WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE – NO EXCEPTIONS!

MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, October 2, 2025**, 1700 hours, VIA ZOOM and live streamed on YouTube.

PRESENT:

Ian McLeod, Chair	Linda Staudt	Karen Riddell (ex-officio, non-voting)
Paul Lachance	Patti France	Dr. Wassim Saad (ex-officio, non-voting)
Laura Copat	Cynthia Bissonnette	Dr. Irram Sumar (ex-officio, non-voting)
Mary Dawson	Genevieve Isshak	
Nila Das	Anna Kirby	
David Malian	Chris Lanoue	

STAFF:
Executive Committee

REGRETS:
Nadine Manroe-Wakerell
Wes Vickers
Jamie Skutovich
Dr. Larry Jacobs (ex-officio, non-voting)
Dr. Kristen Demarco (ex-officio, non-voting)

1. CALL TO ORDER:
The meeting was called to order at 1700 hours with Mr. McLeod presiding as Chair and Ms. Sutherland recording the minutes.

2. DECLARATIONS OF CONFLICT OF INTEREST:
None declared.

3. PREVIOUS MINUTES:
The minutes of the September 4, 2025 Board meeting had been previously circulated.

MOVED by Ms. C. Bissonnette, **SECONDED** by Mr. P. Lachance and **CARRIED THAT** the minutes of the September 4, 2025 Board of Directors meeting be approved.

4. REPORT FROM THE PRESIDENT & CEO / CNE
Ms. Riddell referred to her written report and provided the following highlights.

Ms. Riddell introduced Ms. Kelly Heron who has recently been appointed as Vice President of Women's and Children's, Inpatient Surgery, Peri-Operative and Ambulatory Surgical Services. Ms. Heron will be working closely with Rosemary Petrakos, the current VP of the portfolio to ensure a smooth transition over the coming months.

Congratulations to Nicole Krywionek as the successful candidate for the position of Chief Nursing Executive and Vice President, Critical Care, Cardiology, Diagnostic Imaging, Respiratory Therapy, Patient Relations, Corporate Education and Training and Professional Practice.

The WRH Ouellette Campus celebrated zero harm events for the week of August 25, 2025. Congratulations to the team! The Patient Harm Index measures the number of preventable harm incidents that occur in the organization.

The National Day for Truth and Reconciliation, originally and still colloquially known as Orange Shirt Day, is a Canadian day of memorial to recognize the atrocities and multi-generational effects of the Canadian Indian residential school system. On Friday Sept 26th, we gathered to honour the children who never returned home from Residential Schools, survivors of Residential Schools, their families and communities with a Sacred Fire. This gathering involved a traditional opening, lighting of the sacred fire, teachings on the Sacred Fire and moments of personal reflection. In addition, on Tuesday, September 30th, we hosted a traditional dance and smudge ceremony to commemorate the day in the spirit of reconciliation in the Ouellette Campus Courtyard at 11:00 a.m.

Last week, the Corvette Club of Windsor drove their beautiful corvettes to the Met Campus and presented a very generous donation to our Paediatric Oncology Program of $40,000. This brings their total donations to the POGO Satellite Unit to $140,000.

WRH celebrated Franco-Ontario Day on September 25th. The day marked the 50th anniversary of the first raising of the Franco-Ontarian flag on September 25, 1975.

WRH's Corporate Renaming and Rebranding is off to a strong start. We have launched a renaming and rebranding survey inviting all staff, patients and community members to complete and have their say. Within the first week, more than 1000 participants have provided their input. The survey will remain open until December 15, 2025. It is currently available in French and English on the project website, with additional translations coming soon. Paper copies of the online surveys are also available through the hospital's redevelopment office. Additional direct engagement opportunities are being planned throughout Windsor-Essex. Future in-person opportunities will be published on the project website, shared through the hospital's social media channels and by email with those subscribed to the project email list.

The Chair welcomed and congratulated Ms. Krywionek and Ms. Heron on their new roles.

5. REPORT FROM SCHULICH:

Dr. Jacobs was unable to attend the meeting.

6. **FINANCIAL PRESENTATION (August 31, 2025 Results):**
Mr. Lanoue reported.

Slide 2 – Financial Results – YTD August 2025

- The net deficit after building amortization is $13,934,000 which is $554,000 better than budget
- Hospital Margin is negative $10,735,000 which is $60,000 better than plan

Slide 3 – Significant Variances
Chart indicates expense variances and the offsetting revenue:

- Salaries and Benefits have improved and are in a combined surplus of $1,172,000
- Medical Staff Fees $1,132,000 deficit
    - $1,030,000 in offsetting funding (Emergency & NICU Alternate Funding) and patient services revenue for diagnostic services
- Medical/Surgical Supplies had a surplus of $361,000 mainly in the perioperative program with lower than planned volumes
- Drugs $447,000 surplus
    - Pharmacy efficiency initiative to reduce expired and wasted drugs has resulted in these expenses being under budget by $103,000 to date
- Other Supplies $1,093,000 deficit – no offsetting revenue
    - Pressure points: electricity, building and equipment maintenance, patient transportation and physician recruitment costs

Slide 4 – Sick and Overtime Benchmarks
Metric is Sick/Overtime Hours as a Percentage of Total Worked Hours
For the ***month*** of August – unionized staff

- Sick Percentage at both Campuses is above the target of 4.8% with Met at 6.1% and Ouellette at 5.5%
- Overtime Percentage at Met Campus is 5.1% and Ouellette is 7.8% versus the target of 4.0%.

Slide 5 – Sick and Overtime Benchmarks
For the ***month*** of August – non-union staff

- Sick Percentage is 0.8% - well below the target of 2.2%
- Overtime Percentage is 0.0% which is the target (non-union overtime is extremely rare)

MOVED by Mr. C. Lanoue **SECONDED** by Mr. D. Malian and **CARRIED THAT** the October 2, 2025 Financial Presentation (as of August 31, 2025), be accepted.

7. **CONSENT AGENDA:**
MOVED by Mr. C. Lanoue, **SECONDED** by Mr. P. Lachance and **CARRIED THAT** the report from the September 22, 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:

10. NEW BUSINESS:

None.

11. DATE OF NEXT REGULAR MEETING:

<u>Thursday, November 6, 2025 - ZOOM</u>

12. ADJOURNMENT:

There being no further business to discuss, it was
MOVED by Ms. M. Dawson , **SECONDED** by Ms. A. Kirby and **CARRIED**
THAT the October 2, 2025 Board of Directors meeting be adjourned at 1715 hours.

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Ian McLeod, Chair	Dawn Sutherland
Board of Directors	Recording Secretary