



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, September 4, 2025

1700 hours – Auditorium, MET Campus

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (McLeod)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (McLeod)		1701	
3. <u>PREVIOUS MINUTES:</u> June 5, 2025 (McLeod)	Tab A	1702	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO/CNE</u> (Riddell)	Tab B	1703	FYI
5. <u>SCHULICH REPORT</u> – (Jacobs)		1715	FYI
6. <u>FINANCIAL PRESENTATION</u> – (Lanoue)	Tab C	1720	
7. <u>CONSENT AGENDA:</u> <u>Finance/Audit & Resources:</u> June 23, 2025 and Operating Results (Lanoue) (August 25, 2025 minutes deferred)	Tab D	1730	MOTION (accept report)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (McLeod)	Tab E	1735	FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (McLeod)		1736	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, October 2, 2025 – ZOOM		1737	FYI
11. <u>ADJOURNMENT</u> (McLeod)		1738	MOTION

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



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, June 5, 2025**, 1700 hours, Auditorium, MET Campus, 1995 Lens Avenue, Windsor, Ontario.

PRESENT:

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

STAFF:

Executive Committee

REGRETS:

Chris Lanoue
David Malian
Dr. Laurie Freeman
David Musyj (ex-officio, non-voting)
Dr. Maher Zayouna (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 May 1, 2025 Board meeting had been previously circulated.

MOVED by Ms. M. Dawson, **SECONDED** by Ms. C. Bissonnette and **CARRIED** **THAT** the minutes of the May 1, 2025 Board of Directors meeting be approved.

4. REPORT FROM THE ACTING PRESIDENT & CEO / CNE

Ms. Riddell provided an IPAC update. We are still seeing cases of measles in the community and continue to have specific visitor restrictions in place for our paediatric and neo-natal intensive care units. Anyone with symptoms should call ahead prior to coming to the emergency departments or appointments.

As of today, WRH has zero cases of COVID or Influenza and we are certainly trending in the right direction as is normal for this time of year.

Ms. Riddell spoke to the new COVID Variant NB.1.8.1. This variant is under monitoring and the additional risk associated with this variant from a global health perspective is low. In addition, the current approved COVID vaccines are expected to remain effective against the new variant in avoiding symptomatic and severe disease.

5. REPORT FROM SCHULICH:

Dr. Jacobs reported and provided some highlights from the end of the academic year:

- 46 students have been accepted to start 1st year in September
- 4th year students from Windsor - full match success including very competitive positions across the country
- All local residency positions filled
 - 10 family medicine
 - 4 psychiatry
 - 4 internal medicine
- Full-Time clinical faculty - 7 new members to start as of July 1st bringing this group to 40 (up from 2 in 2018). There are approximately 400 part-time faculty members in Windsor.

6. FINANCIAL PRESENTATION (March 31, 2025 Results):

Mr. Paniccia reported. The audit is still in progress and the final statements will be delivered at the AGM on June 26th.

Slide 2 – Financial Results – YTD March 2025

- The net deficit after building amortization is \$38,471,000 which is \$5,826,000 worse than budget
- Hospital Margin is negative \$30,467,000 which is \$6,477,000 worse than plan

Slide 3 – Significant Variances

Chart indicates expense variances and the offsetting revenue

- Salaries & Wages \$15,867,000 deficit
 - \$12,466,000 increase in the ONA Pay Equity accrual
 - Higher volumes in Emergency and Inpatient Medicine
- Benefits \$2,236,000 deficit offset by CCPN funding of \$2,451,000. CCPN is funding for nursing signing bonuses “Community Commitment Program for Nurses”. When adjusted for this offsetting funding, benefits are in a surplus of \$215,000
- Medical Staff Fees \$4,683,000 deficit
 - \$4,250,000 in offsetting funding and patient services revenue
 - ICU med fees over budget & funding amounts by \$433,000
- Medical/Surgical Supplies \$5,420,000 deficit

- Deficits continue in the Perioperative Program \$3,000,000, Diagnostic Imaging \$581,000, Outpatient Surgery \$418,000 Critical Care \$392,000 and Renal \$460,000
- Drugs \$19,930,000 deficit
 - Offset by \$11,684,000 revenue in retail pharmacies
 - \$7,213,000 in Ministry drug funding for Chemotherapy and Renal programs
 - Remaining deficit related to higher volumes in Emergency and Medicine
- Other Supplies \$2,121,000 deficit – no offsetting revenue
 - Pressure points unchanged: building and equipment maintenance, minor equipment purchases and legal fees

Slide 4 – Allocation of Cash Reserves

- This slide indicates that although the cash balance on our financial statements indicates \$97,656,000, due to restrictions outlined in the chart the actual cash available is **(\$1,122,588)**.

Slide 5 – Sick and Overtime Benchmarks

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

For the *month* of March

- Sick Percentage at both Campuses 5.8%, versus the target of 4.7%. Both Met and Ouellette have improved from prior month.
- Overtime Percentage at Met Campus is 2.9% and Ouellette is 5.3% versus the target of 2.35%. Both Met and Ouellette have improved relative to prior month.

MOVED by Mr. A. Paniccia, **SECONDED** by Ms. G. Isshak and **CARRIED THAT** the June 5, 2025 Financial Presentation (as of March 31, 2025), be accepted.

7. CONSENT AGENDA:

MOVED by Mr. A. Paniccia, **SECONDED** by Ms. L. Copat and **CARRIED THAT** the report from the May 26, 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:

10. NEW BUSINESS:

None.

11. DATE OF NEXT REGULAR MEETING:

Thursday, September 4, 2025, Auditorium, MET Campus

12. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Ms. M. Dawson , **SECONDED** by Mr. J. Skutovich and **CARRIED**
THAT the June 5, 2025 Board of Directors meeting be adjourned at 1715 hours.

Patricia France, Chair
Board of Directors

Dawn Sutherland
Recording Secretary



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

Date: September 2025

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

Our Regional Cancer Program working in partnership with the Medicine program on 4 West has successfully launched the 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. This new program allows patients to receive this care here in their home community, at WRH. The program launched in June of this year and there are 5 patients already in various phases of treatment and treatment planning. Congratulations to all our staff who have worked on this and are helping to ensure that we continue to provide more programs and services closer to home.

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

On August 14th we held our Quarterly Town Hall Meeting with all employees and professional staff to share important updates related to the exciting announcement about our new hospital naming and corporate rebranding kicking off this month. See SD#6 for more information. Our town halls provide an opportunity for all employees, professional staff and leaders to get together to discuss current events, issues and programs at the hospital.



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



The New Windsor/Essex Acute Care Hospital will be named The Fancsy Family Hospital, in recognition of a transformational gift of approximately \$40 million from the estate of the late John Thomas Fancsy.

The gift announcement took place on August 12th at the site of the new hospital and was attended by members of the Fancsy family, Premier Doug Ford, Minister of Health Sylvia Jones, local dignitaries and community leaders, along with John's two beloved Labradors.

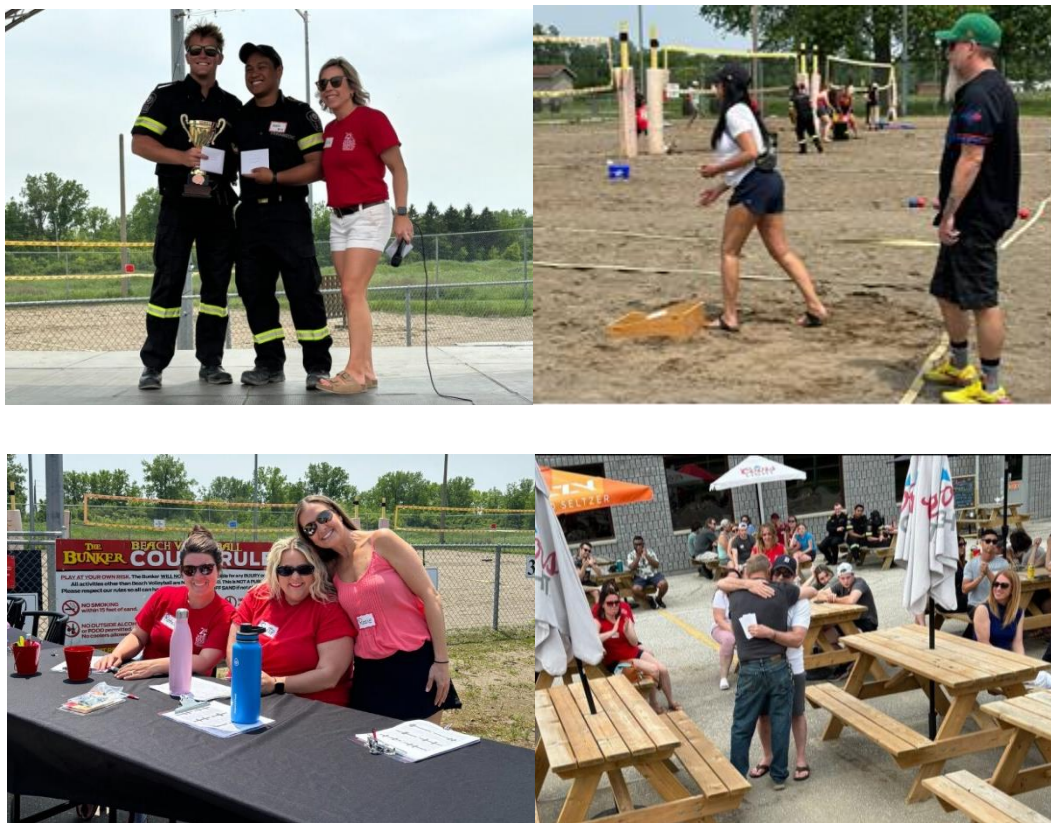
This donation is the largest ever received by the Windsor Regional Hospital Foundation, the largest publicly known gift in the Windsor-Essex Region, and is among one the most generous known bequests ever made to a single organization in Canada.

John's legacy gift is an extraordinary act of generosity. We are immensely grateful and deeply honoured that the new hospital will bear the Fancsy family's name.



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

Windsor Regional Hospital held a number of successful outdoor employee events this summer organized by its Healthy Workplace Committee including an outdoor guided circus play, Yin Yin Yoga, Family Outing Essex Fun Fest and a Vet Tech Pet Walk and Talk. Each month we have a calendar of events throughout our community for employees and their families to participate in.



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

WRH has had a partnership with the St. John's Ambulance Pet Visitation Therapy Program for over 25 years. The program provides pet visits to patients and visitors bringing comfort, joy and companionship to those who are sick or lonely in long-term care homes, mental health facilities and hospitals. Those who take part benefit both physically and emotionally from the love of a dog, while also providing the volunteer with a unique and rewarding volunteer experience.



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

In August, EllisDon was selected as the [construction manager](#) to lead the first phase of construction on the largest infrastructure investment in the region's history. In this role, they will oversee enabling works construction for the newly named Fancsy Family Hospital Project. This includes an Education and Administration Centre with an auditorium, simulation training centre, classrooms, and office space for support staff, a multi-level parking garage that will connect into the new facility and provide convenient, covered access to services in the new hospital, and essential site infrastructure to support future phases of the hospital build.

In addition to all that, an incredible amount of behind-the-scenes work has been underway to move the project forward. Thanks to the dedication of many, including hospital staff, professional staff, volunteers, and community representatives who are working alongside expert planning partners and subject matter experts, we are on track to meet the target tendering dates set by Infrastructure Ontario and get shovels in the ground. The concept renderings seen here show just how far the design has evolved, and although not final, they offer a glimpse into the design trajectory



New Hospital Name Marks Start of Corporate Rebrand

Following the historic announcement of a new name for the new state-of-the-art acute care hospital—The Fancsy Family Hospital – Windsor Regional Hospital (WRH) is beginning a broader renaming and rebranding process. Established more than 30 years ago, following the 1994 merger of Windsor Western Hospital and Metropolitan General Hospital, the name Windsor Regional Hospital defines the

corporation's identity and history. As WRH continues to grow as a leader in regional health care delivery, the current name and brand no longer fully capture the services we provide, the people we serve, or the critical role we play across the health system.

Over the next year, we will engage in a comprehensive renaming and rebranding process that will result in:

- A new corporate name
- A new logo that visually represents our identity and values
- A refreshed visual identity across – including signage, printed materials, digital content, and uniforms – to ensure a consistent, modern brand experience

In the coming weeks and months, WRH will be actively seeking feedback from our staff and community. Individuals are encouraged to subscribe to the **project email list** WRH social media channels to learn about upcoming opportunities to provide input and updates on the project and the renaming process.

Additional information about the rebranding initiative and the Fancsy Family Hospital Project is available in this [September edition of the PMO Report](#).



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.

West Nile Virus

On August 15th the Windsor-Essex County Health Unit (WECHU) reported its first human case of West Nile virus (WNV) this year in one resident. WNV is an infection transmitted to people through the bite of an infected mosquito. This positive human case is a reminder for WEC residents to continue to protect themselves. For more information:

[News Release: WECHU Reports First Confirmed Human Case of West Nile Virus in 2025 | The Windsor-Essex County Health Unit](#)

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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Board of Directors
September 4, 2025

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

July 31, 2025

	Current Year Actual	Unapproved Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 246,899	\$ 246,501	\$ 398	0.2%
Expenses				
Salaries and Wages	\$ 110,200	\$ 110,435	\$ 235	0.2%
Employee benefits	31,008	31,076	68	0.2%
Employee future benefits	905	905	-	0.0%
Medical staff remuneration	21,450	20,419	(1,031)	(5.0%)
Medical & Surgical supplies	18,040	18,023	(17)	(0.1%)
Drugs	37,197	37,073	(124)	(0.3%)
Supplies & other expenses	31,019	29,958	(1,061)	(3.5%)
Long term Interest	2,263	2,279	16	0.7%
Equipment lease / rental	1,060	1,069	9	0.8%
Equipment amortization	6,822	6,829	7	0.1%
Total Expense	\$ 259,964	\$ 258,066	\$ (1,898)	(0.7%)
Surplus / (Deficit) From Hospital Operations	\$ (13,065)	\$ (11,565)	\$ (1,500)	
Other Votes (net)	\$ (24)	\$ (15)	\$ (9)	
Other Recoveries/(Expense)	\$ -	\$ -	\$ -	
Net Building Amortization	\$ (297)	\$ (670)	\$ 373	
Net Surplus (Deficit)	\$ (13,386)	\$ (12,250)	\$ (1,136)	
Hospital Margin	\$ (10,826)	\$ (9,301)	\$ (1,525)	

Financial Results

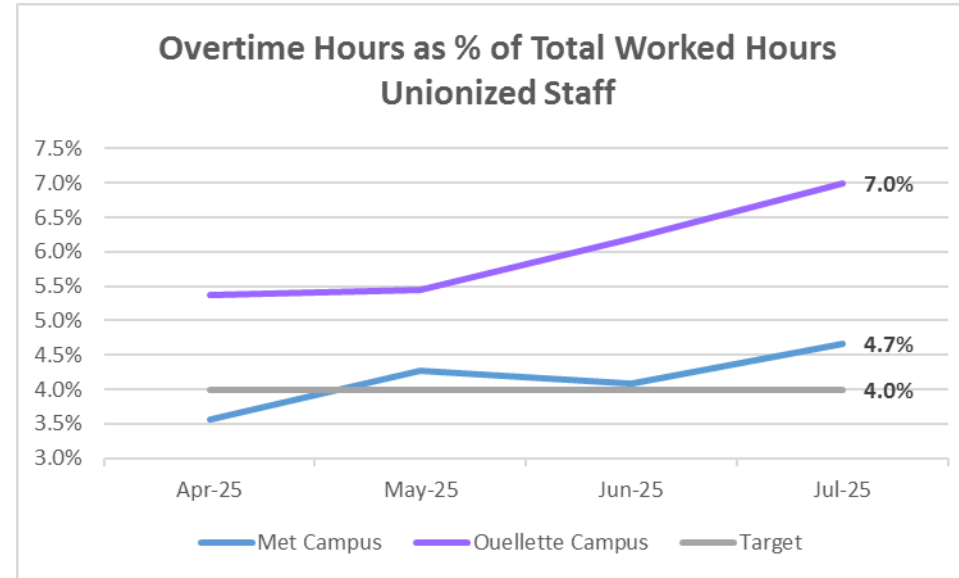
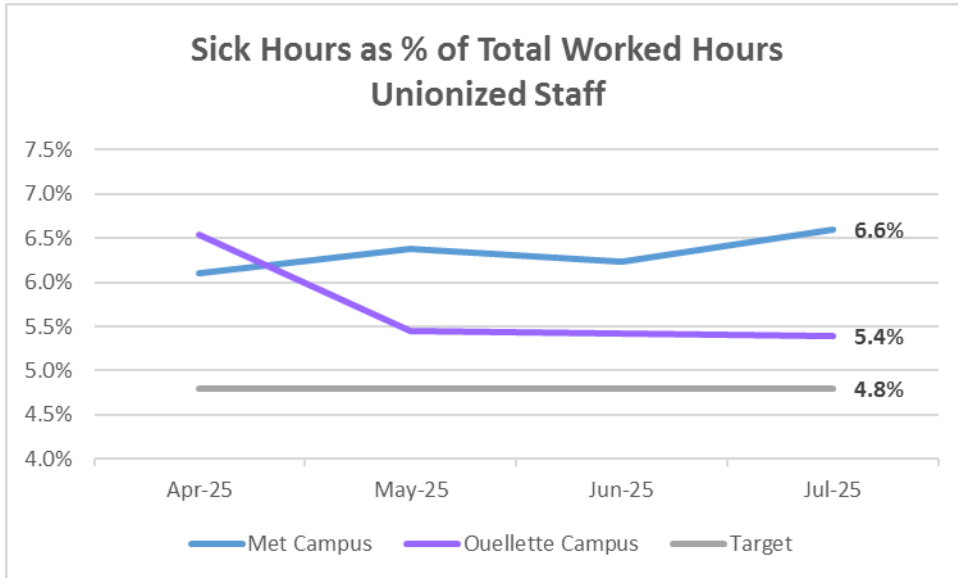
July 31, 2025

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

Year to Date July 2025 Net Variances					
Category	Year-to-Date Expense Variance	Year-to-Date Revenue Variance	YTD Net Variance	Prior Period YTD Net Variance	Comment
Salaries & Wages	235	-	235	(67)	Improvement
Benefits	68	-	68	(21)	Improvement
Medical Staff Fees	(1,031)	909	(122)	17	Deficit offset by increased Patient Services revenue and Emergency Alternate Funding. Unfunded/unbudgeted ICU med fees discontinued.
Medical/Surgical Supplies	(17)	-	(17)	(345)	Improvement
Drugs	(124)	650	526	(37)	Deficit offset by additional revenue in retail pharmacies.
Other Supplies	(1,061)	-	(1,061)	(732)	Pressures in electricity, building service equipment, patient transportation and physician recruitment.

Sick & Overtime Benchmarking (Union)

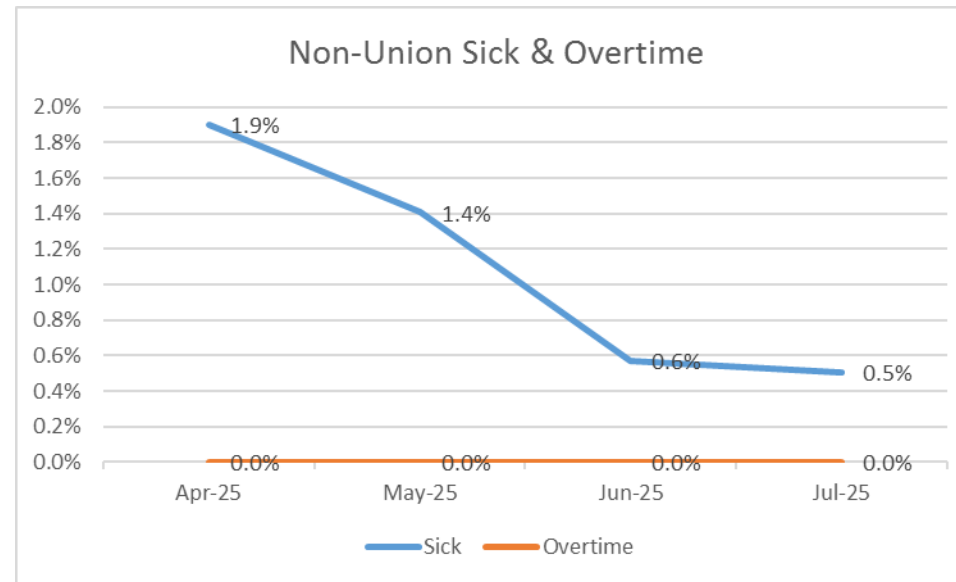
July 31, 2025



Sick target revised from 4.7% to 4.8%.

Overtime target revised from 2.35% to 4.0%.

Sick & Overtime Benchmarking Non-Union July 31, 2025



Targets at Median:
Sick 2.2%
Overtime 0.0%



MOTION/ACTION SHEET

From The

FINANCE/AUDIT & RESOURCES COMMITTEE MEETING General Session

Monday, June 23, 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, June 23, 2025 (following the In-Camera Session).

PRESENT:

Anthony Paniccia (Chair & Treasurer)
Ian McLeod
Paul Lachance
Jamie Skutovich
Chris Lanoue
Dr. Irram Sumar

COMMUNITY MEMBERS:

Anna Kirby
Trevor Chapman
Robert Klein
Marc Jones
Katherine Pham

STAFF:

Karen Riddell
Malissa Gauthier
Todd Bested
Angela D'Alessandro
Heidi Zimmer
Mary Macera

REGRETS:

Dwayne Dawson
Dr. Laurie Freeman

1.0 CALL TO ORDER

Mr. Anthony Paniccia, Chair & Treasurer called the meeting to order at 5:41 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Anna Kirby, **SECONDED** by Jamie Skutovich that the General Finance/Audit & Resources Committee Agenda of Monday, June 23, 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, May 26, 2025

The Finance/Audit & Resources Committee Minutes of the **General** Meeting of **Monday, May 26, 2025** were previously circulated to all members.

MOVED by Paul Lachance, SECONDED by Marc Jones that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, May 26, 2025 be approved

CARRIED.

5.0 NEW BUSINESS / FOR DISCUSSION

5.1 Monthly Operating Results Report – May 31, 2025

Ms. Zimmer provided the following highlights:

- Two months ended May 31, 2025, deficit (after net building amortization) is \$8,777,000 which is \$328,000 worse than plan; negative Ministry of Health margin of \$7,503,000.
- "Hotspots" (overbudget)
 - o salaries and wages - \$135,000
 - o benefits - \$38,000
 - o medical staff fees - \$12,000
 - o medical/surgical supplies - \$176,000
 - o other supplies - \$291,000 (still seeing significant legitimate invoices on hold that will need to be allocated to their proper cost centre)
- Sicktime at Met is 5.5%; Ouellette is 5.1% versus target of 4.8%. Both campuses have improved.
- Overtime at Met is 4.2%; Ouellette is 5.5% versus target of 4.1%. Both campuses have worsened relative to the prior month.

Questions/comments received in regards to non-union sicktime; overspent/overtime in the ER (float pool staff brought into the ER for extra shifts).

Volumes year over year comparison, acute patient days are higher than last year by 4%; mental health days are trending lower; clinic visits are lower as well. Emergency patient days are lower, although the visits are higher.

It was suggested that possibly the non-union be broken out so that difference(s) or trends associated with the two campuses can be seen. May not change what is currently seen significantly on the overtime side. It was decided that this information would be pulled out to see if there is any difference(s).

6.0 FOR INFORMATION

There is No Information to bring forth.

7.0 DATE OF NEXT MEETING

The Finance/Audit and Resources Committee will meet:

Monday, August 25, 2025

Prior to the adjournment of the meeting, Mr. McLeod thanked Mr. Paniccia for his expertise, for guiding the organization through challenges, changes with a focus on what matters and delivering the best care to our patients and supporting the incredible team at WRH, a champion for accountability, financial sustainability and innovation, a great colleague! Mr. Paniccia always asks the right questions and brings integrity and heart to all that he does at WRH!

Thank you Mr. Paniccia for what you have done for WRH and your work will be a lasting impact!

Mr. Paniccia thanked everyone for their support and feels that the organization has great leadership!

Dr. Sumar expressed her pleasure to be a part of the FAR Committee and the WRH Board of Directors!

Mrs. Gauthier concluded by saying that she appreciates how Mr. Paniccia welcomed her both at WRH and to Windsor!

8.0 ADJOURNMENT

MOVED by Trevor Chapman, SECONDED by Robert Klein that the General Meeting from the Finance/Audit & Resources Committee of Monday, June 23, 2025 be adjourned at 6:00 p.m.

CARRIED.

Mr. Anthony Paniccia, Chair & Treasurer
FinAudit&Resources_Minutes
20250623

Mary Macera
Recorder

Windsor Regional Hospital
Operating Results Report
For the Four Months Ended July 31, 2025

Treasurer's Report
Board of Directors

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

		July 2025 Actuals		
	Line	Actual	Unapproved Budget	Variance *
Hospital Ops				
Total Revenue	9	\$246,899	\$ 246,501	\$ 398
Total Expense	20	259,964	258,066	(1,898)
Surplus / (Deficit)	21	(13,065)	(11,565)	(1,500)
Other Votes (net)	22	(24)	(15)	(9)
Other Recoveries / (Exp)	23	-	-	-
Subtotal	24	(13,089)	(11,580)	(1,509)
Net bldg. amortization	25	(297)	(670)	373
Net Surplus (Deficit)	26	\$ (13,386)	\$ (12,250)	\$ (1,136)

Hospital Margin	\$ (10,826)	\$ (9,301)	\$ (1,525)
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Capital Equipment Expenditures	\$ 22,594	\$ -	\$ -
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* Variance - favourable / (unfavourable)

1. Financial Results for the Four Months ended July 31, 2025 *(Statement 2)*

For the four months ended July 31, 2025, the deficit after net building amortization is \$13,386,000, which is \$1,136,000 worse than plan. This represents a negative Ministry of Health Margin of \$10,826,000 (one year ago, the margin was negative \$9,417,000).

Revenue

Ministry revenue (combined base and one-time) is \$615,000 (0.3%) lower than budget. Base funding is under budget by \$228,000 while one time funding is under budget by \$387,000.

Base funding is under budget \$228,000 due to amounts repayable to the Ministry for volume-based programs in cardiology, neurology and quality-based procedures. One time funding is under budget by \$387,000 in the Health and Human Resources (HHR) Nursing Extern Program as there were less extern hours paid than were budgeted. Revenue for this program is recognized to equal the expenses incurred.

Ministry drug reimbursements have a negative variance of \$23,000 (0.1%). This revenue comes from the Cancer Centre's New Drug Funding program and the renal program. This budget is based on estimated drug usage and corresponding reimbursement and therefore there is some variation.

The preferred accommodation revenue variance is favourable to budget by \$98,000 (45.2%). This revenue is somewhat volatile and depends on bed availability in conjunction with patients' insurance coverage.

Chronic Co-payment revenue is surplus to the budget by 3,000 (6%). Patients designated as Alternate Level of Care (ALC) can be charged up to \$68.56 per day. This rate may be adjusted based on a co-payment assessment that takes into consideration the individual's income.

Patient Services revenue variance is \$357,000 favourable (2.7%) year to date. The largest contributor to this variance is diagnostic revenues that are \$457,000 higher than budget and are offset by an increase in medical staff remuneration of \$370,000.

Patient Services revenue includes "OWN WSIB" recoveries. Windsor Regional Hospital entered into a provider agreement with the Ottawa Hospital in October 2018. The hospital provides surgical services for WSIB clients that reside within the Essex and Chatham Kent counties. Surgical services for upper and lower extremities take place at both the Met and Ouellette campuses. OWN WSIB net revenue is \$72,000 year to date and is earned in diagnostic services and the operating room (charges for implants).

Equipment Grant amortization is equal to budget. Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$578,000 favourable (2.5%) to budget. This surplus resides mainly in the retail pharmacies and is offset by higher drug costs of \$413,000.

Expenses

Salaries are under budget (favourable) by \$235,000 (0.2%) year to date July 31, 2025. Surpluses in Diagnostics, Critical Care and the Perioperative Program are offset by deficits in Inpatient Medicine and the Emergency departments.

Employee Benefits are favourable to budget by \$68,000 (0.2%) and correlates to the wage surplus.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$1,031,000 (5%). Unfunded/unbudgeted ICU Med Fees are \$130,000 to date and these payments have been discontinued in July 2025. The Emergency Alternate funding medical fees are over budget to date by \$472,000 and are offset by funding. Medical fees for diagnostic services are over budget by \$370,000 but have earned \$457,000 in additional patient services revenue.

Medical & Surgical Supplies are unfavourable to budget by \$17,000 (0.1%).

Drug expenses are unfavourable by \$124,000 (0.3%) year to date with a \$413,000 deficit in the retail pharmacies while the remaining departments are in a surplus of \$289,000 in drug expenses. As mentioned previously, the retail pharmacy drug deficit is offset by favourable revenues of \$650,000.

Supplies and Other Expenses are unfavourable to budget by \$1,061,000 (3.5%). Significant variances are as follows:

- ✚ \$313,000 for invoices “on hold” by Mohawk Medbuy (as yet unassigned to a department)
- ✚ \$274,000 building service equipment
- ✚ \$167,000 physician recruitment costs
- ✚ \$143,000 utilities (electricity)
- ✚ \$98,000 contrast media supplies (used in diagnostic tests)
- ✚ \$87,000 referred out patient transportation

Long Term Interest expense is \$16,000 favourable (0.7%).

Equipment Lease/Rental is \$9,000 favourable (.8%) to budget. These expenses vary based on bed rental utilization for bariatric patients or those with complex wounds. Equipment amortization is \$7,000 (0.1%) under budget due to the timing of new asset additions.

Other Votes – Other Votes are \$9,000 unfavourable at July 31, 2025. The main source of this variance is the timing of revenue and expenses in certain funding envelopes.

2. Statement of Financial Position (Statement 3)

The Ministry/Ontario Health receivable has increased by \$14.6 million from March 31, 2025 and is due to timing differences for confirmed base and one-time funding.

Inventory has decreased by \$89,000 when compared to March 31, 2025.

Our Ministry/CCO payable has increased by \$658,000 from March 31, 2025 and is comprised mainly of amounts payable for unearned volume funding in the current year as well as funding confirmed after 2024-2025 year end that was not earned.

At May 31, 2025, the market value of the sinking fund has increased by \$10,744,000 (42.61%) since inception and increased by \$1,544,000 since March 31, 2025. The underlying cost base as a result of realized investment gains has increased by \$4,933,000 since the original \$25 million investment was made and increased by \$135,000 since March 31, 2025.

	Market Value	Cost
Fund Manager -		
Guardian Capital	\$17,830,000	\$14,349,000
Leith Wheeler	<u>17,936,000</u>	<u>15,584,000</u>
Total	<u>\$35,766,000</u>	<u>\$29,933,000</u>

3. Patient Volumes

Acute patient days are below target at the Met Campus by 1,381 days and 619 greater than planned at the Ouellette Campus (excl. psych). Adolescent psychiatry patient days at the Met campus are 262 less than planned while adult psychiatric days are 2,285 below plan at the Ouellette campus. Surgical cases are 153 below plan at the Met Campus and 4 cases below plan at the Ouellette Campus.

Combined ED visits are 1,024 higher than prior year-to date and ED inpatient days are 741 lower when compared to last year at this time. Outpatient Clinic visits are 44 above plan and Community Service visits are 318 above plan to date.

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 8.13 days versus a plan of 7.33. Length of stay for adult psychiatric patients was 2.14 days below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay was 5.56 days compared to the target of 6.44.

5. Organizational Health

The percentage of sick time year to date for the Met Campus is 6.3%, which is over the target of 4.8% by 1.47%, while overtime is .11% above target at 4.1%.

Year to date sick time at the Ouellette Campus is 5.7% compared to the target of 4.8%, while overtime is over target the target of 4.0% at 6.0%.

Note that the sick and overtime metrics include unionized staff only.

With respect to FTEs, the Met Campus is favourable to budget by 5.8 FTEs. At the Ouellette Campus, the FTE variance is favourable by 3.2 FTEs. Overall, the hospital is favourable 8.9 FTEs year to date.

Statement #1
WINDSOR REGIONAL HOSPITAL
Consolidated Operating Results for the Four Months Ending July 31, 2025

Current Month		Description	Year To Date				Year End			Prior Year Actual	
Actual	Fav/(Unfav) Budget		Actual	Unapproved Budget	Fav/(Unfav)	%	Forecast	Unapproved Budget	Fav/(Unfav)	Year to Date	Year End
		Revenue (\$000's)									
\$ 46,860	\$ (68)	1 Ministry Funding - Base	\$ 179,721	\$ 179,971	\$ (250)	-0.14%	\$ 542,878	\$ 542,878	\$ -	\$ 163,593	\$ 470,261
3,233	11	2 Ministry Funding - One-time	11,944	12,331	(387)	-3.14%	33,893	33,893	-	20,987	65,381
4,672	(170)	3 Ministry Funding - Drug Reimb.	16,694	16,717	(23)	-0.14%	50,150	50,150	-	15,739	38,624
119	64	4 Preferred Accommodation	315	217	98	45.16%	649	649	-	211	536
19	6	5 Chronic co-payment	53	50	3	6.00%	150	150	-	98	237
3,452	53	6 Patient services	13,737	13,380	357	2.67%	40,782	40,782	-	13,733	35,618
618	119	7 Capital grant amortization	2,431	2,414	17	0.70%	7,663	7,663	-	2,730	8,242
6,102	498	8 Other recoveries	23,711	23,122	589	2.55%	70,375	70,375	-	23,741	61,833
\$ 65,075	\$ 513	9 Total Revenue	\$ 248,606	\$ 248,202	\$ 404	0.16%	\$ 746,540	\$ 746,540	\$ -	\$ 240,832	\$ 680,732
		Expense (\$000's)									
\$ 27,492	\$ 308	10 Salaries	\$ 110,387	\$ 110,623	\$ 236	0.21%	\$ 330,749	\$ 330,749	\$ -	\$ 107,124	\$ 305,989
7,794	90	11 Employee benefits	31,050	31,114	64	0.21%	85,218	85,218	-	30,114	78,837
227	-	12 Employee ben. - future ben. costs	905	905	-	0.00%	2,714	2,714	-	700	1,656
5,577	(454)	13 Medical staff remuneration	21,450	20,419	(1,031)	-5.05%	61,371	61,371	-	20,408	58,922
4,334	328	14 Medical & Surgical supplies	18,040	18,023	(17)	-0.09%	53,027	53,027	-	17,218	47,133
9,880	126	15 Drugs	37,197	37,073	(124)	-0.33%	111,431	111,431	-	35,681	90,522
8,467	(329)	16 Supplies & other expenses	33,352	32,312	(1,040)	-3.22%	97,310	97,310	-	32,303	91,191
252	15	17 Equipment lease / rental	1,060	1,069	9	0.84%	3,272	3,272	-	1,038	3,280
2,206	(303)	18 Capital amortization	8,551	8,914	363	4.07%	28,073	28,073	-	8,286	22,915
\$ 66,229	\$ (219)	19 Total Expense	\$ 261,992	\$ 260,452	\$ (1,540)	-0.59%	\$ 773,165	\$ 773,165	\$ -	\$ 252,872	\$ 700,445
-	-	20 Other recoveries (expense)	-	-	-	#DIV/0!	-	-	-	-	21,771
\$ (1,154)	\$ 294	20 Net Surplus (Deficit) - \$000's	\$ (13,386)	\$ (12,250)	\$ (1,136)		\$ (26,625)	\$ (26,625)	\$ -	\$ (12,040)	\$ 2,058
\$ (508)	\$ 195	1 Total Margin - \$000's	\$ (10,826)	\$ (9,301)	\$ (1,525)		\$ (17,835)	\$ (17,835)	\$ -	\$ (9,417)	\$ (30,467)
4,813	454	2 Total Weighted Cases (est)	18,229	17,155	1,074		51,322	51,322	-	16,746	53,936
19,019	(813)	3 Total Patient Days	76,666	78,047	(1,381)		233,500	233,500	-	73,910	223,375
1,737	(232)	4 OR - Inpatient & Day Surgery cases	7,592	7,749	(153)		23,182	23,182	-	7,907	22,387
16,239	71	5 Clinic and Community Service visits	63,989	63,627	362		190,355	190,355	-	63,714	187,395

Statement #2
WINDSOR REGIONAL HOSPITAL
Operating Results for the Four Months Ending July 31, 2025
Consolidated - Met and Ouellette Campuses

Current Month			Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget			Actual	Unapproved Budget	Fav/(Unfav)	Forecast	Unapproved Budget	Fav/(Unfav)	Year to Date	Year End
			Revenue (\$000's)								
\$ 46,786	\$ (74)		1 Ministry Funding - Base	\$ 179,472	\$ 179,700	\$ (228)	541,101	\$ 541,101	\$ -	\$ 163,375	\$ 518,783
3,233	11		2 Ministry Funding - One-time	11,944	12,331	(387)	33,893	33,893	-	20,987	41,485
4,672	(170)		3 Ministry Funding - Drug Reimb.	16,694	16,717	(23)	50,150	50,150	-	15,739	49,657
119	64		4 Preferred Accommodation	315	217	98	649	649	-	211	708
19	6		5 Chronic co-payment	53	50	3	150	150	-	98	139
3,452	53		6 Patient services	13,737	13,380	357	40,782	40,782	-	13,733	39,537
261	116		7 Equipment grant amortization	1,000	1,000	-	3,421	3,421	-	1,279	3,587
6,100	498		8 Other recoveries	23,684	23,106	578	70,269	70,269	-	23,722	71,353
\$ 64,642	\$ 504		9 Total Revenue	\$ 246,899	\$ 246,501	\$ 398	\$ 740,415	\$ 740,415	\$ -	\$ 239,144	\$ 725,249
			Expense (\$000's)								
\$ 27,476	\$ 302		10 Salaries	\$ 110,200	\$ 110,435	\$ 235	330,040	\$ 330,040	\$ -	\$ 106,945	\$ 329,398
7,785	90		11 Employee benefits	31,008	31,076	68	85,094	85,094	-	30,068	84,143
227	-		12 Employee ben. - future ben. costs	905	905	-	2,714	2,714	-	700	1,666
5,577	(454)		13 Medical staff remuneration	21,450	20,419	(1,031)	61,371	61,371	-	20,408	62,218
4,334	328		14 Medical & Surgical supplies	18,040	18,023	(17)	53,027	53,027	-	17,218	52,645
9,880	126		15 Drugs	37,197	37,073	(124)	111,431	111,431	-	35,681	111,583
7,847	(329)		16 Supplies & other expenses	31,019	29,958	(1,061)	89,456	89,456	-	30,000	89,188
571	4		17 Long term Interest	2,263	2,279	16	6,780	6,780	-	2,241	6,871
252	15		18 Equipment lease / rental	1,060	1,069	9	3,272	3,272	-	1,038	3,580
1,774	(392)		19 Equipment amortization	6,822	6,829	7	21,808	21,808	-	6,452	21,256
\$ 65,723	\$ (310)		20 Total Expense	\$ 259,964	\$ 258,066	\$ (1,898)	\$ 764,993	\$ 764,993	\$ -	\$ 250,751	\$ 762,548
\$ (1,081)	\$ 194		21 Surplus / (Deficit) From Hospital Operations	\$ (13,065)	\$ (11,565)	\$ (1,500)	\$ (24,578)	\$ (24,578)	\$ -	\$ (11,607)	\$ (37,299)
			Surplus / (Deficit) from Other Operations (\$000's)								
2	8		22 Other Votes (net)	(24)	(15)	(9)	(37)	(37)	-	(51)	(39)
-	-		23 Other Recoveries / (Expenses)	-	-	-	-	-	-	-	-
(1,079)	202		24 Subtotal	(13,089)	(11,580)	(1,509)	(24,615)	(24,615)	-	(11,658)	(37,338)
\$ (75)	92		25 Net Building Amortization	\$ (297)	\$ (670)	373	\$ (2,010)	\$ (2,010)	-	\$ (382)	\$ (1,133)
\$ (1,154)	\$ 294		26 Net Surplus (Deficit) - \$000's	\$ (13,386)	\$ (12,250)	\$ (1,136)	\$ (26,625)	\$ (26,625)	\$ -	\$ (12,040)	\$ (38,471)

WINDSOR REGIONAL HOSPITAL
Operating Results for the Four Months Ending July 31, 2025
Consolidated - Met and Ouellette Campuses

Current Month		Description	Year To Date			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget		Actual	Unapproved Budget	Fav/(Unfav)	Forecast	Unapproved Budget	Fav/(Unfav)	Year to Date	Year End
		Financial Performance Measures								
\$ (508)	195	1 Total Margin - \$000's	\$ (10,826)	\$ (9,301)	\$ (1,525)	\$ (17,835)	\$ (17,835)	\$ -	\$ (9,417)	\$ (30,467)
-0.78%	0.31%	2 Total Margin - %	-4.35%	-3.77%	-0.59%	-2.40%	-2.40%	0.0%	-3.91%	-4.19%
n/a	n/a	3 Unrestricted cash - \$000's	\$ 36,700	n/a	n/a	\$ 12,000	n/a	n/a	69,567	\$ 78,935
n/a	n/a	4 Current ratio	0.92	1.00	(0.08)	0.92	1.00	n/a	1.26	1.01
\$ 2,553	n/a	5a Capital equipment expenditures - Fiscal 2024 - 25 \$000's	\$ 4,461	TBD	\$ -	TBD	TBD	\$ -	\$ 7,060	\$ 15,888
\$ 121	n/a	5b Capital equipment expenditures - PY C/F \$000's	\$ 2,384	TBD	\$ -	TBD	TBD	\$ -	\$ 2,341	\$ 6,509
\$ 2,316	n/a	5c Externally Funded Projects	\$ 10,092	TBD	\$ -	TBD	TBD	\$ -	\$ 964	\$ 12,400
\$ 1,436	n/a	5d Windsor-Essex Acute Care Hospital	\$ 5,657	TBD	\$ -	TBD	TBD	\$ -	\$ 900	\$ 9,297
		Patient Volume Measures	MET CAMPUS ONLY							
2,274	84	1 Total Weighted Cases (est) - HIG	9,070	8,619	451	25,785	25,785	-	8,338	27,291
1,696	(287)	2 Acute separations (excl psych)	6,923	7,805	(882)	23,350	23,350	-	6,439	19,962
8,548	(456)	3 Acute pat. days (excl. psych)	34,053	35,434	(1,381)	106,011	106,011	-	32,724	102,173
110	(67)	4 Psychiatric - Adolescent pat. days	434	696	(262)	2,083	2,083	-	348	1,078
4,597	(6)	5 Emergency visits and ER holds	18,446	18,116	330	54,200	54,200	-	18,161	54,737
282	(28)	6 OR - Inpatient cases	1,197	1,219	(22)	3,646	3,646	-	1,083	3,316
564	(107)	7 OR - Day Surgery cases	2,512	2,643	(131)	7,906	7,906	-	2,947	7,982
12,515	344	8 Clinic visits	47,960	47,898	62	143,300	143,300	-	49,096	142,333
709	154	9 Community Services visits	2,570	2,183	387	6,530	6,530	-	2,308	6,994
-		10 Variable Revenue Volumes:								
18	2	(a) Hip procedures	83	65	18	194	194	-	62	197
10	(12)	(b) Knee procedures	69	86	(17)	258	258	-	87	222
536	43	11 MRI Hours of Operation	2,108	1,940	168	5,803	5,803	-	2,110	6,145
680	(57)	12 CT Hours of Operation	2,589	2,902	(314)	8,682	8,682	-	2,826	8,034
		Patient Access Measures & System Integration	MET CAMPUS ONLY							
5.04	(0.50)	1 Acute Average LOS	4.92	4.54	(0.38)	4.54	4.54	-	5.08	5.12
6.11	0.33	2 Psych Average - Adolescent LOS	5.56	6.44	0.88	6.44	6.44	-	4.41	4.83
		Organizational Health	MET CAMPUS ONLY							
6.6%	-1.79%	1 % Sick Time to Total Comp	6.3%	4.80%	-1.47%	4.80%	4.80%	0.00%	4.90%	5.50%
4.7%	-0.67%	2 % Overtime to Total Comp	4.1%	4.00%	-0.11%	4.00%	4.00%	0.00%	4.40%	3.80%
1,867.8	NA	3 FTE staffing (Hospital Ops Only)	1,945.6	1,951.4	5.8	1,917.4	1,917.4	-	1,951.2	1,960.3

WINDSOR REGIONAL HOSPITAL
Operating Results for the Four Months Ending July 31, 2025
Consolidated - Met and Ouellette Campuses

Current Month		Patient Volume Measures		OUELLETTE CAMPUS ONLY			Year End			Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Description		Actual	Budget	Fav/(Unfav)	Forecast	Budget	Fav/(Unfav)	Year to Date	Year End
2,538	369	1 Total Weighted Cases (est) - HIG		9,160	8,536	624	25,537	25,537	-	8,408	26,646
1,075	(73)	2 Acute separations (excl psych)		4,147	4,516	(369)	13,512	13,512	-	3,873	11,909
8,782	370	3 Acute pat. days (excl. psych)		33,724	33,105	619	99,043	99,043	-	33,339	99,447
1,579	(660)	4 Psychiatric - Adult patient days		6,527	8,812	(2,285)	26,363	26,363	-	7,499	20,677
4,303	39	6 Emergency visits and ER holds		16,854	16,779	75	50,200	50,200	-	16,809	50,354
329	(12)	7 OR - Inpatient cases		1,313	1,340	(27)	4,010	4,010	-	1,246	3,719
562	(85)	8 OR - Day Surgery cases		2,570	2,547	23	7,620	7,620	-	2,631	7,370
2,059	(491)	9 Clinic visits		10,018	10,036	(18)	30,025	30,025	-	9,223	27,921
956	64	10 Community Services visits		3,441	3,510	(69)	10,500	10,500	-	3,087	10,147
-		11 Variable Revenue Volumes:									
23	(11)	(a) Hip procedures		93	134	(41)	401	401	-	122	359
57	(3)	(b) Knee procedures		266	236	30	707	707	-	242	680
20	(10)	(c) Pacemaker procedures		113	117	(4)	351	351	-	86	351
-		12 Cataracts									
635	455	a) Unilateral		648	709	(61)	2,120	2,120	-	712	1,912
(175)	(282)	b) Bilateral		359	422	(63)	1,262	1,262	-	387	1,021
620	(219)	13 MRI Hours of Operation		2,639	3,303	(665)	9,883	9,883	-	2,388	7,799
919	370	14 CT Hours of Operation		3,590	2,159	1,431	6,460	6,460	-	3,542	10,686
		Patient Access Measures & System Integration		OUELLETTE CAMPUS ONLY							
8.17	(0.84)	1 Acute Average LOS		8.13	7.33	(0.80)	7.33	7.33	-	8.61	8.35
9.99	2.44	3 Psych Average - Adult LOS		10.29	12.43	2.14	12.43	12.43	-	10.40	10.74
		Organizational Health		OUELLETTE CAMPUS ONLY							
5.4%	-0.60%	1 % Sick Time to Total Comp		5.7%	4.8%	-0.91%	4.80%	4.80%	0.00%	5.90%	6.00%
7.0%	-3.00%	2 % Overtime to Total Comp		6.0%	4.0%	-2.00%	4.00%	4.00%	0.00%	6.00%	5.60%
1,515.3	NA	3 FTE staffing (Hospital Ops Only)		1,563.6	1,566.8	3.2	1,642.4	1,642.4	-	1,570.6	1,560.5

Statement # 3
WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION
As At July 31, 2025
(Amounts in 000's)

	July 31, 2025	March 31, 2025		July 31, 2025	March 31, 2025
ASSETS			LIABILITIES AND EQUITIES		
Current assets:			Current liabilities:		
Cash & short-term investments	37,055	79,290	Bank overdraft	-	-
Cash, restricted	6,000	5,439	Bank indebtedness	-	-
Cash, restricted Ministry Capital Projects	28,687	12,927	Accounts payable - trade	25,074	36,129
Accounts Rec. - Ministry / CCO	27,378	12,744	Accounts payable - Ministry	9,202	8,544
- OHIP	9,593	9,990	Accrued liabilities	100,301	95,779
- Other	9,409	13,746	Current portion of long term debt	2,740	2,705
Inventories	7,474	7,385	Current portion of MES lease obligation	6,724	5,779
Prepaid & deferred charges	4,086	7,358	Current portion accrued benefit obligations	1,428	1,428
Due from related parties	4,167	3,463			
Total current assets	133,849	152,342	Total current liabilities	145,469	150,364
Long term assets:			Long term liabilities:		
Long Term Investments	35,766	34,222	Long Term Debt	25,824	26,764
			Debentures	200,000	200,000
			Accrued benefit obligations	25,892	24,987
			Long Term Lease Obligation	6,189	5,359
			ARO Liabilities	2,012	2,012
Marked to market			Marked to market	249	295
Property, Plant, Equipment, Net	225,510	226,513	Sick benefits payable	6,365	6,065
Construction in progress	77,980	62,934	Deferred revenue - capital grants	158,104	145,233
	303,490	289,447			
Total long term assets	339,256	323,669		424,635	410,715
			Remeasurement gains/(losses):		
			Debenture Sinking Funds	5,833	4,424
			SWAP	(249)	(295)
			Net assets:	(102,583)	(89,197)
Total assets	473,105	476,011	Total liabilities and net assets	473,105	476,011

Statement # 4
Windsor Regional Hospital
Statement of Cash Flows
For the Four Months Ending July 31, 2025

With Comparative Amounts For the Year Ending March 31, 2025

(Amounts in 000's)

	July 31, 2025	March 31, 2025
OPERATING ACTIVITIES		
Net Surplus/(deficit) for the period	(13,386)	\$ (38,471)
Add (deduct) non-cash items:		
Amortization of capital assets	8,551	26,733
Amortization of deferred capital contributions	(2,431)	(7,927)
	(7,266)	(19,665)
Cash flow from / (used in) operating balances	(13,296)	25,989
Cash provided by operating activities	(20,562)	6,324
INVESTING ACTIVITIES		
Purchase of capital assets	(18,590)	(34,296)
FINANCING ACTIVITIES		
Long term investments	(135)	(2,197)
Cash restricted for special purposes	(16,321)	(5,263)
Loans payable	870	(5,077)
Capital Lease	(4,004)	(9,799)
Capital grants and donations received	15,302	22,023
Notes payable and other long term liabilities	1,205	89
Cash provided by (used in) financing activities	(3,083)	(224)
Net increase (decrease) in cash during the period	(42,235)	(28,196)
Cash, beginning of period	79,290	107,486
Cash, end of period	37,055	\$ 79,290

TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



Windsor Regional Hospital
Published by Angelo Joseph ·
August 12 at 1:25 PM ·

The New Windsor/Essex Acute Care Hospital will be named The Fancsy Family Hospital, in recognition of a transformational gift of approximately \$40 million from the estate of the late John Thomas Fancsy.

The gift announcement took place today at the site of the new hospital and was attended by members of the Fancsy family, Premier Doug Ford, Minister of Health Sylvia Jones, local dignitaries and community leaders, along with John's two beloved Labradors.

<https://wrh.on.ca/newsroom?newsid=12393>

Andrew Dowie PC, Windsor-Tecumseh
Anthony Leardi, PC Essex FordNation Sylvia Jones



Post re: Fancsy Family Hospital \$40-mil gift

VIEWS - 50,579

REACH - 21,076

ENGAGEMENT - 404

FACEBOOK



Windsor Regional Hospital
Published by Zander Broeckel ·
August 14 at 11:48 AM ·

MEDIA RELEASE: EllisDon Selected to Complete the First Phase of the New Hospital Project

Windsor Regional Hospital (WRH) has selected EllisDon as the Construction Manager to oversee enabling works construction for the newly named Fancsy Family Hospital Project, marking a major step forward in the transformation of health care in the region.

Click the link below for the full release:



WRH.ON.CA

EllisDon Selected to Complete the First Phase of the New Hospital...

Post re: EllisDon selected as Construction Manager

VIEWS - 46,931

REACH - 30,109

ENGAGEMENT - 192



Honourable Mentions:

- **Video post: Learn more about John Fancsy from the people who knew and loved him best**
 - Views – 14,130
 - Reach – 12,832
 - Engagement – 271
- **Video post: Introducing new Professional Staff – August 2025**
 - Views – 5,915
 - Reach – 5,638
 - Engagement – 101
- **Video post: Live music from Allesandro in our Ouellette Campus cafeteria**
 - Views – 4,503
 - Reach – 4,142
 - Engagement – 59

TOP SOCIAL MEDIA POSTS OVER THE LAST 30 DAYS



[View insights](#)

[Boost post](#)

246 2 85



Liked by jcasey_yqg and others

wrhospital The New Windsor/Essex Acute Care Hospital will be named The Fancsy Family Hospital, in recognition of a transformational gift of approximately \$40 million from the estate of the late John Thomas Fancsy.

Post re: Fancsy Family Hospital \$40-mil gift

IMPRESSIONS - 9,506

REACH - 5,250

ENGAGEMENT - 335

INSTAGRAM



[View insights](#)

[Boost post](#)

58 15



Liked by wrhospitalfoundation and others

wrhospital MEDIA RELEASE: EllisDon Selected to Complete the First Phase of the New Hospital Project

Windsor Regional Hospital (WRH) has selected EllisDon as the Construction Manager to oversee enabling works construction for the newly named Fancsy Family Hospital Project, marking a major step forward in the transformation of health care in the region.

Post re: EllisDon selected as Construction Manager

IMPRESSIONS - 4,191

REACH - 2,055

ENGAGEMENT - 73



Honourable Mentions:

- **Video post: Learn more about John Fancsy from the people who knew and loved him best**
 - Impressions – 2,620
 - Reach – 1,578
 - Engagement – 109
- **Video post: Recruitment post for Physiotherapy**
 - Impressions – 1,557
 - Reach – 1,010
 - Engagement – 20
- **Video post: Introducing new Professional Staff – August 2025**
 - Impressions – 1,423
 - Reach – 878
 - Engagement – 14

WRH News Clippings – May 28 to August 27, 2025

CTV WINDSOR

‘Concerning:’ New research reveals trend that may be contributing to family doctor shortage

CTV Windsor, May 28, 2025

<https://www.ctvnews.ca/toronto/article/concerning-new-research-reveals-trend-that-may-be-contributing-to-family-doctor-shortage/>

WECHU warns of Lyme disease after record year

CTV Windsor, June 3, 2025

<https://www.ctvnews.ca/windsor/article/wechu-warns-of-lyme-disease-after-record-year/>

Procurement process for new Windsor/Essex Acute Care Hospital delayed 3 months

CTV Windsor, June 5, 2025

<https://www.ctvnews.ca/windsor/article/procurement-process-for-new-windsor-essex-acute-care-hospital-delayed-3-months/>

New Tecumseh health campus honours Bob Probert’s legacy

CTV Windsor, June 5, 2025

<https://www.ctvnews.ca/windsor/article/new-tecumseh-health-campus-honours-bob-proberts-legacy/>

Wait times longer for certain cancer treatments, new health data shows

CTV Windsor, June 12, 2025

<https://www.ctvnews.ca/health/article/wait-times-for-major-medical-procedures-still-longer-than-pre-pandemic-levels-data-shows/>

Windsor doctors seeing rise in rare flu-related muscle condition in children

CTV Windsor, June 13, 2025

<https://www.ctvnews.ca/windsor/article/windsor-doctors-seeing-rise-in-rare-flu-related-muscle-condition-in-children/>

‘We made it’: Windsor NICU graduates reunited

CTV Windsor, June 14, 2025

<https://www.ctvnews.ca/windsor/article/we-made-it-windsor-nicu-graduates-reunited/>

Windsor Police Service holds fundraising BBQ to support Windsor Cancer Centre Foundation

CTV Windsor, June 17, 2025

<https://www.ctvnews.ca/windsor/article/windsor-police-service-holds-fundraising-bbq-to-support-windsor-cancer-centre-foundation/>

Hospitals cleared after cyberattack review: IPC

CTV Windsor, June 18, 2025

<https://www.ctvnews.ca/windsor/article/hospitals-cleared-after-cyberattack-review-ipc/>

Cancer survivors, doctors and supporters set to rappel downtown Windsor high rise

CTV Windsor, June 20, 2025

<https://www.ctvnews.ca/windsor/article/cancer-survivors-doctors-and-supporters-set-to-rappel-downtown-windsor-high-rise/>

VIDEO: Lemonade stands to selling toys: A Belle River family fights ‘king’ of cancers

CTV Windsor, June 22, 2025

<https://www.ctvnews.ca/windsor/article/lemonade-stands-to-selling-toys-a-belle-river-family-fights-king-of-cancers/>

Windsor Regional Hospital’s new stem cell transplant program to treat 30 patients a year

CTV Windsor, July 7, 2025

<https://www.ctvnews.ca/windsor/article/windsor-regional-hospitals-new-stem-cell-transplant-program-to-treat-30-patients-a-year/>

London, Ont. hospital sues former staff, contractors for \$60M+ in alleged fraud and negligence

CTV Windsor, July 9, 2025

<https://www.ctvnews.ca/london/article/london-ont-hospital-sues-former-staff-contractors-for-60m-in-alleged-fraud-and-negligence/>

Mental Health and Addictions Urgent Crisis Centre expands to 24/7 service

CTV Windsor, July 14, 2025

<https://www.ctvnews.ca/windsor/article/mental-health-and-addictions-urgent-crisis-centre-expands-to-247-service/>

Windsor Regional Hospital to launch CEO search as Musyj stays in London, Riddell to retire

CTV Windsor, July 16, 2025

<https://www.ctvnews.ca/windsor/article/windsor-regional-hospital-to-launch-ceo-search-as-musyj-stays-in-london-riddell-to-retire/>

Windsor's Shelter Health granted provincial funding

CTV Windsor, July 16, 2025

<https://www.ctvnews.ca/windsor/article/windsors-shelter-health-granted-provincial-funding/>

Windsor Regional Hospital leaders reflect on transition as CEO search begins

CTV Windsor, July 17, 2025

<https://www.ctvnews.ca/windsor/article/windsor-regional-hospital-leaders-reflect-on-transition-as-ceo-search-begins/>

Painkiller shortage forces Windsor pharmacists to make tough calls

CTV Windsor, July 21, 2025

<https://www.ctvnews.ca/windsor/article/painkiller-shortage-forces-windsor-pharmacists-to-make-tough-calls/>

Donor brings Show Us Your Brave tally to \$500,000 as cancer diagnoses rate is up in Windsor

CTV Windsor, July 22, 2025

<https://www.ctvnews.ca/windsor/article/donor-brings-show-us-your-brave-tally-to-500000-as-cancer-diagnoses-rate-is-up-in-windsor/>

Local cancer diagnoses surge, but survival rates also climb

CTV Windsor, July 24, 2025

<https://www.ctvnews.ca/windsor/article/local-cancer-diagnoses-surge-but-survival-rates-also-climb/>

W.E. Care for Kids makes generous donation to Windsor hospital

CTV Windsor, July 26, 2025

<https://www.ctvnews.ca/windsor/article/we-care-for-kids-makes-generous-donation-to-windsor-hospital/>

'Time is of the essence': Local mother calls for expanded pediatric services

CTV Windsor, July 29, 2025

<https://www.ctvnews.ca/windsor/article/time-is-of-the-essence-local-mother-calls-for-expanded-pediatric-services/>

Essex-Windsor EMS loaning out AEDs

CTV Windsor, July 31, 2025

<https://www.ctvnews.ca/windsor/article/essex-windsor-ems-loaning-out-aeds/>

New HDGH rehab centre aims to transform outpatient care

CTV Windsor, August 1, 2025

<https://www.ctvnews.ca/windsor/article/new-hdgh-rehab-centre-aims-to-transform-outpatient-care/>

Breastfeeding room opened at CKHA

CTV Windsor, August 3, 2025

<https://www.ctvnews.ca/windsor/article/breastfeeding-room-opened-at-ckha/>

New mobile crisis response teams boosting mental health supports in Windsor-Essex

CTV Windsor, August 6, 2025

<https://www.ctvnews.ca/windsor/article/new-mobile-crisis-response-teams-boosting-mental-health-supports-in-windsor-essex/>

Drug poisonings on the rise in Chatham-Kent

CTV Windsor, August 8, 2025

<https://www.ctvnews.ca/windsor/article/drug-poisonings-on-the-rise-in-chatham-kent/>

Ontario announces new publicly funded surgical and diagnostic centres in Windsor

CTV Windsor, August 8, 2025

<https://www.ctvnews.ca/windsor/article/ontario-announces-new-publicly-funded-surgical-and-diagnostic-centres-in-windsor/>

New Windsor-Essex hospital to be named after local family with \$40-million donation

CTV Windsor, August 12, 2025

<https://www.ctvnews.ca/windsor/article/new-windsor-essex-hospital-to-be-named-after-local-family-with-40-million-donation/>

Possible Hepatitis A exposure in Tecumseh

CTV Windsor, August 12, 2025

<https://www.ctvnews.ca/windsor/article/possible-hepatitis-a-exposure-in-tecumseh/>

Cost to build Windsor mega hospital increases past \$2-billion estimate

CTV Windsor, August 13, 2025

<https://www.ctvnews.ca/windsor/article/cost-to-build-windsor-mega-hospital-increases-past-2-billion-estimate/>

EllisDon chosen for first phase of Fancsy Family Hospital project

CTV Windsor, August 14, 2025

<https://www.ctvnews.ca/windsor/article/ellisdon-chosen-for-first-phase-of-fancsy-family-hospital-project/>

First human case of West Nile virus this year reported in Windsor-Essex

CTV Windsor, August 15, 2025

<https://www.ctvnews.ca/windsor/article/first-human-case-of-west-nile-virus-this-year-reported-in-windsor-essex-5/>

Health unit alerts public of ‘unusual’ spots skin cancer can develop

CTV Windsor, August 18, 2025

<https://www.ctvnews.ca/windsor/article/health-unit-alerts-public-of-unusual-spots-skin-cancer-can-develop/>

‘Purple Rain Run’ returns to support T2B comfort care tote program

CTV Windsor, August 19, 2025

<https://www.ctvnews.ca/windsor/article/purple-rain-run-returns-to-support-t2b-comfort-care-tote-program/>

AM800

Mental Health and Addictions Urgent Crisis Centre expands walk-in hours

AM800, May 29, 2025

<https://www.am800cklw.com/news/mental-health-and-addictions-urgent-crisis-centre-expands-walk-in-hours.html>

WECHU identifies eight additional measles exposure point locations

AM800 News, May 30, 2025

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

New measles exposure point being reported in Chatham-Kent

AM800 News, June 2, 2025

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

Erie Shores HealthCare noticing downward trend in measles cases

AM800 News, June 4, 2025

<https://www.am800cklw.com/news/erie-shores-healthcare-noticing-downward-trend-in-measles-cases.html>

Procurement process for new Acute Care Hospital delayed three months

AM800 News, June 5, 2025

<https://www.am800cklw.com/news/procurement-process-for-new-acute-care-hospital-delayed-three-months.html>

Ontario confirms death of infant infected with measles

AM800 News, June 5, 2025

<https://www.am800cklw.com/news/ontario-confirms-death-of-infant-infected-with-measles.html>

Ontario expediting process for U.S. doctors, nurses to work in province

AM800 News, June 5, 2025

<https://www.am800cklw.com/news/ontario-expediting-process-for-us-doctors-nurses-to-work-in-province.html>

Hotel-Dieu Grace Healthcare opens Bob Probert Tecumseh Campus

AM800 News, June 6, 2025

<https://www.am800cklw.com/news/hotel-dieu-grace-healthcare-opens-bob-probert-tecumseh-campus.html>

Despite dip in confirmed cases, WRH continues to stress importance of measles vaccinations

AM800 News, June 6, 2025

<https://www.am800cklw.com/news/despite-dip-in-confirmed-cases-wrh-continues-to-stress-importance-of-measles-vaccinations.html>

Windsor's top doc urges caution as wildfire smoke pushes air quality off the charts

AM800 News, June 7, 2025

<https://www.am800cklw.com/news/windsors-top-doc-urges-caution-as-wildfire-smoke-pushes-air-quality-off-the-charts.html>

Windsor-Essex health professionals seeing more childhood cases of a rare side effect of influenza

AM800 News, June 13, 2025

<https://www.am800cklw.com/news/windsor-essex-health-professionals-seeing-more-childhood-cases-of-a-rare-side-effect-of-influenza.html>

Windsor's top doc urging summer camp operators to prepare for measles

AM800 News, June 16, 2025

<https://www.am800cklw.com/news/windsors-top-doc-urging-summer-camp-operators-to-prepare-for-measles.html>

Hospitals cleared after cyberattack review: IPC

AM800 News, June 18, 2025

<https://www.am800cklw.com/news/hospitals-cleared-after-cyberattack-review-ipc.html>

'Show Us Your Brave' fundraiser returns to downtown Windsor this weekend

AM800 News, June 20, 2025

<https://www.am800cklw.com/news/show-us-your-brave-fundraiser-returns-to-downtown-windsor-this-weekend.html>

Lemonade stands to selling toys: A Belle River family fights 'king' of cancers

AM800 News, June 22, 2025

<https://www.am800cklw.com/news/lemonade-stands-to-selling-toys-a-belle-river-family-fights-king-of-cancers.html>

Medical Officer of Health hopeful the region is at the tail end of measles cases

AM800, Friday, June 27, 2025

<https://www.am800cklw.com/news/medical-officer-of-health-hopeful-the-region-is-at-the-tail-end-of-measles-cases.html>

WECHU continuing efforts to address high rates of opioid-related incidents

AM800, Friday, June 27, 2025

<https://www.am800cklw.com/news/wechu-continuing-efforts-to-address-high-rates-of-opioid-related-incidents.html>

Fewer new measles cases in Ontario, public health data shows

AM800 News, July 3, 2025

<https://www.am800cklw.com/news/fewer-new-measles-cases-in-ontario-public-health-data-shows.html>

New service launched at Windsor Regional Hospital for cancer patients

AM800 News, July 7, 2025

<https://www.am800cklw.com/news/new-service-launched-at-windsor-regional-hospital-for-cancer-patients.html>

One dead, dozens sick in legionnaires' disease outbreak in London, Ont.: health unit

AM800 News, July 9, 2025

<https://www.am800cklw.com/news/one-dead-dozens-sick-in-legionnaires-disease-outbreak-in-london-ont-health-unit.html>

London, Ont. hospital sues former staff, contractors for \$50M in alleged fraud

AM800 News, July 9, 2025

<https://www.am800cklw.com/news/london-ont-hospital-sues-former-staff-contractors-for-50m-in-alleged-fraud.html>

Mental Health and Addictions Urgent Crisis Centre now available 24 hours a day, seven days a week

AM800 News, July 14, 2025

<https://www.am800cklw.com/news/mental-health-and-addictions-urgent-crisis-centre-now-available-24-hours-a-day-seven-days-a-week.html>

David Musyj will not return to Windsor Regional Hospital

AM800 News, July 16, 2025

<https://www.am800cklw.com/news/david-musyj-will-not-return-to-windsor-regional-hospital.html>

Windsor shelter group granted provincial funding to continue offering healthcare

AM800 News, July 16, 2025

<https://www.am800cklw.com/news/windsor-shelter-group-granted-provincial-funding-to-continue-offering-healthcare.html>

Musyj says his departure will not impact new hospital project

AM800 News, July 17, 2025

<https://www.am800cklw.com/news/musyj-says-his-departure-will-not-impact-new-hospital-project.html>

Show Us Your Brave campaign raises \$500,000 for local cancer care

AM800 News, July 22, 2025

<https://www.am800cklw.com/news/show-us-your-brave-campaign-raises-500-000-for-local-cancer-care.html>

Erie Shores HealthCare receives \$1-million anonymous donation for hospital improvements

AM800 News, July 23, 2025

<https://www.am800cklw.com/news/erie-shores-healthcare-receives-1-million-anonymous-donation-for-hospital-improvements.html>

Cancer rates for four types of cancers on the rise locally

AM800 News, July 23, 2025

<https://www.am800cklw.com/news/cancer-rates-for-four-types-of-cancers-on-the-rise-locally.html>

Canada's former measles hot spot ends weekly reports, but says outbreak is not over

AM800 News, July 23, 2025

<https://www.am800cklw.com/news/canadas-former-measles-hot-spot-ends-weekly-reports-but-says-outbreak-is-not-over.html>

Erie Shores HealthCare receives \$1-million anonymous donation for hospital improvements

AM800 News, July 23, 2025

<https://www.am800cklw.com/news/erie-shores-healthcare-receives-1-million-anonymous-donation-for-hospital-improvements.html>

WECHU encouraging measles vaccinations as wastewater signal rises

AM800 News, July 24, 2025

<https://www.am800cklw.com/news/wechu-encouraging-measles-vaccinations-as-wastewater-signal-rises.html>

W.E. Care for Kids Foundation donates over \$127,000 to Windsor Regional Hospital

AM800 News, July 25, 2025

<https://www.am800cklw.com/news/we-care-for-kids-foundation-donates-over-127-000-to-windsor-regional-hospital.html>

Improved information sought on impact of mental health and addictions on region's homeless population

AM800 News, July 29, 2025

<https://www.am800cklw.com/news/improved-information-sought-on-impact-of-mental-health-and-addictions-on-regions-homeless-population.html>

Local woman wants Windsor Regional Hospital's Tim Hortons shut down and more pediatricians hired

AM800 News, July 30, 2025

<https://www.am800cklw.com/news/local-woman-wants-windsor-regional-hospitals-tim-hortons-shut-down-and-more-pediatricians-hired.html>

WECHU reporting new measles exposure point location

AM800 News, July 30, 2025

<https://www.am800cklw.com/news/wechu-reporting-new-measles-exposure-point-location.html>

New rehab centre addition at HDGH to be named after the Toldo Foundation

AM800 News, July 31, 2025

<https://www.am800cklw.com/news/new-rehab-centre-addition-at-hdgh-to-be-named-after-the-toldo-foundation.html>

WECHU reporting possible measles exposure at Erie Shores HealthCare

AM800 News, July 31, 2025

<https://www.am800cklw.com/news/wechu-reporting-possible-measles-exposure-at-erie-shores-healthcare.html>

WRH highlighting 'critical need' to fill diagnostic imaging jobs and get more students into the field

AM800 News, August 1, 2025

<https://www.am800cklw.com/news/wrh-highlighting-critical-need-to-fill-diagnostic-imaging-jobs-and-get-more-students-into-the-field.html>

Essex-Windsor EMS offering free AEDs for large gatherings

AM800 News, August 5, 2025

<https://www.am800cklw.com/news/essex-windsor-ems-offering-free-aeds-for-large-gatherings.html>

New mobile crisis response teams boosting mental health supports in Windsor-Essex

AM800 News, August 7, 2025

<https://www.am800cklw.com/news/new-mobile-crisis-response-teams-boosting-mental-health-supports-in-windsor-essex.html>

New Ontario measles cases down to single digits for the first time since January

AM800 News, August 7, 2025

<https://www.am800cklw.com/news/new-ontario-measles-cases-down-to-single-digits-for-the-first-time-since-january.html>

Local medical centres receive licenses to provide gastrointestinal endoscopy services, MRI or CT scans

AM800 News, August 8, 2025

<https://www.am800cklw.com/news/local-medical-centres-receive-licenses-to-provide-gastrointestinal-endoscopy-services-mri-or-ct-scans.html>

Essex-Windsor EMS sees drop in Code Black's as union president warns of staffing and response time issues

AM800 News, August 11, 2025

<https://www.am800cklw.com/news/essex-windsor-ems-sees-drop-in-code-blacks-as-union-president-warns-of-staffing-and-response-time-issues.html>

New Windsor-Essex hospital to be named the Fancsy Family Hospital with \$40-million donation

AM800 News, August 12, 2025

<https://www.am800cklw.com/news/new-windsor-windsor-hospital-to-be-named-the-fancsy-family-hospital-with-40-million-donation.html>

WECHU issues potential Hepatitis A exposure notice for Tecumseh restaurant

AM800 News, August 12, 2025

<https://www.am800cklw.com/news/wechu-issues-potential-hepatitis-a-exposure-notice-for-tecumseh-restaurant.html>

Cost to build Windsor mega hospital increases past \$2-billion estimate

AM800 News, August 13, 2025

<https://www.am800cklw.com/news/cost-to-build-windsor-mega-hospital-increases-past-2-billion-estimate.html>

Construction manager hired for Phase 1 of Fancsy Family Hospital

AM800 News, August 14, 2025

<https://www.am800cklw.com/news/construction-manager-hired-for-phase-1-of-fancsy-family-hospital.html>

First human case of West Nile Virus in Windsor-Essex

AM800 News, August 15, 2025

<https://www.am800cklw.com/news/first-human-case-of-west-nile-virus-in-windsor-essex.html>

Purple Rain Run returns in support of Dr. Michelle Prince Comfort Care Tote Program

AM800, August 19, 2025

<https://www.am800cklw.com/news/purple-rain-run-returns-in-support-of-dr-michelle-prince-comfort-care-tote-program.html>

BLACKBURN RADIO

Hours expanded at Mental Health and Addictions Urgent Crisis Centre

Blackburn Radio, May 30, 2025

<https://windsornewstoday.ca/windsor/news/2025/05/30/hours-expanded-at-mental-health-and-addictions-urgent-crisis-centre>

Plasma drive set for Saturday in memory of Windsor woman

Blackburn Radio, May 30, 2025

<https://windsornewstoday.ca/windsor/news/2025/05/30/plasma-drive-set-for-saturday-in-memory-of-windsor-woman>

Health unit identifies eight new measles exposure points

Blackburn Windsor, June 2, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/02/health-unit-identifies-eight-new-measles-exposure-points>

Measles exposure site pops up in Wheatley

Blackburn Windsor, June 2, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/02/measles-exposure-site-pops-up-in-wheatley>

Windsor-Essex sees record number of Lyme disease cases in 2024

Blackburn Windsor, June 3, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/03/windsor-essex-sees-record-number-of-lyme-disease-cases-in-2024>

Tariffs, other issues delay procurement for new Windsor-Essex hospital

Blackburn Windsor, June 5, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/05/tariffs-other-issues-delay-procurement-for-new-windsor-essex-hospital>

HDGH opens rehab clinic in Tecumseh

Blackburn Windsor, June 5, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/05/hdgh-opens-rehab-clinic-in-tecumseh>

Measles declines in Essex County, but drop comes with a warning

Blackburn Windsor, June 6, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/06/measles-declines-in-essex-county-but-drop-comes-with-a-warning>

More surgeries performed but wait times still longer than before pandemic, study says

AM800 News, June 12, 2025

<https://www.am800cklw.com/news/more-surgeries-performed-but-wait-times-still-longer-than-before-pandemic-study-says.html>

Health unit calls for summer camp operators to be wary of measles

Blackburn Windsor, June 16, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/16/health-unit-calls-for-summer-camp-operators-to-be-wary-of-measles>

Hospital cyberattack investigation complete, no formal review needed

Blackburn Windsor, June 18, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/18/hospital-cyberattack-investigation-complete-no-formal-review-needed>

Opioid-related deaths dip in Canada in 2024

Blackburn Windsor, June 29, 2025

<https://windsornewstoday.ca/windsor/news/2025/06/27/opioid-related-deaths-dip-in-canada-in-2024>

WRH expands stem cell transplant program

Blackburn Windsor, July 7, 2025

<https://windsornewstoday.ca/windsor/news/2025/07/07/wrh-expands-stem-cell-transplant-program>

David Musyj not returning to Windsor Regional Hospital

Blackburn Windsor, July 16, 2025

<https://windsornewstoday.ca/windsor/news/2025/07/16/david-musyj-not-returning-to-windsor-regional-hospital>

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Blackburn Windsor, July 17, 2025

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Show Us Your Brave campaign brings in \$500K

Blackburn Windsor, July 22, 2025

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Blackburn Windsor, July 24, 2025

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Health unit identifies measles exposure in Leamington

Blackburn Windsor, July 31, 2025

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HDGH 'imagines' new campus addition

Blackburn Windsor, July 31, 2025

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UPDATE: Health unit identifies two measles exposures in Leamington

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Blackburn Windsor, August 1, 2025

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Blackburn Windsor, August 6, 2025

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Blackburn Windsor, August 7, 2025

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Blackburn Windsor, August 8, 2025

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Blackburn Windsor, August 12, 2025

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Blackburn Windsor, August 13, 2025

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Blackburn Windsor, August 14, 2025

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Blackburn Windsor, August 13, 2025

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First human case of West Nile Virus reported

Blackburn Windsor, August 15, 2025

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Crime down significantly in Glengarry neighbourhood

Blackburn News, August 18, 2025

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CBC Windsor, May 30, 2025

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Bob Probert's family helps open Tecumseh health care campus in his name

CBC Windsor, June 6, 2025

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CBC Windsor, June 16, 2025

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CBC Windsor, July 9, 2025

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This mom is advocating for better pediatric care in Windsor's hospitals

CBC Windsor, July 29, 2025

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CBC Windsor, August 7, 2025

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CBC Windsor, August 19, 2025

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Windsor Star, June 6, 2025

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Delay in procurement process won't slow construction of new hospital

Windsor Star, June 7, 2025

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Windsor Star, June 13, 2025

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Windsor Star, June 18, 2025

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Windsor Star, July 3, 2025

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One dead in second London outbreak of legionnaires' disease in two years

Windsor Star, July 8, 2025

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Downtown Windsor mental health and addiction crisis centre now open 24 hours a day

Windsor Star, July 16, 2025

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CTV Windsor, August 3, 2025

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Windsor Star, August 14, 2025

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Windsor Regional Hospital to change its name

Windsor Star, August 18, 2025

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CTV Windsor, August 22, 2025

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