



Report of the President & CEO to the Board of Directors

Date: January 2014

I am hopeful that each of you had time to spend with family and friends this Holiday Season.

During the holidays I was convinced by my wife to start watching the television series *Breaking Bad*. I was trying to avoid her suggestion due to the fear that it would be great and that I would have to watch the complete 5 seasons in a few days. I never watched one episode while it was on television but heard great things about the series.

On Christmas day I decided to take the leap. At night we watched the pilot and were automatically hooked. We have made it through season 3.

I find one of the story lines fascinating. If you are not familiar with the show one of the reasons the main character, Walter White, turns to a life of crime and starts “cooking” methamphetamine is in order to secure his family's financial future before he dies of lung cancer. In fact, a major reason he continues his life of crime was to pay for the health care costs associated with his cancer treatments. His insurance does not cover the physicians he wants to receive his treatment from. Each chemotherapy treatment cost him approximately \$1500.

During the second season Walter White is hospitalized for an unrelated issue and his three day hospital stay amounts to a \$16,000 hospital bill.

In order to have an eventual pneumonectomy, Walter had to pay some \$200,000.

Aside from the fascinating moral and ethical decisions played out in *Breaking Bad* it made me take pause about what we take for granted. Instead of having to provide our VISA card each time we attend our physician and/or hospital we provide our OHIP card. Yes we pay taxes in order to receive this virtually free healthcare coverage, however, being faced with the

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astronomical healthcare bills, evidenced in *Breaking Bad*, is foreign to many of us.

In fact, watching *Breaking Bad* made me think about another concept I have discussed in the past. Why are we never provided a summary of all of our OHIP charges on an annual basis? Or when we leave the hospital? How can we not know our individual use of something that consumes close to 50% of our provincial budget and accounts for a large portion of our taxes? How can we possibly discuss/debate an issue without this information?

Do you know how much OHIP has paid on your behalf for 2013? How much your last hospital visit/stay cost?

We all get monthly and annual statements from our bank showing our activity at the bank or on our mortgage. We can even access our detailed extended benefits use (i.e.: dental, eye care etc.) with a simple login and password.

However, for healthcare we have no clue. Healthcare in Ontario consumes \$49 billion of the \$124 billion provincial budget (\$10 billion being interest payments on debt). However, how much of that \$49 billion did you personally account for or consume? We have no clue other than those that never attended a physician or hospital all year.

In my opinion, getting an account of expenses when you leave the hospital or an annual statement from OHIP would be “eye opening” for many of us and we would probably appreciate the “cost” of healthcare.

In 2012, Christina Blizzard, a reporter for the Toronto Sun articulated a similar idea but focused on possible “fraud” being committed in OHIP billing.

<http://www.torontosun.com/2012/11/15/patients-should-know-what-doctors-are-billing-ohip>

Although uncovering possible mistakes and/or fraud could be an outcome of receiving our individual OHIP or hospital statements, that should not be the focus of the receipt of either document.

The focus should be on providing individuals enough detailed information, their own information, to determine if they are personally receiving “value for money”. It would allow all of us to appreciate how much of the \$49 billion we consumed. This information would result in a more informed debate about an issue that will continue to consume not only a large portion of

our government budgets but our own personal income through taxes. A 2012 study in the Archives of Internal Medicine contains an interesting discussion on variation of charges for the identical surgical procedure in various hospitals across the United States.

<http://archinte.jamanetwork.com/article.aspx?articleid=1151669&resultClick=3>

The issue of full disclosure of hospital healthcare costs recently received national attention in the United States when an individual posted his hospital bill on the social media site Reddit. His quote that caught my eye was "I never truly understood how much health care in the U.S. costs until I got appendicitis in October," he wrote on the social media site. "I'm a 20-year-old guy. Thought other people should see this to get a real idea of how much an unpreventable illness costs in the U.S." <http://abcnews.go.com/Health/reddit-user-posts-55000-hospital-bill-appendectomy/story?id=21384393>

Strategic Direction - Excel in Patient Safety and Quality

Hospital Acquired Infections/ Healthcare Acquired Infections



- Hospital acquired infections or healthcare associated infections (HAIs) affect millions of people around the globe each year, yet compliance rates for hand washing – one of the most impactful methods to reduce HAIs – continue to lag.
- Healthcare associated infections develop in a patient as a result of their exposure to healthcare facilities or procedures. They include methicillin-resistant *Staphylococcus aureus* (MRSA), vancomycin-resistant *Enterococcus* (VRE), *C. difficile* and other infections caused by bacteria and viruses encountered in healthcare facilities.
- Rising infection rates are causing unnecessary suffering and death and are taxing the healthcare system as well as patients and families.
 - Each year in Canada, more than 220,000 healthcare associated infections result in 8,500-12,000 deaths, and the rates are rising.
 - One in nine hospital patients in Canada get a healthcare associated infection.
 - Infections are the fourth leading cause of death in Canada.
- The incidence of methicillin-resistant *Staphylococcus aureus* (MRSA) in Canadian hospitals increased 17-fold between 1995 and 2006. The rate of patients contracting *C. difficile* increased almost five-fold between 1991 and 2003. Outbreaks of other types of healthcare associated infections are also on the rise.
- The direct costs of hospital acquired infections in Canada are estimated to be \$1 billion annually. On top of that are costs borne by patients and volunteer caregivers as well as program costs for home and community care.
- These infections lead to more serious illness, longer hospital stays, increased morbidity and mortality, and place a severe financial burden on the health care system. While awareness of the importance of hand washing compliance has never been greater, rates of 90-95 percent are still the exception and not the rule. Many organizations still struggle to close the gap between where they are and where they want to be.
- The easiest way to prevent the spread of HAIs is to wash your hands following the above 4 Moments of Hand Hygiene.

- A great outline of the issue, our tracking of HAIs, our auditing of hand washing compliance and how we can prevent the spread of HAIs can be found at http://www.wrh.on.ca/Site_Published/wrh_internet/Document.aspx?Body.Id=54627
- Let us all do our share to eliminate harming patients by the spread of HAIs as a result of not properly washing our hands.

Strategic Direction - Champion Accountability and Transparency

Windsor Regional Hospital and Hôtel-Dieu Grace Healthcare Boards have unanimously approved a Stage 1A report that is the first step in moving forward with a plan for a new state-of-the-art acute care hospital. The Stage 1A Report forms the preliminary foundation for the hospital's long-range capital plan. It outlines how services will be delivered in the future and gives preliminary operating costs, staffing and bed requirements. These numbers will be subject to change and refinement as the hospital and community proceed through the various stages of the capital planning process.

More than 150 medical leaders from both the hospital and community agencies were directly involved in the creation of the Stage 1A Report. It's not just about building a hospital though; it's an entirely new way of providing health care throughout the system, inside and outside of hospital walls.

Highlights of the report:

- **State-of-the-art acute care hospital** – Current hospitals are outdated, undersized and unable to accommodate current patient volumes. A new hospital will have the capacity to expand to meet the community's needs well into the future.
- **Improved infection control** – Eighty percent of rooms in new Ontario hospitals must be for single patients to limit the spread of infections. Right now only 29% of rooms at the Met Campus and 16% of rooms at the Ouellette Campus are private.
- **More efficient health care delivery** – The report lists a number of initiatives to help reduce operating pressures on the hospital. With the direct support of community health care providers and under the direction of the LHIN, some services and procedures will move into the community – closer to users – offering a better patient experience by

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providing the right care, in the right location, by the right provider.

- **New education and research hub** – The current facilities do not support the needs of the Schulich Medical School. Focusing on clinical research, a new hospital can strengthen the research and scholarship culture and put Windsor-Essex in a better position to recruit and retain top physicians, front line staff and medical leaders.

The Erie St Clair LHIN supported the submission of the Stage 1A report to the Ministry of Health and Long Term Care and supported our move to Stage 1B.

The following is an outline of the various stages and what happens in each Stage.

Submission	Name (1996 Capital Planning Manual)	Name (Current)
Capital Project Request	Capital Project Request Form	Pre-Capital Submission Form
Stage 1	Proposal/Business Case	Proposal
Stage 2	Functional Program	Functional Program
Stage 3	Preliminary Design Development	Preliminary Design Development or Output Specifications
Stage 4	Contract Document Development	Working Drawings or Output Specifications
Stage 5	Implementation	Implementation

If you want to keep up to date on the status of the planning or want to get involved directly please visit www.windsorhospitals.com

Strategic Direction - Strengthen and Sustain a Proactive Approach to Health Care Funding Reform

2014-2015 Operating and Capital Budgets

- A little bit later than normal due to the realignment, we will be finalizing the operating and capital budget plans for 2014-2015 for the “new” Windsor Regional Hospital.
- The plan is to complete this work to have a final operating and capital budget for 2014-15 submitted for approval by the Board of Directors at their regular April 2014 meeting.

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- Next month I will outline in detail the process that will be followed to finalize both operating and capital budgets.

Strategic Direction - Create a Vibrant Workplace

Healthy Lifestyle Program Announcements

- The WRH Healthy Lifestyles committee is pleased to announce our new year of fitness classes at both Met and Ouellette Campus!
- Yoga - Met and Ouellette (lunch)
Pilates - Met and Ouellette (lunch)
Strength & Tone - Ouellette Only (lunch)
Boxing Boot Camp - Ouellette Only (after hours)

Also, as an added bonus, you will be REIMBURSED ½ OF THE FEE PAID IF YOU ATTEND 80% OF THE SESSIONS!

For additional information please contact Human Resources:

Laura Carcelen at Met Campus 519-254-5577 x52330 and Nadia Heddad at Ouellette Campus 519-973-4411 x33023.

*****Minimum of 15 participants required in order for classes to run. Maximum of 30 participants for each class, DON'T DELAY REGISTER NOW!*****



YOGA

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This class is great for those new to yoga or those looking for a mindful stretch class that facilitates flexibility, greater range of motion, agility and balance. Basic but essential breathing, alignment, progression and adaptations will be offered in each class focusing on all key joints and movements for a healthier body flow.

Instructor: Tammy Blaze

Class Duration: 30 Minutes 16 weeks

Next Session Date: Monday January 6, 2014 – Wednesday May 7, 2014

Day/Time/Location:

Met Campus: Mon. & Wed., 12:00pm - 12:30pm, Room Schedule coming soon

Ouellette Campus: Tues. & Thurs., 12:00pm - 12:30pm Room Schedule coming soon

Cost: \$110

Registration Deadline: January 3, 2014

[CLICK HERE](#) to register online



STRENGTH & TONE

Beginner to advanced participants will tone up with the use of strength building exercises that will increase muscular endurance while using weights, bands, balls and more. The emphasis is on toning and defining major muscle groups. A results-orientated group strength class that is designed to improve muscular skeletal strength, increase metabolic efficiency, endurance, flexibility, and balance, as well as overall health.

Instructor: Michelle Kern

Class Duration: 30 minutes

Next Session Date:

Monday February 10, 2014 - Friday April 18, 2014

Day/Time/Location:

Ouellette Campus: Mon, Wed, Fri, 12:30pm - 1:00pm Room Schedule coming soon

Cost: \$60.00

Registration Deadline: January 31, 2014

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AWARDED EXEMPLARY STATUS 2012



ACCREDITATION
CANADA



[Click here](#) to register online



SURVIVOR BOOTCAMP

Boot camp workouts are exercises that work your entire body, heart and muscles. Classes are comprised of interval training and strength training. ALL LEVELS OF FITNESS ARE WELCOMED! The intensity of your workout is based on the fitness level of each participant. You work, you sweat and, best of all, you burn calories like crazy. These workouts incorporate calisthenics, free weights, plyometrics, and body weight exercises. Your challenge is to take your body to its limit, are you up for the challenge?

Instructor: Michelle Kern

Class Duration: 1 hour

Next Session Date: WATCH FOR A NEW SESSION COMING IN MARCH



PILATES

Met Campus

Pilates incorporates power poses to challenge the body and graceful movements to allow the body to lengthen creating longer and stronger muscles. You will discover muscles you never knew existed and learn how to use these muscles in everyday life to improve posture, muscle tone and prevent injuries. Gain power and find grace with precise movements and core stability. Total body workout using small equipment to improve core strength, agility and coordination. Best of all, learn how to BREATHE with Diane and the girls that she loves from Met.

Instructor: Diane Varga

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AWARDED EXEMPLARY STATUS 2012



ACCREDITATION
CANADA

CANADA
AWARDS FOR
EXCELLENCE



PRIX CANADA
POUR
L'EXCELLENCE

2012

CANADA
AWARDS FOR
EXCELLENCE



PRIX CANADA
POUR
L'EXCELLENCE

2012

QUALITÉ DÉMONSTRÉE DÉPENSEMENT ÉQUITABLE
HEALTHY WORKPLACE SMART BUY PROGRAM

QUALITÉ DÉMONSTRÉE DÉPENSEMENT ÉQUITABLE
HEALTHY WORKPLACE SMART BUY PROGRAM

Class Duration: 30 - 60 minutes

Next Session Date:

Tuesday January 7, 2014 – Friday May 9, 2014

Day/Time/Location:

Tues., Thurs., and Fri., 12:00 p.m. or 12:30 p.m. start times, Room Schedule coming soon

Cost:

2 - 30 minutes classes per week = \$70.00

3 - 30 minutes classes per week = \$105.00

4 - 30 minutes classes per week = \$140.00

6 - 30 minutes classes per week = \$210.00

Registration Deadline: January 3, 2014

[CLICK HERE](#) to register

Ouellette Campus

Pilates incorporates power poses to challenge the body and graceful movements to allow the body to lengthen creating longer and stronger muscles. You will discover muscles you never knew existed and learn how to use these muscles in everyday life to improve posture, muscle tone and prevent injuries. Gain power and find grace with precise movements and core stability. Total body workout using small equipment to improve core strength, agility and coordination. Best of all, learn how to BREATHE with Diane and the girls that she loves from Met.

Instructor: Diane Varga

Class Duration: 30 minutes

Next Session Date:

Starting Monday January 6, 2014 – Wednesday April 23, 2014

Day/Time/Location:

Mon., Wed. and Fri., 12:00pm - 12:30pm, Room Schedule coming soon

Cost: \$70.00

Registration Deadline: January 3, 2014

[CLICK HERE](#) to register online



BOXING & FITNESS BOOTCAMP

Xtreemathletics "BOXING and Fitness Program" is a high energy, combination class consisting of aerobic activity and conditioning to achieve a powerful muscular and cardiovascular workout. The workout safely combines boxing punches and moves with an anaerobic punch warm-up, aerobic skip to anaerobic-aerobic circuit training to cool down and stretch. This class is suitable for any fitness level and you can work at your own pace.

Instructor: Claudia Renkwitz

Class Duration: 1 hour

Next Session Date:

Monday Jan 13, 2014 - Wednesday Mar 13, 2014

Day/Time/Location:

Ouellette Campus: Mon. & Wed., 5:00pm - 6:00pm Room Schedule coming soon

Cost: \$125.00

Registration Deadline: January 10, 2014

[CLICK HERE](#) to register online



THRESHOLD BOOTCAMP

Threshold Boot camp will test you physically and mentally, and push your body to new limitations. Threshold is designed with an enjoyable atmosphere, and an effective calorie burning workout. At threshold you will receive not only an amazing workout, but constant positive motivation that will help push you to your limits. The workout will consist of: high intensity interval training (work: rest), core strengthening, cardiovascular endurance, and overall body strength.

Threshold: pushing yourself, and leaving with a sense of pride and accomplishment!

Instructor: Corey Vultaggio

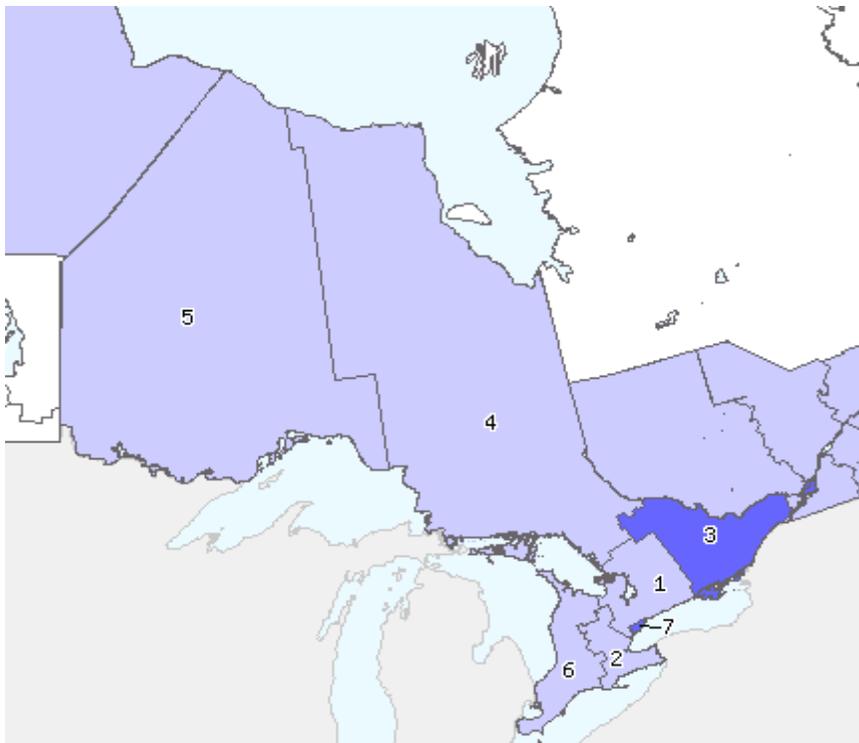
Class Duration: 1 hour

Next Session Date: WATCH FOR SESSIONS COMING SOON

Strategic Direction - Distinguish Ourselves Through Superior Performance, Innovation, and Exceptional Customer Service

Influenza Update

- The Public Health Agency of Canada monitors Influenza Activity Level by Provincial and Territorial and publishes their data on their website at <http://www.phac-aspc.gc.ca/fluwatch/index-eng.php>
- The map below shows Influenza activity for the period ending December 14 2013 for Ontario. The dark shaded are shows widespread activity while the lighter shade shows localized activity.



- Influenza A(H1N1) pdm09 remains the predominant influenza virus type this season. As of December 31 2013, we have had 21 patients admitted to both campuses with H1N1 and some 91 individuals in Windsor/Essex testing positive for H1N1.

What is the "flu" (Influenza)?

The flu is a common and highly contagious respiratory infection that affects the nose, throat and lungs. It is caused by a virus. Immunization helps strengthen your body's natural immune response against the flu. The flu shot stimulates your immune system to build antibodies against the virus, making it stronger and ready to fight off the flu.

How does the flu spread?

The flu virus spreads droplets from person to person when coughing, sneezing, or talking. These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs. A person may also get the flu by touching a surface or object that has the flu virus on it and then touching their own eyes, mouth, or nose. Viruses can live on your hands for up to five minutes and they can live on hard surfaces that you touch with your hands - like countertops, doorknobs and telephones - for up to two days.

How long can a person spread the flu to others?

The flu virus can be spread to others from 1 day before getting sick to about 5-7 days after getting sick. This can be longer in some people, especially children and people with a weakened immune system. This means that you may be able to pass on the flu to someone else before you know you are sick.

What are the symptoms of the flu?

- fever* (not everyone with the flu will have a fever)
- cough
- sore throat
- runny or stuffy nose
- body aches
- headache
- chills
- fatigue
- sometimes vomiting and diarrhea

What can I do to protect myself from getting sick with the flu?

The Centers for Disease Control and Prevention (CDC) recommends three steps to fighting the flu:

1. vaccination
2. everyday preventive actions, and
3. the correct use of antiviral drugs if your doctor recommends them.

For adults the following are precautions you can take to avoid the flu

STEP 1 - A flu vaccine is the first and most important step in protecting against flu viruses.

- The flu vaccine protects against the viruses that research indicates will be most common.
- It takes about 2 weeks after getting the flu shot to develop protection against the flu for up to 1 year.
- Everyone 6 months of age and older should get vaccinated against the flu each year.
- High risk persons should get vaccinated to decrease the risk of severe flu illnesses.
- Health care professionals, parents with children under 6 months, and those who care for or live with high risk persons should get vaccinated to keep from spreading the flu.
- The flu vaccine does not contain live viruses so you can't get the flu from the vaccine.

STEP 2 - Take everyday actions to help prevent the spread of germs that cause respiratory illnesses.

- Try to avoid close contact with sick people.
- If you have flu-like symptoms, CDC recommends that you stay home for at least 24 hours after your fever is gone except to get medical care or for other necessities. Your fever should be gone without the use of a fever-reducing medicine.
- While sick, limit contact with others as much as possible to keep from infecting them.
- Cover your nose and mouth with a tissue when you cough or sneeze. Throw the tissue in the trash after you use it.
- Wash your hands often with soap and water for 15 seconds or more. If soap and water are not available, use an alcohol-based hand rub.
- Avoid touching your eyes, nose and mouth. Germs spread this way.
- Clean and disinfect surfaces and objects that may be contaminated with germs like the flu.

STEP 3 - Take flu antiviral drugs if your doctor prescribes them.

- If you get the flu, antiviral drugs can treat your illness. These drugs can make illness milder and shorten the time you are sick.
- Antiviral drugs work best when started in the first 2 days of symptoms to treat people who are sick.

What should I do if I get sick?

If you become ill with flu symptoms you should stay home, get plenty of rest and avoid contact with other people except to seek medical care. Most people are able to recover at home from flu without medical care. Continue to cover your nose and mouth with a tissue when you cough or sneeze. Wash your hands frequently with soap and water.

Most people recover from the flu in about a week. To ease the symptoms of flu:

- drink lots of fluids;
- avoid drinks with caffeine;
- take basic pain or fever relievers;
- do not give acetylsalicylic acid (ASA or Aspirin®) to children or teenagers under the age of 18;
- apply heat for short periods of time using a hot water bottle or heating pad to reduce muscle pain;
- take a warm bath;
- gargle with a glass of warm water or suck on hard candy or lozenges;
- use saline drops or spray for a stuffy nose; and
- avoid alcohol and tobacco.

When should I seek medical care?

Most cases of the flu tend to be mild. However, if you do not start to feel better after a few days or if your symptoms get worse, you should either call your health care provider or Telehealth Ontario at 1-866-797-0000.

You should call your health care provider immediately if you experience flu symptoms and you:

- are pregnant;
- have heart or lung disease;
- have any other chronic health problem that requires regular medical attention;
- live in a remote or isolated community;
- are elderly or frail; or

- have an illness or are receiving treatments – for example, for diabetes, cancer, or HIV/AIDS – that might affect your immune system.

If you are in one of the groups above and develop flu-like symptoms, you are at greater risk of serious flu-related complications.

There are emergency warning signs that should signal anyone to seek medical care urgently.

Emergency Warning Signs In Adults:

- Difficulty breathing or shortness of breath
- Pain or pressure in the chest or abdomen
- Sudden dizziness
- Confusion
- Severe or persistent vomiting

For Children the following are precautions you can take to avoid the flu

What can I do to protect my child against the flu?

The first and most important thing you can do protect against the flu is to get a flu vaccine for yourself and your child.

- Vaccination is recommended yearly for everyone 6 months and older, especially for children with long term health conditions.
- It takes about 2 weeks after getting the flu shot to develop protection against the flu for up to 1 year.

Protect yourself, protect your family. Get the flu shot.

- Caregivers of children with health conditions or of children younger than 6 months old should get vaccinated. (Babies younger than 6 months are too young to be vaccinated).
- Another way to protect babies is to vaccinate pregnant women because research shows that this gives some protection to the baby both while the woman is pregnant and for a few months after the baby is born.
- The flu shot is available free of charge from your family doctor and public health clinics. For anyone age five and older, you can also visit one of almost 2,000 pharmacies across Ontario now offering the flu shot.

A new flu vaccine is made each year to protect against the flu viruses that research indicates are most likely to cause illness during the next flu season. Flu vaccines are made using strict safety and production measures.

Take - and encourage your child to take - everyday actions to help prevent the spread of germs.

- Stay away from people who are sick.
- If your child has flu-like symptoms, try to keep him or her in a separate room from others in the household, if possible.
- CDC recommends that your sick child stay home from school or child care programs for at least 24 hours after his or her fever is gone except to get medical care or for other necessities. The fever should be gone without the use of a fever-reducing medicine.
- Cover coughs and sneezes with a tissue. Throw the tissue in the trash after you use it. If a tissue is not available, teach children to use their sleeve or elbow.
- Wash hands often with soap and water for 15 seconds. If soap and water are not available, use an alcohol-based hand rub.
- Avoid touching your eyes, nose and mouth. Germs spread this way.
- Keep surfaces like bedside tables, surfaces in the bathroom, kitchen counters and toys for children clean by wiping them down with a household disinfectant according to directions on the product label.

What can I do if my child gets sick with the flu?

If your child is 5 years and older and does not have other health problems and gets flu-like symptoms, including a fever and/or cough, consult your doctor as needed and make sure your child gets plenty of rest and drinks enough fluids. If your child is younger than 5 years (and especially younger than 2 years) or of any age with a long term health condition (like asthma, a neurological condition, or diabetes, for example) and develops flu-like symptoms, they are at risk for serious complications from the flu. Ask a doctor if your child should be examined.

What if my child seems very sick?

Even children, who have always been healthy before or had the flu in the past, can get very sick from the flu. Call for emergency care or take your child to a doctor right away if your child (of any age) has any of the warning or emergency signs below:

- Fast breathing or trouble breathing

- Bluish or gray skin color
- Not drinking enough fluids (not going to the bathroom or not making as much urine as they normally do)
- Severe or persistent vomiting
- Not waking up or not interacting
- Being so irritable that the child does not want to be held
- Flu-like symptoms improve but then return with fever and worse cough
- Fever with a rash
- Has other conditions (like heart or lung disease, diabetes, or asthma) and develops flu symptoms, including a fever and/or cough.

Can my child go to school or day care if he or she is sick with the flu?

No. Your child should stay home to rest and to avoid giving the flu to other children or caregivers.

When can my child go back to school after having the flu?

Keep your child home for at least 24 hours after their fever is gone. (Fever should be gone without the use of a fever-reducing medicine.) A fever is defined as 100°F (37.8°C) or higher.

What additional preventive actions can I take to protect my child from germs that can cause respiratory illness, like the flu?

- Find out about plans your child’s school or child care program has if an outbreak of flu or another illness occurs and whether flu vaccinations are offered on-site.
- Make sure your child’s school or child care program routinely cleans frequently touched objects and surfaces, and that they have a good supply of tissues, soap, paper towels, alcohol-based hand rubs, and disposable wipes on-site.
- Ask how sick students and staff are separated from others and who will care for them until they can go home.

Strategic Direction - Strategically Engage With External Partners

New Board Chair of the Erie St. Clair LHIN

- Dr. Martin Girash has been appointed as the new Chair of the Board of Directors of the Erie St. Clair Local Health Integration Network (ESC LHIN) effective November 20,

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