



*Mission: Provide quality person-centred health care services to our community*

**WRH VALUES**

*We respectfully acknowledge that the Windsor Regional Hospital occupies the traditional, ancestral and contemporary lands of the Niswi Ishkodewan Anishinaabeg: The Three Fires Confederacy (Ojibwe, Odawa, and Potawatomi). We acknowledge the land and the surrounding waters for sustaining us and we are committed to protecting and restoring these lands and waters from environmental degradation.*

**BOARD OF DIRECTORS  
Thursday, December 8, 2022**

**VIA ZOOM: 1700 hours**

**Windsor, Ontario**

**(ZOOM link is included with the meeting invitation)**

	<b>TAB</b>	<b>TIME</b>	<b>ACTION</b>
<b>1. <u>CALL TO ORDER</u> (Paniccia)</b>		<b>1700</b>	
<b>2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (Paniccia)</b>		<b>1702</b>	
<b>3. <u>PREVIOUS MINUTES:</u> November 3, 2022 (Paniccia)</b>	<b>Tab A</b>	<b>1703</b>	<b>MOTION (approve)</b>
<b>4. <u>REPORT OF THE PRESIDENT &amp; CEO</u> (Musyj)</b>		<b>1705</b>	<b>FYI</b>
<b>5. <u>CNE REPORT</u> (Riddell)</b>		<b>1735</b>	<b>FYI</b>
<b>6. <u>SCHULICH REPORT</u> – (Jacobs)</b>	<b>Tab B</b>	<b>1745</b>	<b>FYI</b>
<b>7. <u>FINANCIAL PRESENTATION</u> – (McLeod)</b>	<b>Tab C</b>	<b>1750</b>	
<b>8. <u>CONSENT AGENDA:</u> Finance/Audit &amp; Resources: November 28, 2022 &amp; Operating Results (McLeod)</b>	<b>Tab D</b>	<b>1800</b>	<b>MOTION (accept report)</b>
<b>9. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)</b>	<b>Tab E</b>	<b>1810</b>	<b>FYI</b>
<b>10. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)</b>		<b>1810</b>	
<b>11. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, January 5, 2023 – ZOOM</b>		<b>1815</b>	<b>FYI</b>

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





**MINUTES** of the **BOARD OF DIRECTORS** meeting held on **Thursday, November 3, 2022**, 17:00 hours, via ZOOM, live streamed on YouTube.

**PRESENT VIA ZOOM:**

Anthony Paniccia, Chair

Laura Copat

Paul Lachance

Cynthia Bissonnette

Ian McLeod

Mary Dawson

Linda Staudt

David Malian

Dr. Laurie Freeman

Genevieve Isshak

Penny Allen

Patricia France

Michael Lavoie

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

David Musyj (ex-officio, non-voting)

Karen Riddell (ex-officio, non-voting)

**STAFF VIA ZOOM:**

Executive Committee

**REGRETS:**

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

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

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

**1. CALL TO ORDER:**

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

**2. DECLARATIONS OF CONFLICT OF INTEREST:**

None declared.

**3. PREVIOUS MINUTES:**

The minutes of the October 6, 2022 Board meeting had been previously circulated.

**MOVED** by Mr. P. Lachance, **SECONDED** by Mr. D. Malian and **CARRIED THAT** the minutes of the October 6, 2022 Board of Directors meeting be approved.

The Chair provided a couple of updates:

- Each November, Grow On Windsor raises funds to reduce the need for our brothers, fathers, uncles, loved ones, and friends to travel down Highway 401 for treatment that they should be receiving right here. Every dollar raised stays local to support the purchase of vital tools and equipment not otherwise funded by the Province. Please visit the Windsor Cancer Centre Foundation for more information.

- Big congratulations to Julia Lane, daughter of long-time TransForm Manager, Cynthia Lane, in winning six of the seven medals at the Down Syndrome World Swimming Championships in Portugal last month.
- Congratulations to Cristina Naccarato who was the successful candidate for the position of Executive Director of the WRH Foundation.

#### **4. REPORT FROM THE PRESIDENT & CEO:**

Mr. Musyj reported. Highlights from his report are below.

The first slide of the presentation showed the Hospital's current snapshot as of 10:00 a.m. today. The census at Met is 112% and 110% at Ouellette. The number of ANBs (admit no beds – these are patients waiting for an inpatient care bed) is 37. In October 2019 we averaged 7 ANBs per day and now it is almost 30 a day. This is an issue that is increasing across the Province and we are not alone.

Mr. Musyj outlined what WRH is doing to prepare for the upcoming fall/winter season. We have added close to 400 FT staff as compared to 2019. As well we have added 53 acute care beds, 18 of them are unfunded but operational and we continue to work with OH on this issue. WRH is doing a maximum 70% of surgery volumes as compared to 2019. In other words we are doing as many as we can. The patients being brought to hospital by EMS are sicker and we are admitting 5% more. Lengths of stay in 2022 is 2 days higher. For all of these reasons, the demand on acute care beds is very high. Our ALCs are low compared to others in the Province. Mr. Musyj added that Bill 7 has already created some capacity in the region. Every bed is an important bed. As previously stated back in September the projection from Ontario Health was we could see a shortage of approximately 2400 beds. Another initiative implemented in October was the Physician in Triage to assist with ED wait times.

Ms. Riddell provided a report on RSV (Respiratory Syncytial Virus), explaining what it is, the symptoms, how it is transmitted and the treatment options. There is no specific treatment or vaccine for RSV and it has been recognized as one of the most common causes of childhood illness. There has been a steady increase in cases across the Province since early September. WRH had 41 positive patients in October. The rise in RSV cases this year could be attributed to fewer public health restrictions such as mask wearing and physical distancing. We anticipate RSV activity will peak in December.

Ms. Riddell also reminded everyone that COVID-19 is still here and shared the similarities between COVID-19 and Influenza. COVID-19 seems to spread more easily than the flu. The only way to determine if you have the flu or COVID is to get tested. Dr. Saad added that COVID-19 is more deadly and kills more people than the flu. It is critical to keep up with your vaccinations as we are expecting to see a peak in COVID cases in January.

Dr. Saad spoke to the upcoming influenza season. Influenza is a very contagious respiratory illness and flu activity often begins to increase in October. We expect to see a peak in December. Since the start of the pandemic, the timing and duration of flu activity has been less predictable. Again, we look at what has occurred in Australia where the flu season hit sooner and harder. Dr. Saad explained the symptoms and warning signs of complications for both children and adults. With respect to treatment, some people do require an antiviral drug such as Tamiflu but most healthy individuals recover within a few days.

In closing, Mr. Musyj emphasized that all 3 of these viruses will be circulating at the same time and it is so important to take every day preventative actions to reduce the spread of RSV, Influenza and COVID-19.

**5. REPORT FROM SCHULICH:**

Dr. Jacobs was unable to attend the meeting.

**6. FINANCIAL PRESENTATION (September 2022 Results):**

Mr. McLeod reported.

**Slide 2 – Funding Update:**

- The Surgical Recovery Premium will be available to hospitals this fiscal year
- Similar to 2021-2022, the premium is set at 15% of the current funded rate for each surgery applied to the last 25% of the volume allocation
- Based on the WRH Surgery Recovery Plan submitted our estimate of potential additional revenue is \$1.8 million

**Slide 3 – Financial Results – YTD September 2022:**

- \$2,354,000 deficit for hospital operations year to date which is \$210,000 worse than budget
- The net deficit after building amortization is \$2,952,000 which is \$161,000 better than budget

**Slide 4 – Covid-19 Impact on Expenses:**

- This slide shows the breakdown of \$13 million in COVID-19 expenses
- Unfunded COVID-19 expenses total \$2,986,000 due to
  - the wage differential for the Nursing Externs & S-PEP
    - Expenses no longer funded via incremental expense reimbursement (after June 2022)
      - sick and isolation costs and additional staffing in the perioperative program
      - Incremental PPE
      - Additional shuttle costs, storage of equipment
- We expect the \$262,000 gap in medical remuneration to be funded

**Revenue shortfalls in the three categories below are not funded:**

- Volume-based for Quality-Based Procedures (QBP), Neuro, Cardiac and Wait Time. When compared to the budgeted volumes there is a \$5.6 million shortfall
- \$1.4 million revenue loss in Patient Services revenue
- \$402,000 revenue loss in Other Recoveries

**Slide 5 – Significant Variances:**

- Salaries & Wage \$3,845,000 deficit

- includes the 2<sup>nd</sup> TRIN (Temporary Retention Incentive for Nurses) payment of \$3,254,000 which is fully funded
- Also includes \$5,517,000 in funded expenses for Nursing Externs, S-PEP and COVID-19 incremental costs
- Medical Staff Fees \$4,409,000 deficit
  - \$2,788,000 is funded through COVID-19 Temporary Physician Funding
  - \$2,866,000 offsetting favourable Patient Services Revenue variance
- Medical/Surgical Supplies \$735,000 deficit
  - 91% of this deficit relates to incremental PPE
- Drugs \$482,000 deficit
  - Offset by favourable revenue in retail pharmacies

**Slide 6 – Significant Variances continued:**

- Other Supplies \$1,685,000 deficit
  - \$963,000 legal fees
  - \$718,000 building and grounds maintenance and service contracts
  - \$247,000 patient transportation cost – patient transports to Hotel Dieu, nursing and retirement homes in order to free up beds.
  - \$226,000 physician recruitment
- Other Supplies surpluses in other categories offset some of the deficits above

**MOVED** by Mr. I. McLeod, **SECONDED** by Ms. P. Allen and **CARRIED**  
**THAT** the November 3, 2022 Financial Presentation (as of September 30, 2022) be accepted.

**7. CONSENT AGENDA:**

**MOVED** by Mr. I. McLeod, **SECONDED** by Mr. P. Lachance and **CARRIED**  
**THAT** the report from the October 24, 2022 Finance/Audit & Resources Committee meeting be accepted.

**8. CORRESPONDENCE/PRINTED MATTER:**

- a) Media Report – FYI only.

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

None

**10. NEW BUSINESS:**

None

**11. DATE OF NEXT REGULAR MEETING:**

**Thursday, December 8, 2022, 1700 hours VIA: ZOOM**

**12. ADJOURNMENT:**

There being no further business to discuss, it was

**Moved** by Ms. L. Staudt, **SECONDED** by Ms. G. Isshak and **CARRIED**

**THAT** the November 3, 2022 Board of Directors meeting be adjourned at 1750 hours.

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Anthony Paniccia, Chair  
Board of Directors

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Dawn Sutherland  
Recording Secretary/ds





## Update to WRH Board of Directors (December 8, 2022)

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### Announcements:

- Dr. Robert Stein, Assistant Dean, Learner Experience (UME), Schulich School of Medicine & Dentistry, Western University, has been re-appointed effective October 1, 2022 to September 30, 2027.
- Dr. William (Bill) McCauley has been appointed as the Associate Dean, Continuing Professional Development and Faculty Development, at the Schulich School of Medicine & Dentistry, Western University effective November 1, 2022, to October 31, 2027.
- Feature Article: Dr. Chandlee Dickey, Chair/Chief, Department of Psychiatry – an exciting time for change

### Awards:

- A \$520,000 Strategic Priority Funds (SPF) grant – awarded to Dr. Abbas Jessani, Assistant Professor, Division of Restorative Dentistry and Director, Oral Health Outreach and Community Services Learning and Dr. Sarah McLean, Associate Professor, Anatomy and Cell Biology and Director, Schulich Education Enhancement Division (SEED) – will address the unmet oral healthcare needs by providing free targeted dental treatments for people living with HIV, the 2SLGBT+ community, refugees and other equity-seeking groups in southwestern Ontario.

### Faculty Wellbeing:

- Wellbeing posters and oral presentations were provided at the 2022 International Conference on Physician Health, October 13-15, 2022.
  - *Schulich Peers for Peers Physician Wellbeing Support Program (Poster & Oral Presentation)*  
Laura Foxcroft MD, CCFP (EM), P. Andrea Lum MD, FRCPC, CCPE, FCAR
  - *Introduction of a Universal Wellbeing Check-in Program for Clinical Faculty in the Department of Medicine: A Pilot Project (Poster)*  
Joy Mangel MDCM, FRCPC, Laura Foxcroft MD, CCFP (EM), Karen J. Bosma MD, FRCPC, J. Don Richardson MD, FRCPC, Vanessa Soares MD, Maede Nouri MSc, Chris Watling MD, PhD, P. Andrea Lum MD, FRCPC, CCPE, FCAR
  - *Assessing Burnout and Professional Fulfillment in a Regional Community Hospital (Presentation)*  
Advait Desail, BSc, Rasna Gupta, MD, Caroline Hamm, MD, Abdulkadir Hessein, PhD, Devinder Moudgil, PhD, Junaid Yousuf, MD

### **Faculty Development Workshops:**

Management Principles for Physicians

**Date:** Thursday, January 19 & 26, 2023 Evening sessions

**Location:** Synchronous Online

**Of Interest To:** This joint offering from the Schulich School of Medicine & Dentistry, and the Ivey School of Business, will provide the participant with practical ways to incorporate managerial concepts into enhancing healthcare delivery. This course presumes no prior exposure to business management concepts. [Website](#)

**Date:** Tuesday, April 4, 2023 5:30 - 7:00pm EST.

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

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

Defining Professionalism: How it is developed? Why do we stray? What can we do about it?

**Date:** Tuesday, February 21, 2023 4:30 - 6:30pm EST.

**Location:** Synchronous online learning

**Of Interest To:** This workshop will include practical approaches to identifying and managing professionalism issues that arise in the clinical setting. [Registration](#)

### **Clinical Faculty Mentorship**

This online asynchronous learning opportunity, its intended for anyone that sits on a Schulich faculty mentorship committee, both mentors and mentees alike. [Registration](#)

### **Windsor Update:**

- I would like to congratulate the medical students receiving clerkship awards:
  - Anaesthesia- Ahwon Jeong
  - OB/GYN- Hailey Guertin
  - Surgery- Hailey Guertin
  - Psychiatry - Yueyang Li
  - Medicine – Nathan Doupnik
  - Emergency Medicine – Kylie Suwary
  - Family Medicine – Jeeyoun (Andrew) Jeong
  - Paediatrics - Vanessa Montemurri
- The Schulich School of Medicine & Dentistry – Windsor Campus, in partnership with the University of Windsor, Office of Research and Innovation, will soon launch its **2023 Schulich UWindsor Opportunities for Research Excellence Program (SWORP)**. The aim of SWORP is to enrich **undergraduate medical education** by enabling students from the Schulich Windsor Campus to engage in a research project under the supervision of a University of Windsor Faculty Member/Research Mentor. SWORP will provide funding for medical students to undertake a research project in any health-related area: biomedical, medical, or

health-related research including basic, translational, clinical, health services or education research. SWORP is jointly sponsored by Western University and the University of Windsor.

- The international applicant pathway has launched for the Windsor Campus. Pending suitable applicants, we may begin accepting international learners for the MD program as soon as September 2023.

Respectfully submitted,

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





Board of Directors  
December 8, 2022

# Financial Results

## October 31, 2022

### ▶ Funding Update

- ▶ One time funding confirmation received for 18 additional medical/surgical beds which have been in operation since April 1, 2022. Total annual funding is \$9,198,000 (\$1,400 per day).
- ▶ Funding for the COVID-19 testing, assessment and therapeutic delivery & cough and cold assessment confirmed in the amount of \$2,071,337 for fiscal 2022/23. Based on projections this will be sufficient to cover the costs of operating the Assessment Centre.
- ▶ Continuation of Unearned Funds Program for Volume-Based Programs in 2022/23. This will enable hospitals to use unearned funds from select volume-based programs (e.g. QBPs) to address Fund Type 1 hospital operating cost pressures.

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

## October 31, 2022

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
<b>Revenue</b>	\$ 365,503	\$ 351,012	\$ 14,491	4.1%
<b>Expenses</b>				
Salaries and Wages	\$ 156,946	\$ 153,670	\$ (3,276)	(2.1%)
Employee benefits	40,193	40,654	461	1.1%
Employee ben. - future ben. costs	885	885	-	0.0%
Medical staff remuneration	36,557	31,416	(5,141)	(16.4%)
Medical & Surgical supplies	23,641	22,399	(1,242)	(5.5%)
Drugs	46,518	45,476	(1,042)	(2.3%)
Supplies & other expenses	44,761	43,232	(1,529)	(3.5%)
Long term Interest	4,094	4,010	(84)	(2.1%)
Equipment lease / rental	1,440	1,493	53	3.5%
Equipment amortization	8,367	10,442	2,075	19.9%
<b>Total Expense</b>	<b>\$ 363,402</b>	<b>\$ 353,677</b>	<b>\$ (9,725)</b>	<b>(2.7%)</b>
<b>Surplus / (Deficit) From Hospital Operations</b>	<b>\$ 2,101</b>	<b>\$ (2,665)</b>	<b>\$ 4,766</b>	
COVID-19 extraordinary operating expenses unfunded - eligible	\$ 299		\$ 299	
COVID-19 extraordinary operating expenses unfunded - ineligible	\$ 3,731		\$ 3,731	
COVID-19 related unfunded non-ministry revenue loss included above	\$ 2,327		\$ 2,327	
YTD - Unearned Ministry volume funding	\$ 6,584		\$ (6,584)	
<b>Surplus or (Deficit) / Revenue</b>	<b>0.57%</b>	<b>-0.76%</b>	<b>1.33%</b>	

**Net Surplus/(Deficit) after building amortization \$1,395**



# Financial Results - COVID-19 Impact

## October 31, 2022

Year to Date Results include \$14.8 million in COVID-19 extraordinary expenses. Net revenue losses total \$8.9 million.

<b>Windsor Regional Hospital COVID-19 Expenses Year-to-Date October 2022</b>			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
Compensation	6,005,117	-	2,701,031
Medical Staff Fees	2,944,285	298,740	-
Med. Surg. Supplies	746,542	-	898,384
Drugs	11,026	-	-
Other supplies & expense	839,488	-	97,969
Equipment Expenses	204,301	-	33,829
Renovations	-	-	-
<b>Total Operating Expense</b>	<b>\$ 10,750,760</b>	<b>\$ 298,740</b>	<b>\$ 3,731,213</b>
<b>Capital</b>	<b>\$ 86,180</b>	<b>-</b>	<b>\$ -</b>
<b>Combined Total</b>	<b>\$ 10,836,940</b>	<b>\$ 298,740</b>	<b>\$ 3,731,213</b>

<b>Windsor Regional Hospital COVID-19 Revenue Loss Year-to-Date October 2022</b>		
	<u>Funded</u>	<u>Unfunded</u>
Volume Based*	-	6,584,460
Patient Services**	-	1,895,649
Recoveries***	-	431,515
<b>Total Revenue</b>	<b>-</b>	<b>\$ 8,911,623</b>

- \* 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, 2022

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

- ▶ **Salaries & Wages (\$3,276)**
  - ▶ Includes \$3,254 for the 2<sup>nd</sup> TRIN payment = fully funded
  - ▶ Extern, S-PEP and COVID-19 incremental funding \$6,000
- ▶ **Medical Staff Fees (\$5,141)**
  - ▶ \$2,944 COVID-19 funded
  - ▶ \$2,650 favourable in Patient Services Revenue
- ▶ **Medical/Surgical Supplies (\$1,242)**
  - ▶ 72% (\$900) incremental PPE
  - ▶ Remainder due to costs associated with QBP volumes (i.e. hip and knee replacements)
- ▶ **Drugs (\$1,042)**
  - ▶ Other Recoveries favourable \$1,965 mainly in retail pharmacies

# Financial Results

## October 31, 2022

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

- ▶ **Other Supplies (\$1,529)**
  - ▶ (\$1,113) legal fees
  - ▶ (\$755) building/grounds maintenance & service contracts
  - ▶ (\$284) referred out patient transport
  - ▶ (\$255) physician recruitment
- ▶ **Deficits above are offset by favourable variances**
  - ▶ \$480 equipment & software maintenance
  - ▶ \$256 printing supplies
  - ▶ \$149 staff travel





## **MOTION/ACTION SHEET**

**From The**

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

**Monday, November 28, 2022**

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



**MINUTES** from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE (General Session)** held on Monday, November 28, 2022 Via Zoom (following the In-Camera Session).

**PRESENT:**

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

**COMMUNITY MEMBERS:**

Anna Kirby  
James Skutovich  
Marc Jones  
Dwayne Dawson  
Robert Klein

**REGRETS:**

Trevor Chapman

Anthony Paniccia, Chair of the Board of Directors

**STAFF:**

David Musyj  
Malissa Gauthier  
John Faber  
Heidi Zimmer  
Mary Macera

**1.0 CALL TO ORDER**

Mr. McLeod, Chair & Treasurer called the meeting to order at 5:45 p.m.

The proceedings were recorded by Mary Macera.

**2.0 APPROVAL OF AGENDA**

**MOVED by Laurie Freeman, SECONDED by Dwayne Dawson that the General Finance/Audit & Resources Committee Agenda of Monday, November 28, 2022, be approved**

**CARRIED.**

**3.0 CONFLICT OF INTEREST**

No "Conflict of Interest" was declared.

#### **4.0 FOR APPROVAL / RECOMMENDATION(S)**

##### 4.1 Minutes of Previous Meeting – Monday, October 24, 2022

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, October 24, 2022** were previously circulated to all members.

**MOVED by Dwayne Dawson, SECONDED by Paul Lachance- that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, October 24, 2022 be approved.**

**CARRIED.**

#### **5.0 FOR DISCUSSION**

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

Ms Zimmer reported that the operating results for the 7 months ended October 31, 2022 resulted in a surplus of \$1,395,000; \$6,152,000 positive Hospital Margin.

There are two items to note:

1. WRH is operating an additional 18 med/surg beds and 3 mental health beds. One-time confirmation of funding for the 18 med/surg beds has been received amounting to \$9,198,000 for the entire fiscal year. Great news!
2. Operating results include a combined \$17.1 million in higher costs and lost revenues attributable to meeting clinical responsibilities related to COVID-19. Incremental expenses will be reimbursed via the criteria applied in fiscal 2022-2023 for the 1<sup>st</sup> quarter of fiscal year 2022-2023 only.

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

Confirmation of funding (\$2,071,337 for entire fiscal year) has also been received for what was previously referred to as the COVID-19 Assessment Centre (now COVID testing, assessment and therapeutic delivery & cough and cold assessment). These funds will cover the cost of operating the clinic. Great news!

Another piece of great news is the confirmation of the continuation of the unearned funds program for volume based programs.

The appended financial statements will detail operation, revenue, expenses and patient volumes in more detail.

## **6.0 FOR INFORMATION**

### 6.1 The Project Management Office (PMO) Report – November 2022

A link was provided to the committee members.

### 6.2 President's Report – November 2022

A link was provided for the community members.

## **7.0 DATE OF NEXT MEETING**

The Finance/Audit & Resources Committee will meet on **Monday, December 19, 2022 at 5:00 p.m. Via Zoom.**

## **8.0 ADJOURNMENT**

Mr. McLeod indicated that there was no further business and thanked everyone for attending the Special combined FAR and Board meeting that took place earlier at 4:00 p.m. As a result, Ms Gauthier and Administration can move forward and finalize the approved contract.

**MOVED by Paul Lachance, SECONDED by Dwayne Dawson that the General Meeting from the Finance/Audit & Resources Committee of Monday, November 28, 2022 be adjourned at 5:55 p.m.**

**CARRIED.**

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Mr. McLeod, Chair & Treasurer  
FinAudit&Resources\_Minutes  
20221128

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Mary Macera  
Recorder



# Windsor Regional Hospital

## Operating Results Report

For the Seven Months Ended October 31, 2022

Treasurer's Report

Board of Directors

Financial Summary - October 2022

(\$000's)

	Line	October 2022 Actuals		
		Actual	Budget	Variance *
<b>Hospital Ops</b>				
Total Revenue	9	\$365,503	\$ 351,012	\$ 14,491
Total Expense	20	363,402	353,677	(9,725)
<b>Surplus / (Deficit)</b>	21	2,101	(2,665)	4,766
Other Votes (net)	22	(43)	(48)	5
Other Recoveries / (Exp)	23	-	-	-
<b>Subtotal</b>	24	<b>2,058</b>	<b>(2,713)</b>	<b>4,771</b>
Net bldg. amortization	25	(663)	(1,081)	418
<b>Net Surplus (Deficit)</b>	26	<b>\$ 1,395</b>	<b>\$ (3,794)</b>	<b>\$ 5,189</b>

<b>Hospital Margin</b>	<b>\$ 6,152</b>	<b>\$ 1,297</b>	<b>\$ 4,855</b>
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<b>Capital Equipment Expenditures</b>	<b>\$ 13,952</b>	<b>\$ 39,115</b>	<b>\$ 25,163</b>
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\* Variance - favourable / (unfavourable)

### Operation Highlights:

- The operating results for the seven months ended October 31, 2022 resulted in a surplus of \$1,395,000 (\$6,152,000 positive Hospital Margin) based on the Ministry of Health (Ministry) definition. There are two items worth noting –
  - a. WRH has been operating an additional 18 medical/surgical beds and 3 mental health beds. One time funding confirmation has been received for the 18 medical/surgical beds in the amount of \$9,198,000 (\$1,400 per day) for the entire fiscal year.
  - b. Operating results include a combined \$17.1 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. Incremental expenses will be reimbursed via the criteria applied in fiscal 2022-2023 for the first quarter of fiscal 2022-2023 only. Vaccine Administration, Health Human Resources (HHR) programs and Temporary Physician funding will continue through existing processes until March 31, 2023.

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

For the seven months ended October 31, 2022, the surplus after net building amortization is **\$1,395,000**, which is \$5,189,000 better than the unapproved plan. This represents a positive Ministry of Health Margin of \$6,152,000 (one year ago, the margin was positive \$679,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$17.1 million are included in these results. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1, 2022 to October 31, 2022 indicating those that have been funded or not (eligible and ineligible for funding under the most recent guidance).

<b>Windsor Regional Hospital</b>			
<b>COVID-19 Revenue Loss &amp; Expenses Year-to-Date October 2022</b>			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
<b>Revenue</b>			
Patient Services	-	-	1,895,649
Recoveries	-	-	431,515
<b>Total Revenue</b>	-	-	<b>2,327,164</b>
<b>Expense</b>			
Compensation	6,005,117	-	2,701,031
Medical Staff Fees	2,944,285	298,740	-
Med. Surg. Supplies	746,542	-	898,384
Drugs	11,026	-	-
Other supplies & expense	839,488	-	97,969
Equipment Expenses	204,301	-	33,829
Renovations	-	-	-
<b>Total Expense</b>	<b>10,750,760</b>	<b>298,740</b>	<b>3,731,213</b>
<b>Total Operating</b>	<b>\$ 10,750,760</b>	<b>\$ 298,740</b>	<b>\$ 6,058,376</b>

Ineligible expenses include the following:

- Compensation of \$982,000 due to the rate difference for the Externs and S-PEP nurses. The maximum hourly rate per the agreement with the Ministry is \$20.60 per hour including benefits. WRH pays \$25 per hour before benefits.
- Additional staffing in the perioperative program due to COVID-19.
- COVID-19 sick and isolation costs.
- Incremental PPE costs.
- Other expenses include additional shuttle costs to provide social distancing.
- Equipment expenses for storage units for furniture removed for social distancing.

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

It should be noted that with respect to Ministry volume based funding, we have unearned revenue for these seven (7) months of \$6.6 million based on estimates. This is \$905,000 better than the same period last fiscal year. Prior year actuals are used as a proxy for current year until the actual coded data is available. At time of reporting three (3) months of coded data is available (April to June 2022).

## **Revenue**

Ministry revenue (combined base and one-time) is \$11.8 million (4.2%) higher than budget. The Hospital has received confirmation that the 18 additional medical/surgical beds that have been in operation since April 1, 2022 will be funded at a rate of \$1,400 per day. This equates to an additional \$9,198,000 in one time funding for the fiscal year which is not included in the current approved (HAPS) budget. Incremental COVID-19 operating expenses incurred for the first quarter of the fiscal year will be funded under the same criteria as in 2021-2022 with the exception of the change in the Assessment Centre funding methodology. One-time funding is favourable year to date as it includes accruals for revenue for which we have received a funding letter or Ministry confirmation. One time funding includes the following:

- ✚ \$5.4 million for April - October 2022 funding for 18 additional med/surge beds
- ✚ \$3.9 million for April - June 2022 incremental COVID-19 expenses
- ✚ \$2.4 million for the Nursing Extern and SPEP Programs
- ✚ \$1.1 million in Assessment Centre funding
- ✚ \$299,000 in COVID-19 physician payments
- ✚ \$294,000 for Vaccine Administration

These accruals are offset by the amounts payable related to the volume shortfalls for Quality-Based Procedures, Neurology, Cardiology and Wait Time programs (\$6.6 million mentioned above).

Ministry drug reimbursements are \$248,000 below budget. This budget is based on estimated drug usage and corresponding reimbursement and therefore there is some variation.

The preferred accommodation revenue variance is unfavourable to budget by \$1,800,000. Although additional beds are open and occupancy rates are high, infection prevention and control measures often require patients to be placed in private rooms and we are unable to bill for accommodation in these circumstances. Also, the Ministry of Health directive that hospitals cannot bill uninsured patients for semi-private and private accommodation during the pandemic contributes to the shortfall. Previously, uninsured patients would have paid out of pocket for this accommodation.

Chronic Co-payment revenue is \$20,000 better than budget. Effective October 1, 2022, patients that are designated as Alternate Level of Care (ALC) can be charged up to \$63.73 per day. The daily rate may be adjusted based on a co-payment assessment which takes into consideration the individual's income.

Patient Services revenue variance is \$2,650,000 favourable (14.3%) year to date, with \$1.6 million of the positive variance attributable to uninsured patient revenue. This revenue is reimbursed by the Ministry at the interprovincial billing rate which is higher than OHIP rates. Previously many of these accounts would have been uncollectible. There has been no communication from the Ministry with respect to how long this program will continue. The remaining surplus is the result of higher than planned diagnostic revenues which are offset by increased medical fees required to earn this revenue.

Equipment Grant amortization is better than budget by \$33,000 (1.6% favourable). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$1,965,000 favourable (6.9%) to budget. Retail pharmacy revenues are significantly higher than budgeted but these revenues are equally offset by increased drug costs.

### **Expenses**

Salaries are currently over budget (unfavourable) by \$3,276,000 (2.1%) year to date October 31, 2022. \$3,254,000 of this variance is due to the payment of the second tranche of the Temporary Retention Incentive for Nurses (TRIN).

Year to date spending for employees in paid isolation is \$208,000 and paid sick time due to COVID-19 is \$1,946,000. Nursing Externs and those participating in the Supervised Practice Experience Partnership (SPEP) have been paid \$3,358,000 to date. Funding for these programs remains in place until March 31, 2023.

Employee Benefits are favourable to budget by \$461,000 (1.1%). Note that only statutory benefits are paid on the TRIN bonus.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$5,141,000 (16.4%). Of this variance, \$3,243,000 is attributable to COVID-19 and will be funded through the temporary physician funding for COVID-19. The remaining variance occurs in diagnostic services, laboratory and the emergency department. These higher costs are funded by the higher diagnostic (patient) services revenue or other funding sources.

Medical & Surgical Supplies are unfavourable to budget by \$1,242,000 (5.5%) year to date. The main source of the deficit (\$898,000) is the overall increase in Personal Protective Equipment (PPE) throughout the hospital.

Drug expenses are unfavourable by \$1,042,000 (2.3%) year to date. Retail pharmacy revenues offset this deficit entirely and net drug revenue to expense is favourable by \$199,000 year-to-date.

Supplies and Other Expenses are unfavourable to budget by \$1,495,000 (3.5%). Significant variances are as follows:

- ✚ \$1,113,000 legal fees with \$322,000 attributable to a particular case.
- ✚ \$755,000 building/grounds maintenance and service contracts
- ✚ \$284,000 referred out patient transportation
- ✚ \$255,000 physician recruitment

These deficits are offset by surpluses in other areas such as equipment and software maintenance (\$480,000), printing supplies (\$256,000) and travel (\$148,000).

Long Term Interest expense is \$84,000 unfavourable.

Equipment Lease/Rental is \$53,000 favourable (3.5%) to budget to date.

Equipment amortization is \$2,075,000 (19.9%) under budget due to the timing of new asset additions.

**Other Votes** – Other Votes are \$5,000 favourable year to date.

## ***2. Statement of Financial Position (Statement 3)***

The Hospital continues to have challenges in trying to find suitable short-term investments for the cash balances on hand. Rates offered are lower than what we currently earn on accounts. Any increase in the prime rate will positively affect investment rates and additional opportunities to invest these funds.

Our Ministry / Ontario Health receivable has decreased by \$27 million from March 31, 2022. The Hospital received reimbursements for outstanding 2020-2021 COVID-19 incremental expenses as well as funding for 2021-2022 expenses up to January 2022. The funding for qualifying incremental expenses from April to October of 2022 have been accrued in the amount of \$6.6 million. The remaining receivable is comprised of funding for drug reimbursements and timing differences for confirmed base and one-time funding.

Inventory has decreased by \$250,000 when compared to March 31, 2022. The second quarter drug inventory adjustment resulted in a decrease in inventory of \$356,000 and is reflected in the October 2022 statements.

As at October 31, 2022, the market value of the sinking fund has increased by \$254,000 (1.02%) since inception and decreased by \$1,676,000 since March 31, 2022. The

underlying cost base as a result of realized investment gains has increased by \$1,072,000 since the original \$25 million investment was made and has increased \$142,000 since March 31, 2022.

<b>Fund Manager -</b>	<b>Market Value</b>	<b>Cost</b>
Guardian Capital	\$12,392,000	\$12,749,000
Leith Wheeler	<u>12,884,000</u>	<u>13,323,000</u>
<b>Total</b>	<b><u>\$25,276,000</u></b>	<b><u>\$26,072,000</u></b>

### **3. Patient Volumes**

Acute patient days combined are above target by 1,998 days (excl. psych). Surgical cases are 2,958 under plan at the Met Campus and 2,239 below plan at the Ouellette Campus.

Outpatient visits are 12,314 under plan at the Met campus and 11,446 over plan at Ouellette as this includes 20,858 Assessment Centre visits.

Emergency department visits and holds are 2,854 under plan at the Met campus and 3,632 under plan at the Ouellette campus.

### **4. Organizational Health**

The percentage of sick time year to date for the Met Campus is 7.4%, which is over the target of 4.7% by 2.7%, while overtime is 1.75% over target at 4.1%.

Sick time at the Ouellette Campus is 7.1% compared to the target of 4.7%, while overtime is over target at 7% year to date compared to the target of 2.35%.

When COVID-19 related sick time is excluded from the calculation, the sick time percentage at the Met Campus is 5.7% and Ouellette is 5.3%.

With respect to FTEs, the Met Campus is favourable to budget by 26.2 FTEs. The FTE surplus is comprised of 16.9 FTEs for hospital operations and 9.3 FTEs attributable to Cancer Centre operations. At the Ouellette Campus, the FTE variance is unfavourable by 8.6 FTEs inclusive of 11.4 FTEs incurred for screening in the first quarter. Overall, the Hospital is 7.3 FTEs over budget including 24.9 FTEs for staffing requirements of the Assessment Centre and Vaccine Administration, 26.5 FTEs for screening and 98 FTEs for Nursing Externs.

**Statement #1**  
**WINDSOR REGIONAL HOSPITAL**  
**Consolidated Operating Results for the Seven Months Ending October 31, 2022**

Current Month		Description	Year To Date				Year End			Prior Year Actual	
Actual	Fav/(Unfav) Budget		Actual	Budget	Fav/(Unfav)	%	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
		<b>Revenue (\$000's)</b>									
\$ 35,459	\$ (602)	1 Ministry Funding - Base	\$ 243,808	\$ 248,997	\$ (5,189)	-2.08%	\$ 417,808	\$ 425,592	\$ (7,784)	\$ 243,662	\$ 401,055
6,161	1,367	2 Ministry Funding - One-time	50,423	33,128	17,295	52.21%	85,234	56,645	28,589	48,670	27,770
2,610	51	3 Ministry Funding - Drug Reimb.	17,663	17,911	(248)	-1.38%	30,104	30,704	(600)	17,301	22,103
73	(241)	4 Preferred Accommodation	367	2,167	(1,800)	-83.06%	696	3,696	(3,000)	232	3,620
19	15	5 Chronic co-payment	45	25	20	80.00%	72	42	30	-	47
2,467	(216)	6 Patient services	21,171	18,521	2,650	14.31%	37,303	31,603	5,700	20,306	32,594
628	(13)	7 Capital grant amortization	4,421	4,487	(66)	-1.47%	7,266	7,467	(201)	4,489	6,550
4,364	434	8 Other recoveries	30,437	28,454	1,983	6.97%	52,764	49,464	3,300	25,745	43,232
\$ 51,781	\$ 795	9 Total Revenue	\$ 368,335	\$ 353,690	\$ 14,645	4.14%	\$ 631,247	\$ 605,213	\$ 26,034	\$ 360,405	\$ 536,971
		<b>Expense (\$000's)</b>									
\$ 22,809	\$ (390)	10 Salaries	\$ 157,227	\$ 153,778	\$ (3,449)	-2.24%	\$ 267,712	\$ 263,703	\$ (4,009)	\$ 157,190	\$ 242,858
4,664	1,164	11 Employee benefits	40,251	40,676	425	1.04%	70,107	69,065	(1,042)	40,407	61,424
126	-	12 Employee ben. - future ben. costs	885	885	-	0.00%	1,517	1,517	-	1,197	2,325
5,226	(669)	13 Medical staff remuneration	36,557	31,416	(5,141)	-16.36%	62,675	53,875	(8,800)	36,534	54,183
3,722	(508)	14 Medical & Surgical supplies	23,641	22,399	(1,242)	-5.54%	39,988	37,903	(2,085)	23,461	35,882
7,082	(561)	15 Drugs	46,518	45,476	(1,042)	-2.29%	78,973	77,891	(1,082)	42,972	60,153
6,578	164	16 Supplies & other expenses	49,016	47,364	(1,652)	-3.49%	86,391	82,888	(3,503)	52,075	61,257
191	23	17 Equipment lease / rental	1,440	1,493	53	3.55%	2,560	2,573	13	1,504	2,675
1,636	364	18 Capital amortization	11,405	13,997	2,592	18.52%	21,324	23,995	2,671	9,347	13,947
\$ 52,034	\$ (413)	19 Total Expense	\$ 366,940	\$ 357,484	\$ (9,456)	-2.65%	\$ 631,247	\$ 613,410	\$ (17,837)	\$ 364,687	\$ 534,704
-	-	20 Other recoveries (expense)	-	-	-	#DIV/0!	-	-	-	-	572
\$ (254)	\$ 382	20 Net Surplus (Deficit) - \$000's	\$ 1,395	\$ (3,794)	\$ 5,189		\$ (0)	\$ (8,197)	\$ 8,197	\$ (4,282)	\$ 2,839
\$ 443	\$ 345	1 Total Margin - \$000's	\$ 6,152	\$ 1,297	\$ 4,855		\$ 8,072	\$ 472	\$ 7,600	\$ 679	\$ 8,145
1,200	(1,200)	COVID-19 related unfunded extraordinary operating expenses and revenue loss included above	6,058	-	(6,058)		9,500	-	(9,500)	4,194	-

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

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
<b>Revenue (\$000's)</b>										
\$ 35,391	\$ (652)	1	\$ 243,375	\$ 248,799	\$ (5,424)	416,670	\$ 424,454	\$ (7,784)	\$ 243,475	\$ 419,681
6,161	1,367	2	50,423	33,128	17,295	85,234	56,645	28,589	48,670	99,387
2,610	51	3	17,663	17,911	(248)	30,104	30,704	(600)	17,301	31,582
73	(241)	4	367	2,167	(1,800)	696	3,696	(3,000)	232	637
19	15	5	45	25	20	72	42	30	-	1
2,467	(216)	6	21,171	18,521	2,650	37,303	31,603	5,700	20,306	34,338
289	1	7	2,046	2,013	33	3,194	3,226	(32)	2,099	3,584
4,361	432	8	30,413	28,448	1,965	52,718	49,418	3,300	25,725	46,715
\$ 51,371	\$ 757	9	\$ 365,503	\$ 351,012	\$ 14,491	\$ 625,991	\$ 599,788	\$ 26,203	\$ 357,808	\$ 635,925
<b>Expense (\$000's)</b>										
\$ 22,758	\$ (353)	10	\$ 156,946	\$ 153,670	\$ (3,276)	\$ 267,525	\$ 263,516	\$ (4,009)	\$ 157,092	\$ 272,547
4,652	1,173	11	40,193	40,654	461	70,070	69,028	(1,042)	40,379	68,485
126	-	12	885	885	-	1,517	1,517	-	1,197	2,546
5,226	(669)	13	36,557	31,416	(5,141)	62,675	53,875	(8,800)	36,534	64,103
3,722	(508)	14	23,641	22,399	(1,242)	39,987	37,902	(2,085)	23,461	41,517
7,082	(561)	15	46,518	45,476	(1,042)	78,973	77,891	(1,082)	42,972	76,960
5,956	203	16	44,761	43,232	(1,529)	78,444	75,074	(3,370)	47,936	86,615
601	(25)	17	4,094	4,010	(84)	6,936	6,816	(120)	4,034	6,918
191	23	18	1,440	1,493	53	2,560	2,560	-	1,504	2,654
1,202	290	19	8,367	10,442	2,075	16,116	17,901	1,785	6,030	12,353
\$ 51,516	\$ (427)	20	\$ 363,402	\$ 353,677	\$ (9,725)	\$ 624,803	\$ 606,080	\$ (18,723)	\$ 361,139	\$ 634,698
\$ (146)	\$ 330	21	\$ 2,101	\$ (2,665)	\$ 4,766	\$ 1,188	\$ (6,292)	\$ 7,480	\$ (3,331)	\$ 1,227
<b>Surplus / (Deficit) from Other Operations (\$000's)</b>										
(13)	(8)	22	(43)	(48)	5	(52)	(52)	-	(24)	-
-	-	23	-	-	-	-	-	-	-	-
(159)	322	24	2,058	(2,713)	4,771	1,136	(6,344)	7,480	(3,355)	1,227
\$ (95)	60	25	\$ (663)	\$ (1,081)	418	\$ (1,136)	\$ (1,853)	717	\$ (927)	\$ (1,227)
\$ (254)	\$ 382	26	\$ 1,395	\$ (3,794)	\$ 5,189	\$ (0)	\$ (8,197)	\$ 8,197	\$ (4,282)	\$ -
\$ 37	\$ (37)	27	\$ 299	\$ -	\$ (299)	\$ 500	\$ -	\$ (500)	\$ 209	\$ 17,772
\$ 745	\$ (745)	28	\$ 3,731	\$ -	\$ (3,731)	\$ 6,000	\$ -	\$ (6,000)	\$ 1,092	\$ 2,229
\$ 455	\$ (455)	29	\$ 2,327	\$ -	\$ (2,327)	\$ 3,500	\$ -	\$ (3,500)	\$ 3,102	\$ 4,597
\$ 935	\$ (935)	30	\$ 6,584	\$ -	\$ (6,584)	\$ 10,000	\$ -	\$ (10,000)	\$ 4,585	\$ 10,507



**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Seven Months Ending October 31, 2022**  
**Consolidated - Met and Ouellette Campuses**

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
<b>Financial Performance Measures</b>										
\$ 443	345	1 Total Margin - \$000's	\$ 6,152	\$ 1,297	\$ 4,855	\$ 8,072	\$ 472	\$ 7,600	\$ 679	\$ 8,145
0.86%	0.66%	2 Total Margin - %	1.68%	0.37%	1.31%	1.29%	0.08%	0.0%	0.19%	1.28%
n/a	n/a	3 Unrestricted cash - \$000's	\$ 137,327	N/A	N/A	N/A	N/A	N/A	123,282	\$ 140,919
n/a	n/a	4 Current ratio	1.92	1.00	0.92	1.92	1.00	N/A	1.79	1.85
\$ 2,215	n/a	5a Capital equipment expenditures - Fiscal 2022 - 23 \$000's	\$ 8,889	\$ 10,459	\$ 1,570	\$ 17,930	\$ 17,930	\$ -	\$ 1,419	\$ 11,018
\$ 128	n/a	5b Capital equipment expenditures - PY C/F \$000's	\$ 1,132	\$ 6,822	\$ 5,690	\$ 11,694	\$ 11,694	\$ -	\$ 5,840	\$ 8,376
\$ 116	n/a	5c Externally Funded Projects	\$ 2,525	\$ 21,834	\$ 19,309	\$ 37,430	\$ 37,430	\$ -	\$ 7,823	\$ 4,722
\$ 148	n/a	5d Windsor-Essex Acute Care Hospital	\$ 1,406	\$ -	\$ (1,406)	\$ 5,230	\$ -	\$ (5,230)	\$ 104	\$ 869
<b>Patient Volume Measures</b>										
<b>MET CAMPUS ONLY</b>										
1,811	(12,708)	1 Total Weighted Cases (est) - HIG	13,493	14,517	(1,024)	23,014	24,763	(1,749)	13,461	23,854
1,612	(10,157)	2 Acute separations (excl psych)	10,789	15,135	(4,346)	18,402	20,074	(1,672)	10,167	17,439
8,181	(45,252)	3 Acute pat. days (excl. psych)	54,183	53,406	777	92,415	91,135	1,280	49,600	87,037
89	(655)	4 Psychiatric - Adolescent pat. days	601	744	(143)	1,025	1,269	(244)	670	1,263
4,325	(27,652)	5 Emergency visits and ER holds	28,778	31,632	(2,854)	49,084	54,540	(5,456)	29,017	49,093
285	(2,126)	6 OR - Inpatient cases	1,710	2,446	(736)	2,917	4,113	(1,196)	1,690	2,848
533	(4,856)	7 OR - Day Surgery cases	3,243	5,465	(2,222)	5,531	9,192	(3,661)	3,406	5,816
10,840	(77,943)	8 Clinic visits	77,914	88,782	(10,868)	132,891	151,429	(18,538)	69,164	88,647
716	(5,554)	9 Community Services visits	4,823	6,269	(1,446)	8,226	10,695	(2,469)	8,607	16,358
<b>Variable Revenue Volumes:</b>										
17	(22)	(a) Hip procedures	89	41	48	109	67	42	38	94
22	(218)	(b) Knee procedures	120	242	(122)	278	410	(132)	117	191
-	-	(c) Pacemaker inserts	-	-	-	-	-	-	-	-
531	(4,505)	11 MRI Hours of Operation	3,701	5,034	(1,333)	6,312	8,589	(2,277)	3,873	6,559
743	(2,587)	12 CT Hours of Operation	5,124	3,329	1,795	8,739	5,678	3,061	5,145	8,696
<b>Patient Access Measures &amp; System Integration</b>										
<b>MET CAMPUS ONLY</b>										
5.08	(0.54)	1 Acute Average LOS	5.02	4.54	(0.48)	5.02	4.54	(0.48)	4.88	4.99
4.24	2.20	2 Psych Average - Adolescent LOS	4.23	6.44	2.21	4.23	6.44	2.21	4.65	5.03
<b>Organizational Health</b>										
<b>MET CAMPUS ONLY</b>										
7.30%	N/A	1 % Sick Time to Total Comp	7.40%	4.70%	-2.70%	7.30%	4.70%	-2.60%	6.30%	6.50%
4.10%	N/A	2 % Overtime to Total Comp	4.10%	2.35%	-1.75%	4.10%	2.35%	1.75%	3.20%	3.40%
1,825.0	N/A	3 FTE staffing (Hospital Ops Only)	1,790.7	1,816.9	26.2	1,790.7	1,790.0	(0.62)	1,798.4	2,035.0

**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Seven Months Ending October 31, 2022**  
**Consolidated - Met and Ouellette Campuses**

1,998.0

Current Month		Patient Volume Measures		OUELLETTE CAMPUS ONLY			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Description	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	
2,006	(12,887)	1 Total Weighted Cases (est) - HIG	14,419	14,892	(473)	24,593	25,402	(809)	13,340	24,037	
916	(6,613)	2 Acute separations (excl psych)	6,061	7,532	(1,471)	10,338	12,842	(2,504)	5,887	10,113	
8,424	(46,765)	3 Acute pat. days (excl. psych)	56,437	55,216	1,221	96,259	94,131	2,128	50,880	88,973	
1,737	(12,324)	4 Psychiatric - Adult patient days	12,417	14,061	(1,644)	21,179	23,983	(2,804)	11,862	20,066	
4,127	(27,607)	6 Emergency visits and ER holds	28,321	31,953	(3,632)	48,305	54,126	(5,821)	27,969	47,619	
322	(2,188)	7 OR - Inpatient cases	2,091	2,566	(475)	3,566	4,281	(715)	1,944	3,240	
798	(6,078)	8 OR - Day Surgery cases	5,271	7,035	(1,764)	8,990	11,727	(2,737)	6,261	9,648	
2,282	(16,191)	9 Clinic visits	14,792	18,473	(3,681)	25,229	31,508	(6,279)	12,156	23,866	
3,020	(2,711)	10 Community Services visits	20,858	5,731	15,127	35,576	9,774	25,802	39,462	63,819	
		11 Variable Revenue Volumes:									
25	(238)	(a) Hip procedures	177	270	(93)	366	448	(82)	182	297	
53	(259)	(b) Knee procedures	340	319	21	548	532	16	226	430	
29	(126)	(c) Pacemaker inserts	196	155	41	334	265	69	180	328	
		12 Cataracts									
228	(2,997)	a) Unilateral	2,208	3,271	(1,063)	4,673	5,500	(827)	3,510	5,225	
191	176	b) Bilateral	602	14	588	822	25	797	33	105	
561	(2,984)	13 MRI Hours of Operation	3,797	3,547	250	6,476	6,047	429	3,934	6,644	
744	(4,960)	14 CT Hours of Operation	5,541	5,704	(163)	9,451	9,728	(277)	6,206	10,656	
		<b>Patient Access Measures &amp; System Integration</b>									
9.20	(1.87)	1 Acute Average LOS	9.31	7.33	(1.98)	9.20	7.33	(1.87)	8.64	8.80	
11.90	0.53	3 Psych Average - Adult LOS	10.65	12.43	1.78	10.65	12.43	1.78	9.93	10.08	
		<b>Organizational Health</b>									
6.10%	N/A	1 % Sick Time to Total Comp	7.10%	4.70%	-2.40%	6.10%	4.70%	-1.40%	6.30%	6.70%	
6.20%	N/A	2 % Overtime to Total Comp	7.00%	2.35%	-4.65%	6.20%	2.35%	-3.85%	5.90%	6.00%	
1,512.3	N/A	3 FTE staffing (Hospital Ops Only)	1,487.9	1,479.3	(8.6)	1,487.9	1,445.1	(42.7)	1,478.8	1,665.0	
		<b>Assessment Centre and the Vaccination Administration</b>									
		<b>Patient Volume Measures</b>									
		Description	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	
25.24	-	1 FTE staffing	24.9	-	(24.9)	29.5	-	(29.50)	130.8	142.0	

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

	October 31, 2022	March 31, 2022		October 31, 2022	March 31, 2022
<b>ASSETS</b>			<b>LIABILITIES AND EQUITIES</b>		
<b>Current assets:</b>			<b>Current liabilities:</b>		
Cash & short-term investments	\$ 137,327	\$ 140,919	Bank overdraft	\$ -	\$ -
Cash, restricted	6,516	5,552	Bank indebtedness	-	-
Cash, restricted Ministry Capital Projects	6,766	7,860	Accounts payable - trade	26,300	23,149
Accounts Rec. - Ministry / CCO	25,395	52,848	Accounts payable - Ministry	21,121	36,755
- OHIP	10,585	10,284	Accrued liabilities	58,017	65,118
- Other	9,694	8,912	Current portion of long term debt	3,610	3,466
Inventories	6,486	6,235	Current portion of capital lease	-	-
Prepaid & deferred charges	5,014	3,825	Current portion accrued benefit obligations	1,329	1,329
Due from related parties	4,486	3,490			
	<hr/>	<hr/>		<hr/>	<hr/>
Total current assets	212,269	239,925	Total current liabilities	110,377	129,817
<b>Long term assets:</b>			<b>Long term liabilities:</b>		
Long Term Investments	25,276	26,952	Long Term Debt	34,380	36,177
Property, Plant, Equipment, Net	207,792	215,478	Debentures	200,000	200,000
Construction in progress	28,999	18,765	Accrued benefit obligations	24,914	24,696
	<hr/>	<hr/>	Capital lease obligations	-	-
Total long term assets	236,791	234,243	Marked to market	281	621
	<hr/>	<hr/>	Sick benefits payable	5,726	5,915
	262,067	261,195	Deferred revenue - capital grants	128,116	133,269
	<hr/>	<hr/>		<hr/>	<hr/>
			Total long term liabilities	393,417	400,678
			<b>Remeasurement gains/(losses):</b>		
			Debenture Sinking Funds	(796)	1,022
			SWAP	(281)	(621)
			<b>Net assets:</b>	(28,381)	(29,776)
				<hr/>	<hr/>
Total assets	<u>\$ 474,336</u>	<u>\$ 501,120</u>	Total liabilities and net assets	<u>\$ 474,336</u>	<u>\$ 501,120</u>





**WINDSOR REGIONAL HOSPITAL**  
OUTSTANDING CARE – NO EXCEPTIONS!

## **Media Report to the Board of Directors November 2022**

### **Local company offers test to help determine immunity from COVID-19**

Windsor Star, Nov. 1, 2022

[Local company offers test to help determine immunity from COVID-19 | Windsor Star](#)

### **Off-load delays continue**

Blackburn News, Nov. 1, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/11/02/off-load-delays-continue/>

### **Big decline in abortions at 2 southwestern Ontario hospitals over last decade, data shows**

CBC Windsor, Nov. 3, 2022

<https://www.cbc.ca/news/canada/windsor/hospital-abortion-declining-1.6637012>

### **WRH concerned by trifecta of respiratory illness**

CTV Windsor, Nov. 3, 2022

<https://windsor.ctvnews.ca/windsor-regional-hospital-concerned-by-trifecta-of-respiratory-illness-1.6138413>

### **Hospital patients coming in sicker, staying longer: CEO**

Windsor Star, Nov. 3, 2022

<https://windsorstar.com/news/local-news/draft-paediatric-rsv-volumes-very-high-in-windsor-hospital-ceo>

### **Windsor-Essex health leaders concerned about 'aggressive' flu season, increased respiratory illness**

Windsor Star, Nov. 3, 2022

<https://windsorstar.com/news/local-news/windsor-essex-health-leaders-united-in-concern-about-aggressive-flu-season>

### **Region prepares for respiratory illness rush, EMS chief worries of more code blacks**

CBC Windsor, Nov. 4, 2022

<https://www.cbc.ca/news/canada/windsor/ems-chief-windsor-essex-code-black-novemeber-1.6639041>

**Burden of respiratory illness in the community is high says local medical officer of health**

AM800, Nov. 4, 2022

<https://www.iheartradio.ca/am800/news/burden-of-respiratory-illness-in-the-community-is-high-says-local-moh-1.18735348>

**Healthcare leaders concerned over rising number of respiratory illnesses**

AM800, Nov. 3, 2022

<https://www.iheartradio.ca/am800/news/healthcare-leaders-concerned-over-rising-number-of-respiratory-illnesses-1.18732400>

**Respiratory illnesses rise in Windsor-Essex**

Blackburn News, Nov. 3, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/11/03/respiratory-illnesses-rise-windsor-essex/>

**WRH concerned about number of beds as triple threat flu season arrives**

AM800, Nov. 4, 2022

<https://www.iheartradio.ca/am800/news/wrh-concerned-about-number-of-beds-as-triple-threat-flu-season-arrives-1.18735975>

**Reader letter: Too many negatives with planned hospital location**

Windsor Star, Nov. 6, 2022

<https://windsorstar.com/opinion/letters/reader-letter-too-many-negatives-with-planned-hospital-location>

**CKHA welcomes three new physicians**

CTV Windsor, Nov. 5, 2022

<https://windsor.ctvnews.ca/chatham-kent-health-alliance-welcomes-three-new-physicians-1.6141380>

**'It is good overall' – Access to COVID-19 treatment drug may soon be easier**

CTV Windsor, Nov. 7, 2022

<https://windsor.ctvnews.ca/it-is-good-overall-access-to-covid-19-treatment-drug-may-soon-be-easier-1.6142780>

**Windsor's pediatric unit sees surge in respiratory illness, as some childrens' medication supply low**

CBC Windsor, Nov. 9, 2022

<https://www.cbc.ca/news/canada/windsor/amoxicilin-kids-pain-drug-shortage-windsor-essex-1.6644413>

**Downtown business owner calls for more mental health support following recent act of vandalism**

CTV Windsor, Nov. 8, 2022

<https://windsor.ctvnews.ca/downtown-business-owner-calls-for-more-mental-health-support-following-recent-act-of-vandalism-1.6144684>

**CMHA launches campaign to fund youth mental health hub, gets \$1M head start**

CTV Windsor, Nov. 8, 2022

<https://windsor.ctvnews.ca/cmha-launches-campaign-to-fund-youth-mental-health-hub-gets-1-million-head-start-1.6144227>

**Local doctors hold online event to answer questions about respiratory viruses in children**

AM800, Nov. 9, 2022

<https://www.iheartradio.ca/am800/news/local-doctors-hold-online-event-to-answer-questions-about-respiratory-viruses-in-children-1.18768115>

**Leamington hotel manager named leader of the year while fighting stage 4 cancer**

CTV Windsor, Nov. 9, 2022

<https://windsor.ctvnews.ca/leamington-hotel-manager-named-leader-of-the-year-while-fighting-stage-4-cancer-1.6146596>

**Strict compliance to mask policy is required: UWindsor**

CTV Windsor, Nov. 9, 2022

<https://windsor.ctvnews.ca/strict-compliance-to-mask-policy-is-required-uwindsor-1.6145909>

**Windsor council votes to revoke vaccine policy**

AM800, Nov. 9, 2022

<https://www.iheartradio.ca/am800/news/windsor-council-votes-to-revoke-vaccine-policy-1.18772143>

**City of Windsor to drop COVID-19 vaccine mandate**

Blackburn News, Nov. 10, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/11/10/city-windsor-drop-covid-19-vaccine-mandate/>

**City of Windsor votes to revoke vaccine policy**

CTV Windsor, Nov. 9, 2022

<https://windsor.ctvnews.ca/city-of-windsor-votes-to-revoke-vaccine-policy-1.6146451>

**Council votes to remove vaccine mandate for city employees**

Windsor Star, Nov. 9, 2022

<https://windsorstar.com/news/local-news/council-votes-to-remove-vaccine-mandate-for-city-employees>

### **City of Windsor rescinds vaccine mandate for employees**

CBC Windsor, Nov. 9, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-city-employees-vaccine-mandate-rescinded-1.6646598>

### **Windsor-Essex health data released**

CTV Windsor, Nov. 11, 2022

[https://windsor.ctvnews.ca/mobile/video?cid=sm%3Atrueanthem%3Actvwindsor%3Apost&clipId=2561036&utm\\_campaign=trueAnthem%3A+Trending+Content&utm\\_medium=trueAnthem&utm\\_source=facebook&fbclid=IwAR2bOW1ULq9N1zk-KBI-hYe9xw DcxthcTeEmJbd gkuUNAZI FiALvqEXg](https://windsor.ctvnews.ca/mobile/video?cid=sm%3Atrueanthem%3Actvwindsor%3Apost&clipId=2561036&utm_campaign=trueAnthem%3A+Trending+Content&utm_medium=trueAnthem&utm_source=facebook&fbclid=IwAR2bOW1ULq9N1zk-KBI-hYe9xw DcxthcTeEmJbd gkuUNAZI FiALvqEXg)

### **Nail salon breaches infection prevention control practices**

Blackburn News, Nov. 10, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/11/10/nail-salon-breaches-infection-prevention-control-practices/>

### **Minimum wage not enough to live off in Windsor-Essex, health unit says**

CTV Windsor, Nov. 10, 2022

<https://windsor.ctvnews.ca/minimum-wage-not-enough-to-live-off-in-windsor-essex-health-unit-says-1.6150467>

### **Reader letter: Government, leadership decision-making is eroding health care**

Windsor Star, Nov. 12, 2022

<https://windsorstar.com/opinion/letters/reader-letter-government-decisions-is-what-is-eroding-health-care>

### **Reader letter: Government needs to address overburdened ambulance services**

Windsor Star, Nov. 11, 2022

<https://windsorstar.com/opinion/letters/reader-letter-government-needs-to-address-overburdened-ambulance-services>

### **Reader letter: There are better solutions than proposed hospital site**

Windsor Star, Nov. 12, 2022

<https://windsorstar.com/opinion/letters/reader-letter-there-are-better-solutions-than-proposed-hospital-site>

### **Wearing masks indoors 'strongly recommended' by University of Windsor**

Windsor Star, Nov. 12, 2022

<https://windsorstar.com/news/local-news/wearing-masks-indoors-strongly-recommended-by-university-of-windsor>



**This Ontario family wants a needle-free flu vaccine but can't find it anywhere**

CBC Windsor, Nov. 14, 2022

<https://www.cbc.ca/news/canada/london/this-ontario-family-wants-a-needle-free-flu-vaccine-but-can-t-find-it-anywhere-1.6647891>

**Internationally recognized experts speak at local research conference**

AM800, Nov. 13, 2022

<https://www.iheartradio.ca/am800/news/internationally-recognized-experts-speak-at-local-research-conference-1.18778780>

**WRH paediatric admissions above normal capacity**

CTV Windsor, Nov. 14, 2022

<https://windsor.ctvnews.ca/windsor-regional-hospital-paediatric-admissions-above-normal-capacity-1.6152443>

**WRH paediatric admissions above normal capacity**

AM800, Nov. 14, 2022

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-paediatric-admissions-above-normal-capacity-1.18790723>

**Woman allegedly poses as nurse at WRH**

CTV Windsor, Nov. 14, 2022

<https://windsor.ctvnews.ca/woman-allegedly-poses-as-nurse-at-windsor-regional-hospital-1.6152570>

**Police investigating after woman tried to pose as a nurse at Windsor ER**

CBC Windsor, Nov. 14, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-police-fake-nurse-hospital-1.6651264>

**Police investigating woman who allegedly posed as a nurse at WRH**

AM800, Nov. 14, 2022

<https://www.iheartradio.ca/am800/news/police-investigating-woman-who-allegedly-posed-as-a-nurse-at-wrh-1.18789845>

**Masks strongly recommended: here's how officials in Windsor-Essex and Chatham-Kent are responding**

CTV Windsor, Nov. 14, 2022

<https://windsor.ctvnews.ca/masks-strongly-recommended-here-s-how-officials-in-windsor-essex-and-chatham-kent-are-responding-1.6151852>

**Ontario government strongly encourages masks. Here's where things stand in Windsor-Essex**

CBC Windsor, Nov. 14, 2022

<https://www.cbc.ca/news/canada/windsor/essex-county-mask-mandatory-1.6650935>

### **Smilezone upgrades to children's unit at WRH**

Windsor Star, Nov. 14, 2022

<https://windsorstar.com/news/local-news/smilezone-completes-upgrades-to-childrens-unit-at-windsor-regional-hospital>

### **County of Essex re-implements mask policy**

Blackburn News, Nov. 14, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/11/14/county-essex-re-implements-mask-policy/>

### **County of Essex brings back mask requirements for its facilities**

Windsor Star, Nov. 14, 2022

<https://windsorstar.com/news/local-news/county-of-essex-brings-back-mask-requirements-for-its-facilities>

### **HDGH continues 36-year tradition with launch of Tree of Lights campaign**

AM800, Nov. 15, 2022

<https://www.iheartradio.ca/am800/news/hotel-dieu-grace-healthcare-continues-36-year-tradition-with-launch-of-the-tree-of-lights-campaign-1.18795087>

### **Local pharmacist offers up alternatives amid children's fever medication shortage**

CTV Windsor, Nov. 15, 2022

<https://windsor.ctvnews.ca/local-pharmacist-offers-up-alternatives-amid-children-s-fever-medication-shortage-1.6154399>

### **So-called tripledemic strains local health care**

CTV Windsor, Nov. 16, 2022

<https://windsor.ctvnews.ca/mobile/video?clipId=2564934>

### **COVID-19 continues to claim lives in the southwest as Ontarians urged to wears masks**

CBC Windsor, Nov. 16, 2022

<https://www.cbc.ca/news/canada/windsor/covid-19-deaths-southwestern-ontario-1.6653449>

### **ESHC becomes official partner of WE Spark Health Institute**

AM800, Nov. 16, 2022

<https://www.iheartradio.ca/am800/news/erie-shores-healthcare-becomes-official-partner-of-we-spark-health-institute-1.18800013>

### **Health unit official says vaping among high school kids a big issue**

AM800, Nov. 16, 2022

<https://www.iheartradio.ca/am800/news/health-unit-official-says-vaping-among-high-school-kids-a-big-issue-1.18795163>

**New hospice opens for Windsor palliative care patients who are homeless**

CBC Windsor, Nov. 17, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-hospice-for-homeless-1.6654067>

**No wait list for forgotten grievers: how CMHA Windsor-Essex is helping youth cope with death**

CTV Windsor, Nov. 16, 2022

<https://windsor.ctvnews.ca/no-wait-list-for-forgotten-grievers-how-cmha-windsor-essex-is-helping-youth-cope-with-death-1.6155701>

**Solutions needed as local family physician crisis growing worse**

Windsor Star, Nov. 17, 2022

<https://windsorstar.com/news/local-news/solutions-needed-as-local-family-physician-crisis-growing-worse>

**Children's medicine shortage seeping over into U.S. border city**

CTV Windsor, Nov. 17, 2022

<https://windsor.ctvnews.ca/children-s-medicine-shortage-seeping-over-into-united-states-border-city-1.6157512>

**Alert issued after 11 opioid overdoses reported**

Blackburn News, Nov. 17, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/11/17/alert-issued-11-opioid-overdoses-reported/>

**Alert issued for opioid overdoses**

CTV Windsor, Nov. 17, 2022

<https://windsor.ctvnews.ca/alert-issued-for-opioid-overdoses-1.6158666>

**Health unit issues alert following 11 opioid overdoses in one week**

CBC Windsor, Nov. 17, 2022

<https://www.cbc.ca/news/canada/windsor/opioid-overdose-alert-1.6655724>

**WRH announces changes for COVID-19 clinical assessment centre**

AM800, Nov. 18, 2022

<https://www.iheartradio.ca/am800/news/wrh-announces-changes-for-covid-19-clinical-assessment-centre-1.18804516>

**Windsor's COVID-19 assessment centre expanded to all patients with flu-like illnesses**

CBC Windsor, Nov. 18, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-respiratory-illness-centre-1.6657017>

### **COVID-19 clinic expanding to include assessment for flu, RSV**

Blackburn News, Nov. 18, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/11/18/covid-19-clinic-expanding-include-assessment-flu-rsv/>

### **WRH expanding centre for patients with COVID-19 and influenza-like illness**

CTV Windsor, Nov. , 2022

<https://windsor.ctvnews.ca/wrh-expanding-assessment-centre-for-patients-with-covid-19-and-influenza-like-illness-1.6158875>

### **Sad milestone: COVID-19 death toll reaches 700 in Windsor-Essex**

CTV Windsor, Nov. , 2022

<https://windsor.ctvnews.ca/sad-milestone-covid-19-death-toll-reaches-700-in-windsor-essex-1.6158923>

### **COVID-19 death toll reaches 700 in Windsor-Essex**

AM800, Nov. 18, 2022

<https://www.iheartradio.ca/am800/news/covid-19-death-toll-reaches-700-in-windsor-essex-1.18804498>

### **ESHC becomes partner in WE Spark health institute**

Blackburn News, Nov. 20, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/11/20/eshc-becomes-partner-spark-health-institute/>

### **WECHU issues public alert after 11 opioid overdoses**

AM800, Nov. 18, 2022

<https://www.iheartradio.ca/am800/news/wechu-issues-public-alert-after-11-opioid-overdoses-1.18804135>

### **November started with spike in opioid overdoses, say Windsor-Essex health partners**

Windsor Star, Nov. 18, 2022

<https://windsorstar.com/news/local-news/november-started-with-spike-in-opioid-overdoses-say-windsor-essex-health-partners>

### **Alert issued for opioid overdoses**

CTV Windsor, Nov. 18, 2022

<https://windsor.ctvnews.ca/alert-issued-for-opioid-overdoses-1.6158666>

### **Windsor-Essex hits sad COVID-19 milestone**

Blackburn News, Nov. 18, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/11/18/windsor-essex-hits-sad-covid-19-milestone/>

### **Four young women awarded Athena scholarships**

Windsor Star, Nov. 18, 2022

<https://windsorstar.com/news/local-news/four-young-women-awarded-athena-scholarships>

### **Hospital's COVID-19 centre now treating all respiratory woes**

Windsor Star, Nov. 21, 2022

<https://windsorstar.com/news/local-news/hospitals-covid-19-centre-now-treating-all-respiratory-woes>

### **'Last thing that is going to happen': says hospital CEO on fines for patients who refuse long-term care spots**

CBC Windsor, Nov. 21, 2022

<https://www.cbc.ca/news/canada/windsor/hospital-fine-windsor-starts-1.6659488>

### **WRH president and CEO says Bill 7 working locally**

AM800, Nov. 22, 2022

<https://www.iheartradio.ca/am800/news/wrh-president-and-ceo-says-bill-7-working-locally-1.18824377>

### **More Beds Better Care Act – Morning Show with Mike and Lisa**

AM800, Nov. 22, 2022

<https://www.iheartradio.ca/am800/audio/more-beds-better-care-act-1.18823835>

### **Windsor hospital hiring 7 'offload assistants' to help with ambulance shortage**

CBC Windsor, Nov. 23, 2022

<https://www.cbc.ca/news/canada/windsor/offload-assistants-hiring-1.6661647>

### **Construction of new Windsor-Essex hospital set to begin one year sooner**

AM800, Nov. 23, 2022

<https://www.iheartradio.ca/am800/news/construction-of-new-windsor-essex-hospital-set-to-begin-one-year-sooner-1.18830620>

### **Windsor-Essex acute care hospital construction timeline moved up**

AM800, Nov. 23, 2022

<https://www.iheartradio.ca/am800/news/windsor-essex-acute-care-hospital-construction-timeline-moved-up-1.18830183>

### **Windsor-Essex megahospital project timeline moved up by the Ontario government**

AM800, Nov. 23, 2022

<https://www.iheartradio.ca/am800/audio/windsor-essex-mega-hospital-project-timeline-moved-up-by-the-ontario-government-1.18830070>

### **Windsor-Essex megahospital project speeded up**

Blackburn News, Nov. 23, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/11/23/windsor-essex-mega-hospital-project-speeded/>

### **Construction on new acute care hospital slated to begin in 2026**

CTV Windsor, Nov. 23, 2022

<https://windsor.ctvnews.ca/construction-on-new-acute-care-hospital-slated-to-begin-in-2026-1.6165842>

### **More than 36,000 in Windsor-Essex do not have a family doctor: OCPF**

CTV Windsor, Nov. 23, 2022

<https://windsor.ctvnews.ca/more-than-36-000-in-windsor-essex-do-not-have-a-family-doctor-ocfp-1.6166145>

### **We're leading the way here in Windsor – new addictions program tailored to the 2SLGBTQ community**

CTV Windsor, Nov. 23, 2022

<https://windsor.ctvnews.ca/we-re-leading-the-way-here-in-windsor-new-addictions-program-tailored-to-the-2slgbtq-community-1.6165896>

### **Local diabetic with vision loss pushing for legislated accessibility on all medical equipment**

Windsor Star, Nov. 23, 2022

<https://windsorstar.com/news/local-news/local-diabetic-pushing-for-legislated-accessibility-on-all-medical-equipment>

### **WRH's hiring of 7 offload assistants may pull resources from already-strained paramedic system, says union**

CTV Windsor, Nov. 24, 2022

<https://windsor.ctvnews.ca/wrh-s-hiring-of-7-offload-assistants-may-pull-resources-from-already-strained-paramedic-system-says-union-1.6167674>

### **1 in 12 people without a doctor in Windsor-Essex, and it's affecting hospitals**

CBC Windsor, Nov. 24, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-essex-family-doctors-1.6662596>

### **Start of mega-hospital build expected in 2026, earlier than forecast**

Windsor Star, Nov. 25, 2022

<https://windsorstar.com/news/local-news/regional-hospital>

### **Windsor blood donation clinic to shut down next year**

CBC Windsor, Nov. 25, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-canadian-blood-services-1.6664773>

**Windsor West MPP reacts to Ontario asking family clinics to extend hours**

AM800, Nov. 25, 2022

<https://www.iheartradio.ca/am800/news/windsor-west-mpp-reacts-to-ontario-asking-family-clinics-to-extend-hours-1.18839207>

**How you can help on Giving Tuesday in Windsor-Essex**

CTV Windsor, Nov. 28, 2022

<https://windsor.ctvnews.ca/how-you-can-help-on-giving-tuesday-in-windsor-essex-1.6171698>

**Local champion paralympian's memoir a story of survival, triumph**

Windsor Star, Nov. 28, 2022

<https://windsorstar.com/news/local-news/local-paralympian-publishes-memoir>

**Pénurie de personnel en santé : les recettes de Windsor portent leurs fruits**

CBC/Radio-Canada, Nov. 29, 2022

<https://ici.radio-canada.ca/nouvelle/1937041/penurie-sante-politique-recrutement-hopital-regional-windsor>

**Farhi holdings has plans to develop 53 acres of land near new hospital**

AM800, Nov. 30, 2022

<https://www.iheartradio.ca/am800/news/farhi-holdings-has-plans-to-develop-53-acres-of-land-near-new-hospital-1.18861272>

**Catalysts for growth spur investments in Windsor**

CTV Windsor, Nov. 30, 2022

<https://windsor.ctvnews.ca/catalysts-for-growth-spur-investments-in-windsor-1.6175967>

## **Web and Social Media Analytics – November 2022**

### **WEB:**

**Number of Actual Users Accessing the Website (November 2022) : 45,186**

**Number of Website Page Views: 154,728**

#### **What Pages Are They Looking At?:**

1. Home Page – 24,573 views
2. Emergency Wait Times – 11,638 views
3. Coronavirus – 4743 views
4. Careers – 4053 views
5. ED Wait Times (Met) - 3495
6. Pharmacy login (MyWRH) – 3001 views
7. Coronavirus - 2946
8. Contact Us – 2878
9. ED Wait Times (Ouellette) – 2876
10. Pharmacy Services - 2394 views

### **YOUTUBE:**

**Views:** 4000 views

**Watch Time:** 228 hours

**Subscribers:** 840, +9

#### **Top videos**

##### **Internal:**

1. Demonstrating Compassion (AIDET customer service training) – 494
2. Guidelines for Basic Adult Neurological Observation - 415
3. WRH Fit Test demonstration – 133
4. Improving the Patient Experience – Elevator Privacy – 93
5. WRH Workplace Wellness Events - 81

##### **External:**

1. Using Quick Dams to prevent flooding at WRH – 253
2. Halloween Babies in NICU – 240
3. Period of Purple Crying - 125
4. November Board Report of the President and CEO - 86
5. World Prematurity Day - 74



## **FACEBOOK: 10,884 followers**

Post Reach – 32,280

### **Top Posts:**

1. EMS Offload Assistants posting, 18,859 reached
2. Adult and Paediatric Respiratory Care Centre, 6616 reached
3. Philanthropy Award for Gisele Seguin, 4957
4. Update on Brooke, WRH staff and cancer patient, 3873
5. Day in the Life of a Porter, 3802
6. MRT Week, 2457
7. World Prematurity Day, 1735
8. National Physician Assistant Day, 1595
9. Infrastructure Ontario update on new hospital timelines, 1290
10. Workplace Wellness award, 947

## **INSTAGRAM – Followers: 3917, +91**

**Reach:** 2888

**Engagement:** 426

### **Top Posts:**

1. Physician Assistants Day, 2373 reached
2. World Prematurity Day, 2041 reached
3. Remembrance Day, 647
4. Giving to WRHF - guidelines, 559

## **TWITTER:**

**Followers:** 5,806, +14 this month

### **October Summary:**

15.7K impressions

20 tweets

2934 profile visits

124 mentions

### **Top WRH tweet:**

Great news for the New Windsor/Essex Acute Care Hospital Project! The latest Market Update from Infrastructure Ontario shows construction for the new hospital starting nearly a year earlier than was previously announced. – Nov. 23, 2022; 2858 impressions

### **Top WRH mention:**

EXCLUSIVE: Big drop in number of abortions at 2 southwestern Ontario hospitals over last 10 years, data shows. Both @WRHospital and @bluewaterhealth denied access to this information initially. It took 5 months to obtain. <https://t.co/z119PvWy0Z> -- @JasonViauCBC, Nov. 3, 2022