



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 2, 2023

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 2, 2023 (Paniccia)	Tab A	1703	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO</u> (Musyj)		1705	FYI
5. <u>CNE REPORT</u> (Riddell)		1735	FYI
6. <u>SCHULICH REPORT</u> – (Jacobs)	Tab B	1745	FYI
7. <u>FINANCIAL PRESENTATION</u> – (McLeod)	Tab C	1750	
8. <u>CONSENT AGENDA:</u> Finance/Audit & Resources: February 21, 2023 & Operating Results (McLeod)	Tab D	1800	MOTION (accept report)
9. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)	Tab E	1810	FYI
10. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)		1810	
11. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, April 6, 2023 – ZOOM		1815	FYI

12. <u>ADJOURNMENT</u> (Paniccia)		1815	MOTION
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REGRETS ONLY TO dawn.sutherland@wrh.on.ca, or (519) 254-5577 X52517



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, February 2, 2023**, 17:00 hours, via ZOOM, live streamed on YouTube.

PRESENT VIA ZOOM:

Anthony Paniccia, Chair

Laura Copat

Paul Lachance

Cynthia Bissonnette

Ian McLeod

Patricia France

Linda Staudt

David Malian

Dr. Laurie Freeman

Genevieve Isshak

Penny Allen

Michael Lavoie

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

David Musyj (ex-officio, non-voting)

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

Dr. Danielle Soulliere (ex-officio, non-voting)

STAFF VIA ZOOM:

Executive Committee

REGRETS:

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

Karen Riddell (ex-officio, non-voting)

Mary Dawson

1. CALL TO ORDER:

The meeting was called to order at 1700 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 5, 2023 Board meeting had been previously circulated.

MOVED by Ms. P. France, **SECONDED** by Mr. D. Malian and **CARRIED**

THAT the minutes of the January 5, 2023 Board of Directors meeting be approved.

The Chair congratulated WRH for being recognized by the Trillium Gift of Life Network for its continued dedication to saving lives through organ and tissue donation during the pandemic. In 2021/2022 Ontario hospitals supported 302 organ donors and 1,885 tissue donors. WRH had 9 organ donors, which led to 24 organs donated for transplant and 46 tissue donors enhancing the lives of many.

4. REPORT FROM THE PRESIDENT & CEO:

Mr. Musyj reported. Highlights are as follows.

The first slide of the presentation is a snapshot of influenza cases in Canada as of January 21, 2023. As predicted the influenza season started earlier however it only lasted approximately 7 weeks before it peaked. The positive news is the drop in cases has been dramatic. Mr. Musyj explained that traditionally the flu season lasts until April but it seems we got through it early this year. However, this is not to say that the flu season is over, it is still in the community. In addition, hospitalizations across Canada has steadied for all age groups and continues to drop.

Mr. Musyj reported on ED visits and referred to the graph which is broken down by respiratory and non-respiratory visits. The vast majority of visits are for non-respiratory issues. Respiratory visits started to drop through the month of January.

The next slide provided a snapshot of the COVID/RSV/Influenza inpatient admissions for October, November and December and January. Mr. Musyj explained we are moving forward with a “glass half full” approach. Both influenza and RSV peaked in November and dropped dramatically in January. COVID-19 didn’t spike in January following the holidays and has been more constant. Mr. Musyj reminded that COVID is going to be with us for quite some time. The World Health Organization did not rescind its pandemic emergency declaration however that time could be coming soon.

With respect to occupancy, both campuses have occupancy rates above 100%. Some of this is due to patients having their health issues and treatment delayed due to the pandemic. This is at no fault to the patients. We are still admitting more patients on a percentage basis than pre-COVID. Also, patients are staying longer in hospital. WRH continues to operate 60 more beds than what we did pre-COVID. Mr. Musyj added that were waiting for an announcement from the Government with respect to strategies and the continuation of these beds into the upcoming fiscal year. The pediatric census is below 100% which is positive and we continue to have admit no beds at both campuses. Critical Care at both campuses ebbs and flows.

The ALC issue is fascinating. Mr. Musyj reported the hospital has not had to issue a letter regarding the \$400/day fee. As stated previously, Bill 7 has allowed for greater discussions between families and Home & Community Care. Musyj also confirmed that no patients from ESC have had to go to a home outside their region and this seems to be working well across the Province.

5. REPORT FROM SCHULICH:

Dr. Jacobs referred to his report. The Ministry has granted the Windsor program an extra resident per year for the psychiatry program, going from 2 residents per year to 3 and this will expand the total number of psychiatry residents in Windsor to 15. This is great news.

6. FINANCIAL PRESENTATION (December 2022 Results):

Mr. McLeod reported.

Slide 2 – Funding Update:

- NEW funding now included in December 2022 statements:
 - \$2,207,300 one-time funding for Pandemic Prevention and Containment confirmed for July 2022- March 2023. We have recognized \$1,500,000 to date.

Slide 3 – Financial Results – YTD December 2022:

- \$4,304,000 surplus for hospital operations year to date which is \$2,140,000 worse than budget
- The net surplus after building amortization is \$3,367,000 which is \$1,627,000 worse than budget
- Revenue surplus to date is \$2,140,000 lower than the expense deficit as volume projections for QBPs have been updated.

Slide 4 – COVID-19 Impact on Expenses:

- This slide shows the breakdown of \$18.4 million in COVID-19 expenses
- Unfunded COVID-19 expenses total \$3,730,000 due to
 - The wage differential for the Nursing Externs & S-PEP
 - Expenses no longer funded via incremental expense reimbursement (after June 2022)
 - Sick and isolation costs and additional staffing in the perioperative program
 - Incremental PPE
 - Additional shuttle costs, storage of equipment
- Unfunded expenses have been reduced as the Pandemic Prevention and Containment funding has been applied to these expenses

Revenue shortfalls in the three categories below are not funded:

- Volume-based for Quality-Based Procedures (QBP), Neuro, Cardiac and Wait Time. When compared to the budgeted volumes there is a \$8.4 million shortfall
- \$2.5 million revenue loss in Patient Services
- \$559,000 revenue loss in Other Recoveries

Slide 5 – Significant Variances:

- Salaries & Wage \$3,873,000 deficit
 - Includes the 2nd TRIN (Temporary Retention Incentive for Nurses) payment of \$3,254,000 which is fully funded
 - Includes \$7,200,000 in funded expenses for Nursing Externs, S-PEP and COVID-19 incremental costs
- Medical Staff Fees \$6,496,000 deficit
 - \$4,209,000 is funded through COVID-19 Temporary Physician Funding
 - \$3,202,000 offsetting favourable Patient Services Revenue variance
- Medical/Surgical Supplies \$2,513,000 deficit
 - 84% of this deficit relates to incremental PPE
- Drugs \$3,386,000 deficit
 - Offset by favourable revenue in retail pharmacies

Slide 6 – Significant Variances continued:

- Other Supplies \$3,631,000 deficit
 - \$898,000 building and grounds maintenance and service contracts
 - \$396,000 minor equipment purchases
 - \$362,000 patient transportation cost – patient transports to Hotel Dieu, nursing and retirement homes in order to free up beds
 - \$372,000 physician recruitment
 - \$306,000 referred out cataracts (these earn QBP funding)
 - \$282,000 plant maintenance and minor projects
 - \$141,000 additional employee shuttle service costs (to allow for social distancing)

MOVED by Mr. I. McLeod, **SECONDED** by Mr. P. Lachance and **CARRIED**
THAT the February 2, 2023 Financial Presentation (as of December 31, 2022) be accepted.

7. CONSENT AGENDA:

MOVED by Mr. I. McLeod, **SECONDED** by Mr. M. Lavoie and **CARRIED**
THAT the report from the January 23, 2023 Finance/Audit & Resources Committee meetings be accepted.

8. CORRESPONDENCE/PRINTED MATTER:

- a) Media Report – FYI only.

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

None

10. NEW BUSINESS:

None

11. DATE OF NEXT REGULAR MEETING:

Thursday, March 2, 2023, 1700 hrs VIA: ZOOM

12. ADJOURNMENT:

There being no further business to discuss, it was
MOVED by Mr. P. Lachance, **SECONDED** by Mr. I. McLeod and **CARRIED**
THAT the February 2, 2023 Board of Directors meeting be adjourned at 1730 hours.

Anthony Paniccia, Chair
Board of Directors

Dawn Sutherland
Recording Secretary/ds

Update to WRH Board of Directors (March 2, 2023)

Announcements:

- On February 27, 2023, Schulich School of Medicine & Dentistry hosted a federal funding announcement. Dr. Maria Mathews was one of two Western researchers to receive nearly \$1.5 million in funding toward their work to improve “Transitions in Care” for patients. [Maria Mathews, PhD, Department of Family Medicine](#) is receiving an \$895,000 investment in her research through the Canadian Institutes of Health Research. With this funding, her team will be evaluating [London’s Primary Care Diabetes Support Program](#) to determine its impact on patient health, and on health-care providers, diabetes-related complications, and health system costs.

Faculty Development Workshops:

• **How to Get Promoted: Clinical Academics from Assistant to Associate Professor**

Date: Tuesday, April 4, 2023

Time: 5:30 - 7:00pm EST.

Location: Synchronous Online with Asynchronous Materials to be completed before the course

Of Interest To: Clinical Academics at the Assistant Professor rank can benefit from this practical workshop. [Specific to Windsor Campus Only Registration](#)

Windsor Update:

- The selection committee for the Assistant Dean – Undergraduate Medical Education, Windsor has completed its search. We are thrilled with the selection and hope to announce it formally soon.
- Dean Yoo will be in Windsor for a town hall to commemorate the 15th anniversary of the Windsor Campus. This is scheduled for March 29, 2023.
- [The Awards of Excellence](#) honours the outstanding contributions of faculty and staff at the Schulich School of Medicine & Dentistry and provides an opportunity to recognize and encourage the ongoing development of outstanding talent. Deadline for nominations is **March 17, 2023**.

https://www.schulich.uwo.ca/about/awards/awards_of_excellence/awards_of_excellence_windsor_campus_forms.html

The celebration for Windsor Campus recipients - April 26, 2023.

Respectfully submitted,

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

Schulich School of Medicine & Dentistry – Windsor Campus

Dr. Murray O’Neil Medical Education Centre, Room 1100, 401 Sunset Ave., Windsor, ON, Canada N9B 3P4
Telephone: 519-561-1411 Fax: 519-561-1413 www.uwindsor.ca/medicine



Board of Directors Meeting
March 2, 2023

Financial Presentation (January 2023 Results)

Financial Results January 31, 2023

▶ Funding Update

- ▶ WRH has received confirmation of \$775,700 in additional funding for CT and MRI hours applicable to fiscal 2022-2023:
 - ▶ 1,210 CT hours - \$302,500
 - ▶ 1,820 MRI hours - \$473,200

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

January 31, 2023

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 529,290	\$ 510,363	\$ 18,927	3.7%
Expenses				
Salaries and Wages	\$ 225,347	\$ 220,252	\$ (5,095)	(2.3%)
Employee benefits	56,595	56,763	168	0.3%
Employee ben. - future ben. costs	1,264	1,264	-	0.0%
Medical staff remuneration	52,257	44,899	(7,358)	(16.4%)
Medical & Surgical supplies	34,701	31,869	(2,832)	(8.9%)
Drugs	69,071	64,978	(4,093)	(6.3%)
Supplies & other expenses	66,800	62,363	(4,437)	(7.1%)
Long term Interest	5,863	5,721	(142)	(2.5%)
Equipment lease / rental	2,051	2,134	83	3.9%
Equipment amortization	12,467	14,084	1,617	11.5%
Total Expense	\$ 526,416	\$ 504,327	\$ (22,089)	(4.4%)
Surplus / (Deficit) From Hospital Operations	\$ 2,874	\$ 6,036	\$ (3,162)	
Other Votes (net)	\$ (77)	\$ (66)	\$ (11)	
Net Building Amortization	\$ (979)	\$ (1,544)	\$ 565	
Net Surplus (Deficit)	\$ 1,818	\$ 4,426	\$ (2,608)	
Hospital Margin	\$ 8,660	\$ 11,691	\$ (3,031)	

Financial Results - COVID-19 Impact

January 31, 2023

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	-	-	2,786,747
Recoveries	-	-	614,847
Total Revenue	-	-	3,401,594
Expense			
Compensation	6,548,512	-	4,044,575
Medical Staff Fees	4,220,405	436,885	-
Med. Surg. Supplies	2,383,494	2,329,607	-
Drugs	12,756	-	-
Other supplies & expense	1,042,409	-	172,648
Equipment Expenses	209,305	-	38,193
Renovations	-	-	-
Total Expense	14,416,881	2,766,492	4,255,416
Total Operating	\$ 14,416,881	\$ 2,766,492	\$ 7,657,010

Windsor Regional Hospital COVID-19 Revenue Loss Year-to-Date January 2022		
	<u>Funded</u>	<u>Unfunded</u>
Volume Based*	-	9,863,736
Patient Services**	-	2,786,747
Recoveries***	-	614,847
Total Revenue	-	\$ 13,265,330

Net revenue losses total
\$13.3 million.

Year to Date Results
include \$21.4 million in
COVID-19 extraordinary
expenses.

Financial Results

January 31, 2023

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

Year to Date January 2023 Net Variances				
Category	Year-to-Date Expense Variance	Year-to-Date Revenue Variance	Net	Comment
Salaries & Wages	(5,095)	3,254	(1,841)	TRIN Funding
Medical Staff Fees	(7,358)	8,182	824	COVID-19 Temporary Physician funding \$4,624 Patient Services Revenue \$3,558
Medical/Surgical Supplies	(2,832)	1,717	(1,115)	Pandemic Prevention & Containment Funding
Drugs	(4,093)	4,764	671	Retail Pharmacy Recoveries
Other Supplies & Expense	(4,437)	-	(4,437)	

Financial Results

January 31, 2023

Other Supplies Variance (\$1,000's of dollars)

- ▶ YTD January 2023 (\$4,437)
 - ▶ \$1,122 building/grounds maintenance & service contracts
 - ▶ \$470 physician recruitment
 - ▶ \$400 minor equipment purchases
 - ▶ \$398 referred out transportation
 - ▶ \$305 food costs
 - ▶ \$157 utilities



MOTION/ACTION SHEET

From The

FINANCE/AUDIT & RESOURCES COMMITTEE MEETING General Session

Tuesday, February 21, 2023

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 21, 2023 Via Zoom (following the In-Camera Session).

PRESENT:

Ian McLeod (Chair & Treasurer)
Dr. Laurie Freeman
Paul Lachance
Penny Allen

COMMUNITY MEMBERS:

Anna Kirby
James Skutovich
Marc Jones
Dwayne Dawson
Robert Klein
Trevor Chapman

REGRETS:

Dr. Danielle Soulliere

STAFF:

Karen Riddell
Malissa Gauthier
Todd Bested
John Faber
Heidi Zimmer
Mary Macera

1.0 CALL TO ORDER

Mr. Ian McLeod, Chair & Treasurer, called the meeting to order at 7:09 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Paul Lachance, **SECONDED** by Trevor Chapman that the **General Finance/Audit & Resources Committee Agenda of Tuesday, February 21, 2023, 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 23, 2023

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, January 23, 2023** were previously circulated to all members.

MOVED by Jamie Skutovich, SECONDED by Marc Jones that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, January 23, 2023 be approved

CARRIED.

5.0 FOR DISCUSSION

5.1 Monthly Operating Results Report – January 2023 (*As Appended*)

Ms Zimmer reported that the operating results for the 10 months ended January 31, 2023 resulted in a surplus of \$1,818,000; \$8,660,000 positive Hospital Margin.

There are two items to note:

1. Operating results include a combined \$24.8 million in higher costs and lost revenues attributable to meeting clinical responsibilities related to COVID-19. Incremental expenses will be reimbursed via the criteria applied in fiscal 2022-2023 for the 1st quarter of fiscal year 2022-2023 only.

The vaccine administration and Health Human Resource (HHR) Program and temporary physician funding will continue until March 31, 2023.

2. In January 2023, confirmation of one-time funding was received amounting to \$775,700 to support increased CT and MRI hours in fiscal 2022-2023. Funding is not included in the approved HAPS budget.

Some highlights:

- Year-to-date results include \$21.4 million in COVID-19 expenses. Net revenue losses total \$13.3 million.
- Other supplies variance - \$4.4 million year to date January
- Sicktime – if COVID-19 sick time is excluded from the calculations, Met is at 5.4% and Ouellette is at 5.3%.

No questions were posed by the committee members.

6.0 FOR INFORMATION

6.1 President's Report – February 2023

A link was provided for the community members.

6.2 Project Management Office (PMO) Report – February 2023

A link was provided for the community members.

7.0 DATE OF NEXT MEETING

The Finance/Audit & Resources Committee will meet on **Monday, March 27, 2023 Via Zoom.**

8.0 ADJOURNMENT

Mr. McLeod indicated there was no further business.

MOVED by Penny Allen, SECONDED by Paul Lachance that the General Meeting from the Finance/Audit & Resources Committee of Tuesday, February 21, 2023 be adjourned at 7:15 p.m.

CARRIED.

Mr. Ian McLeod, Chair & Treasurer
FinAudit&Resources_Minutes
20230221

Mary Macera
Recorder

Windsor Regional Hospital
Operating Results Report
For the Ten Months Ended January 31, 2023

Treasurer's Report
Board of Directors

Financial Summary - January 2023
(\$000's)

	Line	January 2023 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$529,290	\$ 510,363	\$ 18,927
Total Expense	20	526,416	504,327	(22,089)
Surplus / (Deficit)	21	2,874	6,036	(3,162)
Other Votes (net)	22	(77)	(66)	(11)
Other Recoveries / (Exp)	23	-	-	-
Subtotal	24	2,797	5,970	(3,173)
Net bldg. amortization	25	(979)	(1,544)	565
Net Surplus (Deficit)	26	\$ 1,818	\$ 4,426	\$ (2,608)
Hospital Margin		\$ 8,660	\$ 11,691	\$ (3,031)
Capital Equipment Expenditures		\$ 21,002	\$ 55,878	\$ 34,876

* Variance - favourable / (unfavourable)

Operation Highlights:

- The operating results for the ten months ended January 31, 2023 resulted in a surplus of \$1,818,000 (\$8,660,000 positive Hospital Margin) based on the Ministry of Health (Ministry) definition. There are two items worth noting –
 - a. Operating results include a combined \$24.8 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. Incremental expenses will be reimbursed via the criteria applied in fiscal 2022-2023 for the first quarter of fiscal 2022-2023 only. Vaccine Administration, Health Human Resources (HHR) programs and Temporary Physician funding will continue through existing processes until March 31, 2023.
 - b. In January 2023 WRH received confirmation of \$775,700 in one-time funding to support increased CT and MRI hours in fiscal 2022-2023. This funding is not included in the updated approved HAPS budget.

1. Financial Results for the Ten Months ended January 31, 2023
(Statement 2)

For the ten months ended January 31, 2023, the surplus after net building amortization is **\$1,818,000**, which is \$2,608,000 worse than the approved plan. This represents a positive Ministry of Health Margin of \$8,660,000 (one year ago, the margin was positive \$3,551,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$24.8 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, 2022 to January 31, 2023 indicating those that have been funded or not (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	-	-	2,786,747
Recoveries	-	-	614,847
Total Revenue	-	-	3,401,594
Expense			
Compensation	6,548,512	-	4,044,575
Medical Staff Fees	4,220,405	436,885	-
Med. Surg. Supplies	2,383,494	2,329,607	-
Drugs	12,756	-	-
Other supplies & expense	1,042,409	-	172,648
Equipment Expenses	209,305	-	38,193
Renovations	-	-	-
Total Expense	14,416,881	2,766,492	4,255,416
Total Operating	\$ 14,416,881	\$ 2,766,492	\$ 7,657,010

Ineligible expenses include the following:

- Compensation of \$4,045,000 due to:
 - The rate difference for the Externs and S-PEP nurses. The maximum hourly rate per the agreement with the Ministry is \$20.60 per hour including benefits. WRH pays \$25 per hour before benefits.
 - Additional staffing in the perioperative program due to COVID-19.
 - COVID-19 sick and isolation costs.
- Other expenses include additional shuttle costs to provide social distancing.
- Equipment expenses for storage units for furniture removed to maintain social distancing.

Funding for COVID-19 testing, assessment and therapeutic delivery & cough and cold assessment has been confirmed in the amount of \$2,071,337 in fiscal 2022-2023. Based on our current year projections this funding will be sufficient to cover the Assessment Centre operating costs.

It should be noted that with respect to Ministry volume based funding, we have unearned revenue for these ten (10) months of \$9.9 million based on estimates. This is \$1,009,000 better than the same period last fiscal year. Prior year actuals are used as a proxy for current year until the actual coded data is available. At time of reporting seven (7) months of coded data is available (April to October 2022).

Revenue

Ministry revenue (combined base and one-time) is \$12.1 million (2.9%) higher than budget.

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. One time funding includes the following:

- ✚ \$7.7 million for April - January 2023 funding for 18 additional med/surge beds
- ✚ \$4 million for April - June 2022 incremental COVID-19 expenses
- ✚ \$3.8 million for the Nursing Extern and SPEP Programs
- ✚ \$1.7 million in Pandemic Prevention and Containment funding for expenses incurred from July 2022 to January 2023
- ✚ \$1.6 million in Assessment Centre funding
- ✚ \$437,000 in COVID-19 physician payments
- ✚ \$538,000 for Vaccine Administration

These accruals are offset by the amounts payable related to the volume shortfalls for Quality-Based Procedures, Neurology, Cardiology and Wait Time programs (\$9.9 million mentioned above). Also, amounts payable related to the Cancer Program total \$3.1 million year to date.

Ministry drug reimbursements are \$1,163,000 better than budget. This budget is based on estimated drug usage and corresponding reimbursement and therefore there is some variation.

The preferred accommodation revenue variance is unfavourable to budget by \$2,644,000. Although additional beds are open and occupancy rates are high, infection prevention and control measures often require patients to be placed in private rooms and we are unable to bill for accommodation in these circumstances. In addition, the Ministry of Health directive that hospitals cannot bill uninsured patients for semi-private and private accommodation during the pandemic contributes to the shortfall. Previously, uninsured patients would have paid out of pocket for this accommodation.

Chronic Co-payment revenue is \$32,000 better than budget. Effective October 1, 2022, patients that are designated as Alternate Level of Care (ALC) can be charged up to \$63.73 per day. The daily rate may be adjusted based on a co-payment assessment which takes into consideration the individual's income.

Patient Services revenue variance is \$3,558,000 favourable (13.4%) year to date, with \$2.2 million 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. The remaining surplus is the result of higher than planned diagnostic revenues which are offset by increased medical fees required to earn this revenue.

Equipment Grant amortization is better than budget by \$219,000 (7.6% favourable). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$4,545,000 favourable (11%) to budget. Retail pharmacy revenues are significantly higher than budgeted but these revenues are equally offset by increased drug costs.

Expenses

Salaries are currently over budget (unfavourable) by \$5,095,000 (2.3%) year to date January 31, 2023. \$3,254,000 of this variance is due to the payment of the second tranche of the Temporary Retention Incentive for Nurses (TRIN) for which there is equally offsetting funding.

Year to date spending for employees in paid isolation is \$223,000 and paid sick time due to COVID-19 is \$2,485,000. Nursing Externs and those participating in the Supervised Practice Experience Partnership (SPEP) have been paid \$5,373,000 to date. Funding for these programs remains in place until March 31, 2023.

Employee Benefits are favourable to budget by \$168,000 (.3%). Note that only statutory benefits were paid on the TRIN bonus.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$7,358,000 (16.4%). Of this variance, \$4,657,000 is attributable to COVID-19 and will be funded through the temporary physician funding. The remaining variance occurs in diagnostic services, laboratory and the emergency department. These higher costs are funded by the higher diagnostic (patient) services revenue or other funding sources.

Medical & Surgical Supplies are unfavourable to budget by \$2,832,000 (8.9%) year to date. The main source of the deficit (\$2,330,000) is the overall increase in Personal Protective Equipment (PPE) throughout the hospital.

Drug expenses are unfavourable by \$4,093,000 (6.3%) year to date. Retail pharmacy revenues offset this deficit entirely and net drug revenue to expense is favourable by \$647,000 year-to-date.

Supplies and Other Expenses are unfavourable to budget by \$4,437,000 (7.1%). Significant variances are as follows:

- ✚ \$1,122,000 building/grounds maintenance and service contracts
- ✚ \$470,000 physician recruitment
- ✚ \$400,000 minor equipment purchases
- ✚ \$398,000 referred out patient transportation
- ✚ \$305,000 food costs
- ✚ \$157,000 utilities

Long Term Interest expense is \$142,000 unfavourable (2.5%).

Equipment Lease/Rental is \$83,000 favourable (3.9%) to budget to date.

Equipment amortization is \$1,617,000 (11.5%) under budget due to the timing of new asset additions.

Other Votes – Other Votes are \$11,000 unfavourable year to date.

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. WRH requests updated quotes on a regular basis and 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 \$25 million from March 31, 2022. The Hospital received reimbursements for outstanding 2020-2021 COVID-19 incremental expenses as well as funding for 2021-2022 expenses up to June 2022. Funding for qualifying incremental expenses from July 2022 to January of 2023 has been accrued in the amount of \$4.1 million. The remaining receivable is comprised of funding for drug reimbursements and timing differences for confirmed base and one-time funding.

Inventory has increased by \$411,000 when compared to March 31, 2022. This increase is attributable to drugs funded by OH-West (Cancer Care).

As at January 31, 2023, the market value of the sinking fund has increased by \$2,392,000 (9.56%) since inception and increased by \$462,000 since March 31, 2022. The underlying cost base as a result of realized investment gains has increased by \$1,751,000 since the original \$25 million investment was made and has increased \$822,000 since March 31, 2022.

Fund Manager -	Market Value	Cost
Guardian Capital	\$13,468,000	\$12,922,000
Leith Wheeler	<u>13,946,000</u>	<u>13,829,000</u>
Total	<u>\$27,414,000</u>	<u>\$26,751,000</u>

3. Patient Volumes

Acute patient days at the Met campus are 1,596 over plan while psychiatry (Maryvale) patient days are below target by 131 days. Surgical cases are 3,837 under plan and ambulatory visits are 19,496 under plan.

Acute patient days at the Ouellette campus are 1,689 above plan while psychiatry patient days are 1,946 under target. Surgical cases are 3,030 below plan and ambulatory visits are 14,817 over plan with 20,278 visits occurring in the COVID-19 Assessment Centre.

Emergency department visits are 6,848 below plan at the Met campus and 7,543 below plan at Ouellette. Emergency patient days are 2,289 over plan at the Met campus and 2,412 over plan at the Ouellette campus. These additional patient days are indicative of the occupancy pressures the hospital is experiencing.

4. Organizational Health

The percentage of sick time year to date for the Met Campus is 7%, which is over the target of 4.7% by 2.3%, while overtime is 1.65% over target at 4%.

Sick time at the Ouellette Campus is 7% compared to the target of 4.7%, while overtime is at 6.7% year to date compared to the target of 2.35%.

Both campuses showed improvement in sick percentages again this month and the Ouellette campus showed improvement in overtime when compared to December 2022.

With respect to FTEs, the Met Campus is favourable to budget by .45 FTEs. At the Ouellette Campus, the FTE variance is unfavourable by 16.8 FTEs. Overall, the Hospital is 41.6 FTEs over budget including 25.2 FTEs for staffing requirements for the Assessment Centre and Vaccine Administration.

Statement #1
WINDSOR REGIONAL HOSPITAL
 Consolidated Operating Results for the Ten Months Ending January 31, 2023

Description	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) Budget	Actual	Budget	Fav/(Unfav) Budget	Forecast	Year to Date	Year End
Revenue (\$000's)								
1 Ministry Funding - Base	\$ 35,011	\$ (1,022)	\$ 349,111	\$ 355,998	\$ (6,887)	\$ 417,808	\$ 347,220	\$ 401,055
2 Ministry Funding - One-time	8,198	2,637	74,516	55,103	19,413	85,234	76,198	27,770
3 Ministry Funding - Drug Reimb.	2,979	421	26,749	25,586	1,163	30,104	25,391	22,103
4 Preferred Accommodation	2	(312)	455	3,099	(2,644)	696	579	3,620
5 Chronic co-payment	7	4	67	35	32	72	1	47
6 Patient services	3,039	356	30,040	26,482	3,558	37,303	29,156	32,594
7 Capital grant amortization	754	113	6,551	6,410	141	7,266	6,330	6,550
8 Other recoveries	5,160	905	46,015	41,445	4,570	52,764	37,463	49,232
9 Total Revenue	\$ 55,150	\$ 3,102	\$ 533,504	\$ 514,158	\$ 19,346	\$ 631,247	\$ 522,338	\$ 536,971
Expense (\$000's)								
10 Salaries	\$ 23,701	\$ (1,327)	\$ 225,851	\$ 220,404	\$ (5,447)	\$ 267,712	\$ 226,216	\$ 242,858
11 Employee benefits	6,652	(114)	56,690	56,794	104	70,107	56,556	61,424
12 Employee ben. - future ben. costs	126	-	1,264	1,264	-	1,517	1,709	2,325
13 Medical staff remuneration	5,351	(862)	52,257	44,899	(7,358)	62,675	52,914	54,183
14 Medical & Surgical supplies	3,554	(319)	34,701	31,869	(2,832)	39,988	34,482	35,882
15 Drugs	7,216	(707)	69,071	64,978	(4,093)	78,973	61,329	60,153
16 Supplies & other expenses	8,092	(875)	72,899	68,228	(4,671)	86,391	76,437	61,257
17 Equipment lease / rental	155	58	2,051	2,134	83	2,560	2,115	2,675
18 Capital amortization	1,852	63	16,902	19,162	2,260	21,324	14,149	13,947
19 Total Expense	\$ 56,699	\$ (4,083)	\$ 531,686	\$ 509,732	\$ (21,954)	\$ 631,247	\$ 525,907	\$ 534,704
20 Other recoveries (expense)	-	-	-	-	-	-	-	572
20 Net Surplus (Deficit) - \$000's	\$ (1,549)	\$ (981)	\$ 1,818	\$ 4,426	\$ (2,608)	\$ (0)	\$ (3,569)	\$ 2,839
1 Total Margin - \$000's	\$ (852)	\$ (1,017)	\$ 8,660	\$ 11,691	\$ (3,031)	\$ 8,072	\$ 3,551	\$ 8,145
COVID-19 related unfunded extraordinary operating expenses and revenue loss included above	913	(913)	7,656	-	(7,656)	9,500	4,998	-

Percentage Variance: -1.93%, 35.23%, 4.55%, -85.32%, 91.43%, 13.44%, 2.20%, 11.03%, 3.76%, -2.47%, 0.18%, 0.00%, -16.39%, -8.89%, -6.30%, -8.85%, 3.89%, 11.79%, -4.31%, #DIV/0!

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Ten Months Ending January 31, 2023
Consolidated - Met and Ouellette Campuses

Description	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
Revenue (\$000's)								
1 Ministry Funding - Base	\$ 34,836	\$ (1,179)	\$ 348,387	\$ 355,746	\$ 416,670	\$ 424,454	\$ 346,983	\$ 419,681
2 Ministry Funding - One-time	8,198	2,637	74,516	55,103	85,234	65,843	76,198	99,387
3 Ministry Funding - Drug Reimb.	2,979	421	26,749	25,586	30,104	30,704	25,391	31,582
4 Preferred Accommodation	2	(312)	455	3,099	696	3,696	579	637
5 Chronic co-payment	7	4	67	35	72	42	1	1
6 Patient services	3,039	356	30,040	28,482	37,303	31,603	28,156	34,338
7 Equipment grant amortization	409	121	3,095	2,876	3,194	3,166	2,922	3,584
8 Other recoveries	5,158	904	45,981	41,436	52,718	50,478	37,435	48,715
Total Revenue	\$ 54,628	\$ 2,952	\$ 529,290	\$ 510,363	\$ 625,991	\$ 609,986	\$ 518,665	\$ 635,925
Expense (\$000's)								
10 Salaries	\$ 23,581	\$ (1,222)	\$ 225,347	\$ 220,252	\$ 267,525	\$ 263,796	\$ 226,079	\$ 272,547
11 Employee benefits	6,639	(104)	56,595	56,763	70,070	69,101	56,517	68,485
12 Employee ben. - future ben. costs	126	-	1,264	1,264	1,517	1,517	1,709	2,546
13 Medical staff remuneration	5,351	(862)	52,257	44,899	62,675	53,875	52,914	64,103
14 Medical & Surgical supplies	3,554	(319)	34,701	31,869	39,987	37,934	34,482	41,517
15 Drugs	7,216	(707)	69,071	64,093	78,973	77,911	61,329	76,960
16 Supplies & other expenses	7,440	(806)	66,800	62,363	78,444	75,169	70,519	86,615
17 Long term interest	593	(17)	5,863	5,721	6,936	6,816	5,796	6,918
18 Equipment lease / rental	155	58	2,051	2,134	2,560	2,560	2,115	2,654
19 Equipment amortization	1,403	5	12,467	14,084	16,116	16,901	9,417	12,353
Total Expense	\$ 56,058	\$ (3,974)	\$ 526,416	\$ 504,327	\$ 624,803	\$ 605,580	\$ 520,877	\$ 634,698
Surplus / (Deficit) From Hospital Operations	\$ (1,430)	\$ (1,022)	\$ 2,874	\$ 6,036	\$ 1,188	\$ 4,406	\$ (2,212)	\$ 1,227
Surplus / (Deficit) from Other Operations (\$000's)								
22 Other Votes (net)	(15)	(9)	(77)	(66)	(52)	(52)	(33)	-
23 Other Recoveries / (Expenses)	-	-	-	-	-	-	-	-
Subtotal	(1,445)	(1,031)	2,797	5,970	1,136	4,354	(2,245)	1,227
25 Net Building Amortization	\$ (104)	50	\$ (979)	\$ (1,544)	\$ (1,136)	\$ (1,853)	\$ (1,324)	\$ (1,227)
Net Surplus (Deficit) - \$000's	\$ (1,549)	\$ (981)	\$ 1,818	\$ 4,426	\$ (0)	\$ 2,501	\$ (3,569)	\$ -
27 COVID-19 extraordinary operating expenses unfunded - eligible	\$ 25	\$ (25)	\$ 404	\$ -	\$ 500	\$ -	\$ 278	\$ 17,772
28 COVID-19 extraordinary operating expenses unfunded - ineligible	\$ 525	\$ (525)	\$ 4,255	\$ -	\$ 6,000	\$ -	\$ 1,308	\$ 2,229
29 COVID-19 related unfunded non-ministry revenue loss included above	\$ 388	\$ (388)	\$ 3,401	\$ -	\$ 3,500	\$ -	\$ 3,690	\$ 4,597
30 YTD - Unearned Ministry volume funding	\$ 1,475	\$ (1,475)	\$ 9,864	\$ -	\$ 10,000	\$ -	\$ 5,079	\$ 10,507

WINDSOR REGIONAL HOSPITAL
Operating Results for the Ten Months Ending January 31, 2023
Consolidated - Met and Ouellette Campuses

Description	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
Financial Performance Measures								
1 Total Margin - \$000's	\$ (852)	(1,017)	\$ 8,660	\$ 11,691	\$ 8,072	\$ 11,170	\$ 3,551	\$ 8,145
2 Total Margin - %	-1.55%	-1.88%	1.63%	2.29%	1.29%	1.83%	0.68%	1.28%
3 Unrestricted cash - \$000's	n/a	n/a	\$ 145,126	N/A	N/A	N/A	129,923	\$ 140,919
4 Current ratio	n/a	n/a	1.83	1.00	1.83	1.00	1.86	1.85
Capital equipment expenditures -								
5a Fiscal 2022 - 23 \$000's	\$ -	n/a	\$ 9,301	\$ 14,942	\$ 17,930	\$ 17,930	\$ 3,645	\$ 11,018
5b C/F \$000's	\$ 1,329	n/a	\$ 3,090	\$ 9,745	\$ 11,694	\$ 11,694	\$ 5,911	\$ 8,376
5c Externally Funded Projects	\$ 1,032	n/a	\$ 6,775	\$ 31,192	\$ 37,430	\$ 37,430	\$ 9,376	\$ 4,722
5d Windsor-Essex Acute Care Hospital	\$ 131	n/a	\$ 1,836	\$ -	\$ 5,230	\$ -	\$ 264	\$ 869
Patient Volume Measures								
1 Total Weighted Cases (est) - HIG	2,060	(18,700)	20,031	20,758	23,893	24,763	20,760	23,854
2 Acute separations (excl psych)	1,518	(15,311)	15,482	21,675	18,487	20,074	20,232	17,439
3 Acute pat. days (excl. psych)	8,046	(68,358)	77,995	76,399	93,033	91,135	75,359	87,037
4 Psychiatric - Adolescent pat. days	99	(965)	933	1,064	1,113	1,269	1,057	1,263
5 Emergency visits and ER holds	4,091	(41,633)	41,042	45,601	48,955	54,540	41,034	49,093
6 OR - Inpatient cases	259	(3,189)	2,480	3,469	2,958	4,113	3,348	2,848
7 OR - Day Surgery cases	541	(7,165)	4,905	7,753	5,851	9,192	7,501	5,816
8 Clinic visits	11,187	(115,764)	109,587	126,950	130,717	151,429	130,250	88,647
9 Community Services visits	680	(8,286)	6,831	8,964	8,148	10,695	16,358	16,358
Variable Revenue Volumes:								
(a) Hip procedures	21	(35)	147	57	109	67	77	94
(b) Knee procedures	21	(323)	187	344	278	410	170	191
(c) Pacemaker inserts	-	-	-	-	-	-	-	-
11 MRI Hours of Operation	297	(6,904)	4,967	7,198	5,925	8,589	5,531	6,559
12 CT Hours of Operation	731	(4,029)	7,300	4,760	8,708	5,678	7,351	8,696
Patient Access Measures & System Integration								
1 Acute Average LOS	5.30	(0.76)	5.04	4.54	5.04	4.54	4.95	4.99
2 Psych Average - Adolescent LOS	6.60	(0.16)	4.94	6.44	4.94	6.44	5.08	5.03
Organizational Health								
1 % Sick Time to Total Comp	6.00%	N/A	7.00%	4.70%	7.00%	4.70%	6.50%	6.50%
2 % Overtime to Total Comp	3.20%	N/A	4.00%	2.35%	4.00%	2.35%	3.30%	3.40%
3 FTE staffing (Hospital Ops Only)	1,502.4	N/A	1,868.6	1,869.1	1,868.6	1,790.0	1,813.5	2,035.0

WINDSOR REGIONAL HOSPITAL
Operating Results for the Ten Months Ending January 31, 2023
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
2,178	(19,118)	21,095	21,294	25,182	25,402	20,090	24,037
900	(9,866)	8,874	10,767	10,585	12,842	8,488	10,113
8,097	(70,818)	80,614	78,925	96,157	94,131	73,609	88,973
2,050	(18,056)	18,160	20,106	21,661	23,983	16,561	20,066
4,155	(41,222)	40,331	45,462	48,107	54,126	39,655	47,819
270	(3,319)	2,981	3,605	3,556	4,281	2,738	3,240
640	(9,191)	7,475	9,881	8,916	11,727	8,346	9,648
2,114	(24,301)	20,415	28,415	24,351	31,508	23,866	23,866
2,394	(5,800)	29,011	8,194	34,605	9,774	63,819	63,819
34	(342)	271	383	366	448	256	297
45	(401)	499	452	548	532	352	430
29	(193)	264	221	315	265	270	328
166	(4,445)	2,757	4,640	4,171	5,500	4,517	5,225
134	113	1,149	20	1,109	25	63	105
535	(4,536)	5,425	5,072	6,471	6,047	5,625	6,644
911	(7,245)	8,171	8,156	9,746	9,728	8,919	10,656
9.00	(1.67)	9.08	7.33	9.08	7.33	8.67	8.80
12.42	0.01	10.95	12.43	10.95	12.43	9.82	10.08
6.40%	N/A	7.00%	4.70%	7.00%	4.70%	6.70%	6.70%
5.50%	N/A	1,557.2	2,355	6.70%	2,355	6.00%	6.00%
1,616.8	N/A	1,557.2	1,540.4	1,557.2	1,445.1	1,483.7	1,665.0
24.2	-	25.2	-	23.7	-	134.2	142.0
Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
24.2	-	25.2	-	23.7	-	134.2	142.0

Patient Volume Measures		Year To Date		Year End		Prior Year Actual	
Description	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Year to Date	Year End
1 Total Weighted Cases (est) - HIG	21,095	21,294	(199)	25,182	25,402	20,090	24,037
2 Acute separations (excl psych)	8,874	10,767	(1,893)	10,585	12,842	8,488	10,113
3 Acute pat. days (excl. psych)	80,614	78,925	1,689	96,157	94,131	73,609	88,973
4 Psychiatric - Adult patient days	18,160	20,106	(1,946)	21,661	23,983	16,561	20,066
6 Emergency visits and ER holds	40,331	45,462	(5,131)	48,107	54,126	39,655	47,819
7 OR - Inpatient cases	2,981	3,605	(624)	3,556	4,281	2,738	3,240
8 OR - Day Surgery cases	7,475	9,881	(2,406)	8,916	11,727	8,346	9,648
9 Clinic visits	20,415	28,415	(6,000)	24,351	31,508	23,866	23,866
10 Community Services visits	29,011	8,194	20,817	34,605	9,774	63,819	63,819
11 Variable Revenue Volumes:							
(a) Hip procedures	271	383	(112)	366	448	256	297
(b) Knee procedures	499	452	47	548	532	352	430
(c) Pacemaker inserts	264	221	43	315	265	270	328
12 Cataracts							
a) Unilateral	2,757	4,640	(1,883)	4,171	5,500	4,517	5,225
b) Bilateral	1,149	20	1,129	1,109	25	63	105
13 MRI Hours of Operation	5,425	5,072	353	6,471	6,047	5,625	6,644
14 CT Hours of Operation	8,171	8,156	15	9,746	9,728	8,919	10,656
Patient Access Measures & System Interactions							
1 Acute Average LOS	9.08	7.33	(1.75)	9.08	7.33	8.67	8.80
3 Psych Average - Adult LOS	10.95	12.43	1.48	10.95	12.43	9.82	10.08
Organizational Health							
1 % Sick Time to Total Comp	7.00%	4.70%	-2.30%	7.00%	4.70%	6.70%	6.70%
2 % Overtime to Total Comp	6.70%	2.35%	-4.35%	6.70%	2.35%	6.00%	6.00%
3 FTE staffing (Hospital Ops Only)	1,557.2	1,540.4	(16.8)	1,557.2	1,445.1	1,483.7	1,665.0
Patient Volume Measures							
Description	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Year to Date	Year End
1 FTE staffing	24.2	-	(24.2)	23.7	-	134.2	142.0

Statement # 3

WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION

As At January 31, 2023
(Amounts in 000's)

	January 31, 2023	March 31, 2022	January 31, 2023	March 31, 2022
ASSETS				
Current assets:				
Cash & short-term investments	\$ 145,126	\$ 140,919	\$ -	\$ -
Cash, restricted	6,968	5,552	-	-
Cash, restricted Ministry Capital Projects	5,872	7,860	26,432	23,149
Accounts Rec. - Ministry / CCO	27,967	52,848	28,087	36,755
- OHIP	9,225	10,284	60,159	65,118
- Other	9,824	8,912	3,640	3,466
Inventories	6,646	6,235	-	-
Prepaid & deferred charges	4,844	3,825	1,043	1,329
Due from related parties	1,666	3,490	-	-
Total current assets	218,138	239,925	119,362	129,817
Long term assets:				
Long Term Investments	27,414	26,952	33,461	36,177
Property, Plant, Equipment, Net	212,588	215,478	200,000	200,000
Construction in progress	25,767	18,765	25,293	24,696
	<u>238,356</u>	<u>234,243</u>	<u>-</u>	<u>-</u>
Total long term assets	265,770	261,195	239	621
	<u>212,588</u>	<u>215,478</u>	<u>5,716</u>	<u>5,915</u>
	<u>238,356</u>	<u>234,243</u>	<u>128,271</u>	<u>133,269</u>
	<u>265,770</u>	<u>261,195</u>	<u>392,980</u>	<u>400,678</u>
Total assets	\$ 483,908	\$ 501,120	\$ 483,908	\$ 501,120
LIABILITIES AND EQUITIES				
Current liabilities:				
Bank overdraft	-	-	-	-
Bank indebtedness	-	-	-	-
Accounts payable - trade	-	-	-	-
Accounts payable - Ministry	-	-	-	-
Accrued liabilities	-	-	-	-
Current portion of long term debt	-	-	-	-
Current portion of capital lease obligations	-	-	-	-
Current portion accrued benefit obligations	-	-	-	-
Total current liabilities	119,362	119,362	119,362	119,362
Long term liabilities:				
Long Term Debt	-	-	-	-
Debentures	-	-	-	-
Accrued benefit obligations	-	-	-	-
Capital lease obligations	-	-	-	-
Marked to market	-	-	-	-
Sick benefits payable	-	-	-	-
Deferred revenue - capital grants	-	-	-	-
Total long term liabilities	33,461	26,952	33,461	36,177
	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>
	<u>25,293</u>	<u>25,293</u>	<u>25,293</u>	<u>24,696</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>239</u>	<u>239</u>	<u>239</u>	<u>621</u>
	<u>5,716</u>	<u>5,716</u>	<u>5,716</u>	<u>5,915</u>
	<u>128,271</u>	<u>128,271</u>	<u>128,271</u>	<u>133,269</u>
	<u>392,980</u>	<u>392,980</u>	<u>392,980</u>	<u>400,678</u>
Total liabilities and net assets	\$ 483,908	\$ 501,120	\$ 483,908	\$ 501,120
Remeasurement gains/(losses):				
Debtenture Sinking Funds	663	663	663	1,022
SWAP	(239)	(239)	(239)	(621)
Net assets:	(28,858)	(28,858)	(28,858)	(29,776)

Statement # 4

Windsor Regional Hospital
Statement of Cash Flows

For the Ten Months Ending January 31, 2023

With Comparative Amounts For the Year Ending March 31, 2022

(Amounts in 000's)

	January 31, 2023	March 31, 2022	Month of January 2023
OPERATING ACTIVITIES			
Net Surplus/(deficit) for the period	\$ 918	\$ (0)	\$ (2,614)
Add (deduct) non-cash items:			
Amortization of capital assets	16,889	17,670	1,839
Amortization of deferred capital contributions	(5,355)	(7,675)	(634)
	12,451	9,995	(1,410)
Cash flow from / (used in) operating balances	15,079	32,319	15,240
Cash provided by operating activities	27,530	42,314	13,831
INVESTING ACTIVITIES			
Purchase of capital assets	(21,002)	(24,116)	(2,492)
FINANCING ACTIVITIES			
Long term investments	(821)	(919)	15
Cash restricted for special purposes	572	(7,990)	841
Loans payable	(2,827)	(4,648)	(391)
Capital grants and donations received	357	16,011	677
Notes payable and other long term liabilities	398	375	181
Cash provided by (used in) financing activities	(2,321)	2,829	1,325
Net increase (decrease) in cash during the period	4,207	21,027	\$ 12,663
Cash, beginning of period	140,919	119,892	132,463
Cash, end of period	\$ 145,126	\$ 140,919	\$ 145,126



WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE – NO EXCEPTIONS!

Media Report to the Board of Directors February 2023

WRH honoured for organ donation work

AM800, Feb. 1, 2023

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-honoured-for-organ-donation-work-1.19177825>

WRH recognized for organ and tissue donation

Windsor Star, Feb. 1, 2023

https://windsorstar.com/news/local-news/windsor-regional-hospital-recognized-for-organ-and-tissue-donation?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR3xhYAoptngSee5vbv0w_ZWHNfi230IICPKGwsQkxxVgLOJgX_KPkj173g#Echobox=1675300950

Brentwood executive director believes CTS is an important tool in battling addiction

AM800, Feb. 1, 2023

<https://www.iheartradio.ca/am800/news/brentwood-executive-director-believes-cts-is-an-important-tool-in-battling-addiction-1.19177675>

Windsor-Essex organizations encourage heart health

CTV Windsor, Feb. 1, 2023

<https://windsor.ctvnews.ca/windsor-essex-organizations-encourage-heart-health-1.6256012>

Influenza cases falling after autumn peak: WRH

CTV Windsor, Feb. 3, 2023

[Influenza cases falling after autumn peak: WRH | CTV News](#)

Current surgical wait list contains 3,000 patients

Windsor Star, Feb. 2, 2023

[Current surgical wait list contains 3,000 patients | Windsor Star](#)

Hospital says flu season peaked early. COVID stable

Blackburn News, Feb. 3, 2023

[BlackburnNews.com - Hospital says flu season peaked early, COVID stable](#)

WECHU issues final notice to parents and guardians of elementary students

AM800, Feb. 2, 2023

<https://www.iheartradio.ca/am800/news/wechu-issues-final-notice-to-parents-and-guardians-of-elementary-students-1.19180825>

6,654 students facing out-of-date immunization records

CTV Windsor, Feb. 2, 2023

[6,654 students facing suspension due to out-of-date immunization records | CTV News](#)

WECHU issues final notice of out-of-date vaccines

Blackburn News, Feb. 2, 2023

[BlackburnNews.com - WECHU issues final notices of out-of-date vaccines](#)

WECHU says more than 6,600 students will be suspended over expired vaccination records

CBC Windsor, Feb. 2, 2023

[Windsor-Essex health unit says more than 6,600 students will be suspended over expired vaccination records | CBC News](#)

WRH admissions for respiratory illnesses sees dramatic drop

AM800, Feb. 3, 2023

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-admissions-for-respiratory-illnesses-sees-dramatic-drop-1.19185008>

Windsor-Tecumseh MPP touts new provincial health plan

AM800, Feb. 3, 2023

<https://www.iheartradio.ca/am800/news/windsor-tecumseh-mpp-touts-new-provincial-health-plan-1.19186161>

Trillium Gift of Life Network recognizes WRH

Blackburn News, Feb. 5, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/02/05/trillium-gift-life-network-recognizes-windsor-regional-hospital/>

New committee formed to find new CTS site while current process continues to move forward

AM800, Feb. 3, 2023

<https://www.iheartradio.ca/am800/news/new-committee-formed-to-find-new-cts-site-while-current-process-continues-to-move-forward-1.19188428>

Health unit approves compromise on future Safepoint

Blackburn News, Feb. 3, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/02/03/health-unit-approves-compromise-future-safepoint/>

Health unit joins hunt for new downtown harm reduction site

Windsor Star, Feb. 3, 2023

https://windsorstar.com/news/local-news/health-unit-joins-hunt-for-new-downtown-harm-reduction-site?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR3gnqy4Is4TH2slCaXsdodRwRrTT8DStjOOJ-qNqznVGE4SK32IK7A_VkE#Echobox=1675541884

Essex-Windsor EMS vote in favour of strike

CTV Windsor, Feb. 7, 2023

<https://windsor.ctvnews.ca/essex-windsor-ems-vote-in-favour-of-strike-1.6263164>

Public Health declares C diff outbreak at CKHA

CBC Windsor, Feb. 7, 2023

<https://www.cbc.ca/news/canada/windsor/c-diff-outbreak-chatham-kent-health-alliance-1.6739984>

Clostridium difficile outbreak declared on CKHA medicine unit

CTV Windsor, Feb. 7, 2023

<https://windsor.ctvnews.ca/clostridium-difficile-outbreak-declared-on-chatham-kent-health-alliance-medicine-unit-1.6263349>

Local healthcare leaders and critics react to slight influx of federal funding

CTV Windsor, Feb. 8, 2023

<https://windsor.ctvnews.ca/local-healthcare-leaders-and-critics-react-to-slight-influx-of-federal-funding-1.6265609>

Paramedics union hopeful deal will be reached

Blackburn News, Feb. 8, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/02/09/paramedics-union-hopeful-deal-will-reached/>

Hospice hoping for permanent funding for three new patient suites

AM800, Feb. 9, 2023

<https://www.iheartradio.ca/am800/news/hospice-hoping-for-permanent-funding-for-three-new-patient-suites-1.19216926>

Hospice Windsor-Essex opens new patient suites

Blackburn News, Feb. 9, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/02/09/hospice-windsor-essex-opens-new-patient-suites/>

Reader letter: Paediatric care should be properly funded, staffed in this city

Windsor Star, Feb. 13, 2023

<https://windsorstar.com/opinion/letters/reader-letter-paediatric-care-should-be-properly-funded-staffed-in-this->

[city?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=1wAR0lphQpZSbb1p92J_zKIQH5h9BIRdR8NzfaagxcARsBJqWbEEMSu-SZt7w#Echobox=1676287073](https://www.facebook.com/1wAR0lphQpZSbb1p92J_zKIQH5h9BIRdR8NzfaagxcARsBJqWbEEMSu-SZt7w#Echobox=1676287073)

Listen for your chance to win a \$50 gift certificate to Antonino's (*Foundation promo*)

AM800, Feb. 11, 2023

[Celebrate Love! \(iheartradio.ca\)](https://www.iheartradio.ca)

Hospice Windsor-Essex announces opening of additional patient beds

CTV Windsor, Feb. 10, 2023

https://windsor.ctvnews.ca/hospice-windsor-essex-announces-opening-of-additional-patient-beds-1.6269918?cid=sm%3Atrueanthem%3Actvwindsor%3Apost&utm_campaign=trueAnthem%3A%20Trending%20Content&utm_medium=trueAnthem&utm_source=facebook&fbclid=1wAR0HDIbajzLOMyID1ubL4cyfjCegFr1bfTGj4IR_mrKEBkF5BZGBsO7gW4U

Loss of long COVID supports has patients looking to fill gaps in care

CBC Windsor, Feb. 13, 2023

<https://www.cbc.ca/news/canada/windsor/windsor-covid-long-haul-patient-supports-1.6746834>

New intensive beds open at HDGH's withdrawal management centre

CTV Windsor, Feb. 13, 2023

<https://windsor.ctvnews.ca/new-intensive-beds-open-at-hotel-dieu-grace-s-withdrawal-management-centre-1.6271802>

HDGH's withdrawal management services open new intensive beds

AM800, Feb. 13, 2023

<https://www.iheartradio.ca/am800/news/hotel-dieu-grace-healthcare-s-withdrawal-management-services-open-new-intensive-beds-1.19240189>

Windsor council says it needs more info before it commits to a drug consumption site

CBC Windsor, Feb. 13, 2023

<https://www.cbc.ca/news/canada/windsor/windsor-council-supervised-consumption-site-1.6746975>

Council seeks more information about drug consumption site

Windsor Star, Feb. 13, 2023

https://windsorstar.com/news/local-news/council-seeks-more-information-about-drug-consumption-site-funding?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=1wAR2EXoc36lv7CV3OFSaOJ8WXbGFs_Gycnmll_sqFYTClip8BZjL8IX2WhEE#Echobox=1676338168

Two new withdrawal management beds available at HDGH

Blackburn News, Feb. 13, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/02/13/two-new-withdrawal-management-beds-available-hdgh/>

Council seeks more information about drug consumption site funding

Windsor Star, Feb. 14, 2023

https://windsorstar.com/news/local-news/council-seeks-more-information-about-drug-consumption-site-funding?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR0sYm40PPllOoPFRJCRH-hztx9VndPj5wGWgZsFH7AQe3HL0nMbe1A1O3-g#Echobox=1676338168

Family respite services launches new global program

AM800, Feb. 15, 2023

<https://www.iheartradio.ca/am800/news/family-respite-services-launches-new-global-program-1.19257138>

Mayor says health unit pulled bait and switch over Safepoint funding source but WECHU board chair says costs were long made clear (NOTE: references new hospital project)

CTV Windsor, Feb. 16, 2023

<https://windsor.ctvnews.ca/mayor-says-health-unit-pulled-bait-and-switch-over-safepoint-funding-source-but-wechu-board-chair-says-costs-were-long-made-clear-1.6277182>

Hundreds of asylum seekers arrive in Windsor via the U.S., Ottawa confirms

CBC Windsor, Feb. 16, 2023

<https://www.cbc.ca/news/canada/windsor/refugees-windsor-us-hotels-1.6750618>

More than 600 asylum claimants in Windsor

AM800, Feb. 17, 2023

<https://www.iheartradio.ca/am800/news/more-than-600-asylum-claimants-in-windsor-1.19262160>

Health unit CEO comfortable province will approve Safepoint funding by mid-summer

AM800, Feb. 16, 2023

<https://www.iheartradio.ca/am800/news/health-unit-ceo-comfortable-province-will-approve-safepoint-funding-by-mid-summer-1.19261564>

WECHU talks timeline around Safepoint CTS approvals funding

CTV Windsor, Feb. 16, 2023

<https://windsor.ctvnews.ca/wechu-talks-timeline-around-safepoint-cts-approvals-funding-1.6277722>

WRH losing funds running Tim Hortons services

Windsor Star, Feb. 17, 2023

<https://windsorstar.com/news/local-news/windsor-regional-hospital-bleeding-funds-running-tim-hortons->

[services?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR1dJcbbR8PEJubSfqsSeXGCfpZNUtpGwyJG83My0o_t1w0p68KW0BYvg#Echobox=1676668418](https://www.facebook.com/wechu/?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR1dJcbbR8PEJubSfqsSeXGCfpZNUtpGwyJG83My0o_t1w0p68KW0BYvg#Echobox=1676668418)

WECHU facing more demands to inspect housing for seasonal farm workers

AM800, Feb. 21, 2023

<https://www.iheartradio.ca/am800/news/wechu-facing-more-demands-to-inspect-housing-for-seasonal-farm-workers-1.19264174>

Drew Dilkens says Windsor is doing their share with helping asylum seekers in the city

AM800, Feb. 18, 2023

<https://www.iheartradio.ca/am800/news/drew-dilkens-says-windsor-is-doing-their-share-with-helping-asylum-seekers-in-the-city-1.19264679>

Windsor-Essex now home to hundreds of asylum seekers

Blackburn News, Feb. 17, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/02/17/windsor-essex-now-home-hundreds-asylum-seekers/>

Windsor has welcomed over 600 asylum seekers since last summer

CTV Windsor, Feb. 20, 2023

<https://windsor.ctvnews.ca/windsor-has-welcomed-over-600-asylum-seekers-since-last-summer-1.6281134>

Ontario needs to invest in non-profit model for health, social services – Guest Column

Windsor Star, Feb. 18, 2023

[Guest column: Ontario needs to invest in non-profit model for health, social services | Windsor Star](https://www.windsorstar.com/news/local-news/guest-column-ontario-needs-to-invest-in-non-profit-model-for-health-social-services-1.6281134)

Virtual town hall to display early designs for new acute care hospital

AM800, Feb. 21, 2023

<https://www.iheartradio.ca/am800/news/virtual-town-hall-to-display-early-designs-for-new-acute-care-hospital-1.19277929>

New hospital design ready for public viewing

Blackburn News, Feb. 21, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/02/21/new-hospital-design-ready-public-viewing/>

Virtual town hall will give public update on new hospital project, view of initial drawings

Windsor Star, Feb. 21, 2023

https://windsorstar.com/news/local-news/virtual-town-hall-will-give-public-update-on-new-hospital-project-view-of-initial-drawings?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR0Vq9-wDRPYZb77UtqkXntY1iMI-an9RaxSSoET-T6xXHsumyOBgFLGmAk#Echobox=1677002928

After taking Bird scooters for a spin, city looks to keep program going

CBC Windsor, Feb. 21, 2023

<https://www.cbc.ca/news/canada/windsor/windsor-electric-scooters-bikes-1.6755189>

Ontario patients will be protected from paying health fees (references cataracts and WRH)

Toronto Star, Feb. 21, 2023

[Ontario patients will be protected from paying health fees | The Star](#)

Robot-assisted hip replacement surgery at WRH a first in Ontario

CBC Windsor, Feb. 22, 2023

<https://www.cbc.ca/news/canada/windsor/robot-hip-replacement-surgery-1.6756617>

WRH introduces robotic hip replacement surgery to Ontario

Windsor Star, Feb. 22, 2023

https://windsorstar.com/news/local-news/windsor-regional-hospital-introduces-robotic-hip-replacement-surgery-to-ontario?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR3w10pm3k3Slu5Ew-jPGrSy56hSyyKaPCp6UZGaSfehVBo6Bdj8GJ4H20#Echobox=1677098668

WRH first in Ontario to perform groundbreaking robot assisted hip replacement

CTV Windsor, Feb. 22, 2023

<https://windsor.ctvnews.ca/windsor-regional-hospital-first-in-ontario-to-perform-groundbreaking-robot-assisted-hip-replacement-1.6284489>

Video: <https://windsor.ctvnews.ca/video?clipId=2633917>

WRH first in Ontario to use robot to perform groundbreaking hip replacement surgery

AM800, Feb. 22, 2023

<https://www.iheartradio.ca/am800/news/wrh-first-in-ontario-to-use-robot-to-perform-groundbreaking-hip-replacement-surgery-1.19283552>

WRH first in Ontario to perform robotic hip surgery

Blackburn News, Feb. 22, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/02/23/wrh-first-ontario-perform-robotic-hip-surgery-video/>

Council asked to tell feds that Windsor cannot support any more asylum seekers

AM800, Feb. 22, 2023

<https://www.iheartradio.ca/am800/news/council-asked-to-tell-feds-that-windsor-cannot-support-anymore-asylum-seekers-1.19284676>

Another pandemic charge dropped against Windsor pastor in exchange for charitable donation

CTV Windsor, Feb. 22, 2023

<https://windsor.ctvnews.ca/another-pandemic-charge-dropped-against-windsor-pastor-in-exchange-for-charitable-donation-1.6284585>

Nurses calling for better wages, better staffing in contract negotiations

Blackburn News, Feb. 23, 2023

<https://blackburnnews.com/windsor/windsor-news/2023/02/23/nurses-calling-better-wages-better-staffing-contract-negotiations/>

Nurses stage protest at Windsor hospital

Windsor Star, Feb, 23, 2023

[Nurses stage protest at Windsor hospital | Windsor Star](#)

Picket lines are up in front of WRH's Ouellette Campus

AM800, Feb. 23, 2023

[Picket Lines are Up In Front of Windsor Regional Hospital's Ouellette Campus \(iheartradio.ca\)](#)

Falling branch sends Lasalle teen to hospital

CTV Windsor, Feb. 23, 2023

<https://windsor.ctvnews.ca/falling-branch-sends-lasalle-teen-to-hospital-1.6286586>

Teenage boy transferred to London ICU after being hit by falling branch

AM800, Feb. 23, 2023

<https://www.iheartradio.ca/am800/news/update-teenage-boy-transferred-to-london-icu-after-being-hit-by-falling-branch-1.19288268>

Teen taken to hospital after being hit by fallen branch

Windsor Star, Feb. 23, 2023

https://windsorstar.com/news/local-news/teen-taken-to-hospital-after-being-hit-by-fallen-branch?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR3PSN-Bpr288jGJPRpD202hSDECZtdt_znrstnhXtacdux9kdexeurlJVY#Echobox=1677190284

Web and Social Media Analytics – February 2023

WEB:

Number of Actual Users Accessing the Website (February 2023) : 26,722

Number of Website Page Views: 104,275

What Pages Are They Looking At?:

1. Home Page – 19,351 views
2. Emergency Wait Times – 9,156 views
3. Careers – 3283 views
4. Contact Us – 2556 views
5. Coronavirus – 2422 views
6. Pharmacy login (MyWRH) – 2224 views
7. coronavirus – 1819 views
8. Pharmacy Services - 1783 views
9. Workplace Wellness Calendar – 1701 views
10. IV ManualFormularyDrugs – 1676 views

YOUTUBE:

Views: 4287 views

Watch Time: 209.9 hours

Subscribers: 883, +10

Top videos

Internal:

1. Guidelines for Basic Adult Neurological Observation – 453
2. Demonstrating Compassion (AIDET customer service training) – 406
3. Improving the patient experience – 245
4. WRH Fit Test demonstration - 166
5. AIDET overview video - 91

External:

1. Mako hip replacement technology – 628
2. Using Quick Dams to prevent flooding – 165
3. Period of Purple Crying – 138
4. Negative Air Pressure rooms at WRH - 74
5. February Board Report of the President and CEO - 71
6. WRH recognized for organ and tissue donation - 68

FACEBOOK: 10,990 followers

Post Reach – 28,614

Top Posts:

1. Happy Super Bowl Sunday to our Super Babies!, 19,220 reached
2. WRH first robotic hip replacement in Ontario, 3877 reached
3. Cardiovascular Professionals Week at WRH, 2753
4. Director of Philanthropy receives special award, 1623
5. Symphony Orchestra quartet plays at Met Campus, 1501
6. WRH receives Stroke Distinction accreditation, 1335
7. Pizza shop supports WRH cardiac program, 1221
8. Symphony Orchestra quartet plays at Ouellette Campus, 1001
9. WRH Pink Shirt Day for anti-bullying campaign, 901
10. Multi-faith rooms renovated at WRH, 766

INSTAGRAM – Followers: 4058

Reach: 3412

Engagement: 966

Top Posts:

1. Super Bowl babies, 3140 reached
2. Mako robotic hip replacement, 2437 reached
3. WRH recognized for organ and tissue donation excellence, 2110 reached
4. Symphony quarter plays Ouellette Campus, 1882
5. Pizza shop raises funds for cardiac care, 1686

TWITTER:

Followers: 5,981, +40 this month

February Summary:

14.6K impressions

6 tweets

300 profile visits

9 mentions

Top WRH tweet:

Happy [#superbowl](#) Sunday to our Super Babies! Thanks again to our generous volunteer (who prefers to remain anonymous) who crochets soft cozy football “cocoon” every year for babies in our Family Birthing Centre.

Who wins the Super Bowl? These [#babies](#) and these parents!
pic.twitter.com/yZEbA52RzM. – Feb. 12, 2023; 4837 impressions