



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, March 3, 2022

VIA ZOOM: 1700 hours

Windsor, Ontario

(ZOOM link is included with the meeting invitation)

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (Paniccia)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (Paniccia)		1702	
3. <u>PREVIOUS MINUTES:</u> February 3, 2022 (Paniccia)	Tab A	1703	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO</u> (Musyj) Will be live presentation		1705	FYI
5. <u>CNE REPORT (Riddell)</u> (verbal)		1730	
6. <u>SCHULICH REPORT</u> – (Jacobs)	Tab B	1740	FYI
7. <u>FINANCIAL PRESENTATION</u> – (Allen)	Tab C	1745	MOTION (accept)
8. <u>CONSENT AGENDA:</u> Finance/Audit & Resources: February 22, 2022 & Operating Results (Allen)	Tab D	1755	MOTION (accept)
9. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)	Tab E	1800	FYI
10. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)		1805	
11. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, April 7, 2022 – ZOOM		1810	FYI

12. <u>ADJOURNMENT</u> (Paniccia)		1810	MOTION

REGRETS ONLY TO dawn.sutherland@wrh.on.ca, or (519) 254-5577 X52517



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, February 3, 2022**, 17:00 hours, via ZOOM, live streamed on YouTube.

PRESENT VIA ZOOM:

Anthony Paniccia, Chair

Genevieve Isshak

Paul Lachance

Michael Lavoie

Penny Allen

Cynthia Bissonnette

Laura Copat

Dan Wilson

Dr. Laurie Freeman

Ian McLeod

Mary Dawson

Patricia France

Dr. Wassim Saad (ex-officio, non-voting)

David Musyj (ex-officio, non-voting)

Karen Riddell (ex-officio, non-voting)

Dr. Larry Jacobs (ex-officio, non-voting)

Dr. Maher Sabalbal (ex-officio, non-voting)

STAFF VIA ZOOM:

Executive Committee

1. CALL TO ORDER:

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

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the January 6, 2022 Board meeting had been previously circulated.

MOVED by Mr. P. Lachance, **SECONDED** by Ms. C. Bissonnette and **CARRIED THAT** the minutes of the January 6, 2022 Board of Directors meeting be approved.

The Chair provided a couple of updates:

- Hats on for Healthcare – the 13th annual Hats on for Healthcare campaign will take place March 2 – 30, 2022. This year it is a virtual event to support WRH's mental health programs. All details are available on the website.
- February 1 – 7, 2022 is Eating Disorder Awareness week. The Bulimia Anorexia Nervosa Association (BANA) will be hosting a virtual event and running various educational events online to spread awareness, educate and inspire others to take action to support those impacted by eating disorders. More information can be found at <https://bana.ca/>.

4. REPORT FROM THE PRESIDENT & CEO:

Mr. Musyj gave a verbal report accompanied by slides. The following are highlights from his report:

- i) Provincial snapshot and projections – the Ontario Science Advisory Table has put together a range of scenarios however it is difficult to predict due to Omicron and level of community immunity. Mr. Musyj referred to the example scenarios on slide 1. All example scenarios assume a moderate increase in contacts as of January 31, 2022 with the reopening of the economy.

Mr. Musyj also spoke to the adult inpatient COVID and med/surg census and projections explaining Ontario does not have flexibility in the system with respect to critical care beds, especially in a surge as compared to Michigan.

- ii) Directive #2 – a pause was put into place on January 5, 2022 based upon flex in the system. This created physical capacity in the hospital. Mr. Musyj advised there will be a gradual lifting of Directive #2 with a phased approach (Phases 1 through 4). Phase 1 allows the resumption of diagnostic imaging, cancer screening and scheduled ambulatory clinics at the discretion of individual hospitals. This does not include Day Surgery. There needs to be declining hospitalizations, reduced outbreaks and stabilized bed capacity before we can move to Phase 2, at which time we can do 70% of our 2019 surgery volumes. Phase 3 is 90% and then 100% or greater at Phase 4. Mr. Musyj acknowledged the amount of work the WRH team has done entering into Directive #2.
- iii) Swiss Cheese Model – we must continue with all interventions in order to reduce the risk of acquiring or spreading COVID-19.
- iv) Vaccine Effectiveness – unvaccinated people currently have a 6-fold higher risk of being in the hospital and a 12-fold higher risk of being in the ICU compared to those with 2 or 3 doses of the vaccine.
- v) Vaccine Data for W/E / Canada – Dr. Saad spoke to the safety and side effects of the MRNA vaccines and presented data for W/E as well as Canada.

75.6% of the W/E population are fully vaccinated. Since December 2020 – December 31, 2021, there have been 89 ER visits to WRH related to vaccinations however only 2 patients were admitted, one with pericarditis and one with myocarditis. Both individuals have now received 3 doses of the vaccine.

In Canada there have been 75,026,797 vaccine doses administered. Dr. Saad advised there has been 35,211 adverse events reported, or 1 in 2,131 people. As of January 21, 2022 there has been a total of 277 reports of death in Canada. Dr. Saad explained that although these deaths occurred after vaccination, they are not necessarily related to the vaccine. The data presented also included the AstraZeneca vaccine.

- vi) Antiviral and Antibody treatment – Dr. Saad reported. Windsor Regional Hospital has been approved to provide COVID-19 medications of monoclonal antibody and anti-viral medication to treat COVID-19 positive patients who meet very specific criteria established by the Ontario COVID-19 Science Advisory Table. There is currently a

limited supply of both medications. We have administered 16 doses to date of the monoclonal antibody medication. To date, we have not administered any Paxlovid. Dr. Saad advised there are a lot of drug interactions with Paxlovid such as blood pressure medication.

5. CNE REPORT

Ms. Riddell reported. This month's report focuses on the UNE program (Undergraduate Nurse Employee) as a follow up to the January report that touched on HHR strategies moving forward. Highlights are as follows:

- The UNE program is the most successful strategy WRH has implemented to date. The program was implemented early in the pandemic, March 2020 in order to bolster our HHR capacity. We expanded the program to also include Undergraduate Respiratory Therapy Employees, hiring RT students to assist WRH RTs with the increased demand for advanced respiratory support.
- This program has strengthened the solid partnerships with the University of Windsor and St. Clair College.
- We currently have 200 UNEs employed in every clinical area and also in COVID-specific areas such as the Assessment and Vaccination Centres.
- The Provincial Government initiated funding in early 2021 for an Extern Program to support implementation of this model at other hospitals. Ms. Riddell outlined the many benefits of the program. There is so much need to bolster our front-line providers. The WRH team would not be complete without the UNEs.

Please see the link to the video of some of the UNEs providing feedback on their experience: <https://www.dropbox.com/s/bykyq54mo84tk63/Video%20for%20Board%2020Feb.%203%2C%202022.MP4?dl=0> link for video.

6. REPORT FROM SCHULICH:

Dr. Jacobs reported the following:

- Applications are now being received for the Schulich UWindsor Opportunities for Research Excellence Program. This program has been in place since 2014 and will provide funding for Schulich's Windsor Campus undergraduate medical education students to undertake a research project under the supervision of a University Faculty member.
- Nominations for the 2022 Awards of Excellence are now open. The event will be held on April 13, 2022.
- CaRMS Match Day for the 4th year class is set for April 12, 2022. The Windsor Campus has 10 Family Medicine positions for round 1 and 2 positions in Psychiatry.

7. Financial Presentation – November 30, 2021

Ms. Allen reported.

Slide 2 – Financial Results – Hospital Operations

- \$6.4 million deficit for hospital operations year to date
- The net deficit after building amortization is \$7,657,000
- COVID-19 unfunded ineligible expenses total \$3,936 based on the current reimbursement rules

- COVID has resulted in non-ministry revenues being under budget by \$3.7 million
- Unearned Ministry volume funding being under budget by \$5.1 million. A year ago that number was \$8.6 million a significant improvement.
- Recent communications indicate that the Ministry will require year-end reconciliations and recovery of unearned volume revenues and that non-ministry revenue shortfalls will not be funded. However we expect the advocacy by the Ontario Hospital Association and the hospitals themselves will see a similar plan as last fiscal year to make hospitals whole and not be negatively impacted by the pandemic.

Slide 3 – COVID-19 Impact on Expenses

- This slide shows the breakdown of where the \$3.9 million year to date in extraordinary expenses, and \$3.7 million in lost revenues are impacting our financial statements.

Slide 4 – Revenue

- Base and one time funding is \$25 million favourable due to amounts that have been accrued for known COVID-19 reimbursements. These include the Q1 & Q2 incremental expenses, temporary physician payments, vaccination and assessment centre funding, nursing extern funding and screening costs.
- Ministry drug reimbursements (for high cost drugs) favourable \$1,397,000 but these are offset by higher drug expenses.
- Patient Services Revenue \$2,449,000 favourable – relates to uninsured patient revenue from the Ministry and higher diagnostic revenues which are offset by higher medical staff remuneration expense
- Other Recoveries favourable \$1,567,000 – retail pharmacy revenues are offset by higher drug expenses

Slide 5 - Expenses

- \$32 million year to date unfavourable variance in expenses. The majority of these expenses are COVID-19-related and are confirmed or eligible for funding
- Medical/Surgical supplies are \$3,275,000 unfavourable due to increased use of PPE, depletion of donated PPE supplies and volume increases as procedure backlogs are addressed
- Drugs \$1.7 unfavourable, systemic and renal drugs are funded by Ontario Health and additional drug expenses in retail pharmacies are offset by recoveries as noted previously
- Other supplies variance of \$10.5 million and includes:
 - \$3,561,000 in additional e-Volve HIS project costs due to COVID-19 delays, which have been funded by the Ministry
 - \$3,456,000 for referred out vaccination centre expenses (City of Windsor and County of Essex EMS) also fully funded
 - \$1,940,000 for referred out cataract procedures which are fully funded

MOVED by Ms. P. Allen, **SECONDED** by Mr. I. McLeod and **CARRIED**
THAT the February 3, 2022 Financial Presentation (as of December 31, 2021) be accepted.

8. CONSENT AGENDA:

MOVED by Ms. P. Allen, **SECONDED** by Mr. P. Lachance and **CARRIED**
THAT the report from the January 24, 2022 Finance/Audit & Resources Committee meeting be accepted.

9. CORRESPONDENCE/PRINTED MATTER:

a) Media Report – FYI only.

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

None

11. NEW BUSINESS:

None

12. DATE OF NEXT REGULAR MEETING:

Thursday, March 3, 2022, 1700 hrs VIA: ZOOM

13. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Ms. P. France, **SECONDED** by Dr. L. Freeman and **CARRIED**

THAT the February 3, 2022 Board of Directors meeting be adjourned at 1745 hours.

Anthony Paniccia, Chair
Board of Directors
/ds

Dawn Sutherland
Recording Secretary

Update to WRH Board of Directors (March 3, 2022)

Announcements:

- Florentine Strzelczyk will join Western University as its [new provost and vice-president \(academic\)](#) effective May 1, 2022.
- Dr. John Fuller has been appointed [interim Chair/Chief of the Department of Anesthesia & Perioperative Medicine](#), Schulich School of Medicine & Dentistry, Western University, and its teaching hospitals, London Health Sciences Centre and St. Joseph's Health Care London, effective December 16, 2021 to December 31, 2022 or until a permanent Chair/Chief is appointed.
- Dr. Scott McKay has been appointed as the [Chair/Chief of the Department of Family Medicine](#) at the Schulich School of Medicine and Dentistry, Western University effective February 1, 2022 to March 31, 2027.
- [Strengthening peer support for clinical faculty](#) *Features Andrea Lum and Laura Foxcroft*
- [Global vaccine equity key to ending COVID-19 pandemic](#) *Features Saverio Stranges, Michael Clarke, Shehzad Ali and Michael Silverman*
- [Addressing the barriers in medical school admissions](#) *Highlights the Community of Support*
- [CIHR announces Project Grant recipients](#) *Ten projects at Schulich Medicine & Dentistry received funding*
- [Enabling the changemakers of tomorrow](#) *Highlights MD+*

Windsor Update:

- The CPD Faculty Development Mini Fellowship grant is intended to support faculty engaging in professional development opportunities to enhance their roles as teachers, researchers, and administrators. Grants of up to \$5000.00 are available to Schulich School of Medicine & Dentistry faculty members from London, the Windsor Campus, and the Distributed Academies. The competition closes on **Sunday, March 27, 2022** at 11:59 pm (EST).
- Dean John Yoo will be visiting Windsor on March 24 and 25.
 - March 24 he will host a CPD event presented by Dr. Bill McAuley
 - Details on registration to follow
 - March 25 at 9:00 a.m. he will host a townhall from the Windsor Campus.
 - To attend in person at our Windsor Campus, [REGISTER HERE](#)
To attend via Zoom, [REGISTER HERE](#)

- The Awards of Excellence – Windsor Campus celebrate the commitment and dedication of faculty, residents, staff and students. As mentors and role models, the recipients are distinguished by their leadership skills and embodiment of the School's values.
 - We are excited to celebrate the 2022 Awards of Excellence - Windsor Campus recipients on Wednesday, April 13, 2022 at St. Clair College Centre for the Arts
fingers crossed

- CaRMS Match Day for the fourth-year class is set for April 12, 2022. Applications closed for this year's first iteration on January 31. The Windsor campus has 10 Family Medicine positions for round 1 (6+3+1) and Psychiatry has 2 positions (1+1).

Respectfully submitted,

Lawrence Jacobs, MD, FRCPC, FACP
Associate Dean, Windsor Campus
Schulich School of Medicine & Dentistry, Western University.



Board of Directors Meeting
March 3, 2022
Monthly Operating Results Report
for the Ten Months Ending January 31, 2022

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

January 31, 2022

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 518,665	\$ 478,414	\$ 40,251	8.4%
Expenses				
Salaries and Wages	\$ 226,079	\$ 216,801	\$ (9,278)	(4.3%)
Employee benefits	56,517	54,198	(2,319)	(4.3%)
Employee ben. - future ben. costs	1,709	1,709	-	0.0%
Medical staff remuneration	52,914	44,316	(8,598)	(19.4%)
Medical & Surgical supplies	34,482	30,832	(3,650)	(11.8%)
Drugs	61,329	58,241	(3,088)	(5.3%)
Supplies & other expenses	70,485	58,445	(12,040)	(20.6%)
Long term Interest	5,796	5,796	-	0.0%
Equipment lease / rental	2,115	1,954	(161)	(8.2%)
Equipment amortization	9,417	9,193	(224)	(2.4%)
Total Expense	\$ 520,843	\$ 481,485	\$ (39,358)	(8.2%)
Surplus / (Deficit) From Hospital Operations	\$ (2,178)	\$ (3,071)	\$ 893	
COVID-19 extraordinary operating expenses unfunded - eligible	\$ 12,020		\$ 12,020	
COVID-19 extraordinary operating expenses unfunded - ineligible	\$ 1,555		\$ 1,555	
COVID-19 related unfunded non-ministry revenue loss included above	\$ 4,214		\$ 4,214	
YTD - Unearned Ministry volume funding	\$ 5,176		\$ (5,176)	
Surplus or (Deficit) / Revenue	-0.42%	-0.64%	0.22%	

Net Surplus/(Deficit) after building amortization (\$3,569)

Financial Results – COVID-19 Impact

January 31, 2022

Windsor Regional Hospital COVID-19 Revenue Loss & Expenses Year-to-Date January 2022			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
Revenue			
Patient Services	-	-	3,330,162
Recoveries	-	-	884,181
Total Revenue	-	-	4,214,343
Expense			
Compensation	8,605,948	6,971,340	1,554,747
Medical Staff Fees	6,479,645	304,503	-
Med. Surg. Supplies	2,698,032	1,240,315	-
Drugs	19,820	117	-
Other supplies & expense	8,528,260	3,124,697	-
Equipment Expenses	804,125	378,700	-
Renovations	12,974	-	-
Total Expense	27,148,804	12,019,671	1,554,747
Total Operating	\$ 27,148,804	\$ 12,019,671	\$ 5,769,090
Capital	26,634	722,500	\$ -
Combined Total	\$ 27,175,438	\$ 12,742,171	\$ 5,769,090

Year to Date Results include \$1.5 million in COVID-19 extraordinary expenses which are ineligible for funding. This relates to two items:

- 1) Wage rate differential for Nursing Externs. The maximum hourly rate per the agreement is \$20.60 per hour including benefits. WRH pays Externs \$25 per hour before benefits.
- 2) Difference between the actual cost of running the Assessment Centres and the funding at \$38 per swab.

Financial Results

January 31, 2022

Year to Date Revenue

- **Base and One-Time Funding \$35 million favourable**
- **Amounts accrued for known COVID-19 reimbursements:**
 - \$16 million for April 2021 to January 2022 incremental COVID-19 expenses
 - \$11.3 million for Vaccination Centre expenses
 - \$6.8 million in COVID-19 physician payments
 - \$2.8 million for Nursing Externs
 - \$2.1 million in Assessment Centre per swab funding (\$38/swab)

Ministry Drug reimbursements \$2,253,000 favourable (offset by drug expenses)

Preferred Accommodation and Co-Payment Revenue \$2,520,000 unfavourable

Patient Services Revenue \$2,652,000 favourable primarily due to Ministry reimbursements for uninsured services

Other Recoveries \$2,277,000 favourable primarily due to pharmacy revenues/recoveries

Financial Results

January 31, 2022

Year to Date Expenses

- **\$39 million year to date unfavourable variance in expenses**
 - **\$39.2 million of the total \$40.7 million in COVID-19 expenses are confirmed/eligible for funding**
- **Med/Surg Supplies \$3,650,000 unfavourable due to increased use of PPE, depletion of donated PPE supplies and volume increases to address procedure backlogs**
- **Drugs \$3 million unfavourable, systemic and renal drugs are funded by Ontario Health and additional drug expenses in retail pharmacies are offset by recoveries**
- **Other supplies \$12 million unfavourable and includes:**
 - **\$4,040,000 for referred out vaccination centre expenses (City of Windsor and County of Essex EMS)**
 - **\$3,561,000 in additional e-Volve HIS project costs due to COVID-19 delays**
 - **\$2,119,000 for referred out cataract procedures**

Note: these higher costs have offsetting funding



MOTION/ACTION SHEET

From The

FINANCE/AUDIT & RESOURCES COMMITTEE MEETING General Session

Tuesday, February 22, 2022

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



MINUTES from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE** (*General Session*) held on Tuesday, February 22, 2022 Via Zoom (following the In-Camera Session).

PRESENT:

Penny Allen
Dr. Laurie Freeman
Paul Lachance
Dan Wilson
Ian McLeod
Dr. Maher Sabalbal

COMMUNITY MEMBERS:

Sandra Boglitch
Dwayne Dawson
Trevor Chapman
Robert Klein
Ramona Nordemann

Anthony Paniccia, Chair of the Board

STAFF:

David Musyj
Mark Fathers
Heidi Zimmer
John Faber
Mary Macera

1.0 CALL TO ORDER

Mrs. Allen called the meeting to order at 7:15 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Trevor Chapman, **SECONDED** by Ramona Nordemann that the **General Finance/Audit & Resources Committee Agenda of Tuesday, February 22, 2022, be approved.**

CARRIED.

3.0 CONFLICT OF INTEREST

No "Conflict of Interest" was declared.

4.0 PRESENTATIONS

There were No Presentations.

5.0 FOR APPROVAL / RECOMMENDATION(S)

5.1 Minutes of Previous Meeting – Monday, January 24, 2022

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, January 24, 2022** were previously circulated to all members.

MOVED by Laurie Freeman, SECONDED by Dwayne Dawson that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, January 24, 2022 be approved.

CARRIED.

6.0 FOR DISCUSSION

6.1 Monthly Operating Results Report – January 31, 2022 (As Appended)

Ms. Zimmer provided the following highlights:

- Operating results report for the ten months ended January 31, 2022 resulted in a deficit of \$3,569,000 (\$3,551,000 positive Hospital Margin).
- Items to note:
 - Operating results include a combined \$45 million in higher costs and lost revenues related to COVID-19. Ministry has now confirmed that the COVID-10 expenses will be reimbursed through criteria applied in fiscal 2020-2021 for the entire fiscal year 2021-2022. Some costs such as PPE's are now eligible for reimbursement.
 - WRH has received funding of \$709,800 for an additional 3 acute med/surg beds to be operational from October 1, 2021 to March 31, 2022. The revenue and expense is not included in the budget.
 - WRH has received confirmation of funding for 2 critical care beds. Revenue and expense is included in the budget (for 8 beds). What has been funded for the first half of the fiscal year (April to September 2021), WRH will have a shortfall of approximately \$2.1 million annually for these beds. The January 2022 results reflect this adjustment of revenue for the 10 months.
 - Please see appended results for in-depth review of the monthly financial statements.

6.2 Status of 2021-22 Budget Risk Items – January 31, 2022

The forecast was revised in a positive way as a result of the change by the Ministry as to what COVID-19 costs are now eligible for reimbursement.

Overall for Potential Hospital Margin:

Best Case - \$17,699,000

Worst Case - \$536,000

Most Likely – \$12,111,000

7.0 FOR INFORMATION

7.1 Project Management Office (PMO) Report – February 2022

This correspondence is provided to the committee members for information.

7.2 President's Report – February 2022

Committee members are welcome to access the link provided on the meeting agenda to listen to Mr. Musyj's monthly report.

8.0 DATE OF NEXT MEETING

The Finance/Audit & Resources Committee will meet on **Monday, March 28, 2022 at 5:00 p.m. Via Zoom.**

9.0 ADJOURNMENT

Mrs. Allen indicated that there was no further business.

MOVED by Ramona Nordemann, SECONDED by Paul Lachance that the General Meeting from the Finance/Audit & Resources Committee of Tuesday, February 22, 2022, be adjourned at 7:33 p.m.

CARRIED.

Mrs. Penny Allen, Chair & Treasurer
FinAudit&Resources_Minutes
20220222

Mary Macera
Recorder

Windsor Regional Hospital

Operating Results Report

For the Ten Months Ended January 31, 2022

Financial Summary - January 2022

(\$000's)

	Line	January 2022 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$518,665	\$478,414	\$40,251
Total Expense	20	520,843	481,485	(39,358)
Surplus / (Deficit)	21	(2,178)	(3,071)	893
Other Votes (net)	22	(33)	(66)	33
Other Recoveries / (Exp)	23	(34)	-	(34)
Subtotal	24	(2,245)	(3,137)	891
Net bldg. amortization	25	(1,324)	(1,298)	(26)
Net Surplus (Deficit)	26	\$ (3,569)	\$ (4,435)	\$ 865

Hospital Margin	\$ 3,551	\$ 2,659	\$ 891
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Capital Equipment Expenditures	\$ 19,196	\$ 25,630	\$ 6,434
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* Variance - favourable / (unfavourable)

Operation Highlights:

- The operating results for the ten months ended January 31, 2022 resulted in a deficit of \$3,569,000 (\$3,551,000 positive Hospital Margin) based on the Ministry of Health (Ministry) definition. There are three items worth noting -
 - a. Operating results include a combined \$45 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. The Ministry has now confirmed that COVID-19 expenses will be reimbursed via the criteria applied in fiscal 2020-2021 for the entire fiscal year 2021-2022. Some costs such as incremental PPE are now eligible for reimbursement. Revenue is recognized when funding confirmation has been received.

- b. WRH has received funding of \$709,800 for an additional 3 acute medical/surgical beds to be operational from October 1, 2021 to March 31, 2022. The associated revenue and expense for these beds is not included in the budget.
- c. WRH has received confirmation of funding for 2 critical care beds. The budget assumes that we will be funded for a total of 8 critical care beds. The associated revenue and expense for 8 beds is included in the budget. In December the Ministry confirmed funding for critical care beds for April to September 2021. Based on what has been funded for the first half of the fiscal year WRH will have a revenue shortfall of approximately \$2.1 million annually for these beds. The year to date January 2022 results reflect the adjustment of this revenue for ten months. We are following up with the Ministry as to this difference.

1. Financial Results for the Ten Months ended January 31, 2022
(Statement 2)

For the ten months ended January 31, 2022, the deficit after net building amortization is **\$3,569,000**, which is \$865,000 better than plan. This represents a positive Ministry of Health Margin of \$3,551,000 (one year ago, the margin was negative \$12,544,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$45 million are included in these results. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1, 2021 to January 31, 2022 and which have been funded and or not funded (eligible and ineligible for funding under the most recent guidance).

Windsor Regional Hospital COVID-19 Revenue Loss & Expenses Year-to-Date January 2022			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
Revenue			
Patient Services	-	-	3,330,162
Recoveries	-	-	884,181
Total Revenue	-	-	4,214,343
Expense			
Compensation	8,605,948	6,971,340	1,554,747
Medical Staff Fees	6,479,645	304,503	-
Med. Surg. Supplies	2,698,032	1,240,315	-
Drugs	19,820	117	-
Other supplies & expense	8,528,260	3,124,697	-
Equipment Expenses	804,125	378,700	-
Renovations	12,974	-	-
Total Expense	27,148,804	12,019,671	1,554,747
Total Operating	\$ 27,148,804	\$ 12,019,671	\$ 5,769,090

The ineligible compensation of \$1.55 million is made up of two items –

- 1) The rate difference for the Externs, the maximum hourly rate per the agreement with the Ministry is \$20.60 per hour including benefits. We pay \$25 per hour before benefits
- 2) The difference between the costs of the Assessment Centre and the funding recovery at \$38 per swab

It should be noted that with respect to Ministry volume based funding, we have unearned revenue for these ten (10) months of \$5.2 million as compared to \$13.4 million one year ago.

Revenue

Ministry revenue (combined base and one-time) is \$35 million higher than budget. The Hospital has received confirmation that incremental COVID-19 operating expenses incurred for the entire fiscal year will be funded under the same criteria as in 2020-2021. One time funding is favourable year to date as it includes accruals for revenue for which we have received a funding letter or Ministry confirmation. Included in this accrual is \$5,658,000 in funding for incremental expenses incurred from October 2021 to January 31, 2022 per the updated guidance issued on February 3, 2022. One time funding includes the following:

- ✚ \$16 million for April 2021 to January 2022 incremental COVID-19 expenses (including screening)
- ✚ \$11.3 million for Vaccination Centre expenses
- ✚ \$6.8 million COVID-19 physician payments
- ✚ \$2.8 million for Nursing Externs
- ✚ \$2.1 million in Assessment Centre per swab funding

Originally, hospitals were informed that only costs for Vaccination Centres, patient repatriation and staff redeployment to long term care would be reimbursed through the COVID-19 incremental expense reimbursement process. The Ministry has now confirmed that incremental COVID-19 expenses for the entire fiscal year will be fully reimbursed. The Ministry is gathering additional information from hospitals regarding PPE purchases and has made PPE supplies available to hospitals from the provincial stockpile at no cost.

The preferred accommodation revenue variance is unfavourable to budget by \$2,520,000. Lower occupancy due to the reduced number of elective surgeries contributes to this shortfall, as well as the Ministry of Health directive that hospitals cannot bill uninsured patients for semi-private and private accommodation during the pandemic. Previously, uninsured patients would have paid out of pocket for this accommodation. Infection prevention and control measures often require patients to be placed in private rooms and we are unable to bill for this accommodation in these circumstances.

Chronic Co-payment revenue is \$34,000 under budget due to the factors mentioned above for preferred accommodation.

Patient Services revenue variance is \$2,652,000 favourable (10%) year to date, with much of the positive variance attributable to uninsured patient revenue. This revenue is reimbursed by the Ministry at the interprovincial billing rate which is higher than OHIP rates. Previously many of these accounts would have been uncollectible. Diagnostic revenues are \$900,000 higher than planned as initiatives to address backlogs have been implemented. These revenues are offset by an increase in related medical staff remuneration.

Equipment Grant amortization is ahead of budget \$389,000 (15.4% favourable). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$2,277,000 favourable (6.5%) to budget. This revenue category is impacted by the reduction in hospital services earlier in the fiscal year. Revenues were significantly reduced for parking and retail food operations as volumes are lower due to visitation restrictions. These losses are offset by the combined surpluses in the retail pharmacies of \$700,000 year to date.

Expenses

Salaries are currently over budget (unfavourable) by \$9,278,000 (4.3%) year to date January 31, 2022. Salaries for COVID-19 screening (staff, patients and visitors), staffing of the Assessment Centres and the Vaccination Centre total \$10,507,000 to date. The hospital has received confirmation of continued funding for two (2) additional critical care beds over base for the full fiscal year. In addition, WRH has received funding confirmation of \$1,455,800 for six (6) additional critical care beds for April to September and we expect the same level of funding for October 2021 to March 2022.

Year to date spending for employees in paid isolation is \$452,000 and paid sick time due to COVID-19 is \$1,156,000. Both sick and isolation costs remain high due to the Omicron variant. January isolation costs were \$204,000 or 45% of the total year-to-date spend and COVID sick pay was \$637,000 or 55% of the total year-to-date spend. Temporary hires (Nursing Externs) have been paid \$3,837,000 to date. Professions included in the Enhanced Extern Program include undergraduate medicine students, respiratory therapy students, paramedic externs and recently expanded to include internationally educated nurses. This program is funded by the Ministry and is currently in effect until March 31, 2022.

Employee Benefits are unfavourable to budget by \$2,319,000 (4.3%). The variance is attributable to the higher than budget wage variance.

Employee Future Benefits are on budget. They are subject to change pending the year end actuarial valuation.

Medical Staff Remuneration is over budget (unfavourable) by \$8,598,000 (19.4%). Of this variance, \$7 million is attributable to COVID-19 and will be funded through the

temporary physician funding for COVID-19. This funding has now been extended to September 30, 2022. The remaining variance occurs in diagnostic services as the costs of earning additional patient services revenue.

Medical & Surgical Supplies are unfavourable to budget by \$3,650,000 (11.8%) year to date. The main source of the deficit is the overall increase in Personal Protective Equipment (PPE) throughout the hospital. Additionally, most of the PPE that was donated in the early stages of the pandemic has been utilized requiring purchases to replenish supplies.

It should be noted that elective surgery cancellations affect the ability to reach QBP funded volumes and may result in some funding having to be returned to the Ministry at year-end.

Drug expenses are unfavourable by \$3,088,000 (5.3%) year to date. Retail pharmacy revenues more than offset this budget deficit and have a favourable net drug expense to revenue of \$709,000. The chemotherapy suite and renal program drug expenses to revenues are balanced.

Supplies and Other Expenses are unfavourable to budget by \$12,040,000 (20.6%). Significant deficits are as follows:

- ⬇️ \$4,040,000 for City of Windsor and Essex EMS Vaccination expenses
- ⬇️ \$3,561,000 million in additional costs incurred for the e-Volve HIS project due to COVID-19 related delays in implementation
- ⬇️ \$2,119,000 referred-out cataract cases
- ⬇️ \$1,114,000 building service equipment & service contracts
- ⬇️ \$935,000 minor equipment purchases (COVID-19 related)
- ⬇️ \$528,000 referred out laundry

Most of these costs have been funded through COVID one time funding or QBP funding. Offsetting some of the other supplies deficits is a surplus of \$965,000 in utilities due to the ongoing electricity rebate.

Long Term Interest expense is balanced.

Equipment Lease/Rental is \$161,000 unfavourable (8.2%) to budget to date. This deficit is attributable to equipment rentals for the Screening, Assessment and Vaccination centres. These costs are recovered through the COVID reimbursements.

Equipment amortization is \$224,000 (1.4%) over budget due to the timing of new additions.

Other Votes – Other Votes are \$33,000 favourable year to date.

Other Recoveries / (Expenses) – consistent with the prior year audited financial statement presentation, we have segregated the legal fees related to a particular legal

case. Year to date January 2022, these expenses amount to \$34,000 for which there was no budget.

2. Statement of Financial Position (Statement 3)

The Hospital continues to have challenges in trying to find suitable short-term investments for the cash balances on hand. Rates offered are lower than what we currently earn on accounts. Any increase in the prime rate will positively affect investment rates and additional opportunities to invest these funds.

Our Ministry / Ontario Health receivable has decreased by \$34.3 million from March 31, 2021. While we did receive the \$42.9 million in one time working capital funding accrued at March 31, 2021, the Ministry is slow to fund the eligible expenses for reimbursement related to temporary COVID-19 physician funding, Assessment Centre per-swab funding, Vaccination Centre, Screening and Nursing Extern funding. The confirmed amounts for the first two quarters' incremental operating expenses have been funded and as previously stated the funding for incremental expenses from October 2021 and January 2022 have been accrued. In addition, \$3.3 million in one time funding has been accrued for the additional acute and critical care beds.

Inventory is up \$1,994,000 when compared to March 31, 2021. The increase is attributable to drugs.

The market value of the sinking fund has increased by \$1,737,000 (6.95%) since March 31, 2021. The underlying cost base as a result of realized investment gains has increased by \$220,000 since the original \$25 million investment was made.

3. Patient Volumes

Acute patient days are below target at both campuses with the Met Campus 5,575 below target and the Ouellette Campus 3,650 below target (excl. psych). Surgical cases are 3,581 under plan at the Met Campus and 2,402 below plan at the Ouellette Campus. These lower cases contribute to the lower patient days.

We are still working to obtain outpatient volumes from the new HIS system. Thus explaining why a few of the indicators show as "TBD".

4. Organizational Health

The percentage of sick time year to date for the Met Campus is 6.5%, which is over the target of 4.7% by 1.8%, while overtime is .95% over target at 3.3%.

Sick time at the Ouellette Campus is 6.7% compared to the target of 4.7%, while overtime is over target at 6% year to date compared to the target of 2.35%.

Sick time percentages in the month of January were extremely high at 8.9% for the Met campus and 10% at the Ouellette campus.

Some of the increase in sick time costs at both campus relates to paying staff to remain home in isolation due to COVID-19. As a matter of practice, when we have inpatient units on “outbreak” affected staff are sent home to self-isolate. We are also assuming some of the incidental sick time is staff dealing with childcare issues.

With respect to FTEs, the Met Campus is unfavourable to budget by 9.9 FTEs. At the Ouellette Campus, the FTE variance is favourable by 13.5 FTEs. Overall, the Hospital is 130.5 FTEs over budget with 134.2 FTEs attributable to the staffing requirements at the Assessment and Vaccination Centres to date.

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Ten Months Ending January 31, 2022
Consolidated - Met and Ouellette Campuses

	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
1	\$ 33,591	\$ (1,935)	\$ 346,983	\$ 350,912	\$ 415,736	\$ 418,736	\$ 332,665	\$ 408,108
2	8,756	5,013	76,198	37,035	89,131	44,259	35,033	74,810
3	3,170	866	25,391	23,138	29,665	27,765	21,598	26,422
4	262	(52)	579	3,099	846	3,696	699	850
5	-	(3)	1	35	1	42	-	-
6	3,038	353	29,156	26,504	34,617	31,617	27,132	30,883
7	272	19	2,922	2,533	3,311	3,040	2,515	3,217
8	4,181	710	37,435	35,158	44,323	42,695	35,296	40,045
9	\$ 53,270	\$ 4,961	\$ 518,665	\$ 478,414	\$ 617,630	\$ 571,850	\$ 454,938	\$ 584,335
10	\$ 24,303	\$ (2,134)	\$ 226,079	\$ 216,801	\$ 268,348	\$ 258,748	\$ 219,272	\$ 260,296
11	6,778	(557)	56,517	54,198	68,112	64,859	52,430	64,339
12	171	-	1,709	1,709	2,051	2,051	1,611	2,051
13	5,337	(891)	52,914	44,316	60,180	53,180	44,706	58,057
14	3,488	(375)	34,482	30,832	38,665	36,665	30,787	40,468
15	7,210	(1,369)	61,329	58,241	73,594	69,819	55,570	67,631
16	7,505	(1,487)	70,485	58,445	81,020	70,367	51,626	72,522
17	583	-	5,796	5,796	6,907	6,907	2,299	3,632
18	173	23	2,115	1,954	2,577	2,347	3,207	3,623
19	1,107	(112)	9,417	9,193	10,882	11,182	7,410	8,955
20	\$ 56,655	\$ (6,892)	\$ 520,843	\$ 481,485	\$ 612,336	\$ 576,125	\$ 468,918	\$ 581,474
21	\$ (3,385)	\$ (1,931)	\$ (2,178)	\$ (3,071)	\$ 5,293	\$ (4,275)	\$ (13,980)	\$ 2,861
22	-	5	(33)	(66)	(52)	(52)	(30)	(12)
23	-	-	(34)	-	(36)	-	(833)	41,903
24	(3,385)	(1,926)	(2,245)	(3,137)	5,205	(4,327)	(14,843)	44,752
25	(136)	(7)	(1,324)	(1,298)	(1,558)	(1,558)	(1,310)	(1,536)
26	\$ (3,521)	\$ (1,933)	\$ (3,569)	\$ (4,435)	\$ 3,647	\$ (5,885)	\$ (16,153)	\$ 43,216
27	\$ 4,922	\$ (4,922)	\$ 12,020	\$ -	\$ -	\$ -	\$ 13,192	\$ -
28	\$ 247	\$ (247)	\$ 1,555	\$ -	\$ 2,160	\$ -	\$ -	\$ -
29	\$ 524	\$ (524)	\$ 4,214	\$ -	\$ -	\$ -	\$ 7,482	\$ -
30	\$ 98	\$ (98)	\$ 5,176	\$ -	\$ 7,908	\$ -	\$ 13,377	\$ 19,155

WINDSOR REGIONAL HOSPITAL
Operating Results for the Ten Months Ending January 31, 2022
Consolidated - Met and Ouellette Campuses

Description	Current Month		Year To Date		Year End		Prior Year Actual		
	Actual	Fav/(Unfav) to Budget	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Year to Date	Year End
Financial Performance Measures									
1 Total Margin - \$000's	\$ (2,802)	(1,928)	\$ 3,551	\$ 2,659	\$ 891	\$ 12,112	\$ 2,580	\$ (12,544)	\$ 48,284
2 Total Margin - %	-5.26%	-3.46%	0.68%	0.56%	0.13%	1.96%	0.45%	-2.76%	8.26%
3 Unrestricted cash - \$000's	n/a	n/a	\$ 130,923	N/A	N/A	N/A	N/A	198,440	\$ 119,492
4 Current ratio	n/a	n/a	1.86	1.00	0.86	1.86	1.00	1.90	1.87
Capital equipment expenditures - Fiscal 2021 - 22 \$000's	\$ 2,421	n/a	\$ 8,563	\$ 14,745	\$ 6,182	\$ 17,694	\$ 17,694	\$ 11,932	\$ 16,037
Capital equipment expenditures - PY C/F \$000's	\$ -	n/a	\$ 5,911	\$ 5,052	\$ (859)	\$ 6,062	\$ -	\$ 4,583	\$ 4,796
Capital equipment expenditures - FY C/F \$000's	\$ 135	n/a	\$ 4,722	\$ 5,833	\$ 1,111	\$ 7,000	\$ -	\$ 15,218	\$ 25,047
Patient Volume Measures									
1 Total Weighted Cases (est) - HIG	2,071	(32)	19,846	20,760	(914)	22,588	24,763	17,180	21,525
2 Acute separations (excl psych)	1,317	(728)	14,657	20,232	(5,575)	17,217	24,090	13,889	16,595
3 Acute pat. days (excl. psych)	7,746	559	72,550	75,559	(2,809)	82,912	84,626	63,447	77,051
4 Psychiatric - Adolescent pat. days	80	(28)	1,026	1,057	(31)	1,149	1,269	1,080	1,416
5 Emergency visits and ER holds	TBD	#VALUE!	TBD	45,727	#VALUE!	TBD	54,551	36,340	43,458
6 OR - Inpatient cases	185	(147)	2,386	3,348	(962)	2,832	3,909	2,463	2,956
7 OR - Day Surgery cases	398	(407)	4,882	7,501	(2,619)	5,655	9,484	4,397	5,763
8 Clinic visits	TBD	#VALUE!	TBD	105,021	#VALUE!	TBD	124,549	101,987	123,941
9 Community Services visits	TBD	#VALUE!	TBD	8,966	#VALUE!	TBD	10,695	11,651	16,351
Variable Revenue Volumes:									
(a) Hip procedures	9	3	77	43	34	63	67	72	82
(b) Knee procedures	13	(22)	170	289	(119)	234	410	118	142
(c) Pacemaker inserts	-	-	-	-	-	-	-	-	-
11 MRI Hours of Operation	550	9	5,531	7,548	(2,017)	6,677	6,364	5,197	6,255
12 CT Hours of Operation	745	6	7,351	6,849	502	8,730	8,696	7,335	8,910
Patient Access Measures & System Integration									
1 Acute Average LOS	5.88	(1.34)	4.95	4.54	(0.41)	4.87	4.54	4.57	4.64
2 Psych Average - Adolescent LOS	6.15	0.29	5.08	6.44	1.36	4.73	6.44	5.90	5.80
Organizational Health									
1 % Sick Time to Total Comp	8.90%	N/A	6.50%	4.70%	-1.80%	6.10%	3.90%	6.00%	6.00%
2 % Overtime to Total Comp	4.70%	N/A	3.30%	2.35%	-0.95%	3.10%	2.35%	2.50%	2.50%
3 FTE staffing (Hospital Ops Only)	1,967.9	N/A	1,813.5	1,803.6	(9.9)	1,800.0	1,780.0	1,696.6	1,700.9

WINDSOR REGIONAL HOSPITAL
Operating Results for the Ten Months Ending January 31, 2022
Consolidated - Met and Ouellette Campuses

Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
2,005	(152)	20,090	21,296	22,379	25,402	17,369	21,766
756	(861)	8,488	17,180	9,963	19,043	7,985	9,521
7,393	152	73,609	77,259	85,988	85,253	63,722	77,286
1,502	(423)	16,561	20,543	20,232	22,671	19,752	23,216
TBD	#VALUE!	TBD	45,385	TBD	54,126	36,152	43,303
231	(108)	2,738	3,605	3,259	3,989	2,627	3,025
585	(685)	8,346	9,881	13,430	14,953	5,651	8,040
TBD	#VALUE!	TBD	49,730	TBD	60,039	21,038	26,534
TBD	#VALUE!	TBD	8,194	TBD	9,774	88,833	104,384
10	(18)	256	224	321	333	139	183
24	(16)	352	331	413	471	187	228
33	10	270	221	300	265	202	257
352	(77)	4,517	4,584	5,500	5,053	1,048	2,310
12	(1)	63	21	25	154	1,555	1,149
539	3.00	5,625	4,637	6,785	6,307	5,325	6,396
908	162.50	8,919	8,156	10,680	8,776	7,340	12,389
9.78	(2.45)	8.67	7.33	8.63	7.33	7.98	8.12
-	-	-	-	-	-	-	-
10.73	1.70	9.82	12.43	10.02	12.43	12.11	11.79
10.00%	N/A	6.70%	4.70%	6.10%	3.90%	6.20%	6.20%
7.00%	N/A	6.00%	2.35%	5.70%	2.35%	5.10%	5.00%
1,522.9	N/A	1,483.7	1,497.3	1,490.0	1,515.0	1,440.1	1,442.9
ST. CLAIR COLLEGE CAMPUS ONLY							
Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
-	-	-	-	-	-	271	271
-	-	-	-	-	-	53	53
-	-	-	-	-	-	1,568	1,568
-	-	-	-	-	-	29.58	29.58
-	-	-	-	-	-	22.8	18.6
Assessment Centre and the Vaccination Centres							
Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
151.51	-	134.21	-	134.2	-	102.7	80.0

Statement # 3

WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION

As At January 31, 2022
(Amounts in 000's)

	January 31, 2022	March 31, 2021	January 31, 2022	March 31, 2021
ASSETS				
Current assets:				
Cash & short-term investments	\$ 129,923	\$ 119,892	\$ -	\$ -
Cash, restricted	4,800	5,422	-	-
Cash, restricted Ministry Capital Projects	6,732	-	22,272	31,203
Accounts Rec. - Ministry / CCO - OHIP	53,045	87,385	39,766	35,392
- Other	11,020	9,184	56,484	58,525
Inventories	8,053	9,480	3,449	3,355
	7,705	5,711	-	495
Prepaid & deferred charges	4,642	3,729	362	1,196
Due from related parties	1,295	2,522	-	-
Total current assets	227,215	243,325	122,333	130,166
Long term assets:				
Long Term Investments	26,748	25,022	36,765	39,641
			200,000	200,000
Property, Plant, Equipment, Net	160,611	165,204	-	933
Construction in progress	72,235	62,593	1,009	1,234
	232,845	227,797	5,949	6,758
Total long term assets	259,593	252,819	128,181	124,933
			397,092	396,977
LIABILITIES AND EQUITIES				
Current liabilities:				
Bank overdraft			-	-
Bank indebtedness			-	-
Accounts payable - trade			22,272	31,203
Accounts payable - Ministry			39,766	35,392
Accrued liabilities			56,484	58,525
Current portion of long term debt			3,449	3,355
Current portion of capital lease obligations			-	495
Current portion accrued benefit obligations			362	1,196
Total current liabilities			122,333	130,166
Long term liabilities:				
Long Term Debt			36,765	39,641
Debentures			200,000	200,000
Accrued benefit obligations			25,188	23,478
Capital lease obligations			-	933
Marked to market			1,009	1,234
Sick benefits payable			5,949	6,758
Deferred revenue - capital grants			128,181	124,933
Total long term liabilities			397,092	396,977
Remeasurement gains/(losses):				
Debtenture Sinking Funds			1,737	-
SWAP			(1,009)	(1,223)
Net assets:			(33,345)	(29,776)
Total assets	\$ 486,808	\$ 496,144	\$ 486,808	\$ 496,144
Total liabilities and net assets			\$ 486,808	\$ 496,144

Statement # 4

Windsor Regional Hospital
Statement of Cash Flows

For the Ten Months Ending January 31, 2022

With Comparative Amounts For the Year Ending March 31, 2021

(Amounts in 000's)

	January 31, 2022	March 31, 2021	Month of Jan. 2022
OPERATING ACTIVITIES			
Net Surplus/(deficit) for the period	\$ (3,569)	\$ 43,216	\$ 4,088
Add (deduct) non-cash items:			
Amortization of capital assets	14,149	14,534	1,581
Amortization of deferred capital contributions	(4,260)	(7,260)	1,458
	6,319	50,491	7,127
Cash flow from / (used in) operating balances	25,653	(42,531)	1,272
Cash provided by operating activities	31,972	7,960	8,399
INVESTING ACTIVITIES			
Purchase of capital assets	(19,196)	(45,881)	(2,557)
FINANCING ACTIVITIES			
Long term investments	-	(18,967)	(1)
Cash restricted for special purposes	622	(5,422)	(128)
Loans payable	(5,044)	170,994	(1,285)
Capital grants and donations received	7,508	10,530	20
Notes payable and other long term liabilities	901	678	49
Cash provided by (used in) financing activities	3,987	157,813	(1,345)
Net increase (decrease) in cash during the period	16,763	119,892	\$ 4,498
Cash, beginning of period	119,892	-	132,157
Cash, end of period	\$ 136,655	\$ 119,892	\$ 136,655



WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE – NO EXCEPTIONS!

Media Report to the Board of Directors FEBRUARY 2022

WRH receives new designation reducing blood transfusions

Blackburn News, Feb. 1, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/02/wrh-receives-new-designation-reducing-blood-transfusions/>

Bortolin mulls running for Mayor Kaschak considers switch to provincial politics ahead of Oct. 24 municipal election (*references new hospital project*)

Windsor Star, Feb. 1, 2022

<https://windsorstar.com/news/local-news/bortolin-mulls-running-for-mayor-kaschak-considers-switch-to-provincial-politics-ahead-of-oct-24-municipal-election>

Health unit relocating county COVID-19 mass vaccination site

AM800, Feb. 1, 2022

<https://www.iheartradio.ca/am800/news/health-unit-relocating-county-covid-19-mass-vaccination-site-1.17067694>

3 more people die due to COVID-19 in Windsor-Essex as hospitalizations drop

CBC Windsor, Feb. 1, 2022

<https://www.cbc.ca/news/canada/windsor/wechu-covid19-feb1-1.6335089>

WRH receives new designation for reducing blood transfusions

Blackburn News, Feb. 2, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/02/wrh-receives-new-designation-reducing-blood-transfusions/>

Windsor Regional Hospital applauded for reducing blood transfusions, conserving supply

CBC Windsor, Feb. 2, 2022

<https://www.cbc.ca/news/canada/windsor/transfusion-award-wrh-1.6337529>

Just under 70 people in hospital with COVID-10

AM800, Feb. 2, 2022

<https://www.iheartradio.ca/am800/news/just-under-70-people-in-hospital-with-covid-19-1.17074026>

Full year of local data shows only two serious reactions to COVID-19 vaccine

AM800, Feb. 3, 2022

<https://www.iheartradio.ca/am800/news/full-year-of-local-data-shows-only-two-serious-reactions-to-covid-19-vaccine-1.17085233>

Chances of adverse event following COVID vaccination slim

Windsor Star, Feb. 3, 2022

<https://windsorstar.com/news/local-news/chances-of-adverse-event-following-covid-vaccination-slim>

Future of COVID-19 mass vaccination sites under discussion as vaccine rates continue to drop

AM800, Feb. 3, 2022

<https://www.iheartradio.ca/am800/news/future-of-covid-19-mass-vaccination-sites-under-discussion-as-vaccine-rates-continue-to-drop-1.17085126>

What does normal COVID-19 look like?

Blackburn News, Feb. 3, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/03/normal-covid-19-look-like/>

Windsor's top doctor urges transplant recipients, cancer patients to get COVID-19 booster

CBC Windsor, Feb. 3, 2022

<https://www.cbc.ca/news/canada/windsor/wechu-covid19-feb32022-1.6338040>

Five Windsor-Essex residents between 40 and 100 years old added to COVID-19 death toll

CTV Windsor, Feb. 3, 2022

<https://windsor.ctvnews.ca/five-windsor-essex-residents-between-40-100-years-old-added-to-covid-19-death-toll-1.5766446>

Healthcare workers needed in Windsor-Essex

CTV Windsor, Feb. 6, 2022

<https://windsor.ctvnews.ca/healthcare-workers-needed-in-windsor-essex-1.5770351>

WRH to reinstate visitors

Blackburn News, Feb. 6, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/06/wrh-reinstate-visitors/>

WRH adjusts visitation restrictions

CTV Windsor, Feb. 6, 2022

<https://windsor.ctvnews.ca/windsor-regional-hospital-adjusts-visitation-restrictions-1.5770222>

WRH adjusts visitation policy

Windsor Star, Feb. 6, 2022

<https://windsorstar.com/news/local-news/windsor-regional-hospital-adjusts-visitation-policy>

WRH officials provide stats to dispel vaccine hesitancy

CTV Windsor, Feb. 4, 2022

<https://windsor.ctvnews.ca/windsor-regional-hospital-officials-provide-stats-to-dispel-vaccine-hesitancy-1.5767875>

Three more COVID-19 deaths in Windsor-Essex and 70 confirmed cases in hospital

AM800, Feb. 4, 2022

<https://www.iheartradio.ca/am800/news/three-more-covid-19-deaths-in-windsor-essex-and-70-confirmed-cases-in-hospital-1.17087947>

Future of vaccination sites

CTV Windsor, Feb. 4, 2022

<https://windsor.ctvnews.ca/mobile/video?clipId=2376173>

Active COVID-19 caseload declining

Blackburn News, Feb. 8, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/07/active-covid-19-caseload-declining/>

WECHU reports three new COVID-19 deaths, 360 high risk cases over three days

CTV Windsor, Feb. 8, 2022

<https://windsor.ctvnews.ca/wechu-reports-three-new-covid-19-deaths-360-high-risk-cases-over-three-days-1.5771125>

Vast majority of WECHU Resources remain tied to vaccination efforts

AM800, Feb. 8, 2022

<https://www.iheartradio.ca/am800/news/vast-majority-of-wechu-resources-remain-tied-to-vaccination-efforts-1.17112021>

Heart-shaped pizza fundraiser returns

AM800, Feb. 8, 2022

<https://www.iheartradio.ca/am800/news/heart-shaped-pizza-fundraiser-returns-1.17121260>

Four new COVID-19 deaths reported, new high-risk cases drop below 100 in Windsor-Essex

CTV Windsor, Feb. 8, 2022

<https://windsor.ctvnews.ca/four-new-covid-19-deaths-reported-new-high-risk-cases-drop-below-100-in-windsor-essex-1.5772899>

67 people in hospital and another COVID-19 death announced by WECHU

AM800, Feb. 9, 2022

<https://www.iheartradio.ca/am800/news/67-people-in-hospital-and-another-covid-19-death-announced-by-wechu-1.17123180>

Hospitalizations for COVID-19 remain stable in Windsor-Essex

Blackburn News, Feb. 9, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/09/hospitalizations-covid-19-remain-stable-windsor-essex/>

Vaccination rate among children remains low in Windsor-Essex

Blackburn News, Feb. 10, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/10/vaccination-rate-among-children-remains-low-windsor-essex/>

Local health leaders pen letter promoting COVID vaccine for kids

Windsor Star, Feb. 10, 2022

<https://windsorstar.com/news/local-news/local-health-leaders-pen-letter-promoting-covid-vaccine-for-kids>

WECHU urging parents to get kids vaccinated

CBC Windsor, Feb. 10, 2022

<https://www.cbc.ca/news/canada/windsor/wechu-urging-parents-to-get-kids-vaccinated-1.6346370>

Province to invest up to \$1.1-million in new Windsor-Essex Ontario Health Team

CTV Windsor, Feb. 10, 2022

<https://windsor.ctvnews.ca/province-to-invest-up-to-1-1-million-in-new-windsor-essex-ontario-health-team-1.5776357>

Province approves Ontario Health Team for Windsor-Essex

AM800, Feb. 10, 2022

<https://www.iheartradio.ca/am800/news/province-approves-ontario-health-team-for-windsor-essex-1.17130191>

Health Unit announces another two COVID-19 deaths along with 62 people in hospital

AM800, Feb. 10, 2022

<https://www.iheartradio.ca/am800/news/health-unit-announces-another-two-covid-19-deaths-along-with-62-people-in-hospital-1.17128843>

Acting MOH and local doctors say ongoing protests discouraging

AM800, Feb. 10, 2022

<https://www.iheartradio.ca/am800/news/acting-moh-and-local-doctors-say-ongoing-protests-discouraging-1.17128550>

Health unit reports zero COVID deaths for first time since mid-January

Windsor Star, Feb. 11, 2022

<https://windsorstar.com/news/local-news/health-unit-reports-zero-covid-deaths-for-first-time-since-mid-january>

Slight dip in COVID-19 hospitalizations in Windsor-Essex

Blackburn News, Feb. 11, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/11/slight-dip-covid-19-hospitalizations-windsor-essex/>

New Ontario Health Team approved for Windsor-Essex

Windsor Star, Feb. 11, 2022

<https://windsorstar.com/news/local-news/new-ontario-health-team-approved-for-windsor-essex>

Windsor-Essex gets Ontario Health Team

Blackburn News, Feb. 11, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/11/windsor-essex-gets-ontario-health-team/>

Reader Letter: Servicing costs can't be ignored in construction of new hospital

Windsor Star, Feb. 13, 2022

<https://windsorstar.com/opinion/letters/reader-letter-servicing-costs-cant-be-ignored-in-construction-of-new-hospital>

Health unit announces 66 in hospital due to COVID-19; no additional deaths

AM800, Feb. 11, 2022

<https://www.iheartradio.ca/am800/news/health-unit-announces-66-in-hospital-due-to-covid-19-no-additional-deaths-1.17135279>

Acting Medical Officer of Health looking ahead to new normal

AM800, Feb. 14, 2022

<https://www.iheartradio.ca/am800/news/acting-medical-officer-of-health-looking-ahead-to-new-normal-1.17157670>

WECHU reports 49 people in the hospital due to COVID-19

AM800, Feb. 14, 2022

<https://www.iheartradio.ca/am800/news/wechu-reports-49-people-in-the-hospital-due-to-covid-19-1.17156938>

'This is about racism' – 72-year-old black woman says she was humiliated at Ontario hospital

CTV Toronto, Feb. 15, 2022

<https://toronto.ctvnews.ca/this-is-about-racism-72-year-old-black-woman-says-she-was-humiliated-at-ontario-hospital-1.5782373>

All but two COVID-19 outbreaks lifted at WRH

AM800, Feb. 15, 2022

<https://www.iheartradio.ca/am800/news/all-but-two-covid-19-outbreaks-lifted-at-windsor-regional-hospital-1.17167452>

Outbreak mode lifted at WRH units

Blackburn News, Feb. 15, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/15/outbreak-mode-lifted-wrh-units/>

Woman in 70s dies, 48 COVID-19 hospitalizations reported in Windsor-Essex

CTV Windsor, Feb. 15, 2022

<https://windsor.ctvnews.ca/woman-in-70s-dies-48-covid-19-hospitalizations-reported-in-windsor-essex-1.5782187>

Windsor Regional Hospital to gradually resume non-urgent surgeries

CTV Windsor, Feb. 16, 2022

<https://windsor.ctvnews.ca/windsor-regional-hospital-to-gradually-resume-non-urgent-surgeries-1.5784474>

Windsor Regional Hospital to begin working through surgery backlog

AM800, Feb. 16, 2022

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-to-begin-working-through-surgery-backlog-1.17173396>

Windsor Regional Hospital to resume non-urgent surgeries

Blackburn News, Feb. 16, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/16/windsor-regional-hospital-resume-non-urgent-surgeries/>

Outbreak mode lifted at more WRH units

Blackburn News, Feb. 16, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/15/outbreak-mode-lifted-wrh-units/>

Community feedback to play major role in Stage 2 planning for new hospital

AM800, Feb. 16, 2022

<https://www.iheartradio.ca/am800/news/community-feedback-to-play-major-role-in-stage-2-planning-for-new-hospital-1.17173837>

Just over 40 people in hospital with COVID-19

AM800, Feb. 16, 2022

<https://www.iheartradio.ca/am800/news/just-over-40-people-in-hospital-with-covid-19-1.17170475>

Jarvis: "It may work out in the end. I hope it does."

Windsor Star-February 16, 2022

<https://windsorstar.com/news/local-news/jarvis-it-may-work-out-in-the-end-i-hope-it-does>

Devonshire Mall COVID-19 vaccination site set to close in April

Windsor Star, Feb. 17, 2022

<https://windsorstar.com/news/local-news/devonshire-mall-covid-19-vaccination-site-set-to-close-in-april>

Top doctor urges caution despite drop in COVID deaths and hospitalizations

Windsor Star, Feb. 17, 2022

<https://windsorstar.com/news/local-news/top-doctor-urges-caution-despite-drop-in-covid-deaths-hospitalizations>

Boosters available for teens

Blackburn News, Feb. 17, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/17/boosters-available-teens/>

Request for architectural designs of Windsor-Essex mega hospital coming soon

Windsor Star, Feb. 18, 2022

<https://windsorstar.com/news/local-news/request-for-architectural-designs-of-windsor-essex-mega-hospital-coming-soon>

COVID-19 hospitalizations steady Friday in Windsor-Essex

Blackburn News, Feb. 18, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/18/covid-19-hospitalizations-steady-friday-windsor-essex/>

WECHU reports 34 COVID-19 cases in hospital in Windsor-Essex

AM800, Feb. 22, 2022

<https://www.iheartradio.ca/am800/news/wechu-reports-34-covid-19-cases-in-hospital-in-windsor-essex-1.17213507>

Recreational opportunities increase in Windsor as COVID restrictions lift

Blackburn News, Feb. 23, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/02/23/recreational-opportunities-increase-windsor-covid-restrictions-lift/>

Web and Social Media Analytics – February 2022

WEB:

Number of Actual Users Accessing the Website (Feb 1-Feb 22) : 43,006

Number of Website Page Views: 157,325

Top Languages other than English:

- 1) Chinese ([zh.cn](#)) – 102 users (0.24% of all users)
- 2) French - 60 users (0.14 % of all users)

What Pages Are They Looking At?:

1. Home Page –31,469 views,
2. Coronavirus – 26,773 views
3. Emergency Wait times –12,781 views
4. COVID Assessment Centre –7,738 views
5. Careers – 3,601
6. Contact Us – 3,189
7. Third Dose Disclosure (MyWRH) –3, 092
8. Pharmacy login (MyWRH) –2,810 views

YOUTUBE:

Views: 6,417 views

Watch Time: 222.1 hours (less than usual)

Subscribers: 745, +15

****PLEASE NOTE: the February 2022 Board of Directors meeting had 137 views**

Top videos:

1. WRH fit test demo-414
2. Guidelines for basic adult neurological observation-397
3. Using Quick Dams to prevent flooding at WRH-338
4. CEO Report-264
5. CNE Report-257

FACEBOOK: 10,615 followers +202

169, 118 monthly reach, up 361%

14,840 people “engaged” on our site - commented or liked our posts this month, down 15%

13,535 videos viewed, down 26%

Top Posts:

1. WRH joins others in alerting baby food recall– 10,802 people reached, 196 reacted
2. COBS Bread Union Station opens with profits supporting WRH Foundation– 3,041 people reached, 47 reacted
3. Ontario government lifts Directive 2– 2,942 people reached, 51 reacted
4. WRH provides updates on outbreak status– 1,652 people reached,4 people reacted
5. The Pulse link-1368 people reached and 5 people reacted

INSTAGRAM – Followers: 3, 777, +0.5% (Jan 24-Feb 22)

Reach: 14,079, up 153%

Engagement: 616, down 12.4%

Top Posts:

1. Football cocoons for WRH newborns 2,528 reached, 322 liked
2. Audiogram featuring Musyj asking residents to remain diligent: 1,993 reached and 49 liked
3. Visitor restrictions lifted 1, 946 reached, 55 liked
4. Using Blood Wisely Designation: 1, 875 reached, 166 liked
5. Directive 2 lifted: 1,770 reached, 93 liked

TWITTER:

Followers: 5,505, +187 this month

Impressions: 45,100, down 58 per cent

Tweets: 28, down 40.4 per cent

Trending topics:

1. WRH adjusting visitor restrictions....5536 impressions, 29 engagements
2. WRH is implementing a plan to gradually ramp up surgeries ...4,107 impressions, 58 engagements
3. WRH is excited to announce it has achieved Using Blood Wisely Designation....3,216 impressions and 32 engagements
4. The team at GLIER has been doing wastewater testing to provide advance indications of COVID-19...2,390 and 29 engagements
5. Thank you from the WRH team to all first responders following bridge blockade...2253 and 61 engagements