



Mission: Deliver an outstanding patient care experience driven by a passionate commitment to excellence

BOARD OF DIRECTORS
Thursday, December 10, 2020
VIA ZOOM: 1700 hours
Windsor, Ontario
(ZOOM link is included with the meeting request)

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (Paniccia)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (Paniccia)		1701	
3. <u>PREVIOUS MINUTES:</u> November 05, 2020 (Paniccia)	Tab A	1702	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO</u> (Musyj) -	Tab B	1704	FYI
5. <u>SCHULICH REPORT</u> (Jacobs)	Tab C	1725	FYI
6. <u>FINANCIAL PRESENTATION & TREASURER'S REPORT</u> (Allen)	Tab D	1730	MOTION (accept)
7. <u>CONSENT AGENDA:</u> Finance/Audit & Resources – Nov. 30, 2020 (Allen)	Tab E	1740	MOTION (accept)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> <ul style="list-style-type: none"> • Media Report – FYI only (Paniccia) • November 26, 2020 OHA letter to Premier Ford re: OHA recommendation to initiate independent formal review of Ontario's public health framework • Windsor City Council resolution 	Tab F Tab G Tab H	1742 1744	FYI FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)		1747	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, January 07, 2021 – ZOOM		1748	FYI
11. <u>ADJOURNMENT</u> (Paniccia)		1748	MOTION

REGRETS ONLY TO CHERYLE CLARK, Cheryle.clark@wrh.on.ca, or

(519) 254-5577 X56000

Local Hospitals
Public Health Unit

Many hospitals stepped forward voluntarily to support LTC and retirement homes.

Many of the homes were already in outbreak by the time we got to them.

A SWAT Team was formed and consisted of:

Administrative Leads

IPAC Professionals

Occupational Health & Safety Representatives

Housekeeping/Dietary Expertise

Also thanks to our EMS who were not part of the initial team but assisted us greatly.

The SWAT teams prioritized their visits and visited the homes in outbreak first. They needed to do a thorough review of the IPAC practices in and housekeeping within the homes. They reviewed resident rooms and common areas, and identified areas for improvements. There was always a debrief at the end of each visit.

Examples: testing of residents and staff, acquiring PPE supplies, reviewing housekeeping practices, review IPAC measure in place.

They identified areas where SWAT could assist and supplied a report to homes, which allowed them to have something in writing to work on an action plans. The SWAT team provided knowledge and understanding of common issues faced by the homes. The SWAT team was able to develop a rapid response plan for homes that could be implemented upon outbreak. SWAT also made suggestions based on how COVID-19 is spread and provided reports to the homes to enable them to develop solid action plans.

Outcome and results: i) There was a decrease in spread of COVID-19, ii) There was a decrease in mortality, iii) Residents were cared for at LTC/Retirement homes.

Sustainability Plan:

Windsor/Essex County hospital partnerships developed a standardized sustainability plan.

Chatham and Sarnia also have a plan to prevent the spread of COVID.

This was developed in partnership with LTC/RH leadership, Public Health, Home and Community Care.

Efforts are underway to standardize a plan throughout the region.

Daily metrics flag areas of concern to prevent widespread transmission of COVID.

Developed to strengthen the processes and partnerships created. Focus is on prevention, early detection and immediate intervention. There are monthly site visits, weekly touch base, tracking and trending and daily reviews.

Audit tools such as a Sustainability Checklists are used. There are also Tracking Tools used. A graph in the slides showed a downward trend for ED visits and admissions, which is what we want to see.

Country Village was one of the first homes who found themselves in a COVID outbreak. This was before the partnerships were developed. They stated that the additional relationship with the hospitals gave support to them.

Regency Park and Heron Terrace both praised the work we have done.

Ms. McCullough stated the work of this team has been unbelievable. Recommendations from Ontario Health that came out in October were implemented back in in March and April – there has been a total team approach, all done on the ground at the time the pandemic was on our doorsteps. It was a total sector reaction and relationship. We did everything we could do. Marie Colorassi said it has been a wonderful partnership. Leadership at rest homes and ltc were receptive and engaged in this partnership.

Board member comment: It is wonderful how we embraced the situation we were under to get it done. This is what helped save our community.

Mr. Paniccia stated we have the best team around from top to bottom. He was proud of every employee of WRH for the job they have done during this pandemic and the outreach. Other regions look at us and are in awe of what the team has accomplished. On behalf of the Board, thank you.

Mr. Musyj stated he did visit with the teams and filled out the labels on the tubes but he did not have any direct resident contact. He agreed with Mr. Paniccia, that Marie and her team have done an amazing job. We learned a lot from the ltc sector. They go through the same struggles we go through. Moving forward, this is a relationship that should not stop once COVID is resolved and is beneficial for all parties involved; between Hospitals and LTC homes. The team did a great job.

3. DECLARATIONS OF CONFLICT OF INTEREST:

None noted.

4. PREVIOUS MINUTES –October 01, 2020

The minutes of the October 01, 2020 Board of Directors meeting had been previously distributed.

MOVED by Mr. D. Wilson, **SECONDED** by Mr. P. Lachance and **CARRIED**
THAT the minutes from the October 01, 2020 Board of Directors meeting be approved.

5. REPORT OF THE PRESIDENT & CEO:

Mr. Musyj referred to his written report. Highlights are noted below:

Our new strategic plan was announced at our last Board meeting,. We are putting the final touches on the communication document. It is for 2021 to 2024. As normal, I tried to break down my report on the basis of the new strategic directions and initiatives. He wrote in his report about the issue we are seeing across the province. We are seeing a number of positive cases that are occurring within the ltc sector. Because of the work of the greater team, although we have had some outbreaks, all the work the ltc homes and hospital teams and Ontario Health have done, has been proactive so when an outbreak does occur, the homes are

reactive. We try to cohort residents and staff impacted. We have found the concept of going in and swabbing all residents and staff, recalibrating, seeing who is positive, segregating them, re-swab again until we get all negatives, and then generally the situation is OK. We have seen great results. We have had minimal hospitalizations. Have recent homes in outbreak and hopefully it will go well. We stand a chance when we follow that approach. There are multiple research studies from across the world that indicate that is the approach to follow.

Flu update:

We are supposed to be receiving a bigger shipment of flu vaccines in the middle of November. There has been a new Canadian report re: influenza. They have had an increase in the number of people tested and tested in what they call “week 43”, about 8,000 tests for influenza were performed across Canada, which is two times the average for this week over the past six years. The percentage of positives was .02% vs .08% during the past two seasons. That is dramatic. Hopefully everyone is getting a vaccine and the public health measures we have taken as a province and nation have helped so far in keeping influenza at bay. The last thing we want to be doing is fighting COVID and influenza at the same time. So far it is working. We have to continue to do that.

Provincial budget: We weren’t expecting anything about the capital plan in this budget. It will be in the March 2021 budget as we have been told. The Mayor met with the Minister of Labour last week. We continue to work with the bureaucratic side – the capital side on the project. The budget was announced. There is a substantial amount of funding for COVID expenses. The government has agreed we can announce that we received our March and April funding for COVID expenses. May, June and July we should get COVID expenses reimbursed within the next couple of weeks as well as any capital expenses we had re: COVID. There is an operational and capital part to COVID. They are fulfilling exactly what they promised. This helps with the cashflow for the organization.

WE SPARK and HDGH (Local research group, spearheaded by University and also includes HDGH, WRH and St. Clair College): There is a survey for healthcare workers to complete to participate in a research study. It talks about the emotional wellbeing of healthcare workers and to get through this stressful time.

6. REPORT FROM SCHULICH:

Dr. Jacobs could not attend the meeting tonight. There will be a report next month.

7. Financial Presentation – as of September 30, 2020.

Ms. Allen reported.

- Actual deficit is \$2, 593,000.
- Revenue has been lost from parking and cafeteria.
- \$13,302,465 unfunded y-t-d September 2020

- Y-t-d results include \$13.3 million for COVID operation expenses. Revenue losses total \$9.8 million.
- Current COVID fiscal reimbursement is \$2.7million, which is good and is for March and April, 2020.
- There are other COVID expenses that we are confident the Ministry will support.

- Current net deficit is \$3,689,000.
- Current deficit from hospital operations is \$2,593.
- If we get reimbursements, we would have a revised net surplus from hospital operations of \$3.3 million.

YTD revenue:

- Base and one time funding: \$7,767K favourable.
- \$3.3 million for QBP's is in limbo because of the cancellation of elective surgeries.

Salary & wages:

- re-imbursed on Pandemic Pay.
- Sick & isolation payroll is starting to drop from April to September. There are fewer sick people.

Drugs – unfavourable \$1.23 million

Other supplies and expenses are \$76K favourable

Patient Access:

Not too much change in target vs actual

Patient volume: Sept. 2020 vs Sept. 2019 – significant change in early COVID.

Patient Days are well planned. Fairly even.

Organization health - up to Sept. 30, 2020. Not much O/T., but sick time showed an increase.

8. CONSENT AGENDA:

MOVED by Ms. P. Allen, **SECONDED** by Mr. A. Arya and **CARRIED**

THAT the report from the October 26, 2020 Finance/Audit & Resources Committee meeting be accepted.

9. CORRESPONDENCE/PRINTED MATTER: Media Report – FYI

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

None

11. DATE OF NEXT REGULAR MEETING:

Thursday, December 10, 2020, 1700 hrs VIA: ZOOM

12. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Ms. P. Allen, **SECONDED** by Ms. P. Skillings and **CARRIED**

THAT the November 05, 2020 Board of Directors meeting be adjourned at 1820 hours.

Anthony Paniccia, Chair
Board of Directors

Cheryle Clark
Recording Secretary

/cc

Report of the President & CEO to the Board of Directors

Date: December 2020



Strategic Direction -

Strengthen the processes that drive a culture of patient safety and quality care.

Flu Update

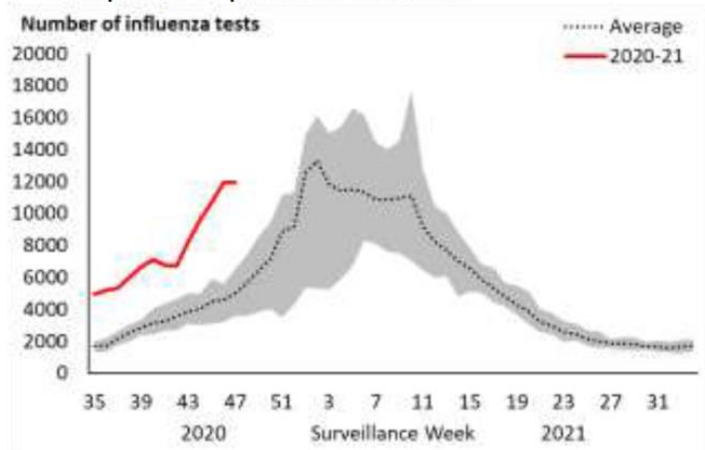
All indicators of influenza activity remain exceptionally low for this time of year, despite continued monitoring for influenza across Canada.

To date, there is no evidence of community circulation of influenza; however, influenza testing continues at elevated levels. Four laboratory detections of influenza were reported in week 47.

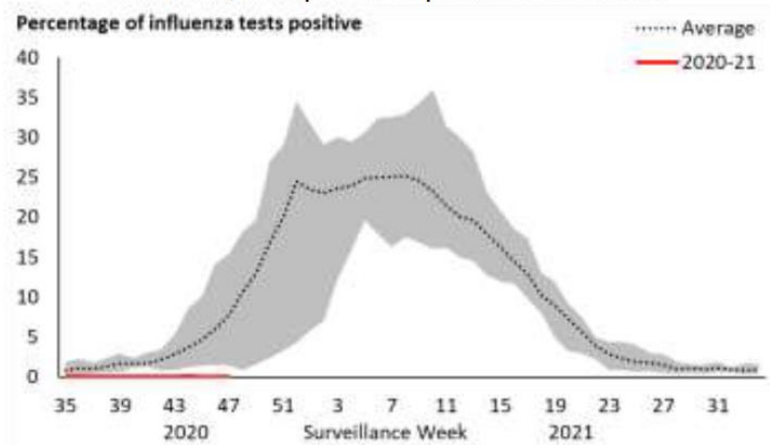
Influenza surveillance indicators may be influenced by the COVID-19 pandemic, including changes in healthcare-seeking behaviour, impacts of public health measures and influenza testing practices. Current data should be interpreted with consideration to this context.

Figure 3 – Number of influenza tests (a) and percentage of tests positive (b) in Canada by week, weeks 2020-35 to 2020-47 as compared to previous seasons

a) Current number of influenza tests performed, compared to previous seasons



b) Current percentage of tests positive for influenza, compared to previous seasons



The shaded area represents the maximum and minimum number of influenza tests (a) or percentage of tests positive (b) reported by week from seasons 2014-2015 to 2019-2020.

For up-to-date data go to:

<https://www.canada.ca/en/public-health/services/diseases/flu-influenza/influenza-surveillance/weekly-influenza-reports.html>

Paediatric Volumes

We are experiencing the benefits of masking, PPE, hand hygiene, social distancing and vaccines when it comes to the Influenza season for 2020-21.

We are also experiencing a positive impact on the number of paediatric patients being admitted to hospital.

Strategic Direction -

Uphold the principles of accountability and transparency

Please find attached a link to the FULL version of the 2021-2024 Strategic Plan.

- https://www.wrh.on.ca/uploads/Strategic_Plan_2021_2024.pdf

We will now be working on “operationalizing” the plan as we have done in the past. Bringing life to the plan.

Strategic Direction -

Maintain a responsive and sustainable corporate financial strategy

Financial Update

For the seven (7) months ending October 31, 2020 we are reporting a surplus after net building amortization of \$865,000 or a positive hospital margin of \$2,637,000. The Ministry of Health is making good on its endeavour to support its hospitals with the additional operating costs associated with COVID-19. The Ministry has provided support of \$8.1 million for those COVID-19 costs incurred in the April 2020 to July 2020 time period. A further \$7.9 million in COVID-19 expenses remains unfunded for the August 1, 2020 to October 31, 2020 time period. These reimbursements will be recorded in our operating results once funding is confirmed in writing. In addition the Ministry cash flowed approximately \$7.0 million for pandemic pay which was previously paid out to qualifying staff members.

Strategic Direction -

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

Holiday Planning

This year more than ever, we want to give everyone the opportunity to celebrate the season and show some holiday spirit. We just need to make sure we do it safely – and **#SpreadJoyNotCovid** through the rest of 2020!

With that in mind, as the COVID-19 pandemic continues to intensify in terms of community numbers and hospitalizations, it is important to ensure staff are aware of important guidelines regarding holiday gatherings, travel and related matters. Please click here for a WRH Memo on holiday season guidelines:

www.wrh.on.ca/uploads/Common/Memo_SpreadJoyNotCOVID_Nov_25.pdf

Also, we are excited to announce some events for our WRH team this holiday season. Click here for a list of some upcoming events:

www.wrh.on.ca/uploads/Common/WRH_Happy_Holidays.pdf

Remember - **#SpreadJoyNotCOVID** this holiday season!



Stress, Interpersonal Violence and COVID-19

COVID-19 has changed many aspects of our lives, including our mental health. 1 in 4 Canadians report improved mental health but:



4 out of 10 Canadians say they regularly feel stress since the beginning of the COVID-19 pandemic¹



3 out of 4 Canadians are experiencing financial stress due to COVID-19²



1 out of 3 Canadians are concerned about family stress from confinement³



1 in 10

1 in 10 women are concerned about violence in their homes⁴

Pandemic-related stress may have an even greater impact on people who are already coping with trauma such as intimate partner violence, sexual violence or child maltreatment. Even without a pandemic:

2x

Women who experience intimate partner violence are twice as likely to experience depression⁵



1 in 6 sexual assault victims experience symptoms of post traumatic stress disorder⁶



1 in 6 children who experience maltreatment cope with depression/anxiety/withdrawal.⁷

We invite you to consider these strategies if you are experiencing the impacts of violence and pandemic-related stress:



Recognize where and when you have the power to choose: Consider choices you can make in your daily routines, self-care activities (bath, shower), and the media coverage you expose yourself to.



Try to maintain a healthy diet and get enough sleep: Eat balanced meals regularly. Herbal teas can help promote feelings of warmth and calmness.



Build-in activities to help you stay in the present: Stay grounded with mindfulness exercises such as yoga.



Do something you enjoy every day: Think about what you like to do and make time for these activities (e.g. cooking, reading, gardening, listening to a podcast, reading to your children).



Stay active to help reduce stress: Move often, stretch, dance, go for walks or jog.



Know where to find support in the community: Remember that services such as sexual assault centres, shelters, crisis lines, and hospital emergency rooms are still providing supports even if they are doing it in different ways.



Connect with others for a sense of community: Find ways to connect regularly and from a physical distance with those who are important to you through texting, emails, phone calls or video chat.



Try to maintain a daily routine: Do tasks that have a clearly defined beginning, middle, and end.

Support Available for our Team

If you are feeling anxious, experiencing other mental health or addiction challenges or you cannot access your regular in-person counselling support, there are services you can access online or by phone:

- **ConnexOntario: Adults and frontline workers** who are dealing with the realities of COVID-19 can call ConnexOntario at [1-866-531-2600](tel:1-866-531-2600) for mental health, addictions and problem gambling support.
- **211 Ontario:** For information and referrals for community, government, social and health services, including mental health resources across Ontario, call 211 or [1-877-330-3213](tel:1-877-330-3213). [Live web chat](#) is also available.
- **BounceBack:** A free, evidence-based cognitive behavioural therapy (CBT) program that offers guided mental health self-help supports for **adults and youth 15+** using workbooks, online videos and phone coaching. Call [1-866-345-0224](tel:1-866-345-0224).
- **Hope for Wellness Helpline: Indigenous peoples** can call [1-855-242-3310](tel:1-855-242-3310) for immediate mental health counselling and crisis intervention across Canada (available in some Indigenous languages). [Live web chat](#) is also available.
- Please click on the following link for information from our EAP provider. They have put provisions in place to ensure their phones are answered 24/7. Please don't hesitate to reach out to them for support during this time. They are available to help.
 - **Phone: 1-844-720-1212**
 - **Website: Myfseap.ca**
 - [FEAP Communique COVID-19 March 16, 2020](#)

Strategic Direction -

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

Research Study

Researchers at the University of Windsor (Dr. Dana Ménard, Dr. Kendall Soucie, Dr. Laurie Freeman and Dr. Jody Ralph) are looking to find out more about the experiences of employees and physicians working in Windsor acute care settings during the COVID-19 pandemic. If you are an employee of any type (full or part-time, front-line or not) or a physician working at either the Metropolitan or Ouellette campus of the Windsor Regional Hospital, please take approximately 10 minutes to complete this online survey. Researchers will be asking about stress levels and use of mental health supports during the pandemic. The first 650 participants will receive a **\$5 electronic gift card to Tim Horton's** sent to their WRH email address.



This study has been cleared by the Windsor Regional Hospital and University of Windsor Research Ethics Boards. Participation is completely voluntary and your individual responses will be confidential.

Completion of the study implies agreement to the consent form.

[\[LINK TO SURVEY\]](#)

For questions concerning this study, please contact Dr. Dana Ménard at dana.menard@uwindsor.ca.

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

New Windsor-Essex Hospitals System Stage 2 Community Engagement Plan Released

The Program and Services Steering Committee overseeing plans for the new Windsor-Essex Hospitals System has released a plan to incorporate public input into the next stage of planning.

The Stage 2 Community Engagement Strategy identifies Engagement Principles and a framework outlining levels of community participation. The document includes a decision-making model with site and program specific Public Advisory Groups that will provide input on different aspects of the project such as accessibility and diversity as well as program specific items (i.e.: emergency and cancer care) These groups will include a mix of healthcare professionals and community members. They will be chaired by community leaders from Windsor-Essex with expertise in the related area.

“The conversations that happen in these groups will help shape the new facilities and the way care is delivered in them,” said David Musyj, President and CEO of Windsor Regional Hospital and Committee Co-Chair. “We want everyone to find something they are passion about in the new system, get on board, and make a meaningful contribution to the future of our hospitals.”

Stage 2 of the capital planning process includes the development of a Functional Program which is a very detailed description of how the new system will operate. It includes a look at staffing, space and equipment requirements and focuses on workflow for patients, staff and materials.

The information collected from the advisory groups will not only inform stage 2 planning it will also be used to create key principals that will guide the project through completion.

“We are working on a major system transformation and that that will require significant input from users,” says Janice Kaffer, Co-Chair of the Committee and President and CEO of Hôtel-Dieu Grace Healthcare. “With members of the public at the table we can ensure the new facilities are as user-friendly and patient and family-centred as possible.”

The Engagement Plan is consistent with the Steering Committee’s goal of being inclusive and transparent at every stage in the process. In Stage 1, community members had the opportunity to



participate in 70+ town hall events and 8 radio phone-in discussions. Feedback from these events helped shape the Stage 1A & 1B proposals. Community members also had the opportunity to provide feedback on criteria for the new acute care hospital location and apply for a position the subcommittee responsible for recommending a site for the new hospital.

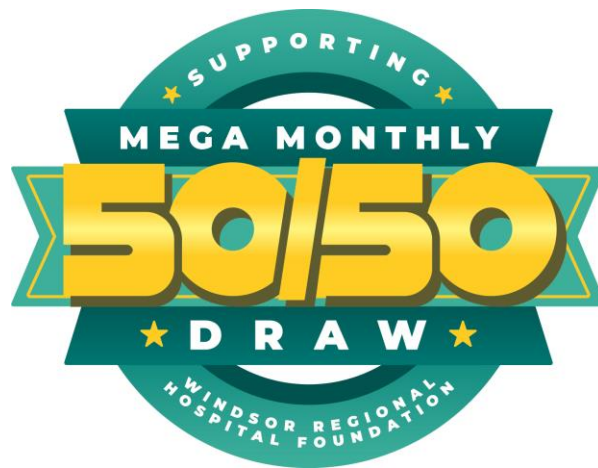
The Steering Committee has submitted the first of a 5-stage planning process and waiting for funding to move to Stage 2. The Engagement Strategy will begin early on in Stage 2 and continue to evolve throughout the process as more opportunities for participation arise.

“Now that land we have acquired the land for the new hospital, we are eager to work with the community and turn our shared vision for a world-class hospital system for Windsor-Essex into a reality,” says Dave Cooke, Steering Committee Co-chair.

To view the Community Engagement Plan:

https://www.wrhc.on.ca/uploads/Common/News/Stage_2_Community_Engagement_Plan.pdf

Those interested are encouraged to visit windsorhospitals.ca to learn more about the project and [subscribe to the Windsor Hospitals mailing list](#) to get information about how to get involved when the project officially enters the next planning stage.



We are grateful to members of the community for the generous support – through well-wishes, gifts-in-kind and donations. The Windsor Regional Hospital Foundation has introduced a lottery licensed by the OLG (Ontario Lottery and Gaming Commission) to support the purchase of medical equipment. Visit wrh5050.ca for more information.



Update to WRH Board of Directors (December 10, 2020)

Announcements:

Dr. Karin Hahn, Department of Oncology has been appointed Interim Chair/Chief of the Department of Oncology, Schulich School of Medicine & Dentistry, Western University, and its teaching hospitals, London Health Sciences Centre and St. Joseph's Health Care London, effective October 1, 2020 to March 31, 2021 or until a permanent Chair/Chief is appointed.

Dr. Michelle Marlborough, Department of Psychiatry, has been appointed to the position of Assistant Dean, Postgraduate Learner Experience, at the Schulich School of Medicine & Dentistry, Western University effective November 1, 2020 to October 31, 2025.

Dr. Elizabeth Osuch, Department of Psychiatry, has been re-appointed as the Dr. Joseph Rea Chair in Mood Disorders at the Schulich School of Medicine & Dentistry, Western University, effective August 1, 2020 to July 31, 2025.

Dr. Donald Welsh, Department of Physiology & Pharmacology, has been re-appointed as the Cecil and Linda Rorabeck Chair in Molecular Neuroscience and Vascular Biology, at the Schulich School of Medicine & Dentistry, Western University, effective October 1, 2020 to March 31, 2025.

Effective October 2, the Learner Equity & Wellness (LEW) Office at Schulich Medicine & Dentistry will be renamed to [Learner Experience](https://www.schulich.uwo.ca/learner_experience/). Learner experience has a new web based reporting for Learner Mistreatment to facilitate direct contact for all Learners (i.e. Residents and Medical Students) https://www.schulich.uwo.ca/learner_experience/learner_mistreatment/index.html

In February 2020, Schulich Medicine & Dentistry's Doctor of Medicine (MD) program submitted a required accreditation status report to the Committee on Accreditation of Canadian Medical Schools (CACMS) and the Liaison Committee on Medical Education (LCME). The report provided updates on the MD program and School's work on two standards and elements: Diversity/Pipeline programs and partnerships, as well as Service-learning. In late October, the School was informed by the CACMS and LCME that the School is in compliance with these elements and now has a satisfactory rating for all elements. The accrediting bodies voted to continue accreditation for the balance of the eight-year term and requested no additional follow-up. The next full CACMS accreditation visit for the MD program and School will take place in the fall of 2023 (academic year 2023-2024).

Awards

Dr. Irene Hramiak, Department of Medicine at the Schulich School of Medicine & Dentistry, Western University, has been awarded a 2020 Mastership from the American College of Physicians (ACP).

Dr. Lorelei Lingard, Department of Medicine has been [named an Honorary Fellow of the Royal College of Physicians and Surgeons of Canada](#).

Schulich School of Medicine & Dentistry – Windsor Campus

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

Events

Visit the Schulich website Events Page for all upcoming events at <https://www.schulich.uwo.ca/>

Windsor Update:

Dean John Yoo spent November 12 and 13 meeting virtually with clinical leadership here in Windsor. He emphasized the School's vision regarding

- Internationalization
- Providing opportunity for advanced studies (MD+)

I would like to congratulate the medical students receiving clerkship awards:

- Anaesthesia- Conner Pepper
- OB/GYN- Katie McLaughlin
- Surgery- Sydney Eaton
- Psych- Avalon O'Connor
- Medicine - Kawmadi Abeytunge
- Emergency Medicine - Alex Zubic
- Family Medicine - Melissa Cowell
- Paediatrics - Kawmadi Abeytunge

Respectfully submitted,

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



Finance/Audit and Resources Committee
Financial Presentation (October 2020 Results)
Board of Directors Meeting
December 10, 2020

Financial Results - Hospital Operations (1,000's of dollars) October 31, 2020

	Current Year			\$ Variance		% Variance	
	Actual	Budget		Fav/(Unfav)	Fav/(Unfav)		
Revenue	\$ 326,472	\$ 312,982	\$	13,490		4.3%	
Expenses							
Salaries and Wages	\$ 152,199	\$ 144,075	\$	(8,124)		(5.6%)	
Employee benefits	37,574	37,308		(266)		(0.7%)	
Employee ben. - future ben. costs	1,128	1,128		-		0.0%	
Medical staff remuneration	31,302	30,231		(1,071)		(3.5%)	
Medical & Surgical supplies	19,340	21,550		2,210		10.3%	
Drugs	38,388	35,189		(3,199)		(9.1%)	
Supplies & other expenses	35,873	36,137		264		0.7%	
Long term Interest	852	922		70		7.6%	
Equipment lease / rental	2,633	1,391		(1,242)		(89.3%)	
Equipment amortization	5,051	5,131		80		1.6%	
Total Expense	\$ 324,340	\$ 313,062	\$	(11,278)		(3.6%)	
Surplus / (Deficit) From Hospital Operations	\$ 2,132	\$ (80)	\$	2,212			
COVID-19 related unfunded extraordinary operating expenses included above	\$ 15,731		\$	15,731			
COVID-19 related unfunded non-ministry revenue loss included above	\$ 5,621		\$	5,621			
YTD - Unearned Ministry volume funding	\$ 4,618	\$ -	\$	(4,618)			
Surplus or (Deficit) / Revenue	0.65%	-0.03%		0.68%			

Net Surplus/ (Deficit) after building amortization \$865

Financial Results

October 31, 2020

- ▶ Year-to-Date results include \$7.9 million for COVID-19 extraordinary operating expenses which have not been funded. Revenue losses total \$9.6 million.

Windsor Regional Hospital COVID-19 Expenses Year-to-Date October 2020		
	<u>Funded</u>	<u>Unfunded</u>
Compensation	3,315,976	5,121,043
Pandemic Pay	7,015,305	-
Medical Staff Fees	499,040	317,099
Med. Surg. Supplies	1,940,434	1,045,132
Drugs	45,233	55,802
Other supplies & expense	708,557	816,052
Equipment Expenses	1,213,947	406,416
Renovations	912,932	149,267
Total Operating Expense	15,651,424	7,910,811
Capital	1,750,145	\$ 777,157
Combined Total	\$ 17,401,569	\$ 8,687,968

Windsor Regional Hospital COVID-19 Revenue Loss Year-to-Date October		
	<u>Funded</u>	<u>Unfunded</u>
Volume Based*	-	4,617,959
Patient Services**	583,344	3,632,550
Recoveries***	-	1,988,419
Total Revenue	583,344	\$ 10,238,929

* 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

October 31, 2020

▶ Year to Date Revenue

- ▶ Base and One-Time Funding \$14 million favourable
 - ▶ \$3.4M in QBP revenue not earned as a result of elective surgery cancellations in April and May as well as lower than planned volumes from June to November
 - ▶ Operating Room volumes are 8,573 lower than planned to date
 - ▶ \$1.2M unearned revenue in neuroservices, cardiac and wait time which are all volume-based
 - ▶ One-time funding is \$16M favourable year to date due to:
 - ▶ Funding received for 2018/19 physician retro payments which were paid out as Medical Staff Remuneration
 - ▶ One-time funding for Pandemic Pay of \$7M
 - ▶ Reimbursement for April to July COVID-19 expenses \$8M
- ▶ Patient Services \$805,000 unfavourable
- ▶ Ministry Drug Reimbursements favourable \$1.8 million
- ▶ Other Recoveries \$24,000 favourable
 - ▶ Reduction of services earlier in the fiscal year has effected parking and retail operations
- ▶ **Overall Revenue is favourable year to date by \$13.8 Million**

Financial Results

October 31, 2020

- ▶ **Year to Date Expenses**
 - ▶ Salary and Wages \$8.1 Million unfavourable
 - ▶ \$1.5M unfavourable in the month of October
 - ▶ Year-to-Date spending on COVID-19 isolation pay - \$611K
 - ▶ COVID-19 Sick pay - \$450K
 - ▶ Training for temporary new hires - \$334K
 - ▶ \$1.9M has been paid to COVID Helpers to date
 - ▶ Net Patient Services Revenue and Medical Staff Remuneration \$1.8M unfavourable
 - ▶ Med Surg Supplies \$2.2M Favourable
 - ▶ Savings have been incurred in the perioperative programs due to volume reductions:
 - ▶ Met Campus \$961K
 - ▶ Ouellette Campus \$1.8M
 - ▶ Incremental spending on Personal Protective Equipment (PPE) year to date is \$2.3M.

Financial Results

October 31, 2020

▶ Year to Date Expenses

▶ Drugs \$3.2M Unfavourable

- ▶ Chemo and Renal drug expenses and recoveries are balanced
- ▶ Retail pharmacy net drug expense to revenue is \$40,000 favourable
- ▶ Drug expenses for clinical areas at the Met campus are \$323K under budget and at the Ouellette campus \$445K favourable year to date.

▶ Other Supplies and Expenses \$264K Favourable

- ▶ Minor equipment purchases \$1,676,000 mainly related to COVID-19
- ▶ \$897K in one time set up costs for the St. Clair College Field Hospital
- ▶ Utility costs are \$1,066,000 favourable YTD. The Ontario Electricity Rebate (OER) of 31.8% that was set to expire on October 31, 2020 has been revised to 33.2% and extended to April 30, 2021

▶ Rental/Lease of Equipment \$1.25M Unfavourable

- ▶ Bed rentals to ensure capacity for COVID-19 \$465K
- ▶ Bed rentals for St. Clair College Field Hospital \$780K

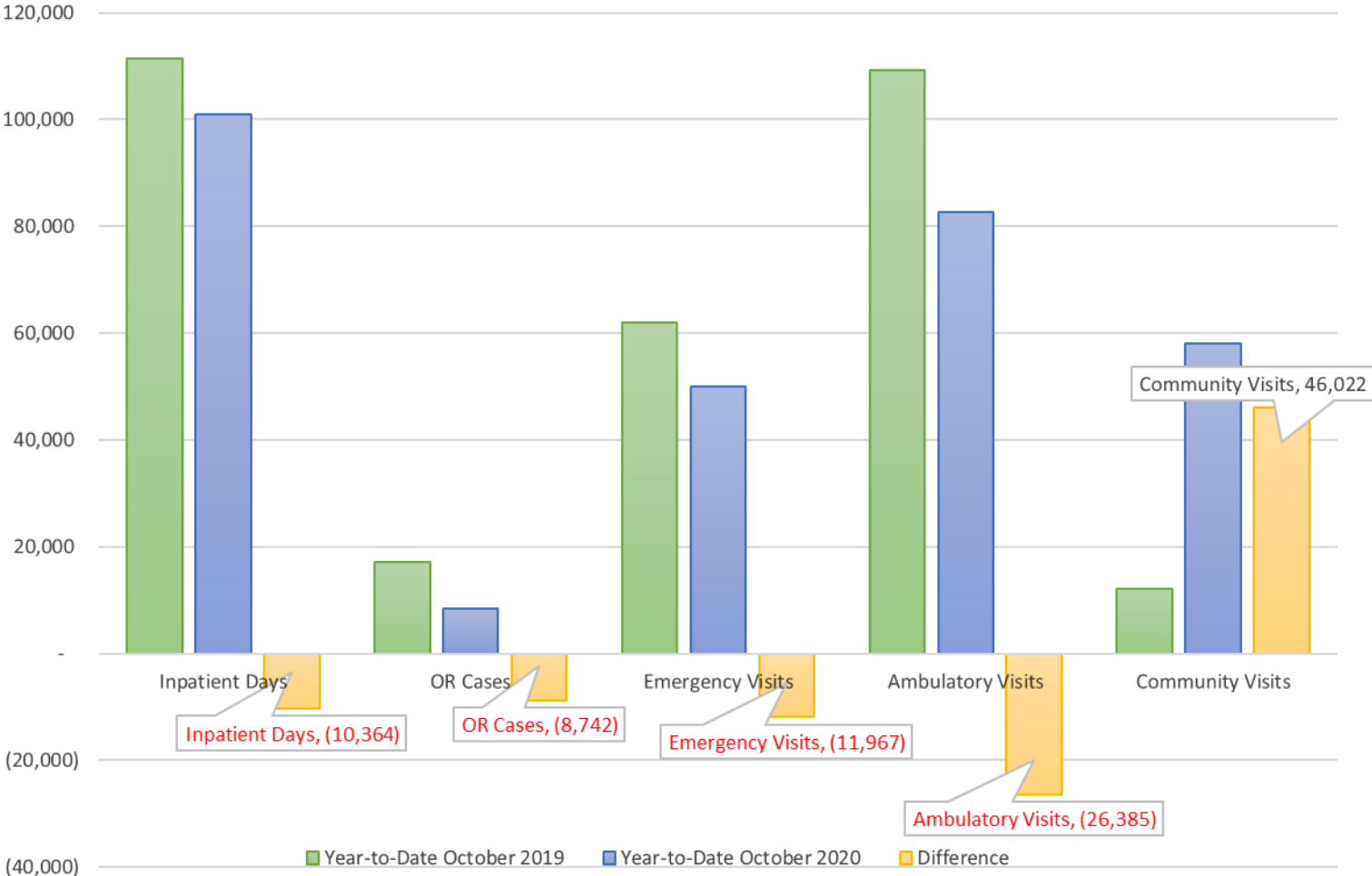
Patient Access

October 31, 2020

	YTD Actual	Target	Variance
Met Campus			
Acute Average LOS	4.44	4.54	0.10
Psych Average – Adolescent LOS	6.88	6.44	(0.44)
Ouellette Campus			
Acute Average LOS	7.86	7.33	(0.53)
Psych Average – Adult LOS	12.18	12.43	0.25

Patient Volume October 31, 2020

Year-to-Date October Volumes



Community service visits includes 49,685 visits to the Assessment Centres

Organizational Health

October 31, 2020

	Trend	YTD Actual	Target	Variance
Met Campus				
% Sick Time	Better	5.70%	3.70%	(2.00%)
% Overtime	Worse	2.40%	2.30%	(0.10%)
FTE Staffing		1,670.9	1,707.0	36.03
Ouellette Campus				
% Sick Time	Worse	6.20%	3.70%	(2.50%)
% Overtime	Worse	4.90%	2.30%	(2.60%)
FTE Staffing		1,415.9	1,421.5	5.66

Red and Green (trend) year to date are showing Green/better than or Red/worse than prior month

**Treasurer's Report
Board of Directors**

**Financial Summary - October 2020
(\$000's)**

	Line	October 2020 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$ 326,472	\$ 312,982	\$ 13,490
Total Expense	20	324,340	313,062	(11,278)
Surplus / (Deficit)	21	2,132	(80)	2,212
Other Votes (net)	22	(22)	(46)	24
Other Recoveries / (Exp)	23	(325)	-	(325)
Subtotal	24	1,785	(126)	1,911
Net bldg. amortization	25	(920)	(1,036)	116
Net Surplus (Deficit)	26	\$ 865	\$ (1,162)	\$ 2,027
Hospital Margin		\$ 2,637	\$ 796	\$ 1,841
Capital Equipment Expenditures		\$ 20,439	\$ 21,536	\$ (1,097)

* Variance - favourable / (unfavourable)

Operational Highlights

1. The operating results for the month ended October 31, 2020 resulted in a surplus of \$865,000 (\$2,637,000 Positive Hospital Margin) based on MoH definition. There are four significant revenue factors reflected in these results.

a. With respect to 2020-2021, the Ministry has committed to date to the funding that was recommended in the Optimization Review Report with the exception of the \$5 million in one time funding. Seven months of this revenue has been accrued to date (\$2,917,000).

b. Patient services and preferred accommodation revenue is \$5,517,000 below plan as a result of COVID-19. Diagnostic revenues are well below plan as volumes were scaled back considerably and inpatient volumes were significantly decreased as WRH created capacity for pandemic patient by cancelling elective surgeries.

d. Recoveries are \$13,000 above plan. Decreased revenue in retail pharmacies, parking and retail food services as a result of COVID-19 have rebounded, particularly retail pharmacy revenues.

2. Year to date salary and wages have a negative variance of \$8,124,000 or 5.3%. The two segments of pandemic pay covering the period of April 24, 2020 to August 13, 2020 in the amount of \$7,015,305 is included in the year to date expense. These payments are 100% funded by the Ministry of Health.

3. Medical/Surgical Supplies are favourable \$2,211,000 mainly due to elective surgery volumes reductions implemented to create capacity for potential COVID-19 surge.

4. Other Supplies and Expenses are favourable \$282,000 year to date. Prior month deficits were attributable to minor equipment purchases and renovation costs due to COVID-19 and one time set up costs for the St. Clair College Field Hospital.

5. Equipment lease/rental is over budget by \$1,242,000 as additional beds were rented for the St. Clair College Field Hospital and the Met and Ouellette sites in preparation for a possible surge in volumes due to the pandemic.



MOTION/ACTION SHEET

From The

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

Monday, November 30, 2020

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, November 30, 2020 Via Zoom (following the In-Camera Session).

PRESENT:

Penny Allen	Beth Yeh
Dr. Laurie Freeman	Dianne Aziz
Paul Lachance	Ian McLeod
	Sandra Boglitch

Anthony Paniccia, Chair of the Board

REGRETS:

Arvind Arya
Dr. Larry Jacobs

STAFF:

David Musyj	Kevin Marshall
Mark Fathers	Mary Macera
Heidi Zimmer	

1.0 CALL TO ORDER

Mrs. Allen called the meeting to order at 5:45 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Dianne Aziz, **SECONDED** by Paul Lachance that the General Finance/Audit & Resources Committee Agenda of Monday, November 30, 2020 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, October 26, 2020

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, October 26, 2020** were previously circulated to all members.

It is noted that a correction was made on Page 1 of these Minutes of Meeting to reflect a change in date of meeting.

MOVED by Ian McLeod, SECONDED by Paul Lachance that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, October 26, 2020 be approved.

CARRIED.

6.0 FOR DISCUSSION

6.1 Monthly Operating Results Report – October 31, 2020 (As Appended)

Ms. Zimmer provided the financial presentation.

- ✓ The operating results for the seven months ended October 31, 2020 result in a surplus of \$865,000 (\$2,637,000 positive hospital margin)
- ✓ 3 items to highlight:
 - operating results include a combined \$21.4 million in higher costs and lost revenue attributable to meeting clinical responsibilities related to COVID
 - if current unfunded \$7.9 million due to COVID expenses had been funded, the surplus for the month end would have equated to \$8.8 million with a Hospital Margin of \$10.5 million
 - funding details for the 2020-2021 fiscal year
- ✓ Year to Date revenue – base and one-time funding - \$14 million favourable
- ✓ Patient services - \$805,000 unfavourable
- ✓ Ministry drug reimbursements favourable by \$1.8 million
- ✓ Other recoveries - \$24,000 favourable
- ✓ Overall revenue is favourable year to date by \$13.8 million
- ✓ Year to Date expenses include Salary and Wages (favourable), Net Patient Services Revenue (unfavourable) and Medical Staff Remuneration (unfavourable) and Med Surg Supplies (favourable)
- ✓ Drugs are \$3.2 million unfavourable
- ✓ Other supplies and expenses are \$264,000 favourable
- ✓ Rental/lease of equipment is \$1.25 million unfavourable
- ✓ Patient access – Met and Ouellette Campuses – very slight variances at both
- ✓ Patient volume – community service visits include 49,685 visits to the Assessment Centres

- ✓ Met Campus sick time is trending better; overtime is worse
- ✓ Ouellette Campus sick time is trending worse; overtime is also trending worse

6.2 Budget Risk Item(s) Schedule as at October 31, 2020

Ms. Zimmer reported that there are a few changes from the previous month. We are still projecting a \$436,000 surplus at the year end.

Patient services look more optimistic than originally estimated.

Potential Year End Operating Result - \$17 million is Best Case, (\$27 million) is Worst Case and \$436,000 is Most Likely (which remains unchanged). Mr. Fathers added that it is truly tough to predict. A couple of weeks ago, we were having discussions about ramping up surgeries and now having discussions as to possibly ramping down.

7.0 FOR INFORMATION

The following correspondence is provided to the committee members for their information.

7.1 Ontario Health's Operating Model: Patient Perspective and Integrated Top-Line Organizational Structure (September 9, 2020)

7.2 President's Report – November 30, 2020

For the community members information.

8.0 DATE OF NEXT MEETING

The Finance/Audit & Resources Committee will meet on **Monday, December 21, 2020 at 5:00 p.m. Via Zoom.**

9.0 ADJOURNMENT

There was no further business; therefore, Mrs. Allen adjourned the meeting at 6:15 p.m.

Mrs. Penny Allen, Chair & Treasurer
FinAudit&Resources_Minutes
20201130

Mary Macera
Recorder

Windsor Regional Hospital

Operating Results Report

For the Seven Months Ended October 31, 2020

(\$000's)

	Line	October 2020 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$326,472	\$ 312,982	\$ 13,490
Total Expense	20	324,340	313,062	(11,278)
Surplus / (Deficit)	21	2,132	(80)	2,212
Other Votes (net)	22	(22)	(46)	24
Other Recoveries / (Exp)	23	(325)	-	(325)
Subtotal	24	1,785	(126)	1,911
Net bldg. amortization	25	(920)	(1,036)	116
Net Surplus (Deficit)	26	\$ 865	\$ (1,162)	\$ 2,027

Hospital Margin	\$ 2,637	\$ 796	\$ 1,841
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Capital Equipment Expenditures	\$ 20,439	\$ 21,536	\$ (1,097)
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* Variance - favourable / (unfavourable)

Operation Highlights:

- The operating results for the seven months ended October 31, 2020 resulted in a surplus \$865,000 (\$2,637,000 positive Hospital Margin) based on the MoH definition. There are three items worth noting -
 - a. Operating results include a combined \$21.4 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. While the Ministry has indicated their intent to cover most of these costs, to date we have received confirmation of reimbursement of \$8.1 million for operating expenses submitted via the COVID-19 reporting mechanism covering the months of April to July 2020. Revenue losses have not yet been addressed by the MoH beyond reimbursement for services provided to uninsured residents. WRH has paid \$7 million for pandemic pay to employees and has received 100% of that funding allocation.
 - b. If the currently unfunded \$7.9 million in COVID-19 expenses had been funded as incurred, the surplus as at October 31, 2020 would have been approximately \$8.8 million with a Hospital Margin of \$10.5 million

- c. WRH received funding details for the 2020-2021 fiscal year on June 4, 2020. In comparing these details to what was included in our 2020-21 budget for Ministry funding (which was based on the recommendations in the Optimization Review Report), all has been confirmed with the exception of the \$5 million in one-time funding. Assuming the Ministry will honour the recommendations in the report, we have accrued seven months of this revenue in the October 2020 results (\$2,917,000). The letter sent to the Ministry with respect to this one time funding amount has yet to be responded to. If we did not accrue this revenue, the year to date deficit would be approximately \$2 million and the deficit for the month would be \$1.8 million (COVID-19 costs included).

1. Financial Results for the Seven Months ended October 31, 2020
(Statement 2)

For the seven months ended October 31, 2020, the surplus after net building amortization is **\$865,000**, which is \$2,027,000 better than plan. This represents a positive Ministry of Health Margin of \$2,637,000 (one year ago, the margin was negative \$334,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$29.8 million are included in these results. In the month of October, the COVID-19 impact was \$2.7 million. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1 to October 31, 2020 and which have been funded or not funded –

Windsor Regional Hospital		
COVID-19 Revenue Loss & Expenses Year-to-Date October		
	<u>Funded</u>	<u>Unfunded</u>
Revenue		
Patient Services	583,344	3,632,550
Recoveries	-	1,988,419
Total Revenue	583,344	5,620,969
Expense		
Compensation	3,315,976	5,121,043
Pandemic Pay	7,015,305	-
Medical Staff Fees	499,040	317,099
Med. Surg. Supplies	1,940,434	1,045,132
Drugs	45,233	55,802
Other supplies & expense	708,557	816,052
Equipment Expenses	1,213,947	406,416
Renovations	912,932	149,267
Total Expense	15,651,424	7,910,811
Total Operating	\$ 16,234,768	\$ 13,531,780

It should also be noted that with respect to Ministry volume based funding, we have unearned revenue for these first seven (7) months of \$4.6 million as compared to \$684,000 one year ago.

Revenue

Ministry revenue (combined base and one-time) is \$14,095,000 higher than budget. One time funding is favourable year to date, as it includes approximately \$7 million in one time pandemic pay funding has been recognized to date. This funding is offset by wages and benefits for the two installments of pandemic pay paid to those eligible staff. In addition, we have received one time ministry reimbursement for April COVID-19 expenses in the amount of \$2.2 million. \$5.9 million in funding to reimburse COVID-19 expenses incurred from May to July is confirmed and has been accrued in the October statements. Early in the fiscal year, the Ministry directed reduction in Hospital elective services and the corresponding volume reductions have reduced the amount of revenue earned for Quality Based Procedures (QBPs), wait time procedures, neuroservices and cardiac funding. As an example, for QBP funded volumes, our year to date October revenues are \$3 million lower than one year ago. WRH is working with the Ministry to implement a plan to address the surgical backlog which will reduce the anticipated QBP shortfall. This plan will be dependant on the severity of the next COVID-19 wave in the community.

Ministry drug reimbursements have a positive variance of \$1,829,000 (14.2%). This revenue comes from the Cancer Centre's New Drug Funding program and the renal program. This revenue has been favourable for the last four months and offsets the corresponding drug expenses in both programs.

The preferred accommodation revenue variance is unfavourable to budget by \$1,712,000 and is tracking lower than last year by \$1,788,000. 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 \$25,000 under budget due to the factors mentioned above for preferred accommodation.

Other services for uninsured patients are being submitted to the Ministry for reimbursement. These amounts vary considerably from month to month and WRH has been reimbursed \$583,000 to date for the four-month period of April to July 2020.

Patient Services revenue variance is \$805,000 unfavourable (4.3%) year to date. Diagnostic revenues are well below plan, as outpatient volumes were reduced significantly due to pandemic restrictions. Inpatient volumes were reduced as elective

surgeries were cancelled in order to create capacity for a potential surge in pandemic patients. This revenue has been trending favourably in the last two months (\$763,000 in October) as volumes have recovered.

Equipment Grant amortization is \$59,000 (3.9%) higher than budget. Timing of the receipt of these grants affects their amortization.

Other Recoveries are \$24,000 favourable (.1%) to budget. Similar to patient services, this revenue category was also impacted by the reduction in hospital services. Revenues were significantly reduced for parking and retail pharmacy and food operations. In the month of October, recoveries were favourable by \$237,000 as services are returning to normal levels. Retail pharmacies (Met, HIV and We Care) were \$40,000 positive net drug revenue relative to drug expenses in the month of October.

Expenses

Salaries are currently over budget (unfavourable) by \$8,124,000 (5.6%) year to date with a negative variance in the month of October of \$1,483,000. The year to date variance includes the \$7 million pandemic pay. Although capacity is reduced and volumes have declined, there have been considerable costs incurred because of COVID-19. Year to date spending for employees in paid isolation is \$611,000, paid sick time due to COVID-19 is \$450,000 and training for temporary staff hires totalled \$334,000. In total, these temporary hires (COVID Helpers) have been paid \$1,990,000 to date. Staff who normally work in areas where volumes were reduced had been redeployed to the screening desks, the COVID-19 Community Assessment Centres and the St. Clair College (SCC) field hospital. As hospital operations return to normal continuing to staff these areas will create pressures with respect to staff availability that is being mitigated by the hiring of temporary full and part-time staff.

Employee Benefits are unfavourable to budget by \$266,000 (.7%). The variance is attributable to the wage variance.

Employee Future Benefits are currently on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$1,071,000 (3.5%). The variance is attributable to physician retroactive payments as a result of OMA settlements and increases in alternate funding agreements and increased volumes in diagnostic services. The retroactive payments and alternate funding increases are fully funded by the Ministry. In the case of diagnostic services, WRH earns additional technical fee revenue on these volumes. Medical Staff Remuneration attributable to COVID-19 totals \$816,000 year to date of which \$499,000 has been funded.

Medical & Surgical Supplies are favourable to budget by \$2,210,000 (10.3%) year to date. The perioperative programs at both sites are favourable due to the cancellation of elective surgeries, with the Met campus favourable by \$961,000 and Ouellette \$1,781,000. In the Diagnostic Departments, Interventional Radiology and the Cardiac

Catheterization Lab are \$454,000 under budget to date because of volume decreases. Due to COVID-19, spending on Personal Protective Equipment (PPE), which is included in medical & surgical supplies expense, has increased. The incremental cost for PPE year to date is approximately \$2,315,000. It should be noted that elective surgery cancellations affect the ability to hit QBP funded volumes and may result in funding having to be returned to the MOH at year-end. For 2020-21, no determination has yet been made regarding the Ministry's recovery policy for volume-based procedures due to COVID-19.

Drug expenses are over budget (unfavourable) by \$3,199,000 (9.1%) as the activity in the retail pharmacies, chemotherapy suite and the renal program are returning to pre-COVID-19 levels. In the month of October, drug expenses were 11% favourable at the Met Campus inpatient and outpatient departments and balanced at the Ouellette Campus. Drug expenses are 11% below budget in clinical departments year to date.

Supplies and Other Expenses are favourable to budget by \$264,000 (.7%). Included in these costs are minor equipment purchases (\$1,676,000) and one-time St. Clair College Field Hospital set up costs (\$897,000) related to COVID-19 activity. As an offset, laundry costs are lower than budget by \$111,000 and lab supply costs are \$187,000 under budget both due to lower inpatient and outpatient volumes. Referred out expenses for hip and knee replacements under the "Bundled Care" model are favourable \$420,000 to date due to the postponement of the related surgeries. These expenses relate to post-surgical services for inpatient rehabilitation, home care and outpatient physiotherapy. Utility costs are \$1,189,000 under budget due to the energy rebate. This rebate was originally due to expire in October 2020 but has been extended to April 30, 2021. Courier costs are \$204,000 over budget and includes the costs related to sending COVID-19 tests to London for analysis. These additional costs are being included as part of our COVID-19 cost submissions to the Ministry.

Long-term Interest expense is \$70,000 (7.6%) under budget. This is due to the interest rate on the capital loans (2.46%) being lower than budgeted (3.26%).

Equipment Lease/Rental is \$1,242,000 unfavourable to budget (89.3%). This is due to the rental of beds to increase capacity in preparation for COVID-19 and to equip the St. Clair College Field Hospital with 100 beds. These expenses were \$11,000 favourable in the month of October 2020.

Equipment amortization is \$80,000 under budget (1.6%).

Other Votes – Other Votes are \$22,000 unfavourable.

Other Recoveries / (Expenses) – consistent with the year financial statement presentation. We have segregated the legal fees related to a particular legal case. Year to date October 2020, these expenses amount to \$325,000, a slight increase in the month.

2. Statement of Financial Position (Statement 3)

On April 30, 2020, we received a \$35 million Ministry cash advance that must be fully repaid by the end of the fiscal year. This cash advance has reduced the need to use the line of credit, but as indicated on Statement 5, the line of credit was used for twenty-four (24) days in the month of October at an average balance of \$5,789,000. The combined lost revenue and additional COVID-19 expenses which have yet to be reimbursed (\$13,532,000) continues to add to the stress on the credit line. The additional \$10 million cash advance was received on September 30th and will be repaid in installments in the months of January to March of 2021. We have added to Statement #5 the new \$6.0 million loan that was used for the land purchase for the new acute care hospital.

Our inventory balance as at October 31st is \$6,984,000 higher than March 31st and includes \$5.3 million in masks. The remaining difference relates to bulk purchases of linen inventory, PPE and higher drug inventory related to COVID-19 preparation. The second quarter drug inventory adjustment resulted in a reduction in the inventory balance of \$126,000. Compared to the first quarter drug expense of \$28,589,000, this adjustment is less than 1% of the total drug expenditure at .44%.

Our Ministry / CCO receivable has increased by \$18.8 million and includes \$5.9 million for the recovery of COVID-19 expenses for May to July 2020. \$9.5 million is receivable from CCO, of which \$3.7 million is for program funding and \$5.8 million for reimbursement of qualifying drug expenses. The remaining \$3.4 million is receivable from the Ministry for base and one time funding.

It should be noted that the Ministry has confirmed the funding for \$5,337,300 in COVID-19 capital expenditures incurred in the first few months of the fiscal year. It should be cash flowed in the coming weeks.

3. Patient Volumes (Met Campus only)

Acute care patient days are 5,693 lower than both the budget and the same period last year. Combined ED visits and holds for the year are 6,022 below budget and 5,698 fewer than last year at this time. Acute separations are 4,179 lower than plan, and are 1,462 lower than one year ago. Combined OR Inpatient and Day Surgery cases are 3,712 cases lower than plan. Ambulatory and community visits are 7,359 below plan and 7,487 lower than one year ago. Weighted cases are estimated to be 2,924 lower than plan and 2,786 lower than one year ago.

Patient Volumes (Ouellette Campus only)

Acute care patient days are 4,944 days below budget year to date and 5,192 days lower than the same period last year. Acute separations are 5,341 lower than plan and 1,036 lower than last year. Mental health patient days are 499 days higher than

budget and the same period last year. OR Inpatient and Day Surgery cases are currently 6,540 lower than plan. ED visits and holds at Ouellette are 6,100 below budget and 6,299 lower than the prior year. Ambulatory visits are 21,113 below budget and 21,755 visits lower than prior year. Community visits are 49,018 above plan, as this includes 49,685 visits to the COVID-19 Community Assessment Centres. In the month of October there were 8,129 visits to the Assessment Centre. Weighted cases are estimated to be 3,102 lower than plan and 3,600 less than one year ago.

Patient Volumes (St. Clair College Field Hospital only)

Acute care patient days at the St. Clair College Field Hospital are 1,568 days and 271 weighted cases. The Field Hospital was closed on June 12, 2020, but is ready to reopen on a few hours notice.

Patient Access

Acute care length of stay at Met was 4.44 days as compared to a target of 4.54 days. Lengths of stay for Ouellette acute care was 7.86 days versus a plan of 7.33. Length of stay for the adult psychiatric patients was 12.18 slightly below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay is 6.88 compared to the target of 6.44. Length of stay in October was closer to target for mental health programs which have been running higher due to COVID-19.

4. Organizational Health

The percentage of sick time year to date for the Met Campus is 5.7%, which is over target by 2%, while overtime is .1% over target at 2.4%.

Sick time at the Ouellette Campus is 6.20% compared to the target of 3.70%, while overtime is over target at 4.90% year to date compared to the target of 2.30%.

Some of the increase in sick time costs at both campus relates paying staff to remain home in isolation due to COVID-19. 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 36 FTEs. This is comprised of a 26.6 FTE surplus in hospital operations and a 9.4 FTE surplus in Cancer Centre operations. At the Ouellette Campus, the FTE variance is favourable by 5.7 FTE.

FTEs attributable to COVID-19 additional staffing are 117.2 in total, 91.8 for hospital operations and 25.4 for the St. Clair College Field Hospital.

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Seven Months Ending October 31, 2020
Consolidated - Met and Ouellette Campuses

	Current Month		Year To Date		Year End		Prior Year Actual		
	Actual	Fav/(Unfav) to Unapproved Budget	Actual	Budget	Fav/(Unfav)	Budget	Forecast	Year to Date	Year End
	\$ 34,685	\$ (213)	\$ 239,331	\$ 241,261	\$ (1,930)	\$ 411,645	\$ 402,660	\$ 235,515	\$ 400,826
	2,302	595	27,857	11,832	16,025	20,003	44,591	12,768	27,770
	2,869	1,034	14,675	12,846	1,829	22,022	23,074	12,273	22,103
	110	(204)	480	2,167	(1,687)	3,696	976	2,238	3,620
	-	(4)	-	25	(25)	42	-	30	47
	3,449	763	17,742	18,547	(805)	31,867	33,751	19,357	32,594
	245	30	1,564	1,505	59	2,580	2,555	1,588	2,662
	3,665	237	24,823	24,799	24	44,846	44,846	24,508	43,150
	\$ 47,325	\$ 2,238	\$ 326,472	\$ 312,982	\$ 13,490	\$ 534,769	\$ 552,453	\$ 308,277	\$ 532,772
	\$ 21,955	\$ (1,483)	\$ 152,199	\$ 144,075	\$ (8,124)	\$ 245,344	\$ 255,818	\$ 143,251	\$ 242,720
	5,019	(314)	37,574	37,308	(266)	63,663	64,155	35,632	61,387
	161	-	1,128	1,128	-	1,933	1,933	1,128	2,325
	5,228	(883)	31,302	30,231	(1,071)	52,163	54,047	31,552	54,183
	3,210	(71)	19,340	21,550	2,210	36,236	32,858	20,757	35,881
	7,018	(1,965)	38,388	35,189	(3,199)	61,922	61,922	34,008	60,153
	4,900	188	35,873	36,137	264	61,846	63,571	35,112	59,414
	120	9	852	922	70	2,234	3,340	1,032	1,695
	188	11	2,633	1,391	(1,242)	3,789	3,789	1,467	2,675
	747	(14)	5,051	5,131	80	8,796	8,666	4,839	8,426
	\$ 48,546	\$ (4,522)	\$ 324,340	\$ 313,062	\$ (11,278)	\$ 534,857	\$ 550,099	\$ 308,778	\$ 528,859
	\$ (1,221)	\$ (2,284)	\$ 2,132	\$ (80)	\$ 2,212	\$ (88)	\$ 2,354	\$ (501)	\$ 3,913
	15	24	(22)	(46)	24	(48)	(73)	(45)	(13)
	(69)	(69)	(325)	-	(325)	-	(256)	(820)	572
	(1,275)	(2,329)	1,785	(126)	1,911	(136)	2,025	(1,366)	4,472
	(117)	31	(920)	(1,036)	116	(1,776)	(1,589)	(949)	(1,633)
	\$ (1,392)	\$ (2,298)	\$ 865	\$ (1,162)	\$ 2,027	\$ (1,912)	\$ 436	\$ (2,315)	\$ 2,839
	2,425	(2,425)	7,911	-	(7,911)	-	-	-	1,629
	332	(332)	5,621	-	(5,621)	-	10,549	-	-
	113	(113)	4,618	-	(4,618)	-	8,985	-	1,110

WINDSOR REGIONAL HOSPITAL
Operating Results for the Seven Months Ending October 31, 2020
Consolidated - Met and Ouellette Campuses

Description	Current Month			Year To Date			Year End			Prior Year Actual	
	Actual	Fav/(Unfav)		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
Financial Performance Measures											
1 Total Margin - \$000's	\$ (1,155)	(2,344)		\$ 2,637	\$ 796	\$ 1,841	\$ 5,365	\$ 2,098	\$ 3,267	\$ (334)	\$ 6,167
2 Total Margin - %	-2.44%	-5.08%		0.81%	0.25%	0.55%	0.97%	0.39%	0.0%	-0.11%	1.16%
3 Unrestricted cash - \$000's	n/a	n/a		\$ 1,835	N/A	N/A	\$ 5,000	N/A	N/A	2,315	\$ 411
4 Current ratio	n/a	n/a		0.50	0.40	0.10	0.80	0.40	N/A	0.40	0.33
Capital equipment expenditures -											
5a Fiscal 2020 - 21 \$000's	\$ 6,783	n/a		\$ 9,206	\$ 4,246	\$ (4,960)	\$ 7,279	\$ 7,279	\$ -	\$ 5,145	\$ 11,829
5b C/F \$000's	\$ 1,830	n/a		\$ 4,300	\$ 337	\$ (3,963)	\$ 2,470	\$ 578	\$ -	\$ 5,004	\$ 5,414
5c Funded / Own Funds Capital Projects	\$ 450	n/a		\$ 6,933	\$ 16,953	\$ 10,020	\$ 29,062	\$ 29,062	\$ -	\$ 7,086	\$ 19,570
Patient Volume Measures											
1 Total Weighted Cases (est) - HIG	1,997	(106.33)		11,595	14,519	(2,924)	21,845	24,763	(2,918)	14,380	24,384
2 Acute separations (excl psych)	1,575	(470)		9,717	13,896	(4,179)	17,340	24,080	(6,740)	11,179	19,178
3 Acute pat. days (excl. psych)	6,957	(230)		43,151	48,844	(5,693)	77,162	84,626	(7,464)	48,844	82,935
4 Psychiatric - Adolescent pat. days	118	10		750	728	22	1,319	1,269	50	728	1,198
5 Emergency visits and ER holds	3,896	(737)		25,934	31,956	(6,022)	45,815	54,551	(8,736)	31,632	53,032
6 OR - Inpatient cases	341	9		1,657	2,347	(690)	3,019	3,909	(890)	2,372	3,896
7 OR - Day Surgery cases	621	(184)		2,685	5,707	(3,022)	5,372	9,484	(4,112)	5,595	9,054
8 Clinic visits	11,489	911		69,077	73,445	(4,368)	120,488	124,549	(4,061)	73,707	123,178
9 Community Services visits	689	(219)		3,279	6,270	(2,991)	24,000	10,695	13,305	6,136	10,135
Variable Revenue Volumes:											
(a) Hip procedures	15	9		49	47	2	56	67	(11)	49	90
(b) Knee procedures	30	(5)		75	251	(176)	321	410	(89)	239	390
(c) Pacemaker inserts	-	-		-	-	-	-	-	-	-	-
11 MRI Hours of Operation	525	(16)		3,678	3,888	(210)	6,622	6,364	258	3,677	6,268
12 CT Hours of Operation	743	4		5,127	4,790	337	8,904	8,696	208	5,055	8,604
Patient Access Measures & System Integration											
1 Acute Average LOS	4.42	0.12		4.44	4.54	0.10	4.45	4.54	0.09	4.37	4.32
2 Psych Average - Adolescent LOS	4.92	1.52		6.88	6.44	(0.44)	6.94	6.44	(0.50)	4.95	4.74
Organizational Health											
1 % Sick Time to Total Comp	5.50%	N/A		5.70%	3.70%	-2.00%	5.70%	3.70%	-2.00%	5.50%	5.70%
2 % Overtime to Total Comp	2.70%	N/A		2.40%	2.30%	-0.10%	2.40%	2.30%	0.10%	2.10%	2.30%
3 FTE staffing (Hospital Ops Only)	1,703.5	N/A		1,670.9	1,707.0	36.0	1,662.7	1,690.1	27.34	1,667.8	1,685.3

Statement # 3

WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION

As At October 31, 2020
(Amounts in 000's)

	October 31, 2020	March 31, 2020	October 31, 2020	March 31, 2020
ASSETS				
Current assets:				
Cash & short-term investments	1,835	-	-	-
Accounts Rec. - Ministry / CCO	25,153	6,348	-	11,623
- OHIP	11,190	8,306	18,040	25,266
- Other	6,634	6,142	7,136	4,235
Inventories	12,123	5,139	56,434	53,449
Prepaid & deferred charges	5,518	5,259	3,605	3,569
Due from related parties	3,285	2,116	742	742
	-	-	563	1,134
	-	-	45,000	-
Total current assets	65,739	33,310	131,520	100,018
Long term assets:				
Investments	6,145	6,044	70,921	56,218
Property, Plant, Equipment, Net	164,077	158,644	23,751	22,624
Construction in progress	44,500	37,807	960	1,340
	208,577	196,451	1,719	1,795
	214,723	202,495	7,006	6,934
Total long term assets	214,723	202,495	118,431	121,663
			222,788	210,574
Total assets	280,461	235,805	280,461	235,805
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 accrued benefit obligations				
Current portion of capital lease				
Ministry of Health - advance				
Total current liabilities			131,520	100,018
Long term liabilities:				
Bank loan				
Accrued benefit obligations				
Capital lease obligations				
Marked to market				
Sick benefits payable				
Deferred revenue - capital grants				
Remeasurement losses:			(1,719)	(1,795)
Net assets:			(72,127)	(72,992)
Total liabilities and net assets			280,461	235,805

Statement # 4

Windsor Regional Hospital
Statement of Cash Flows

For the Seven Months Ending October 31, 2020

With Comparative Amounts For the Year Ending March 31, 2020

(Amounts in 000's)

	October 31, 2020	March 31, 2020	Month of Oct 2020
OPERATING ACTIVITIES			
Net Surplus/(deficit) for the period	865	\$ 2,839	\$ 4,554
Add (deduct) non-cash items:			
Amortization of capital assets	8,312	13,947	1,263
Loss / (Gain) on disposal	-	-	-
Amortization of deferred capital contributions	(3,906)	(6,550)	(646)
	5,271	10,236	5,171
Cash flow from / (used in) operating balances	13,065	16,036	(4,341)
Cash provided by operating activities	18,336	26,272	830
INVESTING ACTIVITIES			
Purchase of capital assets	(20,439)	(36,812)	(9,063)
FINANCING ACTIVITIES			
Investments held for capital purposes	(101)	(479)	(13)
Loans payable	2,165	2,402	7,562
Capital grants and donations received	675	7,841	676
Notes payable and other long term liabilities	1,199	776	144
Cash provided by (used in) financing activities	3,938	10,540	8,370
Net increase (decrease) in cash during the period	1,835	-	\$ 137
Cash, beginning of period	-	-	1,698
Cash, end of period	1,835	\$ -	\$ 1,835



Media Report to the Board of Directors

Date: December Report

One hour COVID test machine arrives in Windsor

AM800, Oct. 20, 2020

<https://www.iheartradio.ca/am800/news/one-hour-covid-test-machine-arrives-in-windsor-1.13756577>

New screening process for hospital visitors

Blackburn News, Oct. 20, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/10/20/new-screening-process-hospital-visitors/>

WRH rolls out new online COVID-19 screening form

AM800, Oct. 20, 2020

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-rolls-out-new-online-covid-19-screening-form-1.13761004>

Anti-COVID rally planned for Sunday in Windsor

AM800, Oct. 20, 2020

<https://www.iheartradio.ca/am800/news/anti-covid-rally-planned-for-sunday-in-windsor-1.13757872>

WRH reduces hours at St. Clair College COVID-19 Assessment Centre

CTV Windsor, Oct. 20, 2020

<https://windsor.ctvnews.ca/wrh-reduces-hours-at-st-clair-college-covid-19-assessment-centre-1.5152592>

Survey shows strong support for hospital site in wards outside core

Windsor Star, Oct. 21, 2020

<https://windsorstar.com/news/local-news/survey-shows-very-strong-support-for-hospital-site-in-wards-outside-core>

Reader letter: Hospital upgrade repair funds greatly appreciated

Windsor Star, Oct. 21, 2020

<https://windsorstar.com/opinion/letters/reader-letter-hospital-upgrade-repair-funds-greatly-appreciated>

‘I don’t think I’ve ever seen so much interest in the flu shot’: demand soars for flu vaccine

CTV Windsor, Oct. 21, 2020

<https://windsor.ctvnews.ca/i-don-t-think-i-ve-ever-seen-so-much-interest-in-the-flu-shot-demand-soars-for-flu-vaccine-1.5155344>

Tracking COVID-19 in wastewater a good indicator of community spread, researchers confirm

CBC Windsor, Oct. 21, 2020

<https://www.cbc.ca/news/canada/windsor/covid-19-waste-water-community-cases-1.5771666>

Bollywood fundraiser donates \$18,000 to WRH

Blackburn News, Oct. 21, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/10/22/bollywood-fundraiser-donates-18000-wrh/>

Bollywood musical in India raises \$18,000 for WRH

Windsor Star, Oct. 21, 2020

<https://windsorstar.com/news/local-news/bollywood-musical-in-india-raises-18000-for-windsor-regional-hospital>

Nine drug overdoses reported in 24-hour period in Windsor-Essex

AM800, Oct. 23, 2020

<https://www.iheartradio.ca/am800/news/9-drug-overdoses-reported-in-24-hour-period-in-windsor-essex-1.13778758>

Increase in drug-related overdoses reported in Windsor-Essex

CTV Windsor, Oct. 22, 2020

<https://windsor.ctvnews.ca/increase-in-drug-related-overdoses-reported-in-windsor-essex-1.5156764>

Windsor police will soon equip some officers with life-saving naloxone

CBC Windsor, Oct. 22, 2020

<https://www.cbc.ca/news/canada/windsor/opioid-overdose-windsor-essex-1.5773388>

Increased overdoses reported in Windsor-Essex

Blackburn News, Oct. 23, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/10/22/increased-overdoses-reported-windsor-essex/>

Windsor-Essex health officials remain on alert for 2nd wave despite lull in COVID-19 cases

CBC Windsor, Oct. 24, 2020

<https://www.cbc.ca/news/canada/windsor/covid-19-windsor-essex-second-wave-1.5774962>

No mask protest movement gains supporters

Windsor Star, Oct. 25, 2020

<https://windsorstar.com/news/local-news/no-mask-protest-movement-gains-supporters>

More than 100 people gather for COVID-19 protest in Windsor

AM800, Oct. 25, 2020

<https://www.iheartradio.ca/am800/news/more-than-100-people-gather-for-covid-19-protest-in-windsor-1.13795613>

Windsor protesters rally against COVID-19 protocols

CTV Windsor, Oct. 25, 2020

<https://windsor.ctvnews.ca/windsor-protestors-rally-against-covid-19-protocols-1.5160294>

Medical officer of health speaks out against anti-COVID rally

AM800, Oct. 24, 2020

<https://www.iheartradio.ca/am800/news/medical-officer-of-health-speaks-out-against-anti-covid-rally-1.13781370>

Do Good Divas to host virtual fundraiser

Windsor Star, Oct. 24, 2020

<https://windsorstar.com/news/local-news/do-good-divas>

Local health care workers asked to complete survey about mental health during pandemic

CTV Windsor, Oct. 26, 2020

<https://windsor.ctvnews.ca/local-healthcare-workers-asked-to-complete-survey-about-mental-health-during-pandemic-1.5161265>

Climbing COVID-19 cases in Ontario concerns top doc in Windsor-Essex

Windsor Star, Oct. 26, 2020

<https://windsorstar.com/news/local-news/climbing-covid-19-cases-in-ontario-concerns-top-doc-in-windsor-essex>

No mask protest movement gains supporters

Windsor Star, Oct. 26, 2020

<https://windsorstar.com/news/local-news/no-mask-protest-movement-gains-supporters>

Dr. Ahmed begging community to follow COVID-19 safety measures

AM800, Oct. 26, 2020

<https://www.iheartradio.ca/am800/news/dr-ahmed-begging-community-to-follow-covid-19-safety-measures-1.13800830>

Windsor, provincial COVID-19 numbers go in different directions

CBC Windsor, Oct. 26, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-oct-26-1.5776885>

Mayor asks council to stand with me to support new hospital

Windsor Star, Nov. 2, 2020

<https://windsorstar.com/news/local-news/mayor-asks-council-to-stand-with-me-to-support-new-hospital>

'It scares me' – WECHU reports 22 new COVID-19 cases in Windsor-Essex

CTV Windsor, Nov. 2, 2020

<https://windsor.ctvnews.ca/it-scares-me-wechu-reports-22-new-covid-19-cases-in-windsor-essex-1.5170803>

Video: <https://windsor.ctvnews.ca/video?clipId=2068555>

'It scares me:' WECHU concerned about COVID-19 spread as 22 new cases reported

CBC Windsor, Nov. 2, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-nov-2-1.5786139>

COVID-19 case at the University of Windsor

AM800, Nov. 2, 2020

<https://www.iheartradio.ca/am800/news/covid-19-case-at-the-university-of-windsor-1.13868782>

COVID-19 case identified at Roseland Public School

Blackburn News, Nov. 2, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/02/covid-19-case-identified-roseland-public-school/>

50-50 draw changing lives together

AM800, Nov. 2, 2020

<https://www.iheartradio.ca/am800/audio/the-afternoon-news-50-50-draw-changing-lives-together-1.13864280>

Essex County Warden McNamara proud to have weathered storm, looks forward to strong future (references new hospital project)

Windsor Star, Nov. 3, 2020

<https://windsorstar.com/news/local-news/essex-county-warden>

Confirmed influenza in Windsor-Essex

AM800, Nov. 3, 2020

<https://www.iheartradio.ca/am800/news/confirmed-influenza-in-windsor-essex-1.13872613>

WECHU reports first confirmed flu case

Blackburn News, Nov. 3, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/03/wechu-reports-first-confirmed-flu-case/>

Confirmed case at University of Windsor

CBC Windsor, Nov. 3, 2020

<https://www.cbc.ca/news/canada/windsor/university-windsor-covid-case-1.5787620>

University of Windsor reports first on-campus COVID case

Windsor Star, Nov. 3, 2020

<https://windsorstar.com/news/local-news/university-of-windsor-reports-first-on-campus-covid-case>

COVID-19 case identified at University of Windsor

Blackburn News, Nov. 3, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/03/covid-19-case-identified-university-windsor/>

Windsor mayor asking council to support proposed new hospital

AM800, Nov. 4, 2020

<https://www.iheartradio.ca/am800/news/windsor-mayor-asking-council-to-support-proposed-new-hospital-1.13880085>

Top doc again sounds alarm against misinformation; WECHU reports three new COVID-19 case

Windsor Star, Nov. 4, 2020

<https://windsorstar.com/news/local-news/top-doc-again-sounds-alarm-against-misinformation-wechu-reports-three-new-covid-19-cases>

Flu shot shortage hits Windsor-Essex pharmacies as demand soars

CBC Windsor, Nov. 4, 2020

<https://www.cbc.ca/news/canada/windsor/flu-shot-windsor-essex-demand-1.5790139>

WECHU assessing its colour coded alert systems as province introduces its own colour based alerts

CBC Windsor, Nov. 4, 2020

<https://www.cbc.ca/news/canada/windsor/wechu-assessing-its-colour-coded-alert-system-as-province-introduces-its-own-colour-based-alerts-1.5789282>

Local COVID-19 alert system changing to match provincial framework

AM800, Nov. 4, 2020

<https://www.iheartradio.ca/am800/news/local-covid-19-alert-system-changing-to-match-provincial-framework-1.13885194>

WECHU to use local COVID-19 indicator for now

Blackburn News, Nov. 4, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/04/wechu-use-local-covid-19-indicator-for-now/>

CAMPP hopes to sway council votes with report on new regional hospital

AM800, Nov. 9, 2020

<https://www.iheartradio.ca/am800/news/campp-hopes-to-sway-council-votes-with-report-on-new-regional-hospital-1.13914320>

'Definitely headed in the wrong direction:' Health unit warns as Windsor-Essex COVID-19 cases rise

Nov. 9, 2020

<https://www.cbc.ca/news/canada/windsor/covid-19-windsor-essex-1.5795056>

'The warning bells are ringing loudly for us' – COVID-19 cases surge in Windsor-Essex

Windsor Star, Nov. 9, 2020

<https://windsorstar.com/news/local-news/covid-19-8>

Health unit investigates Halloween party on University of Windsor campus

Windsor Star, Nov. 9, 2020

<https://windsorstar.com/news/local-news/health-unit-investigates-halloween-party-on-university-of-windsor-campus>

Student Halloween party at UWindsor under investigation

AM800, Nov. 9, 2020

<https://www.iheartradio.ca/am800/news/student-halloween-party-at-uwindsor-under-investigation-1.13916718>

Nursing students at St. Clair College, University of Windsor test positive for COVID-19

Blackburn News, Nov. 9, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/09/nursing-students-st-clair-college-university-windsor-test-positive-covid-19/>

Nursing students test positive for COVID-19 while participating in placements at WRH

CTV Windsor, Nov. 8, 2020

<https://windsor.ctvnews.ca/nursing-students-test-positive-for-covid-19-while-participating-in-placements-at-windsor-regional-hospital-1.5180336>

Several nursing students test positive for COVID-19

Windsorite.ca, Nov. 8, 2020

<https://windsorite.ca/2020/11/several-nursing-students-test-positive-for-covid-19/>

Positive cases of COVID-19 trend upward over the weekend in Windsor-Essex County

CBC Windsor, Nov. 8, 2020

<https://www.cbc.ca/news/canada/windsor/covid-19-update-windsor-nov-8-1.5794554>

Windsor Regional Cancer Centre recognized by Cancer Care Ontario

CTV Windsor, Nov. 8, 2020

<https://windsor.ctvnews.ca/windsor-regional-cancer-centre-recognized-by-cancer-care-ontario-1.5180003>

Reader letter: CAMPP should not be vilified for ongoing questions on future of city's hospital care

Windsor Star, Nov. 8, 2020

<https://windsorstar.com/opinion/letters/reader-letter-campp-should-not-be-vilified-for-ongoing-questions-on-future-of-citys-hospital-care>

Guest column: hospital location not best choice for this community

Windsor Star, Nov. 7, 2020

<https://windsorstar.com/opinion/letters/guest-column-hospital-location-not-best-choice-for-this-community>

COVID-19 costing WRH \$2M per month

Windsor Star, Nov. 7, 2020

<https://windsorstar.com/news/local-news/covid-19-costing-windsor-regional-hospital-2m-per-month>

Third COVID-19 protest staged in downtown Windsor

AM800, Nov. 8, 2020

<https://www.iheartradio.ca/am800/news/third-covid-19-protest-staged-in-downtown-windsor-1.13913564>

Listen: Necessary trip across the border lands hospital CEO in self quarantine

AM800, Nov. 10, 2020

<https://www.iheartradio.ca/am800/news/listen-necessary-trip-across-the-border-lands-hospital-ceo-in-self-quarantine-1.13925573>

Council supports new hospital and location in 7-4 vote

Windsor Star, Nov. 9, 2020

<https://windsorstar.com/news/local-news/council-supports-new-hospital-and-location-in-7-4-vote>

Windsor throws support behind megahospital location

Blackburn News, Nov. 10, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/10/windsor-throws-support-behind-mega-hospital-location/>

City Council puts support behind new mega hospital in narrow vote

AM800, Nov. 9, 2020

<https://www.iheartradio.ca/am800/news/city-council-puts-support-behind-new-mega-hospital-in-narrow-vote-1.13922806>

After hours of debate, Windsor council votes to push province to prioritize mega-hospital

CBC Windsor, Nov. 10, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-mega-hospital-approved-1.5796158>

Windsor City Council in favour of proposed mega hospital

CTV Windsor, Nov. 10, 2020

<https://windsor.ctvnews.ca/windsor-city-council-votes-in-favour-of-proposed-mega-hospital-1.5182136>

Nursing placements halted at Windsor Regional Hospital after positive COVID-19 tests

CBC Windsor, Nov. 9, 2020

<https://www.cbc.ca/news/canada/windsor/wrh-suspends-student-placements-1.5795946>

Staff, patients at WRH being tested for COVID-19

AM800, Nov. 9, 2020

<https://www.iheartradio.ca/am800/news/staff-patients-at-windsor-regional-hospital-being-tested-for-covid-19-1.13924099>

WRH recommends 28 people test for COVID-19 after nursing students test positive

CTV Windsor, Nov. 9, 2020

<https://windsor.ctvnews.ca/windsor-regional-hospital-recommends-28-people-test-for-covid-19-after-nursing-students-test-positive-1.5181437>

Several students attending placements at Windsor Regional Hospital test positive for COVID-19

CBC Windsor, Nov. 9, 2020

<https://www.cbc.ca/news/canada/windsor/nursing-students-university-of-windsor-covid-19-1.5794880>

WRH reports five COVID-19 cases among nursing students

Windsor Star, Nov. 9, 2020

<https://windsorstar.com/news/local-news/windsor-regional-hospital-reports-five-covid-19-cases-among-nursing-students>

University of Windsor urges social distancing after unauthorized Halloween party

CTV Windsor, Nov. 10, 2020

<https://windsor.ctvnews.ca/uwindsor-urges-social-distancing-after-unauthorized-halloween-party-1.5180607>

Health unit investigates Halloween party on University of Windsor campus

Windsor Star, Nov. 10, 2020

<https://windsorstar.com/news/local-news/health-unit-investigates-halloween-party-on-university-of-windsor-campus>

More COVID-19 cases linked to Windsor area public schools

Blackburn News, Nov. 10, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/10/more-covid-19-cases-linked-to-windsor-area-public-schools/>

COVID risk sends 22 St. Joseph's high school students home

Windsor Star, Nov. 10, 2020

<https://windsorstar.com/news/local-news/covid-risk-sends-22-st-josephs-high-school-students-home>

Six new COVID-19 cases reported in Windsor-Essex

CTV Windsor, Nov. 10, 2020

<https://windsor.ctvnews.ca/six-new-covid-19-cases-reported-in-windsor-essex-1.5182319>

Six new cases of COVID-19 in Windsor-Essex

AM800, Nov. 10, 2020

<https://www.iheartradio.ca/am800/news/six-new-cases-of-covid-19-in-windsor-essex-1.13925431>

Six new COVID-19 cases in Windsor-Essex

Blackburn News, Nov. 10, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/10/six-new-covid-19-cases-windsor-essex-2/>

Jarvis: While we debate the new hospital's location, COVID-19 cases surge

Windsor Star, Nov. 10, 2020

<https://windsorstar.com/news/local-news/jarvis-while-we-debate-the-new-hospitals-location-covid-19-cases-surge>

CAMPP waiting to hear from divisional court on how to fight against mega-hospital plans

CBC Windsor, Nov. 10, 2020

<https://www.cbc.ca/news/canada/windsor/mega-hospital-campp-divisional-court-1.5797815>

Cross-border trip identifies bigger issue: Musyj

AM800, Nov. 11, 2020

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WRH CEO self isolating after securing medication stateside

CTV Windsor, Nov. 10, 2020

<https://windsor.ctvnews.ca/windsor-regional-hospital-ceo-self-isolating-after-securing-medication-stateside-1.5182830>

Hospital CEO David Musyj under quarantine after crossing border to get patient meds

Windsor Star, Nov. 10, 2020

<https://windsorstar.com/news/local-news/hospital-ceo-david-musyj-under-quarantine-after-crossing-border-to-get-patient-meds>

WRH launches Coping with Covid interactive webcasts

CTV Windsor, Nov. 10, 2020

<https://windsor.ctvnews.ca/windsor-regional-hospital-launches-coping-with-covid-interactive-webcasts-1.5182737>

Additional hospital beds coming to Chatham-Kent, Windsor-Essex

Blackburn News, Nov. 10, 2020

<https://blackburnnews.com/chatham/chatham-news/2020/11/10/additional-hospital-beds-coming-chatham-kent-windsor-essex/>

COVID-19 outbreak declared in University of Windsor student residence

CTV Windsor, Nov. 10, 2020

<https://windsor.ctvnews.ca/covid-19-outbreak-declared-in-university-of-windsor-student-residence-1.5182798>

COVID-19 outbreak at University of Windsor residence after 18 students go to Halloween party

CBC Windsor, Nov. 10, 2020

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COVID-19 outbreak declared at University of Windsor residence

Windsor Star, Nov. 10, 2020

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COVID-19 outbreak declared at University of Windsor student residence

AM800, Nov. 10, 2020

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Doctor plans to turn long abandoned downtown eyesore into medical centre

Windsor Star, Nov. 10, 2020

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Hospital CEO drives across U.S. border to secure medication for ICU patient amid COVID-19

CBC Windsor, Nov. 11, 2020

<https://www.cbc.ca/news/canada/windsor/pandemic-windsor-medication-hospital-1.5798369>

Jarvis: COVID-19 cases going up, restrictions going down

Windsor Star, Nov. 11, 2020

<https://windsorstar.com/news/local-news/jarvis-covid-19-cases-going-up-restrictions-going-down>

WRH asking patients to screen for COVID-19 online before scheduled appointments

CTV Windsor, Nov. 11, 2020

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Coping With Covid Community Discussion

AM800, Nov. 11, 2020

<https://www.iheartradio.ca/am800/news/watch-coping-with-covid-community-discussion-1.13932309>

Everyone just wanted to hang out, says UWindsor student about party that led to COVID outbreak

CBC Windsor, Nov. 11, 2020

<https://www.cbc.ca/news/canada/windsor/university-windsor-covid-outbreak-student-1.5798850>

COVID-19 outbreak declared at UWindsor residence

Windsor Star, Nov. 11, 2020

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Jarvis: 173 days in hospital with COVID-19 — 'He's a warrior'

Windsor Star, Nov. 12, 2020

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WRH CEO quarantining after trip to Michigan

Blackburn News, Nov. 12, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/12/wrh-ceo-quarantining-trip-michigan/>

Long-term care resident and family face concerns as COVID outbreak spikes to 15 cases at Iler Lodge

CBC Windsor, Nov. 12, 2020

<https://www.cbc.ca/news/canada/windsor/iler-lodge-ltc-covid-15-cases-1.5800255>

Windsor-Essex sees its highest new daily case count in months

CBC Windsor, Nov. 12, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-new-cases-spike-1.5799140>

WECHU reports highest single-day COVID-19 case jump since July

Windsor Star, Nov. 12, 2020

<https://windsorstar.com/news/local-news/wechu-reports-highest-single-day-covid-19-case-jump-since-july>

Migrant advocacy group pushes for immigrant status following tribunal victory, rising COVID-19 cases

CTV Windsor, Nov. 12, 2020

<https://windsor.ctvnews.ca/migrant-advocacy-group-pushes-for-immigrant-status-following-tribunal-victory-rising-covid-19-cases-1.5186830>

Contract workers from Windsor-Essex brought COVID-19 to Chatham-Kent workplace

Blackburn News, Nov. 12, 2020

<https://blackburnnews.com/chatham/chatham-news/2020/11/12/contract-workers-windsor-essex-brought-covid-19-chatham-kent-workplace1/>

Another Death Linked to COVID-19, 24 New Cases in Windsor-Essex

AM800, Nov. 17, 2020

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One new death, 24 new COVID-19 cases reported in Windsor-Essex

CTV Windsor, Nov. 17, 2020

<https://windsor.ctvnews.ca/one-new-death-24-new-covid-19-cases-reported-in-windsor-essex-1.5192239>

Nine people in hospital due to COVID-19

Blackburn News, Nov. 16, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/16/nine-people-hospital-due-covid-19/>

HDGH Suspending Visitors

AM800, Nov. 16, 2020

<https://www.iheartradio.ca/am800/news/hdgh-suspending-visitors-1.13967822>

Nine People with COVID-19 in Hospital; Two in ICU

AM800, Nov. 17, 2020

<https://www.iheartradio.ca/am800/news/nine-people-with-covid-19-in-hospital-two-in-icu-1.13965450>

Windsor nurses voice concerns at provincial nursing association meeting

CBC Windsor, Nov. 16, 2020

<https://www.cbc.ca/news/canada/windsor/rnao-nurses-issues-meeting-1.5804588>

Windsor-Essex sees spike in COVID-19 hospitalizations

CBC Windsor, Nov. 16, 2020

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35 Recommendation Action Plan for Agri-Farm Sector

AM800, Nov. 16, 2020

<https://www.iheartradio.ca/am800/news/35-recommendation-action-plan-for-agri-farm-sector-1.13966975>

Erie Shores Healthcare recognized for low cancer surgery wait times

CTV Windsor, Nov. 16, 2020

<https://windsor.ctvnews.ca/erie-shores-healthcare-recognized-for-low-cancer-surgery-wait-times-1.5191689>

Hôtel-Dieu Grace temporarily suspends visitors as COVID cases rise in region

CBC Windsor, Nov. 16, 2020

<https://www.cbc.ca/news/canada/windsor/hdg-visitors-suspended-covid-19-1.5803959>

Hotel-Dieu Grace Healthcare temporarily suspending visitors

Windsor Star, Nov. 16, 2020

<https://windsorstar.com/news/local-news/hotel-dieu-grace-healthcare-temporarily-suspending-visitors>

Health unit reports growing COVID-19 hospitalizations, 11 new cases as region moves to yellow zone

Windsor Star, Nov. 16, 2020

<https://windsorstar.com/news/local-news/health-unit-reports-growing-covid-19-hospitalizations-11-new-cases-as-region-moves-to-yellow-zone>

Slight drop in new COVID-19 cases, but increase in hospitalizations in Windsor-Essex

CTV Windsor, Nov. 16, 2020

<https://windsor.ctvnews.ca/slight-drop-in-new-covid-19-cases-but-increase-in-hospitalizations-in-windsor-essex-1.5190596>

Long-term care resident dies, 24 new COVID-19 cases reported in Windsor-Essex

CTV Windsor, Nov. 17, 2020

<https://windsor.ctvnews.ca/long-term-care-resident-dies-24-new-covid-19-cases-reported-in-windsor-essex-1.5192239>

Windsor-Essex reports 77th COVID-19 death, dozens more cases

CBC Windsor, Nov. 17, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-19-death-1.5804800>

WECHU reports first COVID-19 death since September, 24 new cases

Windsor Star, Nov. 17, 2020

<https://windsorstar.com/news/local-news/wechu-reports-first-covid-19-death-since-september-24-new-cases>

UPDATE: Another Death Linked to COVID-19, 24 New Cases in Windsor-Essex

AM800, Nov. 17, 2020

<https://www.iheartradio.ca/am800/news/update-another-death-linked-to-covid-19-24-new-cases-in-windsor-essex-1.13971941>

WECHU reports first COVID-19 death since September

Blackburn News, Nov. 17, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/17/wechu-reports-first-covid-19-death-since-september/>

Entire school in Windsor dismissed after COVID-19 outbreak declared

CBC Windsor, Nov. 17, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-school-outbreak-closure-1.5806003>

Windsor elementary school to close after outbreak declared

Blackburn News, Nov. 17, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/17/outbreak-declared-windsor-elementary-school/>

WECHU declares COVID-19 outbreak at Frank W. Begley Elementary School

CTV Windsor, Nov. 17, 2020

<https://windsor.ctvnews.ca/wechu-declares-covid-19-outbreak-at-frank-w-begley-elementary-school-1.5193443>

Hotel-Dieu Grace Healthcare launches Tree of Lights Campaign, receives \$10,000 donation

CTV Windsor, Nov. 17, 2020

<https://windsor.ctvnews.ca/hotel-dieu-grace-healthcare-launches-tree-of-lights-campaign-receives-10-000-donation-1.5193386>

HDGH Tree of Lights Campaign Launched

AM800, Nov. 17, 2020

<https://www.iheartradio.ca/am800/news/hdgh-tree-of-lights-campaign-launched-1.13973801>

Rise in Windsor-Essex COVID-19 hospitalizations and ICU admissions a 'danger sign'

CBC Windsor, Nov. 18, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-19-hospitalization-cases-1.5806353>

WECHU piecing together Begley School COVID-19 outbreak

CTV Windsor, Nov. 18, 2020

<https://windsor.ctvnews.ca/wechu-piecing-together-begley-school-covid-19-outbreak-after-3-staff-members-test-positive-1.5194135>

Video: <https://windsor.ctvnews.ca/video?clipId=2079867>

COVID-19 test recommended for Begley public school staff and students

AM800, Nov. 18, 2020

<https://www.iheartradio.ca/am800/news/covid-19-test-recommended-for-begley-public-school-staff-and-students-1.13979528>

Windsor patients taking part in COVID-19 treatment trials

AM800, Nov. 18, 2020

<https://www.iheartradio.ca/am800/news/windsor-patients-taking-part-in-covid-19-treatment-trials-1.13985339>

Public health enforcement measures stepped throughout region

Blackburn News, Nov. 19, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/19/public-health-enforcement-measures-stepped-throughout-region/>

Area mayors pledge to step up COVID-19 enforcement

AM800, Nov. 18, 2020

<https://www.iheartradio.ca/am800/news/area-mayors-pledge-to-step-up-covid-19-enforcement-1.13982847>

It's time for enforcement of COVID-19 rules warn Windsor-Essex mayors

Windsor Star, Nov. 18, 2020

<https://windsorstar.com/news/local-news/its-time-for-enforcement-of-covid-19-rules-warn-windsor-essex-mayors>

Jarvis: Opioid deaths spike in shadow of COVID-19

Windsor Star, Nov. 18, 2020

<https://windsorstar.com/news/local-news/jarvis-opioid-deaths-spike-in-shadow-of-covid-19>

Begley has largest COVID outbreak in Ontario with 26 confirmed cases

Windsor Star, Nov. 22, 2020

<https://windsorstar.com/news/local-news/begley-has-largest-covid-outbreak-in-ontario-with-26-confirmed-cases>

ESHC implements new directives as region moves into orange level of COVID-19 restrictions

CTV Windsor, Nov. 22, 2020

<https://windsor.ctvnews.ca/erie-shores-healthcare-implements-new-directives-as-region-moves-into-orange-level-of-covid-19-restrictions-1.5199984>

Tighter COVID-19 restrictions prompt changes at ESHC

Blackburn News, Nov. 22, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/22/tighter-covid-19-restrictions-prompt-changes-erie-shores-healthcare/>

COVID-19 bylaw enforcement blitz announced for Windsor

Windsor Star, Nov. 21, 2020

<https://windsorstar.com/news/local-news/covid-19-bylaw-enforcement-blitz-announced-for-windsor>

As Windsor-Essex prepares for orange zone, local businesses faced with tough decisions

CTV Windsor, Nov. 22, 2020

<https://windsor.ctvnews.ca/as-windsor-essex-prepares-for-orange-zone-local-businesses-faced-with-tough-decisions-1.5200056>

Region faces new restrictions as Windsor-Essex moves into province's orange COVID-19 category

CBC Windsor, Nov. 22, 2020

<https://www.cbc.ca/news/canada/windsor/region-faces-windsor-orange-restrictions-school-1.5810518>

Windsor-Essex officials highlight mental health resources as COVID measures tighten

AM800, Nov. 20, 2020

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Mental health advocates urging self care as winter approaches

Windsor Star, Nov. 20, 2020

<https://windsorstar.com/news/local-news/mental-health-advocates-urging-self-care-as-winter-approaches>

Chatham-Kent sees its first COVID-19 school outbreak

CBC Windsor, Nov. 23, 2020

<https://www.cbc.ca/news/canada/windsor/chatham-kent-school-outbreak-covid-19-1.5812292>

Second COVID-19 wave becoming more dangerous than first in Windsor-Essex, top doc says

Windsor Star, Nov. 23, 2020

<https://windsorstar.com/news/local-news/second-covid-19-wave-becoming-more-dangerous-than-first-in-windsor-essex-top-doc-says>

Second wave outpacing first Windsor-Essex

Blackburn News, Nov. 23, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/23/second-wave-outpacing-first-windsor-essex/>

UWindsor study reveals toll of COVID-19 on Ontario health-care workers

CBC Windsor, Nov. 23, 2020

<https://www.cbc.ca/news/canada/windsor/study-covid-toll-health-care-workers-1.5813647>

Windsor mayor breaks COVID restrictions at restaurant, just hours after urging zero tolerance

CBC Windsor, Nov. 23, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-mayor-dining-covid-1.5812980>

Mayor admits to breaking COVID rules at dinner; will donate to charity

Windsor Star, Nov. 23, 2020

<https://windsorstar.com/news/local-news/mayor-admits-to-breaking-covid-rules-at-dinner-will-donate-to-charity>

Just Under 300 Begley Elementary School Students Tested for COVID-19

AM800, Nov. 23, 2020

<https://www.iheartradio.ca/am800/news/just-under-300-begley-elementary-school-students-tested-for-covid-19-1.14013588>

Windsor-Essex has the province's largest COVID-19 school outbreak with 39 cases

CBC Windsor, Nov. 23, 2020

<https://www.cbc.ca/news/canada/windsor/covid-19-windsor-essex-1.5812308>

Begley has largest COVID outbreak in Ontario with 26 confirmed cases

Windsor Star, Nov. 23, 2020

<https://windsorstar.com/news/local-news/begley-has-largest-covid-outbreak-in-ontario-with-26-confirmed-cases>

Windsor's Frank W Begley Public School reporting 37 confirmed COVID-19 cases

CTV Windsor, Nov. 23, 2020

<https://windsor.ctvnews.ca/windsor-s-frank-w-begley-public-school-reporting-37-confirmed-covid-19-cases-1.5200385>

High Risk COVID-19 Cases Identified at Public School Board

AM800, Nov. 23, 2020

<https://www.iheartradio.ca/am800/news/high-risk-covid-19-cases-identified-at-public-school-board-1.14017489>

Self-testing for secondary students

CTV Windsor, Nov. 24, 2020

<https://windsor.ctvnews.ca/video?clipId=2084066>

Transition to orange zone causes confusion

CTV Windsor, Nov. 24, 2020

<https://windsor.ctvnews.ca/mobile/video?binId=1.1143900>

Second COVID-19 wave becoming more dangerous than first in Windsor-Essex, top doc says

Windsor Star, Nov. 24, 2020

<https://windsorstar.com/news/local-news/second-covid-19-wave-becoming-more-dangerous-than-first-in-windsor-essex-top-doc-says>

Public health warns Windsor-Essex on a 'dangerous trajectory' as COVID-19 outbreaks, cases rise

CBC Windsor, Nov. 24, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-19-1.5813800>

Catholic school board did all they could to prevent outbreak: Dr. Ahmed

AM800, Nov. 25, 2020

<https://www.iheartradio.ca/am800/news/catholic-school-board-did-all-they-could-to-prevent-outbreak-dr-ahmed-1.14026806>

Gretzky criticizes circumstances around Begley outbreak

Blackburn News, Nov. 24, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/25/gretzky-criticizes-circumstances-around-begley-outbreak/>

COVID has closed 2 Windsor schools: How to talk to your kids about school COVID-19 cases

CBC Windsor, Nov. 24, 2020

<https://www.cbc.ca/news/canada/windsor/talking-kids-covid-cases-1.5813692>

More Windsor-Essex schools reporting COVID-19 cases

Blackburn News, Nov. 24, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/24/more-windsor-essex-schools-reporting-covid-19-cases/>

COVID-19 spike at local long-term care facility

AM800, Nov. 24, 2020

<https://www.iheartradio.ca/am800/news/covid-19-spike-at-local-long-term-care-facility-1.14022895>

Bellewood Public School and Massey Secondary report COVID-19 cases

CTV Windsor, Nov. 24, 2020

<https://windsor.ctvnews.ca/bellewood-public-school-and-massey-secondary-report-covid-19-cases-1.5202964>

RIA Financial added to Windsor-Essex COVID-19 potential exposure list

CTV Windsor, Nov. 24, 2020

<https://windsor.ctvnews.ca/ria-financial-added-to-windsor-essex-covid-19-potential-exposure-list-1.5203039>

Possible COVID-19 exposure at RIA Financial

Blackburn News, Nov. 24, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/24/possible-covid-19-exposure-ria-financial/>

Local anti-COVID-19 rally co-organizer calls Mayor Dilkens a hypocrite

AM800, Nov. 24, 2020

<https://www.iheartradio.ca/am800/news/local-anti-covid-19-rally-co-organizer-calls-mayor-dilkens-a-hypocrite-1.14022756>

Windsor, ON mayor making \$750 donation after violating COVID-19 dining rules

CTV Windsor, Nov. 24, 2020

<https://windsor.ctvnews.ca/windsor-ont-mayor-making-750-donation-after-violating-covid-19-dining-rules-1.5202151>

Windsor's top doc says everyone needs to take responsibility, as Mayor breaks COVID-19 rules

CBC Windsor, Nov. 24, 2020

<https://www.cbc.ca/news/canada/windsor/mayor-windsor-essex-covid-1.5814204>

Dilkens donates to charity after breaking COVID-19 restrictions

Blackburn News, Nov. 24, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/24/dilkens-donates-charity-breaking-covid-19-restrictions/>

Windsor moves closer to red zone as new COVID-19 cases increase

CTV Windsor, Nov. 25, 2020

<https://windsor.ctvnews.ca/windsor-moves-closer-to-red-zone-as-new-covid-19-cases-increase-1.5203740>

High COVID-19 rates move Windsor-Essex closer to province's red zone

CBC Windsor, Nov. 25, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-19-nov-25-1.5815455>

Windsor-Essex heading towards red status

AM800, Nov. 25, 2020

<https://www.iheartradio.ca/am800/news/windsor-essex-heading-towards-red-status-1.14029572>

Windsor-Essex surpasses red level thresholds

Blackburn News, Nov. 25, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/25/windsor-essex-surpasses-red-level-thresholds/>

Windsor-Essex COVID-19 numbers already in red status says health unit

Windsor Star, Nov. 25, 2020

<https://windsorstar.com/news/local-news/windsor-essex-covid-19-numbers-already-in-red-status-says-health-unit>

Religious exemption from masks doesn't exist advises Windsor-Essex health unit

Windsor Star, Nov. 25, 2020

<https://windsorstar.com/news/local-news/religious-exemption-from-masks-doesnt-exist-advises-windsor-essex-health-unit>

Reader letter: Incredible hospital staff deserve new facilities

Windsor Star, Nov. 25, 2020

<https://windsorstar.com/opinion/letters/reader-letter-incredible-hospital-staff-deserve-new-facilities>

Students sent home after COVID-19 confirmed at Catholic school

Blackburn News, Nov. 25, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/25/students-sent-home-covid-19-confirmed-windsor-catholic-school/>

Student Cohort Dismissed After COVID-19 Found at Corpus Christi Middle School

AM800, Nov. 25, 2020

<https://www.iheartradio.ca/am800/news/student-cohort-dismissed-after-covid-19-found-at-corpus-christi-middle-school-1.14031892>

WECDSB confirms COVID-19 case at Windsor middle school, 24 students dismissed

CTV Windsor, Nov. 25, 2020

<https://windsor.ctvnews.ca/wecdsb-confirms-covid-19-case-at-windsor-middle-school-24-students-dismissed-1.5204858>

Three Restaurants Identified as Possible COVID-19 Exposure Points

AM800, Nov. 25, 2020

<https://www.iheartradio.ca/am800/news/three-restaurants-identified-as-possible-covid-19-exposure-points-1.14031196>

Applebee's and Tabouli added to Windsor-Essex COVID-19 possible exposure list

CTV Windsor, Nov. 25, 2020

<https://windsor.ctvnews.ca/applebee-s-and-tabouli-added-to-windsor-essex-covid-19-possible-exposure-list-1.5204665>

COVID-19 exposure alert issued for two local restaurants

Blackburn News, Nov. 25, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/25/covid-19-exposure-alert-issued-two-local-restaurants/>

Tecumseh Councillor acclaimed as PC candidate in Windsor-Tecumseh (*references new hospital project*)

Blackburn News, Nov. 25, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/26/tecumseh-councillor-acclaimed-pc-candidate-windsor-tecumseh/>

Tecumseh Councillor Andrew Dowie to Run for PCs in Windsor-Tecumseh (*references new hospital project*)

AM800, Nov. 25, 2020

<https://www.iheartradio.ca/am800/news/tecumseh-councillor-andrew-dowie-to-run-for-pcs-in-windsor-tecumseh-1.14033523>

Chatham-Kent Public Health visual illustrates far-reaching effect of church outbreak

CBC Windsor, Nov. 25, 2020

<https://www.cbc.ca/news/canada/windsor/chatham-kent-infographic-outbreak-1.5816949>

Windsorites say they intend to follow holiday recommendations

CBC Windsor, Nov. 25, 2020

<https://www.cbc.ca/news/canada/windsor/windsorites-say-they-intend-to-follow-holiday-recommendations-1.5816796>

Access to mental health services top priority in 2020 Vital Signs report

Windsor Star, Nov. 25, 2020

<https://windsorstar.com/news/local-news/vital-signs-report>

COVID-19 outbreak declared to seventh floor of WRH's Ouellette Campus

CTV Windsor, Nov. 30, 2020

<https://windsor.ctvnews.ca/covid-19-outbreak-declared-for-seventh-floor-of-wrh-s-ouellette-campus-1.5210022>

WRH responds to 7th floor COVID-19 outbreak at Ouellette Campus

Windsor Star, Nov. 30, 2020

<https://windsorstar.com/news/local-news/windsor-regional-responds-to-7th-floor-covid-19-outbreak-at-ouellette-campus>

Windsor Regional declares outbreak at Ouellette Campus

Blackburn News, Nov. 30, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/30/windsor-regional-declares-outbreak-ouellette-campus/>

Region sees new cases of COVID-19 Sunday; outbreak declared at HDGH

AM800, Nov. 29, 2020

<https://www.iheartradio.ca/am800/news/region-sees-26-new-cases-of-covid-19-sunday-outbreak-declared-at-hdgh-1.14055561>

Hotel-Dieu Grace Healthcare declares COVID-19 outbreak

CTV Windsor, Nov. 29, 2020

<https://windsor.ctvnews.ca/hotel-dieu-grace-healthcare-declares-covid-19-outbreak-1.5209463>

Outbreak declared at Hôtel-Dieu Grace's rehab unit

CBC Windsor, Nov. 29, 2020

<https://www.cbc.ca/news/canada/windsor/outbreak-hotel-dieu-grace-healthcare-cluster-1.5821256>

WECHU investigating clusters of COVID-19 cases at hospitals

CBC Windsor, Nov. 29, 2020

<https://www.cbc.ca/news/canada/windsor/wechu-investigating-clusters-of-covid-19-cases-at-hospitals-1.5819631>

WECHU investigating COVID-19 clusters at two hospitals

Blackburn News, Nov. 27, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/27/wechu-investigating-covid-19-clusters-two-hospitals/>

COVID-19 clusters identified at Windsor Regional, Hotel-Dieu Grace hospitals

Windsor Star, Nov. 27, 2020

<https://windsorstar.com/news/local-news/covid-19-clusters-identified-at-windsor-regional-hotel-dieu-grace-hospitals>

Cluster of COVID-19 cases at two Windsor hospitals

AM800, Nov. 27, 2020

<https://www.iheartradio.ca/am800/news/cluster-of-covid-19-cases-at-two-windsor-hospitals-1.14042987>

Our Lady of Mount Carmel and St. Joseph elementary schools dismiss three cohorts

CTV Windsor, Nov. 30, 2020

<https://windsor.ctvnews.ca/our-lady-of-mount-carmel-and-st-joseph-elementary-schools-dismiss-three-cohorts-1.5209848>

3 cohorts at 2 Windsor-Essex elementary schools dismissed over COVID-19 cases

CBC Windsor, Nov. 30, 2020

<https://www.cbc.ca/news/canada/windsor/covid-windsor-essex-schools-1.5821624>

Cohorts dismissed at Catholic elementary schools

AM800, Nov. 29, 2020

<https://www.iheartradio.ca/am800/news/cohorts-dismissed-at-catholic-elementary-schools-due-to-covid-19-1.14057713>

Catholic schools in Windsor dismiss three cohorts due to COVID-19

Blackburn News, Nov. 29, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/29/catholic-schools-windsor-dismiss-three-cohorts-due-covid-19/>

'Calm in a very stressful situation': Principal on how W.J. Langlois managed its COVID-19 shutdown

CBC Windsor, Nov. 27, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-school-covid-shutdown-1.5819290>

Three businesses possibly exposed to COVID-19

Blackburn News, Nov. 27, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/27/three-businesses-possibly-exposed-covid-19/>

Several businesses added to WECHU's possible COVID-19 exposure list

AM800, Nov. 27, 2020

<https://www.iheartradio.ca/am800/news/several-businesses-added-to-wechu-s-possible-covid-19-exposure-list-1.14043158>

'It doesn't look good' – Windsor-Essex moves to red status as health unit reports 51 new COVID-19 cases

Windsor Star, Nov. 27, 2020

<https://windsorstar.com/news/local-news/it-doesnt-look-good-windsor-essex-moves-to-red-status-as-health-unit-reports-51-new-covid-19-cases>

Top doc rescinds masking order in favour of stricter provincial mask rules

Windsor Star, Nov. 27, 2020

<https://windsorstar.com/news/local-news/top-doc-rescinds-masking-order-in-favour-of-stricter-provincial-mask-rules>

Windsor-Essex health unit asks for more support as COVID-19 cases rise

CBC Windsor, Nov. 27, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-19-cases-1.5819096>

Health unit reports 26 new COVID-19 cases in Windsor-Essex

CTV Windsor, Nov. 29, 2020

<https://windsor.ctvnews.ca/health-unit-reports-26-new-covid-19-cases-in-windsor-essex-1.5209245>

26 new COVID-19 cases in region; outbreak declared at HDGH

Blackburn News, Nov. 29, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/29/26-new-covid-19-cases-region-outbreak-declared-hotel-dieu-grace/>

Windsor-Essex COVID-19 counts spike by 63 new cases, one death

Windsor Star, Nov. 28, 2020

<https://windsorstar.com/news/local-news/windsor-essex-covid-19-counts-spike-by-63-new-cases-one-new-death>

Health unit reports 63 new cases of COVID-19 and one additional death Saturday

AM800, Nov. 28, 2020

<https://www.iheartradio.ca/am800/news/health-unit-reports-63-new-cases-of-covid-19-and-one-additional-death-saturday-1.14047634>

Another death, 63 new cases of COVID-19 in Windsor-Essex

Blackburn News, Nov. 28, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/28/another-death-63-new-cases-covid-19-windsor-essex/>

Windsor-Essex moving to 'red' category of COVID-19 restrictions

CBC Windsor, Nov. 27, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-red-covid19-1.5819398>

Windsor-Essex moving to red control level

AM800, Nov. 27, 2020

<https://www.iheartradio.ca/am800/news/windsor-essex-moving-to-red-control-level-1.14042684>

Windsor-Essex moving to red zone of provincial COVID-19 shutdown framework

CTV Windsor, Nov. 27, 2020

<https://windsor.ctvnews.ca/windsor-essex-moving-to-red-zone-of-provincial-covid-19-shutdown-framework-1.5207025>

About 50 people came to protest COVID-19 restrictions

CTV Windsor, Nov. 29, 2020

<https://windsor.ctvnews.ca/about-50-people-came-to-protest-covid-19-restrictions-1.5209447>

Windsor police likely to expand use of naloxone before end of 2020

Windsor Star, Nov. 27, 2020

<https://windsorstar.com/news/local-news/windsor-police-likely-to-expand-use-of-naloxone-before-end-of-2020>

Two local hospitals experiencing COVID-19 outbreak

CTV Windsor, Nov. 30, 2020

<https://windsor.ctvnews.ca/video?clipId=2089026>

Health unit warns of limiting close contacts

AM800, Nov. 30, 2020

<https://www.iheartradio.ca/am800/news/health-unit-warns-of-limiting-close-contacts-1.14061017>

WECHU urges residents to reduce close contacts as new COVID-19 cases rise

CTV Windsor, Nov. 30, 2020

<https://windsor.ctvnews.ca/wechu-urges-residents-to-reduce-close-contacts-as-new-covid-19-cases-rise-1.5210030>

Mobile health teams mobilized at ESHC

Blackburn News, Nov. 30, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/30/mobile-health-teams-mobilized-eshc/>

Public health wants you to make a COVID isolation plan: Here's how you do that

CBC Windsor, Nov. 30, 2020

<https://www.cbc.ca/news/canada/windsor/isolation-plan-covid-19-1.5822004>

Jarvis: It's about health, period

Windsor Star, Nov. 30, 2020

<https://windsorstar.com/news/local-news/jarvis-its-about-health-period>

City of Windsor COVID-19 enforcement blitz results in nearly 2 dozen charges

CBC Windsor, Nov. 30, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-enforcement-blitz-numbers-1.5822083>

23 charges laid by bylaw officers enforcing COVID measures

Windsor Star, Nov. 30, 2020

<https://windsorstar.com/news/local-news/23-charges-laid-by-bylaw-officers-enforcing-covid-measures>

Work under way to bring Begley students back after COVID closure

AM800, Dec. 1, 2020

<https://www.iheartradio.ca/am800/news/work-underway-to-bring-begley-students-back-after-covid-19-closure-1.14066456>

Windsor-Essex businesses continue to roll with the punches as region turns red

CTV Windsor, Nov. 30, 2020

<https://windsor.ctvnews.ca/windsor-essex-businesses-continue-to-roll-with-the-punches-as-region-turns-red-1.5210897>

Five new COVID-19 cases at public school board

AM800, Dec. 1, 2020

<https://www.iheartradio.ca/am800/news/five-new-covid-19-cases-at-public-school-board-1.14066134>

Two confirmed COVID-19 cases at St. William

Blackburn News, Nov. 30, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/30/two-confirmed-covid-19-cases-st-william/>

More students dismissed at St. William Catholic School due to COVID-19

AM800, Nov. 30, 2020

<https://www.iheartradio.ca/am800/news/more-students-dismissed-at-st-william-catholic-school-due-to-covid-19-1.14063848>

52 students dismissed from St. William Catholic elementary school in Emeryville

CTV Windsor, Nov. 30, 2020

<https://windsor.ctvnews.ca/52-students-dismissed-from-st-william-catholic-elementary-school-in-emeryville-1.5211013>

WECHU confirms COVID-19 case at University of Windsor campus

CTV Windsor, Nov. 30, 2020

<https://windsor.ctvnews.ca/wechu-confirms-covid-19-case-at-university-of-windsor-campus-1.5210641>

On-campus COVID-19 case confirmed at University of Windsor

CBC Windsor, Nov. 30, 2020

<https://www.cbc.ca/news/canada/windsor/covid-case-university-of-windsor-nov-30-1.5822328>

UofW reports third COVID-19 case in a week

Blackburn News, Nov. 30, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/30/u-w-reports-third-covid-19-case-week/>

COVID-19 case confirmed Tecumseh daycare

Blackburn News, Nov. 30, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/11/30/covid-19-case-confirmed-tecumseh-daycare/>

Windsor-Essex hospitals return no visitor policies

Blackburn News, Dec. 1, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/01/windsor-essex-hospitals-return-no-visitor-policies/>

Hospitals re-institute no visitor policy

Windsor Star, Dec. 1, 2020

<https://windsorstar.com/news/hospitals-re-institute-no-visitor-policy>

Update: WRH restricts visitors due to COVID-19

AM800, Dec. 1, 2020

<https://www.iheartradio.ca/am800/news/update-windsor-regional-hospital-restricts-visitors-due-to-covid-19-1.14070541>

HDGH tightens visitor restrictions as COVID-19 cases rise

AM800, Dec. 1, 2020

<https://www.iheartradio.ca/am800/news/hdgh-tightens-visitor-restrictions-as-covid-19-cases-rise-1.14070184>

HDGH managing COVID-19 outbreak at facility

AM800, Dec. 1, 2020

<https://www.iheartradio.ca/am800/news/hdgh-managing-covid-19-outbreak-at-facility-1.14069259>

Kaffer: HDGH outbreak control continues, staff very tired

Windsor Star, Dec. 1, 2020

<https://windsorstar.com/news/local-news/kaffer-hdgh-outbreak-control-continues-staff-very-tired>

Three additional COVID-19 cases associated with HDGH outbreak

CTV Windsor, Dec. 1, 2020

<https://windsor.ctvnews.ca/three-additional-covid-19-cases-associated-with-hotel-dieu-grace-healthcare-outbreak-1.5212810>

Strained WECHU monitoring more than 1400 cases, close contacts

Windsor Star, Dec. 1, 2020

<https://windsorstar.com/news/local-news/strained-wechu-monitoring-more-than-1400-cases-close-contacts>

Health unit resources stretched

AM800, Dec. 1, 2020

<https://www.iheartradio.ca/am800/news/health-unit-resources-stretched-1.14069282>

Medical officer of health warns risk of lockdowns

AM800, Dec. 1, 2020

<https://www.iheartradio.ca/am800/news/medical-officer-of-health-warns-risk-of-lockdown-1.14067486>

Risk of lockdown looms for Windsor-Essex

**Media Report
to the Board of Directors**

Date: December Report

Blackburn News, Dec. 1, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/01/risk-lockdown-looms-windsor-essex/>

Windsor-Essex facing risk of going into a lockdown warns top doctor

CTV Windsor, Dec. 1, 2020

<https://windsor.ctvnews.ca/windsor-essex-facing-risk-of-going-into-a-lockdown-warns-top-doctor-1.5212081>

Windsor-Essex public health warns its on the verge of collapse as COVID-19 burden worsens

CBC Windsor, Dec. 1, 2020

<https://www.cbc.ca/news/canada/windsor/covid-19-windsor-essex-dec-1-1.5823160>

Pharmacist says increased demand for flu vaccine 'astronomical'

CBC Windsor, Dec. 1, 2020

<https://www.cbc.ca/news/canada/windsor/pharmacy-flu-vaccine-increase-demand-1.5824644>

Son of Windsor pediatrician hopes to promote father's legacy with documentary

CBC Windsor, Dec. 1, 2020

<https://www.cbc.ca/news/canada/windsor/joseph-galiwango-father-pediatrician-documentary-1.5824567>

Two weeks on from outbreak, Frank W. Begley reopening remains uncertain

CBC Windsor, Dec. 1, 2020

<https://www.cbc.ca/news/canada/windsor/begley-reopening-uncertain-1.5824226>

Outbreak declared at Chatham-Kent LTC home after staff member tests positive for COVID-19

CTV Windsor, Dec. 1, 2020

<https://windsor.ctvnews.ca/outbreak-declared-at-chatham-kent-ltc-home-after-staff-member-tests-positive-for-covid-19-1.5212572>

One new death, 62 new COVID-19 cases

AM800, Dec. 1, 2020

<https://www.iheartradio.ca/am800/news/one-new-death-62-new-covid-19-cases-1.14066892>

One new death, 62 new COVID-19 cases reported in Windsor-Essex

CTV Windsor, Dec. 1, 2020

<https://windsor.ctvnews.ca/one-new-death-62-new-covid-19-cases-reported-in-windsor-essex-1.5211673>

'High-risk' COVID-19 exposure case reported at Windsor public school

CBC Windsor, Dec. 1, 2020

<https://www.cbc.ca/news/canada/windsor/covid-19-public-school-1.5824722>

COVID-19 case confirmed at Windsor's Northwood School

Blackburn News, Dec. 1, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/01/covid-19-case-confirmed-windsors-northwood-school/>

COVID-19 case reported at Northwood Public School

AM800, Dec. 1, 2020

<https://www.iheartradio.ca/am800/news/covid-19-case-reported-at-northwood-public-school-in-windsor-1.14072972>

Users:

56,000 users this month, same as last month

New Users: 71%

Average view time: 1 m 47 s

How do people access the site?

Mobile: 53.3%, same as last month

Desktop: 43.2%, up .6 %

Tablet: 3.8 %, down 1.6%

Top pages:

- 1) Home Page – 29,416
- 2) COVID Assessment Centre – 19,454
- 3) Emergency Wait times – 8,343
- 4) Coronavirus – 7,464
- 5) Careers – 5,920
- 6) Contact Us – 3,388
- 7) Pharmacy login – 2,389
- 8) Pharmacy dept – 2,445
- 9) Patient and Visitor Information - 2,256

Top Languages other than English:

- 1) Chinese (zh.cn) - 122
- 2) French - 135

YOUTUBE:

Views: 4,900 views

Watch Time: 235.4 hours

Top videos internal:

- 1) WRH Fit Test Demonstration – 617 views
- 2) Guidelines for Basic Adult Neurological Observation – 587 views
- 3) Demonstrating Compassion – 207

Top videos external:

- 4) New Technology called Microwave Ablation – 436
- 5) NICU Babies dressed for Halloween - 366
- 6) World Stroke Day Dance Video – 324
- 7) Introducing Coping with Covid – 244
- 8) Negative Air Pressure Rooms - 232

FACEBOOK: 9,101 followers +756

87,277 monthly reach – up 20%

33,693 people “engaged” on our site - commented or liked our posts this month, up 27%

12,622 videos viewed, down 10%

Top Posts:

- 1) Intensive Care Week – 19,266 reached, 1,708 reactions
- 2) Possible Covid-19 exposure 3North – 13,034 reached, 2,236 reactions
- 3) Coping with COVID – 12,000 reached, 131 reactions
- 4) Diabetes Awareness Month – 8,656 reached, 611 reactions
- 5) Radiation Technologist Week – 7,144 people reached, 498 reactions
- 6) World Prematurity day – 6,516 people reached, 199 reactions

INSTAGRAM – Followers: 2,857 +96

Top Posts:

- 1) NICU Halloween Babies – 658 likes
- 2) Intensive Care week – 198 likes
- 3) Radiation Technologists – 130 likes
- 4) Ronald McDonald House Donation – 102 likes
- 5) Word Prematurity Day – 97 likes

TWITTER:**4,113, +57 this month**

Impressions: 69.4K up32%

Tweets: 54 up 42.1%

Trending topics:

- 1) Message from Ontario Health re: COVID screening –3,081 impressions, 205 engagements
- 2) City reaffirms support for new hospital – 2,776 impressions, 68 engagements
- 3) Helen Keller quote – 2,736 impressions, 56 engagements
- 4) Nursing students test positive for COVID-19 –2,123 impressions, 430 engagements
- 5) Plasma blood trial for COVID-19 –2,114 impressions, 68 engagements

November 26, 2020

The Hon. Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1

Re: OHA recommendation to initiate independent formal review of Ontario's public health framework

Dear Premier Ford,

On behalf of Ontario's hospitals, thank you for the commitment and support that you and your government continue to provide to Ontario's hospitals during the COVID-19 pandemic. We are grateful for your request to stay in close ongoing communication on significant matters. It is in that spirit that we would like to raise with you our recommendation that the Government of Ontario initiate an independent review of Ontario's public health system and its legal framework as soon as the pandemic reaches its conclusion.

When the *Health Protection and Promotion Act* was amended in 2004 following the SARS crisis, it received the unanimous support of all parties in the Legislature. The COVID-19 pandemic is the first true test of this framework – and it is hard to imagine a more challenging one. In order to restore the spirit of common cause that was present when the Act was first created, the OHA asks the government to initiate a full and independent review of Ontario's public health system and its legal framework once the immediate crisis has passed, with an eye towards strengthening its efficacy into the future.

The Auditor General of Ontario's special report on COVID-19 preparedness and management is one of several contributions to the assessment of Ontario's response to pandemic. Given the number of organizations and individuals consulted by the Auditor General, we believe there is merit in closely considering its analysis. Other important independent analyses include recommendations recently released by the Patient Ombudsman respecting the long-term care sector, and, of course, the ongoing work of the independent Long-Term Care COVID-19 Commission itself. Given the historic nature of the COVID-19 pandemic, its consequences for our society, and your stated concerns about the Auditor General's recent report, we respectfully submit that a purposeful, comprehensive and non-partisan review of our public health framework is a necessary and responsible action given the trial by fire it has received.

Premier, as you have emphasized repeatedly, it remains vitally important that all members of the Legislature work together to protect Ontarians and support hospitals and the broader health system. While vigorous public debate is healthy, we also know that demonstrations of

unity are essential in order to minimize the damage done by this pandemic and retain the confidence and cooperation of Ontarians at this crucial time. Now that the proposed extension of Dr. Williams' term as Chief Medical Officer of Health for Ontario has been confirmed, we encourage all parties to immediately work closely so that the appointment of his successor by September 2021 is met with the unanimous support of the Legislature.

In the meantime, it is essential that we all remain focused on what is most important – protecting the health and safety of the people of Ontario. We are still in the midst of a crisis, with rising rates of infection and hospitals facing serious capacity pressures and doing everything they can to avoid disruption to services and the cancellation of surgeries and procedures. Although promising vaccines offer a light at the end of the tunnel, their full deployment will take time and an enormous collaborative effort. As you know, the fight is far from over, so it is more important than ever that we continue to work together – in your words, as Team Ontario.

I have also written to the opposition party leaders to advise them of our recommendations and ask for their support. We appreciate your leadership and hard work on behalf of the people of Ontario, and your openness to our feedback and ideas. Thank you for your consideration, and we look forward to your response.

Sincerely,



Anthony Dale
President and CEO

CC: The Hon. Christine Elliott, Deputy Premier and Minister of Health
Ontario Hospital CEOs
Ontario Hospital Board Chairs
OHA Board of Directors
Steven Davidson, Secretary of the Cabinet
Helen Angus, Deputy Minister, Ministry of Health
Heather Watt, Chief of Staff to the Deputy Premier and Minister of Health
Mark Lawson, Deputy Chief of Staff, Policy
James Wallace, Chief of Staff to the Premier of Ontario



VALERIE CRITCHLEY
CITY CLERK

COUNCIL SERVICES DEPARTMENT

IN REPLY, PLEASE REFER
TO OUR FILE NO. _____

December 3, 2020

Hon. Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1

Dear Mr. Premier,

Windsor City Council, at its meeting held November 9, 2020 adopted the following resolution:

Decision Number: CR568/2020

That the City of Windsor **SUPPORTS** construction of a new regional acute care hospital on the land purchased by Windsor Regional Hospital and asks the Government of Ontario to prioritize funding to move this project forward.

Carried.

Your consideration to Windsor City Council's resolution would be most appreciated.

Sincerely,

Steve Vlachodimos
Deputy City Clerk and Senior Manager of Council Services
SV/wf

cc: Ms. Lisa Gretzky, Member of Provincial Parliament, Windsor West
Mr. Percy Hatfield, Member of Provincial Parliament, Windsor-Tecumseh
Mr. Taras Natyshak, Member of Provincial Parliament, Essex
Mr. David Musyj, President and CEO, Windsor Regional Hospital