



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, October 7, 2021

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> September 9, 2021 (Paniccia)	Tab A	1703	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO</u> (Musyj) Will be live presentation -		1705	FYI
5. <u>SCHULICH REPORT</u> (Jacobs)	Tab B	1730	FYI
6. <u>FINANCIAL PRESENTATION & TREASURER'S REPORT</u> – (Allen)	Tab C	1735	MOTION (accept)
7. <u>CONSENT AGENDA:</u> Finance/Audit & Resources: September 27, 2021 & Operating Results (Allen)	Tab D	1745	MOTION (accept)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)	Tab E	1750	FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)		1755	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, November 4, 2021 – ZOOM		1800	FYI

11. <u>ADJOURNMENT</u> (Paniccia)		1802	MOTION

REGRETS ONLY TO dawn.sutherland@wrh.on.ca, or (519) 254-5577 X52517



HAPPY BIRTHDAY

Genevieve Isshak

Ian McLeod

Dr. Saad



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, September 9, 2021**, 17:00 hours, via ZOOM, live streamed on YouTube.

PRESENT VIA ZOOM:

Anthony Paniccia, Chair

Genevieve Isshak

Paul Lachance

Michael Lavoie

Penny Allen

Mary Dawson

Ian McLeod

Dr. Laurie Freeman

Cynthia Bissonnette

Dan Wilson

Patricia France

Laura Copat

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

David Musyj (ex-officio, non-voting)

Karen Riddell (ex-officio, non-voting)

REGRETS:

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

STAFF VIA ZOOM:

Executive Committee

1. CALL TO ORDER:

The meeting was called to order at 1705 hours with Mr. Paniccia presiding as Chair, and Ms. Sutherland recording the minutes.

Going forward, a video will be recorded of Mr. Paniccia reciting the land acknowledgment and this will be played at the start of every board meeting.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the June 3, 2021 Board meeting had been previously circulated.

MOVED by Mr. P. Lachance, **SECONDED** by Dr. L. Freeman and **CARRIED THAT** the minutes of the June 3, 2021 Board of Directors meeting be approved.

4. REPORT FROM THE PRESIDENT & CEO:

Mr. Musyj reported. Highlights from his report are as follows:

- i) Update on COVID in our region – Windsor-Essex entered Wave 4 with high numbers. Mr. Musyj presented the metrics for the week of August 29 to September 4, 2021. The weekly positivity rate was 9.29%. WE has the highest positivity rate in the Province.

Mr. Musyj spoke about the infection rates per age group and recent trends. The age group 0-39 is driving the current COVID positive rates. We are below the provincial average for age group.

The risk of COVID-19 infection among those individuals unvaccinated is 5.84 higher than it is for those fully vaccinated.

We are seeing the impact with the return to school with a couple of outbreaks already.

Dr. Saad explained the “layered” approach for protection as we face Wave 4. Vaccines remain the main tool to prevent spread. Dr. Saad addressed hospitalizations by vaccination status. The hospital must be able to protect critical care capacity to avoid further lockdowns. With respect to fully vaccinated patients in hospital, Dr. Saad explained that these patients have other comorbidities and the resolved cases still put a burden on the hospital system.

Ms. Riddell provided an update on the Ouellette Assessment Centre and the Met Paediatric Urgent Medical Assessment Clinic (PUMA). The PUMA clinic opened on August 31st and is intended for urgent medical COVID-19 assessments of children 17 years of age and under. At the end of today the clinic will have seen approximately 500 children. Ms. Riddell added that there is a large cohort in our population at risk – children 12 and under who cannot get the vaccine as of yet. The Ouellette AC and the PUMA clinic are both appointment based and we always ensure we have appointments available within 24 hours. The AC hours can be expanded if needed as well. There is also community-based free COVID-19 symptomatic testing available in the community and this information is available on the WRH website.

Mr. Musyj advised that ventilation and air exchange are now recognized as important tools for mitigating COVID-19 indoors. WRH has purchased, calibrated and installed CO2 monitors throughout the hospital in areas such as lunchrooms.

- (ii) Update on staff vaccinations and timelines – today WRH, along with ESHC and HDGH, announced the new vaccine policy effective September 22, 2021. All hospital staff that have not received their first dose by October 7, 2021 will have their employment terminated or their privileges suspended or not allowed into WRH as a student/affiliate/volunteer.

The staff vaccination rate was 85% back on August 3rd and has increased to north of 94%. We will continue to work with the staff and some have reached out to get some clinical support. Dr. Saad has also volunteered to walk them through any issues they may have in order to support vaccinations.

5. REPORT FROM SCHULICH:

Dr. Jacobs was unable to attend the meeting. His written report was circulated for information purposes.

6. Financial Presentation & Treasurer's Report

Ms. Allen reported.

Slide 2 – Funding:

- Funding letters for 2021-2022 were received in June.
- Base increase awarded was 1.4% approximately, or \$4.9 million.
- Funding for 2021-2022 closely approximates the Optimization Review recommendations.
- \$4.1 million confirmed for 32 acute medicine/surgical beds and 5 acute mental health beds for the 1st quarter of fiscal year.
- COVID-19 expense reimbursement for Q1 is consistent with last fiscal year but for the remaining months only prescribed expenses will be funded, although that may be subject to change.

Slide 3 – Financial Results – Hospital Operations:

- \$8 million operating deficit year to date.
- Largest variance is in salaries and wages – mainly COVID-19 expenses, for screening staff/visitors, operation of the Assessment Centre and the Vaccine Centres.
- Medical staff remuneration in a deficit but this is funded through COVID-19 temporary physician funding which has now been confirmed to the end on September 2022.
- Other supplies deficit due to referred out expenses for cataract procedures and the City of Windsor expenses for the vaccination centres.

Slide 4 – COVID-19 Impact:

- \$6.1 million year to date in extraordinary expenses for which funding has not been received or confirmed that it will be received.
- We have confirmation of the amounts funded for the vaccination centres, nursing extern program, the COVID-19 Assessment Centre (which is funded on a per swab basis) and temporary physician payments & these revenues have been accrued to date.
- Lost revenues including volume-based funding totals \$5.3 million to date.
- Hospitals have not received communication as to how or if these revenue losses will be funded in fiscal 2021-2022.

Slide 5 – Revenue:

- Base and one-time favourable \$9.5 million due to amounts accrued as detailed – these are known items related to COVID-19.
- Preferred Accommodation and other recoveries are unfavourable year to date, we cannot charge for private and semi-private rooms if patients required them for infection control and prevention reasons.
- Patient services are favourable due to the Ministry covering uninsured patient services at the interprovincial rate. In the past, many of these accounts would have been uncollectible.
- Diagnostic revenues have increased but are offset by a corresponding increase in medical staff fees.

Slide 6 – Expenses:

- Salaries & Wages are \$6.1 million unfavourable due to additional COVID-19 expenses.
- Employee benefits in line with wages.
- Additional Med Fees are either funded as they are COVID related or offset by diagnostic revenues.
- Med/Surg deficit due to increased PPE costs which average about \$25 higher per patient day than the pre-COVID cost.
- Drugs favourable.
- Other supplies unfavourable – referred out expense as outlined in the slide.

Slide 7 – Organizational Health Metrics:

- Sick and overtime at both campuses over the median benchmarks.
- FTEs over at the Met campus by 39.9 FTEs
 - 9.7 FTEs for Additional Cerner training hours
 - 15.6 FTEs in critical care – no funding letter for additional beds which are in operation
 - 8.5 additional housekeeping
- FTEs over at the Ouellette campus by 61.6 FTEs
 - 34.6 FTEs for medical inpatient services
 - 6.9 FTEs in the emergency department
 - 7.2 FTEs in critical care
 - 12.7 housekeeping

7. CONSENT AGENDA:

MOVED by Ms. P. Allen, **SECONDED** by Mr. P. Lachance and **CARRIED** **THAT** the reports from the June 21, 2021 and August 23, 2021 Finance/Audit & Resources Committee meeting be accepted.

8. CORRESPONDENCE/PRINTED MATTER:

- a) Media Report – FYI only.
- b) June 10, 2021 letter to ProsperUs – FYI only.

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

None

10. DATE OF NEXT REGULAR MEETING:

Thursday, October 7, 2021, 1700 hrs VIA: ZOOM

11. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Mr. D. Wilson, **SECONDED** by Ms. M. Dawson and **CARRIED**
THAT the September 9, 2021 Board of Directors meeting be adjourned at 1740 hours.

Anthony Paniccia, Chair
Board of Directors
/ds

Dawn Sutherland
Recording Secretary

Update to WRH Board of Directors (October 7, 2021)

- Western University medical students are back on campus and all has gone well through these first few weeks. All students are vaccinated and thrilled to be back to in-person learning.
- In attempt to minimize travel across the country, visiting student electives are once again being held locally for students of both London and Windsor Campus. Windsor Regional Hospital is a big part of achieving this necessary capacity for medical learners.
- The Annual Meet and Greet for the incoming class occurred on September 9, 2021. This outdoor and physically distanced event was well attended. Dean John Yoo and University of Windsor President Robert Gordon were in attendance to bring greetings to the incoming class.
- Recognizing the increasing pressures of medical education, the Windsor Campus is hiring a dedicated counsellor to support medical students.
- Schulich will be releasing it's strategic plan this month. This bold new plan aims to position us as leaders among the world's outstanding medical and dental schools. It incorporates ideas and suggestions from hundreds of faculty, staff, learners, alumni and community partners provided through focus groups, interviews and surveys during a 12-month period.

Respectfully submitted,

Lawrence Jacobs, MD, FRCPC, FACP
Associate Dean, Windsor Campus
Schulich School of Medicine & Dentistry, Western University.



Presentation to the Board of Directors
October 7, 2021
Financial Results for the Five Months Ending
August 31, 2021

Financial Results

August 31, 2021

Funding

- Fiscal 2021-2022 base funding increase has been confirmed, we have received a 1.4% increase in base in the amount of \$4.9 million which closely approximates the recommended funding increase in the Optimization Review
- \$16.4 million in funding confirmed for 32 acute medical/surgical beds and 5 acute mental health beds for the full fiscal year
- Funding expected and accrued for 8 critical care beds
- COVID-19 incremental expenses will now be reimbursed in the same manner as 2020-2021 for Q1 and Q2 as the Ministry guidance has been updated. Possibly for Q3 and Q4 only specifically identified costs will be funded as follows:
 - Vaccination Centres
 - Assessment Centres (\$38 per swab)
 - Patient Repatriation
 - Long Term Care Redeployment
 - Nursing Extern Program

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

August 31, 2021

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 250,428	\$ 238,271	\$ 12,157	5.1%
Expenses				
Salaries and Wages	\$ 111,593	\$ 107,812	\$ (3,781)	(3.5%)
Employee benefits	30,059	29,044	(1,015)	(3.5%)
Employee ben. - future ben. costs	855	855	(0)	(0.0%)
Medical staff remuneration	26,227	22,158	(4,069)	(18.4%)
Medical & Surgical supplies	15,971	15,277	(694)	(4.5%)
Drugs	30,075	29,091	(984)	(3.4%)
Supplies & other expenses	32,429	29,320	(3,109)	(10.6%)
Long term Interest	2,878	2,878	(0)	(0.0%)
Equipment lease / rental	1,052	978	(74)	(7.6%)
Equipment amortization	4,093	4,219	126	3.0%
Total Expense	\$ 255,232	\$ 241,632	\$ (13,600)	(5.6%)
Surplus / (Deficit) From Hospital Operations	\$ (4,804)	\$ (3,361)	\$ (1,443)	
COVID-19 related unfunded extraordinary operating expenses included above	\$ 6,912		\$ 6,912	
COVID-19 related unfunded non-ministry revenue loss included above	\$ 2,181		\$ 2,181	
YTD - Unearned Ministry volume funding	\$ 3,486	\$ -	\$ (3,486)	
Surplus or (Deficit) / Revenue	-1.92%	-1.41%	-0.51%	

Net Surplus/(Deficit) after building amortization (\$5,497)

Financial Results – COVID-19 Impact

August 31, 2021

Windsor Regional Hospital COVID-19 Revenue Loss & Expenses Year-to-Date August 2021		
	<u>Funded</u>	<u>Unfunded</u>
Revenue		
Patient Services	-	1,600,944
Recoveries	-	580,205
Total Revenue	-	2,181,149
Expense		
Compensation	4,552,835	3,710,882
Medical Staff Fees	3,222,274	135,763
Med. Surg. Supplies	41,205	2,150,724
Drugs	-	21,330
Other supplies & expense	3,561,193	612,331
Equipment Expenses	444,691	281,151
Renovations	122,505	-
Total Expense	11,944,703	6,912,180
Total Operating	\$ 11,944,703	\$ 9,093,329

Year to Date Results include \$6.9 million in COVID-19 extraordinary expenses for which funding has not yet been received or confirmed.

Financial Results – COVID-19 Impact

August 31, 2021

Net revenue losses total \$5.7 million.

Windsor Regional Hospital		
COVID-19 Revenue Loss Year-to-Date August 2021		
	<u>Funded</u>	<u>Unfunded</u>
Volume Based*	-	3,485,548
Patient Services**	-	1,600,944
Recoveries***	-	580,205
Total Revenue	-	\$ 5,666,697

* 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

August 31, 2021

Year to Date Revenue

- **Base and One-Time Funding \$11.2 million favourable**
- **Amounts accrued for known COVID-19 Reimbursements:**
 - **\$3.2M - Temporary Physician payments**
 - **\$6.5M – Vaccination Centre expenses**
 - **\$1.4M – Nursing Extern Funding**
 - **\$834K - Assessment Centre per-swab funding @ \$38/swab**

Preferred Accommodation and Co-Payment Revenue \$1,388,000 unfavourable

Patient Services Revenue \$1,281,000 favourable

Other Recoveries \$39,000 favourable

Financial Results

August 31, 2021

Year to Date Expenses

- **Salaries & Wages \$3.8 million unfavourable due to COVID-19**
- **Employee Benefits \$1 million unfavourable**
- **Medical Staff Fees \$4.1 million unfavourable and funded through temporary COVID-19 physician payments or offset by diagnostic revenues**
- **Med/Surg supplies \$694,000 unfavourable**
- **Drugs \$984,000 unfavourable**
- **Other supplies \$3,109,000 unfavourable with two significant variances:**
 - **\$1,122,000 for referred out cataract procedures**
 - **\$2,293,000 for City of Windsor vaccination centre expenses**
- **Electricity rebate has been extended to October 31, 2022 at 18.9%**

Organizational Health

August 31, 2021

	YTD Actual	Target	Variance
Met Campus			
% Sick Time	6.10%	4.70%	(1.40%)
% Overtime	2.90%	2.35%	(0.55%)
FTE Staffing	1,801.9	1,790.3	(11.60)
Ouellette Campus			
% Sick Time	6.00%	4.70%	(1.30%)
% Overtime	5.60%	2.35%	(3.25%)
FTE Staffing	1,509.9	1,498.5	(11.40)
COVID-19 Assessment & Vaccination Centres			
FTE Staffing	140.4	-	(140.40)
Total FTE Staffing	3,452.2	3,288.8	(163.40)

Sick time target has been revised from 3.9 % to 4.7% which reflects the additional \$1.4 million added to the budget.

**Treasurer's Report
Board of Directors**

**Financial Summary - August 2021
(\$000's)**

	Line	August 2021 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$ 250,428	\$ 238,271	\$ 12,157
Total Expense	20	255,232	241,632	(13,600)
Surplus / (Deficit)	21	(4,804)	(3,361)	(1,443)
Other Votes (net)	22	(15)	(22)	7
Other Recoveries / (Exp)	23	(14)	-	(14)
Subtotal	24	(4,833)	(3,383)	(1,451)
Net bldg. amortization	25	(664)	(649)	(15)
Net Surplus (Deficit)	26	\$ (5,497)	\$ (4,032)	\$ (1,466)
Hospital Margin		\$ (1,955)	\$ (505)	\$ (1,451)
Capital Equipment Expenditures		\$ 14,008	\$ 12,815	\$ 1,193

* Variance - favourable / (unfavourable)

1. The operating results for the five months ended August 31, 2021 resulted in a deficit of \$5,497,000 (\$1,955,000 Negative Hospital Margin) based on the MoH definition. There are five significant revenue factors reflected in these results.

a. WRH received funding letters for the 2021-2022 fiscal year in June 2021. The hospital received a 1.4% increase to base funding for the Growth and Efficiency Model Allocation (GEM) in the amount of \$4.9 million.

b. WRH has received \$4.1 million in funding for 32 acute medical/surgical beds and 5 mental health beds for the first quarter of fiscal 2021-2022. Funding for the remainder of the fiscal year has been confirmed in the amount of \$12.2 million for a total of \$16.4 million.

c. The Ministry will reimburse incremental COVID-19 expenses under the same program as in fiscal 2020-2021 for April to June of 2021 only. It is expected that expenses for screening and additional PPE will not be funded for the remaining 3 quarters of the fiscal year.

d. The Ministry has not communicated the mechanism by which COVID-19 incremental expenses or lost revenues will be funded for 2021-2022.

e. Patient services and preferred accommodation revenue is \$106,000 below plan as a result of COVID-19. Diagnostic volumes and elective surgeries continue to be scaled back as a result of the pandemic.

2. Year to date salary and wages have a negative variance of \$3,781,000 or 3.5%. The deficit is due to staffing of the COVID-19 Assessment Centres, Staff and Visitor Screening and the Vaccination Centre.

3. Medical/Surgical Supplies are unfavourable \$694,000. Savings have been incurred due to elective surgery volume reductions implemented to create capacity for potential COVID-19 surge. These savings are offset by increased costs for PPE.

4. Drugs are unfavourable \$984,000 year to date. The deficits are the retail pharmacies as these drug expenses are more than offset by revenue.

5. Other Supplies and Expenses are unfavourable \$3,109,000 year to date with deficits due to referred out expenses for cataract surgeries and expenses related to the Vaccination Centre.

6. Equipment lease/rental is over budget by \$74,000.

Penny Allen, Chair & Treasurer, Finance/Audit & Resources Committee
October 7, 2021



MOTION/ACTION SHEET

From The

FINANCE/AUDIT & RESOURCES COMMITTEE MEETING ***General Session***

Monday, September 27, 2021

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, September 27, 2021 Via Zoom (following the In-Camera Session).

PRESENT:

Penny Allen
Dr. Laurie Freeman
Paul Lachance
Dan Wilson
Ian McLeod

COMMUNITY MEMBERS:

Dwayne Dawson
Trevor Chapman
Ramona Nordemann

Anthony Paniccia, Chair of the Board

STAFF:

Mark Fathers
Heidi Zimmer
Mary Macera

REGRETS:

Dr. Maher Sabalbal
Sandra Boglitch
Robert Klein
Kevin Marshall

1.0 CALL TO ORDER

Mrs. Allen called the meeting to order at 6:18 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Laurie Freeman, SECONDED by Paul Lachance that the General Finance/Audit & Resources Committee Agenda of Monday, September 27, 2021, be approved.

CARRIED.

3.0 CONFLICT OF INTEREST

No "Conflict of Interest" was declared.

4.0 PRESENTATIONS

There were No Presentations.

5.0 FOR APPROVAL / RECOMMENDATION

5.1 Minutes of Previous Meeting – Monday, August 23, 2021

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, August 23, 2021** were previously circulated to all members.

MOVED by Ian McLeod, SECONDED by Ramona Nordemann that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, August 23, 2021 be approved.

CARRIED.

6.0 FOR DISCUSSION

6.1 Monthly Operating Results Report – August 31, 2021 (As Appended)

Ms. Zimmer provided the following highlights:

- Operating results report for the five months ended August 31, 2021 resulted in a deficit of \$5,497,000 (\$1,955,000 negative Hospital Margin)
- Items to note:
 - Funding letters received in June 2021 for the 2021-2022 fiscal year. Hospital received a 1.4% increase to base funding for Growth and Efficiency Model Allocation (GEM) in the amount of \$4.9 million.
 - Operating results include \$18.9 million in higher costs and lost revenues for the hospital's clinical responsibilities related to COVID-19
 - WRH has received funding confirmation from the Ministry of \$16.4 million for 32 acute medical/surgical beds and 5 acute mental health beds. These beds were operational for the full fiscal year (included in budget).
 - COVID-19 incremental expenses will be reimbursed as was for Q1 and Q2 of fiscal year 2020-21. Q3 and Q4 will be funded for specific costs identified.
 - Base and one-time funding - \$11.2 million favourable; amounts have been accrued for COVID-19 reimbursements that are known.
 - Preferred Accommodation and Co-Payment Revenue - \$1,388,000 unfavourable
 - Patient Services Revenue - \$1,281,000 favourable
 - Other Recoveries - \$39,000 favourable
 - Salaries and Wages - \$3.8 million unfavourable due to COVID-19
 - Employee Benefits - \$1 million unfavourable
 - Medical Staff Fees - \$4.1 million unfavourable and funded through temporary COVID-19 physician payments or offset by diagnostic revenues

- Med/Surg Supplies - \$694,000 unfavourable
- Drugs - \$984,000 unfavourable
- Other Supplies - \$3,109,000 unfavourable
- Electricity rebate has been extended to October 31, 2022 at 18.9%
- Sick time target has been revised from 3.9% to 4.7% reflecting additional \$1.4 million that was added to the budget

7.0 FOR INFORMATION

7.1 Finance/Audit & Resources Scheduled Meeting Dates for 2021-22

The schedule of meeting dates for the year was provided to the committee for information.

7.2 Windsor Regional Hospital Healthcare Acronyms

This list is also provided to the membership for information.

7.3 President's Report – September 2021

Mr. Paniccia provided a few comments on the President's Report. The committee members may click on site as provided in the agenda for further details on the President's Report.

8.0 DATE OF NEXT MEETING

The Finance/Audit & Resources Committee will meet on **Monday, October 25, 2021 at 5:00 p.m. Via Zoom.**

9.0 ADJOURNMENT

Mrs. Allen indicated that there was no further business.

MOVED by Paul Lachance, SECONDED by Laurie Freeman that the General Meeting from the Finance/Audit & Resources Committee of Monday, September 27, 2021, be adjourned at 6:36 p.m.

CARRIED.

Mrs. Penny Allen, Chair & Treasurer
FinAudit&Resources_Minutes
20210927

Mary Macera
Recorder

Windsor Regional Hospital

Operating Results Report

For the Five Months Ended August 31, 2021

Financial Summary - August 2021
(\$000's)

	Line	August 2021 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$250,428	\$ 238,271	\$ 12,157
Total Expense	20	255,232	241,632	(13,600)
Surplus / (Deficit)	21	(4,804)	(3,361)	(1,443)
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Other Recoveries / (Exp)	23	(14)	-	(14)
Subtotal	24	(4,833)	(3,383)	(1,451)
Net bldg. amortization	25	(664)	(649)	(15)
Net Surplus (Deficit)	26	\$ (5,497)	\$ (4,032)	\$ (1,466)
Hospital Margin		\$ (1,955)	\$ (505)	\$ (1,451)
Capital Equipment Expenditures		\$ 14,008	\$ 12,815	\$ 1,193

* Variance - favourable / (unfavourable)

Operation Highlights:

- The operating results for the five months ended August 31, 2021 resulted in a deficit of \$5,497,000 (\$1,955,000 negative Hospital Margin) based on the Ministry of Health (Ministry) definition. There are three items worth noting -
 - a. WRH received funding letters for the 2021-2022 fiscal year in June 2021. The hospital received a 1.4% increase to base funding for the Growth and Efficiency Model Allocation (GEM) in the amount of \$4.9 million.
 - b. Operating results include a combined \$21 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. The Ministry has confirmed that COVID-19 expenses will be reimbursed via the criteria applied in fiscal 2020-2021 for the first quarter of fiscal 2021-2022 only. Revenue is only recognized when funding letters are in hand.
 - c. WRH has received funding confirmation from the Ministry of \$16.4 million for 32 acute medical/surgical beds and 5 acute mental health beds to be

operational for the full fiscal year. Both the revenue and expenses associated with the operation of these beds is included in the budget.

1. Financial Results for the Five Months ended August 31, 2021
(Statement 2)

For the five months ended August 31, 2021, the deficit after net building amortization is **\$5,497,000**, which is \$1,466,000 worse than plan. This represents a negative Ministry of Health Margin of \$1,955,000 (one year ago, the margin was negative \$4,025,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$21 million are included in these results. In the month of August, the COVID-19 impact was \$3.2 million. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1, 2021 to August 31, 2021 and which have been funded or not funded –

Windsor Regional Hospital COVID-19 Revenue Loss & Expenses Year-to-Date August 2021			
	<u>Funded</u>	<u>Unfunded</u>	
Revenue			
Patient Services	-	1,600,944	
Recoveries	-	580,205	
Total Revenue	-	2,181,149	
Expense			
Compensation	4,552,835	3,710,882	
Medical Staff Fees	3,222,274	135,763	
Med. Surg. Supplies	41,205	2,150,724	
Drugs	-	21,330	
Other supplies & expense	3,561,193	612,331	
Equipment Expenses	444,691	281,151	
Renovations	122,505	-	
Total Expense	11,944,703	6,912,180	
Total Operating	\$ 11,944,703	\$ 9,093,329	

It should be noted that with respect to Ministry volume based funding, we have unearned revenue for these five (5) months of \$3,486,000 as compared to \$3,295,000 one year ago.

Revenue

Ministry revenue (combined base and one-time) is \$11.2 million higher than budget. One time funding is favourable year to date, as it includes \$3.2 million accrued for COVID-19 physician payments for which we have received funding confirmation. Additionally, funding has been accrued in the following amounts: \$6.5 million for Vaccination Centre expenses, \$1.4 million for Nursing Externs and \$834,000 in Assessment Centre per swab funding. These funding streams were included in the original reimbursement confirmation for 2021-2022.

Hospitals were informed in July 2021 that only costs for Vaccination Centres, patient repatriation and staff redeployment to long term care would be reimbursed through the COVID-19 incremental expense reimbursement process. The Ministry has since updated the reporting guidance and will reimburse incremental COVID-19 expenses under the fiscal 2020-2021 criteria for the first and second quarter of fiscal 2021-2022 only. It is expected that going forward only those specific expenses mentioned above will be funded. Prior to finalizing what will be considered for reimbursement in Q3 and Q4 of the fiscal year, the Ministry is gathering additional information from hospitals regarding PPE purchases.

The Hospital has developed a Surgical Recovery Plan to target priority surgeries with long wait times. These include Quality Based Procedures (QBPs), wait time procedures, neuroservices and cardiac procedures. In the previous fiscal year the Ministry confirmed that a 20% premium would be paid for designated services where volumes exceed 50% of funded volumes. The premium available in fiscal 2021-2022 has been reduced to a 15% on the final 25% of original funded volumes. Wave IV could affect this recovery plan.

The preferred accommodation revenue variance is unfavourable to budget by \$1,370,000. Lower occupancy due to the reduced number of elective surgeries contributes to this shortfall, as well as the Ministry of Health directive that hospitals cannot bill uninsured patients for semi-private and private accommodation during the pandemic. Previously, uninsured patients would have paid out of pocket for this accommodation. Infection prevention and control measures often require patients to be placed in private rooms and we are unable to bill for this accommodation in these circumstances.

Chronic Co-payment revenue is \$18,000 under budget due to the factors mentioned above for preferred accommodation.

Patient Services revenue variance is \$1,281,000 favourable (9.7%) year to date, with the majority of the positive variance to uninsured patient revenue which 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.

Equipment Grant amortization is over budget \$157,000 (12.4%). Timing of equipment purchases impacts this revenue.

Other Recoveries are \$39,000 favourable (0.2%) to budget. This revenue category is impacted by the reduction in hospital services at the start of the fiscal year. Revenues were significantly reduced for parking and retail food operations as volumes are lower due to visitation restrictions. These losses are offset by surpluses in both retail pharmacies.

Expenses

Salaries are currently over budget (unfavourable) by \$3,781,000 (3.5%) year to date August 31, 2021. Salaries for COVID-19 screening (staff, patients and visitors), staffing of the Assessment Centre(s) and the Vaccination Centre totalled \$4,902,000 to date. The hospital has not received confirmation of continued funding for additional critical care beds over base, although it is expected. Therefore, the budget includes the revenue and expenses associated with 8 additional critical care beds operating for the full fiscal year.

While recent Ministry communication has indicated that the costs of screening staff and visitors are being funded through September 2021 at an average monthly cost of \$265,000, none the less, we are looking to see how these costs can be minimized in case they are not fully recovered in future months.

Year to date spending for employees in paid isolation is \$99,000, paid sick time due to COVID-19 is \$178,000. Temporary hires (Nursing Externs) have been paid \$1,861,000 to date. The Externs are nursing students who are part of the new Nursing Extern Program funded by the Ministry. This program is in effect from January 1, 2021 to March 31, 2022.

Employee Benefits are unfavourable to budget by \$1,015,000 (3.5%). The variance is attributable to the wage variance.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$4,069,000 (18.4%). \$3.4 million of this variance is attributable to COVID-19 and will be funded through the temporary physician funding for COVID-19. This funding has now been extended to September 30, 2022. The remaining deficit occurs in diagnostic services as the costs of earning additional patient services revenue.

Medical & Surgical Supplies are unfavourable to budget by \$694,000 (4.5%) year to date. Similar to last fiscal year, the perioperative programs at both sites are favourable due to reductions in surgical volumes. The overall surplus in these programs is \$334,000 to date and is offset by the overall increase in Personal Protective Equipment (PPE) throughout the hospital. Incremental costs for PPE are approximately \$25 per patient day higher than pre-COVID-19 rates and total \$2 million year to date August

2021 when compared to our pre-pandemic spending. As previously mentioned, these expenses will be funded in Q1 and Q2 with guidance pending for the last two quarters of the fiscal year.

It should be noted that elective surgery cancellations affect the ability to reach QBP funded volumes and may result in some funding having to be returned to the Ministry at year-end.

Drug expenses are unfavourable by \$984,000 (3.4%) year to date. Retail pharmacy revenues more than offset this deficit and have a favourable net drug expense to revenue of \$339,000. The chemotherapy suite and renal program drug expenses to revenues are balanced.

Supplies and Other Expenses are unfavourable to budget by \$3,109,000 (10.6%). Major deficits have been incurred for referred out expenses such as cataract procedures (\$1,122,000 to date) and the City of Windsor Vaccination Centre (\$2,293,000). The City of Windsor costs are eligible for and are being submitted for reimbursement. Offsetting some of the other supplies deficits is a surplus in utilities as the 33.2% rebate which was set to end April 30, 2021 has been extended to October 31, 2022 at a revised rate of 18.9%.

Long Term Interest expense is balanced.

Equipment Lease/Rental is \$74,000 unfavourable (7.6%) to budget to date. This deficit is attributable to equipment rentals for the Screening, Assessment and Vaccination centres.

Equipment amortization is \$126,000 (3.0%) under budget.

Other Votes – Other Votes are \$15,000 unfavourable year to date.

Other Recoveries / (Expenses) – consistent with the prior year's audited financial statement presentation, we have segregated the legal fees related to a particular legal case. Year to date August 2021, these expenses amount to \$14,000.

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. We anticipate this will change as we are starting to see financial institutions being open to provide competitive quotes. There may be a slight increase in the prime rate in the coming months as well which will positively impact investment rates.

Our Ministry / Ontario Health receivable has increased by \$15.8 million from March 31, 2021. This increase is comprised of temporary COVID-19 physician funding,

Assessment Centre per-swab funding, Vaccination Centre and Nursing Extern funding. In addition \$5.4 million in one time funding has been accrued for the additional acute and critical care beds. Included in the Ministry receivable is the \$42.9 million that was accrued at March 31, 2021 year end for the one time working capital funding. We expect to receive this payment in the coming weeks.

Through August 2021, the market value of the sinking fund has increased by \$1,570,000 (6.3%). The underlying cost base as a result of realized investment gains has increased by \$68,000 since the original \$25 million investment was made.

3. Patient Volumes

Acute patient days are below target at both campuses with the Met Campus 1,771 below target and the Ouellette Campus 2,951 below target. Surgical cases are 2,015 under plan at the Met Campus and 1,059 below plan at the Ouellette Campus.

We are still working to obtain outpatient volumes from the new HIS system. Thus explaining why a few of the indicators show as "TBD".

4. Organizational Health

The percentage of sick time year to date for the Met Campus is 6.1%, which is over the target of 4.7% by 1.4%, while overtime is .55% over target at 2.9%.

Sick time at the Ouellette Campus is 6% compared to the target of 4.7%, while overtime is over target at 5.6% year to date compared to the target of 2.35%.

Some of the increase in sick time costs at both campus relates to paying staff to remain home in isolation due to COVID-19. As a matter of practice, when we have inpatient units on "outbreak" affected staff are sent home to self isolate. We are also assuming some of the incidental sick time is staff dealing with childcare issues.

With respect to FTEs, the Met Campus is unfavourable to budget by 11.6 FTEs. At the Ouellette Campus, the FTE variance is unfavourable by 11.4 FTEs.

Overall, the Hospital is 163.33 FTEs over budget with 196.9 FTEs are attributable to Staff/Visitor Screening, the Assessment Centre and the Vaccination Centres to date.

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Five Months Ending August 31, 2021
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)	Budget	Year to Date	Year End
Revenue (\$000's)								
1 Ministry Funding - Base	\$ 31,127	\$ 654	\$ 174,473	\$ (158)	\$ -	\$ 418,736	\$ 169,180	\$ 408,108
2 Ministry Funding - One-time	8,813	1,038	18,441	11,351	-	44,259	15,624	74,810
3 Ministry Funding - Drug Reimb.	3,396	1,082	11,569	874	-	27,765	9,928	26,422
4 Preferred Accommodation	35	(270)	1,540	(1,370)	-	3,696	269	850
5 Chronic co-payment	-	(4)	18	(18)	-	42	-	-
6 Patient services	3,066	484	13,174	1,281	-	31,617	11,050	30,883
7 Equipment grant amortization	324	70	1,267	157	-	3,040	1,113	3,217
8 Other recoveries	3,662	18	17,790	39	-	42,695	17,210	40,045
9 Total Revenue	\$ 50,443	\$ 3,073	\$ 238,271	\$ 12,157	\$ -	\$ 571,850	\$ 224,374	\$ 584,335
Expense (\$000's)								
10 Salaries	\$ 22,002	\$ 2,331	\$ 107,812	\$ (3,781)	\$ -	\$ 258,748	\$ 108,053	\$ 260,296
11 Employee benefits	5,927	628	29,044	(1,015)	-	64,859	27,581	64,339
12 Employee ben. - future ben. costs	171	(0)	855	(0)	-	2,051	805	2,051
13 Medical staff remuneration	5,438	(974)	22,158	(4,069)	-	53,180	21,112	58,057
14 Medical & Surgical supplies	3,265	(196)	15,277	(694)	-	36,665	13,220	40,468
15 Drugs	7,238	(1,174)	29,091	(984)	-	69,819	26,278	67,631
16 Supplies & other expenses	5,328	155	29,320	(3,109)	-	70,367	25,290	72,522
17 Long term interest	587	(0)	2,878	(0)	-	6,907	614	3,532
18 Equipment lease / rental	195	2	978	(74)	-	2,347	2,221	3,623
19 Equipment amortization	858	136	4,219	128	-	11,182	3,577	8,955
20 Total Expense	\$ 51,009	\$ 907	\$ 241,632	\$ (13,600)	\$ -	\$ 576,125	\$ 228,751	\$ 581,474
21 Surplus / (Deficit) From Hospital Operations	\$ (566)	\$ 3,980	\$ (4,804)	\$ (3,361)	\$ (1,443)	\$ (4,275)	\$ (4,377)	\$ 2,861
Surplus / (Deficit) from Other Operations (\$000's)								
22 Other Votes (net)	(4)	(6)	(15)	(22)	7	(52)	(6)	(12)
23 Other Recoveries / (Expenses)	(7)	(7)	(14)	-	(14)	-	(256)	41,903
24 Subtotal	(578)	3,967	(4,833)	(3,383)	(1,451)	(4,327)	(4,639)	44,752
25 Net Building Amortization	\$ (141)	(12)	\$ (664)	\$ (649)	(15)	\$ (1,558)	\$ (673)	\$ (1,536)
26 Net Surplus (Deficit) - \$000's	\$ (719)	\$ 3,955	\$ (5,497)	\$ (4,032)	\$ (1,466)	\$ (5,885)	\$ (5,312)	\$ 43,216
27 COVID-19 related unfunded extraordinary operating expenses included above	\$ 2,759	\$ (2,759)	\$ 6,912	\$ -	\$ (6,912)	\$ -	\$ 6,927	\$ 4,983
28 COVID-19 related unfunded non-ministry revenue loss included above	\$ 579	\$ (579)	\$ 2,181	\$ -	\$ (2,181)	\$ -	\$ 4,686	\$ -
29 YTD - Unearned Ministry volume funding	\$ 1,069	\$ (1,069)	\$ 3,486	\$ -	\$ (3,486)	\$ -	\$ 3,295	\$ 19,155

WINDSOR REGIONAL HOSPITAL
Operating Results for the Five Months Ending August 31, 2021
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)	Budget	Year to Date	Year End	
Financial Performance Measures									
1 Total Margin - \$000's	\$ 9	3,972	\$ (1,955)	\$ (505)	\$ (1,451)	\$ 2,580	\$ 2,580	\$ (4,025)	\$ 48,284
2 Total Margin - %	0.02%	8.38%	-0.78%	-0.21%	-0.57%	0.45%	0.45%	-1.79%	8.26%
3 Unrestricted cash - \$000's	n/a	n/a	\$ 77,357	N/A	N/A	N/A	N/A	-	\$ 119,492
4 Current ratio	n/a	n/a	1.83	1.00	0.83	1.83	1.00	0.41	1.87
Capital equipment expenditures - Fiscal 2021 - 22 \$000's	\$ 484	n/a	\$ 944	\$ 7,373	\$ 6,429	\$ 17,694	\$ 17,694	\$ 1,868	\$ 16,037
Capital equipment expenditures - PY C/F \$000's	\$ 586	n/a	\$ 4,887	\$ 2,526	\$ (2,361)	\$ 6,062	\$ 6,062	\$ 2,470	\$ 4,796
3c Funded / Own Funds Capital Projects	\$ 2,037	n/a	\$ 8,177	\$ 2,917	\$ (5,260)	\$ 7,000	\$ 7,000	\$ 4,111	\$ 25,047
Patient Volume Measures									
1 Total Weighted Cases (est) - HIG	1,707	(396)	7,635	10,380	(2,745)	24,763	24,763	7,660	21,525
2 Acute separations (excl psych)	1,487	(558)	7,153	9,790	(2,637)	24,080	24,080	6,738	16,595
3 Acute pat. days (excl. psych)	7,392	205	34,794	36,565	(1,771)	84,626	84,626	29,441	77,051
4 Psychiatric - Adolescent pat. days	70	(38)	441	517	(76)	1,269	1,269	482	1,416
5 Emergency visits and ER holds	TBD	#VALUE!	TBD	22,802	#VALUE!	54,551	54,551	17,962	43,458
6 OR - Inpatient cases	235	(97)	1,154	1,691	(537)	3,909	3,909	1,024	2,956
7 OR - Day Surgery cases	512	(293)	2,310	3,788	(1,478)	9,484	9,484	1,410	5,763
8 Clinic visits	TBD	#VALUE!	TBD	52,509	#VALUE!	124,549	124,549	46,853	123,941
9 Community Services visits	TBD	#VALUE!	TBD	4,483	#VALUE!	10,695	10,695	1,688	16,351
10 Variable Revenue Volumes:									
(a) Hip procedures	5	(1)	19	19	-	67	67	30	82
(b) Knee procedures	14	(21)	68	153	(85)	410	410	33	142
(c) Pacemaker inserts	-	-	-	-	-	-	-	-	-
11 MRI Hours of Operation	538	(3)	2,704	3,774	(1,070)	6,364	6,364	2,639	6,255
12 CT Hours of Operation	744	5	3,662	3,426	236	8,696	8,696	3,812	8,910
Patient Access Measures & System Integration									
1 Acute Average LOS	5.00	(0.46)	4.86	4.54	(0.32)	4.54	4.54	4.37	4.64
2 Psych Average - Adolescent LOS	4.38	2.06	4.90	6.44	1.54	6.44	6.44	7.00	5.80
Organizational Health									
1 % Sick Time to Total Comp	6.50%	N/A	6.10%	4.70%	-1.40%	3.90%	3.90%	5.70%	6.00%
2 % Overtime to Total Comp	2.90%	N/A	2.90%	2.35%	-0.55%	2.35%	2.35%	2.20%	2.50%
3 FTE staffing (Hospital Ops Only)	1,733.6	N/A	1,801.9	1,790.3	(11.6)	1,690.0	1,690.1	1,657.6	1,700.9

WINDSOR REGIONAL HOSPITAL
Operating Results for the Five Months Ending August 31, 2021
Consolidated - Met and Ouellette Campuses

Patient Volume Measures		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
1,830	(327)	7,711	10,648	25,402	25,402	7,726	21,766
852	(765)	4,111	8,581	19,043	19,043	3,688	9,521
7,666	425	35,518	38,469	85,253	85,253	29,189	77,286
1,859	(66)	8,697	9,300	22,671	22,671	9,771	23,216
TBD	#VALUE!	TBD	22,712	-	-	-	-
306	(33)	1,316	1,820	54,126	54,126	17,770	43,303
782	(488)	4,435	4,990	3,989	3,989	1,111	3,025
TBD	#VALUE!	TBD	24,865	14,953	14,953	1,102	8,040
TBD	#VALUE!	TBD	4,097	60,039	60,039	8,393	26,534
				9,774	9,774	33,113	104,384
11 Variable Revenue Volumes:							
38	10	121	97	333	333	33	183
27	(13)	127	138	471	471	49	226
26	3	112	111	265	265	91	257
352	(77)	2,485	2,294	5,053	5,053	119	2,310
5	(8)	6	11	154	154	195	1,149
560	24.00	2,748	2,318	6,307	6,307	2,685	6,396
886	140.50	4,423	4,078	8,776	8,776	5,473	12,389
Patient Access Measures & System Integration							
9.00	(1.67)	8.64	7.33	7.33	7.33	7.91	8.12
-	-	-	-	-	-	-	-
10.05	2.38	10.28	12.43	12.43	12.43	12.59	11.79
Organizational Health							
6.30%	N/A	6.00%	4.70%	3.90%	3.90%	6.40%	6.20%
5.50%	N/A	5.60%	2.35%	2.35%	2.35%	4.50%	5.00%
1,466.3	N/A	1,509.9	1,498.5	1,434.1	1,434.4	1,406.3	1,442.9

Patient Volume Measures		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Actual	Budget	Forecast	Budget	Year to Date	Year End
-	-	-	-	-	-	271	271
-	-	-	-	-	-	53	53
-	-	-	-	-	-	1,568	1,568
-	-	-	-	-	-	29.58	29.58
-	-	-	-	-	-	39.9	18.6
ST. CLAIR COLLEGE CAMPUS ONLY							
Assessment Centre and the Vaccination Centres							
114.51	-	140.40	-	140.4	-	115.5	80.0

Statement # 3

WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION

As At August 31, 2021
(Amounts in 000's)

	August 31, 2021	March 31, 2021	August 31, 2021	March 31, 2021
ASSETS				
Current assets:				
Cash & short-term investments	\$ 77,237	\$ 119,892	\$ -	\$ -
Cash, restricted	4,162	5,422	-	-
Accounts Rec. - Ministry / CCO	103,241	87,385	20,687	31,203
- OHIP	9,524	9,184	38,498	35,392
- Other	7,200	9,480	52,925	58,525
Inventories	5,190	5,711	3,402	3,355
Prepaid & deferred charges	4,399	3,729	495	495
Due from related parties	3,095	2,522	794	1,196
Total current assets	214,046	243,325	116,800	130,166
Long term assets:				
Long Term Investments	26,638	25,022	38,213	39,641
Property, Plant, Equipment, Net	164,565	165,204	200,000	200,000
Construction in progress	70,771	62,593	24,333	23,478
	235,336	227,797	651	933
Total long term assets	261,974	252,819	1,234	1,234
			6,360	6,758
			123,360	124,933
			394,151	396,977
Total assets	\$ 476,020	\$ 496,144	\$ 476,020	\$ 496,144
LIABILITIES AND EQUITIES				
Current liabilities:				
Bank overdraft				
Bank indebtedness				
Accounts payable - trade				
Accounts payable - Ministry				
Accrued liabilities				
Current portion of long term debt				
Current portion of capital lease obligations				
Current portion accrued benefit obligations				
Total current liabilities			116,800	130,166
Long term liabilities:				
Long Term Debt			38,213	39,641
Debentures			200,000	200,000
Accrued benefit obligations			24,333	23,478
Capital lease obligations			651	933
Marked to market			1,234	1,234
Sick benefits payable			6,360	6,758
Deferred revenue - capital grants			123,360	124,933
			394,151	396,977
Remeasurement gains/(losses):			342	(1,223)
Net assets:			(35,273)	(29,776)
Total liabilities and net assets			\$ 476,020	\$ 496,144

Statement # 4

**Windsor Regional Hospital
Statement of Cash Flows
For the Five Months Ending August 31, 2021**

With Comparative Amounts For the Year Ending March 31, 2021

(Amounts in 000's)

	August 31, 2021	March 31, 2021	Month of Aug 2021
OPERATING ACTIVITIES			
Net Surplus/(deficit) for the period	\$ (5,497)	\$ 43,216	\$ 3,092
Add (deduct) non-cash items:			
Amortization of capital assets	6,469	14,534	1,339
Amortization of deferred capital contributions	(3,137)	(7,260)	(664)
	(2,165)	50,491	3,767
Cash flow from / (used in) operating balances	(27,646)	(42,531)	(1,629)
Cash provided by operating activities	(29,811)	7,960	2,138
INVESTING ACTIVITIES			
Purchase of capital assets	(14,008)	(45,881)	(3,107)
FINANCING ACTIVITIES			
Long term investments	(52)	(18,967)	0
Cash restricted for special purposes	1,260	(5,422)	(127)
Loans payable	(2,065)	170,994	(472)
Capital grants and donations received	1,564	10,530	1,347
Notes payable and other long term liabilities	457	678	100
Cash provided by (used in) financing activities	1,164	157,813	848
Net increase (decrease) in cash during the period	(42,655)	119,892	(121)
Cash, beginning of period	119,892	-	77,357
Cash, end of period	\$ 77,237	\$ 119,892	\$ 77,237

**Windsor Regional Hospital
Summary of Investments and Bank Borrowings & Long Term Debt**
August 31, 2021

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	\$ 76,837,000	1. Credit A - Line of credit	\$ 30,000,000	\$ 30,000,000	\$ -
Equity Investment	400,000				
		<i>Average utilization during the month (Interest rate = CIBC Prime - .25% (2.20%))</i>		\$ -	0 Days
		2. CIBC - Credit B - Committed Installment Loan - net of current portion of \$677,000	\$ -	\$ 7,032,000	\$ 7,032,000 Note 1
		3. CIBC - Credit C - Committed Capital Equipment Revolving Loan with interest rates of 2.46% to 3.26% - net of current portion of \$992,000	\$ -	\$ 6,800,000	\$ 2,366,000
Restricted Cash	\$ 77,237,000		\$ 3,442,000	\$ 6,800,000	\$ 2,366,000
(a) <i>General Account</i>					
		4. TD - Four Term loans with interest rates of 2.69% to 5.6% - net of current portion of \$1,433,000	\$ -	\$ 23,365,000	\$ 23,365,000
		Date of next rate renewal - February 15, 2022	\$ -	\$ 23,365,000	\$ 23,365,000
(b) <i>CIBC Investment Account</i>	4,162,444				
		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	\$ -	\$ 6,000,000	\$ 5,450,000
Long Term Investments	26,638,000				
(c) <i>Sinking Fund</i>					
		Other Disclosures			
		CIBC - re: Credit B - Committed Installment Loan - Marked to Market Value Adjustment	N/A	N/A	\$ 1,234,000 Note 2
		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			
Total	\$ 26,638,000				
					at 2.84% for ten (10) years



WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE – NO EXCEPTIONS!

Media Report to the Board of Directors
SEPTEMBER 2021

Windsor, Toronto hospitals opening COVID-19 clinics for children amid surge in cases

CBC Windsor-August 31, 2021

<https://www.cbc.ca/news/canada/toronto/covid-ont-children-1.6160617>

Hospital visitors will need to be fully vaccinated

Blackburn-August 31, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/31/hospital-visitors-will-need-fully-vaccinated/>

VIDEO-Emergency 911 went out of service in Essex County

CTV Windsor-August 31, 2021

<https://windsor.ctvnews.ca/video?clipId=2270253>

Windsor-Essex adds 51 new COVID 19 cases. 16 residents with virus in hospital

CTV Windsor-September 1, 2021

<https://windsor.ctvnews.ca/windsor-essex-adds-51-new-covid-19-cases-16-residents-with-the-virus-in-hospital-1.5569321>

WECHU recommends delay of all extracurricular school activities

CTV Windsor-August 31, 2021

<https://windsor.ctvnews.ca/wechu-recommends-delay-of-all-extra-curricular-school-activities-1.5569288>

Chamber of Commerce will embrace province's vaccine passport system

AM800-August 31, 2021

<https://www.iheartradio.ca/am800/news/chamber-of-commerce-will-embrace-province-s-vaccine-passport-system-1.15970843>

Jarvis: A shameful show for democracy

Windsor Star-August 31, 2021

<https://windsorstar.com/news/local-news/jarvis-a-shameful-show-for-democracy>

Lasalle gym manager says she'd rather lose her job than enforce vaccine passport

CTV Windsor, Sept. 1, 2021

<https://windsor.ctvnews.ca/more/lasalle-gym-manager-says-she-d-rather-lose-her-job-than-enforce-vaccine-passport-1.5570362>

Local businesses call for fewer restrictions with launch of Ontario's new vaccine passport

Windsor Star, Sept. 1, 2021

<https://windsorstar.com/news/local-news/local-businesses-call-for-fewer-restrictions-with-launch-of-ontarios-new-vaccine-passport>

Region's Medical Officer of Health hoping delay in extracurricular activities will help bring COVID-19 case rates down

AM800, Sept. 1, 2021

<https://www.iheartradio.ca/am800/news/region-s-moh-hoping-delay-in-extracurricular-activities-will-help-bring-covid-19-case-rates-down-1.15977825>

Health unit takes vaccination to residents in Leamington, Windsor

Blackburn News, Sept. 2, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/02/health-unit-takes-vaccination-residents-leamington-windsor/>

Devonshire Mall clinic saw boost in uptake after vaccine passport announcement

CBC Windsor, Sept. 3, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-vaccine-certificate-1.6163530>

WRH expects boost in demand for COVID-19 tests and vaccinations; here's where to go

CTV Windsor, Sept. 2, 2021

<https://windsor.ctvnews.ca/wrh-expects-boost-in-demand-for-covid-19-tests-and-vaccinations-here-s-where-to-go-1.5570968>

WRH hopes to avoid fourth wave of COVID-19

CTV Windsor, Sept. 2, 2021

<https://windsor.ctvnews.ca/wrh-hopes-to-avoid-fourth-wave-of-covid-19-1.5571616>

WRH CEO calling vaccine passport system a step in the right direction

AM800, Sept. 2, 2021

<https://www.iheartradio.ca/am800/news/wrh-ceo-calling-vaccine-passport-system-a-step-in-the-right-direction-1.15984392>

35 EMS and 10 Essex County staff face layoff if not vaccinated by Sept. 7

AM800, Sept. 3, 2021

<https://www.iheartradio.ca/am800/news/35-ems-and-10-essex-county-staff-face-layoff-if-not-vaccinated-by-sept-7-1.15989266>

UWindsor researchers land 500K federal grant for multi-disciplinary COVID-19 study

CTV Windsor, Sept. 2, 2021

<https://windsor.ctvnews.ca/uwindsor-researchers-land-500k-federal-grant-for-multi-disciplinary-covid-19-study-1.5572153>

Jarvis: Doing whatever it takes

Windsor Star, Sept. 3, 2021

<https://windsorstar.com/news/local-news/jarvis-doing-whatever-it-takes>

Essex County, Chatham, Sarnia hospitals to fire employees who don't get vaccine

Windsor Star, Sept. 3, 2021

<https://windsorstar.com/news/local-news/essex-county-chatham-sarnia-hospitals-to-fire-employees-who-dont-get-vaccine>

Vaccination deadline coming for all Erie St. Clair healthcare employees

CBC Windsor, Sept. 3, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-erie-st-clair-hospital-vaccines-1.6164485>

Southwestern Ontario hospitals tell unvaccinated staff enough is enough

Blackburn News, Sept. 3, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/03/southwestern-ontario-hospitals-tell-unvaccinated-staff-enough-enough/>

Vaccinations required for all hospital staff

CTV Windsor, Sept. 3, 2021

<https://windsor.ctvnews.ca/video?clipId=2272825>

Essex County staff, paramedics set to be laid off without vaccine

Windsor Star, Sept. 3, 2021

<https://windsorstar.com/news/local-news/essex-county-staff-paramedics-set-to-be-laid-off-without-vaccine>

'Brides are in tears' – Restrictions coming for Windsor-Essex weddings, bars and restaurants

CTV Windsor, Sept. 3, 2021

<https://windsor.ctvnews.ca/brides-are-in-tears-restrictions-coming-for-windsor-essex-ont-weddings-bars-and-restaurants-1.5572548>

University of Windsor research will tackle COVID-19 at different angles

Blackburn News, Sept. 5, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/05/university-windsor-research-will-tackle-covid-19-different-angles/>

Health insurance should not cover hospital care for those without vaccines

Windsor Star, Sept. 6, 2021

<https://windsorstar.com/opinion/letters/health-insurance-should-not-cover-hospital-care-for-those-without-vaccines>

Outbreak declared at CKHA with two positive COVID tests

CTV Windsor, Sept. 7, 2021

<https://windsor.ctvnews.ca/outbreak-declared-at-ckha-with-2-positive-covid-tests-1.5575924>

Hospitals would be negligent to not have a strict vaccine policy: employment lawyer

CTV Windsor, Sept. 8, 2021

<https://windsor.ctvnews.ca/hospitals-would-be-negligent-to-not-have-a-strict-vaccine-policy-employment-lawyer-1.5577851>

Video: <https://windsor.ctvnews.ca/video?clipId=2277659>

Health unit resources stretched thin to deal with pandemic's 4th wave

Windsor Star, Sept. 8, 2021

<https://windsorstar.com/news/local-news/health-unit-resources-stretched-thin-to-deal-with-pandemics-4th-wave>

County reports 98.6% staff vaccinated

Blackburn News, Sept. 8, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/08/county-reports-98-6-per-cent-staff-vaccinated/>

Dozens of students sent home due to COVID-19 at an Amherstburg school

AM800, Sept. 8, 2021

<https://www.iheartradio.ca/am800/news/dozens-of-students-sent-home-due-to-covid-19-at-an-amherstburg-school-1.16026480>

Windsor-Essex hospitals set vaccination deadline for workers

CTV Windsor-Sept 9, 2021

<https://windsor.ctvnews.ca/windsor-essex-hospitals-set-vaccination-deadline-for-workers-1.5579568>

Windsor Regional Hospital staff must be vaccinated by September 22, 2021

AM800-Sept 9, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-staff-must-be-vaccinated-by-september-22-1.16041467>

Windsor Regional Hospital sets deadline for staff to get fully vaccinated

Blackburn-Sept 9, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/10/windsor-regional-hospital-sets-deadline-staff-get-fully-vaccinated/>

Windsor Regional Hospital confirms date of September 22 for mandated vaccinations

Windsor Star-Sept 9, 2021

<https://windsorstar.com/news/local-news/windsor-regional-hospital-confirms-date-sept-22-for-mandated-vaccinations>

AUDIO-The Shift with Patty Handysides-Vaccination rates low in Pregnant Woman

AM800-Sept 9, 2021

<https://www.iheartradio.ca/am800/audio/the-shift-vaccinations-low-with-pregnant-women-1.16039814>

Health Unit stands by decision to delay extracurricular activities

Windsor Star-Sept 9, 2021

<https://windsorstar.com/news/local-news/health-unit-stands-by-decision-to-delay-extracurriculars>

Windsor-Essex has the highest COVID-19 percent positivity rate in Ontario

CTV Windsor-Sept 9, 2021

<https://windsor.ctvnews.ca/windsor-essex-has-highest-covid-19-per-cent-positivity-in-ontario-1.5578534>

Windsor-Essex has the highest weekly COVID-19 rate in the province

AM800-Sept 9, 2021

<https://www.iheartradio.ca/am800/news/windsor-essex-has-highest-weekly-covid-19-rate-in-the-province-1.16043404>

Recovering COVID-19 patient says he regrets not getting vaccinated

CBC Windsor-Sept 9, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-amherstburg-vaccine-1.6170229>

Jarvis: Showing leadership in a pandemic and an election

Windsor Star-Sept 9, 2021

<https://windsorstar.com/news/local-news/jarvis-showing-leadership-in-a-pandemic-and-an-election>

Local restaurant owner continues to question new restrictions after meeting with health unit

AM800-Sept 9, 2021

<https://www.iheartradio.ca/am800/news/local-restaurant-owner-continues-to-question-new-restrictions-after-meeting-with-health-unit-1.16043424>

Doctors now targeting the 'moveable middle' to boost vaccination rates

CTV Windsor-Sept 9, 2021

<https://windsor.ctvnews.ca/doctors-now-targeting-the-moveable-middle-to-boost-vaccination-rates-1.5579120>

Michigan hospital leaders renew vaccination plea amid deaths

CTV Windsor-Sept 9, 2021

<https://windsor.ctvnews.ca/michigan-hospital-leaders-renew-vaccination-plea-amid-deaths-1.5579940>

First school COVID case this year prompts concerns. WECHU wants to keep in-person learning

CTV Windsor-Sept 9, 2021

<https://windsor.ctvnews.ca/first-school-covid-case-this-year-prompts-concerns-wechu-wants-to-keep-in-person-learning-1.5578810>

Windsor's new paediatric clinic sees tripling in daily visits

Windsor Star, Sept. 10, 2021

<https://windsorstar.com/news/windsors-new-paediatric-clinic-sees-tripling-in-daily-visits>

WRH encouraging pregnant women to get vaccinated

AM800, Sept. 10, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-encouraging-pregnant-women-to-get-vaccinated-1.16045138>

Paralympian Danielle Campo McLeod fighting for her life in hospital

AM800, Sept. 10, 2021

<https://www.iheartradio.ca/am800/news/paralympian-danielle-campo-mcleod-fighting-for-her-life-in-hospital-1.16044993>

2nd COVID-19 outbreak declared at Chatham-Kent hospital in less than a week

CBC Windsor, Sept. 13, 2021

<https://www.cbc.ca/news/canada/windsor/chatham-kent-covid-19-outbreak-1.6173091>

At least 208 Windsor-Essex students exposed to COVID-19 during 1st week of school

CBC Windsor, Sept. 11, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-home-first-week-school-cases-1.6173050>

Chatham-Kent's top doctor asks businesses to create vaccination policies for staff

AM800, Sept. 13, 2021

<https://www.iheartradio.ca/am800/news/chatham-kent-s-top-doctor-asks-businesses-to-create-vaccination-policies-for-staff-1.16061988>

Kingsville to discuss mandatory vaccination policy

Blackburn News, Sept. 13, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/13/kingsville-discuss-mandatory-vaccination-policy/>

Vaccine requirements coming to Lasalle facilities

Blackburn News, Sept. 12, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/12/vaccine-requirements-coming-lasalle-facilities/>

Reader letter: supportive of need for everyone to get vaccinated

Windsor Star, Sept. 13, 2021

<https://windsorstar.com/opinion/letters/reader-letter-supportive-of-need-for-everyone-to-get-vaccinated>

Reader letter: Refusing vaccine putting everyone's life at risk

Windsor Star, Sept. 13, 2021

<https://windsorstar.com/opinion/letters/reader-letter-refusing-vaccine-putting-everyones-life-at-risk>

Nearly all Windsor Regional Hospital staff are vaccinated – but some oppose new policy says CEO

CBC Windsor-September 13, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-covid19-vaccines-1.6173829>

Wide spread condemnation Mondays hospital protests

Blackburn-September 13, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/13/wide-spread-condemnation-mondays-hospital-protests/>

VIDEO: Ongoing protests in front of Ontario hospitals

CTV Windsor-September 13, 2021

<https://windsor.ctvnews.ca/video?clipId=2280781>

Hundreds dismissed from local schools following COVID exposures

Windsor Star-September 13, 2021

<https://windsorstar.com/news/local-news/hundreds-dismissed-from-local-schools-following-covid-exposures>

Interim Medical Officer of Health officially on the job in Windsor-Essex

AM800-September 13, 2021

<https://www.iheartradio.ca/am800/news/interim-medical-officer-of-health-officially-on-the-job-in-windsor-essex-1.16068808>

U of W to research vaccine misinformation

Blackburn-September 13, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/14/u-w-research-vaccine-misinformation/>

Hall of Fame Paralympian Danielle Campo fighting for her life

Windsor Star-September 13, 2021

<https://windsorstar.com/news/local-news/hall-of-fame-paralympian-danielle-campo-fighting-for-her-life>

Kingsville approves mandatory vaccine policy among staff

Blackburn-September 13, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/14/kingsville-approves-mandatory-vaccine-policy-among-staff/>

WRH adding more staff at its PUMA clinic due to high demand

AM800, Sept. 14, 2021

<https://www.iheartradio.ca/am800/news/wrh-adding-more-staff-at-it-s-puma-clinic-due-to-high-demand-1.16075869>

Health unit clarifies proof of vaccination requirements for weddings, funerals

Windsor Star, Sept. 14, 2021

<https://windsorstar.com/news/local-news/health-unit-clarifies-proof-of-vaccination-requirements-for-weddings-funerals>

Parents want more safety measures on Windsor-Essex school buses to protect young children from COVID

CBC Windsor, Sept. 14, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-school-buses-safety-measures-1.6175721>

Health unit says 600 students home with COVID-19

Blackburn News, Sept. 14, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/14/health-unit-says-600-students-home-covid-19/>

Vaccination proof required at Vollmer Complex and Lasalle Civic Centre

AM800, Sept. 14, 2021

<https://www.iheartradio.ca/am800/news/vaccination-proof-required-at-vollmer-complex-and-lasalle-civic-centre-1.16075162>

Jarvis: It's very hard to be so disrespected

Windsor Star, Sept. 16, 2021

<https://windsorstar.com/news/local-news/jarvis-its-very-hard-to-be-so-disrespected>

70,000 people in Windsor-Essex yet to receive a COVID-19 vaccination

AM800, Sept. 16, 2021

<https://www.iheartradio.ca/am800/news/70-000-people-in-windsor-essex-yet-to-receive-a-covid-19-vaccination-1.16081176>

‘This is something that needs immediate action’ says new Medical Officer of Health about vaccination

Blackburn News, Sept. 15, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/15/something-needs-immediate-action-says-new-moh-vaccination/>

Over 70,000 eligible residents in Windsor-Essex not vaccinated: WECHU

CTV Windsor, Sept. 15, 2021

<https://windsor.ctvnews.ca/over-70-000-eligible-residents-in-windsor-essex-not-vaccinated-wechu-1.5586137>

St. Joseph’s Catholic high school shut down after COVID-19 outbreak

Windsor Star, Sept. 15, 2021

<https://windsorstar.com/news/local-news/st-josephs-catholic-high-school-shut-down-after-covid-19-outbreak>

Contract tracers ‘worked off their feet’ as Chatham-Kent becomes COVID hotspot

CBC Windsor, Sept. 15, 2021

<https://www.cbc.ca/news/canada/windsor/covid19-chatham-kent-david-colby-1.6176307>

Chatham ICU full, majority unvaccinated; surgery scheduling day by day: CKHA

CTV Windsor, Sept. 16, 2021

<https://windsor.ctvnews.ca/chatham-icu-full-majority-unvaccinated-surgery-scheduling-day-by-day-ckha-1.5588231>

Local COVID rate has dropped, remains high: health unit

Windsor Star, Sept. 16, 2021

<https://windsorstar.com/news/local-news/local-covid-rate-has-dropped-remains-high-health-unit>

Windsor-Essex COVID-19 cases fall slightly but it remains a 'pivotal time'

CBC Windsor, Sept. 16, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-19-sept16-1.6178054>

Low vaccination rate, high number of contacts preceded decision to close St. Joe’s

Blackburn News, Sept. 16, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/16/low-vaccination-rate-high-number-contacts-preceded-decision-close-st-joes/>

Meet Dr. Shanker Nesathurai, the acting medical officer of health for Windsor-Essex

CBC Windsor, Sept. 16, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-acting-medical-officer-health-1.6178473>

Deadline set for city staff to get vaccinated; testing will not be an option for unvaccinated

AM800, Sept. 16, 2021

<https://www.iheartradio.ca/am800/news/deadline-set-for-city-staff-to-get-vaccinated-testing-will-not-be-an-option-for-unvaccinated-1.16089876>

City mayor feels more people will get vaccinated once vaccine certification program starts

AM800, Sept. 16, 2021

<https://www.iheartradio.ca/am800/news/city-mayor-feels-more-people-will-get-vaccinated-once-vaccine-certification-program-starts-1.16086910>

Amherstburg staff must be vaccinated by mid-November or be subject to regular testing

AM800, Sept. 17, 2021

<https://www.iheartradio.ca/am800/news/amherstburg-staff-must-be-vaccinated-by-mid-november-or-be-subject-to-regular-testing-1.16091154>

COVID-19 screening to begin next week at Tecumseh Arena

AM800, Sept. 16, 2021

<https://www.iheartradio.ca/am800/news/covid-19-screening-to-begin-next-week-at-tecumseh-arena-1.16086865>

Downtown Windsor BIA responds to COVID-19 exposure

AM800, Sept. 16, 2021

<https://www.iheartradio.ca/am800/news/downtown-windsor-bia-responds-to-covid-19-exposure-1.16086203>

Slight improvement in Windsor-Essex COVID-19 case rate still among highest in Ontario

CTV Windsor, Sept. 16, 2021

<https://windsor.ctvnews.ca/slight-improvement-in-windsor-essex-covid-19-case-rate-still-among-highest-in-ontario-1.5587773>

Windsor city council approves new mandatory vaccine policy for municipal employees

Windsor Star, Sept. 16, 2021

<https://windsorstar.com/news/local-news/windsor-city-council-approves-new-mandatory-vaccine-policy-for-municipal-employees>

Health unit issues community alert following high number of drug-related overdoses

AM800, Sept. 17, 2021

<https://www.iheartradio.ca/am800/news/health-unit-issues-community-alert-following-high-number-of-drug-related-overdoses-1.16091231>

'Code black' incident in Essex County prompts worries about ambulance response times

CBC Windsor, Sept. 17, 2021

<https://www.cbc.ca/news/canada/windsor/code-black-ambulances-essex-county-1.6178950>

Silent protest in downtown Windsor

CTV Windsor, Sept. 18, 2021

<https://windsor.ctvnews.ca/silent-protest-in-downtown-windsor-1.5591296>

'It's concerning' – class dismissals continue

CTV Windsor, Sept. 19, 2021

<https://windsor.ctvnews.ca/it-s-concerning-class-dismissals-continue-1.5591987>

Catholic board chair says they're still waiting on rapid COVID-19 tests for staff from province

CBC Windsor, Sept. 17, 2021

<https://www.cbc.ca/news/canada/windsor/covid-19-catholic-chair-rapid-tests-1.6180307>

'Every bride has been robbed' – bride-to-be upset with WECHU regulations

CTV Windsor, Sept. 20, 2021

<https://windsor.ctvnews.ca/every-bride-has-been-robbed-bride-to-be-upset-with-wechu-regulations-1.5592997>

Proof of vaccination needed to enter city of Windsor recreation centres

CBC Windsor, Sept. 20, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-covid19-vaccination-recreation-1.6183210>

Windsor COVID-19 long-hauler feels health issue was ignored during election

CBC Windsor, Sept. 20, 2021

<https://www.cbc.ca/news/canada/windsor/bonnie-campeau-federal-election-covid-windsor-1.6182170>

Active cases continue slow decline in Windsor-Essex

Blackburn News, Sept. 20, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/20/active-cases-continue-slow-decline-windsor-essex/>

Region's acting Medical Officer of Health hopes to contain school COVID-19 cases

AM800, Sept. 20, 2021

<https://www.iheartradio.ca/am800/news/region-s-acting-moh-hopes-to-contain-school-covid-19-cases-1.16112592>

More classes dismissed in Windsor-Essex after COVID-19 exposure

Windsor Star, Sept. 20, 2021

<https://windsorstar.com/news/local-news/more-classes-dismissed-in-windsor-essex-after-covid-19-exposure>

Late Dialysis Patient's Family raises \$18,000 for new hospital TVs

Windsor Star-September 21, 2021

<https://windsorstar.com/news/local-news/late-dialysis-patients-family-raises-18k-for-new-hospital-tvs>

Friends and family raise more than \$18,000 in memory of Windsor man

AM800-September 21, 2021

<https://www.iheartradio.ca/am800/news/friends-and-family-raise-more-than-18k-in-memory-of-windsor-man-1.16123884>

Windsor mayor recommends minor vaccination change

AM800-September 21, 2021

<https://www.iheartradio.ca/am800/news/windsor-mayor-recommends-minor-vaccination-change-1.16123784>

City of Windsor's decision to have young players vaccinated has one parent feeling anxious

CBC Windsor-September 21, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-recreation-facilities-vaccines-kids-1.6184694>

Vaccine certification system goes into effect

Blackburn-September 21, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/22/vaccine-certification-system-goes-effect/>

Vast majority of hospital staff vaccinated as mandate comes into effect

Windsor Star, Sept. 22, 2021

<https://windsorstar.com/news/local-news/vast-majority-of-hospital-staff-vaccinated-as-mandate-comes-into-effect>

WRH reports 140 employees did not meet vaccination deadline

AM800, Sept. 22, 2021

<https://www.iheartradio.ca/am800/news/wrh-reports-140-employees-did-not-meet-vaccination-deadline-1.16129507>

172 Windsor, Ont., hospital staff suspended without pay for not getting COVID-19 shots

CBC Windsor, Sept. 22, 2021

<https://www.cbc.ca/news/canada/windsor/dozens-windsor-essex-hospital-staff-1.6185369>

Dozens of unvaccinated Windsor, ON hospital staff suspended without pay

CTV Windsor, Sept. 22, 2021

<https://windsor.ctvnews.ca/dozens-of-unvaccinated-windsor-ont-hospital-staff-suspended-without-pay-1.5596140>

Dozens of unvaccinated WRH employees on unpaid leave

Blackburn News, Sept. 22, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/22/dozens-unvaccinated-wrh-employees-unpaid-leave/>

Physicians see increase in COVID-19 vaccine exemption requests

CTV Windsor, Sept. 22, 2021

<https://windsor.ctvnews.ca/physicians-see-increase-in-covid-19-vaccine-exemption-requests-1.5596685>

Windsor-Essex public health CEO asks for patience as vaccine passport program rolls out

CBC Windsor, Sept. 22, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-health-unit-vaccine-passports-1.6185108>

Health unit stresses patience with vaccination verification launch

AM800, Sept. 22, 2021

<https://www.iheartradio.ca/am800/news/health-unit-stresses-patience-with-vaccination-verification-launch-1.16131049>

Blitz planned to ensure compliance with vaccine passport system

Blackburn News, Sept. 22, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/22/blitz-planned-ensure-compliance-vaccine-passport-system/>

Reader letter: hospital ICU nurse grateful for community expression of thanks

Windsor Star, Sept. 22, 2021

<https://windsorstar.com/opinion/letters/reader-letter-hospital-icu-nurse-grateful-for-community-expression-of-thanks>

Health unit reopens St. Joseph's high school following COVID outbreak

Windsor Star, Sept. 22, 2021

<https://windsorstar.com/news/local-news/health-unit-reopens-st-josephs-high-school-following-covid-outbreak>

AUDIO-WRH President David Musyj on the Morning Drive discusses WRH Vaccine Policy

AM800, Sept. 22, 2021

<https://www.iheartradio.ca/am800/audio/morning-drive-windsor-regional-hospital-update-1.16135233>

AUDIO-WRH President David Musyj on Newstalk 1010 (Toronto) discusses WRH Vaccine Policy

Newstalk 1010, Sept. 22, 2021

<https://omny.fm/shows/newstalk1010/david-musyj-ceo-of-windsor-regional-hospital-wit-1>

140 unvaccinated staff at Windsor, Ontario hospital placed on leave

Toronto Star, Sept. 22, 2021

<https://www.thestar.com/news/canada/2021/09/22/140-unvaccinated-staff-at-windsor-ont-hospital-placed-on-leave.html>

Some WRH staff back at work after missing Wednesday's vaccination deadline

AM800-Sept 23, 2021

<https://www.iheartradio.ca/am800/news/some-wrh-staff-back-at-work-after-missing-wednesday-s-vaccination-deadline-1.16138680>

AUDIO-The Shift-Did the hospital do the right thing yesterday by sending unvaccinated employees home?

AM800-September 23, 2021

<https://www.iheartradio.ca/am800/audio/the-shift-did-the-hospital-do-the-right-thing-yesterday-by-sending-unvaccinated-employees-home-1.16137163>

Leamington Assessment Centre holding clinic for kids

Blackburn-September 23, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/23/leamington-assessment-centre-holding-clinic-kids/>

Community alert issued after a high number of drug related overdoses

AM800-September 23, 2021

<https://www.iheartradio.ca/am800/news/community-alert-issued-after-a-high-number-of-drug-related-overdoses-1.16136583>

We still have a long way to go – local COVID rate drops, remains second highest in Ontario

Windsor Star-September 24, 2021

<https://windsorstar.com/news/local-news/we-still-have-a-long-way-to-go-local-covid-rate-drops-remains-second-highest-in-ontario>

What happened now is no less than a miracle - Update on Danielle Campo McLeod

Blackburn-September 23, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/24/happened-now-no-less-miracle/>

Progress slow in new mom Danielle Campo's recovery

Windsor Star-September 24, 2021

<https://windsorstar.com/news/local-news/progress-slow-in-new-mom-danielle-campos-recovery>

Reader letter: Listen to COVID-19 medical experts, not social media gossip

Windsor Star-September 24, 2021

<https://windsorstar.com/opinion/letters/reader-letter-listen-to-covid-19-medical-experts-not-social-media-gossip>

Mandatory vaccination policy for Windsor police officers to be discussed

Windsor Star-September 24, 2021

<https://windsorstar.com/news/local-news/mandatory-vaccination-policy-to-be-discussed-for-windsor-police-officers>

Investigation ongoing after hospital staff threatened

Blackburn News, Sept. 26, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/26/investigation-ongoing-hospital-staff-threatened/>

Senior hospital staff threatened

Windsor Star, Sept. 24, 2021

<https://windsorstar.com/news/local-news/senior-hospital-staff-threatened>

'Many' suspended hospital workers getting COVID-19 vaccine, Windsor Regional Hospital says

CBC Windsor, Sept. 24, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-suspended-worker-hospitals-getting-vaccines-1.6188338>

COVID-19 vaccine clinic held at St. Joseph's after students return to class

CBC Windsor, Sept. 24, 2021

<https://www.cbc.ca/news/canada/windsor/covid-19-vaccine-clinic-held-at-st-joseph-s-after-students-return-to-class-1.6188542>

Will the flu make a comeback this season?

CTV Windsor, Sept. 27, 2021

<https://windsor.ctvnews.ca/will-the-flu-make-a-comeback-this-season-1.5601583>

In-school vaccination concerns some local parents

Windsor Star, Sept. 24, 2021

<https://windsorstar.com/news/local-news/in-school-covid-vaccination-concerns-some-local-parents>

In-school vaccine clinic raises questions

CTV Windsor, Sept 24, 2021

<https://windsor.ctvnews.ca/students-don-t-need-their-parents-signature-to-get-a-vaccine-at-school-wechu-1.5599737>

Video: <https://windsor.ctvnews.ca/video?clipId=2288497>

Health unit clarifies rules around consent for youth vaccinations

AM800, Sept. 24, 2021

<https://www.iheartradio.ca/am800/news/health-unit-clarifies-rules-around-consent-for-youth-vaccinations-1.16142859>

WECHC hoping to land provincial funding for migrant worker health clinic

AM800, Sept. 27, 2021

<https://www.iheartradio.ca/am800/news/wechc-hoping-to-land-provincial-funding-for-migrant-worker-health-clinic-1.16145006>

COVID-19 outbreaks increase at Windsor-Essex LTC and retirement homes

CTV Windsor, Sept. 26, 2021

<https://windsor.ctvnews.ca/covid-19-outbreaks-increase-at-windsor-essex-ltc-and-retirement-homes-1.5599118>

Reader letter: Society's pressure on unvaccinated getting out of control

Windsor Star, Sept. 27, 2021

<https://windsorstar.com/opinion/letters/reader-letter-societys-pressure-on-unvaccinated-getting-out-of-control>

Danielle Campo McLeod is ready to come home

CTV Windsor, Sept. 25, 2021

<https://windsor.ctvnews.ca/danielle-campo-mcleod-is-ready-to-come-home-1.5600450>

Danielle Campo McLeod awake and thankful for the community's support

AM800, Sept. 24, 2021

<https://www.iheartradio.ca/am800/news/danielle-campo-mcleod-awake-and-thankful-for-the-community-s-support-1.16145327>

Vaccination status creates divide

CTV Windsor, Sept. 27, 2021

<https://windsor.ctvnews.ca/video?clipId=2289902>

Local healthcare workers recall roundtrips of hell and back

CTV Windsor, Sept. 27, 2021

<https://windsor.ctvnews.ca/local-healthcare-workers-recall-roundtrips-of-hell-and-back-1.5602387>

WECHU issues letter of instruction requiring proof of vaccination for 12+ at indoor recreation facilities

CTV Windsor, Sept. 27, 2021

<https://windsor.ctvnews.ca/wehcu-issues-letter-of-instruction-requiring-proof-of-vaccination-for-12-at-indoor-recreation-facilities-1.5602472>

WECHU issuing letter of instruction for all local recreation and community centres

AM800, Sept. 27, 2021

<https://www.iheartradio.ca/am800/news/wechu-issuing-letter-of-instruction-for-all-local-recreation-and-community-centres-1.16161485>

Long-term care retirement home residents receiving third COVID-19 shots

Windsor Star, Sept. 27, 2021

<https://windsorstar.com/news/local-news/long-term-care-retirement-home-residents-receiving-third-covid-19-shots>

'The overdose crisis far outweighs the pandemic in our population'

Windsor Star, Sept. 27, 2021

<https://windsorstar.com/news/local-news/the-overdose-crisis-far-outweighs-the-pandemic-in-our-population>

'It happens so often we become numb:' Windsor man on losing his friends to opioids

CBC Windsor, Sept. 27, 2021

<https://www.cbc.ca/news/canada/windsor/night-to-remember-opioids-downtown-mission-1.6190966>

3,400 spectators now allowed at Windsor Spitfires home games

CBC Windsor, Sept. 27, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-spitfires-capacity-wfcu-covid-19-1.6190992>

Over 100 staff at WRH remain unvaccinated ahead of termination deadline

AM800-September 29, 2021

<https://www.iheartradio.ca/am800/news/over-100-staff-at-wrh-remain-unvaccinated-ahead-of-termination-deadline-1.16172660>

Corvette Club parades around Met and donates \$5,500 to Windsor Regional Hospital

Windsor Star-September 28, 2021

<https://windsorstar.com/news/local-news/corvette-club-parades-around-met-donates-5500-to-windsor-regional-hospital>

Unvaccinated Lakeshore staff will not be fired under town's vaccination policy

AM800-September 28, 2021

<https://www.iheartradio.ca/am800/news/unvaccinated-lakeshore-staff-will-not-be-fired-under-town-s-vaccination-policy-1.16172692>

Restaurant owners issue call for action against hospitality restrictions

Windsor Star-September 28, 2021

<https://windsorstar.com/news/local-news/restaurant-owners-issues-call-for-action-against-hospitality-restrictions>

Why do we still have these punitive restrictions?

Blackburn-September 28, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/09/29/still-punitive-restrictions/>

Petition urges end to ban on dancing curfew for bars and restaurants

AM800-September 28, 2021

<https://www.iheartradio.ca/am800/news/petition-urges-end-to-ban-on-dancing-curfew-for-bars-and-restaurants-1.16169660>

COVID-19 active case count drops below 300 in Windsor-Essex

CBC Windsor-September 28, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-sept28-1.6191888>

Grit and Grace: Windsor's Hotel-Dieu Grace Healthcare shares staff stories in time of COVID

Windsor Star-September 28, 2021

<https://windsorstar.com/news/local-news/grit-and-grace-windsors-hotel-dieu-grace-healthcare-shares-staff-stories-in-time-of-covid>

WRH standing by vaccination policy despite protest

AM800, Sept. 29, 2021

<https://www.iheartradio.ca/am800/news/wrh-standing-by-vaccination-policy-despite-protest-1.16175829>

Healthcare workers and supporters protest hospital vaccination policy

CTV Windsor, Sept. 29, 2021

<https://windsor.ctvnews.ca/healthcare-workers-and-supporters-protest-hospital-vaccination-policy-1.5605521>

Protesters gather outside WRH following staff suspensions last week

CBC Windsor, Sept. 29, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-protest-1.6193805>

Group protests mandated vaccine policy outside WRH Met campus

Windsor Star, Sept. 29, 2021

<https://windsorstar.com/news/local-news/group-protests-mandated-vaccine-policy-outside-wrh-met-campus>

Health unit prepares COVID vaccination rollout for kids ages 5 to 11

Windsor Star, Sept. 29, 2021

<https://windsorstar.com/news/local-news/health-unit-prepares-covid-vaccination-rollout-for-kids-ages-5-to-11>

Web and Social Media Report - Sept. 2021

MyWRH:

Users: 3,700 users this month, +300

Average view time: 4 m 47 s, +28%

How do people access the site?

Desktop: 77%

Mobile: 16%

Tablet: 6%

Top pages:

1. Home Page – 18,360 views
2. Career Opportunities –7,653 views
3. Current Postings –7,431 views
4. Employee Corner – 4,242 views
5. Departments and Services – 3,413
6. Marketplace -3,200
7. Physician On Call Schedule – 2,481

WEB:

Users: 70,925 users this month, +13 %

New Users: 70.2%

Average view time: 1 m 51s

How do people access the site?

Mobile: 63%, +25.7%

Desktop: 34 %, +13.3%

Tablet: 3 %, +25%

Top pages:

1. Home Page – 35,134 views,
2. COVID Assessment Centre –23,674 views
3. coronavirus - 21,869
4. Emergency Wait times –13,961 views
5. Login - Aug. 2 memo – 6,4444
6. Careers –6,276 views
7. Vaccination Centres – 4,781 views
8. Puma – 4,599
9. Login board/disclose – 4,189
10. Contact us – 3,768 views

Top Languages other than English:

1)Chinese ([zh.cn](#)) – 184 users or .26% of all users

2) French - 153, .21 % of all users

YOUTUBE:

Views: 19,006 views (+13,000 more than average)

Watch Time: 884 hours (above average)
Subscribers: 653, +17

Top videos internal:

1. WRH COVID Self Test – 1,423
2. Nursing Student Cerner Video – 896
3. Nursing Student Cerner Part 2 – 654
4. Nursing Student Cerner Part 3 – 582
5. Nursing Student Cerner Part 4 – 451

Top videos external:

1. Come Home to Windsor – HR Promotion – 10,370
2. Using quick Dams to prevent flooding at WRH – 467
3. President and CEO Report – 311
4. WRH Mission – 250 views
5. Negative Air Pressure Rooms – 158 views
6. WRH Open Board Meeting – 121 views

FACEBOOK: 10,153 followers +49

97,044 monthly reach, +61%

33,619 people “engaged” on our site - commented or liked our posts this month, down 3%

18,981 videos viewed, down 7%

Top Posts:

1. WRH opens PUMA Clinic – 52,147 people reached, 2,063 reactions
2. WRH encourages vaccines for pregnant women – 18,984 people reached, 760 reactions
3. Mandatory vaccines for visitors – 18,498 people reached, 634 reactions
4. National Housekeeping Week – 5,214 people reached, 473 reactions
5. Demand in infant nutrition centre – 4,324 people reached, 91 reactions

INSTAGRAM – Followers: 3,613

Reach: 10,307, 54.6%

Engagement – 1,477, -17%

Top Posts:

1. WRH opens PUMA Clinic – reach 2,267, likes, 192
2. WRH encourages vaccines for pregnant women – reach 1,584 likes, 95
3. New faces in NICU – reach 1,562, likes 89
4. Demand in infant nutrition centre – reach 1,503, likes 79
5. National Payroll week - reach 1,444, likes 79

TWITTER:

Followers: 4,889, +89 this month
Impressions: 56,000, -60%
Tweets: 43 – same as last month

Trending topics:

1. WRH opens PUMA Clinic – 33,200 impressions, 330 engagements
2. Walk-in appointments available at Devonshire – 8,353 impressions, 359 engagements
3. Vaccinations increase at Devonshire Mall – 7,805 impressions, 136 engagements
4. Get Vaccinated - 6,250 impressions, 366 engagements
5. 81% of COVID-19 patients in hospital not vaccinated – 4,099 impressions, 366 engagements