



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, October 6, 2022

VIA ZOOM: 1700 hours

Windsor, Ontario

(ZOOM link is included with the meeting invitation)

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (Paniccia)		1700	
2. <u>PRESENTATION: EQUITY, INCLUSION, DIVERSITY AND ANTI-RACISM</u> (S. Mustaq)	Tab A	1702	
3. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (Paniccia)		1715	
4. <u>PREVIOUS MINUTES:</u> September 8, 2022 (Paniccia)	Tab B	1716	MOTION (approve)
5. <u>REPORT OF THE PRESIDENT & CEO</u> (Musyj)	Tab C	1718	FYI
6. <u>CNE REPORT</u> (Riddell) (verbal)		1728	FYI
7. <u>SCHULICH REPORT</u> – (Jacobs)	Tab D	1738	FYI
8. <u>FINANCIAL PRESENTATION</u> – (McLeod)	Tab E	1753	
9. <u>CONSENT AGENDA:</u> Finance/Audit & Resources: September 19, 2022 & Operating Results (McLeod)	Tab F	1800	MOTION (accept report)
10. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)	Tab G	1810	FYI
11. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)		1811	

12. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, November 3, 2022 – ZOOM		1815	FYI
13. <u>ADJOURNMENT</u> (Paniccia)		1815	MOTION

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

WRH Equity, Inclusion, Diversity and Anti-Racism

Sarah Mushtaq
October 6, 2022



Memo to ALL WRH Employees
and Professional Staff

Introduction

Date: August 5, 2022

Subject: Sarah Mushtaq Named WRH Director of Equity, Inclusion,
Diversity and Anti-Racism (EIDAR)



Windsor Regional Hospital is pleased to introduce **Sarah Mushtaq** as the Director of Equity, Inclusion, Diversity and Anti-Racism (EIDAR), effective August 22nd, 2022.

Overview

- What is the EIDAR Director role?

Focus Areas

- An EIDAR Action Plan supporting WRH's strategic plan
- Best practices for inclusive recruitment and promotion in the medical field
- Support programs, policies, structures, and corporate committees
- Ensure all patient care and employee/professional staff programs are equitable, inclusive and culturally safe and in compliance with WRH's EIDAR principles and the Ontario Health EIDAR Framework



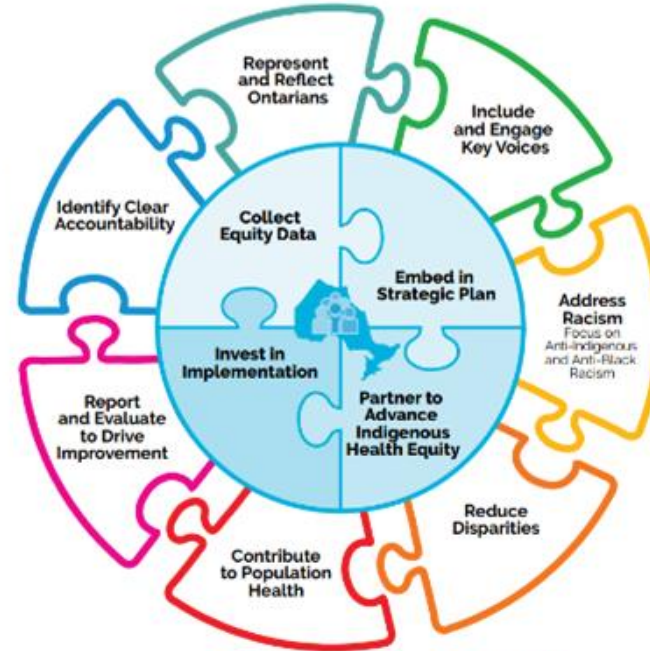
Ontario Health EIDAR Framework

Ontario Health's Equity, Inclusion, Diversity and Anti-Racism Framework

With a focus on addressing anti-Indigenous and anti-Black racism

11 Areas of Action

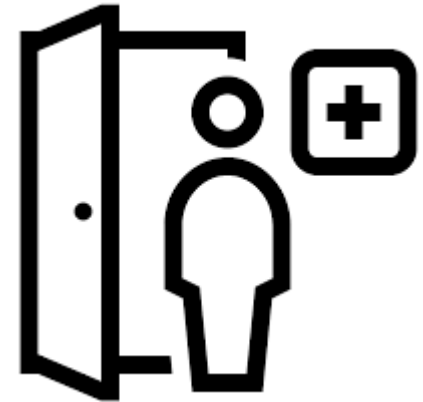
-  **Collect Equity Data**
Set up systems and supports to collect, analyze, and use equity data to report findings and inform future decisions.
-  **Embed in Strategic Plan**
Ensure efforts to address equity, inclusion, diversity, anti-Indigenous and anti-Black racism are at the highest priority for the organization.
-  **Partner to Advance Indigenous Health Equity**
Recognize that strong relationships with Indigenous leadership and communities – founded on respect, reciprocity and open communication – are critical in ensuring that the new health care system in Ontario reflects and addresses the needs of Indigenous peoples.
-  **Invest in Implementation**
Apply the financial and people resources needed for success and ongoing sustainability.
-  **Identify Clear Accountability**
Establish and assign "who" is responsible for "what".
-  **Represent and Reflect Ontarians**
Strive for all levels of the organization to reflect the communities served.
-  **Include and Engage Key Voices**
Listen to the staff and communities and include their ideas and feedback into the design, delivery and evaluation of programs and services.
-  **Address Racism Focus on Anti-Indigenous and Anti-Black Racism**
Identify and address discriminatory practices and procedures in all forms and at all levels using targeted approaches.
-  **Reduce Disparities**
Use data and best practices to establish standards, identify disparities and implement corrective action through a focus on access, experience and outcomes for the population.
-  **Contribute to Population Health**
Work with other arms of government and agencies in planning services to improve the health of the population.
-  **Report and Evaluate to Drive Improvement**
Publish Framework metrics publicly with all reports including an equity analysis.



For more information, go to ontariohealth.ca

Ontario Health System Recovery Goals

1. **Prevention and primary care:** OH should develop a specific, targeted aim to increase cancer screening for Black populations.
2. **Mental health and addictions:** MOH and OH should work with partner ministries to develop strategies to:
 1. Decrease adverse childhood experiences on mental health in Black populations, such as early childhood intervention
 2. Support the findings from the Decriminalization for Simple Possession of Illicit Drugs report to decrease the harms of criminalization on Black people living with addictions or substance use disorders
3. **Access to care in the most appropriate setting:** OH should undertake a race impact assessment to address inequities that may be occurring that prevent Black hospital patients from receiving care in the most appropriate setting
4. **Access to surgeries, procedures, and diagnostic imaging:** OH should develop strategies to decrease disparities in access to surgery for Black populations and use Community Health Centre data to identify differences and monitor progress.



Action Plan

Using this OH EIDAR framework as a foundation, the WRH EIDAR office should:

- identify and execute activities that support principles of equity, diversity and inclusion;
- build capacity to promote diversity awareness and knowledge;
- reduce systemic biases and barriers to an inclusive workplace
- enable the recruitment and retention of a highly skilled, engaged and diverse workforce
- ensure the implementation of an EDI Action Plan



Current Initiatives

- Engaging with various departments and leadership
 - Themes on future education series
 - Bias, stereotypes, use of language
 - Exploring improvement to use of resources in Cerner
 - Use of gender, race/ethnicity, preferred name
 - Reviewing policies that can better support staff and patients
- Education Sessions
 - October 4: ESC Indigenous Communities 101
 - October 18: Indigenous Relationship Engagement with Alethea Kewayosh
 - October 25: Anti-Black Racism in Healthcare
- Participation in community Orange Shirt Day Events



Community connections

Establish partnerships with key community groups:

- WRH Indigenous Partnership Committee
- Black Council of Windsor-Essex
- Ethnic and religious groups in Windsor-Essex
- Pride Windsor-Essex
- Trans Wellness
- Accessibility groups
- Build capacity of staff Diversity Committee



“Nothing about us without us.”

Proposed Timeline

Year	Initiative
Year 1	<ul style="list-style-type: none">• Develop an EIDAR Action Plan• Begin the research and policy development phase• Review process for a diversity survey• Set up corporate steering committees
Year 2	<ul style="list-style-type: none">• Work on operationalizing and implementing the action plan• Review onboarding and training modules with equity lens• Begin development of aforementioned trainings• Set up process for a yearly survey
Year 3	<ul style="list-style-type: none">• Review each policy and procedure with an equity lens• Implementation of TRC recommendations• Implementation of diversity staffing targets

Conclusion

WRH is working towards implementing EDI practices throughout the organization. As SicksKids put it in their EDI plan: “Continued investment in EDI infrastructure, supported by capacity building around issues of EDI and the development and implementation of a robust EDI policy framework, will undoubtedly allow for the creation of an environment in which everyone is made to feel recognized, respected, valued and validated; and out of which excellence through diversity is achieved.”

By investing in this area now, WRH will ensure that staff are supported and outstanding patient care is provided to every patient, with no exceptions.





MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, September 8, 2022**, 17:00 hours, via ZOOM, live streamed on YouTube.

PRESENT VIA ZOOM:

Anthony Paniccia, Chair

Laura Copat

Paul Lachance

Cynthia Bissonnette

Ian McLeod

Mary Dawson

Linda Staudt

David Malian

Dr. Laurie Freeman

Genevieve Isshak

Penny Allen

Patricia France

Michael Lavoie

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

David Musyj (ex-officio, non-voting)

Karen Riddell (ex-officio, non-voting)

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

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

STAFF VIA ZOOM:

Executive Committee

REGRETS:

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

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 June 2, 2022 Board meeting had been previously circulated.

MOVED by Ms. P. France, **SECONDED** by Ms. G. Isshak and **CARRIED**

THAT the minutes of the June 2, 2022 Board of Directors meeting be approved.

The Chair provided a couple of updates:

- The Canadian flags at both campuses have been lowered to half-mast in honour of Queen Elizabeth II who passed away today. A moment of silence was observed.
- The St. Clair College 28th Annual Gourmet Food & Wine Gala will be held on Friday, September 23, 2022. This year funds are being raised for the New W/E Acute Care Hospital.

4. REPORT FROM THE PRESIDENT & CEO:

Mr. Musyj referred to his submitted report and he indicated that he is trying to get back to this reporting format. This was difficult during the last couple of years of the pandemic with things changing so rapidly. Highlights are as follows:

- **Bill 7 – More Beds, Better Care Act 2022** - Mr. Musyj explained the concept. This legislation is meant to allow better patient flow through the system. Prior to Bill 7, the process was a complicated one, allowing patients to select their “top 5” choices of LTC homes. Now it is a physician (clinical decision) that declares a patient ALC for LTC. Based on modelling from OH, further action is needed to strengthen the health-care system or we could see a shortage of approximately 2,400 spaces as we head into the fall. According to the OHA, there were 5,930 ALC patients in hospital as of August 17, 2022, of which 2,400 or 40% are awaiting a LTC bed. Since January 1, 2022 to the end of July 2022, WRH has had 276 patients declared by their physician as requiring an alternative level of care, not requiring acute care, and qualifying to be placed in LTC. At the same time for the month of August, WRH had approximately 22 patients a day waiting in the ER for an inpatient bed to become available.

Mr. Musyj outlined what we have to make sure happens and all of this will be addressed by regulations and rules coming out shortly.

- **Upcoming Influenza season** – Dr. Saad spoke to the 2022 projections. We look at the southern hemisphere to get a sense of what we can expect, for example, Australia, who is nearing the end of its worst flu season in five years. Flu activity was unusually low throughout the 2020-2021 flu season.

In Australia, cases peaked about three times higher than the average for that period, and they topped out about two months earlier than they normally do. Dr. Saad explained why this could be, starting with the fact that children are back in school and no longer wearing masks. Another reason could be low immunity to influenza. The big concern is the already strained hospital setting and then having two respiratory viruses co-circulating at the same time. Dr. Saad explained this has always been a concern.

- **Health Human Resources** – Ms. Riddell provided the update. Work continued over the summer to boost staffing. Since prior to the start of COVID-19 WRH has approximately 10% more front line clinical staff – this is over 400 more clinical employees working now. The Hospital has taken advantage of all government supported programs such as hiring third and fourth year nursing students and recruitment of internationally educated nursing (IEN) staff through the CNO program. WRH has also collapsed part-time clinical jobs into full-time jobs as much as possible. This has resulted in 12 full-time jobs being created. Ms. Riddell added we have eliminated some temporary jobs and made them permanent where we could. As a result, 27 temporary full-time positions were converted into permanent full-time and 27 temporary part-time positions were converted to permanent part-time. This is more attractive to external recruits. These strategies have been very successful to date.

5. REPORT FROM SCHULICH:

Dr. Jacobs referred to his report which included several announcements. The Windsor Campus hosted a Meet and Greet this week with the incoming class of 2026. The annual event also welcomed NP students to the University of Windsor

An Accreditation review is taking place in 16 months so the upcoming year will be busy with collecting documentation and hopefully finding opportunities for growth.

The International program was approved and launched over the summer and is now accepting applications for international students. More to come.

6. FINANCIAL PRESENTATION (July 2022 Results):

Mr. McLeod reported.

Slide 2 – Financial Results – YTD July 2022:

- \$245,000 deficit for hospital operations year to date
- The net deficit after building amortization is \$657,000

Slide 3 – COVID-19 Impact on Expenses:

- This slide shows the breakdown of \$9.3 million in COVID-19 expenses
- Unfunded COVID-19 expenses total \$1,123,000 due to
 - the wage differential for the Nursing Externs, sick and isolation costs in July which are now unfunded, additional staffing in the perioperative program
 - Incremental PPE
 - Additional shuttle costs, storage of equipment
- We expect the \$170,000 gap in medical remuneration to be funded

Revenue shortfalls relate to three categories and these are reimbursed through COVID-19 funding:

- Volume-based for Quality-Based Procedures (QBP), Neuro, Cardiac and Wait Time. When compared to the budgeted volumes there is a \$3.3 million shortfall.
- Patient Services revenue sources are preferred accommodation (semi and private room charges), OHIP technical (hospital portion) and professional (physician portion) fees and billing for cosmetic procedures (not covered by OHIP).
- Recoveries come from retail operations such as the gift shop, food services, parking, print shop and services such as laboratory test referred in from other hospitals.

Slide 4 – Revenue:

- Base and one time funding is \$3.6 million favourable due to amounts that have been accrued for known COVID-19 reimbursements.
- Preferred Accommodation and Co-payment Revenue \$1,045,000 unfavourable due to the inability to bill for private and semi-private rooms assigned for infection control reasons.

- Patient Services Revenue \$1,661,000 favourable – relates to uninsured patient revenue from the Ministry which is paid at the interprovincial rate which is higher than the OHIP rate.
- Other Recoveries favourable \$769,000 – retail pharmacy revenues are offset by higher drug expenses

Slide 5 – Expenses:

- Salaries and Wages are \$851 million unfavourable year to date. This variance includes \$1.3 million in COVID sick and isolation pay and \$1.9 million for nursing externs and \$995,000 in screening costs.
- Medical/Surgical supplies are \$238,000 unfavourable due to increased use of PPE which is not funded beyond June 30, 2022
- Medical staff fee variance is largely attributable to temporary COVID-19 physician payments which are funded (\$1.8 million) with the remainder attributable to additional diagnostic volumes which are funded via OHIP billings (patient services revenue).
- Drugs \$215,000 unfavourable, additional drug expenses in retail pharmacies are offset by recoveries as noted previously
- Other supplies variance of \$83,000 mainly due to COVID-19 related expenses such as additional shuttle costs, storage of equipment to implement social distancing

MOVED by Mr. I. McLeod, **SECONDED** by Mr. P. Lachance and **CARRIED** **THAT** the September 8, 2022 Financial Presentation (as of July 31, 2022) be accepted.

7. CONSENT AGENDA:

MOVED by Mr. I. McLeod, **SECONDED** by Ms. P. France and **CARRIED** **THAT** the reports from the June 20, 2022 and August 22 2022 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, October 6, 2022, 1700 hrs VIA: ZOOM

12. ADJOURNMENT:

There being no further business to discuss, it was

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

THAT the September 8, 2022 Board of Directors meeting be adjourned at 1745 hours.

Anthony Paniccia, Chair
Board of Directors

Dawn Sutherland
Recording Secretary/ds

Report of the President & CEO to the Board of Directors

Date: October 2022

Strategic Direction - Strengthen the processes that drive a culture of patient safety and quality care

Windsor Regional Hospital is now offering fentanyl test kits to patients before they are discharged from the Emergency Department or Mental Health Assessment Unit.

The opioid crisis continues to afflict the Windsor-Essex community with an increasing number of visits to our hospital Emergency Departments each year due to overdose or misuse.

In 2021, Windsor Regional Hospital saw 573 emergency visits specifically involving fentanyl - including 346 overdoses. So far in 2022 (January 1 to September 15), the number of visits has hit nearly 300.

For those who don't know, fentanyl is a powerful pain medication often prescribed to people with long-term, severe pain. When used this way, it can be effective and safe, but if misused it can be extremely dangerous with the potential to cause an overdose or death even in small amounts.



More recently, fentanyl has been discovered mixed in street drugs without the knowledge of the drug user. It's this situation that has led to the spike in trips to the Emergency Department.

So how can we reduce the risks?

Windsor Regional Hospital is now offering fentanyl test kits to patients before they are discharged from the Emergency Department or Mental Health Assessment Unit. Test strips and detailed instructions will be made available to any patient suspected or confirmed to be a drug user. The test strips will be distributed in a kit that also includes the life-saving drug naloxone used to combat overdoses.

More information about the fentanyl test kits can be found [HERE](#).

Those looking to get treatment for substance use are encouraged to visit connexontario.ca or to call 1-866-531-2600 to connect with local resources. For more information on the Windsor-Essex Community Opioid and Substance Strategy and local efforts in place to combat rising rates of substance use and overdose visit wecoss.ca.

If you or someone you know is experiencing mental health or substance-related crisis, call the local crisis line at 519-973-4435, contact 911, or go to the closest hospital emergency department.



Accreditation 2023

⚠️ Our on-site AC Survey dates will be the week of November 26, 2023

Why we participate in the Accreditation Process

- ① Overall, the accreditation process:
 - helps us reduce risk
 - helps us have more effective teams
 - AND helps us provide higher quality care leading to better patient care outcomes and experiences.

Overview & Timeline of the accreditation process

- ① **There are 3 phases** - Assessment, Preparation, and the actual On-site Survey
- ① **There are over 50 teams** that will work together simultaneously to get us prepared

PHASES		Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23
Phase 1 Assessment Nov. - Mar.	Create Teams	█	█		█	█												
	Complete Surveys				█	█	█											
	Conduct Mock Tracers						█	█	█									
	Assess ROPs						█	█	█									
	Assess Standards						█	█	█									
Phase 2 Preparation Apr. - Nov.	Create Action Plans								█	█								
	Complete Action Plans								█	█	█							
	Prepare Our Evidence								█	█	█	█						
	Prepare Education Plan								█	█	█	█						
	Educate Staff												█	█	█	█		
Prepare for On-site													█	█	█	█		
Phase 3 On-site Survey Nov. 26 - Dec 1																	█	█

- ⚠️ **New this cycle** there will have a patient surveyor, so expect highlighting of our patient experience processes, and an emphasis on how we include patients and families in their care
- ⚠️ **New this cycle** is Corporate Tracer Training and emphasis on completion of Mock Tracers.
 - Tracers are the methods used by AC surveyors to assess our processes when they come on-site.
 - WRH is increasing our capacity corporately to complete mock tracers so that we can self-assess the same way that the surveyors will assess us.
 - This will be helpful as we move towards a future continuous cycle
- ⚠️ **The Accreditation Process will change beyond our 2023 cycle – after this cycle**, we will be transitioning to a continuous model. There are not many details yet as Accreditation Canada is still developing the process.

Next steps:

- ⚠️ **All Board Members:**
 - Meeting invites will be sent out in December/early January to complete the Governance Survey –*completed as a group*
 - February, 2023 - Board Members will be invited to take part in the Governance Standards Self-Assessment – *completed as a group*
 - March, 2023 - create an Action Plan based on the Survey & Self-Assessment Results
- ⚠️ **Board Chair & CEO:**
 - Lead work for gathering needed evidence as guide sheets for the on-site survey, as required for AC surveyors

Want to know more? Go to <https://nywrh.ca/Accreditation> for more info or contact [Sherri Franz](#) or Linda Morrow.



COVID-19 VACCINES

EFFECTIVE NOW - we have added **COVID vaccine appointment options** (in addition to those currently available in WE Care pharmacy) between the hours of 6 am to 4 pm, Monday through Thursday, for staff to receive the Bivalent COVID-19 vaccine.

Locations:

Met Campus: Clinical Education Room

Ouellette Campus: LaSalle Room

(These rooms are the same rooms where mask-fit testing takes place).

Please go to <https://www.wrh.on.ca/StaffBooking> to book your appointment and enter your information.

Any staff can book as long as they are 3 months past their last COVID vaccine.

Stay tuned for information on influenza vaccines.

Strategic Direction – Uphold the principles of accountability and transparency

Australia Influenza Update

As stated we do look to what happened in Australia as to what our influenza season probably will look like. Below are the most up to date charts.

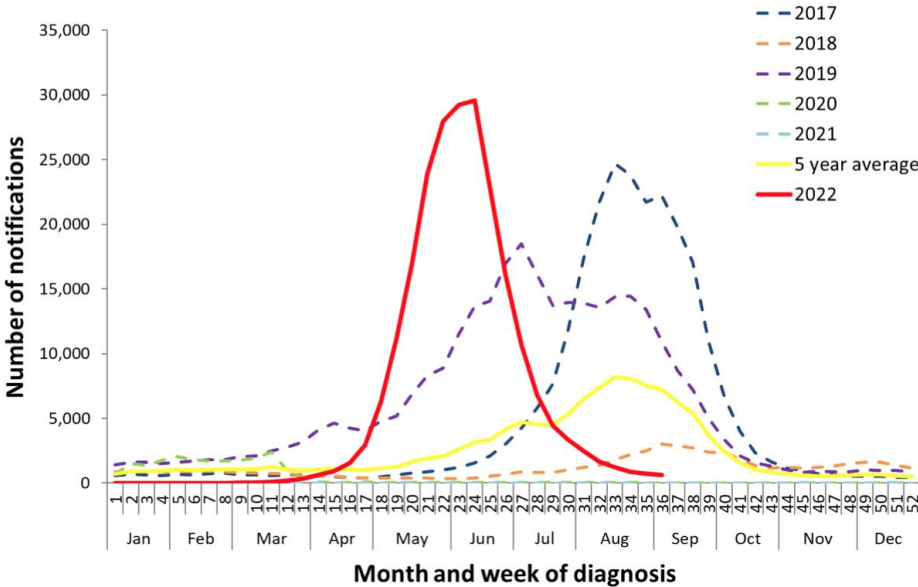
Clearly their season was earlier and more intense then previous years.



So far for Ontario the influenza rates are still low

<https://www.publichealthontario.ca>

Figure 4. Notifications of laboratory-confirmed influenza, Australia, 01 January 2017 to 11 September 2022, by month and week of diagnosis*

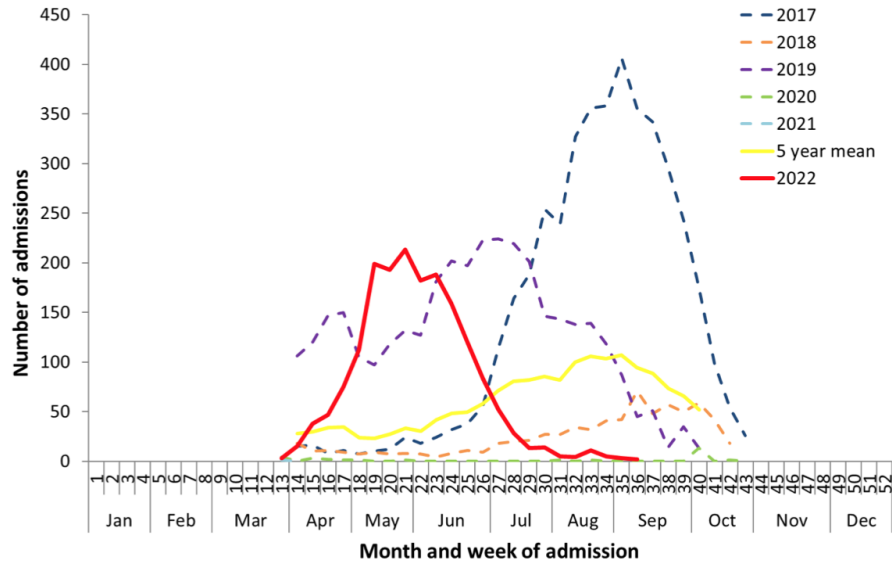


Source: NNDSS

*NNDSS notification data provided for the current and most recent weeks may be incomplete. All data are preliminary and subject to change as updates are received, with most recent weeks considered particularly subject to revisions. Please refer to Data considerations for interpretation of the 5 year average.



Figure 7. Number of influenza hospitalisations at sentinel hospitals, from April to October, 2017 to 2022 by month and week of diagnosis*



Source: FluCAN

Source: <https://www1.health.gov.au/internet/main/publishing.nsf/Content/cda-surveil-ozflu-flucurr.htm>

Strategic Direction - Maintain a responsive and sustainable corporate financial strategy

Strategic Direction - Create a dynamic workplace culture that establishes WRH as an employer of choice

The Workplace Wellness Program -Update



BACKGROUND

The Workplace Wellness Program launched in May, 2022 and is committed to providing WRH staff, professional staff, and their families with a Workplace Wellness Program that will be available and accessible to all. It is a comprehensive program that addresses all aspects of wellness and health: physical, mental, emotional, spiritual, social etc.

The Workplace Wellness Committee provides oversight for the Program. The Committee has 28 members and includes representation from several areas of the hospital, including professional staff. FSEAP is the contracted vendor that provides daily coordination and implementation of services.

PROMOTION & PARTICIPATION

Events are promoted through the monthly calendars, as well as through email promotion and videos sent to all staff through Public Affairs. In addition, members of the Committee are available to present at departmental meetings. FSEAP has also attended promotional events onsite to talk with staff, distribute flyers and postcards, and sign staff up for events.

The calendar includes events that are offered throughout the community, and other events that are specific to WRH staff only. They occur both on and offsite. Events offered as part of the program are designed to address all aspects of the program.

WRH Wellness Challenge registration is open so register today! We are excited to announce that from October 3rd to 30th you will be able to challenge yourself or your colleagues in a Wellness Challenge that will help you develop and maintain healthy exercise and nutrition habits and a chance to win prizes!

You can join individually, make your own team or join a team with other WRH employees. Here's how to join:

1) Register for the challenge by visiting <https://wrh.liftsession.com/> and creating a



- LIFT account. (If you already have a LIFT account, click the login button).
- 2) Download the App Store or Google Play Store if you have not already.
 - 3) Join the challenge from a computer or from the mobile app.

Once you've downloaded the app, earning points throughout the challenge is simple! You can complete LIFT workouts suggested by the app, or, do your own workout and upload what exercise you did to the app.

The Wellness Challenge will also have weekly prizes for participating! Stay tuned for information on prizes closer to the October 3rd launch date.

If you have any general LIFT platform questions or need help joining the challenge, please contact info@liftsession.com

For staff and their immediate family please go to learn more
<https://www.wrh.on.ca/WorkplaceWellnessCalendar>

Strategic Direction - Redefine our collaboration with external partners to build a better healthcare ecosystem

St. Clair College Gourmet Food and Wine Gala

After taking a hiatus due to the COVID-19 pandemic, the St. Clair College Gourmet Food and Wine Gala came back with a bang!





The 28th annual event raised a whopping \$1.1-million in support of a new acute care hospital for Windsor-Essex. This incredible gift represents the proceeds from the event and a generous pledge from the St. Clair College Alumni Association to support the future of its students and healthcare in our region.

For more info - <https://www.wrh.on.ca/newsroom?newsid=9084>

Strategic Direction - Continue the pursuit of NEW state-of-the-art acute care facilities

Stantec Architecture as the Planning, Design and Conformance (PDC) consultant Announced

Windsor Regional Hospital announced it has selected Stantec Architecture as the Planning, Design and Conformance (PDC) consultant for the New Windsor-Essex



Acute Care Hospital Project. This team of architects and engineers will support the project through the development of design documents while providing support throughout the tendering and construction stages.

With the contract awarded, the Stantec team will now begin work on the project which includes:

- developing block schematic plans (early design plans)
- developing project documents and procurement documents needed to proceed with a request for qualifications (RFQ) for companies with sufficient experience and capacity to deliver a large-scale hospital project
- assisting in the pre-qualification evaluation process
- preparing indicative plans and output specifications to include in the main RFP for the project
- monitoring the construction progress and provide coordination and oversight during commissioning, completion, and transition into the new hospital
- consulting with WRH staff and the community throughout the process.

Construction on New Windsor-Essex Acute Care Hospital is expected to begin in 2027.

<https://www.wrh.on.ca/newsroomessex?newsid=9083>

Questions and Answers

https://www.wrh.on.ca/uploads/Common/PDC_Announcement_QAs_Sep_27_2022.pdf



Update to WRH Board of Directors (October 6, 2022)

Announcements:

- [The White Coat Ceremony](#) which was held on September 10, 2022 at Alumni Hall, Western University included 171 Medicine students (133 at Schulich Medicine's Western Campus, and 38 at the Schulich Medicine & Dentistry Windsor Campus), 56 Dentistry students and 21 students from around the world in the Internationally Trained Dentists (ITD) Program.
- [Dr. Sukhveer \(Sukhi\) Bains](#) has been appointed as the Acting Associate Dean of Equity, Diversity, Inclusion and Decolonization (EDID), at the Schulich School of Medicine & Dentistry at Western University effective September 1, 2022 to December 31, 2023.
- [Drs. Frank Beier, Ruth Lanius, and Kathy Nixon Speechley](#) are among the 71 new Fellows selected to the Canadian Academy of Health Sciences (CAHS) for 2022.
- [Drs. Aaron Fenster and Adrian Owen](#) were recently announced as Royal Society of Canada (RSC) Fellows.

Awards:

- [Dr. Xiaowei Zhuang](#) is the recipient of the 2022 J. Allyn Taylor International Prize in Medicine, presented by the Robarts Research Institute, at the Schulich School of Medicine & Dentistry.
- [The Association of Faculties of Medicine of Canada \(AFMC\) Awards 2023 Call for Nominations](#): Deadline for submissions is October 15, 2022.

Windsor Update:

- Save the Date: October 20, 2022, Dean John Yoo and other senior members of the School administration will be traveling to Windsor for a faculty meeting. An accredited CPD event on Prevention of Burnout will also be provided by Drs. Dale Ziter and Jackie Vandereeden.
- Clinical leadership updates:
 - Academic Director Family Medicine PGE: Dr. Helena Hamdan
 - Academic Director Family Medicine UME: Dr. Jen Bondy
 - Academic Director Anesthesia Met site: Dr. Kayode Johnson
- I am pleased to announce a new position: Assistant Dean – Undergraduate Medical Education - Windsor has been approved. A call for applications is forthcoming.

Respectfully submitted,

Lawrence Jacobs, MD, FRCPC, FACP
Associate Dean, Windsor Campus

Schulich School of Medicine & Dentistry – Windsor Campus

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Schulich School of Medicine & Dentistry, Western University.



**Board of Directors Meeting
October 6, 2022
Financial Presentation (August 2022 Results)**

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

August 31, 2022

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 255,529	\$ 250,781	\$ 4,748	1.9%
Expenses				
Salaries and Wages	\$ 109,350	\$ 109,268	\$ (82)	(0.1%)
Employee benefits	30,042	30,078	36	0.1%
Employee ben. - future ben. costs	632	632	-	0.0%
Medical staff remuneration	25,726	22,407	(3,319)	(14.8%)
Medical & Surgical supplies	16,306	15,957	(349)	(2.2%)
Drugs	32,586	32,476	(110)	(0.3%)
Supplies & other expenses	31,721	30,959	(762)	(2.5%)
Long term Interest	2,919	2,871	(48)	(1.7%)
Equipment lease / rental	1,026	1,066	40	3.8%
Equipment amortization	5,947	7,459	1,512	20.3%
Total Expense	\$ 256,255	\$ 253,173	\$ (3,082)	(1.2%)
Surplus / (Deficit) From Hospital Operations	\$ (726)	\$ (2,392)	\$ 1,666	
COVID-19 extraordinary operating expenses unfunded - eligible	\$ 217		\$ 217	
COVID-19 extraordinary operating expenses unfunded - ineligible	\$ 1,303		\$ 1,303	
COVID-19 related unfunded non-ministry revenue loss included above	\$ 1,482		\$ 1,482	
YTD - Unearned Ministry volume funding	\$ 4,663		\$ (4,663)	
Surplus or (Deficit) / Revenue	-0.28%	-0.95%	0.67%	

Net Surplus/(Deficit) after building amortization (\$1,241)

Financial Results - COVID-19 Impact

August 31, 2022

Year to Date Results include \$10.4 million in COVID-19 extraordinary expenses. Net revenue losses total \$6.1 million.

Windsor Regional Hospital COVID-19 Expenses Year-to-Date August 2022			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
Compensation	5,039,792	-	1,005,281
Medical Staff Fees	2,113,745	217,328	-
Med. Surg. Supplies	728,472	-	214,209
Drugs	9,146	-	-
Other supplies & expense	808,417	-	48,724
Equipment Expenses	194,135	-	34,380
Renovations	-	-	-
Total Operating Expense	\$ 8,893,707	\$ 217,328	\$ 1,302,594
Capital	\$ 33,160	-	\$ -
Combined Total	\$ 8,926,867	\$ 217,328	\$ 1,302,594

Windsor Regional Hospital COVID-19 Revenue Loss Year-to-Date August 2022		
	<u>Funded</u>	<u>Unfunded</u>
Volume Based*	-	4,662,739
Patient Services**	-	1,130,425
Recoveries***	-	351,180
Total Revenue	-	\$ 6,144,343

- * Quality Based Procedures, Neuro Services, Cardiac & Wait Time
- ** Preferred Accommodation, Co-Payment, OHIP Technical & Professional Fees, & Cosmetic Procedures
- *** Parking, Retail Food Services, Gift Shop, Leased Office Space (Physician), Patient Televisions, Print Shop & Referred In Services (Other Hospitals)

Financial Results

August 31, 2022

- ▶ **Year to Date Revenue**
 - ▶ **Base and One-Time Funding \$3.5 million favourable**
 - ▶ **Amounts accrued for known COVID-19 Reimbursements:**
 - ▶ **Incremental Expenses (\$4.1 million)**
 - ▶ **Nursing Extern & SPEG Funding (\$1.7 million)**
 - ▶ **Assessment Centre Funding (\$820,000)**
 - ▶ **Temporary Physician payments (\$217,000)**
 - ▶ **Preferred Accommodation and Co-Payment Revenue \$1,287,000 unfavourable**
 - ▶ **Patient Services Revenue \$2,012,000 favourable**
 - ▶ **Other Recoveries \$993,000 favourable**

Financial Results

August 31, 2022

- ▶ **Year to Date Expenses**
 - ▶ **Salaries & Wages \$82,000 unfavourable**
 - ▶ Includes \$1.6 million in COVID sick and isolation pay
 - ▶ **Employee Benefits \$36,000 favourable**
 - ▶ **Medical Staff Fees \$3.3 million unfavourable and funded through temporary COVID-19 physician payments**
 - ▶ **Med/Surg supplies \$349,000 unfavourable**
 - ▶ **Drugs \$110,000 unfavourable**
 - ▶ **Other supplies \$762,000 unfavourable**



MOTION/ACTION SHEET

From The

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

Monday, September 19, 2022

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



MINUTES from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE** (*General Session*) held on Monday, September 19, 2022 Via Zoom (following the In-Camera Session).

PRESENT:

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

COMMUNITY MEMBERS:

Jamie Skutovich
Marc Jones
Dwayne Dawson
Trevor Chapman
Robert Klein

REGRETS:

Anna Kirby

Anthony Paniccia, Chair of the Board of Directors

STAFF:

Malissa Gauthier
Todd Bested
John Faber
Heidi Zimmer
Mary Macera

1.0 CALL TO ORDER

Mrs. Allen, Acting Chair called the meeting to order at 6:30 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 Monday, September 19, 2022, 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, August 22, 2022

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, August 22, 2022** were previously circulated to all members.

MOVED by Laurie Freeman, SECONDED by Jamie Skutovich that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, August 22, 2022 be approved.

CARRIED.

5.0 FOR DISCUSSION

5.1 Monthly Operating Results Report – August 2022 (*As Appended*)

Ms Zimmer reported that the operating results for the 5 months ended August 31, 2022 resulted in a deficit of \$1,241,000; \$2,151,000 positive Hospital Margin.

There are two items to note:

1. WRH is operating an additional 18 med/surg beds and 3 mental health beds. Beds are unfunded.
2. Operating results include a combined \$11.9 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.

Ms Zimmer added that last month, WRH was expecting the physician temporary COVID-19 funding to be extended to the end of the year. This has now been confirmed. The operating funding for the vaccine, administration and health and human resource program is also confirmed; we will be starting booster vaccinations for the staff and plans are in place to hire additional staff to administer.

The COVID-19 incremental expense reimbursement ended at the end of June 2022, however, the Ministry did send a letter and it has been confirmed that they will continue to support hospitals for pandemic prevention and containment for this fiscal year.

It will not be reimbursement-based, however, probably take the form of one-time funding.

6.0 FOR INFORMATION

6.1 FAR Committee Meeting Dates

6.2 WRH Health Care Acronyms

6.3 President's Report – September 2022

A copy of the President's Report was provided for the community members.

7.0 DATE OF NEXT MEETING

The Finance/Audit & Resources Committee will meet on **Monday, October 24, 2022 at 5:00 p.m. Via Zoom.**

8.0 ADJOURNMENT

Mrs. Allen indicated that there was no further business.

MOVED by Trevor Chapman, SECONDED by Robert Klein that the General Meeting from the Finance/Audit & Resources Committee of Monday, September 19, 2022 be adjourned at 6:50 p.m.

CARRIED.

Mrs. Allen, Acting Chair & Treasurer
FinAudit&Resources_Minutes
20220919

Mary Macera
Recorder

Windsor Regional Hospital

Operating Results Report

For the Five Months Ended August 31, 2022

Treasurer's Report

Board of Directors

Financial Summary - August 2022

(\$000's)

	Line	August 2022 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$255,529	\$ 250,781	\$ 4,748
Total Expense	20	256,255	253,173	(3,082)
Surplus / (Deficit)	21	(726)	(2,392)	1,666
Other Votes (net)	22	(42)	(40)	(2)
Other Recoveries / (Exp)	23	-	-	-
Subtotal	24	(768)	(2,432)	1,664
Net bldg. amortization	25	(473)	(772)	299
Net Surplus (Deficit)	26	\$ (1,241)	\$ (3,204)	\$ 1,963

Hospital Margin	\$ 2,151	\$ 439	\$ 1,712
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Capital Equipment Expenditures	\$ 8,131	\$ 27,939	\$ 19,808
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* Variance - favourable / (unfavourable)

Operation Highlights:

- The operating results for the five months ended August 31, 2022 resulted in a deficit of \$1,241,000 (\$2,151,000 positive Hospital Margin) based on the Ministry of Health (Ministry) definition. There are two items worth noting –
 - a. WRH has been operating an additional 18 medical/surgical beds and 3 mental health beds. Currently these beds are unfunded and therefore there is no associated revenue or expense included in the draft budget.
 - b. Operating results include a combined \$11.9 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.

1. **Financial Results for the Five Months ended August 31, 2022** (Statement 2)

For the five months ended August 31, 2022, the deficit after net building amortization is **\$1,241,000**, which is \$1,963,000 better than the unapproved plan. This represents a positive Ministry of Health Margin of \$2,151,000 (one year ago, the margin was negative \$1,955,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$11.9 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 August 31, 2022 and which have been funded and or not funded (eligible and ineligible for funding under the most recent guidance).

Windsor Regional Hospital COVID-19 Revenue Loss & Expenses Year-to-Date August 2022			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
Revenue			
Patient Services	-	-	1,130,425
Recoveries	-	-	351,180
Total Revenue	-	-	1,481,604
Expense			
Compensation	5,039,792	-	1,005,281
Medical Staff Fees	2,113,745	217,328	-
Med. Surg. Supplies	728,472	-	214,209
Drugs	9,146	-	-
Other supplies & expense	808,417	-	48,724
Equipment Expenses	194,135	-	34,380
Renovations	-	-	-
Total Expense	8,893,707	217,328	1,302,594
Total Operating	\$ 8,893,707	\$ 217,328	\$ 2,784,198

Ineligible expenses include the following:

- Compensation of \$673,000 due to the rate difference for the Externs. 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.
- Incremental PPE costs.
- Other expenses include additional shuttle costs to provide social distancing.
- Equipment expenses for storage units for furniture removed for social distancing.

The Assessment Centre is no longer funded only on a \$38 per swab basis in fiscal 2022-2023. Instead, the Ministry has asked hospitals to submit a budget for the year to identify the funding shortfall resulting from the per swab methodology. The funding

gap will be settled at year-end. Therefore, revenue for the Assessment Centre has been recognized equal to year-to-date expenses.

It should be noted that with respect to Ministry volume based funding, we have unearned revenue for these five (5) months of \$6.1 million based on estimates. Prior year actuals are used as a proxy for current year until the actual coded data is available. At time of reporting two (2) months of coded data is available (April and May 2022).

Revenue

Ministry revenue (combined base and one-time) is \$3.5 million (1.72%) higher than budget. The Hospital has received confirmation that incremental COVID-19 operating expenses incurred for the first quarter of the fiscal year will be funded under the same criteria as in 2021-2022 with the exception of the change in the Assessment Centre funding methodology. 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 for incremental expenses:

- + \$4.1 million for April - June 2022 incremental COVID-19 expenses (including screening)
- + \$1.7 million for the Nursing Extern and SPEP Programs
- + \$820,000 in Assessment Centre funding
- + \$217,000 in COVID-19 physician payments

These accruals are offset by the amounts payable related to the volume shortfalls for Quality-Based Procedures, Neurology, Cardiology and Wait Time programs.

Ministry drug reimbursements are \$454,000 below 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 \$1,287,000. 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. Also, 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 \$9,000 under budget due to the factors mentioned above for preferred accommodation.

Patient Services revenue variance is \$2,012,000 favourable (15.2%) year to date, with \$1.3 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. There has been no communication from the Ministry with respect to how long this

program will continue. The remaining surplus is the result of higher than planned diagnostic revenues which are offset by increased medical fees in order to earn this revenue.

Equipment Grant amortization is better than budget by \$30,000 (2.1% favourable). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$993,000 favourable (4.92%) 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 \$82,000 (0.1%) year to date August 31, 2022. Salaries for COVID-19 screening (staff, patients and visitors) and the Assessment Centre total \$1,643,000 to date.

Year to date spending for employees in paid isolation is \$175,000 and paid sick time due to COVID-19 is \$1,418,000. Temporary hires (Nursing Externs) have been paid \$2,409,000 to date. Professions included in the Enhanced Extern Program include undergraduate medicine students, respiratory therapy students, and paramedic externs and recently expanded to include internationally educated nurses. This program is funded by the Ministry and the funding has now been extended to March 31, 2023. WRH participates in the Supervised Practice Experience Partnership (SPEP) which provides eligible Internationally Educated Nurses with the opportunity to meet their evidence of practice and language proficiency requirements to qualify for registration to practice as a nursing professional in Ontario. The funding for this program is in place until March 31, 2023 and the hospital has had seven staff enrolled to date.

Employee Benefits are favourable to budget by \$36,000 (1%).

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$3,319,000 (14.8%). Of this variance, \$2,331,000 is attributable to COVID-19 and will be funded through the temporary physician funding for COVID-19. This funding has also been extended to March 31, 2023. 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 \$349,000 (2.2%) year to date. The main source of the deficit is the overall increase in Personal Protective Equipment (PPE) throughout the hospital.

Drug expenses are unfavourable by \$110,000 (.3%) year to date. Retail pharmacy revenues offset this deficit entirely.

Supplies and Other Expenses are unfavourable to budget by \$762,000 (2.5%). Significant variances are as follows:

- ✚ \$760,000 legal fees with \$310,000 attributable to a particular case.
- ✚ \$375,000 building grounds/maintenance and service contracts
- ✚ \$200,000 referred out patient transportation
- ✚ \$130,000 physician recruitment

These deficits are offset by surpluses in other areas such as equipment and software maintenance (\$445,000), printing supplies (\$175,000) and travel (\$110,000).

Long Term Interest expense is \$48,000 unfavourable.

Equipment Lease/Rental is \$40,000 favourable (3.8%) to budget to date.

Equipment amortization is \$1,512,000 (20.3%) under budget due to the timing of new asset additions.

Other Votes – Other Votes are \$2,000 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. 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 January 2022. As previously stated the funding for qualifying incremental expenses from April to August of 2022 have been accrued in the amount of \$6.1 million. The remaining receivable is comprised of funding for drug reimbursements and timing differences for confirmed base and one-time funding.

Inventory is up \$573,000 when compared to March 31, 2022 with the increase attributable to drugs particularly those funded by OH-West (Cancer Care).

As at July 31, 2022, the market value of the sinking fund has decreased by \$458,000 (1.8%) since inception and decreased by \$1,472,000 since March 31, 2022. The underlying cost base as a result of realized investment gains has increased by \$1,016,000 since the original \$25 million investment was made and has increased \$86,000 since March 31, 2022.

	Market Value	Cost
Fund Manager -		
Guardian Capital	\$12,938,000	\$12,750,000
Leith Wheeler	<u>12,542,000</u>	<u>13,266,000</u>
Total	<u>\$25,480,000</u>	<u>\$26,016,000</u>

3. Patient Volumes

Acute patient days combined are above target by 34 days (excl. psych). Surgical cases are 2,186 under plan at the Met Campus and 1,729 below plan at the Ouellette Campus.

Outpatient visits are 7,426 under plan at the Met campus and 8,048 over plan at Ouellette as this includes the Assessment Centre visits.

Emergency department visits and holds are 2,077 under plan at the Met campus and 2,587 under plan at the Ouellette campus.

4. Organizational Health

The percentage of sick time year to date for the Met Campus is 7.8%, which is over the target of 4.7% by 3.1%, while overtime is 1.75% over target at 4.1%.

Sick time at the Ouellette Campus is 7.4% compared to the target of 4.7%, while overtime is over target at 7% year to date compared to the target of 2.35%.

When COVID-19 related sick time is excluded from the calculation, the Met Campus is at 5.6% and Ouellette 5.4%.

With respect to FTEs, the Met Campus is unfavourable to budget by 21.7 FTEs. The FTE surplus is comprised of 10.8 FTEs for hospital operations and 10 FTEs attributable to Cancer Centre operations. At the Ouellette Campus, the FTE variance is unfavourable by 10.2 FTEs inclusive of 17 FTEs allocated to screening. Overall, the Hospital is 14.6 FTEs over budget however, 26.1 FTEs are attributable to the staffing requirements of the Assessment Centre, 38.58 for screening and 103 for Nursing Externs.

Statement #1
WINDSOR REGIONAL HOSPITAL
Consolidated Operating Results for the Five Months Ending August 31, 2022

Current Month		Description	Year To Date				Year End			Prior Year Actual	
Actual	Fav/(Unfav) Budget		Actual	Budget	Fav/(Unfav)	%	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
Revenue (\$000's)											
\$ 35,335	\$ (834)	1	\$ 174,031	\$ 178,090	\$ (4,059)	-2.28%	\$ 425,592	\$ 425,592	\$ -	\$ 174,398	\$ 401,055
5,475	687	2	31,277	23,685	7,592	32.05%	56,645	56,645	-	29,792	27,770
2,406	(304)	3	12,339	12,793	(454)	-3.55%	30,704	30,704	-	12,443	22,103
62	(252)	4	262	1,549	(1,287)	-83.09%	3,696	3,696	-	170	3,620
5	1	5	9	18	(9)	-50.00%	42	42	-	-	47
3,032	351	6	15,253	13,241	2,012	15.20%	31,603	31,603	-	14,455	32,594
629	(133)	7	3,165	3,205	(40)	-1.25%	7,301	7,467	(166)	3,136	6,550
4,194	229	8	21,198	20,195	1,003	4.97%	49,464	49,464	-	17,838	43,232
\$ 51,138	\$ (255)	9	\$ 257,534	\$ 252,776	\$ 4,758	1.88%	\$ 605,047	\$ 605,213	\$ (166)	\$ 252,232	\$ 536,971
Expense (\$000's)											
\$ 21,271	\$ 813	10	\$ 109,527	\$ 109,437	\$ (90)	-0.08%	\$ 263,703	\$ 263,703	\$ -	\$ 111,658	\$ 242,858
5,599	77	11	30,075	30,104	29	0.10%	69,065	69,065	-	30,078	61,424
126	-	12	632	632	-	0.00%	1,517	1,517	-	855	2,325
5,350	(863)	13	25,726	22,407	(3,319)	-14.81%	53,875	53,875	-	26,227	54,183
3,323	(111)	14	16,306	15,957	(349)	-2.19%	37,903	37,903	-	15,971	35,882
6,746	105	15	32,586	32,476	(110)	-0.34%	77,891	77,891	-	30,075	60,153
7,479	(780)	16	34,780	33,903	(877)	-2.59%	82,901	82,888	(13)	35,344	61,257
213	1	17	1,026	1,066	40	3.75%	2,560	2,573	13	1,052	2,675
1,615	1,044	18	8,117	9,998	1,881	18.81%	23,408	23,995	587	6,469	13,947
\$ 51,722	\$ 286	19	\$ 258,775	\$ 255,980	\$ (2,795)	-1.09%	\$ 612,823	\$ 613,410	\$ 587	\$ 257,729	\$ 534,704
-	-	20	-	-	-	#DIV/0!	-	-	-	-	572
\$ (584)	\$ 31	20	\$ (1,241)	\$ (3,204)	\$ 1,963		\$ (7,776)	\$ (8,197)	\$ 421	\$ (5,497)	\$ 2,839
\$ 136	\$ (137)	1	\$ 2,151	\$ 439	\$ 1,712		\$ 472	\$ 472	\$ -	\$ (1,955)	\$ 8,145
442	(442)	COVID-19 related unfunded extraordinary operating expenses and revenue loss included above		2,785	-	(2,785)	6,500	-	(6,500)	2,979	-

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

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
Revenue (\$000's)										
\$ 35,177	\$ (841)	1	\$ 173,738	\$ 177,867	\$ (4,129)	424,454	\$ 424,454	\$ -	\$ 174,315	\$ 419,681
5,475	687	2	31,277	23,685	7,592	56,645	56,645	-	29,792	99,387
2,406	(304)	3	12,339	12,793	(454)	30,704	30,704	-	12,443	31,582
62	(252)	4	262	1,549	(1,287)	3,696	3,696	-	170	637
5	1	5	9	18	(9)	42	42	-	-	1
3,032	351	6	15,253	13,241	2,012	31,603	31,603	-	14,455	34,338
289	(64)	7	1,468	1,438	30	3,226	3,226	-	1,424	3,584
4,188	224	8	21,183	20,190	993	49,418	49,418	-	17,829	46,715
\$ 50,634	\$ (198)	9	\$ 255,529	\$ 250,781	\$ 4,748	\$ 599,788	\$ 599,788	\$ -	\$ 250,428	\$ 635,925
Expense (\$000's)										
\$ 21,204	\$ 769	10	\$ 109,350	\$ 109,268	\$ (82)	\$ 263,516	\$ 263,516	\$ -	\$ 111,593	\$ 272,547
5,592	70	11	30,042	30,078	36	69,028	69,028	-	30,059	68,485
126	-	12	632	632	-	1,517	1,517	-	855	2,546
5,350	(863)	13	25,726	22,407	(3,319)	53,875	53,875	-	26,227	64,103
3,323	(111)	14	16,306	15,957	(349)	37,902	37,902	-	15,971	41,517
6,746	105	15	32,586	32,476	(110)	77,891	77,891	-	30,075	76,960
6,754	(679)	16	31,721	30,959	(762)	75,074	75,074	-	32,443	86,615
626	(46)	17	2,919	2,871	(48)	6,816	6,816	-	2,878	6,918
213	1	18	1,026	1,066	40	2,560	2,560	-	1,052	2,654
1,181	775	19	5,947	7,459	1,512	17,901	17,901	-	4,093	12,353
\$ 51,115	\$ 21	20	\$ 256,255	\$ 253,173	\$ (3,082)	\$ 606,080	\$ 606,080	\$ -	\$ 255,246	\$ 634,698
\$ (481)	\$ (177)	21	\$ (726)	\$ (2,392)	\$ 1,666	\$ (6,292)	\$ (6,292)	\$ -	\$ (4,818)	\$ 1,227
Surplus / (Deficit) from Other Operations (\$000's)										
(9)	8	22	(42)	(40)	(2)	(52)	(52)	-	(15)	-
-	-	23	-	-	-	-	-	-	-	-
(490)	(169)	24	(768)	(2,432)	1,664	(6,344)	(6,344)	-	(4,833)	1,227
\$ (94)	200	25	\$ (473)	\$ (772)	299	\$ (1,432)	\$ (1,853)	421	\$ (664)	\$ (1,227)
\$ (584)	\$ 31	26	\$ (1,241)	\$ (3,204)	\$ 1,963	\$ (7,776)	\$ (8,197)	\$ 421	\$ (5,497)	\$ -
\$ 47	\$ (47)	27	\$ 217	\$ -	\$ (217)	\$ 500	\$ -	\$ (500)	\$ 136	\$ 17,772
\$ 180	\$ (180)	28	\$ 1,303	\$ -	\$ (1,303)	\$ 3,000	\$ -	\$ (3,000)	\$ 798	\$ 2,229
\$ 262	\$ (262)	29	\$ 1,482	\$ -	\$ (1,482)	\$ 3,500	\$ -	\$ (3,500)	\$ 2,181	\$ 4,597
\$ 1,390	\$ (1,390)	30	\$ 4,663	\$ -	\$ (4,663)	\$ 10,000	\$ -	\$ (10,000)	\$ 3,167	\$ 10,507

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

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
Financial Performance Measures										
\$ 136	(137)	1 Total Margin - \$000's	\$ 2,151	\$ 439	\$ 1,712	\$ 472	\$ 472	\$ -	\$ (1,955)	\$ 8,145
0.27%	-0.28%	2 Total Margin - %	0.84%	0.17%	0.67%	0.08%	0.08%	0.0%	-0.78%	1.28%
n/a	n/a	3 Unrestricted cash - \$000's	\$ 143,265	N/A	N/A	N/A	N/A	N/A	77,357	\$ 140,919
n/a	n/a	4 Current ratio	1.92	1.00	0.92	1.92	1.00	N/A	1.83	1.85
\$ 2,569	n/a	5a Capital equipment expenditures - Fiscal 2022 - 23 \$000's	\$ 3,854	\$ 7,471	\$ 3,617	\$ 17,930	\$ 17,930	\$ -	\$ 944	\$ 11,018
\$ 588	n/a	5b Capital equipment expenditures - PY C/F \$000's	\$ 735	\$ 4,873	\$ 4,138	\$ 11,694	\$ 11,694	\$ -	\$ 4,887	\$ 8,376
\$ 1,961	n/a	5c Externally Funded Projects	\$ 2,451	\$ 15,596	\$ 13,145	\$ 37,430	\$ 37,430	\$ -	\$ 8,177	\$ 4,722
\$ 94	n/a	5d Windsor-Essex Acute Care Hospital	\$ 1,091	\$ -	\$ (1,091)	\$ 5,230	\$ -	\$ (5,230)	\$ 63	\$ 869
Patient Volume Measures										
MET CAMPUS ONLY										
1,934	(8,446)	1 Total Weighted Cases (est) - HIG	9,669	10,379	(710)	24,763	24,763	-	9,662	23,854
1,511	(6,903)	2 Acute separations (excl psych)	7,605	8,400	(795)	20,074	20,074	-	7,153	17,439
7,973	(30,229)	3 Acute pat. days (excl. psych)	38,100	38,138	(38)	91,135	91,135	-	34,794	87,037
42	(490)	4 Psychiatric - Adolescent pat. days	392	532	(140)	1,269	1,269	-	441	1,263
3,999	(18,863)	5 Emergency visits and ER holds	20,433	22,510	(2,077)	54,540	54,540	-	20,412	49,093
221	(1,503)	6 OR - Inpatient cases	1,190	1,735	(545)	4,113	4,113	-	1,154	2,848
408	(3,445)	7 OR - Day Surgery cases	2,235	3,876	(1,641)	9,192	9,192	-	2,310	5,816
10,497	(49,925)	8 Clinic visits	54,885	61,053	(6,168)	144,143	144,143	-	48,324	88,647
583	(3,900)	9 Community Services visits	3,232	4,490	(1,258)	10,695	10,695	-	3,416	16,358
Variable Revenue Volumes:										
11	(17)	(a) Hip procedures	58	29	29	67	67	-	16	94
13	(159)	(b) Knee procedures	77	173	(96)	410	410	-	66	191
-	-	(c) Pacemaker inserts	-	-	-	-	-	-	-	-
540	(3,060)	11 MRI Hours of Operation	2,648	3,599	(951)	8,589	8,589	-	2,704	6,559
741	(1,640)	12 CT Hours of Operation	3,662	2,380	1,282	5,678	5,678	-	3,662	8,696
Patient Access Measures & System Integration										
MET CAMPUS ONLY										
5.25	(0.71)	1 Acute Average LOS	5.01	4.54	(0.47)	4.54	4.54	-	4.86	4.99
5.25	1.19	2 Psych Average - Adolescent LOS	3.81	6.44	2.63	6.44	6.44	-	4.90	5.03
Organizational Health										
MET CAMPUS ONLY										
7.40%	N/A	1 % Sick Time to Total Comp	7.80%	4.70%	-3.10%	4.70%	4.70%	0.00%	6.10%	6.50%
4.70%	N/A	2 % Overtime to Total Comp	4.10%	2.35%	-1.75%	2.35%	2.35%	0.00%	2.90%	3.40%
1,729.6	N/A	3 FTE staffing (Hospital Ops Only)	1,797.0	1,818.8	21.8	1,790.0	1,790.0	-	1,801.9	2,035.0

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

34.0

Current Month		Patient Volume Measures		OUELLETTE CAMPUS ONLY			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Description	Year To Date			Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	
2,032	(8,616)	1 Total Weighted Cases (est) - HIG	10,161	10,647	(486)	25,402	25,402	-	9,531	24,037	
837	(4,546)	2 Acute separations (excl psych)	4,336	5,387	(1,051)	12,842	12,842	-	4,111	10,113	
8,252	(31,206)	3 Acute pat. days (excl. psych)	39,559	39,487	72	94,131	94,131	-	35,518	88,973	
1,787	(8,266)	4 Psychiatric - Adult patient days	8,935	10,053	(1,118)	23,983	23,983	-	8,697	20,066	
4,046	(18,642)	6 Emergency visits and ER holds	20,186	22,773	(2,587)	54,126	54,126	-	19,781	47,619	
307	(1,488)	7 OR - Inpatient cases	1,463	1,820	(357)	4,281	4,281	-	1,316	3,240	
702	(4,214)	8 OR - Day Surgery cases	3,618	4,990	(1,372)	11,727	11,727	-	4,435	9,648	
1,988	(11,219)	9 Clinic visits	10,505	13,133	(2,628)	31,508	31,508	-	8,040	23,866	
2,887	(1,210)	10 Community Services visits	15,037	4,361	10,676	9,774	9,774	-	26,478	63,819	
		11 Variable Revenue Volumes:									
23	(165)	(a) Hip procedures	123	192	(69)	448	448	-	122	297	
55	(168)	(b) Knee procedures	250	226	24	532	532	-	126	430	
26	(85)	(c) Pacemaker inserts	136	111	25	265	265	-	112	328	
		12 Cataracts									
239	(2,066)	a) Unilateral	1,652	2,320	(668)	5,500	5,500	-	2,443	5,225	
119	109	b) Bilateral	290	10	280	25	25	-	28	105	
558	(1,977)	13 MRI Hours of Operation	2,717	2,536	181	6,047	6,047	-	2,748	6,644	
743	(3,335)	14 CT Hours of Operation	4,077	4,078	(1)	9,728	9,728	-	4,423	10,656	
		Patient Access Measures & System Integration									
9.62	(2.29)	1 Acute Average LOS	9.12	7.33	(1.79)	7.33	7.33	-	8.64	8.80	
9.87	2.56	3 Psych Average - Adult LOS	10.56	12.43	1.87	12.43	12.43	-	10.28	10.08	
		Organizational Health									
7.10%	N/A	1 % Sick Time to Total Comp	7.40%	4.70%	-2.70%	4.70%	4.70%	0.00%	6.00%	6.70%	
7.80%	N/A	2 % Overtime to Total Comp	7.00%	2.35%	-4.65%	2.35%	2.35%	0.00%	5.60%	6.00%	
1,442.2	N/A	3 FTE staffing (Hospital Ops Only)	1,492.3	1,482.1	(10.2)	1,445.1	1,445.1	-	1,509.9	1,665.0	
		Assessment Centre and the Vaccination Centres									
		Patient Volume Measures									
		Description									
		1 FTE staffing	26.1	-	(26.1)	26.1	-	(26.10)	140.4	142.0	

Statement # 3
WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION
As At August 31, 2022
(Amounts in 000's)

	August 31, 2022	March 31, 2022		August 31, 2022	March 31, 2022
ASSETS			LIABILITIES AND EQUITIES		
Current assets:			Current liabilities:		
Cash & short-term investments	\$ 143,265	\$ 140,919	Bank overdraft	\$ -	\$ -
Cash, restricted	6,227	5,552	Bank indebtedness	-	-
Cash, restricted Ministry Capital Projects	6,761	7,860	Accounts payable - trade	27,058	23,149
Accounts Rec. - Ministry / CCO	27,929	52,848	Accounts payable - Ministry	26,863	36,755
- OHIP	9,791	10,284	Accrued liabilities	54,305	65,118
- Other	7,813	8,912	Current portion of long term debt	3,590	3,466
Inventories	6,808	6,235	Current portion of capital lease	-	-
Prepaid & deferred charges	4,292	3,825	Current portion accrued benefit obligations	954	1,329
Due from related parties	4,154	3,490			
	<hr/>	<hr/>		<hr/>	<hr/>
Total current assets	217,040	239,925	Total current liabilities	112,769	129,817
Long term assets:			Long term liabilities:		
Long Term Investments	25,480	26,952	Long Term Debt	34,990	36,177
Property, Plant, Equipment, Net	209,225	215,478	Debentures	200,000	200,000
Construction in progress	25,032	18,765	Accrued benefit obligations	25,328	24,696
	<hr/>	<hr/>	Capital lease obligations	-	-
Total long term assets	259,737	261,195	Marked to market	621	621
			Sick benefits payable	5,848	5,915
			Deferred revenue - capital grants	129,349	133,269
				<hr/>	<hr/>
			Total long term liabilities	396,136	400,678
			Remeasurement gains/(losses):		
			Debenture Sinking Funds	(491)	1,022
			SWAP	(621)	(621)
			Net assets:	<hr/>	<hr/>
				(31,017)	(29,776)
Total assets	<u><u>\$ 476,777</u></u>	<u><u>\$ 501,120</u></u>	Total liabilities and net assets	<u><u>\$ 476,777</u></u>	<u><u>\$ 501,120</u></u>



WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE – NO EXCEPTIONS!

Media Report to the Board of Directors September 2022

WECHU asking kids to stay mindful ahead of back to school

AM800, Sept. 3, 2022

<https://www.iheartradio.ca/am800/news/wechu-asking-kids-to-stay-mindful-ahead-of-back-to-school-1.18449816>

As parents send kids back to school, COVID-19 concerns loom

CBC Windsor, Sept. 6, 2022

<https://www.cbc.ca/news/canada/windsor/as-parents-send-kids-back-to-school-covid-19-concerns-loom-here-s-what-you-need-to-know-1.6571267>

Labour leader calls for support of public healthcare system

AM800, Sept. 7, 2022

<https://www.iheartradio.ca/am800/news/labour-leader-calls-for-support-of-public-healthcare-system-1.18459908>

Chatham-Kent home to permanent Ornge ambulance base

Windsor Star/Chatham Daily News, Sept. 7, 2022

https://windsorstar.com/news/local-news/chatham-kent-home-to-permanent-ornge-ambulance-base/wcm/47088113-86f0-475c-9b10-702933a9428a?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR2Iz81zBe80A5gKQM47n08CHPdhoSV3S_ZAIXv5sd2G3_uY1rguluef48#Echobox=1662640587

Thousands of unvaxxed local students still risk school suspension

Windsor Star, Sept. 7, 2022

<https://windsorstar.com/news/local-news/thousands-of-unvaxxed-local-students-still-risk-school-suspension>

Reader letter: How to clear out ERs

Windsor Star, Sept. 7, 2022

<https://windsorstar.com/opinion/letters/reader-letter-how-to-clear-out-ers>

Windsor Regional Hospital CEO says crisis 'guaranteed' without long-term care bill

Windsor Star, Sept. 8, 2022

<https://windsorstar.com/news/local-news/windsor-regional-hospital-ceo-says-crisis-guaranteed-without-long-term-care-bill>

Local officials bracing for worst flu season in five years

Windsor Star, Sept. 8, 2022

<https://windsorstar.com/news/local-news/local-officials-bracing-for-worst-flu-season-in-five-years>

Healthcare crisis guaranteed without long-term care bill: Musyj

CTV Windsor, Sept. 9, 2022

<https://windsor.ctvnews.ca/healthcare-crisis-guaranteed-without-long-term-care-bill-musyj-1.6062482>

Coroner's inquest begins into the death of a man shot by Windsor police

AM800, Sept. 12, 2022

<https://www.iheartradio.ca/am800/news/coroner-s-inquest-begins-into-the-death-of-a-man-shot-by-windsor-police-1.18479430>

Coroner's inquest into police shooting 4 years ago begins today

CBC Windsor, Sept. 12, 2022

<https://www.cbc.ca/news/canada/windsor/coroner-inquest-police-shooting-1.6578022>

Long wait times at local emergency department

AM800, Sept. 12, 2022

<https://www.iheartradio.ca/am800/news/long-wait-times-at-local-emergency-department-1.18480416>

In the midst of a health care crisis, an entire hospital wing goes unused in Windsor

Windsor Star, Sept. 12, 2022

<https://windsorstar.com/news/local-news/in-the-midst-of-a-health-care-crisis-an-entire-hospital-wing-goes-unused-in-windsor>

Matthew did not deserve to die, coroner's inquest hears from Mahoney's brother on day one

CTV Windsor, Sept. 12, 2022

<https://windsor.ctvnews.ca/matthew-did-not-deserve-to-die-coroner-s-inquest-hears-from-mahoney-s-brother-on-day-one-1.6065562>

Shot and killed by police, Matthew Mahoney 'slipped through the cracks,' brother tells inquest

CBC Windsor, Sept. 12, 2022

<https://www.cbc.ca/news/canada/windsor/coroner-inquest-police-shooting-1.6578022>

Bivalent boosters to be offered end of the month

CTV Windsor, Sept. 12, 2022

<https://windsor.ctvnews.ca/mobile/video?clipId=2519336>

Dilkens lays out health action plan as part of campaign

AM800, Sept. 13, 2022

<https://www.iheartradio.ca/am800/news/dilkens-lays-out-health-action-plan-as-part-of-campaign-1.18493835>

Dilkens warns new hospital not done deal

Blackburn News, Sept. 13, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/09/13/dilkens-warns-new-hospital-not-done-deal/>

Dilkens touts health action plan for city

Windsor Star, Sept. 13, 2022

<https://windsorstar.com/news/local-news/dilkens-touts-health-action-plan-for-city>

Life after Met – Ward 4 candidate says time to start planning

Blackburn News, Sept. 13, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/09/13/life-met-ward-4-candidate-says-time-start-planning/>

Roughly 200,000 in Windsor-Essex not up to date on COVID-19 vaccinations, health unit

CBC Windsor, Sept. 14, 2022

<https://www.cbc.ca/news/canada/windsor/covid-vaccination-windsor-essex-1.6582338>

Local hospitals react to the implementation of Bill 7

AM800, Sept. 15, 2022

<https://www.iheartradio.ca/am800/news/local-hospitals-react-to-the-implementation-of-bill-7-1.18497596>

CEO says More Beds Better Care Act good for WRH

CTV Windsor, Sept. 14, 2022

<https://windsor.ctvnews.ca/ceo-says-more-beds-better-care-act-good-for-windsor-regional-hospital-1.6069296>

Windsor Regional CEO Musyj backs Bill 7: 'The status quo cannot continue'

Windsor Star, Sept. 14, 2022

<https://windsorstar.com/news/local-news/windsor-regional-ceo-musy-j-backs-bill-7-the-status-quo-cannot-continue>

Some Windsor-Essex hospitals support Ontario's LTC changes to ease surgery backlog

CBC Windsor, Sept. 14, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-hospital-long-term-care-1.6583299>

'Now is not the time for finger pointing'

Blackburn News, Sept. 14, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/09/15/now-not-time-finger-pointing/>

Health unit estimates 252,000 Windsor-Essex residents to become eligible for bivalent COVID-19 vaccine

Windsor Star, Sept. 14, 2022

<https://windsorstar.com/news/local-news/health-unit-estimates-250000-windsor-essex-residents-to-become-eligible-for-bivalent-covid-19-vaccine>

1,500 secondary students suspended for incomplete immunization records

AM800, Sept. 14, 2022

<https://www.iheartradio.ca/am800/news/1-500-secondary-students-suspended-for-incomplete-immunization-records-1.18495848>

1,519 high school students suspended in Windsor-Essex

Blackburn News, Sept. 14, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/09/14/1519-high-school-students-suspended-windsor-essex/>

Windsor-Essex high school students suspended due to incomplete immunization records

CTV Windsor, Sept. 14, 2022

<https://windsor.ctvnews.ca/1-519-windsor-essex-high-school-students-suspended-due-to-incomplete-immunization-records-1.6067985>

More than 1,500 Windsor-Essex high school students suspended due to out-of-date immunization records

Windsor Star, Sept. 14, 2022

<https://windsorstar.com/news/local-news/more-than-1500-windsor-essex-high-school-students-suspended-due-to-out-of-date-immunization-records>

Windsor Corporate Challenge raises over \$130K for Windsor Cancer Centre Foundation

AM800, Sept. 15, 2022

<https://www.iheartradio.ca/am800/news/windsor-corporate-challenge-raises-over-130-000-for-windsor-cancer-foundation-1.18497688>

Health unit ready to start bivalent vaccine rollout

AM800, Sept. 15, 2022

<https://www.iheartradio.ca/am800/news/health-unit-ready-to-start-bivalent-vaccine-rollout-1.18497138>

Mother of man killed by police wants more say for families of mentally ill loved ones

AM800, Sept. 15, 2022

<https://www.iheartradio.ca/am800/news/mother-of-man-killed-by-police-wants-more-say-for-families-of-mentally-ill-loved-ones-1.18498621>

Matthew Mahoney's mother testifies during day four of inquest

CTV Windsor, Sept. 15, 2022

<https://windsor.ctvnews.ca/matthew-mahoney-s-mother-testifies-during-day-four-of-inquest-1.6070625>

Mother, family of Matthew Mahoney tried for mental health help: Inquest

Windsor Star, Sept. 15, 2022

<https://windsorstar.com/news/local-news/mother-family-of-matthew-mahoney-fought-for-mental-health-help-inquest>

WECOSS records 12 opioid related overdoses

Blackburn News, Sept. 15, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/09/15/wecoss-records-12-opioid-related-overdoses/>

Public alert issued after increase in opioid overdoses in Windsor-Essex

AM800, Sept. 15, 2022

<https://www.iheartradio.ca/am800/news/public-alert-issued-after-increase-in-opioid-overdoses-in-windsor-essex-1.18498982>

Ward 4 candidate opposes new hospital location

Windsor Star, Sept. 16, 2022

<https://windsorstar.com/news/local-news/ward-4-candidate-opposes-new-hospital-location>

Dilkens and Holt continue to spar over hospital support

AM800, Sept. 16, 2022

<https://www.iheartradio.ca/am800/news/dilkens-and-holt-continue-to-spar-over-hospital-support-1.18505128>

What Ontario's long term care rules will and won't do for hospitals

CBC Toronto, Sept. 17, 2022

<https://www.cbc.ca/news/canada/toronto/ontario-hospitals-long-term-care-1.6584322>

Mental health history of shooting victim detailed at coroner's inquest

AM800, Sept. 16, 2022

<https://www.iheartradio.ca/am800/news/mental-health-history-of-shooting-victim-detailed-at-coroner-s-inquest-1.18505818>

Alert issued for Windsor-Essex due to surge in opioid overdoses

Windsor Star, Sept. 16, 2022

<https://windsorstar.com/news/local-news/alert-issued-for-windsor-essex-due-to-surge-in-opioid-overdoses>

An inaugural event helping unsuspecting expecting mothers

CTV Windsor, Sept. 17, 2022

<https://windsor.ctvnews.ca/an-inaugural-event-helping-unsuspecting-expecting-mothers-1.6072983>

WRH making changes to treat mental health patients

AM800, Sept. 19, 2022

<https://www.iheartradio.ca/am800/news/wrh-making-changes-to-treat-mental-health-patients-1.18516434>

Head doctor testifies in Mahoney inquest

Windsor Star, Sept. 19, 2022

<https://windsorstar.com/news/local-news/draft-head-doctor-testifies-in-mahoney-inquest>

Psychiatrist who assessed Matthew Mahoney called him a nice gentleman

AM800, Sept. 20, 2022

<https://www.iheartradio.ca/am800/news/psychiatrist-who-assessed-matthew-mahoney-called-him-a-nice-gentleman-1.18517929>

Mental health patients 'struggle to find timely services' in Windsor-Essex, inquest hears

CBC Windsor, Sept. 19, 2022

<https://www.cbc.ca/news/canada/windsor/mental-health-services-1.6587887>

Windsor mayoral candidates spar over acute care hospital

CTV Windsor, Sept. 20, 2022

<https://windsor.ctvnews.ca/windsor-mayoral-candidates-spar-over-acute-care-hospital-1.6076681>

Holt pledges support for new hospital build

Blackburn News, Sept. 20, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/09/20/holt-pledges-support-new-hospital-build/>

Holt pledges support for new hospital, reveals health-care plan

Windsor Star, Sept. 20, 2022

<https://windsorstar.com/news/local-news/holt-pledges-support-for-new-hospital-reveals-health-care-plan>

Holt outline hospital position and other healthcare plans

AM800, Sept. 21, 2022

<https://www.iheartradio.ca/am800/news/holt-outlines-hospital-position-and-other-healthcare-plans-1.18519620>

End in sight for COVID-19 border restrictions in Windsor

CTV Windsor, Sept. 21, 2022

<https://windsor.ctvnews.ca/end-in-sight-for-covid-19-border-restrictions-in-windsor-ont-1.6076454>

Audio – Mega Hospital

AM800, Sept. 21, 2022

<https://www.iheartradio.ca/am800/audio/mega-hospital-1.18520787>

Final submissions set at coroner's inquest into shooting death of Windsor man

AM800, Sept. 22, 2022

<https://www.iheartradio.ca/am800/news/final-submissions-set-at-coroner-s-inquest-into-shooting-death-of-windsor-man-1.18522759>

Presiding officer in Matthew Mahoney inquest mulling use of force, as final submissions expected

CBC Windsor, Sept. 22, 2022

<https://www.cbc.ca/news/canada/windsor/matthew-mahoney-inquest-witness-testimony-1.6590671>

Windsor-Essex top doc not anticipating supply concerns with new bivalent vaccine

CBC Windsor, Sept. 21, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-essex-wechu-sept21-1.6589881>

Number of suspended students continues to decline in Windsor-Essex

CTV Windsor, Sept. 21, 2022

<https://windsor.ctvnews.ca/number-of-suspended-students-continues-to-decline-in-windsor-essex-1.6077814>

All but one per cent of high school students vaccinated

Blackburn News, Sept. 21, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/09/21/one-per-cent-high-school-students-vaccinated/>

Health unit: Only 223 Windsor-Essex high school students still suspended over vaccine records

Windsor Star, Sept. 21, 2022

<https://windsorstar.com/news/local-news/health-unit-only-223-windsor-essex-high-school-students-still-suspended-over-vaccine-records>

Five recommendations proposed at inquest into shooting death of a Windsor man

AM800, Sept. 22, 2022

<https://www.iheartradio.ca/am800/news/five-recommendations-proposed-at-inquest-into-shooting-death-of-a-windsor-man-1.18526207>

Final submissions made in coroner's inquest

CTV Windsor, Sept. 22, 2022

<https://windsor.ctvnews.ca/mobile/video?clipId=2527240>

Coroner's inquest jury to consider 5 recommendations in police shooting death of Matthew Mahoney

CBC Windsor, Sept. 22, 2022

<https://www.cbc.ca/news/canada/windsor/closing-submissions-1.6592036>

Fentanyl test strips offered at WRH to curb misuse

CTV Windsor, Sept. 23, 2022

[Fentanyl test strips offered at WRH to curb misuse | CTV News](#)

WRH to offer free fentanyl test kits

AM800, Sept. 23, 2022

[Windsor Regional Hospital to offer free fentanyl test kits \(iheartradio.ca\)](#)

Five recommendations proposed at inquest into shooting death of a Windsor man

AM800, Sept. 23, 2022

<https://www.iheartradio.ca/am800/news/five-recommendations-proposed-at-inquest-into-shooting-death-of-a-windsor-man-1.18526207>

Final submissions made in coroner's inquest

CTV Windsor, Sept. 23, 2022

<https://windsor.ctvnews.ca/mobile/video?clipId=2527240>

Jury reaches decision in Mahoney inquest

Windsor Star, Sept. 23, 2022

[Jury reaches decision in Mahoney inquest | Windsor Star](#)

Ontario task force needed to look at improving mental health care

CBC Windsor, Sept. 23, 2022

[Ontario task force needed to look at improving mental health care: coroner's jury examining Matt Mahoney death | CBC News](#)

Guest column: Health care and future need of hospitals to be innovative

Windsor Star, Sept. 23, 2022

[Guest column: Health care and future need of hospitals to be innovative | Windsor Star](#)

What's your emergency? Inside Windsor's 911 call centre

Windsor Star, Sept. 24, 2022

<https://windsorstar.com/news/local-news/whats-your-emergency-inside-windsors-911-call-centre>

'We were really impressed' – Mahoney family pleased with inquest recommendations

CTV Windsor, Sept. 26, 2022

<https://windsor.ctvnews.ca/we-re-really-impressed-mahoney-family-pleased-with-inquest-recommendations-1.6084569>

Bivalent booster rolling out across Windsor-Essex

CTV Windsor, Sept. 26, 2022

<https://windsor.ctvnews.ca/bivalent-boosters-rolling-out-across-windsor-essex-1.6085100>

Life-altering investment - \$1.5M in funding for IVF treatments for Windsor families

CTV Windsor, Sept. 26, 2022

<https://windsor.ctvnews.ca/life-altering-investment-1-5-million-in-funding-for-ivf-treatments-for-windsor-families-1.6085111>

Mobile mental health and addictions team unveiled by health minister

CBC Windsor, Sept. 26, 2022

<https://www.cbc.ca/news/canada/windsor/mental-health-addictions-health-minister-1.6596702>

Health team, minister unveil new mobile medical unit, mental health team

Windsor Star, Sept. 26, 2022

<https://windsorstar.com/news/local-news/health-minister-unveils-new-mobile-medical-unit>

Province announces \$1.5 million in annual funding for fertility treatments in Windsor

Windsor Star, Sept. 26, 2022

<https://windsorstar.com/news/local-news/province-announces-1-5-million-in-annual-funding-for-fertility-treatments-in-windsor>

Mobile health clinic with mental health addiction and dental support an exceptional model

CTV Windsor, Sept. 26, 2022

<https://windsor.ctvnews.ca/mobile-health-clinic-with-mental-health-addiction-and-dental-support-an-exceptional-model-1.6085166>

Mobile clinic launched to deal with healthcare needs in Windsor-Essex

AM800, Sept. 26, 2022

<https://www.iheartradio.ca/am800/news/mobile-clinic-launched-to-deal-with-healthcare-needs-in-windsor-essex-1.18557455>

Medical support truck unveiled in Windsor-Essex

Blackburn News, Sept. 27, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/09/27/medical-support-truck-unveiled-windsor-essex/>

Rate of self-harm among Windsor-Essex girls at its highest in 10 years: WECHU

CBC Windsor, Sept. 26, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-essex-self-harm-stats-1.6591742>

Mask mandate to end on Transit Windsor buses

CTV Windsor, Sept. 26, 2022

<https://windsor.ctvnews.ca/mask-mandate-to-end-on-transit-windsor-buses-1.6085223>

Stakes too high for new acute care hospital not to be election issue

AM800, Sept. 28, 2022

<https://www.iheartradio.ca/am800/news/stakes-too-high-for-new-acute-care-hospital-not-to-be-election-issue-1.18562957>

Planning design firm selected for new acute care hospital

Blackburn News, Sept. 27, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/09/27/planning-design-firm-selected-new-acute-care-hospital/>

Windsor hospital chooses external consultant to help with mega hospital

CBC Windsor, Sept. 27, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-hospital-stantec-acute-care-1.6597593>

Stantec Architecture selected to help design new regional hospital

AM800, Sept. 27, 2022

<https://www.iheartradio.ca/am800/news/stantec-architecture-selected-to-help-design-new-regional-hospital-1.18561577>

WRH hires architect for new acute care hospital

CTV Windsor, Sept. 27, 2022

<https://windsor.ctvnews.ca/windsor-regional-hospital-hires-architect-for-new-acute-care-hospital-1.6086240>

Video: <https://windsor.ctvnews.ca/mobile/video?clipId=2530492>

Architecture firm hired to design new Windsor-Essex hospital

Windsor Star, Sept. 27, 2022

<https://windsorstar.com/news/local-news/architecture-firm-hired-to-design-new-windsor-essex-hospital>

Ward 1 candidate lays vision for hospital mental health

Blackburn News, Sept. 27, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/09/27/ward-1-candidate-lays-vision-hospital-mental-health/>

Victory reproductive care clinic receives provincial funding boost

AM800, Sept. 27, 2022

<https://www.iheartradio.ca/am800/news/victory-reproductive-care-clinic-receives-provincial-funding-boost-1.18557729>

Over 2000 doses of new bivalent vaccine administered in Windsor-Essex

AM800, Sept. 28, 2022

<https://www.iheartradio.ca/am800/news/over-2-000-doses-of-new-bivalent-vaccine-administered-in-windsor-essex-1.18568915>

St. Clair College raises \$1.1M in support of new acute care hospital

AM800, Sept. 28, 2022

<https://www.iheartradio.ca/am800/news/st-clair-college-raises-1-1-million-in-support-of-new-acute-care-hospital-1.18564186>

Plan needed for future Met hospital site

Blackburn News, Sept. 29, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/09/29/plan-needed-future-met-hospital-site/>

Influenza season may have arrived early says health expert

CTV Windsor, Sept. 28, 2022

<https://windsor.ctvnews.ca/influenza-season-may-have-arrived-early-says-health-expert-1.6088541>

City's livestream of hospital announcement deleted after Windsor CAO cites political concerns

CTV Windsor, Sept. 28, 2022

<https://windsor.ctvnews.ca/city-s-live-stream-of-hospital-announcement-deleted-after-windsor-cao-cites-political-concerns-1.6087914>

Rise in COVID cases in Windsor-Essex cause for concern, says health unit

Windsor Star, Sept. 28, 2022

<https://windsorstar.com/news/local-news/rise-in-covid-cases-in-windsor-essex-cause-for-concern-says-health-unit>

Web and Social Media Analytics – September 2022

WEB:

Number of Actual Users Accessing the Website (September 2022) : 30,095

Number of Website Page Views: 37,968

What Pages Are They Looking At?:

1. Home Page –5900 views
2. Emergency Wait Times – 2900 views
3. Coronavirus – 1300 views
4. Careers – 1300 views
5. Pharmacy login (MyWRH) –790 views
6. About The Project (new hospital) - 780
7. Contact Us – 765 views
8. Coronavirus – 690 views
9. COVID-19 Assessment Centre - 665 views
10. Pharmacy Services – 630 views

YOUTUBE:

Views: 5400 views

Watch Time: 491 hours

Subscribers: 831, +7

Top videos:

1. Nurses Student Cerner Millennium Introduction – 434
2. WRH Fit Test Demonstration - 411
3. Guidelines for Basic Adult Neurological Observation – 389 views
4. Using Quick Dams to prevent flooding at WRH - 384
5. Demonstrating Compassion - 346
6. Nurses Student Cerner Millennium Video 3 – patient chart - 296
7. Nurses Student Cerner Millennium Video 2 – power chart – 280
8. Nurses Student Cerner Millennium Video 4 – Medication Administration - 204
9. Nurses Student Cerner Millennium Video 6 – Instructor Validation - 204
10. Nurses Student Cerner Millennium Video 5 – Specimen Collection – 192

FACEBOOK: 10,800 followers

Post Reach – 24,191

Top Posts:

1. T2B pizza lunch for staff, 5147 reached
2. Julia Lane to compete in Down Syndrome World Swimming Championships, 5026 reached
3. Housekeepers appreciation week, 3555
4. Canadian flag lowered in honour of Queen Elizabeth II, 3384
5. WRH receives award from Odette School of Business, 3381
6. Joint statement with ESHC and CKHA Re: Bill 7, 3279

INSTAGRAM – Followers: 3917, +91

Reach: 2605

Engagement: 328

Top Posts:

1. T2B pizza lunch for staff, 1995 reached
2. Happy Labour Day, 1474 reached
3. Joint statement with ESHC and CKHA Re: Bill 7, 1466
4. National Payroll Week, 1345
5. Canadian flag lowered in honour of Queen Elizabeth II, 1312
6. Housekeepers appreciation week, 1231
7. My Happy Place – staff photo exhibit - 863

TWITTER:

Followers: 5,755, +44 this month

September Summary:

40.2K impressions

16 tweets

5581 profile visits

126 mentions

Top WRH and mention tweet:

Please read the joint statement issued today by [@WRHospital](#) [@ESHCare](#) and [@ckhamedia](#) [#Bill7](#) [@ONThealth](#) pic.twitter.com/fzUt7sLagR _ Sept 16, 2022, 1089 engagements