



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 6, 2025

1700 hours – ZOOM

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (Lachance)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (Lachance)		1701	
3. <u>PREVIOUS MINUTES:</u> October 2, 2025 (Lachance)	Tab A	1702	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO /</u> <u>CHIEF NURSING EXECUTIVE</u> (Riddell / Krywionek)		1703	FYI
5. <u>SCHULICH REPORT</u> – (Jacobs)		1715	FYI
6. <u>FINANCIAL PRESENTATION</u> – (Lanoue)	Tab B	1720	
7. <u>CONSENT AGENDA:</u> <u>Finance/Audit & Resources:</u> October 27, 2025 and Operating Results (Lanoue)	Tab C	1730	MOTION (accept report)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Lachance)	Tab D	1735	FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR</u> <u>NOTICES OF MOTIONS</u> (Lachance)		1736	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, December 4, 2025 – Auditorium, MET		1737	FYI
11. <u>ADJOURNMENT</u> (Lachance)		1738	MOTION

REGRETS ONLY TO dawn.sutherland@wrh.on.ca, or (519) 254-5577, ext. 52517



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:

Thursday, November 6, 2025 - ZOOM

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.

Ian McLeod, Chair
Board of Directors

Dawn Sutherland
Recording Secretary



**Board of Directors
November 6, 2025**

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

September 30, 2025

	Current Year Actual	Current Year Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 370,115	\$ 369,889	\$ 226	0.1%
Expenses				
Salaries and Wages	\$ 163,945	\$ 165,077	\$ 1,132	0.7%
Employee benefits	45,284	45,609	325	0.7%
Employee future benefits	1,357	1,357	-	0.0%
Medical staff remuneration	31,856	30,692	(1,164)	(3.8%)
Medical & Surgical supplies	26,230	26,857	627	2.3%
Drugs	55,128	55,598	470	0.8%
Supplies & other expenses	45,864	44,790	(1,074)	(2.4%)
Long term Interest	3,385	3,415	30	0.9%
Equipment lease / rental	1,500	1,604	104	6.5%
Equipment amortization	10,234	10,250	16	0.2%
Total Expense	\$ 384,783	\$ 385,249	\$ 466	0.1%
Surplus / (Deficit) From Hospital Operations	\$ (14,668)	\$ (15,360)	\$ 692	
Other Votes (net)	\$ (43)	\$ (43)	\$ -	
Other Recoveries/(Expense)	\$ -	\$ -	\$ -	
Net Building Amortization	\$ (445)	\$ (1,005)	\$ 560	
Net Surplus (Deficit)	\$ (15,156)	\$ (16,408)	\$ 1,252	
Hospital Margin	\$ (11,326)	\$ (11,988)	\$ 662	

Financial Results

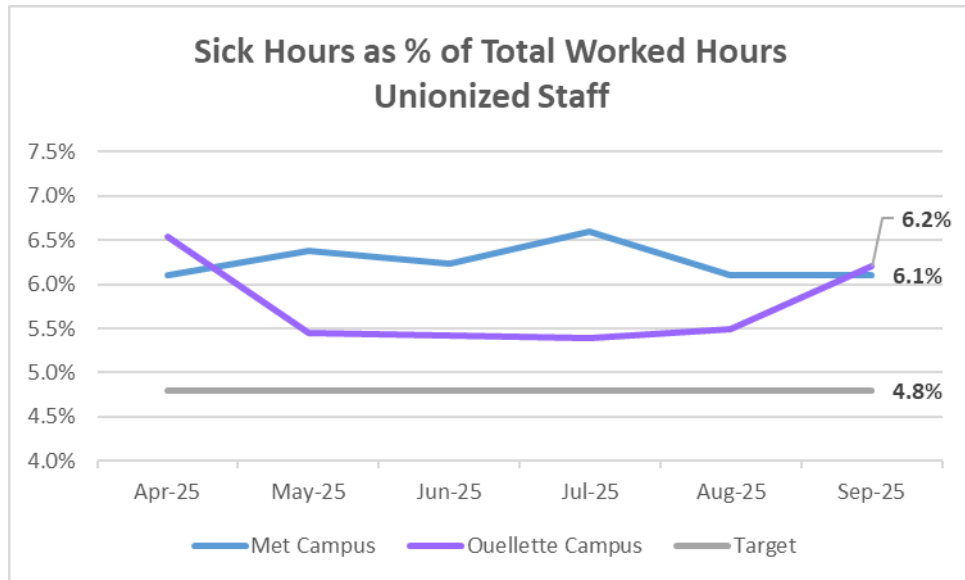
September 30, 2025

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

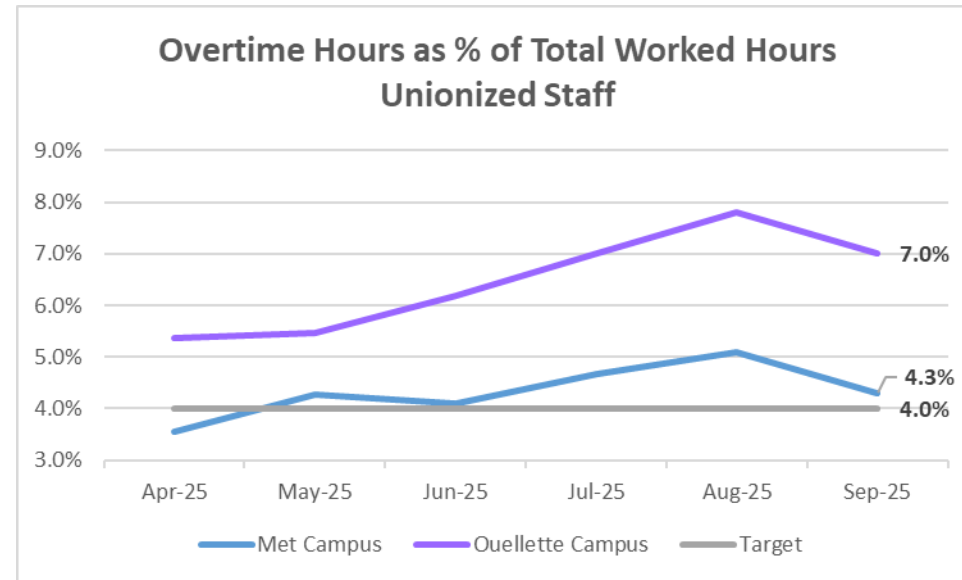
Year-to-Date September 2025 Net Variances					
Category	Year-to-Date Expense Variance	Year-to-Date Revenue Variance	YTD Net Variance	Prior Period YTD Net Variance	Comment
Salaries & Wages	1,132	-	1,132	911	% Variance Maintained
Benefits	325	-	325	261	% Variance Maintained
Medical Staff Fees	(1,164)	1,017	(147)	(102)	Deficit offset by increased Patient Services revenue and Emergency & NICU Alternate Funding.
Medical/Surgical Supplies	627	-	627	361	% Variance Increased
Drugs	470	-	470	447	% Variance Declined
Other Supplies	(1,074)	-	(1,074)	(1,093)	Pressures in building service equipment, patient transportation, contrast media and physician recruitment.

Sick & Overtime Benchmarking (Union)

September 30, 2025



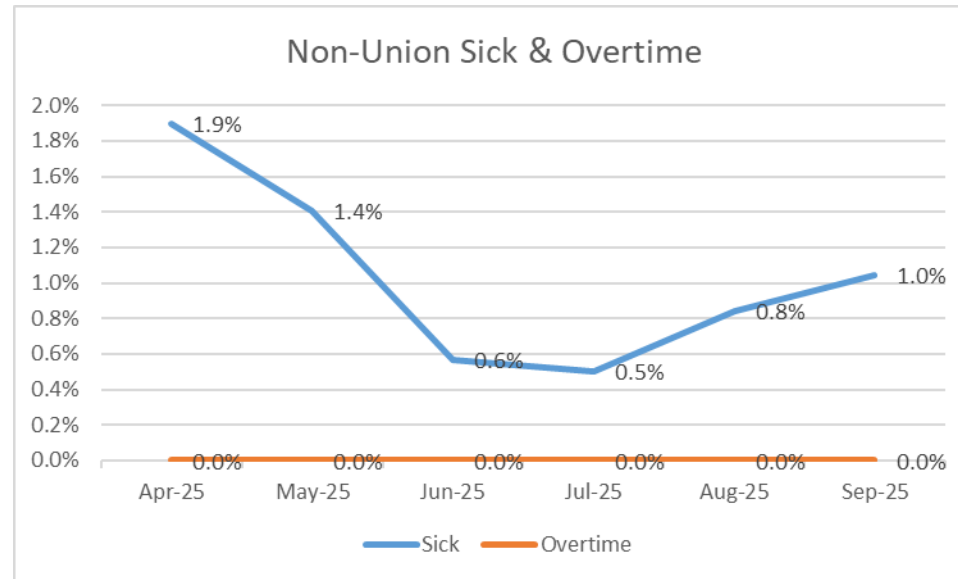
Sick Target 4.8%



Overtime target 4.0%

Sick & Overtime Benchmarking Non-Union

September 30, 2025



Targets at Median:

Sick 2.2%

Overtime 0.0%



MOTION/ACTION SHEET

From The

FINANCE/AUDIT & RESOURCES COMMITTEE MEETING General Session

Monday, October 27, 2025

THERE ARE NO RECOMMENDATIONS FROM THE FINANCE/AUDIT & RESOURCES COMMITTEE.



MINUTES from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE (FAR)** (*General Session*) held on Monday, October 27, 2025 (following the In-Camera Session).

PRESENT:

Chris Lanoue (Chair & Treasurer)
Jamie Skutovich
Mary Dawson (*until 6:00 p.m.*)
Paul Lachance

COMMUNITY MEMBERS:

Trevor Chapman
Robert Klein
Marc Jones
Katherine Pham
Joe Milicia

STAFF:

Karen Riddell
Todd Bested
Angela D'Alessandro
Kevin Douglas

Malissa Gauthier
Brandon Bailey
Heidi Zimmer
Mary Macera

REGRETS:

Dr. Kristen DeMarco
Anna Kirby

Ian McLeod
Chair of the WRH Board of Directors

1.0 CALL TO ORDER

Mr. Chris Lanoue, Chair & Treasurer called the meeting to order at 6:53 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Robert Klein, **SECONDED** by Trevor Chapman that the General Finance/Audit & Resources Committee Agenda of Monday, October 27, 2025, 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 22, 2025

The Finance/Audit & Resources Committee Minutes of the **General** Meeting of **Monday, September 22, 2025** was previously circulated to all members.

MOVED by Robert Klein, SECONDED by Jamie Skutovich that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, September 22, 2025, be approved

CARRIED.

5.0 NEW BUSINESS / FOR DISCUSSION

5.1 Monthly Operating Results Report – September 30, 2025 (As Appended)

Ms. Zimmer provided the following highlights:

- Six months ended September 30, 2025, the deficit after net building amortization amounts to \$15,156,000 (which is \$1,252,000 better than plan). Represents a negative Ministry of Health Margin of \$11,326,000 which is \$662,000 better than plan; one year ago, margin was negative \$10,837,000.
- Net building amortization is very favourable that is related to the timing of i.e. Linac project and the Cath Lab; trying to estimate when those projects will be complete and capitalized, although too early in the budget as they have not been capitalized yet. An adjustment will be done next month; will include an estimate to ensure that the unusual variance is not there.
- Significant variances, salaries and benefits – maintaining the same trend from the prior month; surplus of \$1.4 million.
- Med fees are over budget; mostly offset by increased patient service revenue and additional funding in the emergency and ICU AFA funding.
- Med surg have maintained and increased variance to date, mainly due to some lower volumes in the peri-operative program drugs. Variance is slightly declined in terms of percentage; some adjustments were done to revenue this month (slight adjustment).
- Other supplies – \$1,074,000 deficit; pressures remain the same, building service equipment, patient transportation, contrast media and DI and physician recruitment costs.
- Sicktime and overtime for unionized staff. Ouellette Campus sicktime is at 6.2% of worked hours and at Met Campus 6.1% which is above the target of 4.8%.
- Overtime is over the target by 4%; target at the Ouellette Campus at 7% and at Met Campus at 4%.
- Non-union – very low sick time, sick target below 2.2% or well below and overtime percentage is 0% which is target.
- Volumes – acute patient days are up slightly by 3% over prior year-to-date.

- Mental Health is down 11% and emergency inpatient days down 24% which is good. Outpatient volumes are up 3.5% and emergency visits up 3% over prior year.

Q – Sicktime at Ouellette has increased, but yet overtime had gone down. Some explanation or logic? **A** – Mr. Bested indicated that he would need to look into this, possibly a “one-off”.

6.0 FOR INFORMATION

6.1 Healthcare Acronyms (September 2025)

This REVISED list is provided to the committee for information.

6.2 President’s Report – October 2025

A link was provided for the committee members.

6.3 Project Management Office Report

A link to this report was provided to the committee.

7.0 DATE OF NEXT MEETING

The Finance/Audit and Resources Committee will meet:

**Monday, November 24, 2025
Via Teams**

8.0 ADJOURNMENT

MOVED by Joe Milicia, SECONDED by Trevor Chapman that the General Meeting from the Finance/Audit & Resources Committee of Monday, October 27, 2025 be adjourned at 7:00 p.m.

CARRIED.

Mr. Chris Lanoue, Chair & Treasurer
FinAudit&Resources_Minutes
20251027

Mary Macera
Recorder

Treasurer's Report
Board of Directors

Financial Summary - September 2025
 (\$000's)

		September 2025 Actuals		
	Line	Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$ 370,115	\$ 369,889	\$ 226
Total Expense	20	384,783	385,249	466
Surplus / (Deficit)	21	(14,668)	(15,360)	692
Other Votes (net)	22	(43)	(43)	-
Other Recoveries / (Exp)	23	-	-	-
Subtotal	24	(14,711)	(15,403)	692
Net bldg. amortization	25	(445)	(1,005)	560
Net Surplus (Deficit)	26	\$ (15,156)	\$ (16,408)	\$ 1,252

Hospital Margin	\$ (11,326)	\$ (11,988)	\$ 662
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Capital Equipment Expenditures	\$ 30,675	\$ 35,689	\$ 5,014
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* Variance - favourable / (unfavourable)

1. Financial Results for the Six Months ended September 30, 2025
(Statement 2)

For the six months ended September 30, 2025, the deficit after net building amortization is \$15,156,000, which is \$1,252,000 better than plan. This represents a negative Ministry of Health Margin of \$11,326,000 (one year ago, the margin was negative \$10,837,000).

Revenue

Ministry revenue (combined base and one-time) is \$756,000 (0.3%) lower than budget.

Base funding is under budget \$832,000 due to amounts repayable to the Ministry for volume-based programs in cardiology, neurology, quality-based procedures and the renal program which total \$1,455,000. This shortfall is offset by a funding surplus in Emergency and NICU Alternate funding of \$623,000. One time funding is over budget by \$76,000 in the “Fee for Service” Ontario Breast Screening Program due to higher than planned volumes.

Ministry drug reimbursements have a negative variance of \$390,000 (1.6%). This revenue comes from the Cancer Centre’s New Drug Funding program and the renal program. This budget is based on estimated drug usage and corresponding reimbursement and therefore there is some variation.

The preferred accommodation revenue variance is favourable to budget by \$42,000 (12.9%). This revenue is somewhat volatile and depends on bed availability in conjunction with patients’ insurance coverage.

Chronic Co-payment revenue is under budget by 10,000 (13.3%). Patients designated as Alternate Level of Care (ALC) can be charged up to \$68.56 per day. This rate may be adjusted based on a co-payment assessment that takes into consideration the individual’s income.

Patient Services revenue variance is \$507,000 favourable (2.5%) year to date. The largest contributor to this variance is diagnostic revenues that are \$394,000 higher than budget and are offset by an increase in medical staff remuneration of \$200,000. The remainder of the surplus is due to revenues for uninsured patients (non-OHIP).

Included in Patient Services revenue is OWN WSIB net revenue of \$210,000 year to date. This revenue is earned in diagnostic services and the operating room (charges for implants).

Equipment Grant amortization is under budget by \$49,000 (3.2%). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$882,000 favourable (2.5%) to budget. \$818,000 of this surplus was incurred in the retail pharmacies and is offset by higher drug costs of \$469,000. The remaining surplus is due to Mohawk Medbuy rebates which were higher than budgeted.

Expenses

Salaries are under budget (favourable) by \$1,132,000 (0.7%) year to date September 30, 2025. Surpluses in Diagnostics, Critical Care and the Perioperative Program are related to vacancies and lower than planned volumes across these programs and are offset by deficits in Inpatient Medicine and the Emergency departments where surge conditions have necessitated additional staffing resources.

Employee Benefits are favourable to budget by \$325,000 (0.7%) and correlates to the wage surplus.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$1,164,000 (3.8%). Emergency and NICU Alternate funding medical fees are over budget to date by \$720,000 and are offset by funding. Medical fees for diagnostic services are over budget by \$200,000 and have earned \$394,000 in additional patient services revenue. Pathology fees in the laboratory are \$66,000 over budget year to date in order to address backlogs.

Medical & Surgical Supplies are favourable to budget by \$627,000 (2.3%). The most significant surpluses were incurred in the perioperative program which is 579 cases below plan year to date.

Drug expenses are favourable by \$470,000 (.8%) year to date with surpluses in the chemotherapy program in ministry funded drugs (\$365,000 surplus), the critical care program (\$202,000 surplus) which has lower patient days than planned and the Emergency departments (\$83,000 surplus). As previously mentioned, the retail pharmacy drug deficit of \$469,000 is offset by favourable revenues of \$818,000.

Supplies and Other Expenses are unfavourable to budget by \$1,074,000 (2.4%). Significant variances are as follows:

- ✚ \$314,000 for invoices “on hold” by Mohawk Medbuy (as yet unassigned to a department)
- ✚ \$244,000 building service equipment
- ✚ \$222,000 physician recruitment costs
- ✚ \$189,000 referred out patient transportation
- ✚ \$135,000 contrast media supplies (used in diagnostic tests)

Long Term Interest expense is \$30,000 favourable (0.9%).

Equipment Lease/Rental is \$104,000 favourable (6.5%) to budget. These expenses vary based on bed rental utilization for bariatric patients or those with complex wounds.

Equipment amortization is \$16,000 (0.2%) under budget due to the timing of new asset additions.

Other Votes – Other Votes are on budget at September 30, 2025

2. Statement of Financial Position (Statement 3)

The Ministry/Ontario Health receivable has increased by \$12.7 million from March 31, 2025 and is due to timing differences for confirmed base and one-time funding.

Inventory has decreased by \$2,856,000 when compared to March 31, 2025. Pharmacy inventory adjustments will be reflected in the October 2025 financial statements based on the physical count at September 30, 2025.

Our Ministry/CCO payable has increased by \$2,984,000 from March 31, 2025 and is comprised mainly of amounts payable for unearned volume funding.

At September 30, 2025, the market value of the sinking fund has increased by \$12,114,000 (48.4%) since inception and increased by \$2,914,000 since March 31, 2025. The underlying cost base as a result of realized investment gains has increased by \$5,177,000 since the original \$25 million investment was made and increased by \$379,000 since March 31, 2025.

	Market Value	Cost
Fund Manager -		
Guardian Capital	\$18,382,000	\$14,377,000
Leith Wheeler	<u>18,754,000</u>	<u>15,800,000</u>
Total	<u>\$37,136,000</u>	<u>\$30,177,000</u>

3. Patient Volumes

Acute patient days are below target at the Met Campus by 2,364 days and 597 greater than planned at the Ouellette Campus (excluding psychiatry). Adolescent psychiatry patient days attributed to the Met campus (Maryvale) are 433 less than plan while adult psychiatric days are 3,594 below plan at the Ouellette campus. Surgical cases are 441 below plan at the Met Campus and 138 cases below plan at the Ouellette Campus.

Combined ED visits are 1,322 higher than prior year-to date and ED inpatient days are 1,295 lower when compared to last year at this time. Outpatient Clinic visits are 857 below plan and Community Service visits are 403 above plan to date.

4. Patient Access

Acute care length of stay at Met was 4.93 days as compared to a target of 4.54 days. Length of stay for Ouellette acute care was 8.15 days versus a plan of 7.33. Length of stay for adult psychiatric patients was 1.99 days below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay was 5.31 days compared to the target of 6.44.

5. Organizational Health

The percentage of sick time year to date for the Met Campus is 6.2%, which is over the target of 4.8% by 1.4%, while overtime is .40% above target at 4.4%.

Year to date sick time at the Ouellette Campus is 5.8% compared to the target of 4.8%, while overtime is over target the target of 4.0% at 6.6%.

Note that the sick and overtime metrics include unionized staff only.

With respect to FTEs, the Met Campus is favourable to budget by 16.5 FTEs. At the Ouellette Campus, the FTE variance is favourable by 12.2 FTEs. Overall, the hospital is favourable 28.6 FTEs year to date.

Statement #1
WINDSOR REGIONAL HOSPITAL
Consolidated Operating Results for the Six Months Ending September 30, 2025

Current Month			Description		Year To Date				Year End			Prior Year Actual	
Actual	Fav/(Unfav)	Budget			Actual	Budget	Fav/(Unfav)	%	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
			Revenue (\$000's)										
\$ 44,084	\$ (256)		1	Ministry Funding - Base	\$ 269,220	\$ 270,077	\$ (857)	-0.32%	\$ 542,878	\$ 542,878	\$ -	\$ 245,406	\$ 470,261
3,174	122		2	Ministry Funding - One-time	18,549	18,473	76	0.41%	33,893	33,893	-	33,395	65,381
4,108	(71)		3	Ministry Funding - Drug Reimb.	24,685	25,075	(390)	-1.56%	50,150	50,150	-	24,780	38,624
46	(7)		4	Preferred Accommodation	367	325	42	12.92%	649	649	-	382	536
1	(11)		5	Chronic co-payment	65	75	(10)	-13.33%	150	150	-	124	237
3,638	342		6	Patient services	20,587	20,080	507	2.52%	40,782	40,782	-	19,137	35,618
597	3		7	Capital grant amortization	3,623	3,646	(23)	-0.63%	7,663	7,663	-	4,014	8,242
6,379	266		8	Other recoveries	35,656	34,765	891	2.56%	70,375	70,375	-	34,580	61,833
\$ 62,027	\$ 388		9	Total Revenue	\$ 372,752	\$ 372,516	\$ 236	0.06%	\$ 746,540	\$ 746,540	\$ -	\$ 361,818	\$ 680,732
			Expense (\$000's)										
\$ 27,137	\$ 233		10	Salaries	\$ 164,205	\$ 165,350	\$ 1,145	0.69%	\$ 330,749	\$ 330,749	\$ -	\$ 158,906	\$ 305,989
6,624	67		11	Employee benefits	45,341	45,671	330	0.72%	85,218	85,218	-	43,842	78,837
226	-		12	Employee ben. - future ben. costs	1,357	1,357	-	0.00%	2,714	2,714	-	1,051	1,656
5,207	(32)		13	Medical staff remuneration	31,856	30,692	(1,164)	-3.79%	61,371	61,371	-	30,863	58,922
4,168	266		14	Medical & Surgical supplies	26,230	26,857	627	2.33%	53,027	53,027	-	24,799	47,133
9,168	23		15	Drugs	55,128	55,598	470	0.85%	111,431	111,431	-	54,225	90,522
8,058	20		16	Supplies & other expenses	49,463	48,417	(1,046)	-2.16%	97,310	97,310	-	49,096	91,191
162	106		17	Equipment lease / rental	1,500	1,604	104	6.48%	3,272	3,272	-	1,501	3,280
2,499	(373)		18	Capital amortization	12,828	13,378	550	4.11%	28,073	28,073	-	12,257	22,915
\$ 63,249	\$ 310		19	Total Expense	\$ 387,908	\$ 388,924	\$ 1,016	0.26%	\$ 773,165	\$ 773,165	\$ -	\$ 376,540	\$ 700,445
-	-		20	Other recoveries (expense)	-	-	-	#DIV/0!	-	-	-	-	21,771
\$ (1,222)	\$ 698		20	Net Surplus (Deficit) - \$000's	\$ (15,156)	\$ (16,408)	\$ 1,252		\$ (26,625)	\$ (26,625)	\$ -	\$ (14,722)	\$ 2,058
\$ (591)	\$ 607		1	Total Margin - \$000's	\$ (11,326)	\$ (11,988)	\$ 662		\$ (17,835)	\$ (17,835)	\$ -	\$ (10,837)	\$ (30,467)
4,255	37		2	Total Weighted Cases (est)	26,578	25,731	847		51,322	51,322	-	26,693	53,936
18,116	(1,076)		3	Total Patient Days	114,706	117,070	(2,364)		233,500	233,500	-	110,919	223,375
1,875	(31)		4	OR - Inpatient & Day Surgery cases	11,043	11,622	(441)		23,182	23,182	-	11,204	22,387
16,236	590		5	Clinic and Community Service visits	94,984	95,438	(454)		190,355	190,355	-	91,746	187,395

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Six Months Ending September 30, 2025
Consolidated - Met and Ouellette Campuses

Current Month			Description		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			
			Revenue (\$000's)												
\$	44,035	\$	(237)	1	Ministry Funding - Base	\$ 268,767	\$ 269,599	\$	(832)	541,101	\$ 541,101	\$	-	\$ 245,071	\$ 518,783
	3,174		122	2	Ministry Funding - One-time	18,549	18,473		76	33,893	33,893		-	33,395	41,485
	4,108		(71)	3	Ministry Funding - Drug Reimb.	24,685	25,075		(390)	50,150	50,150		-	24,780	49,657
	46		(7)	4	Preferred Accommodation	367	325		42	649	649		-	382	708
	1		(11)	5	Chronic co-payment	65	75		(10)	150	150		-	124	139
	3,638		342	6	Patient services	20,587	20,080		507	40,782	40,782		-	19,137	39,537
	239		(1)	7	Equipment grant amortization	1,476	1,525		(49)	3,421	3,421		-	1,847	3,587
	6,370		266	8	Other recoveries	35,619	34,737		882	70,269	70,269		-	34,517	71,353
\$	61,611	\$	403	9	Total Revenue	\$ 370,115	\$ 369,889	\$	226	\$ 740,415	\$ 740,415	\$	-	\$ 359,253	\$ 725,249
			Expense (\$000's)												
\$	27,099	\$	221	10	Salaries	\$ 163,945	\$ 165,077	\$	1,132	330,040	\$ 330,040	\$	-	\$ 158,555	\$ 329,398
	6,617		64	11	Employee benefits	45,284	45,609		325	85,094	85,094		-	43,773	84,143
	226		-	12	Employee ben. - future ben. costs	1,357	1,357		-	2,714	2,714		-	1,051	1,666
	5,207		(32)	13	Medical staff remuneration	31,856	30,692		(1,164)	61,371	61,371		-	30,863	62,218
	4,168		266	14	Medical & Surgical supplies	26,230	26,857		627	53,027	53,027		-	24,799	52,645
	9,168		23	15	Drugs	55,128	55,598		470	111,431	111,431		-	54,225	111,583
	7,484		19	16	Supplies & other expenses	45,864	44,790		(1,074)	89,456	89,456		-	45,702	89,188
	557		3	17	Long term Interest	3,385	3,415		30	6,780	6,780		-	3,313	6,871
	162		106	18	Equipment lease / rental	1,500	1,604		104	3,272	3,272		-	1,501	3,580
	2,067		(462)	19	Equipment amortization	10,234	10,250		16	21,808	21,808		-	9,516	21,256
\$	62,755	\$	208	20	Total Expense	\$ 384,783	\$ 385,249	\$	466	\$ 764,993	\$ 764,993	\$	-	\$ 373,298	\$ 762,548
\$	(1,144)	\$	611	21	Surplus / (Deficit) From Hospital Operations	\$ (14,668)	\$ (15,360)	\$	692	\$ (24,578)	\$ (24,578)	\$	-	\$ (14,045)	\$ (37,299)
			Surplus / (Deficit) from Other Operations (\$000's)												
	(4)		(6)	22	Other Votes (net)	(43)	(43)		-	(37)	(37)		-	(105)	(39)
	-		-	23	Other Recoveries / (Expenses)	-	-		-	-	-		-	-	-
	(1,148)		605	24	Subtotal	(14,711)	(15,403)		692	(24,615)	(24,615)		-	(14,150)	(37,338)
\$	(74)		93	25	Net Building Amortization	\$ (445)	\$ (1,005)		560	\$ (2,010)	\$ (2,010)		-	\$ (572)	\$ (1,133)
\$	(1,222)	\$	698	26	Net Surplus (Deficit) - \$000's	\$ (15,156)	\$ (16,408)	\$	1,252	\$ (26,625)	\$ (26,625)	\$	-	\$ (14,722)	\$ (38,471)

WINDSOR REGIONAL HOSPITAL
Operating Results for the Six Months Ending September 30, 2025
Consolidated - Met and Ouellette Campuses

Current Month		Description	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								
\$ (591)	607	1 Total Margin - \$000's	\$ (11,326)	\$ (11,988)	\$ 662	\$ (17,835)	\$ (17,835)	\$ -	\$ (10,837)	\$ (30,467)
-0.96%	0.99%	2 Total Margin - %	-3.04%	-3.24%	0.20%	-2.40%	-2.40%	0.0%	-3.01%	-4.19%
n/a	n/a	3 Unrestricted cash - \$000's	\$ 42,790	n/a	n/a	\$ 12,000	n/a	n/a	57,184	\$ 78,935
n/a	n/a	4 Current ratio	0.87	1.00	(0.13)	0.92	1.00	n/a	1.33	1.01
\$ 1,650	n/a	5a Capital equipment expenditures - Fiscal 2025 - 26 \$000's	\$ 7,017	9,288	\$ 2,271	\$ 18,525	\$ 18,525	\$ -	\$ 8,097	\$ 15,888
\$ 108	n/a	5b Capital equipment expenditures - PY C/F \$000's	\$ 2,508	1,344	\$ (1,164)	\$ 2,681	\$ 2,681	\$ -	\$ 2,567	\$ 6,509
\$ 1,039	n/a	5c Externally Funded Projects	\$ 12,480	2,273	\$ (10,207)	\$ 4,533	\$ 4,533	\$ -	\$ 1,715	\$ 12,400
\$ 1,115	n/a	5d Windsor-Essex Acute Care Hospital	\$ 8,670	\$ 22,784	\$ 14,114	\$ 45,443	\$ 45,443	\$ -	\$ 1,813	\$ 9,297
		Patient Volume Measures	MET CAMPUS ONLY							
2,201	82	1 Total Weighted Cases (est) - HIG	13,426	12,928	498	25,785	25,785	-	13,179	27,291
1,600	(319)	2 Acute separations (excl psych)	10,293	11,707	(1,414)	23,350	23,350	-	9,684	19,962
8,431	(282)	3 Acute pat. days (excl. psych)	50,787	53,151	(2,364)	106,011	106,011	-	49,955	102,173
95	(76)	4 Psychiatric - Adolescent pat. days	611	1,044	(433)	2,083	2,083	-	535	1,078
4,534	79	5 Emergency visits and ER holds	27,361	27,174	187	54,200	54,200	-	27,221	54,737
283	(17)	6 OR - Inpatient cases	1,720	1,828	(108)	3,646	3,646	-	1,569	3,316
607	(43)	7 OR - Day Surgery cases	3,631	3,964	(333)	7,906	7,906	-	4,111	7,982
11,852	74	8 Clinic visits	70,910	71,846	(936)	143,300	143,300	-	70,124	142,333
777	240	9 Community Services visits	4,016	3,274	742	6,530	6,530	-	3,274	6,994
		10 Variable Revenue Volumes:								
12	(4)	(a) Hip procedures	112	97	15	194	194	-	91	197
10	(11)	(b) Knee procedures	96	129	(33)	258	258	-	123	222
521	44	11 MRI Hours of Operation	3,165	2,909	256	5,803	5,803	-	3,160	6,145
649	(66)	12 CT Hours of Operation	3,855	4,353	(499)	8,682	8,682	-	4,141	8,034
		Patient Access Measures & System Integration	MET CAMPUS ONLY							
5.27	(0.73)	1 Acute Average LOS	4.93	4.54	(0.39)	4.54	4.54	-	5.16	5.12
4.75	1.69	2 Psych Average - Adolescent LOS	5.31	6.44	1.13	6.44	6.44	-	4.69	4.83
		Organizational Health	MET CAMPUS ONLY							
6.1%	-1.30%	1 % Sick Time to Total Comp	6.2%	4.80%	-1.40%	4.80%	4.80%	0.00%	5.20%	5.50%
4.6%	-0.60%	2 % Overtime to Total Comp	4.4%	4.00%	-0.40%	4.00%	4.00%	0.00%	4.20%	3.80%
2,181.4	NA	3 FTE staffing (Hospital Ops Only)	1,999.7	2,016.2	16.5	1,917.4	1,917.4	-	1,933.6	1,960.3

WINDSOR REGIONAL HOSPITAL
Operating Results for the Six Months Ending September 30, 2025
Consolidated - Met and Ouellette Campuses

Current Month		Patient Volume Measures		OUELLETTE CAMPUS ONLY			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Description	Year To Date	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
2,054	(45)	1 Total Weighted Cases (est) - HIG	13,153	12,803	350		25,537	25,537	-	13,514	26,646
994	(117)	2 Acute separations (excl psych)	6,167	6,775	(608)		13,512	13,512	-	5,777	11,909
8,137	(4)	3 Acute pat. days (excl. psych)	50,254	49,657	597		99,043	99,043	-	49,524	99,447
1,453	(714)	4 Psychiatric - Adult patient days	9,624	13,218	(3,594)		26,363	26,363	-	10,905	20,677
4,108	(18)	6 Emergency visits and ER holds	25,177	25,169	8		50,200	50,200	-	25,206	50,354
341	11	7 OR - Inpatient cases	1,957	2,010	(53)		4,010	4,010	-	1,858	3,719
644	18	8 OR - Day Surgery cases	3,735	3,820	(85)		7,620	7,620	-	3,666	7,370
2,726	258	9 Clinic visits	15,133	15,054	79		30,025	30,025	-	12,450	27,921
881	18	10 Community Services visits	4,925	5,264	(339)		10,500	10,500	-	5,898	10,147
		11 Variable Revenue Volumes:									
31	(2)	(a) Hip procedures	148	201	(53)		401	401	-	189	359
39	(19)	(b) Knee procedures	344	354	(10)		707	707	-	339	680
34	5	(c) Pacemaker procedures	171	176	(5)		351	351	-	145	351
		12 Cataracts									
124	(50)	a) Unilateral	902	1,063	(161)		2,120	2,120	-	969	1,912
63	(41)	b) Bilateral	500	633	(133)		1,262	1,262	-	527	1,021
673	(140)	13 MRI Hours of Operation	3,926	4,955	(1,030)		9,883	9,883	-	3,665	7,799
867	336	14 CT Hours of Operation	5,361	3,239	2,122		6,460	6,460	-	5,342	10,686
		Patient Access Measures & System Integration									
8.19	(0.86)	1 Acute Average LOS	8.15	7.33	(0.82)		7.33	7.33	-	8.57	8.35
9.95	2.48	3 Psych Average - Adult LOS	10.44	12.43	1.99		12.43	12.43	-	10.57	10.74
		Organizational Health									
6.2%	-1.40%	1 % Sick Time to Total Comp	5.8%	4.8%	-1.00%		4.80%	4.80%	0.00%	5.90%	6.00%
7.0%	-3.00%	2 % Overtime to Total Comp	6.6%	4.0%	-2.60%		4.00%	4.00%	0.00%	6.10%	5.60%
1,571.0	NA	3 FTE staffing (Hospital Ops Only)	1,555.7	1,567.9	12.2		1,642.4	1,642.4	-	1,567.7	1,560.5

Statement # 3
WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION
As At September 30, 2025
(Amounts in 000's)

	September 30, 2025	March 31, 2025		September 30, 2025	March 31, 2025
ASSETS			LIABILITIES AND EQUITIES		
Current assets:			Current liabilities:		
Cash & short-term investments	42,881	79,290	Bank overdraft	-	-
Cash, restricted	6,157	5,439	Bank indebtedness	-	-
Cash, restricted Ministry Capital Projects	22,776	12,927	Accounts payable - trade	25,137	36,129
Accounts Rec. - Ministry / CCO	25,479	12,744	Accounts payable - Ministry	11,528	8,544
- OHIP	10,578	9,990	Accrued liabilities	102,186	95,779
- Other	9,447	13,746	Current portion of long term debt	2,757	2,705
Inventories	4,529	7,385	Current portion of MES lease obligation	6,987	5,779
Prepaid & deferred charges	4,735	7,358	Current portion accrued benefit obligations	1,428	1,428
Due from related parties	4,627	3,463			
Total current assets	131,209	152,342	Total current liabilities	150,023	150,364
Long term assets:			Long term liabilities:		
Long Term Investments	37,136	34,222	Long Term Debt	25,352	26,764
Marked to market			Debentures	200,000	200,000
Property, Plant, Equipment, Net	223,144	226,513	Accrued benefit obligations	26,344	24,987
Construction in progress	84,150	62,934	Long Term Lease Obligation	5,958	5,359
			ARO Liabilities	2,012	2,012
			Marked to market	253	295
			Sick benefits payable	6,316	6,065
			Deferred revenue - capital grants	157,029	145,233
Total long term assets	344,430	323,669		423,263	410,715
			Remeasurement gains/(losses):		
			Debenture Sinking Funds	6,959	4,424
			SWAP	(253)	(295)
			Net assets:	(104,353)	(89,197)
Total assets	475,639	476,011	Total liabilities and net assets	475,639	476,011

Statement # 4
Windsor Regional Hospital
Statement of Cash Flows
For the Six Months Ending September 30, 2025
With Comparative Amounts For the Year Ending March 31, 2025

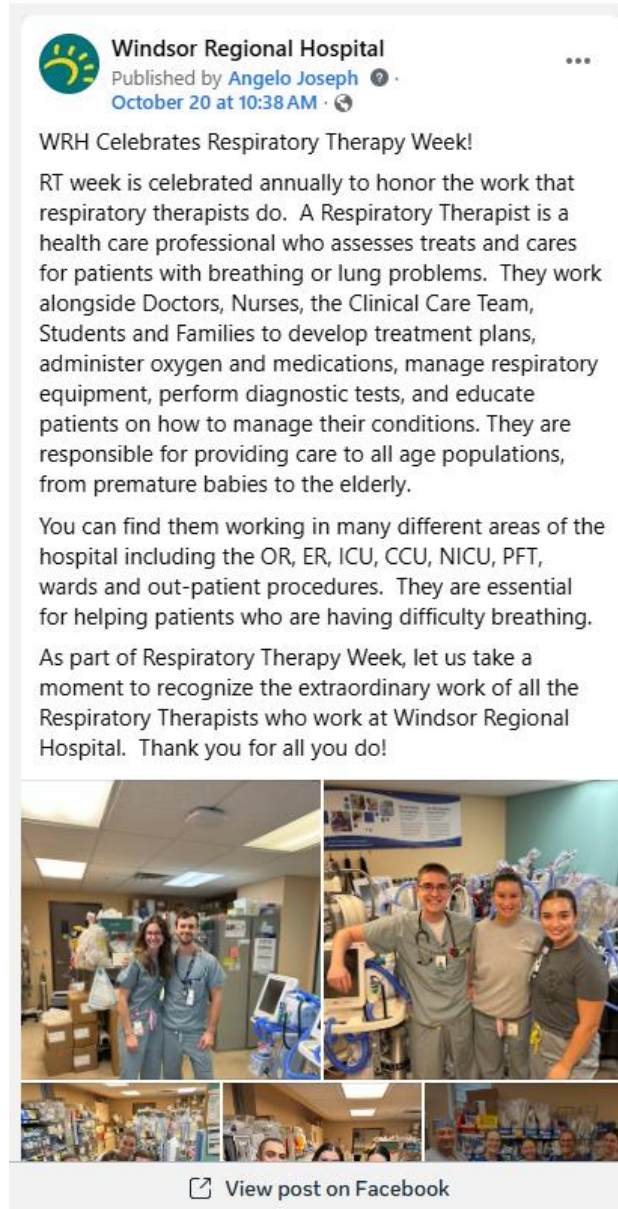
(Amounts in 000's)

	September 30, 2025	March 31, 2025
OPERATING ACTIVITIES		
Net Surplus/(deficit) for the period	(15,156)	\$ (38,471)
Add (deduct) non-cash items:		
Amortization of capital assets	12,828	26,733
Amortization of deferred capital contributions	(3,623)	(7,927)
	(5,951)	(19,665)
Cash flow from / (used in) operating balances	(6,310)	25,989
Cash provided by operating activities	(12,261)	6,324
INVESTING ACTIVITIES		
Purchase of capital assets	(26,164)	(34,296)
FINANCING ACTIVITIES		
Long term investments	(379)	(2,197)
Cash restricted for special purposes	(10,567)	(5,263)
Loans payable	446	(5,077)
Capital Lease	(4,511)	(9,799)
Capital grants and donations received	15,419	22,023
Notes payable and other long term liabilities	1,608	89
Cash provided by (used in) financing activities	2,016	(224)
Net increase (decrease) in cash during the period	(36,409)	(28,196)
Cash, beginning of period	79,290	107,486
Cash, end of period	42,881	\$ 79,290

WRH Board of Directors – Media Report – October 2025

Top Social Media Posts Over the Last 30 Days

Facebook



Views: 129,000

Reach: 60,654

Interactions: 800

Honourable Mentions:

- **October 13-18 is Medical Device Reprocessing Department (MDRD) Week**
 - **Views: 32,200**
 - **Reach: 18,000**
 - **Interactions: 268**

Top Social Media Posts Over the Last 30 Days

Instagram

Feed preview



Views: 35,200

Reach: 9,500

Interactions: 437

Honourable Mentions:

- The Windsor Regional Hospital Foundation is thrilled to announce the grand opening of the newly renovated 4West Atrium
- Views: 6,700
- Reach: 2,400
- Interactions: 110

WRH News Clippings – August 28 to September 25, 2025

CTV WINDSOR

‘Concerning:’ New research reveals trend that may be contributing to family doctor shortage

CTV Windsor, May 28, 2025

<https://www.ctvnews.ca/toronto/article/concerning-new-research-reveals-trend-that-may-be-contributing-to-family-doctor-shortage/>

WECHU warns of Lyme disease after record year

CTV Windsor, June 3, 2025

<https://www.ctvnews.ca/windsor/article/wechu-warns-of-lyme-disease-after-record-year/>

Procurement process for new Windsor/Essex Acute Care Hospital delayed 3 months

CTV Windsor, June 5, 2025

<https://www.ctvnews.ca/windsor/article/procurement-process-for-new-windsor-essex-acute-care-hospital-delayed-3-months/>

New Tecumseh health campus honours Bob Probert’s legacy

CTV Windsor, June 5, 2025

<https://www.ctvnews.ca/windsor/article/new-tecumseh-health-campus-honours-bob-proberts-legacy/>

Wait times longer for certain cancer treatments, new health data shows

CTV Windsor, June 12, 2025

<https://www.ctvnews.ca/health/article/wait-times-for-major-medical-procedures-still-longer-than-pre-pandemic-levels-data-shows/>

Windsor doctors seeing rise in rare flu-related muscle condition in children

CTV Windsor, June 13, 2025

<https://www.ctvnews.ca/windsor/article/windsor-doctors-seeing-rise-in-rare-flu-related-muscle-condition-in-children/>

‘We made it’: Windsor NICU graduates reunited

CTV Windsor, June 14, 2025

<https://www.ctvnews.ca/windsor/article/we-made-it-windsor-nicu-graduates-reunited/>

Windsor Police Service holds fundraising BBQ to support Windsor Cancer Centre Foundation

CTV Windsor, June 17, 2025

<https://www.ctvnews.ca/windsor/article/windsor-police-service-holds-fundraising-bbq-to-support-windsor-cancer-centre-foundation/>

Hospitals cleared after cyberattack review: IPC

CTV Windsor, June 18, 2025

<https://www.ctvnews.ca/windsor/article/hospitals-cleared-after-cyberattack-review-ipc/>

Cancer survivors, doctors and supporters set to rappel downtown Windsor high rise

CTV Windsor, June 20, 2025

<https://www.ctvnews.ca/windsor/article/cancer-survivors-doctors-and-supporters-set-to-rappel-downtown-windsor-high-rise/>

VIDEO: Lemonade stands to selling toys: A Belle River family fights ‘king’ of cancers

CTV Windsor, June 22, 2025

<https://www.ctvnews.ca/windsor/article/lemonade-stands-to-selling-toys-a-belle-river-family-fights-king-of-cancers/>

Windsor Regional Hospital's new stem cell transplant program to treat 30 patients a year

CTV Windsor, July 7, 2025

<https://www.ctvnews.ca/windsor/article/windsor-regional-hospitals-new-stem-cell-transplant-program-to-treat-30-patients-a-year/>

London, Ont. hospital sues former staff, contractors for \$60M+ in alleged fraud and negligence

CTV Windsor, July 9, 2025

<https://www.ctvnews.ca/london/article/london-ont-hospital-sues-former-staff-contractors-for-60m-in-alleged-fraud-and-negligence/>

Mental Health and Addictions Urgent Crisis Centre expands to 24/7 service

CTV Windsor, July 14, 2025

<https://www.ctvnews.ca/windsor/article/mental-health-and-addictions-urgent-crisis-centre-expands-to-247-service/>

Windsor Regional Hospital to launch CEO search as Musyj stays in London, Riddell to retire

CTV Windsor, July 16, 2025

<https://www.ctvnews.ca/windsor/article/windsor-regional-hospital-to-launch-ceo-search-as-musyj-stays-in-london-riddell-to-retire/>

Windsor's Shelter Health granted provincial funding

CTV Windsor, July 16, 2025

<https://www.ctvnews.ca/windsor/article/windsors-shelter-health-granted-provincial-funding/>

Windsor Regional Hospital leaders reflect on transition as CEO search begins

CTV Windsor, July 17, 2025

<https://www.ctvnews.ca/windsor/article/windsor-regional-hospital-leaders-reflect-on-transition-as-ceo-search-begins/>

Painkiller shortage forces Windsor pharmacists to make tough calls

CTV Windsor, July 21, 2025

<https://www.ctvnews.ca/windsor/article/painkiller-shortage-forces-windsor-pharmacists-to-make-tough-calls/>

Donor brings Show Us Your Brave tally to \$500,000 as cancer diagnoses rate is up in Windsor

CTV Windsor, July 22, 2025

<https://www.ctvnews.ca/windsor/article/donor-brings-show-us-your-brave-tally-to-500000-as-cancer-diagnoses-rate-is-up-in-windsor/>

Local cancer diagnoses surge, but survival rates also climb

CTV Windsor, July 24, 2025

<https://www.ctvnews.ca/windsor/article/local-cancer-diagnoses-surge-but-survival-rates-also-climb/>

W.E. Care for Kids makes generous donation to Windsor hospital

CTV Windsor, July 26, 2025

<https://www.ctvnews.ca/windsor/article/we-care-for-kids-makes-generous-donation-to-windsor-hospital/>

'Time is of the essence': Local mother calls for expanded pediatric services

CTV Windsor, July 29, 2025

<https://www.ctvnews.ca/windsor/article/time-is-of-the-essence-local-mother-calls-for-expanded-pediatric-services/>

Essex-Windsor EMS loaning out AEDs

CTV Windsor, July 31, 2025

<https://www.ctvnews.ca/windsor/article/essex-windsor-ems-loaning-out-aeds/>

New HDGH rehab centre aims to transform outpatient care

CTV Windsor, August 1, 2025

<https://www.ctvnews.ca/windsor/article/new-hdgh-rehab-centre-aims-to-transform-outpatient-care/>

Breastfeeding room opened at CKHA

CTV Windsor, August 3, 2025

<https://www.ctvnews.ca/windsor/article/breastfeeding-room-opened-at-ckha/>

New mobile crisis response teams boosting mental health supports in Windsor-Essex

CTV Windsor, August 6, 2025

<https://www.ctvnews.ca/windsor/article/new-mobile-crisis-response-teams-boosting-mental-health-supports-in-windsor-essex/>

Drug poisonings on the rise in Chatham-Kent

CTV Windsor, August 8, 2025

<https://www.ctvnews.ca/windsor/article/drug-poisonings-on-the-rise-in-chatham-kent/>

Ontario announces new publicly funded surgical and diagnostic centres in Windsor

CTV Windsor, August 8, 2025

<https://www.ctvnews.ca/windsor/article/ontario-announces-new-publicly-funded-surgical-and-diagnostic-centres-in-windsor/>

New Windsor-Essex hospital to be named after local family with \$40-million donation

CTV Windsor, August 12, 2025

<https://www.ctvnews.ca/windsor/article/new-windsor-essex-hospital-to-be-named-after-local-family-with-40-million-donation/>

Possible Hepatitis A exposure in Tecumseh

CTV Windsor, August 12, 2025

<https://www.ctvnews.ca/windsor/article/possible-hepatitis-a-exposure-in-tecumseh/>

Cost to build Windsor mega hospital increases past \$2-billion estimate

CTV Windsor, August 13, 2025

<https://www.ctvnews.ca/windsor/article/cost-to-build-windsor-mega-hospital-increases-past-2-billion-estimate/>

EllisDon chosen for first phase of Fancsy Family Hospital project

CTV Windsor, August 14, 2025

<https://www.ctvnews.ca/windsor/article/ellisdon-chosen-for-first-phase-of-fancsy-family-hospital-project/>

First human case of West Nile virus this year reported in Windsor-Essex

CTV Windsor, August 15, 2025

<https://www.ctvnews.ca/windsor/article/first-human-case-of-west-nile-virus-this-year-reported-in-windsor-essex-5/>

Health unit alerts public of ‘unusual’ spots skin cancer can develop

CTV Windsor, August 18, 2025

<https://www.ctvnews.ca/windsor/article/health-unit-alerts-public-of-unusual-spots-skin-cancer-can-develop/>

‘Purple Rain Run’ returns to support T2B comfort care tote program

CTV Windsor, August 19, 2025

<https://www.ctvnews.ca/windsor/article/purple-rain-run-returns-to-support-t2b-comfort-care-tote-program/>

AM800

Mental Health and Addictions Urgent Crisis Centre expands walk-in hours

AM800, May 29, 2025

<https://www.am800cklw.com/news/mental-health-and-addictions-urgent-crisis-centre-expands-walk-in-hours.html>

WECHU identifies eight additional measles exposure point locations

AM800 News, May 30, 2025

<https://www.am800cklw.com/news/wechu-identifies-eight-additional-measles-exposure-point-locations.html>

New measles exposure point being reported in Chatham-Kent

AM800 News, June 2, 2025

<https://www.am800cklw.com/news/new-measles-exposure-point-being-reported-in-chatham-kent.html>

Erie Shores HealthCare noticing downward trend in measles cases

AM800 News, June 4, 2025

<https://www.am800cklw.com/news/erie-shores-healthcare-noticing-downward-trend-in-measles-cases.html>

Procurement process for new Acute Care Hospital delayed three months

AM800 News, June 5, 2025

<https://www.am800cklw.com/news/procurement-process-for-new-acute-care-hospital-delayed-three-months.html>

Ontario confirms death of infant infected with measles

AM800 News, June 5, 2025

<https://www.am800cklw.com/news/ontario-confirms-death-of-infant-infected-with-measles.html>

Ontario expediting process for U.S. doctors, nurses to work in province

AM800 News, June 5, 2025

<https://www.am800cklw.com/news/ontario-expediting-process-for-us-doctors-nurses-to-work-in-province.html>

Hotel-Dieu Grace Healthcare opens Bob Probert Tecumseh Campus

AM800 News, June 6, 2025

<https://www.am800cklw.com/news/hotel-dieu-grace-healthcare-opens-bob-probert-tecumseh-campus.html>

Despite dip in confirmed cases, WRH continues to stress importance of measles vaccinations

AM800 News, June 6, 2025

<https://www.am800cklw.com/news/despite-dip-in-confirmed-cases-wrh-continues-to-stress-importance-of-measles-vaccinations.html>

Windsor’s top doc urges caution as wildfire smoke pushes air quality off the charts

AM800 News, June 7, 2025

<https://www.am800cklw.com/news/windsors-top-doc-urges-caution-as-wildfire-smoke-pushes-air-quality-off-the-charts.html>

Windsor-Essex health professionals seeing more childhood cases of a rare side effect of influenza

AM800 News, June 13, 2025

<https://www.am800cklw.com/news/windsor-essex-health-professionals-seeing-more-childhood-cases-of-a-rare-side-effect-of-influenza.html>

Windsor's top doc urging summer camp operators to prepare for measles

AM800 News, June 16, 2025

<https://www.am800cklw.com/news/windsors-top-doc-urging-summer-camp-operators-to-prepare-for-measles.html>

Hospitals cleared after cyberattack review: IPC

AM800 News, June 18, 2025

<https://www.am800cklw.com/news/hospitals-cleared-after-cyberattack-review-ipc.html>

'Show Us Your Brave' fundraiser returns to downtown Windsor this weekend

AM800 News, June 20, 2025

<https://www.am800cklw.com/news/show-us-your-brave-fundraiser-returns-to-downtown-windsor-this-weekend.html>

Lemonade stands to selling toys: A Belle River family fights 'king' of cancers

AM800 News, June 22, 2025

<https://www.am800cklw.com/news/lemonade-stands-to-selling-toys-a-belle-river-family-fights-king-of-cancers.html>

Medical Officer of Health hopeful the region is at the tail end of measles cases

AM800, Friday, June 27, 2025

<https://www.am800cklw.com/news/medical-officer-of-health-hopeful-the-region-is-at-the-tail-end-of-measles-cases.html>

WECHU continuing efforts to address high rates of opioid-related incidents

AM800, Friday, June 27, 2025

<https://www.am800cklw.com/news/wechu-continuing-efforts-to-address-high-rates-of-opioid-related-incidents.html>

Fewer new measles cases in Ontario, public health data shows

AM800 News, July 3, 2025

<https://www.am800cklw.com/news/fewer-new-measles-cases-in-ontario-public-health-data-shows.html>

New service launched at Windsor Regional Hospital for cancer patients

AM800 News, July 7, 2025

<https://www.am800cklw.com/news/new-service-launched-at-windsor-regional-hospital-for-cancer-patients.html>

One dead, dozens sick in legionnaires' disease outbreak in London, Ont.: health unit

AM800 News, July 9, 2025

<https://www.am800cklw.com/news/one-dead-dozens-sick-in-legionnaires-disease-outbreak-in-london-ont-health-unit.html>

London, Ont. hospital sues former staff, contractors for \$50M in alleged fraud

AM800 News, July 9, 2025

<https://www.am800cklw.com/news/london-ont-hospital-sues-former-staff-contractors-for-50m-in-alleged-fraud.html>

Mental Health and Addictions Urgent Crisis Centre now available 24 hours a day, seven days a week

AM800 News, July 14, 2025

<https://www.am800cklw.com/news/mental-health-and-addictions-urgent-crisis-centre-now-available-24-hours-a-day-seven-days-a-week.html>

David Musyj will not return to Windsor Regional Hospital

AM800 News, July 16, 2025

<https://www.am800cklw.com/news/david-musyj-will-not-return-to-windsor-regional-hospital.html>

Windsor shelter group granted provincial funding to continue offering healthcare

AM800 News, July 16, 2025

<https://www.am800cklw.com/news/windsor-shelter-group-granted-provincial-funding-to-continue-offering-healthcare.html>

Musyj says his departure will not impact new hospital project

AM800 News, July 17, 2025

<https://www.am800cklw.com/news/musyj-says-his-departure-will-not-impact-new-hospital-project.html>

Show Us Your Brave campaign raises \$500,000 for local cancer care

AM800 News, July 22, 2025

<https://www.am800cklw.com/news/show-us-your-brave-campaign-raises-500-000-for-local-cancer-care.html>

Erie Shores HealthCare receives \$1-million anonymous donation for hospital improvements

AM800 News, July 23, 2025

<https://www.am800cklw.com/news/erie-shores-healthcare-receives-1-million-anonymous-donation-for-hospital-improvements.html>

Cancer rates for four types of cancers on the rise locally

AM800 News, July 23, 2025

<https://www.am800cklw.com/news/cancer-rates-for-four-types-of-cancers-on-the-rise-locally.html>

Canada's former measles hot spot ends weekly reports, but says outbreak is not over

AM800 News, July 23, 2025

<https://www.am800cklw.com/news/canadas-former-measles-hot-spot-ends-weekly-reports-but-says-outbreak-is-not-over.html>

Erie Shores HealthCare receives \$1-million anonymous donation for hospital improvements

AM800 News, July 23, 2025

<https://www.am800cklw.com/news/erie-shores-healthcare-receives-1-million-anonymous-donation-for-hospital-improvements.html>

WECHU encouraging measles vaccinations as wastewater signal rises

AM800 News, July 24, 2025

<https://www.am800cklw.com/news/wechu-encouraging-measles-vaccinations-as-wastewater-signal-rises.html>

W.E. Care for Kids Foundation donates over \$127,000 to Windsor Regional Hospital

AM800 News, July 25, 2025

<https://www.am800cklw.com/news/we-care-for-kids-foundation-donates-over-127-000-to-windsor-regional-hospital.html>

Improved information sought on impact of mental health and addictions on region's homeless population

AM800 News, July 29, 2025

<https://www.am800cklw.com/news/improved-information-sought-on-impact-of-mental-health-and-addictions-on-regions-homeless-population.html>

Local woman wants Windsor Regional Hospital's Tim Hortons shut down and more pediatricians hired

AM800 News, July 30, 2025

<https://www.am800cklw.com/news/local-woman-wants-windsor-regional-hospitals-tim-hortons-shut-down-and-more-pediatricians-hired.html>

WECHU reporting new measles exposure point location

AM800 News, July 30, 2025

<https://www.am800cklw.com/news/wechu-reporting-new-measles-exposure-point-location.html>

New rehab centre addition at HDGH to be named after the Toldo Foundation

AM800 News, July 31, 2025

<https://www.am800cklw.com/news/new-rehab-centre-addition-at-hdgh-to-be-named-after-the-toldo-foundation.html>

WECHU reporting possible measles exposure at Erie Shores HealthCare

AM800 News, July 31, 2025

<https://www.am800cklw.com/news/wechu-reporting-possible-measles-exposure-at-erie-shores-healthcare.html>

WRH highlighting 'critical need' to fill diagnostic imaging jobs and get more students into the field

AM800 News, August 1, 2025

<https://www.am800cklw.com/news/wrh-highlighting-critical-need-to-fill-diagnostic-imaging-jobs-and-get-more-students-into-the-field.html>

Essex-Windsor EMS offering free AEDs for large gatherings

AM800 News, August 5, 2025

<https://www.am800cklw.com/news/essex-windsor-ems-offering-free-aeds-for-large-gatherings.html>

New mobile crisis response teams boosting mental health supports in Windsor-Essex

AM800 News, August 7, 2025

<https://www.am800cklw.com/news/new-mobile-crisis-response-teams-boosting-mental-health-supports-in-windsor-essex.html>

New Ontario measles cases down to single digits for the first time since January

AM800 News, August 7, 2025

<https://www.am800cklw.com/news/new-ontario-measles-cases-down-to-single-digits-for-the-first-time-since-january.html>

Local medical centres receive licenses to provide gastrointestinal endoscopy services, MRI or CT scans

AM800 News, August 8, 2025

<https://www.am800cklw.com/news/local-medical-centres-receive-licenses-to-provide-gastrointestinal-endoscopy-services-mri-or-ct-scans.html>

Essex-Windsor EMS sees drop in Code Black's as union president warns of staffing and response time issues

AM800 News, August 11, 2025

<https://www.am800cklw.com/news/essex-windsor-ems-sees-drop-in-code-blacks-as-union-president-warns-of-staffing-and-response-time-issues.html>

New Windsor-Essex hospital to be named the Fancsy Family Hospital with \$40-million donation

AM800 News, August 12, 2025

<https://www.am800cklw.com/news/new-windsor-windsor-hospital-to-be-named-the-fancsy-family-hospital-with-40-million-donation.html>

WECHU issues potential Hepatitis A exposure notice for Tecumseh restaurant

AM800 News, August 12, 2025

<https://www.am800cklw.com/news/wechu-issues-potential-hepatitis-a-exposure-notice-for-tecumseh-restaurant.html>

Cost to build Windsor mega hospital increases past \$2-billion estimate

AM800 News, August 13, 2025

<https://www.am800cklw.com/news/cost-to-build-windsor-mega-hospital-increases-past-2-billion-estimate.html>

Construction manager hired for Phase 1 of Fancsy Family Hospital

AM800 News, August 14, 2025

<https://www.am800cklw.com/news/construction-manager-hired-for-phase-1-of-fancsy-family-hospital.html>

First human case of West Nile Virus in Windsor-Essex

AM800 News, August 15, 2025

<https://www.am800cklw.com/news/first-human-case-of-west-nile-virus-in-windsor-essex.html>

Purple Rain Run returns in support of Dr. Michelle Prince Comfort Care Tote Program

AM800, August 19, 2025

<https://www.am800cklw.com/news/purple-rain-run-returns-in-support-of-dr-michelle-prince-comfort-care-tote-program.html>

BLACKBURN RADIO

Hours expanded at Mental Health and Addictions Urgent Crisis Centre

Blackburn Radio, May 30, 2025

<https://windsornewstoday.ca/windsor/news/2025/05/30/hours-expanded-at-mental-health-and-addictions-urgent-crisis-centre>

Plasma drive set for Saturday in memory of Windsor woman

Blackburn Radio, May 30, 2025

<https://windsornewstoday.ca/windsor/news/2025/05/30/plasma-drive-set-for-saturday-in-memory-of-windsor-woman>

Health unit identifies eight new measles exposure points

Blackburn Windsor, June 2, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/02/health-unit-identifies-eight-new-measles-exposure-points>

Measles exposure site pops up in Wheatley

Blackburn Windsor, June 2, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/02/measles-exposure-site-pops-up-in-wheatley>

Windsor-Essex sees record number of Lyme disease cases in 2024

Blackburn Windsor, June 3, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/03/windsor-essex-sees-record-number-of-lyme-disease-cases-in-2024>

Tariffs, other issues delay procurement for new Windsor-Essex hospital

Blackburn Windsor, June 5, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/05/tariffs-other-issues-delay-procurement-for-new-windsor-essex-hospital>

HDGH opens rehab clinic in Tecumseh

Blackburn Windsor, June 5, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/05/hdgh-opens-rehab-clinic-in-tecumseh>

Measles declines in Essex County, but drop comes with a warning

Blackburn Windsor, June 6, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/06/measles-declines-in-essex-county-but-drop-comes-with-a-warning>

More surgeries performed but wait times still longer than before pandemic, study says

AM800 News, June 12, 2025

<https://www.am800cklw.com/news/more-surgeries-performed-but-wait-times-still-longer-than-before-pandemic-study-says.html>

Health unit calls for summer camp operators to be wary of measles

Blackburn Windsor, June 16, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/16/health-unit-calls-for-summer-camp-operators-to-be-wary-of-measles>

Hospital cyberattack investigation complete, no formal review needed

Blackburn Windsor, June 18, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/18/hospital-cyberattack-investigation-complete-no-formal-review-needed>

Opioid-related deaths dip in Canada in 2024

Blackburn Windsor, June 29, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/27/opioid-related-deaths-dip-in-canada-in-2024>

WRH expands stem cell transplant program

Blackburn Windsor, July 7, 2025

<https://windsornewstoday.ca/windsor/news/2025/07/07/wrh-expands-stem-cell-transplant-program>

David Musyj not returning to Windsor Regional Hospital

Blackburn Windsor, July 16, 2025

<https://windsornewstoday.ca/windsor/news/2025/07/16/david-musyj-not-returning-to-windsor-regional-hospital>

Shelter doctors seeing positive results

Blackburn Windsor, July 17, 2025

<https://windsornewstoday.ca/windsor/news/2025/07/17/shelter-doctors-seeing-positive-results>

Show Us Your Brave campaign brings in \$500K

Blackburn Windsor, July 22, 2025

<https://windsornewstoday.ca/windsor/news/2025/07/22/show-us-your-brave-campaign-brings-in-500k>

Wastewater surveillance detects measles, reminders sent to families

Blackburn Windsor, July 24, 2025

<https://windsornewstoday.ca/windsor/news/2025/07/24/wastewater-surveillance-detects-measles-reminders-sent-to-families>

Health unit identifies measles exposure in Leamington

Blackburn Windsor, July 31, 2025

<https://windsornewstoday.ca/windsor/news/2025/07/31/health-unit-identifies-measles-exposure-in-leamington>

HDGH 'imagines' new campus addition

Blackburn Windsor, July 31, 2025

<https://windsornewstoday.ca/windsor/news/2025/07/31/hdgh-imagines-new-campus-addition>

UPDATE: Health unit identifies two measles exposures in Leamington

Blackburn Windsor, July 31, 2025

<https://windsornewstoday.ca/windsor/news/2025/07/31/health-unit-identifies-measles-exposure-in-leamington>

Essex Windsor EMS loan out AEDs for big gatherings

Blackburn Windsor, August 1, 2025

<https://windsornewstoday.ca/windsor/news/2025/08/01/essex-windsor-ems-loan-out-aeds-for-big-gatherings>

HDGH and OPP partner to create new crisis rapid response teams

Blackburn Windsor, August 6, 2025

<https://windsornewstoday.ca/windsor/news/2025/08/06/hdgh-and-opp-partner-to-create-new-crisis-rapid-response-teams>

Nursing school enrolment gets a boost in Windsor

Blackburn Windsor, August 7, 2025

<https://windsornewstoday.ca/windsor/news/2025/08/07/nursing-school-enrolment-gets-a-boost-in-windsor>

Three local clinics receive licenses for community diagnostic services

Blackburn Windsor, August 8, 2025

<https://windsornewstoday.ca/windsor/news/2025/08/08/three-local-clinics-receive-licenses-for-community-diagnostic-services>

WRH Foundation receives \$40M donation for new hospital

Blackburn Windsor, August 12, 2025

<https://windsornewstoday.ca/windsor/news/2025/08/12/wrh-foundation-receives-40m-donation-for-new-hospital>

Health unit warns of Hepatitis A exposure at local restaurant

Blackburn Windsor, August 13, 2025

<https://windsornewstoday.ca/windsor/news/2025/08/13/health-unit-warns-of-hepatitis-a-exposure-at-local-restaurant>

Windsor Regional Hospital looking to rebrand

Blackburn Windsor, August 14, 2025

<https://windsornewstoday.ca/windsor/news/2025/08/14/windsor-regional-hospital-looking-to-rebrand>

RFP for new hospital to be issued soon

Blackburn Windsor, August 13, 2025

<https://windsornewstoday.ca/windsor/news/2025/08/13/rfp-for-new-hospital-to-be-issued-soon>

Construction manager selected for first phase of new hospital project

Blackburn Windsor, August 14, 2025

<https://windsornewstoday.ca/windsor/news/2025/08/14/construction-manager-selected-for-first-phase-of-new-hospital-project>

First human case of West Nile Virus reported

Blackburn Windsor, August 15, 2025

<https://windsornewstoday.ca/windsor/news/2025/08/15/first-human-case-of-west-nile-virus-reported>

Crime down significantly in Glengarry neighbourhood

Blackburn News, August 18, 2025

<https://windsornewstoday.ca/windsor/news/2025/08/18/crime-down-significantly-in-glengarry-neighbourhood>

CBC WINDSOR

Downtown Windsor crisis centre has seen 150 first responder, ER referrals since going 24/7

CBC Windsor, May 30, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-crisis-centre-mental-health-addictions-1.7548067>

Bob Probert's family helps open Tecumseh health care campus in his name

CBC Windsor, June 6, 2025

<https://www.cbc.ca/news/canada/windsor/probert-campus-opening-tecumseh-1.7554139>

More Black youth are reaching out for mental health, substance use help in Windsor

CBC Windsor, June 16, 2025

<https://www.cbc.ca/news/canada/windsor/amani-windsor-black-mental-health-substance-use-1.7533611>

Privacy investigator in Ontario hospital cyberattack outlines missteps, chances to improve

CBC Windsor, June 18, 2025

<https://www.cbc.ca/news/canada/windsor/ransomware-privacy-commissioner-hospitals-1.7564336>

'Very emotional': Brain-computer tech gives kids with disabilities new powers

CBC Windsor, June 24, 2025

<https://www.cbc.ca/news/canada/windsor/brain-headset-kids-disabilities-holland-bloorview-mcgivney-windsor-1.7568985>

Windsor-Essex health unit sees significant reduction in measles cases

CBC Windsor, July 3, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-essex-health-unit-measles-cases-1.7576506>

Alleged fraud worth \$60M uncovered at London Health Sciences Centre

CBC Windsor, July 9, 2025

<https://www.cbc.ca/news/canada/london/alleged-fraud-worth-60m-uncovered-at-london-health-sciences-centre-1.7580914>

Windsor symphony director who traveled for stem cell transplant lauds new Windsor hospital program

CBC Windsor, July 12, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-stem-cell-program-1.7582964>

Windsor mental health and addictions crisis centre now accepts walk-ins 24/7

CBC Windsor, July 14, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-mental-health-crisis-centre-expands-walk-ins-1.7584576>

Ontario announces funding for Windsor physicians providing care to the unhoused in shelters

CBC Windsor, July 16, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-shelter-healthcare-funding-1.7586771>

No health card, no car, no doctor? No problem for this travelling rural clinic

CBC Windsor, July 23, 2025

<https://www.cbc.ca/news/canada/windsor/rural-mental-health-clinic-1.7591209>

Health unit issues vaccination reminder as more measles detected in Windsor-Essex

CBC Windsor, July 24, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-measles-1.7593157>

This mom is advocating for better pediatric care in Windsor's hospitals

CBC Windsor, July 29, 2025

<https://www.cbc.ca/player/play/video/9.6849528>

Hospital boosts number of social workers responding to 911 calls with Essex County OPP

CBC Windsor, August 7, 2025

<https://www.cbc.ca/news/canada/windsor/essex-mental-health-teams-opp-social-workers-911-police-1.7602929>

Chatham-Kent health unit warns of increase in drug overdoses

CBC Windsor, August 7, 2025

<https://www.cbc.ca/news/canada/windsor/chatham-kent-overdoses-1.7603643>

Province supports more medical diagnostic procedures in Windsor

CBC Windsor, August 8, 2025

<https://www.cbc.ca/player/play/video/9.6860975>

New Windsor hospital site to be named Fancsy Family Hospital after \$40M gift

CBC Windsor, August 12, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-hospital-name-fancsy-donation-1.7606850>

Health unit warns of possible hepatitis A exposure at Tecumseh restaurant

CBC Windsor, August 12, 2025

<https://www.cbc.ca/news/canada/windsor/hepatitis-a-exposure-warning-restaurant-fratellis-tecumseh-1.7607397>

\$2 billion? Nope — officials warn new Windsor-Essex hospital will cost 'significantly' more

CBC Windsor, August 13, 2025

https://windsorstar.com/news/local-news/2-billion-nope-officials-warn-new-windsor-essex-hospital-will-cost-significantly?itm_source=index

Windsor Regional Hospital takes 'major first tangible step' toward building new hospital

CBC Windsor, August 14, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-selects-ellisdon-for-hospital-phase-one-1.7609364>

First human case of West Nile virus reported in Windsor-Essex, health unit says

CBC Windsor, August 15, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-west-nile-virus-first-case-2025-1.7610517>

Heat-related ER visits see slight rise as Windsor's most vulnerable face sweltering temperatures

CBC Windsor, August 19, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-chatham-heat-hospitals-emergency-room-1.7612081>

Glengarry safety initiative shows crime is down, but agencies say lasting change takes time

CBC Windsor, August 20, 2025

<https://www.cbc.ca/news/canada/windsor/glengarry-safety-crime-change-1.7613193>

WINDSOR STAR

Windsor-area measles outbreak waning, hospital boss reports

Windsor Star, June 4, 2025

<https://windsorstar.com/news/local-news/measles-outbreak-waning-learnington-hospital-ceo-reports>

'Hopes and dreams fulfilled' — Windsor hospital unveils Bob Probert campus in Tecumseh

Windsor Star, June 6, 2025

<https://windsorstar.com/news/local-news/hopes-and-dreams-fulfilled-windsor-hospital-unveils-bob-probert-campus-in-tecumseh>

Delay in procurement process won't slow construction of new hospital

Windsor Star, June 7, 2025

<https://windsorstar.com/news/local-news/delay-in-procurement-process-wont-slow-construction-of-new-hospital>

'Just wanted someone to hear me' — Amherstburg patient felt dismissed by doctors before major brain surgery

Windsor Star, June 13, 2025

<https://windsorstar.com/news/local-news/just-wanted-someone-to-hear-me-amherstburg-patient-felt-dismissed-by-doctors-before-major-brain-surgery?tbref=hp>

Review of southwestern Ontario hospital cyberattack: investigators still don't know how accounts were hacked

Windsor Star, June 18, 2025

<https://windsorstar.com/news/local-news/review-of-southwestern-ontario-hospital-cyberattack-shows-investigators-still-dont-know-how-accounts-were-hacked>

Hospital cyberattack: Here's what happened after the siege began

Windsor Star, June 19, 2025

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Traffic restrictions due to construction to continue at Windsor's Walker and Tecumseh roads

Windsor Star, June 23, 2025

<https://windsorstar.com/news/local-news/traffic-restrictions-due-to-construction-to-continue-at-windsors-walker-and-tecumseh-roads>

Trade war another fiscal threat as Windsor Regional Hospital ends budget year with \$38.5M shortfall

Windsor Star, June 30, 2025

<https://windsorstar.com/news/local-news/windsor-regional-hospital-ends-fiscal-year-with-38-5m-shortfall>

Pointing at cost to 'improve patient flow' Leamington hospital faces \$4.4M deficit

Windsor Star, July 3, 2025

<https://windsorstar.com/news/local-news/erie-shores-healthcare-faces-4m-deficit-as-fiscal-year-ends?tbref=hp>

'Lot more hope for the future' — Windsor hospital launches stem cell cancer treatment program

Windsor Star, July 7, 2025

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One dead in second London outbreak of legionnaires' disease in two years

Windsor Star, July 8, 2025

<https://windsorstar.com/news/local-news/one-dead-in-second-outbreak-of-legionnaires-disease-in-london-in-two-years/wcm/e127b0a7-d9af-4221-b7dd-6d28b05f4442>

London hospital names former executives, contractors in \$60M fraud lawsuits

Windsor Star, July 9, 2025

<https://windsorstar.com/news/local-news/breaking-lhsc-files-60m-lawsuits-alleging-fraudulent-scheme/wcm/973918fc-901e-48c9-934c-b9d5f85dd3b8>

Downtown Windsor mental health and addiction crisis centre now open 24 hours a day

Windsor Star, July 16, 2025

<https://windsorstar.com/news/local-news/downtown-windsor-mental-health-and-addiction-crisis-centre-now-open-24-hours-a-day?tbref=hp>

Second person dies in legionnaires' disease outbreak in London

Windsor Star, July 16, 2025

<https://windsorstar.com/news/local-news/second-person-dies-in-legionnaires-disease-outbreak-in-london?tbref=hp>

WRH to begin search for new president; David Musyj to stay in London

Windsor Star, July 17, 2025

<https://windsorstar.com/news/local-news/leadership-change-at-wrh-david-musyj-to-stay-in-london>

'A different approach' — Windsor's Shelter Health doctors celebrate \$3.88M in provincial funding

Windsor Star, July 17, 2025

<https://windsorstar.com/news/local-news/a-different-approach-windsors-shelter-health-doctors-celebrate-3-88m-in-provincial-funding?tbref=hp>

Erie Shores HealthCare to refurbish patient rooms with \$1M donation

Windsor Star, July 24, 2025

<https://windsorstar.com/news/local-news/erie-shores-healthcare-to-upgrade-patient-rooms-using-1m-donation?tbref=hp>

'Very stressful' — Essex County councils back mom's plea for health travel grant

Windsor Star, July 24, 2025

<https://windsorstar.com/news/local-news/very-stressful-essex-county-councils-back-moms-plea-for-health-travel-grant>

Breastfeeding room opened at CKHA

CTV Windsor, August 3, 2025

<https://www.ctvnews.ca/windsor/article/breastfeeding-room-opened-at-ckha/>

Portable and lifesaving: Essex-Windsor paramedics loan out defibrillators to public

Windsor Star, August 5, 2025

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'Extraordinary act of generosity' — Windsor's new hospital gets a name, and record \$40M donation

Windsor Star, August 12, 2025

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Construction manager chosen to oversee Windsor's Fancsy mega-hospital

Windsor Star, August 14, 2025

<https://windsorstar.com/news/local-news/construction-manager-chosen-to-oversee-windsors-fancsy-mega-hospital?tbref=hp>

Windsor Regional Hospital to change its name

Windsor Star, August 18, 2025

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Crime drops in Glengarry neighbourhood following Windsor police initiative

Windsor Star, August 18, 2025

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Who was John Fancsy, the man who left \$40M for Windsor's new hospital?

Windsor Star, August 19, 2025

https://windsorstar.com/news/local-news/who-was-john-fancsy-the-man-who-left-40m-for-windsors-new-hospital?itm_source=index&tbref=hp

WECHU issues alert after 10 opioid overdoses

CTV Windsor, August 22, 2025

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Opioid alert issued after 10 overdoses in less than a week

AM800, August 22, 2025

<https://www.am800cklw.com/news/opioid-alert-issued-after-10-overdoses-in-less-than-a-week.html>

10 opioid overdoses reported last week, health unit says

CBC Windsor, August 22, 2025

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Alert issued due to increase in opioid incidents

Blackburn Windsor, August 22, 2025

<https://windsornewstoday.ca/windsor/news/2025/08/23/alert-issued-due-to-increase-in-opioid-incidents>

Mosquito pool in Chatham tests positive for West Nile Virus

AM800, August 26, 2025

<https://www.am800cklw.com/news/mosquito-pool-in-chatham-tests-positive-for-west-nile-virus.html>

Mosquito pool in Chatham tests positive for West Nile Virus

CTV Windsor, August 26, 2025

<https://www.ctvnews.ca/windsor/article/mosquito-pool-in-chatham-tests-positive-for-west-nile-virus/>

Mental health and health services expanding to include three local high schools

AM800, August 28, 2025

<https://www.am800cklw.com/news/mental-health-and-health-services-expanding-to-include-three-local-high-schools.html>

Program expands to connect more teens with in-school mental health care

CTV Windsor, August 27, 2025

<https://www.ctvnews.ca/windsor/article/program-expands-to-connect-more-teens-with-in-school-mental-health-care/>

Mental health program called 'game changer' expanding to 2 more Catholic high schools

CBC Windsor, August 27, 2025

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Ontario expanding RSV program to include more seniors

Blackburn Windsor, August 27, 2025

<https://windsornewstoday.ca/windsor/news/2025/08/27/ontario-expanding-rsv-program-to-include-more-seniors>

Hospital urges public to check measles vaccinations

Blackburn Radio, August 29, 2025

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Windsor paediatrician fined for accessing private data of newborn boys

CTV Windsor, September 3, 2025

<https://www.ctvnews.ca/windsor/article/windsor-paediatrician-fined-for-accessing-private-data-of-newborn-boys/>

GENIE wish program: Paramedics deliver ill mom from Windsor hospice to daughter's wedding

Windsor Star, September 2, 2025

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Windsor paediatrician fined for accessing private data of newborn boys

AM800 News, September 4, 2025

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Local paediatrician fined for wrongfully accessing records

Blackburn Windsor, September 3, 2025

<https://windsornewstoday.ca/windsor/news/2025/09/03/local-paediatrician-fined-for-wrongfully-accessing-records>

Windsor kids' doctor fined \$5K after accessing private health records of newborn boys to offer circumcisions

Windsor Star, September 3, 2025

<https://windsorstar.com/news/local-news/windsor-kids-doctor-fined-5k-after-accessing-private-health-records-of-newborn-boys-to-offer-circumcisions?tbref=hp>

Ontario doctor fined for breaching privacy rules to offer circumcision services

Globe and Mail, September 3, 2025

<https://www.theglobeandmail.com/canada/article-ontario-doctor-fined-for-breaching-privacy-rules-to-offer-circumcision/>

\$499K in 32 health research grants awarded in Windsor-Essex

CTV Windsor, September 3, 2025

<https://www.ctvnews.ca/windsor/article/499k-in-32-health-research-grants-awarded-in-windsor-essex/>

Nearly \$500,000 awarded locally to 32 health research projects

AM800 News, September 4, 2025

<https://www.am800cklw.com/news/nearly-500-000-awarded-locally-to-32-health-research-projects.html>

WE Spark awards \$499K to health research projects

Blackburn Windsor, September 4, 2025

<https://windsornewstoday.ca/windsor/news/2025/09/04/we-spark-awards-499k-to-health-research-projects>

Ontario hospital nurses awarded 5.25 per cent in raises, but decry lack of staffing ratios

AM800 News, September 4, 2025

<https://www.am800cklw.com/news/ontario-hospital-nurses-awarded-525-per-cent-in-raises-but-decry-lack-of-staffing-ratios.html>

ONA calls arbitration decision a "betrayal" of nurses

Blackburn Windsor, September 4, 2025

<https://windsornewstoday.ca/windsor/news/2025/09/04/ona-calls-arbitration-decision-a-betrayal-of-nurses>

Windsor firefighters man the kitchen at Ronald McDonald House

CTV Windsor, September 5, 2025

<https://www.ctvnews.ca/windsor/article/windsor-firefighters-man-the-kitchen-at-ronald-mcdonald-house/>

Search for new President and CEO at Windsor Regional Hospital making progress

AM800 News, September 7, 2025

<https://www.am800cklw.com/news/search-for-new-president-and-ceo-at-windsor-regional-hospital-making-progress.html>

'I am very lucky': Windsor mayor shares prostate cancer diagnosis to raise awareness

CTV Windsor, September 8, 2025

<https://www.ctvnews.ca/windsor/article/i-am-very-lucky-windsor-mayor-shares-prostate-cancer-diagnosis-to-raise-awareness/>

Listen: Windsor's mayor diagnosed with prostate cancer

AM800 News, September 8, 2025

<https://www.am800cklw.com/news/windsors-mayor-diagnosed-with-prostate-cancer.html>

'I have been diagnosed with prostate cancer'

Blackburn Windsor, September 8, 2025

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Windsor Mayor Drew Dilkens diagnosed with prostate cancer

CBC Windsor, September 8, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-mayor-cancer-diagnosis-1.7628388>

Windsor mayor diagnosed with prostate cancer; London surgery this week

Windsor Star, September 8, 2025

https://windsorstar.com/news/local-news/windsor-mayor-diagnosed-with-prostate-cancer?itm_source=index

Windsor Regional Hospital's paediatric clinic continues to see success

AM800 News, September 8, 2025

<https://www.am800cklw.com/news/windsor-regional-hospitals-paediatric-clinic-continues-to-see-success.html>

EXCLUSIVE: Here's how ESHC is cutting wait times for ER doctors and beds

CTV Windsor, September 8, 2025

<https://www.ctvnews.ca/windsor/article/exclusive-heres-how-eshc-is-cutting-wait-times-for-er-doctors-and-beds/>

Ontario home care nurses demand same pay, benefits as hospital nurses

AM800 News, September 8, 2025

<https://www.am800cklw.com/news/ontario-home-care-nurses-demand-same-pay-benefits-as-hospital-nurses.html>

Celebration planned to honour WSO maestro Robert Franz

CTV Windsor, September 11, 2025

<https://www.ctvnews.ca/windsor/article/celebration-planned-to-honour-wso-maestro-robert-franz/>

Celebration of Life to be held to honour WSO Maestro Robert Franz

AM800 News, September 12, 2025

<https://www.am800cklw.com/news/celebration-of-life-to-be-held-to-honour-wso-maestro-robert-franz.html>

WSO to host Celebration of Life for Maestro Franz

Blackburn Windsor, September 12, 2025

<https://windsornewstoday.ca/windsor/news/2025/09/12/wso-to-host-celebration-of-life-for-maestro-franz>

It might surprise you what substance sends the most people to the ER in Windsor-Essex

CBC Windsor, September 15, 2025

<https://www.cbc.ca/news/canada/windsor/it-might-surprise-you-what-substance-sends-the-most-people-to-the-er-in-windsor-essex-1.7632712>

Annual hockey tournament raises over \$100,000 for Ronald McDonald House

CTV Windsor, September 13, 2025

<https://www.ctvnews.ca/windsor/article/annual-hockey-tournament-raises-over-100000-for-ronald-mcdonald-house/>

Annual hockey tournament raises over \$100,000 for Ronald McDonald House

AM800 News, September 13, 2025

<https://www.am800cklw.com/news/annual-hockey-tournament-raises-over-100-000-for-ronald-mcdonald-house.html>

Local hockey tournament raises over \$100K for Ronald McDonald House

Blackburn Windsor, September 13, 2025

<https://windsornewstoday.ca/windsor/news/2025/09/12/local-hockey-tournament-raises-over-100k-for-ronald-mcdonald-house>

Hospital wants your opinion on rebranding

Blackburn Windsor, September 18, 2025

<https://windsornewstoday.ca/windsor/news/2025/09/18/hospital-wants-your-opinion-on-rebranding>

'My life-long passion' — Windsor Regional Hospital names new top nurse

Windsor Star, September 18, 2025

https://windsorstar.com/news/local-news/my-life-long-passion-windsor-regional-hospital-names-new-top-nurse?itm_source=index

Windsor Regional Hospital names new Chief Nursing Executive

AM800, September 18, 2025

<https://www.am800cklw.com/news/windsor-regional-hospital-names-new-chief-nursing-executive.html>

Erie Shores HealthCare expanding addiction and mental health crisis services

AM800, September 17, 2025

<https://www.am800cklw.com/news/erie-shores-healthcare-expanding-addiction-and-mental-health-crisis-services.html>

Windsor Regional Hospital wants public input on new name and brand

CTV Windsor, September 17, 2025

<https://www.ctvnews.ca/windsor/article/windsor-regional-hospital-wants-public-input-on-new-name-and-brand/>

WRH names new Chief Nursing Executive and Vice President of Critical Care

CTV Windsor, September 17, 2025

<https://www.ctvnews.ca/windsor/article/wrh-names-new-chief-nursing-executive-and-vice-president-of-critical-care/>

CKHA cuts management positions, citing financial pressures

CTV Windsor, September 17, 2025

<https://www.ctvnews.ca/windsor/article/ckha-cuts-management-positions-citing-financial-pressures/>

ESHC expands mental health and addiction services

Blackburn Radio, September 19, 2025

<https://windsornewstoday.ca/windsor/news/2025/09/19/eshc-expands-mental-health-and-addiction-services>

Health unit warns of alarming rise in sexually transmitted infections in Windsor-Essex

CTV Windsor, September 22, 2025

<https://www.ctvnews.ca/windsor/article/health-unit-warns-of-alarming-rise-in-sexually-transmitted-infections-in-windsor-essex/>

Surge in sexually transmitted and blood-borne infections in Windsor-Essex: WECHU report

AM800, September 22, 2025

<https://www.am800cklw.com/news/surge-in-sexually-transmitted-and-blood-borne-infections-in-windsor-essex-wechu-report.html>

Number of tuberculosis cases in Windsor-Essex this year already above 2024 total

AM800, September 19, 2025

<https://www.am800cklw.com/news/number-of-tuberculosis-cases-in-windsor-essex-this-year-already-above-2024-total.html>

Health unit reports a local surge in sexually-transmitted infections

Blackburn Windsor, September 23, 2025

<https://windsornewstoday.ca/windsor/news/2025/09/23/health-unit-reports-a-local-surge-in-sexually-transmitted-infections>

CKHA trims from the top

The Chatham Voice - September 22, 2025

<https://chathamvoice.com/2025/09/22/ckha-trims-from-the-top/>

'It's absolutely amazing': Corvette Club of Windsor raises record \$40,000 for Paediatric Oncology unit

CTV News - September 23, 2025

<https://www.ctvnews.ca/windsor/article/its-absolutely-amazing-corvette-club-of-windsor-raises-record-40000-for-paediatric-oncology-unit/>

Corvettes cruise for a cause

CTV Windsor, September 24, 2025

<https://www.ctvnews.ca/windsor/photos/2025/09/23/corvettes-cruise-for-a-cause/>

Local health advocates rally in Windsor against privatization of health care

CTV Windsor, September 27, 2025

<https://www.ctvnews.ca/windsor/article/local-health-advocates-rally-in-windsor-against-privatization-of-health-care/>

Windsor Corvette Club outruns its own record with donation to hospital pediatric unit

Windsor Star, September 27, 2025

https://windsorstar.com/news/local-news/windsor-corvette-club-outruns-its-own-record-with-donation-to-hospital-pediatric-unit?itm_source=local-news

'Ray of sunshine' — Caesars Windsor donating concert proceeds to help cancer patients

Windsor Star, September 27, 2025

https://windsorstar.com/news/local-news/ray-of-sunshine-caesars-windsor-donating-concert-proceeds-to-help-cancer-patients?itm_source=local-news

A financial boost for four local long-term care homes

AM800, September 26, 2025

<https://www.am800cklw.com/news/a-financial-boost-for-four-local-long-term-care-homes.html>

New type of hysterectomy being performed in Windsor and Sarnia

CBC Windsor Morning, September 26, 2025

<https://www.cbc.ca/listen/live-radio/1-106-windsor-morning/clip/16171986-new-type-hysterectomy-performed-windsor-sarnia>

Dozens gather in Windsor to protest privatization of Ontario's health care

Windsor Star, September 29, 2025

https://windsorstar.com/news/local-news/dozens-gather-in-windsor-to-protest-privatization-of-ontarios-health-care?itm_source=local-news

Shake the Lake donates \$66K to WRH

Blackburn News, October 2, 2025

<https://windsornewstoday.ca/windsor/news/2025/10/02/shake-the-lake-donates-66k-to-wrh>

Construction of new rehab centre at HDGH progressing on time

AM800, October 2, 2025

<https://www.am800cklw.com/news/construction-of-new-rehab-centre-at-hdgh-progressing-on-time.html>

Local cancer care gets a \$2.7-million boost

Blackburn News, October 2nd, 2025

<https://windsornewstoday.ca/windsor/news/2025/10/03/local-cancer-care-gets-a-27-million-boost>

Construction of new rehab centre at HDGH progressing on time

AM800, October 2nd, 2025

<https://www.am800cklw.com/news/construction-of-new-rehab-centre-at-hdgh-progressing-on-time.html>

'More than a number' — \$2.7M donation expands treatment and support for Windsor cancer patients

Windsor Star, October 5, 2025

https://windsorstar.com/news/local-news/more-than-a-number-2-7m-donation-expands-treatment-and-support-for-windsor-cancer-patients?itm_source=index

\$2.7 million donation made to the Windsor Regional Cancer Program

CTV Windsor, October 4, 2025

<https://www.ctvnews.ca/windsor/article/27-million-donation-made-to-the-windsor-regional-cancer-program/>

\$2.7-million donation made to the Windsor Regional Cancer Program'

AM800, October 4, 2025

<https://www.am800cklw.com/news/27-million-donation-made-to-the-windsor-regional-cancer-program.html>

'Unfounded' threat investigated at Windsor Regional Hospital

CTV Windsor, October 7, 2025

<https://www.ctvnews.ca/windsor/article/unfounded-threat-investigated-at-windsor-regional-hospital/>

Windsor police investigate 'threat' at Windsor Regional Hospital

AM800, October 7, 2025

<https://www.am800cklw.com/news/windsor-police-investigate-threat-at-windsor-regional-hospital.html>

444 people diverted from the ER this year due to police/hospital programs: WPS

CTV Windsor, October 7, 2025

<https://www.ctvnews.ca/windsor/article/444-people-diverted-from-the-er-this-year-due-to-policehospital-programs-wps/>

Windsor police partnerships continue showing results

Blackburn News, October 7, 2025

<https://windsornewstoday.ca/windsor/news/2025/10/07/windsor-police-partnerships-continue-showing-results>

444 people diverted from the ER this year due to police/hospital programs: WPS

AM800, October 9, 2025

<https://www.am800cklw.com/news/444-people-diverted-from-the-er-this-year-due-to-policehospital-programs-wps.html>

WRH recognized for efforts in organ donation

Blackburn News, October 8, 2025

<https://windsornewstoday.ca/windsor/news/2025/10/08/wrh-recognized-for-efforts-in-organ-donation>

Windsor Regional Hospital recognized for organ donation efforts, honours two physicians as 'Hidden Heroes'

CTV Windsor, October 8, 2025

<https://www.ctvnews.ca/windsor/article/windsor-regional-hospital-recognized-for-organ-donation-efforts-honours-two-physicians-as-hidden-heroes/>

'We're making an impact,' says HDGH CEO as Crisis Response Team receives \$632,970 in grant funding

AM800, October 10, 2025

<https://www.am800cklw.com/news/were-making-an-impact-says-hdgh-ceo-as-crisis-response-team-receives-632-970-in-grant-funding.html>

Windsor Police receiving over \$2.2 million to support three crime prevention, health and safety programs

AM800 October 9, 2025

<https://www.am800cklw.com/news/windsor-police-receiving-over-22-million-to-support-three-crime-prevention-health-and-safety-programs.html>

Province sends more than \$2.2M to boost Windsor community policing efforts

Windsor Star, October 9, 2025

https://windsorstar.com/news/local-news/province-announces-funding?itm_source=news

Windsor police receive \$2M in provincial cash — here's a look at where it's going

October 9, 2025

<https://www.cbc.ca/player/play/video/9.6934102>

Grants provided to continue successful police programs

Blackburn News, October 9, 2025

<https://windsornewstoday.ca/windsor/news/2025/10/09/grants-provided-to-continue-successful-police-programs>

Public Health declares measles outbreak over in Ontario

Blackburn News, October 9, 2025

<https://windsornewstoday.ca/windsor/news/2025/10/09/public-health-declares-measles-outbreak-over-in-ontario>

Checking 'egos at the door': Police-hospital crisis teams in Windsor earn \$2.2M of provincial funding

CTV Windsor, October 9, 2025

<https://www.ctvnews.ca/windsor/article/checking-egos-at-the-door-police-hospital-crisis-teams-in-windsor-earn-22m-of-provincial-funding/>

Windsor blood donation centre to restart collecting blood

CTV Windsor, October 9, 2025

<https://www.ctvnews.ca/windsor/article/windsor-blood-donation-centre-to-restart-collecting-blood/>

'Literally saving lives' — Windsor Regional Hospital awarded for organ donation efforts

Windsor Star, October 11, 2025

https://windsorstar.com/news/local-news/literally-saving-lives-windsor-regional-hospital-awarded-for-organ-donation-efforts?itm_source=local-news

Blood donations to return in Windsor at local plasma centre

AM800, October 10, 2025

<https://www.am800cklw.com/news/blood-donations-to-return-in-windsor-at-local-plasma-centre.html>

Improved MRI wait times reported at Erie Shores Healthcare in Leamington

CTV Windsor, October 14, 2025

<https://www.ctvnews.ca/windsor/article/improved-mri-wait-times-reported-at-erie-shores-healthcare-in-leamington/>

Improved MRI wait times reported at Erie Shores Healthcare in Leamington

AM800, October 14, 2025

<https://www.am800cklw.com/news/improved-mri-wait-times-reported-at-erie-shores-healthcare-in-leamington.html>

Community health centre takes over gestational diabetes program to improve maternal health

CTV Windsor, October 16, 2025

<https://www.ctvnews.ca/windsor/article/community-health-centre-takes-over-gestational-diabetes-program-to-improve-maternal-health/>

County's proposed staff hirings for 2026 prioritize paramedics

CTV Windsor, October 16, 2025

<https://www.ctvnews.ca/windsor/article/countys-proposed-staff-hirings-for-2026-prioritize-paramedics/>

ESHC bridges discharge gap with new primary care referral pathway

CTV Windsor, October 15, 2025

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Sarnia HART Hub expected to open Nov. 3

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Essex-Windsor EMS working to improve response times for 2026

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[Windsor Life Magazine Anniversary 2025 by Windsor Life Magazine - Issuu](#)

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