



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 9, 2025
Auditorium, MET Campus**

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (France)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (France)		1702	
3. <u>PREVIOUS MINUTES:</u> December 5, 2024 (France)	Tab A	1703	MOTION (approve)
4. <u>REPORT OF THE ACTING PRESIDENT & CEO</u> (Riddell)	Tab B	1705	FYI
5. <u>SCHULICH REPORT</u> – (Jacobs)		1715	FYI
6. <u>FINANCIAL PRESENTATION</u> – (Paniccia)	Tab C	1720	MOTION (accept)
7. <u>CONSENT AGENDA:</u> <u>Finance/Audit & Resources: December 18, 2024 and</u> <u>Operating Results</u>	Tab D	1730	MOTION (accept report)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (France)	Tab E	1735	FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR</u> <u>NOTICES OF MOTIONS</u> (France)		1735	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, February 6, 2025 – ZOOM		1740	FYI
11. <u>ADJOURNMENT</u> (France)		1740	MOTION

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



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, December 5, 2024**, 1700 hours, via ZOOM and live streamed on YouTube.

PRESENT:

Patricia France, Chair	Chris Lanoue	Karen Riddell (ex-officio, non-voting)
Anthony Paniccia	Nila Das	Dr. Wassim Saad (ex-officio, non-voting)
Jamie Skutovich	Cynthia Bissonnette	
Laura Copat	Paul Lachance	
Nadine Manroe-Wakerell	Linda Staudt	
Genevieve Isshak	Ian McLeod	
Mary Dawson		

STAFF:

Executive Committee

REGRETS:

Dr. Laurie Freeman
David Malian
David Musyj (ex-officio, non-voting)
Dr. Mayer Zayouna (ex-officio, non-voting)
Dr. Irram Sumar (ex-officio, non-voting)
Dr. Larry Jacobs (ex-officio, non-voting)

1. CALL TO ORDER:

The meeting was called to order at 1700 hours with Ms. France 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 7, 2024 Board meeting had been previously circulated.

MOVED by Mr. A. Paniccia, **SECONDED** by Ms. G. Isshak and **CARRIED THAT** the minutes of the November 7, 2024 Board of Directors meeting be approved.

4. REPORT FROM THE ACTING PRESIDENT & CEO / CNE

Ms. Riddell referred to her written report and provided the following highlights.

The surgical safari tours resumed this month. This includes a fun, interactive preoperative tour for children aged 3 – 12 having surgery at the hospital. A child life specialist provides

age appropriate explanations of what the child will see and do on the day of surgery. This helps children feel more relaxed and comfortable when they come back from their procedure.

Installation of the new LINAC bunker started the last week of October and the machine itself should be up and running on December 9th. We continue to work on replacement plans for the existing LINACs.

The new MRI is also up and running at the Ouellette Campus and we are in the planning phases to upgrade the other MRI at Ouellette. In addition, the Cath Lab expansion project is well under way and we are looking forward to having two tables available to serve our community.

Ms. Riddell also provided an update with respect to what we are seeing as far as respiratory viruses. The percent positivity for COVID is 11.4%, 0.8% for Influenza, 4.1% for RSV and 10% for Enterovirus/Rhinovirus. As far as the current trend, COVID is lower than last week, Influenza is lower and RSV is higher than last week. When we look at last year's trend, % positivity, # hospitalized and # of outbreaks are all lower. At WRH over the last two months we are averaging between 10 and 18 cases of hospitalized COVID cases, which is lower than last year at this time. In addition, the numbers of Influenza and RSV also remain low in hospital.

5. REPORT FROM SCHULICH:

Dr. Jacobs was unable to attend the meeting.

6. FINANCIAL PRESENTATION (October 31, 2024 Results):

Mr. Paniccia reported.

Slide 2 – Funding Update

WRH has received the confirmation of additional base funding of \$12,025,000 for Bill 124 incremental costs for the last half of the fiscal year.

Total Bill 124 incremental funding is now \$25,247,100

Slide 3 – Financial Results – YTD October 2024

- The net deficit after building amortization is \$21,829,000 which is \$6,187,000 worse than budget
- Hospital Margin is negative \$17,121,000 which is \$6,564,000 worse than plan

Slide 4 – Significant Variances

Chart indicates expense variances and the offsetting revenue

- Benefits \$2,426,000 deficit partially offset by CCPN funding of \$1,419,000. CCPN is funding for nursing signing bonuses “Community Commitment Program for Nurses”
 - Increased Signing Bonuses versus prior year \$283,000
 - CPP \$222,000
 - Fringe in Lieu \$203,000

- HOOPP \$174,000
- Maternity Top Ups up \$153,000 over prior year to date
- Medical Staff Fees \$2,008,000 deficit
 - \$1,204,000 in additional med fees to earn \$1,218,000 in patient services revenue
 - Additional deficits of \$309,000 in ICU (unfunded) and \$293,000 (funded) in Emergency Alternate Funding Agreement
- Medical/Surgical Supplies \$1,462,000 deficit
 - Minimal offset by additional QBP revenue earned \$78,000 for Hip & Knee joint replacements
 - Deficits in the Perioperative Program \$604,000, Critical Care \$300,000 and Diagnostic Imaging \$250,000
- Drugs \$11,578,000 deficit
 - Offset by \$4,448,000 revenue in retail pharmacies
 - \$6,594,000 in Ministry drug funding for Chemotherapy and Renal programs
- Other Supplies \$3,410,000 deficit – no offsetting revenue
 - Pressure points are building and equipment maintenance, minor equipment purchases, referred out pathology and legal fees.

Slide 5 – Sick and Overtime Benchmarks

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

- Sick Percentage at Met Campus is 5.5%, and Ouellette is 6.0% versus the target of 4.7%
- Overtime Percentage at Met Campus is 4.10% and Ouellette is 5.9% versus the target of 2.35%

MOVED by Mr. A. Paniccia, **SECONDED** by Mr. P. Lachance and **CARRIED THAT** the December 5, 2024 Financial Presentation (as of October 31, 2024), be accepted.

7. CONSENT AGENDA:

MOVED by Mr. A. Paniccia, **SECONDED** by Mr. P. Lachance and **CARRIED THAT** the report from the November 25, 2024 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:

11. DATE OF NEXT REGULAR MEETING:

Thursday, January 9, 2025, Auditorium, MET Campus

12. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Ms. N. Das, **SECONDED** by Ms. M. Dawson and **CARRIED**

THAT the December 5, 2024 Board of Directors meeting be adjourned at 1720 hours.

Patricia France, Chair
Board of Directors

Dawn Sutherland
Recording Secretary

Report of the Acting President & CEO & Chief Nursing Executive to the Board of Directors

Date: January 2025



Strategic Direction #1- Strengthen the processes that drive a proactive & inclusive culture of patient safety and quality care.

This month as we roll out our new Strategic Plan for 2025-2029 we will be expanding the work done to date in quality improvement to continue to leverage the strengths of our Patient Family Advisory Committees and our Clinical Teams to continue to work toward our vision of *Outstanding Care No Exceptions!*

From 2024 we have achieved a number of advancements and recognitions in the clinical care provided including:

- This year, Windsor Regional Hospital is again recognized as a healthy workplace with a Platinum Level Gord Smith Healthy Workplace Award.
- Windsor Regional Hospital was the recipient of the Believe Windsor-Essex Business Excellence Award by the Windsor-Essex Chamber of Commerce.
- Accreditation with Exemplary Status - this is our second back-to-back Exemplary standing designation.
- Commendation from CorHealth for having one of the highest access rates for EVT (treatment for stroke) in the province.
- Stroke distinction commendation for provincial roll out of our EMS pre-notification process for stroke.
- Stroke Distinction program initiated in November showed that WRH is exceeding Canadian Stroke Best Practice target times for Endovascular Thrombectomy (EVT) in the first two months.
- Recognition from Ontario Health Trillium Gift of Life Network for outstanding efforts to integrate organ and tissue donation into quality end of life care, including awards for two of our ICU staff Andrea Brearley and Terra Popovski. They received the Provincial Donation Champion Award for excellence in fulfilling Ontario Health's Mandate to save and enhance more lives through the gift of organ and tissue donation.
- Two of our nurses, Naomi Robertson and Chelsea Hebert, were honored at the annual Survivor Day Celebration for going above and beyond the call of duty in saving lives in our community.

- Received designation as a Level 2 Vascular Centre from Ontario Health.
- Recognized by Ontario Renal Network for excellence in care for dialysis patients in both home dialysis prevalence and vascular access wait times

And we have implemented the following:

- Contrast Enhanced Mammography which increases access to vascular imaging and allows enhanced visualization of tumour neovascularity. This has been shown to improve accuracy compared with digital mammography and ultrasound with abnormal mammography findings or symptoms of breast cancer.
- Total Parenteral Nutrition Compounder for our vulnerable patient population in the NICU, pediatric and adult settings. This compounder allows for the accurate compounding of specialized formulations to ensure that each patient receives a precise balance of nutrients, reducing risk of human error, ensuring sterility, and preventing potential complications.
- Roll out of new RSV vaccine program, a significant step in protecting vulnerable populations particularly pregnant women and newborns.
- Expansion of ambulatory care procedure rooms to offload volumes from the Emergency Departments, and ensuring timely access to specialty care including skin cancer surgeries, surgical follow ups, wound care, graft site/donor care, breast reconstruction and many more.
- Paxman Scalp Cooling System (cold cap) to reduce hair loss in patients undergoing chemotherapy.
- Expansion to seven days per week (3pm to 11pm) for our Paediatric Emergency Diversion Service, which aims to reduce the time paediatric patients spend in the ED and improve access to paediatric care.

And we look forward to continued improvements in clinical care in the following areas:

- Senior Friendly Care Initiative promoting nutrition, mobilization, reduction of delirium, infections and promotion of independence.
- Continuing to improve access to advanced Stroke Care, including EVT, ongoing collaboration with EMS pre notification, direct contact with neurologists and bypass protocols to our District Stroke Centre and expansion of service area.
- Maximizing the utilization of Operating Room resources to improve patient wait times, and completion of cases within priority timelines.
- Reduce lengths of stay and improve discharge planning to increase bed capacity and reduce readmission rates.
- Rolling out ON-SQIN this year, which is a provincial program aiming to enhance surgical safety and patient outcomes.
- Participating in the new Accreditation Canada process and will be kicking off the new program in the next two months. The new process follows a continuous cycle of compliance and improvements for attainment/maintenance of established standards and we look forward to the positive impacts on patient care.

Strategic Direction #2- Foster an inclusive culture of accountability and transparency.

We continue to expand our Just Culture and Ethical Frameworks with plans to roll out education and training throughout the organization in the coming months.

Over the course of the past year, we have continued to expand the use of Power BI to ensure our teams have access to real time data so that they can identify and monitor trends, impacts of actions taken and opportunities for additional improvements. As an example, our Emergency Departments, in collaboration with Ontario Health, have been tracking and monitoring physician initial assessment times, ambulance offload times and other important emergency department metrics in response to a fulsome action plan to address challenges being experienced in Windsor and Essex County with increased emergency department volumes and acuity presenting.

Strategic Direction #3- Maintain a responsive and sustainable corporate financial strategy.

- This past year saw historic generosity from our community in support of the current and future healthcare system in Windsor/Essex.
- In September, The Solcz Family Foundation made its historic gift of \$15 million dollars to the New Windsor Essex Acute Care Hospital - the largest single gift ever made in the Windsor Essex Region. Our condolences to the Solcz Family on their recent loss of Michael Solcz Sr.
- And Dr. Fouad Tayfour and Dr. Barry Emara donated \$230,000- \$130,000 of which is toward the Tayfour-Emara Excellence in Research and Education Fund and 100,000 toward ophthalmology equipment.
- We Care for Kids Foundation donated \$305,699.15 to help cover costs of equipment in the Paediatric, Family Birthing and NICU programs.
- Hats on for Healthcare exceeded its goal and donated \$76,485 toward inpatient Oncology diagnosis and treatment at WRH.
- Our LINAC expansion project and the 2nd Cardiac Catheterization Table project were both approved by the ministry and construction began – the new LINAC should be operational by April of 2025.
- We continue to work with OH and the Ministry to ensure a sustainable funding model moving into 2025/26 and in the meantime continue to look for opportunities to grow revenue generation, increase efficiencies and implement cost avoidance strategies.

Strategic Direction # 4- Enhance an equitable workplace culture that establishes WRH as an employer of choice.

This year we will be focusing on a number of initiatives including:

- Increased translation of forms, patient educational materials and brochures.
- Continued collaboration with our Patient Family Advisory Committees to support the new hospital design standards in relation to accessibility and ensuring user groups are representative of the community.
- Continue to expand indigenous, Black, LGBTQ2+, Francophone, new immigrant and gender based discrimination training, talent acquisition, and support, including recruitment of Internationally Educated Nurses and other disciplines.
- Rolling out our new Corporate Learning Management system this year which will allow us to assign, deliver and track completion of continued education and training throughout the organization.
- Continued education for current and future leadership using the LEADS Framework.

- We are continuing to expand on the successes of our Safe Workplace Committee to improve overall safety for our staff and patients, working closely with both frontline and union leadership to ensure strategies in place to prevent incidents of violence and reduce workplace injuries. This involves expanded training for staff, continued access to technology such as Evolve weapon detectors, security and partnership with the Windsor Police Services.
- Continue to expand employee recognition programs. Of note we are on track this past calendar year to have recognized close to 600 staff with our Above and Beyond Program
- Continue to expand employee wellness programs.

Strategic Direction #5-Enhance collaboration and strengthen partnerships to build a better healthcare network.

We have had a number of successes in this past year including:

- Implementation of the Intimate Partner Violence response teams in partnership with Windsor Police Services, Hiatus House and FSWE.
- Expansion of the Nurse Police Team in partnership with WPS to 7 days per week.
- Continued partnership with Erie Shores Healthcare, Hotel Dieu Grace Healthcare and EMS on capacity and load balancing across Windsor Essex.
- Partnerships with EMS to ensure ambulances are offloaded in a timely manner to keep more trucks on the road and responding to the community.
- Partnering with Hotel Dieu Grace Healthcare to bring the Mental Health and Addictions Urgent Care Centre (8 am to 8 pm 7 days per week) on site at the Ouellette Campus allowing for seamless transitions from the community and as well from and to the Emergency Department.
- Continued advancement and participation with the Windsor Essex Ontario Health Team.
- Continued collaboration with the Windsor Family Health Team on primary care initiatives such as the dental health program for mental health and connections for unattached patients on discharge.

We also look forward to continuing advancements in research following another successful year with increasing research projects, national and international recognition for research conducted and continued advancement in academics.

Strategic Direction #6- Design and deliver a new state-of-the-art acute care facility, with the community, for our region.

A Request for Proposals (RFP) has been issued for a Construction Manager to complete and deliver the first phase of the New Windsor/Essex Acute Care Hospital, including a parking garage, an education, learning and administration building, and site works that will ensure required infrastructure is in place to support construction and provide onsite parking and workspace in future phases. Earlier this year, another RFP was issued for a Design Team to complete drawings for the build. A separate tendering process will be initiated at a later stage to complete the remainder of the project scope. As this is an ongoing process, no further details will be shared until the contracts for a Design Team and Construction Manager are in place. WRH is on track to have shovels in the ground for the new state-of-the-art acute care hospital by 2026, if not sooner. This milestone demonstrates progress in making the community's vision for the largest healthcare infrastructure investment ever in the region's history a reality.

Emergency Department Wait Times

We continue to experience high volumes and high acuity in our Emergency Departments in Windsor Essex. If you do require urgent or emergent care and are wondering about wait times you can access those here at [Windsor Regional Hospital - Emergency Wait Times](#) and for Erie Shores Healthcare [Erie Shores HealthCare - ED Wait Times](#)

If your health concern does not require the emergency department we have a number of options available in the community and virtually- Go to [Windsor Regional Hospital - ED Alternatives](#) for a list of these options listed below.

Adult/Paediatric Emergency Virtual Clinic

Connect with an emergency department doctor through a secure video chat by requesting a virtual appointment. Booking requests daily from 12 pm - 8 pm

- Call: 1-844-227-3844 or Online: urgentcareontario.ca

Health811

Previously known as Health Connect Ontario, which replaced Telehealth Ontario, Health811 is a free, secure, and confidential service Ontarians can call or access online 24 hours a day, seven days a week to receive health advice from qualified health professionals, such as registered nurses, locate local health services and find trusted health information.

- Phone: 811 or Online: Ontario.ca/Health811

Health Care Connect

Find a family doctor, nurse practitioner, or specialist and details about the Health Care Connect program. Hours: Monday to Friday, 9 am to 5 pm

- Call: 1-800-445-1822 or Online: ontario.ca/page/find-family-doctor-or-nurse-practitioner

Walk-In Clinics

Find a local walk-in clinic and book an appointment in seconds. Access a wide variety of healthcare specialties, across Canada.

- Call: 1-833-633-4627 or Online: medimap.ca

MD Connected

Our mission is to increase the accessibility to healthcare for Canadians, through technology, so no matter where you are, you can be heard and cared for. Our innovative telemedicine clinics and virtual care services allow you to speak with a healthcare professional no matter where you are. Hours: Daily from 8 am to midnight

- Call: 1-877-792-5201 or Online: mdconnected.ca
-



Financial Presentation (November 2024 Results)
(for WRH Board of Directors Meeting January 9, 2025)

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

November 30, 2024

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 481,612	\$ 459,940	\$ 21,672	4.7%
Expenses				
Salaries and Wages	\$ 211,661	\$ 210,995	\$ (666)	(0.3%)
Employee benefits	55,488	53,669	(1,819)	(3.4%)
Employee ben. - future ben. costs	1,401	1,401	-	0.0%
Medical staff remuneration	41,846	38,935	(2,911)	(7.5%)
Medical & Surgical supplies	34,086	31,924	(2,162)	(6.8%)
Drugs	74,587	61,207	(13,380)	(21.9%)
Supplies & other expenses	61,054	57,736	(3,318)	(5.7%)
Long term Interest	4,610	4,649	39	0.8%
Equipment lease / rental	1,932	2,101	169	8.0%
Equipment amortization	12,985	14,670	1,685	11.5%
Total Expense	\$ 499,650	\$ 477,287	\$ (22,363)	(4.7%)
Surplus / (Deficit) From Hospital Operations	\$ (18,038)	\$ (17,347)	\$ (691)	
Other Votes (net)	\$ (124)	\$ (62)	\$ (62)	
Other Recoveries/(Expense)	\$ -	\$ -	\$ -	
Net Building Amortization	\$ (751)	\$ (1,152)	\$ 401	
Net Surplus (Deficit)	\$ (18,913)	\$ (18,561)	\$ (352)	
Hospital Margin	\$ (13,552)	\$ (12,760)	\$ (792)	

Financial Results

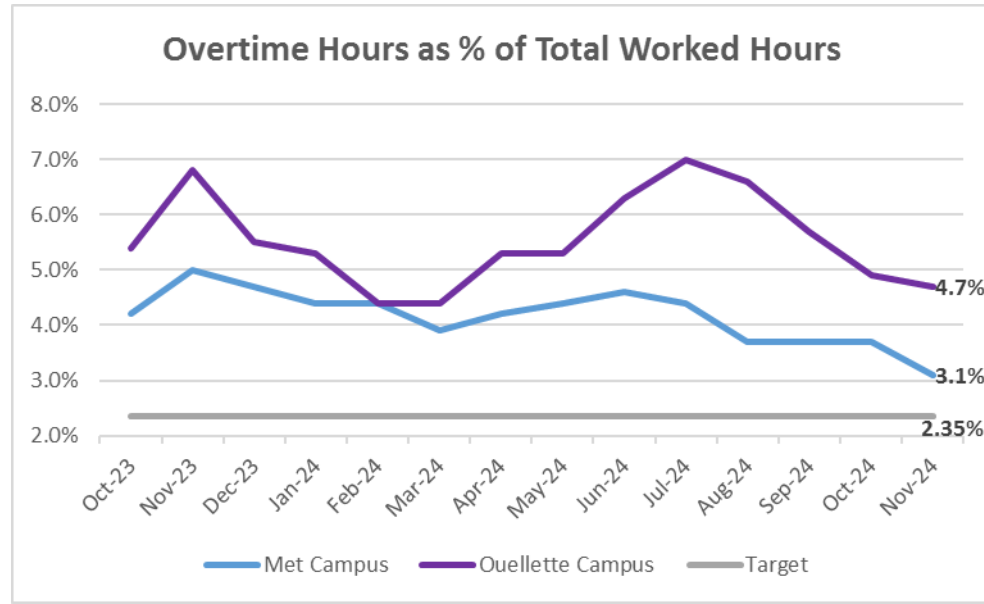
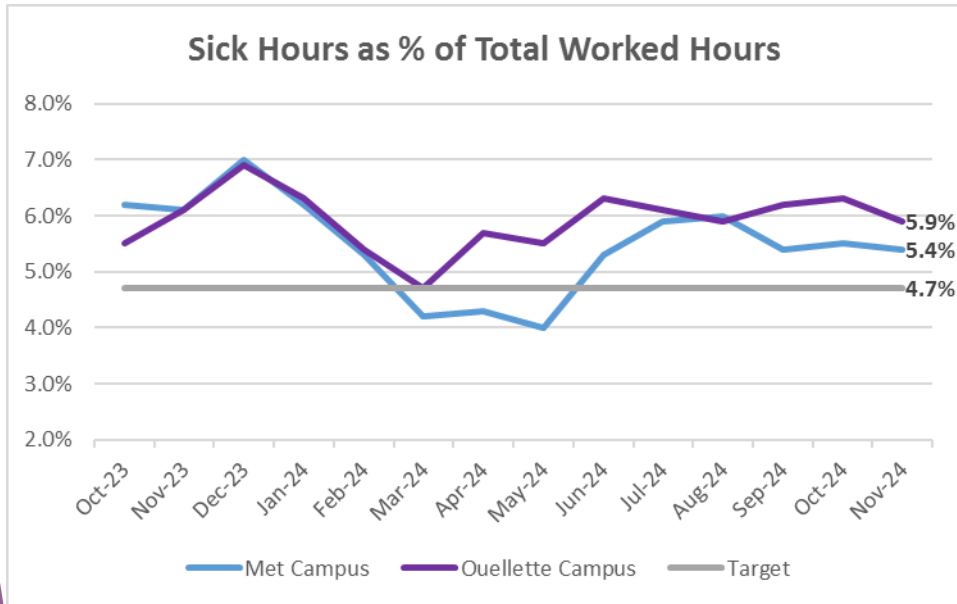
November 30, 2024

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

Year to Date November 2024 Net Variances				
Category	Year-to-Date Expense Variance	Year-to-Date Revenue Variance	Net	Comment
Benefits	(1,819)	1,698	(121)	Offset by CCPN Funding of \$1,698, remaining deficit due to increased spending on signing bonuses, fringe in lieu and maternity top up payments.
Medical Staff Fees	(2,911)	2,561	(350)	Diagnostic Med Fees \$1,824 over budget but offset by an additional \$1,727 in revenue. Emergency Alternate Funding Agreements, Hospital On-Call and Pathology \$737K (funded) and ICU \$350K (unfunded).
Medical/Surgical Supplies	(2,162)	66	(2,096)	QBP Funding for additional joint procedures, 8 over plan YTD. Deficits in Perioperative Program, \$925K, Diagnostic Imaging \$452K, Critical Care, \$343K and Renal \$243K.
Drugs	(13,380)	12,434	(946)	Retail Pharmacy Recoveries \$5,025. Ministry Drug Funding in Chemotherapy and Renal programs \$7,409
Other Supplies	(3,318)	-	(3,318)	Building and equipment maintenance \$754,000, Legal & Risk Management, \$644,000, Code Grey Pathology invoice \$720,000 and "on hold" total \$635,000. Minor equipment purchases, physician recruitment and referred out patient transportation also over budget.

Sick & Overtime Benchmarking

November 30, 2024





MOTION/ACTION SHEET

From The

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

Wednesday, December 18, 2024

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 Wednesday, December 18, 2024 (following the In-Camera Session).

PRESENT:

Anthony Paniccia (Chair & Treasurer)
Ian McLeod
Dr. Laurie Freeman
Paul Lachance
Jamie Skutovich
Chris Lanoue

COMMUNITY MEMBERS:

Anna Kirby
Dwayne Dawson
Trevor Chapman
Robert Klein
Marc Jones

STAFF:

Karen Riddell
Malissa Gauthier
Todd Bested
Angela D'Alessandro
John Faber
Heidi Zimmer
Mary Macera

REGRETS:

Katherine Pham
Dr. Irram Sumar

1.0 CALL TO ORDER

Mr. Anthony Paniccia, Chair & Treasurer called the meeting to order at 6:27 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Chris Lanoue, **SECONDED** by Robert Klein that the **General Finance/Audit & Resources Committee Agenda of Wednesday, December 18, 2024, 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 25, 2024

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, November 25, 2024** were previously circulated to all members.

MOVED by Paul Lachance, SECONDED by Anna Kirby that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, November 25, 2024 be approved

CARRIED.

5.0 NEW BUSINESS / FOR DISCUSSION

5.1 Monthly Operating Results Report – November 2024 (*As Appended*)

Ms. Zimmer provided the following highlights:

- Eight months ended November 30, 2024, deficit after net building amortization is \$18,913,000 (\$352,000 worse than budget).
- Negative Ministry of Health margin of \$13,552,000 (noted is comparative information for fiscal year 2023-2024 which is not available due to cyber attack in October 2023).
- Net surplus deficit at the end of November is \$18.9 million; \$352,000 off plan and margin is \$6,000,792 off plan.
- Salaries – unfavourable by \$666,000 year to date November 30, 2024
- Employee Benefits – unfavourable to budget by \$1,819,000
- Employee Future Benefits - on budget
- Medical Staff Remuneration – unfavourable by \$2,911,000
- Medical & Surgical Supplies – unfavourable to budget by \$2,162,000
- Drug expenses – unfavourable by \$13,380,000
- Supplies & Other Expenses – unfavourable to budget by \$3,318,000
- Met Campus – improvements seen in both sicktime and overtime in comparison to previous month
- Ouellette Campus – improvement seen in overtime and no change in sicktime
- Volume – acute patient days (excluding Emergency) have increased; emergency patient days are up 26% over last year to date and the Emergency visits are up as well.

Suggested to possibly include a line graph showing whether trend is better or not (year to date target compared to month to month/14 month rolling).

Mrs. Gauthier commented that although work is still ongoing and could possibly include on the agenda for January FAR meeting, an update on where we are at with KPMG for the accounts payable, procure to pay review.

6.0 FOR INFORMATION

6.1 Project Management Office (PMO) Report – December 2024

A link was provided for the committee members as part of the meeting package.

6.2 Report of the Acting President & CEO, Karen Riddell – December 2024

A link was provided for the committee members as well.

7.0 DATE OF NEXT MEETING

The Finance/Audit and Resources Committee will meet:

Monday, January 27, 2025

Please note that the January meeting will be held VIA ZOOM

8.0 ADJOURNMENT

MOVED by Laurie Freeman, SECONDED by Paul Lachance that the General Meeting from the Finance/Audit & Resources Committee of Wednesday, December 18, 2024 be adjourned at 6:47 p.m.

CARRIED.

Mr. Anthony Paniccia, Chair & Treasurer
FinAudit&Resources_Minutes
20241218

Mary Macera
Recorder

Windsor Regional Hospital
Operating Results Report
For the Eight Months Ended November 30, 2024

Treasurer's Report
Board of Directors

Financial Summary - November 2024
(\$000's)

		November 2024 Actuals		
	Line	Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$481,612	\$ 459,940	\$ 21,672
Total Expense	20	499,650	477,287	(22,363)
Surplus / (Deficit)	21	(18,038)	(17,347)	(691)
Other Votes (net)	22	(124)	(62)	(62)
Other Recoveries / (Exp)	23	-	-	-
Subtotal	24	(18,162)	(17,409)	(753)
Net bldg. amortization	25	(751)	(1,152)	401
Net Surplus (Deficit)	26	\$ (18,913)	\$ (18,561)	\$ (352)
Hospital Margin		\$ (13,552)	\$ (12,760)	\$ (792)
Capital Equipment Expenditures		\$ 26,955	\$ 68,141	\$ 41,186

* Variance - favourable / (unfavourable)

1. Financial Results for the Eight Months ended November 30, 2024
(Statement 2)

For the eight months ended November 30, 2024, the deficit after net building amortization is \$18,913,000, which is \$352,000 worse than plan. This represents a negative Ministry of Health Margin of \$13,552,000 (comparative information for fiscal 2023-2024 is not available, as financial statements were not produced due to the cyberattack that occurred in October 2023).

Revenue

Ministry revenue (combined base and one-time) is \$8,831,000 (2.4%) higher than budget. Base funding is better than budget by \$18,681,000 while one time funding is under budget by \$9,850,000. Funding for Bill 124 incremental costs has been confirmed by the Ministry as base but was classified as one-time in the original budget resulting in the offsetting variances. WRH has received confirmation of an additional \$9,521,800 in base funding for incremental Bill 124 costs bringing the total funding to \$34,768,900.

Of the combined base and one-time revenue surplus of \$8,831,000, \$1,698,000 is due to one time funding earned for the Community Commitment Program for Nurses (CCPN) program which is not included in the budget. Net over performance in volume-based programs total \$1,210,000 to date and the remaining surplus is due to additional funding amounts which were not included in the budget.

Ministry drug reimbursements have a positive variance of \$7,409,000 (28.7%). 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 \$77,000 (21.3%).

Chronic Co-payment revenue is \$35,000 worse than budget. Patients designated as Alternate Level of Care (ALC) can be charged up to \$66.95 per day and the daily rate may be adjusted based on a co-payment assessment that takes into consideration the individual's income. ALC for Long Term Care (LTC) numbers have been significantly down recently due the provincial "Home First" mandate that requires that ALC for LTC requests must be approved by hospital leadership before proceeding.

Patient Services revenue variance is \$1,703,000 favourable (7%) year to date. The largest contributor to this variance is diagnostic revenues that are \$1,727,000 better than budget and are offset by an increase in medical staff remuneration of \$1,824,000. Included in this revenue is OWN WSIB net revenue of \$283,000 year to date which is earned in diagnostic services and the operating room (charges for implants).

Equipment Grant amortization is unfavourable to budget by \$476,000 (16.6%). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$4,163,000 favourable (10%) to budget. The surplus in drug sales in the retail pharmacies is \$5,025,000 while the offsetting deficit in drug costs is \$4,275,000 leaving a contribution of \$750,000. Interest revenue is \$1,380,000 below budget due to declining cash balances.

Expenses

Salaries are over budget (unfavourable) by \$666,000 year to date November 30, 2024. The combined Emergency Departments are \$1,162,000 over budget, Inpatient Medicine is \$724,000 over budget and Inpatient Surgery has a \$325,000 deficit to date. Health Records is \$440,000 over budget due to additional resources required to bring coded records up to date following Code Grey. Significant surpluses exist in the following programs: Diagnostic Imaging, \$1,552,000, Critical Care, \$624,000 and Guest Services (Housekeeping and Patient Food Services) \$341,000. These surpluses are due to vacancies as a result of recruiting challenges and unfilled shifts.

Employee Benefits are unfavourable to budget by \$1,819,000 (3.4%). \$1,698,000 of this variance is for signing bonuses through the Community Commitment Program for Nurses (CCPN). These bonuses are not included in the budget but are funded by the Ministry as paid. The adjusted deficit after the CCPN payments are removed is \$121,000, a significant improvement compared to the prior month. CPP, EHT, EI and HOOP spend in November 2024 is down compared to the prior month and many employees have reached the deduction limits for statutory benefits. We are still seeing increases compared to budget for signing bonuses, maternity top-up costs and fringe in lieu of benefits for part time ONA members.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$2,911,000 (7.5%). \$1,824,000 of this variance occurs in diagnostic services and these higher costs are funded by higher diagnostic services revenue as noted above. \$350,000 of this variance is attributable to medical staff remuneration for Intensive Care that is greater than funding. The remaining variance occurs in the Emergency Alternate Funding, Hospital On-Call and Laboratory programs and have offsetting funding.

Medical & Surgical Supplies are unfavourable to budget by \$2,162,000 (6.8%). The Perioperative Program is \$925,000 over budget to date with pressures in Plastic and Robotic Surgery at the Met Campus, Pacemakers, Orthopedics and EVAR (Endo Vascular Aneurysm Repair) at the Ouellette Campus. Other areas with significant variances are Critical Care, \$343,000, Diagnostic Imaging \$452,000, Renal program \$243,000 and Outpatient Surgery \$213,000.

Drug expenses are unfavourable by \$13,380,000 (21.9%) year to date. These expenses are offset by Ministry funding in Cancer program's chemotherapy suite, renal radiation therapy (\$7,409,000) and recoveries in the retail pharmacies (\$5,025,000). Invoices totalling \$1,483,000 related to the previous fiscal year are included in the November 2024 results and comprise the remaining deficit.

Supplies and Other Expenses are unfavourable to budget by \$3,318,000 (5.7%). Invoices "on hold" in this category are \$635,000 to date, a reduction of \$76,000 from last month. Deficits in building and equipment maintenance total \$754,000, legal and risk advisory professional fees are \$644,000 over budget, minor equipment purchases \$324,000 over budget, and physician recruitment is \$321,000 over budget. The remaining deficit is attributable to referred out expenses for pathology services and patient transportation.

As of November 30, 2024 a total of \$3,306,000 in costs related to the prior fiscal year are included in year to date expenses.

Long Term Interest expense is \$39,000 favourable (.8%).

Equipment Lease/Rental is \$169,000 favourable (8%) to budget. These expenses vary based on bed rental utilization for bariatric patients or those with complex wounds.

Equipment amortization is \$1,685,000 (11.5%) under budget due to the timing of new asset additions.

Other Votes – Other Votes are \$62,000 unfavourable at November 30, 2024. The main source of this variance is the timing of revenue and expenses in certain funding envelopes.

2. Statement of Financial Position (Statement 3)

The Ministry/Ontario Health receivable has increased by \$33.2 million from March 31, 2024 and is due to timing differences for confirmed base and one-time funding.

Inventory has increased by \$1,377,000 when compared to March 31, 2024. This increase is attributable to drugs funded by OH-West (Cancer Care) and those utilized by the retail pharmacies.

Our Ministry/CCO payable has decreased by \$3,105,000 from March 31, 2024 as the Ministry has recently settled amounts related to prior years.

At **October 31, 2024**, the market value of the sinking fund has increased by \$8,508,000 (34%) since inception and increased by \$2,312,000 since March 31, 2024. The underlying cost base as a result of realized investment gains has increased by \$2,764,000 since the original \$25 million investment was made and by \$163,000 since March 31, 2024. Performance to November 30, 2024 was not available at the time of this report and the values below are as at **October 31, 2024**:

Fund Manager -	Market Value	Cost
Guardian Capital	\$16,812,000	\$13,252,000
Leith Wheeler	<u>16,718,000</u>	<u>14,512,000</u>
Total	<u>\$33,530,000</u>	<u>\$27,764,000</u>

3. Patient Volumes

Acute patient days are below target at the Met Campus by 1,221 days and 1,831 less than planned at the Ouellette Campus (excl. psych). Adolescent psychiatry patient days at the Met campus are 358 less than planned while adult psychiatric days are 1,670 below plan at the Ouellette campus. Surgical cases are 49 below plan at the Met Campus and 254 below plan at the Ouellette Campus.

Combined ED visits are 2,163 higher than prior year-to date and ED inpatient days are 1,403 higher when compared to last year at this time. Outpatient Clinic visits are 2,635 higher than plan at the Met Campus and 618 above plan at the Ouellette Campus. Combined Community Service visits are 3,124 below plan to date.

4. Patient Access

Acute care length of stay at Met was 5.10 days as compared to a target of 4.54 days. Length of stay for Ouellette acute care was 8.46 days versus a plan of 7.33. Length of stay for adult psychiatric patients was 1.82 days below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay was 4.85 days compared to the target of 6.44.

5. Organizational Health

The percentage of sick time year to date for the Met Campus is 5.3% (2023 – 5.8%), which is over the target of 4.7% by .6%, while overtime is 1.65% over target at 4.0% (2023 – 3.9%).

Sick time at the Ouellette Campus is 6.0% (2023 – 5.7%) compared to the target of 4.7%, while overtime is over target at 5.8% (2023 – 6.4%) compared to the target of 2.35%. WRH leadership is actively monitoring and managing absenteeism with the early 2024 onboarding of a new Attendance Management Coordinator.

With respect to FTEs, the Met Campus is unfavourable to budget by 2.2 FTEs with surpluses in the Perioperative and Women's and Children's programs offset by deficits in the Emergency Departments and Medicine Program. At the Ouellette Campus, the FTE variance is unfavourable by 10.0 FTEs. These deficits occur in the Emergency and Medicine programs. Overall, the hospital is unfavourable 12.2 FTEs year to date.

**Statement #1
WINDSOR REGIONAL HOSPITAL
Consolidated Operating Results for the Eight Months Ending November 30, 2024**

Description	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav)	Actual	Budget	Forecast	Budget	Year to Date	Year End
		Budget		%		Fav/(Unfav)		%
Revenue (\$000's)								
1	\$ 48,232	\$ 7,722	\$ 347,937	\$ 329,302	\$ 515,087	\$ 510,742	\$ -	\$ 470,261
2	2,938	(511)	26,161	36,011	36,898	30,498	-	65,381
3	4,040	815	33,207	25,798	49,560	38,697	-	38,624
4	53	9	439	362	764	542	-	536
5	8	(12)	125	160	212	239	-	237
6	3,985	993	26,030	24,327	39,430	36,209	-	35,618
7	371	12	5,298	5,839	7,814	8,759	-	8,242
8	5,214	236	45,896	41,701	68,406	62,995	-	61,853
9	\$ 64,241	\$ 9,264	\$ 485,093	\$ 463,500	\$ 718,171	\$ 688,681	\$ -	\$ 680,732
Expense (\$000's)								
10	\$ 26,177	\$ (519)	\$ 212,088	\$ 211,427	\$ 311,092	\$ 314,990	\$ -	\$ 305,989
11	5,319	670	55,576	53,757	85,874	81,935	-	78,837
12	175	-	1,401	1,401	2,101	2,101	-	1,656
13	5,701	(903)	41,846	38,935	62,513	57,743	-	58,922
14	4,585	(700)	34,086	31,924	49,502	45,663	-	47,133
15	9,385	(1,802)	74,587	61,207	109,560	91,653	-	90,522
16	7,613	(46)	65,844	62,522	98,793	95,906	-	91,191
17	229	33	1,932	2,101	2,980	3,153	-	3,280
18	2,435	2,163	16,636	18,787	23,527	28,181	-	22,915
19	\$ 61,619	\$ (1,104)	\$ 504,006	\$ 482,061	\$ 745,942	\$ 721,325	\$ -	\$ 700,445
20	-	-	-	-	-	-	-	-
20	\$ 2,622	\$ 8,160	\$ (18,913)	\$ (18,561)	\$ (27,771)	\$ (32,644)	\$ -	\$ 2,058
1	\$ 3,569	\$ 5,765	\$ (13,552)	\$ (12,760)	\$ (20,074)	\$ (23,989)	\$ -	\$ 10,214
2	4,216	(2)	34,706	34,308	52,146	51,322	34,258	51,322
3	18,520	(341)	152,189	153,410	221,405	229,487	144,143	219,502
4	1,979	73	15,194	15,497	22,540	23,182	15,518	22,365
5	15,594	301	124,521	124,392	183,249	186,076	122,601	177,867

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Eight Months Ending November 30, 2024
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
Revenue (\$000's)								
1 Ministry Funding - Base	\$ 48,180	\$ 7,737	\$ 328,738	\$ 18,681	\$ 514,322	\$ 508,965	\$ -	\$ 469,254
2 Ministry Funding - One-time	2,338	(511)	36,011	(9,850)	36,898	30,498	-	65,381
3 Ministry Funding - Drug Reimb.	4,040	815	25,798	7,409	49,560	38,697	-	38,624
4 Preferred Accommodation	53	9	362	77	764	542	-	536
5 Chronic co-payment	8	(12)	160	(35)	212	239	-	237
6 Patient services	3,985	993	24,327	1,703	39,430	36,209	-	35,618
7 Equipment grant amortization	294	(65)	2,876	(476)	3,488	4,315	-	4,088
8 Other recoveries	5,213	238	41,668	4,163	68,295	62,867	-	61,761
9 Total Revenue	\$ 64,111	\$ 9,204	\$ 459,940	\$ 21,672	\$ 712,969	\$ 682,332	\$ -	\$ 675,479
Expense (\$000's)								
10 Salaries	\$ 26,135	\$ (614)	\$ 210,995	\$ (666)	\$ 310,570	\$ 314,886	\$ -	\$ 305,467
11 Employee benefits	5,310	607	53,669	(1,819)	85,750	81,907	-	78,698
12 Employee ben. - future ben. costs	175	-	1,401	-	2,101	2,101	-	1,656
13 Medical staff remuneration	5,701	(903)	38,935	(2,911)	62,513	57,743	-	58,909
14 Medical & Surgical supplies	4,585	(700)	31,924	(2,162)	49,490	45,662	-	47,132
15 Drugs	9,385	(1,802)	61,207	(13,380)	109,560	91,653	-	90,522
16 Supplies & other expenses	7,033	92	57,736	(3,318)	92,003	87,178	-	83,742
17 Long term interest	568	3	4,649	39	6,560	6,927	-	6,985
18 Equipment lease / rental	229	33	2,101	169	2,980	3,140	-	3,280
19 Equipment amortization	1,979	(145)	14,670	1,685	18,064	22,009	-	17,570
20 Total Expense	\$ 61,100	\$ (3,429)	\$ 477,287	\$ (22,363)	\$ 739,591	\$ 713,206	\$ -	\$ 693,961
21 Surplus / (Deficit) From Hospital Operations	\$ 3,011	\$ 5,775	\$ (17,347)	\$ (691)	\$ (26,622)	\$ (30,874)	\$ -	\$ (18,482)
22 Other Votes (net)	(10)	-	(124)	(62)	(12)	(42)	-	(60)
23 Other Recoveries / (Expenses)	-	-	-	-	-	-	-	21,771
24 Subtotal	\$ 3,001	\$ 5,775	\$ (17,409)	\$ (753)	\$ (26,634)	\$ (30,916)	\$ -	\$ 3,229
25 Net Building Amortization	\$ (85)	-	\$ (751)	\$ (1,152)	\$ (1,137)	\$ (1,728)	\$ -	\$ (1,171)
26 Net Surplus (Deficit) - \$000's	\$ 2,916	\$ 8,454	\$ (18,913)	\$ (18,561)	\$ (27,771)	\$ (32,644)	\$ -	\$ 2,058

WINDSOR REGIONAL HOSPITAL
Operating Results for the Eight Months Ending November 30, 2024
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
Financial Performance Measures								
1 Total Margin - \$000's	\$ 3,569	5,765	\$ (13,552)	\$ (12,760)	\$ (20,074)	\$ (23,959)	\$ -	\$ 10,214
2 Total Margin - %	5.69%	9.58%	-2.81%	-2.77%	-2.81%	-3.51%	0.00%	1.45%
3 Unrestricted cash - \$000's	n/a	n/a	\$ 34,947	n/a	\$ 12,000	n/a	-	\$ 107,131
4 Current ratio	n/a	n/a	1.21	1.00	0.92	1.00	0.00	1.38
5a Capital equipment expenditures - Fiscal 2024 - 25 \$000's	\$ -	n/a	\$ 9,528	\$ 15,916	\$ 23,809	\$ 23,809	\$ -	\$ 31,265
5b C/F \$000's	\$ 1,859	n/a	\$ 5,717	\$ 7,206	\$ 10,780	\$ 10,780	\$ -	\$ 10,816
5c Externally Funded Projects	\$ 1,160	n/a	\$ 6,720	\$ 38,214	\$ 57,164	\$ 57,164	\$ -	\$ 8,040
5d Windsor-Essex Acute Care Hospital	\$ 348	n/a	\$ 4,890	\$ 6,805	\$ 12,830	\$ 12,830	\$ -	\$ 3,355
Patient Volume Measures								
1 Total Weighted Cases (est) - HIG	2,194	75	17,696	17,237	26,316	25,785	17,098	25,785
2 Acute separations (excl psych)	1,737	(119)	13,187	15,094	19,529	22,579	12,386	19,800
3 Acute pat. days (excl. psych)	8,609	184	67,305	68,526	100,112	102,508	63,678	97,390
4 Psychiatric - Adolescent pat. days	107	(28)	742	1,100	1,083	1,646	686	1,065
5 Emergency visits and ER holds	4,465	121	36,219	35,334	54,160	52,856	33,681	50,732
6 OR - Inpatient cases	276	(24)	2,177	2,437	3,242	3,646	2,377	3,530
7 OR - Day Surgery cases	577	27	5,496	5,285	8,219	7,906	5,089	7,930
8 Clinic visits	11,562	257	94,586	91,951	139,068	137,549	90,491	132,645
9 Community Services visits	572	(307)	4,505	7,150	6,708	10,695	5,331	7,787
Variable Revenue Volumes:								
(a) Hip procedures	21	15	128	49	180	74	141	199
(b) Knee procedures	16	(19)	161	288	226	431	190	282
(c) Pacemaker inserts	-	-	-	-	-	-	-	-
11 MRI Hours of Operation	520	24	4,218	4,037	6,306	6,039	3,846	5,948
12 CT Hours of Operation	639	(75)	5,448	5,804	8,202	8,682	5,810	8,713
Patient Access Measures & System Integration								
1 Acute Average LOS	4.96	(0.42)	5.10	4.54	5.13	4.54	5.14	4.92
2 Psych Average - Adolescent LOS	4.86	1.58	4.85	6.44	4.85	6.44	4.57	4.70
Organizational Health								
1 % Sick Time to Total Comp	5.40%	-0.70%	5.30%	4.70%	5.50%	4.70%	5.80%	5.70%
2 % Overtime to Total Comp	3.10%	-0.75%	4.00%	2.35%	4.10%	2.35%	3.90%	4.07%
3 FTE staffing (Hospital Ops Only)	1,955.9	NA	1,939.4	1,937.2	1,934.6	1,892.3	1,874.3	1,877.4

WINDSOR REGIONAL HOSPITAL
Operating Results for the Eight Months Ending November 30, 2024
Consolidated - Met and Ouellette Campuses

Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
2,022	(77)	17,010	17,071	25,830	25,537	17,161	25,537
1,024	(112)	7,791	9,238	11,542	13,819	7,414	11,840
8,192	(133)	65,881	67,712	98,395	101,291	64,680	98,448
1,612	(364)	14,402	16,072	21,815	24,042	15,099	22,609
4,158	(54)	33,518	34,255	50,077	51,242	32,490	48,764
336	6	2,531	2,681	3,744	4,010	2,575	3,753
690	64	4,990	5,094	7,334	7,620	5,477	7,172
2,461	223	18,922	18,204	27,905	27,231	19,459	27,399
999	128	6,508	7,087	9,567	10,601	7,320	10,036
30	(11)	259	332	391	496	231	351
60	18	470	340	694	509	470	688
33	8	223	204	324	305	221	315
189	(60)	1,317	2,029	2,120	3,035	1,033	1,366
91	(10)	702	825	1,298	1,234	1,184	1,482
680	(132)	5,055	6,607	7,462	9,883	5,131	7,486
873	342	7,131	4,318	10,674	6,460	7,032	10,486
8.00	(0.67)	8.46	7.33	8.53	7.33	8.72	8.31
10.27	2.16	10.61	12.43	10.65	12.43	11.72	11.94
5.90%	-1.20%	6.00%	4.70%	6.00%	4.70%	5.70%	5.67%
4.70%	-2.35%	5.90%	2.35%	5.90%	2.35%	6.40%	5.84%
1,566.9	NA	1,568.5	1,558.5	1,565.9	1,586.0	1,557.2	1,547.4

Statement # 3

WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION

As At November 30, 2024
(Amounts in 000's)

	November 30, 2024	March 31, 2024	November 30, 2024	March 31, 2024
ASSETS				
Current assets:				
Cash & short-term investments	34,947	107,486	-	-
Cash, restricted	6,650	5,450	-	-
Cash, restricted Ministry Capital Projects	14,793	7,653	30,969	32,689
Accounts Rec. - Ministry / CCO	50,771	17,595	10,906	14,011
- OHIP	11,874	12,671	70,214	74,180
- Other	10,841	15,173	2,949	3,382
Inventories	7,706	6,329	4,983	6,051
Prepaid & deferred charges	4,626	6,737	832	1,506
Due from related parties	4,530	2,598		
Total current assets	146,739	181,692	120,854	131,819
Long term assets:				
Long Term Investments	33,530	31,218	27,655	29,469
Marked to market			200,000	200,000
Property, Plant, Equipment, Net	226,248	225,824	26,150	24,750
Construction in progress	56,156	46,261	7,253	6,758
	282,404	272,085	1,958	1,958
	315,934	303,303	297	138
Total long term assets			6,027	6,213
			136,649	131,137
			405,988	400,423
LIABILITIES AND EQUITIES				
Current liabilities:				
Bank overdraft				
Bank indebtedness				
Accounts payable - trade				
Accounts payable - Ministry				
Accrued liabilities				
Current portion of long term debt				
Current portion of MES lease obligation				
Current portion accrued benefit obligations				
Total current liabilities			120,854	131,819
Long term liabilities:				
Long Term Debt			27,655	29,469
Debentures			200,000	200,000
Accrued benefit obligations			26,150	24,750
Long Term Lease Obligation			7,253	6,758
ARO Liabilities			1,958	1,958
Marked to market			297	138
Sick benefits payable			6,027	6,213
Deferred revenue - capital grants			136,649	131,137
Total long term liabilities			405,988	400,423
Remeasurement gains/(losses):				
Debtenture Sinking Funds			5,766	3,617
SWAP			(297)	(138)
Net assets:			(69,639)	(50,726)
Total liabilities and net assets	462,673	484,995	462,673	484,995

Statement # 4

Windsor Regional Hospital
Statement of Cash Flows

For the Eight Months Ending November 30, 2024

With Comparative Amounts For the Year Ending March 31, 2024

(Amounts in 000's)

	November 30, 2024	March 31, 2024
OPERATING ACTIVITIES		
Net Surplus/(deficit) for the period	(18,913)	\$ 2,058
Add (deduct) non-cash items:		
Amortization of capital assets	16,636	22,915
Amortization of deferred capital contributions	(5,298)	(8,242)
	(7,575)	16,731
Cash flow from / (used in) operating balances	(38,036)	(19,240)
Cash provided by operating activities	(45,611)	(2,509)
INVESTING ACTIVITIES		
Purchase of capital assets	(20,791)	(30,907)
FINANCING ACTIVITIES		
Long term investments	(163)	(769)
Cash restricted for special purposes	(8,340)	(642)
Loans payable	(3,493)	(3,277)
Capital Lease	(6,164)	(9,760)
Capital grants and donations received	10,810	8,209
Notes payable and other long term liabilities	1,213	678
Cash provided by (used in) financing activities	(6,137)	(5,561)
Net increase (decrease) in cash during the period	(72,539)	(38,977)
Cash, beginning of period	107,486	146,463
Cash, end of period	\$ 34,947	\$ 107,486

TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



Windsor Regional Hospital

Posted by Angelo Joseph
Dec 23 · 🌐

A heartwarming holiday visit to the NICU. Santa Claus made a special stop today at Windsor Regional Hospital's NICU, bringing smiles, cheer, and a little holiday magic to our tiniest patients and their families. The warmth and joy of the season filled the room, reminding us all of the hope and strength that shines through, especially at this time of year. Thank you to our dedicated NICU team for their incredible care and to Santa for spreading some festive magic to these precious little ones. 🧑‍🎄 🌲



Santa visits the NICU

IEWS - 86,135

REACH - 38,399

ENGAGEMENT - 672

FACEBOOK



Windsor Regional Hospital

Posted by Zander Broeckel
6d · 🌐

Emergency Department Wait Time Clocks Relaunch at Erie Shores HealthCare and Windsor Regional Hospital

As flu season approaches its anticipated peak, Erie Shores HealthCare and Windsor Regional Hospital have reintroduced their Emergency Department Wait Time Clocks to provide patients with real-time information about the current wait times in their emergency departments.

Click the link below for the full story:

<https://wrh.on.ca/newsroom?newsid=12353>



E.D. Wait Time Clocks Re-Launch

IEWS - 44,996

REACH - 20,998

ENGAGEMENT - 102



OUTSTANDING CARE - NO EXCEPTIONS!

Honourable Mentions:

- **Mike Solcz Sr. passes away**
 - Views – 10,561
 - Reach – 5,459
 - Engagement – 247
- **Visitor Policy Changes in Paeds and NICU**
 - Views – 9,531
 - Reach – 5,347
 - Engagement – 41
- **PSA post re: Paeds Emergency Diversion Service**
 - Views – 7,345
 - Reach – 3,880
 - Engagement – 57

TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



wrhospital



View insights

Boost post

405 47

Liked by karenhicks9390 and others
wrhospital A heartwarming Holiday Visit to the NICU. Santa Claus made a special stop today at Windsor Regional Hospital's NICU, bringing smiles, cheer... more
Comments are off. [Review controls.](#)
December 23

Santa visits the NICU

IMPRESSIONS - 5,864

REACH - 4,764

ENGAGEMENT - 425

INSTAGRAM

wrhospital



View insights

Boost post

158 19

Liked by wesparkhealth and others
wrhospital The Nurse Police Team (NPT) attended the Glengarry Community Care Fair. They provided onsite education and navigation to critical community... more
Comments are off. [Review controls.](#)
December 18

Nurse Police Team attends Glengarry Community Care Fair

IMPRESSIONS - 3,423

REACH - 2,725

ENGAGEMENT - 176



Honourable Mentions:

- **Mike Solcz Sr. passes away**
 - Impressions – 2,377
 - Reach – 2,288
 - Engagement - 75
- **Dr. Colvin Springer retirement**
 - Impressions – 2,327
 - Reach – 1,882
 - Engagement – 141
- **Visitor Policy Changes in Paeds and NICU**
 - Impressions – 1,731
 - Reach – 1,673
 - Engagement – 44

WRH News Clippings – November 28 to December 30, 2024

CTV WINDSOR

Clear Medical Imaging calls in Ontario Ministry of Labour

CTV Windsor, November 27, 2024

<https://windsor.ctvnews.ca/clear-medical-imaging-calls-in-ontario-ministry-of-labour-1.7125850>

Erie Shores Healthcare restores urology services after seven-year hiatus

CTV Windsor, December 2, 2024

<https://windsor.ctvnews.ca/erie-shores-healthcare-restores-urology-services-after-seven-year-hiatus-1.7131262>

Just hours left to vote for striking Clear Medical workers

CTV Windsor, December 4, 2024

<https://windsor.ctvnews.ca/just-hours-left-to-vote-for-striking-clear-medical-workers-1.7133085>

Clear Medical Imaging remains on strike, forced vote rejected

CTV Windsor, December 5, 2024

<https://windsor.ctvnews.ca/clear-medical-imaging-remains-on-strike-forced-vote-rejected-1.7135470>

Philanthropist and business leader Michael Solcz Sr. passes away

CTV Windsor, December 11, 2024

<https://windsor.ctvnews.ca/philanthropist-and-business-leader-michael-solcz-sr-passes-away-1.7141594>

'When there's a need, there's a Lion': Free medical equipment loan project helps those in need

CTV Windsor, December 11, 2024

<https://windsor.ctvnews.ca/when-there-s-a-need-there-s-a-lion-free-medical-equipment-loan-project-helps-those-in-need-1.7141898>

Unifor National President visits Windsor amid Clear Medical Imaging Strike

CTV Windsor, December 13, 2024

<https://windsor.ctvnews.ca/unifor-national-president-visits-windsor-amid-clear-medical-imaging-strike-1.7144411>

'Smoldering myeloma': Breakthrough research could buy time for those at risk of dangerous cancer

CTV Windsor, December 15, 2024

<https://www.ctvnews.ca/health/smoldering-myeloma-breakthrough-research-could-buy-time-for-those-at-risk-of-dangerous-cancer-1.7145161>

Essex County girls spreading Christmas spirit

CTV Windsor, December 16, 2024

<https://windsor.ctvnews.ca/essex-county-girls-spreading-christmas-spirit-1.7147615>

Record-breaking year for 'Grow On Windsor'

CTV Windsor, December 20, 2024

<https://windsor.ctvnews.ca/record-breaking-year-for-grow-on-windsor-1.7153394>

Cancer centre raises \$2.7 million for purchase of 'game changer' surgical robot

CTV Windsor, December 22, 2024

<https://windsor.ctvnews.ca/cancer-centre-raises-2-7-million-for-purchase-of-game-changer-surgical-robot-1.7155226>

Local hospitals reintroduce emergency department wait time clocks

CTV Windsor, December 23, 2024

<https://windsor.ctvnews.ca/local-hospitals-reintroduce-emergency-department-wait-time-clocks-1.7155799>

'I'd rather be ahead than behind': Windsor's acute care hospital project ahead of schedule

CTV Windsor, December 23, 2024

<https://windsor.ctvnews.ca/i-d-rather-be-ahead-than-behind-windsor-s-acute-care-hospital-project-ahead-of-schedule-1.7156216>

Crime rates down in Glengarry: WPS

CTV Windsor, December 23, 2024

<https://windsor.ctvnews.ca/crime-rates-down-in-glengarry-wps-1.7155822>

AM800

Clear Medical Imaging requests Ministry of Labour conduct a final offer vote in contract dispute

AM800 News, November 27, 2024

<https://www.am800cklw.com/news/clear-medical-imaging-requests-ministry-of-labour-conduct-a-final-offer-vote-in-workers-strike.html>

IPV pilot project has connected over 75 per cent of victims with immediate resources

AM800 News, November 28, 2024

<https://www.am800cklw.com/news/ipv-pilot-project-has-connected-over-75-per-cent-of-victims-with-immediate-resources.html>

Essex-Windsor EMS taking steps to address paramedic mental health

AM800 News, December 2, 2024

<https://www.am800cklw.com/news/essex-windsor-ems-taking-steps-to-address-paramedic-mental-health.html>

Essex-Windsor EMS adds over 1,000 publicly accessible AED's to its registry

AM800 News, December 3, 2024

<https://www.am800cklw.com/news/essex-windsor-ems-adds-over-1-000-publicly-accessible-aeds-to-its-registry.html>

Striking Clear Medical Imaging workers set to vote on company's 'final offer'

AM800 News, December 3, 2024

<https://www.am800cklw.com/news/striking-clear-medical-imaging-workers-set-to-vote-on-companys-final-offer.html>

Ontario's opioid strategy outdated, auditor general says

AM800 News, December 3, 2024

<https://www.am800cklw.com/news/ontarios-opioid-strategy-outdated-auditor-general-says.html>

MHART program marking two years of helping victims of overdose

AM800 News, December 4, 2024

<https://www.am800cklw.com/news/mhart-program-marking-two-years-of-helping-victims-of-overdose.html>

WRH implementing visitor policy change for both paediatrics and NICU

AM800 News, December 5, 2024

<https://www.am800cklw.com/news/wrh-implementing-visitor-policy-change-for-both-paediatrics-and-nicu.html>

Strike continues at Clear Medical Imaging after workers reject offer

AM800 News, December 5, 2024

<https://www.am800cklw.com/news/strike-continues-at-clear-medical-imaging-after-workers-reject-offer.html>

Abraham Orthodontics raises \$50,000 for Erie Shores Healthcare's first MRI machine

AM800 News, December 5, 2024

<https://www.am800cklw.com/news/abraham-orthodontics-raises-50-000-for-erie-shores-healthcares-first-mri-machine.html>

Vigils, events to mark 35th anniversary of Polytechnique anti-feminist mass killing

AM800 News, December 6, 2024

<https://www.am800cklw.com/news/vigils-events-to-mark-35th-anniversary-of-polytechnique-anti-feminist-mass-killing.html>

Medical officer of health encouraging vaccinations before flu season arrives

AM800 News, December 6, 2024

<https://www.am800cklw.com/news/medical-officer-of-health-encouraging-vaccinations-before-flu-season-arrives.html>

Increase in the number of human cases of West Nile Virus in Windsor-Essex

AM800 News, December 7, 2024

<https://www.am800cklw.com/news/increase-in-the-number-of-human-cases-of-west-nile-virus-in-windsor-essex.html>

WECHU to spend over \$500,000 to retrofit office in Windsor

AM800 News, December 8, 2024

<https://www.am800cklw.com/news/wechu-to-spend-over-500-000-to-retrofit-office-in-windsor.html>

Lyme disease cases nearly double in Windsor-Essex in 2024

AM800 News, December 9, 2024

<https://www.am800cklw.com/news/lyme-disease-cases-nearly-double-in-windsor-essex-in-2024.html>

Michael Solcz Sr., founder of Valiant Corporation, philanthropist remembered as "bigger than life"

AM800 News, December 10, 2024

<https://www.am800cklw.com/news/michael-solcz-sr-founder-of-valiant-corporation-philanthropist-remembered-as-bigger-than-life.html>

Erie Shores HealthCare names new chief of staff

AM800 News, December 12, 2024

<https://www.am800cklw.com/news/erie-shores-healthcare-names-new-chief-of-staff.html>

Drug issues and homelessness greatest issues facing WPS: survey

AM800 News, December 13, 2024

<https://www.am800cklw.com/news/drug-issues-and-homelessness-greatest-issues-facing-wps-survey.html>

Talks between Clear Medical Imaging and the union break off

AM800 News, December 13, 2024

<https://www.am800cklw.com/news/talks-between-clear-medical-imaging-and-the-union-break-off.html>

Record-breaking year for the 21st annual Cans for a Cause

AM800 News, December 13, 2024

<https://www.am800cklw.com/news/record-breaking-year-for-the-21st-annual-cans-for-a-cause.html>

'We called a Code Silver': London hospital goes into lockdown after shooting outside emergency department

AM800 News, December 15, 2024

<https://www.am800cklw.com/news/we-called-a-code-silver-london-hospital-goes-into-lockdown-after-shooting-outside-emergency-department.html>

Over 600 pyjamas donated to kids in the hospital for Christmas

AM800 News, December 17, 2024

<https://www.am800cklw.com/news/over-600-pyjamas-donated-to-kids-in-the-hospital-for-christmas.html>

AUDIO: Tim hortons kiosks will stay open at Windsor regional Hospital, Unifor Local 2458 President Ken Durocher talks about the issue at hand

AM800 News, December 19, 2024

<https://www.iheart.com/podcast/962-the-dan-macdonald-show-sou-76578042/episode/tim-hortons-kiosks-will-stay-open-249923107/>

AUDIO: How is it possible for Tim Hortons to lose money? Mike and Meg talk about Windsor Regional Hospital doubling down on their publicly funded Tim Hortons kiosks despite losing around \$500,000 a year

AM800 News, December 19, 2024

<https://www.iheart.com/podcast/962-mornings-with-mike-and-meg-76578045/episode/how-is-it-possible-for-tim-249929586/>

Grow On Windsor raises a record \$2.7 million

AM800 News, December 20, 2024

<https://www.am800cklw.com/news/grow-on-windsor-raises-a-record-27-million.html>

Binding arbitration ends contentious eight-week long strike at Clear Medical Imaging

AM800 News, December 20, 2024

<https://www.am800cklw.com/news/binding-arbitration-ends-contentious-eight-week-long-strike-at-clear-medical-imaging.html>

Mental health and addiction supports offered at HDGH this holiday season

AM800 News, December 20, 2024

<https://www.am800cklw.com/news/mental-health-and-addiction-supports-offered-at-hdgh-this-holiday-season.html>

Two local hospitals relaunch Emergency Department Wait Time Clocks

AM800 News, December 23, 2024

<https://www.am800cklw.com/news/two-local-hospitals-relaunch-emergency-department-wait-time-clocks.html>

AUDIO: Proposals for Phase 1 of Windsor's new hospital

AM800 News, December 24, 2024

<https://www.iheart.com/podcast/962-mornings-with-mike-and-meg-76578045/episode/proposals-for-phase-1-of-windsors-251410888/>

WECHU puts out reminder to the public following positive Avian Influenza cases

AM800 News, December 24, 2024

<https://www.am800cklw.com/news/wechu-puts-out-reminder-to-the-public-following-positive-avian-influenza-cases.html>

Windsor's new acute care hospital seeking proposals to build phase one

AM800, December 26, 2024

<https://www.am800cklw.com/news/windsors-new-acute-care-hospital-seeking-proposals-to-build-phase-one.html>

Clear Medical Imaging employees return to work after labour dispute was sent to arbitration

AM800 News, December 30, 2024

<https://www.am800cklw.com/news/clear-medical-imaging-employees-return-to-work-after-labour-dispute-was-sent-to-arbitration.html>

BLACKBURN RADIO

Housing a priority for former Grace hospital site

Blackburn Windsor, November 29, 2024

<https://windsornewstoday.ca/windsor/news/2024/11/29/housing-a-priority-for-former-grace-hospital-site>

Urology services return to Erie Shores Healthcare

Blackburn Windsor, December 2, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/02/urology-services-return-to-erie-shores-healthcare>

MHART program celebrates two successful years

Blackburn Windsor, December 2, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/02/mhart-program-celebrates-two-successful-years>

Essex-Windsor EMS marks 1,000 registered AEDs

Blackburn Windsor, December 3, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/03/essex-windsor-ems-marks-1000-registered-aeds>

WRH changes visitor policy amid increase of RSV cases

Blackburn Windsor, December 3, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/03/wrh-changes-visitor-policy-amid-increase-of-rsv-cases>

Clear Medical Imaging strike continues after workers reject offer

Blackburn Windsor, December 5, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/05/clear-medical-imaging-strike-continues-after-workers-reject-offer>

Protect yourself now from seasonal RSVs, says Windsor-Essex MOH

Blackburn Windsor, December 9, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/09/protect-yourself-now-from-seasonal-rsvs-says-windsor-essex-moh>

Erie Shores HealthCare names new Chief of Staff

Blackburn Windsor, December 11, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/11/erie-shores-healthcare-names-new-chief-of-staff>

Windsor-Essex Ontario Health Team announces executive director

Blackburn Windsor, December 12, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/12/windsor-essex-ontario-health-team-announces-executive-director>

Talks break off at Clear Medical

Blackburn Windsor, December 13, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/13/talks-break-off-at-clear-medical>

Grow On Windsor campaign reaches goal

Blackburn Windsor, December 20, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/20/grow-on-windsor-campaign-reaches-goal>

Clear Medical Imaging strike ends with binding arbitration

Blackburn Windsor, December 20, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/20/clear-medical-imaging-strike-ends-with-binding-arbitration>

Emergency wait time clocks return to two Windsor, Leamington hospitals

Blackburn Windsor, December 24, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/24/emergency-wait-time-clocks-return-to-two-windsor-essex-hospitals>

WRH seeks construction manager for acute care hospital

Blackburn Windsor, December 23, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/23/wrh-seeks-construction-manager-for-acute-care-hospital>

Police vow to continue support for Glengarry neighbourhood in 2025

Blackburn Windsor, December 24, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/24/police-vow-to-continue-support-for-glengarry-neighbourhood-in-2025>

Help for those struggling this holiday season is available

Blackburn Windsor, December 28, 2024

<https://windsornewstoday.ca/windsor/news/2024/12/27/help-for-those-struggling-this-holiday-season-is-available>

CBC WINDSOR

VIDEO: New leaked numbers show how many people in Windsor are without a family doctor

CBC Windsor, November 29, 2024

<https://www.cbc.ca/player/play/video/9.6579403>

City will soon open expression of interest for former Grace Hospital site

CBC Windsor, November 29, 2024

<https://www.cbc.ca/news/canada/windsor/windsor-grace-hospital-development-1.7397683>

AED machines can save lives. But do you know where to find one? There's an app for that

CBC Windsor, December 3, 2024

<https://www.cbc.ca/news/canada/windsor/essex-windsor-ems-aed-app-1.7399260>

Striking workers at Windsor-area private imaging clinics vote on 'final offer' starting Wednesday

CBC Windsor, December 3, 2024

<https://www.cbc.ca/news/canada/windsor/private-imaging-clinic-windsor-essex-chatham-kent-final-vote-1.7399850>

Workers at Clear Medical Imaging reject company's 'final offer' in vote, remain on strike

CBC Windsor, December 5, 2024

<https://www.cbc.ca/news/canada/windsor/clear-imaging-strike-final-offer-result-1.7402530>

VIDEO: These Windsorites are donating their time to help people with dementia

CBC Windsor, December 11, 2024

<https://www.cbc.ca/player/play/video/9.6588307>

Most RSV infections are in babies less than 1 year old. But protection remains out of reach for many

CBC Windsor, December 12, 2024

<https://www.cbc.ca/news/health/rsv-babies-1.7408199>

Union representing Clear Medical Imaging workers requests arbitration

CBC Windsor, December 13, 2024

<https://www.cbc.ca/news/canada/windsor/clear-medical-imaging-arbitration-1.7410419>

Clear Medical Imaging strike ends with company, union agreeing to arbitration

CBC Windsor, December 20, 2024

<https://www.cbc.ca/news/canada/windsor/clear-medical-imaging-strike-arbitration-1.7416895>

Erie Shores HealthCare, Windsor Regional Hospital reintroduce wait time clocks

CBC Windsor, December 23, 2024

<https://www.cbc.ca/news/canada/windsor/windsor-hospital-erie-shores-health-care-kristin-kennedy-patient-clock-time-triage-1.7417821>

WINDSOR STAR

Scorned U.S. developer drops legal battle against Windsor over killed \$142M Grace plan

Windsor Star, November 27, 2024

<https://windsorstar.com/news/local-news/scorned-u-s-developer-drops-legal-battle-against-windsor-over-killed-142m-grace-plan?tbref=hp>

Reader letter: 12 hours? Windsor hospital ER times far too long

Windsor Star, December 4, 2024

<https://windsorstar.com/opinion/letters/reader-letter-12-hours-windsor-hospital-er-times-far-too-long?tbref=hp>

Windsor's Clear Medical Imaging workers to vote on 'final offer'

Windsor Star, December 3, 2024

<https://windsorstar.com/news/local-news/windsors-clear-medical-imaging-workers-to-vote-on-final-offer>

Urology patient donates \$250K to help restore, expand services at Leamington Erie Shores HealthCare

Windsor Star, December 4, 2024

<https://windsorstar.com/news/local-news/urology-patient-donates-250k-to-help-restore-expand-services-at-leamington-erie-shores-healthcare>

Workers reject 'final' contract offer from Clear Medical Imaging

Windsor Star, December 5, 2024

<https://windsorstar.com/news/local-news/workers-reject-final-contract-offer-from-clear-medical-imaging>

Windsor-Essex health unit 2025 budget bumps up to \$25M

Windsor Star, December 8, 2024

<https://windsorstar.com/news/local-news/windsor-essex-health-unit-2025-budget-bumps-up-to-25m>

Obit: Pioneering Windsor business leader, philanthropist Michael Solcz 'truly one-of-a-kind'

Windsor Star, December 11, 2024

<https://windsorstar.com/news/local-news/obit-pioneering-windsor-business-leader-philanthropist-michael-solcz-truly-one-of-a-kind>

Leamington hospital announces new chief of staff

Windsor Star, December 13, 2024

<https://windsorstar.com/news/local-news/leamington-hospital-announces-new-chief-of-staff?tbref=hp>

'Double-double down' — Tim Hortons still brewing at Windsor hospital despite big losses

Windsor Star, December 17, 2024

<https://windsorstar.com/news/local-news/double-double-down-tim-hortons-still-brewing-at-windsor-hospital-despite-big-losses>

No travel grants for medical appointments in southern Ontario

Windsor Star, December 17, 2024

<https://windsorstar.com/news/local-news/no-travel-grants-for-medical-appointments-in-southern-ontario>

Ahead of schedule — proposals sought for Phase 1 of Windsor's new acute care hospital

Windsor Star, December 22, 2024

<https://windsorstar.com/news/local-news/ahead-of-schedule-proposals-sought-for-phase-1-of-windsors-new-acute-care-hospital>

Windsor-Essex hospitals relaunch online tool to track ER wait times

Windsor Star, December 24, 2024

<https://windsorstar.com/news/local-news/windsor-essex-hospitals-relaunch-online-tool-to-track-er-wait-times>

Year in review: A look back at top Windsor-Essex news stories of 2024

Windsor Star, December 27, 2025

<https://windsorstar.com/news/local-news/year-in-review-a-look-back-at-top-windsor-essex-news-stories-of-2024>

Windsor-Essex hospitals relaunch online tool to track ER wait times

Windsor Star, December 24, 2024

<https://windsorstar.com/news/local-news/windsor-essex-hospitals-relaunch-online-tool-to-track-er-wait-times>

Beefed-up Windsor police presence at Glengarry to continue into 2025

Windsor Star, December 28, 2024

<https://windsorstar.com/news/local-news/beefed-up-windsor-police-presence-at-glengarry-to-continue-into-2025>

OTHER

One-time acting CEO exits London Health Sciences Centre

London Free Press, December 2, 2024

<https://lfpres.com/news/local-news/one-time-acting-ceo-exits-london-health-sciences-centre>

LHSC, St. Joseph's resuscitate shared executive role

London Free Pres, December 4, 2024

<https://lfpres.com/news/local-news/lhsc-st-josephs-resuscitate-shared-executive-role>

Gunfire at the hospital: Police give new details amid search for shooter

London Free Press, December 14, 2024

<https://lfpres.com/news/local-news/man-hurt-in-shooting-outside-london-hospitals-emergency-room-police>

Q + A: LHSC supervisor on topsy-turvy year, hospital's next steps

London Free Press, December 28, 2024

<https://lfpres.com/news/local-news/q-a-lhsc-supervisor-on-topsy-turvy-year-hospitals-next-steps>