



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, November 4, 2021
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> October 7, 2021 (Paniccia)	Tab A	1703	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO</u> (Musyj) Will be live presentation		1705	FYI
5. <u>SCHULICH REPORT</u> – verbal (Jacobs)		1730	FYI
6. <u>FINANCIAL PRESENTATION & TREASURER'S REPORT</u> – (Allen)	Tab B	1735	MOTION (accept)
7. <u>CONSENT AGENDA:</u> Finance/Audit & Resources: October 25, 2021 & Operating Results (Allen)	Tab C	1745	MOTION (accept)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)	Tab D	1750	FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)		1755	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, December 9, 2021 – ZOOM		1800	FYI

11. <u>ADJOURNMENT</u> (Paniccia)		1802	MOTION

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



HAPPY BIRTHDAY

Dan Wilson

David Musyj



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, October 7, 2021**, 17:00 hours, via ZOOM, live streamed on YouTube.

PRESENT VIA ZOOM:

Anthony Paniccia, Chair

Genevieve Isshak

Paul Lachance

Michael Lavoie

Penny Allen

Ian McLeod

Dr. Laurie Freeman

Patricia France

Laura Copat

Mary Dawson

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

David Musyj (ex-officio, non-voting)

Karen Riddell (ex-officio, non-voting)

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

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

REGRETS:

Dan Wilson

Cynthia Bissonnette

STAFF VIA ZOOM:

Executive Committee

1. CALL TO ORDER:

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

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the September 9, 2021 Board meeting had been previously circulated.

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

THAT the minutes of the September 9, 2021 Board of Directors meeting be approved.

Former Chair of the WRH Board, Mr. Michael Ray passed away today. Mr. Paniccia expressed condolences to his family. Mr. Ray served as Board Chair from 2009-2011 and served on several committees from 2004-2013. Mr. Musyj shared a special story about Mr. Ray. He leaves a legacy behind and we are very thankful for all that he did for the hospital.

WRH staff received special recognition from the Ontario Renal Network for their efforts during the COVID-19 pandemic. They specifically wanted to acknowledge the program's Director, Ms. Kristen Mailloux.

The Chair gave a shout out to Super Ethan who was diagnosed with cancer in 2014 at the age of 2. Ethan and his parents raised \$8,000 this year for Paediatric Oncology. He is an amazing example of a grateful patients.

4. REPORT FROM THE PRESIDENT & CEO:

Mr. Musyj reported. Highlights from his report are as follows:

- i) Today's announcement on staff vaccinations – 98.5% of the staff are fully vaccinated, 99% are registered nurses (RNs, RPNs and Nurse Practitioners), and 99% of our Professional Staff (physicians, dentists, midwives, NPs) have been vaccinated. Mr. Musyj emphasized the positive feedback we have received not only from our community but from as far as BC, sharing their own personal stories and the comfort they have knowing that our staff are following this policy. Mr. Paniccia added that we have also had organizations come forward thanking us for our leadership.
- ii) Dr. Saad presented the COVID-19 provincial trends and the 7 day moving average of cases. The good news is the numbers are going down. Vaccinations and vaccine mandates work. With respect to cases by vaccination status, there is very low stable rates for fully vaccinated. Partial vaccinations are effective however one (1) dose is not enough to protect from the Delta variant. It is important for people to complete their vaccination program. Hospitalizations by vaccination status and ICU capacity – over 75% of patients in Ontario ICUs are not vaccinated.
- iii) WRH started At Home Staff Self Swabbing Antigen Testing. Test kits have been given to all staff and we have received a great response and even two (2) “saves”. We discussed this with WECHU as we are dealing with a high risk environment. We looked at how to decrease the risk to our staff. This has been very successful and we will continue to provide these kits to staff.
- iv) PUMA clinic – Ms. K. Riddell reported. 2067 children have been seen in the clinic. This has helped divert unnecessary visits to the ER and we have had very few transfers from PUMA to the ER. We are now offering follow up appointments and also preparing for the RSV season. WRH continues to promote early testing for symptoms to keep things under control in the community. All clinics remain open during the holidays.

Question – how many children have tested positive at the PUMA clinic? These results are published on the WECU website.

5. REPORT FROM SCHULICH:

Dr. Jacobs referred to his written report and offered the following highlights:

- Western University medical students are back on campus and this is going very well. All students are vaccinated and happy to be back to in-person learning.
- Schulich will be releasing its Strategic Plan this month.

6. Financial Presentation & Treasurer's Report – August 31, 2021

Ms. Allen reported.

Slide 2 – Funding:

- Funding letters for 2021-2022 were received in June.
- Base increase awarded was 1.4% approximately, or \$4.9 million.

- Funding for 2021-2022 closely approximates the Optimization Review recommendations.
- Funding for 32 acute medicine/surgical beds and 5 acute mental health beds has been confirmed for the full fiscal year in the amount of \$16.4 million.
- Funding is expected and has been accrued for 8 critical care beds.
- COVID-19 expense reimbursement has been updated and for Q1 and Q2 is consistent with last fiscal year.

Slide 3 – Financial Results – Hospital Operations:

- \$4.8 million deficit for hospital operations year to date.
- Salary and wage variance is due to COVID-19 expenses, for screening staff/visitors, operation of the Assessment Centre and the Vaccine Centres.
- Medical staff remuneration in a deficit but this is funded through COVID-19 temporary physician funding which has now been confirmed to the end on September 2022 or offset by additional diagnostic revenues.
- Other supplies deficit due to referred out expenses for cataract procedures and the City of Windsor expenses for the vaccination centres.
- Note that the unfunded COVID expenses and lost revenues total more than the year to date operating deficit.

Slide 4 – COVID-19 Impact – Expenses

- \$6.9 million year to date in extraordinary expenses for which funding has not been received or confirmed.
- We have funding confirmation for expenses related to the vaccination centres, nursing extern program, the COVID-19 Assessment Centre (which is funded on a per swab basis) and temporary physician payments & these revenues have been accrued to date.
- We have not accrued revenue for other COVID expenses as we do not recognize revenue until confirmation is received from the Ministry.

Slide 5 – Covid-19 Impact - Revenues

- Lost revenues including volume-based funding totals \$5.7 million to date.
- For the volume based revenues identified, unearned funding may have to be returned at year-end. Last fiscal year the Ministry allowed hospitals to allocate unearned funding to COVID-19 expenses.
- Hospitals have not received communication as to how or if any of these revenue losses will be funded in fiscal 2021-2022.
- Ontario Hospital Association has been asking hospitals to quantify lost revenues via surveys every two months and we expect there will be advocacy to have these losses funded once again.
- Similar to last fiscal year we have recently received confirmation that the ministry will pay a premium on certain QBPs when a certain volume threshold is met. This year the premium is an additional 15% of the funding on the final 25% of original

funded volumes. Last fiscal year the premium was 20% on volumes over 50% of funded.

Slide 6 – Revenue:

- Base and one-time favourable \$11.2 million due to amounts accrued as detailed – these are known items related to COVID-19.
- Preferred Accommodation and other recoveries are unfavourable year to date, we cannot charge for private and semi-private rooms if patients required them for infection control and prevention reasons.
- Patient services are favourable due to the ministry covering uninsured patient services at the interprovincial rate. In the past, many of these accounts would have been uncollectible.
- Also in Patient services revenue, diagnostic revenues exceed the budgeted amounts but these are offset by a corresponding increase in medical staff fees.

Slide 7 – Expenses:

- Salaries & Wages are \$3.8 million unfavourable due to additional COVID-19 expenses.
- The budget includes the staffing expenses for the additional 32 med/surg beds, 5 mental health beds and 8 critical care beds.
- Employee benefits variance is in line with wages.
- Additional Med Fees are either funded as they are COVID related or offset by diagnostic revenues.
- Med/Surg deficit is \$694,000 to date. There is a surplus of \$334,000 in the combined perioperative programs due to lower surgical volumes. However this surplus is more than offset by the costs of increased PPE.
- Incremental PPE will be funded for Q1 and Q2 with pending guidance expected for the last two quarters of the fiscal year. The ministry is exploring options to offer additional PPE from the pandemic emergency stockpile at no cost to hospitals.
- Drugs are unfavourable \$984,000 to date however retail pharmacy revenues more than offset this deficit.
- Other supplies are unfavourable mainly due to referred out expenses as outlined in the slide.
- Note that the electricity rebate that was to expire on April 30, 2021 has been extended to October 31, 2022 at 18.9%. Previously the rebate was 33.2%.

Slide 8 – Organizational Health Metrics

- Sick and overtime at both campuses over the benchmarks.
- The sick benchmark has been revised to 4.7% to reflect the additional \$1.4 million added to the budget.
- FTEs over at the Met campus by 11.6 FTEs.
- FTEs over at the Ouellette campus by 11.4 FTEs.
- For both Met and Ouellette, FTEs would be favourable if not for those associated with screening which are 24.6 at Met and 28.5 at Ouellette.

- The FTEs for the Assessment Centre are 36.5 and 103.9 for the vaccination centre totaling 140.4.

7. CONSENT AGENDA:

MOVED by Ms. P. Allen, **SECONDED** by Dr. L. Freeman and **CARRIED** **THAT** the report from the September 27, 2021 Finance/Audit & Resources Committee meeting be accepted.

Question with respect to the \$6.9 million year to date in extraordinary expenses for which funding has not been received or confirmed - do we have hope and is there any dialogue? Mr. Fathers explained that generally when we accrue any revenues we have good confidence that they will actually be received.

8. CORRESPONDENCE/PRINTED MATTER:

- a) Media Report – FYI only.

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

None

10. NEW BUSINESS:

The Chair gave a big thank you to Mr. Paul Calandra, the current Government House Leader and the Ontario legislature for confirming that our new hospital project is 100% going ahead. Mr. Calandra also made it very clear in his speech that the Premier has made sure to let everyone know that this project is going ahead. Mr. Paniccia also thanked Mr. Musyj and his staff as well as Mayor Drew Dilkens for all of his support.

Mr. Musyj acknowledged Warden McNamara and all of the County councils who have supported the new hospital from the beginning. We look forward to moving ahead officially into Stage 2 and getting the monies to start that process.

11. DATE OF NEXT REGULAR MEETING:

Thursday, November 4, 2021, 1700 hrs VIA: ZOOM

12. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Mr. P. Lachance, **SECONDED** by Ms. G. Isshak and **CARRIED** **THAT** the October 7, 2021 Board of Directors meeting be adjourned at 1750 hours.

Anthony Paniccia, Chair
Board of Directors
/ds

Dawn Sutherland
Recording Secretary



Presentation to the Board of Directors
November 4, 2021
Financial Results for the Six Months Ending
September 30, 2021

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

September 30, 2021

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 302,946	\$ 286,510	\$ 16,436	5.7%
Expenses				
Salaries and Wages	\$ 133,302	\$ 129,637	\$ (3,665)	(2.8%)
Employee benefits	35,599	34,577	(1,022)	(3.0%)
Employee ben. - future ben. costs	1,026	1,026	-	0.0%
Medical staff remuneration	31,387	26,546	(4,841)	(18.2%)
Medical & Surgical supplies	20,133	18,542	(1,591)	(8.6%)
Drugs	35,749	34,921	(828)	(2.4%)
Supplies & other expenses	38,389	35,124	(3,265)	(9.3%)
Long term Interest	3,479	3,479	-	0.0%
Equipment lease / rental	1,302	1,171	(131)	(11.2%)
Equipment amortization	4,913	5,214	301	5.8%
Total Expense	\$ 305,279	\$ 290,237	\$ (15,042)	(5.2%)
Surplus / (Deficit) From Hospital Operations	\$ (2,333)	\$ (3,727)	\$ 1,394	
COVID-19 related unfunded extraordinary operating expenses included above	\$ 4,258		\$ 4,258	
COVID-19 related unfunded non-ministry revenue loss included above	\$ 2,801		\$ 2,801	
YTD - Unearned Ministry volume funding	\$ 3,954	\$ -	\$ (3,954)	
Surplus or (Deficit) / Revenue	-0.77%	-1.30%	0.53%	

Net Surplus/(Deficit) after building amortization (\$3,158)

Financial Results

September 30, 2021

Funding

- ***New this month*** - Funding letter received in September - \$709,800 for an additional 3 acute medical/surgical beds to be operational from October 1, 2021 to March 31, 2022
- Ministry has confirmed that Q1 incremental COVID-19 expenses submitted will be funded
 - \$3 million in funding accrued for these expenses

Year to Date Revenue

- Base and One-Time Funding \$15.6 million favourable
 - Mainly due to amounts accrued for known COVID-19 reimbursements
- Patient Services Revenue \$1,084,000 favourable – relates to uninsured patient revenue from the Ministry

Financial Results – COVID-19 Impact

September 30, 2021

Windsor Regional Hospital COVID-19 Revenue Loss & Expenses Year-to-Date September 2021			
	<u>Funded</u>	<u>Unfunded</u>	
Revenue			
Patient Services	-	1,984,738	
Recoveries	-	816,598	
Total Revenue	-	2,801,336	
Expense			
Compensation	7,555,428	1,896,754	
Medical Staff Fees	3,632,079	187,348	
Med. Surg. Supplies	1,454,648	1,243,553	
Drugs	19,790	10	
Other supplies & expense	4,582,537	742,819	
Equipment Expenses	629,396	187,835	
Renovations	12,974	-	
Total Expense	17,886,852	4,258,319	
Total Operating	\$ 17,886,852	\$ 7,059,655	

Year to Date Results include \$4.3 million in COVID-19 extraordinary expenses for which funding has not yet been received or confirmed – these are for the Q2 expenses

Financial Results

September 30, 2021

Year to Date Expenses

- **Salaries and Benefits are unfavourable \$4.7 million due to additional staffing for screening, assessment and the vaccination centre**
- **Medical Staff Fees \$4.8 million unfavourable and funded through temporary COVID-19 physician payments or offset by diagnostic revenues**
- **Med/Surg supplies \$1,591,000 unfavourable due to higher than budget PPE costs**
- **Drugs \$828,000 unfavourable due to higher retail revenue**
- **Other supplies \$3,265,000 unfavourable with significant variances:**
 - **\$1,318,000 referred out cataract procedures**
 - **\$2,671,000 City of Windsor vaccination centre expenses**
 - **Utilities are favourable \$964,000 year to date**

Treasurer's Report
Board of Directors

Financial Summary - September 2021
(\$000's)

Line	September 2021 Actuals			
	Actual	Budget	Variance *	
Hospital Ops				
Total Revenue	9	\$ 302,946	\$ 286,510	\$ 16,436
Total Expense	20	305,279	290,237	(15,042)
Surplus / (Deficit)	21	(2,333)	(3,727)	1,394
Other Votes (net)	22	(16)	(36)	20
Other Recoveries / (Exp)	23	(14)	-	(14)
Subtotal	24	(2,363)	(3,763)	1,400
Net bldg. amortization	25	(795)	(780)	(15)
Net Surplus (Deficit)	26	\$ (3,158)	\$ (4,543)	\$ 1,385

Hospital Margin	\$ 1,116	\$ (284)	\$ 1,400
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Capital Equipment Expenditures	\$ 15,070	\$ 15,378	\$ (308)
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* Variance - favourable / (unfavourable)

1. The operating results for the six months ended September 30, 2021 resulted in a deficit of \$3,158,000 (\$1,116,000 Positive Hospital Margin) based on the MoH definition. There are six significant revenue factors reflected in these results.

a. WRH received funding letters for the 2021-2022 fiscal year in June 2021. The hospital received a 1.4% increase to base funding for the Growth and Efficiency Model Allocation (GEM) in the amount of \$4.9 million.

b. WRH has received \$16.4 million in funding for 32 acute medical/surgical beds and 5 mental health beds for the full fiscal year 2021-2022.

c. The Ministry has confirmed that it will reimburse incremental COVID-19 expenses under the same program as in fiscal 2020-2021 for April to September of 2021 only. The Ministry will confirm eligible expenses for Q3 and Q4 in future communications. It is expected that expenses for screening and additional PPE will not be funded for the last 2 quarters of the fiscal year.

d. The Ministry has not communicated the mechanism by which COVID-19 incremental expenses or lost revenues will be funded for 2021-2022.

e. Preferred accommodation and ALC copayment revenue is \$597,000 below plan as a result of COVID-19. Elective surgeries continue to be scaled back as a result of the pandemic which negatively impacts preferred accommodation revenue.

f. Patient Services revenue is favourable \$1,084,000 however this is offset by increased expenses for medical staff fees.

2. Year to date salary and wages have a negative variance of \$3,665,000 or 2.8%. The deficit is due to staffing of the COVID-19 Assessment Centres, Staff and Visitor Screening and the Vaccination Centre.

3. Medical/Surgical Supplies are unfavourable \$1,591,000. Savings have been incurred due to elective surgery volume reductions implemented to create capacity for potential COVID-19 surge. These savings are offset by increased costs for PPE.

4. Drugs are unfavourable \$828,000 year to date. The deficits are the retail pharmacies as these drug expenses are more than offset by revenue.

5. Other Supplies and Expenses are unfavourable \$3,265,000 year to date with deficits due to referred out expenses for cataract surgeries and expenses related to the Vaccination Centre.

6. Equipment lease/rental is over budget by \$131,000.



MOTION/ACTION SHEET

From The

FINANCE/AUDIT & RESOURCES COMMITTEE MEETING General Session

Monday, October 25, 2021

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



MINUTES from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE** (*General Session*) held on Monday, October 25, 2021 Via Zoom (following the In-Camera Session).

PRESENT:

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

COMMUNITY MEMBERS:

Sandra Boglitch
Trevor Chapman

Anthony Paniccia, Chair of the Board

REGRETS:

Dr. Maher Sabalbal
Dwayne Dawson
Robert Klein
Ramona Nordemann

STAFF:

Mark Fathers
Heidi Zimmer
Kevin Marshall
Mary Macera

1.0 CALL TO ORDER

Mrs. Allen called the meeting to order at 6:18 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Daniel Wilson, **SECONDED** by Laurie Freeman that the General Finance/Audit & Resources Committee Agenda of Monday, October 25, 2021, be approved.

CARRIED.

3.0 CONFLICT OF INTEREST

No "Conflict of Interest" was declared.

4.0 PRESENTATIONS

There were No Presentations.

5.0 FOR APPROVAL / RECOMMENDATION

5.1 Minutes of Previous Meeting – Monday, September 27, 2021

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, September 27, 2021** were previously circulated to all members.

MOVED by Trevor Chapman, SECONDED by Ian McLeod that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, September 27, 2021 be approved.

CARRIED.

6.0 FOR DISCUSSION

6.1 Monthly Operating Results Report – September 30, 2021 (As Appended)

Ms. Zimmer provided the following highlights:

- Operating results report for the six months ended September 30, 2021 resulted in a deficit of \$3,158,000 (\$1,116,000 positive Hospital Margin).
- Items to note:
 - Operating results include a combined \$25 million in higher costs and lost revenues due to COVID-19. Ministry has confirmed that the COVID-10 expenses will be reimbursed through criteria applied in fiscal 2020-2021 for the first two quarters of fiscal year 2021-2022.
 - WRH has also received confirmation of \$709,800 in funding for an additional 3 acute medical/surgical beds to be operational from October 1, 2021 to March 31, 2022. Revenue/expense not recognized in the budget.
 - Funding expected for 8 critical beds – funding letter still outstanding.
 - Ministry confirmation has been received that Q1 incremental COVID-19 expenses submitted will be funded (\$3 million accrued).
 - Base and one-time funding - \$15.6 million favourable, mainly for amounts accrued for COVID-19 reimbursements.
 - Patient services revenue - \$1,084,000 favourable and relates to uninsured patient revenue from the Ministry.
 - Year to date expenses – salaries and benefits unfavourable by \$4.7 million.
 - Medical staff fees - \$4.8 million unfavourable.
 - Med/Surg supplies - \$1,591,000 unfavourable.
 - Drugs - \$828,000 unfavourable.
 - Other supplies - \$3,265,000 unfavourable.

6.2 Status of 2021-22 Budget Risk Items – September 30, 2021

Ms. Zimmer provided the status of budget risk items. There are three different scenarios; best case, worst case and most likely. Anticipated that all of WRH COVID-19 expenses will be covered, as well as all of our lost patient revenues will be funded (best case). Potential year end operating result would be a surplus of \$6.6 million.

Worst case scenario – only the designated COVID-19 expenses that were initially communicated by the Ministry would be funded in Quarters 2 and 3 and lost patient revenues would not be funded at all. In this case, would end the year with a \$5.4 million deficit, which is very close to the hospital's budget.

Most likely scenario would be only the designated COVID-19 expenses would be funded in Quarters 3 and 4, although all lost patient revenues would be funded; would end year with a small surplus of \$184,000.

This schedule along with the individual line amounts will change over the remaining months of the fiscal year.

A question was asked if the OHT Seed money discussed earlier was included in the schedule? It was confirmed that it is not included in this schedule.

The Finance Department was commended on a great job they are doing with keeping every moving piece in order.

7.0 FOR INFORMATION

7.1 Protecting Ontario's Progress – Office of the Premier – October 4, 2021

For the committee's information.

7.2 President's Report – September 2021

Mr. Musyj provided his report in the FAR In-Camera Session.

8.0 DATE OF NEXT MEETING

The Finance/Audit & Resources Committee will meet on **Monday, November 29, 2021 at 5:00 p.m. Via Zoom.**

9.0 ADJOURNMENT

Mrs. Allen indicated that there was no further business.

9.0 ADJOURNMENT (cont'd)

MOVED by Trevor Chapman, SECONDED by Paul Lachance that the General Meeting from the Finance/Audit & Resources Committee of Monday, October 25, 2021, be adjourned at 6:31 p.m.

CARRIED.

Mrs. Penny Allen, Chair & Treasurer
FinAudit&Resources_Minutes
20211025

Mary Macera
Recorder

Windsor Regional Hospital

Operating Results Report

For the Six Months Ended September 30, 2021

Financial Summary - September 2021
(\$000's)

	Line	September 2021 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$302,946	\$ 286,510	\$ 16,436
Total Expense	20	305,279	290,237	(15,042)
Surplus / (Deficit)	21	(2,333)	(3,727)	1,394
Other Votes (net)	22	(16)	(36)	20
Other Recoveries / (Exp)	23	(14)	-	(14)
Subtotal	24	(2,363)	(3,763)	1,400
Net bldg. amortization	25	(795)	(780)	(15)
Net Surplus (Deficit)	26	\$ (3,158)	\$ (4,543)	\$ 1,385
Hospital Margin		\$ 1,116	\$ (284)	\$ 1,400
Capital Equipment Expenditures		\$ 15,070	\$ 15,378	\$ (308)

* Variance - favourable / (unfavourable)

Operation Highlights:

- The operating results for the six months ended September 30, 2021 resulted in a deficit of \$3,158,000 (\$1,116,000 positive Hospital Margin) based on the Ministry of Health (Ministry) definition. There are three items worth noting -
 - a. Operating results include a combined \$25 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. The Ministry has confirmed that COVID-19 expenses will be reimbursed via the criteria applied in fiscal 2020-2021 for the first two quarters of fiscal 2021-2022. Hospitals are waiting for communications regarding reimbursement criteria for the last two quarters of the fiscal year. Revenue is only recognized when funding confirmation has been received.
 - b. WRH has received funding confirmation from the Ministry of \$16.4 million for 32 acute medical/surgical beds and 5 acute mental health beds to be

operational for the full fiscal year. Both the revenue and expenses associated with the operation of these beds is included in the budget.

- c. In September, WRH received confirmation of \$709,800 in funding for an additional 3 acute medical/surgical beds to be operational from October 1, 2021 to March 31, 2022. The associated revenue and expense for these beds is not included in the budget.

1. **Financial Results for the Six Months ended September 30, 2021** (Statement 2)

For the six months ended September 30, 2021, the deficit after net building amortization is **\$3,158,000**, which is \$1,385,000 better than plan. This represents a positive Ministry of Health Margin of \$1,116,000 (one year ago, the margin was negative \$2,154,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$25 million are included in these results. In the month of September, the COVID-19 impact was \$3.6 million. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1, 2021 to September 30, 2021 and which have been funded or not funded –

Windsor Regional Hospital COVID-19 Revenue Loss & Expenses Year-to-Date September 2021		
	<u>Funded</u>	<u>Unfunded</u>
Revenue		
Patient Services	-	1,984,738
Recoveries	-	816,598
Total Revenue	-	2,801,336
Expense		
Compensation	7,555,428	1,896,754
Medical Staff Fees	3,632,079	187,348
Med. Surg. Supplies	1,454,648	1,243,553
Drugs	19,790	10
Other supplies & expense	4,582,537	742,819
Equipment Expenses	629,396	187,835
Renovations	12,974	-
Total Expense	17,886,852	4,258,319
Total Operating	\$ 17,886,852	\$ 7,059,655

It should be noted that with respect to Ministry volume based funding, we have unearned revenue for these six (6) months of \$3,954,000 as compared to \$4,505,000 one year ago.

Revenue

Ministry revenue (combined base and one-time) is \$15.6 million higher than budget. The Hospital has received confirmation that incremental COVID-19 operating expenses incurred from April to June 2021 will be funded. 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 accruals:

- ⬇ \$3.0 million for April to June 2021 incremental COVID-19 expenses
- ⬇ \$3.6 million COVID-19 physician payments
- ⬇ \$7.4 million for Vaccination Centre expenses
- ⬇ \$1.6 million for Nursing Externs
- ⬇ \$1.1 million in Assessment Centre per swab funding.

Originally hospitals were informed that only costs for Vaccination Centres, patient repatriation and staff redeployment to long term care would be reimbursed through the COVID-19 incremental expense reimbursement process. The Ministry has now confirmed that incremental COVID-19 expenses for the first two quarters of the fiscal year will be fully reimbursed. It is expected that in Q3 and Q4 only specific expenses (vaccination centres, assessment centres and patient repatriation) will be funded. Prior to finalizing what will be considered for reimbursement in Q3 and Q4 of the fiscal year, the Ministry is gathering additional information from hospitals regarding PPE purchases.

The preferred accommodation revenue variance is unfavourable to budget by \$1,660,000. Lower occupancy due to the reduced number of elective surgeries contributes to this shortfall, as well as the Ministry of Health directive that hospitals cannot bill uninsured patients for semi-private and private accommodation during the pandemic. Previously, uninsured patients would have paid out of pocket for this accommodation. Infection prevention and control measures often require patients to be placed in private rooms and we are unable to bill for this accommodation in these circumstances.

Chronic Co-payment revenue is \$21,000 under budget due to the factors mentioned above for preferred accommodation.

Patient Services revenue variance is \$1,084,000 favourable (6.8%) year to date, with the majority of the positive variance to uninsured patient revenue which 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 Ministry is dealing with a high volume of hospital submissions and has implemented stricter criteria for acceptance. If a monthly file contains one submission for a patient with a valid health card number the entire file is rejected and must be re-submitted.

Equipment Grant amortization is under budget \$271,000 (17.8%). Timing of equipment purchases impacts this revenue.

Other Recoveries are \$175,000 favourable (.82%) to budget. This revenue category is impacted by the reduction in hospital services at the start of the fiscal year. Revenues were significantly reduced for parking and retail food operations as volumes are lower due to visitation restrictions. These losses are offset by surpluses in both retail pharmacies.

Expenses

Salaries are currently over budget (unfavourable) by \$3,665,000 (2.8%) year to date September 30, 2021. Salaries for COVID-19 screening (staff, patients and visitors), staffing of the Assessment Centres and the Vaccination Centre totalled \$5,897,000 to date. The hospital has received confirmation of continued funding for 2 additional critical care beds over base and funding for 6 additional beds is expected. Therefore, the budget includes the revenue and expenses associated with 8 additional critical care beds operating for the full fiscal year.

While recent Ministry communication has indicated that the costs of screening staff and visitors are being funded through September 2021 at an average monthly cost of \$220,000, none the less, we are looking to see how these costs can be minimized in case they are not fully recovered in future months.

Year to date spending for employees in paid isolation is \$138,000 and paid sick time due to COVID-19 is \$193,000. Temporary hires (Nursing Externs) have been paid \$2,180,000 to date. The Externs are nursing students who are part of the new Nursing Extern Program funded by the Ministry. This program is in effect from January 1, 2021 to March 31, 2022.

Employee Benefits are unfavourable to budget by \$1,022,000 (3%). The variance is attributable to the wage variance.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$4,841,000 (18.2%). Of this variance, \$3.8 million is attributable to COVID-19 and will be funded through the temporary physician funding for COVID-19. This funding has now been extended to September 30, 2022. The remaining variance occurs in diagnostic services as the costs of earning additional patient services revenue.

Medical & Surgical Supplies are unfavourable to budget by \$1,591,000 (8.6%) year to date. Similar to last fiscal year, the perioperative programs at both sites are favourable due to reductions in surgical volumes. The overall surplus in these programs is \$247,000 to date and has been declining as surgical backlogs for procedures such as hip and knee replacements are being addressed. The perioperative surplus is offset by the overall increase in Personal Protective Equipment (PPE) throughout the hospital. Incremental costs for PPE are approximately \$25 per patient day higher than pre-COVID-19 rates and total \$2.5 million year to date September 2021 when

compared to our pre-pandemic spending. As previously mentioned, these expenses will be funded in Q1 and Q2 with guidance pending for the last two quarters of the fiscal year.

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

Drug expenses are unfavourable by \$828,000 (2.4%) year to date. Retail pharmacy revenues more than offset this budget deficit and have a favourable net drug expense to revenue of \$375,000. The chemotherapy suite and renal program drug expenses to revenues are balanced.

Supplies and Other Expenses are unfavourable to budget by \$3,265,000 (9.3%). Major deficits have been incurred for referred out expenses such as cataract procedures (\$1,318,000 to date) and the City of Windsor Vaccination Centre (\$2,671,000). The City of Windsor costs are eligible for and are being submitted for reimbursement. Offsetting some of the other supplies deficits is a surplus of \$964,000 in utilities due to the ongoing rebate.

Long Term Interest expense is balanced.

Equipment Lease/Rental is \$131,000 unfavourable (11.2%) to budget to date. This deficit is attributable to equipment rentals for the Screening, Assessment and Vaccination centres.

Equipment amortization is \$301,000 (5.8%) under budget due to the timing of new additions.

Other Votes – Other Votes are \$20,000 favourable year to date.

Other Recoveries / (Expenses) – consistent with the prior year audited financial statement presentation, we have segregated the legal fees related to a particular legal case. Year to date September 2021, these expenses amount to \$14,000.

2. Statement of Financial Position (Statement 3)

The Hospital continues to have challenges in trying to find suitable short-term investments for the cash balances on hand. Rates offered are lower than what we currently earn on accounts. We anticipate this will change as we are starting to see financial institutions being open to provide competitive quotes. There may be a slight increase in the prime rate in the coming months as well which will positively impact investment rates.

Our Ministry / Ontario Health receivable has decreased by \$27.4 million from March 31, 2021 as we have received the \$42.9 million in one time working capital funding accrued at March 31, 2021. The Ministry receivable is comprised of temporary COVID-19 physician funding, Assessment Centre per-swab funding, Vaccination Centre and Nursing Extern funding. In addition, \$3.2 million in one time funding has been accrued for the additional acute and critical care beds.

The drug inventory count took place on September 30, 2021. No inventory adjustment has been booked as we are validating the information in the new Cerner HIS system.

Through September 2021, the market value of the sinking fund has increased by \$1,628,000 (6.5%). The underlying cost base as a result of realized investment gains has increased by \$68,000 since the original \$25 million investment was made.

3. Patient Volumes

Acute patient days are below target at both campuses with the Met Campus 2,038 below target and the Ouellette Campus 2,845 below target. Surgical cases are 2,643 under plan at the Met Campus and 1,558 below plan at the Ouellette Campus.

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

4. Organizational Health

The percentage of sick time year to date for the Met Campus is 6.1%, which is over the target of 4.7% by 1.4%, while overtime is .75% over target at 3.1%.

Sick time at the Ouellette Campus is 6.1% compared to the target of 4.7%, while overtime is over target at 5.7% year to date compared to the target of 2.35%.

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

With respect to FTEs, the Met Campus is favourable to budget by 5.3 FTEs. At the Ouellette Campus, the FTE variance is unfavourable by 3.1 FTEs.

Overall, the Hospital is 134.60 FTEs over budget with 136.82 FTEs attributable to Staff/Visitor Screening, the Assessment Centre and the Vaccination Centres to date.

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Six Months Ending September 30, 2021
Consolidated - Met and Ouellette Campuses

Description	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) to Budget	Actual	Budget	Fav/(Unfav)	Budget	Year to Date	Year End
Revenue (\$000's)								
1 Ministry Funding - Base	\$ 33,778	\$ (1,641)	\$ 208,093	\$ 209,892	\$ (1,799)	\$ 412,816	\$ 418,736	\$ (5,920)
2 Ministry Funding - One-time	6,827	3,106	39,536	22,162	17,374	79,276	44,259	35,017
3 Ministry Funding - Drug Reimb.	2,452	138	14,895	13,883	1,012	28,695	27,765	930
4 Preferred Accommodation	23	(290)	193	1,853	(1,660)	2,037	3,696	(1,659)
5 Chronic co-payments	-	(4)	-	21	(21)	-	42	(42)
6 Patient services	2,483	(197)	16,938	15,854	1,084	32,567	31,617	950
7 Equipment grant amortization	367	114	1,791	1,520	271	3,311	3,040	271
8 Other recoveries	3,671	136	21,500	21,325	175	43,002	42,695	307
9 Total Revenue	\$ 49,601	\$ 1,362	\$ 302,946	\$ 286,510	\$ 16,436	\$ 601,704	\$ 571,850	\$ 29,854
Expense (\$000's)								
10 Salaries	\$ 21,709	\$ 116	\$ 133,302	\$ 129,637	\$ (3,665)	\$ 261,048	\$ 258,748	\$ (2,300)
11 Employee benefits	5,848	31	35,599	34,577	(1,022)	68,551	64,859	(3,692)
12 Employee ben. - future ben. costs	171	0	1,026	1,026	-	2,051	2,051	(0)
13 Medical staff remuneration	5,160	(772)	31,387	26,546	(4,841)	61,693	53,180	(8,513)
14 Medical & Surgical supplies	4,162	(897)	20,133	18,542	(1,591)	41,336	36,665	(4,671)
15 Drugs	5,674	156	35,749	34,921	(828)	70,035	69,819	(216)
16 Supplies & other expenses	5,960	(156)	38,389	35,124	(3,265)	74,881	70,367	(4,514)
17 Long term interest	601	0	3,479	3,479	-	6,907	6,907	732
18 Equipment lease / rental	250	(57)	1,302	1,171	(131)	2,526	2,347	(179)
19 Equipment amortization	820	175	4,913	5,214	301	10,882	11,182	300
20 Total Expense	\$ 50,355	\$ (1,403)	\$ 305,279	\$ 290,237	\$ (15,042)	\$ 599,910	\$ 576,125	\$ (23,785)
21 Surplus / (Deficit) From Hospital Operations	\$ (754)	\$ (41)	\$ (2,333)	\$ (3,727)	\$ 1,394	\$ 1,794	\$ (4,275)	\$ 6,069
Surplus / (Deficit) from Other Operations (\$000's)								
22 Other Votes (net)	(1)	13	(16)	(36)	20	(52)	(52)	(12)
23 Other Recoveries / (Expenses)	-	-	(14)	-	(14)	-	-	(256)
24 Subtotal	(755)	(28)	(2,363)	(3,763)	1,400	1,742	(4,327)	6,069
25 Net Building Amortization	(131)	(0)	(795)	(780)	(15)	(1,558)	(1,558)	-
26 Net Surplus (Deficit) - \$000's	(886)	(28)	(3,158)	(4,543)	1,385	184	(5,885)	6,069
27 COVID-19 related unfunded extraordinary operating expenses included above	\$ 2,957	\$ (2,957)	\$ 4,258	\$ -	\$ (4,258)	\$ 6,444	\$ -	\$ (6,444)
28 COVID-19 related unfunded non-ministry revenue loss included above	\$ 620	\$ (620)	\$ 2,801	\$ -	\$ (2,801)	\$ -	\$ -	\$ -
29 YTD - Unearned Ministry volume funding	\$ 468	\$ (468)	\$ 3,954	\$ -	\$ (3,954)	\$ 7,908	\$ -	\$ (7,908)
Total	\$ (886)	\$ (28)	\$ (3,158)	\$ (4,543)	\$ 1,385	\$ 184	\$ (5,885)	\$ 6,069
Year to Date	\$ 204,646	\$ 408,108	\$ 130,244	\$ 260,296	\$ 32,555	\$ 64,339	\$ 130,244	\$ 260,296
Year End	\$ 19,609	\$ 74,810	\$ 2,051	\$ 2,051	\$ 2,051	\$ 2,051	\$ 2,051	\$ 2,051
Total	\$ 11,806	\$ 26,422	\$ 26,074	\$ 58,057	\$ 16,130	\$ 40,468	\$ 26,074	\$ 58,057
Forecast	\$ 370	\$ 850	\$ 31,370	\$ 67,631	\$ 30,973	\$ 72,522	\$ 30,973	\$ 72,522
Total	\$ 14,293	\$ 30,883	\$ 2,445	\$ 3,623	\$ 2,445	\$ 2,445	\$ 2,445	\$ 3,623
Total	\$ 21,158	\$ 40,045	\$ 4,304	\$ 8,955	\$ 4,304	\$ 8,955	\$ 4,304	\$ 8,955
Total	\$ 273,201	\$ 584,335	\$ 273,201	\$ 584,335	\$ 273,201	\$ 584,335	\$ 273,201	\$ 584,335

WINDSOR REGIONAL HOSPITAL
Operating Results for the Six Months Ending September 30, 2021
Consolidated - Met and Ouellette Campuses

Description	Current Month		Year To Date		Year End		Prior Year Actual			
	Actual	Fav/(Unfav) to Budget	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Year to Date	Year End	
Financial Performance Measures										
1 Total Margin - \$000's	\$ (154)	(39)	\$ 1,116	\$ (284)	\$ 1,400	\$ 8,649	\$ 2,580	\$ 6,069	\$ (2,154)	\$ 48,284
2 Total Margin - %	-0.31%	-0.08%	0.37%	-0.10%	0.47%	1.44%	0.45%	0.0%	-0.79%	8.26%
3 Unrestricted cash - \$000's	n/a	n/a	\$ 77,357	N/A	N/A	N/A	N/A	N/A	1,698	\$ 119,492
4 Current ratio	n/a	n/a	1.84	1.00	0.84	1.84	1.00	N/A	0.46	1.87
5a Capital equipment expenditures - Fiscal 2021 - 22 \$000's	\$ 325	n/a	\$ 1,269	\$ 8,847	\$ 7,578	\$ 20,694	\$ 17,694	\$ 3,000	\$ 2,423	\$ 16,037
5b C/F \$000's	\$ 36	n/a	\$ 4,923	\$ 3,031	\$ (1,892)	\$ 9,846	\$ 6,062	\$ -	\$ 2,470	\$ 4,796
5c Funded / Own Funds Capital Projects	\$ 701	n/a	\$ 8,878	\$ 3,500	\$ (5,378)	\$ 10,000	\$ 7,000	\$ (3,000)	\$ 6,483	\$ 25,047
Patient Volume Measures										
1 Total Weighted Cases (est) - HIG	3,690	1,655	11,325	12,415	(1,090)	22,588	24,763	(2,175)	9,623	21,525
2 Acute separations (excl psych)	1,479	(500)	8,632	11,840	(3,208)	17,217	24,080	(6,863)	8,142	16,595
3 Acute pat. days (excl. psych)	7,277	321	42,071	44,109	(2,038)	83,912	84,626	(714)	36,194	77,051
4 Psychiatric - Adolescent pat. days	89	(15)	530	628	(98)	1,057	1,269	(212)	632	1,416
5 Emergency visits and ER holds	TBD	#VALUE!	TBD	27,305	#VALUE!	TBD	54,551	#VALUE!	22,038	43,458
6 OR - Inpatient cases	266	(55)	1,420	2,046	(626)	2,832	3,909	(1,077)	1,316	2,956
7 OR - Day Surgery cases	525	(255)	2,835	4,852	(2,017)	5,655	9,484	(3,829)	2,064	5,763
8 Clinic visits	TBD	#VALUE!	TBD	62,804	#VALUE!	TBD	124,549	#VALUE!	57,688	123,941
9 Community Services visits	TBD	#VALUE!	TBD	5,362	#VALUE!	TBD	10,695	#VALUE!	2,590	16,351
10 Variable Revenue Volumes:										
(a) Hip procedures	9	3	29	24	5	49	67	(18)	41	82
(b) Knee procedures	29	(5)	94	180	(86)	243	410	(167)	48	142
(c) Pacemaker inserts	-	-	-	-	-	-	-	-	-	-
11 MRI Hours of Operation	583	60	3,287	4,513	(1,227)	6,601	6,364	237	3,153	6,255
12 CT Hours of Operation	740	25	4,402	4,096	306	8,730	8,696	34	4,536	8,910
Patient Access Measures & System Integration										
1 Acute Average LOS	4.92	(0.38)	4.87	4.54	(0.33)	4.87	4.54	(0.33)	4.45	4.64
2 Psych Average - Adolescent LOS	4.05	2.39	4.73	6.44	1.71	4.73	6.44	1.71	7.40	5.80
Organizational Health										
1 % Sick Time to Total Comp	6.00%	N/A	6.10%	4.70%	-1.40%	6.10%	3.90%	-2.20%	5.80%	6.00%
2 % Overtime to Total Comp	3.90%	N/A	3.10%	2.35%	-0.75%	3.10%	2.35%	0.75%	2.30%	2.50%
3 FTE staffing (Hospital Ops Only)	1,752.0	N/A	1,803.6	1,808.9	5.3	1,800.0	1,690.1	(109.93)	1,662.7	1,700.9

WINDSOR REGIONAL HOSPITAL
Operating Results for the Six Months Ending September 30, 2021
Consolidated - Met and Ouellette Campuses

Patient Volume Measures		OUELLETTE CAMPUS ONLY		Year End		Prior Year Actual	
Description	Actual	Year To Date		Year End		Year to Date	Year End
		Budget	Fav/(Unfav)	Budget	Fav/(Unfav)		
1 Total Weighted Cases (est) - HIG	3,509	12,736	(1,516)	22,379	25,402	9,650	21,766
2 Acute separations (excl psych)	884	10,290	(5,255)	9,963	19,043	4,555	9,521
3 Acute pat. days (excl psych)	7,594	45,957	(2,845)	85,988	85,253	36,186	77,286
4 Psychiatric - Adult patient days	1,573	12,175	(1,905)	20,484	22,671	11,719	23,216
5 Rehab patient days	TBD	-	-	-	-	-	-
6 Emergency visits and ER holds	318	27,161	#VALUE!	TBD	54,126	21,741	43,303
7 OR - Inpatient cases	921	2,202	(568)	3,259	3,989	1,413	3,025
8 OR - Day Surgery cases	TBD	6,346	(990)	10,683	14,953	2,207	8,040
9 Clinic visits	TBD	29,741	#VALUE!	TBD	60,039	10,771	26,534
10 Community Services visits	TBD	4,900	#VALUE!	TBD	9,774	45,909	104,384
11 Variable Revenue Volumes:							
(a) Hip procedures	28	123	25	286	333	56	183
(b) Knee procedures	54	178	(5)	376	471	75	226
(c) Pacemaker inserts	38	133	17	286	265	114	257
12 Cataracts	469	2,752	162	5,500	5,053	233	2,310
a) Unilateral	8	13	15	25	154	384	1,149
b) Bilateral	588	2,773	563	6,728	6,307	3,199	6,396
13 MRI Hours of Operation	884	4,877	430	10,666	8,776	6,541	12,389
14 CT Hours of Operation	8.59	7.33	(1.30)	8.63	7.33	7.94	8.12
Patient Access Measures & System Integration							
1 Acute Average LOS	-	-	-	-	-	-	-
2 Rehab Average LOS	8.79	12.43	2.41	10.02	12.43	12.47	11.79
3 Psych Average - Adult LOS							
Organizational Health							
1 % Sick Time to Total Comp	6.70%	4.70%	-1.40%	6.10%	3.90%	6.30%	6.20%
2 % Overtime to Total Comp	6.50%	2.35%	-3.35%	5.70%	2.35%	4.80%	5.00%
3 FTE staffing (Hospital Ops Only)	1,454.4	1,484.9	(3.1)	1,488.0	1,434.4	1,409.7	1,442.9

Patient Volume Measures		ST. CLAIR COLLEGE CAMPUS ONLY		Year End		Prior Year Actual	
Description	Actual	Year To Date		Year End		Year to Date	Year End
		Budget	Fav/(Unfav)	Budget	Fav/(Unfav)		
1 Total Weighted Cases (est) - HIG	-	-	-	-	-	271	271
2 Acute separations	-	-	-	-	-	53	53
3 Acute patient days	-	-	-	-	-	1,568	1,568
4 Acute Average LOS	-	-	-	-	-	29.58	29.58
5 FTE staffing	-	-	-	-	-	28.4	18.6
Assessment Centre and the Vaccination Centres							
1 FTE staffing	136.80	-	(136.8)	136.8	-	112.6	80.0

Statement # 3

WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION

As At September 30, 2021
(Amounts in 000's)

	September 30, 2021	March 31, 2021	September 30, 2021	March 31, 2021
ASSETS				
Current assets:				
Cash & short-term investments	\$ 121,845	\$ 119,892	-	-
Cash, restricted	4,290	5,422	-	-
Accounts Rec. - Ministry / CCO	60,009	87,385	19,817	31,203
- OHIP	9,770	9,184	39,251	35,392
- Other	6,907	9,480	54,175	58,525
Inventories	5,832	5,711	3,411	3,355
Prepaid & deferred charges	4,872	3,729	495	495
Due from related parties	3,525	2,522	712	1,196
Total current assets	217,049	243,325	117,860	130,166
Long term assets:				
Long Term Investments	26,638	25,022	37,926	39,641
Property, Plant, Equipment, Net	163,636	165,204	200,000	200,000
Construction in progress	71,676	62,593	24,504	23,478
	235,312	227,797	594	933
Total long term assets	261,950	252,819	123,199	124,933
	\$ 478,999	\$ 496,144	\$ 478,999	\$ 496,144
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			117,860	130,166
Long term liabilities:				
Long Term Debt			37,926	39,641
Debentures			200,000	200,000
Accrued benefit obligations			24,504	23,478
Capital lease obligations			594	933
Marked to market			1,141	1,234
Sick benefits payable			6,259	6,758
Deferred revenue - capital grants			123,199	124,933
			393,623	396,977
Remeasurement gains/(losses):			427	(1,223)
Net assets:			(32,911)	(29,776)
Total liabilities and net assets	\$ 478,999	\$ 496,144	\$ 478,999	\$ 496,144

Statement # 4

Windsor Regional Hospital
Statement of Cash Flows

For the Six Months Ending September 30, 2021

With Comparative Amounts For the Year Ending March 31, 2021

(Amounts in 000's)

	September 30, 2021	March 31, 2021	Month of Sept 2021
OPERATING ACTIVITIES			
Net Surplus/(deficit) for the period	\$ (3,135)	\$ 43,216	\$ 2,362
Add (deduct) non-cash items:			
Amortization of capital assets	7,760	14,534	1,291
Amortization of deferred capital contributions	(3,842)	(7,260)	(705)
	782	50,491	2,947
Cash flow from / (used in) operating balances	15,220	(42,531)	42,866
Cash provided by operating activities	16,002	7,960	45,813
INVESTING ACTIVITIES			
Purchase of capital assets	(15,274)	(45,881)	(1,266)
FINANCING ACTIVITIES			
Long term investments	(59)	(18,967)	(7)
Cash restricted for special purposes	1,133	(5,422)	(127)
Loans payable	(2,483)	170,994	(418)
Capital grants and donations received	2,108	10,530	544
Notes payable and other long term liabilities	527	678	70
Cash provided by (used in) financing activities	1,226	157,813	62
Net increase (decrease) in cash during the period	1,954	119,892	\$ 44,609
Cash, beginning of period	119,892	-	77,237
Cash, end of period	\$ 121,845	\$ 119,892	\$ 121,845

**Windsor Regional Hospital
Summary of Investments and Bank Borrowings & Long Term Debt
September 30, 2021**

Investments		Bank Borrowings & Other Long Term Debt			
Type of Investment	Amount	Bank Facility Type	Amount Available	Amount Authorized By The Board	Amount Used
1. Cash & Short term Investment Account	\$ 121,445,250	1. Credit A - Line of credit	\$ 30,000,000	\$ 30,000,000	\$ -
Equity Investment	400,000				
		Average utilization during the month (Interest rate = CIBC Prime - .25% (2.20%))			
					\$ - 0 Days
		2. CIBC - Credit B - Committed Installment Loan - net of current portion of \$680,000			
			\$ -	\$ 6,974,000	\$ 6,974,000 Note 1
		3. CIBC - Credit C - Committed Capital Equipment Revolving Loan with interest rates of 2.46% to 3.26% - net of current portion of \$995,000			
	\$ 121,845,250		\$ 3,523,000	\$ 6,800,000	\$ 2,282,000
Restricted Cash Account		4. TD - Four Term loans with interest rates of 2.69% to 5.6% - net of current portion of \$1,437,000			
	\$ 4,290,402		\$ -	\$ 23,245,000	\$ 23,245,000
		5. CIBC - Credit F - non-revolving instalment loan with a 20 year amortization, funded Banker's Acceptances plus .80% commitment stamping fee, net of current portion of \$300,000			
Long Term Investments			\$ 275,000	\$ 6,000,000	\$ 5,425,000
	\$ 26,638,000	Other Disclosures			
		CIBC - re: Credit B - Committed Installment Loan - Marked to Market Value Adjustment			
			N/A	N/A	\$ 1,141,000 Note 2
		Other Long Term Debt			
		Senior Unsecured Series A Debentures, 2.711% annual interest maturing Nov. 18, 2060			
			-	\$ 200,000,000	\$ 200,000,000
		Note 1 - interest rate set through 25 year interest rate SWAP agreement with an interest rate of 5.035% with fixed principal and interest payments of \$86,641 per month.			
		Note 2 - market value adjustment reviewed at end of each quarter			
		at 2.84% for ten (10) years			



WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE – NO EXCEPTIONS!

Media Report to the Board of Directors OCTOBER 2021

HDGH could fire as many as 30 staff if they remain unvaccinated

AM800, Sept. 30, 2021

<https://www.iheartradio.ca/am800/news/hdgh-could-fire-as-many-as-30-staff-if-they-remain-unvaccinated-1.16179325>

HDGH suspends 30; ESHC vaccination deadline looms

Blackburn News, Sept. 30, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/30/hdgh-suspends-30-eshc-vaccination-deadline-looms/>

Potential COVID-19 exposure linked to Wheatley, ON church and Transit Windsor buses: WECHU

CTV Windsor, Sept. 30, 2021

<https://windsor.ctvnews.ca/potential-covid-19-exposure-linked-to-wheatley-ont-church-and-transit-windsor-buses-wechu-1.5606327>

Adam: To defeat COVID, we need all health-care workers vaccinated

Ottawa Citizen, Oct. 1, 2021

<https://ottawacitizen.com/opinion/adam-to-defeat-covid-we-need-all-health-care-workers-on-board-with-vaccination>

WECHU lifting additional restrictions on restaurants, bars and weddings

CTV Windsor, Oct. 4, 2021

<https://windsor.ctvnews.ca/wechu-lifting-additional-restrictions-on-restaurants-bars-and-weddings-1.5609892>

Hockey community wants Windsor-Essex health unit to reconsider COVID-19 vax policy for sports

CBC Windsor, Oct. 1, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-minor-hockey-1.6197301>

UWindsor hosting vaccine pop-up clinics open to community

CTV Windsor, Oct. 1, 2021

<https://windsor.ctvnews.ca/uwindsor-hosting-vaccine-pop-up-clinics-open-to-community-1.5607752>

Peaceful rally at Windsor's riverfront Saturday

CTV Windsor, Oct. 2, 2021

<https://windsor.ctvnews.ca/group-hosts-networking-rally-against-vaccine-mandates-1.5608802>

Video: <https://windsor.ctvnews.ca/video?clipId=2293390>

Erie Shores HealthCare sanctions 14 staff for not getting COVID-19 shots

CBC Windsor, Oct. 4, 2021

<https://www.cbc.ca/news/canada/windsor/erie-shores-healthcare-vaccine-policy-1.6198784>

WECHU ends early closure, ban on dancing for bars and restaurants

CBC Windsor, Oct. 4, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-oct4-1.6198661>

Town of Essex defers discussions on mandatory vaccination policy

CTV Windsor, Oct. 4, 2021

<https://windsor.ctvnews.ca/town-of-essex-defers-discussions-on-mandatory-vaccination-policy-1.5611120>

Buffalo Wild Wings identified as possible COVID-19 exposure point

AM800, Oct. 4, 2021

<https://www.iheartradio.ca/am800/news/buffalo-wild-wings-identified-as-possible-covid-19-exposure-point-1.16209336>

Windsor mega-hospital '100%' going ahead, MPP says

CBC Windsor, Oct. 5, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-mega-hospital-ontario-1.6200294>

COVID-19 Q&A with WRH Chief of Staff Dr. Wassim Saad

AM800, Oct. 5, 2021

<https://omny.fm/shows/am-800-cklw/covid-19-q-and-a-with-windsor-regional-hospital-1>

WECHU declares COVID-19 outbreak at Downtown Mission

AM800, Oct. 5, 2021

<https://www.iheartradio.ca/am800/news/wechu-declares-covid-19-outbreak-at-downtown-mission-1.16213914>

Sexually transmitted infections on the rise in Windsor-Essex

AM800, Oct. 5, 2021

<https://www.iheartradio.ca/am800/news/sexually-transmitted-infections-on-the-rise-in-windsor-essex-1.16220390>

Community alert issued following high number of drug-related overdoses

AM800, Oct. 5, 2021

<https://www.iheartradio.ca/am800/news/community-alert-issued-following-high-number-of-drug-related-overdoses-1.16217466>

Windsor-Essex sees lowest daily increase in COVID-19 cases in 2 months

CBC Windsor, Oct. 5, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-oct5-1.6200055>

Unvaccinated local MPP turfed as deputy speaker at legislature

London Free Press, Oct. 5, 2021

<https://lfpres.com/news/local-news/unvaccinated-local-mpp-turfed-as-deputy-speaker-at-legislature>

Termination deadline passes for unvaccinated employees at WRH

AM800-October 7, 2021

<https://www.iheartradio.ca/am800/news/termination-deadline-passes-for-unvaccinated-employees-at-wrh-1.16227458>

Windsor-Essex public health issues 3rd overdose alert in less than a month

CBC Windsor-October 6, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-opioid-overdose-alert-october6-1.6201368>

Windsor medical officer of health sees 'limited role' for rapid testing in schools

CBC Windsor-October 6, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-schools-testing-covid19-1.6201585>

Health Unit CEO feels vaccine certification program going well in Windsor-Essex

AM800-October 7, 2021

<https://www.iheartradio.ca/am800/news/health-unit-ceo-feels-vaccine-certification-program-going-well-in-windsor-essex-1.16222854>

Two new COVID-19 deaths and reservations over rapid testing in schools

Blackburn-October 6, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/06/two-new-covid-19-deaths-reservations-rapid-testing-schools/>

Mom furious after teen has 'panic attack' removes mask and is dismissed from gym

CBC Windsor-October 6, 2021

<https://www.cbc.ca/news/canada/windsor/student-asthma-phys-ed-class-1.6201485>

Dozens of unvaccinated Windsor, ON hospital employees terminated

CTV Windsor, Oct. 7, 2021

<https://windsor.ctvnews.ca/dozens-of-unvaccinated-windsor-ont-hospital-employees-terminated-1.5614587>

Non-vaccinated Windsor hospital staff now facing firing

Windsor Star, Oct. 7, 2021

<https://windsorstar.com/news/local-news/non-vaccinated-windsor-hospital-staff-now-facing-firing>

Windsor hospitals fire 87, 10 suspended Leamington

Blackburn News, Oct. 7, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/07/windsor-hospitals-fire-87-ten-suspended-leamington/>

81 Windsor hospital staff lose jobs, 8 lose privileges for not getting COVID-19 shots

CBC Windsor, Oct. 7, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-hospital-staff-lose-jobs-privileges-not-vaccinated-1.6203075>

Over 60 WRH employees out of a job after missing vaccination deadline

AM800, Oct. 7, 2021

<https://www.iheartradio.ca/am800/news/over-60-wrh-employees-out-of-a-job-after-missing-vaccination-deadline-1.16228992>

24 employees being issued termination letters at HDGH

AM800, Oct. 7, 2021

<https://www.iheartradio.ca/am800/news/24-employees-being-issued-termination-letters-at-hotel-dieu-grace-1.16229235>

Dilkens excited about provincial support for new megahospital in Windsor

AM800, Oct. 7, 2021

<https://www.iheartradio.ca/am800/news/dilkens-excited-about-provincial-support-for-new-mega-hospital-in-windsor-1.16228830>

Danielle Campo McLeod says road to recovery is her 'new Olympics'

CBC Windsor, Oct. 7, 2021

<https://www.cbc.ca/news/canada/windsor/daniell-campo-mcleod-recovery-1.6202835>

Some 'positive signals' in battle against COVID-19 in Windsor-Essex: WECHU

CBC Windsor, Oct. 7, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-oct7-1.6203023>

Students take street voice displeasure, pause school sports

Blackburn News, Oct. 7, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/07/students-take-street-voice-displeasure-pause-school-sports/>

Windsor-Essex public health recommends vaccinated youth can resume extracurriculars

CBC Windsor, Oct. 7, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-school-extracurriculars-1.6203103>

WRH seeing positive results with staff COVID-19 swab test initiative

AM800, Oct. 12, 2021

<https://www.iheartradio.ca/am800/news/wrh-seeing-positive-results-with-staff-covid-19-swab-test-initiative-1.16259326>

Ontario health sector braces for worse staff shortages as vaccine mandates come due

Canadian Press (published in Windsor Star), Oct. 10, 2021

https://windsorstar.com/news/canada/ontario-health-sector-braces-for-worse-staff-shortages-as-vaccine-mandates-come-due?utm_medium=Social&utm_source=Facebook&fbclid=IwAR3jbdDyILAWaTPUn4R2KXJVJhfaMbMkV-K4MZqyqlxbJv7XHc7z7e914YU#Echobox=1633881324

Province puts \$7.1 million towards local hospital infrastructure

Blackburn News, Oct. 8, 2021

<https://blackburnnews.com/london/london-news/2021/10/08/audio-province-puts-7-1-million-local-hospital-infrastructure/>

First responders become the next focus of mandatory vaccine policies

CTV Windsor, Oct. 9, 2021

<https://windsor.ctvnews.ca/first-responders-become-the-next-focus-of-mandatory-vaccine-policies-1.5617706>

COVID-19 pandemic still presenting challenges for Essex-Windsor EMS

AM800, Oct. 10, 2021

<https://www.iheartradio.ca/am800/news/covid-19-pandemic-still-presenting-challenges-for-essex-windsor-ems-1.16249698>

All COVID-19 vaccination and assessment centres open for the holiday weekend

AM800, Oct. 10, 2021

<https://www.iheartradio.ca/am800/news/all-covid-19-vaccination-and-assessment-centres-open-for-the-holiday-weekend-1.16249752>

Mandatory vaccination coming for all Windsor police employees

Windsor Star, Oct. 8, 2021

<https://windsorstar.com/news/local-news/mandatory-vaccination-coming-for-all-windsor-police-employees>

Essex latest municipality to discuss mandatory COVID-19 vaccination

Blackburn News, Oct. 12, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/12/essex-latest-municipality-discuss-mandatory-covid-19-vaccination/>

Reader letter: Those without vaccination should go to end of line for hospital care

Windsor Star, Oct. 11, 2021

<https://windsorstar.com/opinion/letters/reader-letter-those-without-vaccination-should-go-to-end-of-line-for-hospital-care>

Vaccine mandates, passports are working in Windsor-Essex – health officials

CTV Windsor, Oct. 12, 2021

<https://windsor.ctvnews.ca/vaccine-mandates-passports-are-working-in-windsor-essex-health-officials-1.5620363>

Over 20,000 COVID-19 cases reported in Windsor-Essex since beginning of pandemic

AM800, Oct. 12, 2021

<https://www.iheartradio.ca/am800/news/over-20-000-covid-19-cases-reported-in-windsor-essex-since-beginning-of-pandemic-1.16260648>

Health unit, hospital call for empathy in wake of threats against staff

Windsor Star, Oct. 13, 2021

<https://windsorstar.com/news/local-news/health-unit-hospital-call-for-empathy-in-wake-of-threats-against-staff>

Threats to WECHU staff increased significantly over past few weeks: CEO

CTV Windsor, Oct. 13, 2021

<https://windsor.ctvnews.ca/threats-to-wechu-staff-increased-significantly-over-past-few-weeks-ceo-1.5621281>

WECHU speaking out against increased threats and abusive language towards staff members

AM800, Oct. 13, 2021

<https://www.iheartradio.ca/am800/news/wechu-speaking-out-against-increased-threats-and-abusive-language-towards-staff-members-1.16267901>

WECHU chair calls for more kindness and support for health workers

AM800, Oct. 14, 2021

<https://www.iheartradio.ca/am800/news/wechu-chair-calls-for-more-kindness-and-support-for-health-workers-1.16272312>

WECHU staff experiencing increased harassment

Blackburn News, Oct. 13, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/13/wechu-staff-experiencing-increased-harassment/>

Windsor-Essex health officials speak out against threats, harassment targeted at staff

CBC Windsor, Oct. 13, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-oct13-1.6209009>

Ontario hospitals enact mandatory vaccination policies for visitors

Canadian Press, Oct. 13, 2021

<https://toronto.ctvnews.ca/several-ontario-hospitals-enact-mandatory-vaccination-policies-for-visitors-1.5621728>

Jarvis: patients shouldn't have to risk their lives to get care

Windsor Star, Oct. 13, 2021

<https://windsorstar.com/news/local-news/jarvis-patients-shouldnt-have-to-risk-their-lives-to-get-care>

Essex tweaks vaccination policy, adds time limit, removes termination

Blackburn News, Oct. 13, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/13/essex-tweaks-vaccination-policy-adds-time-limit-removes-termination/>

WRH HIV care program marks 30-year milestone

Windsor Star, Oct. 14, 2021

<https://windsorstar.com/news/local-news/windsor-regional-hospital-hiv-care-program-marks-30-year-milestone>

Children driving high Windsor-Essex COVID rate

Windsor Star, Oct. 14, 2021

<https://windsorstar.com/news/local-news/children-driving-high-windsor-essex-covid-rate>

Medical officer of health 'cautiously optimistic' as Windsor-Essex COVID-19 rates still high

CBC Windsor, Oct. 14, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-oct14-1.6210638>

Windsor-Essex case rate declining, still among highest Ontario

Blackburn News, Oct. 14, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/14/windsor-essex-case-rate-declining-still-among-highest-ontario/>

New program launched to help youth access mental health services

AM800, Oct. 14, 2021

<https://www.iheartradio.ca/am800/news/new-program-launched-to-help-youth-access-mental-health-services-1.16280807>

Children driving high Windsor-Essex COVID rate

Windsor Star, Oct. 15, 2021

<https://windsorstar.com/news/local-news/children-driving-high-windsor-essex-covid-rate>

Jarvis: Children must be vaccinated against nine diseases to go to school; add COVID to the list

Windsor Star, Oct. 15, 2021

<https://windsorstar.com/news/local-news/jarvis-children-must-be-vaccinated-against-nine-diseases-to-go-to-school-add-covid-to-the-list>

WRH HIV care program marks 30-year milestone

Windsor Star, Oct. 15, 2021

<https://windsorstar.com/news/local-news/windsor-regional-hospital-hiv-care-program-marks-30-year-milestone>

WRH's HIV program marking 30 years

AM800, Oct. 16, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-s-hiv-care-program-marking-30-years-1.16288927>

Windsor Regional Hospital's HIV program marks 30 years

CBC Windsor, Oct. 17, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-hiv-clinic-1.6212023>

Teen fundraises over 100K for mental health

CTV Windsor, Oct. 16, 2021

<https://windsor.ctvnews.ca/teen-fundraises-over-100k-for-mental-health-1.5626099>

Minority access to mental health service improved in new program

Blackburn News, Oct. 17, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/17/minority-access-mental-health-service-improved-new-program/>

Some Windsor communities aren't seeking mental health help. There's a plan to change that
CBC Windsor, Oct. 15, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-underserved-communities-mental-health-1.6211272>

'The losses are so awful' – Pregnancy and infant loss awareness day

CTV Windsor, Oct. 15, 2021

<https://windsor.ctvnews.ca/the-losses-are-so-awful-pregnancy-and-infant-loss-awareness-day-1.5625226>

ESHC hosts outdoor gift shop tent sale

CTV Windsor, Oct. 15, 2021

<https://windsor.ctvnews.ca/erie-shores-healthcare-hosts-outdoor-gift-shop-tent-sale-1.5624771>

New hospital gets \$9.8M for detailed planning

Windsor Star, Oct. 18, 2021

<https://windsorstar.com/news/local-news/new-hospital-gets-9-8-million-for-detailed-planning>

Ford reaffirms \$9.8M investment towards new hospital in Windsor-Essex

CTV Windsor, Oct. 18, 2021

<https://windsor.ctvnews.ca/ford-reaffirms-9-8-million-investment-towards-new-hospital-in-windsor-essex-1.5627130>

WRH CEO elated as planning for new hospital heads to stage 2

AM800, Oct. 18, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-ceo-elated-as-planning-for-new-hospital-heads-to-stage-2-1.16308727>

Windsor mega hospital officially moving into Phase 2

CBC Windsor, Oct. 18, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-premier-doug-ford-news-conference-1.6215043>

Premier Ford reaffirms \$9.8M for new regional hospital

AM800, Oct. 18, 2021

<https://www.iheartradio.ca/am800/news/premier-ford-reaffirms-9-8-million-for-new-regional-hospital-1.16304765>

Fully vaccinated rate hits 80% in Windsor-Essex

AM800, Oct. 18, 2021

<https://www.iheartradio.ca/am800/news/fully-vaccinated-rate-hits-80-per-cent-in-windsor-essex-1.16303632>

COVID-19 outbreaks, active cases see decline in Windsor-Essex

CBC Windsor, Oct. 18, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-oct18-1.6214835>

Essex finalizes COVID-19 staff vaccination policy

AM800, Oct. 18, 2021

<https://www.iheartradio.ca/am800/news/essex-finalizes-covid-19-staff-vaccination-policy-1.16308713>

Danielle Campo McLeod back home on her road to recovery

AM800-October 19,2021

<https://www.iheartradio.ca/am800/news/danielle-campo-mcleod-back-home-on-her-road-to-recovery-1.16314504>

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New cases and COVID-19 outbreaks decrease in Windsor-Essex

CTV-October 19, 2021

<https://windsor.ctvnews.ca/new-cases-and-covid-19-outbreaks-decrease-in-windsor-essex-1.5628935>

Health unit continues plans for youth vaccinations

CTV Windsor, Oct. 20, 2021

<https://windsor.ctvnews.ca/video?clipId=2304912>

Consultations available for parents still unsure about vaccinating kids

Blackburn News, Oct. 21, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/20/consultations-available-parents-still-unsure-vaccinating-kids/>

COVID, understaffing making it difficult for EMS to meet response time targets, says chief

CBC Windsor, Oct. 20, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-emergency-services-response-times-1.6218122>

COVID-19 case counts continue to drop in Windsor-Essex

AM800, Oct. 20, 2021

<https://www.iheartradio.ca/am800/news/covid-19-case-counts-continue-to-drop-in-windsor-essex-1.16317049>

Health unit board selects site for consumption and treatment service facility

AM800, Oct. 20, 2021

<https://www.iheartradio.ca/am800/news/health-unit-board-selects-site-for-consumption-and-treatment-service-facility-1.16316993>

COVID case rate in Windsor-Essex continues to drop

Windsor Star-October 21, 2021

<https://windsorstar.com/news/local-news/covid-case-rate-in-windsor-essex-continues-to-drop>

WECHU officials encouraged by COVID trends but still work to be done

AM800-October 21, 2021

<https://www.iheartradio.ca/am800/news/wechu-officials-encouraged-by-covid-trends-but-still-work-to-be-done-1.16323438>

Did we miss the Thanksgiving bump in COVID-19 cases?

Blackburn-October 21, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/21/miss-thanksgiving-bump-covid-19-cases/>

COVID-19 cases among youth declining in Windsor-Essex: Public Health

CBC-October 21, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-oct21-1.6219251>

Windsor-Essex Health Unit promotes SickKids COVID vaccine consults

Windsor Star-October 21, 2021

<https://windsorstar.com/news/local-news/windsor-essex-health-unit-promotes-sickkids-covid-vaccine-consults>

Interim medical officer of health would like to see naloxone kits in more households

AM800-October 21, 2021

<https://www.iheartradio.ca/am800/news/interim-medical-officer-of-health-would-like-to-see-naloxone-kits-in-more-households-1.16328760>

Health unit providing vaccine receipts without health cards

Blackburn News, Oct. 24, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/24/health-unit-providing-vaccine-receipts-without-health-cards/>

Flu vaccines under way in Windsor-Essex

AM800, Oct. 22, 2021

<https://www.iheartradio.ca/am800/news/flu-vaccines-underway-in-windsor-essex-1.16330410>

Get COVID-19 and flu shot at the same time

Windsor Star, Oct. 21, 2021

<https://windsorstar.com/news/local-news/get-covid-19-and-flu-shot-at-the-same-time>

Ontario releases long-term COVID-19 reopening plan – what it means for Windsor-Essex

CTV Windsor, Oct. 22, 2021

<https://windsor.ctvnews.ca/ontario-releases-long-term-covid-19-reopening-plan-what-it-means-for-windsor-essex-1.5633989>

It's really good news for us – Windsor-Essex businesses happy to welcome more customers with capacity limits lifted

CTV Windsor, Oct. 22, 2021

<https://windsor.ctvnews.ca/it-s-really-good-news-for-us-windsor-essex-businesses-happy-to-welcome-more-customers-with-capacity-limits-lifted-1.5635047>

About 60k remain unvaccinated

CTV Windsor, Oct. 22, 2021

<https://windsor.ctvnews.ca/video?clipId=2306899>

Active cases drops below 200

Blackburn News, Oct. 22, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/22/active-cases-drops-200/>

Did we miss the Thanksgiving bump in COVID-19 cases?

Blackburn News, Oct. 21, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/21/miss-thanksgiving-bump-covid-19-cases/>

Danielle Campo McLeod returns to Windsor after fight for her life

CBC Windsor, Oct. 21, 2021

<https://www.cbc.ca/news/canada/windsor/danielle-campo-mcleod-1.6220769>

Jarvis: Local hospitals awash in grievances, appeals over vaccine mandate

Windsor Star, Oct. 25, 2021

<https://windsorstar.com/news/local-news/jarvis-local-hospitals-awash-in-grievances-appeals-over-vaccine-mandate>

Mandatory vaccination for caregivers and guests at HDGH

AM800, Oct. 25, 2021

<https://www.iheartradio.ca/am800/news/mandatory-vaccination-for-caregivers-and-guests-at-hotel-dieu-grace-healthcare-1.16350503>

HDGH visitors must soon be fully vaccinated

Blackburn News, Oct. 25, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/25/hdgh-visitors-must-soon-fully-vaccinated/>

Health unit cautious, comfortable lifting capacity limits

Blackburn News, Oct. 25, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/10/25/health-unit-cautious-comfortable-lifting-capacity-limits/>

Windsor-Essex public health to monitor effects of loosened COVID-19 measures

CBC Windsor, Oct. 25, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-oct25-1.6223723>

Health unit to closely monitor COVID rates as rules for businesses relaxed

Windsor Star, Oct. 25, 2021

<https://windsorstar.com/news/local-news/health-unit-to-closely-monitor-covid-rates-as-rules-for-businesses-relaxed>

WECHU asks public to follow public health measure as capacity limits lift

AM800, Oct. 26, 2021

<https://www.iheartradio.ca/am800/news/wechu-asks-public-to-follow-public-health-measure-as-capacity-limits-lift-1.16350278>

Social media fuelling divisiveness when it comes to vaccines, says prof

CBC Windsor, Oct. 25, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-anti-vaccine-protests-1.6224030>

Web and Social Media Report - Oct. 2021

Web and Social Media Analytics - October 2021

MyWRH:

Users: 4,000 users this month, +300

Average view time: 4 m 33 s, +28%

How do people access the site?

Desktop: 77%

Mobile: 16%

Tablet: 6%

Top pages:

1. Home Page – 19,343 views
2. Current Postings –9,301 views
3. Career Opportunities –8,936 views
4. Employee Corner – 4,566 views
5. Departments and Services – 3,415
6. News and Announcements – 2,730
7. Marketplace -2,600
8. Physician On Call Schedule – 2,466
9. WRH application form – 2,316

WEB:

Users: 68,247 users this month, -3 %

New Users: 71.9%

Average view time: 1 m 44s

How do people access the site?

Mobile: 61%

Desktop: 36%

Tablet: 3%

Top pages:

1. Home Page – 37,887 views,
2. COVID Assessment Centre –17,207 views
3. coronavirus - 15,473
4. Emergency Wait times –13,871 views
5. Careers –7,636 views
6. Puma – 4,618
7. Vaccination Centres – 3,878 views

8. Contact us – 3,617 views

Top Languages other than English:

- 1)Chinese ([zh.cn](#)) – 144 users or .21% of all users
- 2) French - 136, .19 % of all users

YOUTUBE:

Views: 53,306 views (+47,000 more than average)
Watch Time: 671 hours (above average)
Subscribers: 672, +19

Top videos internal:

1. Guidelines for basic adult neurological observation - 532
2. Demonstrating compassion - 399
3. WRH COVID Self Test – 384
4. Orange Shirt Day Conversation - 162

Top videos external:

1. Come Home to Windsor – HR Promotion – 49,042
2. President and CEO Report–191
3. Negative Air Pressure Rooms – 190 views
4. Using quick Dams to prevent flooding at WRH – 152
5. Design Process for new hospital - 126

FACEBOOK: 10,153 followers +49

48,061 monthly reach, -31%
22,652 people “engaged” on our site - commented or liked our posts this month, -9%
12,045 videos viewed, -39%

Top Posts:

1. MDRD Week– 10,030 people reached, 1,175 reactions
2. Memo re: Vaccination Policy – 5,614 people reached, 139 reactions
3. 30th Anniversary of HIV Program – 4,340 people reached, 196 reactions
4. New Hospital Stage 2 Gov’t Release – 3,783 people reached, 137 reactions
5. New Hospital Next Steps – 3,081 people reached, 94 reactions

INSTAGRAM – Followers: 3,613

Reach: 8,092, 24.4%
Engagement – 6,45, +1%

Top Posts:

1. Thank you messages from St. Thomas students – reach 1,943, likes, 182
2. MDRD Week – reach 1,925 likes, 196
3. New Hospital Stage 2 announcement – reach 1,828, likes 168
4. Orange Shirt Day – reach 1,593 , likes 128
5. 30th Anniversary of HIV Program - reach 1,578, likes 62

TWITTER:

Followers: 4,993, +101 this month

Impressions: 65,100, -48%

Tweets: 31, -29.5%

Trending topics:

1. Thank you Premier & Health Minister– 9,822 impressions, 15 engagements
2. Stage 2 Announcement & Next Steps – 7,799 impressions, 150 engagements
3. Vaccinations increase at Devonshire Mall –5,254 impressions, 136 engagements
4. Great Day to Get Vaccinated - 4,328 impressions, 45 engagements
5. MDRD Week –2,545 impressions,295 engagements