



Mission: Provide quality person-centred health care services to our community

WRH VALUES

We respectfully acknowledge that the Windsor Regional Hospital occupies the traditional, ancestral and contemporary lands of the Niswi Ishkodewan Anishinaabeg: The Three Fires Confederacy (Ojibwe, Odawa, and Potawatomi). We acknowledge the land and the surrounding waters for sustaining us and we are committed to protecting and restoring these lands and waters from environmental degradation.

**BOARD OF DIRECTORS
Thursday, November 3 2022**

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> October 6, 2022 (Paniccia)	Tab A	1703	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO</u> (Musyj)		1705	FYI
5. <u>CNE REPORT</u> (Riddell)		1720	FYI
6. <u>SCHULICH REPORT</u> – (Jacobs)		1745	FYI
7. <u>FINANCIAL PRESENTATION</u> – (McLeod)	Tab B	1750	
8. <u>CONSENT AGENDA:</u> Finance/Audit & Resources: October 24, 2022 & Operating Results (McLeod)	Tab C	1800	MOTION (accept report)
9. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)	Tab D	1810	FYI
10. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)		1810	
11. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, December 8, 2022 – ZOOM		1815	FYI

12. <u>ADJOURNMENT</u> (Paniccia)		1815	MOTION
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REGRETS ONLY TO dawn.sutherland@wrh.on.ca, or (519) 254-5577 X52517



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, October 6, 2022**, 17:00 hours, via ZOOM, live streamed on YouTube.

PRESENT VIA ZOOM:

Anthony Paniccia, Chair

Laura Copat

Paul Lachance

Cynthia Bissonnette

Ian McLeod

Linda Staudt

David Malian

Dr. Laurie Freeman

Genevieve Isshak

Penny Allen

Michael Lavoie

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

David Musyj (ex-officio, non-voting)

Karen Riddell (ex-officio, non-voting)

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

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

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

STAFF VIA ZOOM:

Executive Committee

GUEST:

Sarah Mushtaq

REGRETS:

Mary Dawson

Patricia France

1. CALL TO ORDER:

The meeting was called to order at 1700 hours with Mr. Paniccia presiding as Chair and Ms. Sutherland recording the minutes.

2. EIDAR PRESENTATION

The Chair welcomed Ms. Mushtaq to the meeting. Ms. Mushtaq is the Director of Equity, Inclusion, Diversity and Anti-Racism (EIDAR). In her new role at WRH, Ms. Mushtaq has begun the process of obtaining staff, patient, family and community feedback to improve health equity outcomes in the organization working under the Ontario Health EIDAR Framework. The pandemic highlighted some inequities within the organization and we need to ensure our patients are receiving care in a culturally safe way and that our staff feel safe.

Ms. Mushtaq reported on current initiatives, or work in process, and also presented her plans for the next three years. The Hospital participated in Orange Shirt Day last Friday, September 30, 2022 and there are upcoming education sessions scheduled for October. This is all set out in her presentation which was circulated in advance.

Questions/Comments:

The session and video from this past Tuesday with respect to ESC Indigenous Communities was very informative.

As a board, what can we do to help lead the charge?

Ms. Mushtaq explained that engagement and support is very important as well as board participation in the education series.

Ms. Mushtaq was thanked for her presentation.

3. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

4. PREVIOUS MINUTES:

The minutes of the September 8, 2022 Board meeting had been previously circulated.

MOVED by Mr. P. Lachance, **SECONDED** by Dr. L. Freeman and **CARRIED THAT** the minutes of the September 8, 2022 Board of Directors meeting be approved.

The Chair provided a couple of updates:

- Thank you to Ms. P. France and the St. Clair College Alumni Association for a wonderful event – the 28th annual St. Clair College Food and Wine Gala held on September 23, 2022. The event raised \$1.1-million in support of the W/E Acute Care Hospital.
- In support of Breast Awareness Cancer Month, the Protect your Pumpkins t-shirt campaign is running. All proceeds raised will support cancer awareness research and treatment for women in our region through the Windsor Cancer Centre Foundation.
- The 5th annual Halloween Family Spooktacular hosted by T2B Youth Ambassadors is taking place on October 29th at Malden Park. All proceeds will support the Ronald McDonald House and the T2B paediatric programs.
- Thank you on behalf of the Board to Ms. Carol Parent for her fundraising efforts during this year's Sail into Summer, raising over \$50,000 for the hospital and a new endoscopic ultrasound machine.

5. REPORT FROM THE PRESIDENT & CEO:

In addition to Mr. Musyj's written report, he provided the following highlights:

- We are busy preparing for the fall and winter months ahead of us.
- The Minister of Health, Minister Jones held a breakfast session in Windsor on September 27, 2022 to pledge the provincial government's support for the W/E new hospital project. During the event, it was announced that WRH has selected Stantec Architecture as the Planning, Design and Conformance (PDC) consultant for the New Windsor-Essex Acute Care Hospital Project. This team of architects and engineers will support the project through the development of design documents while providing support throughout the tendering and construction stages.

- Mr. Musyj has been asked about possible risks to the new W/E hospital project. He has also been asked about legal costs with respect to CAMPP and the court decision. Premier Ford's message is the Province is not going to delay this project however W/E can delay it, for example, the upcoming municipal elections present a risk. In addition, there are candidates running for council and Mayor in both the County and City that have shown their support for CAMPP publically/verbally and/or in donations to their various appeals to the zoning process. Mr. Musyj read from Justice Corbett's decision. You can visit the CAMPP website for a current list of their donors. Currently, CAMPP still owes the Hospital \$6,942.00 plus interest. Legal costs associated with these challenges are in the hundreds of thousands of dollars. The City of Windsor also incurred costs due to these proceedings and is still owed \$23568 plus interest.

6. CNE REPORT

Ms. Riddell's report focused on influenza projections and prevention. The following are highlights from her report:

- As mentioned in September, based on the Australia experience we are expecting earlier season onset, higher number of cases than the last 5 years and increased demand for hospital beds.
- Annually influenza results in 12,200 influenza related hospitalizations and 3500 deaths.
- Influenza can also be asymptomatic but still be transmitted to others. The contagious period can be up to 5 days.
- In addition to public health measures such as physical distancing, hand washing, masking, the influenza vaccine is the best defense against getting and spreading the influenza virus.
- With the potential for continued COVID-19 circulation this fall it is essential to prevent morbidity and mortality related to influenza. Ontario has a Universal Influenza Immunization Program offering free influenza vaccine each year for those 6 months and older. Influenza vaccines will soon be available in Windsor Essex at your primary care provider, public health unit, pharmacies and various other settings. Check wechu.org for updates on arrival and locations for vaccination
- As of Monday, September 26, individuals aged 18 and over, as well as immunocompromised individuals aged 12 to 17, can now receive a bivalent booster dose at a recommended interval of six months (or a minimum interval of three months) since the last dose, regardless of the number of doses already received. The bivalent vaccines contain two messenger RNA (mRNA) components instead of one. One of the components is from the original strain of the coronavirus, while the other component is from the Omicron strain.

Dr. Saad confirmed there are also non-mRNA vaccines available. These are not so widely available and you will need to contact WECHU for more information.

7. REPORT FROM SCHULICH:

Dr. Jacobs referred to his report which included several announcements.

Year 1 and 2 student integration into the hospital setting is going very well. Thank you to the hospital for their assistance with PPE etc.

An accredited CPD event on Prevention of Burnout will be provided by Drs. Ziter and Vandereeden on October 20, 2022.

8. FINANCIAL PRESENTATION (August 2022 Results):

Mr. McLeod reported.

Slide 2 – Financial Results – YTD August 2022:

- \$726,000 deficit for hospital operations year to date which is \$1,666 better than budget.
- The net deficit after building amortization is \$1,241,000 which is \$1,963 better than budget.

Slide 3 – COVID-19 Impact on Expenses:

- This slide shows the breakdown of \$10.4 million in COVID-19 expenses
- Unfunded COVID-19 expenses total \$1,303,000 due to
 - the wage differential for the Nursing Externs
 - Expenses no longer funded via incremental expense reimbursement (after June 2022)
 - sick and isolation costs and additional staffing in the perioperative program
 - Incremental PPE
 - Additional shuttle costs, storage of equipment August
- We expect the \$217,000 gap in medical remuneration to be funded

Revenue shortfalls in the three categories below are not funded:

- Volume-based for Quality-Based Procedures (QBP), Neuro, Cardiac and Wait Time. When compared to the budgeted volumes there is a \$4.7 million shortfall. Coded data is available to May so we are estimating volumes for June to August.
- \$1.1 million revenue loss in Patient Services revenue.
- \$351,000 revenue loss in Recoveries.

Slide 4 – Revenue:

- Base and one time funding is \$3.5 million favourable due to amounts that have been accrued for known COVID-19 reimbursements.
- Preferred Accommodation and Co-payment Revenue \$1,287,000 unfavourable due to the inability to bill for private and semi-private rooms assigned for infection control reasons.
- Patient Services Revenue \$2,012,000 favourable – relates to uninsured patient revenue from the Ministry which is paid at the interprovincial rate which is higher than the OHIP rate.

- Other Recoveries favourable \$993,000 – retail pharmacy revenues are offset by higher drug expenses

Slide 5 – Expenses:

- Salaries and Wages are \$82,000 unfavourable year to date. It should be noted that included in the actuals are \$1.6 million in COVID sick and isolation pay and \$2.4 million for nursing externs and \$1 million in screening costs. We would be favourable to budget if these were excluded.
- Medical/Surgical supplies are \$349,000 unfavourable due to increased use of PPE which is not funded beyond June 30, 2022
- Medical staff fee variance is largely attributable to temporary COVID-19 physician payments which are funded (\$2.1 million) with the remainder attributable to additional diagnostic volumes which are funded via OHIP billings (patient services revenue).
- Drugs \$110,000 unfavourable, additional drug expenses in retail pharmacies are offset by recoveries as noted previously
- Other supplies variance of \$762,000 with significant variances in the following categories:
 - legal fees
 - building and grounds maintenance and service contracts
 - patient transportation cost – in May, June and July the hospital was covering the cost of patient transports to Hotel Dieu, nursing and retirement homes in order to free up beds.
 - physician recruitment

MOVED by Mr. I. McLeod, **SECONDED** by Mr. D. Malian and **CARRIED** **THAT** the October 6, 2022 Financial Presentation (as of August 31, 2022) be accepted.

9. CONSENT AGENDA:

MOVED by Mr. I. McLeod, **SECONDED** by Ms. L. Copat and **CARRIED** **THAT** the report from the September 19, 2022 Finance/Audit & Resources Committee meetings be accepted.

10. CORRESPONDENCE/PRINTED MATTER:

- a) Media Report – FYI only.

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

None

12. NEW BUSINESS:

None

13. DATE OF NEXT REGULAR MEETING:
Thursday, November 3, 2022, 1700 hrs VIA: ZOOM

14. 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 6, 2022 Board of Directors meeting be adjourned at 1745 hours.

Anthony Paniccia, Chair
Board of Directors

Dawn Sutherland
Recording Secretary/ds



Board of Directors Meeting
November 3, 2022

Financial Presentation (September 2022 Results)

Financial Results

September 30, 2022

▶ Funding Update

- ▶ Similar to 2021-22, the 2022-23 Surgical Recovery Premium will be set at 15% of the current funded rate for each surgery or procedure and will be applied to the last 25% of a hospital's initial volume allocation.
- ▶ Based on our forecasted volumes, WRH estimate of potential additional revenue is \$1.8 million.

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

September 30, 2022

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 309,500	\$ 300,415	\$ 9,085	3.0%
Expenses				
Salaries and Wages	\$ 134,188	\$ 130,343	\$ (3,845)	(2.9%)
Employee benefits	35,542	35,646	104	0.3%
Employee ben. - future ben. costs	759	759	-	0.0%
Medical staff remuneration	31,331	26,922	(4,409)	(16.4%)
Medical & Surgical supplies	19,920	19,185	(735)	(3.8%)
Drugs	39,436	38,954	(482)	(1.2%)
Supplies & other expenses	38,771	37,086	(1,685)	(4.5%)
Long term Interest	3,493	3,434	(59)	(1.7%)
Equipment lease / rental	1,249	1,280	31	2.4%
Equipment amortization	7,165	8,950	1,785	19.9%
Total Expense	\$ 311,854	\$ 302,559	\$ (9,295)	(3.1%)
Surplus / (Deficit) From Hospital Operations	\$ (2,354)	\$ (2,144)	\$ (210)	
COVID-19 extraordinary operating expenses unfunded - eligible	\$ 262		\$ 262	
COVID-19 extraordinary operating expenses unfunded - ineligible	\$ 2,986		\$ 2,986	
COVID-19 related unfunded non-ministry revenue loss included above	\$ 1,756		\$ 1,756	
YTD - Unearned Ministry volume funding	\$ 5,649		\$ (5,649)	
Surplus or (Deficit) / Revenue	-0.76%	-0.71%	-0.05%	

Net Surplus/(Deficit) after building amortization (\$2,952)

Financial Results - COVID-19 Impact

September 30, 2022

Year to Date Results include \$13 million in COVID-19 extraordinary expenses. Net revenue losses total \$7.4 million.

Windsor Regional Hospital COVID-19 Expenses Year-to-Date September 2022			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
Compensation	5,517,248	-	2,220,907
Medical Staff Fees	2,526,540	261,913	-
Med. Surg. Supplies	732,814	-	665,874
Drugs	9,930	-	-
Other supplies & expense	835,434	-	65,717
Equipment Expenses	202,773	-	33,318
Renovations	-	-	-
Total Operating Expense	\$ 9,824,738	\$ 261,913	\$ 2,985,817
Capital	\$ 86,180	-	\$ -
Combined Total	\$ 9,910,918	\$ 261,913	\$ 2,985,817

Windsor Regional Hospital COVID-19 Revenue Loss Year-to-Date September 2022		
	<u>Funded</u>	<u>Unfunded</u>
Volume Based*	-	5,648,659
Patient Services**	-	1,354,240
Recoveries***	-	402,125
Total Revenue	-	\$ 7,405,024

- * 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

September 30, 2022

Significant Variances (\$1,000's of dollars)

- ▶ **Salaries & Wages (\$3,845)**
 - ▶ Includes \$3,254 for the 2nd TRIN payment = fully funded
 - ▶ Extern, S-PEP and COVID-19 incremental funding \$5,517
- ▶ **Medical Staff Fees (\$4,409)**
 - ▶ \$2,788 COVID-19 funded
 - ▶ \$2,866 favourable in Patient Services Revenue
- ▶ **Medical/Surgical Supplies (\$735)**
 - ▶ 91% (\$666) incremental PPE
- ▶ **Drugs (\$482)**
 - ▶ Other Recoveries favourable \$1,552 mainly in retail pharmacies

Financial Results

September 30, 2022

Significant Variances (\$1,000's of dollars)

- ▶ **Other Supplies (\$1,685)**
 - ▶ (\$963) legal fees
 - ▶ (\$718) building/grounds maintenance & service contracts
 - ▶ (\$247) referred out patient transport
 - ▶ (\$226) physician recruitment
- ▶ **Deficits above are offset by favourable variances**
 - ▶ \$402 equipment & software maintenance
 - ▶ \$215 printing supplies
 - ▶ \$130 staff travel



MOTION/ACTION SHEET

From The

FINANCE/AUDIT & RESOURCES COMMITTEE MEETING General Session

Monday, October 24, 2022

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, October 24, 2022 Via Zoom (following the In-Camera Session).

PRESENT:

Ian McLeod (Chair & Treasurer)
Dr. Laurie Freeman
Paul Lachance
Penny Allen
Dr. Danielle Soulliere

COMMUNITY MEMBERS:

Anna Kirby
James Skutovich
Marc Jones
Dwayne Dawson

REGRETS:

Robert Klein
Trevor Chapman

Anthony Paniccia, Chair of the Board of Directors

STAFF:

Malissa Gauthier
Todd Bested
John Faber
Heidi Zimmer
Mary Macera

1.0 CALL TO ORDER

Mr. McLeod, Chair & Treasurer called the meeting to order at 5:38 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Marc Jones, **SECONDED** by Anna Kirby that the **General Finance/Audit & Resources Committee Agenda of Monday, October 24, 2022, be approved.**

CARRIED.

3.0 CONFLICT OF INTEREST

No "Conflict of Interest" was declared.

4.0 FOR APPROVAL / RECOMMENDATION(S)

4.1 Minutes of Previous Meeting – Monday, September 19, 2022

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, September 19, 2022** were previously circulated to all members.

MOVED by Paul Lachance, SECONDED by Laurie Freeman- that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, September 19, 2022 be approved.

CARRIED.

5.0 FOR DISCUSSION

5.1 Monthly Operating Results Report – September 2022 (As Appended)

Ms Zimmer reported that the operating results for the 6 months ended September 30, 2022 resulted in a deficit of \$2,952,000; \$1,109,000 positive Hospital Margin.

There are two items to note:

1. WRH is operating an additional 18 med/surg beds and 3 mental health beds. Beds are unfunded.
2. Operating results include a combined \$14.8 million in higher costs and lost revenues attributable to meeting clinical responsibilities related to COVID-19. Incremental expenses will be reimbursed via the criteria applied in fiscal 2022-2023 for the 1st quarter of fiscal year 2022-2023 only.

Ms Zimmer added that the vaccine administration and Health Human Resource (HHR) Program will continue to receive operating funding until March 31, 2023.

Some work has been done for a submission to the Ministry for some Surgical Recovery Premiums for this year. The Ministry is basically trying to incentivize hospitals to reach pre-pandemic levels of our surgical and procedural outputs. Similar to the previous year, the premium is set at 15% of the current funded rate for surgeries and it would be applied to the last 25% of our initial volume allocation. Will apply to our global funding for wait-times and QBPs. The globally funded pieces is a bit new this year and based on the forecast that the hospital has submitted, our potential revenue is \$1.8 million currently not in the budget.

With respect to the statements, a few points were highlighted:

- In hospital operations, there is quite a bit of favourability in revenues and unfavourability offsetting in expenses.

- COVID-19 extraordinary expenses were outlined; those unfunded due to wage differentials in nursing externs, etc.
- Expenses no longer covered after June 2022 with be sick and isolation costs, additional staffing, PPEs, just to name a few.
- Revenue shortfalls are seen in QBPs, Neuro, Cardio and Wait Times.
- Patient services revenue loss of \$1.4 million.
- Other recoveries loss of \$402,000
- Significant variances seen in Salaries and Wages, medical staff fees, med/surg supplies, and other supplies.

6.0 FOR INFORMATION

6.1 The Project Management Office (PMO) Report

A link was provided to the committee members.

6.2 President's Report – October 2022

A link was provided for the community members.

6.3 MoH – Ministry Realignment – October 20, 2022

This correspondence was provided to the committee members for information.

7.0 DATE OF NEXT MEETING

The Finance/Audit & Resources Committee will meet on **Monday, November 28, 2022 at 5:00 p.m. Via Zoom, noting that a "Special" Joint FAR Committee and WRH Board of Directors Meeting may take place at 4:00 p.m. that same day.**

8.0 ADJOURNMENT

Mr. McLeod indicated that there was no further business and therefore, thanked the committee members for their attendance, their questions and comments. It is very nice to see such an engaged committee!

MOVED by Laurie Freeman, SECONDED by Paul Lachance that the General Meeting from the Finance/Audit & Resources Committee of Monday, October 24, 2022 be adjourned at 5:48 p.m.

CARRIED.

Mr. McLeod, Chair & Treasurer
FinAudit&Resources_Minutes
20221024

Mary Macera
Recorder

Windsor Regional Hospital

Operating Results Report

For the Six Months Ended September 30, 2022

Treasurer's Report

Board of Directors

Financial Summary - September 2022
(\$000's)

	Line	September 2022 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$309,500	\$ 300,415	\$ 9,085
Total Expense	20	311,854	302,559	(9,295)
Surplus / (Deficit)	21	(2,354)	(2,144)	(210)
Other Votes (net)	22	(30)	(43)	13
Other Recoveries / (Exp)	23	-	-	-
Subtotal	24	(2,384)	(2,187)	(197)
Net bldg. amortization	25	(568)	(926)	358
Net Surplus (Deficit)	26	\$ (2,952)	\$ (3,113)	\$ 161
Hospital Margin		\$ 1,109	\$ 1,247	\$ (138)
Capital Equipment Expenditures		\$ 11,345	\$ 33,527	\$ 22,182

* Variance - favourable / (unfavourable)

Operation Highlights:

- The operating results for the six months ended September 30, 2022 resulted in a deficit of \$2,952,000 (\$1,109,000 positive Hospital Margin) based on the Ministry of Health (Ministry) definition. There are two items worth noting –
 - a. WRH has been operating an additional 18 medical/surgical beds and 3 mental health beds. Currently these beds are unfunded and therefore there is no associated revenue or expense included in the budget.
 - b. Operating results include a combined \$14.8 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. Incremental expenses will be reimbursed via the criteria applied in fiscal 2022-2023 for the first quarter of fiscal 2022-2023 only. Vaccine Administration and Health Human Resources (HHR) programs will continue to receive operating funding through existing processes until March 31, 2023.

1. **Financial Results for the Six Months ended September 30, 2022** (Statement 2)

For the six months ended September 30, 2022, the deficit after net building amortization is **\$2,952,000**, which is \$161,000 better than the unapproved plan. This represents a positive Ministry of Health Margin of \$1,109,000 (one year ago, the margin was positive \$1,116,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$14.8 million are included in these results. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1, 2022 to September 30, 2022 and which have been funded and or not funded (eligible and ineligible for funding under the most recent guidance).

Windsor Regional Hospital COVID-19 Revenue Loss & Expenses Year-to-Date September			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
Revenue			
Patient Services	-	-	1,354,240
Recoveries	-	-	402,125
Total Revenue	-	-	1,756,365
Expense			
Compensation	5,517,248	-	2,220,907
Medical Staff Fees	2,526,540	261,913	-
Med. Surg. Supplies	732,814	-	665,874
Drugs	9,930	-	-
Other supplies & expense	835,434	-	65,717
Equipment Expenses	202,773	-	33,318
Renovations	-	-	-
Total Expense	9,824,738	261,913	2,985,817
Total Operating	\$ 9,824,738	\$ 261,913	\$ 4,742,182

Ineligible expenses include the following:

- Compensation of \$845,000 due to the rate difference for the Externs and S-PEP nurses. The maximum hourly rate per the agreement with the Ministry is \$20.60 per hour including benefits. WRH pays \$25 per hour before benefits.
- Additional staffing in the perioperative program due to COVID-19.
- COVID-19 sick and isolation costs.
- Incremental PPE costs.
- Other expenses include additional shuttle costs to provide social distancing.
- Equipment expenses for storage units for furniture removed for social distancing.

The Assessment Centre is no longer funded only on a \$38 per swab basis in fiscal 2022-2023. Instead, the Ministry has asked hospitals to submit a budget for the year to identify the funding shortfall resulting from the per swab methodology. The funding gap will be settled at year-end. Therefore, revenue for the Assessment Centre has been recognized equal to year-to-date expenses.

It should be noted that with respect to Ministry volume based funding, we have unearned revenue for these six (6) months of \$5.6 million based on estimates. This is \$727,000 better than the same period last fiscal year. Prior year actuals are used as a proxy for current year until the actual coded data is available. At time of reporting three (3) months of coded data is available (April to June 2022).

Revenue

Ministry revenue (combined base and one-time) is \$6.4 million (2.7%) higher than budget. The Hospital has received confirmation that incremental COVID-19 operating expenses incurred for the first quarter of the fiscal year will be funded under the same criteria as in 2021-2022 with the exception of the change in the Assessment Centre funding methodology. One-time funding is favourable year to date as it includes accruals for revenue for which we have received a funding letter or Ministry confirmation. One time funding includes the following:

- ⬇️ \$3.9 million for April - June 2022 incremental COVID-19 expenses
- ⬇️ \$2.2 million for the Nursing Extern and SPEP Programs
- ⬇️ \$986,000 in Assessment Centre funding
- ⬇️ \$262,000 in COVID-19 physician payments
- ⬇️ \$242,000 for Vaccine Administration

These accruals are offset by the amounts payable related to the volume shortfalls for Quality-Based Procedures, Neurology, Cardiology and Wait Time programs (\$5.6 million mentioned above).

Ministry drug reimbursements are \$300,000 below budget. This budget is based on estimated drug usage and corresponding reimbursement and therefore there is some variation.

The preferred accommodation revenue variance is unfavourable to budget by \$1,559,000. Although additional beds are open and occupancy rates are high, infection prevention and control measures often require patients to be placed in private rooms and we are unable to bill for accommodation in these circumstances. Also, the Ministry of Health directive that hospitals cannot bill uninsured patients for semi-private and private accommodation during the pandemic contributes to the shortfall. Previously, uninsured patients would have paid out of pocket for this accommodation.

Chronic Co-payment revenue is \$5,000 under budget due to the factors mentioned above for preferred accommodation. Effective October 1, 2022, patients that are designated as Alternate Level of Care (ALC) can be charged up to \$63.73 per day.

The daily rate may be adjusted based on a co-payment assessment which takes into consideration the individual's income.

Patient Services revenue variance is \$2,866,000 favourable (18.1%) year to date, with \$1.5 million of the positive variance attributable to uninsured patient revenue. This revenue is reimbursed by the Ministry at the interprovincial billing rate which is higher than OHIP rates. Previously many of these accounts would have been uncollectible. There has been no communication from the Ministry with respect to how long this program will continue. The remaining surplus is the result of higher than planned diagnostic revenues which are offset by increased medical fees required to earn this revenue.

Equipment Grant amortization is better than budget by \$32,000 (1.9% favourable). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$1,552,000 favourable (6.3%) to budget. Retail pharmacy revenues are significantly higher than budgeted but these revenues are equally offset by increased drug costs.

Expenses

Salaries are currently over budget (unfavourable) by \$3,845,000 (2.9%) year to date September 30, 2022. \$3,254,000 of this variance is due to the payment of the second tranche of the Temporary Retention Incentive for Nurses (TRIN). The remaining \$600,000 variance is due to COVID-19 incremental expenses previously identified.

Year to date spending for employees in paid isolation is \$196,000 and paid sick time due to COVID-19 is \$1,756,000. Nursing Externs and those participating in the Supervised Practice Experience Partnership (SPEP) have been paid \$2,898,000 to date. Funding for these programs remains in place until March 31, 2023.

Employee Benefits are favourable to budget by \$104,000 (.3%). While salaries and wages are unfavourable, employee benefits are favourable as only statutory benefits are paid on the TRIN bonus.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$4,409,000 (16.4%). Of this variance, \$2,788,000 is attributable to COVID-19 and will be funded through the temporary physician funding for COVID-19. The remaining variance occurs in diagnostic services, laboratory and the emergency department. These higher costs are funded by the higher diagnostic (patient) services revenue or other funding sources.

Medical & Surgical Supplies are unfavourable to budget by \$735,000 (3.8%) year to date. The main source of the deficit (\$666,000) is the overall increase in Personal Protective Equipment (PPE) throughout the hospital.

Drug expenses are unfavourable by \$482,000 (1.2%) year to date. Retail pharmacy revenues offset this deficit entirely and net drug revenue to expense is favourable by \$138,000 year-to-date.

Supplies and Other Expenses are unfavourable to budget by \$1,685,000 (4.5%). Significant variances are as follows:

- ✚ \$963,000 legal fees with \$311,000 attributable to a particular case.
- ✚ \$718,000 building/grounds maintenance and service contracts
- ✚ \$247,000 referred out patient transportation
- ✚ \$226,000 physician recruitment

These deficits are offset by surpluses in other areas such as equipment and software maintenance (\$502,000), printing supplies (\$215,000) and travel (\$130,000).

Long Term Interest expense is \$59,000 unfavourable.

Equipment Lease/Rental is \$31,000 favourable (2.4%) to budget to date.

Equipment amortization is \$1,785,000 (19.9%) under budget due to the timing of new asset additions.

Other Votes – Other Votes are \$13,000 favourable year to date.

2. Statement of Financial Position (Statement 3)

The Hospital continues to have challenges in trying to find suitable short-term investments for the cash balances on hand. Rates offered are lower than what we currently earn on accounts. Any increase in the prime rate will positively affect investment rates and additional opportunities to invest these funds.

Our Ministry / Ontario Health receivable has decreased by \$26 million from March 31, 2022. The Hospital received reimbursements for outstanding 2020-2021 COVID-19 incremental expenses as well as funding for 2021-2022 expenses up to January 2022. The funding for qualifying incremental expenses from April to September of 2022 have been accrued in the amount of \$6.4 million. The remaining receivable is comprised of funding for drug reimbursements and timing differences for confirmed base and one-time funding.

Inventory is up \$520,000 when compared to March 31, 2022 with the increase attributable to drugs particularly those funded by OH-West (Cancer Care). The drug inventory adjustment will be reflected in the October 2022 statements but is not expected to be significant.

As at August 31, 2022, the market value of the sinking fund has decreased by \$65,000 (.26%) since inception and decreased by \$1,865,000 since March 31, 2022. The underlying cost base as a result of realized investment gains has increased by \$1,023,000 since the original \$25 million investment was made and has increased \$93,000 since March 31, 2022.

Fund Manager -	Market Value	Cost
Guardian Capital	\$12,316,000	\$12,753,000
Leith Wheeler	<u>12,772,000</u>	<u>13,270,000</u>
Total	<u>\$25,088,000</u>	<u>\$26,023,000</u>

3. Patient Volumes

Acute patient days combined are above target by 1,144 days (excl. psych). Surgical cases are 2,654 under plan at the Met Campus and 1,997 below plan at the Ouellette Campus.

Outpatient visits are 9,980 under plan at the Met campus and 9,651 over plan at Ouellette as this includes 17,838 Assessment Centre visits.

Emergency department visits and holds are 2,534 under plan at the Met campus and 3,183 under plan at the Ouellette campus.

4. Organizational Health

The percentage of sick time year to date for the Met Campus is 7.4%, which is over the target of 4.7% by 2.7%, while overtime is 1.85% over target at 4.2%.

Sick time at the Ouellette Campus is 7.3% compared to the target of 4.7%, while overtime is over target at 7.1% year to date compared to the target of 2.35%.

When COVID-19 related sick time is excluded from the calculation, the sick time percentage at the Met Campus is 5.7% and Ouellette is 5.3%.

With respect to FTEs, the Met Campus is favourable to budget by 20 FTEs. The FTE surplus is comprised of 9.9 FTEs for hospital operations and 10.1 FTEs attributable to Cancer Centre operations. At the Ouellette Campus, the FTE variance is unfavourable by 7.8 FTEs inclusive of 13 FTEs allocated to screening. Overall, the Hospital is 12.4 FTEs over budget including 24.6 FTEs for staffing requirements of the Assessment Centre and Vaccine Administration, 30 FTEs for screening and 97 FTEs for Nursing Externs.

Statement #1

WINDSOR REGIONAL HOSPITAL

Consolidated Operating Results for the Six Months Ending September 30, 2022

Description	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
Revenue (\$000's)								
1 Ministry Funding - Base	\$ 34,318	\$ (715)	\$ 208,348	\$ 212,963	\$ 425,592	\$ 425,592	\$ 208,264	\$ 401,055
2 Ministry Funding - One-time	8,359	3,683	39,636	28,348	56,645	56,645	39,536	27,770
3 Ministry Funding - Drug Reimb.	2,714	155	15,053	15,352	30,704	30,704	14,895	22,103
4 Preferred Accommodation	32	(272)	294	1,853	3,696	3,696	193	3,620
5 Chronic co-payment	17	14	26	21	42	42	-	47
6 Patient services	3,451	854	18,704	15,838	31,603	31,603	16,938	32,594
7 Capital grant amortization	629	(13)	3,794	3,847	7,467	7,467	3,842	6,550
8 Other recoveries	4,869	537	26,067	24,499	49,464	49,464	21,519	43,232
9 Total Revenue	\$ 54,389	\$ 4,243	\$ 311,922	\$ 302,721	\$ 605,213	\$ 605,213	\$ 305,187	\$ 536,971
Expense (\$000's)								
10 Salaries	\$ 24,891	\$ (2,781)	\$ 134,418	\$ 130,437	\$ 263,703	\$ 263,703	\$ 133,385	\$ 242,858
11 Employee benefits	5,513	62	35,588	35,665	69,065	69,065	35,623	61,424
12 Employee ben. - future ben. costs	126	-	759	759	1,517	1,517	1,026	2,325
13 Medical staff remuneration	5,605	(1,045)	31,331	26,922	53,875	53,875	31,387	54,183
14 Medical & Surgical supplies	3,614	(386)	19,920	19,185	37,903	37,903	20,133	35,882
15 Drugs	6,850	(374)	39,436	38,954	77,891	77,891	35,749	60,153
16 Supplies & other expenses	7,625	(847)	42,404	40,635	82,901	82,888	41,981	61,257
17 Equipment lease / rental	222	(8)	1,249	1,280	2,560	2,573	1,302	2,875
18 Capital amortization	1,652	348	9,769	11,997	23,995	23,995	7,759	13,947
19 Total Expense	\$ 56,098	\$ (5,031)	\$ 314,874	\$ 305,834	\$ 613,410	\$ 613,410	\$ 308,345	\$ 534,704
20 Other recoveries (expense)	-	-	-	-	-	-	-	572
20 Net Surplus (Deficit) - \$000's	\$ (1,709)	\$ (788)	\$ (2,952)	\$ (3,113)	\$ (8,197)	\$ (8,197)	\$ (3,158)	\$ 2,839
1 Total Margin - \$000's	\$ (1,039)	\$ (845)	\$ 1,109	\$ 1,247	\$ 472	\$ 472	\$ 1,116	\$ 8,145
COVID-19 related unfunded extraordinary operating expenses and revenue loss included above	1,268	(1,268)	4,742	-	9,500	-	3,692	-
								(9,500)

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Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Six Months Ending September 30, 2022
Consolidated - Met and Ouellette Campuses

	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
	\$ 34,246	\$ (698)	\$ 207,983	\$ 212,783	\$ 424,454	\$ 424,454	\$ 208,093	\$ 419,681
1	8,359	3,683	39,636	28,348	56,645	56,645	39,536	99,387
2	2,714	155	15,053	15,352	30,704	30,704	14,895	31,582
3	32	(272)	294	1,853	3,696	3,696	193	637
4	17		26	21	42	42	-	1
5	3,451	854	18,704	15,838	31,603	31,603	16,938	34,338
6	290	2	1,758	1,726	3,226	3,226	1,791	3,584
7	4,863	532	26,046	24,494	49,418	49,418	21,500	46,715
8	\$ 53,972	\$ 4,270	\$ 309,500	\$ 300,415	\$ 599,788	\$ 599,788	\$ 302,946	\$ 635,925
9								
	\$ 24,838	\$ (2,749)	\$ 134,188	\$ 130,343	\$ 263,516	\$ 263,516	\$ 133,302	\$ 272,547
10	5,500	72	35,542	35,646	69,028	69,028	35,599	68,485
11	126	-	759	759	1,517	1,517	1,026	2,546
12	5,605	(1,045)	31,331	26,922	53,875	53,875	31,387	64,103
13	3,614	(386)	19,920	19,185	37,902	37,902	20,133	41,517
14	6,850	(374)	39,436	38,954	77,891	77,891	35,749	76,960
15	7,050	(914)	38,771	37,086	75,074	75,074	38,403	86,615
16	575	(12)	3,493	3,434	6,816	6,816	3,479	6,918
17	222	(8)	1,249	1,280	2,560	2,560	1,302	2,654
18	1,218	274	7,165	8,950	17,901	17,901	4,913	12,353
19	\$ 55,598	\$ (5,142)	\$ 311,854	\$ 302,559	\$ 606,080	\$ 606,080	\$ 305,293	\$ 634,698
20								
21	\$ (1,626)	\$ (872)	\$ (2,354)	\$ (2,144)	\$ (6,292)	\$ (6,292)	\$ (2,347)	\$ 1,227
Surplus / (Deficit) from Other Operations (\$000's)								
22	12	25	(30)	(43)	(52)	(52)	(16)	-
23	-	-	-	-	-	-	-	-
24	(1,614)	(847)	(2,384)	(2,187)	(6,344)	(6,344)	(2,363)	1,227
25	(95)	59	(568)	(926)	(1,853)	(1,853)	(795)	(1,227)
26	\$ (1,709)	\$ (788)	\$ (2,952)	\$ (3,113)	\$ (8,197)	\$ (8,197)	\$ (3,158)	\$ -
COVID-19 extraordinary operating expenses unfunded - eligible								
27	45	(45)	262	-	500	-	187	17,772
COVID-19 extraordinary operating expenses unfunded - ineligible								
28	994	(994)	2,986	-	6,000	-	846	2,229
COVID-19 related unfunded non-ministry revenue loss included above								
29	274	(274)	1,756	-	3,500	-	2,846	4,597
YTD - Unearned Ministry volume funding								
30	986	(986)	5,849	-	10,000	-	3,954	10,507

WINDSOR REGIONAL HOSPITAL
Operating Results for the Six Months Ending September 30, 2022
Consolidated - Met and Ouellette Campuses

Description	Current Month		Year To Date		Year End		Prior Year Actual			
	Actual	Fav/(Unfav) to Budget	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
Financial Performance Measures										
1 Total Margin - \$000's	\$ (1,039)	(845)	\$ 1,109	\$ 1,247	\$ (138)	\$ 472	\$ 472	\$ -	\$ 1,116	\$ 8,145
2 Total Margin - %	-1.92%	-1.54%	0.36%	0.41%	-0.06%	0.08%	0.08%	0.0%	0.37%	1.28%
3 Unrestricted cash - \$000's	n/a	n/a	\$ 142,941	N/A	N/A	N/A	N/A	N/A	77,357	\$ 140,919
4 Current ratio	n/a	n/a	1.85	1.00	0.85	1.85	1.00	N/A	1.84	1.85
Capital equipment expenditures -										
5a Fiscal 2022 - 23 \$000's	\$ 2,820	n/a	\$ 6,674	\$ 8,965	\$ 2,291	\$ 17,930	\$ 17,930	\$ -	\$ 1,269	\$ 11,018
Capital equipment expenditures - PY										
5b C/F \$000's	\$ 269	n/a	\$ 1,004	\$ 5,847	\$ 4,843	\$ 11,694	\$ 11,694	\$ -	\$ 4,923	\$ 8,376
5c Externally Funded Projects	\$ -	n/a	\$ 2,409	\$ 18,715	\$ 16,306	\$ 37,430	\$ 37,430	\$ -	\$ 8,177	\$ 4,722
5d Windsor-Essex Acute Care Hospital	\$ 167	n/a	\$ 1,258	\$ -	\$ (1,258)	\$ 5,230	\$ -	\$ (5,230)	\$ 78	\$ 869
Patient Volume Measures										
1 Total Weighted Cases (est) - HIG	2,061	(10,354)	11,598	12,414	(816)	24,763	24,763	-	9,662	23,854
2 Acute separations (excl psych)	1,572	(8,492)	9,177	12,921	(3,744)	20,074	20,074	-	8,632	17,439
3 Acute pat. days (excl. psych)	7,902	(37,790)	46,002	45,648	354	91,135	91,135	-	42,071	87,037
4 Psychiatric - Adolescent pat. days	120	(516)	512	636	(124)	1,269	1,269	-	530	1,263
5 Emergency visits and ER holds	4,020	(23,325)	24,453	26,987	(2,534)	54,540	54,540	-	24,724	49,093
6 OR - Inpatient cases	235	(1,827)	1,425	2,099	(674)	4,113	4,113	-	1,420	2,848
7 OR - Day Surgery cases	475	(4,134)	2,710	4,690	(1,980)	9,192	9,192	-	2,835	5,816
8 Clinic visits	11,459	(64,463)	67,195	75,921	(8,726)	151,429	151,429	-	58,799	88,647
9 Community Services visits	705	(4,657)	4,107	5,361	(1,254)	10,695	10,695	-	6,086	16,358
Variable Revenue Volumes:										
(a) Hip procedures	14	(20)	72	35	37	67	67	-	24	94
(b) Knee procedures	19	(187)	98	208	(110)	410	410	-	89	191
(c) Pacemaker inserts	-	-	-	-	-	-	-	-	-	-
11 MRI Hours of Operation	522	(3,784)	3,170	4,305	(1,135)	8,589	8,589	-	3,287	6,559
12 CT Hours of Operation	720	(2,128)	4,381	2,847	1,534	5,678	5,678	-	4,402	8,696
Patient Access Measures & System Integration										
1 Acute Average LOS	5.03	(0.49)	5.01	4.54	(0.47)	4.54	4.54	-	4.87	4.99
2 Psych Average - Adolescent LOS	6.67	(0.23)	4.23	6.44	2.21	6.44	6.44	-	4.73	5.03
Organizational Health										
1 % Sick Time to Total Comp	7.40%	N/A	7.40%	4.70%	-2.70%	4.70%	4.70%	0.00%	6.10%	6.50%
2 % Overtime to Total Comp	4.50%	N/A	4.20%	2.35%	-1.85%	2.35%	2.35%	0.00%	3.10%	3.40%
3 FTE staffing (Hospital Ops Only)	1,720.9	N/A	1,794.8	1,814.8	20.0	1,790.0	1,790.0	-	1,803.6	2,035.0

WINDSOR REGIONAL HOSPITAL
Operating Results for the Six Months Ending September 30, 2022
Consolidated - Met and Ouellette Campuses

1,144.0

Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)
2,149	(10,587)	12,447	12,735	(288)	25,402	25,402	9,531
809	(5,630)	5,145	6,442	(1,297)	12,842	12,842	4,995
8,454	(38,740)	48,013	47,223	790	94,131	94,131	43,112
1,745	(10,279)	10,680	12,024	(1,344)	23,983	23,983	10,270
4,008	(23,129)	24,194	27,377	(3,183)	54,126	54,126	23,806
306	(1,840)	1,769	2,202	(433)	4,281	4,281	1,634
855	(5,025)	4,473	6,037	(1,564)	11,727	11,727	5,356
2,099	(13,698)	12,510	15,797	(3,287)	31,508	31,508	10,043
2,801	(2,099)	17,838	4,900	12,938	9,774	9,774	33,748
29	(196)	152	232	(80)	448	448	147
37	(230)	287	273	14	532	532	174
31	(102)	167	133	34	265	265	150
328	(2,430)	1,980	2,807	(827)	5,500	5,500	2,915
121	108	411	12	399	25	25	31
519	(2,513)	3,236	3,033	203	6,047	6,047	3,336
720	(4,157)	4,797	4,878	(81)	9,728	9,728	5,307
10.45	(3.12)	9.33	7.33	(2.00)	7.33	7.33	8.63
10.03	2.40	10.47	12.43	1.96	12.43	12.43	10.02
6.90%	N/A	7.30%	4.70%	-2.60%	4.70%	4.70%	6.10%
7.50%	N/A	7.10%	2.35%	-4.75%	2.35%	2.35%	5.70%
1,463.6	N/A	1,483.9	1,476.1	(7.8)	1,445.1	1,445.1	1,488.0
27.99	-	24.6	-	(24.6)	24.6	-	136.8
							142.0

Statement # 3
WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION
As At September 30, 2022
(Amounts in 000's)

	September 30, 2022	September 30, 2022	September 30, 2022	March 31, 2022
ASSETS				
Current assets:				
Cash & short-term investments	\$ 142,941	\$ 140,919	\$ -	\$ -
Cash, restricted	6,371	5,552	-	-
Cash, restricted Ministry Capital Projects	6,755	7,860	26,057	23,149
Accounts Rec. - Ministry / CCO	26,952	52,848	28,905	36,755
- OHIP	10,386	10,284	58,826	65,118
- Other	8,643	8,912	3,600	3,466
Inventories	6,755	6,235	-	-
Prepaid & deferred charges	5,197	3,825	755	1,329
Due from related parties	4,247	3,490	-	-
Total current assets	<u>218,248</u>	<u>239,925</u>	<u>118,142</u>	<u>129,817</u>
Long term assets:				
Long Term Investments	25,087	26,952	34,687	36,177
Property, Plant, Equipment, Net	208,925	215,478	200,000	200,000
Construction in progress	26,895	18,765	25,454	24,696
	<u>235,819</u>	<u>234,243</u>	<u>-</u>	<u>-</u>
Total long term assets	<u>260,907</u>	<u>261,195</u>	<u>621</u>	<u>621</u>
			<u>5,801</u>	<u>5,915</u>
			<u>128,731</u>	<u>133,269</u>
			<u>395,293</u>	<u>400,678</u>
			(932)	1,022
			(621)	(621)
			<u>(32,728)</u>	<u>(29,776)</u>
Net assets:				
Total assets	<u>\$ 479,155</u>	<u>\$ 501,120</u>	<u>\$ 479,155</u>	<u>\$ 501,120</u>
LIABILITIES AND EQUITIES				
Current liabilities:				
Bank overdraft			\$ -	\$ -
Bank indebtedness			-	-
Accounts payable - trade			26,057	23,149
Accounts payable - Ministry			28,905	36,755
Accrued liabilities			58,826	65,118
Current portion of long term debt			3,600	3,466
Current portion of capital lease obligations			-	-
Current portion accrued benefit obligations			755	1,329
Total current liabilities			<u>118,142</u>	<u>129,817</u>
Long term liabilities:				
Long Term Debt			34,687	36,177
Debentures			200,000	200,000
Accrued benefit obligations			25,454	24,696
Capital lease obligations			-	-
Marked to market			621	621
Sick benefits payable			5,801	5,915
Deferred revenue - capital grants			128,731	133,269
			<u>395,293</u>	<u>400,678</u>
Remeasurement gains/(losses):				
Debtenture Sinking Funds			(932)	1,022
SWAP			(621)	(621)
Total liabilities and net assets	<u>\$ 479,155</u>	<u>\$ 501,120</u>	<u>\$ 479,155</u>	<u>\$ 501,120</u>

Statement # 4

Windsor Regional Hospital
Statement of Cash Flows

For the Six Months Ending September 30, 2022

With Comparative Amounts For the Year Ending March 31, 2022

(Amounts in 000's)

	September 30, 2022	March 31, 2022	Month of September 2022
OPERATING ACTIVITIES			
Net Surplus/(deficit) for the period	\$ (2,952)	\$ (0)	\$ (1,711)
Add (deduct) non-cash items:			
Amortization of capital assets	9,769	17,670	1,651
Amortization of deferred capital contributions	(3,794)	(7,675)	(629)
	3,023	9,995	(689)
Cash flow from / (used in) operating balances	12,179	32,319	4,168
Cash provided by operating activities	15,202	42,314	3,479
INVESTING ACTIVITIES			
Purchase of capital assets	(11,345)	(24,116)	(3,214)
FINANCING ACTIVITIES			
Long term investments	(90)	(919)	(49)
Cash restricted for special purposes	286	(7,990)	(138)
Loans payable	(1,931)	(4,648)	(492)
Capital grants and donations received	(744)	16,011	11
Notes payable and other long term liabilities	644	375	78
Cash provided by (used in) financing activities	(1,835)	2,829	(589)
Net increase (decrease) in cash during the period	2,022	21,027	\$ (324)
Cash, beginning of period	140,919	119,892	143,265
Cash, end of period	\$ 142,941	\$ 140,919	\$ 142,941

Windsor Regional Hospital
Summary of Investments and Bank Borrowings & Long Term Debt
 September 30, 2022

Investments		Bank Borrowings & Other Long Term Debt			
Type of Investment	Amount	Bank Facility Type	Amount Available	Amount Authorized By The Board	Amount Used
1. Cash & Short term Investment Account <i>General Account</i> <small>earning interest at prime less 175 bps (0.93%)</small>	\$ 142,941,000	1. Credit A - Line of credit	\$ 30,000,000	\$ 30,000,000	\$ -
Equity Investment <i>ProResp</i>	-	Average utilization during the month (Interest rate = CIBC Prime - .25% (2.40%))			
		2. CIBC - Credit B - Committed Installment Loan - net of current portion of \$714,000	\$ -	\$ 6,262,000	\$ 6,262,000
		3. CIBC - Credit C - Committed Capital Equipment Revolving Loan with interest rates of 2.46% to 3.26% - net of current portion of \$1,096,000	\$ -	\$ 6,800,000	\$ 1,543,000
Restricted Cash Account <i>CIBC Investment Account</i> <small>earning interest at a minimum of prime less 175 bps (0.93%); max. AVBA less 10 bps</small>	<u>\$ 13,126,000</u>	4. TD - Four Term loans with interest rates of 2.83% to 5.6% - net of current portion of \$1,490,000	\$ -	\$ 21,756,000	\$ 21,756,000
		Date of next rate renewal - February 1, 2024			
Long Term Investments <i>Sinking Fund</i> <small>market value</small>	<u>\$ 25,087,457</u>	5. 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	\$ 575,000	\$ 6,000,000	\$ 5,125,000
		Other Disclosures			
		CIBC - re: Credit B - Committed Installment Loan - Marked to Market Value Adjustment	N/A	N/A	\$ 621,000
		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			
		Note 3 - The TD loan maturing on Feb. 15, 2020 with an interest rate of 5.0% was renewed at 2.84% for ten (10) years			



WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE – NO EXCEPTIONS!

Media Report to the Board of Directors October 2022

Windsor's complex mental health care system not getting fixed fast enough, says CMHA

CBC Windsor, Oct. 3, 2022

<https://www.cbc.ca/news/canada/windsor/mental-health-care-windsor-essex-1.6600417>

Corvette Club of Windsor donates to WRH

AM800, Oct. 2, 2022

[Corvette Club of Windsor Donates to Windsor Regional Hospital](#)

Windsor car lovers donate big to WRH

Blackburn News, Oct. 2, 2022

[BlackburnNews.com - Windsor car lovers donate big to Windsor Regional Hospital](#)

\$40M going towards hiring more health care workers in Middlesex-Lambton and Chatham-Kent

CTV Windsor, Sept. 30, 2022

<https://windsor.ctvnews.ca/40-million-going-towards-hiring-more-health-care-workers-in-middlesex-lambton-and-chatham-kent-1.6091090>

Reader letter: Don't blame elderly for Ontario's hospital woes

Windsor Star, Oct. 3, 2022

<https://windsorstar.com/opinion/letters/reader-letter-dont-blame-elderly-for-hospital-woes>

New diversity alliance a 'big responsibility' for Hôtel-Dieu Grace Healthcare

CBC Windsor, Oct. 5, 2022

<https://www.cbc.ca/news/canada/windsor/edii-alliance-hdgh-1.6604068>

Plan in case of ER closures at CKHA 'in place'

Windsor Star, Oct. 4, 2022

https://windsorstar.com/news/local-news/plan-in-case-of-er-closures-at-health-alliance-set-aside/wcm/935d8709-1d82-40fd-b715-318005c4db48?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR0zctXsgNrXvglj6cPC9-ur0riAEFwa37iDTbAkpW3hzH-0HAI1O4WTCz8#Echobox=1664921962

High number of opioid related ER visits in Windsor-Essex prompts alert

CTV Windsor, Oct. 5, 2022

<https://windsor.ctvnews.ca/high-number-of-opioid-related-er-visits-in-windsor-essex-prompts-alert-1.6097614>

WECOSS issues opioid alert; 14 overdoses in one week

Blackburn News, Oct. 5, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/05/wecoss-issues-opioid-alert-14-overdoses-one-week/>

Alert issued after 14 overdoses within 7 days in Windsor-Essex

CBC Windsor, Oct. 5, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-essex-wecoss-opioid-alert-1.6607511>

Regional cancer program gets \$740K boost from Foundation

CTV Windsor, Oct. 5, 2022

<https://windsor.ctvnews.ca/windsor-regional-cancer-program-gets-740k-boost-from-foundation-1.6097523>

Upgrades made to cancer centre thanks to major donation

Blackburn News, Oct. 5, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/05/upgrades-made-cancer-centre-thanks-major-donation/>

Regional cancer program receives \$740K donation

AM800, Oct. 5, 2022

<https://www.iheartradio.ca/am800/news/windsor-regional-cancer-program-receives-740-620-donation-1.18600211>

Improving support in Windsor-Essex for those who suffer PTSD a vital process

Windsor Star, Oct. 5, 2022

<https://windsorstar.com/news/local-news/former-police-officer-military-veteran-shares-his-experiences-dealing-with-ptsd>

Maryvale satellite office to be open five days a week in Leamington

AM800, Oct. 5, 2022

<https://www.iheartradio.ca/am800/news/maryvale-satellite-office-to-be-open-five-days-a-week-in-leamington-1.18596978>

WRH Board hears strategy for health equity

Windsor Star, Oct. 7, 2022

<https://windsorstar.com/news/local-news/wrh-board-hears-strategy-for-health-equity>

Musyj, Dilkens claim election results could derail hospital planning

Windsor Star, Oct. 10, 2022

<https://windsorstar.com/news/musyj-dilkens-claim-election-results-could-derail-hospital-planning>

Ward 4 hopeful Rondot proposes commercial housing development for Met hospital site

Windsor Star, Oct. 8, 2022

<https://windsorstar.com/news/local-news/ward-4-hopeful-rondot-proposes-commercial-housing-development-for-met-hospital-site>

WRH board hears strategy for health equity

Windsor Star, Oct. 7, 2022

<https://windsorstar.com/news/local-news/wrh-board-hears-strategy-for-health-equity>

Ontario patient says Canadian doctors deemed her cancer inoperable, so she'll pay \$100K for U.S. surgery

CBC Windsor, Oct. 12, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-essex-cancer-surgery-pay-out-of-pocket-1.6604129>

New outpatient eye centre opens in Windsor

Blackburn News, Oct. 13, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/13/windsor-regional-hospital-open-outpatient-eye-centre/>

Windsor-Essex faces another day of Code Black

AM800, Oct. 13, 2022

<https://www.iheartradio.ca/am800/news/windsor-essex-faces-another-day-of-code-black-1.18634638>

Holt pledges reallocation of funds for downtown mental health ER

Windsor Star, Oct. 12, 2022

<https://windsorstar.com/news/local-news/holt-pledges-reallocation-of-funds-for-downtown-mental-health-er>

Windsor mayoral candidate Chris Holt shares plans to address homelessness and mental health

CTV Windsor, Oct. 12, 2022

<https://windsor.ctvnews.ca/windsor-mayoral-candidate-chris-holt-shares-plans-to-address-homelessness-and-mental-health-1.6106469>

Holt releases plan for mental health and homelessness supports

AM800, Oct. 12, 2022

<https://www.iheartradio.ca/am800/news/holt-releases-plan-for-mental-health-and-homelessness-supports-1.18631675>

Holt proposes mental health emergency pilot project

Blackburn News, Oct. 12, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/12/holt-proposes-mental-health-emergency-room-pilot-project/>

Former St. Clair College executive named CEO of WECHU

CBC Windsor, Oct. 12, 2022

<https://www.cbc.ca/news/canada/windsor/new-ceo-windsor-essex-county-health-unit-1.6613951>

Dr. Ken Blanchette named new CEO for WECHU

AM800, Oct. 12, 2022

<https://www.iheartradio.ca/am800/news/dr-ken-blanchette-named-new-ceo-for-the-windsor-essex-county-health-unit-1.18633737>

Health unit taps Blanchette as new CEO

Blackburn News, Oct. 12, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/12/health-unit-taps-blanchette-new-ceo/>

WECHU announces Dr. Ken Blanchette is new CEO

CTV Windsor, Oct. 12, 2022

<https://windsor.ctvnews.ca/wechu-announces-dr-ken-blanchette-is-new-ceo-1.6105886>

Former Grace Hospital site to become \$100M Global Village

Windsor Star, Oct. 12, 2022

<https://windsorstar.com/news/local-news/former-grace-hospital-site-to-become-100m-global-village>

Fairmount Properties reveals plans to transform former Grace Hospital site into \$100M Global Village

CTV Windsor, Oct. 12, 2022

<https://windsor.ctvnews.ca/fairmount-properties-reveals-plans-to-transform-former-grace-hospital-site-into-100m-global-village-1.6105950>

Concerts for a Cure to benefit Windsor Cancer Centre Foundation

AM800, Oct. 12, 2022

<https://www.iheartradio.ca/am800/news/concerts-for-a-cure-to-benefit-windsor-cancer-centre-foundation-1.18631851>

HDGH president distances hospital from Holt mayoral campaign promise

Windsor Star, Oct. 13, 2022

<https://windsorstar.com/news/local-news/hdgh-president-distances-hospital-from-holt-mayoral-campaign-promise>

Hospitals say they're not involved in Holt's campaign pledge for a downtown mental health ER

CBC Windsor, Oct. 14, 2022

<https://www.cbc.ca/news/canada/windsor/hospitals-say-they-re-not-involved-in-holt-s-campaign-pledge-for-a-downtown-mental-health-er-1.6615960>

Hospital denounces baseless claim made by Windsor mayoral candidate

CTV Windsor, Oct. 13, 2022

<https://windsor.ctvnews.ca/hospital-denounces-baseless-claim-made-by-windsor-mayoral-candidate-1.6108070>

Eye surgeries double in Windsor

CTV Windsor, Oct. 13, 2022

<https://windsor.ctvnews.ca/mobile/video?clipId=2541591>

New eye surgical centre unveiled in Windsor's east end

Windsor Star, Oct. 13, 2022

<https://windsorstar.com/news/local-news/new-eye-surgical-centre-unveiled-on-east-end>

WRH closes PUMA clinic

AM800, Oct. 13, 2022

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-closes-puma-clinic-1.18635666>

Pediatric Urgent Medical Assessment Clinic closing

Blackburn News, Oct. 13, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/13/pediatric-urgent-medical-assessment-clinic-closing/>

Paramedic system strained even when code black not in effect warns Essex-Windsor EMS union

CTV Windsor, Oct. 13, 2022

<https://windsor.ctvnews.ca/paramedic-system-strained-even-when-code-black-not-in-effect-warns-essex-windsor-ems-union-1.6107777>

Parents of sick baby speak out against Windsor, Ont., hospital's policy limiting NICU visitors

CBC Windsor, Oct. 17, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-visitation-policy-1.6615191>

Holt responds to hospital criticism, blames Dilkens

Blackburn News, Oct. 14, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/14/holt-resonds-hospital-criticism-blames-dilkens/>

PUMA clinic closing after serving over 10,000 young patients

CTV Windsor, Oct. 14, 2022

<https://windsor.ctvnews.ca/puma-clinic-closing-after-serving-over-10-000-young-patients-1.6109121>

Caesars Concerts for a Cure support cancer centre

Blackburn News, Oct. 15, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/15/caesars-concerts-cure-support-cancer-centre/>

Local Emergency Declared Due to Offload Delays Faced by Essex-Windsor EMS

AM800 News, October 17, 2022

<https://www.iheartradio.ca/am800/news/local-emergency-declared-due-to-offload-delays-faced-by-essex-windsor-ems-1.18652094>

Warden Declares Emergency with EMS Services

AM800 News, October 17, 2022

<https://www.iheartradio.ca/am800/news/warden-declares-emergency-with-ems-services-1.18650862>

County of Essex Declares Local Emergency Over Ambulance Offload Delays

CTV Windsor, October 17, 2022

<https://windsor.ctvnews.ca/county-of-essex-declares-local-emergency-over-ambulance-offload-delays-1.6112177>

Emergency declared as off-load delays persist

Blackburn News, October 17, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/17/emergency-declared-off-load-delays-persist/>

County of Essex declares local emergency due to ambulance delays

Windsor Star, October 17, 2022

<https://windsorstar.com/news/local-news/county-of-essex-declares-local-emergency-due-to-ambulance-delays>

Hundreds of Code Blacks prompt emergency declaration over ambulances in Windsor-Essex

CBC Windsor, October 17, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-essex-ambulances-availability-1.6618971>

Warden Concerned About Impact of Flu Season, COVID on EMS

AM800 News, October 18, 2022

<https://www.iheartradio.ca/am800/news/warden-concerned-about-impact-of-flu-season-covid-on-ems-1.18653300>

Erie Shores Healthcare Treating More COVID-19 Patients

AM800 News, October 17, 2022

<https://www.iheartradio.ca/am800/news/erie-shores-healthcare-treating-more-covid-19-patients-1.18652295>

Leamington, Ont., emergency beds filling up with COVID-19 patients

CBC Windsor, October 18, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-leamington-hospital-covid-19-1.6620013>

Ministry of Health to meet with local officials

Blackburn News, Oct. 18, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/18/ministry-health-meet-local-officials/>

Windsor West MPP calls for 'urgent' repeal of Bill 124 in wake of Essex County state of emergency

CBC Windsor, Oct. 18, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-state-of-emergency-repeal-bill-124-1.6621379>

Windsor West MPP speaks out following recent EMS and hospital pressures

AM800, Oct. 19, 2022

<https://www.iheartradio.ca/am800/news/windsor-west-mpp-speaks-out-following-recent-ems-and-hospital-p pressures-1.18657827>

Do Good Divas reveal finished ICU family conference room at WRH Ouellette Campus

AM800, Oct. 18, 2022

<https://www.iheartradio.ca/am800/news/do-good-divas-reveal-finished-icu-family-conference-room-at-wrh-ouellette-campus-1.18653149>

Province must provide funding to alleviate Windsor-Essex ambulance crisis, says paramedics union

Windsor Star, Oct. 18, 2022

<https://windsorstar.com/news/local-news/province-must-provide-funding-to-alleviate-windsor-essex-ambulance-crisis-says-paramedics-union>

Ward 4 candidate in Windsor questions proposed megahospital location

AM800, Oct. 20, 2022

<https://www.iheartradio.ca/am800/news/ward-4-candidate-in-windsor-questions-proposed-megahospital-location-1.18661362>

Paramedics union demands more hospital funding to address emergency

Blackburn News, Oct. 19, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/19/paramedics-union-demands-hospital-funding-address-emergency/>

Ongoing code blacks a topic of discussion for Essex County council

AM800, Oct. 20, 2022

<https://www.iheartradio.ca/am800/news/ongoing-code-blacks-a-topic-of-discussion-for-essex-county-council-1.18661363>

WECHU CEO says talks are underway to address a critical ambulance shortage

CBC Windsor, Oct. 19, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-essex-ems-code-black-1.6622223>

Video: EMS chief says progress made on plan to fix ambulance emergency

CBC Windsor, Oct. 20, 2022

<https://www.cbc.ca/player/play/2087388227895>

Emergency declaration continues for Essex-Windsor EMS

Blackburn News, Oct. 21, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/21/emergency-declaration-continues-essex-windsor-ems/>

Meet the new CEO of WECHU

Blackburn News, Oct. 20, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/20/meet-new-ceo-windsor-essex-county-health-unit/>

Less than 15 high school students still suspended for incomplete immunization records

AM800, Oct. 20, 2022

<https://www.iheartradio.ca/am800/news/less-than-15-high-school-students-still-suspended-for-incomplete-immunization-records-1.18666179>

Windsor-Essex 'Code Black' time in October has exceeded eight hours, says EMS chief

Windsor Star, Oct. 21, 2022

<https://windsorstar.com/news/local-news/windsor-essex-code-black-time-in-october-has-exceeded-eight-hours-says-ems-chief>

Reader letter: Employee consultation critical in design of new hospital

Windsor Star, Oct. 21, 2022

<https://windsorstar.com/opinion/letters/reader-letter-employee-consultation-critical-in-design-of-new-hospital>

New health unit CEO takes the reigns

Windsor Star, Oct. 21, 2022

<https://windsorstar.com/news/local-news/dr-ken-blanchette-takes-the-reigns-as-health-unit-ceo>

Health unit seeking a new medical officer of health

AM800, Oct. 24, 2022

<https://www.iheartradio.ca/am800/news/health-unit-seeking-a-new-medical-officer-of-health-1.18670798>

WECHU releases annual nutritious food basket stats

AM800, Oct. 24, 2022

<https://www.iheartradio.ca/am800/news/wechu-release-annual-nutritious-food-basket-stats-1.18676276>

Holt concedes victory to Dilkens in Windsor mayor's race (*references new hospital project*)

Windsor Star, Oct. 24, 2022

<https://windsorstar.com/news/local-news/holt-concedes-victory-to-dilkens-in-windsor-mayors-race>

Windsor, here's who's on your new city council (*references new hospital project*)

CBC Windsor, Oct. 24, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-essex-election-winners-1.6627753>

Mark McKenzie wins tight race in Ward 4 (*references new hospital project*)

Windsor Star, Oct. 24, 2022

<https://windsorstar.com/news/local-news/mark-mckenzie-wins-tight-race-in-ward-4>

Acting medical officer of health for Chatham-Kent resigns

AM800, Oct. 24, 2022

<https://www.iheartradio.ca/am800/news/acting-medical-officer-of-health-for-chatham-kent-resigns-1.18678376>

Search begins for new medical officer of health in Chatham-Kent

CTV Windsor, Oct. 24, 2022

<https://windsor.ctvnews.ca/search-begins-for-new-medical-officer-of-health-in-chatham-kent-1.6123006>

Chatham-Kent's new medical officer of health quits to pursue other opportunities

Windsor Star, Oct. 24, 2022

https://windsorstar.com/news/chatham-kents-new-medical-officer-of-health-quits-to-pursue-other-opportunities/wcm/c8824dd1-a571-4fd4-ac0c-636fa1ad4333?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR2VLuMOom2NqEQM-5bNfFZfXBDd9fms7AbisD_10v3teMg0hRAP0_3Sty4#Echobox=1666626995

Nutritious food basket costs Windsor-Essex family \$241.66

Blackburn News, Oct. 24, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/10/24/nutritious-food-basket-costs-windsor-essex-family-241-66/>

Q&A: Getting new hospital built early top priority for re-elected mayor Drew Dilkens

CBC Windsor, Oct. 26, 2022

<https://www.cbc.ca/news/canada/windsor/q-a-getting-new-hospital-built-early-top-priority-for-re-elected-mayor-drew-dilkens-1.6628516>

Essex County could soon rescind emergency order over ambulance delays: warden

CBC Windsor, Oct. 27, 2022

<https://www.cbc.ca/news/canada/windsor/ambulance-shortage-windsor-essex-1.6630804>

Web and Social Media Analytics – October 2022

WEB:

Number of Actual Users Accessing the Website (October 2022) : 34,635

Number of Website Page Views: 132,444

What Pages Are They Looking At?:

1. Home Page – 21,874 views
2. Emergency Wait Times – 11,989 views
3. Coronavirus – 5573 views
4. Careers – 4483 views
5. Pharmacy login (MyWRH) – 2804 views
6. Contact Us - 2797
7. COVID-19 Assessment Centre – 2685 views
8. Coronavirus – 2642 views
9. Pharmacy Services - 2307 views
10. IV Manual – Formulary Drugs – 2140 views

YOUTUBE:

Views: 5400 views

Watch Time: 491 hours

Subscribers: 831, +7

Top videos

Internal:

1. Demonstrating Compassion (AIDET customer service training) – 571
2. Guidelines for Basic Adult Neurological Observation - 501
3. WRH Fit Test demonstration - 223
4. Improving the Patient Experience – Elevator Privacy - 160
5. Nursing Student Cerner Millennium video – 82

External:

1. Al MacLean, Patient Testimonial – 120
2. Period of Purple Crying - 116

3. New Parkland Hospital - 65
4. Negative Air Pressure Rooms at WRH - 58
5. WRH Open Board Meeting Oct 6 2022 – 58

FACEBOOK: 10,840 followers

Post Reach – 18,095

Top Posts:

1. New Surgical Centre opens, 4775 reached
2. WRH welcomes university, college students, 1777 reached
3. Patient Testimonial – Lauren Meadows, 1749
4. St. Clair College Gourmet Food and Wine Gala, 1725
5. Healthcare Food Service Workers Week, 1704
6. Materials Management Week, 1619
7. Patient Testimonial, Al MacLean, 1347
8. Health Records week, 1103
9. MDRD Week, 863
10. Infection Control Week, 823

INSTAGRAM – Followers: 3917, +91

Reach: 2888

Engagement: 426

Top Posts:

1. St. Clair College Gourmet Food and Wine Gala, 2135 reached
2. Infection Control Week, 2088 reached
3. Healthcare Food Services Week, 1626
4. Materials Management Week, 1586
5. Orange Shirt Day, 1487
6. Health Records week, 1384

TWITTER:

Followers: 5,802, +45 this month

October Summary:

21.5K impressions

25 tweets
3041 profile visits
124 mentions

Top WRH tweet:

A joint statement has been issued by [@HDGHWindsor](#) and [@WRHospital](#) in response to recent municipal election media coverage. _ Oct. 13, 2022, 4806 impressions