



*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, January 6, 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> December 9, 2021 (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 (Riddell)</u> (verbal)</b>		<b>1730</b>	
<b>6. <u>SCHULICH REPORT</u> – (Jacobs)</b>		<b>1740</b>	<b>FYI</b>
<b>7. <u>FINANCIAL PRESENTATION</u> – (Allen)</b>	<b>Tab B</b>	<b>1745</b>	<b>MOTION (accept)</b>
<b>8. <u>CONSENT AGENDA:</u> Finance/Audit &amp; Resources: December 20, 2021 &amp; Operating Results (Allen)</b>	<b>Tab C</b>	<b>1755</b>	<b>MOTION (accept)</b>
<b>9. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)</b>	<b>Tab D</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, February 3, 2022 – ZOOM</b>		<b>1810</b>	<b>FYI</b>

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

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



**HAPPY BIRTHDAY**  
*Dr. Maher Sabalbal*





**MINUTES** of the **BOARD OF DIRECTORS** meeting held on **Thursday, December 9, 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

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

**REGRETS**

Dr. Laurie Freeman

**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 November 4, 2021 Board meeting had been previously circulated.

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

**THAT** the minutes of the November 4, 2021 Board of Directors meeting be approved.

The Chair provided a couple of reminders:

- The WRH Foundation Festive 50/50 Mega Money raffle draw is live and tickets can purchased on the WRH website.
- Donation of toys to pediatric unit – thank you for all the generosity however these toys would be better served to the Hiatus House or CAS. To make a donation to the pediatric unit please visit the WRH website.

Thank you to the staff for continuing to support our community during this pandemic. Thank you to our fellow partners for making this year as successful as it could be. Also, thank you to the community for their ongoing support. Please get vaccinated and/or book your booster if eligible. Have a safe and happy holiday.

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

Mr. Musyj thanked everyone for attending tonight's meeting. Highlights from his report are as follows:

- i) Provincial trends of COVID+ patients: rolling 7 day average continues to increase with 1290 new cases today in Ontario. 99.9% of these cases are the Delta variant, Omicron has not taken effect as of yet.
- ii) W/E Trends - the weekly cases show that W/E is at 114 per 100,000 of our population and our positivity rate is just under 6%. Our weekly case counts have gone down a bit however this is trending back up based on today's results. W/E is in the top 4 in the Province. Mr. Musyj spoke of where we were last year at this time. Last year at this time our case counts were running at 67.3 positive cases per day and we are now running at 68.9 today, which is slightly above. Therefore, the issue becomes what is going to happen over the next few weeks with respect to our case counts and where are they going to go.
- iii) Vaccination Rates and Efficacy – 84.665% of people 5+ in Ontario have received at least one dose and 80.147% of people 5+ in Ontario are fully vaccinated. However we still have over 70% of our inpatients who are unvaccinated. The Science Table report that was just released stated that unvaccinated people have a 5-fold higher risk of symptomatic COVID-19 disease, a 13-fold higher risk of being in the hospital and a 23-fold higher risk of being in the ICU compared to those fully vaccinated. As our Public Medical Officer of Health pointed out today, unfortunately there are still unvaccinated people in our community dying from COVID-19.
- iv) Rapid antigen tests – Mr. Musyj explained the “swiss cheese” or layered approach. You need all of these things to be lined up to prevent spread and all of these factors play an important role. WRH has done most if not all of these things. This was most recently articulated today by the Science Table in their report on rapid antigen tests for voluntary screen testing and making them more widely available to the community. WRH started this for our staff back in August. There have been more than a dozen cases where a staff member had a young person in their home who at the time was not eligible for vaccination who became positive and this was discovered by the at home rapid antigen testing kit. As a result, this prevented the child from going back to school and spreading COVID-19 any further and also preventing the staff member from coming into the hospital and spreading it. Once the rapid test is positive, the staff and family members then go to the AC and get a PCR test. The rapid kits produce immediate, accurate results and are a useful tool for detecting COVID-19 early and isolating infected people before they have a chance to spread the virus. Dr. Saad explained CT values and what they mean in PCR testing. We recommend to our staff to test 2 -3 times per week. If you do this frequently you are most likely going to catch a positive.

Ms. Riddell presented local ESC statistics as of today's date:

- 22 active COVID-19 cases in house, 5 of which are in the ICU. 6 of these cases are fully vaccinated (14 days post second dose) and 3 are partially vaccinated (14 days post first dose or 0-13 days posts second dose). 13 are not vaccinated. 73% of our current cases in house are partially or unvaccinated. This data is published on a daily basis.
- Overall bed capacity has been challenging over the last couple of weeks. WRH has added 35 Med/Surg beds and 5 Mental Health beds. Capacity today is running at 90% and the majority of the COVID-19 cases are at the Met Campus. We cohort ICU cases at MET to preserve trauma, cardiac, renal, neurosurgery and vascular capacity at the Ouellette Campus.
- ED volumes are trending at approximately 120-130 daily at each site with a 20% admission rate. You can see how quickly capacity at the hospital can be impacted.
- In addition to the 22 active cases, we still have an additional 11 patients in acute care who are “no longer infectious”, 5 of which are in the ICU.

Dr. Saad provided some information on Omicron and boosters. There are still a lot of unknowns but Omicron appears to be more transmissible than Delta however it is too soon to say if it is more deadly. There is some preliminary data that suggests our current vaccinations, particularly with the mRNA vaccines, will protect against Omicron with the caveat that your immune system is boosted. Boosters

improve your immune reaction and offer more protection. Dr. Saad advised there are no confirmed local cases however there are some in the province.

Mr. Musyj announced that individuals 50+ can now book their booster on the WEVax website starting as early as Monday, December 13th. Vaccines for 5- 11 year olds are still available. Walk-ins available for 1<sup>st</sup> and 2<sup>nd</sup> doses other than children 5- 11. UK is projecting Omicron will surpass Delta over the next few weeks. Again, we appreciate the community support and the vaccination efforts. There could be changes coming with respect to vaccine passports.

Mr. Musyj wished the board members and the community a happy and safe holiday. Please adhere to public health measures and rules.

## **5. REPORT FROM SCHULICH:**

Dr. Jacobs referred to his written report and provided the following highlights:

- Medical education is going well and the Windsor Campus was able to get through the first semester with no blips of COVID-19 cases.
- Received a visit from Dean Yoo on November 26<sup>th</sup>. The agenda of that meeting was to meet with faculty in Windsor to recognize the amazing work that is happening in W/E with respect to medical education. Over the last 10-15 years the faculty in Windsor has moved from a group who delivered curriculum to a group that is now developing curriculum. This is a huge win for the community and very exciting as move into the development and planning for the new acute hospital site.
- This is a challenging time for medical education and healthcare and as a result we are seeing a lot of stress and burnout. The Windsor Campus is pleased to announce the hiring of a full-time therapist to provide counseling to students. This is a combined role with the Faculty of Nursing at the University.

## **6. Financial Presentation & Treasurer's Report – October 31, 2021**

Ms. Allen reported.

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

- \$3.3 million deficit for hospital operations year to date.
- The net deficit after building amortization is \$4,282.
- COVID-19 unfunded but eligible expenses total \$1,935 to date, ineligible total \$1,740.
- Unfunded non-ministry revenues and unearned volume funding total \$7.7 million.

### **Slide 3 – Funding**

- The Ministry has now confirmed that both Q1 and Q2 incremental expenses submitted will be funded and therefore a total of \$6.2 million of this funding has been accrued.
- For Q3 and Q4, screening cost remain eligible for funding, however incremental PPE cost are no longer funded.
- The Ministry has made PPE supplies available from the provincial stockpile at no cost to hospitals.

### **Revenue**

- Base and one time funding is \$20.8 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 \$1,767,000 favourable – relates to uninsured patient revenue from the Ministry and higher diagnostic revenues which are offset by higher medical staff remuneration expense.

**Slide 4 – COVID-19 Impact on Expenses**

- \$1.7 million year to date in extraordinary expenses, and \$3.1 million in lost revenues for a total of \$4.8 million that is unfunded or is currently ineligible for funding.
- Hospitals are still waiting for communications regarding treatment of lost revenues.

**Slide 5 – Expenses**

- \$24 million year to date unfavourable variance in expenses, however, \$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.
- Utilities are favourable \$1,097,000 year to date due to the continuing electricity rebate.

**MOVED** by Ms. P. Allen, **SECONDED** by Mr. P. Lachance and **CARRIED**  
**THAT** the report from the December 9, 2021 Financial Presentation (as of October 31, 2021) be accepted.

**7. CONSENT AGENDA:**

**MOVED** by Ms. P. Allen, **SECONDED** by Mr. I. McLeod and **CARRIED**  
**THAT** the report from the November 29, 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, January 6, 2022, 1700 hrs VIA: ZOOM**

**12. ADJOURNMENT:**

There being no further business to discuss, it was  
**MOVED** by Mr. P. Lachance, **SECONDED** by Ms. G. Isshak and **CARRIED**  
**THAT** the December 9, 2021 Board of Directors meeting be adjourned at 1745 hours.

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 Anthony Paniccia, Chair  
 Board of Directors  
 /ds

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 Dawn Sutherland  
 Recording Secretary







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## Board of Directors Meeting

January 6, 2022

Operating Results for the Eight Months Ending November 30, 2021

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

## November 30, 2021

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
<b>Revenue</b>	\$ 407,901	\$ 381,671	\$ 26,230	6.9%
<b>Expenses</b>				
Salaries and Wages	\$ 179,226	\$ 172,647	\$ (6,579)	(3.8%)
Employee benefits	45,236	43,277	(1,959)	(4.5%)
Employee ben. - future ben. costs	1,367	1,367	-	0.0%
Medical staff remuneration	42,192	35,405	(6,787)	(19.2%)
Medical & Surgical supplies	27,058	24,842	(2,216)	(8.9%)
Drugs	48,181	46,581	(1,600)	(3.4%)
Supplies & other expenses	55,519	46,657	(8,862)	(19.0%)
Long term Interest	4,632	4,632	-	0.0%
Equipment lease / rental	1,734	1,561	(173)	(11.1%)
Equipment amortization	7,148	7,204	56	0.8%
<b>Total Expense</b>	<b>\$ 412,293</b>	<b>\$ 384,173</b>	<b>\$ (28,120)</b>	<b>(7.3%)</b>
<b>Surplus / (Deficit) From Hospital Operations</b>	<b>\$ (4,392)</b>	<b>\$ (2,502)</b>	<b>\$ (1,890)</b>	
COVID-19 extraordinary operating expenses unfunded - eligible	\$ 3,632	\$ -	\$ 3,632	
COVID-19 extraordinary operating expenses unfunded - ineligible	\$ 2,466	\$ -	\$ 2,466	
COVID-19 related unfunded non-ministry revenue loss included above	\$ 3,464	\$ -	\$ 3,464	
YTD - Unearned Ministry volume funding	\$ 5,028	\$ -	\$ (5,028)	
<b>Surplus or (Deficit) / Revenue</b>	<b>-1.08%</b>	<b>-0.66%</b>	<b>-0.42%</b>	

**Net Surplus/(Deficit) after building amortization (\$5,504)**

# Financial Results – COVID-19 Impact

## November 30, 2021

<b>Windsor Regional Hospital COVID-19 Revenue Loss &amp; Expenses Year-to-Date November 2021</b>			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
<b>Revenue</b>			
Patient Services	-	-	2,697,222
Recoveries	-	-	767,212
<b>Total Revenue</b>	-	-	<b>3,464,433</b>
<b>Expense</b>			
Compensation	8,668,651	2,498,556	1,674,738
Medical Staff Fees	4,934,824	247,605	-
Med. Surg. Supplies	2,696,472	9,272	553,131
Drugs	19,790	42	10
Other supplies & expense	8,913,150	802,153	168,856
Equipment Expenses	816,677	73,963	69,009
Renovations	12,974	-	-
<b>Total Expense</b>	<b>26,062,538</b>	<b>3,631,591</b>	<b>2,465,744</b>
<b>Total Operating</b>	<b>\$ 26,062,538</b>	<b>\$ 3,631,591</b>	<b>\$ 5,930,178</b>

**Year to Date Results include \$2.5 million in COVID-19 extraordinary expenses which are ineligible for funding.**

# Financial Results

## November 30, 2021

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### Year to Date Revenue

- **Base and One-Time Funding \$23.8 million favourable**
- **Amounts accrued for known COVID-19 reimbursements:**
  - **\$6.2M - Q1 & Q2 COVID-19 Incremental expenses**
  - **\$5.2M - Temporary Physician payments**
  - **\$9.1M - Vaccination Centre expenses**
  - **\$2.2M - Nursing Extern Funding**
  - **\$1.6M - Assessment Centre per-swab funding @ \$38/swab**

**Preferred Accommodation and Co-Payment Revenue \$2,224,000 unfavourable**

**Patient Services Revenue \$1,618,000 favourable**

**Other Recoveries \$1,363,000 favourable**

# Financial Results

## November 30, 2021

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### Year to Date Expenses

- **\$28 million year to date unfavourable variance in expenses**
  - **\$29.7 million of the total \$35.6 million in COVID-19 expenses are confirmed/eligible for funding**
- **Drugs \$1.6 million unfavourable, systemic and renal drugs are funded by Ontario Health and additional drug expenses in retail pharmacies are offset by recoveries**
- **Other supplies \$8.9 million unfavourable and includes:**
  - **\$3,561,000 in additional e-Volve HIS project costs due to COVID-19 delays**
  - **\$3,135,000 for referred out vaccination centre expenses (City of Windsor and County of Essex EMS)**
  - **\$1,730,000 for referred out cataract procedures**
  - **All three of the above unfavourable expense items have offsetting funding**





## **MOTION/ACTION SHEET**

**From The**

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

**Monday, December 20, 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, December 20, 2021 Via Zoom (following the In-Camera Session).

**PRESENT:**

Penny Allen  
Dr. Laurie Freeman  
Paul Lachance  
Dan Wilson

**COMMUNITY MEMBERS:**

Sandra Boglitch  
Dwayne Dawson  
Trevor Chapman  
Robert Klein  
Ramona Nordemann

Anthony Paniccia, Chair of the Board

**REGRETS:**

Ian McLeod  
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 5:52 p.m.

The proceedings were recorded by Mary Macera.

**2.0 APPROVAL OF AGENDA**

**MOVED by Laurie Freeman, SECONDED by Trevor Chapman that the General Finance/Audit & Resources Committee Agenda of Monday, December 20, 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, November 29, 2021

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, November 29, 2021** were previously circulated to all members.

**MOVED by Trevor Chapman, SECONDED by Ramona Nordemann that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, November 29, 2021 be approved.**

**CARRIED.**

#### **6.0 FOR DISCUSSION**

##### 6.1 Monthly Operating Results Report – November 30, 2021 (As Appended)

Ms. Zimmer provided the following highlights:

- Operating results report for the eight months ended November 30, 2021 resulted in a deficit of \$5,504,000 (\$185,000 positive Hospital Margin).
- Items to note:
  - Operating results include a combined \$35.6 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 the 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.
  - Funding confirmation has been received for the funding of 2 critical care beds.
  - Hospital Operations – November 30, 2021 – Net Surplus/(Deficit) after building amortization (\$5,504,000).
  - COVID-19 – year-to-date results include \$2.5 million in COVID-19 extraordinary expenses that are ineligible for funding.
  - The financial results (as appended) will detail the year to date revenues and year to date expenses.

## 6.2 Status of 2021-22 Budget Risk Items – November 30, 2021

Ms. Zimmer commented that with respect to the budget risk items, so far, predicting the same as in the previous month.

## **7.0 FOR INFORMATION**

### 7.1 President's Report – December 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, January 24, 2022 at 5:00 p.m. Via Zoom.**

Final comments were received by Mr. Paniccia. On behalf of the WRH Board of Directors and Mr. Paniccia, congratulations to Kevin Marshall for a well deserved retirement. Mr. Marshall has had a hand in everyone's healthcare journey both at WRH and within Windsor-Essex. He leaves a life long legacy behind him.

As well, Happy Holidays to everyone. It has been an extremely difficult year dealing with COVID-19. Enjoy with family. As a reminder to staff at WRH, the employee assistance is available should anyone require it; remind coworkers, friends; if anyone is feeling stressed, please call the employee assistance help line. Thank you for everything that everyone does at WRH including committee contributions. Please stay safe everyone!

## **9.0 ADJOURNMENT**

Mrs. Allen indicated that there was no further business.

**MOVED by Paul Lachance, SECONDED by Trevor Chapman that the General Meeting from the Finance/Audit & Resources Committee of Monday, December 20, 2021, be adjourned at 6:09 p.m.**

**CARRIED.**

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Mrs. Penny Allen, Chair & Treasurer  
FinAudit&Resources\_Minutes  
20211220

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Mary Macera  
Recorder

## Windsor Regional Hospital

### Operating Results Report

**For the Eight Months Ended November 30, 2021**

#### Financial Summary - November 2021 (\$000's)

	Line	November 2021 Actuals		
		Actual	Budget	Variance *
<b>Hospital Ops</b>				
Total Revenue	9	\$407,901	\$ 381,671	\$ 26,230
Total Expense	20	412,293	384,173	(28,120)
<b>Surplus / (Deficit)</b>	21	(4,392)	(2,502)	(1,890)
Other Votes (net)	22	(31)	(55)	24
Other Recoveries / (Exp)	23	(24)	-	(24)
<b>Subtotal</b>	24	<b>(4,447)</b>	<b>(2,557)</b>	<b>(1,890)</b>
Net bldg. amortization	25	(1,057)	(1,038)	(19)
<b>Net Surplus (Deficit)</b>	26	<b>\$ (5,504)</b>	<b>\$ (3,595)</b>	<b>\$ (1,909)</b>

<b>Hospital Margin</b>	<b>\$ 185</b>	<b>\$ 2,075</b>	<b>\$ (1,890)</b>
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<b>Capital Equipment Expenditures</b>	<b>\$ 15,505</b>	<b>\$ 20,504</b>	<b>\$ 4,999</b>
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\* Variance - favourable / (unfavourable)

#### Operation Highlights:

- The operating results for the eight months ended November 30, 2021 resulted in a deficit of \$5,504,000 (\$185,000 positive Hospital Margin) based on the Ministry of Health (Ministry) definition. There are four items worth noting -
  - a. Operating results include a combined \$35.6 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.
- d. 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.

**1. Financial Results for the Eight Months ended November 30, 2021**  
(Statement 2)

For the eight months ended November 30, 2021, the deficit after net building amortization is **\$5,504,000**, which is \$1,909,000 worse than plan. This represents a positive Ministry of Health Margin of \$185,000 (one year ago, the margin was negative \$4,791,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$35.6 million are included in these results. In the month of November, the COVID-19 impact was \$2.8 million. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1, 2021 to November 30, 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 November 2021</b>			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
<b>Revenue</b>			
Patient Services	-	-	2,697,222
Recoveries	-	-	767,212
<b>Total Revenue</b>	-	-	<b>3,464,433</b>
<b>Expense</b>			
Compensation	8,668,651	2,498,556	1,674,738
Medical Staff Fees	4,934,824	247,605	-
Med. Surg. Supplies	2,696,472	9,272	553,131
Drugs	19,790	42	10
Other supplies & expense	8,913,150	802,153	168,856
Equipment Expenses	816,677	73,963	69,009
Renovations	12,974	-	-
<b>Total Expense</b>	<b>26,062,538</b>	<b>3,631,591</b>	<b>2,465,744</b>
<b>Total Operating</b>	<b>\$ 26,062,538</b>	<b>\$ 3,631,591</b>	<b>\$ 5,930,178</b>

It should be noted that with respect to Ministry volume based funding, we have unearned revenue for these eight (8) months of \$5 million as compared to \$6.1 million one year ago.



## Revenue

Ministry revenue (combined base and one-time) is \$23.8 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 accruals:

- ✚ \$6.2 million for April to September 2021 incremental COVID-19 expenses
- ✚ \$4.9 million COVID-19 physician payments
- ✚ \$9.1 million for Vaccination Centre expenses
- ✚ \$2.2 million for Nursing Externs
- ✚ \$1.6 million in Assessment Centre per swab funding
- ✚ \$581,000 in Screening expenses (October & November 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 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 \$2,197,000. 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 \$27,000 under budget due to the factors mentioned above for preferred accommodation.

Patient Services revenue variance is \$1,618,000 favourable (7.7%) 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 \$1,200,000 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 \$348,000 (17.2% favourable). Timing of equipment purchases affects this revenue.

Other Recoveries are \$1,363,000 favourable (4.8%) 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 \$2.1 million year to date.

### **Expenses**

Salaries are currently over budget (unfavourable) by \$6,579,000 (3.8%) year to date November 30, 2021. Salaries for COVID-19 screening (staff, patients and visitors), staffing of the Assessment Centres and the Vaccination Centre total \$8,023,000 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 \$187,000 and paid sick time due to COVID-19 is \$393,000. October and November saw significant increases in sick pay related to COVID-19 with \$135,000 and \$73,000 paid out respectively. Temporary hires (Nursing Externs) have been paid \$2,995,000 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 \$1,959,000 (4.5%). 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 \$6,787,000 (19.2%). Of this variance, \$5.2 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 \$2,216,000 (8.9%) year to date. The perioperative programs at both sites are favourable to budget by \$39,000 and is considerably reduced as compared to last month. This is due to the "ramp-up" of surgeries, particularly orthopedic and cardiovascular/thoracic as backlogs for these procedures are being addressed. The main source of the deficit is the overall increase in Personal Protective Equipment (PPE) throughout the hospital. Incremental costs for PPE are approximately \$22 per patient day higher than pre-COVID-19 rates and total



\$3 million year to date November 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 \$1,600,000 (3.4%) year to date. Retail pharmacy revenues more than offset this budget deficit and have a favourable net drug expense to revenue of \$620,000. The chemotherapy suite and renal program drug expenses to revenues are balanced.

Supplies and Other Expenses are unfavourable to budget by \$8,862,000 (19%). Significant deficits are as follows:

- ✚ \$3,561,000 million in additional costs incurred for the e-Evolve HIS project due to COVID-19 related delays in implementation
- ✚ \$3,128,000 for City of Windsor and Essex EMS Vaccination expenses
- ✚ \$1,818,000 for referred-out cataract cases
- ✚ \$778,000 for minor equipment purchases (COVID-19 related)

Most of these costs have been funded through COVID one time funding of QBP funding. Offsetting some of the other supplies deficits is a surplus of \$844,000 in utilities due to the ongoing electricity rebate.

Long Term Interest expense is balanced.

Equipment Lease/Rental is \$173,000 unfavourable (11.1%) to budget to date. This deficit is attributable to equipment rentals for the Screening, Assessment and Vaccination centres.

Equipment amortization is \$56,000 (.8%) under budget due to the timing of new additions.

**Other Votes** – Other Votes are \$24,000 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 November 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 \$19.8 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, \$3.6 million in one time funding has been accrued for the additional acute and critical care beds.

Through November 2021, 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 2,341 below target and the Ouellette Campus 2,770 below target. Surgical cases are 2,889 under plan at the Met Campus and 1,674 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 5.8% 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 11.4 FTEs. At the Ouellette Campus, the FTE variance is favourable by 14 FTEs. Overall, the Hospital is 126.6 FTEs over budget with 129.1 FTEs attributable to the staffing requirements at the Assessment and Vaccination Centres to date.





Statement #2  
**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Eight Months Ending November 30, 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
<b>Revenue (\$000's)</b>								
1 Ministry Funding - Base	\$ 34,408	\$ (21)	\$ 277,883	\$ 279,847	\$ 415,236	\$ 418,736	\$ 270,371	\$ 408,108
2 Ministry Funding - One-time	10,184	6,539	55,293	29,550	84,259	44,259	25,884	74,810
3 Ministry Funding - Drug Reimb.	2,555	241	19,856	18,510	29,665	27,765	16,889	26,422
4 Preferred Accommodation	42	(262)	274	2,471	846	3,696	628	850
5 Chronic co-payment	1	(2)	1	28	1	42	-	-
6 Patient services	2,452	(149)	22,758	21,140	34,617	31,617	20,547	30,883
7 Equipment grant amortization	276	22	2,375	2,027	3,311	3,040	1,774	3,217
8 Other recoveries	3,736	391	29,461	28,098	44,323	42,695	28,169	40,045
9 Total Revenue	\$ 53,654	\$ 6,759	\$ 407,901	\$ 381,671	\$ 612,258	\$ 571,850	\$ 364,262	\$ 584,335
<b>Expense (\$000's)</b>								
10 Salaries	\$ 22,134	\$ (964)	\$ 179,226	\$ 172,647	\$ 268,348	\$ 258,748	\$ 173,749	\$ 260,296
11 Employee benefits	5,963	(260)	45,236	43,277	67,355	64,859	41,736	64,339
12 Employee ben. - future ben. costs	170	-	1,367	1,367	2,051	2,051	1,289	2,051
13 Medical staff remuneration	5,658	(1,260)	42,192	35,405	60,180	53,180	36,085	58,057
14 Medical & Surgical supplies	3,597	(436)	27,058	24,842	38,665	36,665	22,528	40,468
15 Drugs	5,209	601	48,181	46,581	73,594	69,819	43,804	67,631
16 Supplies & other expenses	7,607	(1,835)	55,519	46,657	79,867	70,367	40,896	72,522
17 Long term interest	598	-	4,632	4,632	6,907	6,907	1,138	3,532
18 Equipment lease / rental	230	(35)	1,734	1,561	2,577	2,347	2,843	3,623
19 Equipment amortization	1,118	(123)	7,148	7,204	10,882	11,182	5,773	8,955
20 Total Expense	\$ 52,284	\$ (4,312)	\$ 412,293	\$ 384,173	\$ 610,426	\$ 576,125	\$ 369,841	\$ 581,474
21 Surplus / (Deficit) From Hospital Operations	\$ 1,370	\$ 2,447	\$ (4,392)	\$ (2,502)	\$ 1,831	\$ (4,275)	\$ (5,579)	\$ 2,861
<b>Surplus / (Deficit) from Other Operations (\$000's)</b>								
22 Other Votes (net)	(7)	(1)	(31)	(55)	(52)	(52)	(25)	(12)
23 Other Recoveries / (Expenses)	-	-	(24)	-	(36)	-	(325)	41,903
24 Subtotal	1,363	2,446	(4,447)	(2,557)	1,743	(4,327)	(5,929)	44,752
25 Net Building Amortization	(130)	(1)	(1,057)	(1,038)	(1,558)	(1,558)	(1,051)	(1,536)
26 Net Surplus (Deficit) - \$000's	\$ 1,233	\$ 2,445	\$ (5,504)	\$ (3,595)	\$ 185	\$ (5,885)	\$ (6,980)	\$ 43,216
27 COVID-19 extraordinary operating expenses unfunded - eligible	\$ 1,697	\$ (1,697)	\$ 3,632	\$ -	\$ 6,444	\$ -	\$ 9,799	\$ -
28 COVID-19 extraordinary operating expenses unfunded - ineligible	726	(726)	2,466	-	7,400	-	-	-
29 COVID-19 related unfunded non-ministry revenue loss included above	362	(362)	3,464	-	-	-	5,980	-
30 YTD - Unearned Ministry volume funding	443	(443)	5,028	-	7,908	-	6,071	19,155



**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Eight Months Ending November 30, 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	\$ 1,961	2,443	\$ 185	\$ 2,075	\$ (1,890)	\$ 8,650	\$ 2,580	\$ 6,070
2 Total Margin - %	3.65%	4.68%	0.05%	0.54%	-0.50%	1.41%	0.45%	0.0%
3 Unrestricted cash - \$000's	n/a	n/a	\$ 125,489	N/A	N/A	N/A	N/A	N/A
4 Current ratio	n/a	n/a	1.83	1.00	0.83	1.83	1.00	N/A
Capital equipment expenditures - Fiscal 2021 - 22 \$000's								
5a	\$ -	n/a	\$ 5,167	\$ 11,796	\$ 6,629	\$ 17,694	\$ 17,694	\$ -
5b C/F \$000's	\$ 20	n/a	\$ 5,860	\$ 4,041	\$ (1,819)	\$ 6,062	\$ 6,062	\$ -
5c Funded / Own Funds Capital Projects	\$ 299	n/a	\$ 4,478	\$ 4,667	\$ 189	\$ 7,000	\$ 7,000	\$ -
<b>Patient Volume Measures</b>								
1 Total Weighted Cases (est) - HIG	2,002	(33)	15,527	16,554	(1,027)	22,588	24,763	(2,175)
2 Acute separations (excl. psych)	1,598	(381)	11,765	15,990	(4,225)	17,217	24,080	(6,863)
3 Acute pat. days (excl. psych)	7,528	570	57,126	59,467	(2,341)	82,912	84,626	(1,714)
4 Psychiatric - Adolescent pat. days	182	78	852	840	12	1,149	1,269	(120)
5 Emergency visits and ER holds	TBD	#VALUE!	TBD	36,455	#VALUE!	TBD	54,551	#VALUE!
6 OR - Inpatient cases	272	(49)	1,982	2,739	(757)	2,832	3,909	(1,077)
7 OR - Day Surgery cases	598	(182)	4,004	6,136	(2,132)	5,655	9,484	(3,829)
8 Clinic visits	TBD	#VALUE!	TBD	83,741	#VALUE!	TBD	124,549	#VALUE!
9 Community Services visits	TBD	#VALUE!	TBD	7,150	#VALUE!	TBD	10,695	#VALUE!
<b>Variable Revenue Volumes:</b>								
(a) Hip procedures	15	9	53	35	18	63	67	(4)
(b) Knee procedures	19	(15)	136	235	(99)	234	410	(176)
(c) Pacemaker inserts	-	-	-	-	-	-	-	-
11 MRI Hours of Operation	582	59	4,455	6,019	(1,565)	6,677	6,364	313
12 CT Hours of Operation	718	3	5,863	5,461	402	8,730	8,696	34
<b>Patient Access Measures &amp; System Integration</b>								
1 Acute Average LOS	4.71	(0.17)	4.86	4.54	(0.32)	4.87	4.54	(0.33)
2 Psych Average - Adolescent LOS	6.20	0.24	5.10	6.44	1.34	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	3.00%	N/A	3.20%	2.35%	-0.85%	3.10%	2.35%	0.75%
3 FTE staffing (Hospital Ops Only)	1,809.0	N/A	1,810.2	1,798.8	(11.4)	1,800.0	1,780.0	(20.00)

**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Eight Months Ending November 30, 2021**  
**Consolidated - Met and Ouellette Campuses**

Patient Volume Measures		OUELLETTE CAMPUS ONLY			Year End			Prior Year Actual	
Description	Current Month Fav/(Unfav) to Budget	Year To Date		Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
		Actual	Budget						
1 Total Weighted Cases (est) - HIG	2,325	15,945	16,981	(1,036)	22,379	25,402	(3,023)	13,507	21,766
2 Acute separations (excl psych)	892	6,779	13,678	(6,899)	9,963	19,043	(9,080)	6,407	9,521
3 Acute pat. days (excl. psych)	7,739	58,619	61,389	(2,770)	85,988	85,253	735	50,281	77,286
4 Psychiatric - Adult patient days	1,652	13,514	16,389	(2,875)	20,232	22,671	(2,439)	15,789	23,216
5 Rehab patient days	-	-	-	-	-	-	-	-	-
6 Emergency visits and ER holds	TBD	TBD	36,177	#VALUE!	TBD	54,126	#VALUE!	29,358	43,303
7 OR - Inpatient cases	291	2,235	2,948	(713)	3,259	3,989	(730)	2,073	3,025
8 OR - Day Surgery cases	860	7,121	8,082	(961)	13,430	14,953	(1,523)	3,207	8,040
9 Clinic visits	TBD	TBD	39,654	#VALUE!	TBD	60,039	#VALUE!	16,433	26,534
10 Community Services visits	TBD	TBD	6,534	#VALUE!	TBD	9,774	#VALUE!	64,360	104,384
11 Variable Revenue Volumes:									
(a) Hip procedures	37	219	175	44	321	333	(12)	117	183
(b) Knee procedures	46	272	259	13	413	471	(58)	160	226
(c) Pacemaker inserts	26	206	177	29	300	265	35	159	257
12 Cataracts									
a) Unilateral	444	3,854	3,668	186	5,500	5,053	447	504	2,310
b) Bilateral	7	40	17	23	25	154	(129)	878	1,149
13 MRI Hours of Operation	595	4,528	3,697	831	6,785	6,307	478	4,280	6,396
14 CT Hours of Operation	888	7,094	6,503	591	10,680	8,776	1,904	8,639	12,389
<b>Patient Access Measures &amp; System Integration</b>		<b>OUELLETTE CAMPUS ONLY</b>							
1 Acute Average LOS	8.68	8.65	7.33	(1.32)	8.63	7.33	(1.30)	7.85	8.12
2 Rehab Average LOS	-	-	-	-	-	-	-	-	-
3 Psych Average - Adult LOS	8.88	9.79	12.43	2.64	10.02	12.43	2.41	12.17	11.79
<b>Organizational Health</b>		<b>OUELLETTE CAMPUS ONLY</b>							
1 % Sick Time to Total Comp	6.00%	6.30%	4.70%	-1.60%	6.10%	3.90%	-2.20%	6.10%	6.20%
2 % Overtime to Total Comp	5.60%	5.80%	2.35%	-3.45%	5.70%	2.35%	-3.35%	4.90%	5.00%
3 FTE staffing (Hospital Ops Only)	1,484.3	1,480.9	1,494.9	14.0	1,490.0	1,515.0	25.0	1,428.3	1,442.9

Patient Volume Measures		ST. CLAIR COLLEGE CAMPUS ONLY			Year End			Prior Year Actual	
Description	Current Month Fav/(Unfav) to Budget	Year To Date		Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
		Actual	Budget						
1 Total Weighted Cases (est) - HIG	-	-	-	-	-	-	-	271	271
2 Acute separations	-	-	-	-	-	-	-	53	53
3 Acute patient days	-	-	-	-	-	-	-	1,568	1,568
4 Acute Average LOS	-	-	-	-	-	-	-	29.58	29.58
5 FTE staffing	-	-	-	-	-	-	-	22.8	18.6

Patient Volume Measures		Assessment Centre and the Vaccination Centres			Year End			Prior Year Actual	
Description	Current Month Fav/(Unfav) to Budget	Year To Date		Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
		Actual	Budget						
1 FTE staffing	118.49	129.10	-	(129.1)	129.1	-	(129.10)	99.6	80.0



## Statement # 3

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

As At November 30, 2021  
(Amounts in 000's)

	November 30, 2021	March 31, 2021	November 30, 2021	March 31, 2021
<b>ASSETS</b>				
<b>Current assets:</b>				
Cash & short-term investments	\$ 125,489	\$ 119,892	-	-
Cash, restricted	4,545	5,422	-	-
Accounts Rec. - Ministry / CCO	67,513	87,385	22,333	31,203
- OHIP	9,305	9,184	41,122	35,392
- Other	8,699	9,480	56,230	58,525
Inventories	6,827	5,711	3,430	3,355
Prepaid & deferred charges	3,770	3,729	495	495
Due from related parties	1,237	2,522	539	1,196
<b>Total current assets</b>	<b>227,385</b>	<b>243,325</b>	<b>124,149</b>	<b>130,166</b>
<b>Long term assets:</b>				
Long Term Investments	26,701	25,022	37,347	39,641
Property, Plant, Equipment, Net	161,788	165,204	200,000	200,000
Construction in progress	70,579	62,593	24,846	23,478
	<u>232,367</u>	<u>227,797</u>	479	933
Total long term assets	<u>259,068</u>	<u>252,819</u>	1,141	1,234
			6,080	6,758
			<u>127,231</u>	<u>124,933</u>
			<u>397,124</u>	<u>396,977</u>
<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				
Current portion accrued benefit obligations				
<b>Total current liabilities</b>			<b>124,149</b>	<b>130,166</b>
<b>Long term liabilities:</b>				
Long Term Debt			37,347	39,641
Debentures			200,000	200,000
Accrued benefit obligations			24,846	23,478
Capital lease obligations			479	933
Marked to market			1,141	1,234
Sick benefits payable			6,080	6,758
Deferred revenue - capital grants			127,231	124,933
			<u>397,124</u>	<u>396,977</u>
<b>Remeasurement gains/(losses):</b>				
Debtenture Sinking Funds			1,702	-
SWAP			(1,242)	(1,223)
<b>Net assets:</b>			<u>(35,280)</u>	<u>(29,776)</u>
<b>Total assets</b>	<b>\$ 486,453</b>	<b>\$ 496,144</b>	<b>\$ 486,453</b>	<b>\$ 496,144</b>
			<b>Total liabilities and net assets</b>	<b>\$ 486,453</b>

## Statement # 4

Windsor Regional Hospital  
Statement of Cash Flows

## For the Eight Months Ending November 30, 2021

With Comparative Amounts For the Year Ending March 31, 2021

(Amounts in 000's)

	November 30, 2021	March 31, 2021	Month of Nov 2021
<b>OPERATING ACTIVITIES</b>			
Net Surplus/(deficit) for the period	\$ (5,504)	\$ 43,216	\$ (1,222)
Add (deduct) non-cash items:			
Amortization of capital assets	10,935	14,534	1,589
Amortization of deferred capital contributions	125	(7,260)	4,615
Cash flow from / (used in) operating balances	5,556	50,491	4,982
<b>Cash provided by operating activities</b>	<b>20,781</b>	<b>(42,531)</b>	<b>(1,986)</b>
	7,960	2,996	2,996
<b>INVESTING ACTIVITIES</b>			
Purchase of capital assets	(15,505)	(45,881)	(319)
<b>FINANCING ACTIVITIES</b>			
Long term investments	(89)	(18,967)	11
Cash restricted for special purposes	878	(5,422)	(127)
Loans payable	(3,330)	170,994	(565)
Capital grants and donations received	2,173	10,530	36
Notes payable and other long term liabilities	690	678	176
<b>Cash provided by (used in) financing activities</b>	<b>321</b>	<b>157,813</b>	<b>(470)</b>
<b>Net increase (decrease) in cash during the period</b>	<b>5,597</b>	<b>119,892</b>	<b>\$ 2,207</b>
Cash, beginning of period	119,892	-	123,282
<b>Cash, end of period</b>	<b>\$ 125,489</b>	<b>\$ 119,892</b>	<b>\$ 125,489</b>

**Windsor Regional Hospital  
Summary of Investments and Bank Borrowings & Long Term Debt**  
November 30, 2021

Investments		Bank Borrowings & Other Long Term Debt		
Type of Investment	Amount	Bank Facility Type	Amount Available	Amount Authorized By The Board
1. Cash & Short term Investment Account	\$ 125,489,000	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%))		
			\$ -	\$ -
				0 Days
		2. CIBC - Credit B - Committed Installment Loan - net of current portion of \$685,000	\$ -	\$ 6,858,000
		3. CIBC - Credit C - Committed Capital Equipment Revolving Loan with interest rates of 2.46% to 3.26% - net of current portion of \$999,000	\$ -	\$ 6,858,000
	\$ 125,489,000		\$ 3,687,000	\$ 6,800,000
Restricted Cash				\$ 2,114,000
(a) CIBC Investment Account		4. TD - Four Term loans with interest rates of 2.69% to 5.6% - net of current portion of \$1,441,000	\$ -	\$ 23,000,000
	\$ 4,545,000	Date of next rate renewal - February 15, 2022	\$ -	\$ 23,000,000
		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	\$ -	\$ 6,000,000
Long Term Investments				\$ 5,375,000
(c) Sinking Fund	\$ 26,701,000	Other Disclosures		
		CIBC - re: Credit B - Committed Installment Loan - Marked to Market Value Adjustment	N/A	N/A
		Other Long Term Debt		\$ 1,141,000
		Senior Unsecured Series A Debentures, 2.711% annual interest maturing Nov. 18, 2060		\$ 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		

**Status of 2021/22 Budget Risk Items**  
**As At November 30, 2021**  
(\$000's)

	<b>Best Case</b>	<b>Worst Case</b>	<b>Most Likely</b>	<b>Comments</b>
<b>Net Surplus (Deficit) as per HAPS Budget Revenue: higher / (lower)</b>	<b>\$ (5,885)</b>	<b>\$ (5,885)</b>	<b>\$ (5,885)</b>	
Ministry Funding -				
- Base	\$ (2,300)	\$ (2,436)	\$ (3,500)	Low funded volumes such as QBP, neuro, cardiac and wait time due to COVID-19. All COVID-19 expenses reimbursed in Q1 & 2, designated expenses only reimbursed in Q3 & 4.
- One-time	40,000	38,400	40,000	
- Drug reimbursement	2,000	750	1,900	Increased chemo suite volumes.
Preferred Accommodations	(1,659)	(3,317)	(2,850)	Occupancy rates low to create capacity, and accommodation due to IPAC.
Chronic Co-payment	(35)	(42)	(41)	Occupancy rates low to create capacity.
Patient Services	3,200	2,000	3,000	Increased Diagnostic volumes to address backlog.
Equipment grant amortization	261	392	271	Fewer equipment additions.
Other recoveries	1,800	1,400	1,628	Retail pharmacy revenues trending favourably.
<b>Sub-Total</b>	<b>\$ 43,267</b>	<b>\$ 37,147</b>	<b>\$ 40,408</b>	
<b>Expenses: higher / (lower)</b>				
Salaries	\$ 8,797	\$ 9,800	\$ 9,600	Staffing for Screening, Vaccination and Assessment Centres.
Employee benefits	2,287	2,550	2,496	Adjusted to reflect year end wage forecast.
Employee future benefit costs	0	0	0	No variance
Medical Staff remuneration	6,000	7,500	7,000	COVID-19 medical fees funded as are increases to AFA and HOCC payments.
Med. Surg. Supplies	1,500	3,050	2,000	Increased diagnostic volumes are offset by patient services revenue.
Drugs	2,995	4,225	3,775	Additional costs for PPE.
Other supplies & expense	9,000	9,700	9,500	Retail pharmacies and chemo suite service levels increasing.
Long term interest exp.	-	-	-	Referred out expenses for cataracts and vaccination centre expenses, building service and equipment expenses.
Equip. lease/rental	150	240	230	No variance
Equipment amortization	(310)	(179)	(300)	Rental of tents for screening & assessment centre, trailer for PUMA.
<b>Sub-total</b>	<b>\$ 30,419</b>	<b>\$ 36,886</b>	<b>\$ 34,301</b>	Fewer equipment additions.
<b>Potential for new Revenue/Funding: (higher) / lower</b>				
<b>Sub-total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Potential Expense Variances: higher / (lower)</b>				
Other votes	\$ -	\$ -	\$ -	
Net building amortization	-	-	-	
Other recoveries (expense)	(24)	(48)	(36)	Assume some expenses still to be incurred.
<b>Sub-total</b>	<b>\$ (24)</b>	<b>\$ (48)</b>	<b>\$ (36)</b>	
<b>Potential Year End Operating Result</b>	<b>\$ 6,939</b>	<b>\$ (5,672)</b>	<b>\$ 185</b>	
<b>Variance from Budget</b>	<b>\$ 12,824</b>	<b>\$ 213</b>	<b>\$ 6,070</b>	
<b>Potential Year End Operating Results as a % of annual WRH total operating revenue</b>	<b>1.2%</b>	<b>-1.0%</b>	<b>0.0%</b>	
<b>Potential Hospital Margin</b>	<b>\$ 13,822</b>	<b>\$ 1,211</b>	<b>\$ 8,649</b>	







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

## **Media Report to the Board of Directors DECEMBER 2021**

### **Health unit concerned about residents ignoring COVID-19 isolation instructions**

AM800, Dec. 1, 2021

<https://www.iheartradio.ca/am800/news/health-unit-concerned-about-residents-ignoring-covid-19-isolation-instructions-1.16610205>

### **Public health officials concerned COVID burden will continue to climb during holidays**

Windsor Star, Dec. 1, 2021

<https://windsorstar.com/news/local-news/public-health-officials-concerned-covid-burden-will-continue-to-climb-during-holidays>

### **Despite rising hospitalizations and cases in Windsor-Essex, WECHU not imposing more restrictions**

CTV Windsor, Dec. 1, 2021

<https://windsor.ctvnews.ca/despite-rising-hospitalizations-and-cases-in-windsor-essex-wechu-not-imposing-more-restrictions-1.5689678>

### **Health unit warns about parties as COVID-19 caseload increases**

Blackburn News, Dec. 1, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/01/health-unit-warns-parties-covid-19-caseload-increases/>

### **12,000 Windsor-Essex students dismissed this fall; three new school outbreaks declared**

CTV Windsor, Dec. 1, 2021

<https://windsor.ctvnews.ca/12-000-windsor-essex-students-dismissed-this-fall-three-new-school-outbreaks-declared-1.5689097>

### **Just under 13 per cent of youth receive first of COVID-19 vaccine since last Thursday**

AM800, Dec. 1, 2021

<https://www.iheartradio.ca/am800/news/just-under-13-per-cent-of-youth-receive-first-of-covid-19-vaccine-since-last-thursday-1.16605524>

### **Surge in respiratory issues in local children**

CTV Windsor, Dec. 3, 2021

<https://windsor.ctvnews.ca/mobile/video?clipId=2336654>

**Hospitality capacity issues putting a strain on Windsor-Essex healthcare**

AM800, Dec. 3, 2021

<https://www.iheartradio.ca/am800/news/hospital-capacity-issues-putting-a-strain-on-windsor-essex-healthcare-1.16620389>

**Windsor Essex region hospitals reporting bed capacity concerns**

CBC Windsor, Dec. 3, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-hospitals-capacity-concerns-1.6272671>

**Local agencies warn of overburdened health care system**

Windsor Star, Dec. 3, 2021

<https://windsorstar.com/news/local-news/local-agencies-warn-of-overburdened-health-care-system>

**Jarvis: We're headed for a truckload of trouble**

Windsor Star, Dec. 3, 2021

<https://windsorstar.com/news/local-news/jarvis-were-headed-for-a-truckload-of-trouble>

**No additional restrictions for sporting events and concert venues in Windsor-Essex: WECHU**

CTV Windsor, Dec. 6, 2021

<https://windsor.ctvnews.ca/no-additional-restrictions-for-sporting-events-and-concert-venues-in-windsor-essex-wechu-1.5694923>

**ESHC pleads cooperation as COVID-19 cases rise**

Blackburn News, Dec. 4, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/04/eshc-pleads-cooperation-covid-19-cases-rise/>

**Health unit identifies high risk COVID-19 exposure at Kingsville restaurant**

AM800, Dec. 3, 2021

<https://www.iheartradio.ca/am800/news/health-unit-identifies-high-risk-covid-19-exposure-point-at-kingsville-restaurant-1.16621304>

**\Possible COVID-19 exposure at OHL game**

Blackburn News, Dec. 4, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/04/possible-covid-19-exposure-ohl-game/>

**'It's a little scary' – COVID-19 hits close to home at UWindsor residence**

CTV Windsor, Dec. 5, 2021

<https://windsor.ctvnews.ca/it-s-a-little-scary-covid-19-hits-close-to-home-at-uwindsor-residence-1.5694543>

**WRH has replaced majority of terminated staff**

AM800, Dec. 3, 2021

<https://www.iheartradio.ca/am800/news/wrh-has-replaced-majority-of-terminated-staff-1.16613366>

**'Burden' of COVID-19 in community matches previous lockdown criteria: WECHU**

CBC Windsor, Dec. 6, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-19-december-6-1.6274826>

**Health unit recommends working remotely where possible**

Blackburn News, Dec. 6, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/06/health-unit-recommends-working-remotely-possible/>

**New video helps parents prepare kids for COVID-19 vaccine**

Windsor Star, Dec. 6, 2021

<https://windsorstar.com/news/local-news/new-video-helps-parents-prepare-kids-for-covid-19-vaccine>

**Local acting medical officer of health reluctant to shut down area schools**

AM800, Dec. 6, 2021

<https://www.iheartradio.ca/am800/news/local-acting-moh-reluctant-to-shutdown-area-schools-1.16643809>

**Nurse's bravery while helping at collision scene praised by Essex-Windsor EMS**

CBC Windsor-December 7, 2021

<https://www.cbc.ca/news/canada/windsor/nurse-windsor-ems-award-1.6277551>

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**COVID-19 hospital admissions increasing in Windsor-Essex**

AM800 News-December 7, 2021

<https://www.iheartradio.ca/am800/news/covid-19-hospital-admissions-increasing-in-windsor-essex-1.16649563>

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**Jarvis: The Superspreader party, it's pretty clear someone violated public health rules**

Windsor Star-December 7, 2021

<https://windsorstar.com/news/local-news/jarvis-the-superspreader-party-its-pretty-clear-someone-violated-public-health-rules>

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**Erie Shores Hospital Chief of Staff leave position**

Blackburn-December 7, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/08/erie-shores-hospital-chief-staff-leave-position/>

### **Nurse awarded EMS Chief's commendation**

CTV Windsor, Dec. 8, 2021

<https://windsor.ctvnews.ca/nurse-awarded-ems-chief-s-commendation-1.5699740>

### **Acting medical officer of health tells community to plan for 10 or less people if you're hosting a holiday gathering**

AM800, Dec. 8, 2021

<https://www.iheartradio.ca/am800/news/acting-moh-tells-community-to-plan-for-10-or-less-people-if-you-re-hosting-a-holiday-gathering-1.16655517>

### **As COVID-19 cases rise in Windsor-Essex, so do calls for more rapid testing**

CTV Windsor, Dec. 8, 2021

<https://windsor.ctvnews.ca/as-covid-19-cases-rise-in-windsor-essex-so-do-calls-for-more-rapid-testing-1.5699565>

### **WRH officials discuss number of patients in ICU**

CTV Windsor, Dec. 9, 2021

<https://windsor.ctvnews.ca/wrh-officials-discuss-number-of-patients-in-icu-1.5701665>

### **WRH down 25 per cent of surgeries compared to 2019-20**

AM800, Dec. 9, 2021

<https://www.iheartradio.ca/am800/news/wrh-down-25-per-cent-of-surgeries-compared-to-2019-20-1.16661861>

### **Windsor mayor's office fielding calls and emails about latest COVID-19 restrictions**

AM800, Dec. 9, 2021

<https://www.iheartradio.ca/am800/news/windsor-mayor-s-office-fielding-calls-and-emails-about-latest-covid-19-restrictions-1.16661150>

### **'It's a human tragedy' – 30 unvaccinated, 12 vaccinated COVID-related local deaths reported since August**

CTV Windsor, Dec. 9, 2021

<https://windsor.ctvnews.ca/it-s-a-human-tragedy-30-unvaccinated-12-vaccinated-covid-related-local-deaths-reported-since-august-1.5700543>

### **'We have people dying who don't need to die:' Health unit explains COVID deaths as rates rise**

CBC Windsor, Dec. 9, 2021

<https://www.cbc.ca/news/canada/windsor/109-new-cases-thursday-1.6279254>

### **Nearly three-quarters of recent COVID deaths unvaccinated**

Windsor Star, Dec. 9, 2021

<https://windsorstar.com/news/local-news/nearly-three-quarters-of-recent-covid-deaths-unvaccinated>

### **'I felt like the Grinch' – Chatham-Kent medical health officer responds to extra COVID-19 restrictions**

CTV Windsor, Dec. 9, 2021

<https://windsor.ctvnews.ca/i-felt-like-the-grinch-ck-medical-health-officer-responds-to-extra-covid-19-restrictions-1.5701159>

### **City of Windsor re-examines COVID protocols following exposure alert**

CTV Windsor, Dec. 11, 2021

<https://windsor.ctvnews.ca/city-of-windsor-re-examines-covid-protocols-following-exposure-alert-1.5703673>

### **Kingsville urges Health Unit to reconsider capacity limits**

Blackburn News, Dec. 13, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/13/kingsville-urges-health-unit-reconsider-capacity-limits/>

### **Why does WECHU publish less COVID-19 data than other Ontario health units?**

CBC Windsor, Dec. 10, 2021

<https://www.cbc.ca/news/canada/windsor/lack-of-covid-data-being-critized-1.6279832>

### **Groundhog Day all over again: capacity limits restrictions return to Windsor-Essex**

CTV Windsor, Dec. 10, 2021

<https://windsor.ctvnews.ca/groundhog-day-all-over-again-capacity-limits-restrictions-return-to-windsor-essex-1.5702858>

### **Holiday parties cancelled**

CTV Windsor, Dec. 10, 2021

[https://windsor.ctvnews.ca/mobile/video?cid=sm%3Atrueanthem%3Actvwindsor%3Apost&clipId=2342102&utm\\_campaign=trueAnthem%3A+Trending+Content&utm\\_medium=trueAnthem&utm\\_source=facebook&fbclid=IwAR1QXxGfoz5qdEvsipRK4bAYw-WlWRfL50ThrY-3dHdXHT7jqmx85hX7Do](https://windsor.ctvnews.ca/mobile/video?cid=sm%3Atrueanthem%3Actvwindsor%3Apost&clipId=2342102&utm_campaign=trueAnthem%3A+Trending+Content&utm_medium=trueAnthem&utm_source=facebook&fbclid=IwAR1QXxGfoz5qdEvsipRK4bAYw-WlWRfL50ThrY-3dHdXHT7jqmx85hX7Do)

### **Omicron variant's Windsor-Essex arrival just a matter of time**

Windsor Star, Dec. 13, 2021

<https://windsorstar.com/news/local-news/omicron-variants-windsor-essex-arrival-just-a-matter-of-time>

### **Jarvis: Time's up for education about public health rules**

Windsor Star, Dec. 13, 2021

<https://windsorstar.com/news/local-news/jarvis-times-up-for-education-about-public-health-rules>

### **Health unit clarifying latest measures after confusion over the weekend**

AM800, Dec. 13, 2021

<https://www.iheartradio.ca/am800/news/health-unit-clarifying-latest-measures-after-confusion-over-the-weekend-1.16694422>

### **WECHU enforcement officers focus on education businesses as confusion arises over new rules**

CTV Windsor, Dec. 13, 2021

<https://windsor.ctvnews.ca/wechu-enforcement-officers-focus-on-educating-businesses-as-confusion-arises-over-new-rules-1.5705476>

### **ESHC touts vaccinations as COVID-19 cases, variants swell**

Blackburn News, Dec. 14, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/14/eshc-touts-vaccinations-covid-19-cases-variants-swell/>

### **Omicron variant detected in Windsor-Essex. WECHU reports three more deaths and 44 new cases.**

AM800-DECEMBER 14, 2021

<https://www.iheartradio.ca/am800/news/omicron-variant-detected-in-windsor-essex-wechu-reports-three-more-deaths-and-44-new-cases-1.16701757>

### **City Council pushing province to speed up COVID-19 vaccine booster roll out**

AM800-DECEMBER 14, 2021

<https://www.iheartradio.ca/am800/news/city-council-pushing-province-to-speed-up-covid-19-vaccine-booster-roll-out-1.16707506>

### **Jarvis: For once in this 21 month pandemic lets listen to the experts**

BLACKBURN NEWS-DECEMBER 14, 2021

<https://windsorstar.com/news/local-news/jarvis-for-once-in-this-21-month-pandemic-lets-listen-to-the-experts>

### **Local COVID-19 vaccine rollout hits a wall**

AM800, Dec. 15, 2021

<https://www.iheartradio.ca/am800/news/local-covid-19-vaccine-rollout-hits-a-wall-1.16711175>

### **Omicron raises urgency for unvaccinated to get shots**

Blackburn News, Dec. 15, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/15/omicron-raises-urgency-unvaccinated-get-shots/>

**50,000 Windsor-Essex residents remain unvaccinated against COVID-19**

CTV Windsor, Dec. 15, 2021

<https://windsor.ctvnews.ca/50-000-windsor-essex-residents-remain-unvaccinated-against-covid-19-1.5708707>

**Doctors launch plan to keep people out of ER**

CTV Windsor, Dec. 15, 2021

<https://windsor.ctvnews.ca/mobile/video?clipId=2344493>

**No decision on in-person learning after break but preparations ongoing**

AM800, Dec. 15, 2021

<https://www.iheartradio.ca/am800/news/no-decision-on-in-person-learning-after-break-but-preparations-ongoing-1.16710763>

**WRH President and CEO says Windsor-Essex ready for bigger booster rollout**

AM800, Dec. 16, 2021

<https://www.iheartradio.ca/am800/news/wrh-president-and-ceo-says-windsor-essex-ready-for-bigger-booster-rollout-1.16717568>

**Code Black Part 1: Opioid crisis and hospital offload delays tie up paramedics**

Windsor Star, Dec. 16, 2021

<https://windsorstar.com/news/local-news/code-black-part-1-opioid-crisis-and-hospital-offload-delays-tie-up-paramedics>

**Windsor toddler nearly dies in midst of mysterious spike in RSV cases**

Windsor Star, Dec. 16, 2021

<https://windsorstar.com/news/local-news/windsor-toddler-nearly-dies-in-midst-of-mysterious-spike-in-rsv-cases>

**WECHU calling for more public health measures provincewide to break the chain of transmission**

AM800, Dec. 16, 2021

<https://www.iheartradio.ca/am800/news/wechu-calling-for-more-public-health-measures-province-wide-to-break-the-chain-of-transmission-1.16722920>

**'That's insufficient' – Windsor-Essex acting medical officer of health wants province to add more restrictions**

CTV Windsor, Dec. 16, 2021

<https://windsor.ctvnews.ca/that-s-insufficient-windsor-essex-acting-moh-wants-province-to-add-more-restrictions-1.5710377>



**WECHU working on COVID-19 booster rollout as eligibility expands**

CTV Windsor, Dec. 16, 2021

<https://windsor.ctvnews.ca/wechu-working-on-covid-19-booster-roll-out-as-eligibility-expands-1.5710463>

**Health unit looking to increase capacity for vaccine booster rollout**

AM800, Dec. 16, 2021

<https://www.iheartradio.ca/am800/news/health-unit-looking-to-increase-capacity-for-vaccine-booster-rollout-1.16718105>

**Windsor-Essex students asked to take home items in case schools close after holiday break**

CTV Windsor, Dec. 16, 2021

<https://windsor.ctvnews.ca/windsor-essex-students-asked-to-take-home-items-in-case-schools-close-after-holiday-break-1.5710120>

**Musyj: Windsor-Essex vaccine supply sufficient for now**

Windsor Star, Dec. 19, 2021

<https://windsorstar.com/news/local-news/musyj-windsor-essex-vaccine-supply-sufficient-for-now>

**Health unit plans new mass vaccination sites to boost community's immunity to COVID-19**

CBC Windsor, Dec. 19, 2021

<https://www.cbc.ca/news/canada/windsor/health-unit-plans-new-mass-vaccination-sites-to-boost-community-s-immunity-to-covid-19-1.6291966>

**Windsor-Essex County Health Unit ramps up capacity for vaccination sites**

AM800, Dec. 19, 2021

<https://www.iheartradio.ca/am800/news/windsor-essex-county-health-unit-ramps-up-capacity-for-vaccination-sites-1.16739613>

**WECHU preparing for increased vaccine capacity**

CTV Windsor, Dec. 18, 2021

<https://windsor.ctvnews.ca/wechu-preparing-for-increased-vaccine-capacity-1.5712852>

**Spelling error on Windsor billboard draws derision**

Windsor Star, Dec. 19, 2021

<https://windsorstar.com/news/local-news/spelling-error-on-windsor-billboard-draws-derision>

**Critical error on Windsor, ON billboard**

CTV Windsor, Dec. 19, 2021

<https://windsor.ctvnews.ca/critical-error-on-windsor-ont-billboard-1.5713521>

**Code Black Part 2: Pandemic takes toll on Windsor-Essex EMS**

Windsor Star, Dec. 18, 2021

<https://windsorstar.com/news/local-news/code-black-part-2-pandemic-takes-toll-on-essex-windsor-ems>

**John McGivney Children's Centre to host several COVID-19 vaccination clinics**

AM800, Dec. 19, 2021

<https://www.iheartradio.ca/am800/news/john-mcgivney-children-s-centre-to-host-several-covid-19-vaccination-clinics-1.16738754>

**Windsor LCBOs receive rapid tests Friday, but ran out quickly**

CBC Windsor, Dec. 17, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-rapid-tests-1.6290154>

**New leadership coming to CMHA Windsor-Essex County branch**

Blackburn News, Dec. 19, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/19/new-leadership-coming-cmha-windsor-essex-county-branch/>

**Ramped up COVID precautions return, hampering border-crossing holiday gatherings**

Windsor Star, Dec. 17, 2021

<https://windsorstar.com/news/local-news/ramped-up-covid-precautions-return-hampering-border-crossing-holiday-gatherings>

**Just in time: Large shipment of vaccines arrive in Windsor-Essex**

CTV Windsor, Dec. 20, 2021

<https://windsor.ctvnews.ca/just-in-time-large-shipment-of-vaccines-arrive-in-windsor-essex-1.5714587>

**WRH releases holiday care guide**

Blackburn News, Dec. 21, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/21/wrh-releases-holiday-care-guide/>

**Billboard ad with 'critical' spelling error removed Monday**

CBC Windsor, Dec. 20, 2021

<https://www.cbc.ca/news/canada/windsor/billboard-error-1.6293093>

**Additional mass vaccination clinics expected to open in early January**

Blackburn News, Dec. 20, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/20/additional-mass-vaccination-clinics-expected-open-early-january/>

**Test positive? Call your close contacts, health unit says**

Windsor Star, Dec. 20, 2021

<https://windsorstar.com/news/local-news/test-positive-call-your-close-contacts-health-unit-says>

**Booster appointments available for ages 18+ as Windsor-Essex reports 255 new cases**

**Monday**

CBC Windsor, Dec. 20, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-december-20-covid-19-1.6292320>

**255 new cases of COVID-19 reported in Windsor-Essex over three days**

CTV Windsor, Dec. 20, 2021

<https://windsor.ctvnews.ca/255-new-cases-of-covid-19-reported-in-windsor-essex-over-three-days-1.5714026>

**WECHU reports 255 new COVID-19 cases in the area since Friday**

AM800, Dec. 20, 2021

<https://www.iheartradio.ca/am800/news/wechu-reports-255-new-covid-19-cases-in-the-area-since-friday-1.16744705>

**St. Clair College postpones classes amid surge**

Windsor Star, Dec. 20, 2021

<https://windsorstar.com/news/local-news/st-clair-college-postpones-classes-amid-virus-surge>

**College delays start of winter semester**

AM800, Dec. 20, 2021

<https://www.iheartradio.ca/am800/news/college-delays-start-of-winter-semester-1.16744109>

**St. Clair College delays start of winter semester by a week**

CTV Windsor, Dec. 20, 2021

<https://windsor.ctvnews.ca/st-clair-college-delays-start-of-winter-semester-by-a-week-1.5715059>

**WECHU adds and rescinds COVID-19 outbreaks at schools**

CTV Windsor, Dec. 20, 2021

<https://windsor.ctvnews.ca/wechu-adds-and-rescinds-covid-19-outbreaks-at-schools-1.5714421>

**COVID-19 school outbreaks added and lifted in Windsor-Essex**

AM800, Dec. 20, 2021

<https://www.iheartradio.ca/am800/news/covid-19-school-outbreaks-added-and-lifted-in-windsor-essex-1.16744681>

**Public school board adds seven more positive cases of COVID-19**

AM800, Dec. 20, 2021

<https://www.iheartradio.ca/am800/news/public-school-board-adds-seven-more-positive-cases-of-covid-19-1.16748809>

### **COVID-19 outbreak lifted at South Woodslee long-term care home**

AM800, Dec. 20, 2021

<https://www.iheartradio.ca/am800/news/covid-19-outbreak-lifted-at-south-woodslee-long-term-care-home-1.16744658>

### **Public board reports three new COVID-19 cases Monday**

Blackburn News, Dec. 20, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/20/public-board-reports-three-new-covid-19-cases-monday/>

### **Pop-up vaccination clinics continue at JMCC**

Blackburn News, Dec. 20, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/20/pop-vaccination-clinics-continue-jmcc/>

### **Windsor city council debate on supervised consumption site location delayed: WECHU**

CBC Windsor, Dec. 20, 2021

<https://www.cbc.ca/news/canada/windsor/supervised-consumption-site-windsor-1.6292391>

### **Windsor council backs call for mandatory COVID-19 vaccinations for elementary students**

CBC Windsor, Dec. 21, 2021

<https://www.cbc.ca/news/canada/windsor/student-vaccinations-windsor-1.6294437>

### **Health unit reports additional COVID-19 death and 63 new cases**

AM800, Dec. 21, 2021

<https://www.iheartradio.ca/am800/news/health-unit-reports-additional-covid-19-death-and-63-new-cases-1.16753912>

### **1 more death, 63 new COVID-19 cases in Windsor-Essex Tuesday**

CBC Windsor, Dec. 21, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-december-21-covid-19-1.6293456>

### **Active COVID-19 cases dip another death Windsor-Essex**

Blackburn News, Dec. 21, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/21/active-covid-19-cases-dip-another-death-windsor-essex/>

**This is how to celebrate holidays safely and maintain your mental health: WECHU**

CTV Windsor, Dec. 21, 2021

<https://windsor.ctvnews.ca/this-is-how-to-celebrate-holidays-safely-and-maintain-your-mental-health-wechu-1.5715827>

**Outbreak declared after eight COVID-19 cases reported at Leamington long-term care home**

CTV Windsor, Dec. 21, 2021

<https://windsor.ctvnews.ca/outbreak-declared-after-eight-covid-19-cases-reported-at-leamington-long-term-care-home-1.5715425>

**Eight confirmed cases of COVID-19 at Leamington long-term care home**

AM800, Dec. 21, 2021

<https://www.iheartradio.ca/am800/news/eight-confirmed-cases-of-covid-19-at-leamington-long-term-care-home-1.16753960>

**Public board adds six positive cases of COVID-19 Tuesday**

AM800, Dec. 21, 2021

<https://www.iheartradio.ca/am800/news/public-school-board-adds-six-positive-cases-of-covid-19-tuesday-1.16759893>

**Debate over downtown Windsor safe consumption site pushed back**

Blackburn News, Dec. 21, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/21/debate-downtown-windsor-safe-consumption-site-pushed-back/>

**Windsor city council approval of drug consumption site delayed again**

Windsor Star, Dec. 21, 2021

<https://windsorstar.com/news/local-news/windsor-city-council-approval-of-drug-consumption-site-delayed-again>

**Grow On raises \$225,000 for Windsor Cancer Centre Foundation**

Windsor Star, Dec. 21, 2021

<https://windsorstar.com/news/local-news/grow-on-raises-225000-for-windsor-cancer-centre-foundation>

**Jarvis: There is hope; use it to buttress yourself and find joy where you can this Christmas**

Windsor Star, Dec. 22, 2021

<https://windsorstar.com/news/local-news/jarvis-there-is-hope-use-it-to-buttress-yourself-and-find-joy-where-you-can-this-christmas>

**Hot unit opens as WRH prepares for more Omicron cases**

CTV Windsor, Dec. 22, 2021

<https://windsor.ctvnews.ca/hot-unit-opens-as-windsor-regional-hospital-prepares-for-more-omicron-cases-1.5717048>

**Windsor Regional Hospital opens COVID-19 'hot unit' to deal with patient surge**

CBC Windsor, Dec. 22, 2021

<https://www.cbc.ca/news/canada/windsor/covid-19-windsor-essex-december-23-1.6294820>

**Hospitals prepare for crush of Omicron cases**

Blackburn News, Dec. 22, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/22/hospitals-prepare-crush-omicron-cases/>

**Vaccine milestone: Windsor-Essex health officials celebrate a year of COVID-19 shots**

CTV Windsor, Dec. 22, 2021

<https://windsor.ctvnews.ca/vaccine-milestone-windsor-essex-health-officials-celebrate-a-year-of-covid-19-shots-1.5716703>

**One-year anniversary for COVID-19 vaccine rollout in Windsor-Essex**

AM800, Dec. 22, 2021

<https://www.iheartradio.ca/am800/news/one-year-anniversary-for-covid-19-vaccine-rollout-in-windsor-essex-1.16764788>

**One-year anniversary since vaccines arrived in Windsor-Essex**

Blackburn News, Dec. 22, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/22/one-year-anniversary-since-vaccines-arrived-windsor-essex/>

**Personal support worker reflects on being 1st in Windsor to get COVID-19 vaccine a year ago**

CBC Windsor, Dec. 22, 2021

<https://www.cbc.ca/news/canada/windsor/psw-vaccine-shot-windsor-essex-covid-19-1.6294814>

**Health officials bolster boosters on anniversary of first COVID jab in Windsor-Essex**

Windsor Star, Dec. 22, 2021

<https://windsorstar.com/news/local-news/health-officials-bolster-boosters-on-anniversary-of-first-covid-jab-in-windsor-essex>

**Mixing COVID-19 vaccines doesn't impact effectiveness - WECHU**

AM800, Dec. 22, 2021

<https://www.iheartradio.ca/am800/news/mixing-covid-19-vaccines-doesn-t-impact-effectiveness-wechu-1.16767616>

**More COVID-19 vaccination options launching in Essex County**

CTV Windsor, Dec. 22, 2021

<https://windsor.ctvnews.ca/more-covid-19-vaccination-options-launching-in-essex-county-1.5717155>

**COVID-19 mass vaccination clinic to reopen in Leamington**

AM800, Dec. 22, 2021

<https://www.iheartradio.ca/am800/news/covid-19-mass-vaccination-clinic-to-reopen-in-leamington-1.16767387>

**WECHU announces three more COVID-19 deaths in Windsor-Essex and 84 new cases**

AM800, Dec. 22, 2021

<https://www.iheartradio.ca/am800/news/wechu-announces-three-more-covid-19-deaths-in-windsor-essex-and-84-new-cases-1.16763900>

**84 new cases of COVID-19, three new deaths reported in Windsor-Essex**

CTV Windsor, Dec. 22, 2021

<https://windsor.ctvnews.ca/84-new-cases-of-covid-19-three-new-deaths-reported-in-windsor-essex-1.5716531>

**Additional school child care outbreaks declared in Windsor-Essex**

AM800, Dec. 22, 2021

<https://www.iheartradio.ca/am800/news/additional-school-child-care-outbreaks-declared-in-windsor-essex-1.16765937>

**WECDsb again calling for elementary students to be vaccinated before entering school**

AM800, Dec. 22, 2021

<https://www.iheartradio.ca/am800/news/wecdsb-again-calling-for-elementary-students-to-be-vaccinated-before-entering-school-1.16764579>

**Mass vaccination clinic in Leamington reopens in January**

Blackburn News, Dec. 22, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/23/mass-vaccination-clinic-leamington-reopens-january/>

**City staff assisting at the Devonshire Mall mass vaccination clinic**

AM800, Dec. 23, 2021

<https://www.iheartradio.ca/am800/news/city-staff-assisting-at-the-devonshire-mall-mass-vaccination-clinic-1.16770918>

**City of Windsor staff to help at mass vaccination centre**

CTV Windsor, Dec. 23, 2021

<https://windsor.ctvnews.ca/city-of-windsor-staff-to-help-at-mass-vaccination-centre-1.5718137>



### **Health unit considers options to ramp up booster shots**

Blackburn News, Dec. 24, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/24/health-unit-considers-options-ramp-booster-shots/>

### **Health unit to open COVID-19 mass vaccination clinic in west Windsor**

AM800, Dec. 23, 2021

<https://www.iheartradio.ca/am800/news/health-unit-to-open-covid-19-mass-vaccination-clinic-in-west-windsor-1.16773990>

### **West Windsor mass vaccination centre to open Jan. 5**

Windsor Star, Dec. 23, 2021

<https://windsorstar.com/news/local-news/west-windsor-mass-vaccination-centre-set-to-open-jan-5>

### **Mass vaccination clinic in Leamington reopens in January**

Blackburn News, Dec. 23, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/23/mass-vaccination-clinic-leamington-reopens-january/>

### **Mass vaccination centre reopening in Leamington**

Windsor Star, Dec. 23, 2021

<https://windsorstar.com/news/local-news/mass-vaccination-centre-reopening-in-leamington>

### **Health unit urging residents to limit the number of holiday gatherings they host or attend**

AM800, Dec. 23, 2021

<https://www.iheartradio.ca/am800/news/health-unit-urging-residents-to-limit-the-number-of-holiday-gatherings-they-host-or-attend-1.16776038>

### **Health unit offers guidance for COVID-safe holiday celebrations**

Windsor Star, Dec. 23, 2021

<https://windsorstar.com/news/local-news/health-unit-offers-guidance-for-covid-safe-holiday-celebrations>

### **Nine tickets issued during latest COVID-19 enforcement blitz**

AM800, Dec. 23, 2021

<https://www.iheartradio.ca/am800/news/nine-tickets-issued-during-latest-covid-19-enforcement-blitz-1.16770949>

### **One more death and 105 new COVID-19 cases reported in Windsor-Essex**

AM800, Dec. 23, 2021

<https://www.iheartradio.ca/am800/news/one-more-death-and-105-new-covid-19-cases-reported-in-windsor-essex-1.16770378>

**New cases of COVID-19: One new death reported in Windsor-Essex**

CTV Windsor, Dec. 23, 2021

<https://windsor.ctvnews.ca/105-new-cases-of-covid-19-one-new-death-reported-in-windsor-essex-1.5718342>

**Windsor-Essex health unit concerned over business non-compliance as region records 105 new COVID-19 cases**

CBC Windsor, Dec. 23, 2021

<https://www.cbc.ca/news/canada/windsor/covid-19-windsor-essex-december-23-1.6296136>

**Two school outbreaks lifted in Windsor-Essex, one added to list**

AM800, Dec. 23, 2021

<https://www.iheartradio.ca/am800/news/two-school-covid-19-outbreaks-lifted-in-windsor-essex-one-added-to-list-1.16770396>

**Several businesses ticketed during COVID-19 enforcement blitz**

CTV Windsor, Dec. 23, 2021

<https://windsor.ctvnews.ca/several-businesses-ticketed-during-covid-19-enforcement-blitz-1.5718149>

**Nine tickets handed out in weekend blitz**

Blackburn News, Dec. 23, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/23/nine-tickets-handed-weekend-blitz/>

**Inmate at Windsor jail dies during COVID outbreak**

Windsor Star, Dec. 23, 2021

<https://windsorstar.com/news/local-news/inmate-at-windsor-jail-dies-during-covid-outbreak>

**Tecumseh plans circuit breaker closures to slow spread of COVID-19**

Windsor Star, Dec. 23, 2021

<https://windsorstar.com/news/local-news/tecumseh-plans-circuit-breaker-closures-to-slow-spread-of-covid-19>

**Annual Grow On Windsor campaign brings in more than \$255K**

AM800, Dec. 23, 2021

<https://www.iheartradio.ca/am800/news/annual-grow-on-windsor-campaign-brings-in-more-than-255k-1.16770911>

**\$255K raised for this year's Grow On campaign**

Blackburn News, Dec. 24, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/24/255k-raised-years-grow-campaign/>

### **Planning for new regional acute care hospital to be major focus in 2022**

AM800, Dec. 28, 2021

<https://www.iheartradio.ca/am800/news/planning-for-new-regional-acute-care-hospital-to-be-a-major-focus-in-2022-1.16798815>

### **WRH announces changes to visitor policy for patients with COVID-19**

AM800, Dec. 27, 2021

<https://www.iheartradio.ca/am800/news/wrh-announces-changes-to-visitor-policy-for-patients-with-covid-19-1.16793009>

### **WRH to halt visitation for patients with suspected or confirmed COVID-19**

CTV Windsor, Dec. 26, 2021

<https://windsor.ctvnews.ca/windsor-regional-hospital-to-halt-visitation-for-patients-with-suspected-or-confirmed-covid-19-1.5720049>

### **WRH alters visitation rules as Omicron cases climb**

CBC Windsor, Dec. 27, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-hospital-visitation-1.6298882>

### **Additional changes coming to WRH's visitor policy**

Blackburn News, Dec. 26, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/26/additional-changes-coming-windsor-regional-hospitals-visitor-policy/>

### **WRH bans visitors for COVID-19 patients**

Windsor Star, Dec. 27, 2021

<https://windsorstar.com/news/local-news/windsor-regional-hospital-bans-visitors-for-covid-19-patients>

### **Health unit ready to open new COVID-19 vaccine clinic in west Windsor**

Blackburn News, Dec. 27, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/27/health-unit-ready-open-new-covid-19-vaccine-clinic-west-windsor/>

### **Investigation launched into inmate death South West Detention Centre outbreak**

CBC Windsor, Dec. 24, 2021

<https://www.cbc.ca/news/canada/windsor/inmate-death-south-west-detention-centre-outbreak-1.6279672>

### **Local COVID-19 data won't be updated from WECHU until next week**

CBC Windsor, Dec. 24, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-december-24-covid-19-1.6297438>

### **Planning for new regional acute care hospital to be a major focus in 2022**

AM800, Dec. 28, 2021

<https://www.iheartradio.ca/am800/news/planning-for-new-regional-acute-care-hospital-to-be-a-major-focus-in-2022-1.16798815>

### **Jarvis: It's been a difficult year but a lot of good things also happened**

Windsor Star, Dec. 28, 2021

<https://windsorstar.com/news/local-news/jarvis-its-been-a-difficult-year-but-a-lot-of-good-things-also-happened>

### **COVID-19 in 2021 a look back at the pandemics second year in Windsor-Essex**

Windsor Star, Dec. 28, 2021

<https://windsorstar.com/news/local-news/covid-19-in-2021-a-look-back-at-the-pandemics-second-year-in-windsor-essex>

### **Have cold or flu symptoms? Just stay home – WRH CEO**

CTV Windsor, Dec. 28, 2021

<https://windsor.ctvnews.ca/have-cold-or-flu-symptoms-just-stay-home-windsor-regional-hospital-ceo-1.5721288>

### **Limited availability for COVID-19 tests after the holidays**

CBC Windsor, Dec. 28, 2021

<https://www.cbc.ca/news/canada/windsor/covid-19-test-windsor-holidays-1.6299176>

### **ESHC implementing no visitor policy**

AM800, Dec. 28, 2021

<https://www.iheartradio.ca/am800/news/erie-shores-healthcare-implementing-no-visitor-policy-1.16802241>

### **ESHC to implement temporary no visitor policy**

CTV Windsor, Dec. 28, 2021

<https://windsor.ctvnews.ca/erie-shores-healthcare-to-implement-temporary-no-visitor-policy-1.5721457>

### **No visitors at ESHC**

Blackburn News, Dec. 29, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/29/no-visitors-eshc/>

### **ESHC announces temporary no visitor policy**

Windsor Star, Dec. 28, 2021

<https://windsorstar.com/news/local-news/erie-shores-healthcare-announces-temporary-no-visitor-policy>

### **ESHC issues no visitors policy**

CBC Windsor, Dec. 29, 2021

<https://www.cbc.ca/news/canada/windsor/erie-shores-healthcare-no-visitors-policy-1.6299354>

### **Windsor COVID-19 hospitalizations remain stable following holiday surge**

CTV Windsor, Dec. 28, 2021

<https://windsor.ctvnews.ca/windsor-covid-19-hospitalizations-remain-stable-following-holiday-surge-1.5721373>

### **Record 270 active COVID-19 cases in Chatham-Kent**

Windsor Star, Dec. 28, 2021

[https://windsorstar.com/news/local-news/record-270-active-covid-19-cases-in-chatham-kent/wcm/15211fcc-64ba-4c9e-a42f-c83b0d0ffefc?utm\\_term=Autofeed&utm\\_medium=Social&utm\\_source=Facebook&fbclid=IwAR2l6f0qGVaf2eENd3M93zYCRw\\_r7hznUFfpalqfA1gBLbimDdJBkZK1O5w#Echobox=1640715928](https://windsorstar.com/news/local-news/record-270-active-covid-19-cases-in-chatham-kent/wcm/15211fcc-64ba-4c9e-a42f-c83b0d0ffefc?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR2l6f0qGVaf2eENd3M93zYCRw_r7hznUFfpalqfA1gBLbimDdJBkZK1O5w#Echobox=1640715928)

### **Many unanswered questions from elementary school, staff on students returning to classes**

AM800, Dec. 28, 2021

<https://www.iheartradio.ca/am800/news/many-unanswered-questions-from-elementary-school-staff-on-students-returning-to-classes-1.16804895>

### **Local researcher issues warning to pregnant moms as fluoride returns to Windsor water**

Windsor Star, Dec. 28, 2021

<https://windsorstar.com/news/local-news/researcher-issues-warning-to-pregnant-moms-as-fluoride-returns-to-windsor-water>

### **WRH brings back no visitor policy as COVID-19 cases surge**

Windsor Star, Dec. 29, 2021

<https://windsorstar.com/news/local-news/windsor-regional-hospital-brings-back-no-visitor-policy-as-covid-19-cases-surge>

### **WRH reinstating no visitor policy**

AM800, Dec. 29, 2021

<https://www.iheartradio.ca/am800/news/wrh-reinstating-no-visitor-policy-1.16805657>

### **WRH reinstating visitor policy**

Blackburn News, Dec. 29, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/29/windsor-regional-hospital-reinstating-visitor-policy/>

### **WRH and HDGH reinstate no visitor policy**

CTV Windsor, Dec. 29, 2021

<https://windsor.ctvnews.ca/windsor-regional-hospital-and-hotel-dieu-grace-healthcare-reinstate-no-visitor-policy-1.5722188>

**HDGH bringing in no visitor policy amid rising COVID-19 cases**

AM800, Dec. 29, 2021

<https://www.iheartradio.ca/am800/news/hotel-dieu-grace-healthcare-bringing-in-no-visitor-policy-amid-rising-covid-19-cases-1.16806909>

**Shift in COVID-19 messaging expected in Windsor-Essex by local health unit**

AM800, Dec. 29, 2021

<https://www.iheartradio.ca/am800/news/shift-in-covid-19-messaging-expected-in-windsor-essex-by-local-health-unit-1.16806124>

**Case counts no longer a reliable measure of COVID burden, says top doctor**

Windsor Star, Dec. 29, 2021

<https://windsorstar.com/news/local-news/case-counts-no-longer-a-reliable-measure-of-covid-burden-says-top-doctor>

**Health unit shifting case counts, key indicators for COVID-19 messaging**

Blackburn News, Dec. 29, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/12/29/health-unit-shifting-case-counts-key-indicator-covid-19-messaging/>

**WECHU considering new metrics for COVID-19**

CTV Windsor, Dec. 29, 2021

<https://windsor.ctvnews.ca/wechu-considering-new-metrics-for-covid-19-1.5722521>

**993 new COVID-19 cases reported as of Christmas Eve in Windsor-Essex**

CBC Windsor, Dec. 29, 2021

<https://www.cbc.ca/news/canada/windsor/wechu-covid19-dec29-1.6185343>

**WECHU reports 993 new COVID-19 cases in Windsor-Essex since last Thursday**

AM800, Dec. 29, 2021

<https://www.iheartradio.ca/am800/news/wechu-reports-993-new-covid-19-cases-in-windsor-essex-since-last-thursday-1.16805643>

**993 new cases of COVID-19 reported in Windsor-Essex since Dec. 23**

CTV Windsor, Dec. 29, 2021

<https://windsor.ctvnews.ca/993-new-cases-of-covid-19-reported-in-windsor-essex-since-dec-23-1.5722150>

**Windsor-Essex acting medical officer of health hopes to see a return to the classroom**

CTV Windsor, Dec. 29, 2021

<https://windsor.ctvnews.ca/windsor-essex-acting-medical-officer-of-health-hopes-to-see-a-return-to-the-classroom-1.5722429>



**Health unit lists two more school, child care outbreaks**

AM800, Dec. 29, 2021

<https://www.iheartradio.ca/am800/news/health-unit-lists-two-more-school-child-care-outbreaks-1.16805684>

**Plans are in the works for a new \$2.7M medical centre on Windsor's east side**

Windsor Star, Dec. 29, 2021

<https://windsorstar.com/news/local-news/plans-are-in-the-works-for-a-new-2-7-million-medical-centre-on-windsors-east-side>

## **Web and Social Media Analytics - December 2021**

### **MyWRH:**

Users: 4,561 users this month, +140

Average view time: 6 m 21 s

How do people access the site?

Desktop: 90%

Mobile: 9.3%

Tablet: .7%

### **Most Viewed pages:**

1. Home Page – 19,480 views
2. Career Opportunities –8,371 views
3. Current Postings –8,006 views
4. Employee Corner – 4,379 views
5. Marketplace -3,632
6. Physician On Call Schedule – 2,885
7. Departments and Services – 2,793
8. News and Announcements – 2,650

### **WEB:**

Users: 62,035 users this month, +13.3 %

New Users: 65.6.7%

Average view time: 1 m 46s

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

- 1 ) Chinese ([zh.cn](#)) – 149 users or .24% of all users
- 2) French - 136, .2 % of all users

### **How do people access the site?**

Mobile: 62.1%

Desktop: 35.8%

Tablet: 3.5%

### **Top pages:**

1. Home Page – 33,426 views,
2. COVID Assessment Centre –23,878 views
3. coronavirus - 18,779
4. Emergency Wait times –15,568 views
5. Vaccination Centres – 7,871 views
6. Puma – 3,870
7. Contact Us – 3,372

8. Careers –3,366 views
9. COVID Visitation –2, 828 views

## **YOUTUBE:**

Views: 6,332 views (+48,000 more than average)

Watch Time: 448 hours (above average)

Subscribers: 700, +19

### **Top videos internal:**

1. COVID-19 Update – Dec. 17 - 426
2. Ugly Sweater Contest - 418
3. Town Hall Dec. 7 – 366
4. Guidelines for Basic Adult Neurological Observation– 322
5. Demonstrating Compassion - 273

### **Top videos external:**

1. Getting your Child Vaccinated – HR Promotion – 2,214
2. Using quick Dams to prevent flooding at WRH – 271
3. President and CEO Report–131
4. Birthing Centre Tour -78
5. Open Board Meeting Dec. 9 - 61

**FACEBOOK:** 10,298 followers +59

154,209 monthly reach, +97%

25,839 people “engaged” on our site - commented or liked our posts this month, -35%

17,983 videos viewed, -7%

### **Top Posts:**

1. Local Partners warn of increased system capacity pressure– 10,975 people reached, 225 reactions
2. First 5-11 vaccination -6,224 people reached, 594 reactions
3. Dr. malus quote Re: vaccinated people who become critically ill –5,563 people reached, 286 reactions
4. Nurse receives Certificate of Commendation from EMS – 4,724 people reached, 217 reactions
5. VIDEO: Children’s Vaccination Centre – 4,597 people reached, 99 reactions

**INSTAGRAM – Followers: 3,692, +79**

Reach: 25,989, +157.1%

Engagement –852, -6%

### **Top Posts:**

1. First 5-11 vaccination - 2,627 reached, 411 liked
2. WPS message re: protests at vaccination centres -2,240 reached, 187 liked
3. Show your stripes campaign- 2,099 reached, 76 liked
4. Nurse receives Certificate of Commendation from EMS - 1,995 reached, 138 liked
5. Vaccination Centre open for 5 – 11 - 1,516 liked, 160 viewed

**TWITTER:**

Followers: 5,156, +85 this month

Impressions: 490,000, +165%

Tweets: 54, +3.8%

**Trending topics:**

1. First 5-11 vaccination – 91,490 impressions, 2,463 engagements
2. 50+? Book your booster– 69,687 impressions, 1,117 engagements
3. Book booster before it gets busy– 17,440 impressions, 170 engagements
4. New openings for 3<sup>rd</sup> shot – 9,771 impressions, 302 engagements
5. It is CRITICAL to get your booster –9,662 impressions, 662 engagements