



Mission: Deliver an outstanding patient care experience driven by a passionate commitment to excellence

BOARD OF DIRECTORS

Thursday, March 04, 2021

VIA ZOOM: 1700 hours

Windsor, Ontario

(ZOOM link is included with the meeting invitation)

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (Paniccia)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (Paniccia)		1702	
3. <u>PREVIOUS MINUTES:</u> February 04, 2021 (Paniccia)	Tab A	1703	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO</u> (Musyj) Will be a “live” presentation at the meeting		1705	FYI
5. <u>SCHULICH REPORT</u> (Jacobs)	Tab B	1730	FYI
6. <u>FINANCIAL PRESENTATION & TREASURER’S REPORT</u> (Allen)	Tab C	1735	MOTION (accept)
7. <u>CONSENT AGENDA:</u> Finance/Audit & Resources – Feb. 22, 2021 + operating results (Allen)	Tab D	1745	MOTION (accept)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)	Tab E	1800	FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)		1802	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, April 01, 2021 – ZOOM		1805	FYI
11. <u>ADJOURNMENT</u> (Paniccia)		1805	MOTION

REGRETS ONLY TO CHERYLE CLARK, Cheryle.clark@wrh.on.ca, or
(519) 254-5577 X56000



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, February 04, 2021**, 17:00 hours, via ZOOM, live streamed on YouTube.

PRESENT VIA ZOOM:

Anthony Paniccia, Chair	Patricia France	
Genevieve Isshak	Dr. Laurie Freeman	Dr. Wassim Saad (ex-officio, non-voting)
Paul Lachance	Arvind Arya	David Musyj (ex-officio, non-voting)
Michael Lavoie	Dan Wilson	Karen Riddell (ex-officio, non-voting)
Penny Allen	John Leontowicz	Dr. Larry Jacobs (ex-officio, non-voting)
Cynthia Bissonnette		Dr. Anil Dhar (ex-officio, non-voting)

STAFF VIA ZOOM:

Executive Committee

REGRETS:

Pam Skillings

1. CALL TO ORDER:

The meeting was called to order at 1702 hours with Mr. Paniccia presiding as Chair, and Ms. Clark recording the minutes.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the January 07, 2021 Board meeting had been previously circulated.

MOVED by Mr. P. Lachance, **SECONDED** by Mr. J. Leontowicz and **CARRIED THAT** the minutes of the January 07, 2021 Board of Directors meeting be approved.

4. REPORT FROM THE PRESIDENT & CEO:

Mr. Musyj gave a verbal report accompanied by slides. Three items highlighted:

1. Influenza Update;
2. COVID variants;
3. Status of various vaccines that are available in Canada and worldwide, and where we are as Canada re: our procurements efforts.

Highlights:

Influenza Update:

The chart showed the number of influenza tests performed in 2020/21. Compared to previous years, the number of tests we have performed is much higher this year compared with previous years all together. The chart on the right shows the actual percentage of tests positive for influenza as compared to previous seasons. To date, we have only had 56 influenza detections reported. In the last six seasons, we averaged 21,106 influenza detections to date with less testing. Clearly something is working and it is interesting as we move forward when we start to exit COVID, we know how we can impact influenza.

Dr. Saad added that there were two things that came from this:

1. The Public Health measures put in place to stem the tide of COVID have been much more effective in preventing influenza transmission. Infections are significantly down. The coronavirus is much more difficult to contain as is influenza.
2. COVID – despite our attempts to stem the spread, it is quite aggressive.

Mr. Musyj stated that we know we can stem influenza in future years.

COVID Variants: Mr. Musyj referred to his slides. The left side of the first slide showed the current strain we are dealing with now. It came out early in January/February, 2020. It was a mutation that was identified from Toronto and is the main form of the virus circulating around the world right now. We heard a lot about the UK variant that started in UK – and it was 60-70% more transmittable than current virus. It is more severe than the current strain. It has the impact that you have a greater percentage being infected with the virus. There is a LTC home in Barrie where this was heavily infectious and there were approx. 130 residents living there and 63 deaths have occurred in the last month. , there is a LTC Home, there has been a devastating impact on that home. Testing for it is more complex and it takes a couple of weeks to get results back. On January 20 Public Health Ontario did 1900 tests of those positive re: variation and of the 1880 positive samples, 5.5% were the UK variant or the South African variant. We have sent some of our positive results to get tested. These variations will become the dominate strain in March in Ontario.

Today we admitted 4 or 5 new patients with COVID. Our overall #'s are decreasing. Concern is impact of variants and how quickly they can spread. One of the ways we eliminate variants is to stop replication, which is through vaccines. The South African variant has been found in Ontario. Concern with the South African is the impact the variant has on a higher viral load, making it potentially more infectious than other variants and also making a concern on the efficacy on the south African variant. Impact of vaccines on UK variant is strong. Brazil variant – last year Brazil was hit hard with COVID. They estimated that 75% of the population was infected. They created herd immunity, they started to open up the country again, but now the Brazil variant has struck and a good percentage of their population is positive again. There is also the Denmark variant. There is concern about future vaccines on this variant.

Some scientists say at this point in the pandemic makes them the most nervous. It is the eye of the storm.

Some scientists say at this point in the pandemic, the variants makes them most nervous.

We were having 600-700 people swabbed at the assessments centres but it has dropped off dramatically. We now get about 250 per day. If we see that number creep, that will be very concerning. We are working about being cautious at the same time with surgeries.

Dr. Saad stated during this lull, we have to get as many patients through surgery, not just out-patient, but in-patient surgery as we can.

Vaccines: We have a limited amount of vaccines. Pfizer (95% efficacy), two doses, available world-wide; Moderna (94.5% efficacy), used by Public Health for ltc/rh. The South African variant has affected this one. Novavax (89.3% efficacy). This one won't be available until the fall. This can be stored in a basic fridge.

Johnson & Johnson is a one shot vaccine. It does well preventing severe disease and hospitalization and death and is 66% effective at preventing symptoms.

Oxford/Astra Zeneca is a two dose vaccine and appears to do well with the UK variant. Data is still being collected though. It is being distributed in the European Union. Astra Zeneza is not being recommended to those 65 years and older. Apparently it does not do as well with that age group.

We have purchased a significant amount of vaccines to vaccinate our population. We are re-starting 2nd doses February 08 and we are looking to receive more Pfizer on Feb 15. We hope to start 1st doses again after the 15th once we start to get a flow of vaccines.

Musyj added that some vaccines are dropping to 60% efficacy as per Dr. Fauci,, but that is better than zero.

Dr. Saad stated that any efficacy is better than no efficacy. The Flu vaccine is between 40-60% effective. None of these vaccines fall below the flu vaccine.

Board comment: They are beginning clinical trials to see if you can combine different vaccines. That will be good because if we have issues with production with one vaccine we can still continue with the second one.

Dr. Saad agreed, adding any efficacy is better than no efficacy. Part of this has to do with the global supply chain. If Pfzier could continue to produce their vaccine, no one would be considering these combinations. We will wait for the trials and if they work, that will be great.

Board question: What is the time between the second dose and the need for a booster?

Dr. Saad response: Some are looking at 4 to 6 weeks after the second dose.

Board question: Are some people looking to get a booster every 6-9 months?

Dr. Saad response: There is no real way to tell at this time. There are no plans to give people a 3rd dose unless we have a variant in the community and that is the only option we have.

5. REPORT FROM SCHULICH:

Dr. Larry Jacobs

Dr. Jacobs referred to his submitted report and offered the following highlight:

The Canadian Association for Medical Education has named Dr. Alice Tsui, a physician in the Emergency Department, as a recipient of a national award – a certificate of merit. This is a prestigious recommendation. Congratulations to Dr. Tsui.

6. Financial Presentation – as of December 31, 2020.

Ms. Allen reported.

Slide 3 : Hospital Operations

- Y-T-D Deficit: \$3,855,000.
- Revenue: \$10.6 million favourable y-t-d.
- Total expenses: \$18.1 million unfavourable. Largest variance is salary & wages.
- COVID expenses unfunded to date: \$7.8 million.
- Deficit after building amortization: \$5,525,000.
- If unfunded COVID expenses had been funded, YTD surplus would have been \$2.3 million and the hospital margin \$5 million.

Slide 4 : COVID Impact on Y-T-D Financial Results

- We have received funding for COVID-19 operating expenses from April to September in the amount of \$13.3 million plus \$7.0 million for the pandemic pay. Re-imbursement of August and September operating expenses was received in December. There has been a 2 to 3 month delay in Ministry re-imburements.
- Decreased patient services revenue are mainly diagnostic revenues which are 11% below target to date, and preferred accommodations, which are 76% below budget.

Slide 5: Y-T-D Revenue

- Base and one-time funding: \$10.3 million favourable to date.
While revenue from our QBP's are lower than budget by \$8.2 million due to reduction in elective surgery cases, one time funding is higher than budget by \$17.6 million, as this is where we report Ministry re-imburements for COVID-19 expenses.
- Drug re-imburements: favourable \$2.2 million, however these are offset by increased drug expenses.

Slide 6: QBP volume comparison by grouping – Graphic representation

- There is a combined 10.268 case reduction representing funding that has not been earned of \$8.3 million.
- While we did not earn this revenue, the hospital would not have incurred costs normally associated with these cases of a similar dollar amount.

Slide 7: Expenses

- Salary & wages: unfavourable to \$10.4 million y-t-d.
 - i) \$1 million unfavourable in December and includes the following variances:
 - a) COVID-19 screening of staff, patients and visitors and staffing of the Assessment Centre: \$543,000.

- b) Higher in-patient Medicine and Critical Care staffing due a “surge” in COVID-19 patients: \$430,000

Slide 8: Sick and isolation pay to date – graphic representation

There was an uptick in December 2020 related to the second wave of COVID. Sick Pay to date: \$612,000; Isolation pay: \$734,000

Slide 9: Expenses continued

- Drugs: \$4.2 million unfavourable to date. Most of this variance has revenue recoveries either from our retail pharmacies or from the Ministry of Health in the chemotherapy and renal programs.
- Other Supplies: \$609,000 favourable overall, with a number of line items where favourable and unfavourable variances offset each other.

Slide 10: Patient Access Measure by our LOS:

LOS for all patient areas with the exception of Ouellette acute care are at, or slightly below their expected occupancy LOS.

Slide 11: Patient Volumes

Since we are not operating at normal levels of programs and services, all metrics are below target.

Slide 12: Patient volumes

- The graph compares year over year volumes to December and the difference. All are trailing behind target except for community visits as this includes 74,989 COVID-19 assessment centre visits. There were 1,773 vaccinations given in the month of December 2020.

Slide 13: Sick/Overtime and FTE's

- Sick and overtime were higher in the month compared to the previous month, with the exception of sick time at Ouellette, which remains unchanged from the previous month.
- Total FTEs for Met & Ouellette combined: 12.29 under budget

MOVED by Ms. P. Allen, **SECONDED** by Dr. L. Freeman and **CARRIED**

THAT the February 04, 2021 Financial Presentation (as of December 31, 2020), be accepted.

7. CONSENT AGENDA:

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

THAT the report from the January 25, 2021 Finance/Audit & Resources Committee meeting be accepted.

8. CORRESPONDENCE/PRINTED MATTER:

- Media Report – FYI
- A documentary is coming out on March 16, entitled “Dispatches”, and outlines patient stories from the SportsPlex.

- February 50/50 Draw is live now. This helps to fund Hospital equipment purchases.

Mr. Musyj stated that tonight was Ms. Staley Liang's last Board meeting. He thanked her for her years of dedication to the organization and community.

9. BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS:

None

10. DATE OF NEXT REGULAR MEETING:

Thursday, March 04, 2021, 1700 hrs VIA: ZOOM

11. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Mr. A. Arya, **SECONDED** by Mr. J. Leontowicz and **CARRIED**
THAT the February 04, 2021 Board of Directors meeting be adjourned at 1753 hours.

Anthony Paniccia, Chair
Board of Directors
/cc

Cheryle Clark
Recording Secretary

Update to WRH Board of Directors (March 4, 2021)

Announcements:

- Gregory Dekaban, PhD, has been appointed as Chair, Department of Microbiology & Immunology, Schulich School of Medicine & Dentistry, Western University effective February 1, 2021 to January 31, 2026.
- Jefferson Frisbee, PhD, has been re-appointed as Chair, Department of Medical Biophysics, Schulich School of Medicine & Dentistry, Western University, effective July 1, 2021 to June 30, 2026.

Awards

- The nominations for the [2021 Awards of Excellence](#) are now open. Nominate a deserving individual or team today. **Nomination deadline: Wednesday, March 24, 2021.**

Events

- Visit the Schulich website Events Page for all upcoming events at <https://www.schulich.uwo.ca/>
- Drs. Andrea Lum and Laura Foxcroft will be hosting a wellness Grand Rounds with Dr. Jillian Horton, MD, author of “We Are All Perfectly Fine” on March 4, 2021 at 12-1:30p. Please register here:

Zoom Registration (free to all):

https://westernuniversity.zoom.us/webinar/register/WN_wMO1CJR2QZGI1WItvpHI9A

Windsor Update

- The new second year course “Transition to Clerkship” has launched. The goal of this is to further support the transition of students to the clinical realm with focused learning in the major clinical streams.
- This year, 4th year students will return to clinical learning post CaRMS match day to complete six weeks of learning to support personal learning goals (not match focused). As always, Windsor faculty have been very accommodating in finding capacity for this initiative.
- Exploration of “MD plus” options in Windsor continue with further discussions with University of Windsor leadership.
- The Schulich strategic plan is in the listening phase of renewal. Windsor faculty and students have been engaged in this process.

Respectfully submitted,

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



Finance/Audit and Resources Committee
Financial Presentation (January 31, 2021 Results)
Board of Directors Meeting March 4, 2021

Financial Results - Hospital Operations (1,000's of dollars) January 31, 2021

	Current Year		\$ Variance		% Variance	
	Actual	Budget	Fav/(Unfav)	Fav/(Unfav)		
Revenue	\$ 454,938	\$ 447,346	\$ 7,592		1.7%	
Expenses						
Salaries and Wages	\$ 219,272	\$ 206,436	\$ (12,836)		(6.2%)	
Employee benefits	52,430	51,378	(1,052)		(2.0%)	
Employee ben. - future ben. costs	1,611	1,611	-		0.0%	
Medical staff remuneration	44,706	43,193	(1,513)		(3.5%)	
Medical & Surgical supplies	30,787	30,581	(206)		(0.7%)	
Drugs	55,570	50,267	(5,303)		(10.5%)	
Supplies & other expenses	51,626	51,494	(132)		(0.3%)	
Long term Interest	2,299	1,700	(599)		(35.2%)	
Equipment lease / rental	3,207	1,990	(1,217)		(61.2%)	
Equipment amortization	7,410	7,330	(80)		(1.1%)	
Total Expense	\$ 468,918	\$ 445,980	\$ (22,938)		(5.1%)	
Surplus / (Deficit) From Hospital Operations	\$ (13,980)	\$ 1,366	\$ (15,346)			
COVID-19 related unfunded extraordinary operating expenses included above	\$ 13,192		\$ 13,192			
COVID-19 related unfunded non-ministry revenue loss included above	\$ 7,482		\$ 7,482			
YTD - Unearned Ministry volume funding	\$ 13,377	\$ -	\$ (13,377)			
Surplus or (Deficit) / Revenue	-3.07%	0.31%	-3.38%			

Note: If the currently unfunded \$13.2 million in COVID-19 operating expenses had been funded as incurred, the deficit at January 31, 2021 would have been approximately \$3 million with a positive Hospital Margin of \$648,000.

Net Surplus/ (Deficit) after building amortization (\$16,153)

Financial Results - COVID-19 Impact

January 31, 2021

Year to Date Results include \$13.2 million in COVID-19 extraordinary operating expenses which have not been funded. Net revenue losses total \$19.1 million.

Windsor Regional Hospital COVID-19 Expenses Year-to-Date January 2021			
	<u>Funded</u>		<u>Unfunded</u>
Compensation	6,586,039		7,122,910
Pandemic Pay	7,015,305		-
Medical Staff Fees	1,307,879		418,746
Med. Surg. Supplies	2,705,695		3,765,759
Drugs	87,570		265,581
Other supplies & expense	1,318,387		1,218,804
Equipment Expenses	1,554,384		305,106
Renovations	1,053,304		94,758
Total Operating Expense	21,628,563		13,191,664
Capital	2,387,245	\$	539,885
Combined Total	\$ 24,015,808	\$	13,731,549

Windsor Regional Hospital COVID-19 Revenue Loss Year-to-Date January 2021			
	<u>Funded</u>		<u>Unfunded</u>
Volume Based*	-		13,377,385
Patient Services**	1,764,677		4,777,971
Recoveries***	-		2,703,797
Total Revenue	1,764,677	\$	20,859,153

- * Quality Based Procedures, Neuro Services, Cardiac & Wait Time
- ** Preferred Accommodation, Co-Payment, OHIP Technical & Professional Fees, & Cosmetic Procedures
- *** Parking, Retail Food Services, Gift Shop, Leased Office Space (Physician), Patient Televisions, Print Shop & Referred In Services (Other Hospitals)

Financial Results

January 31, 2021

▶ Year to Date Revenue

▶ Base and One-Time Funding \$5.8 million favourable

- ▶ \$8.5 M in QBP revenue not earned as a result of elective surgery cancellations early in the fiscal year and lower than planned volumes from June to January.
- ▶ Operating Room volumes are 10,069 lower than planned to date
- ▶ Urgent/Emergent QBP unearned revenue is \$3.6 M year to date
- ▶ One-time funding is \$18.2M favourable year to date due to:
 - ▶ One-time funding for Pandemic Pay of \$7M
 - ▶ Reimbursement for April to September COVID-19 expenses \$13.3M
 - ▶ \$5M in One Time funding not confirmed has not been recognized (\$4.17M to date)
 - ▶ \$750,000 in Complex Malignant Hematology revenue shortfall (volume-based)

Financial Results

January 31, 2021

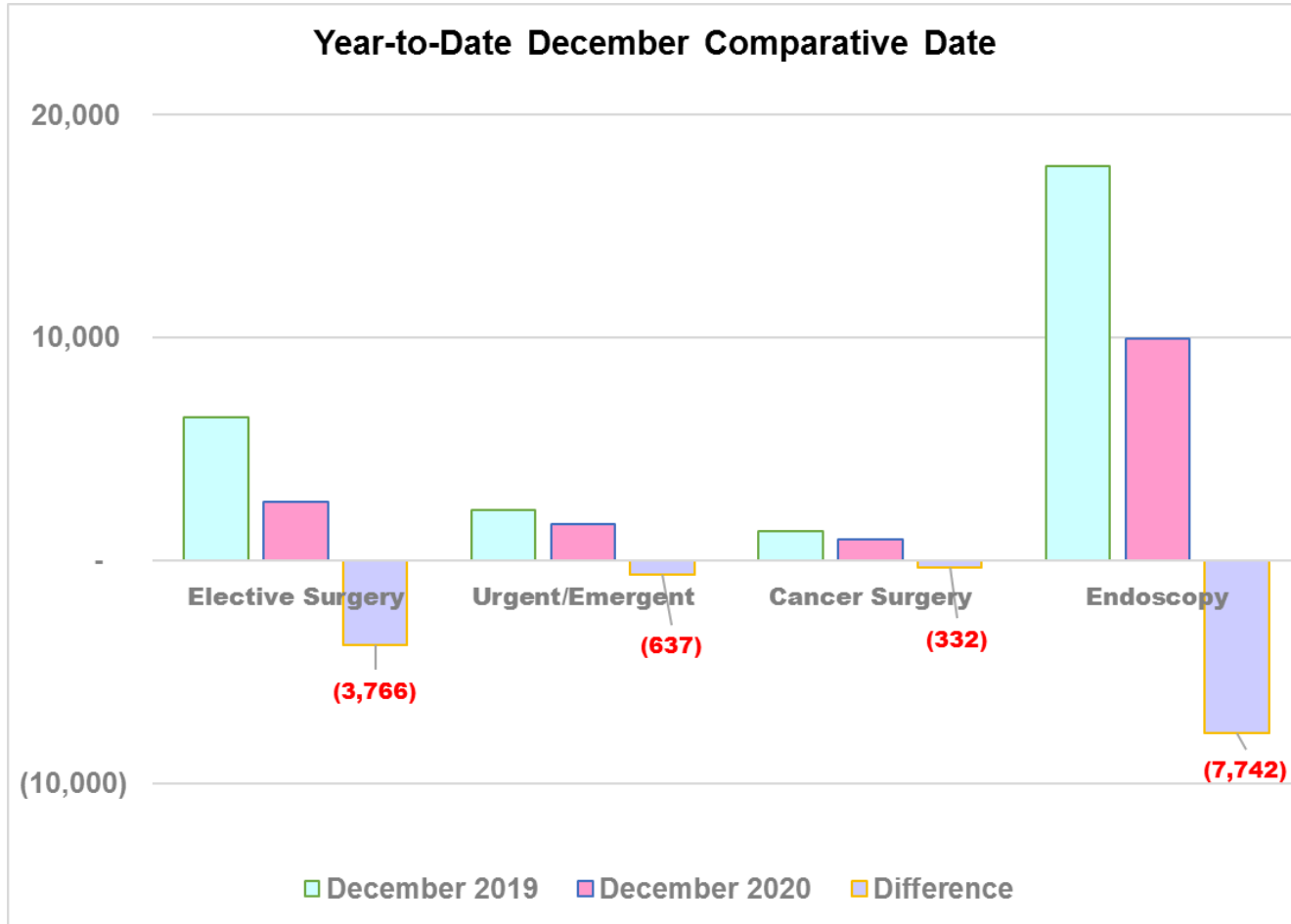
▶ Year to Date Revenue...

- ▶ Patient Services \$617,000 favourable year to date, \$895,000 favourable in the month. COVID-19 uninsured reimbursements for August, September and October of \$1.2 million received in the month.
- ▶ Ministry Drug Reimbursements favourable \$3.2 million
- ▶ Other Recoveries \$3,000 unfavourable
 - ▶ Reduction of services has effected parking and retail food operations
 - ▶ Unfavourable \$185,000 in the month of January in these services

Overall Revenue is favourable year to date by \$7.6 Million

QBP Volume

December Coded Data Comparison



For this nine (9) month period the volume reductions result in an funding reduction of \$15.5 million.

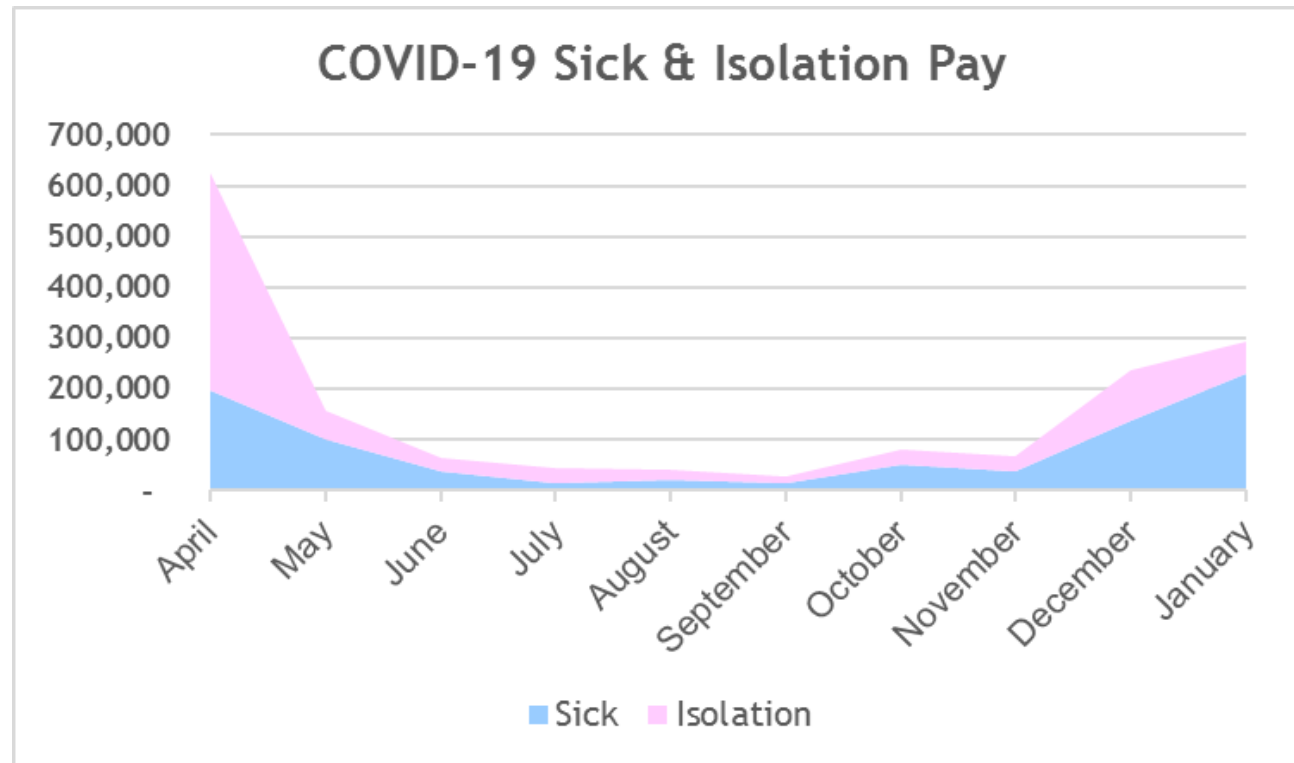
Financial Results

January 31, 2021

▶ Year to Date Expenses

- ▶ Salary and Wages \$12.8 million unfavourable
 - ▶ \$2.4 M unfavourable in the month of January
 - ▶ COVID-19 Screening (Staff/Patients/Visitors), Assessment and Vaccine Centre staffing \$774K
 - ▶ COVID-19 Sick and Isolation pay \$292K in the month
 - ▶ Inpatient Medicine and Critical Care Surge staffing \$606K
- ▶ Net Patient Services Revenue and Medical Staff Remuneration \$896K unfavourable
 - ▶ \$418K in unfunded COVID-19 physician remuneration
- ▶ Medical/Surgical Supplies \$206K unfavourable
 - ▶ YTD Savings incurred in perioperative program due to volume reductions:
 - ▶ Met Campus \$986K
 - ▶ Ouellette Campus \$1.9M
 - ▶ Incremental spending on personal Protective Equipment (PPE) year to date is \$3.4M

Sick & Isolation Pay January 31, 2021



Financial Results

January 31, 2021

▶ Year to Date Expenses

▶ Drugs \$5.3 M Unfavourable

- ▶ Chemo and Renal drug expenses and recoveries are balanced
- ▶ Retail pharmacy net drug expense to revenue is \$208,000 favourable to date
- ▶ Drug expenses for clinical areas at the Met campus are 14% unfavourable and 3% unfavourable at the Ouellette campus due to a surge in COVID-19 patients in medicine and critical care

▶ Other Supplies and Expenses \$132 K Unfavourable

- ▶ \$741 K unfavourable in the month due to:
 - ▶ \$180,000 in higher laundry costs
 - ▶ \$142,000 for referred-out cataract cases
 - ▶ \$140,000 lab supplies
 - ▶ \$171,000 in minor equipment purchases

Patient Access

January 31, 2021

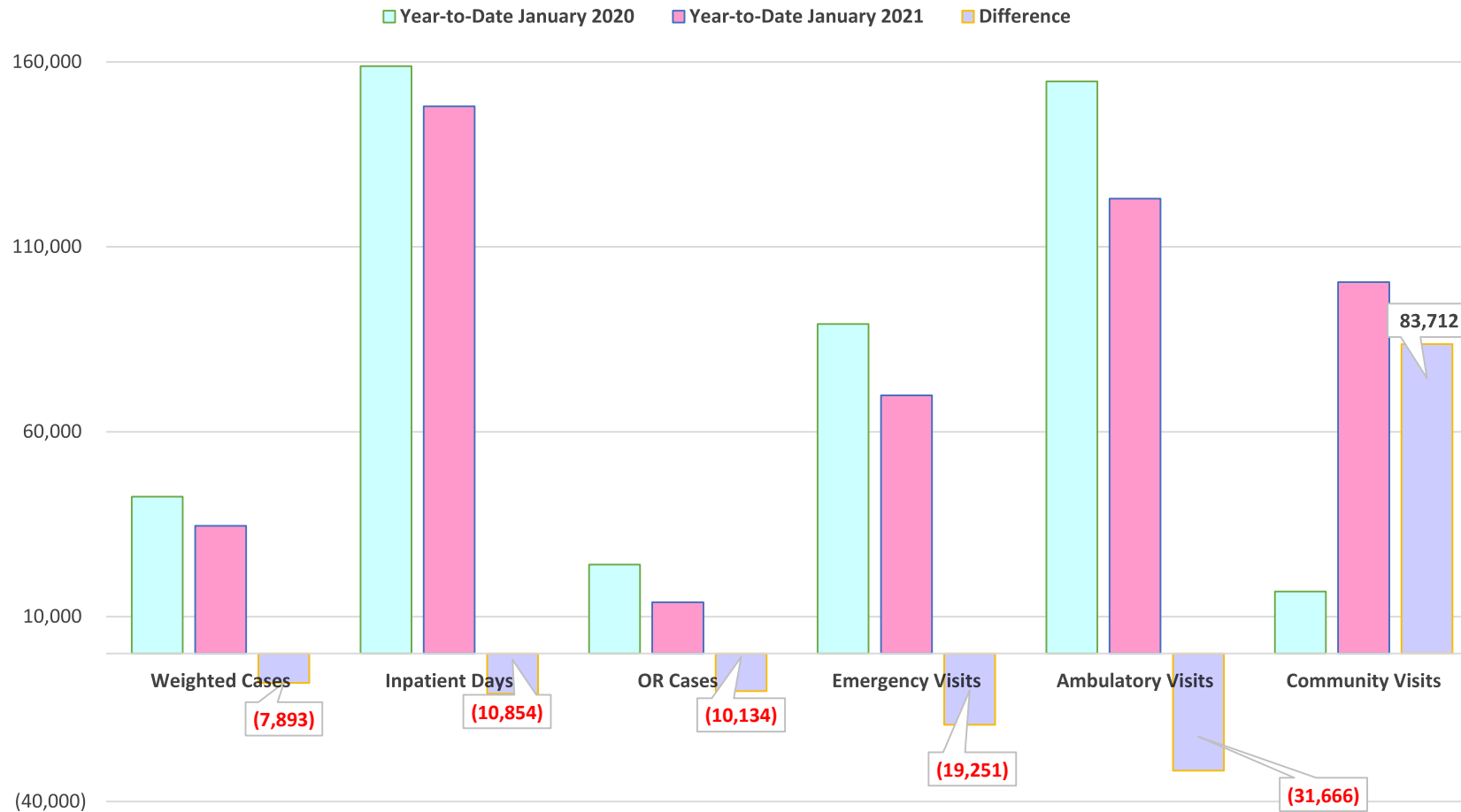
	YTD Actual	Target	Variance
Met Campus			
Acute Average LOS	5.57	4.54	(1.03)
Psych Average – Adolescent LOS	5.87	6.44	0.57
Ouellette Campus			
Acute Average LOS	7.98	7.33	(0.65)
Psych Average – Adult LOS	12.11	12.43	0.32

Patient Volume

January 31, 2021

	Jan 2021 Actual	Jan. 2020 Actual	Variance to Prior Year
Met Campus			
Total Weighted Cases (estimated)	17,180	20,539	(3,359)
Acute Patient Days	63,447	69,780	(6,333)
ED Visits and Holds	36,340	45,316	(8,976)
Ouellette Campus			
Total Weighted Cases (estimated)	17,369	21,903	(4,534)
Acute Patient Days	63,722	69,169	(5,447)
ED Visits and Holds	36,152	46,041	(9,889)

Patient Volume January 31, 2021



Community service visits include 92,582 visits to the COVID-19 Assessment Centres

Organization Health

January 31, 2021

	Trend	YTD Actual	Target	Variance
Met Campus				
% Sick Time	Worse	7.60%	3.70%	(3.90%)
% Overtime	N/C	2.50%	2.30%	(0.20%)
FTE Staffing		1,696.6	1,710.7	14.10
Ouellette Campus				
% Sick Time	Worse	6.20%	3.70%	(2.50%)
% Overtime	Worse	5.10%	2.30%	(2.80%)
FTE Staffing		1,440.1	1,424.7	(15.40)

9% of total paid sick hours to date are due to COVID-19. Benchmarks would be 5.5% at Met and 5.6% at Ouellette if these costs were not incurred.

Red and Green year to date are showing Green/better than or Red/worse than prior month

**Treasurer's Report
Board of Directors**

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

	Line	January 2021 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$ 454,938	\$ 447,346	\$ 7,592
Total Expense	20	468,918	445,980	(22,938)
Surplus / (Deficit)	21	(13,980)	1,366	(15,346)
Other Votes (net)	22	(30)	(65)	35
Other Recoveries / (Exp)	23	(833)	-	(833)
Subtotal	24	(14,843)	1,301	(16,144)
Net bldg. amortization	25	(1,310)	(1,480)	170
Net Surplus (Deficit)	26	\$ (16,153)	\$ (179)	\$ (15,974)

Hospital Margin	\$ (12,544)	\$ 3,001	\$ (15,545)
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Capital Equipment Expenditures	\$ 31,733	\$ 27,689	\$ 4,044
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* Variance - favourable / (unfavourable)

Operational Highlights

1. The operating results for the ten months ended January 31, 2021 resulted in a deficit of \$16,153,000 (\$12,544,000 Negative Hospital Margin) based on MoH definition. There are four significant revenue factors reflected in these results.

a. With respect to 2020-2021, the Ministry has committed to date to the funding that was recommended in the Optimization Review Report with the exception of the \$5 million in one time funding. None of this revenue has been accrued to date.

b. Patient services and preferred accommodation revenue is \$1,818,000 below plan as a result of COVID-19. Diagnostic revenues are well below plan as volumes were scaled back considerably and inpatient volumes were significantly decreased as WRH created capacity for pandemic patient by cancelling elective surgeries.

d. Recoveries are \$3,000 below plan. Decreased revenue in retail pharmacies, parking and retail food services as a result of COVID-19 have rebounded, particularly retail pharmacy revenues.

2. Year to date salary and wages have a negative variance of \$12,836,000 or 6.2%. The two segments of pandemic pay covering the period of April 24, 2020 to August 13, 2020 in the amount of \$7,015,305 is included in the year to date expense. These payments are 100% funded by the Ministry of Health.

3. Medical/Surgical Supplies are unfavourable \$206,000. Savings have been incurred due to elective surgery volume reductions implemented to create capacity for potential COVID-19 surge. These have been offset by the expensing of the N95 mask inventory which was purchased in the early stages of the pandemic.

4. Drugs are unfavourable \$5,303,000 year to date. The retail pharmacies, renal program and chemotherapy suite are favourable in terms of net revenue to drug expenses. Clinical areas such as the Intensive Care and Medicine units are unfavourable to budget due to a surge in COVID-19 patients.

5. Other Supplies and Expenses are unfavourable \$132,000 year to date. The deficit is attributable to minor equipment purchases and renovation costs due to COVID-19, one-time set up costs for the St. Clair College Field Hospital and legal fees.

6. Equipment lease/rental is over budget by \$1,217,000 as additional beds were rented for the St. Clair College Field Hospital and the Met and Ouellette sites in preparation for a possible surge in volumes due to the pandemic.

7. Long term interest is \$599,000 over budget and includes the interest on the 40-year debentures issued in November 2020.



MOTION/ACTION SHEET

From The

FINANCE/AUDIT & RESOURCES COMMITTEE MEETING General Session

Monday, February 22, 2021

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



MINUTES from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE** (*General Session*) held on Monday, February 22, 2021 Via Zoom (following the In-Camera Session).

PRESENT:

Penny Allen	Beth Yeh
Arvind Arya	Dianne Aziz
Dr. Laurie Freeman	Ian McLeod
Paul Lachance	Sandra Boglitch

Anthony Paniccia, Chair of the Board

REGRETS:

Dr. Lawrence Jacobs

STAFF:

David Musyj	Kevin Marshall
Mark Fathers	Mary Macera
Heidi Zimmer	

1.0 CALL TO ORDER

Mrs. Allen called the meeting to order at 5:44 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Beth Yeh, **SECONDED** by Arvind Arya that the General Finance/Audit & Resources Committee Agenda of Monday, February 22, 2021 be approved.

CARRIED.

3.0 CONFLICT OF INTEREST

No "Conflict of Interest" was declared.

4.0 PRESENTATIONS

There were No Presentations.

5.0 FOR APPROVAL / RECOMMENDATION

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

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

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

CARRIED.

6.0 FOR DISCUSSION

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

Ms. Zimmer provided the following highlights from the financial presentation.

- The operating results for the ten months ended January 31, 2021 have resulted in a deficit of \$16,153,000 (\$12,544,000 negative Hospital Margin).
- Three items to highlight:
 - Operating results - \$44.1 million in higher costs and lost revenue related to COVID-19. We have received \$21.6 million for operating costs due to COVID-19 (April to September 2020).
 - If the unfunded amount of expenses had been funded (which amounts to \$13.2 million), the deficit would have been approximately \$3 million.
 - The Hospital has received funding details for the 2020-2021 fiscal year; comparison to what was included in the 2020-2021 budget for Ministry funding, all has been confirmed except the \$5 million in one-time funding.
- COVID-19 impact – year to date results include \$13.2 million in operating expenses that have not been funded. Net revenue loss is \$7.5 million.
- Year to date Revenue – base and one-time funding - \$5.8 favourable; overall revenue is favourable year to date by \$7.6 million. Mr. Fathers added that the Ontario Hospital Association (OHA) is lobbying the Ministry on behalf of all hospitals for the extra expenses incurred due to COVID-19, as well as the revenue losses.
- QBP volumes – using December 2020 data. For the 9 month period, volume reductions results in a funding reduction of \$13.3 million.
- Year to date Expenses – salary and wages are \$12.8 million unfavourable and medical staff remuneration is \$1,513,000 unfavourable, medical/surgical supplies are \$206,000 unfavourable.
- Sick and Isolation Pay – there was an increase in December 2020 and a further increase in January 2021. In January, it is the highest it has ever been.

- Drugs are \$5.3 million unfavourable.
- Other Supplies and Expenses are \$132,000 unfavourable.
- Patient Access – Met and Ouellette campuses – acute lengths of stay higher than plan as a result of an increase in COVID-19 patients.
- Patient Volume – Variances both at Met and Ouellette in total weighted cases, acute patient days and ED visits and holds. Community service visits include 92,582 visits to the Assessment Centres for COVID-19.
- Organizational Health – 9% of sick time is due to COVID-19.

6.2 Budget Risk Item(s) Schedule as at January 31, 2021

There were no changes to the schedule in this month. Assuming all COVID-19 expenses are reimbursed, we should be close to breakeven at year end.

7.0 FOR INFORMATION

7.1 President's Report – January 2021

Provided for the community members of the committee. Mr. Musyj indicated that we have a limited amount of vaccinations, although we expect a substantial amount to come at the end of March.

The Public Health Unit is taking care of the 80+ group who require a vaccination. There are over 20,000 of those that are 80 and over. As it stands right now, we are looking at having 2,000 vaccinated per week. We will see how this unfolds next week or so.

Seventy-five percent (75%) of staff have been vaccinated; physicians and midwives – 90 to 95% have been vaccinated.

8.0 DATE OF NEXT MEETING

The Finance/Audit & Resources Committee will meet on **Monday, March 22, 2021 at 5:00 p.m. Via Zoom.**

9.0 ADJOURNMENT

Mrs. Allen indicated that there was no further business.

MOVED by Laurie Freeman, SECONDED by Paul Lachance that the General Meeting from the Finance/Audit & Resources Committee of Monday, February 22, 2021, be adjourned at 6:06 p.m.

CARRIED.

Mrs. Penny Allen, Chair & Treasurer
FinAudit&Resources_Minutes
20210222

Mary Macera
Recorder

Windsor Regional Hospital

Operating Results Report

For the Ten Months Ended January 31, 2021

Financial Summary - January 2021 (\$000's)

	Line	January 2021 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$454,938	\$ 447,346	\$ 7,592
Total Expense	20	468,918	445,980	(22,938)
Surplus / (Deficit)	21	(13,980)	1,366	(15,346)
Other Votes (net)	22	(30)	(65)	35
Other Recoveries / (Exp)	23	(833)	-	(833)
Subtotal	24	(14,843)	1,301	(16,144)
Net bldg. amortization	25	(1,310)	(1,480)	170
Net Surplus (Deficit)	26	\$ (16,153)	\$ (179)	\$ (15,974)

Hospital Margin	\$ (12,544)	\$ 3,001	\$ (15,545)
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Capital Equipment Expenditures	\$ 31,733	\$ 27,689	\$ 4,044
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* Variance - favourable / (unfavourable)

Operation Highlights:

- The operating results for the ten months ended January 31, 2021 resulted in a deficit of \$16,153,000 (\$12,544,000 negative Hospital Margin) based on the MoH definition. There are three items worth noting -
 - a. Operating results include a combined \$44.1 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. While the Ministry has indicated their intent to reimburse most of these costs, to date we have received reimbursement of \$21.6 million for operating expenses submitted via the COVID-19 reporting mechanism covering the months of April to September 2020. Revenue losses have not yet been addressed by the MoH beyond reimbursement for services provided to uninsured residents. As part of the \$44.1 million, WRH has paid \$7 million for pandemic pay to employees and has received 100% of that funding allocation.
 - b. If the currently unfunded \$13.2 million in COVID-19 expenses had been funded as incurred, the deficit as at January 31, 2021 would have been approximately \$3 million with a Hospital Margin of \$648,000.

- c. WRH received funding details for the 2020-2021 fiscal year on June 4, 2020. In comparing these details to what was included in our 2020-21 budget for Ministry funding (which was based on the recommendations in the Optimization Review Report), all has been confirmed with the exception of the \$5 million in one-time funding. This revenue has not been accrued in the year to date January 2021 results. The letter sent to the Ministry with respect to this one time funding amount has yet to receive a response.

1. Financial Results for the Ten Months ended January 31, 2020
(Statement 2)

For the ten months ended January 31, 2021, the deficit after net building amortization is **\$16,153,000**, which is \$15,974,000 worse than plan. This represents a negative Ministry of Health Margin of \$12,544,000 (one year ago, the margin was positive \$1,742,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$44.1 million are included in these results. In the month of December, the COVID-19 impact was \$6.3 million. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1, 2020 to January 31, 2021 and which have been funded or not funded –

Windsor Regional Hospital COVID-19 Revenue Loss & Expenses Year-to-Date January 2021		
	<u>Funded</u>	<u>Unfunded</u>
Revenue		
Patient Services	1,764,677	4,777,971
Recoveries	-	2,703,797
Total Revenue	1,764,677	7,481,768
Expense		
Compensation	6,586,039	7,122,910
Pandemic Pay	7,015,305	-
Medical Staff Fees	1,307,879	418,746
Med. Surg. Supplies	2,705,695	3,765,759
Drugs	87,570	265,581
Other supplies & expense	1,318,387	1,218,804
Equipment Expenses	1,554,384	305,106
Renovations	1,053,304	94,758
Total Expense	21,628,563	13,191,664
Total Operating	\$ 23,393,239	\$ 20,673,432

It should also be noted that with respect to Ministry volume based funding, we have unearned revenue for these ten (10) months of \$13.4 million as compared to \$1.3 million one year ago.

Revenue

Ministry revenue (combined base and one-time) is \$5,802,000 higher than budget. One time funding is favourable year to date, as it includes approximately \$7 million in one time pandemic pay funding that has been recognized to date. This funding is offset by wages and benefits for the two installments of pandemic pay paid to those eligible staff. In addition, we have received one time ministry reimbursement for April to September COVID-19 expenses in the amount of \$21.6 million. Early in the fiscal year, the Ministry directed Hospitals to reduce elective services and the corresponding volume reductions have reduced the amount of revenue earned for Quality Based Procedures (QBPs), wait time procedures, neuroservices and cardiac funding. As an example, for QBP funded volumes, our year to date January revenues are \$11.7 million lower than one year ago. WRH has submitted a plan to the Ministry to address the surgical backlog. However, with the region going in and out of lockdown, planned inpatient elective surgeries have been reduced and in some cases cancelled.

QBP funding includes a component of Urgent/Emergent cases which are Pneumonia, Hip Fracture, Stroke, Congestive Heart Failure (CHF) and Chronic Obstructive Pulmonary Disease (COPD). There has been a significant reduction in these cases in the current fiscal year which has resulted in unearned revenue of \$3.6 million to date and a forecasted shortfall of \$4.4 million at year-end. Last fiscal year 100% of this funding (\$28 million) was earned.

An additional volume-based revenue shortfall is forecasted in the Complex Malignant Hematology program which funds the treatment of acute leukemia patients. The year to date shortfall in this program is \$750,000 due to lower than funded volumes.

Ministry drug reimbursements have a positive variance of \$3,246,000 (17.7%). This revenue comes from the Cancer Centre's New Drug Funding program and the renal program. This revenue offsets the corresponding drug expenses in both programs.

The preferred accommodation revenue variance is unfavourable to budget by \$2,400,000 and is tracking lower than last year by \$2,352,000. Lower occupancy due to the reduced number of elective surgeries contributes to this shortfall, as well as the Ministry of Health directive that hospitals cannot bill uninsured patients for semi-private and private accommodation during the pandemic. Previously, uninsured patients would have paid out of pocket for this accommodation. Infection prevention and control measures often require patients to be placed in private rooms and we are unable to bill for this accommodation in these circumstances.

Chronic Co-payment revenue is \$35,000 under budget due to the factors mentioned above for preferred accommodation.

Other services for uninsured patients are being submitted to the Ministry for reimbursement. These amounts vary considerably from month to month and WRH has been reimbursed \$1,896,000 to date for the seven-month period of April to October 2020.

Patient Services revenue variance is \$617,000 favourable (2.3%) year to date. Diagnostic revenues were well below plan earlier in the year as outpatient volumes were reduced significantly due to pandemic restrictions. Inpatient volumes were reduced as elective surgeries were cancelled in order to create capacity for a potential surge in pandemic patients. This revenue has been trending favourably in the last five months (\$895,000 better than budget in January) resulting in the positive variance year to date.

Equipment Grant amortization is \$365,000 (17%) higher than budget. Timing of the receipt of these grants affects their amortization.

Other Recoveries are \$3,000 unfavourable (.01%) to budget. Similar to patient services, this revenue category was also impacted by the reduction in hospital services earlier in the year. Revenues were significantly reduced for parking, retail pharmacy and food operations early in the fiscal year. Recoveries were unfavourable in January by \$185,000 with deficits in parking and retail food operations as mentioned above. Retail pharmacies (Met, HIV and We Care) have a minor negative net drug revenue relative to drug expense in the month of December (\$22,000) and \$208,000 positive net drug revenue to expense year to date.

Expenses

Salaries are currently over budget (unfavourable) by \$12,836,000 (6.2%) year to date and includes the \$7 million in pandemic pay as mentioned in previous reports.

The salary variance in the month of January was a deficit of \$2,401,000. Salaries for COVID-19 screening (staff, patients and visitors), staffing for the Assessment Centres and the Vaccination Centre totalled \$774,000 in the month. Other significant negative variances occurred in inpatient medicine and critical care units that are experiencing a surge in COVID-19 volumes (\$606,000).

Year to date spending for employees in paid isolation is \$842,000, paid sick time due to COVID-19 is \$795,000 and training for temporary staff hires totalled \$353,000. Sick pay due to COVID-19 in the month of January was the highest to date at \$230,000. This relates to the number of floors between the two campuses that were in "outbreak". Temporary hires (COVID Helpers) have been paid \$2,480,000 to date. The majority of COVID Helpers are nursing students who are part of the new Nursing Extern Program funded by the Ministry of Health. This program is in effect from January 1, 2021 to June 30, 2021 and costs are claimed through the COVID-19 expense reimbursement process. Staff who normally work in areas where volumes were

reduced have been redeployed to the screening desks, the COVID-19 Community Assessment Centres and the St. Clair College (SCC) field hospital.

Renal Program salaries are over budget \$386,000 year to date due to a significant increase in patient referrals from the community. Some of these cases will earn additional funding but we will not know to what extent until coded data is available.

Employee Benefits are unfavourable to budget by \$1,052,000 (2.0%). The variance is attributable to the wage variance.

Employee Future Benefits are currently on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$1,513,000 (3.5%). The variance is attributable to physician retroactive payments as a result of OMA settlements, increases in alternate funding agreements and increased volumes in diagnostic services. The retroactive payments and alternate funding increases are fully funded by the Ministry. In the case of diagnostic services, WRH earns additional technical fee revenue on these volumes. Medical Staff Remuneration attributable to COVID-19 totals \$1,727,000 year to date of which \$1,308,000 has been funded.

Medical & Surgical Supplies are unfavourable to budget by \$206,000 (.7%) year to date. The perioperative programs at both sites are favourable due to the cancellation of elective surgeries, with the Met campus favourable by \$986,000 and Ouellette \$1,945,000. These surpluses increased in January due to the cancellation of elective inpatient surgeries in the month. In the Diagnostic Departments, Interventional Radiology and the Cardiac Catheterization Lab are \$636,000 under budget to date because of volume decreases. Due to COVID-19, spending on Personal Protective Equipment (PPE), which is included in medical & surgical supplies expense, has increased. The incremental cost for PPE year to date is approximately \$3,422,000.

It should be noted that elective surgery cancellations affect the ability to reach QBP funded volumes and may result in funding having to be returned to the MOH at year-end. For 2020-21, no determination has yet been made regarding the Ministry's recovery policy for volume-based procedures due to COVID-19.

Drug expenses are over budget (unfavourable) by \$5,303,000 (10.5%) year to date. These expenses are offset by recoveries in the retail pharmacies and by Ministry funding in the chemotherapy suite and renal program. In the month of December, drug expenses in clinical departments were 14% unfavourable at the Met Campus and 3% unfavourable at the Ouellette Campus. This is due to the surge in COVID-19 patients in critical care and medicine.

Supplies and Other Expenses are unfavourable to budget by \$132,000 (.26%). The deficit in the month of January was \$741,000 mainly due to higher laundry (\$180,000), higher referred out cataract cases (\$142,000), higher lab supplies (\$140,000) and minor equipment purchases (\$171,000). The largest negative variance to date is in minor equipment (\$1,660,000) mainly due to COVID19 related purchases. Courier costs are \$311,000 over budget as this includes the costs related to sending COVID-

19 tests to London for analysis. These additional costs are being included as part of our COVID-19 cost submissions to the Ministry. Offsetting these negative variances are utilities which are favourable \$1,604,000 due to the ongoing energy rebate. Referred out expenses for hip and knee replacements under the "Bundled Care" model are favourable \$535,000 to date due to the postponement of the related surgeries. These expenses relate to post-surgical services for inpatient rehabilitation, home care and outpatient physiotherapy.

Long-term Interest expense is \$599,000 (35.2%) over budget. The year to date expense includes debenture interest of \$1,084,400 to date. The debenture cost was not part of the 2020-21 budget.

Equipment Lease/Rental is \$1,217,000 unfavourable to budget (61.2%). This is due to the rental of beds to increase capacity in preparation for COVID-19 and to equip the St. Clair College Field Hospital with 100 beds.

Equipment amortization is \$80,000 over budget (1.1%).

Other Votes – Other Votes are \$35,000 favourable.

Other Recoveries / (Expenses) – consistent with the year financial statement presentation. We have segregated the legal fees related to a particular legal case. Year to date January 2021, these expenses amount to \$833,000 with \$377,000 in the month of January.

2. Statement of Financial Position (Statement 3)

On April 30, 2020, we received a \$35 million Ministry cash advance that must be fully repaid by the end of the fiscal year. An additional \$10 million cash advance was received on September 30th. In January we repaid \$15 million of these advances with the remaining payments scheduled for February and March 2021. Statement #5 includes the \$200 million, 40-year debenture that was issued in November 2020 that will be used to fund capital projects and to replenish our working capital. There have been challenges in trying to find suitable short term investments for these funds that offer a better rate of return than we currently get on account. The receipt of these funds has greatly improved our working capital ratio. A sinking fund of \$25 million should be in place by March 31, 2021.

Our inventory balance as at January 31st is \$5 million higher than March 31st and includes \$3.7 million in masks related to a bulk purchases early in the fiscal year. The remaining increase was for a required higher drug inventory related to COVID-19 preparation.

Our Ministry / CCO receivable has increased by \$8.6 million. The \$15 million receivable includes \$10.6 million from CCO which is comprised of \$7.6 million for the reimbursement of qualifying drug expenses and \$3 million for program funding. The

remaining \$4.3 million is receivable from the Ministry for base and one time funding. Included in one time funding receivable is \$1.7 million for the COVID-19 Assessment Centres. In October 2020, the funding model was changed to pay hospitals on a per swab basis at a rate of \$38 per swab. WRH has not yet received the funding earned for 44,556 swabs used in the four-month period October to January.

It should be noted that the Ministry has funded \$5,974,400 in COVID-19 capital expenditures incurred in the first few months of the fiscal year. The amount has been treated as a capital grant.

3. Patient Volumes (Met Campus only)

Acute care patient days are 7,628 lower than the budget and 6,333 lower than the same period last year. Combined ED visits and holds for the year are 9,387 below budget and 8,976 fewer than last year at this time. Acute separations are 6,343 lower than plan, and are 2,156 lower than one year ago. Combined OR Inpatient and Day Surgery cases are 4,493 cases lower than plan. Ambulatory visits are 3,034 below plan and 2,860 lower than one year ago. Community visits are 2,685 above plan and 2,834 higher than one year ago as this includes 6,632 Met Campus Assessment Centre visits to date. Weighted cases are estimated to be 3,580 lower than plan and 3,359 lower than one year ago.

Patient Volumes (Ouellette Campus only)

Acute care patient days are 6,679 days below budget year to date and 5,447 days lower than the same period last year. Acute separations are 7,779 lower than plan and 1,473 lower than last year. Mental health patient days are 739 days higher than budget and 820 higher than the same period last year. OR Inpatient and Day Surgery cases are currently 7,897 lower than plan. ED visits and holds at Ouellette are 9,233 below budget and 9,889 lower than the prior year. Ambulatory visits are 28,692 below budget and 28,806 visits lower than prior year. Community visits are 80,639 above plan, as this includes 81,201 visits to the Ouellette Campus COVID-19 Community Assessment Centre. Weighted cases are estimated to be 3,927 lower than plan and 4,534 less than one year ago.

Patient Volumes (St. Clair College Field Hospital only)

Acute care patient days at the St. Clair College Field Hospital are 1,568 days and 271 weighted cases. The Field Hospital was closed on June 12, 2020, but is ready to reopen on a few hours notice. The St. Clair College Assessment Centre visits are included as part of the Ouellette Campus volumes.

Patient Access

Acute care length of stay at Met was 5.57 days as compared to a target of 4.54 days. Lengths of stay for Ouellette acute care was 7.98 days versus a plan of 7.33. Length of stay for the adult psychiatric patients was 12.11 slightly below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay is 5.87 compared to the target of 6.44. The longer than expected lengths of stay in acute care at both Met and Ouellette are impacted by the COVID-19 cases and their related lengths of stay.

4. Organizational Health

The percentage of sick time year to date for the Met Campus is 7.6%, which is over target by 3.9%, while overtime is .2% over target at 2.5%.

Sick time at the Ouellette Campus is 6.2% compared to the target of 3.7%, while overtime is over target at 5.1% year to date compared to the target of 2.3%.

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

With respect to FTEs, the Met Campus is favourable to budget by 14.1 FTEs. This is comprised of a 5.6 FTE surplus in hospital operations and a 8.5 FTE surplus in Cancer Centre operations. At the Ouellette Campus, the FTE variance is unfavourable by 15.4 FTE with the main variances in the inpatient medicine and critical care units which are 21.9 and 8.2 FTEs over budget respectively.

FTEs attributable to COVID-19 additional staffing are 122.6 in total, 99.8 for hospital operations and 22.8 for the St. Clair College Field Hospital including the Vaccination Centre.

The COVID-19 staffing has not been in place all year and as such does not have a huge impact on the YTD average FTEs.

Statement #1
WINDSOR REGIONAL HOSPITAL
 Consolidated Operating Results for the Ten Months Ending January 31, 2021

Current Month Actual	Fav/(Unfav) Budget	Description	Year To Date			%	Year End			Prior Year Actual	
			Actual	Budget	Fav/(Unfav)		Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
\$ 29,002	\$ (5,913)	1 Ministry Funding - Base	\$ 332,902	\$ 345,219	\$ (12,317)	\$ 399,502	\$ 411,915	\$ (12,413)	\$ 333,190	\$ 401,055	
2,262	555	2 Ministry Funding - One-time	35,033	16,914	18,119	50,603	20,003	30,600	21,147	27,770	
2,878	1,042	3 Ministry Funding - Drug Reimb.	21,598	18,352	3,246	24,622	22,022	2,600	18,214	22,103	
19	(295)	4 Preferred Accommodation	699	3,099	(2,400)	1,032	3,696	(2,664)	3,051	3,620	
-	(3)	5 Chronic co-payment	-	35	(35)	-	42	(42)	40	47	
3,581	895	6 Patient services	27,132	26,515	617	32,467	31,867	600	27,573	32,594	
578	40	7 Capital grant amortization	5,857	5,380	477	6,570	6,456	114	5,406	6,550	
3,216	(185)	8 Other recoveries	35,319	35,308	11	43,460	42,960	500	37,841	43,232	
\$ 41,536	\$ (3,864)	9 Total Revenue	\$ 458,540	\$ 450,822	\$ 7,718	\$ 558,256	\$ 538,961	\$ 19,295	\$ 446,282	\$ 536,971	
		Expense (\$000's)									
\$ 23,256	\$ (2,396)	10 Salaries	\$ 219,410	\$ 206,575	\$ (12,835)	\$ 257,357	\$ 245,514	\$ (11,843)	\$ 203,722	\$ 242,858	
6,118	(586)	11 Employee benefits	52,462	51,405	(1,057)	63,474	63,695	221	50,286	61,424	
161	-	12 Employee ben. - future ben. costs	1,611	1,611	-	1,933	1,933	-	1,611	2,325	
4,131	209	13 Medical staff remuneration	44,706	43,193	(1,513)	54,734	52,163	(2,571)	45,363	54,183	
4,898	(1,852)	14 Medical & Surgical supplies	30,787	30,582	(205)	32,497	36,237	(3,740)	29,738	35,882	
6,192	(1,151)	15 Drugs	55,570	50,267	(5,303)	64,172	60,252	(3,920)	49,640	60,153	
6,470	(1,052)	16 Supplies & other expenses	54,045	53,338	(707)	65,704	64,228	(1,476)	53,951	61,257	
226	(26)	17 Equipment lease / rental	3,207	1,990	(1,217)	3,752	2,402	(1,350)	2,103	2,675	
1,208	(4)	18 Capital amortization	12,062	12,040	(22)	14,228	14,448	(220)	11,580	13,947	
\$ 52,660	\$ (6,858)	19 Total Expense	\$ 473,860	\$ 451,001	\$ (22,859)	\$ 557,852	\$ 540,873	\$ (16,979)	\$ 447,974	\$ 534,704	
(377)	(377)	20 Other recoveries (expense)	(833)	-	(833)	(325)	-	(325)	515	572	
\$ (11,501)	\$ (11,099)	20 Net Surplus (Deficit) - \$000's	\$ (16,153)	\$ (179)	\$ (15,974)	\$ 79	\$ (1,912)	\$ 1,991	\$ (1,197)	\$ 2,839	
\$ (10,790)	\$ (10,805)	1 Total Margin - \$000's	\$ (12,544)	\$ 3,001	\$ (15,545)	\$ 5,164	\$ 2,098	\$ 3,066	\$ 1,742	\$ 6,167	
6,332	(6,332)	COVID-19 related unfunded extraordinary operating expenses and revenue loss included above	20,673	-	(20,673)	10,549	-	(10,549)	-	-	

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

Current Month	Fav/(Unfav) to Unapproved Budget	Description	Year To Date			Year End			Prior Year Actual	
			Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
\$ 28,985	\$ (5,913)	1 Ministry Funding - Base	\$ 332,665	\$ 344,982	\$ (12,317)	\$ 399,281	\$ 411,645	\$ (12,364)	\$ 332,995	\$ 400,826
2,262	555	2 Ministry Funding - One-time	35,033	16,914	18,119	50,603	20,003	30,600	21,147	27,770
2,878	1,042	3 Ministry Funding - Drug Reimb.	21,598	18,352	3,246	24,622	22,022	2,600	18,214	22,103
19	(295)	4 Preferred Accommodation	699	3,099	(2,400)	1,032	3,696	(2,664)	3,051	3,620
-	(3)	5 Chronic co-payment	-	35	(35)	-	42	(42)	40	47
3,581	895	6 Patient services	27,132	26,515	617	32,467	31,867	600	27,573	32,594
245	30	7 Equipment grant amortization	2,515	2,150	365	2,598	2,580	18	2,170	2,662
3,215	(185)	8 Other recoveries	35,296	35,299	(3)	43,414	42,914	500	37,618	43,150
\$ 41,185	\$ (3,874)	9 Total Revenue	\$ 454,938	\$ 447,346	\$ 7,592	\$ 554,017	\$ 534,769	\$ 19,248	\$ 442,808	\$ 532,772
\$ 23,248	\$ (2,401)	10 Salaries	\$ 219,272	\$ 206,436	\$ (12,836)	\$ 257,235	\$ 245,344	\$ (11,891)	\$ 203,612	\$ 242,720
6,116	(587)	11 Employee benefits	52,430	51,378	(1,052)	63,442	63,663	221	50,236	61,387
161	-	12 Employee ben. - future ben. costs	1,611	1,611	-	1,933	1,933	-	1,611	2,325
4,131	209	13 Medical staff remuneration	44,706	43,193	(1,513)	54,734	52,163	(2,571)	45,363	54,183
4,898	(1,852)	14 Medical & Surgical supplies	30,787	30,581	(206)	32,496	36,236	(3,740)	29,738	35,881
6,192	(1,151)	15 Drugs	55,570	50,267	(5,303)	64,172	60,252	(3,920)	49,640	60,153
5,885	(741)	16 Supplies & other expenses	51,626	51,494	(132)	62,046	61,846	(200)	52,246	59,414
581	(314)	17 Long term interest	2,299	1,700	(599)	3,510	2,234	(1,276)	1,573	1,695
226	(26)	18 Equipment lease / rental	3,207	1,990	(1,217)	3,739	2,389	(1,350)	2,103	2,675
745	(12)	19 Equipment amortization	7,410	7,330	(80)	8,681	8,796	115	6,978	8,426
\$ 52,183	\$ (6,875)	20 Total Expense	\$ 468,918	\$ 445,980	\$ (22,938)	\$ 551,989	\$ 534,857	\$ (17,132)	\$ 443,100	\$ 528,859
\$ (10,998)	\$ (10,749)	21 Surplus / (Deficit) From Hospital Operations	\$ (13,980)	\$ 1,366	\$ (15,346)	\$ 2,028	\$ (88)	\$ 2,116	\$ (292)	\$ 3,913
		22 Surplus / (Deficit) from Other Operations (\$000's)	(30)	(65)	35	(49)	(48)	(1)	(54)	(13)
		23 Other Votes (net) Other Recoveries / (Expenses)	(833)	-	(833)	(325)	-	(325)	515	572
		24 Subtotal	(14,843)	1,301	(16,144)	1,654	(136)	1,790	169	4,472
		25 Net Building Amortization	(1,310)	(1,480)	170	(1,575)	(1,776)	201	(1,366)	(1,633)
		26 Net Surplus (Deficit) - \$000's	\$ (16,153)	\$ (179)	\$ (15,974)	\$ 79	\$ (1,912)	\$ 1,991	\$ (1,197)	\$ 2,839
\$ (11,501)	\$ (11,099)	27 COVID-19 related unfunded extraordinary operating expenses included above	\$ 13,192	-	\$ (13,192)	-	-	-	-	1,629
\$ 862	\$ (862)	28 COVID-19 related unfunded non-ministry revenue loss included above	\$ 7,482	-	\$ (7,482)	\$ 10,549	-	\$ (10,549)	-	-
\$ 4,771	\$ (4,771)	29 YTD - Unearned Ministry Volume Funding	\$ 13,377	-	\$ (13,377)	\$ 8,985	-	\$ (8,985)	\$ 1,300	\$ 1,110

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

Current Month	Actual	Fav/(Unfav)	Description	Year To Date			Year End			Prior Year Actual	
				Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
			Financial Performance Measures								
\$ (10,790)	(10,805)		1 Total Margin - \$000's	\$ (12,544)	\$ 3,001	\$ (15,545)	\$ 5,164	\$ 2,098	\$ 3,066	\$ 1,742	\$ 6,167
-26.19%	-26.23%		2 Total Margin - %	-2.76%	0.67%	-3.43%	0.93%	0.39%	0.0%	0.39%	1.16%
n/a	n/a		3 Unrestricted cash - \$000's	\$ 198,440	N/A	N/A	\$ 70,000	N/A	N/A	-	\$ 411
n/a	n/a		4 Current ratio	1.90	0.40	1.50	0.80	0.40	N/A	0.38	0.33
\$ 631	n/a		5a Capital equipment expenditures - Fiscal 2020 - 21 \$000's	\$ 11,932	\$ 5,459	\$ (6,473)	\$ 13,000	\$ 7,279	\$ 5,721	\$ 9,960	\$ 11,829
\$ -	n/a		5b Capital equipment expenditures - PY C/F \$000's	\$ 4,583	\$ 434	\$ (4,150)	\$ 6,000	\$ 578	\$ -	\$ 5,030	\$ 5,414
\$ 374	n/a		5c Funded / Own Funds Capital Projects	\$ 15,218	\$ 21,797	\$ 6,579	\$ 29,062	\$ 29,062	\$ -	\$ 9,630	\$ 19,570
			Patient Volume Measures								
1,684	(419)		1 Total Weighted Cases (est) - HIG	17,180	20,760	(3,580)	21,845	24,763	(2,918)	20,539	24,384
1,298	(747)		2 Acute separations (excl psych)	13,889	20,232	(6,343)	17,340	24,080	(6,740)	16,045	19,178
6,525	(662)		3 Acute pat. days (excl. psych)	63,447	71,075	(7,628)	77,162	84,626	(7,464)	69,780	82,935
106	(2)		4 Psychiatric - Adolescent pat. days	1,080	1,057	23	1,319	1,269	50	974	1,198
3,268	(1,365)		5 Emergency visits and ER holds	36,340	45,727	(9,387)	45,815	54,551	(8,736)	45,316	53,032
202	(130)		6 OR - Inpatient cases	2,463	3,303	(840)	3,019	3,909	(890)	3,337	3,896
524	(281)		7 OR - Day Surgery cases	4,397	8,050	(3,653)	5,372	9,484	(4,112)	7,801	9,054
10,277	(301)		8 Clinic visits	101,987	105,021	(3,034)	126,000	124,549	1,451	104,847	123,178
4,201	3,293		9 Community Services visits	11,651	8,966	2,685	15,000	10,695	4,305	8,817	10,135
			10 Variable Revenue Volumes:								
-	(6)		(a) Hip procedures	72	63	9	98	67	31	79	90
1	(34)		(b) Knee procedures	118	353	(235)	174	410	(236)	327	390
-	-		(c) Pacemaker inserts	-	-	-	-	-	-	-	-
513	(28)		11 MRI Hours of Operation	5,197	5,560	(363)	6,622	6,364	258	5,189	6,268
744	5		12 CT Hours of Operation	7,335	6,849	486	8,904	8,696	208	7,258	8,604
			Patient Access Measures & System Integration								
5.03	(0.49)		1 Acute Average LOS	5.57	4.54	(1.03)	4.52	4.54	0.02	4.35	4.32
6.24	0.20		2 Psych Average - Adolescent LOS	5.87	6.44	0.57	5.83	6.44	0.61	4.80	4.74
			Organizational Health								
6.00%	N/A		1 % Sick Time to Total Comp	7.60%	3.70%	-3.90%	5.70%	3.70%	-2.00%	6.00%	5.70%
3.30%	N/A		2 % Overtime to Total Comp	2.50%	2.30%	-0.20%	2.40%	2.30%	0.10%	2.90%	2.30%
1,780.2	N/A		3 FTE staffing (Hospital Ops Only)	1,696.6	1,710.7	14.1	1,688.0	1,690.1	2.07	1,694.2	1,685.3

WINDSOR REGIONAL HOSPITAL
Operating Results for the Ten Months Ending January 31, 2021
Consolidated - Met and Quellette Campuses

Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav)	Actual	Budget	Forecast	Budget	Year to Date	Year End
1,704	(453.12)	17,869	21,296	21,900	25,402	21,903	25,827
714	(903)	7,985	15,764	9,900	19,043	9,458	11,244
6,686	(555)	63,722	70,401	78,634	85,253	69,169	81,548
1,879	(46)	19,752	19,013	23,537	22,671	18,932	22,532
-	-	-	-	-	-	-	-
3,297	(1,300)	36,152	45,385	44,905	54,126	46,041	54,152
187	(152)	2,527	3,382	3,175	3,989	3,445	4,022
842	(428)	5,661	12,693	6,687	14,953	12,305	13,932
2,297	(2,802)	21,038	49,730	24,649	60,039	49,844	57,778
10,227	9,397	88,633	8,194	102,000	9,774	7,955	10,320
3	(25)	139	288	179	333	286	321
7	(33)	187	397	263	471	421	484
21	(2)	202	221	242	265	221	265
389	(40)	1,048	4,264	800	5,053	4,263	4,849
471	458	1,555	131	1,600	154	149	171
542	6,31	5,325	4,637	6,565	6,307	5,090	6,139
744	(1,22)	7,340	8,156	8,984	8,776	7,339	8,778
9.36	(2.03)	7.98	7.33	7.84	7.33	7.31	7.25
-	-	-	-	-	-	-	-
12.20	0.23	12.11	12.43	12.10	12.43	12.73	12.80
6.70%	N/A	6.20%	3.70%	6.30%	3.70%	6.10%	6.00%
6.10%	N/A	5.10%	2.30%	4.80%	2.30%	4.60%	4.50%
1,523.4	N/A	1,440.1	1,424.7	1,432.0	1,434.4	1,444.7	1,431.8
ST. CLAIR COLLEGE CAMPUS ONLY							
Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav)	Actual	Budget	Forecast	Budget	Year to Date	Year End
-	-	271	-	271	-	-	-
-	-	53	-	53	-	-	-
-	-	1,568	-	1,568	-	1,568	-
-	-	29.58	-	29.58	-	29.58	-
-	N/A	22.8	-	28.40	-	-	-

Statement # 3
WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION
As At January 31, 2021
(Amounts in 000's)

	January 31, 2021	March 31, 2020	January 31, 2021	March 31, 2020
ASSETS				
Current assets:				
Cash & short-term investments	\$ 198,440	\$ -	\$ -	\$ -
Accounts Rec. - Ministry / CCO	14,957	6,348	17,456	25,266
- OHIP	9,771	8,306	24,060	4,235
- Other	8,807	6,142	55,020	53,449
Inventories	10,149	5,139	4,526	3,569
Prepaid & deferred charges	6,816	5,259	742	742
Due from related parties	1,612	2,116	325	1,134
	30,000	-	-	-
Ministry of Health - advance obligations				
Current portion of capital lease				
Total current liabilities				
Total current assets	250,552	33,310	132,129	100,018
Long term assets:				
Investments	6,198	6,044	275,554	56,218
Property, Plant, Equipment, Net	163,337	158,644	24,234	22,624
Construction in progress	52,785	37,807	797	1,340
	216,123	196,451	1,600	1,795
	222,321	202,495	6,940	6,934
			122,364	121,663
			431,489	210,574
Remeasurement losses:				
Net assets:				
Total assets	\$ 472,873	\$ 235,805	\$ 472,873	\$ 235,805
LIABILITIES AND EQUITIES				
Current liabilities:				
Bank overdraft			-	-
Bank indebtedness			-	-
Accounts payable - trade			17,456	25,266
Accounts payable - Ministry			24,060	4,235
Accrued liabilities			55,020	53,449
Current portion of long term debt			4,526	3,569
Current portion accrued benefit obligations			742	742
Current portion of capital lease			325	1,134
Ministry of Health - advance obligations			30,000	-
Total current liabilities			132,129	100,018
Long term liabilities:				
Long Term Debt			275,554	56,218
Accrued benefit obligations			24,234	22,624
Capital lease obligations			797	1,340
Marked to market			1,600	1,795
Sick benefits payable			6,940	6,934
Deferred revenue - capital grants			122,364	121,663
			431,489	210,574
Remeasurement losses:				
Net assets:				
Total liabilities and net assets	\$ 472,873	\$ 235,805	\$ 472,873	\$ 235,805

Statement # 4
Windsor Regional Hospital
Statement of Cash Flows
For the Ten Months Ending January 31, 2021

With Comparative Amounts For the Year Ending March 31, 2020

(Amounts in 000's)

	January 31, 2021	March 31, 2020	Month of Jan 2021
OPERATING ACTIVITIES			
Net Surplus/(deficit) for the period	\$ (16,153)	\$ 2,839	\$ (10,628)
Add (deduct) non-cash items:			
Amortization of capital assets	12,061	13,947	1,207
Loss / (Gain) on disposal	-	-	-
Amortization of deferred capital contributions	(5,220)	(6,550)	59
Cash flow from / (used in) operating balances	(9,311)	10,236	(9,361)
	24,784	16,036	(12,759)
Cash provided by operating activities	15,472	26,272	(22,120)
INVESTING ACTIVITIES			
Purchase of capital assets	(31,733)	(36,812)	(1,006)
FINANCING ACTIVITIES			
Investments held for capital purposes	(154)	(479)	(14)
Loans payable	207,318	2,402	613
Capital grants and donations received	5,921	7,841	(1,234)
Notes payable and other long term liabilities	1,616	776	(37)
Cash provided by (used in) financing activities	214,701	10,540	(671)
Net increase (decrease) in cash during the period	198,440	-	\$ (23,797)
Cash, beginning of period	-	-	222,237
Cash, end of period	\$ 198,440	\$ -	\$ 198,440

Statement #5
Windsor Regional Hospital
Summary of Investments and Bank Borrowings & Long Term Debt
 January 31, 2021

		Investments	Bank Borrowings & Other Long Term Debt		
Type of Investment	Amount	Bank Facility Type	Amount Available	Authorized By The Board	Amount Used
1. Cash & Short Term Investment Account	(a) General Account 175 bps (0.70%) earning interest at prime less 175 bps (0.70%); max. AVBA less 10 bps - Investment Account #2 - 1.27%				
	\$ 198,435,000	1. Credit A - Line of credit	\$ 15,000,000	\$ 15,000,000	\$ -
		Average utilization during the month (Interest rate = CIBC Prime - .25% (2.20%))			
	1,000			\$ -	0 Days
CIBC Investment Account	earning interest at a minimum of prime less 175 bps (0.70%); max. AVBA less 10 bps - Investment Account #2 - 1.27%				
	\$ 198,440,000	2. CIBC - Credit B - Committed Installment Loan - net of current portion of \$655,000	\$ -	\$ 7,430,000	\$ 7,430,000 Note 1
		3. CIBC - Credit C - Committed Capital Equipment Revolving Loan with interest rates of 2.46% to 3.26% - net of current portion of \$1,082,000	\$ 2,871,000	\$ 6,800,000	\$ 2,847,000
Accrued Interest	4,000	4. CIBC - Credit E - Demand Installment Loan - HIS Project	\$ 11,557,000	\$ 47,000,000	\$ 35,443,000
Equity Investment	ProResp	5. TD - Four Term loans with interest rates of 2.69% to 5.6% - net of current portion of \$1,402,000 Date of next rate renewal - February 15, 2022	\$ -	\$ 24,209,000	\$ 24,209,000
		6. CIBC - Credit F - non-revolving installment loan with a 20 year amortization, funded Banker's Acceptances plus .80% commitment stamping fee, net of current portion of \$300,000	\$ -	\$ 5,625,000	\$ 5,625,000
2. Capital Investment a/c - grant account balance	(a) CIBC Investment Account earning interest at a minimum of prime less 175 bps (0.95%); max. AVBA less 10 bps - 1.02%				
Capital reserve	(b) CIBC Investment Account earning interest at a minimum of prime less 175 bps (0.95%); max. AVBA less 10 bps - 1.02%				
	6,198,000	Other Disclosures			
		CIBC - re: Credit B - Committed Installment Loan - Marked to Market Value Adjustment			
			N/A	N/A	\$ 1,600,000 Note 2
		Other Long Term Debt			
		Senior Unsecured Series A Debentures, 2.711% annual interest maturing Nov. 18, 2060			
			-	\$ 200,000,000	\$ 200,000,000
		Note 1 - interest rate set through 25 year interest rate SWAP agreement with an interest rate of 5.035% with fixed principal and interest payments of \$86,641 per month.			
		Note 2 - market value adjustment reviewed at end of each quarter			
Total	<u>\$ 6,198,000</u>				

Date: March Report

The following is a summary of WRH in the news since the last report:

Is double masking needed in Windsor-Essex?

CTV Windsor, Jan. 29, 2021

<https://windsor.ctvnews.ca/video?clipId=2128965>

Hospitals provide update on outbreaks

Blackburn News, Jan. 29, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/01/29/hospitals-provide-update-outbreaks/>

New COVID-19 outbreaks declared in Windsor hospitals

CTV Windsor, Jan. 29, 2021

https://windsor.ctvnews.ca/mobile/new-covid-19-outbreaks-declared-in-windsor-hospitals-1.5288304?fbclid=IwAR062iourQJxNcZJLbc9M7tP8YLzoq9Ylc_0sbquWdD_ptTUyYR02Q0PdeE

Windsor-Essex COVID-19 transmission rate continues downward trend

Windsor Star, Jan. 29, 2021

<https://windsorstar.com/news/local-news/windsor-essex-covid-19-transmission-rate-continues-downward-trend>

COVID-19 case rate in Windsor-Essex declining 'dramatically', health unit says

CBC Windsor, Jan. 29, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-jan29-1.5893053>

HDGH CEO calling pandemic ‘transformational’ for patient care

AM800, Jan. 29, 2021

<https://www.iheartradio.ca/am800/news/hdgh-ceo-calling-pandemic-transformational-for-patient-care-1.14470324>

Windsor filmmaker's field hospital doc set to premiere

CBC Windsor, Feb. 5, 2021

<https://www.cbc.ca/news/canada/windsor/matt-gallagher-dispatches-from-field-hospital-1.5901995>

Audio: Dan MacDonald Show – Dispatches From a Field Hospital

AM800, Feb. 4, 2021

<https://www.iheartradio.ca/am800/audio/dispatches-from-a-field-hospital-1.14510384?mode=Article>

New COVID-19 vaccination centre site coming to downtown Windsor

AM800, Feb. 5, 2021

<https://www.iheartradio.ca/am800/news/new-covid-19-vaccination-centre-site-coming-to-downtown-windsor-1.14517369>

WRH secures spot downtown for future vaccination clinic

Blackburn News, Feb. 4, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/02/04/windsor-regional-hospital-secures-spot-downtown-future-vaccination-clinic/>

Windsor Hall in city's downtown being transformed into future COVID-19 vaccination site

CBC Windsor, Feb. 4, 2021

<https://www.cbc.ca/news/canada/windsor/downtown-windsor-vaccines-site-1.5900909>

Downtown Windsor to be site of future COVID-19 vaccinations

CTV Windsor, Feb. 4, 2021

<https://windsor.ctvnews.ca/downtown-windsor-building-to-be-site-of-future-covid-19-vaccinations-1.5295676>

Antonino’s launches annual heart-shaped pizza fundraiser

AM800, Feb. 4, 2021

<https://www.iheartradio.ca/am800/news/antonino-s-launches-annual-heart-shaped-pizza-fundraiser-1.14464503>



WECHU reports lowest number of new COVID-19 cases in months

CTV Windsor, Feb. 4, 2021

<https://windsor.ctvnews.ca/wechu-reports-lowest-number-of-new-covid-19-cases-in-months-1.5295445>

Documentary on Windsor field hospital turns personal for filmmaker

CTV Windsor, Feb. 6, 2021

<https://windsor.ctvnews.ca/documentary-on-windsor-field-hospital-turns-personal-for-filmmaker-1.5297378>

Windsor Regional Hospital to start delivering 2nd Pfizer shots again this week, after delays

CBC Windsor, Feb. 8, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-hospital-delivering-second-pfizer-shots-delays-1.5903263>

Jarvis: What will our priority be?

Windsor Star, Feb. 6, 2021

<https://windsorstar.com/news/local-news/jarvis-what-will-our-priority-be>

Reader letter: Aging hospitals a potential danger to our health

Windsor Star, Feb. 7, 2021

<https://windsorstar.com/opinion/letters/reader-letter-aging-hospitals-a-potential-danger-to-our-health>

Reader letter: New hospital crucial for proper care in Windsor-Essex

Windsor Star, Feb. 7, 2021

<https://windsorstar.com/opinion/letters/reader-letter-new-hospital-crucial-for-proper-care-in-windsor-essex>

Reader letter: Pandemic shows we need new community hospital now

Windsor Star, Feb. 6, 2021

<https://windsorstar.com/opinion/letters/reader-letter-pandemic-shows-we-need-new-community-hospital-now>

COVID-19 claims seven more lives locally

Windsor Star, Feb. 6, 2021

<https://windsorstar.com/news/local-news/covid-19-cases-5>



'Extremely high' overdose numbers in Windsor-Essex prompt alert

CBC Windsor, Feb. 6, 2021

<https://www.cbc.ca/news/canada/windsor/fentanyl-overdoses-windsor-essex-1.5902654>

University providing hospital downtown space vaccinations

UWindsor.ca, Feb. 4, 2021

<https://www.uwindsor.ca/dailynews/2021-02-04/university-providing-hospital-downtown-space-vaccinations>

Artist and PSW creates pandemic portraits to share stories of COVID-19

CBC Windsor, Feb. 7, 2021

<https://www.cbc.ca/news/canada/windsor/psw-artist-windsor-pandemic-portraits-1.5902818>

2 more deaths, 19 new COVID-19 cases reported in Windsor-Essex

CTV Windsor, Feb. 9, 2021

<https://windsor.ctvnews.ca/2-more-deaths-19-new-covid-19-cases-reported-in-windsor-essex-1.5301423>

Hospital eases restrictions on visitors

Windsor Star, Feb. 9, 2021

<https://windsorstar.com/news/local-news/hospital-eases-restrictions-on-visitors>

WRH to relax some visitor restrictions

CTV Windsor, Feb. 9, 2021

<https://windsor.ctvnews.ca/windsor-regional-hospital-to-relax-some-visitor-restrictions-1.5302503>

WRH relaxing visitor restrictions

AM800, Feb. 9, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-relaxing-visitor-restrictions-1.14545262>

WRH relaxes visitor restrictions

Blackburn News, Feb. 9, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/02/10/windsor-regional-hospital-relaxes-visitor-restrictions/>

Windsor Regional Hospital eases visitor restrictions as COVID-19 cases decline

CBC Windsor, Feb. 9, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-covid19-visitors-1.5908069>



What can reopen if Windsor-Essex moves to red zone next week?

CTV Windsor, Feb. 9, 2021

<https://windsor.ctvnews.ca/what-can-reopen-if-windsor-essex-moves-to-red-zone-next-week-1.5301675>

Canada to require negative COVID test at land border

AM800, Feb. 9, 2021

<https://www.iheartradio.ca/am800/news/canada-to-require-negative-covid-test-at-land-border-1.14544031>

Local health officials told to prepare for vaccine ramp up

Blackburn News, Feb. 12, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/02/12/local-health-officials-told-prepare-vaccine-ramp/>

Nearly 12,000 people in Windsor-Essex have received the COVID-19 vaccine

AM800, Feb. 11, 2021

<https://www.iheartradio.ca/am800/news/nearly-12-000-people-in-windsor-essex-have-received-the-covid-19-vaccine-1.14562202>

Preparing for third wave of COVID-19

CTV Windsor, Feb. 11, 2021

<https://windsor.ctvnews.ca/video?clipId=2138641>

Is it too soon for Windsor-Essex to come out of a lockdown? Windsor Regional Hospital weighs in

CBC Windsor, Feb. 12, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-lock-down-covid-19-1.5910736>

First case of COVID-19 variant reported in Windsor-Essex

CTV Windsor, Feb. 11, 2021

<https://windsor.ctvnews.ca/first-case-of-covid-19-variant-reported-in-windsor-essex-1.5304805>

A COVID-19 variant is in Windsor-Essex, but experts say there's no reason to 'panic'

CBC Windsor, Feb. 11, 2021

<https://www.cbc.ca/news/canada/windsor/variant-covid-19-windsor-essex-1.5911013>

WRH is increasing elective surgeries

AM800, Feb. 15, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-is-increasing-elective-surgeries-1.14581199>



WRH officially COVID-19 outbreak free

AM800, Feb. 13, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-officially-covid-19-outbreak-free-1.14569705>

No COVID-19 outbreaks at either WRH campus as of Saturday

CTV Windsor, Feb. 13, 2021

<https://windsor.ctvnews.ca/no-covid-19-outbreaks-at-either-windsor-regional-hospital-campus-as-of-saturday-1.5308015>

All COVID-19 outbreaks at Windsor-Essex hospitals resolved

CBC Windsor, Feb. 15, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-feb15-1.5914400>

Positive trend continues but Windsor-Essex's COVID-19 case rate still higher than first wave

CBC Windsor, Feb. 12, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-feb12-1.5911888>

Encouraging COVID-19 trends continue in Windsor-Essex

Blackburn News, Feb. 12, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/02/12/encouraging-covid-19-trends-continue-in-windsor-essex/>

Reader letter: Everyone needs to push and get new hospital built

Windsor Star, Feb. 15, 2021

<https://windsorstar.com/opinion/letters/reader-letter-everyone-needs-to-push-and-get-new-hospital-built>

Reader letter: Windsor long overdue for modern hospital facilities

Windsor Star, Feb. 14, 2021

<https://windsorstar.com/opinion/letters/reader-letter-windsor-long-overdue-for-modern-hospital-facilities>

Reader letter: Time to give patients and staff modern hospital facilities

Windsor Star, Feb. 12, 2021

<https://windsorstar.com/opinion/letters/reader-letter-time-to-give-patients-and-staff-modern-hospital-facilities>



Reader letter: Health unit website needs to better show updated virus numbers

Windsor Star, Feb. 16, 2021

<https://windsorstar.com/opinion/letters/reader-letter-health-unit-website-needs-to-better-show-updated-virus-numbers>

As COVID-19 numbers slow, concern turns to virus variants and a third wave

Windsor Star, Feb. 12, 2021

<https://windsorstar.com/news/local-news/as-covid-19-numbers-slow-concern-turns-to-virus-variants-and-a-third-wave>

Gretzky pushes for essential caregivers at virtual townhall

Blackburn News, Feb. 13, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/02/13/gretzky-pushes-for-essential-caregiver-virtual-town-hall/>

Elective surgeries resume at WRH

Windsor Star, Feb. 16, 2021

<https://windsorstar.com/news/local-news/elective-surgeries-resume-at-windsor-regional-hospital>

WRH warns of over exertion after heavy snowfall

CTV Windsor, Feb. 16, 2021

<https://windsor.ctvnews.ca/video?clipId=2141268>

Health officials consider locations for possible mass vaccination site

CTV Windsor, Feb. 17, 2021

<https://windsor.ctvnews.ca/health-officials-consider-locations-for-possible-mass-vaccination-site-1.5313304>

WRH receives fourth Pfizer vaccine shipment

AM800, Feb. 17, 2021

<https://www.iheartradio.ca/am800/news/wrh-receives-fourth-pfizer-vaccine-shipment-1.14597062>

Jarvis: Better pray the scientists are wrong

Windsor Star, Feb. 17, 2021

<https://windsorstar.com/news/local-news/jarvis-better-pray-the-scientists-are-wrong>

Reader letter: Homeless migrant workers should be on priority list for vaccines

Windsor Star, Feb. 22, 2021

<https://windsorstar.com/opinion/letters/reader-letter-homeless-migrant-workers-should-be-on-priority-list-for-vaccines>



WECHU to release plan for COVID-19 vaccine distribution for residents over 80 years old
CTV Windsor, Feb. 24, 2021

<https://windsor.ctvnews.ca/wechu-to-release-plan-for-covid-19-vaccine-distribution-for-residents-over-80-years-old-1.5322360>

WECHU poised to announce plan for 80+ COVID-19 vaccinations

CBC Windsor, Feb. 24, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-vaccines-80-years-and-up-1.5925691>

Reader letter: Better clarity needed on vaccine distribution

Windsor Star, Feb. 24, 2021

<https://windsorstar.com/opinion/letters/reader-letter-beter-clarity-organization-needed-on-vaccine-distribution>

Jarvis: Swimming versus housing the homeless: time for a gut check

Windsor Star, Feb. 24, 2021

<https://windsorstar.com/news/local-news/jarvis-swimming-versus-housing-the-homeless-time-for-a-gut-check>

Governments squabble over who should fund Windsor's migrant worker isolation, recovery centre

CBC Windsor, Feb. 24, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-isolation-recovery-centre-migrant-workers-1.5926433>

February 2021

WEB:

Users: 59,000 users this month, -12.9% from last month

New Users: 71.9%

Average view time: 1 m 48 s

How do people access the site?

Mobile: 51.9%, 20% decrease in users

Desktop: 44.5%, 7.3 % decrease in users

Tablet: 3.6 %, 14.1% decrease in users

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COMPASSION is our
PASSION

OUR VISION: OUTSTANDING CARE - NO EXCEPTIONS!

OUR MISSION: DELIVER AN OUTSTANDING PATIENT CARE EXPERIENCE DRIVEN BY A PASSIONATE COMMITMENT TO EXCELLENCE

Top pages:

- 1) Home Page – 31,131
- 2) COVID Assessment Centre –13,061
- 3) Emergency Wait times –9,153
- 4) Careers – 6,019
- 4) Coronavirus – 5,674
- 5) Contact us – 3,545
- 6) Pharmacy Department - 2,932
- 7) Pharmacy login – 2,599

Top Languages other than English:

- 1) Chinese ([zh.cn](#)) - 100
- 2) French - 110

YOUTUBE:

Views: 8,900 views

Watch Time: 1994.8 hours, (about 1,600 more than usual)

Subscribers: 542, +97

Top videos internal:

- 1) WRH Lockdown Bingo – 1,349 views
- 2) WRH Bingo Strikes Back – 1,161 views
- 3) How to get the 6th dose of Pfizer vaccine – 905 views
- 4) Fit Test demonstration – 499 views
- 5) Guidelines for basic neurological observation – 295 views

Top videos external:

- 1) Message from the Mental Health Team – 1,202 views
- 2) Open Board meeting – 488 views
- 3) Report from President and CEO – 168 views
- 4) Coping with COVID – the Vaccine – 165 views

FACEBOOK: 9,618 followers +104



41,098 monthly reach – up 27%
30,137 people “engaged” on our site - commented or liked our posts this month, down 9%
17,577 videos viewed, down 8%

Top Posts:

- 1) Corina Velehorsch appointed Chief Psychiatry – 11,796 reached, 912 reactions
- 2) Code Blue Physician – 9,137 reached, 370 reactions
- 3) WRH Research trial for COVID-19 drugs – 9,105 reach, 419 reactions
- 4) Artist Victor Arkinstal who painted building of Met dies – 5,775 reached, 215 reaction
- 5) Dispatches from a field hospital promo – 3,913 reached, 1,190 reactions

INSTAGRAM – Followers: 3,349

Top Posts:

- 1) Staff working at vaccination centre – reach 1,887
- 2) New Code Blue Physician – reach 1,855 likes, 182
- 3) Corina Velehorsch appointed Chief Psychiatry – reach 1,825, likes 167
- 4) Downtown vaccination site – reach 1,673, likes 120
- 5) Vaccine arrives – reach 1,661, likes 167

TWITTER:

Followers: 4,423 , +57 this month
Impressions: 76.7K down 18.1%
Tweets: 35 down 7%

Trending topics:

- 1) Dispatches From a Field Hospital promo – 7,240 impressions, 219 engagements
- 2) New Office of Research – 6,157 impressions, 160 engagements
- 3) Downtown vaccination site – 6,156 impressions, 190 engagements
- 4) Thanks to staff at Covid-19 vaccination site - 6,156 impressions, 190 engagements
- 5) WRH easing visitor restrictions – 3,462 impressions, 41 engagements

