



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 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> February 6, 2025 (France)	Tab A	1703	MOTION (approve)
4. <u>REPORT OF THE ACTING PRESIDENT & CEO</u> (Riddell)		1705	FYI
5. <u>SCHULICH REPORT</u> – (Jacobs)		1715	FYI
6. <u>FINANCIAL PRESENTATION</u> – (Paniccia)	Tab B	1720	MOTION (accept) FYI
7. <u>CONSENT AGENDA:</u> <u>Finance/Audit & Resources: February 24, 2025 and</u> <u>Operating Results</u>	Tab C	1735	MOTION (accept report)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (France)	Tab D	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, April 3, 2025 – Auditorium, MET Campus		1742	FYI
11. <u>ADJOURNMENT</u> (France)		1740	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 6, 2025**, 1700 hours, VIA ZOOM.

PRESENT:

Patricia France, Chair	Chris Lanoue	Karen Riddell (ex-officio, non-voting)
Anthony Paniccia	Nila Das	Dr. Wassim Saad (ex-officio, non-voting)
Ian McLeod	Dr. Laurie Freeman	
Mary Dawson	Paul Lachance	
Laura Copat	Linda Staudt	
Genevieve Isshak		

STAFF:

Executive Committee

REGRETS:

Nadine Manroe-Wakerell
Cynthia Bissonnette
David Malian
Jamie Skutovich
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 1700 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 January 9, 2025 Board meeting had been previously circulated.

MOVED by Ms. L. Staudt, **SECONDED** by Ms. G. Isshak and **CARRIED**
THAT the minutes of the January 9, 2025 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.

WE-SPARK Health Institute is hosting its Annual Health Research Conference on March 22, 2025.

WRH hosted two education/demonstration sessions with Elder Mike Hopkins. These sessions covered what a smudge ceremony is and the importance of smudge for Indigenous patients and families.

The Funkenhauser family presented the WRH Foundation with a cheque in the amount of \$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. The family continues to raise money each year for hospital improvements. The money raised in 2024 will go toward much needed equipment for the ICU as well as waiting room upgrades.

WRH will be celebrating 519 staff this month in the 2024 Dedicated Years of Service program. The Quality of Worklife Survey was launched last December. The survey provided staff the opportunity to give the organization valuable input and views on the overall work environment at WRH. A virtual town hall was held on January 30th to present the highlights of the survey results to staff. Over the next three months, we will be actively working with our teams to roll out improvement based on feedback.

WRH continues to collaborate with WPS on the NPT program and from January to December 2024, the team responded to 2296 calls for service, provided 494 substance/mental health provider referrals, distributed 306 naloxone kits, 195 fentanyl test strips, treated 43 overdoses and diverted 729 persons from the ERs. With respect to the Intimate Partner Violence Response program, the team provided 27 days of service and responded to 19 calls between October 2024 and January 2025.

Developments continue with respect to the first phase of the NWEACH 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. The competitive process to select a construction team for this phase is expected to conclude this month.

Ms. Riddell reported that the Hospital continues to experience high volumes and high acuity in our ERs in Windsor-Essex. Wait times for WRH and ESHC can be accessed on-line. In addition, there are other options available in the community, when appropriate, such as walk-in clinics and some virtual clinics.

The Chair commented on the Strategic Plan Retreat that took place on January 28th. It was nice to see how the program specific operational plans were developed in order to support the strategic directions approved by the Board.

5. REPORT FROM SCHULICH:

Dr. Jacobs was unable to attend the meeting.

6. **FINANCIAL PRESENTATION (December 31, 2024 Results):**

Mr. Paniccia reported.

Slide 2 – Financial Results – YTD December 2024

- The net deficit after building amortization is \$18,622,000 which is \$2,186,000 better than budget
- Hospital Margin is negative \$12,583,000 which is \$1,698,000 better than plan

Slide 4 – Significant Variances

Chart indicates expense variances and the offsetting revenue

- Benefits \$718,000 deficit offset by CCPN funding of \$1,953,000. CCPN is funding for nursing signing bonuses “Community Commitment Program for Nurses”. When adjusted for this offsetting funding, benefits are in a surplus of \$1,235,000
- Medical Staff Fees \$4,759,000 deficit
 - \$1,000,000 budgeted in December for repayment of Code Grey advances for Diagnostics which has been delayed as back-loading of tests was not complete
- Medical/Surgical Supplies \$2,723,000 deficit
 - Deficits continue in the Perioperative Program \$1,129,000, Diagnostic Imaging \$554,000, Critical Care \$398,000 and Renal \$353,000
- Drugs \$14,424,000 deficit
 - Offset by \$5,293,000 revenue in retail pharmacies
 - \$7,994,000 in Ministry drug funding for Chemotherapy and Renal programs
 - Remaining deficit in the pharmacy due to invoices related to prior year
- Other Supplies \$3,971,000 deficit – no offsetting revenue
 - Pressure points unchanged: 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 5.3%, and Ouellette is 6.0% versus the target of 4.7%. Met has worsened from last month and Ouellette has improved slightly.
- Overtime Percentage at Met Campus is 3.9% and Ouellette is 5.7% versus the target of 2.35%. Met overtime has declined from last month and Ouellette remains unchanged.

MOVED by Mr. A. Paniccia, **SECONDED** by Dr. L. Freeman and **CARRIED THAT** the February 6, 2025 Financial Presentation (as of December 31, 2024), be accepted.

HEALTH CARE FUNDING PRESENTATION

The Chair suggested that the presentation prepared by Ms. Zimmer for the Quality of Care Committee in January be brought to the Board. The presentation received great feedback from the Quality of Care Committee and is an excellent summary on funding, answering a lot of questions that people ask. The Chair thanked Ms. Gauthier and Ms. Zimmer for the outstanding work. We will be using this for board orientation going forward.

7. CONSENT AGENDA:

MOVED by Mr. A. Paniccia, **SECONDED** by Mr. P. Lachance and **CARRIED** **THAT** the report from the January 27, 2025 Finance/Audit & Resources Committee meeting be accepted.

8. CORRESPONDENCE/PRINTED MATTER:

a) Media Report – FYI only.

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

None

10. NEW BUSINESS:

11. DATE OF NEXT REGULAR MEETING:

Thursday, March 6, 2025, ZOOM

12. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Mr. A. Paniccia, **SECONDED** by Mr. I. McLeod and **CARRIED** **THAT** the February 6, 2025 Board of Directors meeting be adjourned at 1725 hours.

Patricia France, Chair
Board of Directors

Dawn Sutherland
Recording Secretary



Financial Presentation (January 2025 Results)
(for WRH Board of Directors Meeting March 6, 2025)

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

January 31, 2025

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 607,060	\$ 572,965	\$ 34,095	6.0%
Expenses				
Salaries and Wages	\$ 265,407	\$ 264,581	\$ (826)	(0.3%)
Employee benefits	68,201	67,444	(757)	(1.1%)
Employee future benefits	1,751	1,751	-	0.0%
Medical staff remuneration	52,925	47,799	(5,126)	(10.7%)
Medical & Surgical supplies	42,890	39,936	(2,954)	(7.4%)
Drugs	93,059	76,630	(16,429)	(21.4%)
Supplies & other expenses	77,247	72,413	(4,834)	(6.7%)
Long term Interest	5,777	5,815	38	0.7%
Equipment lease / rental	2,406	2,627	221	8.4%
Equipment amortization	16,815	18,339	1,524	8.3%
Total Expense	\$ 626,478	\$ 597,335	\$ (29,143)	(4.9%)
Surplus / (Deficit) From Hospital Operations	\$ (19,418)	\$ (24,370)	\$ 4,952	
Other Votes (net)	\$ (134)	\$ (80)	\$ (54)	
Other Recoveries/(Expense)	\$ -	\$ -	\$ -	
Net Building Amortization	\$ (937)	\$ (1,439)	\$ 502	
Net Surplus (Deficit)	\$ (20,489)	\$ (25,889)	\$ 5,400	
Hospital Margin	\$ (13,775)	\$ (18,635)	\$ 4,860	

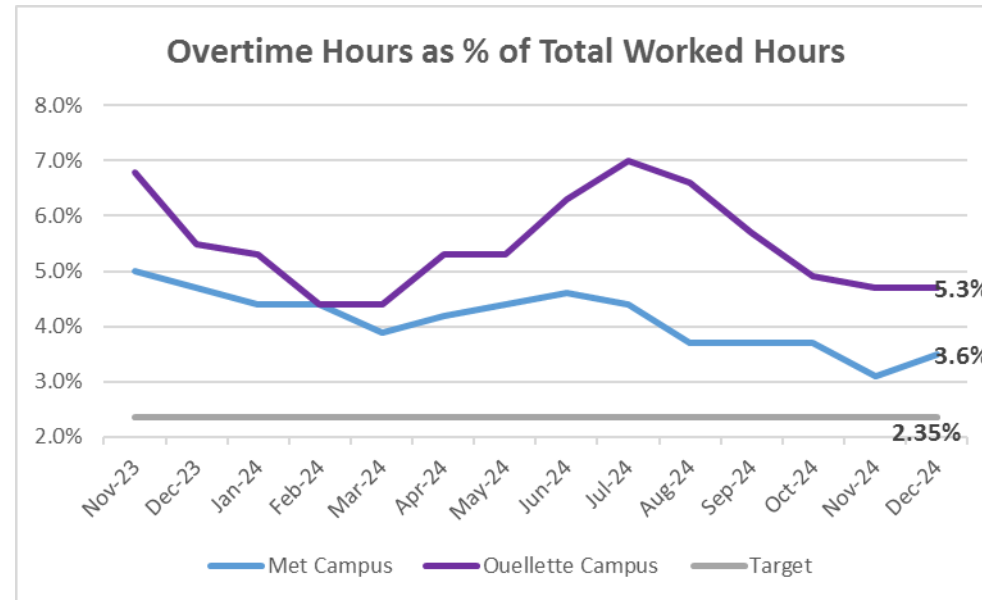
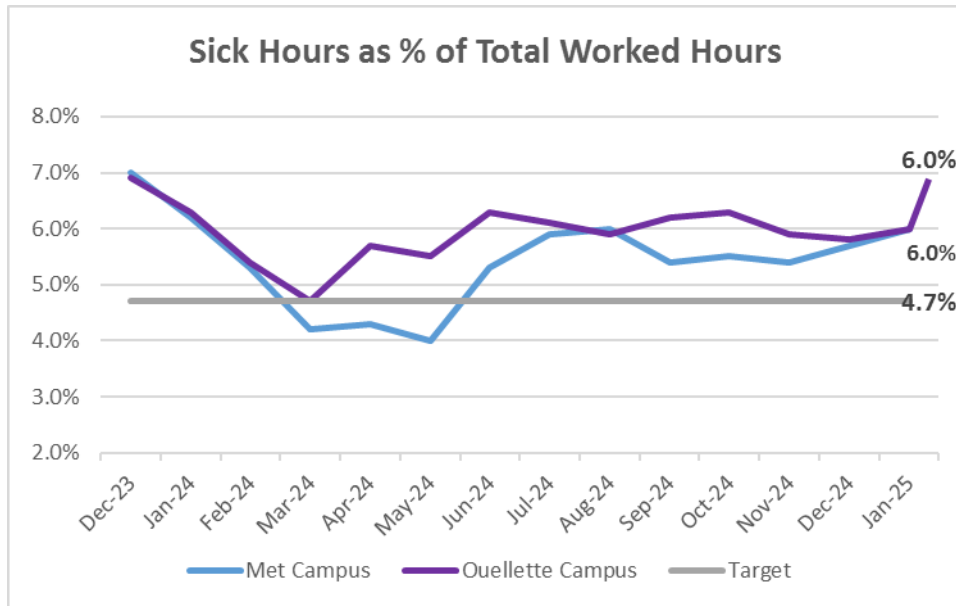
Financial Results

January 31, 2025

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

Year to Date January 2025 Net Variances			
Category	YTD Net Variance	Prior Period YTD Net Variance	Comment
Benefits	1,370	1,235	Continuation of prior period YTD trends.
Medical Staff Fees	(2,345)	(1,820)	
Medical/Surgical Supplies	(2,690)	(2,529)	
Drugs	(1,063)	(1,137)	
Other Supplies	(4,834)	(3,871)	

Sick & Overtime Benchmarking January 31, 2025





MOTION/ACTION SHEET

From The

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

Monday, February 24, 2025

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



MINUTES from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE (FAR)** (**General Session**) held on Monday, February 24, 2025 (following the In-Camera Session).

PRESENT:

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

COMMUNITY MEMBERS:

Anna Kirby
Robert Klein
Marc Jones
Katherine Pham

STAFF:

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

REGRETS:

Trevor Chapman
Dwayne Dawson
Dr. Laurie Freeman

1.0 CALL TO ORDER

Mr. Anthony Paniccia, Chair & Treasurer called the meeting to order at 6:22 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Paul Lachance, **SECONDED** by Marc Jones that the **General Finance/Audit & Resources Committee Agenda of Monday, February 24, 2025, be approved**

CARRIED.

3.0 CONFLICT OF INTEREST

No "Conflict of Interest" was declared.

4.0 FOR APPROVAL / RECOMMENDATION(S)

4.1 Minutes of Previous Meeting – Monday, January 27, 2025

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

MOVED by Anna Kirby, SECONDED by Katherine Pham that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, January 27, 2025 be approved

CARRIED.

5.0 NEW BUSINESS / FOR DISCUSSION

5.1 Monthly Operating Results Report – January 2025 (*As Appended*)

Ms. Zimmer provided the following highlights, noting that there have been some changes in terms of reporting on the variances:

- Ten months ended January 31, 2025, deficit after net building amortization is \$20,489,000 (\$5,400,000 better than plan).
- Negative Ministry of Health margin of \$13,775,000.
- Ministry Revenue (combined base and one-time) - \$16,754,000 higher than budget.
- Bill 124 incremental costs – funding has been confirmed by the Ministry as base (classified as one-time).
- Ministry drug reimbursements – positive variance of \$9,016,000.
- Preferred Accommodation variance is favourable to budget by \$76,000.
- Chronic Co-payment revenue is \$73,000 worse than budget.
- Patient services revenue variance is \$1,708,000 favourable year to date.
- Equipment grant amortization – unfavourable to budget by \$674,000.
- Other recoveries are \$7,288,000 favourable.
- Salaries – unfavourable by \$826,000.
- Employee Benefits – unfavourable to budget by \$757,000.
- Employee future benefits are on budget.
- Medical Staff Remuneration – unfavourable by \$5,126,000.
- Medical & Surgical Supplies – unfavourable to budget by \$2,954,000.
- Drug expenses – unfavourable by \$16,429,000.
- Supplies and other expenses – unfavourable to budget by \$4,834,000.
- Both overtime and sicktime have worsened since the previous month – both campuses are at 6% for sicktime; Met Campus is at 3.6% for overtime, while the Ouellette Campus is at 5.3%.

- Patient volumes – acute care patient days are 3% higher than normal; seeing surges on the medical and surgical units.
- Critical care areas mental health patient days are running lower than prior year to date by 6%.
- Clinic visits emerge patient days and visits are also running higher.

Mrs. Gauthier added some comments on the overtime slide (as raised at the Quality of Care Committee). Why would one site have significantly higher overtime rates than the other when the sicktime tracks fairly closely? Ms. Zimmer and her team did some extensive work and it is as a result of the corporate services, i.e. decision support, finance etc. that would not have overtime although included in the Met site; trying to figure out how to pull that information out; possibly show a third line for corporate programs for frontline and overtime eligible areas as comparison. Both sicktime and overtime are budgeted by taking the benchmark based on our peers along with several other factors. Could possibly include benchmark line(s) identifying where we (WRH) stand in comparison to our peers and then where we stand in comparison to our internal benchmarking perspective. To begin in new fiscal year.

6.0 FOR INFORMATION

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

A copy of the Acting President & CEO's report was appended as part of the meeting package.

7.0 DATE OF NEXT MEETING

The Finance/Audit and Resources Committee will meet:

Monday, March 24, 2025

Please note that the February meeting will be held VIA ZOOM

8.0 ADJOURNMENT

MOVED by Paul Lachance, SECONDED by Anna Kirby that the General Meeting from the Finance/Audit & Resources Committee of Monday, February 24, 2025 be adjourned at 6:32 p.m.

CARRIED.

Mr. Anthony Paniccia, Chair & Treasurer
FinAudit&Resources_Minutes
20250224

Mary Macera
Recorder

Windsor Regional Hospital
Operating Results Report
For the Ten Months Ended January 31, 2025

Treasurer's Report
Board of Directors

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

		January 2025 Actuals		
	Line	Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$607,060	\$ 572,965	\$ 34,095
Total Expense	20	626,478	597,135	(29,343)
Surplus / (Deficit)	21	(19,418)	(24,170)	4,752
Other Votes (net)	22	(134)	(80)	(54)
Other Recoveries / (Exp)	23	-	-	-
Subtotal	24	(19,552)	(24,250)	4,698
Net bldg. amortization	25	(937)	(1,439)	502
Net Surplus (Deficit)	26	\$ (20,489)	\$ (25,689)	\$ 5,200

Hospital Margin	\$ (13,775)	\$ (18,435)	\$ 4,660
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Capital Equipment Expenditures	\$ 31,861	\$ 83,727	\$ 51,866
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* Variance - favourable / (unfavourable)

1. Financial Results for the Ten Months ended January 31, 2025
(Statement 2)

For the ten months ended January 31, 2025, the deficit after net building amortization is \$20,489,000, which is \$5,400,000 better than plan. This represents a negative Ministry of Health Margin of \$13,775,000.

Revenue

Ministry revenue (combined base and one-time) is \$16,754,000 (3.7%) higher than budget. Base funding is better than budget by \$25,527,000 while one time funding is under budget by \$8,773,000. As mentioned in previous months, 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 \$16,754,000, \$2,127,000 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 \$1,376,000 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 \$9,016,000 (28%). 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 \$76,000 (16.7%).

Chronic Co-payment revenue is \$73,000 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 \$1,708,000 favourable (5.6%) year to date. The largest contributor to this variance is diagnostic revenues that are \$1,734,000 better than budget and are offset by an increase in medical staff remuneration of \$1,632,000. Included in this revenue is OWN WSIB net revenue of \$415,000 year to date which is earned in diagnostic services and the operating room (charges for implants).

Equipment Grant amortization is unfavourable to budget by \$674,000 (18.7%). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$7,288,000 favourable (14%) to budget. The surplus in drug sales in the retail pharmacies is \$6,350,000 while the offsetting deficit in drug costs is \$5,509,000 leaving a contribution of \$841,000. Investment income on the two sinking funds comprises the remaining surplus.

Expenses

Salaries are over budget (unfavourable) by \$826,000 year to date January 31, 2025. The combined Emergency Departments are \$1,648,000 over budget due to higher visit and inpatient day volumes. Inpatient Medicine is \$931,000 over budget in part due to the opening of additional beds to accommodate higher volumes. Inpatient Surgery has a \$390,000 deficit to date. Health Records is \$402,000 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, \$1,831,000, Critical Care, \$745,000 and Guest Services (Housekeeping and Patient Food Services) \$287,000. These surpluses are due to vacancies resulting from recruiting challenges and unfilled shifts.

Employee Benefits are unfavourable to budget by \$757,000 (1.1%) and includes \$2,127,000 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 \$1,370,000 when adjusted for these amounts.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$5,126,000 (10.7%). \$1,632,000 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. We are in discussions with DI physician leadership to finalize the settlement process. \$443,000 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 \$2,954,000 (7.4%). The Perioperative program is \$1,325,000 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, \$382,000, Diagnostic Imaging \$488,000, Renal program \$359,000 and Outpatient Surgery \$309,000.

Drug expenses are unfavourable by \$16,429,000 (21.4%) year to date. These expenses are offset by Ministry funding in Cancer program's chemotherapy suite, renal radiation therapy (\$9,016,000) and recoveries in the retail pharmacies (\$6,350,000). Invoices totalling \$1,483,000 related to the previous fiscal year are included in the January 2025 results and comprise the remaining deficit.

Supplies and Other Expenses are unfavourable to budget by \$4,834,000 (6.7%). Deficits in building and equipment maintenance total \$943,000, legal and risk advisory professional fees are \$962,000 over budget, minor equipment purchases \$424,000 over budget, and physician recruitment is \$451,000 over budget. The remaining deficit is attributable to referred out expenses for pathology services and patient transportation.

As of January 31, 2025 a total of \$3,358,000 in costs related to the prior fiscal year are included in year to date expenses.

Long Term Interest expense is \$38,000 favourable (.7%).

Equipment Lease/Rental is \$221,000 favourable (8.4%) to budget. These expenses vary based on bed rental utilization for bariatric patients or those with complex wounds.

Equipment amortization is \$1,524,000 (8.3%) under budget due to the timing of new asset additions.

Other Votes – Other Votes are \$54,000 unfavourable at January 31, 2025. 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 \$4.8 million from March 31, 2024 and is due to timing differences for confirmed base and one-time funding.

Inventory has increased by \$2,176,000 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 \$874,000 from March 31, 2024 as the Ministry has recently settled amounts related to prior years.

At January 31, 2025, the market value of the sinking fund has increased by \$10,040,000 (40.13%) since inception and increased by \$3,844,000 since March 31, 2024. The underlying cost base as a result of realized investment gains has increased by \$4,644,000 since the original \$25 million investment was made and by \$2,043,000 since March 31, 2024.

	Market Value	Cost
Fund Manager -		
Guardian Capital	\$17,573,000	\$14,276,000
Leith Wheeler	<u>17,489,000</u>	<u>15,367,000</u>
Total	<u>\$35,062,000</u>	<u>\$29,643,000</u>

3. Patient Volumes

Acute patient days are below target at the Met Campus by 843 days and 2,010 less than planned at the Ouellette Campus (excl. psych). Adolescent psychiatry patient days at the Met campus are 448 less than planned while adult psychiatric days are 2,596 below plan at the Ouellette campus. Surgical cases are 104 below plan at the Met Campus and 445 below plan at the Ouellette Campus.

Combined ED visits are 3,996 higher than prior year-to date and ED inpatient days are 486 higher when compared to last year at this time. Outpatient Clinic visits are 3,951 higher than plan at the Met Campus and 280 above plan at the Ouellette Campus. Combined Community Service visits are 3,731 below plan to date.

4. Patient Access

Acute care length of stay at Met was 5.06 days as compared to a target of 4.54 days. Length of stay for Ouellette acute care was 8.37 days versus a plan of 7.33. Length of stay for adult psychiatric patients was 1.78 days below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay was 4.8 days compared to the target of 6.44.

5. Organizational Health

The percentage of sick time year to date for the Met Campus is 5.4% (2024 – 6.0%), which is over the target of 4.7% by .7%, while overtime is 1.55% over target at 3.9% (2024 – 4.1%).

Sick time at the Ouellette Campus is 6.0% (2024 – 5.8%) compared to the target of 4.7%, while overtime is over target at 5.6% (2024 – 6.2%) compared to the target of 2.35%.

With respect to FTEs, the Met Campus is unfavourable to budget by 5.4 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 7.9 FTEs. These deficits occur in the Emergency and Medicine programs. Overall, the hospital is unfavourable 13.3 FTEs year to date.

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

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)											
\$ 46,013	\$ 4,151	1	Ministry Funding - Base	\$ 438,405	\$ 412,993	\$ 25,412	6.15%	\$ 509,730	\$ 510,742	\$ (1,012)	\$ -	\$ 470,261	
3,709	860	2	Ministry Funding - One-time	32,936	41,709	(8,773)	-21.03%	30,498	30,498	-	-	65,381	
4,247	1,022	3	Ministry Funding - Drug Reimb.	41,264	32,248	9,016	27.96%	38,697	38,697	-	-	38,624	
34	(12)	4	Preferred Accommodation	530	454	76	16.74%	542	542	-	-	536	
1	(19)	5	Chronic co-payment	127	200	(73)	-36.50%	239	239	-	-	237	
3,072	(18)	6	Patient services	32,215	30,507	1,708	5.60%	36,209	36,209	-	-	35,618	
623	263	7	Capital grant amortization	6,543	7,300	(757)	-10.37%	8,641	8,759	(118)	-	8,242	
6,000	978	8	Other recoveries	59,398	52,073	7,325	14.07%	62,978	62,995	(17)	-	61,833	
\$ 63,699	\$ 7,225	9	Total Revenue	\$ 611,418	\$ 577,484	\$ 33,934	5.88%	\$ 687,534	\$ 688,681	\$ (1,147)	\$ -	\$ 680,732	
		Expense (\$000's)											
\$ 26,683	\$ (443)	10	Salaries	\$ 265,936	\$ 265,070	\$ (866)	-0.33%	\$ 315,408	\$ 314,990	\$ (418)	\$ -	\$ 305,989	
8,073	(53)	11	Employee benefits	68,316	67,547	(769)	-1.14%	82,031	81,935	(96)	-	78,837	
175	-	12	Employee ben. - future ben. costs	1,751	1,751	-	0.00%	2,101	2,101	-	-	1,656	
5,233	(367)	13	Medical staff remuneration	52,925	47,799	(5,126)	-10.72%	57,743	57,743	-	-	58,922	
4,327	(231)	14	Medical & Surgical supplies	42,890	39,936	(2,954)	-7.40%	45,674	45,663	(11)	-	47,133	
9,721	(2,005)	15	Drugs	93,059	76,630	(16,429)	-21.44%	91,653	91,653	-	-	90,522	
9,040	(839)	16	Supplies & other expenses	83,248	78,528	(4,720)	-6.01%	94,335	95,906	1,571	-	91,191	
244	19	17	Equipment lease / rental	2,406	2,627	221	8.41%	3,140	3,153	13	-	3,280	
2,070	4,804	18	Capital amortization	21,376	23,485	2,109	8.98%	27,472	28,181	709	-	22,915	
\$ 65,566	\$ 885	19	Total Expense	\$ 631,907	\$ 603,373	\$ (28,534)	-4.73%	\$ 719,557	\$ 721,325	\$ 1,768	\$ -	\$ 700,445	
-	-	20	Other recoveries (expense)	-	-	-	#DIV/0!	-	-	-	-	21,771	
\$ (1,867)	\$ 8,110	20	Net Surplus (Deficit) - \$000's	\$ (20,489)	\$ (25,889)	\$ 5,400		\$ (32,023)	\$ (32,644)	\$ 621	\$ -	\$ 2,058	
\$ (1,192)	\$ 3,266	1	Total Margin - \$000's	\$ (13,775)	\$ (18,635)	\$ 4,860		\$ (23,959)	\$ (23,989)	\$ 30	\$ -	\$ 10,214	
4,596	237	2	Total Weighted Cases (est)	44,471	43,026	1,445		52,146	51,322	824	42,532	51,322	
19,766	275	3	Total Patient Days	191,549	192,392	(843)		221,405	229,487	(8,082)	182,452	219,502	
2,002	33	4	OR - Inpatient & Day Surgery cases	18,886	19,435	(104)		22,540	23,182	(642)	19,000	22,385	
15,073	(730)	5	Clinic and Community Service visits	156,497	155,997	500		183,249	186,076	(2,827)	150,136	177,867	

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Ten Months Ending January 31, 2025
Consolidated - Met and Ouellette Campuses

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
		Revenue (\$000's)								
\$ 45,859	\$ 4,136	1	\$ 437,749	\$ 412,222	\$ 25,527	508,965	\$ 508,965	\$ -	\$ -	\$ 469,254
3,709	860	2	32,936	41,709	(8,773)	30,498	30,498	-	-	65,381
4,247	1,022	3	41,264	32,248	9,016	38,697	38,697	-	-	38,624
34	(12)	4	530	454	76	542	542	-	-	536
1	(19)	5	127	200	(73)	239	239	-	-	237
3,072	(18)	6	32,215	30,507	1,708	36,209	36,209	-	-	35,618
262	(98)	7	2,922	3,596	(674)	4,315	4,315	-	-	4,068
5,997	977	8	59,317	52,029	7,288	62,867	62,867	-	-	61,761
\$ 63,181	\$ 6,848	9	\$ 607,060	\$ 572,965	\$ 34,095	\$ 682,332	\$ 682,332	\$ -	\$ -	\$ 675,479
		Expense (\$000's)								
\$ 26,638	\$ (288)	10	\$ 265,407	\$ 264,581	\$ (826)	314,886	\$ 314,886	\$ -	\$ -	\$ 305,467
8,055	(39)	11	68,201	67,444	(757)	81,907	81,907	-	-	78,698
175	-	12	1,751	1,751	-	2,101	2,101	-	-	1,656
5,233	(367)	13	52,925	47,799	(5,126)	57,743	57,743	-	-	58,909
4,327	(231)	14	42,890	39,936	(2,954)	45,662	45,662	-	-	47,132
9,721	(2,005)	15	93,059	76,630	(16,429)	91,653	91,653	-	-	90,522
8,435	(963)	16	77,247	72,413	(4,834)	87,178	87,178	-	-	83,742
582	2	17	5,777	5,815	38	6,927	6,927	-	-	6,985
244	19	18	2,406	2,627	221	3,140	3,140	-	-	3,280
1,615	219	19	16,815	18,339	1,524	22,009	22,009	-	-	17,570
\$ 65,025	\$ (3,653)	20	\$ 626,478	\$ 597,335	\$ (29,143)	\$ 713,206	\$ 713,206	\$ -	\$ -	\$ 693,961
\$ (1,844)	\$ 3,195	21	\$ (19,418)	\$ (24,370)	\$ 4,952	\$ (30,874)	\$ (30,874)	\$ -	\$ -	\$ (18,482)
		Surplus / (Deficit) from Other Operations (\$000's)								
70	(31)	22	(134)	(80)	(54)	(12)	(42)	30	-	(60)
-	-	23	-	-	-	-	-	-	-	21,771
(1,774)	3,164	24	(19,552)	(24,450)	4,898	(30,886)	(30,916)	30	-	3,229
\$ (93)	4,946	25	\$ (937)	\$ (1,439)	502	\$ (1,137)	\$ (1,728)	591	\$ -	\$ (1,171)
\$ (1,867)	\$ 8,110	26	\$ (20,489)	\$ (25,889)	\$ 5,400	\$ (32,023)	\$ (32,644)	\$ 621	\$ -	\$ 2,058

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

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
Financial Performance Measures										
\$ (1,192)	3,266	1 Total Margin - \$000's	\$ (13,775)	\$ (18,635)	\$ 4,860	\$ (23,959)	\$ (23,989)	\$ 30	\$ -	\$ 10,214
-1.88%	6.03%	2 Total Margin - %	-2.27%	-3.25%	0.98%	-3.51%	-3.51%	0.0%	0.00%	1.45%
n/a	n/a	3 Unrestricted cash - \$000's	\$ 69,214	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	\$ 8,070	\$ 19,960	\$ 11,890	\$ 23,809	\$ 23,809	\$ -	\$ -	\$ 31,265
\$ 369	n/a	5b Capital equipment expenditures - PY C/F \$000's	\$ 7,957	\$ 9,037	\$ 1,080	\$ 10,780	\$ 10,780	\$ -	\$ -	\$ 10,816
\$ 2,223	n/a	5c Externally Funded Projects	\$ 9,762	\$ 47,924	\$ 38,162	\$ 57,164	\$ 57,164	\$ -	\$ -	\$ 8,040
\$ 569	n/a	5d Windsor-Essex Acute Care Hospital	\$ 6,072	\$ 6,805	\$ 733	\$ 12,830	\$ 12,830	\$ -	\$ -	\$ 3,355
Patient Volume Measures										
MET CAMPUS ONLY										
2,419	229	1 Total Weighted Cases (est) - HIG	22,833	21,617	1,216	26,316	25,785	531	21,298	25,785
1,824	(94)	2 Acute separations (excl psych)	16,833	18,929	(2,096)	19,529	22,579	(3,050)	15,502	19,800
9,283	577	3 Acute pat. days (excl. psych)	85,095	85,938	(843)	100,112	102,508	(2,396)	80,930	97,380
109	(31)	4 Psychiatric - Adolescent pat. days	932	1,380	(448)	1,083	1,646	(563)	869	1,065
4,796	307	5 Emergency visits and ER holds	45,769	44,312	1,457	54,160	52,856	1,304	42,523	50,732
319	9	6 OR - Inpatient cases	2,754	3,057	(303)	3,242	3,646	(404)	2,883	3,530
723	52	7 OR - Day Surgery cases	6,827	6,628	199	8,219	7,906	313	6,159	7,930
11,306	(376)	8 Clinic visits	119,266	115,315	3,951	139,068	137,549	1,519	111,223	132,645
661	(247)	9 Community Services visits	5,819	8,966	(3,147)	6,708	10,695	(3,987)	6,456	7,787
-	-	10 Variable Revenue Volumes:								
24	18	(a) Hip procedures	166	62	104	180	74	106	176	199
14	(23)	(b) Knee procedures	193	361	(168)	226	431	(205)	232	282
-	-	(c) Pacemaker inserts	-	-	-	-	-	-	-	-
424	(89)	11 MRI Hours of Operation	5,123	5,063	60	6,306	6,039	267	4,910	5,948
671	(66)	12 CT Hours of Operation	6,775	7,279	(504)	8,202	8,682	(480)	7,297	8,713
Patient Access Measures & System Integration										
MET CAMPUS ONLY										
5.09	(0.55)	1 Acute Average LOS	5.06	4.54	(0.52)	5.13	4.54	(0.59)	5.22	4.92
4.95	1.49	2 Psych Average - Adolescent LOS	4.80	6.44	1.64	4.85	6.44	1.59	5.49	4.70
Organizational Health										
MET CAMPUS ONLY										
6.00%	-1.30%	1 % Sick Time to Total Comp	5.40%	4.70%	-0.70%	5.50%	4.70%	-0.80%	6.00%	5.70%
3.60%	-1.25%	2 % Overtime to Total Comp	3.90%	2.35%	-1.55%	4.10%	2.35%	1.75%	4.10%	4.07%
1,923.4	NA	3 FTE staffing (Hospital Ops Only)	1,939.7	1,934.3	(5.4)	1,934.6	1,892.3	(42.27)	1,883.6	1,877.4

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

Current Month		Patient Volume Measures		OUELLETTE CAMPUS ONLY			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Description	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	
2,177	8	1 Total Weighted Cases (est) - HIG	21,638	21,409	229	25,830	25,537	293	21,234	25,537	
1,063	(111)	2 Acute separations (excl psych)	9,905	11,585	(1,680)	11,542	13,819	(2,277)	9,335	11,840	
8,741	138	3 Acute pat. days (excl. psych)	82,908	84,918	(2,010)	98,395	101,291	(2,896)	81,795	98,448	
1,633	(409)	4 Psychiatric - Adult patient days	17,560	20,156	(2,596)	21,815	24,042	(2,227)	18,858	22,609	
4,288	(64)	6 Emergency visits and ER holds	42,048	42,959	(911)	50,077	51,242	(1,165)	40,812	48,764	
315	(26)	7 OR - Inpatient cases	3,133	3,362	(229)	3,744	4,010	(266)	3,120	3,753	
645	(2)	8 OR - Day Surgery cases	6,172	6,388	(216)	7,334	7,620	(286)	6,838	7,172	
2,238	(75)	9 Clinic visits	23,109	22,829	280	27,905	27,231	674	23,399	27,399	
868	(32)	10 Community Services visits	8,303	8,887	(584)	9,567	10,601	(1,034)	9,058	10,036	
		11 Variable Revenue Volumes:									
25	(17)	(a) Hip procedures	307	416	(109)	391	496	(105)	292	351	
51	8	(b) Knee procedures	569	427	142	694	509	185	572	688	
31	5	(c) Pacemaker procedures	279	256	23	324	305	19	272	315	
		12 Cataracts									
161	(97)	a) Unilateral	1,542	2,544	(1,002)	2,120	3,035	(915)	1,361	1,366	
68	(37)	b) Bilateral	859	1,035	(176)	1,298	1,234	64	1,518	1,482	
727	(112)	13 MRI Hours of Operation	6,436	8,285	(1,850)	7,462	9,883	(2,421)	6,323	7,486	
920	371	14 CT Hours of Operation	8,955	5,416	3,539	10,674	6,460	4,214	8,821	10,486	
		Patient Access Measures & System Integration									
8.22	(0.89)	1 Acute Average LOS	8.37	7.33	(1.04)	8.53	7.33	(1.20)	8.76	8.31	
11.42	1.01	3 Psych Average - Adult LOS	10.65	12.43	1.78	10.65	12.43	1.78	9.02	11.94	
		Organizational Health									
6.00%	-1.30%	1 % Sick Time to Total Comp	6.00%	4.70%	-1.30%	6.00%	4.70%	-1.30%	5.80%	5.67%	
5.30%	-2.95%	2 % Overtime to Total Comp	5.60%	2.35%	-3.25%	5.90%	2.35%	-3.55%	6.20%	5.84%	
1,556.6	NA	3 FTE staffing (Hospital Ops Only)	1,563.3	1,555.4	(7.9)	1,565.9	1,586.0	20.03	1,561.4	1,547.4	

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

	January 31, 2025	March 31, 2024		January 31, 2025	March 31, 2024
ASSETS			LIABILITIES AND EQUITIES		
Current assets:			Current liabilities:		
Cash & short-term investments	69,214	107,486	Bank overdraft	-	-
Cash, restricted	6,944	5,450	Bank indebtedness	-	-
Cash, restricted Ministry Capital Projects	15,218	7,653	Accounts payable - trade	28,508	32,689
Accounts Rec. - Ministry / CCO	22,417	17,595	Accounts payable - Ministry	13,137	14,011
- OHIP	11,417	12,671	Accrued liabilities	78,932	74,180
- Other	10,649	15,173	Current portion of long term debt	2,847	3,382
Inventories	8,505	6,329	Current portion of MES lease obligation	4,684	6,051
Prepaid & deferred charges	5,570	6,737	Current portion accrued benefit obligations	671	1,506
Due from related parties	2,672	2,598			
	<hr/>	<hr/>		<hr/>	<hr/>
Total current assets	152,606	181,692	Total current liabilities	128,779	131,819
Long term assets:			Long term liabilities:		
Long Term Investments	35,062	31,218	Long Term Debt	27,194	29,469
Marked to market			Debentures	200,000	200,000
Property, Plant, Equipment, Net	224,241	225,824	Accrued benefit obligations	26,500	24,750
Construction in progress	58,330	46,261	Long Term Lease Obligation	5,812	6,758
	<hr/>	<hr/>	ARO Liabilities	1,958	1,958
Total long term assets	317,633	303,303	Marked to market	266	138
			Sick benefits payable	6,056	6,213
			Deferred revenue - capital grants	139,736	131,137
				<hr/>	<hr/>
			Total long term liabilities	407,522	400,423
			Remeasurement gains/(losses):		
			Debenture Sinking Funds	5,419	3,617
			SWAP	(266)	(138)
			Net assets:	<hr/>	<hr/>
Total assets	<u>470,239</u>	<u>484,995</u>	Total liabilities and net assets	<u>470,239</u>	<u>484,995</u>

Statement # 4
Windsor Regional Hospital
Statement of Cash Flows
For the Ten Months Ending January 31, 2025
With Comparative Amounts For the Year Ending March 31, 2024

(Amounts in 000's)

	January 31, 2025	March 31, 2024
<hr/>		
OPERATING ACTIVITIES		
Net Surplus/(deficit) for the period	(20,489)	\$ 2,058
Add (deduct) non-cash items:		
Amortization of capital assets	21,376	22,915
Amortization of deferred capital contributions	(6,543)	(8,242)
	(5,656)	16,731
Cash flow from / (used in) operating balances	(430)	(19,240)
Cash provided by operating activities	(6,086)	(2,509)
<hr/>		
INVESTING ACTIVITIES		
Purchase of capital assets	(24,828)	(30,907)
<hr/>		
FINANCING ACTIVITIES		
Long term investments	(2,042)	(769)
Cash restricted for special purposes	(9,059)	(642)
Loans payable	(5,958)	(3,277)
Capital Lease	(7,034)	(9,760)
Capital grants and donations received	15,142	8,209
Notes payable and other long term liabilities	1,593	678
Cash provided by (used in) financing activities	(7,358)	(5,561)
Net increase (decrease) in cash during the period	(38,272)	(38,977)
Cash, beginning of period	107,486	146,463
Cash, end of period	69,214	\$ 107,486

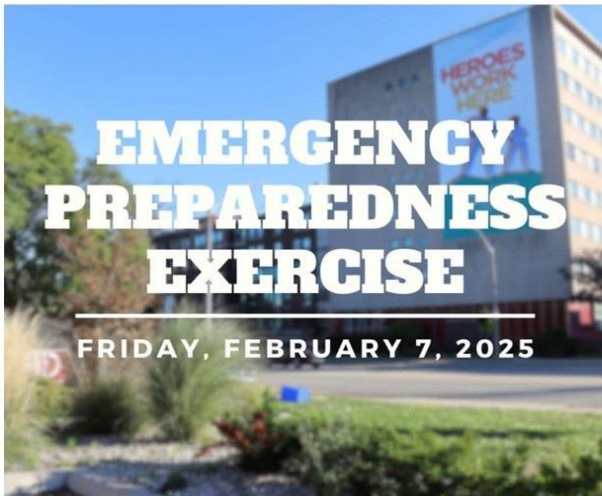
TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



FACEBOOK

 **Windsor Regional Hospital** ...
Posted by Zander Broeckel
Feb 5 · 🌐

This Friday, February 7th, Windsor Regional Hospital, along with several community partners including Windsor Police Service, Windsor Fire, Ess... See more



PSA re: upcoming Emergency Preparedness Exercise

IEWS - 36,554

REACH - 19,064

ENGAGEMENT - 107

 **Windsor Regional Hospital** ...
Posted by Zander Broeckel
Feb 6 · 🌐

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 recruitment poster for Windsor Regional Hospital. The text reads: 'A BRIGHTER FUTURE STARTS WITH YOU' followed by the hospital logo and 'WINDSOR REGIONAL HOSPITAL OUTSTANDING CARE - NO EXCEPTIONS!'. Below this is the question '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?'. The main headline is 'WE ARE HIRING!' in large letters. Below that is 'REGISTERED PRACTICAL NURSE (RPN) - OPERATING ROOM' and a description: 'The Registered Practical Nurse—OR provides care autonomously to meet the holistic needs of individuals experiencing less complex care situations with predictable outcomes and low risk for negative outcomes. Perioperative Certificate is required for this role.' There is a 'LIFE IN WINDSOR-ESSEX' section with a photo of a person and text describing the community. At the bottom, it says 'APPLY NOW: www.wrh.on.ca/Careers or' followed by a QR code.

Recruitment post re: RPN - Operating Room Position

IEWS - 10,884

REACH - 6,779

ENGAGEMENT - 30



Honourable Mentions:

- **Recruitment post re: Nuclear Medicine Tech position**
 - Views – 6,187
 - Reach – 3,560
 - Engagement – 34
- **Post marking Cardiovascular Professionals Week**
 - Views – 4,406
 - Reach – 2,792
 - Engagement – 60
- **Post promoting Virtual Urgent Care**
 - Views – 4,264
 - Reach – 2,719
 - Engagement – 12

TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



[View insights](#)

[Boost post](#)

10



Liked by lidianapenner and others
wrhospital TODAY: Friday, February 7th, Windsor Regional Hospital, along with several community partners including Windsor Police Service... more

PSA re: upcoming Emergency Preparedness Exercise

IMPRESSIONS - 10,559

REACH - 9,139

ENGAGEMENT - 48

INSTAGRAM



[View insights](#)

[Boost post](#)

150

13



Liked by paceheart and others
wrhospital It's Cardiovascular Professionals Week!

This dedicated group work as a team to... more

Post marking Cardiovascular Professionals Week

IMPRESSIONS - 3,239

REACH - 1,933

ENGAGEMENT - 164



Honourable Mentions:

- **Post re: WRH Recruitment Team at St. Clair College Healthcare Career Fair**
 - Impressions – 2,312
 - Reach – 1,418
 - Engagement – 47
- **Post re: WRH Recruitment Team at Cambrian College Career Fair**
 - Impressions – 1,559
 - Reach – 850
 - Engagement – 14
- **Post marking Eating Disorders Awareness Week**
 - Impressions – 1,553
 - Reach – 1,288
 - Engagement – 39

WRH News Clippings – Jan. 30 to Feb. 26, 2025

CTV WINDSOR

HDGH's new Outpatient Rehabilitation Clinic construction progressing

CTV Windsor, January 30, 2025

<https://www.ctvnews.ca/windsor/article/hdghs-new-outpatient-rehabilitation-clinic-construction-progressing/>

Possible measles exposure in Chatham-Kent

CTV Windsor, January 31, 2025

<https://www.ctvnews.ca/windsor/article/possible-measles-exposure-in-chatham-kent/>

Essex-Windsor EMS wants dispatch control and more paramedics to meet growing calls for service

CTV Windsor, February 5, 2025

<https://www.ctvnews.ca/windsor/article/essex-windsor-ems-wants-dispatch-control-and-more-paramedics-to-meet-growing-calls-for-service/>

Essex County Council pushes for mega-hospital update amid growth concerns

CTV Windsor, February 6, 2025

<https://www.ctvnews.ca/windsor/article/essex-county-council-pushes-for-mega-hospital-update-amid-growth-concerns/>

HDGH announces Expansion of Mental Health and Addictions Urgent Crisis Centre

CTV Windsor, February 11, 2025

<https://www.ctvnews.ca/windsor/article/hdgh-announces-expansion-of-mental-health-and-addictions-urgent-crisis-centre/>

Flu cases double in Windsor-Essex: WECHU

CTV Windsor, February 21, 2025

<https://www.ctvnews.ca/windsor/article/flu-cases-double-in-windsor-essex-wechu/>

ESHC expands capacity with mobile clinic amidst surge in influenza cases

CTV Windsor, February 23, 2025

<https://www.ctvnews.ca/windsor/article/eshc-expands-capacity-with-mobile-clinic-amidst-surge-in-influenza-cases/>

AM800

Another expansion of hospice beds in the region

AM800 News, January 29, 2025

<https://www.am800cklw.com/news/another-expansion-of-hospice-beds-in-the-region.html>

Local health unit keeping an eye on seasonal illnesses increase

AM800 News, January 30, 2025

<https://www.am800cklw.com/news/local-health-unit-keeping-an-eye-on-seasonal-illnesses-increase.html>

CK Public Health warning community of exposure to confirmed case of measles

AM800 News, January 30, 2025

<https://www.am800cklw.com/news/ck-public-health-warning-community-of-exposure-to-confirmed-case-of-measles.html>

'So many unanswered questions': Essex mayor looking for update on new mega hospital

AM800 News, February 5, 2025

<https://www.am800cklw.com/news/so-many-unanswered-questions-essex-mayor-looking-for-update-on-new-mega-hospital.html>

Training exercise to take place at both Windsor Regional Hospital campuses

AM800 News, February 5, 2025

<https://www.am800cklw.com/news/training-exercise-to-take-place-at-both-windsor-regional-hospital-campuses.html>

Windsor Regional Hospital experiencing jump in Influenza cases

AM800 News, February 7, 2025

<https://www.am800cklw.com/news/windsor-regional-hospital-experiencing-jump-in-influenza-cases.html>

WECHU Board of Health selects new chair and vice-chair

AM800 News, February 7, 2025

<https://www.am800cklw.com/news/wechu-board-of-health-selects-new-chair-and-vice-chair.html>

Erie Shores Health Foundation launches Heart-to-Heart campaign

AM800 News, February 10, 2025

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WECHU reporting increase of influenza cases

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Erie Shores Healthcare brings in mobile support unit amid surge of influenza cases

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Health unit launches wastewater tool as winter illness continues

Blackburn Windsor, February 2, 2025

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24-hour mental health crisis centre now available

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Ontario Health Coalition says privatization should be a top election issue

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Flu cases double in Windsor-Essex

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Retirement community supports Ronald McDonald House in Windsor

Blackburn Windsor, February 23, 2025

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CBC Windsor, January 29, 2025

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