



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, November 2, 2023**, 17:00 hours, via ZOOM and live streamed on YouTube.

PRESENT:

Patricia France, Chair

Ian McLeod

Paul Lachance

David Malian

Jamie Skutovich

Mary Dawson

Michael Lavoie

Linda Staudt

Chris Lanoue

Dr. Laurie Freeman

Genevieve Isshak

Penny Allen

Laura Copat

Nila Das

Anthony Paniccia

Dr. Wassim Saad (ex-officio, non-voting)

David Musyj (ex-officio, non-voting)

Dr. Danielle Soulliere (ex-officio, non-voting)

Dr. Maher Zayouna (ex-officio, non-voting)

Dr. Larry Jacobs (ex-officio, non-voting)

STAFF:

Executive Committee

REGRETS:

Cynthia Bissonnette

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 October 5, 2023 Board meeting had been previously circulated.

MOVED by Mr. P. Lachance, **SECONDED** by Mr. M. Lavoie and **CARRIED**

THAT the minutes of the October 5, 2023 Board of Directors meeting be approved.

4. REPORT FROM THE PRESIDENT & CEO:

Mr. Musyj provided the following statement:

Needless to say, the last 11 days have been a test for our patients, community and staff. A test that I believe our staff is passing.

On the early morning hours of October 23, 2023 we - along with four other ESC hospitals and our not-for-profit shared services entity Transform discovered a possible cyberattack. To contain the incident and prevent further harm, we had to shut down our IT systems.

Our Windsor Regional Hospital staff went into immediate action, implemented downtime procedures, and without missing a beat continued to care for our patients.

The cyberattack was confirmed the morning of October 23rd.

Immediately, our IT team engaged the security threat team we already had on contract in the event of such an incident.

Our staff have been amazing throughout all of this. They leapt into action to continue to care for our patients and each other, and they have not stopped. I could not be prouder of them.

To their credit, not one ambulatory surgical procedure was delayed. After the first few days, scheduled surgeries are now nearly back to 100%. We are also making substantial progress on curative radiation treatment and should be able to make some announcements over the next few days.

The cyberattack is not one person in their basement on a computer. The perpetrators are a sophisticated web of people who extort the healthcare sector. They target us while we are caring for our most critically ill. They attack hospitals while we are emerging from a worldwide pandemic. We are not the first healthcare system to be struck by these bandits and will not be the last.

We have leading experts helping restore our systems – safely – and I stress the word safely.

This is not something you can do overnight. This will take time. This will take weeks. We are hopeful that over the next few weeks we will be able to bring back key clinical applications one by one. Our collective focus is on cancer patients and getting those systems up quickly but safely and again, we are making substantial progress.

We know that there are those in the press who are critical of our efforts. We will not engage with this uniformed commentary, except to say this: we are doing our very best to recover as safely and quickly as possible and we are not doing this alone.

We are working with experts who have been involved in hundreds of these cyberattacks.

We are in non-stop discussions with other hospitals and Ontario Health.

We have seen the very best of Ontario come to our aid, just as Windsor Regional Hospital did for others during the pandemic.

We are sharing information as it becomes available and on our experts' advice. There will be a time, after we safely resume critical care, to do a root cause analysis and learn from this. We will learn, improve, and help other institutions prepare.

I want to thank our front-line payroll team as well. Under impossible circumstances, they have made sure all employees have been paid and paid pretty darn accurately, pulling together data from different sources with an opportunity for all staff to address any issues.

At the same time, we have provided credit monitoring to our staff as a precaution.

At this point, we do not know all the data impacted. We are investigating and will have more information soon. The bad actors have published some of the data they stole. They did this because we would not succumb to their ransom demands. We closely examined whether to pay, but we knew, and our experts and law enforcement, all confirmed, that we could not trust the promise of criminal to delete this information. We learned that payment would not speed up the safe restoration of our network and so we did not pay.

This decision is consistent with the recent joint statement of the 50 members of the international counter ransomware initiative – including Canada – that have agreed to sign a pledge never to pay a ransom to cybercriminals.

As soon as we determine exactly what data was affected, we will notify those impacted as required by law. We have already notified the appropriate authorities of the breach and are working with local police, OPP, INTERPOL and FBI on the criminal investigation.

Our focus always is on our patients and fellow staff. Just like during the pandemic we will continue to have that laser focus.

I want to thank our Windsor/Essex community for their understanding and support during these critical times. I shared some comments some have posted across the Erie St. Clair region.

I also want to highlight a couple other issues that occurred since our last meeting.

On October 19, 2023, dignitaries and leadership from Regional First Nation communities joined Windsor Regional Hospital and community leaders to honour the land where the new Windsor/Essex acute care hospital will be built and the connection of the original peoples who resided in the area and received healing from the medicines of mother earth.

Caldwell First Nation led a traditional land ceremony at the future home of the new hospital at the northeast corner of County Rd. 42 and the 9th Concession, which is located on the traditional, ancestral, and contemporary lands of the three fires confederacy (Ojibwe, Odawa, and Potawatomi).

I want to thank Chief Duckworth for her leadership, partnership and friendship for a very profound and memorable day.

Also on October 19th, the Evolv metal detectors started in operation. Since that date – 13 days – we have captured 159 knives and 88 other items like screwdrivers, and other “items” like razor blades and needles, no guns.

The Chair thanked Mr. Musyj and the WRH team for their incredible efforts during this situation while still providing Outstanding Care – No Exceptions to the patients.

5. REPORT FROM SCHULICH:

Dr. Jacobs provided the following highlights.

The Medical School is currently in the middle of Accreditation. The on-site visit will take place in the next month and they should have the report by the end of the calendar year.

Dr. Jacobs thanked WRH, on behalf of Schulich, for their continued support.

6. FINANCIAL PRESENTATION (September 30, 2023 Results):

Mr. Paniccia reported.

Slide 2 – Financial Results – YTD September 2023

- \$14,700,000 deficit for hospital operations year to date which is \$3,634,000 worse than budget
- The net deficit after building amortization is \$11,250,000 which is \$3,596,000 better than budget

Slide 3 – Significant Variances

Chart indicates expense variances and the offsetting revenue

- Salaries & Wages \$1,657,000 deficit
 - Due to Collective Bargaining Settlements
- Medical Staff Fees \$2,490,000 deficit
 - \$2,977,000 offsetting favourable Patient Services Revenue variance
- Medical/Surgical Supplies \$1,645,000 deficit
 - Offset for additional QBP revenue earned \$401,000 for Hip & Knee replacements
- Drugs \$3,494,000 deficit
 - Offset by \$295,000 revenue in retail pharmacies
 - \$2,771,000 in Ministry drug funding for chemotherapy and renal programs
- Other Supplies & Expense \$516,000 deficit
 - Facilities deficit offset by savings in laundry, lab expenses and course fees and materials

MOVED by Mr. A. Paniccia, **SECONDED** by Ms. M. Dawson and **CARRIED** **THAT** the November 2, 2023 Financial Presentation (as of September 30, 2023) be accepted.

7. CONSENT AGENDA:

MOVED by Mr. A. Paniccia, **SECONDED** by Mr. C. Lanoue and **CARRIED** **THAT** the report from the October 23, 2023 Finance/Audit & Resources Committee meeting be accepted.

8. CORRESPONDENCE/PRINTED MATTER:

None.

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

None

10. NEW BUSINESS:

None

11. DATE OF NEXT REGULAR MEETING:

Thursday, December 7, 2023, 1700, via 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 October 5, 2023 Board of Directors meeting be adjourned at 1720 hours.

Patricia France, Chair
Board of Directors

Dawn Sutherland
Recording Secretary/ds