



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 8, 2026

1700 hours – ZOOM

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (McLeod)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (McLeod)		1701	
3. <u>PREVIOUS MINUTES:</u> December 4, 2025 (McLeod)	Tab A	1702	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO / CNE / COS</u> (Riddell / Krywionek / Saad)		1703	FYI
5. <u>SCHULICH REPORT</u> – (Jacobs)		1715	FYI
6. <u>FINANCIAL PRESENTATION</u> – (Lanoue)	Tab B	1720	
7. <u>CONSENT AGENDA:</u> <u>Finance/Audit & Resources:</u> December 22, 2025 and Operating Results (Lanoue)	Tab C	1730	MOTION (accept report)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (McLeod)	Tab D	1735	FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (McLeod)		1736	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, February 5, 2026 – ZOOM		1737	FYI
11. <u>ADJOURNMENT</u> (McLeod)		1738	MOTION

REGRETS ONLY TO dawn.sutherland@wrh.on.ca, or (519) 254-5577, ext. 52517

TAB A



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, December 4, 2025**, 1700 hours, VIA ZOOM and live streamed on YouTube.

PRESENT:

Ian McLeod, Chair	Linda Staudt	Karen Riddell (ex-officio, non-voting)
Jamie Skutovich	Patti France	Dr. Wassim Saad (ex-officio, non-voting)
Laura Copat	Cynthia Bissonnette	Dr. Larry Jacobs (ex-officio, non-voting)
Mary Dawson	Genevieve Isshak	Dr. Kristen Demarco (ex-officio, non-voting)
Nila Das	Anna Kirby	Dr. Irram Sumar (ex-officio, non-voting)
Chris Lanoue	Wes Vickers	
Nadine Manroe-Wakerell	Paul Lachance	
David Malian		

STAFF:

Executive Committee

REGRETS:

None.

1. CALL TO ORDER:

The meeting was called to order at 1700 hours with Mr. McLeod 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 6, 2025, Board meeting had been previously circulated.

MOVED by Ms. L. Staudt, **SECONDED** by Mr. P. Lachance and **CARRIED**
THAT the minutes of the November 6, 2025, Board of Directors meeting be approved.

4. REPORT FROM THE PRESIDENT & CEO / CNE / COS

Highlights are outlined below.

Ms. Riddell presented the latest hospital data for the last four weeks of respiratory cases that we have reported. Influenza cases continue to increase with some small cases of COVID and RSV. For this week, we have 35 Influenza cases, 10 COVID cases and 5 RSV cases in hospital.

Dr. Saad spoke to percent positivity with respect to respiratory virus activity from the latest update from Public Health Ontario. For COVID-19, the highest percent positivity is in those <1 years (6.3%) and 65 years and older (6.9%). With respect to Influenza, which is the main virus that is circulating at present, percent positivity is low (5.9%) and overall activity was higher than the previous week. Dr. Saad explained that percent positivity over 5% is signalling the start of the season. For RSV, percent positivity was low (1.3%) and overall activity was lower than the previous week. Dr. Saad reminded that vaccination is still the best way to prevent Influenza, COVID and RSV.

Ms. Krywionek provided an update on our Sickle Cell Disease Program that was launched one year ago. This program delivers comprehensive, wrap-around care for patients with inherited blood disorders. In addition, the multidisciplinary team provides monthly clinics for new consults and follow-ups while also offering crisis support for patients admitted to hospital.

On November 3, 2025, WRH launched the QualtricsXM electronic patient satisfaction survey platform, enabling patients to provide feedback via email following their visit or stay. This initiative is part of a broader provincial effort, with over 100 hospitals across Ontario adopting the platform in partnership with the Ontario Hospital Association. By overlapping with existing paper surveys and maintaining survey assistants, WRH is ensuring accessibility during the transition and ongoing for those who do not wish to use their email.

The WE-SPARK Health Institute's Cheers to Hope event on November 6, 2025 reinforced cross-institutional partnerships among Windsor Regional Hospital, Erie Shores HealthCare, Hôtel-Dieu Grace Healthcare, St. Clair College, and the University of Windsor, while showcasing the impact of WE-SPARK's research grants program in building capacity, fostering innovation, and positioning the region as a growing hub for health research and national competitiveness. Since 2020, the WE-SPARK Grants program has awarded 137 grants totaling nearly \$2.5 million to support innovative research in cancer, brain health, chronic disease management, rehabilitation and health equity.

5. REPORT FROM SCHULICH:

Dr. Jacobs provided the following updates:

- Accepting nominations for the annual Awards of Excellence event taking place in March 2026. The site has gone live on the website.
- Accepting applications for medical student research grants. There are six grants this year, each valued at \$4,500. The students are working through the applications and will announce in the spring.
- Family Medicine Residency program has been awarded an extra training seat bringing the total to 11 per year. 80% of these residents remain in Windsor/Essex.
- Psychiatry and Internal Medicine spots remain stable at 4 seats respectively.

6. **FINANCIAL PRESENTATION (October 31, 2025, Results):**

Mr. Lanoue reported.

Slide 2 – Financial Results – YTD October 2025

- The net deficit after building amortization is \$16,475,000 which is \$1,459,000 better than budget
- Hospital Margin is negative \$11,420,000 which is \$1,353,000 better than plan

Slide 3 – Significant Variances

Chart indicates expense variances and the offsetting revenue:

- Salaries and Wages continue to trend positively with a surplus of \$792,000
 - % Surplus has declined compared to September YTD
- Benefits in a surplus of \$1,960 YTD as a result of a WSIB “surplus distribution” of \$1,777,000
- Medical Staff Fees \$1,600,000 deficit
 - \$1,390,000 in offsetting funding (Emergency & NICU Alternate Funding) and patient services revenue for diagnostic services
- Medical/Surgical Supplies had a surplus of \$477,000, a decline when compared to September YTD as a result of an increase in Operating Room cases
- Drugs \$958,000 surplus
- Other Supplies \$1,456,000 deficit – no offsetting revenue
 - Pressure points: physician recruitment costs, legal and consulting fees, building and equipment maintenance, patient transportation and contrast media supplies

Slide 4 – Sick and Overtime Benchmarks

Metric is Sick/Overtime Hours as a Percentage of Total Worked Hours

For the **month** of October – unionized staff

- Sick Percentage at both Campuses is above the target of 4.8% with Met at 6.7% and Ouellette at 7.1%. Both have **increased** since last month
- Overtime Percentage at Met Campus is 4.1% and Ouellette is 6.0% versus the target of 4.0%. Both have **declined** since last month
- Reason for these trends in the opposite direction - part time staff are used to replace vacations in the summer months and therefore are not available to replace sick calls, hence overtime is utilized. October through December, part time staff are covering sick time without utilizing overtime.

Slide 5 – Sick and Overtime Benchmarks

For the **month** of October – non-union staff

- Sick Percentage is 1.8% - below the target of 2.2%
- Overtime Percentage is 0.0% which is the target (non-union overtime is extremely rare)

MOVED by Mr. C. Lanoue **SECONDED** by Ms. C. Bissonnette and **CARRIED THAT** the December 4, 2025, Financial Presentation (as of October 31, 2025), be accepted.

7. CONSENT AGENDA:

MOVED by Mr. C. Lanoue, **SECONDED** by Mr. J. Skutovich and **CARRIED**
THAT the report from the November 24, 2025, 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 8, 2026 - ZOOM

12. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Mr. P. Lachance, **SECONDED** by Mr. D. Malian and **CARRIED**
THAT the December 4, 2025, Board of Directors meeting be adjourned at 1725 hours.

Ian McLeod, Chair
Board of Directors

Dawn Sutherland
Recording Secretary

TAB B



**Board of Directors
January 8, 2026**

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

November 30, 2025

	Current Year Actual	Current Year Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 493,848	\$ 492,765	\$ 1,083	0.2%
Expenses				
Salaries and Wages	\$ 220,127	\$ 220,863	\$ 736	0.3%
Employee benefits	56,655	58,627	1,972	3.4%
Employee future benefits	1,809	1,809	-	0.0%
Medical staff remuneration	44,440	40,818	(3,622)	(8.9%)
Medical & Surgical supplies	35,157	35,697	540	1.5%
Drugs	72,581	74,121	1,540	2.1%
Supplies & other expenses	61,410	59,694	(1,716)	(2.9%)
Long term Interest	4,504	4,546	42	0.9%
Equipment lease / rental	1,905	2,138	233	10.9%
Equipment amortization	13,625	13,887	262	1.9%
Total Expense	\$ 512,213	\$ 512,200	\$ (13)	(0.0%)
Surplus / (Deficit) From Hospital Operations	\$ (18,365)	\$ (19,435)	\$ 1,070	
Other Votes (net)	\$ (57)	\$ (53)	\$ (4)	
Other Recoveries/(Expense)	\$ -	\$ -	\$ -	
Net Building Amortization	\$ (1,253)	\$ (1,340)	\$ 87	
Net Surplus (Deficit)	\$ (19,675)	\$ (20,828)	\$ 1,153	
Hospital Margin	\$ (13,918)	\$ (14,942)	\$ 1,024	

Financial Results

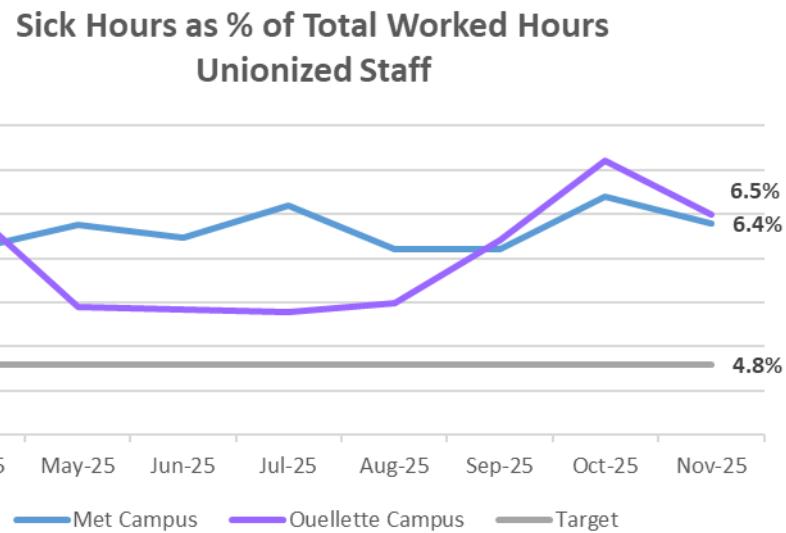
November 30, 2025

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

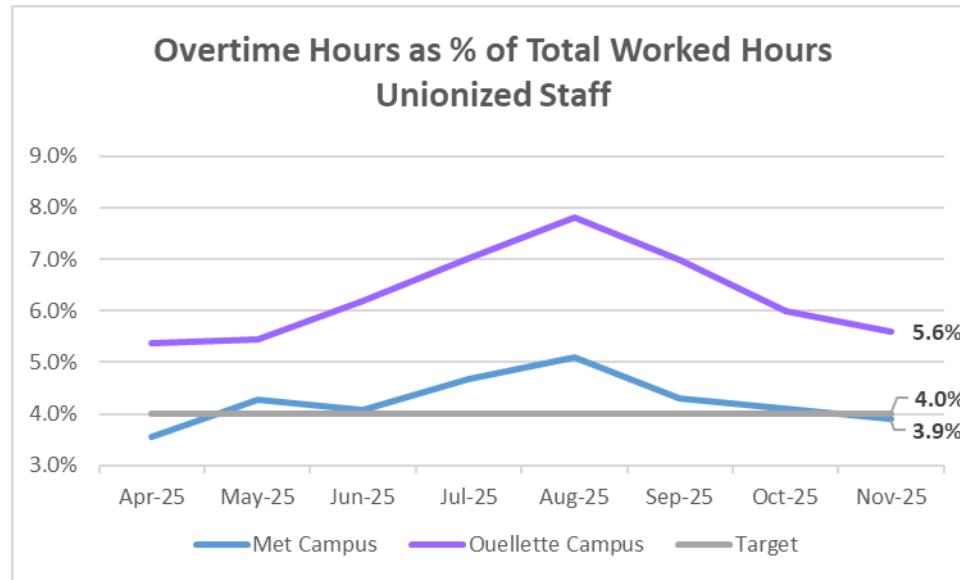
Year-to-Date November 2025 Net Variances					
Category	Year-to-Date Expense Variance	Year-to-Date Revenue Variance	YTD Net Variance	Prior Period YTD Net Variance	Comment
Salaries & Wages	736	-	736	792	% Variance Declined
Benefits	1,972	-	1,972	1,960	% Variance due to one time surplus distribution
Medical Staff Fees	(3,622)	3,707	85	(210)	Deficit offset by increased Patient Services revenue and Emergency & NICU Alternate Funding
Medical/Surgical Supplies	540	-	540	477	% Variance unchanged from previous month. Perioperative surplus offset by deficit in diagnostic services mainly Interventional Radiology
Drugs	1,540	-	1,540	958	% Variance unchanged
Other Supplies	(1,716)	-	(1,716)	(1,456)	Deficits in contrast media, physician recruitment costs, building service equipment & maintenance, patient transport and legal and consulting

Sick & Overtime Benchmarking (Union)

November 30, 2025



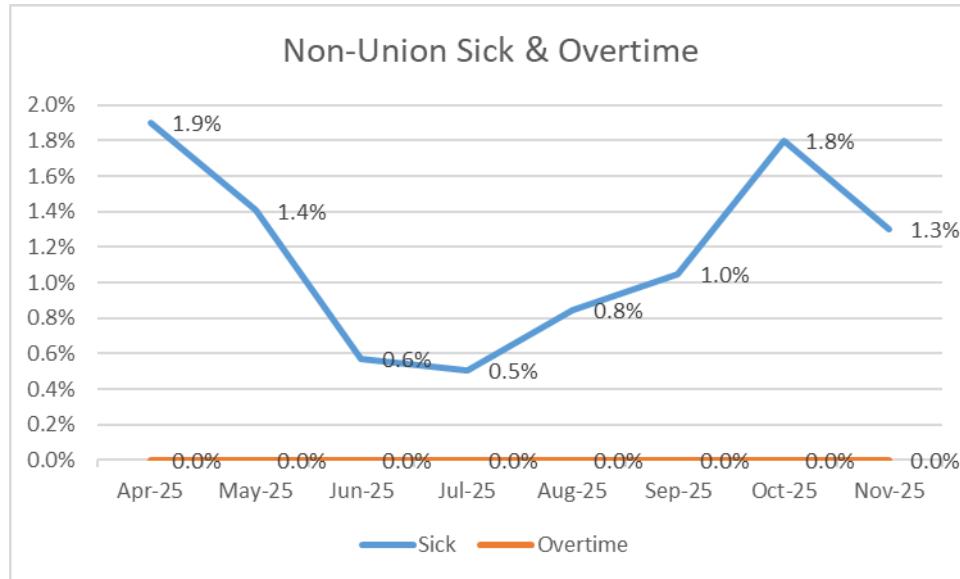
Sick Target 4.8%



Overtime Target 4.0%

Sick & Overtime Benchmarking Non-Union

November 30, 2025



Targets at Median:
Sick 2.2%
Overtime 0.0%

TAB C



MOTION/ACTION SHEET

From The

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

Monday, December 22, 2025

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



MINUTES from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE (FAR)** (*General Session*) held on Monday, December 22, 2025 (following the In-Camera Session).

PRESENT:

Chris Lanoue (Chair & Treasurer)
Jamie Skutovich
Anna Kirby
Mary Dawson
Paul Lachance

Ian McLeod
Chair of the WRH Board of Directors

STAFF:

Karen Riddell
Todd Bested
Brandon Bailey
Heidi Zimmer
Mary Macera

COMMUNITY MEMBERS:

Robert Klein
Katherine Pham
Joe Milicia

REGRETS:

Dr. Kristen DeMarco
Marc Jones
Trevor Chapman

Malissa Gauthier
Nicole Krywionek
Angela D'Alessandro
Kevin Douglas

1.0 CALL TO ORDER

Mr. Chris Lanoue, Chair & Treasurer called the meeting to order at 5:54 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Robert Klein, SECONDED by Paul Lachance that the General Finance/Audit & Resources (FAR) Committee Agenda of Monday, December 22, 2025, be approved

CARRIED.

3.0 CONFLICT OF INTEREST

No “Conflict of Interest” was declared.

4.0 FOR APPROVAL / RECOMMENDATION(S)

4.1 Minutes of Previous Meeting – Monday, November 24, 2025

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, November 24, 2025** was previously circulated to all members.

MOVED by Anna Kirby, SECONDED by Jamie Skutovich that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, November 24, 2025, be approved

CARRIED.

5.0 BUSINESS ARISING FROM PREVIOUS MEETING

There was No Business Arising from the previous meeting.

6.0 NEW BUSINESS / FOR DISCUSSION

6.1 Monthly Operating Results Report – November 30, 2025 *(As Appended)*

Ms. Zimmer provided the following highlights:

- Eight months ended November 30, 2025, the deficit after net building amortization amounts to \$19,675,000 (which is \$1,153,000 better than plan). Represents a negative Ministry of Health margin of \$13,918,000.

Variances highlighted:

- Most variances are offset by funding.
- Salary and wages, slight decline in variance in percentage from the previous month.
- Positive variance seen in the peri-operative program due to lower volumes than expected. Offset by areas such as medicine and emergency.
- Benefits – favourable. Reminder that in the previous month, there was a one-time surplus distribution from WSIB.
- Medical staff fees – quite a significant increase in the variance. This is mainly due to a retroactive payment of 9.95% that was paid to physicians retroactive for 2024-2025 that was fully funded. Distribution of this retro payment has been made.
- Medical surgical supplies – variance is running at the same percentage as in the previous month. A surplus is seen in the peri-operative program as a result of lower volumes being offset by deficits in diagnostic services, mainly in interventional radiology.
- Drugs – variance remains unchanged in terms of percentage.

- Are seeing some surpluses, particularly in renal and chemotherapy. Shortfall is seen in the revenue for Ministry funded drugs.
- Other supplies – costs rising in interventional radiology such as the contrast media, physician recruitment costs.
- Building service and equipment maintenance, patient transport, legal and consulting fees are higher than planned and there is no offsetting revenue for these types of expenses.
- Sick and overtime for unionized staff – both Met and Ouellette Campuses improved since the prior month.
- In terms of sick time and overtime, percentage of total hours worked at the Met Campus is at 6.4% and at Ouellette 6.5% compared to the target of 4.8%.
- Non-union staff - sick time target improved since prior months.
- Ms. Zimmer provided the committee members with an explanation in regards to the acute patient days. Actual patient days are lower than planned at both campuses (plus/minus situation). Met Campus – over in medicine, surgery and ICU, but under plan in Pediatrics, Family Birthing and NICU. Ouellette Campus – over in medicine, ICU and Cardiac monitored care where there are 10 unfunded beds open, although under plan in surgery and CCU; reason for surplus. Mental Health patient days are below the previous year by 11%. Outpatient clinics and community services are slightly above the plan. Emergency patient days are lower, indicating that fewer patient holds for beds (good trend); visits are just slightly higher than the previous year at 3%.

7.0 FOR INFORMATION

7.1 President's Report – December 2025

A link was provided to the committee members for viewing.

7.2 The Project Management Office Report – December 2025

A link was provided to the committee members to read through.

8.0 DATE OF NEXT MEETING

The Finance/Audit and Resources Committee will meet:

Monday, January 26, 2025
Via Teams

9.0 ADJOURNMENT

Mr. Lanoue indicated that there was no further business.

MOVED by Anna Kirby, SECONDED by Jamie Skutovich that the General Meeting from the Finance/Audit & Resources Committee of Monday, December 22, 2025 be adjourned at 6:01 p.m.

CARRIED.

Mr. Chris Lanoue, Chair & Treasurer
FinAudit&Resources_Minutes
20251222

Mary Macera
Recorder

Windsor Regional Hospital
Operating Results Report
For the Eight Months Ended November 30, 2025

Treasurer's Report
Board of Directors

Financial Summary - November 2025
(\$000's)

	Line	November 2025 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$493,848	\$ 492,765	\$ 1,083
Total Expense	20	512,213	512,200	(13)
Surplus / (Deficit)	21	(18,365)	(19,435)	1,070
Other Votes (net)	22	(57)	(53)	(4)
Other Recoveries / (Exp)	23	-	-	-
Subtotal	24	(18,422)	(19,488)	1,066
Net bldg. amortization	25	(1,253)	(1,340)	87
Net Surplus (Deficit)	26	\$ (19,675)	\$ (20,828)	\$ 1,153
Hospital Margin		\$ (13,918)	\$ (14,942)	\$ 1,024
Capital Equipment Expenditures		\$ 40,982	\$ 32,222	\$ (8,760)

* Variance - favourable / (unfavourable)

1. *Financial Results for the Eight Months ended November 30, 2025* ***(Statement 2)***

For the eight months ended November 30, 2025, the deficit after net building amortization is \$19,675,000, which is \$1,153,000 better than plan. This represents a negative Ministry of Health Margin of \$13,918,000 (one year ago, the margin was negative \$13,552,000).

Revenue

Ministry revenue (combined base and one-time) is \$415,000 (0.1%) higher than budget.

Base funding is better than budget by \$244,000. The amounts repayable to the Ministry for volume-based programs in cardiology, neurology, quality-based procedures and the renal program total \$2,557,000. This shortfall is offset by a funding surplus in Emergency and NICU Alternate funding of \$2,465,000. WRH has received additional base funding of \$337,000 to support wind down costs related to the discontinuation of the Clinical Decision Unit Pilot Program.

One time funding is better than budget by \$171,000. This variance is comprised of three components; spending in HHR programs under plan by \$358,000, which is offset by Fee for Service revenue earned in the Ontario Breast Screening Program of \$226,000 greater than plan and one time funding components of \$302,000 for the Emergency and NICU AFA programs.

Ministry drug reimbursements have a negative variance of \$779,000 (2.3%). This revenue comes from the Cancer Centre's New Drug Funding program and the renal program. This budget is based on estimated drug usage and corresponding reimbursement and therefore there is some variation.

The preferred accommodation revenue variance is favourable to budget by \$35,000 (8.1%). This revenue is somewhat volatile and depends on bed availability in conjunction with patients' insurance coverage.

Chronic Co-payment revenue is under budget by 27,000 (27%). Patients designated as Alternate Level of Care (ALC) can be charged up to \$68.56 per day. This rate may be adjusted based on a co-payment assessment that takes into consideration the individual's income.

Patient Services revenue variance is \$477,000 favourable (1.8%) year to date. The largest contributor to this variance is diagnostic revenues that are \$878,000 higher than budget which have incurred additional medical staff remuneration of \$708,000. The diagnostic surplus is offset by deficits in revenues for uninsured patients (non-OHIP).

Included in Patient Services revenue is OWN WSIB net revenue of \$334,000 year to date. This revenue is earned in diagnostic services and the operating room (charges for implants).

Equipment Grant amortization is over budget by \$149,000 (7.1%). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$1,111,000 favourable (2.4%) to budget. A surplus of \$1,221,000 was incurred in the retail pharmacies. Drug costs in the combined retail pharmacies are favourable to budget by \$58,000. This is due to the inventory adjustments of \$522,000, a reduction to drug expense.

Expenses

Salaries are under budget (favourable) by \$736,000 (0.3%) year to date November 30, 2025. Surpluses in Diagnostics and the Perioperative Program are related to vacancies and lower than planned volumes across these programs. These surpluses are offset by deficits in Inpatient Medicine and the Emergency departments where surge conditions have necessitated additional staffing resources.

Employee Benefits are favourable to budget by \$1,972,000 (3.4%). \$1,777,000 of this surplus is due to the WSIB surplus distribution based on "a strong financial and investment strategy". The remaining surplus correlates to the wage surplus.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$3,622,000 (8.9%). Emergency and NICU Alternate funding medical fees are over budget to date by \$2,829,000 and are offset by funding. Medical fees for diagnostic services are over budget by \$708,000 and have earned \$878,000 in additional patient services revenue. Pathology fees in the laboratory are \$65,000 over budget year to date in order to address backlogs.

Medical & Surgical Supplies are favourable to budget by \$540,000 (1.5%). The most significant surpluses were incurred in the perioperative program which is 537 cases below plan and has a surplus of \$744,000 year to date. This is offset by a deficit of \$305,000 in diagnostic services, mainly in Interventional Radiology.

Drug expenses are favourable by \$1,540,000 (2.1%) year to date with surpluses in the chemotherapy and renal programs in ministry funded drugs (\$804,000 surplus), the critical care program (\$287,000 surplus) which has lower patient days than planned and the Emergency departments (\$129,000 surplus).

Supplies and Other Expenses are unfavourable to budget by \$1,716,000 (2.9%). Significant variances are as follows:

- ✚ \$378,000 contrast media and radioactive materials (used in diagnostic tests)
- ✚ \$297,000 physician recruitment costs
- ✚ \$269,000 building service equipment
- ✚ \$266,000 equipment maintenance
- ✚ \$250,000 referred out patient transportation
- ✚ \$211,000 legal and consulting fees

Long Term Interest expense is \$42,000 favourable (0.9%).

Equipment Lease/Rental is \$233,000 favourable (10.9%) to budget. These expenses vary based on bed rental utilization for bariatric patients or those with complex wounds.

Equipment amortization is \$262,000 (1.9%) under budget due to the timing of new asset additions.

Other Votes – Other Votes are \$4,000 over budget at November 30, 2025

2. Statement of Financial Position (Statement 3)

The Ministry/Ontario Health receivable has increased by \$9.2 million from March 31, 2025 and is due to timing differences for confirmed base and one-time funding.

Inventory has increased by \$738,000 when compared to March 31, 2025. This increase is attributable to drugs funded by OH-West (Cancer Care) and those utilized by the retail pharmacies.

Our Ministry/CCO payable has increased by \$3,849,000 from March 31, 2025 and is comprised mainly of amounts payable for unearned volume funding.

At November 30, 2025, the market value of the sinking fund has increased by \$12,697,000 (50.7%) since inception and increased by \$3,497,000 since March 31, 2025. The underlying cost base as a result of realized investment gains has increased by \$5,150,000 since the original \$25 million investment was made and increased by \$352,000 since March 31, 2025.

	Market Value	Cost
Fund Manager -		
Guardian Capital	\$18,442,000	\$14,361,000
Leith Wheeler	<u>19,277,000</u>	<u>15,789,000</u>
Total	<u>\$37,719,000</u>	<u>\$30,150,000</u>

3. *Patient Volumes*

Acute patient days are below target at the Met Campus by 2,656 days and 1,234 greater than planned at the Ouellette Campus (excluding psychiatry). Adolescent psychiatry patient days attributed to the Met campus (Maryvale) are 587 less than plan while adult psychiatric days are 4,898 below plan at the Ouellette campus. Surgical cases are 497 below plan at the Met Campus and 40 cases below plan at the Ouellette Campus.

Combined ED visits are 1,810 higher than prior year-to date and ED inpatient days are 1,469 lower when compared to last year at this time. Outpatient Clinic visits are 399 above plan and Community Service visits are 2,011 above plan to date.

4. *Patient Access*

Acute care length of stay at Met was 4.94 days as compared to a target of 4.54 days. Length of stay for Ouellette acute care was 8.19 days versus a plan of 7.33. Length of stay for adult psychiatric patients was 1.93 days below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay was 5.44 days compared to the target of 6.44.

5. *Organizational Health*

The percentage of sick time year to date for the Met Campus is 6.3%, which is over the target of 4.8% by 1.5%, while overtime is .30% above target at 4.3%.

Year to date sick time at the Ouellette Campus is 6.0% compared to the target of 4.8%, while overtime is over target of 4.0% at 6.4%.

Note that these sick and overtime metrics include unionized staff only.

With respect to FTEs, the Met Campus is favourable to budget by 3.1 FTEs. At the Ouellette Campus, the FTE variance is favourable by 10.1 FTEs. Overall, the hospital is favourable 13.2 FTEs year to date.

Statement #1
WINDSOR REGIONAL HOSPITAL
Consolidated Operating Results for the Eight Months Ending November 30, 2025

Current Month		Description	Year To Date				Year End			Prior Year Actual	
Actual	Fav/(Unfav)		Actual	Budget	Fav/(Unfav)	%	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
\$ 45,614	\$ 1,297	Revenue (\$000's)	\$ 360,266	\$ 360,065	\$ 201	0.06%	\$ 541,553	\$ 542,878	\$ (1,325)	\$ 347,937	\$ 470,261
3,256	164	1 Ministry Funding - Base	24,824	24,653	171	0.69%	34,045	33,893	152	26,161	65,381
3,679	(500)	2 Ministry Funding - One-time	32,654	33,433	(779)	-2.33%	49,370	50,150	(780)	33,207	38,624
41	(13)	3 Ministry Funding - Drug Reimb.	469	434	35	8.06%	733	649	84	439	536
7	(5)	4 Preferred Accommodation	73	100	(27)	-27.00%	150	150	-	125	237
3,400	104	5 Chronic co-payment	27,257	26,780	477	1.78%	41,796	40,782	1,014	26,030	35,618
593	(47)	6 Patient services	4,810	4,924	(114)	-2.32%	8,424	7,663	761	5,298	8,242
5,572	184	7 Capital grant amortization	46,970	45,851	1,119	2.44%	72,070	70,375	1,695	45,896	61,833
\$ 62,162	\$ 1,184	8 Other recoveries	\$ 497,323	\$ 496,240	\$ 1,083	0.22%	\$ 748,141	\$ 746,540	\$ 1,601	\$ 485,093	\$ 680,732
		9 Total Revenue									
\$ 28,011	\$ 42	Expense (\$000's)	\$ 220,474	\$ 221,327	\$ 853	0.39%	\$ 328,504	\$ 330,749	\$ 2,245	\$ 212,098	\$ 305,989
6,497	15	10 Salaries	56,725	58,708	1,983	3.38%	82,873	85,218	2,345	55,576	78,837
226	-	11 Employee benefits	1,809	1,809	-	0.00%	2,714	2,714	-	1,401	1,656
7,050	(2,022)	12 Employee ben. - future ben. costs	44,440	40,818	(3,622)	-8.87%	63,411	61,371	(2,040)	41,846	58,922
4,185	63	13 Medical staff remuneration	35,157	35,697	540	1.51%	51,773	53,027	1,254	34,086	47,133
8,601	582	14 Medical & Surgical supplies	72,581	74,121	1,540	2.08%	110,491	111,431	940	74,587	90,522
8,354	(338)	15 Drugs	66,164	64,393	(1,771)	-2.75%	99,522	97,310	(2,212)	65,844	91,191
223	44	16 Supplies & other expenses	1,905	2,138	233	10.90%	3,064	3,272	208	1,932	3,280
2,215	124	17 Equipment lease / rental	17,743	18,057	314	1.74%	28,839	28,073	(766)	16,636	22,915
\$ 65,362	\$ (1,490)	18 Capital amortization	\$ 516,998	\$ 517,068	\$ 70	0.01%	\$ 771,191	\$ 773,165	\$ 1,974	\$ 504,006	\$ 700,445
		19 Total Expense									
		20 Other recoveries (expense)				#DIV/0!					21,771
\$ (3,200)	\$ (306)	20 Net Surplus (Deficit) - \$000's	\$ (19,675)	\$ (20,828)	\$ 1,153		\$ (23,050)	\$ (26,625)	\$ 3,575	\$ (18,913)	\$ 2,058
\$ (2,498)	\$ (332)	1 Total Margin - \$000's	\$ (13,918)	\$ (14,942)	\$ 1,024		\$ (14,327)	\$ (17,835)	\$ 3,508	\$ (13,552)	\$ (30,467)
4,652	434	2 Total Weighted Cases (est)	36,098	34,308	1,790		53,635	51,322	2,313	34,706	53,936
18,455	(737)	3 Total Patient Days	153,437	156,093	(2,656)		222,976	233,500	(10,524)	148,330	223,375
1,873	(33)	4 OR - Inpatient & Day Surgery cases	14,960	15,497	(497)		22,321	23,182	(861)	15,194	22,387
17,726	2,080	5 Clinic and Community Service visits	129,661	127,251	2,410		190,917	190,355	562	124,521	187,395

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Eight Months Ending November 30, 2025
Consolidated - Met and Ouellette Campuses

Current Month		Description			Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget				Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
		Revenue (\$000's)										
1	Ministry Funding - Base	\$ 359,695	\$ 359,451	\$ 244	539,776	\$ 541,101	\$ (1,325)	\$ 347,419	\$ 518,783			
2	Ministry Funding - One-time	24,824	24,653	171	34,045	33,893	152	26,161	41,485			
3	Ministry Funding - Drug Reimb.	32,654	33,433	(779)	49,370	50,150	(780)	33,207	49,657			
4	Preferred Accommodation	469	434	35	733	649	84	439	708			
5	Chronic co-payment	73	100	(27)	150	150	-	125	139			
6	Patient services	27,257	26,780	477	41,796	40,782	1,014	26,030	39,537			
7	Equipment grant amortization	1,947	2,096	(149)	3,371	3,421	(50)	2,400	3,587			
8	Other recoveries	46,929	45,818	1,111	71,955	70,269	1,686	45,831	71,353			
9	Total Revenue	\$ 493,848	\$ 492,765	\$ 1,083	\$ 741,196	\$ 740,415	\$ 781	\$ 481,612	\$ 725,249			
		Expense (\$000's)										
10	Salaries	\$ 220,127	\$ 220,863	\$ 736	327,888	\$ 330,040	\$ 2,152	\$ 211,661	\$ 329,398			
11	Employee benefits	56,655	58,627	1,972	82,753	85,094	2,341	55,488	84,143			
12	Employee ben. - future ben. costs	1,809	1,809	-	2,714	2,714	-	1,401	1,666			
13	Medical staff remuneration	44,440	40,818	(3,622)	63,411	61,371	(2,040)	41,846	62,218			
14	Medical & Surgical supplies	35,157	35,697	540	51,773	53,027	1,254	34,086	52,645			
15	Drugs	72,581	74,121	1,540	110,491	111,431	940	74,587	111,583			
16	Supplies & other expenses	61,410	59,694	(1,716)	91,603	89,456	(2,147)	61,054	89,188			
17	Long term Interest	4,504	4,546	42	6,720	6,780	60	4,610	6,871			
18	Equipment lease / rental	1,905	2,138	233	3,064	3,272	208	1,932	3,580			
19	Equipment amortization	13,625	13,887	262	21,776	21,808	32	12,985	21,256			
20	Total Expense	\$ 512,213	\$ 512,200	\$ (13)	\$ 762,193	\$ 764,993	\$ 2,800	\$ 499,650	\$ 762,548			
21	Surplus / (Deficit) From Hospital Operations	\$ (18,365)	\$ (19,435)	\$ 1,070	\$ (20,997)	\$ (24,578)	\$ 3,581	\$ (18,038)	\$ (37,299)			
		Surplus / (Deficit) from Other Operations (\$000's)										
22	Other Votes (net)	(57)	(53)	(4)	(50)	(37)	(13)	(124)	(39)			
23	Other Recoveries / (Expenses)	-	-	-	-	-	-	-	-			
24	Subtotal	(18,422)	(19,488)	1,066	(21,047)	(24,615)	3,568	(18,162)	(37,338)			
25	Net Building Amortization	\$ (1,253)	\$ (1,340)	87	\$ (2,003)	\$ (2,010)	7	\$ (751)	\$ (1,133)			
26	Net Surplus (Deficit) - \$000's	\$ (19,675)	\$ (20,828)	\$ 1,153	\$ (23,050)	\$ (26,625)	\$ 3,575	\$ (18,913)	\$ (38,471)			

WINDSOR REGIONAL HOSPITAL
Operating Results for the Eight Months Ending November 30, 2025
Consolidated - Met and Ouellette Campuses

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
Financial Performance Measures										
1 Total Margin - \$000's		\$ (13,918)	\$ (14,942)	\$ 1,024		\$ (14,327)	\$ (17,835)	\$ 3,508	\$ (13,552)	\$ (30,467)
2 Total Margin - %		-2.80%	-3.03%	0.23%		-1.93%	-2.40%	0.0%	-2.81%	-4.19%
3 Unrestricted cash - \$000's		\$ 32,968	n/a	n/a		\$ 12,000	n/a	n/a	34,947	\$ 78,935
4 Current ratio		0.85	1.00	(0.15)		0.92	1.00	n/a	1.21	1.01
Capital equipment expenditures -										
5a Fiscal 2025 - 26 \$000's		\$ 9,396	12,384	\$ 2,988		\$ 18,525	\$ 18,525	\$ -	\$ 9,528	\$ 15,888
Capital equipment expenditures - PY										
5b C/F \$000's		\$ 2,508	1,792	\$ (716)		\$ 2,681	\$ 2,681	\$ -	\$ 5,717	\$ 6,509
5c Externally Funded Projects		\$ 17,481	3,030	\$ (14,451)		\$ 4,533	\$ 4,533	\$ -	\$ 6,720	\$ 12,400
5d Windsor-Essex Acute Care Hospital		\$ 11,597	\$ 15,016	\$ 3,419		\$ 22,463	\$ 22,463	\$ -	\$ 4,990	\$ 9,297
Patient Volume Measures										
1 Total Weighted Cases (est) - HIG		18,275	17,237	1,038		27,099	25,785	1,314	17,696	27,291
2 Acute separations (excl psych)		13,819	15,610	(1,791)		20,686	23,350	(2,665)	13,187	19,962
3 Acute pat. days (excl. psych)		68,212	70,868	(2,656)		101,792	106,011	(4,219)	67,305	102,173
4 Psychiatric - Adolescent pat. days		805	1,392	(587)		1,230	2,083	(853)	742	1,078
5 Emergency visits and ER holds		36,827	36,232	595		54,808	54,200	608	36,219	54,737
6 OR - Inpatient cases		2,313	2,437	(124)		3,457	3,646	(189)	2,177	3,316
7 OR - Day Surgery cases		4,912	5,285	(373)		7,320	7,906	(586)	5,496	7,982
8 Clinic visits		95,555	95,795	(240)		143,339	143,300	39	94,586	142,333
9 Community Services visits		5,473	4,365	1,108		8,126	6,530	1,596	4,505	6,994
10 Variable Revenue Volumes:										
(a) Hip procedures		148	130	18		207	194	13	128	197
(b) Knee procedures		132	172	(40)		190	258	(68)	161	222
11 MRI Hours of Operation		4,223	3,879	344		6,152	5,803	349	4,218	6,145
12 CT Hours of Operation		5,132	5,804	(672)		7,748	8,682	(934)	5,448	8,034
Patient Access Measures & System Integration										
1 Acute Average LOS		4.94	4.54	(0.40)		4.92	4.54	(0.38)	5.10	5.12
2 Psych Average - Adolescent LOS		5.44	6.44	1.00		5.68	6.44	0.76	4.85	4.83
Organizational Health										
1 % Sick Time to Total Comp		6.3%	4.80%	-1.50%		6.20%	4.80%	-1.40%	5.30%	5.50%
2 % Overtime to Total Comp		4.3%	4.00%	-0.30%		4.30%	4.00%	0.30%	4.00%	3.80%
3 FTE staffing (Hospital Ops Only)		1,937.5	1,940.6	3.1		1,931.2	1,917.4	(13.78)	1,939.4	1,960.3

WINDSOR REGIONAL HOSPITAL
Operating Results for the Eight Months Ending November 30, 2025
Consolidated - Met and Ouellette Campuses

Current Month		Patient Volume Measures			OUELLETTE CAMPUS ONLY			Year End			Prior Year Actual	
		Description		Year To Date			Year End			Prior Year Actual		
Actual	Fav/(Unfav) to Budget	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	Year to Date	Year End	
2,265	166	17,823	17,071	752	26,537	25,537	1,000	17,010	26,646			
974	(137)	8,237	9,033	(796)	12,388	13,512	(1,124)	7,791	11,909			
8,375	234	67,444	66,210	1,234	100,749	99,043	1,706	65,881	99,447			
1,465	(702)	12,725	17,623	(4,898)	19,205	26,363	(7,158)	14,402	20,677			
4,014	(112)	33,366	33,558	(192)	50,063	50,200	(137)	33,518	50,354			
297	(33)	2,599	2,681	(82)	3,926	4,010	(84)	2,531	3,719			
670	44	5,136	5,094	42	7,617	7,620	(3)	4,990	7,370			
2,637	169	20,711	20,072	639	30,827	30,025	802	18,822	27,921			
2,865	2,002	7,922	7,019	903	8,625	10,500	(1,875)	6,608	10,147			
26	(7)											
50	(8)											
20	(9)											
181	7											
98	(6)											
668	(144)											
869	338											
		Patient Access Measures & System Integration			OUELLETTE CAMPUS ONLY							
8.60	(1.27)	1 Acute Average LOS	8.19	7.33	(0.86)	8.13	7.33	(0.80)	8.46	8.35		
10.62	1.81	3 Psych Average - Adult LOS	10.50	12.43	1.93	10.76	12.43	1.67	10.61	10.74		
		Organizational Health			OUELLETTE CAMPUS ONLY							
6.5%	-1.70%	1 % Sick Time to Total Comp	6.0%	4.8%	-1.20%	5.90%	4.80%	-1.10%	6.00%	6.00%		
5.6%	-1.60%	2 % Overtime to Total Comp	6.4%	4.0%	-2.40%	6.50%	4.00%	-2.50%	5.80%	5.60%		
1,585.4	NA	3 FTE staffing (Hospital Ops Only)	1,561.7	1,571.8	10.1	1,558.6	1,642.4	83.84	1,568.5	1,560.5		

Statement # 3
WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION
As At November 30, 2025
(Amounts in 000's)

	November 30, 2025	March 31, 2025		November 30, 2025	March 31, 2025
ASSETS			LIABILITIES AND EQUITIES		
Current assets:			Current liabilities:		
Cash & short-term investments	33,059	79,290	Bank overdraft	-	-
Cash, restricted	5,422	5,439	Bank indebtedness	-	-
Cash, restricted Ministry Capital Projects	24,043	12,927	Accounts payable - trade	23,980	36,129
Accounts Rec. - Ministry / CCO	21,903	12,744	Accounts payable - Ministry	12,393	8,544
- OHIP	9,532	9,990	Accrued liabilities	97,609	95,779
- Other	9,367	13,746	Current portion of long term debt	2,776	2,705
Inventories	8,123	7,385	Current portion of MES lease obligation	6,132	5,779
Prepaid & deferred charges	5,607	7,358	Current portion accrued benefit obligations	1,428	1,428
Due from related parties	4,928	3,463			
 Total current assets	 121,984	 152,342	 Total current liabilities	 144,318	 150,364
Long term assets:			Long term liabilities:		
Long Term Investments	37,719	34,222	Long Term Debt	24,874	26,764
			Debentures	200,000	200,000
			Accrued benefit obligations	26,797	24,987
			Long Term Lease Obligation	6,854	5,359
Property, Plant, Equipment, Net	220,525	226,513	ARO Liabilities	2,012	2,012
Construction in progress	92,161	62,934	Marked to market	253	295
	<u>312,686</u>	<u>289,447</u>	Sick benefits payable	6,373	6,065
Total long term assets	<u>350,405</u>	<u>323,669</u>	Deferred revenue - capital grants	<u>162,465</u>	<u>145,233</u>
				<u>429,628</u>	<u>410,715</u>
 Total assets	 <u>472,389</u>	 <u>476,011</u>	 Remeasurement gains/(losses):		
			Debenture Sinking Funds	7,569	4,424
			SWAP	(253)	(295)
			Net assets:	<u>(108,872)</u>	<u>(89,197)</u>
			 Total liabilities and net assets	 <u>472,389</u>	 <u>476,011</u>

Statement # 4

Windsor Regional Hospital

Statement of Cash Flows

For the Eight Months Ending November 30, 2025

With Comparative Amounts For the Year Ending March 31, 2025

(Amounts in 000's)

	November 30, 2025	March 31, 2025
<hr/>		
OPERATING ACTIVITIES		
Net Surplus/(deficit) for the period	(19,675)	\$ (38,471)
Add (deduct) non-cash items:		
Amortization of capital assets	17,743	26,733
Amortization of deferred capital contributions	(4,810)	(7,927)
	(6,742)	(19,665)
Cash flow from / (used in) operating balances	(11,245)	25,989
Cash provided by operating activities	(17,987)	6,324
<hr/>		
INVESTING ACTIVITIES		
Purchase of capital assets	(33,178)	(34,296)
<hr/>		
FINANCING ACTIVITIES		
Long term investments	(352)	(2,197)
Cash restricted for special purposes	(11,099)	(5,263)
Loans payable	28	(5,077)
Capital Lease	(7,804)	(9,799)
Capital grants and donations received	22,042	22,023
Notes payable and other long term liabilities	2,118	89
Cash provided by (used in) financing activities	4,933	(224)
Net increase (decrease) in cash during the period	(46,231)	(28,196)
Cash, beginning of period	79,290	107,486
Cash, end of period	33,059	\$ 79,290

TAB D

WRH Board of Directors – Media Report – December 2025

Facebook Overview

Performance summary over the last month:
November 27 to December 30, 2025

Views:

196.6k

+2.6% over previous month

Reach:

53.2k

+11.1% over previous month

Engagement:

2.7k

+6.1% over previous month



Top-Performing Posts



Post re: Christmas donations from staff for Hiatus House - Dec.17

30k **16k** **221**
Views Reach Engagement



Post re: New president and CEO appointment - Dec.29

24k **13k** **146**
Views Reach Engagement

Instagram Overview

Performance summary over the last month:
November 27 to December 30, 2025

Views:

79.1k

-26.8% over previous month

Reach:

10k

+8% over previous month

Engagement:

1.4k

+33.6% over previous month



Top-Performing Posts



Post re: Christmas donations from staff for Hiatus House - Dec.17

9k

Views

4k

Reach

173

Engagement



Post re: an update to masking protocols - Dec.11

7k

Views

4k

Reach

79

Engagement

WRH News Clippings – November 27 to December 30, 2025

CTV WINDSOR

HDGH says gambling cases have doubled locally, calls for limits on sports-betting advertising

CTV Windsor, November 30, 2025

<https://www.ctvnews.ca/windsor/article/hdgh-says-gambling-cases-have-doubled-locally-calls-for-limits-on-sports-betting-advertising/>

\$25,000 invested into local mental health police teams

CTV Windsor, December 7, 2025

<https://www.ctvnews.ca/windsor/article/25000-invested-into-local-mental-health-police-teams/4>

Windsor Regional Hospital warns of winter-related injuries

CTV Windsor, December 7, 2025

<https://www.ctvnews.ca/windsor/article/windsor-regional-hospital-warns-of-winter-related-injuries/>

Erie Shores HealthCare bracing for surge in flu cases

CTV Windsor, December 11, 2025

<https://www.ctvnews.ca/windsor/article/erie-shores-healthcare-bracing-for-surge-in-flu-cases/>

High school reunion raises \$3K for Windsor Cancer Centre Foundation

CTV Windsor, December 21, 2025

<https://www.ctvnews.ca/london/article/high-school-reunion-raises-3k-for-windsor-cancer-centre-foundation/>

Over 1,000 pajamas collected by Windsor, Ont. children for kids in hospital on Christmas Eve

CTV Windsor, December 26, 2025

<https://www.ctvnews.ca/windsor/article/over-1000-pajamas-collected-by-windsor-ont-children-for-kids-in-hospital-on-christmas-eve/>

Windsor Regional Hospital names next CEO, with familiar face set to take over in 2026

CTV Windsor, December 29, 2025

<https://www.ctvnews.ca/windsor/article/windsor-regional-hospital-names-next-ceo-with-familiar-face-set-to-take-over-in-2026/>

AM800

HDGH's Mental Health and Addictions Urgent Crisis Centre showing success following expansion

AM800 News, November 27, 2025

<https://www.am800cklw.com/news/hdghs-mental-health-and-addictions-urgent-crisis-centre-showing-success-following-expansion.html>

Two local girls looking to donate Christmas pajamas to kids in the hospital

AM800 News, November 30, 2025

<https://www.am800cklw.com/news/two-local-girls-looking-to-donate-christmas-pajamas-to-kids-in-the-hospital.html>

HART Hub officially opens their doors in Windsor

AM800 News, November 30, 2025

<https://www.am800cklw.com/news/hart-hub-officially-opens-their-doors-in-windsor.html>

HDGH CEO urges action on gambling ads

AM800 News, December 1, 2025

<https://www.am800cklw.com/news/hdgh-ceo-urges-action-on-gambling-ads.html>

New HIV prevention guidelines say doctors should not be 'gatekeeping' PrEP

AM800 News, December 1, 2025

<https://www.am800cklw.com/news/new-hiv-prevention-guidelines-say-doctors-should-not-be-gatekeeping-prep.html>

Opioid alert issued following 15 overdoses in less than a week

AM800 News, December 3, 2025

<https://www.am800cklw.com/news/opioid-alert-issued-following-15-overdoses-in-less-than-a-week.html>

WPS and HDGH launch new Youth Crisis Response Team

AM800 News, December 7, 2025

<https://www.am800cklw.com/news/wps-and-hdgh-launch-new-youth-crisis-response-team.html>

Windsor Regional Hospital warns of winter-related injuries

AM800 News, December 7, 2025

<https://www.am800cklw.com/news/windsor-regional-hospital-warns-of-winter-related-injuries.html>

Windsor Regional Hospital seeing spike in flu cases

AM800 News, December 8, 2025

<https://www.am800cklw.com/news/windsor-regional-hospital-seeing-spike-in-flu-cases.html>

Ontario to fund hip and knee replacements at private clinics, including one in Windsor

AM800 News, December 8, 2025

<https://www.am800cklw.com/news/ontario-to-fund-hip-and-knee-replacements-at-private-clinics-including-one-in-windsor.html>

Erie Shores HealthCare bracing for surge in flu cases

AM800 News, December 11, 2025

<https://www.am800cklw.com/news/erie-shores-healthcare-bracing-for-surge-in-flu-cases.html>

Cans for a Cause happening Friday at Devonshire Mall

AM800 News, December 11, 2025

<https://www.am800cklw.com/news/cans-for-a-cause-happening-friday-at-devonshire-mall.html>

Essex-Windsor EMS getting eight new full-time paramedics

AM800 News, December 11, 2025

<https://www.am800cklw.com/news/essex-windsor-ems-getting-eight-new-full-time-paramedics.html>

SEIU Healthcare donating turkeys to healthcare workers this holiday season

AM800 News, December 13, 2025

<https://www.am800cklw.com/news/seiu-healthcare-donating-turkeys-to-healthcare-workers-this-holiday-season.html>

Spike in Influenza Cases Hitting Windsor-Essex

AM800, December 18, 2025

<https://www.iheart.com/podcast/962-mornings-with-mike-and-meg-76578045/episode/spike-in-influenza-cases-hitting-windsor-essex-313529242/>

WRH dealing with a surge in influenza A cases

AM800, December 18, 2025

<https://www.am800cklw.com/news/wrh-dealing-with-a-surge-in-influenza-a-cases.html>

Canadian Blood Services calls for Windsor donors during holiday season

AM800 News, December 21, 2025

<https://www.am800cklw.com/news/canadian-blood-services-calls-for-windsor-donors-during-holiday-season.html>

Most Ontarians wait more than three months for specialist or diagnostic test: poll

AM800 News, December 23, 2025

<https://www.am800cklw.com/news/most-ontarians-wait-more-than-three-months-for-specialist-or-diagnostic-test-poll.html>

HDGH highlights round-the-clock mental health services over the holidays

AM800 News, December 24, 2025

<https://www.am800cklw.com/news/hdgh-highlights-round-the-clock-mental-health-services-over-the-holidays.html>

Local girls donate over 1,000 Christmas pajamas to kids in the hospital

AM800 News, December 27, 2025

<https://www.am800cklw.com/news/local-girls-donate-over-1-000-christmas-pajamas-to-kids-in-the-hospital.html>

Windsor Regional Hospital appoints Kristin Kennedy as next president and CEO

AM800 News, December 29, 2025

<https://www.am800cklw.com/news/windsor-regional-hospital-appoints-kristin-kennedy-as-next-president-and-ceo.html>

BLACKBURN RADIO

HART Hub opens in Windsor

Blackburn Windsor, November 28, 2025

<https://windsornewstoday.ca/windsor/news/2025/11/28/hart-hub-opens-in-windsor>

ESHC Foundation launches monthly giving campaign with major donation

Blackburn Windsor, December 2, 2025

<https://windsornewstoday.ca/windsor/news/2025/12/02/eshc-foundation-launches-monthly-giving-campaign-with-major-donation>

15 overdoses leads to opioid alert in Windsor-Essex

Blackburn Windsor, December 3, 2025

<https://windsornewstoday.ca/windsor/news/2025/12/03/15-overdoses-leads-to-opioid-alert-in-windsor-essex>

Windsor police announce \$25K fund for officers' mental health

Blackburn Windsor, December 6, 2025

<https://windsornewstoday.ca/windsor/news/2025/12/05/windsor-police-announce-25k-fund-for-officers-mental-health>

WPS, HDGH announce provincial funding for Youth Crisis Team

Blackburn Windsor, December 8, 2025

<https://windsornewstoday.ca/windsor/news/2025/12/08/wps-hdgh-announce-provincial-funding-for-youth-crisis-team>

Windsor centre among four receiving licencing for orthopedic surgery

Blackburn Windsor, December 9, 2025

<https://windsornewstoday.ca/windsor/news/2025/12/09/windsor-centre-among-four-in-province-to-receive-licencing-for-orthopedic-surgery>

Masking policy at Windsor Regional Hospital to change on Monday

Blackburn Windsor, December 11, 2025

<https://windsornewstoday.ca/windsor/news/2025/12/11/masking-policy-at-windsor-regional-hospital-to-change-on-monday>

Ontario hospitals urging people to get flu shots

Blackburn Windsor, December 17, 2025

<https://windsornewstoday.ca/windsor/news/2025/12/16/ontario-hospitals-urging-people-to-get-flu-shots>

Ontario hospitals urging people to get flu shots

Blackburn News, December 17, 2025

<https://windsornewstoday.ca/windsor/news/2025/12/16/ontario-hospitals-urging-people-to-get-flu-shots>

ESHC honours auxiliary and promotes new documentary (Video)

Blackburn Windsor, December 26, 2025

<https://windsornewstoday.ca/windsor/news/2025/12/24/eshc-honours-auxiliary-and-promotes-new-documentary-video>

WRH names Kristin Kennedy new CEO

Blackburn Windsor, December 29, 2025

<https://windsornewstoday.ca/windsor/news/2025/12/29/wrh-names-new-ceo>

CBC WINDSOR

Ontario officially announces opening of Windsor HART Hub to address addiction, homelessness

CBC Windsor, November 28, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-hart-hub-opening-announcement-9.6996723>

Windsor hospital CEO joins chorus calling for action on online sports gambling ads

CBC Windsor, December 1, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-bill-marra-hotel-dieu-grace-online-gambling-ads-ban-9.6998756>

15 overdoses reported by Windsor-Essex hospitals in late November, health unit says

CBC Windsor, December 2, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-opioid-overdose-alerts-november-9.7000755>

Windsor police launch new crisis response team for youth facing mental-health emergencies

CBC Windsor, December 5, 2025

<https://www.cbc.ca/news/canada/windsor/youth-mental-health-team-9.7004934>

Ontario set to fund hip and knee replacements at private clinics

CBC Windsor, December 9, 2025

<https://www.cbc.ca/news/canada/toronto/knee-hip-replacements-private-clinics-ontario-9.7007466>

Windsor-Essex hospitals recommend visitors mask up

CBC Windsor, December 10, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-hospitals-respiratory-virus-season-9.7010901>

Windsor Regional Hospital's new president says she's 'humbled and excited' by the opportunity

CBC Windsor, December 29, 2025

<https://www.cbc.ca/news/canada/windsor/kristin-kennedy-windsor-regional-hospital-9.7029476>

WINDSOR STAR

Windsor's Plasma Donor Centre now accepting whole blood donations

Windsor Star, December 2, 2025

<https://windsorstar.com/news/local-news/windsors-plasma-donor-centre-now-accepting-whole-blood-donations>

Windsor-Essex health unit issues warning over 'high number' of opioid overdoses

Windsor Star, December 2, 2025

<https://windsorstar.com/news/local-news/windsor-essex-health-unit-issues-warning-over-high-number-of-opioid-overdoses>

Donating plasma 'act of patriotism' says Windsor clinic, citing big need

Windsor Star, December 4, 2025

<https://windsorstar.com/news/local-news/donating-plasma-an-act-of-patriotism-says-windsor-clinic-citing-big-need>

'Meaningful change' — Erie Shores Health Foundation launches new monthly donor program

Windsor Star, December 4, 2025

<https://windsorstar.com/news/local-news/meaningful-change-erie-shores-health-foundation-launches-new-monthly-donor-program>

'I lost total control of my life' — Problem gamblers flock to Windsor for help

Windsor Star, December 5, 2025

<https://windsorstar.com/news/local-news/i-lost-total-control-of-my-life-problem-gamblers-flock-to-windsor-for-help>

'So needed' — Windsor police launch mental health 'youth crisis response team'

Windsor Star, December 8, 2025

<https://windsorstar.com/news/local-news/so-needed-windsor-police-launches-rapid-response-team-aimed-at-de-escalating-childrens-mental-health-crisis>

Windsor-Essex hospitals tighten masking rules as cold, flu season ramps up

Windsor Star, December 10, 2025

<https://windsorstar.com/news/local-news/windsor-essex-hospitals-tighten-masking-rules-as-cold-flu-season-ramps-up>

'Huge win' — Windsor private clinic welcomes provincial hip, knee replacement surgery funding

Windsor Star, December 12, 2025

<https://windsorstar.com/news/local-news/huge-win-windsor-private-clinic-welcomes-provincial-hip-knee-replacement-surgery-funding>

Leamington hospital CEO named new Windsor Regional Hospital boss

Windsor Star, December 29, 2025

<https://windsorstar.com/news/local-news/leamington-hospital-ceo-becomes-new-windsor-regional-hospital-boss>