



**MINUTES** of the **BOARD OF DIRECTORS** meeting held on **Thursday, April 3, 2025**, 1700 hours, Auditorium, MET Campus, 1995 Lens Avenue, Windsor, Ontario.

**PRESENT:**

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

**STAFF:**

Executive Committee

**REGRETS:**

Laura Copat  
David Musyj (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 March 6, 2025 Board meeting had been previously circulated.

**MOVED** by Ms. M. Dawson, **SECONDED** by Mr. D. Malian and **CARRIED**  
**THAT** the minutes of the March 6, 2025 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.

WE-SPARK Health Institute (partnership between ESHC, HDGH, St. Clair College, University of Windsor and WRH) hosted its Annual Health Research Conference on March 22, 2025. This very successful event served as a dynamic platform for the health research

community to connect, collaborate, and showcase ground-breaking work alongside peers and renowned experts.

WRH continues to work closely with our community partners to monitor, provide testing and vaccination and post exposure treatment during our current Measles Outbreak in Windsor Essex County. The best prevention for Measles remains vaccination.

We completed construction of our 4th LINAC- Linear Accelerator to conduct radiation treatments for Windsor Regional Cancer Centre patients. This 4th machine allows us to replace and update our existing 3 LINACs over the next few years. This project was made possible through the 30 million dollar investment by the Ontario government.

Work is ongoing to refresh the hospital website to ensure quick and easy access to the information that our community needs most when planning to access care.

The 16th Annual Hats on for Healthcare had another successful fundraising campaign in March raising funds for the Cardiology Program at WRH.

WRH Volunteer Services Team participated in the Greater Essex County District School Board Co-Op Appreciation Event on March 25. Our team connected with future healthcare professionals and shared insights about hospital co-op opportunities, careers and answered questions about working in healthcare.

WRH participated in the Cobalt Magnet 25 exercise simulating a nuclear power plant event in collaboration with over 70 agencies in Canada as well as the United States. Participation in this event provides an opportunity for the hospital to practice its emergency responses, including donning and doffing of PPE, set up of decontamination equipment and use of radiation sensor technology.

WRH along with Windsor Police Services has a unique partnership that continues to drastically reduce turnaround times for police officers waiting in the ED with people in crisis. The Dedicated Officer Program situates an officer in the Emergency Department allowing quick transfers of persons in crisis and ensuring officers are available for response to priority calls and crime prevention in the community. With this program, there has been a 40% improvement in 2025 alone over the same time last year.

This month the team after extensive consultation with clinical, non-clinical, and professional staff as well as our patient and family advisors has established a vision and goals for outlining how technology will be used in the new hospital.

WRH continues to experience high volumes and high acuity in our Emergency Departments. WRH ED wait times are posted on the hospital website.

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

Dr. Jacobs was unable to attend the meeting.

6. **FINANCIAL PRESENTATION (February 28, 2025 Results):**

Mr. Paniccia reported.

**Slide 2 – Financial Results – YTD February 2025**

- The net deficit after building amortization is \$25,943,000 which is \$4,528,000 better than budget
- Hospital Margin is negative \$18,601,000 which is \$3,933,000 better than plan

**Slide 4 – Significant Variances**

**Chart indicates expense variances and the offsetting revenue**

- Benefits \$960,000 deficit offset by CCPN funding of \$2,259,000. CCPN is funding for nursing signing bonuses “Community Commitment Program for Nurses”. When adjusted for this offsetting funding, benefits are in a surplus of \$1,299,000
- Medical Staff Fees \$5,667,000 deficit
  - \$1,000,000 deficit due to repayment of Code Grey advances in Diagnostics which are delayed - we are in the process of settling
  - \$1,945,000 in offsetting funding and patient services revenue
  - ICU med fees over budget & funding amounts
- Medical/Surgical Supplies \$4,000,000 deficit
  - Deficits continue in the Perioperative Program \$2,171,000, Diagnostic Imaging \$496,000, Critical Care \$432,000 and Renal \$420,000
  - Invoices of \$754,000 related to the prior fiscal year expensed in the Operating Rooms in February 2025
- Drugs \$18,010,000 deficit
  - Offset by \$6,868,000 revenue in retail pharmacies
  - \$9,799,000 in Ministry drug funding for Chemotherapy and Renal programs
  - Remaining deficit in the pharmacy due to invoices related to prior year
- Other Supplies \$6,138,000 deficit – no offsetting revenue
  - Pressure points unchanged: building and equipment maintenance, minor equipment purchases, legal fees and referred out pathology and patient transportation.

**Slide 5 – Sick and Overtime Benchmarks**

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

For the *month* of February

- Sick Percentage at both Campuses 5.9%, versus the target of 4.7%. Both Met and Ouellette have improved from prior month.
- Overtime Percentage at Met Campus is 3.9% and Ouellette is 6.2% versus the target of 2.35%. Both Met and Ouellette have worsened relative to prior month.

**MOVED** by Mr. A. Paniccia, **SECONDED** by Mr. P. Lachance and **CARRIED THAT** the April 3, 2025 Financial Presentation (as of February 28, 2025), be accepted.

**7. CONSENT AGENDA:**

**MOVED** by Mr. A. Paniccia, **SECONDED** by Dr. L. Freeman and **CARRIED** **THAT** the report from the March 24, 2025 Finance/Audit & Resources Committee meeting be accepted.

**8. CORRESPONDENCE/PRINTED MATTER:**

a) Media Report – FYI only.

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

None

**10. NEW BUSINESS:**

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

**Thursday, May 1, 2025, ZOOM**

**12. ADJOURNMENT:**

There being no further business to discuss, it was **MOVED** by Ms. G. Isshak, **SECONDED** by Mr. P. Lachance and **CARRIED** **THAT** the April 3, 2025 Board of Directors meeting be adjourned at 1715 hours.

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Patricia France, Chair  
Board of Directors

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Dawn Sutherland  
Recording Secretary