



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, May 1, 2025

1700 hours – ZOOM

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (France)		1700	
2. <u>WINDSOR-ESSEX OHT PRESENTATION</u> (Zuk)	Tab A	1701	FYI
3. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (France)		1720	
4. <u>PREVIOUS MINUTES:</u> April 3, 2025 (France)	Tab B	1721	MOTION (approve)
5. <u>REPORT OF THE ACTING PRESIDENT & CEO</u> (Riddell)	Tab C	1722	FYI
6. <u>SCHULICH REPORT</u> – (Jacobs)		1732	FYI
7. <u>FINANCIAL PRESENTATION</u> – (Paniccia) None.		1735	
8. <u>CONSENT AGENDA:</u> <u>Finance/Audit & Resources:</u> April 21, 2025 (Paniccia)	Tab D	1735	MOTION (accept report)
9. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (France)	Tab E	1740	FYI
10. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (France)		1741	
11. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, June 5, 2025 – Auditorium, MET Campus		1742	FYI

12. <u>ADJOURNMENT</u> (France)		1742	MOTION

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

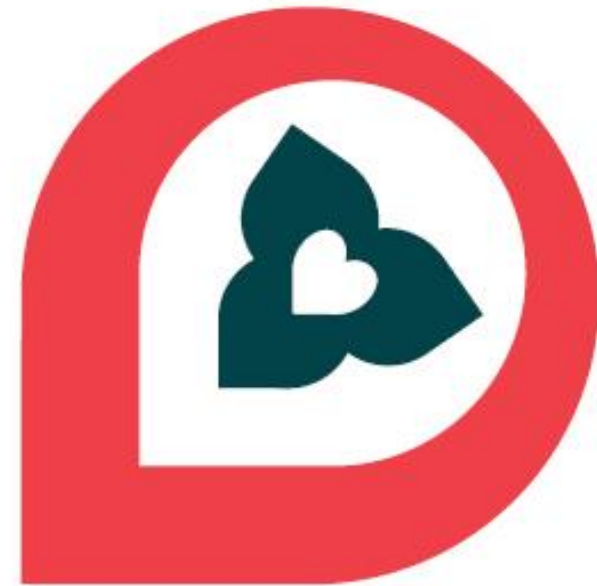
ONTARIO HEALTH TEAM

WINDSOR ESSEX



Agenda

- Ontario Health Teams
- Windsor-Essex Ontario Health Team
- Discussion





Ontario Health Teams



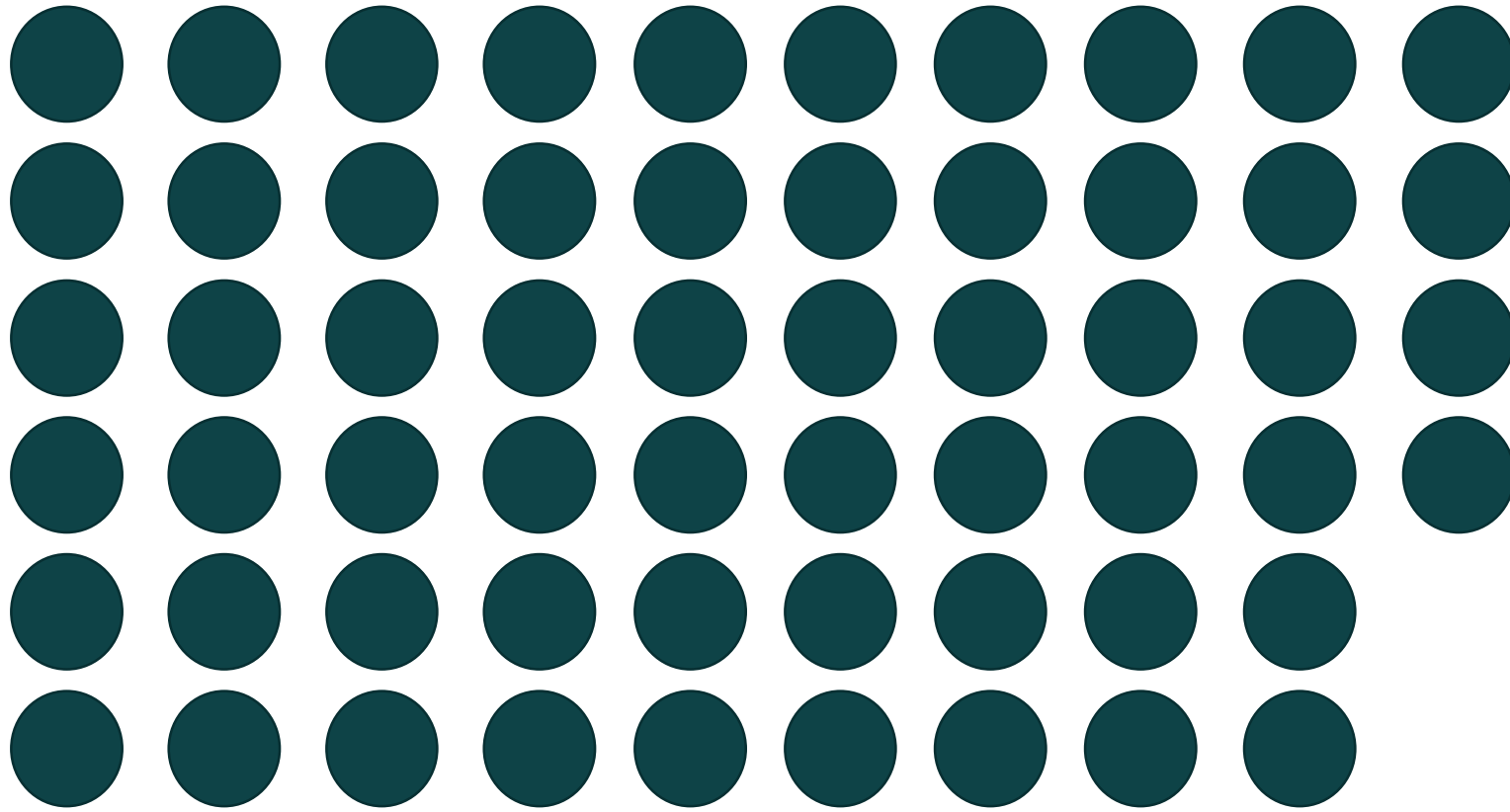
Ontario Health Teams: What are they?

Ontario Health Teams (OHTs) were introduced in 2019 to better connect our healthcare systems.

OHTs provide a new way of organizing and delivering care that is more connected to patients in their local communities.



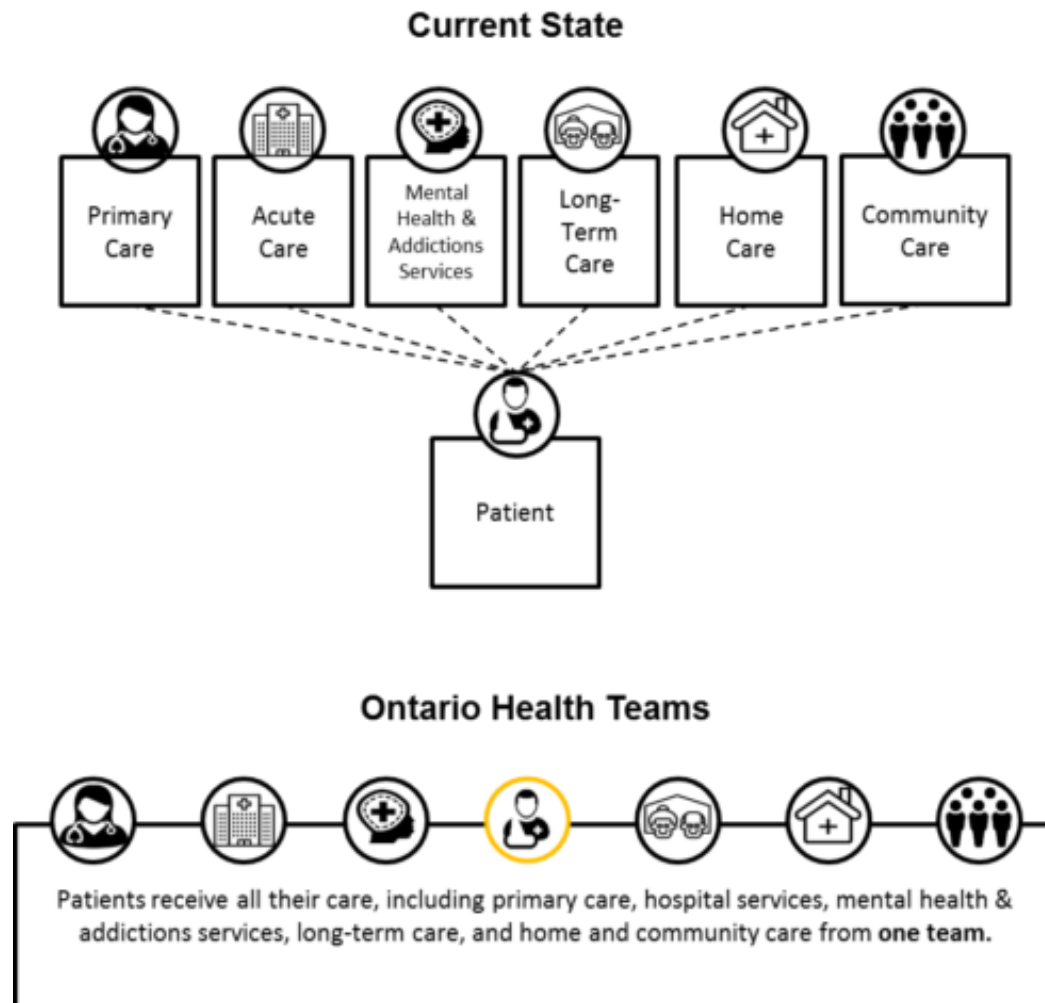
OHT: How many are there?



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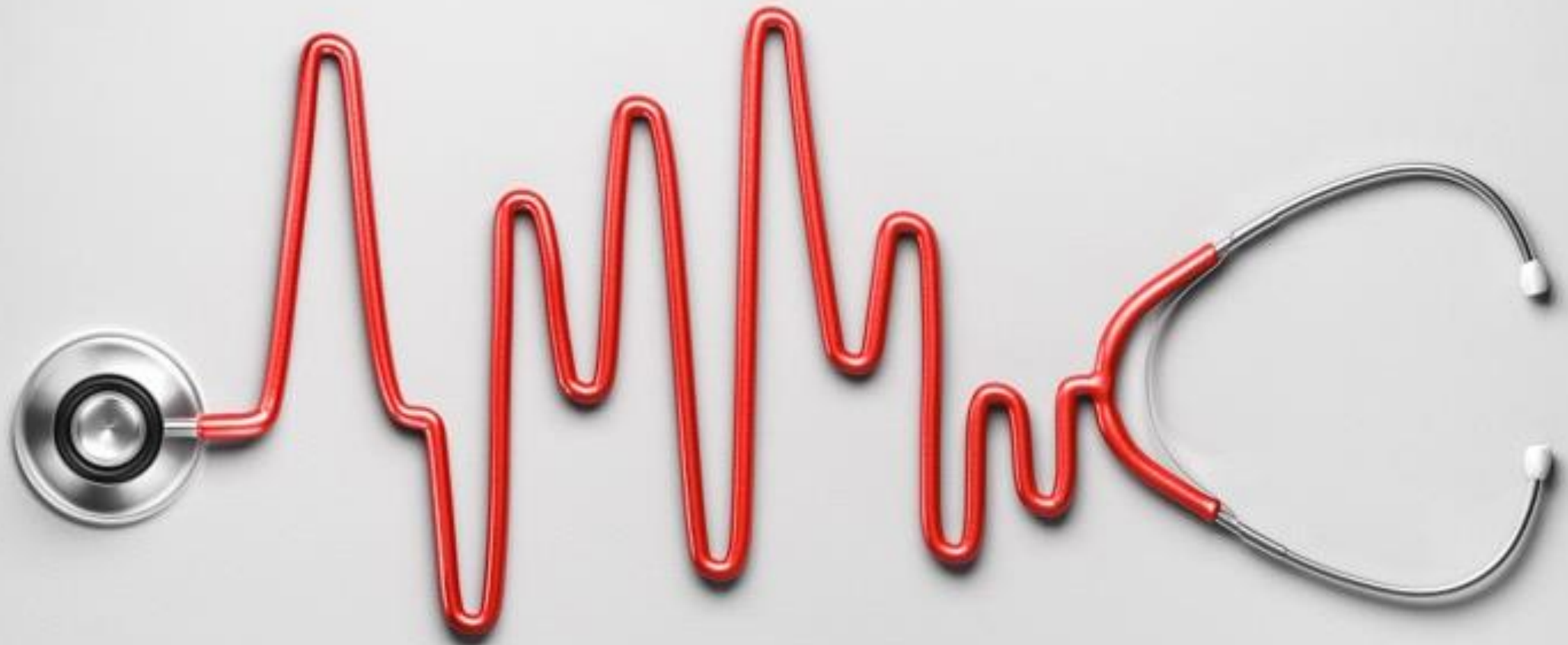
Approved
OHTs

OHT structure: One coordinated team



One team = health care providers (including hospitals, doctors and home and community care providers) – no matter where they provide care.

This strengthens local services, making it easier for patients to navigate the system and transition between providers.



Windsor-Essex Ontario Health Team

May 2024 - Ontario Health released an operational *TPA Deliverable Guidance* document to support implementation on the **OHT Plan**.

Priority #1

Integrated Care through PHM and Equity Approaches

- Use PHM and equity approaches to care planning and delivery to improve patient access, experience, and health outcomes
- Redesign clinical pathways, to improve coordination and integration of care & health outcomes for the OHT's target population(s)

Priority #2

System Navigation

- Provide patients, families, and caregivers with 24/7 navigation support, which encompasses warm transfers from the provincial Health811 service to local OHT navigation supports
- Utilize data-driven insights obtained from user interactions with digital assets to enhance the accessibility and use of local services information, thereby informing decision-making processes

Priority #3

Data & Digital

- Enable more patients to digitally book an appointment with their primary care providers (primary care physicians and other clinicians).
- Support the adoption of provincial digital services by providers participating in the OHT, aligned to provincial guidance (once released)

Priority #4

Collaborative Leadership, Decision-Making & Governance

- Enhance collaborative governance structures and processes in alignment with progressive OHT maturity and provincial direction
- Advance the implementation of the OHT's PFAC engagement strategy
- Build capacity related to equity, Indigenous cultural awareness and cultural safety, the application of the principles of Active Offer in the provision of services in French, and PFAC engagement

Priority #5

Primary Care Engagement & Leadership

- Strengthen and expand engagement of primary care providers in the planning, design, delivery, and evaluation of OHT activities via its Primary Care Network (PCN) or other similar structure
- Expand OHT membership to include additional primary care providers that are linked to the OHT

Integrated Care through PHM & Equity Approaches: Deliverables

Priority #1

Integrated Care through PHM and Equity Approaches

- Use PHM and equity approaches to care planning and delivery to improve patient access, experience, and health outcomes
- Redesign clinical pathways, to improve coordination and integration of care & health outcomes for the OHT's target population(s)

Develop, implement, and measure initiatives that use PHM and equity approaches to:

- Co-design with OHT members and partners and implement integrated programs and services for target population(s) (e.g., integrated clinical pathways), aligned to the Social Determinants of Health Framework and integrate with cQIP (where applicable).
- Measure and evaluate OHT improvements using the Quintuple Aim framework.
- Ensure continued involvement and engagement in the aforementioned deliverables with the following groups in the design, implementation and measurement/evaluation of OHT programs, services and improvements to coordination and integration:
 - Patients, families and caregivers,
 - FNIMUI communities,
 - Francophone populations,
 - Equity deserving communities, including Black and racialized communities, 2SLGBTQIA+ communities, people with disabilities, newcomers, refugees, and people experiencing homelessness.
- Advance Indigenous Cultural awareness and safety knowledge and capacity.
- Advance Equity, Inclusion, Diversity, and Anti-Racism (EIDA-R) knowledge and capacity.
- Advance the provision of health services in French through application of the principles of Active Offer.

System Navigation: Deliverables

Priority #2

System Navigation

- Provide patients, families, and caregivers with 24/7 navigation support, which encompasses warm transfers from the provincial Health811 service to local OHT navigation supports
- Utilize data-driven insights obtained from user interactions with digital assets to enhance the accessibility and use of local services information, thereby informing decision-making processes

Introduce continued system navigation improvements aligned to provincial guidance and measure impact on patient outcomes.

- Curate information about local services across Health811, OHT and member organization websites, and collect analytics about user behaviour across OHT digital assets.

Data & Digital: Deliverables

Priority #3

Data & Digital

- Enable more patients to digitally book an appointment with their primary care providers (primary care physicians and other clinicians).
- Support the adoption of provincial digital services by providers participating in the OHT, aligned to provincial guidance (once released)

Report on progress expanding access to Online Appointment Booking (OAB) in primary care settings.

- Report on progress in supporting the adoption of additional provincial digital services by providers participating in the OHT in support of the Patients Before Paperwork Strategy.
- Report on progress of adoption of digital health solutions in alignment with priorities and deliverables noted above.

Collaborative Leadership, Decision-Making & Governance: Deliverables

Priority #4

Collaborative Leadership, Decision-Making & Governance

- Enhance collaborative governance structures and processes in alignment with progressive OHT maturity and provincial direction
- Advance the implementation of the OHT's PFAC engagement strategy
- Build capacity related to equity, Indigenous cultural awareness and cultural safety, the application of the principles of Active Offer in the provision of services in French, and PFAC engagement

Ensure OHT membership and decision-making requirements (including PFAC representation) aligned to OHT designation are met, providing support and resources to facilitate these partnerships and activities.

- Demonstrate targeted outreach efforts to expand OHT membership to include additional sectors (e.g., optional membership groups described in Ontario Health Teams: The Path Forward), aligned to designation and maturity.
- Adopt and implement the 'Creating Engagement Capable Environments in Ontario Health Teams' Patient, Family, and Caregiver Capability Framework, including an assessment of the current state and an action plan outlining how the OHT will advance to a minimum of 'Level 2: Learning and Developing'.

Demonstrate that OHT staff have completed the following education:

- Indigenous Cultural awareness and safety training;
- EIDA-R education and training (e.g., anti-racism, anti-Black racism, cultural and linguistic sensitive care training, 2SLGBTQIA+ Rainbow Health Ontario courses, and general health equity); and,
- Active Offer

Demonstrate that OHT staff have completed training related to Patient, Family and Caregiver engagement.

Primary Care Engagement & Leadership: Deliverables

Priority #5

Primary Care Engagement & Leadership

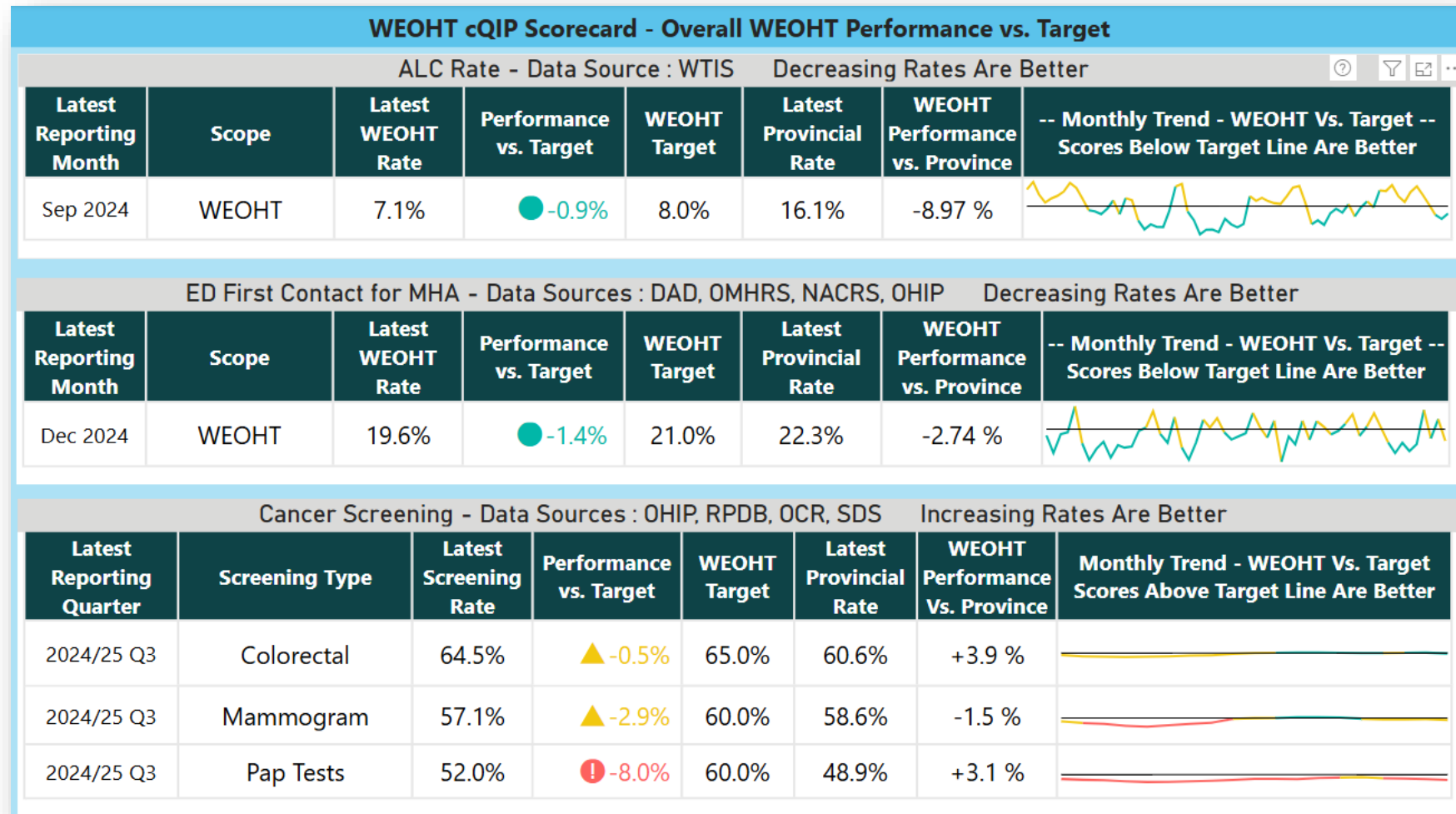
- Strengthen and expand engagement of primary care providers in the planning, design, delivery, and evaluation of OHT activities via its Primary Care Network (PCN) or other similar structure
- Expand OHT membership to include additional primary care providers that are linked to the OHT

In alignment with the Ministry's PCN guidance, advance a primary care structure that organizes and engages interprofessional primary care providers (family physicians, nurse practitioners and other primary care clinicians) in OHT planning, decision-making, and implementation of clinical priorities.

- Develop, implement, and/or report on progress of plans to connect additional interprofessional primary care providers (family physicians, nurse practitioners and other primary care clinicians) to the OHT's PCN or other similar structure.

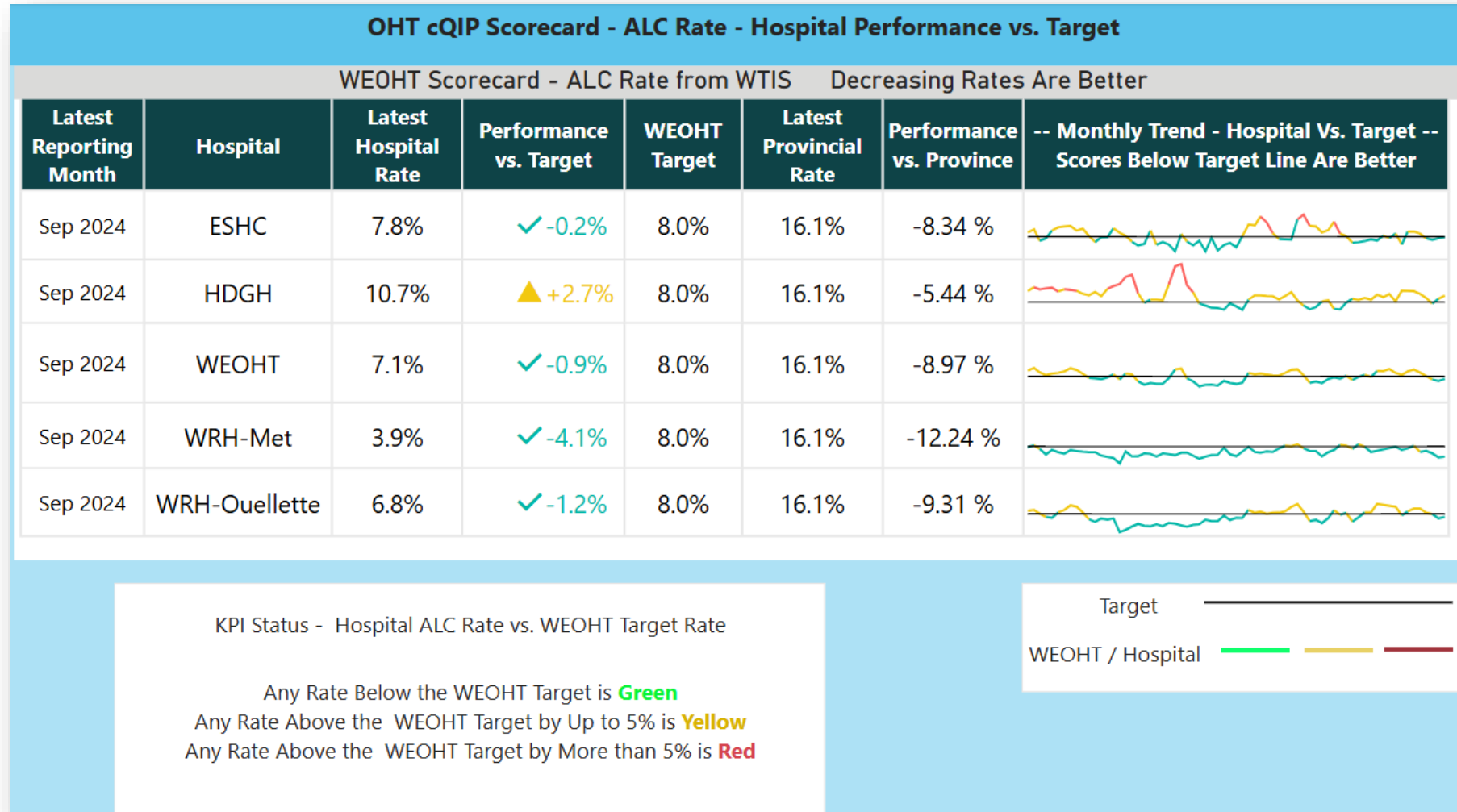
Scorecard

- updated monthly with local data and data from the OHT Data Dashboard and shared with the WEOHT Steering Committee



Scorecard Continued...

- updated monthly with local data and data from the OHT Data Dashboard and shared with the WEOHT Steering Committee



A background image featuring medical and office supplies. In the upper left, a white computer keyboard is partially visible with a pair of round-rimmed glasses resting on it. To the right of the keyboard is a silver stethoscope. Below the keyboard and stethoscope, there is a spiral-bound notebook with lined pages, and a black pen lies on top of it. The entire scene is set against a light, neutral background.

Work ahead

- expansion of integrated clinical pathways
- patient navigation aligned and integrated with [Health811](#)
- increasing uptake of Ocean eReferral among mental health & addictions partners
- integrated and connected primary care network improving the delivery and coordination of care for patients



Discussion

Discussion questions

What are ways in which you think OHTs could improve our healthcare system?

What role do you think you can play in supporting OHTs?



Thank you

 @WEOntarioHealthTeam

 @windsoressexoht

 @weoht

 @windsoressexoht



*The Windsor-Essex Ontario Health Team is supported by funding
from the Government of Ontario.*



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, April 3, 2025**, 1700 hours, Auditorium, MET Campus, 1995 Lens Avenue, Windsor, Ontario.

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)
Nila Das	Linda Staudt	
Genevieve Isshak	Jamie Skutovich	
Nadine Manroe-Wakerell	Dr. Laurie Freeman	

STAFF:

Executive Committee

REGRETS:

Laura Copat
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.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

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

MOVED by Ms. M. Dawson, **SECONDED** by Mr. D. Malian and **CARRIED**
THAT the minutes of the March 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.

WE-SPARK Health Institute (partnership between ESHC, HDGH, St. Clair College, University of Windsor and WRH) hosted its Annual Health Research Conference on March 22, 2025. This very successful event served as a dynamic platform for the health research

community to connect, collaborate, and showcase ground-breaking work alongside peers and renowned experts.

WRH continues to work closely with our community partners to monitor, provide testing and vaccination and post exposure treatment during our current Measles Outbreak in Windsor Essex County. The best prevention for Measles remains vaccination.

We completed construction of our 4th LINAC- Linear Accelerator to conduct radiation treatments for Windsor Regional Cancer Centre patients. This 4th machine allows us to replace and update our existing 3 LINACs over the next few years. This project was made possible through the 30 million dollar investment by the Ontario government.

Work is ongoing to refresh the hospital website to ensure quick and easy access to the information that our community needs most when planning to access care.

The 16th Annual Hats on for Healthcare had another successful fundraising campaign in March raising funds for the Cardiology Program at WRH.

WRH Volunteer Services Team participated in the Greater Essex County District School Board Co-Op Appreciation Event on March 25. Our team connected with future healthcare professionals and shared insights about hospital co-op opportunities, careers and answered questions about working in healthcare.

WRH participated in the Cobalt Magnet 25 exercise simulating a nuclear power plant event in collaboration with over 70 agencies in Canada as well as the United States. Participation in this event provides an opportunity for the hospital to practice its emergency responses, including donning and doffing of PPE, set up of decontamination equipment and use of radiation sensor technology.

WRH along with Windsor Police Services has a unique partnership that continues to drastically reduce turnaround times for police officers waiting in the ED with people in crisis. The Dedicated Officer Program situates an officer in the Emergency Department allowing quick transfers of persons in crisis and ensuring officers are available for response to priority calls and crime prevention in the community. With this program, there has been a 40% improvement in 2025 alone over the same time last year.

This month the team after extensive consultation with clinical, non-clinical, and professional staff as well as our patient and family advisors has established a vision and goals for outlining how technology will be used in the new hospital.

WRH continues to experience high volumes and high acuity in our Emergency Departments. WRH ED wait times are posted on the hospital website.

5. REPORT FROM SCHULICH:

Dr. Jacobs was unable to attend the meeting.

6. FINANCIAL PRESENTATION (February 28, 2025 Results):

Mr. Paniccia reported.

Slide 2 – Financial Results – YTD February 2025

- The net deficit after building amortization is \$25,943,000 which is \$4,528,000 better than budget
- Hospital Margin is negative \$18,601,000 which is \$3,933,000 better than plan

Slide 4 – Significant Variances

Chart indicates expense variances and the offsetting revenue

- Benefits \$960,000 deficit offset by CCPN funding of \$2,259,000. CCPN is funding for nursing signing bonuses “Community Commitment Program for Nurses”. When adjusted for this offsetting funding, benefits are in a surplus of \$1,299,000
- Medical Staff Fees \$5,667,000 deficit
 - \$1,000,000 deficit due to repayment of Code Grey advances in Diagnostics which are delayed - we are in the process of settling
 - \$1,945,000 in offsetting funding and patient services revenue
 - ICU med fees over budget & funding amounts
- Medical/Surgical Supplies \$4,000,000 deficit
 - Deficits continue in the Perioperative Program \$2,171,000, Diagnostic Imaging \$496,000, Critical Care \$432,000 and Renal \$420,000
 - Invoices of \$754,000 related to the prior fiscal year expensed in the Operating Rooms in February 2025
- Drugs \$18,010,000 deficit
 - Offset by \$6,868,000 revenue in retail pharmacies
 - \$9,799,000 in Ministry drug funding for Chemotherapy and Renal programs
 - Remaining deficit in the pharmacy due to invoices related to prior year
- Other Supplies \$6,138,000 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 February

- Sick Percentage at both Campuses 5.9%, versus the target of 4.7%. Both Met and Ouellette have improved from prior month.
- Overtime Percentage at Met Campus is 3.9% and Ouellette is 6.2% versus the target of 2.35%. Both Met and Ouellette have worsened relative to prior month.

MOVED by Mr. A. Paniccia, **SECONDED** by Mr. P. Lachance and **CARRIED THAT** the April 3, 2025 Financial Presentation (as of February 28, 2025), be accepted.

7. CONSENT AGENDA:

MOVED by Mr. A. Paniccia, **SECONDED** by Dr. L. Freeman and **CARRIED** **THAT** the report from the March 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, May 1, 2025, ZOOM

12. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Ms. G. Isshak, **SECONDED** by Mr. P. Lachance and **CARRIED** **THAT** the April 3, 2025 Board of Directors meeting be adjourned at 1715 hours.

Patricia France, Chair
Board of Directors

Dawn Sutherland
Recording Secretary



Report of the Acting President & CEO & Chief Nursing Executive to the Board of Directors

Date: May 2025

Strategic Direction #1- Strengthen the processes that drive a proactive & inclusive culture of patient safety and quality care.

On April 28th, WRH, St Clair College, University of Windsor, Hôtel-Dieu Grace Healthcare and Erie Shores Healthcare, renewed their commitment to the **WE-SPARK Health Institute**. This innovative partnership brings together health care research strengths, expertise and infrastructure from across the Windsor Essex Region. Through the establishment of research pipelines to address pressing health issues, we are able to advance discovery, innovation, technology and training and promote excellence among our health care professionals while engaging with our community.

Stem cell transplantation is an important part of treatment for some people with lymphoma, leukemia, myeloma and other hematological (blood) disorders. This is a complex and specialized procedure. Six hospitals offer stem cell transplantation services in Ontario. Not all hospitals provide all types of transplants currently offered in Ontario:

- University Health Network/Princess Margaret Cancer Centre, Hamilton Health Sciences and The Ottawa Hospital performs all types of stem cell transplants (autologous, allogeneic related donor and allogeneic unrelated donor).
- London Health Sciences Centre does autologous transplants and a small number of allogeneic related donor transplants.
- Kingston Health Sciences Centre and Health Sciences North provide autologous transplants only.

Source: [Stem Cell Transplant Centres | Cancer Care Ontario](#)

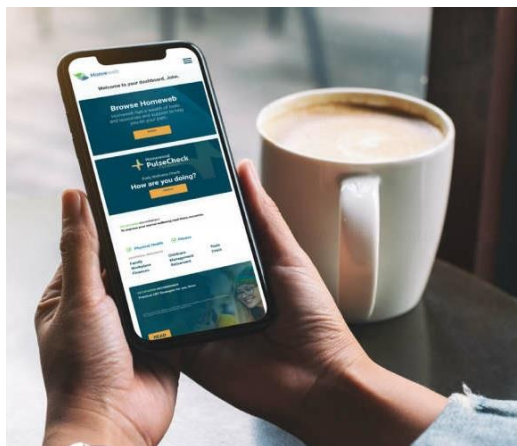
Ontario Health-Cancer Care Ontario (OH-CCO) is working to advance capacity for stem cell treatments in Ontario, and a new initiative planned at WRH is part of this provincial plan.

The Regional Cancer Program, working in partnership with the Medicine program on 4 West, has been working to develop an autologous ('auto') stem cell transplant program for the patients of Windsor-Essex. 'Auto' transplant is a specialized form of cancer treatment where a patient's own stem cells are collected, and then re-infused with other specialized medications to treat a range of blood-based cancers. Currently patients need to travel to London or beyond to receive this collection and transplant re-infusion. This new program will allow patients to receive this care here in their home community, at WRH. The very dedicated, skilled and knowledgeable inter-professional team has been working steadily to train and prepare for this new service, which is due to launch in May/June of this year. Congratulations to all our staff who have worked on this and ensuring we can continue to provide more programs and services closer to home.



Strategic Direction #2- Foster an inclusive culture of accountability and transparency.

Also on April 24th, we held our Quarterly Townhall Meeting with all employees and professional staff to share important updates related to Quality of Work Life including roll out of:



- New employee benefits and assistance programs with enhanced online user apps and access wellness resources
- New electronic application process for employees to streamline application and turnaround on postings
- An Employee Wellness Survey - as part of our ongoing commitment to improving the health and well-being of our staff, we are seeking your valuable input. This feedback will help us better understand how we can create wellness initiatives that truly meet the needs of our employees and

professional staff.

- Our Spring Into Fitness LIFT Challenge which involves encouraging departmental teams to participate in a competition with various fitness activities for a chance to win prizes.
- Updates to our Employee Recognition programs

Strategic Direction #3- Maintain a responsive and sustainable corporate financial strategy.



Inspired by a deep-rooted connection to the community and decades of service at Windsor Regional Hospital, **Dr. Tony and Mary Pattinson are contributing \$1.5 million toward** vital equipment and technologies at the New Windsor/Essex Acute Care Hospital. Dr. Pattinson, an OB-GYN and former department chief at Windsor Regional Hospital retired last year after three decades of caring for patients. His wife Mary is a retired emergency nurse who also worked alongside her husband in their joint fertility practice. They hope the gift honours the patients and families they have cared for during their careers and inspires others to support the future of local healthcare. "Building a new hospital is a massive undertaking and will need a lot of community support," said Dr. Tony Pattinson. "Current circumstances may make this more challenging, but our hope in announcing this donation is that it will encourage others to offer financial support to the most important healthcare project ever in this region." In recognition of their gift, an Operative Birthing Suite in the new hospital will be named the Dr. Tony and Mary Pattinson Operative Birthing Suite. It will be a dedicated space for obstetric surgeries such as C-sections, emergency C-sections and other high-risk births. Operative Birthing Suites in the new hospital will be strategically located next to the Neonatal Intensive Care Unit (NICU) ensuring all babies receive exceptional care from delivery onwards

Strategic Direction # 4- Enhance an equitable workplace culture that establishes WRH as an employer of choice.



On April 24th, we were notified that Windsor Regional Hospital has been officially awarded the **2024 Gord Smith Healthy Workplace PLATINUM Award**.

Gord Smith was a benefactor for Workplace Wellness promotion in Windsor-Essex County. He worked and volunteered tirelessly to advocate and support the inclusion of comprehensive

workplace wellness programs for the employees of Windsor-Essex County. As Chairperson of 'Heart Health Action Windsor-Essex', and 'Go For Health' Gord demonstrated leadership in initiating the Windsor-Essex County Healthy Workplace Awards.

The purpose of the awards program is to recognize local employers that provide comprehensive workplace wellness programs for the benefit of their employees. The program is available to all workplaces in Windsor-Essex County, regardless of the size of the organization or how established the workplace wellness program may be. Award recipients must demonstrate a strong commitment towards improving health by promoting and supporting a comprehensive approach to wellness programming for employees, and ideally includes family members and retirees.



WRH will receive the award at an event scheduled later in May. Congratulations to the entire team!



On **May 1st** we celebrated **Doctor's Day**. This day is dedicated to recognizing and honoring the contributions of physicians in the country. The date was chosen to coincide with the birthdate of Dr. Emily Stowe, the first female doctor to practice medicine in Canada.



In addition, during the week of **May 11th to the 17th** we will be celebrating **Nurses Week** with a number of award ceremonies including:

- Jeanne Mance Extraordinary Nursing Care Awards
- Lori Dupont Bursary
- Nurse Leader Award
- Team Award for Excellence in Patient Safety
- Team Award for Excellence in Patient Experience
- Veteran Nurse of the Year
- Rookie of the Year
- Undergraduate Nurse Extern Award

You can nominate a deserving nurse at this link [Windsor Regional Hospital - Nurses Week Awards](#)



Strategic Direction #5-Enhance collaboration and strengthen partnerships to build a better healthcare network.

WRH along with Windsor Police Services and many other local partner agencies including St Clair College and Hôtel-Dieu Grace Healthcare have been participating in the Ice Bucket Challenge to raise awareness for Mental Health, provide support and advocate for suicide prevention. WRH along with HDGH were challenged by the Windsor Police Service on April 23rd and following a successful dousing of our poor Rio Anzolin, Manager Mental Health Services, we challenged the Windsor Family Health Team and University of Windsor We-Spark Team.

You can participate with friends, families coworkers as well.
#SpeakYourMIND

If you are anyone you know needs help please go to [CMHA Windsor-Essex County - Mental Health for All](#) for access to available resources in the Community and at Hôtel-Dieu Grace Healthcare or for emergencies call 911.



On April 23rd, the 2025 Awards of Excellence Schulich School of Medicine and Dentistry were presented at the Windsor Club— this prestigious recognition is a testament to the hard work, expertise and commitment of our professional staff to delivering exceptional care and service. Congratulations to the recipients of this year's awards:

- Dr. Ian Mazzetti, Associate Deans Award
- Dr. Kerry Mayrand, Educator's Award
- Dr. Edward Sabga, Educator's Award
- Dr. Andrew Bridgen, Windsor Psychiatry Faculty of the Year Award
- Dr. Bilal Akil, Windsor Family Medicine, Sub Specialty Rotation- Faculty of the Year Award

Strategic Direction #6- Design and deliver a new state-of-the-art acute care facility, with the community, for our region.

Windsor Regional Hospital (WRH) and project leadership are continuing to work closely with the Ministry of Health and Infrastructure Ontario to advance the project to the next major milestone in the Ministry's Capital Planning Process – procurement of a final design builder.

In preparation, the Redevelopment Team and WRH User Group Members are working closely with the Stantec Planning, Design and Conformance (PDC) Team to shape the future hospital through two key components: the Indicative Design and the Output Specifications (OS).

- **Indicative Schematic Design:** This sets out detailed layouts for hospital departments, building flow, and system planning. It includes master site plans, building massing, and further developed visuals of the future hospital, all reflecting WRH's commitment to patient- and family-centred care.
- **Output Specifications:** These documents outline all design and performance requirements for the new hospital. They ensure the facility will meet the project vision and provide clear direction for potential developers on how to achieve it.

Both pieces are developed in tandem and will be key parts of the Request for Proposals (RFP) used as part of a competitive process to determine who will deliver the project. The RFP is expected to be released later this year in accordance with the latest Market Update from Infrastructure Ontario. In addition, efforts are underway to advance the first phase of the project. This includes the construction of a parking garage, an education, learning, and administration building, as well as site works to provide the necessary infrastructure for future phases. Construction on this work is expected to begin in early 2026.

By the Numbers:

As part of the ongoing planning work, **41** User Groups representing all programs and services at the new hospital have been working closely with the Stantec PDC Team.

245 User Group meetings have been held since January 20 of this year, with **180+** participants including hospital staff, professional staff and patient and community representatives supporting the development of the ISD and OS.

Together, they have dedicated a total of **342+** hours at the planning table in the past three months alone and remain focused on driving the project forward.

Measles Update



Windsor Regional Hospital continues to work closely with WECHU, HDGH, Erie Shores Healthcare and other community partners to monitor, provide testing and vaccination and post exposure treatment during our current Measles Outbreak in Windsor Essex County. The best prevention for Measles remains vaccination. Information about Measles, Vaccination clinic information as well as exposure sites can be found at <https://www.wechu.org/z-health-topics/measles>. If you believe you have measles or have been exposed to measles and are not vaccinated please contact your primary care provider.

If you have to present to the WRH hospital for emergency care or for scheduled inpatient or outpatient clinic or procedure please contact the appropriate department ahead of time so that we can plan a safe arrival and transport plan at 519-254-5577 and dial zero for switchboard.

Emergency Department Wait Times

We continue to experience high volumes and high acuity in our Emergency Departments in Windsor Essex. If you do require urgent or emergent care and are wondering about wait times, you can access those here at [Windsor Regional Hospital - Emergency Wait Times](#) and for Erie Shores Healthcare [Erie Shores HealthCare - ED Wait Times](#)

If your health concern does not require the emergency department, we have a number of options available in the community and virtually- Go to [Windsor Regional Hospital - ED Alternatives](#) for a list of these options listed below.

Adult/Paediatric Emergency Virtual Clinic

Connect with an emergency department doctor through a secure video chat by requesting a virtual appointment. Booking requests daily from 12 pm - 8 pm

- Call: 1-844-227-3844 or Online: urgentcareontario.ca

Health811

Previously known as Health Connect Ontario, which replaced Telehealth Ontario, Health811 is a free, secure, and confidential service Ontarians can call or access online 24 hours a day, seven days a week to receive health advice from qualified health professionals, such as registered nurses, locate local health services and find trusted health information.

- Phone: 811 or Online: [Ontario.ca/Health811](https://ontario.ca/Health811)

Health Care Connect

Find a family doctor, nurse practitioner, or specialist and details about the Health Care Connect program. Hours: Monday to Friday, 9 am to 5 pm

- Call: 1-800-445-1822 or Online: ontario.ca/page/find-family-doctor-or-nurse-practitioner

Walk-In Clinics

Find a local walk-in clinic and book an appointment in seconds. Access a wide variety of healthcare specialties, across Canada.

- Call: 1-833-633-4627 or Online: medimap.ca

MD Connected

Our mission is to increase the accessibility to healthcare for Canadians, through technology, so no matter where you are, you can be heard and cared for. Our innovative telemedicine clinics and virtual care services allow you to speak with a healthcare professional no matter where you are. Hours: Daily from 8 am to midnight

- Call: 1-877-792-5201 or Online: mdconnected.ca
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MOTION/ACTION SHEET

From The

FINANCE/AUDIT & RESOURCES COMMITTEE MEETING General Session

Monday, April 21, 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, April 21, 2025 (following the In-Camera Session).

PRESENT:

Chris Lanoue (Acting Chair & Treasurer)
Ian McLeod
Dr. Laurie Freeman
Paul Lachance
Dr. Irram Sumar

COMMUNITY MEMBERS:

Anna Kirby
Dwayne Dawson
Trevor Chapman
Marc Jones
Katherine Pham

STAFF:

Karen Riddell
Malissa Gauthier
Todd Bested
Brandon Bailey
Angela D'Alessandro
John Faber
Heidi Zimmer
Mary Macera

REGRETS:

Anthony Panicia
Jamie Skutovich
Robert Klein

1.0 CALL TO ORDER

Mr. Chris Lanoue, Acting Chair & Treasurer called the meeting to order at 6:01 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Dwayne Dawson, **SECONDED** by Anna Kirby that the General Finance/Audit & Resources Committee Agenda of Monday, April 21, 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, March 24, 2025

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

MOVED by Laurie Freeman, SECONDED by Anna Kirby that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, March 24, 2025 be approved

CARRIED.

5.0 NEW BUSINESS / FOR DISCUSSION

5.1 Monthly Operating Results Report

There are no Operating Results Report for this month due to WRH's year-end.

6.0 FOR INFORMATION

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

For the community member's information.

7.0 DATE OF NEXT MEETING

The Finance/Audit and Resources Committee will meet:

Tuesday, May 20, 2025

4:00 p.m.

Attendance of KPMG – Presentation of Hospital Year End Financials

Please note that the May meeting will be held VIA TEAMS unless otherwise noted.

8.0 ADJOURNMENT

MOVED by Dwayne Dawson, SECONDED by Paul Lachance that the General Meeting from the Finance/Audit & Resources Committee of Monday, April 21, 2025 be adjourned at 6:03 p.m.

CARRIED.

Mr. Chris Lanoue, Acting Chair & Treasurer
FinAudit&Resources_Minutes
20250421

Mary Macera
Recorder

WRH Board of Directors – Media Report – May 2025

TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



FACEBOOK



Windsor Regional Hospital

Posted by Zander Broeckel

Apr 4 · 🌐

Let's celebrate our Hospital Admitting Clerks!

Each year, we mark Hospital Admitting Clerks Day on April 5th - they play an important role in a patient's journey by providing a crucial service at Windsor Regional Hospital.

Thank you for everything you do!

Click the link below for the full story!



wrh.on.ca

Let's celebrate our Hospital Admitting Clerks!

See insights and ads

Boost post

👍❤️ 338

8 shares

Post celebrating Hospital Admitting Clerks Day

VIEWS - 22,202

REACH - 16,457

ENGAGEMENT - 346



Windsor Regional Hospital

Posted by Zander Broeckel

Mar 28 · 🌐

In accordance with the Ontario Public Salary Disclosure Act, 1996, Windsor Regional Hospital (WRH) has released its list of all employees who earned in excess of \$100,000 in salary and their taxable benefits for the calendar year.

Salaries for both non-union and those represented by a union have been based on surveys of comparable hospitals in order to determine an appropriate and fair compensation based on their responsibilities at WRH.

WRH has an annual operating budget of over \$664 million per year, more than 4,200 employees, more than 570 medical, dental, and midwifery staff, and more than 640 acute care beds.

https://www.wrh.on.ca/uploads/Common/2024_Salary_Disclosure.pdf



Post re: Sunshine List

VIEWS - 13,534

REACH - 7,666

ENGAGEMENT - 21

Honourable Mentions:

- **Post celebrating Medical Laboratory Professionals Week**
 - Views – 12,826
 - Reach – 7,875
 - Engagement – 109
- **Repost of Windsor Star article “Windsor mega-hospital expected to trigger healthy boost to local economy**
 - Views – 12,406
 - Reach – 7,000
 - Engagement – 48
- **Post promoting April as Be A Donor Month**
 - Views – 12,357
 - Reach – 9,019
 - Engagement – 134



TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



INSTAGRAM

👁 4.4K · View insights

Boost post

Post/video re: fourth Linear Accelerator launch

IMPRESSIONS - 4,460

REACH - 2,392

ENGAGEMENT - 150



👁 3.7K · View insights

Boost post

Post/video re: GECDSD career education event

IMPRESSIONS - 3,775

REACH - 2,276

ENGAGEMENT - 64



Honourable Mentions:

- Post celebrating Hospital Admitting Clerks Day
 - Impressions – 3,491
 - Reach – 1,993
 - Engagement – 134
- Post re: Sunshine List
 - Impressions – 3,214
 - Reach – 2,424
 - Engagement – 32
- Post/video introduction new professional staff for April 2025
 - Impressions – 2,935
 - Reach – 1,426
 - Engagement – 48

WRH News Clippings – Mar. 27 to Apr. 23, 2025

CTV WINDSOR

New measles risk assessment tool launched by WECHU

CTV Windsor, March 26, 2025

<https://www.ctvnews.ca/windsor/article/new-measles-risk-assessment-tool-launched-by-wechu/>

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

CTV Windsor, March 29, 2025

<https://www.ctvnews.ca/windsor/article/complete-list-of-measles-exposures-in-windsor-essex-chatham-kent/>

Police, social workers improve mental health response

CTV Windsor, March 31, 2025

<https://www.ctvnews.ca/windsor/article/police-social-workers-improve-mental-health-response/>

Clear Medical Imaging and Unifor awaiting arbitration decision

CTV Windsor, March 31, 2025

<https://www.ctvnews.ca/windsor/article/clear-medical-imaging-and-unifor-awaiting-arbitration-decision/>

Hotel-Dieu Grace Healthcare expands youth mental health care with first-of-its-kind program

CTV Windsor, March 31, 2025

<https://www.ctvnews.ca/windsor/article/hotel-dieu-grace-healthcare-expands-youth-mental-health-care-with-first-of-its-kind-program/>

Hospice of Windsor & Essex County receives funding for additional hospice bed

CTV Windsor, April 6, 2025

<https://www.ctvnews.ca/windsor/article/hospice-of-windsor-essex-county-receives-funding-for-additional-hospice-bed/>

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

CTV Windsor, April 7, 2025

<https://www.ctvnews.ca/windsor/article/complete-list-of-measles-exposures-in-windsor-essex-chatham-kent/>

'I still have a lot to do as a dad': Cancer survivor hopes his story might help others

CTV Windsor, April 9, 2025

<https://www.ctvnews.ca/windsor/article/i-still-have-a-lot-to-do-as-a-dad-cancer-survivor-hopes-his-story-might-help-others/>

Erie Shores HealthCare partners with CMHA

CTV Windsor, April 10, 2025

<https://www.ctvnews.ca/windsor/article/erie-shores-healthcare-partners-with-cmha/>

Ontario's 'antiquated' Mental Health Act fails to meet community needs, says Windsor police chief

CTV Windsor, April 14, 2025

<https://www.ctvnews.ca/windsor/article/ontarios-antiquated-mental-health-act-fails-to-meet-community-needs-says-windsor-police-chief/>

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

CTV Windsor, April 14, 2025

<https://www.ctvnews.ca/windsor/article/complete-list-of-measles-exposures-in-windsor-essex-chatham-kent/>

LHSC expects as many as 20 threats a day to be caught by AI security system

CTV Windsor, April 15, 2025

<https://www.ctvnews.ca/london/article/lhsc-expects-as-many-as-20-threats-a-day-to-be-caught-by-ai-security-system/>

WPS priority one response times improve over 30 per cent since launch of NPT program

CTV Windsor, April 16, 2025

<https://www.ctvnews.ca/windsor/article/wps-priority-one-response-times-improve-over-30-per-cent-since-launch-of-npt-program/>

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

CTV Windsor, April 16, 2025

<https://www.ctvnews.ca/windsor/article/complete-list-of-measles-exposures-in-windsor-essex-chatham-kent/>

Windsor Regional Hospital reducing masking requirements

CTV Windsor, April 17, 2025

<https://www.ctvnews.ca/windsor/article/windsor-regional-hospital-reducing-masking-requirements/>

Some emergency departments installing AI weapons detection amid rising violence

CTV Windsor, April 21, 2025

<https://www.ctvnews.ca/health/article/some-emergency-departments-installing-ai-weapons-detection-amid-rising-violence/>

Windsor couple funds birthing suite for new acute care hospital

CTV Windsor, April 23, 2025

<https://www.ctvnews.ca/windsor/article/windsor-couple-funds-birthing-suite-for-new-acute-care-hospital/>

AM800

CK Public Health reporting three new measles exposure points

AM800 News, March 27, 2025

<https://www.am800cklw.com/news/ck-public-health-reporting-three-new-measles-exposure-points.html>

Ontario measles case count hits 572, up by more than 100 in past week

AM800 News, March 27, 2025

<https://www.am800cklw.com/news/ontario-measles-case-count-hits-572-up-by-more-than-100-in-past-week.html>

Additional possible measles exposure locations identified by WECHU

AM800 News, March 29, 2025

<https://www.am800cklw.com/news/additional-possible-measles-exposure-locations-identified-by-wechu.html>

It's time to nominate local nurses for the 18th annual Lois Fairley Nursing Award

AM800 News, March 30, 2025

<https://www.am800cklw.com/news/its-time-to-nominate-local-nurses-for-the-18th-annual-lois-fairley-nursing-award.html>

Nearly 90 per cent of Crisis Response Team interactions diverted from hospital emergency departments

AM800 News, March 31, 2025

<https://www.am800cklw.com/news/nearly-90-per-cent-of-crisis-response-team-interactions-diverted-from-hospital-emergency-departments.html>

Unifor and Clear Medical Imaging awaiting arbitrator decision

AM800 News, March 31, 2025

<https://www.am800cklw.com/news/unifor-and-clear-medical-imaging-awaiting-arbitrator-decision.html>

Ontario Sunshine List reveals top Windsor earners of six figures or more

AM800 News, March 31, 2025

<https://www.am800cklw.com/news/ontario-sunshine-list-reveals-top-windsor-earners-of-six-figures-or-more.html>

New measles exposure point reported in Chatham-Kent

AM800 News, April 1, 2025

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

Additional measles exposure points reported in Windsor-Essex and Chatham-Kent

AM800 News, April 2, 2025

<https://www.am800cklw.com/news/additional-measles-exposure-points-reported-in-windsor-essex-and-chatham-kent.html>

Remove drugs from potential retaliatory tariffs list, pharmacists urge

AM800 News, April 2, 2025

<https://www.am800cklw.com/news/remove-drugs-from-potential-retaliatory-tariffs-list-pharmacists-urge.html>

Ontario Nurses' Association continues arbitration talks with OHA

AM800 News, April 3, 2025

<https://www.am800cklw.com/news/ontario-nurses-association-continues-arbitration-talks-with-oha.html>

United Nations report says Canada should repeal MAID for people with non-terminal illness

AM800 News, April 6, 2025

<https://www.am800cklw.com/news/united-nations-report-says-canada-should-repeal-maid-for-people-with-non-terminal-illness.html>

Possible measles exposures in Windsor-Essex and Chatham-Kent

AM800 News, April 8, 2025

<https://www.am800cklw.com/news/possible-measles-exposures-in-windsor-and-chatham-kent.html>

Ontario measles case count exceeds 800 total infections, 155 new since last week

AM800 News, April 10, 2025

<https://www.am800cklw.com/news/ontario-measles-case-count-exceeds-800-total-infections-155-new-since-last-week.html>

A number of possible measles exposure locations identified by WECHU

AM800 News, April 10, 2025

<https://www.am800cklw.com/news/a-number-of-possible-measles-exposure-locations-identified-by-wechu.html>

WECHU identifies possible measles exposure locations

AM800 News, April 14, 2025

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

Retired healthcare professionals donate \$1.5 million to new hospital

AM800 News, April 22, 2025

<https://www.am800cklw.com/news/retired-healthcare-professionals-donate-15-million-to-new-hospital.html>

CK Public Health advising the public of three measles exposure points

AM800 News, April 22, 2025

<https://www.am800cklw.com/news/ck-public-health-advising-the-public-of-three-measles-exposure-points.html>

BLACKBURN RADIO

Arena, school now on list of potential measles exposure points

Blackburn Windsor, March 28, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/28/arena-school-now-on-list-of-potential-measles-exposure-points>

Were you at one of these four spots? You may have been exposed to measles

Blackburn Windsor, March 31, 2025

<https://windsornewstoday.ca/windsor/news/2025/03/31/were-you-at-one-of-these-four-spots-you-may-have-been-exposed-to-measles>

New measles exposure points identified in the region

Blackburn Windsor, April 3, 2025

<https://windsornewstoday.ca/windsor/news/2025/04/03/new-measles-exposure-points-identified-in-the-region>

New measles exposure points identified in the region

Blackburn Windsor, April 4, 2025

<https://windsornewstoday.ca/windsor/news/2025/04/03/new-measles-exposure-points-identified-in-the-region>

New measles exposure in Tilbury and Leamington

Blackburn Windsor, April 7, 2025

<https://windsornewstoday.ca/windsor/news/2025/04/08/new-measles-exposure-in-tilbury>

New mental health partnership aims to reduce hospital readmissions

Blackburn Windsor, April 10, 2025

<https://windsornewstoday.ca/windsor/news/2025/04/10/new-mental-health-partnership-aims-to-reduce-hospital-readmissions>

Don't have a family doctor? Province expanding primary care teams

Blackburn Windsor, April 10, 2025

<https://windsornewstoday.ca/windsor/news/2025/04/10/dont-have-a-family-doctor-province-expanding-primary-care-teams>

More measles exposure points as cases rise in the region

Blackburn Windsor, April 11, 2025

<https://windsornewstoday.ca/windsor/news/2025/04/11/more-measles-exposure-points-as-cases-rise-in-the-region>

Health unit adds seven potential measles exposure points

Blackburn Windsor, April 14, 2025

<https://windsornewstoday.ca/windsor/news/2025/04/15/health-unit-adds-seven-potential-measles-exposure-points>

New measles exposure at Windsor health centre

Blackburn Windsor, April 17, 2025

<https://windsornewstoday.ca/windsor/news/2025/04/17/new-measles-exposure-at-windsor-health-centre>

Retired doctor and nurse donate \$1.5M to new acute-care hospital

Blackburn Windsor, April 22, 2025

<https://windsornewstoday.ca/windsor/news/2025/04/22/retired-doctor-and-nurse-donate-15m-to-new-acute-care-hospital>

CBC WINDSOR

Windsor-Essex health unit launches new measles exposure self-assessment tool

CBC Windsor, March 26, 2025

<https://www.cbc.ca/news/canada/windsor/windsor-measles-tool-1.7493967>

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

CBC Windsor, March 29, 2025

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

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

CBC Windsor, March 31, 2025

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

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

CBC Windsor, April 8, 2025

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

Almost 90 per cent of Ontario's growing measles cases are in the southwest

CBC Windsor, April 10, 2025

<https://www.cbc.ca/news/canada/london/ontario-public-health-measles-april-cases-1.7506748>

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

CBC Windsor, April 10, 2025

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

WINDSOR STAR

Windsor mega-hospital expected to trigger healthy boost to local economy

Windsor Star, March 27, 2025

<https://windsorstar.com/news/local-news/windsor-mega-hospital-expected-to-trigger-healthy-boost-to-local-economy>

Windsor hospital fundraiser halfway to \$100K goal with days left

Windsor Star, March 28, 2025

<https://windsorstar.com/news/local-news/windsor-hospital-fundraiser-halfway-to-100k-goal-with-days-left?tbref=hp>

Sunshine List 2024: Here are the 10 top-paid public sector workers in Windsor-Essex

Windsor Star, March 28, 2025

<https://windsorstar.com/news/local-news/sunshine-list-2024-here-are-the-10-top-paid-public-sector-workers-in-windsor-essex?tbref=hp>

Windsor-Essex sees steep drop in Code Black ambulance response delays

Windsor Star, April 8, 2025

<https://windsorstar.com/news/local-news/windsor-essex-sees-steep-drop-in-code-black-ambulance-response-delays?tbref=hp>

Leamington hospital expands mental health services for outpatients

Windsor Star, April 11, 2025

<https://windsorstar.com/news/local-news/leamington-hospital-expands-mental-health-services-for-outpatients>

Who's the best nurse in Windsor-Essex? Nominations open for annual Lois Fairley award

Windsor Star, April 17, 2025

<https://windsorstar.com/news/local-news/whos-the-best-nurse-in-windsor-essex-nominations-open-for-annual-lois-fairley-award>

Reader letters: Windsor resignation call; Trump 'danger' and pricey hospital Timmys

Windsor Star, April 17, 2025

<https://windsorstar.com/opinion/letters/reader-letters-windsor-resignation-call-trump-danger-and-pricey-hospital-timmys>

Windsor Regional Hospital loosens masking policy

Windsor Star, April 17, 2025

<https://windsorstar.com/news/local-news/windsor-regional-hospital-loosens-masking-policy?tbref=hp>

OTHER

Going to a London ER? You will be scanned for weapons

London Free Press, April 14, 2025

<https://lfpres.com/news/local-news/going-to-a-london-er-you-will-be-scanned-for-weapons>