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 \$88,000 (21.6%).

Chronic Co-payment revenue is \$54,000 worse than budget. Patients designated as Alternate Level of Care (ALC) can be charged up to \$66.95 per day and the daily rate may be adjusted based on a co-payment assessment that takes into consideration the individual's income. ALC for Long Term Care (LTC) numbers have been significantly down recently due the provincial "Home First" mandate that requires that ALC for LTC requests must be approved by hospital leadership before proceeding.

Patient Services revenue variance is \$1,726,000 favourable (6.3%) year to date. The largest contributor to this variance is diagnostic revenues that are \$1,672,000 better than budget and are offset by an increase in medical staff remuneration of \$1,975,000. Included in this revenue is OWN WSIB net revenue of \$366,000 year to date which is earned in diagnostic services and the operating room (charges for implants).

Equipment Grant amortization is unfavourable to budget by \$576,000 (17.8%). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$6,311,000 favourable (13.4%) to budget. The surplus in drug sales in the retail pharmacies is \$5,293,000 while the offsetting deficit in drug costs is \$4,732,000 leaving a contribution of \$561,000. Investment income on the two sinking funds comprises the remaining surplus.

Expenses

Salaries are over budget (unfavourable) by \$538,000 year to date December 31, 2024. The combined Emergency Departments are \$1,297,000 over budget, Inpatient Medicine is \$768,000 over budget and Inpatient Surgery has a \$306,000 deficit to date. Health Records is \$419,000 over budget due to additional resources required to bring coded records up to date following Code Grey. Significant surpluses exist in the following programs: Diagnostic Imaging, \$1,661,000, Critical Care, \$747,000 and Guest Services (Housekeeping and Patient Food Services) \$405,000. These surpluses are due to vacancies resulting from recruiting challenges and unfilled shifts.

Employee Benefits are unfavourable to budget by \$718,000 (1.2%) and include \$1,953,000 in funded signing bonuses for the Community Commitment Program for Nurses (CCPN). These bonuses are not included in the budget but are funded by the Ministry as paid. Benefits are in a surplus of \$1,235,000 when adjusted for these amounts.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$4,759,000 (11.1%). \$1,975,000 of this variance occurs in diagnostic services and these higher costs are funded by higher diagnostic services revenue as noted above. \$1,000,000 of the variance is due to a corporate provision for repayment of advances to physicians providing diagnostic services during Code Grey. These amounts have not yet been settled with physicians, as the back loading of tests had not been completed by December 2024. \$430,000 of the variance is attributable to medical staff remuneration for Intensive Care that is greater than funding. The remaining variance occurs in the Emergency Alternate Funding, Hospital On-Call and Laboratory programs and have offsetting funding.

Medical & Surgical Supplies are unfavourable to budget by \$2,273,000 (7.6%). The Perioperative program is \$1,129,000 over budget to date with pressures in Plastic and Robotic Surgery at the Met Campus, Pacemakers, Orthopedics and EVAR (Endo Vascular Aneurysm Repair) at the Ouellette Campus. Other areas with significant variances are Critical Care, \$398,000, Diagnostic Imaging \$554,000, Renal program \$353,000 and Outpatient Surgery \$273,000.

Drug expenses are unfavourable by \$14,424,000 (20.9%) year to date. These expenses are offset by Ministry funding in Cancer program's chemotherapy suite, renal radiation therapy (\$7,994,000) and recoveries in the retail pharmacies (\$5,293,000). Invoices totalling \$1,483,000 related to the previous fiscal year are included in the November 2024 results and comprise the remaining deficit.

Supplies and Other Expenses are unfavourable to budget by \$3,871,000 (6.0%). Invoices "on hold" in this category are \$532,000 to date, a reduction of \$103,000 from last month. Deficits in building and equipment maintenance total \$871,000, legal and risk advisory professional fees are \$892,000 over budget, minor equipment purchases \$355,000 over budget, and physician recruitment is \$357,000 over budget. The remaining deficit is attributable to referred out expenses for pathology services and patient transportation.

As of December 31, 2024 a total of \$3,351,000 in costs related to the prior fiscal year are included in year to date expenses.

Long Term Interest expense is \$36,000 favourable (.7%).

Equipment Lease/Rental is \$202,000 favourable (8.5%) to budget. These expenses vary based on bed rental utilization for bariatric patients or those with complex wounds.

Equipment amortization is \$1,305,000 (7.9%) under budget due to the timing of new asset additions.

Other Votes – Other Votes are \$23,000 unfavourable at December 31, 2024. The main source of this variance is the timing of revenue and expenses in certain funding envelopes.

2. Statement of Financial Position (Statement 3)

The Ministry/Ontario Health receivable has increased by \$41.6 million from March 31, 2024 and is due to timing differences for confirmed base and one-time funding.

Inventory has increased by \$3,668,000 when compared to March 31, 2024. This increase is attributable to drugs funded by OH-West (Cancer Care) and those utilized by the retail pharmacies.

Our Ministry/CCO payable has decreased by \$3,092,000 from March 31, 2024 as the Ministry has recently settled amounts related to prior years.

At December 31, 2024, the market value of the sinking fund has increased by \$9,118,000 (36.4%) since inception and increased by \$2,922,000 since March 31, 2024. The underlying cost base as a result of realized investment gains has increased by \$4,675,000 since the original \$25 million investment was made and by \$2,074,000 since March 31, 2024.

Fund Manager -	Market Value	Cost
Guardian Capital	\$17,160,000	\$14,291,000
Leith Wheeler	<u>16,981,000</u>	<u>15,384,000</u>
Total	<u>\$34,141,000</u>	<u>\$29,675,000</u>

3. Patient Volumes

Acute patient days are below target at the Met Campus by 1,420 days and 2,148 less than planned at the Ouellette Campus (excl. psych). Adolescent psychiatry patient days at the Met campus are 417 less than planned while adult psychiatric days are 2,187 below plan at the Ouellette campus. Surgical cases are 165 below plan at the Met Campus and 417 below plan at the Ouellette Campus.

Combined ED visits are 3,158 higher than prior year-to date and ED inpatient days are 1,255 higher when compared to last year at this time. Outpatient Clinic visits are 4,327 higher than plan at the Met Campus and 354 above plan at the Ouellette Campus. Combined Community Service visits are 3,452 below plan to date.

4. Patient Access

Acute care length of stay at Met was 5.11 days as compared to a target of 4.54 days. Length of stay for Ouellette acute care was 8.39 days versus a plan of 7.33. Length of stay for adult psychiatric patients was 1.85 days below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay was 4.78 days compared to the target of 6.44.

5. Organizational Health

The percentage of sick time year to date for the Met Campus is 5.3% (2023 – 6.0%), which is over the target of 4.7% by .6%, while overtime is 1.55% over target at 3.9% (2023 – 4.0%).

Sick time at the Ouellette Campus is 6.0% (2023 – 5.8%) compared to the target of 4.7%, while overtime is over target at 5.7% (2023 – 6.3%) compared to the target of 2.35%.

With respect to FTEs, the Met Campus is unfavourable to budget by 4.4 FTEs with deficits in the Emergency Departments and Medicine program offset by surpluses in the Perioperative and Women’s and Children’s programs. At the Ouellette Campus, the FTE variance is unfavourable by 7.3 FTEs. These deficits occur in the Emergency and Medicine programs. Overall, the hospital is unfavourable 11.7 FTEs year to date.

Statement #1
WINDSOR REGIONAL HOSPITAL
Consolidated Operating Results for the Nine Months Ending December 31, 2024

Current Month		Description	Year To Date				Year End			Prior Year Actual	
Actual	Fav/(Unfav) Budget		Actual	Budget	Fav/(Unfav)	%	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
Revenue (\$000's)											
\$ 44,455	\$ 2,626	1	\$ 392,392	\$ 371,131	\$ 21,261	5.73%	\$ 509,730	\$ 510,742	\$ (1,012)	\$ -	\$ 470,261
3,066	217	2	29,227	38,860	(9,633)	-24.79%	30,498	30,498	-	-	65,381
3,810	585	3	37,017	29,023	7,994	27.54%	38,697	38,697	-	-	38,624
57	11	4	496	408	88	21.57%	542	542	-	-	536
1	(19)	5	126	180	(54)	-30.00%	239	239	-	-	237
3,113	23	6	29,143	27,417	1,726	6.30%	36,209	36,209	-	-	35,618
622	262	7	5,920	6,569	(649)	-9.88%	8,641	8,759	(118)	-	8,242
7,502	2,152	8	53,398	47,051	6,347	13.49%	62,978	62,995	(17)	-	61,833
\$ 62,626	\$ 5,857	9	\$ 547,719	\$ 520,639	\$ 27,080	5.20%	\$ 687,534	\$ 688,681	\$ (1,147)	\$ -	\$ 680,732
Expense (\$000's)											
\$ 27,155	\$ 248	10	\$ 239,253	\$ 238,830	\$ (423)	-0.18%	\$ 315,408	\$ 314,990	\$ (418)	\$ -	\$ 305,989
4,667	1,103	11	60,243	59,527	(716)	-1.20%	82,031	81,935	(96)	-	78,837
175	-	12	1,576	1,576	-	0.00%	2,101	2,101	-	-	1,656
5,846	(1,848)	13	47,692	42,933	(4,759)	-11.08%	57,743	57,743	-	-	58,922
4,477	(561)	14	38,563	35,840	(2,723)	-7.60%	45,674	45,663	(11)	-	47,133
8,751	(1,044)	15	83,338	68,914	(14,424)	-20.93%	91,653	91,653	-	-	90,522
8,364	(559)	16	74,208	70,327	(3,881)	-5.52%	94,335	95,906	1,571	-	91,191
230	33	17	2,162	2,364	202	8.54%	3,140	3,153	13	-	3,280
2,670	1,149	18	19,306	21,136	1,830	8.66%	27,472	28,181	709	-	22,915
\$ 62,335	\$ (1,479)	19	\$ 566,341	\$ 541,447	\$ (24,894)	-4.60%	\$ 719,557	\$ 721,325	\$ 1,768	\$ -	\$ 700,445
-	-	20	-	-	-	#DIV/0!	-	-	-	-	21,771
\$ 291	\$ 4,378	20	\$ (18,622)	\$ (20,808)	\$ 2,186		\$ (32,023)	\$ (32,644)	\$ 621	\$ -	\$ 2,058
\$ 969	\$ 2,374	1	\$ (12,583)	\$ (14,281)	\$ 1,698		\$ (23,959)	\$ (23,989)	\$ 30	\$ -	\$ 10,214
4,596	237	2	39,874	38,667	1,207		52,146	51,322	824	38,193	51,322
18,399	(1,092)	3	171,481	172,901	(1,420)		221,405	229,487	(8,082)	162,345	219,502
1,690	(279)	4	16,884	17,466	(165)		22,540	23,182	(642)	17,290	22,385
14,277	(1,526)	5	141,424	140,195	1,229		183,249	186,076	(2,827)	134,805	177,867

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Nine Months Ending December 31, 2024
Consolidated - Met and Ouellette Campuses

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
		Revenue (\$000's)								
\$ 44,471	\$ 2,710	1	\$ 391,890	\$ 370,499	\$ 21,391	508,965	\$ 508,965	\$ -	\$ -	\$ 469,254
3,066	217	2	29,227	38,860	(9,633)	30,498	30,498	-	-	65,381
3,810	585	3	37,017	29,023	7,994	38,697	38,697	-	-	38,624
57	11	4	496	408	88	542	542	-	-	536
1	(19)	5	126	180	(54)	239	239	-	-	237
3,113	23	6	29,143	27,417	1,726	36,209	36,209	-	-	35,618
260	(100)	7	2,660	3,236	(576)	4,315	4,315	-	-	4,068
7,489	2,148	8	53,320	47,009	6,311	62,867	62,867	-	-	61,761
\$ 62,267	\$ 5,575	9	\$ 543,879	\$ 516,632	\$ 27,247	\$ 682,332	\$ 682,332	\$ -	\$ -	\$ 675,479
		Expense (\$000's)								
\$ 27,108	\$ 128	10	\$ 238,769	\$ 238,231	\$ (538)	314,886	\$ 314,886	\$ -	\$ -	\$ 305,467
4,658	1,101	11	60,146	59,428	(718)	81,907	81,907	-	-	78,698
175	-	12	1,576	1,576	-	2,101	2,101	-	-	1,656
5,846	(1,848)	13	47,692	42,933	(4,759)	57,743	57,743	-	-	58,909
4,477	(561)	14	38,563	35,840	(2,723)	45,662	45,662	-	-	47,132
8,751	(1,044)	15	83,338	68,914	(14,424)	91,653	91,653	-	-	90,522
7,758	(553)	16	68,812	64,941	(3,871)	87,178	87,178	-	-	83,742
585	(3)	17	5,195	5,231	36	6,927	6,927	-	-	6,985
230	33	18	2,162	2,364	202	3,140	3,140	-	-	3,280
2,215	(380)	19	15,200	16,505	1,305	22,009	22,009	-	-	17,570
\$ 61,803	\$ (3,127)	20	\$ 561,453	\$ 535,963	\$ (25,490)	\$ 713,206	\$ 713,206	\$ -	\$ -	\$ 693,961
\$ 464	\$ 2,448	21	\$ (17,574)	\$ (19,331)	\$ 1,757	\$ (30,874)	\$ (30,874)	\$ -	\$ -	\$ (18,482)
		Surplus / (Deficit) From Hospital Operations								
		Surplus / (Deficit) from Other Operations (\$000's)								
(80)	39	22	(204)	(181)	(23)	(12)	(42)	30	-	(60)
-	-	23	-	-	-	-	-	-	-	21,771
384	2,487	24	(17,778)	(19,512)	1,734	(30,886)	(30,916)	30	-	3,229
\$ (93)	1,891	25	\$ (844)	\$ (1,296)	452	\$ (1,137)	\$ (1,728)	591	\$ -	\$ (1,171)
\$ 291	\$ 4,378	26	\$ (18,622)	\$ (20,808)	\$ 2,186	\$ (32,023)	\$ (32,644)	\$ 621	\$ -	\$ 2,058

WINDSOR REGIONAL HOSPITAL
Operating Results for the Nine Months Ending December 31, 2024
Consolidated - Met and Ouellette Campuses

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
Financial Performance Measures										
\$ 969	2,374	1 Total Margin - \$000's	\$ (12,583)	\$ (14,281)	\$ 1,698	\$ (23,959)	\$ (23,989)	\$ 30	\$ -	\$ 10,214
1.56%	4.03%	2 Total Margin - %	-2.31%	-2.76%	0.45%	-3.51%	-3.51%	0.0%	0.00%	1.45%
n/a	n/a	3 Unrestricted cash - \$000's	\$ 28,493	n/a	n/a	\$ 12,000	n/a	n/a	-	\$ 107,131
n/a	n/a	4 Current ratio	1.19	1.00	0.19	0.92	1.00	n/a	0.00	1.38
\$ -	n/a	5a Capital equipment expenditures - Fiscal 2024 - 25 \$000's	\$ 8,192	\$ 17,938	\$ 9,746	\$ 23,809	\$ 23,809	\$ -	\$ -	\$ 31,265
\$ 535	n/a	5b Capital equipment expenditures - PY C/F \$000's	\$ 7,588	\$ 8,122	\$ 534	\$ 10,780	\$ 10,780	\$ -	\$ -	\$ 10,816
\$ 819	n/a	5c Externally Funded Projects	\$ 7,539	\$ 43,069	\$ 35,530	\$ 57,164	\$ 57,164	\$ -	\$ -	\$ 8,040
\$ 513	n/a	5d Windsor-Essex Acute Care Hospital	\$ 5,503	\$ 6,805	\$ 1,302	\$ 12,830	\$ 12,830	\$ -	\$ -	\$ 3,355
Patient Volume Measures										
MET CAMPUS ONLY										
2,419	229	1 Total Weighted Cases (est) - HIG	20,413	19,427	986	26,316	25,785	531	19,133	25,785
1,650	(268)	2 Acute separations (excl psych)	14,837	17,011	(2,174)	19,529	22,579	(3,050)	13,572	19,800
8,507	(199)	3 Acute pat. days (excl. psych)	75,812	77,232	(1,420)	100,112	102,508	(2,396)	71,867	97,380
81	(59)	4 Psychiatric - Adolescent pat. days	823	1,240	(417)	1,083	1,646	(563)	775	1,065
4,754	265	5 Emergency visits and ER holds	40,973	39,823	1,150	54,160	52,856	1,304	37,943	50,732
258	(52)	6 OR - Inpatient cases	2,435	2,747	(312)	3,242	3,646	(404)	2,624	3,530
608	(63)	7 OR - Day Surgery cases	6,104	5,957	147	8,219	7,906	313	5,618	7,930
10,748	(934)	8 Clinic visits	107,960	103,633	4,327	139,068	137,549	1,519	99,609	132,645
653	(255)	9 Community Services visits	5,158	8,058	(2,900)	6,708	10,695	(3,987)	5,894	7,787
Variable Revenue Volumes:										
14	8	(a) Hip procedures	142	56	86	180	74	106	158	199
18	(19)	(b) Knee procedures	179	325	(146)	226	431	(205)	212	282
-	-	(c) Pacemaker inserts	-	-	-	-	-	-	-	-
481	(32)	11 MRI Hours of Operation	4,699	4,550	149	6,306	6,039	267	4,370	5,948
656	(81)	12 CT Hours of Operation	6,104	6,541	(437)	8,202	8,682	(480)	6,554	8,713
Patient Access Measures & System Integration										
MET CAMPUS ONLY										
5.16	(0.62)	1 Acute Average LOS	5.11	4.54	(0.57)	5.13	4.54	(0.59)	5.30	4.92
4.26	2.18	2 Psych Average - Adolescent LOS	4.78	6.44	1.66	4.85	6.44	1.59	4.57	4.70
Organizational Health										
MET CAMPUS ONLY										
5.70%	-1.00%	1 % Sick Time to Total Comp	5.30%	4.70%	-0.60%	5.50%	4.70%	-0.80%	6.00%	5.70%
3.50%	-1.15%	2 % Overtime to Total Comp	3.90%	2.35%	-1.55%	4.10%	2.35%	1.75%	4.00%	4.07%
1,911.6	NA	3 FTE staffing (Hospital Ops Only)	1,941.7	1,937.3	(4.4)	1,934.6	1,892.3	(42.27)	1,878.1	1,877.4

WINDSOR REGIONAL HOSPITAL
Operating Results for the Nine Months Ending December 31, 2024
Consolidated - Met and Ouellette Campuses

Current Month		Patient Volume Measures		OUELLETTE CAMPUS ONLY			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Description	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	
2,177	8	1 Total Weighted Cases (est) - HIG	19,461	19,240	221	25,830	25,537	293	19,060	25,537	
1,051	(123)	2 Acute separations (excl psych)	8,842	10,411	(1,569)	11,542	13,819	(2,277)	8,374	11,840	
8,286	(317)	3 Acute pat. days (excl. psych)	74,167	76,315	(2,148)	98,395	101,291	(2,896)	72,831	98,448	
1,525	(517)	4 Psychiatric - Adult patient days	15,927	18,114	(2,187)	21,815	24,042	(2,227)	16,872	22,609	
4,242	(110)	6 Emergency visits and ER holds	37,760	38,607	(847)	50,077	51,242	(1,165)	36,377	48,764	
287	(54)	7 OR - Inpatient cases	2,818	3,021	(203)	3,744	4,010	(266)	2,850	3,753	
537	(110)	8 OR - Day Surgery cases	5,527	5,741	(214)	7,334	7,620	(286)	6,198	7,172	
2,049	(264)	9 Clinic visits	20,871	20,517	354	27,905	27,231	674	21,193	27,399	
827	(73)	10 Community Services visits	7,435	7,987	(552)	9,567	10,601	(1,034)	8,109	10,036	
		11 Variable Revenue Volumes:									
23	(19)	(a) Hip procedures	282	374	(92)	391	496	(105)	263	351	
48	5	(b) Knee procedures	518	383	135	694	509	185	528	688	
25	(1)	(c) Pacemaker procedures	248	230	18	324	305	19	243	315	
		12 Cataracts									
114	(144)	a) Unilateral	1,381	2,287	(906)	2,120	3,035	(915)	1,195	1,366	
98	(7)	b) Bilateral	791	930	(139)	1,298	1,234	64	1,375	1,482	
654	(185)	13 MRI Hours of Operation	5,709	7,446	(1,737)	7,462	9,883	(2,421)	5,655	7,486	
904	355	14 CT Hours of Operation	8,035	4,867	3,168	10,674	6,460	4,214	7,909	10,486	
		Patient Access Measures & System Integration									
7.88	(0.55)	1 Acute Average LOS	8.39	7.33	(1.06)	8.53	7.33	(1.20)	8.70	8.31	
10.30	2.13	3 Psych Average - Adult LOS	10.58	12.43	1.85	10.65	12.43	1.78	11.72	11.94	
		Organizational Health									
5.80%	-1.10%	1 % Sick Time to Total Comp	6.00%	4.70%	-1.30%	6.00%	4.70%	-1.30%	5.80%	5.67%	
4.70%	-2.35%	2 % Overtime to Total Comp	5.70%	2.35%	-3.35%	5.90%	2.35%	-3.55%	6.30%	5.84%	
1,524.5	NA	3 FTE staffing (Hospital Ops Only)	1,566.3	1,559.0	(7.3)	1,565.9	1,586.0	20.03	1,555.9	1,547.4	
		Consolidated									
		Description									
		1 FTE staffing	3,508.0	3,496.3	(11.6)	3,500.5	3,478.27	(22.24)	3,434.0	3,424.8	

Definition of Performance Measures

Financial Performance Measures

MOHLTC Total Margin - \$	The amount by which total revenues exceed total expenses, excluding the impact of facility amortization and long term interest expense in a given year
MOHLTC Total Margin - %	The percent by which total revenues exceed total expenses, excluding the impact of facility amortization and long term interest expense in a given year
Unrestricted cash - \$	Cash that is not encumbered or restricted as to its use
Current ratio	Measures the number of times a hospital short term obligations can be paid using the hospital's short term assets
Capital expenditures - \$	Capital purchases that have been recognized as an asset

Patient Volume Measures

Total Weighted Cases (est)	Total cases adjusted by resource intensity weightings.
Acute separations	Total deaths and discharges for inpatient medicine, surgery, critical care & emergency holds.
Psychiatric patient days	Total days stay for inpatient psychiatry
Rehabilitation patient days	Total days stay for inpatient rehabilitation.
CCC patient days	Total days stay for inpatient complex continuing care.
Emergency visits	Total outpatient emergency visits.
OR - Inpatient cases	Total inpatient Operating Room cases.
OR - Day Surgery cases	Total outpatient Day Surgery cases.
Clinic visits	Departments which provide specialized diagnostic, consultative, treatment and teaching to registered clients in a hospital setting. Access to these services is generally with a referral from a primary care practitioner or a specialist.
Community Services visits	Departments which provide health and social services on an ambulatory/outreach basis. Access to these services is typically self-determined and considered the first level of contact with the health system.
Hip procedures	Artificial hip joint replacement or revision.
Knee procedures	Artificial knee joint replacement or revision.
Pacemaker inserts	Insertion of new or replacement permanent pacemaker.
Cancer surgeries	Designated oncology surgery volumes.
Wait time procedures	Additionally funded hip and knee procedures (above base volumes).

Patient Access Measures & System Integration

Acute Average LOS	Average length of stay for inpatient medicine, surgery, critical care and emergency hold patients (patient days/separations).
Psych Average LOS	Average length of stay for psychiatric inpatients (patient days/separations).
Rehab Average LOS	Average length of stay for rehabilitation inpatients (patient days/separations).
CCC Average LOS	Average length of stay for complex continuing care inpatients (patient days/separations).

Organizational Health

FT Nurse ratio	Percentage of total paid nursing hours (RN & RPN) earned by Full Time Staff.
Injury Frequency	
Nursing Productivity	Efficiency measure which determines the actual productivity of personnel as compared to the plan.
% Sick Time to Total Compensation	Sick benefits paid as a percentage of total compensation dollars.
% Overtime to Total Compensation	Overtime paid as a percentage of total compensation dollars.
FTE staffing	Total paid hours stated as Full Time Equivalents where one FTE earns 1,957.5 hours annually.

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

	December 31, 2024	March 31, 2024		December 31, 2024	March 31, 2024
ASSETS			LIABILITIES AND EQUITIES		
Current assets:			Current liabilities:		
Cash & short-term investments	28,493	107,486	Bank overdraft	-	-
Cash, restricted	6,797	5,450	Bank indebtedness	-	-
Cash, restricted Ministry Capital Projects	11,418	7,653	Accounts payable - trade	29,044	32,689
Accounts Rec. - Ministry / CCO	59,165	17,595	Accounts payable - Ministry	10,919	14,011
- OHIP	11,685	12,671	Accrued liabilities	74,355	74,180
- Other	13,072	15,173	Current portion of long term debt	2,898	3,382
Inventories	9,997	6,329	Current portion of MES lease obligation	4,935	6,051
Prepaid & deferred charges	3,951	6,737	Current portion accrued benefit obligations	752	1,506
Due from related parties	2,114	2,598			
	<hr/>	<hr/>		<hr/>	<hr/>
Total current assets	146,692	181,692	Total current liabilities	122,903	131,819
Long term assets:			Long term liabilities:		
Long Term Investments	34,141	31,218	Long Term Debt	27,424	29,469
Marked to market			Debentures	200,000	200,000
Property, Plant, Equipment, Net	225,585	225,824	Accrued benefit obligations	26,325	24,750
Construction in progress	56,017	46,261	Long Term Lease Obligation	6,432	6,758
	<hr/>	<hr/>	ARO Liabilities	1,958	1,958
Total long term assets	281,601	272,085	Marked to market	266	138
	<hr/>	<hr/>	Sick benefits payable	6,043	6,213
	315,742	303,303	Deferred revenue - capital grants	136,232	131,137
	<hr/>	<hr/>		<hr/>	<hr/>
			Total long term liabilities	404,680	400,423
			Remeasurement gains/(losses):		
			Debenture Sinking Funds	4,465	3,617
			SWAP	(266)	(138)
			Net assets:	<hr/>	<hr/>
				(69,348)	(50,726)
Total assets	<hr/> 462,434 <hr/>	<hr/> 484,995 <hr/>	Total liabilities and net assets	<hr/> 462,434 <hr/>	<hr/> 484,995 <hr/>

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

(Amounts in 000's)

	December 31, 2024	March 31, 2024
OPERATING ACTIVITIES		
Net Surplus/(deficit) for the period	(18,622)	\$ 2,058
Add (deduct) non-cash items:		
Amortization of capital assets	19,306	22,915
Amortization of deferred capital contributions	(5,920)	(8,242)
	(5,236)	16,731
Cash flow from / (used in) operating balances	(45,442)	(19,240)
Cash provided by operating activities	(50,678)	(2,509)
INVESTING ACTIVITIES		
Purchase of capital assets	(21,788)	(30,907)
FINANCING ACTIVITIES		
Long term investments	(2,075)	(769)
Cash restricted for special purposes	(5,112)	(642)
Loans payable	(4,726)	(3,277)
Capital Lease	(7,034)	(9,760)
Capital grants and donations received	11,015	8,209
Notes payable and other long term liabilities	1,405	678
Cash provided by (used in) financing activities	(6,526)	(5,561)
Net increase (decrease) in cash during the period	(78,993)	(38,977)
Cash, beginning of period	107,486	146,463
Cash, end of period	28,493	\$ 107,486

WRH Board of Directors – Media Report – Jan 2025

TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



Windsor Regional Hospital

Posted by Zander Broeckel
Jan 1 · 🌐

Out of This World Arrival: Baby Jupiter Rings in 2025 as WRH's First Newborn

Windsor Regional Hospital is thrilled to announce the arrival of Windsor's first baby of 2025!

Jupiter James Timothy Chase-Evans waited just barely over an hour into this year to join the world at 1:01 a.m. on January 1, 2025.

Click the link below for the full story!
<https://wrh.on.ca/newsroom?newsid=12356>

👍❤️ 330

30 shares

👍 Like 💬 Comment 📧 Send ➦ Share



First baby of 2025

IEWS - 32,215

REACH - 15,464

ENGAGEMENT - 362

FACEBOOK



Windsor Regional Hospital

Posted by Zander Broeckel
Jan 20 · 🌐

Join the Windsor Regional Hospital Team TODAY!

At WRH, we are driven by a passionate commitment to excellence. We are searching for individuals who share in our commitment of care delivery in our wonderful community.

For a full list of current opportunities visit: <https://www.wrh.on.ca/Careers>

A BRIGHTER FUTURE STARTS WITH YOU 

Do you want to work at a friendly, professional and supportive, multi-site, community hospital that provides acute, continuing care and mental health services in Windsor and Essex County?

WE ARE HIRING !

AFTER HOURS MANAGER
The most senior clinical manager on site, responsible for addressing any and all issues that arise as required.

LIFE IN WINDSOR-ESSEX
Windsor-Essex offers something for every interest and every stage of life. As one of the most culturally diverse communities in Canada, we are known for our unique cuisine, wineries, trails, and beautiful waterfront views.

APPLY NOW: www.wrh.on.ca/Careers or 

See insights and ads

Boost post

👍 2

11 shares

Recruitment post re: After Hours Manager position

IEWS - 10,984

REACH - 6,689

ENGAGEMENT - 6



Honourable Mentions:

- Recruitment post re: RPN – Operating Room position
 - Views – 6,660
 - Reach – 4,365
 - Engagement – 11
- PSA post re: Paediatric Emergency Diversion Service
 - Views – 6,821
 - Reach – 4,127
 - Engagement – 35
- PSA post re: Patient Feedback Portal
 - Views – 4,808
 - Reach – 2,819
 - Engagement – 4

TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



260 likes, 43 comments

Liked by sanctuarycanada and others
wrhospital Out of This World Arrival: Baby Jupiter Rings in 2025 as WRH's First Newborn

Windsor Regional Hospital is thrilled to announce the arrival of Windsor's first baby of 2025!

First baby of 2025
IMPRESSIONS - 3,731
REACH - 3,360
ENGAGEMENT - 285

INSTAGRAM



113 likes, 5 comments

Liked by maryvalecentre and others
wrhospital It's been quite the year at Windsor Regional Hospital with lots to celebrate as 2024 comes to a close.

Visit the link below to check out our Year in Review!
<https://wrh.on.ca/newsroom?newsid=12354>

Comments are off. [Review controls.](#)

December 30, 2024

2024 Year in Review post

IMPRESSIONS - 2,294

REACH - 1,882

ENGAGEMENT - 119



Honourable Mentions:

- **PSA post re: gift shops at both campuses**
 - Impressions – 1,278
 - Reach – 1,258
 - Engagement - 25
- **Recruitment post re: RPN – Operating Room position**
 - Impressions – 1,102
 - Reach – 1,081
 - Engagement – 13
- **PSA post re: Patient Directory**
 - Impressions – 1,092
 - Reach – 1,079
 - Engagement – 10

WRH News Clippings – Dec. 31, 2024 to Jan. 29, 2025

CTV WINDSOR

Clear Medical Imaging employees return to work after strike ends

CTV Windsor, December 30, 2024

<https://windsor.ctvnews.ca/clear-medical-imaging-employees-return-to-work-after-strike-ends-1.7160465>

WRH announces 'out of this world' arrival as 2025 New Year's baby

CTV Windsor, January 1, 2025

<https://windsor.ctvnews.ca/wrh-announces-out-of-this-world-arrival-as-2025-new-year-s-baby-1.7162233>

VIDEO: Windsor welcomes first baby of 2025

CTV Windsor, January 2, 2025

<https://windsor.ctvnews.ca/video?clipId=3056108>

ESHC launches investigation following LaSalle family's allegation of misdiagnosis

CTV Windsor, January 2, 2025

<https://windsor.ctvnews.ca/eshc-launches-investigation-following-lasalle-family-s-allegation-of-misdiagnosis-1.7163209>

Windsor's HART hub application still under review

CTV Windsor, January 2, 2025

<https://windsor.ctvnews.ca/windsor-s-hart-hub-application-still-under-review-1.7163583>

Overdose deaths in Ontario increasingly involve more than one drug, new report says

CTV Windsor, January 8, 2025

<https://toronto.ctvnews.ca/overdose-deaths-in-ontario-increasingly-involve-more-than-one-drug-new-report-says-1.7169630>

Despite missed target, Ontario cities pin hopes on program for foreign-trained docs

CTV Windsor, January 15, 2025

<https://www.ctvnews.ca/health/article/despite-missed-target-ontario-cities-pin-hopes-on-program-for-foreign-trained-docs/>

New MRI machine expected to reduce wait times in Leamington

CTV Windsor, January 16, 2025

<https://windsor.ctvnews.ca/windsor/article/new-mri-machine-expected-to-reduce-wait-times-in-leamington/>

Mental health supports reduced substance abuse: Study

CTV Windsor, January 23, 2025

<https://www.ctvnews.ca/windsor/article/windsor-essex-schools-following-mental-health-support-trends/>

Local family donates \$23k to the Windsor Regional Hospital Foundation

CTV Windsor, January 28, 2025

<https://www.ctvnews.ca/windsor/article/local-family-donates-23k-to-the-windsor-regional-hospital-foundation/>

AM800

WRH announces 'out of this world' arrival as 2025 New Year's baby

AM800 News, January 2, 2025

<https://www.am800cklw.com/news/wrh-announces-out-of-this-world-arrival-as-2025-new-years-baby.html>

'Trust your intuition': Local mom says after her baby was diagnosed with meningitis following second opinion

AM800 News, January 2, 2025

<https://www.am800cklw.com/news/trust-your-intuition-local-mom-says-after-her-baby-was-diagnosed-with-meningitis-following-second-opinion.html>

AUDIO: Windsor Regional Hospital Year in Review

AM800 News, January 2, 2025

<https://www.iheart.com/podcast/962-the-dan-macdonald-show-sou-76578042/episode/windsor-regional-hospital-year-in-review-254019505/>

AUDIO: Windsor's first newborn of 2025

AM800 News, January 2, 2025

<https://www.iheart.com/podcast/962-mornings-with-mike-and-meg-76578045/episode/windsors-first-newborn-of-2025-254005273/>

Windsor's HART Hub application still under review as province announces first round

AM800 News, January 2, 2025

<https://www.am800cklw.com/news/windsors-hart-hub-application-still-under-review-as-province-announces-first-round.html>

Transitional planning underway at WRH for move to new acute care hospital

AM800 News, January 5, 2025

<https://www.am800cklw.com/news/transitional-planning-underway-at-wrh-for-move-to-new-acute-care-hospital.html>

Windsor Regional Hospital sees respiratory illnesses surge over winter break

AM800 News, January 10, 2025

<https://www.am800cklw.com/news/windsor-regional-hospital-sees-respiratory-illnesses-surge-over-winter-break.html>

W.E. Care for Kids Foundation looking for spokeskids

AM800 News, January 12, 2025

<https://www.am800cklw.com/news/we-care-for-kids-foundation-looking-for-spokeskids.html>

Erie Shores HealthCare celebrates official opening of new MRI suite

AM800, January 17, 2025

<https://www.am800cklw.com/news/erie-shores-healthcare-celebrates-official-opening-of-new-mri-suite.html>

More than a third of Canadians turn to online info due to lack of doctor access: poll

AM800 News, January 21, 2025

<https://www.am800cklw.com/news/more-than-a-third-of-canadians-turn-to-online-info-due-to-lack-of-doctor-access-poll.html>

ESHF looking to raise \$1.5-million to reach MRI fundraising goal

AM800 News, January 22, 2025

<https://www.am800cklw.com/news/eshf-looking-to-raise-15-million-to-reach-mri-fundraising-goal.html>

Just under 6,500 elementary and secondary students face suspension for incomplete immunization records

AM800 News, January 23, 2025

<https://www.am800cklw.com/news/just-under-6-500-elementary-and-secondary-students-face-suspension-for-incomplete-immunization-records.html>

Ontario expands access to palliative care in Windsor-Essex by adding hospice bed

AM800 News, January 25, 2025

<https://www.am800cklw.com/news/ontario-expands-access-to-palliative-care-in-windsor-essex-by-adding-hospice-bed.html>

BLACKBURN RADIO

Windsor's first baby of 2025 is a boy!

Blackburn Windsor, January 2, 2025

<https://windsornewstoday.ca/windsor/news/2025/01/02/windsors-first-baby-of-2025-is-a-boy>

ESHC cuts the ribbon on new MRI with new funding from province

Blackburn Radio, January 16, 2025

<https://windsornewstoday.ca/windsor/news/2025/01/16/eshc-cuts-the-ribbon-on-new-mri-with-new-funding-from-province>

ESHF urges public to put it over the top in its fundraising for new MRI

Blackburn Windsor, January 20, 2025

<https://windsornewstoday.ca/windsor/news/2025/01/20/eshf-urges-public-to-put-it-over-the-top-in-its-fundraising-for-new-mri>

ONA warns of "unimagineable consequences" in OHA proposal

Blackburn Windsor, January 20, 2025

<https://windsornewstoday.ca/windsor/news/2025/01/20/ona-warns-of-unimagineable-consequences-in-oha-proposal>

Over 6,000 students without updated vaccine records

Blackburn Windsor, January 23, 2025

<https://windsornewstoday.ca/windsor/news/2025/01/23/over-6000-students-without-updated-vaccine-records>

Windsor HART Hub approved with opening date of April 1

Blackburn Windsor, January 28, 2025

<https://windsornewstoday.ca/windsor/news/2025/01/28/windsor-hart-hub-approved-with-opening-date-of-april-1>

CBC WINDSOR

Parents say 'trust your gut' after infant sent home from hospital later diagnosed with meningitis

CBC Windsor, December 30, 2024

<https://www.cbc.ca/news/canada/windsor/windsor-hospital-baby-london-1.7420410>

Parents say 'trust your gut' after infant sent home from hospital later diagnosed with meningitis

CBC Windsor, December 30, 2024

<https://www.cbc.ca/news/canada/windsor/windsor-hospital-baby-london-1.7420410>

Meet baby Jupiter — Windsor's 1st newborn of 2025

CBC Windsor, January 2, 2025

<https://www.cbc.ca/news/canada/windsor/1st-windsor-2025-baby-1.7421550>

Here are the health stories we're watching in Windsor-Essex this year

CBC Windsor, January 3, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-essex-health-1.7421753>

Overdose deaths in Ontario increasingly involve more than 1 drug, new report says

CBC Windsor, January 9, 2025

<https://www.cbc.ca/news/canada/toronto/overdose-deaths-ontario-multiple-drugs-public-health-1.7426699>

'Significant' increase in gastrointestinal illness in Windsor-Essex long-term care, retirement homes

CBC Windsor, January 11, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-essex-health-unit-virus-1.7428827>

New money for Erie Shores MRI suite will double the number of scans it can do, CEO says

CBC Windsor, January 16, 2025

<https://www.cbc.ca/news/canada/windsor/erie-shores-ceo-mri-1.7433870>

Windsor getting new Homelessness and Addiction Recovery Treatment (HART) hub

CBC Windsor, January 27, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-hart-hub-announcement-1.7442881>

WINDSOR STAR

Windsor Regional Hospital welcomes baby Jupiter as city's first newborn of 2025

Windsor Star, January 1, 2025

<https://windsorstar.com/news/local-news/windsor-regional-hospital-welcomes-baby-jupiter-as-citys-first-newborn-of-2025?tbref=hp>

Windsor baby sent home from hospital later diagnosed with serious infection

Windsor Star, December 31, 2024

<https://windsorstar.com/news/local-news/windsor-baby-sent-home-from-hospital-later-diagnosed-with-serious-infection?tbref=hp>

More tech, more partners — Chief Bellaire looks to future of Windsor policing

Windsor Star, January 6, 2025

<https://windsorstar.com/news/local-news/police-chief-bellaire>

End-of-life care: Provincial government adds new bed at Windsor hospice

Windsor Star, January 27, 2025

<https://windsorstar.com/news/local-news/end-of-life-care-provincial-government-adds-new-bed-at-windsor-hospice?tbref=hp>

OTHER

LHSC names new vice-president for Children's Hospital in London

London Free Press, January 27, 2025

<https://lfpres.com/news/local-news/new-vice-president-london-childrens-hospital>