



**MINUTES** of the **BOARD OF DIRECTORS** meeting held on **Thursday, January 9, 2025**, 1700 hours, Auditorium Side A, MET Campus, 1995 Lens Avenue, Windsor.

**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	
Mary Dawson	Paul Lachance	
Nadine Manroe-Wakerell	Linda Staudt	
Genevieve Isshak	Dr. Laurie Freeman	
David Malian		

**STAFF:**

Executive Committee

**REGRETS:**

Laura Copat  
Ian McLeod  
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 1705 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 December 5, 2024 Board meeting had been previously circulated.

**MOVED** by Mr. P. Lachance, **SECONDED** by Ms. N. Das and **CARRIED** **THAT** the minutes of the December 5, 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.

This month we will be rolling out our new Strategic Plan for 2025-2029. Program specific operational plans have been developed in order to support the strategic directions established in the Strategic Plan.

Ms. Riddell's report included a number of advancements and recognitions that WRH achieved in 2024 in terms of clinical care. WRH received a number of awards including the Believe Windsor-Essex Business Excellence Award and a Platinum Level Gord Smith Healthy Workplace Award. We received Accreditation with Exemplary Status and this was our second back-to-back designation. WRH also received commendation from CorHealth for having one of the highest access rates for EVT treatment for stroke in the Province.

In addition a few of the WRH staff received awards in 2024: ICU staff Andrea Brearley and Terra Popovski 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.

Ms. Riddell also outlined several program improvements such as Contrast Enhanced Mammography, Total Parenteral Nutrition Compounder, roll of the new RSV vaccine program, the Paxman Scalp Cooling System and expansion of our Paediatric ER Diversion Clinic to seven days per week.

Work continues on various projects including the LINAC expansion, the 2<sup>nd</sup> Cardiac Catheterization table and relocation of the Microbiology Lab.

WRH continues to work with the OH and MoH to ensure a sustainable funding model moving into 2025/26.

Some of the initiatives we will be focusing on this year include continued collaboration with the Patient Family Advisory Committees to support the new hospital design standards and rolling out our new Corporate Learning Management system. WRH will continue to expand Indigenous, Black, LBGTQ2+, Francophone, new immigrant and gender based discrimination training.

Ms. Riddell also highlighted some of the successes this past year including implementation of the Intimate Partner Violence response team in partnership with WPS, Hiatus House and FSWE, expansion of the NPT program to seven days per week and partnering with HDGH to bring the Mental Health and Addictions Urgent Care Centre on site at the Ouellette Campus.

An RFP has been issued for a Construction Manager to complete and deliver the first phase of the NWEACH. WRH is on track to have shovels in the ground by 2026, if not sooner.

Ms. Riddell and the senior team are very excited for the year to come

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

Dr. Jacobs was unable to attend the meeting.

## 6. **FINANCIAL PRESENTATION (November 30, 2024 Results):**

Mr. Paniccia reported.

### **Slide 2 – Financial Results – YTD November 2024**

- The net deficit after building amortization is \$18,913,000 which is \$352,000 worse than budget
- Hospital Margin is negative \$13,552,000 which is \$792,000 worse than plan

### **Slide 4 – Significant Variances**

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

- Benefits \$1,819,000 deficit partially offset by CCPN funding of \$1,698,000. CCPN is funding for nursing signing bonuses “Community Commitment Program for Nurses”. Still some deficits in the following areas:
  - Increased Signing Bonuses
  - Fringe in Lieu
  - Maternity Top Ups up
- Medical Staff Fees \$2,911,000 deficit
  - \$1,824,000 in additional med fees to earn \$1,727,000 in patient services revenue
  - Additional deficits of \$309,000 in ICU (unfunded) and \$734,000 (funded) in Emergency Alternate Funding, Hospital On-Call and Pathology
- Medical/Surgical Supplies \$2,162,000 deficit
  - Minimal offset by additional QBP revenue earned \$66,000 for Hip & Knee joint replacements
  - Deficits in the Perioperative Program \$925,000, Diagnostic Imaging \$452,000, Critical Care \$343,000 and Renal \$243,000
- Drugs \$13,380,000 deficit
  - Offset by \$5,025,000 revenue in retail pharmacies
  - \$7,409,000 in Ministry drug funding for Chemotherapy and Renal programs
- Other Supplies \$3,318,000 deficit – no offsetting revenue
  - Pressure points are 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 November

- Sick Percentage at Met Campus is 5.4%, and Ouellette is 5.9% versus the target of 4.7%
- Overtime Percentage at Met Campus is 3.1% and Ouellette is 4.7% versus the target of 2.35%

**MOVED** by Mr. A. Paniccia, **SECONDED** by Mr. P. Lachance and **CARRIED THAT** the January 9, 2025 Financial Presentation (as of November 30, 2024), be accepted.

**7. CONSENT AGENDA:**

**MOVED** by Mr. A. Paniccia, **SECONDED** by Mr. C. Lanoue and **CARRIED THAT** the report from the December 18, 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, February 6, 2025, ZOOM**

**12. ADJOURNMENT:**

There being no further business to discuss, it was

**MOVED** by Dr. L. Freeman, **SECONDED** by Mr. D. Malian and **CARRIED THAT** the January 9, 2025 Board of Directors meeting be adjourned at 1725 hours.

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Patricia France, Chair  
Board of Directors

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Dawn Sutherland  
Recording Secretary