



*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, January 5, 2023**

**VIA ZOOM: 1700 hours**

**Windsor, Ontario**

**(ZOOM link is included with the meeting invitation)**

	<b>TAB</b>	<b>TIME</b>	<b>ACTION</b>
<b>1. <u>CALL TO ORDER</u> (Paniccia)</b>		<b>1700</b>	
<b>2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (Paniccia)</b>		<b>1702</b>	
<b>3. <u>PREVIOUS MINUTES:</u> December 8, 2022 (Paniccia)</b>	<b>Tab A</b>	<b>1703</b>	<b>MOTION (approve)</b>
<b>4. <u>REPORT OF THE PRESIDENT &amp; CEO</u> (Musyj)</b>		<b>1705</b>	<b>FYI</b>
<b>5. <u>CNE REPORT</u> (Riddell)</b>		<b>1735</b>	<b>FYI</b>
<b>6. <u>SCHULICH REPORT</u> – (Jacobs)</b>	<b>Tab B</b>	<b>1745</b>	<b>FYI</b>
<b>7. <u>FINANCIAL PRESENTATION</u> – (McLeod)</b>	<b>Tab C</b>	<b>1750</b>	
<b>8. <u>CONSENT AGENDA:</u> Finance/Audit &amp; Resources: December 19, 2022 &amp; Operating Results (McLeod)</b>	<b>Tab D</b>	<b>1800</b>	<b>MOTION (accept report)</b>
<b>9. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)</b>	<b>Tab E</b>	<b>1810</b>	<b>FYI</b>
<b>10. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)</b>		<b>1810</b>	
<b>11. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, February 2, 2023 – ZOOM</b>		<b>1815</b>	<b>FYI</b>

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





**MINUTES** of the **BOARD OF DIRECTORS** meeting held on **Thursday, December 8, 2022**, 17:00 hours, via ZOOM, live streamed on YouTube.

**PRESENT VIA ZOOM:**

Anthony Paniccia, Chair

Laura Copat

Paul Lachance

Cynthia Bissonnette

Ian McLeod

Mary Dawson

Linda Staudt

David Malian

Dr. Laurie Freeman

Genevieve Isshak

Penny Allen

Patricia France

Michael Lavoie

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

David Musyj (ex-officio, non-voting)

Karen Riddell (ex-officio, non-voting)

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

**STAFF VIA ZOOM:**

Executive Committee

**REGRETS:**

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

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

**1. CALL TO ORDER:**

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

**2. DECLARATIONS OF CONFLICT OF INTEREST:**

None declared.

**3. PREVIOUS MINUTES:**

The minutes of the November 3, 2022 Board meeting had been previously circulated.

**MOVED** by Ms. P. Allen, **SECONDED** by Ms. P. France and **CARRIED**

**THAT** the minutes of the November 3, 2022 Board of Directors meeting be approved.

The Chair provided a couple of updates:

- We are one week in with the WRHF Mega Money Lottery. The price is at \$27,000 and you can purchase tickets through the website: <https://www.wrhlottory.ca>
- A great event was held this past weekend by Crews N Brews, GL Heritage Brewing and the Garage Gym with donations from Brian & Lisa Schwab. The event raised approximately \$80,000.
- The T2B 25<sup>th</sup> Anniversary Gala will be held in January 2023 and they are still looking for sponsors.
- Reminder to get your COVID-19 booster and flu shot.

- Congratulations to Nana's Bakery. After 30 years of service, Doug Romanek is retiring on December 11<sup>th</sup>.

#### **4. REPORT FROM THE PRESIDENT & CEO:**

Mr. Musyj reported. Highlights are as follows.

The first slide of the presentation showed a snapshot of influenza trends across Canada. Mr. Musyj stated this is consistent with what took place in Australia, as they saw a dramatic increase as compared to the last couple of years with an earlier and more difficult season. Australia's flu season saw a peak at 7-8 weeks post the start of the season and we are hoping to see the same thing. The flu season in W/E started 6-7 weeks ago.

Mr. Musyj also reported on ED visits and the patients that are coming in for care. This graph is broken down by respiratory and non-respiratory visits. As of December 6, 2022, the total number of non-respiratory visits to the EDs was 864 and 93 respiratory visits. October was a very busy month.

The third slide of the presentation provided a snapshot of the sub-set of patients with respiratory issues who have been admitted to the Hospital along with projections. Mr. Musyj explained that influenza and RSV are taking the majority of in-patient cases and COVID-19 seems to be stabilizing. However, we could see a spike in COVID-19 cases in early January.

The Hospital's current snapshot today shows the census is at 102% at Met and 103% at Ouellette. This is not a number you want to be at. The ANB number is high at 18 between the campuses. Mr. Musyj advised that the 5 year old with RSV in the ICU has now been transferred back to the Pediatric unit. For information, there are 12 beds in CCU.

Mr. Musyj also addressed ALCs for LTC. Since Bill 7 came into effect in September we have not had to issue a letter regarding the \$400/day fee (in fact, the letter has not even been finalized). The goal is to never have to issue one of these letters, however, Mr. Musyj indicated that we could have to depending what the next few weeks bring. Bill 7 has opened up the conversation between Home & Community Care, the family and our own frontline staff regarding what options are available everywhere in the system, not just in LTC. Also, there have been more fulsome discussions should a patient want to go home and what types of healthcare services they can receive in their own home.

Ms. Riddell provided an update on WRH's Adult and Paediatric Respiratory Clinic. Under the direction of the Government, the WRH AC expanded its service for both adult and paediatric patients experiencing all respiratory illnesses including COVID-19, influenza and RSV. This started on November 21<sup>st</sup>. The recommendation is for individuals to seek care with their primary care provider first. Ms. Riddell outlined the services including COVID-19 testing for eligible patients as well as treatment – Remdesivir and Paxlovid, and clinical assessments for respiratory patients. Same day appointments are available and there are physicians on site. We have a plan in place to ramp up the hours if necessary. This has been a well-utilized service with approximately 20 patients per day seeking clinical assessment under updated criteria. Approximately 14 of the 20 patients are children.

## **5. REPORT FROM SCHULICH:**

Dr. Jacobs referred to his report. There has been a lot of work to improve wellness for the faculty members. Drs. Gupta and Hamm provided a session on *Assessing Burnout and Professional Fulfillment in a Regional Community Hospital*. Page 2 outlined the clerkship awards presented to the Windsor medical students.

Thank you to the partners at the University of Windsor on the launch of research grants enabling students from the Schulich campus to engage in research projects under the supervision of a University faculty member/mentor. There are five (5) grants of \$10,000 each.

## **6. FINANCIAL PRESENTATION (October 2022 Results):**

Mr. McLeod reported.

### **Slide 2 – Funding Update:**

- One-time funding confirmation has been received for 18 additional medical/surgical beds in the amount of \$9,198,000. These beds have been in operation since April 1, 2022.
- Funding for the COVID-19 testing, assessment and therapeutic delivery clinic confirmed in the amount of \$2,071,337 for fiscal 2022/23. Based on projections this will be sufficient to cover operating costs.
- Continuation of the “Unearned Funds Program” for volume-based programs in 2022/23. Similar to last fiscal year, this will enable hospitals to use unearned funds such as those for QBPs to address operating cost pressures.

### **Slide 3 – Financial Results – YTD October 2022:**

- \$2,101,000 surplus for hospital operations year to date which is \$4,766,000 better than budget.
- Includes recognition of \$5,393,000 in year-to-date funding for the 18 beds mentioned above.
- The net surplus after building amortization is \$1,395,000 which is \$5,189,000 better than budget.

### **Slide 4 – COVID-19 Impact on Expenses:**

- This slide shows the breakdown of \$14.8 million in COVID-19 expenses
- Unfunded COVID-19 expenses total \$3,731,000 due to
  - The wage differential for the Nursing Externs & S-PEP
    - Expenses no longer funded via incremental expense reimbursement (after June 2022)
    - Sick and isolation costs and additional staffing in the perioperative program
    - Incremental PPE
    - Additional shuttle costs, storage of equipment
- We expect the \$299,000 gap in medical remuneration to be funded.

**Revenue shortfalls in the three categories below are not funded:**

- Volume-based for Quality-Based Procedures (QBP), Neuro, Cardiac and Wait Time. When compared to the budgeted volumes there is a \$6.6 million shortfall
- \$1.9 million revenue loss in Patient Services
- \$432,000 revenue loss in Other Recoveries

**Slide 5 – Significant Variances:**

- Salaries & Wage \$3,276,000 deficit
  - Includes the 2nd TRIN (Temporary Retention Incentive for Nurses) payment of \$3,254,000 which is fully funded
  - Includes \$6,000,000 in funded expenses for Nursing Externs, S-PEP and COVID-19 incremental costs
- Medical Staff Fees \$5,141,000 deficit
  - \$2,944,000 is funded through COVID-19 Temporary Physician Funding
  - \$2,650,000 offsetting favourable Patient Services Revenue variance
- Medical/Surgical Supplies \$1,242,000 deficit
  - 72% of this deficit relates to incremental PPE
- Drugs \$1,042,000 deficit
  - Offset by favourable revenue in retail pharmacies

**Slide 6 – Significant Variances continued:**

- Other Supplies \$1,529,000 deficit
  - \$1,113,000 legal fees
  - \$755,000 building and grounds maintenance and service contracts
  - \$284,000 patient transportation cost – patient transports to Hotel Dieu, nursing and retirement homes in order to free up beds
  - \$255,000 physician recruitment
- Other Supplies surpluses in other categories offset some of the deficits above

**MOVED** by Mr. I. McLeod, **SECONDED** by Mr. P. Lachance and **CARRIED** THAT the December 8, 2022 Financial Presentation (as of October 31, 2022) be accepted.

**7. CONSENT AGENDA:**

**MOVED** by Mr. I. McLeod, **SECONDED** by Ms. P. France and **CARRIED** THAT the report from the November 28, 2022 Finance/Audit & Resources Committee meetings be accepted.

**8. CORRESPONDENCE/PRINTED MATTER:**

a) Media Report – FYI only.

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

None

**10. NEW BUSINESS:**

None

**11. DATE OF NEXT REGULAR MEETING:**

**Thursday, January 5, 2023, 1700 hrs VIA: ZOOM**

**12. ADJOURNMENT:**

There being no further business to discuss, it was

**MOVED** by Mr. D. Malian, **SECONDED** by Ms. L. Copat and **CARRIED**

**THAT** the December 8, 2022 Board of Directors meeting be adjourned at 1740 hours.

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Anthony Paniccia, Chair  
Board of Directors

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Dawn Sutherland  
Recording Secretary/ds





## Update to WRH Board of Directors (January 4, 2023)

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### **Announcements:** Faculty Wellbeing

- Dr. Rasna Gupta joined CBC radio's Afternoon Drive to discuss the Schulich Peer-to-Peer wellness initiative supporting physician burnout. It is available here:  
[Program to Help Healthcare Burnout Rolling Out In Windsor | Afternoon Drive with Allison Devereaux | Live Radio | CBC Listen](#)

### **Faculty Development Workshops:**

Management Principles for Physicians

**Date:** Thursday, January 19 & 26, 2023 Evening sessions

**Location:** Synchronous Online

**Of Interest To:** This joint offering from the Schulich School of Medicine & Dentistry, and the Ivey School of Business, will provide the participant with practical ways to incorporate managerial concepts into enhancing healthcare delivery. This course presumes no prior exposure to business management concepts. [Website](#)

**Date:** Tuesday, April 4, 2023 5:30 - 7:00pm EST.

**Location:** Synchronous Online with Asynchronous Materials to be completed before the course

**Of Interest To:** Clinical Academics at the Assistant Professor rank can benefit from this practical workshop. ***Specific to Windsor Campus*** [Registration](#)

Defining Professionalism: How it is developed? Why do we stray? What can we do about it?

**Date:** Tuesday, February 21, 2023 4:30 - 6:30pm EST.

**Location:** Synchronous online learning

**Of Interest To:** This workshop will include practical approaches to identifying and managing professionalism issues that arise in the clinical setting. [Registration](#)

### **Clinical Faculty Mentorship**

This online asynchronous learning opportunity, its intended for anyone that sits on a Schulich faculty mentorship committee, both mentors and mentees alike. [Registration](#)

### **Windsor Update:**

- This year, the UME program will undergo accreditation review. The formal visit is scheduled for November 2023, with the bulk of the preparatory work is still in the process of being completed. This is an exciting opportunity to identify areas of improvement and celebrate successes.

- A new position: Assistant Dean – Undergraduate Medical Education, Windsor is in the process of application review and interview selection. We are hopeful to have this position announced in the near future.
- The fourth-year class is completing their residency applications. The first iteration of the Match is scheduled for March 22, 2023
- The Windsor Campus Awards of Excellence is scheduled for April 26, 2023. Nominations will be accepted soon. Save the date!

Respectfully submitted,

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





Finance/Audit and Resources Committee  
December 19, 2022

# Financial Results

## November 30, 2022

- ▶ Funding Update

- ▶ \$2,207,300 in one time funding for Pandemic Prevention and containment  
July 2022 - March 2023 (not reflected in November 2022 statements)

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

## November 30, 2022

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
<b>Revenue</b>	\$ 421,986	\$ 406,982	\$ 15,004	3.7%
<b>Expenses</b>				
Salaries and Wages	\$ 179,269	\$ 175,320	\$ (3,949)	(2.3%)
Employee benefits	45,289	45,249	(40)	(0.1%)
Employee ben. - future ben. costs	1,011	1,011	-	0.0%
Medical staff remuneration	42,021	35,847	(6,174)	(17.2%)
Medical & Surgical supplies	27,417	25,641	(1,776)	(6.9%)
Drugs	54,376	51,967	(2,409)	(4.6%)
Supplies & other expenses	51,631	49,523	(2,108)	(4.3%)
Long term Interest	4,675	4,571	(104)	(2.3%)
Equipment lease / rental	1,682	1,707	25	1.5%
Equipment amortization	9,826	11,267	1,441	12.8%
<b>Total Expense</b>	\$ 417,197	\$ 402,103	\$ (15,094)	(3.8%)
<b>Surplus / (Deficit) From Hospital Operations</b>	\$ 4,789	\$ 4,879	\$ (90)	
COVID-19 extraordinary operating expenses unfunded - eligible	\$ 342		\$ 342	
COVID-19 extraordinary operating expenses unfunded - ineligible	\$ 4,490		\$ 4,490	
COVID-19 related unfunded non-ministry revenue loss included above	\$ 2,670		\$ 2,670	
YTD - Unearned Ministry volume funding	\$ 7,474		\$ (7,474)	
<b>Surplus or (Deficit) / Revenue</b>	1.13%	1.20%	-0.06%	

**Net Surplus/(Deficit) after building amortization \$3,960**

# Financial Results - COVID-19 Impact

## November 30, 2022

Year to Date Results include \$16.6 million in COVID-19 extraordinary expenses. Net revenue losses total \$10.1 million.

<b>Windsor Regional Hospital COVID-19 Expenses Year-to-Date November 2022</b>			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
Compensation	6,521,476	-	3,180,097
Medical Staff Fees	3,430,785	342,188	-
Med. Surg. Supplies	752,508	-	1,155,653
Drugs	11,466	-	-
Other supplies & expense	853,037	-	116,308
Equipment Expenses	207,597	-	38,193
Renovations	-	-	-
<b>Total Operating Expense</b>	<b>\$ 11,776,869</b>	<b>\$ 342,188</b>	<b>\$ 4,490,251</b>
<b>Capital</b>	<b>\$ 86,180</b>	<b>-</b>	<b>\$ -</b>
<b>Combined Total</b>	<b>\$ 11,863,049</b>	<b>\$ 342,188</b>	<b>\$ 4,490,251</b>

<b>Windsor Regional Hospital COVID-19 Revenue Loss Year-to-Date November 2022</b>		
	<u>Funded</u>	<u>Unfunded</u>
Volume Based*	-	7,473,736
Patient Services**	-	2,174,262
Recoveries***	-	495,277
<b>Total Revenue</b>	<b>-</b>	<b>\$ 10,143,276</b>

- \* 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

## November 30, 2022

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

- ▶ **Salaries & Wages (\$3,949)**
  - ▶ Includes \$3,254 for the 2<sup>nd</sup> TRIN payment = fully funded
  - ▶ Extern, S-PEP and COVID-19 incremental funding \$6,500
- ▶ **Medical Staff Fees (\$6,174)**
  - ▶ \$3,773 COVID-19 funded
  - ▶ \$3,050 favourable in Patient Services Revenue
- ▶ **Medical/Surgical Supplies (\$1,776)**
  - ▶ 65% (\$1,156) incremental PPE
  - ▶ Remainder due to costs associated with QBP volumes (i.e. hip and knee replacements) and increases in high cost procedures such as neurosurgery
- ▶ **Drugs (\$2,409)**
  - ▶ Other Recoveries favourable \$2,470 mainly in retail pharmacies

# Financial Results

## November 30, 2022

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

- ▶ **Other Supplies (\$2,108)**
  - ▶ (\$1,269) legal fees
  - ▶ (\$717) building/grounds maintenance & service contracts
  - ▶ (\$328) referred out patient transport
  - ▶ (\$344) physician recruitment
- ▶ **Deficits above are offset by favourable variances**
  - ▶ \$407 equipment & software maintenance
  - ▶ \$294 printing supplies
  - ▶ \$140 staff travel





## **MOTION/ACTION SHEET**

**From The**

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

**Monday, December 19, 2022**

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



**MINUTES** from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE** (*General Session*) held on Monday, December 19, 2022 Via Zoom (following the In-Camera Session).

**PRESENT:**

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

**COMMUNITY MEMBERS:**

Anna Kirby  
James Skutovich  
Marc Jones  
Dwayne Dawson  
Robert Klein

**REGRETS:**

Trevor Chapman

Anthony Paniccia, Chair of the Board of Directors

**STAFF:**

David Musyj  
Malissa Gauthier  
Todd Bested  
John Faber  
Heidi Zimmer  
Mary Macera

**1.0 CALL TO ORDER**

Mrs. Penny Allen, Acting Chair & Treasurer, on behalf of Mr. Ian McLeod, called the meeting to order at 6:10 p.m.

The proceedings were recorded by Mary Macera.

**2.0 APPROVAL OF AGENDA**

**MOVED** by Paul Lachance, **SECONDED** by Anna Kirby that the General Finance/Audit & Resources Committee Agenda of Monday, December 19, 2022, be approved

**CARRIED.**

**3.0 CONFLICT OF INTEREST**

No "Conflict of Interest" was declared.

#### **4.0 FOR APPROVAL / RECOMMENDATION(S)**

##### 4.1 Minutes of Previous Meeting – Monday, November 28, 2022

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, November 28, 2022** were previously circulated to all members.

**MOVED by Laurie Freeman, SECONDED by Paul Lachance- that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, November 28, 2022 be approved**

**CARRIED.**

#### **5.0 FOR DISCUSSION**

##### 5.1 Monthly Operating Results Report – November 2022 (*As Appended*)

Ms Zimmer reported that the operating results for the 8 months ended November 30, 2022 resulted in a surplus of \$3,960,000; \$9,413,000 positive Hospital Margin.

There are two items to note:

1. The HAPS (Hospital Annual Planning Submission) has been updated to include one-time funding for the 18 additional med/surg beds that have been in operation since April 1, 2022. Funding totals \$9,198,000 for the fiscal year.
2. Operating results include a combined \$19.3 million in higher costs and lost revenues attributable to meeting clinical responsibilities related to COVID-19. Incremental expenses will be reimbursed via the criteria applied in fiscal 2022-2023 for the 1<sup>st</sup> quarter of fiscal year 2022-2023 only.

The vaccine administration and Health Human Resource (HHR) Program will continue to receive operating funding until March 31, 2023.

There is one funding update to report; a letter was received on Friday, December 16<sup>th</sup> confirming that WRH will receive \$2.2 million for one-time pandemic prevention and containment to cover July to March. Due to timing of this confirmation, the amount is not reflected in the November statements.

The appended financial statements will detail operation, revenue, expenses and patient volumes in more detail.

Some highlights:

- Total revenue is favourable; expenses are unfavourable
- COVID-19 expenses which are funded and those that are unfunded

- Salaries and wages are over budget (included \$3.3 million for the second tranche of the nursing retention bonus which is fully funded)
- Medical fees are over budget by \$6.2 million, although \$3.9 million is COVID-19 funding for the temporary physician funding and the remainder is additional earned revenues and patients services from diagnostics, partially offsetting those additional medical fees.
- Our med/surg supplies are over budget due to the incremental PPE that is being reported; still reporting, tracking and sending all to the Ministry.
- With respect to QBPs volumes, we are trying to ramp up hip and knee replacements.
- Drugs are over budget, however our recoveries are favourable more than offsetting (occurs mainly in the retail pharmacies).
- Other supplies variance.
- Sick and overtime to date is running over budget and terms of the metrics for sick and overtime targets which are based on meeting aggregated targets from our benchmarking. When COVID-19 related sicktime is taken out, we are still a bit over.

## **6.0 FOR INFORMATION**

### **6.1 President's Report – December 2022**

A link was provided for the community members. Mr. Musyj wished the committee members a Happy Holiday.

## **7.0 DATE OF NEXT MEETING**

The Finance/Audit & Resources Committee will meet on **Monday, January 23, 2023 at 5:00 p.m. Via Zoom.**

## **8.0 ADJOURNMENT**

Mrs. Penny Allen indicated there was no further business.

Mr. Paniccia and Mr. McLeod thanked the committee members and the staff for their hard work. Happy Holidays!

**MOVED by Paul Lachance, SECONDED by Jamie Skutovich that the General Meeting from the Finance/Audit & Resources Committee of Monday, December 19, 2022 be adjourned at 6:16 p.m.**

**CARRIED.**

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Mrs. Penny Allen, Acting Chair & Treasurer  
FinAudit&Resources\_Minutes  
20221128

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Mary Macera  
Recorder

# Windsor Regional Hospital

## Operating Results Report

For the Eight Months Ended November 30, 2022

Treasurer's Report

Board of Directors

Financial Summary - November 2022

(\$000's)

	Line	November 2022 Actuals		
		Actual	Budget	Variance *
<b>Hospital Ops</b>				
Total Revenue	9	\$421,986	\$ 406,982	\$ 15,004
Total Expense	20	417,197	402,103	(15,094)
<b>Surplus / (Deficit)</b>	21	4,789	4,879	(90)
Other Votes (net)	22	(51)	(55)	4
Other Recoveries / (Exp)	23	-	-	-
<b>Subtotal</b>	24	<b>4,738</b>	<b>4,824</b>	<b>(86)</b>
Net bldg. amortization	25	(778)	(1,236)	458
<b>Net Surplus (Deficit)</b>	26	<b>\$ 3,960</b>	<b>\$ 3,588</b>	<b>\$ 372</b>

<b>Hospital Margin</b>	<b>\$ 9,413</b>	<b>\$ 9,395</b>	<b>\$ 18</b>
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<b>Capital Equipment Expenditures</b>	<b>\$ 13,952</b>	<b>\$ 44,703</b>	<b>\$ 30,751</b>
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\* Variance - favourable / (unfavourable)

### Operation Highlights:

- The operating results for the eight months ended November 30, 2022 resulted in a surplus of \$3,960,000 (\$9,413,000 positive Hospital Margin) based on the Ministry of Health (Ministry) definition. There are two items worth noting –
  - a. The HAPS budget has been updated to include one time funding for the 18 additional medical/surgical beds in operation since April 1, 2022. This funding totals \$9,198,000 (\$1,400 per day) for the fiscal year.
  - b. Operating results include a combined \$19.3 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. Incremental expenses will be reimbursed via the criteria applied in fiscal 2022-2023 for the first quarter of fiscal 2022-2023 only. Vaccine Administration, Health Human Resources (HHR) programs and Temporary Physician funding will continue through existing processes until March 31, 2023.



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

For the eight months ended November 30, 2022, the surplus after net building amortization is **\$3,960,000**, which is \$372,000 better than the approved plan. This represents a positive Ministry of Health Margin of \$9,413,000 (one year ago, the margin was positive \$185,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$19.3 million are included in these results. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1, 2022 to November 30, 2022 indicating those that have been funded or not (eligible and ineligible for funding under the most recent guidance).

<b>Windsor Regional Hospital COVID-19 Revenue Loss &amp; Expenses Year-to-Date November 2022</b>			
	<u>Funded</u>	<u>Unfunded Eligible</u>	<u>Unfunded Ineligible</u>
<b>Revenue</b>			
Patient Services	-	-	2,174,262
Recoveries	-	-	495,277
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>2,669,540</b>
<b>Expense</b>			
Compensation	6,521,476	-	3,180,097
Medical Staff Fees	3,430,785	342,188	-
Med. Surg. Supplies	752,508	-	1,155,653
Drugs	11,466	-	-
Other supplies & expense	853,037	-	116,308
Equipment Expenses	207,597	-	38,193
Renovations	-	-	-
<b>Total Expense</b>	<b>11,776,869</b>	<b>342,188</b>	<b>4,490,251</b>
<b>Total Operating</b>	<b>\$ 11,776,869</b>	<b>\$ 342,188</b>	<b>\$ 7,159,791</b>

Ineligible expenses include the following:

- Compensation of \$1,129,000 due to the rate difference for the Externs and S-PEP nurses. The maximum hourly rate per the agreement with the Ministry is \$20.60 per hour including benefits. WRH pays \$25 per hour before benefits.
- Additional staffing in the perioperative program due to COVID-19.
- COVID-19 sick and isolation costs.
- Incremental PPE costs.
- Other expenses include additional shuttle costs to provide social distancing.
- Equipment expenses for storage units for furniture removed for social distancing.

Funding for COVID-19 testing, assessment and therapeutic delivery & cough and cold assessment has been confirmed in the amount of \$2,071,337 in fiscal 2022-2023. Based on our current year projections this funding should be sufficient to cover the Assessment Centre operating costs.

It should be noted that with respect to Ministry volume based funding, we have unearned revenue for these eight (8) months of \$7.5 million based on estimates. This is \$1,060,000 better than the same period last fiscal year. Prior year actuals are used as a proxy for current year until the actual coded data is available. At time of reporting five (5) months of coded data is available (April to August 2022).

## **Revenue**

Ministry revenue (combined base and one-time) is \$11 million (3.4%) higher than budget. The Hospital has received confirmation that the 18 additional medical/surgical beds that have been in operation since April 1, 2022 will be funded at a rate of \$1,400 per day. This equates to an additional \$9,198,000 in one time funding for the fiscal year which is now included in the current approved (HAPS) budget. Incremental COVID-19 operating expenses incurred for the first quarter of the fiscal year will be funded under the same criteria as in 2021-2022 with the exception of the change in the Assessment Centre funding methodology. One-time funding is favourable year to date as it includes accruals for revenue for which we have received a funding letter or Ministry confirmation. One time funding includes the following:

- ✚ \$6.1 million for April - November 2022 funding for 18 additional med/surge beds
- ✚ \$3.9 million for April - June 2022 incremental COVID-19 expenses
- ✚ \$2.7 million for the Nursing Extern and SPEP Programs
- ✚ \$1.3 million in Assessment Centre funding
- ✚ \$342,000 in COVID-19 physician payments
- ✚ \$330,000 for Vaccine Administration

These accruals are offset by the amounts payable related to the volume shortfalls for Quality-Based Procedures, Neurology, Cardiology and Wait Time programs (\$7.5 million mentioned above).

Ministry drug reimbursements are \$388,000 better than budget. This budget is based on estimated drug usage and corresponding reimbursement and therefore there is some variation.

The preferred accommodation revenue variance is unfavourable to budget by \$2,068,000. Although additional beds are open and occupancy rates are high, infection prevention and control measures often require patients to be placed in private rooms and we are unable to bill for accommodation in these circumstances. Also, the Ministry of Health directive that hospitals cannot bill uninsured patients for semi-private and private accommodation during the pandemic contributes to the shortfall. Previously, uninsured patients would have paid out of pocket for this accommodation.

Chronic Co-payment revenue is \$28,000 better than budget. Effective October 1, 2022, patients that are designated as Alternate Level of Care (ALC) can be charged up to \$63.73 per day. The daily rate may be adjusted based on a co-payment assessment which takes into consideration the individual's income.

Patient Services revenue variance is \$3,050,000 favourable (14.4%) year to date, with \$1.6 million of the positive variance attributable to uninsured patient revenue. This revenue is reimbursed by the Ministry at the interprovincial billing rate which is higher than OHIP rates. Previously many of these accounts would have been uncollectible. There has been no communication from the Ministry with respect to how long this program will continue. The remaining surplus is the result of higher than planned diagnostic revenues which are offset by increased medical fees required to earn this revenue.

Equipment Grant amortization is better than budget by \$87,000 (3.8% favourable). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$2,470,000 favourable (7.5%) to budget. Retail pharmacy revenues are significantly higher than budgeted but these revenues are equally offset by increased drug costs.

### **Expenses**

Salaries are currently over budget (unfavourable) by \$3,949,000 (2.3%) year to date November 30, 2022. \$3,254,000 of this variance is due to the payment of the second tranche of the Temporary Retention Incentive for Nurses (TRIN) for which there is equally offsetting funding.

Year to date spending for employees in paid isolation is \$214,000 and paid sick time due to COVID-19 is \$2,129,000. Nursing Externs and those participating in the Supervised Practice Experience Partnership (SPEP) have been paid \$3,864,000 to date. Funding for these programs remains in place until March 31, 2023.

Employee Benefits are unfavourable to budget by \$40,000 (.1%). Note that only statutory benefits were paid on the TRIN bonus.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$6,174,000 (17.2%). Of this variance, \$3,773,000 is attributable to COVID-19 and will be funded through the temporary physician funding for COVID-19. The remaining variance occurs in diagnostic services, laboratory and the emergency department. These higher costs are funded by the higher diagnostic (patient) services revenue or other funding sources.

Medical & Surgical Supplies are unfavourable to budget by \$1,776,000 (6.9%) year to date. The main source of the deficit (\$1,156,000) is the overall increase in Personal Protective Equipment (PPE) throughout the hospital.

Drug expenses are unfavourable by \$2,409,000 (4.6%) year to date. Retail pharmacy revenues offset this deficit entirely and net drug revenue to expense is favourable by \$460,000 year-to-date.

Supplies and Other Expenses are unfavourable to budget by \$2,108,000 (4.3%). Significant variances are as follows:

- ✚ \$1,269,000 legal fees with \$374,000 attributable to a particular case.
- ✚ \$717,000 building/grounds maintenance and service contracts
- ✚ \$328,000 referred out patient transportation
- ✚ \$344,000 physician recruitment

These deficits are offset by surpluses in other areas such as equipment and software maintenance (\$407,000), printing supplies (\$294,000) and travel (\$140,000).

Long Term Interest expense is \$104,000 unfavourable (2.3%).

Equipment Lease/Rental is \$25,000 favourable (1.5%) to budget to date.

Equipment amortization is \$1,441,000 (18.8%) under budget due to the timing of new asset additions.

**Other Votes** – Other Votes are \$4,000 favourable year to date.

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

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

Our Ministry / Ontario Health receivable has decreased by \$16 million from March 31, 2022. The Hospital received reimbursements for outstanding 2020-2021 COVID-19 incremental expenses as well as funding for 2021-2022 expenses up to March 2022. Funding for qualifying incremental expenses from April to November of 2022 has been accrued in the amount of \$4.8 million. The remaining receivable is comprised of funding for drug reimbursements and timing differences for confirmed base and one-time funding.

Inventory has increased by \$181,000 when compared to March 31, 2022.

As at November 30, 2022, the market value of the sinking fund has increased by \$1,794,000 (7.17%) since inception and decreased by \$136,000 since March 31, 2022. The underlying cost base as a result of realized investment gains has increased by

\$1,080,000 since the original \$25 million investment was made and has increased \$150,000 since March 31, 2022.

<b>Fund Manager -</b>	<b>Market Value</b>	<b>Cost</b>
Guardian Capital	\$13,157,000	\$12,753,000
Leith Wheeler	<u>13,659,000</u>	<u>13,326,000</u>
<b>Total</b>	<b><u>\$26,816,000</u></b>	<b><u>\$26,079,000</u></b>

### **3. Patient Volumes**

Acute patient days at the Met campus are 1,415 over plan while psychiatry (Maryvale) patient days are below target by 133 days. Surgical cases are 3,280 under plan and ambulatory visits are 13,279 under plan.

Acute patient days at the Ouellette campus are 1,580 above plan while psychiatry patient days are 1,677 under target. Surgical cases are 2,480 below plan and ambulatory visits are 13,322 over plan with 16,160 of these visits occurring in the COVID-19 Assessment Centre.

Emergency department visits are 5,089 below plan at the Met campus and 5,958 below plan at Ouellette. Emergency patient days are 1,825 over plan at the Met campus and 1,976 over plan at the Ouellette campus. These additional patient days are indicative of the occupancy pressures the hospital is experiencing.

### **4. Organizational Health**

The percentage of sick time year to date for the Met Campus is 7.3%, which is over the target of 4.7% by 2.6%, while overtime is 1.75% over target at 4.1%.

Sick time at the Ouellette Campus is 7.2% compared to the target of 4.7%, while overtime is at 7% year to date compared to the target of 2.35%.

When COVID-19 related sick time is excluded from the calculation, the sick time percentages are still over the target of 4.7% with the Met Campus at 5.7% and Ouellette at 5.4%.

With respect to FTEs, the Met Campus is unfavourable to budget by 2.5 FTEs. At the Ouellette Campus, the FTE variance is favourable by 16.5 FTEs. Overall, the Hospital is 11.2 FTEs over budget including 25.1 FTEs for staffing requirements of the Assessment Centre and Vaccine Administration.

**Statement #1**  
**WINDSOR REGIONAL HOSPITAL**  
**Consolidated Operating Results for the Eight Months Ending November 30, 2022**

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	
		<b>Revenue (\$000's)</b>										
\$ 36,558	\$ 1,609	1	Ministry Funding - Base	\$ 280,366	\$ 283,918	\$ (3,552)	-1.25%	\$ 417,808	\$ 425,592	\$ (7,784)	\$ 278,087	\$ 401,055
7,074	1,655	2	Ministry Funding - One-time	58,803	43,925	14,878	33.87%	85,234	65,843	19,391	55,293	27,770
3,194	635	3	Ministry Funding - Drug Reimb.	20,857	20,469	388	1.90%	30,104	30,704	(600)	19,856	22,103
36	(268)	4	Preferred Accommodation	403	2,471	(2,068)	-83.69%	696	3,696	(3,000)	274	3,620
11	8	5	Chronic co-payment	56	28	28	100.00%	72	42	30	1	47
2,997	400	6	Patient services	24,168	21,118	3,050	14.44%	37,303	31,603	5,700	22,758	32,594
733	92	7	Capital grant amortization	5,154	5,128	26	0.51%	7,266	7,407	(141)	5,105	6,550
5,025	1,106	8	Other recoveries	35,462	32,975	2,487	7.54%	52,764	50,524	2,240	29,481	43,232
\$ 55,628	\$ 5,237	9	Total Revenue	\$ 425,269	\$ 410,032	\$ 15,237	3.72%	\$ 631,247	\$ 615,411	\$ 15,836	\$ 410,855	\$ 536,971
		<b>Expense (\$000's)</b>										
\$ 22,374	\$ (162)	10	Salaries	\$ 179,601	\$ 175,443	\$ (4,158)	-2.37%	\$ 267,712	\$ 263,983	\$ (3,729)	\$ 179,339	\$ 242,858
5,107	(529)	11	Employee benefits	45,359	45,274	(85)	-0.19%	70,107	69,138	(969)	45,268	61,424
126	-	12	Employee ben. - future ben. costs	1,011	1,011	-	0.00%	1,517	1,517	-	1,367	2,325
5,464	(971)	13	Medical staff remuneration	42,021	35,847	(6,174)	-17.22%	62,675	53,875	(8,800)	42,192	54,183
3,776	(551)	14	Medical & Surgical supplies	27,417	25,641	(1,776)	-6.93%	39,988	37,935	(2,053)	27,058	35,882
7,858	(1,380)	15	Drugs	54,376	51,967	(2,409)	-4.64%	78,973	77,911	(1,062)	48,181	60,153
7,456	(609)	16	Supplies & other expenses	56,472	54,224	(2,248)	-4.15%	86,391	82,983	(3,408)	60,285	61,257
242	(28)	17	Equipment lease / rental	1,682	1,707	25	1.46%	2,560	2,573	13	1,734	2,675
1,966	(50)	18	Capital amortization	13,370	15,330	1,960	12.79%	21,324	22,995	1,671	10,935	13,947
\$ 54,369	\$ (4,280)	19	Total Expense	\$ 421,309	\$ 406,444	\$ (14,865)	-3.66%	\$ 631,247	\$ 612,910	\$ (18,337)	\$ 416,359	\$ 534,704
-	-	20	Other recoveries (expense)	-	-	-	#DIV/0!	-	-	-	-	572
\$ 1,259	\$ 957	20	Net Surplus (Deficit) - \$000's	\$ 3,960	\$ 3,588	\$ 372		\$ (0)	\$ 2,501	\$ (2,501)	\$ (5,504)	\$ 2,839
\$ 1,956	\$ 935	1	Total Margin - \$000's	\$ 9,413	\$ 9,395	\$ 18		\$ 8,072	\$ 11,170	\$ (3,098)	\$ 185	\$ 8,145
1,102	(1,102)		COVID-19 related unfunded extraordinary operating expenses and revenue loss included above	7,160	-	(7,160)		9,500	-	(9,500)	4,653	-

Statement #2  
**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Eight Months Ending November 30, 2022**  
**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
<b>Revenue (\$000's)</b>										
\$ 36,498	\$ 1,567	1	\$ 279,873	\$ 283,702	\$ (3,829)	416,670	\$ 424,454	\$ (7,784)	\$ 277,883	\$ 419,681
7,074	1,655	2	58,803	43,925	14,878	85,234	65,843	19,391	55,293	99,387
3,194	635	3	20,857	20,469	388	30,104	30,704	(600)	19,856	31,582
36	(268)	4	403	2,471	(2,068)	696	3,696	(3,000)	274	637
11	8	5	56	28	28	72	42	30	1	1
2,997	400	6	24,168	21,118	3,050	37,303	31,603	5,700	22,758	34,338
342	54	7	2,388	2,301	87	3,194	3,166	28	2,375	3,584
5,025	1,107	8	35,438	32,968	2,470	52,718	50,478	2,240	29,461	46,715
\$ 55,177	\$ 5,158	9	\$ 421,986	\$ 406,982	\$ 15,004	\$ 625,991	\$ 609,986	\$ 16,005	\$ 407,901	\$ 635,925
<b>Expense (\$000's)</b>										
\$ 22,323	\$ (125)	10	\$ 179,269	\$ 175,320	\$ (3,949)	\$ 267,525	\$ 263,796	\$ (3,729)	\$ 179,226	\$ 272,547
5,096	(521)	11	45,289	45,249	(40)	70,070	69,101	(969)	45,236	68,485
126	-	12	1,011	1,011	-	1,517	1,517	-	1,367	2,546
5,464	(971)	13	42,021	35,847	(6,174)	62,675	53,875	(8,800)	42,192	64,103
3,776	(551)	14	27,417	25,641	(1,776)	39,987	37,934	(2,053)	27,058	41,517
7,858	(1,380)	15	54,376	51,967	(2,409)	78,973	77,911	(1,062)	48,181	76,960
6,870	(592)	16	51,631	49,523	(2,108)	78,444	75,169	(3,275)	55,543	86,615
581	(19)	17	4,675	4,571	(104)	6,936	6,816	(120)	4,632	6,918
242	(28)	18	1,682	1,707	25	2,560	2,560	-	1,734	2,654
1,459	(51)	19	9,826	11,267	1,441	16,116	16,901	785	7,148	12,353
\$ 53,795	\$ (4,238)	20	\$ 417,197	\$ 402,103	\$ (15,094)	\$ 624,803	\$ 605,580	\$ (19,223)	\$ 412,317	\$ 634,698
\$ 1,382	\$ 920	21	\$ 4,789	\$ 4,879	\$ (90)	\$ 1,188	\$ 4,406	\$ (3,218)	\$ (4,416)	\$ 1,227
<b>Surplus / (Deficit) from Other Operations (\$000's)</b>										
(7)	(2)	22	(51)	(55)	4	(52)	(52)	-	(31)	-
-	-	23	-	-	-	-	-	-	-	-
1,375	918	24	4,738	4,824	(86)	1,136	4,354	(3,218)	(4,447)	1,227
\$ (116)	39	25	\$ (778)	\$ (1,236)	458	\$ (1,136)	\$ (1,853)	717	\$ (1,057)	\$ (1,227)
\$ 1,259	\$ 957	26	\$ 3,960	\$ 3,588	\$ 372	\$ (0)	\$ 2,501	\$ (2,501)	\$ (5,504)	\$ -
\$ 43	\$ (43)	27	\$ 342	\$ -	\$ (342)	\$ 500	\$ -	\$ (500)	\$ 248	\$ 17,772
\$ 759	\$ (759)	28	\$ 4,490	\$ -	\$ (4,490)	\$ 6,000	\$ -	\$ (6,000)	\$ 1,189	\$ 2,229
\$ 343	\$ (343)	29	\$ 2,670	\$ -	\$ (2,670)	\$ 3,500	\$ -	\$ (3,500)	\$ 3,464	\$ 4,597
\$ 890	\$ (890)	30	\$ 7,474	\$ -	\$ (7,474)	\$ 10,000	\$ -	\$ (10,000)	\$ 5,028	\$ 10,507

**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Eight Months Ending November 30, 2022**  
**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
<b>Financial Performance Measures</b>										
\$ 1,956	935	1 Total Margin - \$000's	\$ 9,413	\$ 9,395	\$ 18	\$ 8,072	\$ 11,170	\$ (3,098)	\$ 185	\$ 8,145
3.54%	1.49%	2 Total Margin - %	2.23%	2.31%	-0.08%	1.29%	1.83%	0.0%	0.05%	1.28%
n/a	n/a	3 Unrestricted cash - \$000's	\$ 137,965	N/A	N/A	N/A	N/A	N/A	125,489	\$ 140,919
n/a	n/a	4 Current ratio	1.79	1.00	0.79	1.79	1.00	N/A	1.83	1.85
\$ -	n/a	5a Capital equipment expenditures - Fiscal 2022 - 23 \$000's	\$ 8,889	\$ 11,953	\$ 3,064	\$ 17,930	\$ 17,930	\$ -	\$ 1,660	\$ 11,018
\$ -	n/a	5b Capital equipment expenditures - PY C/F \$000's	\$ 1,132	\$ 7,796	\$ 6,664	\$ 11,694	\$ 11,694	\$ -	\$ 5,860	\$ 8,376
\$ 1,224	n/a	5c Externally Funded Projects	\$ 3,749	\$ 24,953	\$ 21,204	\$ 37,430	\$ 37,430	\$ -	\$ 7,859	\$ 4,722
\$ 145	n/a	5d Windsor-Essex Acute Care Hospital	\$ 1,551	\$ -	\$ (1,551)	\$ 5,230	\$ -	\$ (5,230)	\$ 126	\$ 869
<b>Patient Volume Measures</b>										
<b>MET CAMPUS ONLY</b>										
1,953	(14,601)	1 Total Weighted Cases (est) - HIG	15,446	16,552	(1,106)	23,106	24,763	(1,657)	16,057	23,854
1,559	(11,860)	2 Acute separations (excl psych)	12,348	17,275	(4,927)	18,471	20,074	(1,602)	11,765	17,439
8,143	(52,780)	3 Acute pat. days (excl. psych)	62,326	60,911	1,415	93,234	91,135	2,099	57,126	87,037
114	(734)	4 Psychiatric - Adolescent pat. days	715	848	(133)	1,070	1,269	(199)	852	1,263
4,153	(32,307)	5 Emergency visits and ER holds	32,931	36,195	(3,264)	49,262	54,540	(5,278)	33,247	49,093
264	(2,486)	6 OR - Inpatient cases	1,974	2,810	(836)	2,953	4,113	(1,160)	1,962	2,848
592	(5,553)	7 OR - Day Surgery cases	3,835	6,279	(2,444)	5,737	9,192	(3,455)	4,004	5,816
11,595	(89,634)	8 Clinic visits	89,509	101,228	(11,719)	133,897	151,429	(17,532)	79,878	88,647
765	(6,385)	9 Community Services visits	5,588	7,148	(1,560)	8,359	10,695	(2,336)	11,064	16,358
<b>Variable Revenue Volumes:</b>										
23	(22)	(a) Hip procedures	112	47	65	109	67	42	44	94
25	(249)	(b) Knee procedures	145	276	(131)	278	410	(132)	129	191
-	-	(c) Pacemaker inserts	-	-	-	-	-	-	-	-
513	(5,229)	11 MRI Hours of Operation	4,214	5,740	(1,526)	6,304	8,589	(2,285)	4,455	6,559
706	(3,090)	12 CT Hours of Operation	5,830	3,796	2,034	8,720	5,678	3,042	5,863	8,696
<b>Patient Access Measures &amp; System Integration</b>										
<b>MET CAMPUS ONLY</b>										
5.36	(0.82)	1 Acute Average LOS	5.05	4.54	(0.51)	5.05	4.54	(0.51)	4.86	4.99
6.00	0.44	2 Psych Average - Adolescent LOS	4.44	6.44	2.00	4.44	6.44	2.00	5.10	5.03
<b>Organizational Health</b>										
<b>MET CAMPUS ONLY</b>										
6.70%	N/A	1 % Sick Time to Total Comp	7.30%	4.70%	-2.60%	7.30%	4.70%	-2.60%	6.30%	6.50%
3.90%	N/A	2 % Overtime to Total Comp	4.10%	2.35%	-1.75%	4.10%	2.35%	1.75%	3.20%	3.40%
1,860.4	N/A	3 FTE staffing (Hospital Ops Only)	1,854.4	1,851.9	(2.5)	1,854.4	1,790.0	(64.40)	1,810.2	2,035.0



**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Eight Months Ending November 30, 2022**  
**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	
2,250	(14,731)	1 Total Weighted Cases (est) - HIG	16,669	16,980	(311)	24,935	25,402	(467)	16,003	24,037	
955	(7,630)	2 Acute separations (excl psych)	7,016	8,586	(1,570)	10,495	12,842	(2,347)	6,779	10,113	
8,088	(54,838)	3 Acute pat. days (excl. psych)	64,525	62,945	1,580	96,523	94,131	2,392	58,619	88,973	
1,938	(14,094)	4 Psychiatric - Adult patient days	14,355	16,032	(1,677)	21,474	23,983	(2,509)	13,514	20,066	
4,055	(32,128)	6 Emergency visits and ER holds	32,376	36,358	(3,982)	48,431	54,126	(5,695)	31,965	47,619	
345	(2,517)	7 OR - Inpatient cases	2,436	2,948	(512)	3,644	4,281	(637)	2,235	3,240	
843	(6,996)	8 OR - Day Surgery cases	6,114	8,082	(1,968)	9,146	11,727	(2,581)	7,121	9,648	
2,320	(18,743)	9 Clinic visits	17,112	21,063	(3,951)	25,598	31,508	(5,910)	14,290	23,866	
2,949	(3,585)	10 Community Services visits	23,807	6,534	17,273	35,613	9,774	25,839	45,417	63,819	
		11 <b>Variable Revenue Volumes:</b>									
29	(270)	(a) Hip procedures	206	310	(104)	366	448	(82)	221	297	
60	(296)	(b) Knee procedures	400	366	34	548	532	16	273	430	
17	(160)	(c) Pacemaker inserts	213	177	36	319	265	54	206	328	
		12 Cataracts									
221	(3,456)	a) Unilateral	2,429	3,758	(1,329)	4,171	5,500	(1,329)	3,857	5,225	
218	201	b) Bilateral	820	16	804	1,109	25	1,084	42	105	
554	(3,489)	13 MRI Hours of Operation	4,351	4,044	307	6,508	6,047	461	4,528	6,644	
821	(5,683)	14 CT Hours of Operation	6,362	6,504	(142)	9,517	9,728	(211)	7,094	10,656	
		<b>Patient Access Measures &amp; System Integration</b>									
8.47	(1.14)	1 Acute Average LOS	9.20	7.33	(1.87)	9.20	7.33	(1.87)	8.65	8.80	
12.67	(0.24)	3 Psych Average - Adult LOS	10.88	12.43	1.55	10.88	12.43	1.55	9.79	10.08	
		<b>Organizational Health</b>									
7.40%	N/A	1 % Sick Time to Total Comp	7.20%	4.70%	-2.50%	7.20%	4.70%	-2.50%	6.30%	6.70%	
6.70%	N/A	2 % Overtime to Total Comp	7.00%	2.35%	-4.65%	7.00%	2.35%	-4.65%	5.80%	6.00%	
1,534.8	N/A	3 FTE staffing (Hospital Ops Only)	1,514.7	1,531.2	16.5	1,514.7	1,445.1	(69.6)	1,480.9	1,665.0	
		<b>Assessment Centre and the Vaccination Administration</b>									
		<b>Patient Volume Measures</b>									
		Description	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	
25.44	-	1 FTE staffing	25.1	-	(25.1)	23.7	-	(23.67)	129.1	142.0	

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

	November 30, 2022	March 31, 2022		November 30, 2022	March 31, 2022
<b>ASSETS</b>			<b>LIABILITIES AND EQUITIES</b>		
<b>Current assets:</b>			<b>Current liabilities:</b>		
Cash & short-term investments	\$ 137,965	\$ 140,919	Bank overdraft	\$ -	\$ -
Cash, restricted	6,664	5,552	Bank indebtedness	-	-
Cash, restricted Ministry Capital Projects	6,778	7,860	Accounts payable - trade	29,725	23,149
Accounts Rec. - Ministry / CCO	36,438	52,848	Accounts payable - Ministry	32,471	36,755
- OHIP	10,004	10,284	Accrued liabilities	56,870	65,118
- Other	9,052	8,912	Current portion of long term debt	3,620	3,466
Inventories	6,416	6,235	Current portion of capital lease	-	-
Prepaid & deferred charges	4,199	3,825	Current portion accrued benefit obligations	1,232	1,329
Due from related parties	4,914	3,490			
	<hr/>	<hr/>		<hr/>	<hr/>
Total current assets	222,430	239,925	Total current liabilities	123,917	129,817
<b>Long term assets:</b>			<b>Long term liabilities:</b>		
Long Term Investments	26,816	26,952	Long Term Debt	34,076	36,177
Property, Plant, Equipment, Net	212,667	215,478	Debentures	200,000	200,000
Construction in progress	23,526	18,765	Accrued benefit obligations	25,040	24,696
	<hr/>	<hr/>	Capital lease obligations	-	-
Total long term assets	236,193	234,243	Marked to market	281	621
	<hr/>	<hr/>	Sick benefits payable	5,720	5,915
	263,009	261,195	Deferred revenue - capital grants	127,805	133,269
	<hr/>	<hr/>		<hr/>	<hr/>
			Total long term liabilities	392,921	400,678
			<b>Remeasurement gains/(losses):</b>		
			Debenture Sinking Funds	737	1,022
			SWAP	(281)	(621)
			<b>Net assets:</b>	<hr/>	<hr/>
				(31,855)	(29,776)
				<hr/>	<hr/>
Total assets	<b>\$ 485,439</b>	<b>\$ 501,120</b>	Total liabilities and net assets	<b>\$ 485,439</b>	<b>\$ 501,120</b>





**WINDSOR REGIONAL HOSPITAL**  
OUTSTANDING CARE – NO EXCEPTIONS!

## **Media Report to the Board of Directors December 2022**

### **After years helping patients at the cancer centre, she's now a patient herself**

CTV Windsor, Dec. 2, 2022

<https://windsor.ctvnews.ca/after-spending-years-helping-patients-at-the-cancer-centre-she-s-now-a-patient-herself-1.6180613>

### **Nurse practitioner aims to assist healthcare strain**

CTV Windsor, Dec. 2, 2022

[https://windsor.ctvnews.ca/mobile/video?cid=sm%3Atrueanthem%3Actvwindsor%3Apost&clipId=2576756&utm\\_campaign=trueAnthem%3A+Trending+Content&utm\\_medium=trueAnthem&utm\\_source=facebook&fbclid=IwAR1i6vNpzc43dQVt6U5dwbwRgwLigcmEjfsSeDGyrJE2ni8iSjNS1kq9PF4](https://windsor.ctvnews.ca/mobile/video?cid=sm%3Atrueanthem%3Actvwindsor%3Apost&clipId=2576756&utm_campaign=trueAnthem%3A+Trending+Content&utm_medium=trueAnthem&utm_source=facebook&fbclid=IwAR1i6vNpzc43dQVt6U5dwbwRgwLigcmEjfsSeDGyrJE2ni8iSjNS1kq9PF4)

### **ESHC expanding its COVID, Cold and Flu Care Clinic**

AM800, Dec. 5, 2022

<https://www.iheartradio.ca/am800/news/erie-shores-healthcare-expanding-its-covid-cold-and-flu-care-clinic-1.18889616>

### **New clinic at ESHC to handle COVID, cold, flu**

Blackburn News, Dec. 5, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/12/05/new-clinic-erie-shores-healthcare-handle-covid-cold-flu/>

### **COVID, cold and flu clinic launches at Leamington's hospital**

CBC Windsor, Dec. 5, 2022

<https://www.cbc.ca/news/canada/windsor/leamington-cold-flu-covid-clinic-1.6674510>

### **Chatham-Kent health unit refers pregnant women to a clinic with anti-abortion ties**

CBC Windsor, Dec. 8, 2022

<https://www.cbc.ca/news/canada/windsor/ck-public-health-refuge-1.6671382>

### **WSO's Music for Health returns with shows at local retirement homes**

Windsor Star, Dec. 7, 2022

[WSO's Music for Health returns with shows at local retirement homes | Windsor Star](#)

### **Mom whose son caught in croup 'nightmare' wants to see broken healthcare system fixed**

CBC Windsor, Dec. 8, 2022

<https://www.cbc.ca/news/canada/windsor/mom-son-croup-nightmare-wants-broken-health-care-system-fixed-1.6678871>

**WRH warns respiratory illness trifacta still here with post-holiday spike possible**

CTV Windsor, Dec. 8, 2022

<https://windsor.ctvnews.ca/windsor-regional-hospital-warns-repertory-illness-trifacta-still-here-with-post-holiday-spike-possible-1.6187587>

**WRH officials worried about a spike in flu, RSV cases after the holidays**

AM800, Dec. 8, 2022

<https://www.iheartradio.ca/am800/news/wrh-officials-worried-about-a-spike-in-flu-rsv-cases-after-the-holidays-1.18914994>

**Windsor Regional Hospital anticipates COVID, RSV and flu numbers to 'skyrocket' after holidays**

CBC Windsor, Dec. 8, 2022

<https://www.cbc.ca/news/canada/windsor/wechu-covid-december2022-1.6678522>

**Lasalle pharmacist says not everybody will be eligible for paxlovid**

AM800, Dec. 8, 2022

<https://www.iheartradio.ca/am800/news/lasalle-pharmacist-says-not-everybody-will-be-eligible-for-paxlovid-1.18914084>

**Windsor-Essex pharmacists can now prescribe paxlovid; here's who is eligible**

CTV Windsor, Dec. 8, 2022

<https://windsor.ctvnews.ca/windsor-essex-pharmacists-can-now-prescribe-paxlovid-here-s-who-s-eligible-1.6186583>

**Ontario's Bill 7 helping to open more beds at WRH**

AM800, Dec. 9, 2022

<https://www.iheartradio.ca/am800/news/ontario-s-bill-7-helping-to-open-more-beds-at-windsor-regional-hospital-1.18914752>

**WRH officials hopeful flu, RSV cases reaching peak**

Blackburn News, Dec. 9, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/12/09/wrh-officials-hopeful-flu-rsv-cases-reaching-peak/>

**Windsor hospital officials hopeful worst of flu season soon over**

Windsor Star, Dec. 9, 2022

<https://windsorstar.com/news/windsor-hospital-officials-hopeful-worst-of-flu-season-soon-over>

**It's an 'atypical' year for influenza as cases climb in Windsor-Essex, says top doctor**

CBC Windsor, Dec. 9, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-essex-influenza-1.6680637>

### **Windsor Regional's Multi-Care Kidney Clinic moves to permanent home**

Windsor Star, Dec. 9, 2022

<https://windsorstar.com/news/windsor-regionals-multi-care-kidney-clinic-moves-to-permanent-home>

### **Reader letter: Get building new hospital before adding to area's population**

Windsor Star, Dec. 10, 2022

<https://windsorstar.com/opinion/letters/reader-letter-get-building-new-hospital-before-adding-to-areas-population>

### **Rally planned in Windsor to support hospitals**

AM800, Dec. 10, 2022

<https://www.iheartradio.ca/am800/news/rally-planned-in-windsor-to-support-hospitals-1.18919457>

### **Mom whose son caught in croup 'nightmare' wants to see broken health-care system fixed**

CBC Windsor, Dec. 9, 2022

<https://www.cbc.ca/news/canada/windsor/mom-son-croup-nightmare-wants-broken-health-care-system-fixed-1.6678871>

### **HDGH lead reflects on program innovation during pandemic**

AM800, Dec. 12, 2022

<https://www.iheartradio.ca/am800/news/hdgh-head-reflects-on-program-innovation-during-pandemic-1.18925761>

### **Rally in Windsor calls on provide to fix healthcare crisis**

AM800, Dec. 12, 2022

<https://www.iheartradio.ca/am800/news/rally-in-windsor-calls-on-province-to-fix-healthcare-crisis-1.18928721>

### **Health care woes centre of Windsor protest**

Blackburn News, Dec. 12, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/12/12/health-care-woes-centre-windsor-protest-gallery/>

### **Healthcare crisis sparks protest outside WRH**

CTV Windsor, Dec. 12, 2022

<https://windsor.ctvnews.ca/healthcare-crisis-sparks-protest-outside-windsor-regional-hospital-1.6191796>

### **Health-care coalition stages protest against privatization in Windsor**

CBC Windsor, Dec. 12, 2022

<https://www.cbc.ca/news/canada/windsor/health-care-hospitals-long-term-care-sylvia-jones-windsor-tracey-ramsey-1.6683034>

### **One southwestern Ontario hospital is considering hiring unvaccinated nurses. Will local hospitals do the same?**

CTV Windsor, Dec. 12, 2022

<https://windsor.ctvnews.ca/one-southwestern-ontario-hospital-is-considering-hiring-unvaccinated-nurses-will-local-hospitals-do-the-same-1.6191656>

### **Cross-border nurses say they paid their taxes — but CRA took their money and froze their accounts**

CBC Windsor, Dec. 12, 2022

<https://www.cbc.ca/news/canada/windsor/cross-border-workers-cra-windsor-1.6682370>

### **Windsor man starts petition to keep local blood donor centre**

CTV Windsor, Dec. 12, 2022

<https://windsor.ctvnews.ca/windsor-man-starts-petition-to-keep-local-blood-donor-centre-1.6191558>

### **Essex-Windsor EMS paramedic honoured for extraordinary action while on duty**

AM800, Dec. 12, 2022

<https://www.iheartradio.ca/am800/news/essex-windsor-ems-paramedic-honoured-for-extraordinary-action-while-on-duty-1.18930225>

### **More than 12,000 Windsor-Essex elementary school students face suspension over immunization**

CTV Windsor, Dec. 12, 2022

<https://windsor.ctvnews.ca/more-than-12-000-windsor-essex-elementary-school-students-face-suspension-over-immunization-1.6191078>

### **Thousands of Windsor-Essex elementary students risking suspension**

Windsor Star, Dec. 12, 2022

<https://windsorstar.com/news/local-news/thousands-of-windsor-essex-elementary-students-risk-suspension-over-immunization-records-says-health-unit>

### **Over 12,000 elementary school students in Windsor-Essex with incomplete immunization records**

AM800, Dec. 12, 2022

<https://www.iheartradio.ca/am800/news/over-12-000-elementary-school-students-in-windsor-essex-with-incomplete-immunization-records-1.18928018>

### **Immunization records incomplete for 12,000 Windsor-Essex students**

Blackburn News, Dec. 12, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/12/12/immunization-records-incomplete-12k-windsor-essex-students/>

### **New MRIs should put a huge dent in wait times says WRH CEO**

AM800, Dec. 13, 2022

<https://www.iheartradio.ca/am800/news/new-mris-should-put-a-huge-dent-in-wait-times-says-wrh-ceo-1.18932556>

### **Two new MRIs funded in Windsor-Essex**

Blackburn News, Dec. 13, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/12/13/two-new-mris-funded-windsor-essex/>

### **Province funding operating costs for MRIs in Windsor and Leamington**

CBC Windsor, Dec. 13, 2022

<https://www.cbc.ca/news/canada/windsor/mri-healthcare-erie-shores-healthcare-windsor-regional-hospital-ontario-1.6684603>

### **The ball is in your court. Essex County – how badly do you want access to an MRI?**

CTV Windsor, Dec. 13, 2022

<https://windsor.ctvnews.ca/the-ball-is-in-your-court-essex-county-how-badly-do-you-want-access-to-an-mri-1.6192868>

### **'Do better' – Essex mother of sick toddler pens letter to Premier Ford over wait times and cancelled surgery**

CTV Windsor, Dec. 13, 2022

<https://windsor.ctvnews.ca/do-better-essex-mother-of-sick-toddler-pens-letter-to-premier-ford-over-wait-times-and-cancelled-surgery-1.6193244>

### **ESHC approved to add MRI machine to the hospital**

AM800, Dec. 13, 2022

<https://www.iheartradio.ca/am800/news/erie-shores-healthcare-approved-to-add-mri-machine-to-the-hospital-1.18931651>

### **Erie Shores HealthCare getting its first MRI; Windsor Regional adding third scanner**

Windsor Star, Dec. 13, 2022

<https://windsorstar.com/news/local-news/draft-erie-shores-receiving-provincial-mri-funding>

### **Overdose alert issued for Windsor-Essex over opioids**

Blackburn News, Dec. 13, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/12/13/overdose-alert-issued-windsor-essex-opioids/>

### **Opioid alert issued for Windsor-Essex**



AM800, Dec. 13, 2022

<https://www.iheartradio.ca/am800/news/opioid-alert-issued-for-windsor-essex-1.18932397>

**Alert issued as 11 opioid overdoses reported in one week**

CTV Windsor, Dec. 13, 2022

<https://windsor.ctvnews.ca/alert-issued-as-11-opioid-overdoses-reported-in-one-week-1.6193042>

**Children's medication remains in short supply at Windsor-Essex pharmacies despite push from feds for more stock**

CTV Windsor, Dec. 14, 2022

<https://windsor.ctvnews.ca/children-s-medication-remains-in-short-supply-at-windsor-essex-pharmacies-despite-push-from-feds-for-more-stock-1.6195206>

**Local blood donor centre closing to instead accommodate plasma**

Windsor Star, Dec. 14, 2022

<https://windsorstar.com/news/local-news/local-blood-donor-centre-closing-to-instead-accomodate-plasma>

**Record-breaking year for Grow On Windsor campaign**

AM800, Dec. 15, 2022

<https://www.iheartradio.ca/am800/news/record-breaking-year-for-grow-on-windsor-campaign-1.18942433>

**Grow On campaign record breaking year**

Blackburn News, Dec. 15, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/12/16/grow-campaign-record-breaking-year/>

**HDGH considers 24/7 mental health services, partnership with Windsor police, EMS**

CBC Windsor, Dec. 19, 2022

<https://www.cbc.ca/news/canada/windsor/24-7-mental-health-supports-1.6686091>

**COVID hospitalizations dropped last week, flu cases remain higher than normal this season**

CBC Windsor, Dec. 16, 2022

<https://www.cbc.ca/news/canada/windsor/covid-flu-windsor-december-1.6688801>

**Canadian Blood Services contracts private company to collect blood plasma**

AM800, Dec. 16, 2022

<https://www.iheartradio.ca/am800/news/canadian-blood-services-contracts-private-company-to-collect-blood-plasma-1.18946664>

**Windsorites give generously during annual Cans For A Cause fundraiser**

CTV Windsor, Dec. 16, 2022

<https://windsor.ctvnews.ca/windsorites-give-generously-during-annual-cans-for-a-cause-fundraiser-1.6199185>

**This health unit is charging teens for birth control, and some worry it's causing a barrier**

CBC Windsor, Dec. 20, 2022

<https://www.cbc.ca/news/canada/windsor/birth-control-ck-confidentiality-1.6691160>

**WECHU recommends taking precautions to avoid spreading illness**

Blackburn News, Dec. 20, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/12/21/wechu-recommends-taking-precautions-avoid-spreading-illness/>

**WECHU reminds residents to stay safe over the holidays**

CTV Windsor, Dec. 20, 2022

<https://windsor.ctvnews.ca/wechu-reminds-residents-to-stay-safe-over-the-holidays-1.6202721>

**WECHU recommends taking precautions to avoid spreading illness**

Blackburn News, Dec. 21, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/12/21/wechu-recommends-taking-precautions-avoid-spreading-illness/>

**Keep respiratory illness in mind over holidays: Health Unit**

Windsor Star, Dec. 21, 2022

<https://windsorstar.com/news/local-news/keep-respiratory-illness-in-mind-over-holidays-health-unit>

**Public opioid alert issued for Windsor-Essex due to increase in overdoses**

AM800, Dec. 22, 2022

<https://www.iheartradio.ca/am800/news/public-opioid-alert-issued-for-windsor-essex-due-to-increase-in-overdoses-1.18984296>

**High opioid overdoses in Windsor-Essex**

Blackburn News, Dec. 22, 2022

<https://blackburnnews.com/windsor/windsor-news/2022/12/22/high-opioid-overdoses-windsor-essex/>

Kingsville woman says typo led her to believe she has cancer

CBC Windsor, Dec. 23, 2022

<https://www.cbc.ca/news/canada/windsor/false-cancer-kingsville-1.6695486>

**Windsor Regional Hospital Expecting Several Positive Announcements in 2023**

AM800, December 28, 2022

[Windsor Regional Hospital expecting several positive announcements in 2023 \(iheartradio.ca\)](https://www.iheartradio.ca/windsor-regional-hospital-expecting-several-positive-announcements-in-2023)

**COVID-19's Essential Caregivers Continue to Cope With Lingering Trauma**

CBC News, December 28, 2022

<https://www.cbc.ca/news/canada/windsor/windsor-essex-essential-caregiver-covid-19-1.6686094>

## **Web and Social Media Analytics – December 2022**

### **WEB:**

**Number of Actual Users Accessing the Website (December 2022) : 26,504**

**Number of Website Page Views: 105,208**

#### **What Pages Are They Looking At?:**

1. Home Page – 21,130 views
2. Emergency Wait Times – 12,076 views
3. Coronavirus – 46665 views
4. Careers – 2849 views
5. coronavirus - 2747
6. Pharmacy login (MyWRH) – 2652 views
7. Pharmacy Services - 2186 views
8. Contact Us – 2113
9. IV ManualFormularyDrugs - 2113
10. APRCC – 1997

### **YOUTUBE:**

**Views:** 3400 views

**Watch Time:** 174.5 hours

**Subscribers:** 866, +26

#### **Top videos**

##### **Internal:**

1. Demonstrating Compassion (AIDET customer service training) – 460
2. Guidelines for Basic Adult Neurological Observation - 379
3. Period of Purple Crying - 155
4. WRH Fit Test demonstration – 131
5. Improving the Patient Experience – Elevator Privacy – 116

##### **External:**

1. Using Quick Dams to prevent flooding at WRH – 141
2. Halloween Babies in NICU – 240
3. OR/PACU Nurses - 85
4. Day Surgery and Outpatient Clinical Nurses - 83
5. December Board Report of the President and CEO - 78

## **FACEBOOK: 10,915 followers**

Post Reach – 29,054

### **Top Posts:**

1. Volumes at WRH high, consider alternatives, 12,190 reached
2. Adult and Paediatric Respiratory Care Centre, 10,791 reached
3. MKCK clinic moving to Jeanne Mance building, 3504
4. Shriners donation, 2118
5. National Physician Assistant Day, 1804
6. Patient Testimonial – Dario Rossit, 1398
7. National Day of Remembrance, Violence Against Women, 1273
8. Alternatives to Emergency Department, 1221
9. Medicine Team donates to families in need, 1187
10. PC Government funding for new MRI, 942

## **INSTAGRAM – Followers: 3986, +69**

**Reach:** 33765

**Engagement:** 679

### **Top Posts:**

1. Physician Assistants Day, 2689 reached
2. PC Government funds new MRI, 2514
3. Alternatives to the Emergency Department, 1775 reached
4. Medicine Team donates to families in need, 17070
5. Multi-Care Kidney Clinic moving to Jeanne Mance building, 1675

## **TWITTER:**

**Followers:** 5,840, +34 this month

### **October Summary:**

17.5K impressions

24 tweets

3455 profile visits

71 mentions

### **Top WRH tweet:**

A major thank you going out the Provincial Government, [@Andrew Dowie](#) and [@anthonyrleardi](#) today as funding was announced to double the number of MRI machines in the region!. – Dec. 12, 2022; 2463 impressions

**Top WRH mention:**

Thank you [@WRHospital](#) for helping my mom today! Karen you are a gem!  
Thank you to everyone who reached out as well! It should not be this difficult  
to access medication! -- @AmieVarley, Dec. 17, 2022