



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 9, 2021
VIA ZOOM: 1700 hours
Windsor, Ontario

(ZOOM link is included with the meeting invitation)

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (Paniccia)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (Paniccia)		1702	
3. <u>PREVIOUS MINUTES:</u> November 4, 2021 (Paniccia)	Tab A	1703	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO</u> (Musyj) Will be live presentation		1705	FYI
5. <u>SCHULICH REPORT</u> – (Jacobs)	Tab B	1730	FYI
6. <u>FINANCIAL PRESENTATION</u> – (Allen)	Tab C	1735	MOTION (accept)
7. <u>CONSENT AGENDA:</u> Finance/Audit & Resources: November 29, 2021 & Operating Results (Allen)	Tab D	1745	MOTION (accept)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)	Tab E	1750	FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)		1755	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, January 6, 2022 – ZOOM		1800	FYI

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



HAPPY BIRTHDAY

Mary Dawson

Patricia France

Jonathan Foster



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, November 4, 2021**, 17:00 hours, via ZOOM, live streamed on YouTube.

PRESENT VIA ZOOM:

Anthony Paniccia, Chair

Genevieve Isshak

Paul Lachance

Michael Lavoie

Penny Allen

Ian McLeod

Dan Wilson

Dr. Laurie Freeman

Patricia France

Laura Copat

Mary Dawson

Cynthia Bissonnette

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

David Musyj (ex-officio, non-voting)

Karen Riddell (ex-officio, non-voting)

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

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

STAFF VIA ZOOM:

Executive Committee

1. CALL TO ORDER:

The meeting was called to order at 1700 hours with Mr. Paniccia presiding as Chair and Ms. Sutherland recording the minutes.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the October 7, 2021 Board meeting had been previously circulated.

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

THAT the minutes of the October 7, 2021 Board of Directors meeting be approved.

The Chair provided information on the following fundraising campaigns:

- Grow On Windsor, a local fundraising campaign created by the Windsor Cancer Centre Foundation in 2015. The campaign takes place every November in support of cancer awareness, research and treatment for men living in our region. Funds stay local and helps support patients within the WRCC. You can donate directly on the website: <https://windsorcancerfoundation.org/grow-on>
- The WRH Mega Monthly 50/50 raffle continues for the month of November. Again, tickets can be purchased online.

4. REPORT FROM THE PRESIDENT & CEO:

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

- i) Provincial trends of COVID+ patients: in the middle of October we had 500 cases per day. The 7 day average has started to increase slightly and as indicated by the Province Chief Medical Officer of Health, we anticipate cases will rise as we move indoors with the colder weather. As cases in the community go up, trailing indicators will be hospitalizations, ICU cases and unfortunately deaths.

- ii) As it stands right now in hospitals across the Province, 60% of COVID+ patients are unvaccinated or partially vaccinated. 85% of COVID+ patients in Ontario ICUs are unvaccinated or partially vaccinated. Mr. Musyj explained that we really need to continue to look at these numbers. This means 26% of the total population is not fully vaccinated. As vaccination rates go up the more these numbers will start moving.
- iii) Since June 29, 2021 WR has admitted 184 COVID-19+ patients, 73% have not been fully vaccinated. Of the 184, 42 patients have been admitted to the ICU. The trend, both provincially and internationally, is those not vaccinated are the ones being admitted to ICUs.

Another hot topic is infection-induced versus vaccine-induced immunity and Dr. Saad provided some information. People feel that if they have had COVID they have a natural immunity to the disease, however this is not enough to exempt them from being vaccinated. Emerging evidence coming from the US and other centres continues to strengthen the recommendation from the WRO, Health Canada and CDC, and that is vaccination after a natural infection is required to protect yourself in the long-term. Dr. Saad explained that antibody levels do not give a complete picture of whether someone is immune or not. Also, immune responses in individuals vary from person to person. Also studies show that if you have been infected and then get vaccinated you will have a more robust immune response than someone with just the vaccine.

Ms. Riddell provided an update on the Ouellette COVID AC and the MET PUMA AC:

- The Ouellette Assessment Centre focuses on 18 years of age and above (children are also seen when necessary) and is open 7 days a week from 0700-1500. Symptomatic testing only and by appointment.
- Met PUMA Assessment Centre focuses on 17 years of age and under, symptomatic testing only by appointment. Hours are 1200-2000 7 days a week. As of November 2, 2021 we have seen over 3500 children.
- There continues to be other community based free COVID-19 symptomatic testing in the community.
- Third doses are now available to an expanded group – individuals 70 and over, health care workers and designated essential caregivers in congregate settings, indigenous populations and those who received the series of AstraZeneca or Johnson & Johnson. These individuals would have had to receive their 2nd dose at least six (6) months ago. Third doses are available at the mass vaccination site at Devonshire mall, by appointment only and also at participating pharmacies, healthcare providers and pop up vaccination clinics in Windsor-Essex. We are encouraging people to book their third doses. Mr. Musyj advised that we do not have a date yet for 5 – 11 year old vaccinations. We are waiting on Health Canada approval and following that a process will be provided with respect to distribution. The 5 – 11 year olds will get priority just like first and second doses. We will have a limited availability at that time and if you are eligible now you should book your third dose while you have the opportunity.

Mr. J. Foster outlined the new partnership between the RAAMP Clinic and the Erie St. Clair Regional Cancer Program. This is a cancer screening partnership for unattached patients or for those individuals who are having difficulty accessing screening. Many patients missed their 2020 screenings. Patients can book their own appointments through the RAAMP website or by calling the clinic. Cervical, Colorectal and OBSP cancer screenings have all fallen from due to the pandemic. This will assist primary care in getting caught up and doing more face to face visits. Mr. Foster explained the screening pathway that includes follow up and communication to the primary care provider. Mr. Musyj added that we are trying to help with early detection.

5. REPORT FROM SCHULICH:

Dr. Jacobs provided the following highlights:

- The Medical School is back to full in person learning and things are going well. Western has a 99% vaccination rate on campus. There is still some work to do to catch up in some areas of the curriculum that could not get done as well as they could over the last 18 months. Confident with some strategies that this will be completed this academic year.
- Thank you to the hospital for finding capacity to accept increased medical learners on campus as some could not travel due to the pandemic.

6. Financial Presentation & Treasurer's Report – September 30, 2021

Ms. Allen reported.

Slide 2 – Financial Results – Hospital Operations

- \$2.3 million deficit for hospital operations year to date.
- The net deficit after building amortization is \$3,158,000.
- COVID-19 unfunded expenses total \$4,258,000 to date.
- Unfunded non-ministry revenues and unearned volume funding total \$6.8 million.

Slide 3 – Funding

- In September we received a one-time funding letter for \$709,800 for three (3) additional acute med/Surg beds to be operational from October 1st to March 31st.
- The Ministry has confirmed that Q1 incremental expenses submitted will be funded and therefore \$3 million of this funding has been accrued.

Revenue

- Base and one time funding is \$15.6 million favourable due to amounts that have been accrued for known COVID-19 reimbursements. These include the Q1 incremental expenses, temporary physician payments, vaccination and assessment centre funding and nursing extern funding.

Slide 4 – COVID-19 Impact on Expenses

- 4.3 million year to date in extraordinary expenses for which funding has not yet been received or confirmed – these are for the Q2 incremental expenses.

Slide 5 – Expenses

- Salaries and Benefits combined are unfavourable \$4.7 million due to additional staffing for screening, the assessment and vaccination centre.
- Additional Med Fees (\$4.8 million over budget)
 - \$3.8 million are physician fees related to COVID and are fully funded
 - Remaining variance in diagnostic services as the cost of earning additional patient services revenues
- Med/Surg supply deficit is \$1.6 million to date due to higher than budgeted Personal Protection Equipment costs (PPE – masks, gowns and gloves). To date additional PPE costs are \$2.5 million.
- Drugs are unfavourable \$828,000 to date but are offset by higher favourable retail pharmacy revenues.
- Other supplies are unfavourable by \$3.3 million mainly due to referred out expenses.
- Note the surplus of \$964,000 in utilities due to the continuation of the electricity rebate that we have mentioned before.

MOVED by Ms. P. Allen, **SECONDED** by Ms. P. France and **CARRIED**
THAT the report from the November 4, 2021 Financial Presentation (as of September 30, 2021) be accepted.

7. CONSENT AGENDA:

MOVED by Ms. P. Allen, **SECONDED** by Dr. L. Freeman and **CARRIED**
THAT the report from the October 25, 2021 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 9, 2021, 1700 hrs VIA: ZOOM

12. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Mr. P. Lachance by Ms. C. Bissonnette and **CARRIED**
THAT the November 4, 2021 Board of Directors meeting be adjourned at 1750 hours.

Anthony Paniccia, Chair
Board of Directors
/ds

Dawn Sutherland
Recording Secretary

Update to WRH Board of Directors (December 9, 2021)

- Dean John Yoo, along with a contingent of senior medical school leadership visited the Windsor Campus on November 25 and 26. The Schulich strategic plan was shared and discussions were centered around Clinical Faculty entering a promotional, full time academic stream.
- I would like to congratulate the medical students receiving clerkship awards:
 - Anaesthesia- Brandon Clark
 - OB/GYN- Ilinca Georgescu
 - Surgery- Kelsey Ambrose
 - Psych- Masad Markus
 - Medicine – Justin Senecal
 - Emergency Medicine – Julia Cirone
 - Family Medicine – Dalia Kashash
 - Paediatrics - Brittney Curry
- The Schulich School of Medicine & Dentistry – Windsor Campus, in partnership with the University of Windsor, Office of Research and Innovation, will soon launch its **2022 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 Windsor Campus is pleased to announce two new positions that will continue to improve the student experience at the Windsor Campus
 - Medical Student Research Associate – Devinder Moudgil, PhD
 - Clinical Therapist – Laura Little, MSW RSW

Respectfully submitted,

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



Finance/Audit & Resources Committee
Financial Presentation (October 2021 Results)
WRH Board of Directors Meeting - December 9, 2021

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

October 31, 2021

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 357,808	\$ 334,776	\$ 23,032	6.9%
Expenses				
Salaries and Wages	\$ 157,092	\$ 151,477	\$ (5,615)	(3.7%)
Employee benefits	40,379	38,509	(1,870)	(4.9%)
Employee ben. - future ben. costs	1,197	1,197	-	0.0%
Medical staff remuneration	36,534	31,007	(5,527)	(17.8%)
Medical & Surgical supplies	23,461	21,681	(1,780)	(8.2%)
Drugs	42,972	40,771	(2,201)	(5.4%)
Supplies & other expenses	47,912	40,885	(7,027)	(17.2%)
Long term Interest	4,034	4,034	-	0.0%
Equipment lease / rental	1,504	1,366	(138)	(10.1%)
Equipment amortization	6,030	6,209	179	2.9%
Total Expense	\$ 361,115	\$ 337,136	\$ (23,979)	(7.1%)
Surplus / (Deficit) From Hospital Operations	\$ (3,307)	\$ (2,360)	\$ (947)	
COVID-19 extraordinary operating expenses unfunded - eligible	\$ 1,935		\$ 1,935	
COVID-19 extraordinary operating expenses unfunded - ineligible	\$ 1,740		\$ 1,740	
COVID-19 related unfunded non-ministry revenue loss included above	\$ 3,102		\$ 3,102	
YTD - Unearned Ministry volume funding	\$ 4,585		\$ (4,585)	
Surplus or (Deficit) / Revenue	-0.92%	-0.70%	-0.22%	

Net Surplus/(Deficit) after building amortization (\$4,282)

Financial Results

October 31, 2021

Funding

- Ministry has now confirmed Q1 & Q2 incremental COVID-19 expenses submitted will be funded
 - \$6.2 million in funding has been accrued for these expenses
- Hospitals have received guidance on funding for Q3 and Q4 incremental expenses
 - Screening costs remain eligible for reimbursement
 - Some costs such as incremental PPE will no longer be reimbursed

Year to Date Revenue

- Base and One-Time Funding \$20.8 million favourable
 - Mainly due to amounts accrued for known COVID-19 reimbursements
- Patient Services Revenue \$1,767,000 favourable – relates to uninsured patient revenue from the Ministry and higher diagnostic revenues which are offset by higher medical staff remuneration expense

Financial Results – COVID-19 Impact

October 31, 2021

Windsor Regional Hospital COVID-19 Revenue Loss & Expenses Year-to-Date October 2021			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
Revenue			
Patient Services	-	-	2,355,976
Recoveries	-	-	746,079
Total Revenue	-	-	3,102,055
Expense			
Compensation	8,668,651	1,412,535	1,361,828
Medical Staff Fees	4,021,279	209,876	-
Med. Surg. Supplies	2,696,472	1,735	173,226
Drugs	19,790	-	10
Other supplies & expense	8,913,150	302,903	146,545
Equipment Expenses	816,677	7,880	58,626
Renovations	12,974	-	-
Total Expense	25,148,993	1,934,929	1,740,235
Total Operating	\$ 25,148,993	\$ 1,934,929	\$ 4,842,290

Year to Date Results include \$1.7 million in COVID-19 extraordinary expenses which are ineligible for funding.

Financial Results

October 31, 2021

Year to Date Expenses

- **\$24 million year to date unfavourable variance in expenses**
\$29 million of the total \$32 million in COVID-19 expenses are confirmed/eligible for funding
- **Drugs \$2.2 unfavourable, systemic and renal drugs are funded by Ontario Health and additional drug expenses in retail pharmacies are offset by recoveries**
- **Other supplies variance includes \$3,561,000 additional e-Volve HIS project costs due to COVID-19 delays for which we have received funding confirmation**
- **Electricity rebate has been extended to October 31, 2022 at 18.9%**
 - **Utilities are favourable \$1,097,000 year to date**



MOTION/ACTION SHEET

From The

FINANCE/AUDIT & RESOURCES COMMITTEE MEETING General Session

Monday, November 29, 2021

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



MINUTES from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE** (*General Session*) held on Monday, November 29, 2021 Via Zoom (following the In-Camera Session).

PRESENT:

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

COMMUNITY MEMBERS:

Sandra Boglitch
Dwayne Dawson
Trevor Chapman
Robert Klein
Ramona Nordemann

Anthony Paniccia, Chair of the Board

REGRETS:

Dr. Maher Sabalbal

STAFF:

Mark Fathers
Heidi Zimmer
Kevin Marshall
Mary Macera

1.0 CALL TO ORDER

Mrs. Allen called the meeting to order at 5:28 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Ian McLeod, **SECONDED** by Dwayne Dawson that the **General Finance/Audit & Resources Committee Agenda of Monday, November 29, 2021, be approved.**

CARRIED.

3.0 CONFLICT OF INTEREST

No "Conflict of Interest" was declared.

4.0 PRESENTATIONS

There were No Presentations.

5.0 FOR APPROVAL / RECOMMENDATION(S)

5.1 Minutes of Previous Meeting – Monday, October 25, 2021

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, October 25, 2021** were previously circulated to all members.

MOVED by Paul Lachance, SECONDED by Ian McLeod that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, October 25, 2021 be approved.

CARRIED.

6.0 FOR DISCUSSION

6.1 Monthly Operating Results Report – October 31, 2021 (As Appended)

Ms. Zimmer provided the following highlights:

- Operating results report for the seven months ended October 31, 2021 resulted in a deficit of \$4,282,000 (\$679,000 positive Hospital Margin).
- Items to note:
 - Operating results include a combined \$32 million in higher costs and lost revenues due to COVID-19. Ministry has confirmed that the COVID-10 expenses will be reimbursed through criteria applied in fiscal 2020-2021 for the first two quarters of fiscal year 2021-2022. The hospital has received communication regarding criteria for reimbursement for the last two quarters of the fiscal year.
 - WRH has received funding confirmation from the Ministry of \$16.4 million for 32 acute medical/surgical beds and 5 acute mental health beds to be operational for entire fiscal year.
 - Funding amounting to \$709,800 has been received for an additional 3 acute medical/surgical beds to be in operation from October 1, 2021 to March 31, 2022.
 - COVID-19 – year-to-date results include \$1.7 million in COVID-19 extraordinary expenses which are ineligible for funding.
 - Net revenue losses total \$7.7 million.
 - Base and one-time funding - \$15.6 million favourable.
 - Preferred Accommodations and Co-Payment Revenue - \$1.96 unfavourable.
 - Patient services revenue - \$1.76 favourable.
 - Other recoveries - \$972,000 favourable.
 - Year-to-date expenses - \$24 million year-to-date unfavourable variance in expenses of which Drugs are \$2.2 million unfavourable and Other supplies with an unfavourable variance of \$7.0 million.

It is noted at the meeting that an error was found on Statement #2 – COVID-19 extraordinary operating expenses unfunded – ineligible will be corrected from \$4,842,000 to \$1,740,000.

6.2 Status of 2021-22 Budget Risk Items – October 31, 2021

Ms. Zimmer provided the status of budget risk items. Highlights included:

- Best case, worse case and most likely; projections are the same as in the previous month. Looking at one time revenues due to COVID-19 expenses being reimbursed in Q1 and 2 and designated expenses only reimbursed in Q3 and 4.
- Also, an estimate using the data that we have to date and what projections will be in terms of OR volumes and wait time volumes to see where our QBP and wait time revenues will end up.
- Anticipated that drug expenses will trend as they are currently and offsets being favourable.
- Not much change in preferred accommodation.
- Diagnostic volumes will continue as is to address backlog.
- Retain pharmacy revenue continue to trend favourably.
- Medical fees funded due to COVID-19.
- Rental of tent for screening and assessment centre, trailer for PUMA.

7.0 FOR INFORMATION

7.1 President's Report – November 2021

Committee members are welcome to access the link provided on the meeting agenda to listen to Mr. Musyj's monthly report.

8.0 DATE OF NEXT MEETING

The Finance/Audit & Resources Committee will meet on **Monday, December 20, 2021 at 5:00 p.m. Via Zoom.**

9.0 ADJOURNMENT

Mrs. Allen indicated that there was no further business.

MOVED by Paul Lachance, SECONDED by Ian McLeod that the General Meeting from the Finance/Audit & Resources Committee of Monday, November 29, 2021, be adjourned at 5:46 p.m.

CARRIED.

Mrs. Penny Allen, Chair & Treasurer
FinAudit&Resources_Minutes
20211129

Mary Macera
Recorder

Windsor Regional Hospital

Operating Results Report

For the Seven Months Ended October 31, 2021

**Financial Summary - October 2021
(\$000's)**

	Line	October 2021 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$357,808	\$ 334,776	\$ 23,032
Total Expense	20	361,115	337,136	(23,979)
Surplus / (Deficit)	21	(3,307)	(2,360)	(947)
Other Votes (net)	22	(24)	(49)	25
Other Recoveries / (Exp)	23	(24)	-	(24)
Subtotal	24	(3,355)	(2,409)	(946)
Net bldg. amortization	25	(927)	(909)	(18)
Net Surplus (Deficit)	26	\$ (4,282)	\$ (3,318)	\$ (964)
Hospital Margin		\$ 679	\$ 1,625	\$ (946)
Capital Equipment Expenditures		\$ 15,186	\$ 17,941	\$ (2,755)

* Variance - favourable / (unfavourable)

Operation Highlights:

- The operating results for the seven months ended October 31, 2021 resulted in a deficit of \$4,282,000 (\$679,000 positive Hospital Margin) based on the Ministry of Health (Ministry) definition. There are three items worth noting -
 - a. Operating results include a combined \$32 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. The Ministry has confirmed that COVID-19 expenses will be reimbursed via the criteria applied in fiscal 2020-2021 for the first two quarters of fiscal 2021-2022 only. Hospitals have received communications regarding reimbursement criteria for the last two quarters of the fiscal year. Screening costs remain eligible for reimbursement, however some costs such as incremental PPE will no longer be reimbursed. Revenue is recognized when funding confirmation has been received.
 - b. WRH has received funding confirmation from the Ministry of \$16.4 million for 32 acute medical/surgical beds and 5 acute mental health beds to be operational for the full fiscal year. Both the revenue and expenses associated with the operation of these beds is included in the budget.

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

1. Financial Results for the Seven Months ended October 31, 2021
(Statement 2)

For the seven months ended October 31, 2021, the deficit after net building amortization is **\$4,282,000**, which is \$964,000 worse than plan. This represents a positive Ministry of Health Margin of \$679,000 (one year ago, the margin was positive \$2,637,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$32 million are included in these results. In the month of October, the COVID-19 impact was \$3.1 million. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1, 2021 to October 31, 2021 and which have been funded and or not funded (eligible and ineligible for funding under the new criteria).

Windsor Regional Hospital COVID-19 Revenue Loss & Expenses Year-to-Date October 2021			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
Revenue			
Patient Services	-	-	2,355,976
Recoveries	-	-	746,079
Total Revenue	-	-	3,102,055
Expense			
Compensation	8,668,651	1,412,535	1,361,828
Medical Staff Fees	4,021,279	209,876	-
Med. Surg. Supplies	2,696,472	1,735	173,226
Drugs	19,790	-	10
Other supplies & expense	8,913,150	302,903	146,545
Equipment Expenses	816,677	7,880	58,626
Renovations	12,974	-	-
Total Expense	25,148,993	1,934,929	1,740,235
Total Operating	\$ 25,148,993	\$ 1,934,929	\$ 4,842,290

It should be noted that with respect to Ministry volume based funding, we have unearned revenue for these seven (7) months of \$4,585,000 as compared to \$4,618,000 one year ago.

Revenue

Ministry revenue (combined base and one-time) is \$20.8 million higher than budget. The Hospital has received confirmation that incremental COVID-19 operating expenses incurred from April to September 2021 will be funded. One time funding is favourable year to date as it includes accruals for revenue for which we have received a funding letter or Ministry confirmation. One time funding includes the following accruals:

- ✚ \$6.2 million for April to September 2021 incremental COVID-19 expenses
- ✚ \$4.0 million COVID-19 physician payments
- ✚ \$8.2 million for Vaccination Centre expenses
- ✚ \$2.0 million for Nursing Externs
- ✚ \$1.4 million in Assessment Centre per swab funding.

Originally hospitals were informed that only costs for Vaccination Centres, patient repatriation and staff redeployment to long term care would be reimbursed through the COVID-19 incremental expense reimbursement process. The Ministry has now confirmed that incremental COVID-19 expenses for the first two quarters of the fiscal year will be fully reimbursed. As expected, for Q3 and Q4 only specific expenses (vaccination centres, assessment centres, patient repatriation and screening costs) will be funded. PPE purchases after October 1, 2021 are not eligible for reimbursement except in certain circumstances. The Ministry is gathering additional information from hospitals regarding PPE purchases and has made PPE supplies available to hospitals from the provincial stockpile at no cost.

The preferred accommodation revenue variance is unfavourable to budget by \$1,935,000. 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.

Patient Services revenue variance is \$1,767,000 favourable (9.5%) year to date, with much of the positive variance attributable to uninsured patient revenue which is reimbursed by the Ministry at the interprovincial billing rate which is higher than OHIP rates. Previously many of these accounts would have been uncollectible. Diagnostic revenues are \$600,000 higher than planned as initiatives to address backlogs have been implemented. These revenues are offset by an increase in related medical staff remuneration.

Equipment Grant amortization is ahead of budget \$326,000 (18.4% favourable). Timing of equipment purchases impacts this revenue.

Other Recoveries are \$972,000 favourable (3.9%) to budget. This revenue category is impacted by the reduction in hospital services earlier in the fiscal year. Revenues were significantly reduced for parking and retail food operations as volumes are lower due to visitation restrictions. These losses are offset by the combined surpluses in retail pharmacies of \$1.6 million year to date.

Expenses

Salaries are currently over budget (unfavourable) by \$5,615,000 (3.7%) year to date October 31, 2021. Salaries for COVID-19 screening (staff, patients and visitors), staffing of the Assessment Centres and the Vaccination Centre totalled \$6,943,000 to date. The hospital has received confirmation of continued funding for 2 additional critical care beds over base and funding for 6 additional beds is expected. Therefore, the budget includes the revenue and expenses associated with 8 additional critical care beds operating for the full fiscal year.

Year to date spending for employees in paid isolation is \$165,000 and paid sick time due to COVID-19 is \$320,000. Temporary hires (Nursing Externs) have been paid \$2,656,000 to date. Professions included in the Enhanced Extern Program include undergraduate medicine students, respiratory therapy students, paramedic externs and recently expanded to include internationally educated nurses. This program is funded by the Ministry and is in effect from January 1, 2021 to March 31, 2022.

Employee Benefits are unfavourable to budget by \$1,870,000 (4.9%). The variance is attributable to the wage variance.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$5,527,000 (17.8%). Of this variance, \$4.2 million is attributable to COVID-19 and will be funded through the temporary physician funding for COVID-19. This funding has now been extended to September 30, 2022. The remaining variance occurs in diagnostic services as the costs of earning additional patient services revenue.

Medical & Surgical Supplies are unfavourable to budget by \$1,780,000 (8.2%) year to date. Similar to last fiscal year, the perioperative programs at both sites are favourable to budget due to reductions in surgical volumes. The overall surplus in these programs is \$115,000 to date and continues to decline each month as surgical backlogs for procedures such as hip and knee replacements are being addressed. The perioperative surplus is offset by the overall increase in Personal Protective Equipment (PPE) throughout the hospital. Incremental costs for PPE are approximately \$25 per patient day higher than pre-COVID-19 rates and total \$2.7 million year to date October 2021 when compared to pre-pandemic spending. As previously mentioned, PPE purchases after October 1, 2021 are not eligible for reimbursement.

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

Drug expenses are unfavourable by \$2,201,000 (5.4%) year to date. Retail pharmacy revenues more than offset this budget deficit and have a favourable net drug expense to revenue of \$490,000. The chemotherapy suite and renal program drug expenses to revenues are balanced.

Supplies and Other Expenses are unfavourable to budget by \$7,027,000 (17.2%). \$3,561,000 million of this deficit is due additional costs incurred for the e-Volve HIS project due to delays in implementation as a results COVID-19. These expenses were included in the Q1 and Q2 COVID-19 incremental expense submissions. We have received confirmation that these expenses will be funded and have therefore recognized the offsetting revenue. Other significant deficits have been incurred for referred out expenses such as cataract procedures (\$1,512,000 to date) and the City of Windsor Vaccination Centre (\$2,868,000). The City of Windsor costs are eligible for and are being submitted for reimbursement. Offsetting some of the other supplies deficits is a surplus of \$783,000 in utilities due to the ongoing rebate.

Long Term Interest expense is balanced.

Equipment Lease/Rental is \$138,000 unfavourable (10.1%) to budget to date. This deficit is attributable to equipment rentals for the Screening, Assessment and Vaccination centres.

Equipment amortization is \$179,000 (2.9%) under budget due to the timing of new additions. Amortization of the e-Volve HIS project began in October and is included in the year to date expense in the amount of \$297,000.

Other Votes – Other Votes are \$25,000 favourable year to date.

Other Recoveries / (Expenses) – consistent with the prior year audited financial statement presentation, we have segregated the legal fees related to a particular legal case. Year to date October 2021, these expenses amount to \$24,000 and are unfavourable to budget.

2. Statement of Financial Position (Statement 3)

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

Our Ministry / Ontario Health receivable has decreased by \$22.7 million from March 31, 2021 as we have received the \$42.9 million in one time working capital funding accrued at March 31, 2021. The Ministry receivable is comprised of temporary COVID-19 physician funding, Assessment Centre per-swab funding, Vaccination Centre, Nursing Extern funding and the confirmed amounts for the first two quarters' incremental operating expenses. In addition, \$4 million in one time funding has been accrued for the additional acute and critical care beds.

The drug inventory count took place on September 30, 2021. A positive inventory adjustment of \$124,000 (.35% of the YTD September expense) was recorded in October 2021.

Through October 2021, the market value of the sinking fund has increased by \$1,324,000 (5.3%) since March 31, 2021. The underlying cost base as a result of realized investment gains has increased by \$111,000 since the original \$25 million investment was made.

3. Patient Volumes

Acute patient days are below target at both campuses with the Met Campus 2,240 below target and the Ouellette Campus 2,871 below target. Surgical cases are 2,629 under plan at the Met Campus and 1,396 below plan at the Ouellette Campus.

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

4. Organizational Health

The percentage of sick time year to date for the Met Campus is 6.3%, which is over the target of 4.7% by 1.6%, while overtime is .85% over target at 3.2%.

Sick time at the Ouellette Campus is 6.3% compared to the target of 4.7%, while overtime is over target at 5.9% year to date compared to the target of 2.35%.

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

With respect to FTEs, the Met Campus is unfavourable to budget by 11.1 FTEs. At the Ouellette Campus, the FTE variance is favourable by 15.7 FTEs.

Overall, the Hospital is 126.3 FTEs over budget with 130.8 FTEs attributable to Staff/Visitor Screening, the Assessment Centre and the Vaccination Centres to date.

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Seven Months Ending October 31, 2021
Consolidated - Met and Ouellette Campuses

Description	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
Revenue (\$000's)								
1 Ministry Funding - Base	\$ 35,382	\$ (144)	\$ 243,475	\$ 245,418	\$ 415,236	\$ 418,736	\$ 239,331	\$ 408,108
2 Ministry Funding - One-time	5,573	1,830	48,670	25,905	84,259	44,259	27,857	74,810
3 Ministry Funding - Drug Reimb.	2,406	93	17,301	16,196	29,665	27,765	14,675	26,422
4 Preferred Accommodation	39	(275)	232	2,167	846	3,696	480	850
5 Chronic co-payment	-	(4)	-	25	-	42	-	-
6 Patient services	3,368	683	20,306	18,539	34,617	31,617	17,742	30,863
7 Equipment grant amortization	308	55	2,099	1,773	3,311	3,040	1,564	3,217
8 Other recoveries	4,225	797	25,725	24,753	44,323	42,695	24,823	40,045
9 Total Revenue	\$ 51,301	\$ 3,035	\$ 357,808	\$ 334,776	\$ 612,257	\$ 571,850	\$ 326,472	\$ 584,335
Expense (\$000's)								
10 Salaries	\$ 23,790	\$ (1,950)	\$ 157,092	\$ 151,477	\$ 268,348	\$ 258,748	\$ 152,199	\$ 260,296
11 Employee benefits	6,409	(525)	40,379	38,509	67,355	64,859	37,574	64,339
12 Employee ben. - future ben. costs	171	-	1,197	1,197	2,051	2,051	1,128	2,051
13 Medical staff remuneration	5,147	(686)	36,534	31,007	60,180	53,180	31,302	58,057
14 Medical & Surgical supplies	3,328	(189)	23,461	21,681	38,665	36,665	19,340	40,468
15 Drugs	7,223	(1,373)	42,972	40,771	73,594	69,819	38,388	67,631
16 Supplies & other expenses	5,962	(201)	47,912	40,885	79,867	70,367	35,873	72,522
17 Long term interest	555	-	4,034	4,034	6,907	6,907	852	3,532
18 Equipment lease / rental	202	(7)	1,504	1,366	2,577	2,347	2,633	3,623
19 Equipment amortization	1,117	(122)	6,030	6,209	10,882	11,182	5,051	8,955
20 Total Expense	\$ 53,904	\$ (5,053)	\$ 361,115	\$ 337,136	\$ 610,426	\$ 576,125	\$ 324,340	\$ 581,474
21 Surplus / (Deficit) From Hospital Operations	\$ (2,603)	\$ (2,018)	\$ (3,307)	\$ (2,360)	\$ 1,830	\$ (4,275)	\$ 2,132	\$ 2,861
Surplus / (Deficit) from Other Operations (\$000's)								
22 Other Votes (net)	(8)	5	(24)	(49)	(52)	(52)	(22)	(12)
23 Other Recoveries / (Expenses)	(10)	(10)	(24)	-	(36)	-	(325)	41,903
24 Subtotal	(2,621)	(2,023)	(3,355)	(2,409)	1,742	(4,327)	1,785	44,752
25 Net Building Amortization	(132)	(3)	(927)	(909)	(1,558)	(1,558)	(920)	(1,536)
26 Net Surplus (Deficit) - \$000's	\$ (2,753)	\$ (2,026)	\$ (4,282)	\$ (3,318)	\$ 184	\$ (5,885)	\$ 865	\$ 43,216
27 COVID-19 extraordinary operating expenses unfunded - eligible	\$ 1,935	\$ (1,935)	\$ 1,935	\$ -	\$ 6,444	\$ -	\$ 7,911	\$ -
28 COVID-19 extraordinary operating expenses unfunded - ineligible	\$ 894	\$ (894)	\$ 1,740	\$ -	\$ -	\$ -	\$ -	\$ -
29 COVID-19 related unfunded non-ministry revenue loss included above	\$ 301	\$ (301)	\$ 3,102	\$ -	\$ -	\$ -	\$ 5,621	\$ -
30 YTD - Unearned Ministry volume funding	\$ 631	\$ (631)	\$ 4,585	\$ -	\$ 7,908	\$ -	\$ 4,618	\$ 19,155

WINDSOR REGIONAL HOSPITAL
Operating Results for the Seven Months Ending October 31, 2021
Consolidated - Met and Ouellette Campuses

Description	Current Month			Year to Date			Year End			Prior Year Actual		
	Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	Year End
Financial Performance Measures												
1 Total Margin - \$000's	\$ (2,066)	(2,033)		\$ 679	\$ 1,625	\$ (946)	\$ 8,649	\$ 2,580	\$ 6,069	\$ 2,637	\$ 48,284	\$ 48,284
2 Total Margin - %	-4.02%	-3.96%		0.19%	0.49%	-0.30%	1.41%	0.45%	0.0%	0.81%	8.25%	8.25%
3 Unrestricted cash - \$000's	n/a	n/a		\$ 123,282	N/A	N/A	N/A	N/A	N/A	1,835	\$ 119,492	\$ 119,492
4 Current ratio	n/a	n/a		1.79	1.00	0.79	1.79	1.00	N/A	0.50	1.87	1.87
Capital equipment expenditures -												
5a Fiscal 2021 - 22 \$000's	\$ 3,984	n/a		\$ 5,263	\$ 10,322	\$ 5,059	\$ 17,694	\$ 17,694	\$ -	\$ 9,206	\$ 16,037	\$ 16,037
5b C/F \$000's	\$ 917	n/a		\$ 5,840	\$ 3,536	\$ (2,304)	\$ 6,062	\$ 6,062	\$ -	\$ 4,300	\$ 4,796	\$ 4,796
5c Funded / Own Funds Capital Projects	\$ -	n/a		\$ 4,083	\$ 4,083	\$ 0	\$ 7,000	\$ 7,000	\$ -	\$ 6,933	\$ 25,047	\$ 25,047
Patient Volume Measures												
1 Total Weighted Cases (est) - HIG	1,953	(150)		13,461	14,519	(1,058)	22,588	24,763	(2,175)	11,595	21,525	21,525
2 Acute separations (excl psych)	1,535	(510)		10,167	13,896	(3,729)	17,217	24,080	(6,863)	9,717	16,585	16,585
3 Acute pat. days (excl. psych)	7,529	342		49,600	51,840	(2,240)	82,912	84,626	(1,714)	43,151	77,051	77,051
4 Psychiatric - Adolescent pat. days	140	32		670	728	(58)	1,149	1,269	(120)	750	1,416	1,416
5 Emergency visits and ER holds	TBD	#VALUE!		TBD	31,956	#VALUE!	TBD	54,551	#VALUE!	25,934	43,458	43,458
6 OR - Inpatient cases	270	(62)		1,690	2,384	(694)	2,832	3,909	(1,077)	1,657	2,956	2,956
7 OR - Day Surgery cases	571	(234)		3,406	5,341	(1,935)	5,655	9,484	(3,829)	2,685	5,763	5,763
8 Clinic visits	TBD	#VALUE!		TBD	73,445	#VALUE!	TBD	124,549	#VALUE!	69,077	123,941	123,941
9 Community Services visits	TBD	#VALUE!		TBD	6,270	#VALUE!	TBD	10,695	#VALUE!	3,279	16,351	16,351
10 Variable Revenue Volumes:												
(a) Hip procedures	9	3		38	29	9	49	67	(18)	49	82	82
(b) Knee procedures	23	(12)		117	208	(91)	243	410	(167)	75	142	142
(c) Pacemaker inserts	-	-		-	-	-	-	-	-	-	-	-
11 MRI Hours of Operation	586	45		3,873	5,278	(1,406)	6,601	6,364	237	3,678	6,255	6,255
12 CT Hours of Operation	743	4		5,145	4,790	355	8,730	8,696	34	5,127	8,910	8,910
Patient Access Measures & System Integration												
1 Acute Average LOS	4.90	(0.36)		4.88	4.54	(0.34)	4.87	4.54	(0.33)	4.44	4.64	4.64
2 Psych Average - Adolescent LOS	4.38	2.06		4.65	6.44	1.79	4.73	6.44	1.71	6.88	5.80	5.80
Organizational Health												
1 % Sick Time to Total Comp	7.30%	N/A		6.30%	4.70%	-1.60%	6.10%	3.90%	-2.20%	5.70%	6.00%	6.00%
2 % Overtime to Total Comp	3.80%	N/A		3.20%	2.35%	-0.85%	3.10%	2.35%	0.75%	2.40%	2.50%	2.50%
3 FTE staffing (Hospital Ops Only)	1,846.0	N/A		1,798.4	1,787.3	(11.1)	1,800.0	1,780.0	(20.0)	1,670.9	1,700.9	1,700.9

WINDSOR REGIONAL HOSPITAL
Operating Results for the Seven Months Ending October 31, 2021
Consolidated - Met and Ouellette Campuses

Patient Volume Measures		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
1,921	(236)	13,340	14,893	22,379	25,402	11,792	21,766
892	(725)	5,887	11,987	9,963	19,043	5,503	9,521
7,768	527	50,880	53,751	85,988	85,253	43,243	77,286
1,592	(333)	11,862	14,379	20,232	22,671	13,808	23,216
TBD	#VALUE!	TBD	31,754	TBD	54,126	25,654	43,303
310	(29)	1,944	2,566	3,259	3,989	1,748	3,025
905	(365)	6,261	7,035	13,430	14,953	3,131	8,040
TBD	#VALUE!	TBD	34,779	TBD	60,039	13,666	26,534
TBD	#VALUE!	TBD	5,731	TBD	9,774	54,749	104,384
34	6	182	149	286	333	85	183
53	13	226	219	376	471	126	226
30	7	180	155	296	265	148	257
596	167	3,510	3,210	5,500	5,053	373	2,310
5	(8)	33	15	25	154	648	1,149
598	62.00	3,934	3,243	6,728	6,307	3,282	6,396
899	154.00	6,206	5,704	10,666	8,776	5,415	12,389
8.71	(1.38)	8.64	7.33	8.63	7.33	7.86	8.12
-	-	-	-	-	-	-	-
9.42	3.01	9.93	12.43	10.02	12.43	12.18	11.79
7.20%	N/A	6.30%	4.70%	6.10%	3.90%	6.20%	6.20%
6.60%	N/A	5.90%	2.35%	5.70%	2.35%	4.90%	5.00%
1,457.9	N/A	1,478.8	1,494.5	1,490.0	1,515.0	1,415.9	1,442.9

Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
-	-	-	-	-	-	271	271
-	-	-	-	-	-	53	53
-	-	-	-	-	-	1,568	1,568
-	-	-	-	-	-	29.58	29.58
-	-	-	-	-	-	25.4	18.6

Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
143.36	-	130.80	-	130.8	-	105.8	80.0

Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
-	-	-	-	-	-	-	-

Statement # 3

WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION

As At October 31, 2021
(Amounts in 000's)

	October 31, 2021	March 31, 2021	October 31, 2021	March 31, 2021
ASSETS				
Current assets:				
Cash & short-term investments	\$ 123,282	\$ 119,892	\$ -	\$ -
Cash, restricted	4,417	5,422	-	-
Accounts Rec. - Ministry / CCO	64,636	87,385	22,531	31,203
- OHIP	10,114	9,184	40,058	35,392
- Other	6,981	9,480	57,259	58,525
Inventories	5,704	5,711	3,421	3,355
Prepaid & deferred charges	4,485	3,729	495	495
Due from related parties	3,609	2,522	712	1,196
Total current assets	223,228	243,325	124,475	130,166
Long term assets:				
Long Term Investments	26,334	25,022	37,691	39,641
Property, Plant, Equipment, Net	163,116	165,204	200,000	200,000
Construction in progress	70,521	62,593	24,675	23,478
Total long term assets	233,637	227,797	122,580	124,933
	259,971	252,819	392,699	396,977
LIABILITIES AND EQUITIES				
Current liabilities:				
Bank overdraft				
Bank indebtedness				
Accounts payable - trade				
Accounts payable - Ministry				
Accrued liabilities				
Current portion of long term debt				
Current portion of capital lease obligations				
Current portion accrued benefit obligations				
Total current liabilities			124,475	130,166
Long term liabilities:				
Long Term Debt			37,691	39,641
Debentures			200,000	200,000
Accrued benefit obligations			24,675	23,478
Capital lease obligations			537	933
Marked to market			1,141	1,234
Sick benefits payable			6,075	6,758
Deferred revenue - capital grants			122,580	124,933
Total long term liabilities			392,699	396,977
Remeasurement gains/(losses):				
Debtenture Sinking Funds			1,324	-
SWAP			(1,242)	(1,223)
Net assets:			(34,058)	(29,776)
Total assets	\$ 483,199	\$ 496,144	\$ 483,199	\$ 496,144
Total liabilities and net assets			\$ 483,199	\$ 496,144

Statement # 4

Windsor Regional Hospital
Statement of Cash Flows

For the Seven Months Ending October 31, 2021

With Comparative Amounts For the Year Ending March 31, 2021

(Amounts in 000's)

	October 31, 2021	March 31, 2021	Month of Oct 2021
OPERATING ACTIVITIES			
Net Surplus/(deficit) for the period	\$ (4,282)	\$ 43,216	\$ (1,147)
Add (deduct) non-cash items:			
Amortization of capital assets	9,346	14,534	1,586
Amortization of deferred capital contributions	(4,490)	(7,260)	(648)
	574	50,491	(208)
Cash flow from / (used in) operating balances	17,211	(42,531)	1,991
Cash provided by operating activities	17,785	7,960	1,783
INVESTING ACTIVITIES			
Purchase of capital assets	(15,186)	(45,881)	88
FINANCING ACTIVITIES			
Long term investments	(100)	(18,967)	(41)
Cash restricted for special purposes	1,005	(5,422)	(128)
Loans payable	(2,766)	170,994	(283)
Capital grants and donations received	2,137	10,530	30
Notes payable and other long term liabilities	514	678	(13)
Cash provided by (used in) financing activities	791	157,813	(435)
Net increase (decrease) in cash during the period	3,390	119,892	\$ 1,437
Cash, beginning of period	119,892	-	121,845
Cash, end of period	\$ 123,282	\$ 119,892	\$ 123,282

Windsor Regional Hospital
 Summary of Investments and Bank Borrowings & Long Term Debt
 October 31, 2021

Investments		Bank Borrowings & Other Long Term Debt			
Type of Investment	Amount	Bank Facility Type	Amount Available	Amount Authorized By The Board	Amount Used
1. Cash & Short term Investment Account	\$ 123,282,000	1. Credit A - Line of credit	\$ 30,000,000	\$ 30,000,000	\$ -
Equity Investment					
ProResp	-	Average utilization during the month (Interest rate = CIBC Prime - .25% (2.20%))			
		2. CIBC - Credit B - Committed Installment Loan - net of current portion of \$683,000	\$ -	\$ 6,971,000	\$ 6,971,000
		3. CIBC - Credit C - Committed Capital Equipment Revolving Loan with interest rates of 2.46% to 3.26% - net of current portion of \$997,000	\$ -	\$ 6,800,000	\$ 2,198,000
Restricted Cash	\$ 4,417,567	4. TD - Four Term loans with interest rates of 2.69% to 5.6% - net of current portion of \$1,441,000	\$ -	\$ 23,122,000	\$ 23,122,000
(b) CIBC Investment Account		5. CIBC - Credit F - non-revolving instalment loan with a 20 year amortization, funded Banker's Acceptances plus .80% commitment stamping fee, net of current portion of \$300,000	\$ 300,000	\$ 6,000,000	\$ 5,400,000
Long Term Investments	\$ 26,334,000	Other Disclosures			
(c) Sinking Fund		CIBC - re: Credit B - Committed Installment Loan - Marked to Market Value Adjustment	N/A	N/A	\$ 1,141,000
		Other Long Term Debt			
		Senior Unsecured Series A Debentures, 2.711% annual interest maturing Nov. 18, 2060	-	\$ 200,000,000	\$ 200,000,000
		Note 1 - interest rate set through 25 year interest rate SWAP agreement with an interest rate of 5.035% with fixed principal and interest payments of \$86,641 per month.			
		Note 2 - market value adjustment reviewed at end of each quarter			



WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE – NO EXCEPTIONS!

Media Report to the Board of Directors NOVEMBER 2021

Museum of Windsor creates local COVID-19 archive ahead of reopening

CTV Windsor, Oct. 29, 2021

<https://windsor.ctvnews.ca/museum-windsor-creates-local-covid-19-archive-ahead-of-reopening-1.5645874>

Guest column: The COVID-19 vaccine is safe and here is why

Windsor Star, Oct. 30, 2021

<https://windsorstar.com/opinion/letters/guest-column-the-covid-19-vaccine-is-safe-and-here-is-why>

WECHU officials encouraged by COVID-19 trends

AM800, Oct. 29, 2021

<https://www.iheartradio.ca/am800/news/wechu-officials-encouraged-by-covid-19-trends-1.16379550>

COVID-19 has been deadlier in Windsor-Essex than most parts of Ontario. Here's why

CBC Windsor, Oct. 29, 2021

<https://www.cbc.ca/news/canada/windsor/covid19-deaths-windsor-essex-1.6228190>

Two largest school boards release staff, trustee vaccination rates

Windsor Star, Oct. 30, 2021

<https://windsorstar.com/news/local-news/two-largest-school-boards-release-staff-trustee-vaccination-rates>

Windsor Cancer Centre Foundation launches annual Grow On campaign

AM800, Oct. 30, 2021

<https://www.iheartradio.ca/am800/news/windsor-cancer-centre-foundation-launches-annual-grow-on-campaign-1.16383773>

Windsor's top doc 'reluctant' on mass COVID-19 testing as province looks to provide kits to schools

CBC Windsor, Nov. 1, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-nov1-1.6232561>

Health unit will watch impact of border reopening on COVID-19 cases closely

Blackburn News, Nov. 1, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/01/health-unit-will-watch-impact-border-reopening-covid-19-cases-closely/>

45 staff impacted following mandatory vaccine deadline at Sarnia, Chatham-Kent hospitals

CBC Windsor, Nov. 1, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-bluewater-chatham-kent-health-alliance-1.6232918>

98% of CKHA staff comply with vaccine policy; 26 terminated

CTV Windsor, Nov. 1, 2021

<https://windsor.ctvnews.ca/98-per-cent-of-chatham-kent-health-alliance-staff-comply-with-vaccine-policy-26-terminated-1.5647173>

More COVID-19 cases listed at area public schools

AM800, Nov. 1, 2021

<https://www.iheartradio.ca/am800/news/more-covid-19-cases-listed-at-area-public-schools-1.16398769>

President and CEO of HDGH to retire

AM800, Nov. 1, 2021

<https://www.iheartradio.ca/am800/news/president-and-ceo-of-hotel-dieu-grace-healthcare-to-retire-1.16398364>

HDGH CEO retires; replacement announced

CTV Windsor, Nov. 1, 2021

<https://windsor.ctvnews.ca/hotel-dieu-grace-healthcare-ceo-retires-replacement-announced-1.5647092>

HDGH announces new CEO as Kaffer announces retirement

Blackburn News, Nov. 1, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/01/hdgh-announces-new-ceo-kaffer-announces-retirement/>

HDGH CEO Kaffer to retire; Marra poised to take over

Windsor Star, Nov. 1, 2021

<https://windsorstar.com/news/local-news/hotel-dieu-grace-ceo-kaffer-to-retire-marra-poised-to-take-over>

Windsor-Essex sees lowest daily increase in COVID-19 cases since early August

CBC Windsor, Nov. 2, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-nov2-1.6233878>

WRH recognized by Trillium Gift of Life Network for organ donation efforts

CTV Windsor, Nov. 2, 2021

<https://windsor.ctvnews.ca/windsor-regional-hospital-recognized-by-trillium-gift-of-life-network-for-organ-donation-efforts-1.5648801>

Ontario not mandating COVID-19 vaccines for hospital workers, no change to Windsor Regional Hospital policy

CTV Windsor, Nov. 3, 2021

<https://windsor.ctvnews.ca/ontario-not-mandating-covid-19-vaccines-for-hospital-workers-no-change-to-windsor-regional-hospital-policy-1.5651128>

Ford says no to mandatory vaccination policy for hospital workers

AM800, Nov. 3, 2021

<https://www.iheartradio.ca/am800/news/ford-says-no-to-mandatory-vaccination-policy-for-hospital-workers-1.16410769>

New partnership aims to reduce cervical cancer screening backlog

Windsor Star, Nov. 3, 2021

<https://windsorstar.com/news/local-news/cervical-cancer-screening>

WECHU ready to ramp up administering COVID-19 booster shots

CTV Windsor, Nov. 3, 2021

<https://windsor.ctvnews.ca/wechu-ready-to-ramp-up-administering-covid-19-booster-shots-1.5650500>

New appointments for COVID-19 booster shots available in Windsor-Essex

AM800, Nov. 3, 2021

<https://www.iheartradio.ca/am800/news/appointments-for-covid-19-booster-shots-available-in-windsor-essex-1.16411340>

Health Unit prepared to roll out COVID booster shots to newly eligible groups

Windsor Star, Nov. 3, 2021

<https://windsorstar.com/news/local-news/health-unit-prepared-to-roll-out-covid-booster-shots-to-newly-eligible-groups>

WRH's PUMA clinic has served over 3,500 patients in two months

AM800, Nov. 3, 2021

<https://www.iheartradio.ca/am800/news/wrh-s-puma-clinic-has-served-over-3-500-patients-in-two-months-1.16409227>

Jarvis-What will they say unvaccinated doctors who lost hospital privileges request hearing

Windsor Star-Nov 3, 2021

<https://windsorstar.com/news/local-news/jarvis-what-will-they-say-unvaccinated-doctors-who-lost-hospital-privileges-request-hearing>

55,000 eligible Windsor-Essex residents still unvaccinated against COVID-19

CBC Windsor, Nov. 3, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-nov3-1.6235301>

Nearly 55,000 people in Windsor-Essex yet to receive COVID-19 vaccine

AM800, Nov. 3, 2021

<https://www.iheartradio.ca/am800/news/nearly-55-000-people-in-windsor-essex-yet-to-receive-covid-19-vaccine-1.16410143>

I'm still shocked that I'm here: Windsor Paralympian back at home five weeks after being on life support

CTV Windsor, Nov. 3, 2021

<https://windsor.ctvnews.ca/i-m-still-shocked-that-i-m-here-windsor-paralympian-back-at-home-five-weeks-after-being-on-life-support-1.5650584>

Vaccine clinics for Leamington residents

Blackburn News, Nov. 3, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/04/vaccine-clinics-leamington-residents/>

Get vaccine even if you've had COVID-19, WRH warns

Windsor Star, Nov. 4, 2021

<https://windsorstar.com/news/local-news/get-vaccine-even-if-youve-had-covid-19-windsor-regional-hospital-warns>

Infection immunity not as effective as vaccine immunity: WRH Chief of Staff

AM800, Nov. 4, 2021

<https://www.iheartradio.ca/am800/news/infection-immunity-not-as-effective-as-vaccine-immunity-wrh-chief-of-staff-1.16420506>

Morning Drive – Not Mandating COVID-19 vaccines for hospital workers

AM800, Nov. 4, 2021

[Morning Drive - Not Mandating COVID-19 Vaccines for Hospital Workers \(iheartradio.ca\)](https://www.iheartradio.ca/am800/news/morning-drive-not-mandating-covid-19-vaccines-for-hospital-workers)

Significant demand for COVID-19 booster shot appointments

AM800, Nov. 4, 2021

<https://www.iheartradio.ca/am800/news/significant-demand-for-covid-19-booster-shot-appointments-1.16415839>

Windsor public health sees quick uptake for 3rd dose COVID-19 vaccine bookings

CBC Windsor, Nov. 4, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-nov4-1.6236861>

'Pretty significant response' – WECHU says COVID-19 booster appointments filling up

CTV Windsor, Nov. 4, 2021

<https://windsor.ctvnews.ca/pretty-significant-response-wechu-says-covid-19-booster-appointments-filling-up-1.5652316>

COVID-19 patients at WRH still not vaccinated

Blackburn News, Nov. 5, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/05/covid-19-patients-wrh-still-not-vaccinated/>

Burden of COVID-19 remains; residents flood website for booster shots

Blackburn News, Nov. 4, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/04/burden-covid-19-remains-residents-flood-website-booster-shots/>

Burden of COVID-19 holding steady in Windsor-Essex

Windsor Star, Nov. 4, 2021

<https://windsorstar.com/news/local-news/burden-of-covid-19-holding-steady-in-windsor-essex>

Less expensive COVID-19 PCR tests being offered for cross-border travellers

CTV Windsor, Nov. 4, 2021

<https://windsor.ctvnews.ca/less-expensive-covid-19-pcr-tests-being-offered-for-cross-border-travellers-1.5652065>

WRH's president still receiving threats

AM800, Nov. 4, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-s-president-still-receiving-threats-1.16415788>

Windsor-Essex women encouraged to get screened for cervical cancer

AM800, Nov. 4, 2021

<https://www.iheartradio.ca/am800/news/windsor-essex-women-encouraged-to-get-screened-for-cervical-cancer-1.16415633>

Gretzky calling the provincial fall economic statement incredibly disappointing (*references new hospital project late in story*)

AM800, Nov. 4, 2021

<https://www.iheartradio.ca/am800/news/gretzky-calling-the-provincial-fall-economic-statement-incredibly-disappointing-1.16420487>

WRH Chief of Staff recommends COVID-19 vaccine regardless of natural immunity

CTV Windsor, Nov. 5, 2021

<https://windsor.ctvnews.ca/wrh-chief-of-staff-recommends-covid-19-vaccine-regardless-of-natural-immunity-1.5653629>

Newly formed group in Windsor-Essex to fight COVID-19 vaccine mandates

AM800, Nov. 5, 2021

<https://www.iheartradio.ca/am800/news/newly-formed-group-in-windsor-essex-to-fight-covid-19-vaccine-mandates-1.16424024>

Windsor hospital CEO firm on vaccine mandate despite province not following suit

CBC Windsor, Nov. 5, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-vaccines-1.6238166>

Planning on travelling to the US soon? Where to get COVID-19 tests in Windsor

CTV Windsor, Nov. 7, 2021

<https://windsor.ctvnews.ca/planning-on-travelling-to-the-u-s-soon-where-to-get-covid-19-test-in-windsor-1.5655767>

Guest column: COVID-19 needs to be declared airborne in Windsor-Essex

Windsor Star, Nov. 6, 2021

<https://windsorstar.com/opinion/letters/guest-column-covid-19-needs-to-be-declared-airborne-in-windsor-essex>

Border City Mayors urge Ottawa to drop PCR test to cross the border

AM800, Nov. 8, 2021

<https://www.iheartradio.ca/am800/news/border-city-mayors-urge-ottawa-to-drop-pcr-test-to-cross-the-border-1.16444604>

Cheaper option: travellers and organizations find solutions for pricey PCR test

CTV Windsor, Nov. 9, 2021

<https://windsor.ctvnews.ca/cheaper-option-travellers-and-organizations-find-solutions-for-pricey-pcr-test-1.5658927>

COVID-19 outbreak declared at WRH's Ouellette campus

AM800, Nov. 10, 2021

<https://www.iheartradio.ca/am800/news/covid-19-outbreak-declared-at-wrh-s-ouellette-campus-1.16457866>

COVID-19 outbreak at Windsor Regional Hospital's Ouellette campus

CBC Windsor, Nov. 10, 2021

<https://www.cbc.ca/news/canada/windsor/covid-19-outbreak-at-windsor-regional-hospital-ouellette-campus-1.6244497>

COVID-19 outbreak declared at WRH's Ouellette campus

CTV Windsor, Nov. 10, 2021

<https://windsor.ctvnews.ca/covid-19-outbreak-declared-at-windsor-regional-hospital-s-ouellette-campus-1.5660484>

COVID-19 outbreak declared at Ouellette campus

Blackburn News, Nov. 10, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/10/covid-19-outbreak-declared-ouellette-campus/>

HDGH eliminating RN jobs

Windsor Star, Nov. 11, 2021

<https://windsorstar.com/news/local-news/hotel-dieu-grace-healthcare-eliminating-rn-jobs>

City preparing for decreased staff levels as vaccination deadline approaches

Blackburn News, Nov. 10, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/10/city-preparing-decreased-staff-levels-vaccination-deadline-approaches/>

Potentially hundreds of unvaccinated city workers facing unpaid suspension

Windsor Star, Nov. 10, 2021

<https://windsorstar.com/news/local-news/potentially-hundreds-of-unvaccinated-city-workers-facing-unpaid-suspension>

City of Windsor waiting on vaccination confirmation from 22 per cent of staff

CTV Windsor, Nov. 10, 2021

<https://windsor.ctvnews.ca/city-of-windsor-waiting-on-vaccination-confirmation-from-22-per-cent-of-staff-1.5660167>

City's vaccination deadline called a difficult situation by CUPE local 543 president

AM800, Nov. 11, 2021

<https://www.iheartradio.ca/am800/news/city-s-vaccination-deadline-called-a-difficult-situation-by-cupe-local-543-president-1.16461237>

Vaccination deadline approaching for City of Windsor employees

AM800, Nov. 10, 2021

<https://www.iheartradio.ca/am800/news/vaccination-deadline-approaching-for-city-of-windsor-employees-1.16458761>

Windsor-Essex 12-year-olds to get 'grace period' in rec centre vaccination policy

CBC Windsor, Nov. 10, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-nov10-1.6243815>

Changes to WRH's visitor policy

Blackburn News, Nov. 14, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/14/changes-windsor-regional-hospitals-visitor-policy/>

WRH adjusting visitor policy

AM800, Nov. 12, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-adjusting-visitor-policy-1.16469284>

WRH adjusts visitor restrictions

CTV Windsor, Nov. 12, 2021

<https://windsor.ctvnews.ca/windsor-regional-hospital-adjusts-visitor-restrictions-1.5663983>

No intention to eliminate or phase out RN role at HDGH

CTV Windsor, Nov. 12, 2021

<https://windsor.ctvnews.ca/no-intention-to-eliminate-or-phase-out-rn-role-hdgh-1.5663611>

HDGH disputes claim RN jobs will be cut at the hospital

AM800, Nov. 12, 2021

<https://www.iheartradio.ca/am800/news/hdgh-disputes-claim-rn-jobs-will-be-cut-at-the-hospital-1.16469023>

HDGH denies eliminating RN positions

Blackburn News, Nov. 12, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/12/hdgh-denies-eliminating-rn-positions/>

COVID-19 induced surgery times tackled by new cross-border business

CTV Windsor, Nov. 14, 2021

<https://windsor.ctvnews.ca/covid-19-induced-surgery-times-tackled-by-new-cross-border-business-1.5665463>

Big jump in COVID-19 cases in Windsor-Essex

Blackburn News, Nov. 12, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/12/big-jump-covid-19-cases-windsor-essex/>

Active COVID-19 cases in Windsor-Essex return to 200-plus

Windsor Star, Nov. 12, 2021

<https://windsorstar.com/news/local-news/active-covid-19-cases-in-windsor-essex-return-to-200-plus>

Windsor police union fighting COVID-19 vaccine mandate

CBC Windsor, Nov. 12, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-police-union-vaccines-1.6246651>

Multiple classes and bus cohorts dismissed from Windsor-Essex Catholic District School Board

CTV Windsor, Nov. 15, 2021

<https://windsor.ctvnews.ca/multiple-classes-and-bus-cohorts-dismissed-from-windsor-essex-catholic-district-school-board-1.5665497>

Feedback wanted for design of new mega hospital

CTV Windsor, Nov. 15, 2021

<https://windsor.ctvnews.ca/feedback-wanted-for-design-of-new-mega-hospital-1.5666919>

Public input requested for design of mega hospital

Blackburn News, Nov. 16, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/16/public-input-requested-design-mega-hospital/>

Student led event to address COVID-19 vaccine hesitancy

Blackburn News, Nov. 16, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/16/student-led-event-address-covid-19-vaccine-hesitancy/>

Student led online event to address vaccine hesitancy among Windsor-Essex young people

Windsor Star, Nov. 15, 2021

<https://windsorstar.com/news/local-news/student-led-online-event-to-address-vaccine-hesitancy-among-windsor-essex-young-people>

Upcoming event focused on addressing vaccine hesitancy among youth

AM800, Nov. 15, 2021

<https://www.iheartradio.ca/am800/news/upcoming-event-focused-on-addressing-vaccine-hesitancy-among-youth-1.16495913>

Windsor forms COVID-19 recovery task force as city emerges from pandemic

AM800, Nov. 16, 2021

<https://www.iheartradio.ca/am800/news/windsor-forms-covid-19-recovery-task-force-as-city-emerges-from-pandemic-1.16495864>

Over 91% of City of Windsor staff disclose vaccination status

AM800, Nov. 15, 2021

<https://www.iheartradio.ca/am800/news/over-91-per-cent-of-city-of-windsor-staff-disclose-vaccination-status-1.16490567>

Transit Windsor services disrupted over staffing challenges following vaccine mandate

CTV Windsor, Nov. 15, 2021

<https://windsor.ctvnews.ca/transit-windsor-services-disrupted-over-staffing-challenges-following-vaccine-mandate-1.5666977>

Burden of COVID-19 in Windsor-Essex is increasing, top doc says

CBC Windsor, Nov. 15, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-nov15-1.6249138>

Health unit reports rising COVID burden in Windsor-Essex

Windsor Star, Nov. 15, 2021

<https://windsorstar.com/news/local-news/health-unit-reports-rising-covid-burden-in-windsor-essex>

Burden of COVID-19 locally increasing as recent case counts tick up

AM800, Nov. 15, 2021

<https://www.iheartradio.ca/am800/news/burden-of-covid-19-locally-increasing-as-recent-case-counts-tick-up-1.16489178>

Public asked for input on design of new regional hospital

AM800, Nov. 16, 2021

<https://www.iheartradio.ca/am800/news/public-asked-for-input-on-design-of-new-regional-hospital-1.16491439>

City marching toward a vaccinate-or-terminate situation says mayor

AM800, Nov. 16, 2021

<https://www.iheartradio.ca/am800/news/city-marching-toward-a-vaccinate-or-terminate-situation-says-mayor-1.16497515>

ESHC forming palliative care partnership

Blackburn News, Nov. 17, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/17/eshc-forming-palliative-care-partnership/>

ESHC and palliative care physicians form partnership for end-of-life care

CTV Windsor, Nov. 16, 2021

<https://windsor.ctvnews.ca/eshc-and-palliative-care-physicians-form-partnership-for-end-of-life-care-1.5668489>

Public school board educators now permitted to wear respirators

AM800, Nov. 17, 2021

<https://www.iheartradio.ca/am800/news/public-school-board-educators-now-permitted-to-wear-respirators-1.16501258>

Everything that we do is a risk – health unit warns of increase in COVID clusters

Windsor Star, Nov. 17, 2021

<https://windsorstar.com/news/local-news/everything-that-we-do-is-a-risk-health-unit-warns-of-increase-in-covid-clusters>

Windsor-Essex eager for lifting of PCR test rule for short term cross border travel

Windsor Star, Nov. 17, 2021

<https://windsorstar.com/news/local-news/windsor-essex-eager-for-lifting-of-pcr-test-rule-for-short-term-cross-border-travel>

Windsorites react to potential removal of PCR test requirement for short trips to the U.S.

CBC Windsor, Nov. 17, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-border-pcr-tests-1.6253061>

Health unit urging public to stay diligent over the holidays

AM800, Nov. 18, 2021

<https://www.iheartradio.ca/am800/news/health-unit-urging-public-to-stay-diligent-over-the-holidays-1.16508819>

Holiday party planners urged to take precautions to protect guests

Blackburn News, Nov. 17, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/17/holiday-party-planners-urged-to-take-precautions-protect-guests/>

Local COVID-19 cases among vaccinated and unvaccinated individuals on the rise

AM800, Nov. 17, 2021

<https://www.iheartradio.ca/am800/news/local-covid-19-cases-among-vaccinated-and-unvaccinated-individuals-on-the-rise-1.16504046>

Windsor Early Years Centre hosts second COVID-19 vaccine clinic

Blackburn News, Nov. 17, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/17/windsor-early-years-centre-host-second-covid-19-vaccine-clinic/>

Majority of recent COVID ICU patients unvaccinated

Windsor Star, Nov. 18, 2021

<https://windsorstar.com/news/local-news/majority-of-recent-covid-icu-patients-unvaccinated>

Number of COVID-19 outbreaks remain high in Windsor-Essex

AM800, Nov. 18, 2021

<https://www.iheartradio.ca/am800/news/number-of-covid-19-outbreaks-remain-high-in-windsor-essex-1.16510663>

COVID-19 case rates, per cent positivity and hospitalizations increase: WECHU

CTV Windsor, Nov. 18, 2021

<https://windsor.ctvnews.ca/covid-19-case-rates-per-cent-positivity-and-hospitalizations-increase-wechu-1.5671922>

Medical Officer of Health explains unvaccinated creating greater burden for COVID-19

Blackburn News, Nov. 18, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/18/moh-explains-unvaccinated-creating-greater-burden-covid-19/>

Health unit confirms youngest fatality yet in pandemic

Blackburn News, Nov. 18, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/18/health-unit-confirms-youngest-fatality-yet-pandemic/>

WECHU asks province to make COVID vaccines compulsory for students

Windsor Star, Nov. 18, 2021

<https://windsorstar.com/news/local-news/windsor-essex-county-health-unit-asks-province-to-make-covid-vaccines-compulsory-for-students>

City moves to terminate unvaccinated staff

Windsor Star, Nov. 18, 2021

<https://windsorstar.com/news/local-news/city-moves-to-terminate-unvaccinated-staff>

Around 200 City of Windsor staff face termination following vaccine mandate

CTV Windsor, Nov. 18, 2021

<https://windsor.ctvnews.ca/around-200-city-of-windsor-staff-face-termination-following-vaccine-mandate-1.5672032>

City set termination deadline for unvaccinated staff

AM800, Nov. 18, 2021

<https://www.iheartradio.ca/am800/news/city-sets-termination-deadline-for-unvaccinated-staff-1.16511977>

Unvaccinated city staff will be replaced next year

Blackburn News, Nov. 18, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/18/unvaccinated-city-staff-will-replaced-new-year/>

Vaccinations for Windsor Public Library employees hits 100 per cent

AM800, Nov. 18, 2021

<https://www.iheartradio.ca/am800/news/vaccinations-for-windsor-public-library-employees-hits-100-per-cent-1.16510893>

Outbreak raises concerns over COVID-19 at Windsor-Essex elementary schools

Windsor Star, Nov. 18, 2021

<https://windsorstar.com/news/local-news/outbreak-raises-concerns-over-covid-19-at-windsor-essex-elementary-schools>

14 opioid related overdoses in Windsor-Essex prompts alert

CTV Windsor, Nov. 18, 2021

<https://windsor.ctvnews.ca/14-opioid-related-overdoses-in-windsor-essex-prompts-alert-1.5672263>

WECHU ramping up plans for COVID-19 vaccine distribution for children aged five to 11

CTV Windsor, Nov. 19, 2021

<https://windsor.ctvnews.ca/wechu-ramping-up-plans-for-covid-19-vaccine-distribution-for-children-aged-five-to-11-1.5673245>

Health unit expects to have sufficient vaccine supply for children

Windsor Star, Nov. 20, 2021

<https://windsorstar.com/news/local-news/health-unit-expects-to-have-sufficient-vaccine-supply-for-children>

Parents react to vaccine approval

CTV Windsor, Nov. 19, 2021

<https://windsor.ctvnews.ca/video?clipId=2326742>

COVID-19 outbreak declared at east Windsor long-term care home

AM800, Nov. 19, 2021

<https://www.iheartradio.ca/am800/news/covid-19-outbreak-declared-at-east-windsor-long-term-care-home-1.16516552>

'Feels like we're getting back to normal,' says Windsor resident on removing PCR test for short border trips

CBC Windsor, Nov. 19, 2021

<https://www.cbc.ca/news/canada/windsor/border-crossing-no-covid-test-canadians-1.6255677>

ESHC enhancing end of life care

AM800, Nov. 21, 2021

<https://www.iheartradio.ca/am800/news/erie-shores-healthcare-enhancing-end-of-life-care-1.16534384>

Vaccine rollout for kids to begin Thursday in Windsor-Essex

Windsor Star, Nov. 22, 2021

<https://windsorstar.com/news/local-news/vaccine-rollout-for-kids-to-begin-thursday-in-windsor-essex>

Local health unit ready to roll out vaccines for kids beginning Thursday

AM800, Nov. 22, 2021

<https://www.iheartradio.ca/am800/news/local-health-unit-ready-to-roll-out-vaccines-for-kids-beginning-thursday-1.16540996>

COVID-19 vaccine bookings for those 5-11 open in Windsor-Essex

CBC Windsor, Nov. 22, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-nov22-1.6257936>

Parents can book vaccination appointment for young children now

Blackburn News, Nov. 22, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/22/parents-can-book-vaccination-appointment-young-children-now/>

What Windsor-Essex parents need to know about booking COVID-19 vaccines for younger kids

CTV Windsor, Nov. 22, 2021

<https://windsor.ctvnews.ca/what-windsor-essex-parents-need-to-know-about-booking-covid-19-vaccines-for-younger-kids-1.5676018>

Local PPC candidate urges people to clog booking system so kids can't get COVID-19 jab

Windsor Star, Nov. 23, 2021

<https://windsorstar.com/news/local-news/local-ppc-candidate-urges-people-to-clog-booking-system-so-kids-cant-get-covid-19-jab>

'Reprehensible and repugnant' – leaders react to protests planned at Windsor, ON vaccination centres as youth become eligible

CTV Windsor, Nov. 23, 2021

<https://windsor.ctvnews.ca/reprehensible-and-repugnant-leaders-react-to-protests-planned-at-windsor-ont-vaccination-centres-as-youth-become-eligible-1.5678241>

'Vile': Officials call out anti-vax actions in Windsor, Ont. meant to keep kids from the shot

CBC Windsor, Nov. 23, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-anti-vaccination-protests-police-1.6259907>

Police to monitor planned protests outside COVID-19 vaccination sites

AM800, Nov. 23, 2021

<https://www.iheartradio.ca/am800/news/police-to-monitor-planned-protests-outside-covid-19-vaccination-sites-1.16549512>

Protest planned kids get first shot

Blackburn News, Nov. 23, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/23/protest-planned-kids-get-first-shot/>

Anti-vaxxers hand out flyers outside local schools

Windsor Star, Nov. 23, 2021

<https://windsorstar.com/news/local-news/anti-vaxxers-hand-out-flyers-outside-local-schools>

Bubble zones backed after anti-vax flyers handed out near Windsor, ON school

CTV Windsor, Nov. 23, 2021

<https://windsor.ctvnews.ca/bubble-zones-backed-after-anti-vax-flyers-handed-out-near-windsor-ont-school-1.5678395>

COVID-19 claims 469th victim in Windsor-Essex

Blackburn News, Nov. 23, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/23/covid-19-claims-469th-victim-windsor-essex/>

Reader letter: hospital location is right choice

Windsor Star, Nov. 23, 2021

<https://windsorstar.com/opinion/letters/reader-letter-hospital-location-is-right-choice>

Musyj says fake bookings of vaccine system cross a line

AM800, Nov. 24, 2021

<https://www.iheartradio.ca/am800/news/musyj-says-fake-bookings-of-vaccine-system-cross-a-line-1.16555977>

Top doctor denounces anti-vax protests outside clinics, schools

Windsor Star, Nov. 24, 2021

<https://windsorstar.com/news/local-news/top-doctor-denounces-anti-vax-protests-outside-clinics-schools>

Local health unit concerned about reports of anti-vaxer protests

AM800, Nov. 24, 2021

<https://www.iheartradio.ca/am800/news/local-health-unit-concerned-about-reports-of-anti-vaxer-protests-1.16561190>

'We're very caring': Organizer of vaccine information rally in Windsor vowing to be respectful

CTV Windsor, Nov. 24, 2021

<https://windsor.ctvnews.ca/we-re-very-caring-organizer-of-vaccine-information-rally-in-windsor-vowing-to-be-respectful-1.5680048>

Health Unit reassures parents online booking system is safe

Blackburn News, Nov. 24, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/24/health-unit-reassures-parents-online-booking-system-safe/>

Classes sent home from two more Windsor-Essex schools

Blackburn News, Nov. 24, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/25/classes-sent-home-two-windsor-essex-schools/>

Reader Letter: RNs definitely improve quality of care at Hotel-Dieu Grace

Windsor Star, Nov. 24, 2021

<https://windsorstar.com/opinion/letters/reader-letter-rns-definitely-improve-quality-of-care-at-hotel-dieu-grace>

Vaccines for kids roll out in Chatham-Kent this weekend

AM800, Nov. 24, 2021

<https://www.iheartradio.ca/am800/news/vaccines-for-kids-roll-out-in-chatham-kent-this-weekend-1.16557377>

COVID-19 vaccination deadline extended at Windsor Assembly Plant

AM800, Nov. 24, 2021

<https://www.iheartradio.ca/am800/news/covid-19-vaccination-deadline-extended-at-windsor-assembly-plant-1.16562781>

Families, kids delights as 1st COVID-19 vaccines for young kids administered in Windsor-Essex

CBC Windsor, Nov. 25, 2021

<https://www.cbc.ca/news/canada/windsor/wechu-windsor-children-covid-vaccines-1.6262369>

Vaccination of Windsor-Essex kids now underway

CTV Windsor, Nov. 25, 2021

<https://windsor.ctvnews.ca/vaccination-of-windsor-essex-kids-now-underway-1.5681905>

Younger kids get their first COVID-19 shots at Windsor-Essex vaccination clinic

CTV Windsor, Nov. 25, 2021

<https://windsor.ctvnews.ca/younger-kids-get-their-first-covid-19-shots-at-windsor-essex-vaccination-clinic-1.5681440>

COVID-19 indicators worsen in Windsor-Essex: WECHU

CTV Windsor, Nov. 25, 2021

<https://windsor.ctvnews.ca/covid-19-indicators-worsen-in-windsor-essex-wechu-1.5681252>

New report shows fully vaccinated people far less likely to end up in the ICU

AM800, Nov. 25, 2021

<https://www.iheartradio.ca/am800/news/new-report-shows-fully-vaccinated-people-far-less-likely-to-end-up-in-the-icu-1.16570185>

COVID-19 claims third life in three days

Blackburn News, Nov. 25, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/25/covid-19-claims-third-life-three-days/>

Deadline extended for Windsor Assembly Plant workers to get vaccinated

CTV Windsor, Nov. 25, 2021

<https://windsor.ctvnews.ca/deadline-extended-for-windsor-assembly-plant-workers-to-get-vaccinated-1.5681121>

Vaccine hotline harassment

CTV Windsor, Nov. 26, 2021

<https://windsor.ctvnews.ca/mobile/video?clipId=2331333>

Robocalls about quarantining

CTV Windsor, Nov. 26, 2021

<https://windsor.ctvnews.ca/mobile/video?clipId=2331337>

COVID-19 cases continue to pile up at local schools

AM800, Nov. 26, 2021

<https://www.iheartradio.ca/am800/news/covid-19-cases-continue-to-pile-up-at-local-schools-1.16575333>

Nearly 2% of Windsor police unvaccinated, won't be allowed to enter workplace

CBC Windsor, Nov. 27, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-police-vaccine-mandate-1.6264619>

Windsor police staff 98% vaccinated

Blackburn News, Nov. 27, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/27/windsor-police-staff-98-percent-vaccinated/>

New bill would criminalize threats made toward health care workers

AM800, Nov. 29, 2021

<https://www.iheartradio.ca/am800/news/new-bill-could-criminalize-threats-made-toward-health-care-workers-1.16596830>

WECHU concerned about the new COVID-19 omicron variant

AM800, Nov. 30, 2021

<https://www.iheartradio.ca/am800/news/wechu-concerned-about-the-new-covid-19-omicron-variant-1.16596784>

Health unit encouraged with youth vaccine rollout

AM800, Nov. 29, 2021

<https://www.iheartradio.ca/am800/news/health-unit-encouraged-with-youth-vaccine-rollout-1.16592042>

Nearly 10 per cent of newly eligible kids given COVID jab in four days

Windsor Star, Nov. 29, 2021

<https://windsorstar.com/news/local-news/nearly-10-per-cent-of-newly-eligible-kids-given-covid-jab-in-four-days>

Additional classes sent home from Windsor area Catholic schools

Blackburn News, Nov. 30, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/11/30/additional-classes-sent-home-windsor-area-english-catholic-schools/>

Jarvis: Omicron shows just how perilous and precarious our situation is

Windsor Star, Nov. 30, 2021

<https://windsorstar.com/news/local-news/jarvis-omicron-shows-just-how-perilous-and-precarious-our-situation-is>

COVID-19 outbreak no longer in place at WRH's Ouellette campus

AM800, Nov. 30, 2021

<https://www.iheartradio.ca/am800/news/covid-19-outbreak-no-longer-in-place-at-windsor-regional-hospital-s-ouellette-campus-1.16598283>

COVID-19 outbreak still in place at two local long-term care homes

AM800, Nov. 30, 2021

<https://www.iheartradio.ca/am800/news/covid-19-outbreak-still-in-place-at-two-local-long-term-care-homes-1.16598248>

Windsor's mayor continues to ask the community to get vaccinated against COVID-19

AM800, Nov. 30, 2021

<https://www.iheartradio.ca/am800/news/windsor-s-mayor-continues-to-ask-the-community-to-get-vaccinated-against-covid-19-1.16597931>

Windsor mayor glad for first day of PCR test requirement being lifted at border

Windsor Star, Nov. 30, 2021

<https://windsorstar.com/news/local-news/windsor-mayor-glad-for-first-day-of-pcr-test-requirement-being-lifted-at-border>

Schools reacting quickly to COVID-19 cases but community needs to do its part, says board rep

CBC Windsor, Nov. 30, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-english-school-boards-covid-1.6267680>

Web and Social Media Analytics - November 2021

MyWRH:

Users: 4,140 users this month, +140

Average view time: 4 m 06 s

How do people access the site?

Desktop: 77.2%

Mobile: 17%

Tablet: 5.8%

Most Viewed pages:

1. Home Page – 19,773 views
2. Career Opportunities –8,874 views
3. Current Postings –8,855 views
4. Employee Corner – 4,739 views
5. Marketplace -3,487
6. Departments and Services – 3,341
7. News and Announcements – 2,901
8. Physician On Call Schedule – 2,526
9. WRH application form – 1,991

WEB:

Users: 59,569 users this month, -11 %

New Users: 70.7%

Average view time: 1 m 47s

Top Languages other than English:

- 1) Chinese ([zh.cn](#)) – 167 users or .28% of all users
- 2) French - 118, .2 % of all users

How do people access the site?

Mobile: 59.1%

Desktop: 37.8%

Tablet: 3.2%

Top pages:

1. Home Page – 28,840 views,
2. COVID Assessment Centre –16,696 views
3. Emergency Wait times –14,100 views
4. coronavirus - 8,884

5. Puma – 3,841
6. Careers –3,515 views
7. Contact Us – 3,325
8. Vaccination Centres – 3,319 views
9. COVID Visitation –2, 277 views

YOUTUBE:

Views: 54,899 views (+48,000 more than average)

Watch Time: 671 hours (above average)

Subscribers: 682, +10

Top videos internal:

1. Guidelines for basic adult neurological observation - 495
2. Demonstrating compassion - 343
3. WRH COVID Self Test – 146
4. Gary McNamara Zero Harm – 128

Top videos external:

1. Come Home to Windsor – HR Promotion – 50,533
2. NICU Halloween Babies - 900
3. Using quick Dams to prevent flooding at WRH – 278
4. President and CEO Report–170
5. Design Process for new hospital - 98

FACEBOOK: 10,153 followers +49

72,842 monthly reach, +52%

36,608 people “engaged” on our site - commented or liked our posts this month, +62%

17,685 videos viewed, +47%

Top Posts:

1. VIDEO: NICU Halloween– 9,700 people reached, 1,100 reactions, 5,300 Video views
2. Get screened for cervical cancer (RAAMP Partnership)– 9,323 people reached, 325 reactions
3. MRT Week –9,125 people reached, 683 reactions
4. Superheros ready to vaccinate children 5-11 – 8,821 people reached, 535 reactions
5. Trillium Gift of Life Award – 7,969 people reached, 563 reactions

INSTAGRAM – Followers: 3,692, +79

Reach: 10,099, 17.1%

Engagement – 912, +16%

Top Posts:

1. Canadian ICU week - 2,082 reached, 199 liked
2. Respiratory Therapy Week - 1,875 reached, 239 liked
3. SuperHeros ready to vaccinate children 5 – 11 - 1,813 reached, 197 liked
4. Dr. Velehorschki wins Jane Chamberland Award - 1,811 reached, 105 liked
5. VIDEO: NICU Halloween babies - 1,714 liked, 518 viewed

TWITTER:

Followers: 5,047, +44 this month

Impressions: 161,0000, +146%

Tweets: 40, +25%

Trending topics:

1. WRH CO2 detector – 89,499 impressions, 1,273 engagements
2. Superheros waiting to vaccinate children 5-11 – 16,102 impressions, 465 engagements
3. David Musyj Stagement re: provincial vaccination mandate – 6,258 impressions, 161 engagements
4. COVID vaccination schedule for 3rd shot – 6,143 impressions, 695 engagements
5. Vaccine available for children on Nov. 25 – 4,985 impressions, 235 engagements