



*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, February 3, 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> January 6, 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) Will be live presentation</b>		<b>1705</b>	<b>FYI</b>
<b>5. <u>CNE REPORT</u> (Riddell) (verbal)</b>		<b>1730</b>	
<b>6. <u>SCHULICH REPORT</u> – (Jacobs)</b>	<b>Tab B</b>	<b>1740</b>	<b>FYI</b>
<b>7. <u>FINANCIAL PRESENTATION</u> – (Allen)</b>	<b>Tab C</b>	<b>1745</b>	<b>MOTION (accept)</b>
<b>8. <u>CONSENT AGENDA:</u> Finance/Audit &amp; Resources: January 24, 2021 &amp; Operating Results (Allen)</b>	<b>Tab D</b>	<b>1755</b>	<b>MOTION (accept)</b>
<b>9. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)</b>	<b>Tab E</b>	<b>1800</b>	<b>FYI</b>
<b>10. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)</b>		<b>1805</b>	
<b>11. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, March 3, 2022 – ZOOM</b>		<b>1810</b>	<b>FYI</b>

<b>12. <u>ADJOURNMENT</u> (Paniccia)</b>		<b>1810</b>	<b>MOTION</b>

**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, January 6, 2022, 17:00** hours, via ZOOM, live streamed on YouTube.

**PRESENT VIA ZOOM:**

Anthony Paniccia, Chair

Genevieve Isshak

Paul Lachance

Michael Lavoie

Penny Allen

Cynthia Bissonnette

Dan Wilson

Dr. Laurie Freeman

Ian McLeod

Mary Dawson

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

David Musyj (ex-officio, non-voting)

Karen Riddell (ex-officio, non-voting)

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

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

**STAFF VIA ZOOM:**

Executive Committee

**REGRETS:**

Patricia France

Laura Copat

**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 December 9, 2021 Board meeting had been previously circulated.

**MOVED** by Mr. M. Lavoie, **SECONDED** by Mr. P. Lachance and **CARRIED THAT** the minutes of the December 9, 2021 Board of Directors meeting be approved.

The Chair provided a couple of updates:

- Tickets are still available for the Mega Money 50/50 draw and can be purchased on the WRH website. The jackpot is currently over 143,000 and the grand prize will be drawn tomorrow.
- Stage 2 planning is well underway. Following the October visit from Premier Ford and Minister Elliott, the hospital teams got right to work. WRH has established a Project Vision and a set of Decision Principles for the new Windsor/Essex Acute Care Hospital. They were developed with input from WRH staff and the community and will help guide decision making throughout the planning process. We received 978 submissions. Survey participants were asked to share their top priorities.

Refer to the links below for the video and slide deck that were presented at the meeting:

- Video - <https://www.youtube.com/watch?v=roVaMTRblO4&feature=youtu.be>
- Slide Deck
- [https://www.wrh.on.ca/uploads/Common/windsorhospitals/Design\\_Principle\\_Survey.pdf](https://www.wrh.on.ca/uploads/Common/windsorhospitals/Design_Principle_Survey.pdf)

Communication is so important and we want to ensure the community is kept up to date and well informed as this project moves along.

The Chair thanked the public for providing their feedback and the team at WRH team for the great work.

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

Mr. Musyj gave a verbal report accompanied by slides. The following are highlights from his report:

- i) Provincial projections and increasing pressure on the health care system - projected COVID-19 related admissions are expected to result in capacity being overwhelmed. The real concern is Omicron which is spreading rapidly through Ontario. In addition testing is not being done on everyone with symptoms. Unfortunately those unvaccinated are negatively impacted by Omicron compared to individuals who have had their booster, and only experience mild symptoms and generally will not require hospitalization or ICU care. Even a small percentage of those individuals needing hospital care can overwhelm capacity when Omicron is infecting tens of thousands per day.

Mr. Musyj referred to slide 3 showing the Provincial hospital capacity (beds) and the total inpatients. The weeks of January 10<sup>th</sup> and 17<sup>th</sup> are expected to be difficult especially with the impact of Omicron. There is a baseline of approximately 17,000 hospital beds and the projected total inpatients is going to exceed that capacity. As a result the Province announced modified Stage 2 public health measures for at least 21 days.

- ii) W/E Waste Water Result - this is an interesting indicator from the Great Lakes Institute for Environmental Research. We have been in contact with them on a regular basis. Mr. Musyj stated this has been a good predictor on what to expect in our region with respect to community cases as well as with the increase of the Omicron variant.
- iii) WRH In-Patient COVID numbers and breakdown from the start of the pandemic (March 26, 2020 – January 6, 2022). The graph shows the difficulty we experienced during Wave 2 where the hospital had up to 70 COVID+ patients on any given day. There was another significant increase in the spring of 2021. Mr. Musyj added this is when we accepted patient transfers from the GTA. To the right of the graph shows where we are right now in Wave 4 with inpatient numbers continuing to rise. The number that has been consistent throughout is the number of unvaccinated patients in the ICU.

Dr. Saad addressed the number of vaccinated and unvaccinated patients in hospital. The vaccinated patients in hospital, and the ones who ended up in the ICU, had significant comorbidities or were transplant patients. The W/E numbers are very consistent with the rest of the Province with most patients being admitted to medical floors and not necessarily the ICU. Fully vaccinated individuals have less than a 1% chance of ending up in the ICU

or dying from COVID. Dr. Saad explained we are focusing on medicine bed capacity in this wave. Again, even though individuals with Omicron have milder symptoms it could still overwhelm hospitals. Dr. Saad reminded these are not what you call sterilizing vaccines however they prevent significant serious illness, prevent ICU admissions and prevent death.

- iv) WRH Overall Capacity is looking better today. The goal is to be at 85% capacity. Mr. Musyj presented the open bed numbers as of 3:00 p.m. today between the two campuses. This room can evaporate very quickly. Omicron hits very quickly and we are just at the start of this variant. Hopefully it is also over quickly but we are in for a tough ride over the next few weeks.
- v) Directive #2 was issued during the first wave to create physical bed capacity in the Province of Ontario. This is also to ensure we have the health and human resources needed to care for patients. As of January 5, 2022, all non-emergent surgeries and procedures were ceased. Directive #2 includes non-urgent Diagnostic Imaging and Ambulatory Clinics.
- vi) WRH Staffing # - there are currently 173 staff off due to COVID, either they are positive themselves or have had close contact. We are continually running numbers and pulling data to submit to the Ministry. Mr. Musyj thanked the WRH Decision Support and Lab staff for all of their hard work and commitment. They are the unsung heroes of COVID-19.

## **5. CNE REPORT**

Ms. Riddell reported. Highlights from her report are as follows:

- Global shortage of healthcare workers, in particular nurses - Ms. Riddell presented the Canadian trends with respect to nursing supply. In 2019 there were 439,975 registered nurses with an active license. The nursing workforce has diminished by 1.5% from 2018-19. The Canadian population has grown 1.4% based on 2017-18 data. The prediction for 2022 is we will have a deficit of 60,000 full-time equivalents in Canada.

Ms. Riddell added that Ontario supplies nurses to the whole Province as well as to the US. WRH currently employs 2049 nurses, these are RNs, NPs, RPNs and Externs. Nurse Externs are nursing students still in school. The total current vacancies at WRH is 193. Ms. Riddell presented the top 2 reasons for nurses leaving – retirement, leaving for other employment and resignation. Thankfully, we have had no mass exits at the hospital.

WRH's strategies in order to sustain and build our workforce includes a focus on professional development, staffing ratios, more opportunity for staff engagement, innovative recruitment and retention and a safe workplace. Ms. Riddell presented WRH's 2022-2023 HHR focus which includes recruitment, expansion of staff appreciation programs and implementation of an Interprofessional Practice Model. Regular updates on the progress will be provided to the Board.

## **6. REPORT FROM SCHULICH:**

Dr. Jacobs reported the following:

- 1<sup>st</sup> and 2<sup>nd</sup> year medical students are back to on line however still able to continue with some clinical skills training in person.
- Students and performance in the last year – there were a number of areas that we could have done better with respect to their education and working to create some extra opportunities for the students to make up in those areas. Mr. Jacobs advised they are confident that by the time graduation comes, the students will have met all of their competencies.
- Will be putting out a formal call for applications for the Awards of Excellence, Windsor Campus which are scheduled for May, 2022.

## **7. Financial Presentation – November 30, 2021**

Ms. Allen reported.

### **Slide 2 – Financial Results – Hospital Operations**

- \$4.4 million deficit for hospital operations year to date
- The net deficit after building amortization is \$5,504,000
- COVID-19 unfunded but eligible expenses total \$3,632,000 to date, ineligible total based on the current reimbursement rules \$2,466,000
- COVID has resulted in non-ministry revenues and unearned volume funding being under budget by \$8.5 million. No indication yet as to whether the Ministry will fund the non-ministry revenue shortfalls

### **Slide 3 – COVID-19 Impact on Expenses**

- \$2.5 million year to date in extraordinary expenses, and \$3.5 million in lost revenues for a total of \$6 million as currently ineligible for funding

### **Slide 4 – Revenue**

- Base and one time funding is \$23.8 million favourable due to amounts that have been accrued for known COVID-19 reimbursements. These include the Q1 & Q2 incremental expenses, temporary physician payments, vaccination and assessment centre funding and nursing extern funding.
- Patient Services Revenue \$1,619,000 favourable – relates to uninsured patient revenue from the Ministry and higher diagnostic revenues which are offset by higher medical staff remuneration expense
- Other Recoveries favourable \$1,363,000 – retail pharmacy revenues are offset by higher drug expenses

### **Slide 5 - Expenses**

- \$28 million year to date unfavourable variance in expenses. The majority of these expenses are COVID-19-related and are confirmed or eligible for funding
- Drugs \$1.6 unfavourable, systemic and renal drugs are funded by Ontario Health and additional drug expenses in retail pharmacies are offset by recoveries
- Other supplies variance of \$8.9 million and includes:
  - \$3,561,000 in additional e-Volve HIS project costs due to COVID-19 delays, which have been funded by the Ministry

- \$3,135,000 for referred out vaccination centre expenses (City of Windsor and County of Essex EMS) also fully funded
- \$1,730,000 for referred out cataract procedures which are fully funded

**MOVED** by Ms. P. Allen, **SECONDED** by Ms. G. Isshak and **CARRIED**  
**THAT** the January 6, 2022 Financial Presentation (as of November 30, 2021) be accepted.

**8. CONSENT AGENDA:**

**MOVED** by Ms. P. Allen, **SECONDED** by Ms. C. Bissonnette and **CARRIED**  
**THAT** the report from the December 20, 2021 Finance/Audit & Resources Committee meeting be accepted.

**9. CORRESPONDENCE/PRINTED MATTER:**

a) Media Report – FYI only.

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

None

**11. NEW BUSINESS:**

None

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

**Thursday, February 3, 2022, 1700 hrs VIA: ZOOM**

**13. ADJOURNMENT:**

There being no further business to discuss, it was

**MOVED** by Mr. P. Lachance, **SECONDED** by Mr. D. Wilson and **CARRIED**  
**THAT** the January 6, 2022 Board of Directors meeting be adjourned at 1815 hours.

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Anthony Paniccia, Chair  
Board of Directors  
/ds

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Dawn Sutherland  
Recording Secretary





## Update to WRH Board of Directors (February 3, 2022)

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### Windsor Update

- Applications are being received for the Schulich UWindsor Opportunities for Research Excellence Program (SWORP). We have been administering this opportunity since 2014 and are looking forward to continuing to contribute to building the research culture in Windsor. SWORP will provide funding for Schulich's Windsor Campus undergraduate medical education students to undertake a research project under the supervision of a University of Windsor faculty member. Projects may be in any area of biomedical, medical, or health-related research including basic, clinical, health services or education research. Requests may be for new projects, or for projects which build on prior research activities. The project must be located at the University of Windsor, Windsor Campus or at a Distributed Medical Education site.
- The nominations for the 2022 Awards of Excellence are now open. These awards celebrate the commitment and dedication of faculty, residents, staff and students. As mentors and role models, the recipients each year are distinguished by their leadership skills and embodiment of the values of the Schulich School of Medicine & Dentistry. Nominate a deserving individual or team today. **Nomination deadline: Friday, February 25, 2022.**
  - We are excited to celebrate the 2022 Awards of Excellence - Windsor Campus recipients on Wednesday, April 13, 2022 at St. Clair College Centre for the Arts.
- CaRMS Match Day for the fourth-year class is set for April 12, 2022. Applications closed for this year's first iteration on January 31. The Windsor campus has 10 Family Medicine positions for round 1 (6+3+1) and Psychiatry has 2 positions (1+1).

Respectfully submitted,

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





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Board of Directors Meeting  
February 3, 2022  
Monthly Operating Results  
for the Nine Months Ending December 31, 2021

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

## December 31, 2021

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
<b>Revenue</b>	\$ 457,776	\$ 430,105	\$ 27,671	6.4%
<b>Expenses</b>				
Salaries and Wages	\$ 201,776	\$ 194,632	\$ (7,144)	(3.7%)
Employee benefits	49,739	47,977	(1,762)	(3.7%)
Employee ben. - future ben. costs	1,538	1,538	-	0.0%
Medical staff remuneration	47,577	39,860	(7,717)	(19.4%)
Medical & Surgical supplies	30,994	27,719	(3,275)	(11.8%)
Drugs	54,119	52,400	(1,719)	(3.3%)
Supplies & other expenses	62,980	52,427	(10,553)	(20.1%)
Long term Interest	5,213	5,213	-	0.0%
Equipment lease / rental	1,942	1,758	(184)	(10.5%)
Equipment amortization	8,310	8,198	(112)	(1.4%)
<b>Total Expense</b>	<b>\$ 464,188</b>	<b>\$ 431,722</b>	<b>\$ (32,466)</b>	<b>(7.5%)</b>
<b>Surplus / (Deficit) From Hospital Operations</b>	<b>\$ (6,412)</b>	<b>\$ (1,617)</b>	<b>\$ (4,795)</b>	
COVID-19 extraordinary operating expenses unfunded - eligible	\$ -		\$ -	
COVID-19 extraordinary operating expenses unfunded - ineligible	\$ 3,936		\$ 3,936	
COVID-19 related unfunded non-ministry revenue loss included above	\$ 3,690		\$ 3,690	
YTD - Unearned Ministry volume funding	\$ 5,078		\$ (5,078)	
<b>Surplus or (Deficit) / Revenue</b>	<b>-1.40%</b>	<b>-0.38%</b>	<b>-1.02%</b>	

**Net Surplus/(Deficit) after building amortization (\$7,657)**

# Financial Results – COVID-19 Impact

## December 31, 2021

<b>Windsor Regional Hospital COVID-19 Revenue Loss &amp; Expenses Year-to-Date December 2021</b>			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
<b>Revenue</b>			
Patient Services	-	-	3,004,305
Recoveries	-	-	686,106
<b>Total Revenue</b>	-	-	<b>3,690,412</b>
<b>Expense</b>			
Compensation	8,668,652	3,742,667	2,103,175
Medical Staff Fees	5,679,601	277,877	-
Med. Surg. Supplies	2,696,570	59,812	940,939
Drugs	19,790	73	10
Other supplies & expense	8,464,998	1,498,434	776,578
Equipment Expenses	806,182	122,934	115,295
Renovations	12,974	-	-
<b>Total Expense</b>	<b>26,348,766</b>	<b>5,701,797</b>	<b>3,935,997</b>
<b>Total Operating</b>	<b>\$ 26,348,766</b>	<b>\$ 5,701,797</b>	<b>\$ 7,626,408</b>

**Year to Date Results include \$3.7 million in unearned revenues and \$3.9 million in COVID-19 extraordinary expenses which are ineligible for funding.**

# Financial Results

## December 31, 2021

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### Year to Date Revenue

- **Base and One-Time Funding \$25 million favourable**
- **Amounts accrued for known COVID-19 reimbursements:**
  - \$6 million COVID-19 physician payments
  - \$10.2 million for Vaccination Centre expenses
  - \$2.5 million for Nursing Externs
  - \$1.9 million in Assessment Centre per swab funding (\$38/swab)
  - \$929,000 in Screening expenses (October to December 2021)

**Ministry Drug Reimbursements \$1,397,000 favourable (offset by drug expenses)**

**Preferred Accommodation and Co-Payment Revenue \$2,449,000 unfavourable**

**Patient Services Revenue \$1,899,000 favourable**

**Other Recoveries \$1,567,000 favourable**

# Financial Results

## December 31, 2021

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### Year to Date Expenses

- **\$32 million year to date unfavourable variance in expenses**
  - **\$32 million of the total \$39.6 million in COVID-19 expenses are confirmed/eligible for funding**
- **Med/Surg Supplies \$3,275,000 unfavourable due to increased use of PPE, depletion of donated PPE supplies and volume increases to address procedure backlogs**
- **Drugs \$1.7 million unfavourable, systemic and renal drugs are funded by Ontario Health and additional drug expenses in retail pharmacies are offset by recoveries**
- **Other supplies \$10.5 million unfavourable and includes:**
  - **\$3,561,000 in additional e-Volve HIS project costs due to COVID-19 delays**
  - **\$3,456,000 for referred out vaccination centre expenses (City of Windsor and County of Essex EMS)**
  - **\$1,940,000 for referred out cataract procedures**







**MOTION/ACTION SHEET**

**From The**

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

**Monday, January 24, 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, January 24, 2022 Via Zoom (following the In-Camera Session).

**PRESENT:**

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

**COMMUNITY MEMBERS:**

Dwayne Dawson  
Trevor Chapman  
Robert Klein  
Ramona Nordemann

Anthony Paniccia, Chair of the Board

**REGRETS:**

Sandra Boglitch  
Dr. Maher Sabalbal

**STAFF:**

Mark Fathers  
Heidi Zimmer  
John Faber  
Mary Macera

**1.0 CALL TO ORDER**

Mrs. Allen called the meeting to order at 5:52 p.m.

The proceedings were recorded by Mary Macera.

**2.0 APPROVAL OF AGENDA**

**MOVED** by Robert Klein, **SECONDED** by Dan Wilson that the **General Finance/Audit & Resources Committee Agenda of Monday, January 24, 2022, 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, December 20, 2021

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, December 20, 2021** were previously circulated to all members.

**MOVED by Paul Lachance, SECONDED by Trevor Chapman that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, December 20, 2021 be approved.**

**CARRIED.**

## **6.0 FOR DISCUSSION**

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

Ms. Zimmer provided the following highlights:

- Operating results report for the nine months ended December 31, 2021 resulted in a deficit of \$7,657,000 (\$1,256,000 negative Hospital Margin) which is \$4,810,000 worse than plan.
- Items to note:
  - Operating results include a combined \$36.2 million in higher costs and lost revenues related 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.
  - The financial results (as appended) will detail the year to date revenues and year to date expenses.
  - Status of critical care beds - \$6.4 million funding plus expenses for 8 beds was included in the budget. In December 2021, Ministry confirmed funding for April to September 2021. WRH will have a shortfall of approximately \$2.1 million annually for these beds. Year to date December results have been adjusted to this revenue. Follow-up will be done with the Ministry.
  - Year to date results include \$3.9 million in COVID-19 expenses which are ineligible for funding.
  - Organizational health – sicktime is over benchmarks.

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

Ms. Zimmer focused on the most likely which amounts to a \$3.2 million deficit; \$3.5 million at the year end.

## **7.0 FOR INFORMATION**

### 7.1 Healthcare Information & Management Systems Society (HIMMS) Scoring

This correspondence was provided to the committee members for information.

### 7.2 President's Report – January 2022

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 **Tuesday, February 22, 2022 at 5:00 p.m. Via Zoom.**

## **9.0 ADJOURNMENT**

Mrs. Allen indicated that there was no further business.

**MOVED by Ramona Nordemann, SECONDED by Robert Klein that the General Meeting from the Finance/Audit & Resources Committee of Monday, January 24, 2022, be adjourned at 6:05 p.m.**

**CARRIED.**

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Mrs. Penny Allen, Chair & Treasurer  
FinAudit&Resources\_Minutes  
20220124

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Mary Macera  
Recorder

## Windsor Regional Hospital

### Operating Results Report

**For the Nine Months Ended December 31, 2021**

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

	Line	December 2021 Actuals		
		Actual	Budget	Variance *
<b>Hospital Ops</b>				
Total Revenue	9	\$457,776	\$ 430,105	\$ 27,671
Total Expense	20	464,188	431,722	(32,466)
<b>Surplus / (Deficit)</b>	21	(6,412)	(1,617)	(4,795)
Other Votes (net)	22	(33)	(61)	28
Other Recoveries / (Exp)	23	(24)	-	(24)
<b>Subtotal</b>	24	<b>(6,469)</b>	<b>(1,678)</b>	<b>(4,791)</b>
Net bldg. amortization	25	(1,188)	(1,169)	(19)
<b>Net Surplus (Deficit)</b>	26	<b>\$ (7,657)</b>	<b>\$ (2,847)</b>	<b>\$ (4,810)</b>
<b>Hospital Margin</b>		<b>\$ (1,256)</b>	<b>\$ 3,535</b>	<b>\$ (4,791)</b>
<b>Capital Equipment Expenditures</b>		<b>\$ 16,640</b>	<b>\$ 23,067</b>	<b>\$ 6,427</b>

\* Variance - favourable / (unfavourable)

#### Operation Highlights:

- The operating results for the nine months ended December 31, 2021 resulted in a deficit of \$7,657,000 (\$1,256,000 negative Hospital Margin) based on the Ministry of Health (Ministry) definition. There are three items worth noting -
  - a. Operating results include a combined \$36.2 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 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.

- c. WRH has received confirmation of funding for 2 critical care beds. The budget assumes that we will be funded for a total of 8 critical care beds. The associated revenue and expense for 8 beds is included in the budget. In December the Ministry confirmed funding for critical care beds for April to September 2021. Based on what has been funded for the first half of the fiscal year WRH will have a revenue shortfall of approximately \$2.1 million annually for these beds. The year to date December 2021 results reflect the adjustment of this revenue for nine months. However we are following up with the Ministry as to this difference.

### 1. **Financial Results for the Nine Months ended December 31, 2021** (Statement 2)

For the nine months ended December 31, 2021, the deficit after net building amortization is **\$7,657,000**, which is \$4,810,000 worse than plan. This represents a negative Ministry of Health Margin of \$1,256,000 (one year ago, the margin was negative \$2,627,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$36.2 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, 2021 to December 31, 2021 and which have been funded and or not funded (eligible and ineligible for funding under the new criteria).

<b>Windsor Regional Hospital COVID-19 Revenue Loss &amp; Expenses Year-to-Date December 2021</b>			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
<b>Revenue</b>			
Patient Services	-	-	3,004,305
Recoveries	-	-	686,106
<b>Total Revenue</b>	-	-	<b>3,690,412</b>
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Med. Surg. Supplies	2,696,570	59,812	940,939
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Other supplies & expense	8,464,998	1,498,434	776,578
Equipment Expenses	806,182	122,934	115,295
Renovations	12,974	-	-
<b>Total Expense</b>	<b>26,348,766</b>	<b>5,701,797</b>	<b>3,935,997</b>
<b>Total Operating</b>	<b>\$ 26,348,766</b>	<b>\$ 5,701,797</b>	<b>\$ 7,626,408</b>

It should be noted that with respect to Ministry volume based funding, we have unearned revenue for these nine (9) months of \$5.1 million as compared to \$8.6 million one year ago.

### **Revenue**

Ministry revenue (combined base and one-time) is \$25 million higher than budget. The Hospital has received confirmation that incremental COVID-19 operating expenses incurred from April to October 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:

- ⬇ \$6.2 million for April to September 2021 incremental COVID-19 expenses
- ⬇ \$6 million COVID-19 physician payments
- ⬇ \$10.2 million for Vaccination Centre expenses
- ⬇ \$2.5 million for Nursing Externs
- ⬇ \$1.9 million in Assessment Centre per swab funding
- ⬇ \$929,000 in Screening expenses (October to December 2021)

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 confirmed that incremental COVID-19 expenses for the first two quarters of the fiscal year will be fully reimbursed. 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 \$2,468,000. 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 \$31,000 under budget due to the factors mentioned above for preferred accommodation.

Patient Services revenue variance is \$1,899,000 favourable (8%) 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 \$1,400,000 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 \$370,000 (16.2% favourable). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$1,567,000 favourable (5%) 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 the retail pharmacies of \$2.4 million year to date.

### **Expenses**

Salaries are currently over budget (unfavourable) by \$7,144,000 (3.7%) year to date December 31, 2021. Salaries for COVID-19 screening (staff, patients and visitors), staffing of the Assessment Centres and the Vaccination Centre total \$9,186,000 to date. The hospital has received confirmation of continued funding for two (2) additional critical care beds over base for the full fiscal year. In addition, WRH has received funding confirmation of \$1,455,800 for six (6) additional critical care beds for April to September and we expect the same level of funding for October 2021 to March 2022.

Year to date spending for employees in paid isolation is \$248,000 and paid sick time due to COVID-19 is \$519,000. Both sick and isolation costs remain high due to the Omicron variant. Temporary hires (Nursing Externs) have been paid \$3,395,000 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 currently in effect until March 31, 2022.

Employee Benefits are unfavourable to budget by \$1,762,000 (3.7%). The variance is attributable to the higher than budget wage variance.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$7,717,000 (19.4%). Of this variance, \$6 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 \$3,275,000 (11.8%) year to date. The main source of the deficit is the overall increase in Personal Protective Equipment (PPE) throughout the hospital. Additionally, most of the PPE that was donated in the early stages of the pandemic has been utilized requiring purchases to replenish supplies. The perioperative programs are now unfavourable to budget by

\$314,000 due to efforts to reduce wait time backlogs particularly for orthopedic and cardiovascular/thoracic procedures. 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 \$1,719,000 (3.3%) year to date. Retail pharmacy revenues more than offset this budget deficit and have a favourable net drug expense to revenue of \$678,000. The chemotherapy suite and renal program drug expenses to revenues are balanced.

Supplies and Other Expenses are unfavourable to budget by \$10,553,000 (20.1%). Significant deficits are as follows:

- ↓ \$3,561,000 million in additional costs incurred for the e-Volve HIS project due to COVID-19 related delays in implementation
- ↓ \$3,456,000 for City of Windsor and Essex EMS Vaccination expenses
- ↓ \$1,940,000 for referred-out cataract cases
- ↓ \$847,000 for minor equipment purchases (COVID-19 related)
- ↓ \$652,000 for building service equipment

Most of these costs have been funded through COVID one time funding or QBP funding. Offsetting some of the other supplies deficits is a surplus of \$860,000 in utilities due to the ongoing electricity rebate.

Long Term Interest expense is balanced.

Equipment Lease/Rental is \$184,000 unfavourable (10.5%) to budget to date. This deficit is attributable to equipment rentals for the Screening, Assessment and Vaccination centres. These costs are recovered through the COVID reimbursements.

Equipment amortization is \$112,000 (1.4%) over budget due to the timing of new additions.

**Other Votes** – Other Votes are \$28,000 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 December 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. 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 \$38.2 million from March 31, 2021. While we did receive the \$42.9 million in one time working capital funding accrued at March 31, 2021, the Ministry is slow to fund the eligible expenses for reimbursement related to temporary COVID-19 physician funding, Assessment Centre per-swab funding, Vaccination Centre, Screening and Nursing Extern funding and the confirmed amounts for the first two quarters' incremental operating expenses. In addition, \$2.8 million in one time funding has been accrued for the additional acute and critical care beds.

Inventory is up \$2,577,000 when compared to March 31, 2021. Of that increase \$1.3 million is attributable to specially funded drugs within the cancer program. The remaining \$1.2 is comprised of medical/surgical supplies and drugs.

The market value of the sinking fund has increased by \$1,679,000 (6.7%) since March 31, 2021. The underlying cost base as a result of realized investment gains has increased by \$100,000 since the original \$25 million investment was made.

### **3. Patient Volumes**

Acute patient days are below target at both campuses with the Met Campus 2,461 below target and the Ouellette Campus 3,074 below target (excl. psych). Surgical cases are 3,068 under plan at the Met Campus and 1,856 below plan at the Ouellette Campus. These lower cases contribute to the lower patient days.

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 4 FTEs. At the Ouellette Campus, the FTE variance is favourable by 17.9 FTEs. Overall, the Hospital is 117 FTEs over budget with 130.8 FTEs attributable to the staffing requirements at the Assessment and Vaccination Centres to date.

Statement #1  
**WINDSOR REGIONAL HOSPITAL**  
 Consolidated Operating Results for the Nine Months Ending December 31, 2021

Description	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
<b>Revenue (\$000's)</b>								
1 Ministry Funding - Base	\$ 35,525	\$ (30)	\$ 313,612	\$ 315,606	\$ 416,006	\$ 419,006	\$ 303,027	\$ 401,055
2 Ministry Funding - One-time	6,193	2,451	60,223	33,292	81,259	44,259	32,771	27,770
3 Ministry Funding - Drug Reimb.	2,365	51	22,221	20,824	29,665	27,765	18,720	22,103
4 Preferred Accommodation	43	(271)	317	2,785	846	3,696	680	3,620
5 Chronic co-payment	-	(4)	1	32	1	42	-	47
6 Patient services	2,960	281	25,718	23,819	34,617	31,617	23,551	32,594
7 Capital grant amortization	614	27	5,719	5,291	7,326	7,055	5,279	6,550
8 Other recoveries	3,801	211	33,282	31,695	44,369	42,741	32,103	43,232
9 Total Revenue	\$ 51,501	\$ 2,716	\$ 461,093	\$ 433,344	\$ 614,099	\$ 576,181	\$ 416,131	\$ 536,971
<b>Expense (\$000's)</b>								
10 Salaries	\$ 22,567	\$ (569)	\$ 201,906	\$ 194,756	\$ 268,516	\$ 258,916	\$ 196,154	\$ 242,858
11 Employee benefits	4,508	195	49,776	48,095	67,392	64,896	46,344	61,424
12 Employee ben. - future ben. costs	171	-	1,538	1,538	2,051	2,051	1,450	2,325
13 Medical staff remuneration	5,385	(930)	47,577	39,860	60,180	53,180	40,575	54,183
14 Medical & Surgical supplies	3,936	(1,059)	30,994	27,719	38,666	36,666	25,889	35,882
15 Drugs	5,938	(119)	54,119	52,400	73,594	69,819	49,378	60,153
16 Supplies & other expenses	8,046	(1,688)	68,307	57,777	86,936	77,436	47,575	61,257
17 Equipment lease / rental	208	(11)	1,942	1,758	2,577	2,347	2,981	2,675
18 Capital amortization	1,632	(173)	12,567	12,378	16,455	16,755	10,854	13,947
19 Total Expense	\$ 52,391	\$ (4,354)	\$ 468,726	\$ 436,191	\$ 616,367	\$ 582,066	\$ 421,200	\$ 534,704
20 Other recoveries (expense)	(0)	(0)	(24)	-	(36)	-	(456)	572
20 Net Surplus (Deficit) - \$000's	\$ (890)	\$ (1,638)	\$ (7,657)	\$ (2,847)	\$ (2,315)	\$ (5,885)	\$ (5,525)	\$ 2,839
1 Total Margin - \$000's	\$ (178)	\$ (1,641)	\$ (1,256)	\$ 3,535	\$ (4,791)	\$ 2,580	\$ (2,627)	\$ 48,284
COVID-19 related unfunded extraordinary operating expenses and revenue loss included above	226	(226)	7,626	-	-	-	14,424	-

COVID-19 related unfunded extraordinary operating expenses and revenue loss included above

Statement #2  
**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Nine Months Ending December 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
1	\$ 35,509	\$ (30)	\$ 313,392	\$ 315,386	\$ 415,736	\$ 418,736	\$ 302,807	\$ 408,108
2	6,193	2,451	60,223	33,292	81,259	44,259	32,771	74,810
3	2,365	51	22,221	20,824	29,665	27,765	18,720	26,422
4	43	(271)	317	2,785	846	3,696	680	850
5	-	(4)	1	32	1	42	-	-
6	2,960	281	25,718	23,819	34,617	31,617	23,551	30,883
7	275	22	2,650	2,280	3,311	3,040	2,270	3,217
8	3,793	204	33,254	31,687	44,323	42,695	32,081	40,045
9	\$ 51,138	\$ 2,704	\$ 457,776	\$ 430,105	\$ 609,799	\$ 571,850	\$ 412,880	\$ 584,335
10	\$ 22,550	\$ (565)	\$ 201,776	\$ 194,632	\$ 268,348	\$ 258,748	\$ 196,024	\$ 260,296
11	4,503	197	49,739	47,977	67,355	64,859	46,314	64,339
12	171	-	1,538	1,538	2,051	2,051	1,450	2,051
13	5,385	(930)	47,577	39,850	60,180	53,180	40,575	58,057
14	3,936	(1,059)	30,994	27,719	38,665	36,665	25,889	40,468
15	5,938	(119)	54,119	52,400	73,594	69,819	49,378	67,631
16	7,461	(1,691)	62,980	52,427	79,867	70,367	45,741	72,522
17	581	-	5,213	5,213	6,907	6,907	1,718	3,532
18	208	(11)	1,942	1,758	2,577	2,347	2,981	3,623
19	1,162	(168)	8,310	8,198	10,882	11,182	6,665	8,955
20	\$ 51,895	\$ (4,346)	\$ 464,188	\$ 431,722	\$ 610,426	\$ 576,125	\$ 416,735	\$ 581,474
21	\$ (757)	\$ (1,642)	\$ (6,412)	\$ (1,617)	\$ (669)	\$ (4,275)	\$ (3,855)	\$ 2,861
22	(2)	4	(33)	(61)	(52)	(52)	(34)	(12)
23	(0)	(0)	(24)	-	(36)	-	(456)	41,903
24	(759)	(1,638)	(6,469)	(1,678)	(757)	(4,327)	(4,345)	44,752
25	(131)	-	(1,188)	(1,169)	(1,556)	(1,556)	(1,180)	(1,536)
26	(890)	(1,638)	(7,657)	(2,847)	(2,315)	(5,885)	(5,525)	43,216
27	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,789	\$ -
28	\$ 1,470	\$ (1,470)	\$ 3,936	\$ -	\$ 7,400	\$ -	\$ -	\$ -
29	\$ 226	\$ (226)	\$ 3,690	\$ -	\$ -	\$ -	\$ 6,635	\$ -
30	\$ 50	\$ (50)	\$ 5,078	\$ -	\$ 7,908	\$ -	\$ 8,606	\$ 19,155

**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Nine Months Ending December 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)	Budget	Year to Date	Year End
<b>Financial Performance Measures</b>								
1 Total Margin - \$000's	\$ (178)	(1,641)	\$ (1,256)	\$ 3,535	\$ (4,791)	\$ 6,150	\$ 2,580	\$ 3,570
2 Total Margin - %	-0.35%	-3.38%	-0.27%	0.82%	-1.10%	1.01%	0.45%	0.0%
3 Unrestricted cash - \$000's	n/a	n/a	\$ 125,425	N/A	N/A	N/A	N/A	N/A
4 Current ratio	n/a	n/a	1.85	1.00	0.85	1.85	1.00	N/A
Capital equipment expenditures - Fiscal 2021 - 22 \$000's	\$ -	n/a	\$ 6,142	\$ 13,271	\$ 7,129	\$ 17,694	\$ 17,694	\$ -
Capital equipment expenditures - PY C/F \$000's	\$ 71	n/a	\$ 5,911	\$ 4,547	\$ (1,365)	\$ 6,062	\$ -	\$ -
Funded / Own Funds Capital Projects	\$ 408	n/a	\$ 4,587	\$ 5,250	\$ 663	\$ 7,000	\$ -	\$ 25,047
<b>Patient Volume Measures</b>								
1 Total Weighted Cases (est) - HIG	2,248	145	17,775	18,957	(882)	22,588	24,763	(2,175)
2 Acute separations (excl psych)	1,575	(470)	13,340	18,063	(4,723)	17,217	24,080	(6,863)
3 Acute pat. days (excl. psych)	7,675	488	64,801	67,262	(2,461)	82,912	84,626	(1,714)
4 Psychiatric - Adolescent pat. days	94	(14)	946	953	(7)	1,149	1,269	(120)
5 Emergency visits and ER holds	TBD	#VALUE!	TBD	41,091	#VALUE!	TBD	54,551	#VALUE!
6 OR - Inpatient cases	239	(93)	2,201	3,010	(809)	2,832	3,909	(1,077)
7 OR - Day Surgery cases	480	(325)	4,494	6,743	(2,259)	5,655	9,484	(3,829)
8 Clinic visits	TBD	#VALUE!	TBD	94,381	#VALUE!	TBD	124,549	#VALUE!
9 Community Services visits	TBD	#VALUE!	TBD	8,058	#VALUE!	TBD	10,695	#VALUE!
10 Variable Revenue Volumes:								
(a) Hip procedures	15	9	68	39	29	-	63	67
(b) Knee procedures	21	(14)	157	262	(105)	234	410	(176)
(c) Pacemaker inserts	-	-	-	-	-	-	-	-
11 MRI Hours of Operation	527	(14)	4,982	6,783	(1,802)	6,677	6,364	313
12 CT Hours of Operation	744	5	6,607	6,156	451	8,730	8,696	34
<b>Patient Access Measures &amp; System Integration</b>								
1 Acute Average LOS	4.87	(0.33)	4.86	4.54	(0.32)	4.87	4.54	(0.33)
2 Psych Average - Adolescent LOS	4.27	2.17	5.01	6.44	1.43	4.73	6.44	1.71
<b>Organizational Health</b>								
1 % Sick Time to Total Comp	6.00%	N/A	6.30%	4.70%	-1.60%	6.10%	3.90%	-2.20%
2 % Overtime to Total Comp	3.40%	N/A	3.20%	2.35%	-0.85%	3.10%	2.35%	0.75%
3 FTE staffing (Hospital Ops Only)	1,774.1	N/A	1,806.7	1,802.7	(4.0)	1,800.0	1,780.0	(20.0)

**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Nine Months Ending December 31, 2021**  
**Consolidated - Met and Ouellette Campuses**

Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fw/(Unfw) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
<b>Patient Volume Measures</b>							
<b>1 Total Weighted Cases (est) - HIG</b>							
2,140	(17)	18,085	19,138	22,379	25,402	15,720	21,766
953	(664)	7,732	15,418	9,963	19,043	7,270	9,521
7,597	356	66,216	69,290	85,988	85,253	57,036	77,286
1,545	(380)	15,059	18,466	20,232	22,671	17,873	23,216
TBD	#VALUE!	TBD	40,792	TBD	54,126	32,855	43,303
272	(67)	2,507	3,241	3,259	3,989	2,340	3,025
640	(630)	7,761	8,883	13,430	14,953	3,900	8,040
TBD	#VALUE!	TBD	44,692	TBD	60,039	18,741	26,554
TBD	#VALUE!	TBD	7,364	TBD	9,774	78,653	104,384
<b>11 Variable Revenue Volumes:</b>							
<b>(a) Hip procedures</b>							
27	(1)	246	198	321	333	137	183
56	16	328	291	413	471	185	226
31	8	237	199	300	265	183	257
<b>(b) Knee procedures</b>							
311	(118)	4,165	4,126	5,500	5,053	657	2,310
11	(2)	51	19	25	154	1,069	1,149
558	22.00	5,086	4,167	6,785	6,307	4,783	6,396
918	172.50	8,012	7,329	10,680	8,776	7,316	12,389
<b>(c) Pacemaker inserts</b>							
7.97	(0.64)	8.56	7.33	8.63	7.33	7.85	8.12
-	-	-	-	-	-	-	-
9.25	3.18	9.73	12.43	10.02	12.43	12.10	11.79
<b>Organizational Health</b>							
7.00%	N/A	6.30%	4.70%	6.10%	3.90%	6.10%	6.20%
6.00%	N/A	5.90%	2.35%	5.70%	2.35%	5.00%	5.00%
1,457.9	N/A	1,479.1	1,497.0	1,490.0	1,515.0	1,432.5	1,442.9
<b>ST. CLAIR COLLEGE CAMPUS ONLY</b>							
<b>Year To Date</b>							
Actual	Budget	Forecast	Budget	Forecast	Budget	Year to Date	Year End
-	-	-	-	-	-	271	271
-	-	-	-	-	-	53	53
-	-	-	-	-	-	1,568	1,568
-	-	-	-	-	-	29.58	29.58
-	-	-	-	-	-	21.4	18.6
<b>Assessment Centre and the Vaccination Centres</b>							
<b>Year To Date</b>							
Actual	Budget	Forecast	Budget	Forecast	Budget	Year to Date	Year End
130.80	-	130.80	-	130.8	-	96.5	80.0
<b>Assessment Centre and the Vaccination Centres</b>							
<b>Year To Date</b>							
Actual	Budget	Forecast	Budget	Forecast	Budget	Year to Date	Year End
130.80	-	130.80	-	130.8	-	96.5	80.0

## Statement # 3

**WINDSOR REGIONAL HOSPITAL**  
**STATEMENT OF FINANCIAL POSITION**

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

	December 31, 2021	March 31, 2021	December 31, 2021	March 31, 2021
<b>ASSETS</b>				
<b>Current assets:</b>				
Cash & short-term investments	\$ 126,425	\$ 119,892	\$ -	\$ -
Cash, restricted	4,673	5,422	-	-
Cash, restricted Ministry Capital Projects	5,732	-	20,665	31,203
Accounts Rec. - Ministry / CCO	50,476	87,385	41,656	35,392
- OHIP	9,884	9,184	52,343	58,525
- Other	8,157	9,480	3,440	3,355
Inventories	8,288	5,711	495	495
Prepaid & deferred charges	5,047	3,729	450	1,196
Due from related parties	1,322	2,522	-	-
<b>Total current assets</b>	<b>220,004</b>	<b>243,325</b>	<b>119,049</b>	<b>130,166</b>
<b>Long term assets:</b>				
Long Term Investments	26,701	25,022	37,056	39,641
Property, Plant, Equipment, Net	161,515	165,204	200,000	200,000
Construction in progress	70,355	62,593	25,017	23,478
Total long term assets	231,869	227,797	421	933
	258,570	252,819	1,009	1,234
			6,071	6,758
			126,703	124,933
			396,276	396,977
<b>LIABILITIES AND EQUITIES</b>				
<b>Current liabilities:</b>				
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				
<b>Total current liabilities</b>			<b>119,049</b>	<b>130,166</b>
<b>Long term liabilities:</b>				
Long Term Debt				
Debentures				
Accrued benefit obligations				
Capital lease obligations				
Marked to market				
Sick benefits payable				
Deferred revenue - capital grants				
<b>Total liabilities and net assets</b>	<b>\$ 478,574</b>	<b>\$ 496,144</b>	<b>\$ 478,574</b>	<b>\$ 496,144</b>
<b>Remeasurement gains/(losses):</b>				
Debtenture Sinking Funds			1,691	-
SWAP			(1,009)	(1,223)
<b>Net assets:</b>			<b>(37,433)</b>	<b>(29,776)</b>



Statement # 4

Windsor Regional Hospital  
Statement of Cash Flows

For the Nine Months Ending December 31, 2021

With Comparative Amounts For the Year Ending March 31, 2021

(Amounts in 000's)

	December 31, 2021	March 31, 2021	Month of Dec 2021
<b>OPERATING ACTIVITIES</b>			
Net Surplus/(deficit) for the period	\$ (7,657)	\$ 43,216	\$ (2,153)
Add (deduct) non-cash items:			
Amortization of capital assets	12,568	14,534	1,633
Amortization of deferred capital contributions	(5,718)	(7,260)	(5,843)
	(808)	50,491	(6,364)
Cash flow from / (used in) operating balances	7,155	(42,531)	(8,069)
<b>Cash provided by operating activities</b>	<b>6,348</b>	<b>7,960</b>	<b>(14,433)</b>
<b>INVESTING ACTIVITIES</b>			
Purchase of capital assets	(16,640)	(45,881)	(1,135)
<b>FINANCING ACTIVITIES</b>			
Long term investments	-	(18,967)	89
Cash restricted for special purposes	(4,982)	(5,422)	(5,860)
Loans payable	13,467	170,994	16,797
Capital grants and donations received	7,488	10,530	5,315
Notes payable and other long term liabilities	852	678	162
<b>Cash provided by (used in) financing activities</b>	<b>16,825</b>	<b>157,813</b>	<b>16,504</b>
<b>Net increase (decrease) in cash during the period</b>	<b>6,533</b>	<b>119,892</b>	<b>\$ 936</b>
Cash, beginning of period	119,892	-	125,489
<b>Cash, end of period</b>	<b>\$ 126,425</b>	<b>\$ 119,892</b>	<b>\$ 126,425</b>

**Windsor Regional Hospital  
Summary of Investments and Bank Borrowings & Long Term Debt**  
December 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	\$ 126,425,000	1. Credit A - Line of credit	\$ 50,000,000	\$ 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 \$688,000	\$ -	\$ 6,800,000	\$ 6,800,000 Note 1
		3. CIBC - Credit C - Committed Capital Equipment Revolving Loan with interest rates of 2.46% to 3.28% - net of current portion of \$1,001,000	\$ 3,770,000	\$ 6,800,000	\$ 2,029,000
Restricted Cash	\$ 126,425,000				
(b) CIBC Investment Account - Debenture & Ministry Capital Projects		4. TD - Four Term loans with interest rates of 2.69% to 5.6% - net of current portion of \$1,450,000 Date of next rate renewal - February 15, 2022	\$ -	\$ 22,877,000	\$ 22,877,000
	\$ 10,504,759	5. CIBC - Credit F - non-revolving installment loan with a 20 year amortization, funded Banker's Acceptances plus .80% commitment stamping fee, net of current portion of \$300,000	\$ -	\$ 5,350,000	\$ 5,350,000
Long Term Investments	\$ 26,701	Other Disclosures			
(c) Sinking Fund		CIBC - re: Credit B - Committed Installment Loan - Marked to Market Value Adjustment	N/A	N/A	\$ 1,009,000 Note 2
		Other Long Term Debt			
		Senior Unsecured Series A Debentures, 2.71% 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 \$66,641 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 JANUARY 2022**

**Short-staffed and COVID burdened, hospital officials explain tough decisions behind new policies**

CBC Windsor, Dec. 30, 2021

<https://www.cbc.ca/news/canada/windsor/southwestern-ontario-hospitals-covid-outlook-1.6161094>

**New online booking system for COVID-19 tests in Windsor-Essex**

CTV Windsor, Jan. 2, 2022

<https://windsor.ctvnews.ca/new-online-booking-system-for-covid-19-tests-in-windsor-essex-1.5725795>

**WRH expecting a jump in COVID-19 cases**

AM800, Dec. 31, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-expecting-a-jump-in-covid-19-cases-1.16819667>

**Vaccination campaign getting big boost in Windsor-Essex**

CTV Windsor, Jan. 2, 2022

<https://windsor.ctvnews.ca/vaccination-campaign-getting-big-boost-in-windsor-essex-1.5725717>

**Windsor welcomes Olivia Grace as city's first baby of 2022**

Windsor Star, Jan. 1, 2022

<https://windsorstar.com/news/local-news/windsor-welcomes-olivia-grace-as-citys-first-baby-of-2022>

**Upcoming year pivotal for new mega hospital as planning continues: Dilkens**

AM800, Jan. 3, 2022

<https://www.iheartradio.ca/am800/news/upcoming-year-pivotal-for-new-mega-hospital-as-planning-continues-dilkens-1.16850310>

**Group protests outside WRH**

CTV Windsor, Jan. 3, 2022

<https://windsor.ctvnews.ca/group-protests-outside-windsor-regional-hospital-1.5726418>

**Jarvis: It doesn't feel like we're all in this together, it feels like we're all on our own**

Windsor Star, Jan. 3, 2022

<https://windsorstar.com/news/local-news/jarvis-it-doesnt-feel-like-were-all-in-this-together-it-feels-like-were-all-on-our-own>

### **221 employees at WRH self isolating due to COVID**

CTV Windsor, Jan. 3, 2022

<https://windsor.ctvnews.ca/221-employees-at-windsor-regional-hospital-self-isolating-due-to-covid-19-1.5726463>

### **More than 200 staff members at Windsor Regional Hospital off work due to COVID-19 or isolation**

CBC Windsor, Jan. 3, 2022

<https://www.cbc.ca/news/canada/windsor/covid-19-windsor-regional-hospital-staff-1.6302789>

### **Jarvis: The costly cycle of panic and neglect**

Windsor Star, Jan. 4, 2022

<https://windsorstar.com/news/local-news/jarvis-the-costly-cycle-of-panic-and-neglect>

### **COVID-19 sidelines 221 staff at WRH**

Windsor Star, Jan. 4, 2022

<https://windsorstar.com/news/local-news/covid-19-sidelines-221-staff-at-windsor-regional-hospital>

### **'Not at this time' – COVID-19 field hospital not currently on the table for Windsor-Essex**

CTV Windsor, Jan. 4, 2022

<https://windsor.ctvnews.ca/not-at-this-time-covid-19-field-hospital-not-currently-on-the-table-for-windsor-essex-1.5727434>

### **220 staff out at WRH**

Blackburn News, Jan. 4, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/01/04/220-staff-windsor-regional-hospital/>

### **Some WRH staff members off due to COVID-19**

AM800, Jan. 4, 2022

<https://www.iheartradio.ca/am800/news/some-windsor-regional-hospital-staff-members-off-due-to-covid-19-1.16858900>

### **Southwestern Ontario hospitals sound alarm over high volume of COVID-19 patients**

CBC Windsor, Jan. 5, 2022

<https://www.cbc.ca/news/canada/windsor/southwest-hospitals-covid-january-1.6304718>

### **'Unusually high' number of EMS workers forced off the job by COVID-19**

CBC Windsor, Jan. 5, 2022

<https://www.cbc.ca/news/canada/windsor/unusually-high-number-of-ems-workers-forced-off-the-job-by-covid-19-1.6304951>

### **Vaccination rate stalls for Windsor-Essex children ages five to 11**

CTV Windsor, Jan. 5, 2022

<https://windsor.ctvnews.ca/vaccination-rate-stalls-for-windsor-essex-children-ages-five-to-11-1.5728797>

**Critical care capacity not expected to be overwhelmed by Omicron, says WRH**

CBC Windsor, Jan. 6, 2022

<https://www.cbc.ca/news/canada/windsor/critical-care-capacity-omicron-1.6306839>

**WRH President warning the worst of the omicron variant is yet to come**

AM800, Jan. 6, 2022

<https://www.iheartradio.ca/am800/news/wrh-president-warning-the-worst-of-the-omicron-variant-is-yet-to-come-1.16878649>

**WRH says next two weeks critical for omicron variant**

Blackburn News, Jan. 7, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/01/07/wrh-says-next-two-weeks-critical-omicron-variant/>

**WRH expecting capacity increase in coming weeks**

CTV Windsor, Jan. 6, 2022

<https://windsor.ctvnews.ca/windsor-regional-expecting-capacity-increase-in-coming-weeks-1.5731133>

**Local hospitals seeing increase in COVID-19 patients**

Blackburn News, Jan. 6, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/01/06/local-hospitals-seeing-increase-covid-19-patients/>

**WRH prepared to resurrect field hospital to increase bed capacity**

Windsor Star, Jan. 6, 2022

<https://windsorstar.com/news/local-news/windsor-regional-prepared-to-resurrect-field-hospital-to-increase-bed-capacity>

**Additional mass vaccination sites now open in Windsor-Essex**

AM800, Jan. 6, 2022

<https://www.iheartradio.ca/am800/news/additional-mass-vaccination-sites-now-open-in-windsor-essex-1.16875182>

**Hospital staff in Windsor, Ont., find ivermectin hidden inside COVID-19 patient's stuffed animal**

CBC Windsor, Jan. 7, 2022

<https://www.cbc.ca/news/canada/windsor/ivermectin-windsor-regional-hospital-covid-1.6307648>

**Vaccination coverage low in Windsor's COVID hot spots and among young adults**

CBC Windsor, Jan. 7, 2022

<https://www.cbc.ca/news/canada/windsor/vaccination-coverage-low-in-windsor-s-covid-hot-spots-and-among-young-adults-1.6306494>

**Project vision and design principles established for new Windsor-Essex mega hospital**

CTV Windsor, Jan. 7, 2022

<https://windsor.ctvnews.ca/project-vision-and-design-principles-established-for-new-windsor-essex-mega-hospital-1.5731953>

**PSW wins \$162K in WRH Foundation's 50-50 draw**

Blackburn News, Jan. 8, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/01/08/psw-wins-162k-in-wrh-foundations-50-50-draw/>

**Jarvis: Grim, grim start to 2022**

Windsor Star, Jan. 7, 2022

<https://windsorstar.com/news/local-news/jarvis-grim-grim-start-to-2022>

**Health officials concerned about potential holiday COVID bump**

AM800, Jan. 10, 2022

<https://www.iheartradio.ca/am800/news/health-officials-concerned-about-potential-holiday-covid-bump-1.16901404>

**Patient sneaking Ivermectin into hospital a scary sign, pharmacists' association say**

CBC Windsor, Jan. 11, 2022

<https://www.cbc.ca/news/canada/windsor/patient-sneaking-ivermectin-into-hospital-a-scary-sign-pharmacists-association-says-1.6311055>

**Jarvis: Expect a fascinating Ontario election in Windsor-Essex**

Windsor Star, Jan. 11, 2022

<https://windsorstar.com/news/local-news/jarvis-expect-a-fascinating-ontario-election-in-windsor-essex>

**Anyone recently discharged from Windsor Regional Hospital asked to self-monitor due to COVID-19 outbreaks**

CBC Windsor, Jan. 11, 2022

<https://www.cbc.ca/news/canada/windsor/wrh-covid19-outbreaks-1.6311101>

**Windsor-Essex residents endure fear, pain as surgeries get cancelled across Ontario**

CBC Windsor, Jan. 14, 2022

<https://www.cbc.ca/news/canada/windsor/omicron-wave-postponed-medical-procedures-1.6314803>

**By the numbers COVID-19 hospitalizations and key indicators in Windsor-Essex**

CTV, Jan. 13, 2022

<https://windsor.ctvnews.ca/by-the-numbers-covid-19-hospitalizations-and-key-indicators-in-windsor-essex-1.5738951>

**COVID-19 continues to strain local hospitals**

Blackburn, Jan. 13, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/01/13/covid-19-continues-strain-local-hospitals/>

### **Another jump in COVID-19 cases at local hospitals**

AM800, Jan. 13, 2022

<https://www.iheartradio.ca/am800/news/another-jump-in-covid-19-cases-at-local-hospitals-1.16921753>

### **More than 100 people in Windsor-Essex hospitals with COVID-19**

AM800, Jan. 14, 2022

<https://www.iheartradio.ca/am800/news/more-than-100-people-in-windsor-essex-hospitals-with-covid-19-1.16928030>

### **Number of hospital patients with COVID-19 surpasses 100**

Blackburn News, Jan. 14, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/01/14/number-hospital-patients-covid-19-surpasses-100/>

### **Hospitalizations surpass 100 in Windsor-Essex**

CTV Windsor, Jan. 14, 2022

<https://windsor.ctvnews.ca/covid-19-hospitalizations-surpass-100-in-windsor-essex-1.5740094>

### **27 COVID cases linked to outbreaks at WRH**

CTV Windsor, Jan. 14, 2022

<https://windsor.ctvnews.ca/27-covid-cases-linked-to-outbreaks-at-windsor-regional-hospital-1.5741108?fbclid=IwAR3qa5HEmYeb199T0is17Q9HVspA8qVRGOUIP9zT5COaih3VvoUK2hFLmk>

### **140 people in hospital with COVID-19 and nine additional deaths being reported**

AM800, Jan. 18, 2022

<https://www.iheartradio.ca/am800/news/140-people-in-hospital-with-covid-19-and-nine-additional-deaths-being-reported-1.16961097>

### **What's next: News expected this week on restrictions lifting as Windsor Regional starts to see an Omicron plateau**

CTV Windsor, Jan. 19, 2022

<https://windsor.ctvnews.ca/what-s-next-news-expected-this-week-on-restrictions-lifting-as-windsor-regional-starts-to-see-an-omicron-plateau-1.5746310>

### **Two more deaths in Windsor-Essex, 131 people hospitalized with COVID-19**

CBC Windsor, Jan. 19, 2022

<https://www.cbc.ca/news/canada/windsor/wechu-covid19-jan19-1.6320278>

### **WRH names project director for new hospital**

Windsor Star, Jan. 24, 2022

<https://windsorstar.com/news/local-news/windsor-regional-names-project-director-for-new-hospital>



**Trapeze, tennis and motorcycling: How Windsor, Ont., health-care workers are tackling Omicron stress**

CBC Windsor, Jan. 24, 2022

<https://www.cbc.ca/news/canada/windsor/health-care-workers-mental-health-omicron-1.6322305>

**New Windsor Regional Hospital will see Expansion of Services**

Windsor Star, Jan. 25, 2022

<https://windsorstar.com/news/local-news/new-windsor-regional-hospital-will-see-expansion-of-services>

**Empty space in new Windsor-Essex Hospital could be used as surge capacity in future pandemics: officials**

CBC Windsor, Jan. 25, 2022

<https://www.cbc.ca/news/canada/windsor/new-hospital-empty-space-surge-capacity-1.6327194>

**Windsor Regional Hospital hires Project Director for Windsor-Essex Mega Hospital**

CTV Windsor, Jan. 25, 2022

<https://windsor.ctvnews.ca/windsor-regional-hospital-hires-project-director-for-windsor-essex-mega-hospital-1.5754045>

**Team Lead Hospital Planning Process Selected**

Blackburn News, Jan. 25, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/01/25/team-lead-hospital-planning-process-selected/>

**Project Director brought on board to assist in planning for new mega hospital**

AM800, Jan. 25, 2022

<https://www.iheartradio.ca/am800/news/project-director-brought-on-board-to-assist-in-planning-for-new-mega-hospital-1.17015668>

## **Web and Social Media Analytics - January 2022**

### **WEB:**

**Number of Actual Users Accessing the Website:** 64,349

**Number of Website Page Views:** 235,496

#### **Top Languages other than English:**

- 1 ) Chinese ([zh.cn](#)) – 165 users (0.26% of all users)
- 2) French - 59 users (0.09 % of all users)

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

1. Home Page – 36,356 views,
2. Coronavirus – 30,063
3. COVID Assessment Centre –24,929 views
4. Emergency Wait times –13,157 views
5. Careers – 3,760
6. Contact Us – 3,316
7. PUMA – 3,021
8. COVID Visitation –2,784 views

### **YOUTUBE:**

**Views:** 7,648 views

**Watch Time:** 826.6 hours (above average)

**Subscribers:** 730, +30

**\*\*PLEASE NOTE: the January 2022 Board of Directors meeting has had 208 views**

#### **Top videos:**

1. Welcome Windsor's first 2022 baby-610
2. Vision and Design Principles for new Acute Care hospital-285
3. Using Quick Dams to prevent flooding at WRH-259
4. Getting Your Child Vaccinated-kids 5 to 11-256
5. WRH Open Board Meeting Jan 2022-208

### **FACEBOOK: 10,413 followers +115**

36,666 monthly reach, down 75%

17,424 people “engaged” on our site - commented or liked our posts this month, down 11%

18,168 videos viewed, up 49%

## **Top Posts:**

1. Welcome Baby Olivia Grace Tolmie – 13, 528 people reached, 1,321 reacted
2. During Thursday’s Board of Directors meeting, WRH praised lab workers – 4,075 people reached, 162 reacted
3. Get your kids vaccinated – 3,319 people reached, 8 reacted
4. Reminder- Do not go to either ED for COVID testing – 3,206 people reached, 52 people reacted
5. Windsor Regional Hospital has launched a new online system to book COVID appointments- 3187 people reached and 19 people reacted

## **INSTAGRAM – Followers: 3, 758, +0.8% (Jan 1-Jan 25)**

**Reach:** 4,075, -78.1%

**Engagement:** 395, -43.2%

## **Top Posts:**

1. First 2022 Baby is born 2,753 reached, 286 liked
2. Outbreaks update: 2,382 reached and 49 liked
3. Outbreaks declared on several units 1, 990 reached, 44 liked
4. WRH has launched a new online system to book appointment: 1, 803 reached, 37 liked
5. Reminder do not go to ER for COVID testing: 1,341 reached, 29 liked

## **TWITTER:**

**Followers:** 5,269, +113 this month

**Impressions:** 108,000, down 51.7 per cent

**Tweets:** 44, down 29 per cent

## **Trending topics:**

1. Everyone-right now-same day spots for third doses/booster available...10, 962 impressions, 82 engagements
2. A bunch of openings for COVID-19 vaccines as early as tomorrow...9, 226 impressions, 49 engagements
3. PLEASE RETWEET-Need a COVID-19 third dose/booster...8, 578 impressions and 165 engagements
4. Got a little time? Open spots available...6,128 and 57 engagements
5. PLEASE RETWEET-Pop-Up vaccination clinics week of January 17, 2022....5,843 and 173 engagements

