



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, April 3, 2025
1700 hours – Auditorium, MET Campus**

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (France)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (France)		1702	
3. <u>PREVIOUS MINUTES:</u> March 6, 2025 (France)	Tab A	1703	MOTION (approve)
4. <u>REPORT OF THE ACTING PRESIDENT & CEO</u> (Riddell)		1705	FYI
5. <u>SCHULICH REPORT</u> – (Jacobs)		1715	FYI
6. <u>FINANCIAL PRESENTATION</u> – (Paniccia)	Tab B	1720	MOTION (accept) FYI
7. <u>CONSENT AGENDA:</u> <u>Finance/Audit & Resources: March 24, 2025 and Operating Results</u>	Tab C	1730	MOTION (accept report)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (France)	Tab D	1735	FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (France)		1736	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, May 1, 2025 – ZOOM		1737	FYI

11. <u>ADJOURNMENT</u> (France)		1737	MOTION
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REGRETS ONLY TO dawn.sutherland@wrh.on.ca, or (519) 254-5577 X52517



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, March 6, 2025**, 1700 hours, VIA ZOOM.

PRESENT:

Patricia France, Chair	Chris Lanoue	Karen Riddell (ex-officio, non-voting)
Anthony Paniccia	David Malian	Dr. Wassim Saad (ex-officio, non-voting)
Ian McLeod	Cynthia Bissonnette	Dr. Mayer Zayouna (ex-officio, non-voting)
Mary Dawson	Paul Lachance	Dr. Irram Sumar (ex-officio, non-voting)
Laura Copat	Linda Staudt	
Genevieve Isshak	Jamie Skutovich	
Nadine Manroe-Wakerell		

STAFF:

Executive Committee

REGRETS:

Dr. Laurie Freeman
Nila Das
David Musyj (ex-officio, non-voting)
Dr. Larry Jacobs (ex-officio, non-voting)

1. CALL TO ORDER:

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

The Chair noted that Hats on for Healthcare kicked off on March 1st. Hats On for Healthcare is now in its 16th year and has raised more than \$650,000 for programs and services at Windsor Regional Hospital. All details are available on the website.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the February 6, 2025 Board meeting had been previously circulated.

MOVED by Mr. P. Lachance, **SECONDED** by Mr. D. Malian and **CARRIED THAT** the minutes of the February 6, 2025 Board of Directors meeting be approved.

4. REPORT FROM THE ACTING PRESIDENT & CEO / CNE

Ms. Riddell referred to her written report and provided the following highlights.

WRH continues to experience high volumes during the current respiratory season. Specific visitor restrictions are in place for our paediatric and neonatal intensive care units. We continue to encourage residents with non-emergency concerns to check out alternatives to the ER and to follow the advice of WECHU and all our hospital partners by taking precautions to reduce the spread of viruses. It is recommended to wear a mask if you have respiratory symptoms.

Ms. Riddell presented the provincial summary/percent positivity:

- COVID 6.4% (similar to previous week)
- Influenza 22.4%, RSV 3.2%

We are seeing a slow downward trend right now however we could see a rise in cases following March Break travel.

Dr. Saad provided an update with respect to the increase of measles world-wide and in Canada. As of February 12, 2025, 99 cases of measles (67 confirmed, 32 probably) have been reported in Ontario and these numbers have since increased. This past week we have started to see some paediatric cases of unvaccinated children.

Dr. Saad stated that measles is the most contagious infectious disease in the world and can cause serious illness with complications including pneumonia, deafness, brain inflammation and in severe cases, death. It is an airborne virus and spreads easily when an infected person coughs or sneezes. The virus can live on surfaces such as door knobs and can live up to two hours in the air after the infected person has left the enclosed space. Symptoms include a rash, fever and cough.

There is no specific treatment for measles. Treatment is given to help relieve the symptoms and severe infections are often treated in hospitals. Most people can recover at home by drinking plenty of fluids and getting lots of rest. The best way to protect against measles is to receive two doses of the measles vaccine (MMR or MMRV) vaccine). Cases can occur when unvaccinated individuals travel to and from areas where measles is circulating.

Ms. Riddell provided an update on Avian Influenza. The risk remains low at this time. Symptoms are similar to other viruses and include conjunctivitis, fever, body aches, cough, sore throat and breathing problems. High risk activities include working with poultry, hunting, working with wild birds and mammals, visiting animal farms and consuming unpasteurized milk or undercooked meat. There is no concern in Canada from a food perspective.

5. REPORT FROM SCHULICH:

Dr. Jacobs was unable to attend the meeting.

6. **FINANCIAL PRESENTATION (January 31, 2025 Results):**

Mr. Paniccia reported.

Slide 2 – Financial Results – YTD January 2025

- The net deficit after building amortization is \$20,489,000 which is \$5,400,000 better than budget
- Hospital Margin is negative \$13,775,000 which is \$4,860,000 better than plan

Slide 4 – Significant Variances

Chart indicates expense variances and the offsetting revenue

- Benefits \$757,000 deficit offset by CCPN funding of \$2,127,000. CCPN is funding for nursing signing bonuses “Community Commitment Program for Nurses”. When adjusted for this offsetting funding, benefits are in a surplus of \$1,370,000
- Medical Staff Fees \$5,126,000 deficit
 - \$1,000,000 deficit due to repayment of Code Grey advances in Diagnostics which are delayed - we are in the process of settling
 - \$2,781,000 in offsetting funding and patient services revenue
 - ICU med fees over budget & funding amounts
- Medical/Surgical Supplies \$2,954,000 deficit
 - Deficits continue in the Perioperative Program \$1,325,000, Diagnostic Imaging \$488,000, Critical Care \$382,000 and Renal \$356,000
- Drugs \$16,429,000 deficit
 - Offset by \$6,350,000 revenue in retail pharmacies
 - \$9,016,000 in Ministry drug funding for Chemotherapy and Renal programs
 - Remaining deficit in the pharmacy due to invoices related to prior year
- Other Supplies \$4,834,000 deficit – no offsetting revenue
 - Pressure points unchanged: building and equipment maintenance, minor equipment purchases, legal fees and referred out pathology and patient transportation.

Slide 5 – Sick and Overtime Benchmarks

Metric is Sick/Overtime Hours as a Percentage of Total Worked Hours

For the *month* of January

- Sick Percentage at Met Campus is 6.0%, and Ouellette is 6.0% versus the target of 4.7%. Both Met and Ouellette have worsened from prior month
- Overtime Percentage at Met Campus is 3.6% and Ouellette is 5.3% versus the target of 2.35%. Both Met and Ouellette have worsened relative to prior month.

MOVED by Mr. A. Paniccia, **SECONDED** by Mr. C. Lanoue and **CARRIED THAT** the March 6, 2025 Financial Presentation (as of January 31, 2025), be accepted.

7. CONSENT AGENDA:

MOVED by Mr. A. Paniccia, **SECONDED** by Ms. L. Copat and **CARRIED THAT** the report from the February 24, 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:

None

10. NEW BUSINESS:

11. DATE OF NEXT REGULAR MEETING:

Thursday, April 3, 2025, Auditorium, MET Campus

12. ADJOURNMENT:

There being no further business to discuss, it was **MOVED** by Ms. G. Isshak, **SECONDED** by Ms. M. Dawson and **CARRIED THAT** the March 6, 2025 Board of Directors meeting be adjourned at 1726 hours.

Patricia France, Chair
Board of Directors

Dawn Sutherland
Recording Secretary



Financial Presentation (February 2025 Results)
(for WRH Board of Directors Meeting April 3, 2025)

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

February 28, 2025

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 663,393	\$ 625,083	\$ 38,310	6.1%
Expenses				
Salaries and Wages	\$ 290,088	\$ 288,447	\$ (1,641)	(0.6%)
Employee benefits	75,364	74,404	(960)	(1.3%)
Employee future benefits	1,926	1,926	-	0.0%
Medical staff remuneration	58,176	52,509	(5,667)	(10.8%)
Medical & Surgical supplies	47,668	43,668	(4,000)	(9.2%)
Drugs	101,964	83,954	(18,010)	(21.5%)
Supplies & other expenses	85,698	79,560	(6,138)	(7.7%)
Long term Interest	6,311	6,353	42	0.7%
Equipment lease / rental	2,574	2,889	315	10.9%
Equipment amortization	18,396	20,172	1,776	8.8%
Total Expense	\$ 688,165	\$ 653,882	\$ (34,283)	(5.2%)
Surplus / (Deficit) From Hospital Operations	\$ (24,772)	\$ (28,799)	\$ 4,027	
Other Votes (net)	\$ (140)	\$ (88)	\$ (52)	
Other Recoveries/(Expense)	\$ -	\$ -	\$ -	
Net Building Amortization	\$ (1,031)	\$ (1,584)	\$ 553	
Net Surplus (Deficit)	\$ (25,943)	\$ (30,471)	\$ 4,528	
Hospital Margin	\$ (18,601)	\$ (22,534)	\$ 3,933	

Financial Results

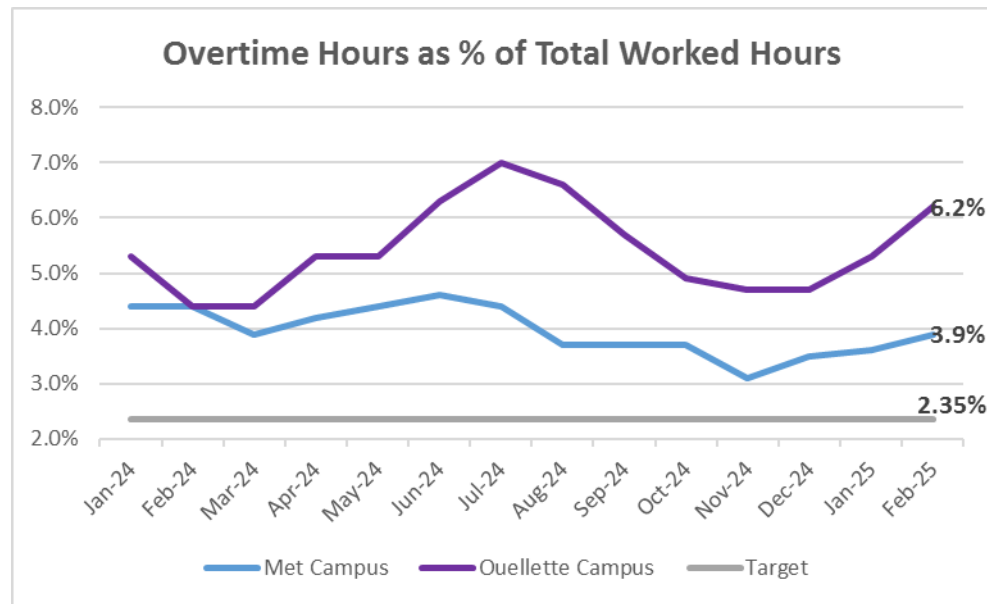
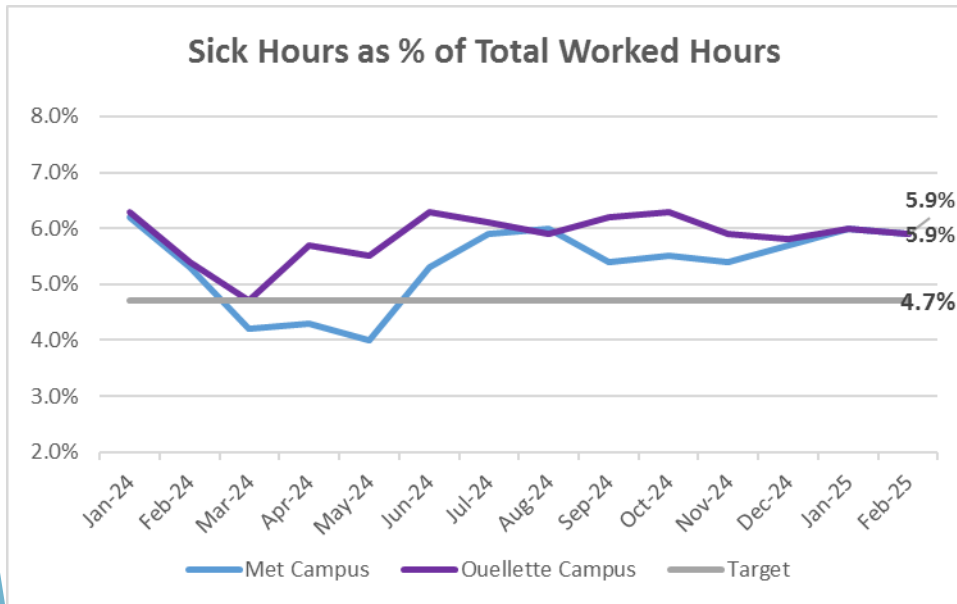
February 28, 2025

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

Year to Date February 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	(1,641)	-	(1,641)	(826)	High occupancy rates in Emergency & Medicine programs.
Benefits	(960)	2,259	1,299	1,370	
Medical Staff Fees	(5,667)	3,204	(2,463)	(2,345)	
Medical/Surgical Supplies	(4,000)	434	(3,566)	(2,690)	Worsening of deficit due to prior year invoices (\$754K).
Drugs	(18,010)	16,667	(1,343)	(1,063)	
Other Supplies	(6,138)	-	(6,138)	(4,834)	

Sick & Overtime Benchmarking

February 28, 2025





MOTION/ACTION SHEET

From The

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

Monday, March 24, 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, March 24, 2025 (following the In-Camera Session).

PRESENT:

Anthony Paniccia (Chair & Treasurer)
Dr. Laurie Freeman
Jamie Skutovich
Chris Lanoue
Dr. Irram Sumar

COMMUNITY MEMBERS:

Anna Kirby
Dwayne Dawson
Trevor Chapman
Robert Klein
Katherine Pham

STAFF:

Karen Riddell
Malissa Gauthier
Todd Bested
Heidi Zimmer
Mary Macera

REGRETS:

Ian McLeod
Paul Lachance
Marc Jones
John Faber
Angela D'Alessandro

1.0 CALL TO ORDER

Mr. Anthony Paniccia, Chair & Treasurer called the meeting to order at 6:50 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Anna Kirby, **SECONDED** by Trevor Chapman that the **General Finance/Audit & Resources Committee Agenda of Monday, March 24, 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, February 24, 2025

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, February 24, 2025** were previously circulated to all members.

MOVED by Dwayne Dawson, SECONDED by Jamie Skutovich that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, February 24, 2025 be approved

CARRIED.

5.0 NEW BUSINESS / FOR DISCUSSION

5.1 Monthly Operating Results Report – February 2025 (As Appended)

Ms. Zimmer provided the following highlights:

- Eleven months ended February 28, 2025, deficit after net building amortization is \$25,943,000 (\$4,528,000 better than plan).
- Negative Ministry of Health margin of \$18,601,000.
- Ministry Revenue (combined base and one-time) - \$19,408,000 higher than budget.
- Bill 124 incremental costs – funding has been confirmed by the Ministry as base (classified as one-time).
- Ministry drug reimbursements – positive variance of \$9,799,000.
- Preferred Accommodation variance is favourable to budget by \$114,000.
- Chronic Co-payment revenue is \$86,000 worse than budget.
- Patient services revenue variance is \$2,252,000 favourable year to date.
- Equipment grant amortization – unfavourable to budget by \$776,000.
- Other recoveries are \$7,599,000 favourable.
- Salaries – unfavourable by \$1,641,000.
- Employee Benefits – unfavourable to budget by \$960,000.
- Employee future benefits are on budget.
- Medical Staff Remuneration – unfavourable by \$5,667,000.
- Medical & Surgical Supplies – unfavourable to budget by \$4,000,000.
- Drug expenses – unfavourable by \$18,010,000.
- Supplies and other expenses – unfavourable to budget by \$6,138,000.
- Both overtime and sicktime benchmarks trending the same way as in previous months, both campuses were at 5.9% of worked hours for sicktime in the month of February. Overtime – Ouellette was 6.2% and Met was 3.9% compared to target of 2.35% (trending up) at both campuses.

- Patient volumes – acute patient days below target at Met by 373 days and 1,631 less than planned at Ouellette.

Mrs. Gauthier commented that occupancy over the last couple of months has been extraordinary.

Ms. Riddell added that WRH has been averaging approximately 50 cases of acute respiratory illnesses. Our staff are off sick as well, and as a result, has increased the amount of sick calls. Also, the additional surge beds that have been opened; starting to see a downward trend finally. Hopefully, April will look better from a salary and wages perspective.

6.0 FOR INFORMATION

6.1 Report of the Acting President & CEO, Karen Riddell – March 2025

A link was provided to the committee members.

6.2 The PMO Report – March 2025

A link was also provided to the committee members.

7.0 DATE OF NEXT MEETING

The Finance/Audit and Resources Committee will meet:

Monday, April 21, 2025

Please note that the April meeting will be held VIA ZOOM unless otherwise noted.

8.0 ADJOURNMENT

MOVED by Anna Kirby, SECONDED by Laurie Freeman that the General Meeting from the Finance/Audit & Resources Committee of Monday, March 24, 2025 be adjourned at 7:02 p.m.

CARRIED.

Mr. Anthony Paniccia, Chair & Treasurer
FinAudit&Resources_Minutes
20250324

Mary Macera
Recorder

Windsor Regional Hospital
Operating Results Report
For the Eleven Months Ended February 28, 2025

Treasurer's Report
Board of Directors

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

		February 2025 Actuals		
	Line	Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$663,393	\$ 625,083	\$ 38,310
Total Expense	20	688,165	653,882	(34,283)
Surplus / (Deficit)	21	(24,772)	(28,799)	4,027
Other Votes (net)	22	(140)	(88)	(52)
Other Recoveries / (Exp)	23	-	-	-
Subtotal	24	(24,912)	(28,887)	3,975
Net bldg. amortization	25	(1,031)	(1,584)	553
Net Surplus (Deficit)	26	\$ (25,943)	\$ (30,471)	\$ 4,528

Hospital Margin	\$ (18,601)	\$ (22,534)	\$ 3,933
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Capital Equipment Expenditures	\$ 35,535	\$ 90,765	\$ 55,230
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* Variance - favourable / (unfavourable)

1. Financial Results for the Eleven Months ended February 28, 2025
(Statement 2)

For the eleven months ended February 28, 2025, the deficit after net building amortization is \$25,943,000, which is \$4,528,000 better than plan. This represents a negative Ministry of Health Margin of \$18,601,000.

Revenue

Ministry revenue (combined base and one-time) is \$19,408,000 (3.9%) higher than budget. Base funding is better than budget by \$27,878,000 while one time funding is under budget by \$8,470,000. As mentioned in previous months, funding for Bill 124 incremental costs has been confirmed by the Ministry as base but was classified as one-time in the original budget resulting in the offsetting variances.

Of the combined base and one-time revenue surplus of \$19,408,000, \$2,259,000 is due to one time funding earned for the Community Commitment Program for Nurses (CCPN) program which is not included in the budget. The remaining surplus is due to additional confirmed funding amounts that were not included in the original budget.

Ministry drug reimbursements have a positive variance of \$9,799,000 (27.6%). 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 \$114,000 (23%).

Chronic Co-payment revenue is \$86,000 worse than budget. Patients designated as Alternate Level of Care (ALC) can be charged up to \$66.95 per day and the daily rate may be adjusted based on a co-payment assessment that takes into consideration the individual's income.

Patient Services revenue variance is \$2,252,000 favourable (6.8%) year to date. The largest contributor to this variance is diagnostic revenues that are \$2,217,000 better than budget and are offset by an increase in medical staff remuneration of \$1,945,000. Included in this revenue is OWN WSIB net revenue of \$460,000 year to date which is earned in diagnostic services and the operating room (charges for implants).

Equipment Grant amortization is unfavourable to budget by \$776,000 (19.6%). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$7,599,000 favourable (13.3%) to budget. The surplus in drug sales in the retail pharmacies is \$6,868,000 while the offsetting deficit in drug costs is

\$6,137,000 leaving a contribution of \$730,000. Investment income comprises the remainder of the surplus.

Expenses

Salaries are over budget (unfavourable) by \$1,641,000 year to date February 28, 2025. The combined Emergency Departments are \$1,922,000 over budget due to higher visit and inpatient day volumes. Inpatient Medicine is \$1,013,000 over budget in part due to the opening of additional beds to accommodate higher volumes. Inpatient Surgery has a \$440,000 deficit to date. Health Records is \$413,000 over budget due to additional resources required to bring coded records up to date following Code Grey. Significant surpluses exist in the following programs: Diagnostic Imaging, \$1,954,000, Critical Care, \$640,000 and Guest Services (Housekeeping and Patient Food Services) \$222,000. These surpluses are due to vacancies resulting from recruiting challenges and unfilled shifts.

Employee Benefits are unfavourable to budget by \$960,000 (1.3%) and includes \$2,259,000 in funded signing bonuses for the Community Commitment Program for Nurses (CCPN). These bonuses are not included in the budget but are funded by the Ministry as paid. Benefits are in a surplus of \$1,299,000 when adjusted for these amounts.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$5,667,000 (10.8%). \$1,945,000 of this variance occurs in diagnostic services and these higher costs are funded by higher diagnostic services revenue as noted above. \$1,000,000 of the variance is due to a corporate provision for repayment of advances to physicians providing diagnostic services during Code Grey. WRH is in discussions with DI physician leadership to finalize the settlement process. \$502,000 of the variance is attributable to medical staff remuneration for Intensive Care that is greater than funding. The remaining variance occurs in the Emergency Alternate Funding, Hospital On-Call and Laboratory programs which have offsetting funding.

Medical & Surgical Supplies are unfavourable to budget by \$4,000,000 (9.2%). The Perioperative program is \$2,171,000 over budget to date with pressures in Plastic and Robotic Surgery at the Met Campus, Pacemakers, Orthopedics and EVAR (Endo Vascular Aneurysm Repair) at the Ouellette Campus. Invoices totalling \$754,000 related to the prior fiscal year were expensed to the Operating Rooms in February 2025. Other areas with significant variances are Critical Care, \$432,000, Diagnostic Imaging \$496,000, Renal program \$420,000 and Outpatient Surgery \$340,000.

Drug expenses are unfavourable by \$18,010,000 (21.5%) year to date. These expenses are offset by Ministry funding in Cancer program's chemotherapy suite, renal radiation therapy (\$9,799,000) and recoveries in the retail pharmacies (\$6,868,000).

Invoices totalling \$1,483,000 related to the previous fiscal year are included in the February 2025 results and comprise the remaining deficit.

Supplies and Other Expenses are unfavourable to budget by \$6,138,000 (7.7%). Deficits in building and equipment maintenance total \$1,299,000, legal and risk advisory professional fees are \$1,130,000 over budget, minor equipment purchases \$543,000 over budget, and physician recruitment is \$510,000 over budget. The remaining deficit is attributable to referred out expenses for pathology services, patient transportation and invoices “on hold” (\$742,000).

As of February 28, 2025 a total of \$4,135,000 in costs related to the prior fiscal year are included in year to date expenses.

Long Term Interest expense is \$42,000 favourable (.7%).

Equipment Lease/Rental is \$315,000 favourable (10.9%) to budget. These expenses vary based on bed rental utilization for bariatric patients or those with complex wounds.

Equipment amortization is \$1,776,000 (8.8%) under budget due to the timing of new asset additions.

Other Votes – Other Votes are \$52,000 unfavourable at February 28, 2025. The main source of this variance is the timing of revenue and expenses in certain funding envelopes.

2. *Statement of Financial Position (Statement 3)*

The Ministry/Ontario Health receivable has increased by \$1.9 million from March 31, 2024 and is due to timing differences for confirmed base and one-time funding.

Inventory has increased by \$2,357,000 when compared to March 31, 2024. This increase is attributable to drugs funded by OH-West (Cancer Care) and those utilized by the retail pharmacies.

Our Ministry/CCO payable has increased by \$3,707,000 from March 31, 2024 and is comprised of amounts payable for unearned volume funding.

At February 28, 2025, the market value of the sinking fund has increased by \$9,867,000 (39.44%) since inception and increased by \$3,672,000 since March 31, 2024. The underlying cost base as a result of realized investment gains has increased by \$4,650,000 since the original \$25 million investment was made and by \$2,049,000 since March 31, 2024.

	Market Value	Cost
Fund Manager -		
Guardian Capital	\$17,507,000	\$14,280,000
Leith Wheeler	<u>17,383,000</u>	<u>15,371,000</u>
Total	<u>\$34,890,000</u>	<u>\$29,651,000</u>

3. Patient Volumes

Acute patient days are below target at the Met Campus by 373 days and 1,631 less than planned at the Ouellette Campus (excl. psych). Adolescent psychiatry patient days at the Met campus are 500 less than planned while adult psychiatric days are 3,052 below plan at the Ouellette campus. Surgical cases are 239 below plan at the Met Campus and 477 below plan at the Ouellette Campus.

Combined ED visits are 4,386 higher than prior year-to date and ED inpatient days are 330 higher when compared to last year at this time. Outpatient Clinic visits are 4,450 higher than plan at the Met Campus and 301 above plan at the Ouellette Campus. Combined Community Service visits are 3,751 below plan to date.

4. Patient Access

Acute care length of stay at Met was 5.12 days as compared to a target of 4.54 days. Length of stay for Ouellette acute care was 8.36 days versus a plan of 7.33. Length of stay for adult psychiatric patients was 1.75 days below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay was 4.91 days compared to the target of 6.44.

5. Organizational Health

The percentage of sick time year to date for the Met Campus is 5.5% (2024 – 5.9%), which is over the target of 4.7% by .8%, while overtime is 1.55% over target at 3.9% (2024 – 4.1%).

Sick time at the Ouellette Campus is 6.0% (2024 – 5.8%) compared to the target of 4.7%, while overtime is over target at 5.7% (2024 – 6.0%) compared to the target of 2.35%.

With respect to FTEs, the Met Campus is unfavourable to budget by 16.7 FTEs. At the Ouellette Campus, the FTE variance is unfavourable by 10.9 FTEs. These deficits occur in the Emergency and Medicine programs at both campuses. Overall, the hospital is unfavourable 27.6 FTEs year to date.

Statement #1
WINDSOR REGIONAL HOSPITAL
Consolidated Operating Results for the Eleven Months Ending February 28, 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)											
\$ 40,319	\$ 2,369	1	Ministry Funding - Base	\$ 478,724	\$ 450,943	\$ 27,781	6.16%	\$ 509,730	\$ 510,742	\$ (1,012)	\$ -	\$ 470,261	
3,199	303	2	Ministry Funding - One-time	36,135	44,605	(8,470)	-18.99%	30,498	30,498	-	-	65,381	
4,007	783	3	Ministry Funding - Drug Reimb.	45,271	35,472	9,799	27.62%	38,697	38,697	-	-	38,624	
80	38	4	Preferred Accommodation	610	496	114	22.98%	542	542	-	-	536	
6	(13)	5	Chronic co-payment	133	219	(86)	-39.27%	239	239	-	-	237	
3,339	544	6	Patient services	35,554	33,302	2,252	6.76%	36,209	36,209	-	-	35,618	
618	259	7	Capital grant amortization	7,161	8,029	(868)	-10.81%	8,641	8,759	(118)	-	8,242	
5,212	308	8	Other recoveries	64,610	56,977	7,633	13.40%	62,978	62,995	(17)	-	61,833	
\$ 56,780	\$ 4,591	9	Total Revenue	\$ 668,198	\$ 630,043	\$ 38,155	6.06%	\$ 687,534	\$ 688,681	\$ (1,147)	\$ -	\$ 680,732	
		Expense (\$000's)											
\$ 24,735	\$ (812)	10	Salaries	\$ 290,671	\$ 288,993	\$ (1,678)	-0.58%	\$ 315,408	\$ 314,990	\$ (418)	\$ -	\$ 305,989	
7,177	(195)	11	Employee benefits	75,493	74,529	(964)	-1.29%	82,031	81,935	(96)	-	78,837	
175	-	12	Employee ben. - future ben. costs	1,926	1,926	-	0.00%	2,101	2,101	-	-	1,656	
5,251	(541)	13	Medical staff remuneration	58,176	52,509	(5,667)	-10.79%	57,743	57,743	-	-	58,922	
4,778	(1,046)	14	Medical & Surgical supplies	47,668	43,668	(4,000)	-9.16%	45,674	45,663	(11)	-	47,133	
8,905	(1,581)	15	Drugs	101,964	83,954	(18,010)	-21.45%	91,653	91,653	-	-	90,522	
9,009	(1,324)	16	Supplies & other expenses	92,257	86,213	(6,044)	-7.01%	94,335	95,906	1,571	-	91,191	
168	94	17	Equipment lease / rental	2,574	2,889	315	10.90%	3,140	3,153	13	-	3,280	
2,036	4,226	18	Capital amortization	23,412	25,833	2,421	9.37%	27,472	28,181	709	-	22,915	
\$ 62,234	\$ (1,179)	19	Total Expense	\$ 694,141	\$ 660,514	\$ (33,627)	-5.09%	\$ 719,557	\$ 721,325	\$ 1,768	\$ -	\$ 700,445	
-	-	20	Other recoveries (expense)	-	-	-	#DIV/0!	-	-	-	-	21,771	
\$ (5,454)	\$ 3,412	20	Net Surplus (Deficit) - \$000's	\$ (25,943)	\$ (30,471)	\$ 4,528		\$ (32,023)	\$ (32,644)	\$ 621	\$ -	\$ 2,058	
\$ (4,826)	\$ (932)	1	Total Margin - \$000's	\$ (18,601)	\$ (22,534)	\$ 3,933		\$ (23,959)	\$ (23,989)	\$ 30	\$ -	\$ 10,214	
3,211	(726)	2	Total Weighted Cases (est)	47,682	46,963	719		52,146	51,322	824	46,869	51,322	
17,945	341	3	Total Patient Days	209,623	209,996	(373)		221,405	229,487	(8,082)	200,545	219,502	
1,611	(168)	4	OR - Inpatient & Day Surgery cases	20,497	21,213	(239)		22,540	23,182	(642)	20,950	22,385	
14,776	502	5	Clinic and Community Service visits	171,273	170,273	1,000		183,249	186,076	(2,827)	164,187	177,867	

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Eleven Months Ending February 28, 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)								
\$ 40,233	\$ 2,351	1	Ministry Funding - Base	\$ 477,982	\$ 450,104	\$ 27,878	508,965	\$ 508,965	\$ -	\$ -	\$ 469,254
3,199	303	2	Ministry Funding - One-time	36,135	44,605	(8,470)	30,498	30,498	-	-	65,381
4,007	783	3	Ministry Funding - Drug Reimb.	45,271	35,472	9,799	38,697	38,697	-	-	38,624
80	38	4	Preferred Accommodation	610	496	114	542	542	-	-	536
6	(13)	5	Chronic co-payment	133	219	(86)	239	239	-	-	237
3,339	544	6	Patient services	35,554	33,302	2,252	36,209	36,209	-	-	35,618
257	(102)	7	Equipment grant amortization	3,179	3,955	(776)	4,315	4,315	-	-	4,068
5,212	311	8	Other recoveries	64,529	56,930	7,599	62,867	62,867	-	-	61,761
\$ 56,333	\$ 4,215	9	Total Revenue	\$ 663,393	\$ 625,083	\$ 38,310	\$ 682,332	\$ 682,332	\$ -	\$ -	\$ 675,479
			Expense (\$000's)								
\$ 24,681	\$ (815)	10	Salaries	\$ 290,088	\$ 288,447	\$ (1,641)	314,886	\$ 314,886	\$ -	\$ -	\$ 305,467
7,163	(203)	11	Employee benefits	75,364	74,404	(960)	81,907	81,907	-	-	78,698
175	-	12	Employee ben. - future ben. costs	1,926	1,926	-	2,101	2,101	-	-	1,656
5,251	(541)	13	Medical staff remuneration	58,176	52,509	(5,667)	57,743	57,743	-	-	58,909
4,778	(1,046)	14	Medical & Surgical supplies	47,668	43,668	(4,000)	45,662	45,662	-	-	47,132
8,905	(1,581)	15	Drugs	101,964	83,954	(18,010)	91,653	91,653	-	-	90,522
8,451	(1,304)	16	Supplies & other expenses	85,698	79,560	(6,138)	87,178	87,178	-	-	83,742
534	4	17	Long term Interest	6,311	6,353	42	6,927	6,927	-	-	6,985
168	94	18	Equipment lease / rental	2,574	2,889	315	3,140	3,140	-	-	3,280
1,581	252	19	Equipment amortization	18,396	20,172	1,776	22,009	22,009	-	-	17,570
\$ 61,687	\$ (5,140)	20	Total Expense	\$ 688,165	\$ 653,882	\$ (34,283)	\$ 713,206	\$ 713,206	\$ -	\$ -	\$ 693,961
\$ (5,354)	\$ (925)	21	Surplus / (Deficit) From Hospital Operations	\$ (24,772)	\$ (28,799)	\$ 4,027	\$ (30,874)	\$ (30,874)	\$ -	\$ -	\$ (18,482)
			Surplus / (Deficit) from Other Operations (\$000's)								
(6)	2	22	Other Votes (net)	(140)	(88)	(52)	(12)	(42)	30	-	(60)
-	-	23	Other Recoveries / (Expenses)	-	-	-	-	-	-	-	21,771
(5,360)	(923)	24	Subtotal	(24,912)	(28,887)	3,975	(30,886)	(30,916)	30	-	3,229
\$ (94)	4,335	25	Net Building Amortization	\$ (1,031)	\$ (1,584)	553	\$ (1,137)	\$ (1,728)	591	\$ -	\$ (1,171)
\$ (5,454)	\$ 3,412	26	Net Surplus (Deficit) - \$000's	\$ (25,943)	\$ (30,471)	\$ 4,528	\$ (32,023)	\$ (32,644)	\$ 621	\$ -	\$ 2,058

WINDSOR REGIONAL HOSPITAL
Operating Results for the Eleven Months Ending February 28, 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										
\$ (4,826)	(932)	1 Total Margin - \$000's	\$ (18,601)	\$ (22,534)	\$ 3,933	\$ (23,959)	\$ (23,989)	\$ 30	\$ -	\$ 10,214
-8.55%	-1.09%	2 Total Margin - %	-2.80%	-3.60%	0.80%	-3.51%	-3.51%	0.0%	0.00%	1.45%
n/a	n/a	3 Unrestricted cash - \$000's	\$ 69,038	n/a	n/a	\$ 12,000	n/a	n/a	-	\$ 107,131
n/a	n/a	4 Current ratio	1.11	1.00	0.11	0.92	1.00	n/a	0.00	1.38
\$ 872	n/a	5a Capital equipment expenditures - Fiscal 2024 - 25 \$000's	\$ 7,906	\$ 21,787	\$ 13,881	\$ 23,809	\$ 23,809	\$ -	\$ -	\$ 31,265
\$ 242	n/a	5b Capital equipment expenditures - PY C/F \$000's	\$ 8,199	\$ 9,864	\$ 1,665	\$ 10,780	\$ 10,780	\$ -	\$ -	\$ 10,816
\$ 1,989	n/a	5c Externally Funded Projects	\$ 11,751	\$ 52,309	\$ 40,558	\$ 57,164	\$ 57,164	\$ -	\$ -	\$ 8,040
\$ 1,607	n/a	5d Windsor-Essex Acute Care Hospital	\$ 7,679	\$ 6,805	\$ (874)	\$ 12,830	\$ 12,830	\$ -	\$ -	\$ 3,355
Patient Volume Measures										
MET CAMPUS ONLY										
1,468	(510)	1 Total Weighted Cases (est) - HIG	24,301	23,595	706	26,316	25,785	531	23,575	25,785
1,422	(310)	2 Acute separations (excl psych)	18,255	20,661	(2,406)	19,529	22,579	(3,050)	16,990	19,800
8,334	470	3 Acute pat. days (excl. psych)	93,429	93,802	(373)	100,112	102,508	(2,396)	89,104	97,380
74	(52)	4 Psychiatric - Adolescent pat. days	1,006	1,506	(500)	1,083	1,646	(563)	957	1,065
4,326	271	5 Emergency visits and ER holds	50,095	48,367	1,728	54,160	52,856	1,304	46,651	50,732
260	(20)	6 OR - Inpatient cases	3,014	3,336	(322)	3,242	3,646	(404)	3,174	3,530
491	(115)	7 OR - Day Surgery cases	7,318	7,235	83	8,219	7,906	313	6,759	7,930
11,051	499	8 Clinic visits	130,317	125,867	4,450	139,068	137,549	1,519	121,868	132,645
606	(214)	9 Community Services visits	6,425	9,787	(3,362)	6,708	10,695	(3,987)	7,161	7,787
Variable Revenue Volumes:										
10	4	(a) Hip procedures	176	68	108	180	74	106	193	199
6	(27)	(b) Knee procedures	199	394	(195)	226	431	(205)	259	282
-	-	(c) Pacemaker inserts	-	-	-	-	-	-	-	-
486	23	11 MRI Hours of Operation	5,609	5,526	83	6,306	6,039	267	5,414	5,948
597	(70)	12 CT Hours of Operation	7,371	7,945	(574)	8,202	8,682	(480)	7,993	8,713
Patient Access Measures & System Integration										
MET CAMPUS ONLY										
5.86	(1.32)	1 Acute Average LOS	5.12	4.54	(0.58)	5.13	4.54	(0.59)	5.24	4.92
6.73	(0.29)	2 Psych Average - Adolescent LOS	4.91	6.44	1.53	4.85	6.44	1.59	4.65	4.70
Organizational Health										
MET CAMPUS ONLY										
5.90%	-1.20%	1 % Sick Time to Total Comp	5.50%	4.70%	-0.80%	5.50%	4.70%	-0.80%	5.90%	5.70%
4.20%	-1.85%	2 % Overtime to Total Comp	3.90%	2.35%	-1.55%	4.10%	2.35%	1.75%	4.10%	4.07%
1,956.7	NA	3 FTE staffing (Hospital Ops Only)	1,951.9	1,935.2	(16.7)	1,934.6	1,892.3	(42.27)	1,885.8	1,877.4

WINDSOR REGIONAL HOSPITAL
Operating Results for the Eleven Months Ending February 28, 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	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	
1,743	(216)	1 Total Weighted Cases (est) - HIG	23,381	23,368	13	25,830	25,537	293	23,294	25,537	
984	(76)	2 Acute separations (excl psych)	10,889	12,645	(1,756)	11,542	13,819	(2,277)	10,347	11,840	
8,149	379	3 Acute pat. days (excl. psych)	91,057	92,688	(1,631)	98,395	101,291	(2,896)	89,898	98,448	
1,388	(456)	4 Psychiatric - Adult patient days	18,948	22,000	(3,052)	21,815	24,042	(2,227)	20,586	22,609	
3,961	30	6 Emergency visits and ER holds	46,009	46,890	(881)	50,077	51,242	(1,165)	44,737	48,764	
278	(30)	7 OR - Inpatient cases	3,411	3,669	(258)	3,744	4,010	(266)	3,411	3,753	
582	(3)	8 OR - Day Surgery cases	6,754	6,973	(219)	7,334	7,620	(286)	7,606	7,172	
2,110	21	9 Clinic visits	25,219	24,918	301	27,905	27,231	674	25,374	27,399	
1,009	196	10 Community Services visits	9,312	9,701	(389)	9,567	10,601	(1,034)	9,784	10,036	
		11 Variable Revenue Volumes:									
26	(12)	(a) Hip procedures	333	454	(121)	391	496	(105)	321	351	
58	19	(b) Knee procedures	627	466	161	694	509	185	620	688	
44	21	(c) Pacemaker procedures	323	279	44	324	305	19	285	315	
		12 Cataracts									
190	(43)	a) Unilateral	1,732	2,777	(1,045)	2,120	3,035	(915)	1,541	1,366	
79	(16)	b) Bilateral	938	1,129	(191)	1,298	1,234	64	1,734	1,482	
660	(98)	13 MRI Hours of Operation	7,096	9,044	(1,948)	7,462	9,883	(2,421)	6,905	7,486	
819	323	14 CT Hours of Operation	9,774	5,911	3,863	10,674	6,460	4,214	9,627	10,486	
		Patient Access Measures & System Integration									
8.28	(0.95)	1 Acute Average LOS	8.36	7.33	(1.03)	8.53	7.33	(1.20)	8.69	8.31	
11.10	1.33	3 Psych Average - Adult LOS	10.68	12.43	1.75	10.65	12.43	1.78	11.92	11.94	
		Organizational Health									
5.90%	-1.20%	1 % Sick Time to Total Comp	6.00%	4.70%	-1.30%	6.00%	4.70%	-1.30%	5.80%	5.67%	
6.20%	-3.85%	2 % Overtime to Total Comp	5.70%	2.35%	-3.35%	5.90%	2.35%	-3.55%	6.00%	5.84%	
1,571.8	NA	3 FTE staffing (Hospital Ops Only)	1,566.4	1,555.5	(10.9)	1,565.9	1,586.0	20.03	1,560.1	1,547.4	

Statement # 3
WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION
As At February 28, 2025
(Amounts in 000's)

	February 28, 2025	March 31, 2024		February 28, 2025	March 31, 2024
ASSETS			LIABILITIES AND EQUITIES		
		(2,357)			
Current assets:			Current liabilities:		
Cash & short-term investments	69,038	107,486	Bank overdraft	-	-
Cash, restricted	7,087	5,450	Bank indebtedness	-	-
Cash, restricted Ministry Capital Projects	12,739	7,653	Accounts payable - trade	29,155	32,689
Accounts Rec. - Ministry / CCO	19,487	17,595	Accounts payable - Ministry	17,718	14,011
- OHIP	9,368	12,671	Accrued liabilities	76,974	74,180
- Other	10,871	15,173	Current portion of long term debt	2,797	3,382
Inventories	8,686	6,329	Current portion of MES lease obligation	4,276	6,051
Prepaid & deferred charges	6,028	6,737	Current portion accrued benefit obligations	597	1,506
Due from related parties	2,916	2,598			
	<hr/>	<hr/>		<hr/>	<hr/>
Total current assets	146,220	181,692	Total current liabilities	131,517	131,819
Long term assets:			Long term liabilities:		
Long Term Investments	34,890	31,218	Long Term Debt	26,963	29,469
Marked to market			Debentures	200,000	200,000
Property, Plant, Equipment, Net	221,426	225,824	Accrued benefit obligations	26,675	24,750
Construction in progress	62,782	46,261	Long Term Lease Obligation	4,313	6,758
	<hr/>	<hr/>	ARO Liabilities	1,958	1,958
Total long term assets	284,208	272,085	Marked to market	266	138
	<hr/>	<hr/>	Sick benefits payable	6,017	6,213
	319,098	303,303	Deferred revenue - capital grants	139,305	131,137
	<hr/>	<hr/>		<hr/>	<hr/>
			Total long term liabilities	405,497	400,423
			Remeasurement gains/(losses):		
			Debenture Sinking Funds	5,239	3,617
			SWAP	(266)	(138)
			Net assets:	<hr/>	<hr/>
				(76,669)	(50,726)
Total assets	<hr/> 465,318 <hr/>	<hr/> 484,995 <hr/>	Total liabilities and net assets	<hr/> 465,318 <hr/>	<hr/> 484,995 <hr/>

Statement # 4
Windsor Regional Hospital
Statement of Cash Flows
For the Eleven Months Ending February 28, 2025
With Comparative Amounts For the Year Ending March 31, 2024

(Amounts in 000's)

	February 28, 2025	March 31, 2024
<hr/>		
OPERATING ACTIVITIES		
Net Surplus/(deficit) for the period	(25,943)	\$ 2,058
Add (deduct) non-cash items:		
Amortization of capital assets	23,412	22,915
Amortization of deferred capital contributions	(7,161)	(8,242)
	(9,692)	16,731
Cash flow from / (used in) operating balances	6,714	(19,240)
Cash provided by operating activities	(2,978)	(2,509)
<hr/>		
INVESTING ACTIVITIES		
Purchase of capital assets	(26,758)	(30,907)
<hr/>		
FINANCING ACTIVITIES		
Long term investments	(2,050)	(769)
Cash restricted for special purposes	(6,723)	(642)
Loans payable	(8,220)	(3,277)
Capital Lease	(8,777)	(9,760)
Capital grants and donations received	15,329	8,209
Notes payable and other long term liabilities	1,729	678
Cash provided by (used in) financing activities	(8,712)	(5,561)
Net increase (decrease) in cash during the period	(38,448)	(38,977)
Cash, beginning of period	107,486	146,463
Cash, end of period	69,038	\$ 107,486

TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



FACEBOOK



It's Social Work Week!

From March 3 to 9, 2025, Ontario celebrates Social Work Week, with this year's theme: "Wherever you are, so are we." At Windsor Regional Hospital, our social workers play a vital role in helping patients navigate challenges, access essential resources and build pathways toward greater well-being.

Click the link for the full story!
<https://wrh.on.ca/newsroom?newsid=12359>



Post celebrating Social Work Week

VEWS - 37,265

REACH - 18,090

ENGAGEMENT - 178

Our pharmacy team is essential in optimizing treatment plans, preventing medication errors, and enhancing patient safety. From the meticulous work of our technicians preparing and dispensing medications to the clinical expertise of our pharmacists guiding therapy decisions, every individual contributes to improving health outcomes and ensuring the highest standard of care.

This week, we take a moment to express our deepest gratitude for your dedication, resilience, and commitment to excellence. Your hard work does not go unnoticed, and your contributions make a lasting difference in the lives of patients and healthcare teams alike!



Post celebrating Pharmacy Appreciation Week

VEWS - 36,100

REACH - 22,079

ENGAGEMENT - 212



Honourable Mentions:

- **Post re: visitor restrictions due to measles**
 - Views – 30,842
 - Reach – 14,079
 - Engagement – 110
- **Post/video re: Mock Code Orange exercise**
 - Views – 21,245
 - Reach – 14,119
 - Engagement – 260
- **PSA post re: protecting yourself/family from measles**
 - Views – 18,588
 - Reach – 12,618
 - Engagement – 76

TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



223 likes, 72 comments

Liked by roseanndanese and others

wrhospital Windsor Regional Hospital successfully conducted a Mock Code Orange, drill to ensure our team is prepared for any emergency situation.

A Code Orange is a hospital emergency code used to indicate a mass casualty situation.

Staff are trained to rapidly mobilize resources, triage patients, and provide care in a highly coordinated and efficient manner.

This exercise helps us strengthen our response times, improve teamwork, and ensure the safety of our patients and staff.

A big thank you to all who participated and helped make this drill a success!

Post/video re: Mock Code Orange exercise

IMPRESSIONS - 7,322

REACH - 4,211

ENGAGEMENT - 303

INSTAGRAM

wrhospital



View insights

Boost post

196 likes, 14 comments

Liked by jonathnfost and others
wrhospital It's Social Work Week!

From March 3 to 9, 2025, Ontario celebrates Social Work Week, with this year's theme: "Wherever you are, so are we." At Windsor Regional Hospital, our social workers play a vital role in helping patients navigate challenges, access essential resources and build pathways toward greater well-being.

Visit the link for the full story!
<https://wrh.on.ca/newsroom?newsid=12359>

Post celebrating Social Work Week

IMPRESSIONS - 6,414

REACH - 4,075

ENGAGEMENT - 217



Honourable Mentions:

- **PSA post re: protecting yourself/family from measles**
 - Impressions – 3,722
 - Reach – 2,210
 - Engagement – 68
- **Recruitment post re: Occupational Therapy Team at Western University career fair**
 - Impressions – 3,539
 - Reach – 2,350
 - Engagement – 65
- **Post celebrating Registered Dietitian Day**
 - Impressions – 3,458
 - Reach – 2,085
 - Engagement – 154

WRH News Clippings – Feb. 27 to Mar. 26, 2025

CTV WINDSOR

Hats on for Healthcare kicks off 16th campaign

CTV News, March 2, 2025

<https://www.ctvnews.ca/windsor/article/hats-on-for-healthcare-kicks-off-16th-campaign/>

Essex-Windsor EMS preparing to hire more paramedics

CTV Windsor, March 2, 2025

<https://www.ctvnews.ca/windsor/article/essex-windsor-ems-preparing-to-hire-more-paramedics/>

Over 1,000 students suspended in Windsor-Essex over immunization records: WECHU

CTV Windsor, March 3, 2025

<https://www.ctvnews.ca/windsor/article/over-1000-students-suspended-in-windsor-essex-over-immunization-records-wechu/>

WECHU warns of possible measles exposure in Ruthven

CTV Windsor, March 5, 2025

<https://www.ctvnews.ca/windsor/article/wechu-warns-of-possible-measles-exposure-in-ruthven/>

WECHU warns of possible measles exposure locations in Windsor-Essex

CTV Windsor, March 5, 2025

<https://www.ctvnews.ca/windsor/article/wechu-warns-of-possible-measles-exposure-locations-in-windsor-essex/>

How Leamington hospital is trying to manage persistent overcapacity as patient volumes rise

CTV Windsor, March 6, 2025

<https://www.ctvnews.ca/windsor/article/leamington-hospital-needs-millions-in-unfunded-costs-to-tackle-overcapacity/>

WECHU warning of potential measles exposure in Leamington

CTV Windsor, March 9, 2025

<https://www.ctvnews.ca/windsor/article/wechu-warning-of-potential-measles-exposure-in-leamington/>

Potential measles exposure in Chatham-Kent: CKPH

CTV Windsor, March 10, 2025

<https://www.ctvnews.ca/windsor/article/potential-measles-exposure-in-chatham-kent-ckph/>

Health unit confirms two more cases of measles in Windsor-Essex

CTV Windsor, March 10, 2025

<https://www.ctvnews.ca/windsor/article/health-unit-confirms-two-more-cases-of-measles-in-windsor-essex/>

Five years after COVID era began, these pandemic habits have stuck around

CTV Windsor, March 11, 2025

<https://www.ctvnews.ca/windsor/article/five-years-after-covid-era-began-these-pandemic-habits-have-stuck-around/>

Health unit confirms two more cases of measles in Windsor-Essex

CTV Windsor, March 11, 2025

<https://www.ctvnews.ca/windsor/article/health-unit-confirms-two-more-cases-of-measles-in-windsor-essex/>

Nine sites added to growing list of measles exposures: WECHU, CKPH

CTV Windsor, March 11, 2025

<https://www.ctvnews.ca/windsor/article/nine-sites-added-to-growing-list-of-measles-exposures-wechu-ckph/>

Local public health units add to growing list of measles exposures in Leamington, Chatham-Kent

CTV Windsor, March 12, 2025

<https://www.ctvnews.ca/windsor/article/measles-exposure-in-leamington/>

WRH implements visitor restrictions due to measles

CTV Windsor, March 13, 2025

<https://www.ctvnews.ca/windsor/article/wrh-implements-visitor-restrictions-due-to-measles/>

Measles vaccine clinic at Erie Shores

CTV Windsor, March 14, 2025

<https://www.ctvnews.ca/windsor/article/measles-vaccine-clinic-at-erie-shores/>

CK Public Health reports new measles exposures

CTV Windsor, March 17, 2025

<https://www.ctvnews.ca/windsor/article/ck-public-health-reports-new-measles-exposures/>

Six more possible measles exposure points in Windsor-Essex

CTV Windsor, March 20, 2025

<https://www.ctvnews.ca/windsor/article/six-more-possible-measles-exposure-points-in-windsor-essex/>

WECHU issues updated vaccine guidelines, more measles exposures reported

CTV Windsor, March 20, 2025

<https://www.ctvnews.ca/windsor/article/six-more-possible-measles-exposure-points-in-windsor-essex/>

Measles vaccine eligibility expanded for some young children in Windsor-Essex

CTV Windsor, March 21, 2025

<https://www.ctvnews.ca/windsor/article/measles-vaccine-eligibility-expanded-for-some-young-children-in-windsor-essex/>

Health researchers discuss findings in Windsor-Essex

CTV Windsor, March 24, 2025

<https://www.ctvnews.ca/windsor/article/health-researchers-discuss-findings-in-windsor-essex/>

Windsor-Essex sees slight rise in active tuberculosis cases, health unit not concerned

CTV Windsor, March 25, 2025

<https://www.ctvnews.ca/windsor/article/windsor-essex-sees-slight-rise-in-active-tuberculosis-cases-health-unit-not-concerned/>

VIDEO: Windsor Express hosts event for prospective co-op students

CTV Windsor, March 26, 2025

<https://www.ctvnews.ca/london/article/windsor-express-hosts-event-for-prospective-co-op-students/>

AM800

Medical officer of health preparing for first case of measles in Windsor-Essex

AM800 News, February 28, 2025

<https://www.am800cklw.com/news/medical-officer-of-health-preparing-for-first-case-of-measles-in-windsor-essex.html>

Essex-Windsor EMS preparing to hire more paramedics

AM800 News, March 2, 2025

<https://www.am800cklw.com/news/essex-windsor-ems-preparing-to-hire-more-paramedics.html>

16th annual Hats on for Healthcare campaign underway

AM800 News, March 3, 2025

<https://www.am800cklw.com/news/16th-annual-hats-on-for-healthcare-campaign-underway.html>

WECHU suspends over 1,000 students due to incomplete immunization records

AM800 News, March 3, 2025

<https://www.am800cklw.com/news/wechu-suspends-over-1-000-students-due-to-incomplete-immunization-records.html>

Windsor police report 40 per cent improvement in patient transfer times at local hospital

AM800 News, March 4, 2025

<https://www.am800cklw.com/news/windsor-police-report-40-per-cent-improvement-in-patient-transfer-times-at-local-hospital.html>

WECHU confirms case of measles in Ruthven, warns of possible exposure

AM800 News, March 5, 2025

<https://www.am800cklw.com/news/wechu-confirms-case-of-measles-at-cornerstone-christian-academy-warns-of-possible-exposure.html>

WECHU identifies two more points of exposure following confirmed case of measles

AM800 News, March 5, 2025

<https://www.am800cklw.com/news/wechu-identifies-two-more-points-of-exposure-following-confirmed-case-of-measles.html>

WRH closely monitoring measles situation following local confirmed case

AM800 News, March 7, 2025

<https://www.am800cklw.com/news/wrh-closely-monitoring-measles-situation-following-local-confirmed-case.html>

WECHU identifies two additional points of exposure for measles

AM800 News, March 9, 2025

<https://www.am800cklw.com/news/wechu-identifies-two-additional-points-of-exposure-for-measles.html>

Potential measles exposure in Chatham-Kent: CKPH

AM800 News, March 10, 2025

<https://www.am800cklw.com/news/potential-measles-exposure-in-chatham-kent-ckph.html>

Health unit confirms two more cases of measles in Windsor-Essex

AM800 News, March 10, 2025

<https://www.am800cklw.com/news/health-unit-confirms-two-more-cases-of-measles-in-windsor-essex.html>

'Some positives came out of COVID-19 pandemic,' says former CEO of Windsor Regional Hospital

AM800 News, March 11, 2025

<https://www.am800cklw.com/news/some-positives-came-out-of-covid-19-pandemic-says-former-ceo-of-windsor-regional-hospital.html>

WECHU identifies more possible points of exposure for measles

AM800 News, March 11, 2025

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Six additional measles exposure points identified by CK Public Health

AM800 News, March 12, 2025

<https://www.am800cklw.com/news/six-additional-measles-exposure-points-identified-by-ck-public-health.html>

Amherstburg to host nuclear emergency preparedness training exercise

AM800 News, March 12, 2025

<https://www.am800cklw.com/news/amherstburg-to-host-nuclear-emergency-preparedness-training-exercise.html>

Health unit identifies potential measles exposure point

AM800 News, March 13, 2025

<https://www.am800cklw.com/news/health-unit-identifies-potential-measles-exposure-point.html>

Visitor restrictions in place at Windsor Regional Hospital due to rise in measles cases

AM800 News, March 13, 2025

<https://www.am800cklw.com/news/visitor-restrictions-in-place-at-windsor-regional-hospital-due-to-rise-in-measles-cases.html>

WECHU offering measles vaccine clinic

AM800 News, March 14, 2025

<https://www.am800cklw.com/news/wechu-offering-measles-vaccine-clinic.html>

Complete list of measles exposures in Windsor-Essex, Chatham-Kent

AM800, March 15, 2025

<https://www.am800cklw.com/news/complete-list-of-measles-exposures-in-windsor-essex-chatham-kent.html>

Health unit recommends vaccine for anyone exposed to measles at Erie Shores Hospital on Friday

AM800, March 17, 2025

<https://www.am800cklw.com/news/health-unit-recommends-vaccine-for-anyone-exposed-to-measles-at-erie-shores-hospital-on-friday.html>

CK Public Health reports new measles exposures

AM800 News, March 17, 2025

<https://www.am800cklw.com/news/ck-public-health-reports-new-measles-exposures.html>

Confirmed measles cases on the rise in Windsor-Essex and Chatham-Kent

AM800 News, March 18, 2025

<https://www.am800cklw.com/news/confirmed-measles-cases-on-the-rise-in-windsor-essex-and-chatham-kent.html>

Health unit identifies six more possible measles exposure points

AM800 News, March 20, 2025

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WECHU issues updated vaccine guidelines, more measles exposures reported

AM800 News, March 21, 2025

<https://www.am800cklw.com/news/wechu-issues-updated-vaccine-guidelines-more-measles-exposures-reported.html>

Ontario sees another sharp rise in measles cases while outbreaks grow in Quebec, Alberta

AM800 News, March 20, 2025

<https://www.am800cklw.com/news/ontario-sees-another-sharp-rise-in-measles-cases-while-outbreaks-grow-in-quebec-alberta.html>

WECHU identifies three possible measles exposure locations

AM800 News, March 21, 2025

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CK Public Health reporting two new measles exposures

AM800 News, March 24, 2025

<https://www.am800cklw.com/news/ck-public-health-reporting-two-new-measles-exposures.html>

Windsor Regional Cancer Centre expands radiation treatment services

AM800 News, March 25, 2025

<https://www.am800cklw.com/news/windsor-regional-cancer-centre-expands-radiation-treatment-services.html>

Erie Shore HealthCare opens Measles Assessment Clinic

AM800 News, March 25, 2025

<https://www.am800cklw.com/news/erie-shore-healthcare-opens-measles-assessment-clinic.html>

UWindsor students collect over \$18k in popcorn fundraiser for local foundation

AM800 News, March 25, 2025

<https://www.am800cklw.com/news/uwindsor-students-collect-over-18k-in-popcorn-fundraiser-for-local-foundation.html>

BLACKBURN RADIO

Over 1,000 students suspended

Blackburn Windsor, March 3, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/03/over-1000-students-suspended>

Measles confirmed in Essex County

Blackburn Windsor, March 5, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/05/measles-confirmed-in-essex-county>

UPDATE: Measles confirmed in Essex County

Blackburn Windsor, March 5, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/05/measles-confirmed-in-essex-county>

Health unit says number of suspended students is dwindling

Blackburn Windsor, March 5, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/05/health-unit-says-number-of-suspended-students-is-dwindling>

Patient transfer times continue to drop with Windsor police program

Blackburn Windsor, March 5, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/05/patient-transfer-times-continue-to-drop-with-windsor-police-program>

LHSC changes visitor policy for Children's Hospital and Women's Care program

Blackburn Windsor, March 8, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/08/lhsc-changes-visitor-policy-for-childrens-hospital-and-womens-care-program>

Two measles cases confirmed by Windsor-Essex County Health Unit

Blackburn Windsor, March 10, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/10/two-measles-cases-confirmed-by-windsor-essex-county-health-unit>

Health unit adds three potential exposure sites for measles

Blackburn Windsor, March 11, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/11/health-unit-adds-three-potential-exposure-sites-for-measles>

Hospital changes visitor policy amid measles outbreak

Blackburn Windsor, March 13, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/13/hospital-changes-visitor-policy-amid-measles-outbreak>

Erie Shores Healthcare holds measles vaccination clinic on Friday

Blackburn Windsor, March 14, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/14/erie-shores-healthcare-holds-measles-vaccination-clinic-on-friday>

Over 600 high school students suspended over incomplete immunization records

Blackburn News, March 17, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/17/over-600-high-school-students-suspended-over-incomplete-immunization-records>

Measles vaccination clinic to be held Monday

Blackburn News, March 17, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/16/measles-vaccination-clinic-to-be-held-monday>

ESHC follows WRH lead in implementing visitor restrictions

Blackburn News, March 17, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/14/eshc-follows-wrh-lead-in-implementing-visitor-restrictions>

New measles exposure sites in Windsor-Essex

Blackburn Windsor, March 19, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/19/new-measles-exposure-sites-in-windsor-essex>

Health unit updates measles vaccination guidelines

Blackburn Windsor, March 21, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/21/health-unit-updates-measles-vaccination-guidelines>

New radiation treatments available at Windsor Regional Hospital

Blackburn Windsor, March 24, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/24/new-radiation-treatments-available-at-windsor-regional-hospital>

HDGH rebrands Regional Children's Centre Intensive Outreach Team

Blackburn Windsor, March 25, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/25/hdgh-rebrands-regional-childrens-centre-intensive-outreach-team>

Erie Shores Healthcare launches measles clinic

Blackburn Windsor, March 25, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/25/erie-shores-healthcare-launches-measles-clinic>

Do you know a nurse that has gone above and beyond?

Blackburn Windsor, March 26, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/26/do-you-know-a-nurse-that-has-gone-above-and-beyond>

Public board highlights co-op opportunities

Blackburn Windsor, March 26, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/26/public-board-highlights-co-op-opportunities>

CBC WINDSOR

Case of measles confirmed at Essex County private school, says health unit

CBC Windsor, March 4, 2025

<https://www.cbc.ca/news/canada/windsor/measles-march-break-warning-windsor-essex-1.7473961>

Windsor health unit confirms 2 new measles exposure points after confirmed measles case

CBC Windsor, March 5, 2025

<https://www.cbc.ca/news/canada/windsor/measles-march-break-warning-windsor-essex-1.7473961>

Her daughter just finished cancer treatment. Now this Windsor, Ont., mom is worrying about measles

CBC Windsor, March 6, 2025

<https://www.cbc.ca/news/canada/windsor/measles-ontario-windsor-mom-immunocompromised-vaccines-1.7476946>

Chatham-Kent health unit warns of more possible measles exposures

CBC Windsor, March 10, 2025

<https://www.cbc.ca/news/canada/windsor/chatham-kent-measles-exposure-1.7479161>

Health unit now reporting 3 confirmed cases of measles in Windsor-Essex

CBC Windsor, March 10, 2025

<https://www.cbc.ca/news/canada/windsor/wechu-measles-cases-confirmed-1.7480005>

Five years after pandemic began, COVID-19 has left death, illness, isolation in its wake

CBC Windsor, March 11, 2025

<https://www.cbc.ca/news/canada/windsor/covid-fifth-anniversary-windsor-1.7479718>

Health unit alerts to more exposure locations as measles cases grow in Windsor-Essex

CBC Windsor, March 11, 2025

<https://www.cbc.ca/news/canada/windsor/measles-cases-windsor-essex-1.7480998>

Worried about measles in southwestern Ontario? Here's what you need to know

CBC Windsor, March 12, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-essex-chatham-kent-measles-1.7480693>

Advocacy groups won't appeal Ontario court's dismissal of Charter challenge to long-term care law

CBC Windsor, March 13, 2025

<https://www.cbc.ca/news/canada/windsor/bill-7-advocacy-controversial-law-ontario-long-term-care-1.7481091>

Unvaccinated and exposed to measles? Leamington hospital has a vaccine clinic Friday

CBC Windsor, March 13, 2025

<https://www.cbc.ca/news/canada/windsor/measles-vaccine-clinic-leamington-1.7483384>

Measles prompts Windsor Regional Hospital to restrict visitors under 16, take other precautions

CBC Windsor, March 14, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-hospital-measles-response-1.7482816>

Windsor-Essex, Chatham-Kent health units warn of measles exposures in the community — here's where

CBC Windsor, March 19, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-wechu-measles-exposures-1.7482316>

Early measles vaccines recommended for some infants: Windsor-Essex health unit

CBC Windsor, March 20, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-measles-health-unit-vaccine-recommendation-1.7489135>

Windsor hospital's new linear accelerator will expand cancer treatment capacity

CBC Windsor, March 24, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-linear-accelerator-1.7492179>

Erie Shores HealthCare opens measles assessment clinic

CBC Windsor, March 25, 2025

<https://www.cbc.ca/news/canada/windsor/erie-shores-measles-clinic-1.7492740>

WINDSOR STAR

Confirmed case of measles in Essex County triggers exposure warning

Windsor Star, March 5, 2025

<https://windsorstar.com/news/local-news/confirmed-case-of-measles-in-essex-county-triggers-exposure-warning>

Placing police officers at Windsor Regional Hospital ED speeds up patient transfers

Windsor Star, March 5, 2025

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Leamington measles case sparks health unit warning for Windsor region

Windsor Star, March 10, 2025

<https://windsorstar.com/news/local-news/health-unit-warns-of-more-potential-measles-exposures>

Leamington measles case sparks health unit warning for Windsor region

Windsor Star, March 10, 2025

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Health unit urges vaccinations amid Windsor area measles outbreak

Windsor Star, March 11, 2025

<https://windsorstar.com/news/local-news/health-unit-urges-vaccinations-amid-windsor-area-measles-outbreak>

Public health warns of potential measles exposures in Chatham, Tilbury

Windsor Star, March 11, 2025

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Windsor-Essex to host week-long nuclear training exercise

Windsor Star, March 12, 2025

<https://windsorstar.com/news/local-news/windsor-essex-to-host-week-long-nuclear-training-exercise>

With measles cases on the rise, Windsor Regional Hospital tightens visitor policy

Windsor Star, March 13, 2025

<https://windsorstar.com/news/local-news/with-measles-cases-on-the-rise-windsor-regional-hospital-tightens-visitor-policy>

Measles has hit Windsor area — why is that a health concern?

Windsor Star, March 13, 2025

<https://windsorstar.com/news/local-news/measles-has-hit-windsor-area-why-is-that-a-health-concern>

Health unit warns of measles exposure at Leamington hospital, recommends vaccine

Windsor Star, March 17, 2025

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Ready for next pandemic? Windsor lessons learned 5 years after first COVID-19 case

Windsor Star, March 18, 2025

<https://windsorstar.com/news/local-news/ready-for-next-pandemic-windsor-lessons-learned-5-years-after-first-covid-19-case>

Cancer care boost — Windsor Regional Hospital adds radiation therapy unit

Windsor Star, March 25, 2025

<https://windsorstar.com/news/local-news/cancer-care-boost-windsor-regional-hospital-adds-radiation-therapy-unit>

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Weapons detection system at LHSC set to go online in the coming weeks

CTV London, March 19, 2025

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