



Mission: Provide quality person-centred health care services to our community

WRH VALUES

We respectfully acknowledge that the Windsor Regional Hospital occupies the traditional, ancestral and contemporary lands of the Niswi Ishkodewan Anishinaabeg: The Three Fires Confederacy (Ojibwe, Odawa, and Potawatomi). We acknowledge the land and the surrounding waters for sustaining us and we are committed to protecting and restoring these lands and waters from environmental degradation.

BOARD OF DIRECTORS

Thursday, October 5, 2023

VIA ZOOM: 1700 hours

(ZOOM link is included with the meeting invitation)

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (France)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (France)		1702	
3. <u>PREVIOUS MINUTES:</u> September 7, 2023 (France)	Tab A	1703	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO</u> (Musyj)		1705	FYI
5. <u>CNE REPORT</u> (Riddell)		1715	
6. <u>SCHULICH REPORT</u> – (Jacobs)		1725	FYI
7. <u>FINANCIAL PRESENTATION</u> – (McLeod)	Tab B	1730	
8. <u>CONSENT AGENDA:</u> <u>Finance/Audit & Resources: September 25, 2023 and</u> <u>Operating Results (McLeod)</u>	Tab C	1740	MOTION (accept report)
9. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (France)	Tab D	1741	FYI
10. <u>BOARD MEMBER QUESTIONS, COMMENTS OR</u> <u>NOTICES OF MOTIONS</u> (France)		1742	
11. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, November 2, 2023 – ZOOM		1745	FYI

12. <u>ADJOURNMENT</u> (France)		1740	MOTION
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REGRETS ONLY TO dawn.sutherland@wrh.on.ca, or (519) 254-5577, ext. 52517



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, September 7, 2023**, 17:00 hours, via ZOOM and live streamed on YouTube.

PRESENT:

Patricia France, Chair

David Malian

Paul Lachance

Cynthia Bissonnette

Ian McLeod

Mary Dawson

Michael Lavoie

Jamie Skutovich

Chris Lanoue

Dr. Laurie Freeman

Genevieve Isshak

Penny Allen

Anthony Paniccia

Nila Das

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:

Executive Committee

REGRETS:

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

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

Laura Copat

Linda Staudt

1. CALL TO ORDER:

The meeting was called to order at 1705 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 June 22, 2023 Board meeting had been previously circulated.

MOVED by Dr. L. Freeman, **SECONDED** by Ms. M. Dawson and **CARRIED**

THAT the minutes of the June 22, 2023 Board of Directors meeting be approved with the following amendments: Linda Staudt and David Malian were present for the meeting which was held in person in the Auditorium, MET Campus.

4. REPORT FROM THE PRESIDENT & CEO:

In addition to Mr. Musyj's written report, he provided the following highlights:

Update on Influenza

At this time of year we look to Australia to see what their influenza season fared to get an idea of what we could be facing. Last year Australia had an earlier than normal start to the flu season and it resulted in a very quick increase in severity with a record number of positive cases and hospitalizations. This trend was followed in Ontario and Canada. Looking at this year in Australia, the season started a couple of weeks later than last year and very similar to 2019 experience with a slightly quick drop off than 2019. However the hospitalizations show a slightly worse situation than 2022.

Therefore, if we look to Australia, it will be a couple of weeks later, in or around October 23, 2023 with possibly more hospitalizations than last year.

Update on COVID

Dr. Saad provided an update with respect to COVID and specifically the new variant of interest that is rising in concern and most recently identified in Michigan, the BA.2.86. Dr. Saad explained that this new variant will most likely supersede the others but not necessarily cause more hospitalizations or more deaths. Dr. Saad referred to the Wastewater data on slide 6 of the presentation. This new variant is clearly on everyone's radar and there is no question that COVID is still here. We will continue to monitor so we can review any changes needed in the hospital and prepare for the fall/winter.

Ms. Riddell advised the COVID vaccine should be arriving at the end of September/early October for high risk groups, i.e. Cancer and Renal patients and those with lung disease along with healthcare workers. The influenza vaccine should arrive in or around the same time.

Question: Will a rapid test pick up the new variant? Yes, however not to the same degree as previous variants. Dr. Saad advised you will need to swab your throat and nose.

Question: Can we identify the variant of interest in hospital? We do not do genetic analysis in hospital as this is not part of routine testing. Dr. Saad explained that wastewater surveillance can be used to monitor the circulation of variants of concern and in some circumstances, can be used as an early indicator for the presence of COVID infections not yet detected by traditional clinical surveillance.

Update on RSV

Ms. Riddell provided the update. There were a few cases in August and we expect to see a spike in cases now that school is back. The MOH covers the full cost of the drug palivizumab used to prevent a serious lower respiratory tract infection caused by RSV in infants who are less than 2 years of age at the start of the RSV season and who are high risk. The active season is generally from November to April.

Health Canada has granted approval for a new vaccine for adults aged 60 and above. Ms. Riddell advised we are hoping to have access to the new vaccine later this fall. We will then have clinics set up to administer the vaccine.

Question: What are the symptoms of RSV in an adult? Symptoms of RSV in adults are similar to any upper respiratory infection and include cough, running nose, sore throat, fatigue

and fever. Adults over 65 or those with health complications are at higher risk for developing more severe RSV. A PCR test is the only way to identify RSV.

Update on Surgery Wait List

Mr. Musyj stated that as of August 21, 2023, 3,223 patients were waiting for surgery, a reduction of 40%. Pre-COVID as of March 19, 2020, there were 5,346 patients waiting for a procedure. There has also been an 11% reduction in long waiters compared to March 25, 2023. The highest volume of patients waiting for surgery is for orthopedic procedures.

Ms. Procedure spoke to the strategies WRH has put into place including running the OR rooms later into the evening and operating on Saturdays and Sundays over the summer and into September.

Nurse Police Team Update

Mr. Musyj was pleased to report that the NPT pilot program will continue for another six months. The NPT program launched in May in an effort to provide treatment and support options while steering people away from the ED departments.

The initiative to date has handled 374 calls for service and referred 253 people to community resources. As well, 36 substance-related wounds were treated. In addition the proactive care diverted 147 patients from hospital emergency rooms. Mr. Musyj added that this has resulted in 40% less ED visits. The program operates on Fridays, Saturdays and Sundays between 1 p.m. and 1 a.m. and frees up resources for higher acuity patients in the EDs.

Mr. Foster spoke to process and advised that most calls primarily come through 911 at which time dispatch determine the appropriate first responder. The team also is able to proactively approach individuals needing assistance while patrolling in the community between calls.

5. REPORT FROM SCHULICH:

Dr. Jacobs referred to his report and provided the following highlights:

- This year the undergraduate medical education program will expand from 38 to 42 students. This is the largest class in over 20 years.
- Post-graduate training is also seeing an expansion with increase numbers. The Psychiatry residency program has increased to four residents.
- Received approval to launch an internal medicine residency program tied to London.

6. FINANCIAL PRESENTATION (July 31, 2023 Results):

Mr. Paniccia reported.

Slide 2 – Funding Update

WRH has received the following funding updates which are reflected in the budget presented in the financial statements

- \$6,960,500 increase in base funding
- \$113,250 increase in one-time funding

Slide 3 – Financial Results – YTD July 2023

- \$4,384,000 deficit for hospital operations year to date which is \$5,523,000 worse than budget
- The net deficit after building amortization is \$4,894,000 which is \$5,388,000 worse than budget

Slide 4 – Significant Variances

Chart indicates expense variances and the offsetting revenue

- Salaries & Wage \$3,037,000 deficit (largely due to overtime savings not realized)
- Medical Staff Fees \$744,000 deficit
 - \$712,000 offsetting favourable Patient Services Revenue variance
- Medical/Surgical Supplies \$1,535,000 deficit
 - Offset by additional QBP revenue earned \$525,000 for Hip & Knee replacements
- Drugs \$3,230,000 deficit
 - Offset by \$650,000 revenue in retail pharmacies
 - \$1,926,000 in Ministry drug funding for chemotherapy and renal programs

MOVED by Mr. A. Paniccia, **SECONDED** by Mr. P. Lachance and **CARRIED THAT** the September 7, 2023 Financial Presentation (as of July 31, 2023) be accepted.

7. CONSENT AGENDA:

MOVED by Mr. A. Paniccia, **SECONDED** by Ms. G. Isshak and **CARRIED THAT** the reports from the June 19, 2023 and August 21, 2023 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, October 5, 2023, 1700, via ZOOM.**

12. ADJOURNMENT:

There being no further business to discuss, it was
MOVED by Mr. C. Lanoue, **SECONDED** by Mr. M. Lavoie and **CARRIED**
THAT the September 7, 2023 Board of Directors meeting be adjourned at 1740 hours.

Patricia France, Chair
Board of Directors

Dawn Sutherland
Recording Secretary/ds



Finance/Audit and Resources Committee
September 25, 2023

Financial Results

August 31, 2023

▶ Funding Update

- ▶ WRH received confirmation of the following 2023-2024 funding reallocation from one time to base:
 - ▶ \$32,646,500 comprised of:
 - ▶ \$25,039,000 for 49 Acute Medical/Surgical beds
 - ▶ \$6,147,500 for 8 Critical Care beds
 - ▶ \$1,460,000 for 5 Acute Mental Health beds
 - ▶ \$700,700 confirmed base funding to operate the 3rd MRI (partial year)
 - ▶ \$800,800 annually

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

August 31, 2023

	Current Year Actual	Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 270,662	\$ 264,930	\$ 5,732	2.2%
Expenses				
Salaries and Wages	\$ 117,148	\$ 117,258	\$ 110	0.1%
Employee benefits	32,010	31,619	(391)	(1.2%)
Employee ben. - future ben. costs	585	585	-	0.0%
Medical staff remuneration	24,806	22,871	(1,935)	(8.5%)
Medical & Surgical supplies	19,246	17,717	(1,529)	(8.6%)
Drugs	37,462	34,423	(3,039)	(8.8%)
Supplies & other expenses	34,438	34,062	(376)	(1.1%)
Long term Interest	2,927	2,893	(34)	(1.2%)
Equipment lease / rental	802	1,000	198	19.8%
Equipment amortization	6,607	8,287	1,680	20.3%
Total Expense	\$ 276,031	\$ 270,715	\$ (5,316)	(2.0%)
Surplus / (Deficit) From Hospital Operations	\$ (5,369)	\$ (5,785)	\$ 416	
Other Votes (net)	\$ (55)	\$ (38)	\$ (17)	
Net Building Amortization	\$ (497)	\$ (772)	\$ 275	
Net Surplus (Deficit)	\$ (5,921)	\$ (6,595)	\$ 674	
Hospital Margin	\$ (2,497)	\$ (2,930)	\$ 433	

Financial Results

August 31, 2023

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

Year to Date August 2023 Net Variances				
Category	Year-to-Date Expense Variance	Year-to-Date Revenue Variance	Net	Comment
Medical Staff Fees	(1,935)	2,274	339	Patient Services Revenue \$2,274
Medical/Surgical Supplies	(1,529)	645	(884)	QBP Funding for additional joint procedures
Drugs	(3,039)	2,915	(124)	Retail Pharmacy Recoveries \$421 Ministry Drug Funding \$2,494
Other Supplies & Expense	(376)	-	(376)	Facilities deficit offset by savings in laundry, lab expenses and course fees and materials.



MOTION/ACTION SHEET

From The

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

Monday, September 25, 2023

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



MINUTES from the meeting of the **FINANCE/AUDIT & RESOURCES COMMITTEE** (*General Session*) held on Monday, September 25, 2023 at 5:00 p.m. Via Zoom.

PRESENT:

Anthony Paniccia (Chair & Treasurer)
Ian McLeod
Penny Allen
Dr. Laurie Freeman
Paul Lachance
Michael Lavoie
Jamie Skutovich
Chris Lanoue
Dr. Danielle Soulliere

COMMUNITY MEMBERS:

Anna Kirby
Trevor Chapman
Robert Klein
Marc Jones
Katherine Pham

REGRETS:

Dwayne Dawson

STAFF:

David Musyj
Malissa Gauthier
John Faber
Heidi Zimmer
Mary Macera

1.0 CALL TO ORDER

Mr. Anthony Paniccia, Chair & Treasurer, called the meeting to order at 6:12 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Anna Kirby, **SECONDED** by Katherine Pham that the **General Finance/Audit & Resources Committee Agenda of Monday, September 25, 2023, 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, August 21, 2023

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, August 21, 2023** were previously circulated to all members.

MOVED by Paul Lachance, SECONDED by Laurie Freeman that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, August 21, 2023 be approved

CARRIED.

5.0 FOR DISCUSSION

5.1 Monthly Operating Results Report – August 2023 (As Appended)

Ms. Zimmer provided the following highlights:

- The operating results report for the five months ended August 31, 2023 resulted in a deficit of \$5,921,000 with a negative Hospital Margin of (\$2,497,000). There are two items to note:
 - The WRH Board of Director's approval of the revised Operating and Capital Budgets are reflected in the August 2023 statements.
 - All bed permanency funding confirmation has been received for fiscal 2023-2024. Amounts are part of base funding and includes funding for 8 critical care beds, 49 acute medical/surgical beds and 5 mental health beds. Total base funding equates to \$32,647,000 annually.
- Confirmation has been received for base funding of \$700,700 to operate the third MRI (partial year as it was not operational for entire year); \$800,800 annually.
- Budget presented is the one approved at the previous FAR Meeting. Budget was updated based on known increases and the main change is the wage accruals (related to those Bill 124 openers). These statements reflect all those changes in the budget.
- Revenue is favourable. There are some variances seen, although there are revenue offsets for most of the variances.
- Hospital operations – deficit of \$5,369,000 to date; \$416,000 better than the new budget. After Other Votes and Net Building Amortization, there is a deficit of \$5,921,000 which is favourable; \$674,000 to budget.
- Med Staff fees are unfavourable.
- Med/Surg supplies are over budget.
- Drugs are over budget, although earning more revenue
- Other supplies are running fairly close to budget
- Sicktime at Met – no change from the prior month; overtime a bit worse.

- Sicktime at Ouellette – did get a bit worse and overtime did not change. These targets are set as overall numbers and are set as the year-to-date targets. Benchmarking results are expected in the next month or so.
- Year to date volumes – weighted cases are up.
- Patient days are higher than planned; high occupancy.
- Patient visits include clinic visits and community service visits are down year over year because WRH is not operating the same programs that were operating this time last year, i.e. vaccine and COVID-19 centers are no longer operating so it is expected to see that drop.
- Emergency visits are higher.

Mr. Panicia wanted to note and draw the committee's attention to the financial statements and the sinking funds. We are seeing a very healthy growth (which will be used to pay for the debenture). The fund managers are doing a pretty good job right now. Very exciting!

6.0 FOR INFORMATION

6.1 FAR Committee Meeting Dates for 2023-2024

The FAR meeting dates are provided to all committee members. Calendar invites have already been scheduled. This item is part of the Work Plan.

6.2 WRH Health Care Acronyms

This list is provided to the committee members for information and is part of the Work Plan as well.

6.3 Project Management Office (PMO) Report – September 2023

A link is provided for the committee to view and read.

6.4 President's Report

The President's Report is included for the community members.

7.0 DATE OF NEXT MEETING

The Finance/Audit and Resources Committee will meet on **Monday, October 23, 2023, noting that this meeting will be held VIA ZOOM.**

8.0 ADJOURNMENT

Mr. Paniccia indicated there was no further business.

MOVED by Chris Lanoue, SECONDED by Anna Kirby that the General Meeting from the Finance/Audit & Resources Committee of Monday, September 25, 2023 be adjourned at 6:29 p.m.

CARRIED.

Mr. Anthony Paniccia, Chair & Treasurer
FinAudit&Resources_Minutes
20230925

Mary Macera
Recorder

Windsor Regional Hospital

Operating Results Report

For the Five Months Ended August 31, 2023

Treasurer's Report

Board of Directors

Financial Summary - August 2023

(\$000's)

	Line	August 2023 Actuals		
		Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$270,662	\$ 264,930	\$ 5,732
Total Expense	20	276,031	270,715	(5,316)
Surplus / (Deficit)	21	(5,369)	(5,785)	416
Other Votes (net)	22	(55)	(38)	(17)
Other Recoveries / (Exp)	23	-	-	-
Subtotal	24	(5,424)	(5,823)	399
Net bldg. amortization	25	(497)	(772)	275
Net Surplus (Deficit)	26	\$ (5,921)	\$ (6,595)	\$ 674

Hospital Margin	\$ (2,497)	\$ (2,930)	\$ 433
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Capital Equipment Expenditures	\$ 13,174	\$ -	\$ (13,174)
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* Variance - favourable / (unfavourable)

Operation Highlights:

- The operating results for the five months ended August 31, 2023 resulted in a deficit of \$5,921,000 and a negative Hospital Margin of (\$2,497,000) based on the Ministry of Health (Ministry) definition. There are two items worth noting -
 - a. The Board-approved revised operating and capital budgets are reflected in these statements.
 - b. WRH has received formal confirmation of all bed permanency funding for fiscal 2023-24. These amounts are now part of base funding (previously assumed as one-time) and includes funding for 8 critical care beds, 49 acute medical/surgical beds and 5 mental health beds. The total base funding for these beds is \$32,647,000 annually.

1. **Financial Results for the Five Months ended August 31, 2023** (Statement 2)

For the five months ended August 31, 2023, the deficit after net building amortization is \$5,921,000, which is \$674,000 better than plan. This represents a negative Ministry of Health Margin of \$2,497,000 (one year ago, the margin was positive \$2,151,000).

Revenue

Ministry revenue (combined base and one-time) is \$144,000 (0.1%) lower than budget. The revenue shortfall for Quality Based Procedures (QBP's) is \$1,233,000 to date and payables for Cardiac and Neuro programs total \$850,000. These are offset by over performance in the Cancer Centre's leukemia and chemotherapy programs. The settlement process for global QBPs allows netting of under and over-performance for specific procedures but does not pay for net over-performance. This is in contrast to the cancer-related QBPs where over-performance is consistently funded. Therefore, we have recognized this revenue in the financial statements.

Base funding includes accruals for revenue for which formal Ministry confirmation has recently been received as follows:

- ✚ \$10.5 million for 49 Acute Medical/Surgical Beds
- ✚ \$2.5 million for 8 Critical Care Beds
- ✚ \$610,000 for 5 Mental Health Beds

Ministry drug reimbursements have a positive variance of \$2,494,000 (19.1%). This revenue comes from the Cancer Centre's New Drug Funding and the renal program. This revenue offsets the corresponding drug expenses in both programs.

The preferred accommodation revenue variance is unfavourable to budget by \$1,210,000 which is \$135,000 better than prior year to date results for the same period. Infection prevention and control measures often require patients to be placed in private rooms and we are unable to bill for semi-private or private accommodation in these circumstances. The finance team is working with clinical areas to improve the process to have patients sign the Responsibility for Payment (RFP) form when admitted in order to maximize the revenue for semi and private accommodation. This process was suspended during the COVID-19 pandemic.

Chronic Co-payment revenue is \$103,000 better than budget. Effective October 1, 2022, patients designated as Alternate Level of Care (ALC) could be charged up to \$63.73 per day. Hospitals received notice that the co-payment rate increased to \$65.32 per day on July 1, 2023. The daily rate may be adjusted based on a co-payment assessment that takes into consideration the individual's income.

Patient Services revenue variance is \$2,274,000 favourable (16.3%) year to date. \$1,350,000 of this surplus is due to diagnostic revenues which are higher than planned

as we continue to address wait times. These revenues are offset by an increase in medical staff remuneration. The remaining \$925,000 is attributed to charges for out of province, out of country, private insurance and self pay revenues.

Equipment Grant amortization is better than budget \$151,000 (10.3% favourable). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$2,064,000 favourable (8.7%) to budget. \$1,071,000 of this surplus is due to drug sales and volume rebates in the retail pharmacies and some of this revenue is offset by increased drug costs. There is also significant favourability (\$1,282,000) in interest income as rates continue to rise.

Expenses

Salaries are currently under budget (favourable) by \$110,000 (0.1%) year to date August 31, 2023. Sick and overtime costs are running higher than planned and recent arbitration awards have expanded the number of situations where call-ins and overtime shifts attract double time making it difficult to decrease overtime costs. There has been an increase in training and orientation costs which are approximately 36% (\$648,000) higher than the same period last year. The additional training is required as WRH has created more permanent nursing positions for the additional beds in operation.

Employee Benefits are unfavourable to budget by \$391,000 (1.2%). Benefits are running at 27% of wages while budgeted at 26%.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$1,935,000 (8.5%). The majority of this variance (\$1,302,000) occurs in diagnostic services and these higher costs are funded by the higher diagnostic services revenue noted above. The remaining variance is attributable to medical staff remuneration in the Intensive Care, Emergency and the Hospitalist programs which are greater than funding.

Medical & Surgical Supplies are unfavourable to budget by \$1,529,000 (8.6%). The perioperative program is \$1,622,000 over budget year to date with \$880,000 attributable to orthopedic surgery. Some of these procedures are funded QBPs and earn additional revenue. Hip and knee procedures are 74 cases over budget and there has been an increase in hip and knee revisions for which supply costs are greater than primary joint replacements. Pacemaker implants are 42 cases over budget and these are high cost procedures with implants costing \$2,500 each on average. Joint revisions and pacemakers are funded through Wait Times and earn funding only after minimum thresholds are achieved. The interventional radiology program is \$221,000 over budget year to date as there have been significant increases in supply costs.

Drug expenses are unfavourable by \$3,039,000 (8.8%) year to date. These expenses are somewhat offset by recoveries in the retail pharmacies (\$420,000) and by Ministry

funding in the chemotherapy suite and renal program (\$2,494,000). The remaining deficit is due to drug price increases.

Supplies and Other Expenses are unfavourable to budget by \$376,000 (1.1%). Patient transportation expenses are over budget by \$205,000 and contrast media supplies in diagnostic imaging are over budget by \$175,000 year to date.

Long Term Interest expense is \$34,000 unfavourable (1.2%).

Equipment Lease/Rental is \$198,000 favourable (19.8%) to budget. These expenses vary based on bed rental utilization for bariatric patients or those with complex wounds.

Equipment amortization is \$1,680,000 (20.3%) under budget due to the timing of new asset additions.

Other Votes – Other Votes are \$17,000 unfavourable at August 31, 2023.

2. Statement of Financial Position (Statement 3)

The Ministry/Ontario Health receivable has increased by \$9.5 million from March 31, 2023 and is comprised mainly of funding for additional beds, drug reimbursements and timing differences for confirmed base and one-time funding.

Inventory has increased by \$184,000 when compared to March 31, 2023. This increase is attributable to drugs funded by OH-West (Cancer Care).

Our Ministry/CCO payable has increased by \$411,000 from March 31, 2023. This is due to lower than planned volume-based procedures.

At August 31, 2023, the market value of the sinking fund has increased by \$3,278,000 (13.1%) since inception and by \$810,000 since March 31, 2023. The underlying cost base as a result of realized investment gains has increased by \$1,933,000 since the original \$25 million investment was made and by \$101,000 since March 31, 2023.

	Market Value	Cost
Fund Manager -		
Guardian Capital	\$14,183,000	\$12,960,000
Leith Wheeler	<u>14,117,000</u>	<u>13,972,000</u>
Total	<u>\$28,300,000</u>	<u>\$26,932,000</u>

3. Patient Volumes

Acute patient days are below target at the Met Campus by 1,571 days and 145 greater than planned at the Ouellette Campus (excl. psych). Adolescent psychiatry patient days at the Met campus are 214 less than planned while adult psychiatric days are 227 above plan at the Ouellette campus. Surgical cases are 728 under plan at the Met Campus and 1,928 below plan at the Ouellette Campus.

Combined ED visits and holds for the year are 1,797 below budget and 853 higher than last year at this time. Ambulatory and Community visits are 11,218 below plan and 8,626 lower than one year ago as the Covid-19 Assessment Centre is no longer operating.

Total weighted cases are estimated to be 220 lower than plan and 734 higher than one year ago.

4. Patient Access

Acute care length of stay at Met was 4.92 days as compared to a target of 4.54 days. Length of stay for Ouellette acute care was 8.47 days versus a plan of 7.33. Length of stay for the adult psychiatric patients was 1.83 days below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay is 4.52 days compared to the target of 6.44.

5. Organizational Health

The percentage of sick time year to date for the Met Campus is 5.5%, which is over the target of 4.7% by .8%, while overtime is 1.25% over target at 3.6%.

Sick time at the Ouellette Campus is 5.6% compared to the target of 4.7%, while overtime is over plan at 6.5% compared to the target of 2.35%.

With respect to FTEs, the Met Campus is favourable to budget by 5.3 FTEs. At the Ouellette Campus, the FTE variance is unfavourable by 2.3 FTEs mainly in the perioperative program. Overall, the hospital is favourable 3.0 FTEs.

Statement #1
WINDSOR REGIONAL HOSPITAL
Consolidated Operating Results for the Five Months Ending August 31, 2023

Current Month		Description	Year To Date				Year End			Prior Year Actual		
Actual	Fav/(Unfav) Budget		Actual	Budget	Fav/(Unfav)	%	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End	
		Revenue (\$000's)										
\$ 50,678	\$ 14,110	1	Ministry Funding - Base	\$ 195,737	\$ 184,070	\$ 11,667	6.34%	\$ 456,960	\$ 456,960	\$ -	\$ 138,696	\$ 401,055
(7,867)	(13,451)	2	Ministry Funding - One-time	15,765	27,714	(11,949)	-43.12%	50,878	50,878	-	25,802	27,770
3,176	568	3	Ministry Funding - Drug Reimb.	15,537	13,043	2,494	19.12%	31,304	31,304	-	9,933	22,103
61	(252)	4	Preferred Accommodation	335	1,545	(1,210)	-78.32%	3,696	3,696	-	200	3,620
22	18	5	Chronic co-payment	121	18	103	572.22%	42	42	-	4	47
3,681	1,562	6	Patient services	16,250	13,976	2,274	16.27%	32,799	32,799	-	12,221	32,594
671	24	7	Capital grant amortization	3,362	3,240	122	3.77%	7,777	7,777	-	2,536	6,550
5,435	(97)	8	Other recoveries	25,687	23,619	2,068	8.76%	57,169	57,169	-	17,004	43,232
\$ 55,857	\$ 2,482	9	Total Revenue	\$ 272,794	\$ 267,225	\$ 5,569	2.08%	\$ 640,625	\$ 640,625	\$ -	\$ 206,396	\$ 536,971
		Expense (\$000's)										
\$ 24,184	\$ 3,111	10	Salaries	\$ 117,426	\$ 117,339	\$ (87)	-0.07%	\$ 294,602	\$ 294,602	\$ -	\$ 88,256	\$ 242,858
6,146	1,104	11	Employee benefits	32,077	31,637	(440)	-1.39%	75,349	75,349	-	24,476	61,424
117	(38)	12	Employee ben. - future ben. costs	585	585	-	0.00%	1,404	1,404	-	506	2,325
5,102	(1,191)	13	Medical staff remuneration	24,806	22,871	(1,935)	-8.46%	54,649	54,649	-	20,376	54,183
3,513	317	14	Medical & Surgical supplies	19,246	17,717	(1,529)	-8.63%	41,164	41,164	-	12,983	35,882
7,755	191	15	Drugs	37,462	34,423	(3,039)	-8.83%	82,601	82,601	-	25,840	60,153
7,876	(88)	16	Supplies & other expenses	37,469	37,422	(47)	-0.13%	91,504	91,504	-	27,301	61,257
11	189	17	Equipment lease / rental	802	1,000	198	19.80%	2,413	2,413	-	813	2,675
1,870	295	18	Capital amortization	8,842	10,826	1,984	18.33%	25,983	25,983	-	6,502	13,947
\$ 56,574	\$ 3,890	19	Total Expense	\$ 278,715	\$ 273,820	\$ (4,895)	-1.79%	\$ 669,669	\$ 669,669	\$ -	\$ 207,053	\$ 534,704
-	-	20	Other recoveries (expense)	-	-	-	#DIV/0!	-	-	-	-	572
\$ (717)	\$ 6,372	20	Net Surplus (Deficit) - \$000's	\$ (5,921)	\$ (6,595)	\$ 674		\$ (29,044)	\$ (29,044)	\$ -	\$ (657)	\$ 2,839
\$ (340)	\$ 6,003	1	Total Margin - \$000's	\$ (2,497)	\$ (2,930)	\$ 433		\$ (20,308)	\$ (20,308)	\$ -	\$ 2,151	\$ (13,228)

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Five Months Ending August 31, 2023
Consolidated - Met and Ouellette Campuses

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
		Revenue (\$000's)								
\$ 50,545	\$ 14,137	1	\$ 195,359	\$ 183,554	\$ 11,805	454,966	\$ 454,966	\$ -	\$ 138,561	\$ 429,518
(7,867)	(13,451)	2	15,765	27,714	(11,949)	50,878	50,878	-	25,802	90,697
3,176	568	3	15,537	13,043	2,494	31,304	31,304	-	9,933	32,337
61	(252)	4	335	1,545	(1,210)	3,696	3,696	-	200	552
22	18	5	121	18	103	42	42	-	4	106
3,681	1,562	6	16,250	13,976	2,274	32,799	32,799	-	12,221	39,385
323	29	7	1,624	1,473	151	3,536	3,536	-	1,179	3,895
5,435	(96)	8	25,671	23,607	2,064	57,098	57,098	-	16,995	56,202
\$ 55,376	\$ 2,515	9	\$ 270,662	\$ 264,930	\$ 5,732	\$ 634,319	\$ 634,319	\$ -	\$ 204,895	\$ 652,692
		Expense (\$000's)								
\$ 24,131	\$ 3,147	10	\$ 117,148	\$ 117,258	\$ 110	\$ 294,394	\$ 294,394	\$ -	\$ 88,146	\$ 301,947
6,135	1,111	11	32,010	31,619	(391)	75,304	75,304	-	24,450	68,618
117	(38)	12	585	585	-	1,404	1,404	-	506	1,339
5,102	(1,191)	13	24,806	22,871	(1,935)	54,649	54,649	-	20,376	65,928
3,823	7	14	19,246	17,717	(1,529)	41,163	41,163	-	12,983	42,539
7,755	191	15	37,462	34,423	(3,039)	82,601	82,601	-	25,840	83,103
7,274	(220)	16	34,438	34,062	(376)	82,759	82,759	-	24,967	84,667
589	(5)	17	2,927	2,893	(34)	6,883	6,883	-	2,293	6,971
11	189	18	802	1,000	198	2,400	2,400	-	813	2,521
1,424	233	19	6,607	8,287	1,680	19,889	19,889	-	4,766	15,225
\$ 56,361	\$ 3,424	20	\$ 276,031	\$ 270,715	\$ (5,316)	\$ 661,446	\$ 661,446	\$ -	\$ 205,140	\$ 672,858
\$ (985)	\$ 5,939	21	\$ (5,369)	\$ (5,785)	\$ 416	\$ (27,127)	\$ (27,127)	\$ -	\$ (245)	\$ (20,166)
		Surplus / (Deficit) from Other Operations (\$000's)								
56	66	22	(55)	(38)	(17)	(64)	(64)	-	(33)	(33)
-	-	23	-	-	-	-	-	-	-	-
(929)	6,005	24	(5,424)	(5,823)	399	(27,191)	(27,191)	-	(278)	(20,199)
\$ (98)	57	25	\$ (497)	\$ (772)	275	\$ (1,853)	\$ (1,853)	-	\$ (379)	\$ (1,152)
\$ (1,027)	\$ 6,062	26	\$ (5,921)	\$ (6,595)	\$ 674	\$ (29,044)	\$ (29,044)	\$ -	\$ (657)	\$ (21,351)

WINDSOR REGIONAL HOSPITAL
Operating Results for the Five Months Ending August 31, 2023
Consolidated - Met and Ouellette Campuses

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
Financial Performance Measures										
\$ (340)	6,003	1 Total Margin - \$000's	\$ (2,497)	\$ (2,930)	\$ 433	\$ (20,308)	\$ (20,308)	\$ -	\$ 2,151	\$ (13,228)
-0.61%	11.38%	2 Total Margin - %	-0.92%	-1.10%	0.18%	-3.19%	-3.19%	0.0%	0.84%	-2.02%
n/a	n/a	3 Unrestricted cash - \$000's	\$ 111,096	N/A	N/A	\$ 111,096	N/A	N/A	143,265	\$ 146,093
n/a	n/a	4 Current ratio	1.50	1.00	0.50	1.50	1.00	N/A	1.92	1.51
\$ 1,783	n/a	5a Capital equipment expenditures - Fiscal 2023 - 24 \$000's	\$ 6,584	\$ 11,034	\$ (6,584)	\$ 26,481	\$ 26,481	\$ (6,584)	\$ 3,854	\$ 9,313
\$ 297	n/a	5b Capital equipment expenditures - PY C/F \$000's	\$ 5,261	\$ 2,320	\$ (5,261)	\$ 5,567	\$ 5,567	\$ (5,261)	\$ 735	\$ 6,372
\$ 58	n/a	5c Externally Funded Projects	\$ 360	\$ 19,583	\$ (360)	\$ 46,998	\$ 46,998	\$ (360)	\$ 2,451	\$ 8,382
\$ 189	n/a	5d Windsor-Essex Acute Care Hospital	\$ 969	\$ 2,375	\$ (969)	\$ 5,700	\$ 5,700	\$ (969)	\$ 1,091	\$ 2,952
Patient Volume Measures										
MET CAMPUS ONLY										
2,059	(44)	1 Total Weighted Cases (est) - HIG	10,322	10,352	(30)	24,763	24,763	-	9,712	24,252
1,647	(167)	2 Acute separations (excl psych)	7,914	8,927	(1,013)	21,356	21,356	-	7,605	18,431
8,174	(61)	3 Acute pat. days (excl. psych)	38,960	40,531	(1,571)	96,956	96,956	-	38,100	93,101
82	(49)	4 Psychiatric - Adolescent pat. days	429	643	(214)	1,537	1,537	-	392	1,113
4,088	(351)	5 Emergency visits and ER holds	20,996	21,848	(852)	52,264	52,264	-	20,433	48,962
294	(55)	6 OR - Inpatient cases	1,544	1,719	(175)	4,113	4,113	-	1,190	3,062
650	(131)	7 OR - Day Surgery cases	3,290	3,843	(553)	9,192	9,192	-	2,235	6,163
11,695	(1,414)	8 Clinic visits	56,369	64,523	(8,154)	154,348	154,348	-	54,885	131,382
558	(350)	9 Community Services visits	3,201	4,471	(1,270)	10,695	10,695	-	3,232	8,046
Variable Revenue Volumes:										
23	8	(a) Hip procedures	108	75	33	180	180	-	58	180
21	(7)	(b) Knee procedures	127	139	(12)	333	333	-	77	244
-	-	(c) Pacemaker inserts	-	-	-	-	-	-	-	-
537	24	11 MRI Hours of Operation	2,266	2,525	(259)	6,039	6,039	-	2,648	6,039
744	7	12 CT Hours of Operation	3,630	3,629	1	8,682	8,682	-	3,662	8,682
Patient Access Measures & System Integration										
MET CAMPUS ONLY										
4.96	(0.42)	1 Acute Average LOS	4.92	4.54	(0.38)	4.54	4.54	-	5.01	5.05
6.83	(0.39)	2 Psych Average - Adolescent LOS	4.52	6.44	1.92	6.44	6.44	-	3.81	4.72
Organizational Health										
MET CAMPUS ONLY										
5.50%	N/A	1 % Sick Time to Total Comp	5.50%	4.70%	-0.80%	4.70%	4.70%	-	7.40%	6.90%
4.20%	N/A	2 % Overtime to Total Comp	3.60%	2.35%	-1.25%	2.35%	2.35%	-	4.10%	3.90%
1,844.5	N/A	3 FTE staffing (Hospital Ops Only)	1,859.5	1,864.8	5.3	1,847.5	1,847.5	-	1,797.0	1,820.1

WINDSOR REGIONAL HOSPITAL
Operating Results for the Five Months Ending August 31, 2023
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	
2,062	(95)	1 Total Weighted Cases (est) - HIG	10,428	10,619	(191)	25,402	25,402	-	10,305	25,280	
960	(154)	2 Acute separations (excl psych)	4,766	5,485	(719)	13,120	13,120	-	4,336	10,675	
8,291	123	3 Acute pat. days (excl. psych)	40,348	40,203	145	96,171	96,171	-	39,559	96,408	
2,012	122	4 Psychiatric - Adult patient days	9,529	9,302	227	22,252	22,252	-	8,935	21,684	
4,189	(163)	6 Emergency visits and ER holds	20,476	21,421	(945)	51,242	51,242	-	20,186	48,345	
312	(52)	7 OR - Inpatient cases	1,604	1,790	(186)	4,281	4,281	-	1,463	3,570	
521	(475)	8 OR - Day Surgery cases	3,160	4,902	(1,742)	11,727	11,727	-	3,618	8,981	
2,178	(498)	9 Clinic visits	11,213	13,171	(1,958)	31,508	31,508	-	10,505	24,478	
1,020	190	10 Community Services visits	4,250	4,086	164	9,774	9,774	-	15,037	33,607	
		11 Variable Revenue Volumes:									
30	1	(a) Hip procedures	162	140	22	336	336	-	123	317	
61	10	(b) Knee procedures	280	249	31	595	595	-	250	594	
31	8	(c) Pacemaker inserts	153	111	42	265	265	-	136	300	
		12 Cataracts									
97	(158)	a) Unilateral	640	1,254	(614)	3,000	3,000	-	1,652	3,092	
82	(24)	b) Bilateral	688	523	165	1,250	1,250	-	290	1,626	
620	(219)	13 MRI Hours of Operation	3,303	4,131	(828)	9,883	9,883	-	2,717	6,460	
920	371	14 CT Hours of Operation	4,419	2,700	1,719	6,460	6,460	-	4,077	9,883	
		Patient Access Measures & System Integration									
8.64	(1.31)	1 Acute Average LOS	8.47	7.33	(1.14)	7.33	7.33	-	9.12	9.03	
10.88	1.55	3 Psych Average - Adult LOS	10.60	12.43	1.83	12.43	12.43	-	10.56	10.70	
		Organizational Health									
5.90%	N/A	1 % Sick Time to Total Comp	5.60%	4.70%	-0.90%	4.70%	4.70%	-	7.40%	6.80%	
6.70%	N/A	2 % Overtime to Total Comp	6.50%	2.35%	-4.15%	2.35%	2.35%	-	7.00%	6.60%	
1,527.7	N/A	3 FTE staffing (Hospital Ops Only)	1,552.6	1,550.4	(2.3)	1,596.3	1,596.3	-	1,492.3	1,532.2	

Statement # 3
WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION
As At August 31, 2023
(Amounts in 000's)

	August 31, 2023	March 31, 2023		August 31, 2023	March 31, 2023
ASSETS			LIABILITIES AND EQUITIES		
Current assets:			Current liabilities:		
Cash & short-term investments	111,466	146,463	Bank overdraft	-	-
Cash, restricted	5,184	7,274	Bank indebtedness	-	-
Cash, restricted Ministry Capital Projects	9,629	5,187	Accounts payable - trade	23,929	25,724
Accounts Rec. - Ministry / CCO	36,498	26,965	Accounts payable - Ministry	19,134	18,723
- OHIP	10,237	10,731	Accrued liabilities	86,331	98,307
- Other	7,825	12,201	Current portion of long term debt	3,588	3,653
Inventories	6,613	6,429	Current portion of capital lease	-	-
Prepaid & deferred charges	9,969	5,161	Current portion accrued benefit obligations	961	1,436
Due from related parties	3,194	2,250			
	<hr/>	<hr/>		<hr/>	<hr/>
Total current assets	200,615	222,661	Total current liabilities	133,944	147,843
Long term assets:			Long term liabilities:		
Long Term Investments	28,300	27,490	Long Term Debt	31,406	32,846
Property, Plant, Equipment, Net	209,130	213,841	Debentures	200,000	200,000
Construction in progress	36,725	27,683	Accrued benefit obligations	25,184	24,600
	<hr/>	<hr/>	ARO Liabilities	1,878	1,657
Total long term assets	245,855	241,524	Marked to market	120	313
	<hr/>	<hr/>	Sick benefits payable	5,823	5,685
	274,155	269,014	Deferred revenue - capital grants	133,873	131,170
	<hr/>	<hr/>		<hr/>	<hr/>
			Total long term liabilities	398,284	396,271
			Remeasurement gains/(losses):		
			Debenture Sinking Funds	1,367	658
			SWAP	(120)	(313)
			Net assets:	<hr/>	<hr/>
				(58,705)	(52,784)
				<hr/>	<hr/>
Total assets	474,770	491,675	Total liabilities and net assets	474,770	491,675

Statement # 4
Windsor Regional Hospital
Statement of Cash Flows
For the Five Months Ending August 31, 2023
With Comparative Amounts For the Year Ending March 31, 2023

(Amounts in 000's)

	August 31, 2023	March 31, 2023
<hr/>		
OPERATING ACTIVITIES		
Net Surplus/(deficit) for the period	\$ (5,921)	\$ (21,351)
Add (deduct) non-cash items:		
Amortization of capital assets	8,842	20,537
Amortization of deferred capital contributions	(3,362)	(8,073)
	(441)	(8,887)
Cash flow from / (used in) operating balances	(23,958)	39,589
Cash provided by operating activities	(24,399)	30,702
INVESTING ACTIVITIES		
Purchase of capital assets	(13,174)	(27,817)
FINANCING ACTIVITIES		
Long term investments	(101)	(902)
Cash restricted for special purposes	(2,352)	951
Loans payable	(1,759)	(1,380)
Capital grants and donations received	6,065	5,974
Notes payable and other long term liabilities	723	(1,983)
Cash provided by (used in) financing activities	2,576	2,660
Net increase (decrease) in cash during the period	(34,998)	5,545
Cash, beginning of period	146,463	140,919
Cash, end of period	\$ 111,466	\$ 146,463



WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE – NO EXCEPTIONS!

Media Report to the Board of Directors September 1 to September 30 2023

Temporary chiller installed at ESHC to address AC issues

AM800, Sept. 1, 2023

<https://www.iheartradio.ca/am800/news/temporary-chiller-installed-at-erie-shores-healthcare-to-address-a-c-issues-1.20201191>

UWindsor studying how cancer care should look different for LGBTQ community

CBC Windsor, Sept. 2, 2023

[UWindsor studying how cancer care should look different for LGBTQ community | CBC News](#)

Funding provided for local health research efforts

Windsor Star, Sept. 1, 2023

[Funding provided for local health research efforts | Windsor Star](#)

Video: ER wait times concerns

CTV Windsor, Sept. 6, 2023

<https://windsor.ctvnews.ca/video?clipId=2761845>

WRH aims to reduce ER wait times for kids during peak times. Here's how:

CTV Windsor, Sept. 6, 2023

<https://windsor.ctvnews.ca/wrh-aims-to-reduce-er-waits-for-kids-during-peak-times-here-s-how-1.6549838>

WRH launching new paediatric diversion program

AM800, Sept. 6, 2023

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-launching-new-paediatric-diversion-program-1.20213648>

ESHC launches research department

Blackburn News, Sept. 7, 2023

<https://windsornewstoday.ca/windsor/news/2023/09/07/erie-shores-healthcare-launches-research-department>

COVID-19 and RSV could create unique circumstances during upcoming influenza season

AM800, Sept. 8, 2023

<https://www.iheartradio.ca/am800/news/covid-19-and-rsv-could-create-unique-circumstances-during-upcoming-influenza-season-1.20220875>

WRH making progress on surgery backlog

Blackburn News, Sept. 8, 2023

<https://windsornewstoday.ca/windsor/news/2023/09/08/wrh-making-progress-on-surgery-backlog>

Ontario hospital sounds alarm as aging building faces population boom

Global News, Sept. 7, 2023

[Ontario hospital sounds alarm as aging building faces population boom | Globalnews.ca](https://globalnews.ca/news/10111111/)

Essex-Windsor EMS ambulance response time plan to stay the same in 2024

AM800, Sept. 7, 2023

<https://www.iheartradio.ca/am800/news/essex-windsor-ems-ambulance-response-time-plan-to-stay-the-same-in-2024-1.20216295>

Essex-Windsor EMS to hire part-time staff to help paramedics at hospital ERs

CTV Windsor, Sept. 7, 2023

<https://windsor.ctvnews.ca/essex-windsor-ems-to-hire-part-time-staff-to-help-paramedics-at-hospital-ers-1.6552033>

Surgical waitlist at WRH sees improvements in 2023 compared to pre-COVID numbers

AM800, September 8, 2023

<https://www.iheartradio.ca/am800/news/surgical-waitlist-at-wrh-sees-improvements-in-2023-compared-to-pre-covid-numbers-1.20221750>

Windsor nurses celebrate anniversaries of graduation from former hospital

CBC Windsor, September 11, 2023

<https://www.cbc.ca/news/canada/windsor/windsor-nurses-anniversary-1.6962395>

Hotel-Dieu nurses to celebrate 50th class reunion

Windsor Star, September 8, 2023

<https://windsorstar.com/news/local-news/hotel-dieu-nurses-to-celebrate-50th-class-reunion>

Erie Shores HealthCare launches research office

Windsor Star, September 7, 2023

<https://windsorstar.com/news/local-news/erie-shores-healthcare-launches-research-office>

Innovative Academic Office of Research launched at ESHC

AM800, September 9, 2023

<https://www.iheartradio.ca/am800/news/chambers-calling-for-action-as-part-of-national-trucking-week-1.20220917>

88 new Essex-Windsor EMS paramedics celebrated

AM800, September 9, 2023

<https://www.iheartradio.ca/am800/news/88-new-essex-windsor-ems-paramedics-celebrated-1.20225711>

Paramedic recruitment below historical levels

Blackburn News, September 11, 2023

<https://windsornewstoday.ca/windsor/news/2023/09/11/paramedic-recruitment-below-historical-levels>

Butterfly release to commemorate lost infants

Blackburn News, September 9, 2023

<https://windsornewstoday.ca/windsor/news/2023/09/06/butterfly-release-to-commemorate-lost-infants>

Butterfly release honours babies lost during, shortly after birth

Windsor Star, September 10, 2023

<https://windsorstar.com/news/local-news/butterfly-release-honours-babies-lost-during-shortly-after-birth>

Some retired Windsor, Ont., nurses say health care hasn't gone the way they would've hoped

CBC Windsor, September 11, 2023

<https://www.cbc.ca/news/canada/windsor/windsor-nurses-anniversary-1.6962395>

Former Grace Hospital nurse reflects on 9/11

AM800, September 11, 2023

<https://www.iheartradio.ca/am800/news/former-grace-hospital-nurse-reflects-on-9-11-1.20234531>

For the first time, patients with some cancers can receive treatment in Essex County

CBC Windsor, September 13, 2023

<https://www.cbc.ca/news/canada/windsor/erie-shores-healthcare-cancer-1.6965418>

ESHC opens new cancer treatment clinic

Blackburn News, September 13, 2023

<https://windsornewstoday.ca/windsor/news/2023/09/13/eshc-opens-new-cancer-treatment-clinic>

Oncology clinic opens in Leamington as demand for cancer care increases

CTV Windsor, September 13, 2023

<https://windsor.ctvnews.ca/oncology-clinic-opens-in-leamington-as-demand-for-cancer-care-increases-1.6560364>

Cancer care treatment options now available in new satellite clinic at ESHC

AM800 News, September 13, 2023

<https://www.iheartradio.ca/am800/news/cancer-care-treatment-options-now-available-in-new-satellite-clinic-at-eshc-1.20246526>

COVID-19 outbreak rescinded at WRH

AM800 News, September 14, 2023

<https://www.iheartradio.ca/am800/news/covid-19-outbreak-rescinded-at-wrh-1.20250222>

Former university athlete says COVID stopped him from running — wants people to mask again

CBC Windsor, September 14, 2023

<https://www.cbc.ca/news/canada/windsor/former-university-athlete-covid-stop-running-1.6966950>

RSV, flu and new COVID-19 vaccines will be available this fall

Blackburn News, September 14, 2023

<https://windsornewstoday.ca/windsor/news/2023/09/14/rsv-flu-and-new-covid-19-vaccines-will-be-available-this-fall>

Watch: Windsor ICU nurse remembered by colleagues with Nightingale tribute

AM800 News, September 14, 2023

<https://www.iheartradio.ca/am800/news/watch-windsor-icu-nurse-remembered-by-colleagues-with-nightingale-tribute-1.20249769>

Drug overdose deaths from multiple substances on rise in Ontario since start of pandemic: report

CBC Windsor, September 15, 2023

<https://www.cbc.ca/news/health/ontario-multi-substance-use-deaths-1.6967147>

Windsor's Mayor concerned with ambulance response times

AM800 News, September 19, 2023

<https://www.iheartradio.ca/am800/news/windsor-s-mayor-concerned-with-ambulance-response-times-1.20272304>

Essex-Windsor EMS name Justin Lammers new chief

CTV Windsor, September 20, 2023

<https://windsor.ctvnews.ca/essex-windsor-ems-name-justin-lammers-new-chief-1.6569901>

Deaths, overdoses, and desperation: Here's how bad the opioid crisis is in Windsor-Essex

Windsor Star, September 22, 2023

<https://windsorstar.com/news/local-news/deaths-overdoses-and-desperation-heres-how-bad-the-opioid-crisis-is-in-windsor-essex>

'A part of me is gone.' Windsor mother struggles with grief and loss in opioid epidemic

Windsor Star, September 21, 2023

<https://windsorstar.com/news/local-news/a-part-of-me-is-gone-windsor-mother-struggles-with-grief-and-loss-in-opioid-epidemic>

130 people accessed Windsor's SafePoint services in August

CTV Windsor, September 22, 2023

<https://windsor.ctvnews.ca/130-people-accessed-windsor-s-safepoint-services-in-august-1.6573113>

SafePoint usage numbers increasing month after month

AM800 News, September 22, 2023

<https://www.iheartradio.ca/am800/news/safepoint-usage-numbers-increasing-month-after-month-1.20280014>

Provincial funding pledged to increase beds at Erie Shores Healthcare

Blackburn News, September 25, 2023

<https://windsornewstoday.ca/windsor/news/2023/09/25/provincial-funding-pledged-to-increase-beds-at-erie-shores-healthcare>

'Still too early to discuss if COVID-19 vaccines will become a yearly shot': WECHU MOH

AM800 News, September 22, 2023

<https://www.iheartradio.ca/am800/news/still-too-early-to-discuss-if-covid-19-vaccines-will-become-a-yearly-shot-wechu-moh-1.20280051>

Hundreds participate in walk for suicide awareness and prevention

CTV Windsor, September 24, 2023

<https://windsor.ctvnews.ca/hundreds-participate-in-walk-for-suicide-awareness-and-prevention-1.6575628>

WECHU looking to improve existing vaccine coverage rates in schools

AM800 News, September 25, 2023

<https://www.iheartradio.ca/am800/news/wechu-looking-to-improve-existing-vaccine-coverage-rates-in-schools-1.20284029>

Province funds 14 more beds for Erie Shores HealthCare

Windsor Star, September 27, 2023

<https://windsorstar.com/news/local-news/province-funds-14-more-beds-for-erie-shores-healthcare>

WECHU gives update on COVID-19 vaccine availability

CTV Windsor, September 26, 2023

<https://windsor.ctvnews.ca/wechu-gives-update-on-covid-19-vaccine-availability-1.6578683>

Essex-Windsor EMS response times remain below targets

Windsor Star, September 27, 2023

<https://windsorstar.com/news/local-news/essex-windsor-ems-response-times-remain-below-targets>

Web and Social Media Analytics – Sept. 1 to Sept. 28 2023

WEB:

Number of Actual Users Accessing the Website: 36,478

Number of Website Page Views: 141,6310

What Pages Are They Looking At?:

1. Home Page – 23,905 views
2. Emergency Wait Times – 13,905 views
3. Careers – 5573 views
4. Coronavirus – 3336 views
5. Contact Us – 3321 views
6. Pharmacy login (MyWRH) – 2579 views
7. Pharmacy Services - 2122 views
8. Patient and Visitor Information - 2117
9. IV ManualFormularyDrugs – 2048 views
10. WRH login – 1597 views

YOUTUBE:

Views: 6300 views

Watch Time: 475.2 hours

Subscribers: 988, +19

Top videos

Internal:

1. Nursing Student Cerner Training Video 1 - 627
2. Nursing Student Cerner Training Video 2 –411
3. Guidelines for Basic Adult Neurological Observation - 367
4. Nursing Student Cerner Training Video 3 - 358
5. Nursing Student Cerner Training Video 6 - 355

External:

1. Using Quick Dams to prevent flooding – 488
2. Day Surgery and Outpatient Nurses – 331
3. Period of Purple Crying - 229
4. Met Hospital – Family Birthing Centre tour - 108
5. Allison Hayes, patient testimonial – 41

FACEBOOK: 11,203 followers

Post Reach – 10,297

Top Posts:

1. WRF staff participate in FireFest – 5442 reached
2. Labour Day message - 2363 reached
3. Diagnostic Imaging recruitment - 2279 reached
4. New Leader at WE Care for Kids - 1872
5. National Payroll Week - 1732
6. Funding for paediatric clinic - 1700
7. Celebrating our volunteers –1240
8. Sept board of directors meeting - 1229
9. Flag lowered for fallen officers - 1030
10. ESHC chemotherapy suite unveiled - 961

INSTAGRAM – Followers: 4374, +2.1%

Reach: 7481

Engagement: 1107

Top Posts:

1. Funding for paediatric clinic, 5989 reached
2. COVID outbreak at Ouellette, 3235 reached
3. Celebrating our volunteers, 2414 reached
4. National Payroll Week, 2014 reached
5. WRF staff participate in FireFest, 1961 reached

TWITTER:

Followers: 6103

Sept 1 to Sept 28 Summary:

10,500 impressions

15 tweets

Top WRH tweet:

@WRHospital Sept. 25

Flags at both Windsor Regional Hospital campuses were lowered to half mast this past weekend to mark National Police and Peace Officers' Memorial Day. Each year, the last Sunday in September is set aside to honour those who have lost their lives in the line of duty. pic.twitter.com/nGEFFU8dQM