



*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 9, 2021  
VIA ZOOM: 1700 hours  
Windsor, Ontario**

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

	<b>TAB</b>	<b>TIME</b>	<b>ACTION</b>
<b>1. <u>CALL TO ORDER</u> (Paniccia)</b>		<b>1700</b>	
<b>2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (Paniccia)</b>		<b>1702</b>	
<b>3. <u>PREVIOUS MINUTES:</u> June 3, 2021 (Paniccia)</b>	<b>Tab A</b>	<b>1703</b>	<b>MOTION (approve)</b>
<b>4. <u>REPORT OF THE PRESIDENT &amp; CEO</u> (Musyj) Will be live presentation -</b>		<b>1705</b>	<b>FYI</b>
<b>5. <u>SCHULICH REPORT</u> (Dr. Jacobs unable to attend – Report submitted as FYI)</b>	<b>Tab B</b>	<b>1730</b>	<b>FYI</b>
<b>6. <u>FINANCIAL PRESENTATION &amp; TREASURER'S REPORT</u> – (Allen)</b>	<b>Tab C</b>	<b>1735</b>	<b>MOTION (accept)</b>
<b>7. <u>CONSENT AGENDA:</u> Finance/Audit &amp; Resources: June 21, 2021 / August 23, 2021 &amp; Operating Results (Allen)</b>	<b>Tab D</b>	<b>1745</b>	<b>MOTION (accept)</b>
<b>8. <u>CORRESPONDENCE/PRINTED MATTER:</u></b> <ul style="list-style-type: none"> <li>• Media Report – FYI only (Paniccia)</li> <li>• ProsperUs - Community Benefits – June 10, 2021 Letter (Paniccia)</li> </ul>	<b>Tab E</b>	<b>1750</b>	<b>FYI</b>
<b>9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)</b>		<b>1755</b>	

<b>10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, October 7, 2021 – ZOOM</b>		<b>1800</b>	<b>FYI</b>
<b>11. <u>ADJOURNMENT</u> (Paniccia)</b>		<b>1802</b>	<b>MOTION</b>

**REGRETS ONLY TO [dawn.sutherland@wrh.on.ca](mailto:dawn.sutherland@wrh.on.ca), or (519) 254-5577 X52517**





**MINUTES** of the **BOARD OF DIRECTORS** meeting held on **Thursday, June 3, 2021**, 17:00 hours, via ZOOM, live streamed on YouTube.

**PRESENT VIA ZOOM:**

Anthony Paniccia, Chair

Genevieve Isshak

Paul Lachance

Michael Lavoie

Penny Allen

Cynthia Bissonnette

Dr. Laurie Freeman

Arvind Arya

Dan Wilson

Patricia France

Pam Skillings

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

David Musyj (ex-officio, non-voting)

Karen Riddell (ex-officio, non-voting)

**STAFF VIA ZOOM:**

Executive Committee

**REGRETS:**

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

Dr. Anil Dhar (ex-officio, non-voting)

**1. CALL TO ORDER:**

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

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

None declared.

**3. PREVIOUS MINUTES:**

The minutes of the May 6, 2021 Board meeting had been previously circulated.

**MOVED** by P. Lachance, **SECONDED** by P. France and **CARRIED**

**THAT** the minutes of the May 6, 2021 Board of Directors meeting be approved.

This is the last week to order Sail into Summer tickets. Tickets can be ordered by visiting the WRH website. The WRH annual golf tournament is scheduled for September 15, 2021.

M. Paniccia reminded everyone of the Annual General Meeting to take place June 24, 2021 at 1700 hours.

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

Mr. Musyj reported. Highlights from his report are as follows:

- i) Out of region transfers – K. Riddell provided the update. Work continues to support our regional and provincial partners. To date WRH has accepted 69 ward/ non-critical

care patients. To date 83 have been discharged back home with 4 remaining in the ICU. This was very challenging for the families being far away from their loved ones and our teams did a great job connecting with them. We are relieved to see the numbers declining as our staff are tired, it has been a long 16 months. Hoping to see them take some well-deserved vacation over the summer. It has been incredible to be in a position to be able to help these out of region patients. We are very proud of the WRH staff. We could be seeing more Manitoba transfers into our region over the next couple of days to weeks.

- ii) Information was presented on getting to the other side of the pandemic and how to stabilize the health system and workforce to ensure available capacity to recover from COVID-19. There are four (4) categories with timelines – Stabilize, Transform, Restore and Sustain. This gives an idea of what is being planned.
- iii) New names for Variants of Concern (VOC) – our focus is on the alpha variant formally known as the UK variant and the delta formally known as the India variant. There are also Variants of Interest and these are variants that have been identified but are not yet concerning.
- iv) Vaccinations – 58.3% of Canadians have received at least one dose. Overall we have done very well as a country. However, only 5.7% of our population has received a second dose and Canada has the largest gap between first and second doses. The US reported they will be donating 25 million vaccines this month. 19 million doses will be put into Covax and 6 million will go to regional priorities and partner recipients including Canada. This helps but is not the ultimate solution.

Dr. Saad explained the impact of one dose versus 2 doses. Two doses offer 95% protection however these numbers go out the window when dealing with a VOC. One dose is not enough to protect us in a possible fourth wave driven by variants. In order to keep things moving along and open the economy we must ensure we have second doses available for everyone. Vaccination supply remains an issue. Dr. Saad wrote a letter to the Prime Minister expressing concern about the lack of action to expedite the vaccination of thousands of Canadians in order to save lives.

Local WE vaccination statistics were presented by age group. Mr. Musyj noted that we will continue to push the younger age groups. The development of a vaccine passport may assist with this and we should have a better picture in the next few months.

- v) Mr. Musyj provided information on the Government of Canada’s recommendations with respect to the border and what could be coming with respect to testing and screening. The return to Canada could be the issue and could be difficult depending on how many doses you have received.

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

Dr. Jacobs was unable to attend the meeting and had not submitted a written report.

## **6. Financial Presentation & Treasurer’s Report**

Ms. Allen reported.

**Slide 2 – Statement of Operations Overview:**

- Year-end surplus for hospital operations - \$2,860,000
- The individual budget line deficits are due to COVID-19 expenses and are offset overall by the Ministry funding surplus
- Largest variance is in salaries and wages and includes \$7 million in pandemic pay
- The remaining salaries and wage variance is due to COVID-19 staffing requirements
- Other supplies variance is due to equipment costs required for COVID-19 and includes costs to set up and equip the Field Hospital.

**Slide 3 – Ministry Support of COVID-19 Extraordinary Costs:**

The Ministry of Health indicated early on at the start of the pandemic that they would support Hospitals for Extraordinary Costs that they would incur as a result of COVID-19. The Ministry came through with the following:

- Incremental COVID-19 operating funding of \$51.2 million
- Provided funding to lost Hospital revenues in the amount of \$5.5 million. The lost revenues were in the areas of parking, retail food operations and preferred accommodations just to name the major ones.
- The Ministry allowed the use of unearned volume funding for QBPs, neuro, cardiac and wait times to be applied to remaining cost pressures in the amount of \$9.5 million
- Temporary physician funding was provided in the amount of \$5 million
- Pandemic Pay for qualified staff was in the amount of \$7 million
- Total \$78.2 million

**Slide 4 – Broad-Based Reconciliation Process:**

The Ministry of Health has mandated the following process to apply the funding available to ensure that hospitals balance their books:

- Step 1 – recognize COVID-19 incremental expense funding to the amount provided by the MOH.
- Step 2 – recognize unearned volume funding (QBP/Neuro/Wait Time etc.) to remaining costs pressures
- Step 3 – recognize the funding provided for lost revenues against hospital operations and clinical activities.

**Slide 5 – Comparative Volume Data:**

The last slide shows patient volumes for fiscal 2020-2021 compared to the budget as well as prior fiscal year 2019-2020 actuals:

- All volumes are below budget and prior year with the exception of community service visits as this includes the Assessment Centre visits which totaled 104,986 in the fiscal year.

**7. CONSENT AGENDA:**

**MOVED** by P. Allen, **SECONDED** by P. Skillings and **CARRIED**

**THAT** the report from the May 25, 2021 Finance/Audit & Resources Committee meeting be accepted.

Thank you to Mr. Fathers and the WRH Team for their hard work and keeping their eye on the ball.

**8. NEW BUSINESS:**

a) Statement of Endorsement – Community Wealth Building Report

Mr. Musyj reported and explained the concept of a community benefits plan. WRH would not bind ourselves to the plan but would adhere to the principles of a community benefits plan.

**MOVED** by C. Bissonnette, **SECONDED** by Dr. Freeman and **CARRIED**

**THAT IT WAS RESOLVED THAT** as a ProsperUs partnering organization, Windsor Regional Hospital supports the principles of community wealth building as outlined in the report entitled “Building Community Wealth – What is Possible in Rural, Small and Mid-Sized Communities” based on the following our principles:

- Identifying and Addressing Community interests and concerns
- Transparent, Inclusive, and Accessible Development
- Meaningful, Measurable, and Accountable Benefits
- Standardized Data Collection

**9. CORRESPONDENCE/PRINTED MATTER:**

a) Media Report

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

None

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

**Thursday, September 9, 2021, 1700 hrs VIA: ZOOM**

**12. ADJOURNMENT:**

There being no further business to discuss, it was

**MOVED** by P. Skillings, **SECONDED** by A. Arya and **CARRIED**

**THAT** the June 3, 2021 Board of Directors meeting be adjourned at 1800 hours.

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Anthony Paniccia, Chair  
Board of Directors  
/ds

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Dawn Sutherland  
Recording Secretary





## Update to WRH Board of Directors (September 9, 2021)

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### Announcements:

- Western University is preparing for a full return to in-person classes this September while prioritizing the [health and safety](#) of our campus community. As part of a [strengthened COVID-19 vaccination policy](#), all members of our community – including students, employees and visitors – who plan to be on campus this fall will be required to demonstrate proof of vaccination, except under rare exemptions.
- Continuing its commitment in response to the final report of the Anti-Racism Working Group, Western is investing a total of \$6 million to support new equity, diversity and inclusion (EDI) initiatives. [Read the full article](#)
- Dr. Shannon Venance, PhD, MD, FRCPC, has been appointed to the position of Vice Dean, Undergraduate Medical Education, at the Schulich School of Medicine & Dentistry, Western University effective August 1, 2021 to July 31, 2026.
- Robert Bartha, PhD, has been re-appointed as Acting Director, Strategy and Scientific Integration at Robarts Research Institute, Schulich School of Medicine & Dentistry, effective July 1, 2021 to June 30, 2022, or until such time as a Director is appointed.
- Dr. Dale Laird has been appointed to the position of Assistant Dean, Research Chairs & Awards, at the Schulich School of Medicine & Dentistry, Western University effective September 1, 2021 to August 31, 2024.
- Sarah McLean, PhD, Assistant Professor, Physiology & Pharmacology and Interdisciplinary Medical Sciences, has been appointed as the inaugural Director of the Schulich Education Enhancement Division (SEED).

### Windsor Update

- The Annual Meet and Greet for the incoming class is scheduled for September 9, 2021. This outdoor and physically distanced event will occur at the Medical Education Building. Dean John Yoo and Vice-Dean Shannon Venance will join the event as will University of Windsor President Robert Gordon.
- Devinder Moudgil Ph.D. is joining the Windsor Campus as a Medical Student Research Associate with a mission to support research productivity among medical students and Faculty in Windsor.
- Dr. Nicole Hugel has agreed to co-lead the Principles of Medicine I course starting this academic year. I want to thank Dr. Ian Mazetti for his previous work in this role.

Respectfully submitted,

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





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Presentation to the Board of Directors  
September 9, 2021  
Financial Results for the Four Months Ending  
July 31, 2021

# Financial Results

## July 31, 2021

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### Funding

- Fiscal 2021-2022 base funding increase has been confirmed, we have received a 1.4% increase in base in the amount of \$4.9 million which closely approximates the recommended funding increase in the Optimization Review
- \$4.1 million in funding confirmed for 32 acute medical/surgical beds and 5 acute mental health beds for the 1<sup>st</sup> quarter of the fiscal year
- Funding is accrued (recognized) when confirmation is received via funding letter from the MoH
- COVID-19 incremental expenses will be reimbursed in the same manner as 2020-2021 for the first quarter only. For the remainder of the fiscal year we expect that only specifically identified costs will be funded as follows:
  - Vaccination Centres
  - Assessment Centres (\$38 per swab)
  - Patient Repatriation
  - Long Term Care Redeployment
  - Nursing Extern Program

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

## July 31, 2021

	Current Year Actual	Unapproved Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
<b>Revenue</b>	\$ 196,489	\$ 187,405	\$ 9,084	4.8%
<b>Expenses</b>				
Salaries and Wages	\$ 89,591	\$ 83,479	\$ (6,112)	(7.3%)
Employee benefits	24,446	21,639	(2,807)	(13.0%)
Employee ben. - future ben. costs	684	684	-	0.0%
Medical staff remuneration	20,789	17,694	(3,095)	(17.5%)
Medical & Surgical supplies	12,706	12,208	(498)	(4.1%)
Drugs	22,837	23,027	190	0.8%
Supplies & other expenses	27,101	23,837	(3,264)	(13.7%)
Long term Interest	2,291	2,291	-	0.0%
Equipment lease / rental	857	781	(76)	(9.7%)
Equipment amortization	3,235	3,225	(10)	(0.3%)
<b>Total Expense</b>	<b>\$ 204,537</b>	<b>\$ 188,865</b>	<b>\$ (15,672)</b>	<b>(8.3%)</b>
<b>Surplus / (Deficit) From Hospital Operations</b>	<b>\$ (8,048)</b>	<b>\$ (1,460)</b>	<b>\$ (6,588)</b>	
COVID-19 related unfunded extraordinary operating expenses included above	\$ 6,123		\$ 6,123	
COVID-19 related unfunded non-ministry revenue loss included above	\$ 2,877		\$ 2,877	
YTD - Unearned Ministry volume funding	\$ 2,417	\$ -	\$ (2,417)	
<b>Surplus or (Deficit) / Revenue</b>	<b>-4.10%</b>	<b>-0.78%</b>	<b>-3.32%</b>	

**Net Surplus/(Deficit) after building amortization (\$8,589)**

# Financial Results – COVID-19 Impact

## July 31, 2021

Year to Date Results include \$6.1 million in COVID-19 extraordinary expenses for which funding has not yet been received or confirmed. Net revenue losses total \$5.3 million.

<b>Windsor Regional Hospital COVID-19 Revenue Loss &amp; Expenses Year-to-Date July 2021</b>			
	<u>Funded</u>	<u>Unfunded</u>	
<b>Revenue</b>			
Patient Services	-	2,370,518	
Recoveries	-	506,460	
<b>Total Revenue</b>	-	<b>2,876,978</b>	
<b>Expense</b>			
Compensation	3,698,391	3,533,695	
Medical Staff Fees	2,575,804	131,455	
Med. Surg. Supplies	39,476	1,814,562	
Drugs	-	26,640	
Other supplies & expense	3,052,794	362,319	
Equipment Expenses	392,834	253,928	
Renovations	122,505	-	
<b>Total Expense</b>	<b>9,881,804</b>	<b>6,122,598</b>	
<b>Total Operating</b>	<b>\$ 9,881,804</b>	<b>\$ 8,999,576</b>	

<b>Windsor Regional Hospital COVID-19 Revenue Loss Year-to-Date July 2021</b>		
	<u>Funded</u>	<u>Unfunded</u>
Volume Based*	-	2,416,925
Patient Services**	-	2,370,518
Recoveries***	-	506,460
<b>Total Revenue</b>	-	<b>\$ 5,293,903</b>

\* Quality Based Procedures, Neuro Services, Cardiac & Wait Time

\*\* Preferred Accommodation, Co-Payment, OHIP Technical & Professional Fees, & Cosmetic Procedures

\*\*\* Parking, Retail Food Services, Gift Shop, Leased Office Space (Physician), Patient Televisions, Print Shop & Referred In Services (Other Hospitals)

# Financial Results

## July 31, 2021

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### Year to Date Revenue

- **Base and One-Time Funding \$9.5 million favourable**
- **Amounts accrued for known COVID-19 Reimbursements:**
  - **\$2.5M - Temporary Physician payments**
  - **\$5.6M – Vaccination Centre expenses**
  - **\$1.0M – Nursing Extern Funding**
  - **\$621K - Assessment Centre per-swab funding @ \$38/swab**

**Preferred Accommodation and Co-Payment Revenue \$1,114,000 unfavourable**

**Patient Services Revenue \$797,000 favourable**

**Other Recoveries \$21,000 favourable**



# Financial Results

## July 31, 2021

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### Year to Date Expenses

- **Salaries & Wages \$6.1 million unfavourable due to COVID-19**
- **Employee Benefits \$2.8 million unfavourable**
- **Medical Staff Fees \$3.1 million unfavourable and funded through temporary COVID-19 physician payments or offset by diagnostic revenues**
- **Med/Surg supplies \$498,000 unfavourable**
- **Drugs \$190,000 favourable**
- **Other supplies \$3,264,000 unfavourable with two significant variances:**
  - **\$900,000 for referred out cataract procedures**
  - **\$2,293,000 for City of Windsor vaccination centre expenses**

# Organizational Health

## July 31, 2021

	YTD Actual	Target	Variance
Met Campus			
% Sick Time	6.00%	3.90%	(2.10%)
% Overtime	2.90%	2.35%	(0.55%)
FTE Staffing	1,787.6	1,747.7	(39.9)
Ouellette Campus			
% Sick Time	5.90%	3.90%	(2.00%)
% Overtime	5.60%	2.35%	(3.25%)
FTE Staffing	1,488.2	1,426.6	(61.6)

Targets are set at the median of WRH's peer hospitals. These are the 17 hospitals identified in the Optimization Review.

**Treasurer's Report  
Board of Directors**

**Financial Summary - July 2021  
(\$'000's)**

Line	July 2021 Actuals			
	Actual	Unapproved Budget	Variance *	
<b>Hospital Ops</b>				
Total Revenue	9	\$ 196,489	\$ 187,405	\$ 9,084
Total Expense	20	204,537	188,865	(15,672)
<b>Surplus / (Deficit)</b>	21	(8,048)	(1,460)	(6,588)
Other Votes (net)	22	(11)	(24)	13
Other Recoveries / (Exp)	23	(7)	-	(7)
<b>Subtotal</b>	24	<b>(8,066)</b>	<b>(1,484)</b>	<b>(6,582)</b>
Net bldg. amortization	25	(523)	(520)	(3)
<b>Net Surplus (Deficit)</b>	26	<b>\$ (8,589)</b>	<b>\$ (2,004)</b>	<b>\$ (6,585)</b>
<b>Hospital Margin</b>		<b>\$ (5,775)</b>	<b>\$ 807</b>	<b>\$ (6,582)</b>
<b>Capital Equipment Expenditures</b>		<b>\$ 10,901</b>	<b>\$ 14,059</b>	<b>\$ (3,158)</b>

\* Variance - favourable / (unfavourable)

1. The operating results for the four months ended July 31, 2021 resulted in a deficit of \$8,589,000 (\$5,775,000 Negative Hospital Margin) based on the MoH definition. There are five significant revenue factors reflected in these results.

a. WRH received funding letters for the 2021-2022 fiscal year in June 2021. The hospital received a 1.4% increase to base funding for the Growth and Efficiency Model Allocation (GEM) in the amount of \$4.9 million.

b. WRH has received \$4.1 million in funding for 32 acute medical/surgical beds and 5 mental health beds for the first quarter of fiscal 2021-2022.

c. The Ministry will reimburse incremental COVID-19 expenses under the same program as in fiscal 2020-2021 for April to June of 2021 only. It is expected that expenses for screening and additional PPE will not be funded for the remaining 3 quarters of the fiscal year.

d. The Ministry has not communicated the mechanism by which COVID-19 incremental expenses or lost revenues will be funded for 2021-2022.

e. Patient services and preferred accommodation revenue is \$317,000 below plan as a result of COVID-19. Diagnostic volumes and elective surgeries continue to be scaled back as a result of the pandemic.

2. Year to date salary and wages have a negative variance of \$6,112,000 or 9.3%. The deficit is due to staffing of the COVID-19 Assessment Centres, Staff and Visitor Screening, the Vaccination Centre and staffing for COVID-19 inpatients in critical care units.

3. Medical/Surgical Supplies are unfavourable \$498,000. Savings have been incurred due to elective surgery volume reductions implemented to create capacity for potential COVID-19 surge. These savings are offset by increased costs for PPE.

4. Drugs are favourable \$190,000 year to date. The retail pharmacies, renal program and chemotherapy suite are balanced in terms of net revenue to drug expenses. Clinical areas such as the Intensive Care units are unfavourable to budget due to COVID-19 patients.

5. Other Supplies and Expenses are unfavourable \$3,264,000 year to date with deficits due to referred out expenses for cataract surgeries and expenses related to the Vaccination Centre.

6. Equipment lease/rental is over budget by \$76,000.

Penny Allen, Chair & Treasurer, Finance/Audit & Resources Committee  
September 9, 2021





## **MOTION/ACTION SHEET**

**From The**

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

**Monday, June 21, 2021**

**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, June 21, 2021 Via Zoom (following the In-Camera Session).

**PRESENT:**

Penny Allen	Beth Yeh
Arvind Arya	Dianne Aziz
Dr. Laurie Freeman	Ian McLeod
Paul Lachance	Sandra Boglitch

Anthony Paniccia, Chair of the Board

**STAFF:**

David Musyj  
Mark Fathers  
Heidi Zimmer  
Mary Macera

**REGRETS:**

Dr. Lawrence Jacobs

**1.0 CALL TO ORDER**

Mrs. Allen called the meeting to order at 5:30 p.m.

The proceedings were recorded by Mary Macera.

**2.0 APPROVAL OF AGENDA**

**MOVED** by Paul Lachance, **SECONDED** by Arvind Arya that the General Finance/Audit & Resources Committee Agenda of Monday, June 21, 2021, be approved.

**CARRIED.**

**3.0 CONFLICT OF INTEREST**

No "Conflict of Interest" was declared.

**4.0 PRESENTATIONS**

There were No Presentations.

## **5.0 FOR APPROVAL / RECOMMENDATION**

### 5.1 Minutes of Previous Meeting – Tuesday, May 25, 2021

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Tuesday, May 25, 2021** were previously circulated to all members.

**MOVED by Beth Yeh, SECONDED by Dianne Aziz that the General Meeting Minutes from the Finance/Audit & Resources Committee of Tuesday, May 25, 2021 be approved.**

**CARRIED.**

## **6.0 FOR DISCUSSION**

### 6.1 Monthly Operating Results Report – May 31, 2021 (As Appended)

Ms. Zimmer provided the following highlights:

- Operating results report for the two months ended May 31, 2021 resulted in a deficit of \$6,670,000 (\$5,247,000 negative Hospital Margin).
- Items to note:
  - Still awaiting funding letters for the 2021-2022 fiscal year. WRH has assumed a 2% increase. The budget is not final.
  - Operating results include \$6.9 million in higher costs and lost revenues for hospital's clinical responsibilities related to COVID-19.
  - WRH has received confirmation from the Ministry committing to \$4.1 million in funding for 32 acute medical/surgical beds and 5 acute mental health beds. These beds will be operational from April 1, 2021 to June 30, 2021.
  - Base and one-time funding - \$1.4 million favourable
  - Preferred Accommodation and Co-Payment Revenue - \$514,000 unfavourable
  - Patient services revenue - \$213,000 favourable
  - Other recoveries - \$105,000 unfavourable
  - Salaries and wages - \$4 million unfavourable due to COVID-19
  - Employee benefits - \$1.3 million unfavourable
  - Medical staff fees - \$1.3 million unfavourable
  - Med/surg supplies - \$232,000 favourable
  - Drugs - \$121,000 favourable
  - Other supplies - \$408,000 favourable (savings in utility costs)
  - Met Campus sicktime variance of 1.80% and overtime variance of 0.85%
  - Ouellette Campus sicktime variance of 1.6% and overtime variance of 3.35%

## **7.0 FOR INFORMATION**

### 7.1 President's Report – June 2021

Mr. Musyj's report is available to all community members via YouTube. Mr. Musyj provided the highlights.

## **8.0 DATE OF NEXT MEETING**

The Finance/Audit & Resources Committee will meet on **Monday, August 23, 2021 at 5:00 p.m. Via Zoom.**

Prior to adjournment of the meeting, Mr. Paniccia and Mrs. Allen thanked Dianne Aziz, Beth Yeh and Arvind Arya for their years of participation and dedication to this committee and WRH.

## **9.0 ADJOURNMENT**

Mrs. Allen indicated that there was no further business.

**MOVED by Ian McLeod, SECONDED by Arvind Arya that the General Meeting from the Finance/Audit & Resources Committee of Monday, June 21, 2021, be adjourned at 6:40 p.m.**

**CARRIED.**

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Mrs. Penny Allen, Chair & Treasurer  
FinAudit&Resources\_Minutes  
20210621

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Mary Macera  
Recorder



## Windsor Regional Hospital

### Operating Results Report

**For the Two Months Ended May 31, 2021**

(\$000's)				
May 2021 Actuals				
	Line	Actual	Unapproved Budget	Variance *
<b>Hospital Ops</b>				
Total Revenue	9	\$ 95,459	\$ 94,474	\$ 985
Total Expense	20	101,857	96,092	(5,765)
<b>Surplus / (Deficit)</b>	<b>21</b>	<b>(6,398)</b>	<b>(1,618)</b>	<b>(4,780)</b>
Other Votes (net)	22	(7)	(13)	6
Other Recoveries / (Exp)	23	(5)	-	(5)
<b>Subtotal</b>	<b>24</b>	<b>(6,410)</b>	<b>(1,631)</b>	<b>(4,779)</b>
Net bldg. amortization	25	(260)	(260)	-
<b>Net Surplus (Deficit)</b>	<b>26</b>	<b>\$ (6,670)</b>	<b>\$ (1,891)</b>	<b>\$ (4,779)</b>
<b>Hospital Margin</b>		<b>\$ (5,247)</b>	<b>\$ (468)</b>	<b>\$ (4,779)</b>
<b>Capital Equipment Expenditures</b>		<b>\$ 4,781</b>	<b>\$ 6,153</b>	<b>\$ (1,372)</b>

\* Variance - favourable / (unfavourable)

#### Operation Highlights:

- The operating results for the two months ended May 31, 2021 resulted in a deficit of \$6,670,000 (\$5,247,000 negative Hospital Margin) based on the MoH definition. There are three items worth noting -
  - a. WRH has not yet received funding letters for the 2021-2022 fiscal year. Recent Ministry communications indicated that minimum of 3.14% funding for all hospitals in Ontario combined. This does not guarantee that each hospital will receive 3.14%. Individual hospital percentages will vary and some hospitals may receive as little as a 1% increase on base funding. We have assumed a 2% increase on base in keeping with historical funding increases. Therefore the budget is not final and is only being used as a reference in order to compare the costs and revenue to date.
  - b. Operating results include a combined \$6.9 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. The Ministry has not yet indicated how COVID-19 expenses will be reimbursed for the 2021-2022 fiscal year. It is expected that this information will be provided the week of June 21, 2021.

- c. WRH has received correspondence from the Ministry committing to \$4.1 million in funding for 32 acute medical/surgical beds and 5 acute mental health beds to be operational between April 1, 2021 and June 30, 2021. Both the revenue and expenses associated with the operation of these beds has been included in the budget for the first quarter of the fiscal year.

**1. Financial Results for the Two Months ended May 31, 2021**  
(Statement 2)

For the two months ended May 31, 2021, the deficit after net building amortization is **\$6,670,000**, which is \$4,779,000 worse than plan. This represents a negative Ministry of Health Margin of \$5,247,000 (one year ago, the margin was negative \$4,171,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$6.9 million are included in these results. In the month of May, the COVID-19 impact was \$4.2 million. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1, 2021 to May 31, 2021 and which have been funded or not funded –

<b>Windsor Regional Hospital COVID-19 Revenue Loss &amp; Expenses Year-to-Date May 2021</b>			
	<u>Funded</u>	<u>Unfunded</u>	
<b>Revenue</b>			
Patient Services	-	551,430	
Recoveries	-	252,810	
<b>Total Revenue</b>	-	<b>804,240</b>	
<b>Expense</b>			
Compensation	946,016	2,108,510	
Medical Staff Fees	1,296,723	51,732	
Med. Surg. Supplies	5,079	16,874	
Drugs	-	105	
Other supplies & expense	5,059	1,158,174	
Equipment Expenses	13,167	343,486	
Renovations	-	114,815	
<b>Total Expense</b>	<b>2,266,044</b>	<b>3,793,696</b>	
<b>Total Operating</b>	<b>\$ 2,266,044</b>	<b>\$ 4,597,936</b>	

The funded COVID-19 costs are explained immediately below.

It should also be noted that with respect to Ministry volume based funding, we have unearned revenue for these two (2) months of \$754,000 as compared to \$963,000 one year ago.

## **Revenue**

Ministry revenue (combined base and one-time) is \$1,378,000 higher than budget. One time funding is favourable year to date, as it includes \$2 million accrued for COVID-19 expenses for which we have received funding confirmation. This includes the temporary physician payments, per-swab funding for the COVID-19 Assessment Centre and funding for Nursing Externs.

WRH is currently developing a Surgical Recovery Plan to target priority surgeries with long wait times. These include Quality Based Procedures (QBPs), wait time procedures, neuroservices and cardiac procedures. In the previous fiscal year the Ministry confirmed that a 20% premium would be paid for designated services where volumes exceed 50% of funded volumes. The Ministry has not yet advised whether this premium will be available in fiscal 2021-2022.

The preferred accommodation revenue variance is unfavourable to budget by \$507,000. Lower occupancy due to the reduced number of elective surgeries contributes to this shortfall, as well as the Ministry of Health directive that hospitals cannot bill uninsured patients for semi-private and private accommodation during the pandemic. Previously, uninsured patients would have paid out of pocket for this accommodation. Infection prevention and control measures often require patients to be placed in private rooms and we are unable to bill for this accommodation in these circumstances.

Chronic Co-payment revenue is \$7,000 under budget due to the factors mentioned above for preferred accommodation.

Patient Services revenue variance is \$213,000 favourable (4%) year to date. The patient services revenue favourable results relates to the recovery from the Ministry for services being provided to uninsured patients. The Ministry provides reimbursement at the interprovincial billing rate which is higher than OHIP rates and previously many of these accounts would have been uncollectible. Through the first two months billings for diagnostic services is under budget by \$525,000 due to the ramp down in services as a result of wave III.

Equipment Grant amortization is on budget.

Other Recoveries are \$105,000 unfavourable (1.5%) to budget. This revenue category is impacted by the reduction in hospital services. Revenues were significantly reduced for parking, retail pharmacy and food operations as volumes are lower and visitation has been restricted.

## Expenses

Salaries are currently over budget (unfavourable) by \$3,970,000 (9.5%) year to date May 31, 2021. Salaries for COVID-19 screening (staff, patients and visitors), staffing for the Assessment Centres and the Vaccination Centre totalled \$1,010,000 to date. Other significant negative variances occurred in the critical care units that were experiencing a surge in COVID-19 volumes at that time (\$601,000) including patient transfers from other hospitals in Ontario. The hospital has not received confirmation of continued funding for additional critical care beds over base but WRH continues to have these beds available and staffed as required.

Year to date spending for employees in paid isolation is \$86,000, paid sick time due to COVID-19 is \$161,000. Temporary hires (Nursing Externs) have been paid \$714,000 to date. The Externs are nursing students who are part of the new Nursing Extern Program funded by the Ministry of Health. This program is in effect from January 1, 2021 to March 31, 2022.

Employee Benefits are unfavourable to budget by \$1,272,000 (11.3%). The variance is attributable to the wage variance.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$1,272,000 (14.4%). The majority of this variance is attributable to COVID-19 and will be funded through the temporary physician funding for COVID-19. This funding has been confirmed until September 30, 2021.

Medical & Surgical Supplies are favourable to budget by \$232,000 (3.7%) year to date. Similar to last fiscal year, the perioperative programs at both sites are favourable due to reductions in volumes. The overall surplus in these programs is \$613,000 to date and is offset by deficits in critical care units and the overall increase in Personal Protective Equipment (PPE) throughout the hospital.

It should be noted that elective surgery cancellations affect the ability to reach QBP funded volumes and may result in some funding having to be returned to the MOH at year-end.

Drug expenses are favourable by \$121,000 (1%) year to date. The chemotherapy suite and renal program drug expenses to revenues are balanced while the retail pharmacies have a favourable net drug expense to revenue of \$150,000.

Supplies and Other Expenses are favourable to budget by \$408,000 (3.2%). The main savings is in utility costs.

Long-term Interest expense is balanced.

Equipment Lease/Rental is \$12,000 unfavourable to budget to date.

Equipment amortization is on budget.

**Other Votes** – Other Votes are \$6,000 favourable year to date.

**Other Recoveries / (Expenses)** – consistent with the prior year's audited financial statement presentation, we have segregated the legal fees related to a particular legal case. Year to date May 2021, these expenses amount to \$5,000 and were incurred in the month of May.

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

The hospital continues to have challenges in trying to find suitable short term investments for the cash balance. Rates offered are lower than what we currently earn on accounts.

Cash, restricted is down \$1,643,000 impacted by the payment in May 2021 of the first semi-annual interest payment (\$2.711 million) related to the debenture.

The inventory balance as at May 31, 2021 is \$71,000 lower than March 31, 2021.

Our Ministry / CCO receivable has increased by \$9.1 million. The receivable includes \$5 million for hospital programs and is comprised of temporary COVID-19 physician funding, Assessment Centre per-swab funding, the assumed 2% base funding increase and funding for the additional acute beds for the first quarter of the fiscal year. The remaining \$4.1 million is receivable from CCO for qualifying drug expenses.

Through the first two months of the fiscal year the market value of the sinking fund has increased by \$488,000 (1.95%).

## **3. Patient Volumes**

We are working to obtain this information from the new HIS system.

## **4. Organizational Health**

The percentage of sick time year to date for the Met Campus is 5.7%, which is over the median target of 3.9% by 1.8%, while overtime is .85% over target at 3.2%.

Sick time at the Ouellette Campus is 5.5% compared to the median target of 3.9%, while overtime is over target at 5.7% year to date compared to the target of 2.35%.

Please note these targets have been adjusted to median of our Peers rather than the best quartile that was used in previous comparisons.

Some of the increase in sick time costs at both campus relates paying staff to remain home in isolation due to COVID-19. When we have inpatient units on "outbreak" affected staff are sent home to self isolate. We are also assuming some of the incidental sick time is staff dealing with childcare issues.

With respect to FTEs, the Met Campus is unfavourable to budget by 52.1 FTEs. The main contributors to this variance are 17.9 FTEs for additional Cerner training hours, 26.4 FTEs in critical care and 10.4 for additional housekeeping. At the Ouellette Campus, the FTE variance is unfavourable by 22 FTEs with the main variances in critical care which is 16.6 FTEs over budget and housekeeping which is unfavourable by 12.9 FTEs.

Staffing attributable to COVID-19 to staff Staff/Visitor Screening, the Assessment Centre and the Vaccination Centres total 193.1 FTEs to date.



Statement #2

**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Month Ending May 31, 2021**  
**Consolidated - Met and Ouellette Campuses**

Description	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) to Unapproved Budget	Actual	Unapproved Budget	Forecast	Unapproved Budget	Year to Date	Year End
<b>Revenue (\$000's)</b>								
1 Ministry Funding - Base	\$ 36,564	\$ (418)	\$ 72,202	\$ 72,868	\$ 423,401	\$ 423,401	\$ 67,971	\$ 408,108
2 Ministry Funding - One-time	2,958	1,130	5,665	3,621	21,721	21,721	3,508	74,810
3 Ministry Funding - Drug Reimb.	2,326	12	4,641	4,628	27,765	27,765	3,489	26,422
4 Preferred Accommodation	51	(263)	111	618	3,696	3,696	-	850
5 Chronic co-payment	-	(4)	-	7	42	42	-	-
6 Patient services	2,609	(76)	5,498	5,285	31,617	31,617	2,564	30,883
7 Equipment grant amortization	283	(20)	556	556	3,040	3,040	493	3,217
8 Other recoveries	3,368	(48)	6,786	6,891	42,733	42,733	6,197	40,045
9 Total Revenue	\$ 48,159	\$ 313	\$ 95,459	\$ 94,474	\$ 554,015	\$ 554,015	\$ 84,222	\$ 584,335
<b>Expense (\$000's)</b>								
10 Salaries	\$ 23,216	\$ (1,504)	\$ 45,866	\$ 41,896	\$ 247,858	\$ 247,858	\$ 41,558	\$ 260,296
11 Employee benefits	6,348	(652)	12,528	11,256	62,544	62,544	11,105	64,339
12 Employee ben. - future ben. costs	161	-	322	322	1,933	1,933	322	2,051
13 Medical staff remuneration	5,569	(1,120)	10,119	8,847	53,180	53,180	7,646	58,057
14 Medical & Surgical supplies	2,862	278	6,070	6,302	36,296	36,296	4,651	40,468
15 Drugs	5,676	108	11,420	11,541	68,882	68,882	9,403	67,631
16 Supplies & other expenses	6,961	(609)	12,364	12,772	70,469	70,469	10,524	72,522
17 Long term interest	587	16	1,163	1,163	6,813	6,813	260	3,532
18 Equipment lease / rental	172	23	402	390	2,347	2,347	1,596	3,623
19 Equipment amortization	812	(204)	1,603	1,603	11,936	11,936	1,431	8,955
20 Total Expense	\$ 52,564	\$ (3,724)	\$ 101,857	\$ 96,092	\$ 562,258	\$ 562,258	\$ 88,496	\$ 581,474
21 Surplus / (Deficit) From Hospital Operations	\$ (4,405)	\$ (3,411)	\$ (6,398)	\$ (1,618)	\$ (8,243)	\$ (8,243)	\$ (4,274)	\$ 2,861
<b>Surplus / (Deficit) from Other Operations (\$000's)</b>								
22 Other Votes (net)	(2)	5	(7)	(13)	(51)	(51)	2	(12)
23 Other Recoveries / (Expenses)	(5)	(5)	(5)	-	-	-	(159)	41,903
24 Subtotal	(4,412)	(3,411)	(6,410)	(1,631)	(8,294)	(8,294)	(4,431)	44,752
25 Net Building Amortization	(131)	-	(260)	(260)	(1,558)	(1,558)	(261)	(1,536)
26 Net Surplus (Deficit) - \$000's	\$ (4,543)	\$ (3,411)	\$ (6,670)	\$ (1,891)	\$ (9,852)	\$ (9,852)	\$ (4,692)	\$ 43,216
27 COVID-19 related unfunded extraordinary operating expenses included above	\$ 2,094	\$ (2,094)	\$ 3,794	\$ -	\$ -	\$ -	\$ 4,630	\$ 4,983
28 COVID-19 related unfunded non-ministry revenue loss included above	\$ 387	\$ (387)	\$ 804	\$ -	\$ -	\$ -	\$ -	\$ -
29 YTD - Unearned Ministry volume funding	\$ 488	\$ (438)	\$ 754	\$ -	\$ -	\$ -	\$ 963	\$ 19,155



**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Month Ending May 31, 2021**  
**Consolidated - Met and Ouellette Campuses**

Description	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) to Unapproved Budget	Actual	Unapproved Budget	Forecast	Unapproved Budget	Year to Date	Year End
<b>Financial Performance Measures</b>								
1 Total Margin - \$000's	\$ (3,825)	(3,431)	\$ (5,247)	\$ (468)	\$ (1,481)	\$ (1,481)	\$ (4,171)	\$ 48,284
2 Total Margin - %	-7.94%	-7.12%	-5.49%	-0.50%	-0.27%	-0.27%	-4.95%	8.26%
3 Unrestricted cash - \$000's	n/a	n/a	\$ 89,009	N/A	\$ 89,009	N/A	\$ 410	\$ 119,492
4 Current ratio	n/a	n/a	1.89	0.40	1.89	0.40	0.37	1.87
Capital equipment expenditures -								
5a Fiscal 2021 - 22 \$000's	\$ 341	n/a	\$ 341	\$ 1,213	\$ 341	\$ 7,279	\$ 870	\$ 16,037
Capital equipment expenditures - PY								
5b C/F \$000's	\$ 752	n/a	\$ 2,269	\$ 96	\$ 2,269	\$ 578	\$ 1,091	\$ 4,796
5c Funded / Own Funds Capital Projects	\$ 175	n/a	\$ 2,171	\$ 4,844	\$ 2,171	\$ 29,062	\$ 1,093	\$ 25,047
<b>Patient Volume Measures</b>								
1 Total Weighted Cases (est) - HIG	-	(2,103)	-	4,138	24,763	24,763	2,634	21,525
2 Acute separations (excl psych)	1,328	(717)	2,738	3,198	24,080	24,080	2,405	16,595
3 Acute pat. days (excl. psych)	6,784	(403)	13,173	14,517	84,626	84,626	10,138	77,051
4 Psychiatric - Adolescent pat. days	104	(4)	222	251	1,269	1,269	96	1,416
5 Emergency visits and ER holds	-	(4,633)	-	9,076	54,551	54,551	5,892	43,458
6 OR - Inpatient cases	203	(129)	434	639	3,909	3,909	281	2,956
7 OR - Day Surgery cases	350	(455)	775	1,682	9,484	9,484	288	5,763
8 Clinic visits	-	(10,578)	-	20,815	124,549	124,549	15,696	123,941
9 Community Services visits	-	(908)	-	1,787	10,695	10,695	-	16,351
<b>Variable Revenue Volumes:</b>								
(a) Hip procedures	2	(4)	3	14	67	67	2	82
(b) Knee procedures	6	(29)	17	72	410	410	-	142
(c) Pacemaker inserts	-	-	-	-	-	-	-	-
11 MRI Hours of Operation	566	25	1,082	1,080	6,364	6,364	1,038	6,255
12 CT Hours of Operation	735	(4)	1,455	1,365	8,696	8,696	1,464	8,910
<b>Patient Access Measures &amp; System Integration</b>								
1 Acute Average LOS	5.11	(0.57)	4.81	4.54	4.54	4.54	4.22	4.64
2 Psych Average - Adolescent LOS	5.20	1.24	5.16	6.44	6.44	6.44	4.36	5.80
<b>Organizational Health</b>								
1 % Sick Time to Total Comp	6.20%	N/A	5.70%	3.90%	3.90%	3.90%	6.10%	6.00%
2 % Overtime to Total Comp	3.50%	N/A	3.20%	2.35%	2.35%	2.35%	1.80%	2.50%
3 FTE staffing (Hospital Ops Only)	1,829.8	N/A	1,796.7	1,744.6	1,690.1	1,690.1	1,639.0	1,700.9

**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Month Ending May 31, 2021**  
**Consolidated - Met and Ouellette Campuses**

Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Unapproved Budget	Actual	Unapproved Budget	Forecast	Unapproved Budget	Year to Date	Year End
<b>Patient Volume Measures</b>							
<b>OUUELLETTE CAMPUS ONLY</b>							
1	1,743	3,407	4,255	22,671	85,253	9,138	23,216
2	777	1,593	2,013	19,043	19,043	1,239	9,521
3	7,006	13,405	14,752	85,253	85,253	9,138	77,286
4	-	-	-	-	-	3,613	23,216
5	-	-	-	-	-	-	-
6	(4,597)	-	8,794	54,126	54,126	5,764	43,303
7	216	443	645	3,989	3,989	337	3,025
8	892	1,801	2,652	14,953	14,953	195	8,040
9	(5,099)	-	10,034	60,039	60,039	2,460	26,534
10	(830)	-	1,633	9,774	9,774	5,786	104,384
<b>Variable Revenue Volumes:</b>							
10	10	22	60	333	333	2	183
8	8	23	82	471	471	-	226
23	-	35	45	265	265	32	257
546	117	1,117	874	5,053	5,053	-	2,310
-	(13)	1	27	154	154	1	1,149
580	44.00	1,097	1,054	6,307	6,307	1,055	6,396
904	159.00	1,788	1,545	8,776	8,776	1,464	12,389
<b>Patient Access Measures &amp; System Integration</b>							
<b>OUUELLETTE CAMPUS ONLY</b>							
9.02	(1.69)	8.41	7.33	7.33	7.33	7.38	8.12
-	-	-	-	-	-	-	-
11.17	1.26	10.95	12.43	12.43	12.43	13.09	11.79
<b>Organizational Health</b>							
5.90%	N/A	5.50%	3.90%	3.90%	3.90%	-7.10%	6.20%
5.70%	N/A	5.70%	2.35%	2.35%	2.35%	3.70%	5.00%
1,520.2	N/A	1,503.9	1,481.9	1,434.1	1,434.4	1,377.1	1,442.9
<b>ST. CLAIR COLLEGE CAMPUS ONLY</b>							
<b>Patient Volume Measures</b>							
Actual	Fav/(Unfav) to Unapproved Budget	Actual	Unapproved Budget	Forecast	Unapproved Budget	Year to Date	Year End
-	-	-	-	-	-	92	271
-	-	-	-	-	-	32	53
-	-	-	-	-	-	1,384	1,568
-	-	-	-	-	-	43.25	29.58
-	-	-	-	-	-	62.2	18.6

## Statement # 3

**WINDSOR REGIONAL HOSPITAL**  
**STATEMENT OF FINANCIAL POSITION**

As At May 31, 2021  
(Amounts in 000's)

	May 31, 2021	March 31, 2021	May 31, 2021	March 31, 2021
<b>ASSETS</b>				
<b>Current assets:</b>				
Cash & short-term investments	\$ 89,409	\$ 119,892	\$ -	\$ -
Cash, restricted	3,779	5,422	-	-
Accounts Rec. - Ministry / CCO	98,764	87,385	19,829	31,203
- OHIP	7,391	9,184	35,524	35,392
- Other	6,620	9,480	54,901	58,525
Inventories	5,640	5,711	3,373	3,355
Prepaid & deferred charges	3,454	3,729	495	495
Due from related parties	2,839	2,522	1,037	1,196
<b>Total current assets</b>	<b>217,896</b>	<b>243,325</b>	<b>115,158</b>	<b>130,166</b>
<b>Long term assets:</b>				
Long Term Investments	25,510	25,022	39,072	39,641
Property, Plant, Equipment, Net	165,281	165,204	200,000	200,000
Construction in progress	64,766	62,593	23,801	23,478
	230,048	227,797	821	933
	255,558	252,819	1,234	1,234
			6,644	6,758
			123,925	124,933
<b>Total long term assets</b>			<b>395,496</b>	<b>396,977</b>
<b>LIABILITIES AND EQUITIES</b>				
<b>Current liabilities:</b>				
Bank overdraft			-	-
Bank indebtedness			-	-
Accounts payable - trade			19,829	31,203
Accounts payable - Ministry			35,524	35,392
Accrued liabilities			54,901	58,525
Current portion of long term debt			3,373	3,355
Current portion of capital lease			495	495
Current portion accrued benefit obligations			1,037	1,196
<b>Total current liabilities</b>			<b>115,158</b>	<b>130,166</b>
<b>Long term liabilities:</b>				
Long Term Debt			39,072	39,641
Debentures			200,000	200,000
Accrued benefit obligations			23,801	23,478
Capital lease obligations			821	933
Marked to market			1,234	1,234
Sick benefits payable			6,644	6,758
Deferred revenue - capital grants			123,925	124,933
			395,496	396,977
<b>Total liabilities and net assets</b>	<b>\$ 473,454</b>	<b>\$ 496,144</b>	<b>\$ 473,454</b>	<b>\$ 496,144</b>
<b>Net assets:</b>				
Remeasurement losses:			(734)	(1,223)
			(36,466)	(29,776)

## Statement # 4

**Windsor Regional Hospital**  
**Statement of Cash Flows**  
**For the Month Ending May 31, 2021**

With Comparative Amounts For the Year Ending March 31, 2021

(Amounts in 000's)

	May 31, 2021	March 31, 2021	Month of May 2021
<b>OPERATING ACTIVITIES</b>			
Net Surplus/(deficit) for the period	\$ (6,690)	\$ 43,216	\$ (4,562)
Add (deduct) non-cash items:			
Amortization of capital assets	2,532	14,534	1,277
Loss / (Gain) on disposal	-	-	-
Amortization of deferred capital contributions	(1,225)	(7,260)	(617)
Cash flow from / (used in) operating balances	(5,383)	50,491	(3,903)
<b>Cash provided by operating activities</b>	<b>(21,564)</b>	<b>(42,531)</b>	<b>(7,388)</b>
	(26,947)	7,960	(11,291)
<b>INVESTING ACTIVITIES</b>			
Purchase of capital assets	(4,782)	(45,881)	(1,269)
<b>FINANCING ACTIVITIES</b>			
Long term investments	-	(18,967)	0
Cash restricted for special purposes	1,644	(5,422)	
Loans payable	(823)	170,994	(415)
Capital grants and donations received	217	10,530	217
Notes payable and other long term liabilities	208	678	49
<b>Cash provided by (used in) financing activities</b>	<b>1,246</b>	<b>157,813</b>	<b>(149)</b>
<b>Net increase (decrease) in cash during the period</b>	<b>(30,483)</b>	<b>119,892</b>	<b>\$ (12,708)</b>
Cash, beginning of period	119,892	-	(20,354)
<b>Cash, end of period</b>	<b>\$ 89,409</b>	<b>\$ 119,892</b>	<b>\$ (33,062)</b>

**Windsor Regional Hospital  
Summary of Investments and Bank Borrowings & Long Term Debt**  
May 31, 2021

Investments		Bank Borrowings & Other Long Term Debt		
Type of Investment	Amount	Bank Facility Type	Amount Available	Amount Authorized By The Board
1. Cash & Short term Investment Account	\$ 89,009,000	1. Credit A - Line of credit	\$ 30,000,000	\$ 30,000,000
Equity Investment	400,000			
		Average utilization during the month (Interest rate = CIBC Prime - .25% (2.20%))		
			\$ -	\$ -
				0 Days
		2. CIBC - Credit B - Committed Installment Loan - net of current portion of \$688,000	\$ -	\$ 7,203,000
		3. CIBC - Credit C - Committed Capital Equipment Revolving Loan with interest rates of 2.46% to 3.26% - net of current portion of \$986,000	\$ 3,197,000	\$ 6,800,000
	\$ 89,409,000		\$ 2,617,000	\$ 2,617,000
Restricted Cash		4. TD - Four Term loans with interest rates of 2.69% to 5.6% - net of current portion of \$1,419,000		
(a) CIBC Investment Account	3,779,000	Date of next rate renewal - February 15, 2022	\$ -	\$ 23,727,000
(b) CIBC Investment Account		5. CIBC - Credit F - non-revolving installment loan with a 20 year amortization, funded Banker's Acceptances plus .80% commitment stamping fee, net of current portion of \$300,000	\$ -	\$ 6,000,000
			\$ -	\$ 5,525,000
Long Term Investments				
(c) Sinking Fund				
	25,510,000			
		<b>Other Disclosures</b>		
		CIBC - re: Credit B - Committed Installment Loan - Marked to Market Value Adjustment	N/A	N/A
		<b>Other Long Term Debt</b>		
		Senior Unsecured Series A Debentures, 2.711% annual interest maturing Nov. 18, 2060	\$ -	\$ 200,000,000
		<b>Note 1</b> - interest rate set through 25 year interest rate SWAP agreement with an interest rate of 5.035% with fixed principal and interest payments of \$86,641 per month.		
		<b>Note 2</b> - market value adjustment reviewed at end of each quarter		
<b>Total</b>	<u>\$ 25,510,000</u>			



## **MOTION/ACTION SHEET**

**From The**

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

**Monday, August 23, 2021**

**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, August 23, 2021 Via Zoom (following the In-Camera Session).

**PRESENT:**

Penny Allen  
Dr. Laurie Freeman  
Paul Lachance  
Ian McLeod

**COMMUNITY MEMBERS:**

Sandra Boglitch  
Dwayne Dawson  
Trevor Chapman  
Ramona Nordemann

Anthony Paniccia, Chair of the Board

**STAFF:**

David Musyj  
Mark Fathers  
Heidi Zimmer  
Kevin Marshall  
Mary Macera

**REGRETS:**

Dan Wilson  
Dr. Maher Sabalbal  
Robert Klein

**1.0 CALL TO ORDER**

Mrs. Allen called the meeting to order at 7:05 p.m.

The proceedings were recorded by Mary Macera.

**2.0 APPROVAL OF AGENDA**

**MOVED by Paul Lachance, SECONDED by Dwayne Dawson that the General Finance/Audit & Resources Committee Agenda of Monday, August 23, 2021, be approved.**

**CARRIED.**

**3.0 CONFLICT OF INTEREST**

No "Conflict of Interest" was declared.

#### **4.0 PRESENTATIONS**

There were No Presentations.

#### **5.0 FOR APPROVAL / RECOMMENDATION**

##### 5.1 Minutes of Previous Meeting – Monday, June 21, 2021

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, June 21, 2021** were previously circulated to all members.

**MOVED by Ian McLeod, SECONDED by Paul Lachance that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, June 21, 2021 be approved.**

**CARRIED.**

#### **6.0 FOR DISCUSSION**

##### 6.1 Monthly Operating Results Report – July 31, 2021 (As Appended)

Ms. Zimmer provided the following highlights:

- Operating results report for the four months ended July 31, 2021 resulted in a deficit of \$8,589,000 (\$5,775,000 negative Hospital Margin)
- Items to note:
  - Funding letters received in June 2021 for the 2021-2022 fiscal year. Hospital received a 1.4% increase to base funding for Growth and Efficiency Model Allocation (GEM) in the amount of \$4.9 million.
  - Operating results include \$18.9 million in higher costs and lost revenues for the hospital's clinical responsibilities related to COVID-19
  - WRH has received funding from the Ministry of \$4.1 million for 32 acute medical/surgical beds and 5 acute mental health beds. These beds were operational from April 1, 2021 to June 30, 2021.
  - Financial results – COVID-19 impact are detailed in the appended document
  - Base and one-time funding - \$9.5 million favourable
  - Preferred Accommodation and Co-Payment Revenue - \$1,114,000 unfavourable
  - Patient Services Revenue - \$797,000 favourable
  - Other Recoveries - \$21,000 unfavourable
  - Salaries and Wages - \$6.1 million unfavourable due to COVID-19
  - Employee Benefits - \$2.8 million unfavourable
  - Medical Staff Fees - \$3.1 million unfavourable and funded through temporary COVID-19 physician payments or offset by diagnostic revenues
  - Med/Surg Supplies - \$498,000 unfavourable
  - Drugs - \$190,000 favourable



- Other Supplies - \$3,264,000 unfavourable
- Met Campus sick time variance of 2.10% and overtime variance of 0.55%
- Ouellette Campus sick time variance of 2.00% and overtime variance of 3.25%

## 6.2 Ministry of Health – Ontario Financing Authority (OFA) Loans to Hospitals (July 7, 2021)

Mr. Fathers indicated that although correspondence is quite interesting, it does not apply to WRH as the hospital now has a Hospital Information System (HIS) in place. When WRH was going through the debenture process, one of the steps that WRH undertook was having dialogue with the OFA. We made it very clear to them, the Ministry and the LHIN that the path of engaging the OFA was not very clear for the (any) hospital.

Mr. Musyj added that if the hospital were to get funding through the OFA, there are very strict conditions on the funding and the use of those funds. If with the OFA, the OFA would have to be on the committee dealing with the purchasing and procurement of equipment; they would have to approve every piece of equipment the hospital procures with those monies; part of conditions.

## **7.0 FOR INFORMATION**

There was No Information to be brought forward.

## **8.0 DATE OF NEXT MEETING**

The Finance/Audit & Resources Committee will meet on **Monday, September 27, 2021 at 5:00 p.m. Via Zoom.**

## **9.0 ADJOURNMENT**

Mr. Musyj mentioned a couple of things:

- To new committee members, meetings are generally not this long and agenda was heavy. Appreciates their time and questions.
- The Government is out of what they call "recovery". We were supposed to be in a recovery phase right now on the other end of COVID-19; clearly, we are not. We are solidly in wave 4 and the official announcement of that will be forthcoming. Over the weekend, there has been much on social media with respect to the science table, not accurate rumors, the science table was still working on data and on Monday past, there was a resignation of an epidemiologist.

In Windsor/Essex, what we are experiencing is pretty severe. We are in full wave 4. The province is averaging 26.7 cases per 100,000; we are at 91. Our positivity rate is 5.7%; the province averages 2.6%.

Heading into the fall, one of the concerns is the under 11 year old group and the 12 to 29 year old group. Under 11 do not have access to a vaccine. The 12 to 29 group are about 55% vaccinated in Windsor/Essex. This group will be the vectors in the COVID-19 spread.

WRH staff, those with school age children, will be calling in sick.

WRH has introduced a policy regarding staff vaccination; on August 17<sup>th</sup>, 2021 this became law.

The vaccines work; all data shows that they work.

Effective August 30<sup>th</sup>, visitors attending the hospital and/or visiting patients; they will have to be double vaccinated and show proof that they are or be subject to a PCR test no greater than three days before the visit. PCR tests are in the community (Shopper's Drug Mart). Of course, there will be exceptions. WRH will likely have Antigen testing on site.

At the end of this week, the committee members were told that they will hear about PUMA - Paediatric Urgent Medical Assessment Clinic. It will be opened at the Met Campus swabbing centre. We are anticipating a large increase with COVID-like symptoms. School will begin soon and will contribute to the surge of cases.

The Clinic will run from 12 p.m. to 8 p.m. Physicians and staff will be on site. Those 17 years or younger will be able to attend with symptoms.

Mr. Musyj concluded by thanking all committee members for all that each of them do.

Mrs. Allen indicated that there was no further business.

**MOVED by Ian McLeod, SECONDED by Paul Lachance that the General Meeting from the Finance/Audit & Resources Committee of Monday, August 23, 2021, be adjourned at 7:45 p.m.**

**CARRIED.**

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Mrs. Penny Allen, Chair & Treasurer  
FinAudit&Resources\_Minutes  
20210823

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Mary Macera  
Recorder

## **Windsor Regional Hospital**

### **Operating Results Report**

**For the Four Months Ended July 31, 2021**

**Financial Summary - July 2021**  
(\$000's)

	Line	July 2021 Actuals		
		Actual	Unapproved Budget	Variance *
<b>Hospital Ops</b>				
Total Revenue	9	\$196,489	\$ 187,405	\$ 9,084
Total Expense	20	204,537	188,865	(15,672)
<b>Surplus / (Deficit)</b>	<b>21</b>	<b>(8,048)</b>	<b>(1,460)</b>	<b>(6,588)</b>
Other Votes (net)	22	(11)	(24)	13
Other Recoveries / (Exp)	23	(7)	-	(7)
<b>Subtotal</b>	<b>24</b>	<b>(8,066)</b>	<b>(1,484)</b>	<b>(6,582)</b>
Net bldg. amortization	25	(523)	(520)	(3)
<b>Net Surplus (Deficit)</b>	<b>26</b>	<b>\$ (8,589)</b>	<b>\$ (2,004)</b>	<b>\$ (6,585)</b>
<b>Hospital Margin</b>		<b>\$ (5,775)</b>	<b>\$ 807</b>	<b>\$ (6,582)</b>
<b>Capital Equipment Expenditures</b>		<b>\$ 10,901</b>	<b>\$ 14,059</b>	<b>\$ (3,158)</b>

\* Variance - favourable / (unfavourable)

#### **Operation Highlights:**

- The operating results for the four months ended July 31, 2021 resulted in a deficit of \$8,589,000 (\$5,775,000 negative Hospital Margin) based on the Ministry of Health (Ministry) definition. There are three items worth noting -
  - a. WRH received funding letters for the 2021-2022 fiscal year in June 2021. The hospital received a 1.4% increase to base funding for the Growth and Efficiency Model Allocation (GEM) in the amount of \$4.9 million.
  - b. Operating results include a combined \$18.9 million in higher costs and lost revenues attributable to meeting our clinical responsibilities related to COVID-19. The Ministry has confirmed that COVID-19 expenses will be reimbursed via the criteria applied in fiscal 2020-2021 for the first quarter of fiscal 2021-2022 only. Revenue is only recognized when funding letters are in hand.
  - c. WRH has received funding from the Ministry of \$4.1 million for 32 acute medical/surgical beds and 5 acute mental health beds to be operational between April 1, 2021 and June 30, 2021. Both the revenue and expenses associated with the operation of these beds is included in the budget for the

first quarter of the fiscal year. There have been overtures that these beds will be funded in the July 1 to September 30, 2021 time period as well.

**1. Financial Results for the Four Months ended July 31, 2021**  
(Statement 2)

For the four months ended July 31, 2021, the deficit after net building amortization is **\$8,589,000**, which is \$6,585,000 worse than plan. This represents a negative Ministry of Health Margin of \$5,775,000 (one year ago, the margin was negative \$5,942,000). Combined extraordinary operating expenses and revenue losses related to COVID-19 in the amount of \$9.0 million are included in these results. In the month of July, the COVID-19 impact was \$1.9 million. Below is a chart that shows the revenue losses and costs that have been incurred in the period April 1, 2021 to July 31, 2021 and which have been funded or not funded –

<b>Windsor Regional Hospital COVID-19 Revenue Loss &amp; Expenses Year-to-Date July 2021</b>			
	<u>Funded</u>		<u>Unfunded</u>
<b>Revenue</b>			
Patient Services	-		2,370,518
Recoveries	-		506,460
<b>Total Revenue</b>	<b>-</b>		<b>2,876,978</b>
<b>Expense</b>			
Compensation	3,698,391		3,533,695
Medical Staff Fees	2,575,804		131,455
Med. Surg. Supplies	39,476		1,814,562
Drugs	-		26,640
Other supplies & expense	3,052,794		362,319
Equipment Expenses	392,834		253,928
Renovations	122,505		-
<b>Total Expense</b>	<b>9,881,804</b>		<b>6,122,598</b>
<b>Total Operating</b>	<b>\$ 9,881,804</b>	<b>\$</b>	<b>8,999,576</b>

It should be noted that with respect to Ministry volume based funding, we have unearned revenue for these four (4) months of \$2,417,000 as compared to \$6,165,000 one year ago.

## **Revenue**

Ministry revenue (combined base and one-time) is \$9,500,000 higher than budget. One time funding is favourable year to date, as it includes \$2.6 million accrued for COVID-19 physician payments for which we have received funding confirmation. Additionally, funding has been accrued in the following amounts: \$5.6 million for Vaccination Centre expenses, \$1 million for Nursing Externs and \$621,000 in Assessment Centre per swab funding. These funding streams were included in the original reimbursement confirmation for 2021-2022.

Hospitals were informed in July 2021 that only costs for Vaccination Centres, patient repatriation and staff redeployment to long term care would be reimbursed through the COVID-19 incremental expense reimbursement process. The Ministry has since updated the reporting guidance and will reimburse incremental COVID-19 expenses under the fiscal 2020-2021 criteria for the first quarter of fiscal 2021-2022 only. It is expected that going forward only those specific expenses mentioned above will be funded. However we assume that will be subject to change with Wave IV.

We have accrued \$557,000 in one time Ontario Health funding as systemic program QBP (chemotherapy funding) is in excess of budget volumes. Ontario Health, (formerly Cancer Care Ontario) has historically funded the cases in excess of base volumes.

The Hospital has developed a Surgical Recovery Plan to target priority surgeries with long wait times. These include Quality Based Procedures (QBPs), wait time procedures, neuroservices and cardiac procedures. In the previous fiscal year the Ministry confirmed that a 20% premium would be paid for designated services where volumes exceed 50% of funded volumes. The Ministry has not yet advised whether this premium will be available in fiscal 2021-2022. A Wave IV could affect this recovery plan.

The preferred accommodation revenue variance is unfavourable to budget by \$1,100,000. Lower occupancy due to the reduced number of elective surgeries contributes to this shortfall, as well as the Ministry of Health directive that hospitals cannot bill uninsured patients for semi-private and private accommodation during the pandemic. Previously, uninsured patients would have paid out of pocket for this accommodation. Infection prevention and control measures often require patients to be placed in private rooms and we are unable to bill for this accommodation in these circumstances.

Chronic Co-payment revenue is \$14,000 under budget due to the factors mentioned above for preferred accommodation.

Patient Services revenue variance is \$797,000 favourable (7.5%) year to date, with \$220K of this surplus is attributable to diagnostic services. This additional revenue is offset by higher physician remuneration expenses. The remaining surplus is due to uninsured patient revenue which is reimbursed by the Ministry. This reimbursement is

made at the interprovincial billing rate which is higher than OHIP rates and previously many of these accounts would have been uncollectible.

Equipment Grant amortization is under budget \$87,000 (8.6%). Timing of equipment purchases impacts this revenue.

Other Recoveries are \$21,000 favourable (.15%) to budget. This revenue category is impacted by the reduction in hospital services at the start of the fiscal year. Revenues were significantly reduced for parking and retail food operations as volumes are lower due to visitation restrictions. These losses are offset by surpluses in both retail pharmacies.

### **Expenses**

Salaries are currently over budget (unfavourable) by \$6,112,000 (7.3%) year to date July 31, 2021. Salaries for COVID-19 screening (staff, patients and visitors), staffing of the Assessment Centre(s) and the Vaccination Centre totalled \$4,049,000 to date. Other significant negative variances occurred in the critical care units (\$923,000) that were experiencing a surge in COVID-19 volumes related to Wave III in the first three months of the fiscal year. In that time we received patient transfers from other hospitals in Ontario and Manitoba. The hospital has not received confirmation of continued funding for additional critical care beds over base, although it is expected. Despite this we continue to have these beds available and staffed as required.

Under the new reimbursement criteria, the costs of screening staff and visitors are not likely to be funded as of July 2021. These expenses average approximately \$265,000 per month for the Hospital. This is a requirement of the Ministry and expect to see confirmation that these costs will be reimbursed in the coming months. None the less, we are looking to see how these costs can be minimized in case they are not fully recovered.

Year to date spending for employees in paid isolation is \$97,000, paid sick time due to COVID-19 is \$196,000. Temporary hires (Nursing Externs) have been paid \$1,438,000 to date. The Externs are nursing students who are part of the new Nursing Extern Program funded by the Ministry. This program is in effect from January 1, 2021 to March 31, 2022.

Employee Benefits are unfavourable to budget by \$2,807,000 (13%). The variance is attributable to the wage variance.

Employee Future Benefits are on budget.

Medical Staff Remuneration is over budget (unfavourable) by \$3,095,000 (17.5%). \$2.7 million of this variance is attributable to COVID-19 and will be funded through the temporary physician funding for COVID-19. This funding has now been extended to September 30, 2022. The remaining deficit occurs in diagnostic services as the costs of earning additional patient services revenue.

Medical & Surgical Supplies are unfavourable to budget by \$498,000 (4.1%) year to date. Similar to last fiscal year, the perioperative programs at both sites are favourable due to reductions in surgical volumes. The overall surplus in these programs is \$487,000 to date and is offset by deficits in critical care units and the overall increase in Personal Protective Equipment (PPE) throughout the hospital. Incremental costs for PPE are approximately \$25 per patient day higher than pre-COVID-19 rates and total \$1.6 million year to date July 2021. These additional costs are not expected to be funded beginning in July 2021 based on recent Ministry communications, however that too is subject to change.

It should be noted that elective surgery cancellations affect the ability to reach QBP funded volumes and may result in some funding having to be returned to the Ministry at year-end.

Drug expenses are favourable by \$190,000 (.8%) year to date. The chemotherapy suite and renal program drug expenses to revenues are balanced while the retail pharmacies have a favourable net drug expense to revenue of \$253,000.

Supplies and Other Expenses are unfavourable to budget by \$3,264,000 (13.7%). Major deficits have been incurred for referred out expenses such as cataract procedures (\$900,000 to date) and the City of Windsor Vaccination Centre (\$2,293,000). The City of Windsor costs are being submitted for reimbursement for the April to June time period.

Long Term Interest expense is balanced.

Equipment Lease/Rental is \$76,000 unfavourable to budget to date. Approximately \$52,000 is attributable to equipment rentals for the Assessment and Vaccination centres.

Equipment amortization is \$10,000 over budget.

**Other Votes** – Other Votes are \$13,000 favourable year to date.

**Other Recoveries / (Expenses)** – consistent with the prior year's audited financial statement presentation, we have segregated the legal fees related to a particular legal case. Year to date July 2021, these expenses amount to \$7,000.

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

The Hospital continues to have challenges in trying to find suitable short term investments for the cash balances on hand. Rates offered are lower than what we currently earn on accounts. We anticipate this will change as we are starting to see financial institutions being open to provide competitive quotes. There may be a slight increase in the prime rate in the coming months as well which will positively impact investment rates.

The inventory balance as at July 31, 2021 is \$1,357,000 higher than March 31, 2021. The majority of this increase is attributable to specially funded drugs within the Cancer Program.

Our Ministry / Ontario Health receivable has increased by \$8.3 million from March 31, 2021. This increase is comprised of temporary COVID-19 physician funding, Assessment Centre per-swab funding, Vaccination Centre and Nursing Extern funding. In addition the base funding increases announced in June 2021 have yet to be cash flowed.

Through the first three months of the fiscal year the market value of the sinking fund has increased by \$948,000 (3.79%). (Note – currently a one month lag in reporting)

### **3. Patient Volumes**

Acute patient days are above target at both campuses with the Met Campus 125 above target and the Ouellette Campus 272 over target. Surgical cases are 1,829 under plan at the Met Campus and 987 below plan at the Ouellette Campus.

We are working to obtain outpatient volumes from the new HIS system. Thus explaining why a few of the indicators show as “TBD”.

### **4. Organizational Health**

The percentage of sick time year to date for the Met Campus is 6.0%, which is over the median target of 3.9% by 2.1%, while overtime is .55% over target at 2.9%.

Sick time at the Ouellette Campus is 5.9% compared to the median target of 3.9%, while overtime is over target at 5.6% year to date compared to the target of 2.35%.

Some of the increase in sick time costs at both campus relates to paying staff to remain home in isolation due to COVID-19. As a matter of practice, when we have inpatient units on “outbreak” affected staff are sent home to self isolate. We are also assuming some of the incidental sick time is staff dealing with childcare issues.

With respect to FTEs, the Met Campus is unfavourable to budget by 39.9 FTEs. The main contributors to this variance are 9.7 FTEs for additional Cerner training hours, 15.6 FTEs in critical care and 8.5 for additional housekeeping. At the Ouellette Campus, the FTE variance is unfavourable by 61.6 FTEs with variances in medical inpatient services of 34.6 FTEs, emergency department with 6.9 FTEs, critical care which is 7.2 FTEs over budget and housekeeping which is unfavourable by 12.7 FTEs.

Staffing attributable to COVID-19 to staff Staff/Visitor Screening, the Assessment Centre and the Vaccination Centres total approximately 200 FTEs to date.



Statement #1  
**WINDSOR REGIONAL HOSPITAL**  
 Consolidated Operating Results for the Four Months Ending July 31, 2021

	Current Month		Year To Date		Year End		Prior Year Actual		
	Actual	Fav/(Unfav) Unapproved Budget	Actual	Unapproved Budget Fav/(Unfav) %	Forecast	Unapproved Budget Fav/(Unfav)	Year to Date	Year End	
<b>Revenue (\$000's)</b>									
1	\$ 35,165	\$ (377)	\$ 143,254	\$ 144,066	\$ (812)	\$ 423,083	\$ 423,083	\$ 134,549	\$ 401,055
2	4,395	2,585	17,483	7,170	10,313	21,507	21,507	10,294	27,770
3	2,408	94	9,047	9,255	(208)	27,765	27,765	7,611	22,103
4	46	(268)	135	1,235	(1,100)	3,696	3,696	178	3,620
5	-	(4)	-	14	(14)	42	42	-	47
6	3,229	541	11,369	10,572	797	31,617	31,617	8,207	32,594
7	643	70	2,473	2,351	122	7,055	7,055	2,201	6,550
8	3,668	54	14,174	14,150	24	42,741	42,741	13,672	43,232
9	\$ 49,554	\$ 2,695	\$ 197,935	\$ 188,813	\$ 9,122	\$ 557,506	\$ 557,506	\$ 176,712	\$ 536,971
<b>Expense (\$000's)</b>									
10	\$ 21,767	\$ (1,045)	\$ 89,642	\$ 83,532	\$ (6,110)	\$ 248,083	\$ 248,083	\$ 85,456	\$ 242,858
11	5,978	(921)	24,461	21,651	(2,810)	62,210	62,210	22,254	61,424
12	171	-	684	684	-	2,051	2,051	644	2,325
13	5,156	(706)	20,789	17,694	(3,095)	53,180	53,180	16,597	54,183
14	3,316	(222)	12,706	12,208	(498)	35,749	35,749	10,193	35,882
15	5,769	(17)	22,837	23,027	190	68,858	68,858	20,695	60,153
16	8,213	(2,843)	29,410	26,157	(3,253)	76,726	76,726	20,926	61,257
17	251	(55)	857	781	(76)	2,347	2,347	2,015	2,675
18	1,334	(38)	5,131	5,083	(48)	16,755	16,755	4,709	13,947
19	\$ 51,955	\$ (5,847)	\$ 206,517	\$ 190,817	\$ (15,700)	\$ 565,959	\$ 565,959	\$ 183,489	\$ 534,704
20	-	-	(7)	-	(7)	-	-	(203)	572
20	\$ (2,401)	\$ (3,152)	\$ (8,589)	\$ (2,004)	\$ (6,585)	\$ (8,453)	\$ (8,453)	\$ (6,980)	\$ 2,839
1	\$ (1,714)	\$ (3,152)	\$ (5,775)	\$ 807	\$ (6,582)	\$ 12	\$ 12	\$ (5,942)	\$ 48,284
<b>COVID-19 related unfunded extraordinary operating expenses and revenue loss included above</b>									
	1,859	(1,859)	9,000	-	(9,000)	-	-	11,886	-

Statement #2  
**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Four Months Ending July 31, 2021**  
**Consolidated - Met and Ouellette Campuses**

Description	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) to Unapproved Budget	Actual	Unapproved Budget	Forecast	Unapproved Budget	Year to Date	Year End
<b>Revenue (\$000's)</b>								
1	\$ 35,149	\$ (377)	\$ 143,188	\$ 144,000	422,813	\$ 422,813	\$ 134,503	\$ 408,108
2	4,395	2,585	17,483	7,170	21,507	21,507	10,294	74,810
3	2,408	94	9,047	9,255	27,765	27,765	7,611	26,422
4	46	(268)	135	1,235	3,696	3,696	178	850
5	-	(4)	-	14	42	42	-	-
6	3,229	541	11,369	10,572	31,617	31,617	8,207	30,883
7	274	35	1,100	1,013	3,040	3,040	907	3,217
8	3,663	50	14,167	14,146	42,695	42,695	13,670	40,045
9	\$ 49,164	\$ 2,656	\$ 196,489	\$ 187,405	\$ 553,175	\$ 553,175	\$ 175,370	\$ 584,335
<b>Expense (\$000's)</b>								
10	\$ 21,753	\$ (1,044)	\$ 89,591	\$ 83,479	\$ 247,915	\$ 247,915	\$ 85,423	\$ 260,296
11	5,973	(919)	24,446	21,639	62,173	62,173	22,246	64,339
12	171	-	584	584	2,051	2,051	644	2,051
13	5,156	(706)	20,789	17,694	53,180	53,180	16,597	58,057
14	3,316	(222)	12,706	12,208	35,748	35,748	10,193	40,468
15	5,769	(17)	22,837	23,027	68,858	68,858	20,695	67,631
16	7,656	(2,846)	27,101	23,837	69,657	69,657	20,416	72,522
17	553	-	2,291	2,291	6,907	6,907	496	3,532
18	251	(55)	857	781	2,347	2,347	2,015	3,623
19	831	-	3,235	3,225	11,182	11,182	2,873	8,955
20	\$ 51,429	\$ (5,809)	\$ 204,537	\$ 188,865	\$ 560,018	\$ 560,018	\$ 181,598	\$ 581,474
21	\$ (2,265)	\$ (3,153)	\$ (8,048)	\$ (1,460)	\$ (6,843)	\$ (6,843)	\$ (6,228)	\$ 2,861
<b>Surplus / (Deficit) from Other Operations (\$000's)</b>								
22	(2)	4	(11)	(24)	(52)	(52)	(7)	(12)
23	-	-	(7)	-	-	-	(203)	41,903
24	(2,267)	(3,149)	(8,066)	(1,484)	(6,895)	(6,895)	(6,438)	44,752
25	(134)	(3)	(523)	(520)	(1,558)	(1,558)	(542)	(1,536)
26	\$ (2,401)	\$ (3,152)	\$ (8,589)	\$ (2,004)	\$ (8,453)	\$ (8,453)	\$ (6,980)	\$ 43,216
27	1,489	(1,489)	6,123	-	-	-	8,137	4,983
28	370	(370)	2,877	-	-	-	3,749	-
29	1,221	(1,221)	2,417	-	-	-	6,165	19,155

**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Four Months Ending July 31, 2021**  
**Consolidated - Met and Ouellette Campuses**

Description	Current Month		Year To Date		Year End		Prior Year Actual	
	Actual	Fav/(Unfav) to Unapproved Budget	Actual	Unapproved Budget	Forecast	Unapproved Budget	Year to Date	Year End
<b>Financial Performance Measures</b>								
1 Total Margin - \$000's	\$ (1,714)	(3,152)	\$ (5,775)	\$ 807	\$ 12	\$ 12	\$ (5,942)	\$ 48,284
2 Total Margin - %	-3.48%	-6.58%	-2.94%	0.43%	0.00%	0.00%	-3.39%	8.26%
3 Unrestricted cash - \$000's	n/a	n/a	\$ 77,357	N/A	N/A	N/A	411	\$ 119,492
4 Current ratio	n/a	n/a	1.85	1.00	1.85	1.00	0.39	1.87
Capital equipment expenditures -								
5a Fiscal 2021 - 22 \$000's	\$ 18	n/a	\$ 460	\$ 5,898	\$ 17,694	\$ 17,694	\$ 1,635	\$ 16,037
5b C/F \$000's	\$ 1,832	n/a	\$ 4,301	\$ 2,021	\$ 6,062	\$ 6,062	\$ 2,468	\$ 4,796
5c Funded / Own Funds Capital Projects	\$ 3,298	n/a	\$ 6,140	\$ -	\$ 7,000	\$ 7,000	\$ 2,803	\$ 25,047
<b>Patient Volume Measures</b>								
1 Total Weighted Cases (est) - HIG	6,096	3,993	6,096	8,277	24,763	24,763	5,829	21,525
2 Acute separations (excl psych)	1,503	(542)	5,740	7,793	24,080	24,080	5,291	16,595
3 Acute pat. days (excl. psych)	7,348	161	27,402	27,277	84,626	84,626	22,707	77,051
4 Psychiatric - Adolescent pat. days	49	(59)	371	440	1,269	1,269	330	1,416
5 Emergency visits and ER holds	#VALUE!	#VALUE!	TBD	18,160	#VALUE!	54,551	13,899	43,458
6 OR - Inpatient cases	240	(92)	919	1,403	3,909	3,909	773	2,956
7 OR - Day Surgery cases	548	(257)	1,798	3,143	9,484	9,484	1,040	5,763
8 Clinic visits	#VALUE!	#VALUE!	TBD	41,870	#VALUE!	124,549	36,604	123,941
9 Community Services visits	#VALUE!	#VALUE!	TBD	3,575	#VALUE!	10,695	-	16,351
<b>Variable Revenue Volumes:</b>								
(a) Hip procedures	3	(3)	14	15	67	67	18	82
(b) Knee procedures	22	(13)	54	126	410	410	21	142
(c) Pacemaker inserts	-	-	-	-	-	-	-	-
11 MRI Hours of Operation	532	(9)	2,166	2,217	6,364	6,364	2,081	6,255
12 CT Hours of Operation	743	4	2,918	2,731	8,696	8,696	2,924	8,910
<b>Patient Access Measures &amp; System Integration</b>								
1 Acute Average LOS	4.89	(0.35)	4.84	4.54	4.54	4.54	4.29	4.64
2 Psych Average - Adolescent LOS	4.90	1.54	5.01	6.44	6.44	6.44	7.02	5.80
<b>Organizational Health</b>								
1 % Sick Time to Total Comp	6.60%	N/A	6.00%	3.90%	3.90%	3.90%	5.80%	6.00%
2 % Overtime to Total Comp	2.60%	N/A	2.90%	2.35%	2.35%	2.35%	2.00%	2.50%
3 FTE staffing (Hospital Ops Only)	1,767.5	N/A	1,787.6	1,747.7	1,690.0	1,690.1	1,656.7	1,700.9

**WINDSOR REGIONAL HOSPITAL**  
**Operating Results for the Four Months Ending July 31, 2021**  
**Consolidated - Met and Ouellette Campuses**

Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Unapproved Budget	Actual	Unapproved Budget	Forecast	Unapproved Budget	Year to Date	Year End
4,467	2,310	4,467	8,491	25,402	25,402	5,805	21,766
859	(758)	3,259	6,195	19,043	19,043	2,878	9,521
7,350	109	27,852	27,580	85,253	85,253	22,514	77,286
1,676	(249)	6,838	7,510	22,671	22,671	7,691	23,216
#VALUE!	#VALUE!	TBD	18,104	54,126	54,126	13,654	43,303
296	(43)	1,010	1,510	3,989	3,989	868	3,025
877	(393)	3,653	4,140	14,953	14,953	870	8,040
#VALUE!	#VALUE!	TBD	19,827	60,039	60,039	6,616	26,534
#VALUE!	#VALUE!	TBD	3,267	9,774	9,774	22,817	104,384
34	6	83	71	333	333	28	183
41	1	100	101	471	471	31	226
28	5	86	89	265	265	71	257
460	31	2,133	1,836	5,053	5,053	55	2,310
-	(13)	1	9	154	154	54	1,149
541	5.00	2,188	1,849	6,307	6,307	2,117	6,396
869	123.50	3,538	3,252	8,776	8,776	2,924	12,389
8.56	(1.23)	8.55	7.33	7.33	7.33	7.82	8.12
-	-	-	-	-	-	-	-
9.63	2.80	10.34	12.43	12.43	12.43	12.42	11.79
6.30%	N/A	5.90%	3.90%	3.90%	3.90%	6.50%	6.20%
5.50%	N/A	5.60%	2.35%	2.35%	2.35%	4.30%	5.00%
1,429.3	N/A	1,488.2	1,426.6	1,434.1	1,434.4	1,406.4	1,442.9

Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Unapproved Budget	Actual	Unapproved Budget	Forecast	Unapproved Budget	Year to Date	Year End
-	-	-	-	-	-	271	271
-	-	-	-	-	-	53	53
-	-	-	-	-	-	1,568	1,568
-	-	-	-	-	-	29.58	29.58
-	-	-	-	-	-	39.9	18.6

## Statement # 3

**WINDSOR REGIONAL HOSPITAL**  
**STATEMENT OF FINANCIAL POSITION**

As At July 31, 2021  
(Amounts in 000's)

	July 31, 2021	March 31, 2021	July 31, 2021	March 31, 2021
<b>ASSETS</b>				
<b>Current assets:</b>				
Cash & short-term investments	\$ 77,357	\$ 119,892	\$ -	\$ -
Cash, restricted	4,035	5,422	-	-
Accounts Rec. - Ministry / CCO	95,670	87,385	18,846	31,203
- OHIP	9,057	9,184	38,086	35,392
- Other	6,954	9,480	51,163	58,525
Inventories	7,068	5,711	3,392	3,355
Prepaid & deferred charges	5,278	3,729	495	495
Due from related parties	2,975	2,522	878	1,196
<b>Total current assets</b>	<b>208,395</b>	<b>243,325</b>	<b>112,858</b>	<b>130,166</b>
<b>Long term assets:</b>				
Long Term Investments	25,970	25,022	38,554	39,641
Property, Plant, Equipment, Net	164,835	165,204	200,000	200,000
Construction in progress	68,734	62,593	24,162	23,478
	233,568	227,797	708	933
<b>Total long term assets</b>	<b>259,538</b>	<b>252,819</b>	<b>122,677</b>	<b>124,933</b>
			<b>393,765</b>	<b>396,977</b>
			(326)	(1,223)
			(38,365)	(29,776)
<b>Total assets</b>	<b>\$ 467,933</b>	<b>\$ 496,144</b>	<b>\$ 467,933</b>	<b>\$ 496,144</b>
<b>LIABILITIES AND EQUITIES</b>				
<b>Current liabilities:</b>				
Bank overdraft				
Bank indebtedness				
Accounts payable - trade				
Accounts payable - Ministry				
Accrued liabilities				
Current portion of long term debt				
Current portion of capital lease				
Current portion accrued benefit obligations				
<b>Total current liabilities</b>			<b>112,858</b>	<b>130,166</b>
<b>Long term liabilities:</b>				
Long Term Debt				
Debentures				
Accrued benefit obligations				
Capital lease obligations				
Marked to market				
Sick benefits payable				
Deferred revenue - capital grants				
<b>Total liabilities and net assets</b>			<b>\$ 467,933</b>	<b>\$ 496,144</b>

## Statement # 4

**Windsor Regional Hospital**  
**Statement of Cash Flows**  
**For the Four Months Ending July 31, 2021**

With Comparative Amounts For the Year Ending March 31, 2021

(Amounts in 000's)

	July 31, 2021	March 31, 2021	Month of July 2021
<b>OPERATING ACTIVITIES</b>			
Net Surplus/(deficit) for the period	\$ (8,589)	\$ 43,216	\$ (2,286)
Add (deduct) non-cash items:			
Amortization of capital assets	5,130	14,534	1,333
Amortization of deferred capital contributions	(2,473)	(7,260)	(643)
	(5,932)	50,491	(1,596)
Cash flow from / (used in) operating balances	(26,017)	(42,531)	5,725
<b>Cash provided by operating activities</b>	<b>(31,950)</b>	<b>7,960</b>	<b>4,129</b>
<b>INVESTING ACTIVITIES</b>			
Purchase of capital assets	(10,901)	(45,881)	(5,147)
<b>FINANCING ACTIVITIES</b>			
Long term investments	(52)	(18,967)	-
Cash restricted for special purposes	1,387	(5,422)	(128)
Loans payable	(1,593)	170,994	(360)
Capital grants and donations received	217	10,530	0
Notes payable and other long term liabilities	357	678	61
<b>Cash provided by (used in) financing activities</b>	<b>316</b>	<b>157,813</b>	<b>(426)</b>
<b>Net increase (decrease) in cash during the period</b>	<b>(42,535)</b>	<b>119,892</b>	<b>\$ (1,445)</b>
Cash, beginning of period	119,892	-	78,802
<b>Cash, end of period</b>	<b>\$ 77,357</b>	<b>\$ 119,892</b>	<b>\$ 77,357</b>

**Windsor Regional Hospital  
Summary of Investments and Bank Borrowings & Long Term Debt  
July 31, 2021**

Investments		Bank Borrowings & Other Long Term Debt			
Type of Investment	Amount	Bank Facility Type	Amount Available	Amount Authorized By The Board	Amount Used
1. Cash & Short term Investment Account	\$ 76,957,000	1. Credit A - Line of credit	\$ 30,000,000	\$ 30,000,000	\$ -
Equity Investment	400,000				
		Average utilization during the month (Interest rate = CIBC Prime - .25% (2.20%))			
		2. CIBC - Credit B - Committed Installment Loan - net of current portion of \$674,000	\$ -	\$ 7,144,000	\$ 7,144,000
		3. CIBC - Credit C - Committed Capital Equipment Revolving Loan with interest rates of 2.46% to 3.26% - net of current portion of \$990,000	\$ -	\$ -	\$ -
Restricted Cash	\$ 77,357,000		\$ 3,360,000	\$ 6,800,000	\$ 2,450,000
(b) CIBC Investment Account		4. TD - Four Term loans with interest rates of 2.69% to 5.6% - net of current portion of \$1,428,000	\$ -	\$ 23,485,000	\$ 23,485,000
	4,035,349	Date of next rate renewal - February 15, 2022			
		5. CIBC - Credit F - non-revolving instalment loan with a 20 year amortization, funded Banker's Acceptances plus .80% commitment stamping fee, net of current portion of \$300,000	\$ -	\$ 6,000,000	\$ 5,475,000
Long Term Investments	25,970,000				
(c) Sinking Fund		Other Disclosures			
		CIBC - re: Credit B - Committed Installment Loan - Marked to Market Value Adjustment	N/A	N/A	\$ 1,234,000
		Other Long Term Debt			
		Senior Unsecured Series A Debentures, 2.711% annual interest maturing Nov. 18, 2060	-	\$ 200,000,000	\$ 200,000,000
		Note 1 - interest rate set through 25 year interest rate SWAP agreement with an interest rate of 5.035% with fixed principal and interest payments of \$86,641 per month.			
		Note 2 - market value adjustment reviewed at end of each quarter			
Total	\$ 25,970,000				
		at 2.84% for ten (10) years			







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

**Media Report to the Board of Directors**  
**AUGUST 2021**

WRH receives \$7.9M in additional funding for 2021-22

AM800, Aug. 1, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-receives-7-9m-in-additional-funding-for-2021-22-1.15741816>

Health unit closes vaccination clinic at WFCU Centre

AM800, Aug. 1, 2021

<https://www.iheartradio.ca/am800/news/health-unit-closes-vaccination-clinic-at-wfcu-centre-1.15745209>

Reader letter: Hospital location right choice for everyone across Essex County

Windsor Star, Aug. 2, 2021

<https://windsorstar.com/opinion/letters/reader-letter-new-hospital-location-right-choice-for-everyone-across-essex-county>

Reader letter: Suggestions for improving hospital stays during pandemic

Windsor Star, Aug. 3, 2021

<https://windsorstar.com/opinion/letters/reader-letter-suggestions-for-improving-hospital-stays-during-pandemic>

WRH mandates vaccination or regular testing for all staff

Windsor Star, Aug. 3, 2021

<https://windsorstar.com/news/local-news/windsor-regional-hospital-mandates-vaccination-or-regular-testing-for-all-staff>

Tired, depressed, angry nurses leaving jobs during pandemic, Windsor study finds

Windsor Star, Aug. 3, 2021

<https://windsorstar.com/news/local-news/tired-depressed-angry-nurses-leaving-jobs-during-pandemic-windsor-study-finds>

OUR MISSION: PROVIDE QUALITY PERSON-CENTRED HEALTH CARE SERVICES TO OUR COMMUNITY.

WINDSOR REGIONAL HOSPITAL

Ouellette Campus – 1030 Ouellette Avenue, Windsor, ONT, N9A 1E1

Met Campus– 1995 Lens Avenue, Windsor, ONT, N8W 1L9

Phone: 519-254-5577

[www.wrh.on.ca](http://www.wrh.on.ca)



WRH implements COVID-19 vaccine policy

Blackburn News, Aug. 4, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/04/wrh-implements-covid-19-vaccine-policy/>

Audio: New mandate for Windsor hospital workers

AM800, Aug. 4, 2021

<https://www.iheartradio.ca/am800/audio/the-afternoon-news-new-mandate-for-windsor-hospital-workers-1.15778236>

WRH reveals COVID-19 vaccination policy for staff and volunteers

CTV Windsor, Aug. 4, 2021

<https://windsor.ctvnews.ca/wrh-reveals-covid-19-vaccination-policy-for-staff-and-volunteers-1.5533855>

WRH implements COVID-19 policy

Blackburn News, Aug. 4, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/04/wrh-implements-covid-19-vaccine-policy/>

Any unvaccinated staff at Windsor Regional Hospital to undergo regular COVID-19 testing

CBC Windsor, Aug. 4, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-covid19-1.6128879>

Double-digit increase in new COVID-19 cases in Windsor-Essex

CTV Windsor, Aug. 4, 2021

<https://windsor.ctvnews.ca/double-digit-increase-in-new-covid-19-cases-in-windsor-essex-1.5533986>

Tired, burned out and angry: UWindsor study sheds light on state of working nurses

CTV Windsor, Aug. 5, 2021

<https://windsor.ctvnews.ca/tired-burned-out-and-angry-uwindsor-study-sheds-light-on-state-of-working-nurses-1.5536147>

Nails in Devonshire Mall parking lot prompt WRH vaccine clinic staff to file police report

CBC Windsor, Aug. 5, 2021

<https://www.cbc.ca/news/canada/windsor/nails-found-devonshire-vax-staff-parking-1.6130935>

Catch-up clinics planned for non-COVID student immunizations in Windsor

CTV Windsor, Aug. 5, 2021

<https://windsor.ctvnews.ca/catch-up-clinics-planned-for-non-covid-student-immunizations-in-windsor-1.5535979>

Active cases climbing in Windsor

Blackburn News, Aug. 5, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/05/active-cases-climbing-windsor-essex/>

More than 60,000 adults in Windsor-Essex remain unvaccinated

AM800, Aug. 6, 2021

<https://www.iheartradio.ca/am800/news/more-than-60-000-adults-in-windsor-essex-remain-unvaccinated-1.15788987>

Delta variant cases rise, vaccine demand plummets in Windsor-Essex

Windsor Star, Aug. 6, 2021

<https://windsorstar.com/news/local-news/delta-variant-cases-rise-vaccine-demand-plummets-in-windsor-essex>

Jarvis: Time to lead

Windsor Star, Aug. 7, 2021

<https://windsorstar.com/news/local-news/jarvis-time-to-lead>

Call for slowdown of surgeries as nurses recuperate from pandemic

AM800, Aug. 9, 2021

<https://www.iheartradio.ca/am800/news/call-for-slowdown-of-surgeries-as-nurses-recuperate-from-pandemic-1.15815499>

Windsor cemetery removes COVID-19 vaccination sign after controversy

CTV Windsor, Aug. 9, 2021

<https://windsor.ctvnews.ca/windsor-cemetery-removes-covid-19-vaccination-sign-after-controversy-1.5540068>

Video: <https://windsor.ctvnews.ca/video?clipId=2256885>

COVID-19 cases climbing again in Windsor-Essex

AM800, Aug. 9, 2021

<https://www.iheartradio.ca/am800/news/covid-19-cases-climbing-again-in-windsor-essex-1.15811111>

Amherstburg vaccination site closes

Windsor Star, Aug. 9, 2021

<https://windsorstar.com/news/local-news/amherstburg-vaccination-site-closes>

COVID-19 Q&A with WRH Chief of Staff Dr. Wassim Saad

AM800, Aug. 10, 2021

<https://www.iheartradio.ca/am800/audio/covid-19-q-and-a-with-windsor-regional-hospital-chief-of-staff-dr-wassim-saad-1.15816695>

Some local support for vaccine passports

CTV Windsor, Aug. 10, 2021

<https://windsor.ctvnews.ca/video?clipId=2257592>

Local leaders mixed on whether vaccine passports are right path

Windsor Star, Aug. 10, 2021

<https://windsorstar.com/news/local-news/local-leaders-mixed-on-whether-vaccine-passports-are-right-path>

St. Clair College to require vaccines for students living on campus and playing varsity sports

CTV Windsor, Aug. 10, 2021

<https://windsor.ctvnews.ca/st-clair-college-to-require-vaccines-for-students-living-on-campus-and-playing-varsity-sports-1.5541763>

Windsor-Detroit border sees travel increase as land border reopens to double vaccinated Americans

CTV Windsor, Aug. 10, 2021

<https://windsor.ctvnews.ca/windsor-detroit-border-sees-travel-increase-as-land-border-reopens-to-double-vaccinated-americans-1.5541826>

Resources needed to clear surgical backlog

Blackburn News, Aug. 11, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/11/resources-needed-clear-surgical-backlog/>

Jarvis: We're definitely entering the fourth wave

Windsor Star, Aug. 11, 2021

<https://windsorstar.com/news/local-news/jarvis-were-definitely-entering-the-fourth-wave>

New nurse shines light on trickle-down effect of burnout

CBC Windsor, Aug. 11, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-chatham-walpole-island-nursing-shortage-1.6137923>

UWindsor still not requiring vaccines as others push to make the jab mandatory

CTV Windsor, Aug. 11, 2021

<https://windsor.ctvnews.ca/uwindsor-still-not-requiring-vaccines-as-others-push-to-make-the-jab-mandatory-1.5543411>

Her son is addicted to drugs. She's against Windsor's new consumption sites

CBC Windsor, Aug. 11, 2021

<https://www.cbc.ca/news/canada/windsor/drug-addiction-supervised-consumption-site-windsor-essex-health-unit-1.6137871>

Higher demand for COVID-19 tests prompts increased capacity at WRH Assessment Centre  
CTV Windsor, Aug. 12, 2021

<https://windsor.ctvnews.ca/mobile/higher-demand-for-covid-19-tests-prompts-increased-capacity-at-wrh-assessment-centre-1.5544292?fbclid=IwAR32Awq39IGvCrs4PZy0Y0qRXWiXj3JdUZdJc4Qw60kxZziSSyu0xna8rE8>

Demand for testing increases as cases rise

Blackburn News, Aug. 12, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/12/demand-testing-increases-cases-rise/>

Demand for COVID tests increases as COVID cases climb in Windsor-Essex

Windsor Star, Aug. 12, 2021

<https://windsorstar.com/news/local-news/demand-for-covid-tests-increases-as-covid-cases-climb-in-windsor-essex>

Increased demand for COVID-19 tests in Windsor-Essex

AM800, Aug. 12, 2021

<https://www.iheartradio.ca/am800/news/increased-demand-for-covid-19-tests-in-windsor-essex-1.15835084>

Windsor-Essex Chamber of Commerce extends WEVAX transportation program

CTV Windsor, Aug. 12, 2021

<https://windsor.ctvnews.ca/windsor-essex-regional-chamber-of-commerce-extends-wevax-transportation-program-1.5545279>

Mandatory vaccines for University of Windsor staff and students this fall

CBC Windsor, Aug. 13, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-uwindsor-lancers-covid-19-vaccines-1.6139924>

Health unit concerned with rising COVID-19 cases in Windsor-Essex

AM800, Aug. 13, 2021

<https://www.iheartradio.ca/am800/news/health-unit-concerned-with-rising-covid-19-cases-in-windsor-essex-1.15843265>

Windsor area COVID-19 rates triple in one week

Blackburn News, Aug. 13, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/13/windsor-area-covid-19-rates-triple-one-week/>

Backpack giveaway for teens at Devonshire vaccination centre

Windsor Star, Aug. 14, 2021

<https://windsorstar.com/news/local-news/backpack-giveaway-for-teens-at-devonshire-vaccination-centre>

Hospital roommates over Christmas, 2 women finally reunite after COVID-19 battles

CBC Windsor, Aug. 15, 2021

<https://www.cbc.ca/news/canada/windsor/covid19-hospital-roommates-meet-for-lunch-1.6140587>

WRH start publicly tracking patient vaccination status

Blackburn News, Aug. 15, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/15/windsor-regional-hospital-start-publicly-tracking-patient-vaccination-status/>

Police warn residents of COVID-19 vaccine text message scam

CTV Windsor, Aug. 15, 2021

<https://windsor.ctvnews.ca/ck-police-warn-residents-of-covid-19-vaccine-text-message-scam-1.5547846>

Walk-in COVID-19 vaccination clinic opens in Leamington Wednesday

AM800, Aug. 16, 2021

<https://www.iheartradio.ca/am800/news/walk-in-covid-19-vaccination-clinic-opens-in-leamington-wednesday-1.15865654>

School supplies offered as thank yous at Devonshire Mall vaccination clinic

AM800, Aug. 16, 2021

<https://www.iheartradio.ca/am800/news/school-supplies-offered-as-thanks-you-at-devonshire-mall-vaccination-clinic-1.15865529>

Health unit possibly releasing vaccination status of new COVID-19 cases

AM800, Aug. 16, 2021

<https://www.iheartradio.ca/am800/news/health-unit-possibly-releasing-vaccination-status-of-new-covid-19-cases-1.15869410>

WRH now tracking patient COVID-19 vaccine status

AM800, Aug. 16, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-now-tracking-patient-covid-19-vaccine-status-1.15868900>

WRH reporting vaccination status of COVID-19 patients

Windsor Star, Aug. 16, 2021

<https://windsorstar.com/news/local-news/windsor-regional-hospital-reporting-vaccination-status-of-covid-19-patients>

Teachers, unions expected to discuss COVID-19 vaccine policies ahead of back to school  
CTV Windsor, Aug. 16, 2021

<https://windsor.ctvnews.ca/teachers-unions-expected-to-discuss-covid-19-vaccine-policies-ahead-of-back-to-school-1.5549414>

St. Clair College mandates COVID-19 vaccines across campus  
CBC Windsor, Aug. 16, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-st-claircollege-covid-19-vaccines-1.6142474>

Detroit offers 3rd vaccine dose to some residents as mayor warns of virus spread  
CBC Windsor, Aug. 17, 2021

<https://www.cbc.ca/news/canada/windsor/detroit-covid19-third-doses-1.6143374>

The Afternoon News: Health care reaction to provincial vaccine mandate  
AM800, Aug. 17, 2021

<https://www.iheartradio.ca/am800/audio/the-afternoon-news-health-care-reaction-to-provincial-vaccine-mandate-1.15879061>

Windsor-Essex high-risk settings to implement vaccination policies  
CTV Windsor, Aug. 17, 2021

<https://windsor.ctvnews.ca/windsor-essex-high-risk-settings-to-implement-vaccination-policies-1.5550767>

COVID-19 becomes leading local killer in 2021, StatsCan reports  
Windsor Star, Aug. 17, 2021

<https://windsorstar.com/news/local-news/covid-19-becomes-leading-local-killer-in-2021-statscan-reports>

Windsor COVID-19 field hospital documentary gets local screening  
Windsor Star, Aug. 17, 2021

<https://windsorstar.com/news/local-news/windsor-covid-19-field-hospital-documentary-gets-local-screening>

WRH president calls provincial vaccine requirements positive step forward  
AM800, Aug. 18, 2021

<https://www.iheartradio.ca/am800/news/wrh-president-calls-provincial-vaccine-requirements-positive-step-forward-1.15884777>

Active cases climb; Windsor-Essex hits vaccine milestone

Blackburn News, Aug. 18, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/18/active-cases-climb-windsor-essex-hits-vaccine-milestone/>

Our numbers are going up, we definitely need to take action, says Dr. Ahmed

AM800, Aug. 18, 2021

<https://www.iheartradio.ca/am800/news/our-numbers-are-going-up-we-definitely-need-to-take-action-says-moh-dr-wajid-ahmed-1.15888509>

Delta variant detected in additional COVID-19 outbreaks in Windsor-Essex

AM800, Aug. 18, 2021

<https://www.iheartradio.ca/am800/news/delta-variant-detected-in-additional-covid-19-outbreaks-in-windsor-essex-1.15887083>

Roughly 20 local COVID-19 cases linked to wedding cluster

AM800, Aug. 18, 2021

<https://www.iheartradio.ca/am800/news/roughly-20-local-covid-19-cases-linked-to-wedding-cluster-1.15892863>

Return to school plans taking shape at local boards

Windsor Star, Aug. 18, 2021

<https://windsorstar.com/news/local-news/return-to-school-plans-taking-shape-at-local-boards>

Retired educator calling for mandatory vaccines for all teachers

AM800, Aug. 18, 2021

<https://www.iheartradio.ca/am800/news/retired-educator-calling-for-mandatory-vaccines-for-all-teachers-1.15892806>

Windsor mayor asks local candidates to pledge support for five key priorities

CTV Windsor, Aug. 18, 2021

<https://windsor.ctvnews.ca/windsor-mayor-asks-local-candidates-to-pledge-support-for-five-key-priorities-1.5551744>

Field hospital documentary to air on big screen at Windsor's Festival Plaza

CTV Windsor, Aug. 18, 2021

<https://windsor.ctvnews.ca/field-hospital-documentary-to-air-on-big-screen-at-windsor-s-festival-plaza-1.5552001>

Reader letter: Only way back to normal is for everyone to get vaccine

Windsor Star, Aug. 18, 2021

<https://windsorstar.com/opinion/letters/reader-letter-only-way-back-to-normal-is-for-everyone-to-get-vaccine>



Boosters for LTC residents starting next week

Blackburn News, Aug. 19, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/19/boosters-ltc-residents-starting-next-week/>

Teachers unions demand mandatory vaccination in schools

Blackburn News, Aug. 19, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/19/teachers-unions-demand-mandatory-vaccination-schools/>

CUPE 2974 not happy about overnight ambulance shortages

AM800, Aug. 19, 2021

<https://www.iheartradio.ca/am800/news/cupe-2974-not-happy-about-overnight-ambulance-shortages-1.15892720>

Nicholls tossed from caucus, won't be allowed to seek re-election as PC

Windsor Star, Aug. 19, 2021

[https://windsorstar.com/news/local-news/nicholls-tossed-from-caucus-wont-be-allowed-to-seek-re-election-as-pc-mpp/wcm/042a3b2e-256c-45ab-b02c-252e5a5517ef?utm\\_term=Autofeed&utm\\_medium=Social&utm\\_source=Facebook&fbclid=IwAR3mCt-u6M\\_vjUJil4eKNA5SOxUZgJUN5bla\\_6esGzWwaQAY3H-8UpGZ6w#Echobox=1629415542](https://windsorstar.com/news/local-news/nicholls-tossed-from-caucus-wont-be-allowed-to-seek-re-election-as-pc-mpp/wcm/042a3b2e-256c-45ab-b02c-252e5a5517ef?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR3mCt-u6M_vjUJil4eKNA5SOxUZgJUN5bla_6esGzWwaQAY3H-8UpGZ6w#Echobox=1629415542)

Two vaccination clinics coming to University of Windsor

Blackburn News, Aug. 19, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/19/two-vaccination-clinics-coming-university-windsor/>

Rise in active Chatham COVID-19 cases concerns Colby

Windsor Star, August 19, 2021

[https://windsorstar.com/news/local-news/rise-in-active-covid-19-cases-concerns-colby/wcm/5b680165-0e4c-4be4-bc54-6763fa3faebe?utm\\_term=Autofeed&utm\\_medium=Social&utm\\_source=Facebook&fbclid=IwAR1qfY39BJO\\_-T3nHh\\_-HtXqfRIUiw1GVC094Xp5AB88zB4a66FJNVJS17I#Echobox=1629487069](https://windsorstar.com/news/local-news/rise-in-active-covid-19-cases-concerns-colby/wcm/5b680165-0e4c-4be4-bc54-6763fa3faebe?utm_term=Autofeed&utm_medium=Social&utm_source=Facebook&fbclid=IwAR1qfY39BJO_-T3nHh_-HtXqfRIUiw1GVC094Xp5AB88zB4a66FJNVJS17I#Echobox=1629487069)

Mass vaccination centre in Leamington closes Saturday

Blackburn News, Aug. 20, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/20/mass-vaccination-centre-leamington-closes-saturday/>

Windsor-Essex has highest COVID-19 test positivity rate in Ontario

CBC Windsor, August 20, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-aug20-1.6147518>

COVID-19 case rate almost doubles in seven days

Blackburn, August 20, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/20/covid-19-case-rate-almost-doubles-seven-days/>

Region's Medical Officer of Health is asking the community to protect themselves against COVID-19 after MPP's vaccine refusal

AM800, August 20, 2021

<https://www.iheartradio.ca/am800/news/region-s-moh-asking-community-to-protect-themselves-against-covid-19-after-mpp-s-vaccine-refusal-1.15904094>

Windsor-Essex Top Doc vacating post to help lead Ontario's COVID fight

Windsor Star, August 20, 2021

<https://windsorstar.com/news/local-news/windsor-essex-top-doc-vacating-post-to-help-lead-ontarios-covid-fight>

Windsor Council considering matching and mirroring Toronto's mandatory vaccination policy for all city staff

CTV Windsor, August 20, 2021

<https://windsor.ctvnews.ca/windsor-council-considering-matching-and-mirroring-toronto-s-mandatory-vaccination-policy-for-all-city-staff-1.5555227>

Reader Letter: Vaccinations only way to get out of COVID-19 troubles

Windsor Star, August 21, 2021

<https://windsorstar.com/opinion/letters/reader-letter-vaccinations-only-way-to-get-out-of-covid-19-troubles>

COVID-19 case rate skyrockets in Windsor-Essex

Windsor Star, August 21, 2021

<https://windsorstar.com/news/local-news/covid-case-rate-skyrockets-in-windsor-essex>

WRH urges vaccinations as COVID-19 case rates rise

Blackburn, August 23, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/23/wrh-urges-vaccinations-covid-19-case-rates-rise/>

Another COVID-19 related-death reported in Windsor-Essex

Blackburn-August 23, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/23/another-covid-19-related-death-reported-windsor-essex/>

Health Unit reports highest single day case increase since January

Windsor Star-August 23, 2021

<https://windsorstar.com/news/local-news/health-unit-reports-highest-single-day-case-increase-since-january>

Windsor to mandate vaccination or twice weekly testing for COVID-19 for city employees  
Windsor Star-August 23, 2021

<https://windsorstar.com/news/local-news/windsor-to-mandate-vaccination-or-twice-weekly-testing-for-covid-19for-city-employees-or>

County of Essex mandates COVID-19 vaccination for all staff  
Windsor Star-August 23, 2021

<https://windsorstar.com/news/local-news/county-of-essex-mandates-covid-19-vaccination-for-all-staff>

Windsor-Essex Health Unit Warns of super spreader event at basketball tourney  
Windsor Star-August 23, 2021

<https://windsorstar.com/news/local-news/windsor-essex-health-unit-warns-of-superspreader-event-at-basketball-tourney>

He's gone. Windsor family mourns son while suicide rates drop amid pandemic  
Windsor Star-August 23, 2021

<https://windsorstar.com/news/local-news/hes-gone-windsor-family-mourns-son-while-suicide-rates-drop-amid-pandemic>

Area hospitals mandate vaccination or testing for visitors  
Windsor Star-August 24, 2021

<https://windsorstar.com/news/local-news/area-hospitals-mandate-vaccination-or-testing-for-visitors>

Need to visit someone in the hospital? Proof of full vaccination or negative COVID test to be required

CTV Windsor-August 24, 2021

<https://windsor.ctvnews.ca/need-to-visit-someone-in-the-hospital-proof-of-full-vaccination-or-negative-covid-test-to-be-required-1.5559364>

Mandatory vaccine rules likely to standup in court: Employment lawyers  
CTV Windsor-August 24, 2021

<https://windsor.ctvnews.ca/mandatory-vaccine-rules-likely-to-standup-in-court-employment-lawyers-1.5559659>

VIDEO: Push back on vaccination policies

CTV Windsor-August 24, 2021

<https://windsor.ctvnews.ca/video?clipId=2265889>

Windsor-Essex Hospitals implementing vaccine policy for visitors  
Blackburn-August 24, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/24/windsor-essex-hospitals-implementing-vaccine-policy-visitors/>

Hospital visitors must be vaccinated or test negative  
AM800-August 24, 2021

<https://www.iheartradio.ca/am800/news/hospital-visitors-must-be-vaccinated-or-test-negative-1.15927440>

Windsor-Essex hospitals to require visitors to show proof of vaccination or negative COVID-19 test

CBC-August 24, 2021

<https://www.cbc.ca/news/canada/windsor/vaccine-policy-visitor-windsor-essex-hospitals-1.6151563>

Jobs and jabs: Here's where Windsor's biggest employers stand on mandatory COVID-19 vaccines

CBC-August 24, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-mandatory-vaccines-1.6151114>

Documentary sees memories come flooding back for field hospital nurse

Windsor Star-August 24, 2021

<https://windsorstar.com/news/local-news/documentary-sees-memories-come-flooding-back-for-field-hospital-nurse>

Pilot Project transports nurses across region to administer vaccines in key areas

CTV Windsor-August 24, 2021

<https://windsor.ctvnews.ca/pilot-project-transport-nurses-across-region-to-administer-vaccines-in-key-areas-1.5559637>

Transit Windsor to bring COVID-19 vaccinations to community

Windsor Star-August 24, 2021

<https://windsorstar.com/news/local-news/transit-windsor-bus-to-bring-covid-19-vaccinations-to-community>

WECHU finalizing plans for booster COVID-19 vaccines for high risk populations

CTV Windsor-August 25, 2021

<https://windsor.ctvnews.ca/wechu-finalizing-plans-for-booster-covid-19-vaccines-for-high-risk-populations-1.5561243>

City and county launch lottery program to boost local vaccination rates

Windsor Star-August 25, 2021

<https://windsorstar.com/news/local-news/city-and-county-launch-lottery-program-to-boost-local-vaccination-rates>

Windsor-Essex launches COVID-19 vaccine lottery with thousands of dollars in prizes to be won  
BLACKBURN-August 25, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/25/windsor-essex-launches-covid-19-vaccine-lottery-thousands-dollars-prizes-won/>

Windsor-Essex schools included in at-home COVID-19 testing pilot project  
CTV Windsor-August 25, 2021

<https://windsor.ctvnews.ca/windsor-essex-schools-included-in-at-home-covid-19-testing-pilot-project-1.5560934>

Leamington takes first steps toward COVID-19 vaccination policy  
AM800-August 25, 2021

<https://www.iheartradio.ca/am800/news/leamington-takes-first-steps-toward-covid-19-vaccination-policy-1.15936795>

Active discussions taking place over vaccine passport says Dr. Ahmed  
AM800-August 26, 2021

<https://www.iheartradio.ca/am800/news/active-discussion-taking-place-over-vaccine-passport-says-dr-ahmed-1.15938036>

Windsor-Essex Catholic School Board trustees back mandatory vaccination policy  
CBC Windsor-August 26, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-catholic-board-covid19-vaccines-1.6155458>

Huron Lodge residents to receive third COVID-19 vaccination  
AM800-August 26, 2021

<https://www.iheartradio.ca/am800/news/huron-lodge-residents-to-receive-third-covid-19-vaccination-1.15937964>

Health Unit warns of possible COVID exposure at Ciociaro Club  
Windsor Star-August 26, 2021

<https://windsorstar.com/news/local-news/health-unit-warns-of-possible-covid-exposure-at-ciociaro-club>

WECHU reports big increase in daily COVID-19 cases  
Blackburn-August 26, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/26/wechu-reports-big-increase-daily-covid-19-cases/>

A city bus brings vaccines to hot spot areas with high COVID-19 case rates

CBC Windsor-August 26, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-transit-windsor-wechu-covid-19-1.6153198>

September is Suicide Awareness Month in Windsor-Essex County

Windsor Star-August 26, 2021

<https://windsorstar.com/news/local-news/suicide-awareness>

Health Unit asking area businesses to implement COVID-19 vaccination policy

AM800-August 27, 2021

<https://www.iheartradio.ca/am800/news/health-unit-asking-area-businesses-to-implement-covid-19-vaccination-policy-1.15946059>

WECHU looks to boost enforcement at businesses amid COVID-19 case surge

CBC Windsor-August 27, 2021

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-19-aug27-1.6155918>

Fourth wave could be worst yet says Dr. Ahmed

Blackburn-August 27, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/27/fourth-wave-worst-yet-says-dr-ahmed/>

Windsor Regional Hospital opens Pediatric COVID-19 clinic

Windsor Star-August 27, 2021

<https://windsorstar.com/news/local-news/windsor-regional-hospital-opens-paediatric-covid-19-clinic>

Windsor-Essex Catholic District School Board Releases Back to School Document

CTV Windsor-August 27, 2021

<https://windsor.ctvnews.ca/video?clipId=2268483>

Windsor mayor, council now fully vaccinated

Blackburn-August 27, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/27/windsor-mayor-council-now-fully-vaccinated/>

PUMA Clinic opening at former Met Campus COVID-19 assessment centre

AM800-August 28, 2021

<https://www.iheartradio.ca/am800/news/puma-clinic-opening-at-former-met-campus-covid-19-assessment-centre-1.15950298>

Reader Letter: Premier Ford should implement vaccine passports

Windsor Star-August 28, 2021

<https://windsorstar.com/opinion/letters/reader-letter-premier-ford-should-implement-vaccine-passports>

Increased enforcement of COVID-19 restrictions in Windsor-Essex  
AM800-August 28, 2021

<https://www.iheartradio.ca/am800/news/increased-enforcement-of-covid-19-restrictions-in-windsor-essex-1.15950262>

Hundreds protest mandatory vaccination policies in Windsor  
AM800-August 28, 2021

<https://www.iheartradio.ca/am800/news/look-hundreds-protest-mandatory-vaccination-policies-in-windsor-1.15952111>

It's Illegal: Hundreds protest against mandatory vaccine policies  
CTV Windsor-August 29, 2021

<https://windsor.ctvnews.ca/it-s-illegal-hundreds-protest-against-mandatory-vaccine-policies-1.5565310>

It has to happen: Windsor residents weigh in on Ontario wide vaccine passport  
CTV Windsor-August 29, 2021

<https://windsor.ctvnews.ca/it-has-to-happen-windsor-residents-weigh-in-on-ontario-wide-vaccine-passport-1.5565930>

Reader Letter: Vaccines must be mandated for all  
Windsor Star-August 29, 2021

<https://windsorstar.com/opinion/letters/reader-letter-vaccines-must-be-mandated-for-all>

Association calls for mandatory vaccines in health care  
Blackburn-August 30, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/30/association-calls-mandatory-vaccines-health-care/>

Leamington requiring Rec Centre users to be vaccinated  
Blackburn-August 30, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/30/leamington-requiring-rec-centre-users-vaccinated/>

WRH opening COVID-19 clinic for youth  
AM800, Aug. 30, 2021

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-opening-covid-19-clinic-for-youth-1.15966852>

Windsor parents encouraged to use PUMA testing clinic for children with COVID-19 symptoms  
CTV Windsor, Aug. 30, 2021

<https://windsor.ctvnews.ca/windsor-parents-encouraged-to-use-puma-testing-clinic-for-children-with-covid-19-symptoms-1.5566650>

WECHU looking at booster shots for high-risk population  
AM800, Aug. 30, 2021

<https://www.iheartradio.ca/am800/news/wechu-looking-at-booster-shots-for-high-risk-population-1.15964187>

Jarvis: Real vaccine mandates are a must  
Windsor Star, Aug. 30, 2021

<https://windsorstar.com/news/local-news/jarvis-real-vaccine-mandates-are-a-must>

COVID outbreak declared at Southwest Detention Centre  
Windsor Star, Aug. 30, 2021

<https://windsorstar.com/news/local-news/covid-outbreak-declared-at-south-west-detention-centre>

Hospital preparing for surge in paediatric cases  
Blackburn News, Aug. 31, 2021

<https://blackburnnews.com/windsor/windsor-news/2021/08/31/hospital-preparing-surge-pediatric-cases/>



## **Web & Social Media Report - August 2021**

### **MyWRH:**

Users: 3,400 users this month, the same as last month

New Users: 1,100, up 58%

Average view time: 3 m 22 s

How do people access the site?

Desktop: 80.1%

Mobile: 14.1 %

Tablet: 5.8%

### **Top pages:**

1. Home Page – 16,681 views
2. Career Opportunities –7,495 views
3. Current Postings –7,421 views
4. Employee Corner – 3,782 views
5. Departments and Services – 3,136
6. News and Announcements – 2,829
7. Physician On Call Schedule – 2,546
8. Application Form

### **WEB:**

Users: 61,489 users this month, +50.7 %

New Users: 71.2%

Average view time: 1 m 59s

How do people access the site?

Mobile: 60.7%, +73.2%

Desktop: 36.4 %, +38.2%

Tablet: 2.9 %, +52%

### **Top pages:**

1. Home Page – 28,735 views
2. coronavirus - 18,093
3. COVID Assessment Centre –16,134 views
4. Login board/disclose – 14,109
5. Emergency Wait times –13,452 views
6. Login - Aug. 2 memo – 6,4444
7. Careers –5,520 views
8. Disclosure – 4,756
9. Contact us – 3,411 views

**Top Languages other than English:**

- 1 )Chinese ([zh.cn](#)) – 145, .23%%
- 2) French - 97, .16 %

**YOUTUBE:**

Views: 5,023 views (average)

Watch Time: 674 hours (average)

Subscribers: 636, +12

**Top videos internal:**

1. WRH Town Hall Aug. 5 - 564
2. WRH Town Hall Aug. 18 - 444
3. Nursing Student Cerner Video – 403
4. Guidelines for Basic Adult Neurological Observation – 334
5. WRH COVID Self Test 257

**Top videos external:**

1. Using quick Dams to prevent flooding at WRH – 186
2. Negative Air Pressure Rooms – 91
3. Coping with COVID – long haulers –69 views
4. Family Birthing tour – 67
5. Site Selection Process - 64

**FACEBOOK: 10,036 followers +104**

88,274 monthly reach, +49.8%

22,702 people “engaged” on our site - commented or liked our posts this month, up 68%

20,039 videos viewed, average

**Top Posts:**

1. Vaccines for anyone born in 2009 – 21,200 people reached, 291 reactions
2. Vaccine requirement for visitors – 16,500 people reached, 334 reactions
3. Vaccine walk-in appointments –7,700 reached, 195 reactions
4. Free backpack with vaccine – 5,600 people reached, 101 reactions
5. New tool to assess stroke patients –5,100 reach, 207 reactions

**INSTAGRAM – Followers: 3,578 - +20**

Reach: 6,857, 50.2%

Engagement – 1,786, +0.4%

**Top Posts:**

1. AUDIO: Dr. Saad encourages vaccine– reach 2,800, likes, 227
2. Field Hospital Documentary at WIFF – reach 1,900, likes, 163
3. New tool to assess stroke patients – reach 1,900, likes 123
4. Free backpacks with vaccine – reach 1,800 , likes 101
5. Vaccine requirements for visitors - reach 1,700, likes 76

**TWITTER:**

Followers: 4,779, +88 this month

Impressions: 408,000, +212%

Tweets: 43, +4.9%

**Trending topics:**

1. Walk-in vaccination appointments –90,829 impressions, 4,378 engagements
2. Vaccine available to anyone born in 2009 – 30,553 impressions, 367 engagements
3. Vaccination centre open for Civic Holiday – 25,235 impressions, 604 engagements
4. AUDIO: Dr. Saad Encourages Vaccinatino - 24,624 impressions, 484 engagements
5. Visitor vaccination requirements –8,118 impressions, 105 engagements



# WINDSOR REGIONAL HOSPITAL

## OUTSTANDING CARE – NO EXCEPTIONS!

June 10, 2021

**Jessica Sartori**

Co-Chair, ProsperUs Leadership Council

**Jim Inglis**

Co-Chair, ProsperUs Leadership Council

Dear Ms. Sartori and Mr. Inglis:

Windsor Regional Hospital (WRH) supports opportunities to improve our community and ensure everyone has an opportunity to prosper and succeed. That's why WRH is a proud supporter of ProsperUs, a local partnership of various organizations and individuals working together to identify barriers and solutions to career building by our youth.

Consistent with this approach, the WRH Board of Directors passed the following motion on June 3, 2021:

As a ProsperUs partnering organization, Windsor Regional Hospital supports the principles of community wealth building as outlined in the report entitled "Building Community Wealth – What is Possible in Rural, Small and Mid-Sized Communities" based on the following our principles:

- Identifying and Addressing Community interests and concerns
- Transparent, Inclusive, and Accessible Development
- Meaningful, Measurable, and Accountable Benefits
- Standardized Data Collection

We look forward to future opportunities and conversations regarding important ProsperUs initiatives.

Yours truly,

Anthony Paniccia

Chair, WRH Board of Directors



# WINDSOR REGIONAL HOSPITAL

OUTSTANDING CARE – NO EXCEPTIONS!

cc: Lorraine Goddard, Chief Executive Officer, United Way Windsor-Essex  
Frazier Fathers, Director, Continuous Improvement and Advocacy, United Way Windsor-Essex  
David Musyj, President and CEO, WRH

WINDSOR REGIONAL HOSPITAL  
MET CAMPUS, 1995 LENS AVENUE  
WINDSOR, ONTARIO, N8W 1L9  
OUELLETTE CAMPUS, 1030 OUELLETTE  
WINDSOR, ONTARIO, N9A 1E1  
PHONE: 519-254-5577  
WWW.WRH.ON.CA

COMPASSION is our  
PASSION

