Windsor Regional Hospital Board of Directors Meeting

November 4, 2026

Board of Directors: Ian McLeod (Chair), Paul Lachance (Vice Chair), Patricia France (Past Chair), Chris Lanoue (Treasurer),

Laura Copat, Nila Das, Mary Dawson, Genevieve Isshak, Anna Kirby, David Malian, Joe Milicia, Nadine Manroe-Wakerell, Brandon Pottie, Jamie Skutovich, Linda Staudt, Wes Vickers

Staff: Kristin Kennedy (CEO), Dr. Wassim Saad (COS), Katelyn Dryden (CFO), Nicole Krywionek (CNE), Kristi Cecile (VP), Brandon Bailey (VP), Kelly Heron (VP), Kelly Gregoire (VP),

Dr. Kristen DeMarco (President, Professional Staff), Dr. Amit Patel (VP, Professional Staff), Larry Jcaobs (Schulich Rep), Dr. Mazzetti (Chief, Medicine)

WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE – NO EXCEPTIONS!

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 OPEN MEETING
Wednesday, November 4, 2026

1. CALL TO ORDER **(McLeod)**
2. DECLARATIONS OF CONFLICT OF INTEREST **(McLeod)**
3. PREVIOUS MINUTES: **September 10, 2026 (McLeod)**
4. CORRESPONDENCE/PRINTED MATTER **Media Report – FYI only (McLeod)**
5. FINANCIAL PRESENTATION **(Lanoue)**
6. REPORT OF THE PRESIDENT & CEO **(Kennedy)**
7. SCHULICH REPORT **(Jacobs)**
8. BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS **(McLeod)**
9. DATE OF NEXT REGULAR BOARD MEETING: **December 3, 2026**
10. ADJOURNMENT **(McLeod)**

Minutes for Board of Directors Open Meeting - September 10, 2026
September 10 2026

Present: Anna Kirby, Brandon Pottie, Bree Ross, Chris Lanoue, David Malian, Genevieve Isshak, Ian McLeod, Jamie Skutovich, Joe Milicia, Kristin Kennedy, Laura Copat, Linda Staudt, Nadine Manroe-Wakerell, Nila Das, Patricia France, Mr. Paul Lachance, Wassim Saad, Wes Vickers, Katelyn Dryden, Mary Dawson, Larry Jacobs, Ian Mazzetti, Mark Fathers, Kelly Heron, Nicole Krywionek, Kristi Cecile, Brandon Bailey, Kelly Gregoiore, Amit Patel

Call to Order

The Chair called the meeting to order at 5:00pm.

Quorum

Quorum was established.

Reading of Land Acknowledgement

The Chair read the land acknowledgement.

Approval of the Consent Agenda

MOTION

It was MOVED by Paul Lachance and SECONDED by Joe Milicia that the consent agenda for Windsor Regional Hospital Board of Directors meeting held on September 10, 2026 was approved. CARRIED.

Approval of the Open Agenda

MOTION

It was MOVED by Jamie Skutovich and SECONDED by Patti France that the open agenda for the Windsor Regional Hospital Board of Directors meeting held on September 10, 2026 was approved with no additions.

CARRIED.

Declaration of Conflict of Interest

There were no conflicts of interest declared.

Consent Agenda Items

Previous Meeting Minutes

Board of Directors Meeting Minutes - June 4, 2026

The minutes from the previous Board of Directors Open Meeting held on June 4, 2026 were presented to members for approval.

Finance, Audit & Resource Meeting Minutes - August 24, 2026

The minutes from the previous Finance, Audit & Resource Committee Open Meeting held on August 24, 2026 were presented to members for approval.

Media Report

The media report was provided for members to review headlines, including those about Windsor Regional Hospital.

Standing Items

Financial Report

Chris Lanoue, Chair of Finance, Audit & Resource Committee shared that the net deficit after building amortization is $14,645,000 which is $1,578,000 worse than budget and the Hospital margin is negative $11,952,000 which is $2,170,000 worse than plan. He described variances offsetting the revenue including base funding with QBPs are $1.2 million below budget, cardiac procedures are $1.4 million under budget, $542,000 shortfall for Hospital to Home program, as volumes are lower than planned and revenue is recognized as equal expenses incurred. He noted one-time funding of $161,000 in NICU and Emergency alternate funding greater than plan and offset by medical fees paid. Other variances including uninsured revenue is $547,000 under plan, salaries and wages favourable$911,000, deficits in Emergency, Inpatient Medicine and Cardiology and surpluses in Perioperative Program, Diagnostic Imaging, Mental and Allied Health, Women's & Children's Program and Utilization and Flow. He went on to describe that benefits in a surplus of $114,000 related to wage surplus, Medical Staff Fees $193,000 deficit, $161,000 in offsetting funding (Emergency & NICU Alternate Funding), Medical/Surgical Supplies has a deficit of $89,000, drugs $374,000 surplus and other surplus in Renal and Chemotherapy programs and supplies. C. Lanoue continued by outlining sick and overtime with the sick percentage at 1.3% - below the target of 2.2% and overtime percentage is 0.0% exactly on target.

Fancsy Family Hospital Project Update

K. Kennedy provided an update on the Fancy Family Hospital Project highlighting the July 16th groundbreaking ceremony. She noted that construction activity is now visible on site with contractor mobilization, temporary site facilities, utility preparation work, and construction readiness activities now underway. The first major structure to emerge on the site will be the parking garage, with work on that expected to become increasingly visible

later this fall. The Administration and Education Centre will follow as Phase 1 advances through 2027.

CEO Report

K. Kennedy started by updating that the shared CEO leadership model was officially implemented on September 1, 2026, marking an important step toward greater regional collaboration. Early progress has been positive, with teams and leadership across both organizations working together to strategically align services and strengthen healthcare delivery throughout the region.

She went on to review financial recovery and Hospital stabilization plans noting that WRH continues to advance its Hospital Stabilization and Back-to-Budget Plan with significant progress achieved to date. Projected operating deficit has been reduced from $38.5M in 2024-25 and a projected deficit of 14.5M for 2026-27, reflecting focused actions and strong organizational accountability with a hope to attain a balanced budget by the end of 2027-28. While challenges remain, WRH has made substantial progress in strengthening its financial position and remains committed to achieving long-term financial sustainability while protecting access, quality, and patient care.

K. Kennedy shared that Dr. Ian Mazzetti has taken on the new leadership position of Vice President, Medicine, Research & Academics and Deputy Chief of Staff. This role is aimed to strengthen medical leadership capacity to meet growing patient volumes, advance academic and research priorities, and support the future growth of Windsor Regional Hospital.

K. Kennedy noted that WRH continues to expand parking solutions to improve access for Cancer Centre patients while addressing parking pressures in the surrounding community. The phased implementation will improve access to cancer care and increased parking capacity for patients and families.

She continued by highlighting to the Board that Windsor Regional Hospital is the proud winner of the CPBF(Canadian Premature Babies Foundation) 2026 National Kangaroo-A-Thon - Level 2 category. The 2026 National Kangaroo-A-Thon was an expansive, month-long event designed to elevate the standard of neonatal care across Canada. Windsor Regional Hospital's NICU was grouped with 22 other Level 2 NICU's and accumulated a total of 750 hour of Kangarootime in 14 days. She also informed the group that the Windsor Cancer Centre Foundation presented a $150,000 cheque to WE-SPARK Health Institute at today's media event at the University of Windsor's Essex Centre of Research (CORe) building. The funding will advance locally led cancer research and strengthen opportunities for researchers, clinicians, and students across Windsor-Essex.

Business Arising

Board Member Questions, Comments or Notices of Motions

The Board congratulated leadership on the groundbreaking event.

Date of Next Meeting - November 4, 2026

Motion to Adjourn

MOTION

It was MOVED by Nila Das and SECONDED by Jamie Skutovich that the Windsor Regional Hospital Board of Directors meeting be adjourned at 5:19pm.

CARRIED.

WRH Board of Directors – Media Report – Nov. 2026

Faceboook Overview

Performance summary over the last 2 months:
September 2 to October 28, 2026

Views:	Engagement:	Interations:
744.3k	79.4k	8.5k

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Top-Performing Posts



Post re: "first pour" at Fancsy Family Hospital - Sept. 30

61k	354	5.8k
Views	Interactions	Clicks



Post re: Respiratory Therapy Week - Oct. 26

52k	311	11k
Views	Interactions	Clicks

Instagram Overview

Performance summary over the last 2 months:
September 2 to October 28, 2026

Views:	Reach:	Interactions:
420.4k	**33.4k**	**4.9k**

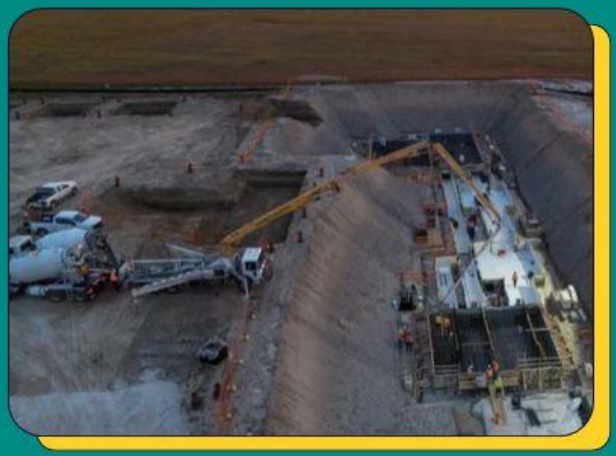
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Top-Performing Posts



Post re: Respiratory Therapy Week - Oct. 26

35.7k	16.4k	650
Views	Reach	Interactions



Post re: "first pour" at Fancsy Family Hospital - Sept. 30

81.3k	10.3k	560
Views	Reach	Interactions

WRH News Clippings – Sept. 2 to Oct. 26, 2026

CTV WINDSOR

Kristin Kennedy begins dual CEO role at Windsor Regional and Erie Shores
CTV Windsor, September 1, 2026
https://www.ctvnews.ca/windsor/article/kristin-kennedy-begins-dual-ceo-role-at-windsor-regional-and-erie-shores/

Windsor Symphony honours late music director Robert Franz with gift for cancer care staff
CTV Windsor, September 2, 2026
https://www.ctvnews.ca/windsor/article/windsor-symphony-honours-late-music-director-robert-franz-with-gift-for-cancer-care-staff/

Beloved family physician passes away
CTV Windsor, September 9, 2026
https://www.ctvnews.ca/windsor/article/beloved-family-physician-passes-away/

$500,000 donated for education at Fancsy Family Hospital
CTV Windsor, September 10, 2026
https://www.ctvnews.ca/windsor/article/500000-donated-for-education-at-fancsy-family-hospital/

Newborn snuggles: CKHA launches Newborn Cuddle Program
CTV Windsor, September 10, 2026
https://www.ctvnews.ca/windsor/article/newborn-snuggles-ckha-launches-newborn-cuddle-program/

Local hospitals preparing as EMS strike deadline nears
CTV Windsor, September 11, 2026
https://www.ctvnews.ca/windsor/article/local-hospitals-preparing-as-ems-strike-deadline-nears/

Windsor Cancer Centre Foundation supporting local cancer research at WE-SPARK
CTV Windsor, September 11, 2026
https://www.ctvnews.ca/windsor/article/windsor-cancer-centre-foundation-supporting-local-cancer-research-at-we-spark/

Morris and Beverly Baker Foundation donates $500,000 to Fancsy Family Hospital
CTV Windsor, September 11, 2026
https://www.am800cklw.com/news/morris-and-beverly-baker-foundation-donates-500000-to-fancsy-family-hospital/

Windsor Regional Hospital makes progress on deficit
CTV Windsor, September 14, 2026
https://www.ctvnews.ca/windsor/article/windsor-regional-hospital-makes-progress-on-deficit/

Windsor man warns against toughing out pain after ruptured appendix
CTV Windsor, September 14, 2026
https://www.ctvnews.ca/windsor/article/windsor-man-warns-against-toughing-out-pain-after-ruptured-appendix/

Coalition flags unused MRI, surgery capacity in Ontario hospitals
CTV Windsor, September 15, 2026
https://www.ctvnews.ca/windsor/article/coalition-flags-unused-mri-surgery-capacity-in-ontario-hospitals/

New partnership allows students to get into medical school quicker: UWindsor
CTV News, September 23, 2026

https://www.ctvnews.ca/windsor/article/new-partnership-allows-students-to-get-into-medical-school-quicker-uwindsor/

Windsor Regional Hospital now cashless in select parking lots
CTV Windsor, September 25, 2026
https://www.ctvnews.ca/windsor/article/windsor-regional-hospital-now-cashless-in-select-parking-lots/

Windsor-Essex part of major cancer research investment
CTV Windsor, September 29, 2026
https://www.ctvnews.ca/windsor/article/windsor-essex-part-of-major-cancer-research-investment/

Nurse Police Team and Crisis Response Team respond to 4,300 calls this year
CTV Windsor, September 30, 2026
https://www.ctvnews.ca/windsor/article/nurse-police-team-and-crisis-response-team-respond-to-4300-calls-this-year/

New referral service helps ER patients receive follow-up care faster
CTV Windsor, October 1, 2026
https://www.ctvnews.ca/windsor/article/new-referral-service-helps-er-patients-receive-follow-up-care-faster/

Fancsy Family Hospital construction hits milestone with first concrete pour
CTV Windsor, October 1, 2026
https://www.ctvnews.ca/windsor/article/fancsy-family-hospital-construction-hits-milestone-with-first-concrete-pour/

No deal reached, Essex-Windsor EMS strike could come as early as Oct. 9
CTV Windsor, October 2, 2026
https://www.ctvnews.ca/windsor/article/no-deal-reached-essex-windsor-ems-strike-could-come-as-early-as-oct-9/

Opioid alert in effect after high number of opioid overdoses reported
CTV Windsor, October 5, 2026
https://www.ctvnews.ca/windsor/article/opioid-alert-in-effect-after-high-number-of-opioid-overdoses-reported/

Tentative deal reach between County and Essex-Windsor EMS
CTV Windsor, October 6, 2026
https://www.ctvnews.ca/windsor/article/tentative-deal-reach-between-county-and-essex-windsor-ems/

Essex County council ratifies tentative agreement with paramedics' union
CTV Windsor, October 8, 2026
https://www.ctvnews.ca/windsor/article/essex-county-council-ratifies-tentative-agreement-with-paramedics-union/

Windsor Regional Hospital to roll out 'action team' measures to tackle wait times
CTV Windsor, October 8, 2026
https://www.ctvnews.ca/windsor/article/windsor-regional-hospital-to-roll-out-action-team-measures-to-tackle-wait-times/

Essex-Windsor EMS workers, county ratify three-year contract
CTV Windsor, October 13, 2026
https://www.ctvnews.ca/windsor/article/essex-windsor-ems-workers-county-ratify-three-year-contract/

Health officials issue alert after 31 overdoses reported
CTV Windsor, October 14, 2026

https://www.ctvnews.ca/windsor/article/health-officials-issue-alert-after-31-overdoses-reported/

New prostate surgery option available at WRH
CTV Windsor, October 15, 2026
https://www.ctvnews.ca/windsor/article/new-prostate-surgery-option-available-at-wrh/

CKHA recognizes hospital staff after bus rollover
CTV Windsor, October 18, 2026
https://www.ctvnews.ca/london/article/ckha-recognizes-hospital-staff-after-bus-rollover/

Two Windsor nurses honoured with Daniel Johnson oncology award
CTV Windsor, October 20, 2026
https://www.ctvnews.ca/windsor/article/two-oncology-nurses-win-daniel-johnson-memorial-award/

Longtime Windsor Regional Hospital leader Jonathan Foster remembered for service and kindness
CTV Windsor, October 22, 2026
https://www.ctvnews.ca/windsor/article/longtime-windsor-regional-hospital-leader-jonathan-foster-remembered-for-service-and-kindness/

AM800

Kristin Kennedy begins dual CEO role at Windsor Regional and Erie Shores
AM800 News, September 1, 2026
https://www.am800cklw.com/news/kristin-kennedy-begins-dual-ceo-role-at-windsor-regional-and-erie-shores/

Provincial funding to help HDGH expand care for people living with Treatment Resistant Depression
AM800 News, September 2, 2026
https://www.am800cklw.com/news/provincial-funding-to-help-hdgh-expand-care-for-people-living-with-treatment-resistant-depression/

WSO giving gift of music to Windsor Regional Cancer Centre staff in honour of late maestro
AM800 News, September 2, 2026
https://www.am800cklw.com/news/wso-giving-gift-of-music-to-windsor-regional-cancer-centre-staff-in-honour-of-late-maestro/

Beloved family physician passes away
AM800 News, September 9, 2026
https://www.am800cklw.com/news/beloved-family-physician-passes-away/

Windsor Cancer Centre Foundation supporting local cancer research at WE-SPARK
AM800, September 10, 2026
https://www.am800cklw.com/news/windsor-cancer-centre-foundation-supporting-local-cancer-research-at-we-spark/

Local hospitals preparing as EMS strike deadline nears
AM800, September 11, 2026
https://www.am800cklw.com/news/local-hospitals-preparing-as-ems-strike-deadline-nears/

Windsor Regional Hospital expands parking access for cancer patients
AM800 News, September 13, 2026

https://www.am800cklw.com/news/windsor-regional-hospital-expands-parking-access-for-cancer-patients/

Windsor Regional Hospital makes progress on deficit
AM800 News, September 14, 2026
https://www.am800cklw.com/news/windsor-regional-hospital-makes-progress-on-deficit/

Nurse Police Team recognized for innovative community response
AM800 News, September 23, 2026
https://www.am800cklw.com/news/nurse-police-team-recognized-for-innovative-community-response/

HDGH looks at alternatives ahead of potential EMS strike
AM800 News, September 24, 2026
https://www.am800cklw.com/news/hdgh-looks-at-alternatives-ahead-of-potential-ems-strike/

Windsor Regional Hospital now cashless in select parking lots
AM800 News, September 25, 2026
https://www.am800cklw.com/news/windsor-regional-hospital-now-cashless-in-select-parking-lots

Windsor-Essex part of major cancer research investment
AM800 News, September 29, 2026
https://www.am800cklw.com/news/windsor-essex-part-of-major-cancer-research-investment/

Nurse Police Team and Crisis Response Team respond to 4,300 calls this year
AM800 News, September 30, 2026
https://www.am800cklw.com/news/nurse-police-team-and-crisis-response-team-respond-to-4300-calls-this-year/

"We are burnt out, we are understaffed," paramedic says as Essex-Windsor EMS strike deadline nears
AM800 News, October 5, 2026
https://www.am800cklw.com/news/we-are-burnt-out-we-are-understaffed-paramedic-says-as-essex-windsor-ems-strike-deadline-nears/

Opioid alert in effect after high number of opioid overdoses reported
AM800 News, October 5, 2026
https://www.am800cklw.com/news/opioid-alert-in-effect-after-high-number-of-opioid-overdoses-reported/

BREAKING: Tentative deal in place for Essex-Windsor EMS
AM800 News, October 6, 2026
https://www.am800cklw.com/news/breaking-tentative-deal-in-place-for-essex-windsor-ems/

Essex-Windsor EMS paramedics ratify three-year deal
AM800 News, October 13, 2026
https://www.am800cklw.com/news/essex-windsor-ems-paramedics-ratify-three-year-deal/

Health officials issue alert after 31 overdoses reported
AM800 News, October 14, 2026
https://www.am800cklw.com/news/health-officials-issue-alert-after-31-overdoses-reported/

New prostate surgery option available at WRH
AM800 News, October 15, 2026

https://www.am800cklw.com/news/new-prostate-surgery-option-available-at-wrh/

Windsor Regional Hospital introduces minimally-invasive prostate procedure
Blackburn Windsor, October 18, 2026
https://windsornewstoday.ca/windsor/news/2026/10/18/windsor-regional-hospital-introduces-minimally-invasive-prostate-procedure

Two Windsor nurses honoured with Daniel Johnson oncology award
AM800 News, October 20, 2026
https://www.am800cklw.com/news/two-oncology-nurses-win-daniel-johnson-memorial-award/

WECHU encourages vaccination as early flu season looms
AM800, October 23, 2026
https://www.am800cklw.com/news/wechu-encourages-vaccination-as-early-flu-season-looms/

Windsor Cancer Centre Foundation launches 2026 Grow On campaign
AM800 News, October 24, 2026
https://www.am800cklw.com/news/windsor-cancer-centre-foundation-launches-2026-grow-on-campaign/

BLACKBURN RADIO

HDGH gets provincial funding to expand treatment for Treatment Resistant Depression
Blackburn Windsor, September 1, 2026
https://windsornewstoday.ca/windsor/news/2026/09/01/hdgh-gets-provincial-funding-to-expand-treatment-for-treatment-resistant-depression

Late maestro's legacy to live on at Windsor Cancer Centre
Blackburn Windsor, September 2, 2026
https://windsornewstoday.ca/windsor/news/2026/09/02/late-maestros-legacy-to-live-on-at-windsor-cancer-centre

Research at Fancsy Family Hospital receives $500K boost
Blackburn News Windsor, September 10, 2026
https://windsornewstoday.ca/windsor/news/2026/09/10/research-at-fancsy-family-hospital-receives-500k-boost

Windsor Nurse Police Team recognized by local council
Blackburn Windsor, September 22, 2026
https://windsornewstoday.ca/windsor/news/2026/09/22/windsor-nurse-police-team-recognized-by-local-council

Corvette Club makes annual donation to WRH
Blackburn Windsor, September 23, 2026
https://windsornewstoday.ca/windsor/news/2026/09/23/corvette-club-makes-annual-donation-to-wrh

Windsor Regional Hospital, University of Windsor benefit from research funding for precision oncology
Blackburn Windsor, September 28, 2026
https://windsornewstoday.ca/windsor/news/2026/09/28/windsor-regional-hospital-university-of-windsor-benefit-from-research-funding-for-precision-oncology

Windsor's nurse and crisis response teams continue to thrive
Blackburn Windsor, September 30, 2026

https://windsornewstoday.ca/windsor/news/2026/09/30/windsors-nurse-and-crisis-response-teams-continue-to-thrive

Windsor Regional Hospital launches a rapid referral service
Blackburn Windsor, October 1, 2026
https://windsornewstoday.ca/windsor/news/2026/10/01/windsor-regional-hospital-launches-a-rapid-referral-service

Essex-Windsor paramedics could strike as soon as October 9
Blackburn Windsor, October 2, 2026
https://windsornewstoday.ca/windsor/news/2026/10/02/essex-windsor-paramedics-could-strike-as-soon-as-october-9

New Windsor-Essex opioid alert reports 30 overdoses in one week
Blackburn Windsor, October 5, 2026
https://windsornewstoday.ca/windsor/news/2026/10/05/new-windsor-essex-opioid-alert-reports-30-overdoses-in-one-week

Tentative deal reached for paramedics at Essex-Windsor EMS
Blackburn Windsor, October 6, 2026
https://windsornewstoday.ca/windsor/news/2026/10/06/tentative-deal-reached-for-paramedics-at-essex-windsor-ems

Essex County Council ratifies tentative deal with paramedics
Blackburn Windsor, October 8, 2026
https://windsornewstoday.ca/windsor/news/2026/10/08/essex-county-council-ratifies-tentative-deal-with-paramedics

Mental health help is available, says HDGH
Blackburn Windsor, October 10, 2026
https://windsornewstoday.ca/windsor/news/2026/10/10/mental-health-help-is-available-says-hdgh

Essex-Windsor EMS union ratifies new contract with County
Blackburn Windsor, October 13, 2026
https://windsornewstoday.ca/windsor/news/2026/10/13/essex-windsor-ems-union-ratifies-new-contract-with-county

Additional hospital visits extend Windsor-Essex opioid alert
Blackburn Windsor, October 13, 2026
https://windsornewstoday.ca/windsor/news/2026/10/13/additional-hospital-visits-extend-windsor-essex-opioid-alert

HDGH celebrates 25 years of the Cardiac Wellness program
Blackburn Windsor, October 22, 2026
https://windsornewstoday.ca/windsor/news/2026/10/22/hdgh-celebrates-25-years-of-the-cardiac-wellness-program

Grow On Windsor campaign sets $375K goal
Blackburn Windsor, October 23, 2026
https://windsornewstoday.ca/windsor/news/2026/10/23/grow-on-windsor-campaign-sets-375k-goal

Nurses honoured for outstanding oncology care
Blackburn Windsor, October 24, 2026
https://windsornewstoday.ca/windsor/news/2026/10/24/nurses-honoured-for-outstanding-oncology-care

Health unit urges residents to get their shots
Blackburn Windsor, October 26, 2026

https://windsornewstoday.ca/windsor/news/2026/10/26/health-unit-urges-residents-to-get-their-shots

CBC WINDSOR

WSO donates concert tickets to Windsor Cancer Centre staff in honour of late music director
CBC Windsor, September 2, 2026
https://www.cbc.ca/player/play/video/9.7330007

30 opioid overdoses reported in 7 days prompts health alert
CBC Windsor, October 5, 2026
https://www.cbc.ca/news/canada/windsor/alert-elevated-number-opioid-overdoses-9.7370211

Essex County paramedics reach a tentative deal, union says
CBC Windsor, October 6, 2026
https://www.cbc.ca/news/canada/windsor/essex-county-paramedics-reach-a-tentative-deal-union-says-9.7370786

Fancsy Family Hospital marks 'first pour' of concrete
CBC Windsor, October 7, 2026
https://www.cbc.ca/news/canada/windsor/fancsy-family-hospital-first-pour-9.7372833

County of Essex council ratifies EMS deal, union ratification still to come
CBC Windsor, October 8, 2026
https://www.cbc.ca/news/canada/windsor/essex-county-ems-ratification-paramedics-9.7373565

Essex-Windsor paramedics ratify new collective agreement with the county
CBC Windsor, October 13, 2026
https://www.cbc.ca/news/canada/windsor/essex-windsor-ems-new-deal-9.7379061

WINDSOR STAR

The Maestro's dying wish: WSO offers free tickets to cancer centre staff
Windsor Star, September 2, 2026
https://windsorstar.com/news/local-news/the-maestros-dying-wish-wso-offers-free-tickets-to-cancer-centre-staff

Windsor Cancer Centre Foundation invests $150K in local cancer research
Windsor Star, September 12, 2026
https://windsorstar.com/news/local-news/windsor-cancer-centre-foundation-invests-150k-in-local-cancer-research

160-bed long-term-care residence opens in Lakeshore
Windsor Star, September 15, 2026
https://windsorstar.com/news/local-news/160-bed-long-term-care-residence-opens-in-lakeshore

Windsor, Leamington hospitals see smoother patient transfers under shared CEO model
Windsor Star, September 17, 2026
https://windsorstar.com/news/local-news/windsor-lemington-hospitals-see-smoother-patient-transfers-under-shared-ceo-model

Emergency room restructuring, faster diagnostic scans among Windsor Regional Hospital plans to kill deficit
Windsor Star, September 18, 2026

https://windsorstar.com/news/local-news/emergency-room-restructuring-faster-diagnostic-scans-among-windsor-regional-hospital-plans-to-kill-deficit

Runners brave weather for Windsor's future Fancsy mega-hospital
Windsor Star, September 19, 2026
https://windsorstar.com/news/runners-brave-weather-for-windsors-future-fancsy-mega-hospital/

Spike in opioid overdoses triggers Windsor-Essex community alert
Windsor Star, October 5, 2026
https://windsorstar.com/news/alert-issued-following-jump-in-suspected-opioid-overdoses/

Windsor-Essex paramedics reach tentative agreement, pausing strike talk
Windsor Star, October 6, 2026
https://windsorstar.com/news/historic-windsor-essex-paramedic-strike-looms-after-prolonged-negotiations-collapse/

County council ratifies tentative deal with paramedics
Windsor Star, October 8, 2026
https://windsorstar.com/news/county-council-ratifies-tentative-deal-with-paramedics/

Another spike in opioid overdoses extends Windsor-Essex alert
Windsor Star, October 14, 2026
https://windsorstar.com/news/another-spike-in-opioid-overdoses-keeps-windsor-essex-alert-active/

Windsor Regional Hospital among lowest rated in Canada for visitor satisfaction: report
Windsor Star, October 14, 2026
https://windsorstar.com/news/windsor-regional-hospital-among-lowest-rated-in-canada-for-visitor-satisfaction-new-report/

Survivor Day honours people who dodged death and those who saved them
Windsor Star, October 21, 2026
https://windsorstar.com/news/health/back-from-the-brink-survivor-day-celebrates-people-who-dodged-death-and-those-who-saved-them

Two oncology nurses honoured for contribution to health care
Windsor Star, October 22, 2026
https://windsorstar.com/news/two-local-oncology-nurses-honoured-for-contribution-to-health-care/

WINDSOR REGIONAL HOSPITAL

September 2026 Financial Statements
Board of Directors Meeting
November 5, 2026

Financial Results – Hospital Operations (1,000's of dollars)
September 30, 2026

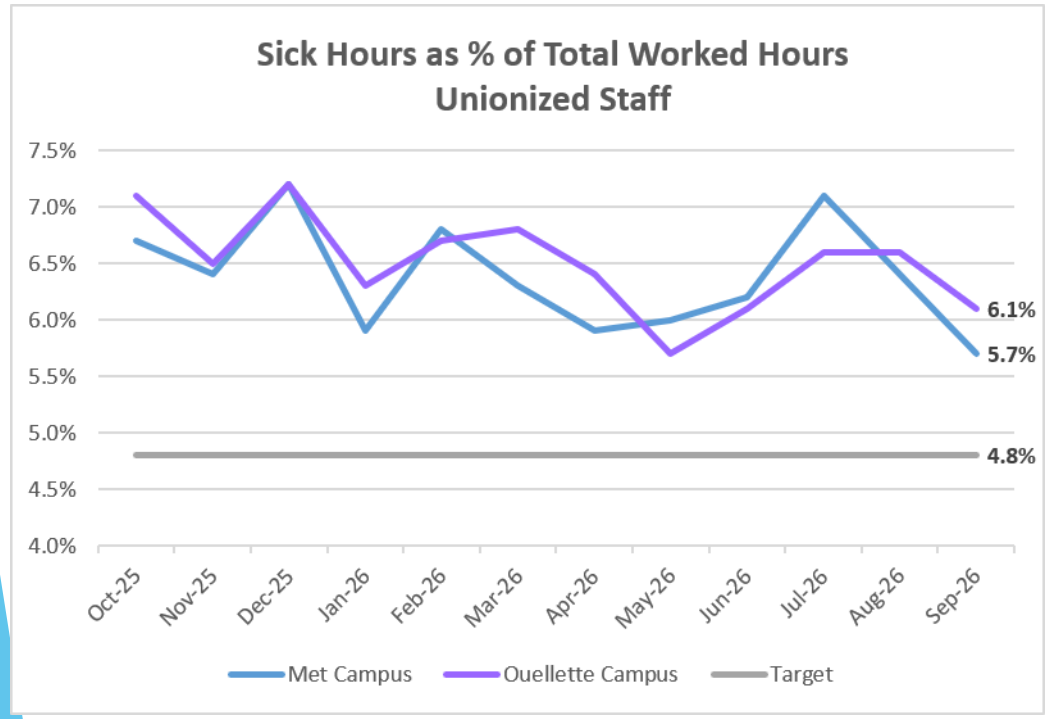
	Current Year Actual	Current Year Budget	$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	$ 391,105	$ 392,669	$ (1,564)	(0.4%)
Expenses				
Salaries and Wages	$ 167,779	$ 169,309	$ 1,530	0.9%
Employee benefits	46,823	47,143	320	0.7%
Employee future benefits	1,562	1,562	-	0.0%
Medical staff remuneration	33,397	33,332	(65)	(0.2%)
Medical & Surgical supplies	27,230	27,427	197	0.7%
Drugs	63,273	63,422	149	0.2%
Supplies & other expenses	49,087	49,379	292	0.6%
Long term Interest	3,267	3,294	27	0.8%
Equipment lease / rental	1,191	1,279	88	6.9%
Equipment amortization	11,350	11,800	450	3.8%
Total Expense	**$ 404,959**	**$ 407,947**	**$ 2,988**	**0.7%**
Surplus / (Deficit) From Hospital Operations	**$ (13,854)**	**$ (15,278)**	**$ 1,424**	
Other Votes (net)	**$ (31)**	**$ (41)**	**$ 10**	
Other Recoveries/(Expense)	**$ -**	**$ -**	**$ -**	
Net Building Amortization	**$ (748)**	**$ (929)**	**$ 181**	
Net Surplus (Deficit)	**$ (14,633)**	**$ (16,248)**	**$ 1,615**	
Hospital Margin	**$ (10,618)**	**$ (12,025)**	**$ 1,407**	

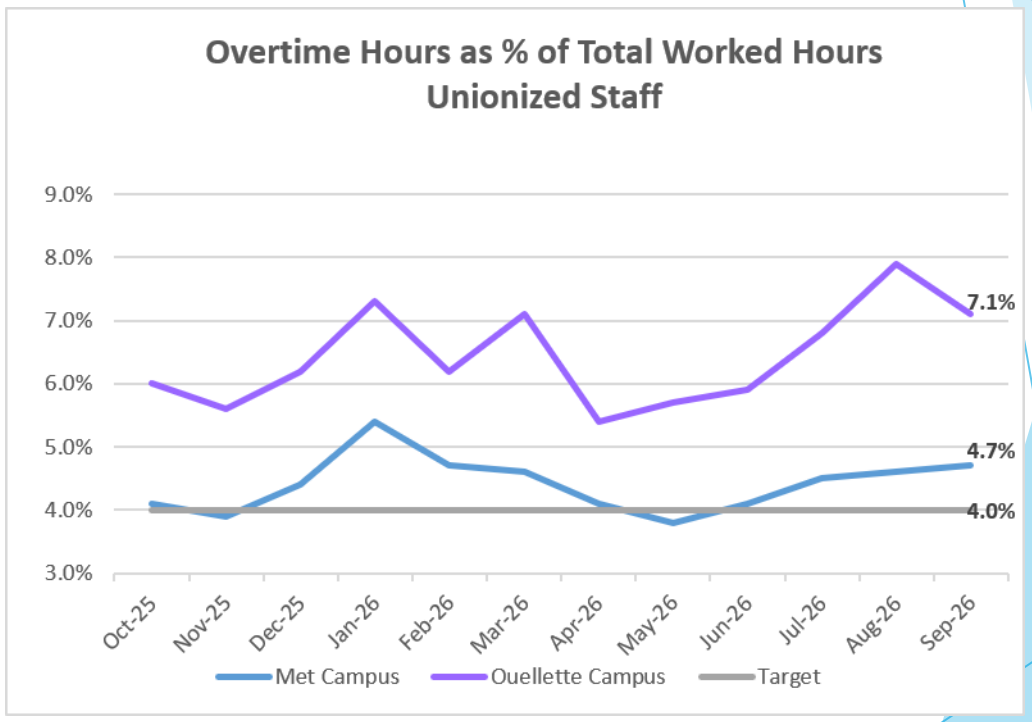
Financial Results
September 30, 2026

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

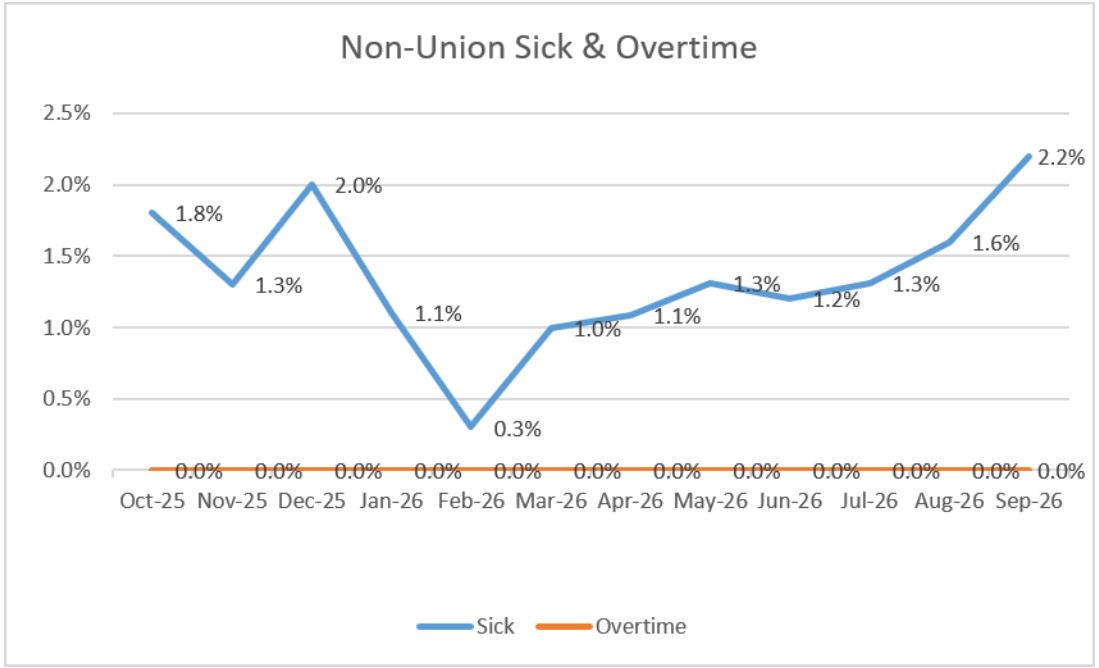
Year-to-Date September 2026 Net Variances					
Category	Year-to-Date Expense Variance	Year-to-Date Revenue Variance	YTD Net Variance	Prior Period YTD Net Variance	Comment
Base Funding	-	(1,596)	(1,596)	(2,480)	QBPs and Cardiac procedures are below volume targets.
Patient Services	-	(118)	(118)	(650)	Uninsured revenue under plan but improving.
Salaries & Wages	1,530	-	1,530	1,512	Deficits in Emergency, Inpatient Medicine and Cardiology ($2.3 million) are offset by surpluses in Perioperative, Diagnostic Imaging, Allied Health, Women's & Children's Program, Cancer, Utilization and Flow Management and Critical Care ($3.9 million).
Benefits	320	-	320	200	Benefits relative to wage surplus.
Medical/Surgical Supplies	197	-	197	264	Perioperative and critical care surplus of $440,000 offset by deficit in Interventional Radiology of $243,000.
Drugs	149	-	149	523	Surpluses in Renal and Ambulatory Surgery programs offset by deficit in chemotherapy (funded drugs).
Other Supplies	292	-	292	829	Supluses in perioperative program (referred out cataracts and corneal transplant costs) and facilities (building service equipment expenses).

Sick & Overtime Benchmarking (Union)
September 30, 2026



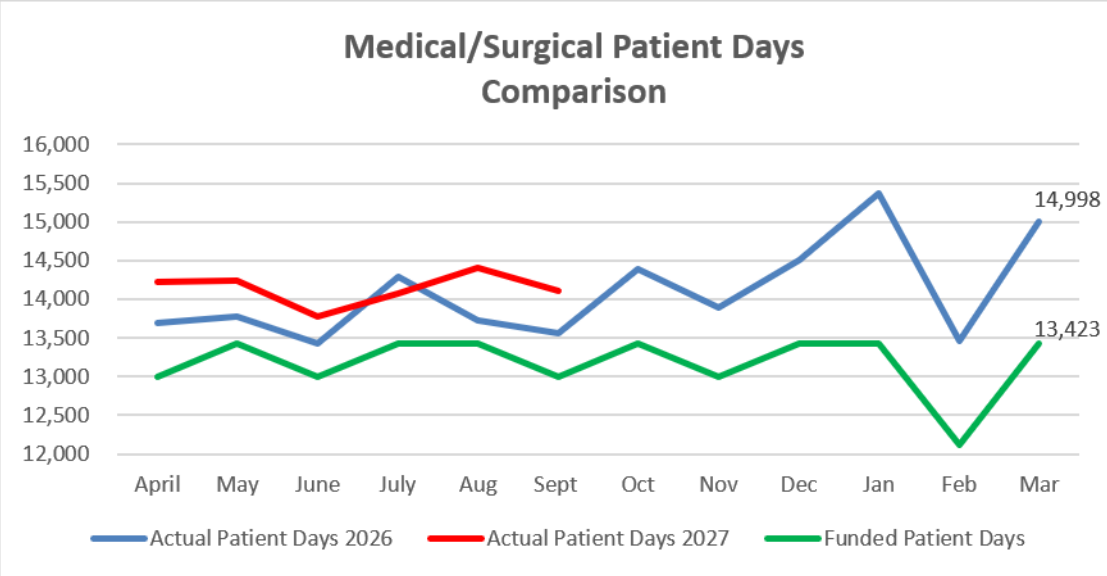


Sick & Overtime Benchmarking (Non-Union)
September 30, 2026



Targets at Median:
Sick 2.2%
Overtime 0.0%

Medical/Surgical Volumes September 30, 2026



WRH has 433 funded medical/surgical beds. At 100% capacity this equates to 79,239 patient days year-to-date September 30, 2026. Actual medical/surgical patient days for this period was 84,821 patient days – an additional 5,582 days. This means that on average there were 31 unfunded beds open per day this fiscal year to date. Comparing year to date September 2026 to the same period last fiscal year, there is an increase in unfunded bed usage of 2,327 days.

Board Update – Fancsy Family Hospital Project Update

The Fancsy Family Hospital Project reached yet another significant procurement milestone in October. Windsor Regional Hospital and Infrastructure Ontario have invited two prequalified teams to submit proposals outlining their plans to design and build the second and largest phase of the Fancsy Family Hospital Project – The Diagnostic and Treatment Block.

Following a competitive prequalification process earlier this year, the following two teams were shortlisted based on their demonstrated experience, qualified personnel, and financial capacity to deliver a project of this size and complexity.

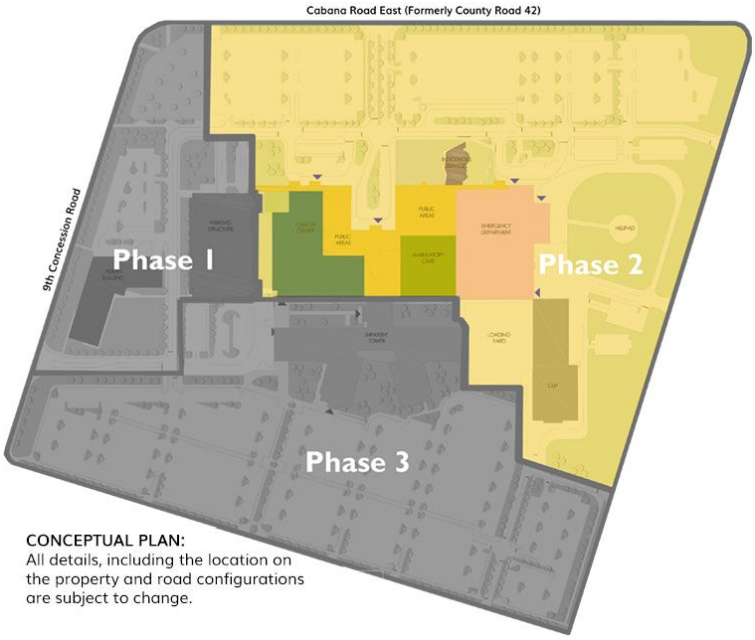
EllisDon Infrastructure Healthcare (EDIH)
Applicant Lead: EllisDon Capital Inc.
Design Team: Parkin Architects Ltd.
Construction Team: EllisDon Corporation
Facilities Management: EllisDon Facilities Services
Financial Advisor: EllisDon Capital Inc.

Windsor Health Infrastructure Partners (WHIP)
Applicant Lead: Plenary Americas LP
Design Team: B+H Architects
Construction Team: Sacyr Canada Inc. and Amico Major Projects Inc.
Facilities Management: Johnson Controls Canada LP
Financial Advisor: Plenary Americas LP

The teams now have until mid-2027 to submit detailed proposals outlining their approach to delivering this transformational project. Infrastructure Ontario and WRH will then evaluate the proposals on several factors, including experience, ability to meet the hospital's design and operational requirements, schedule, and pricing. The successful team is expected to be announced in late 2027, with implementation to follow shortly after.



Located in the centre of the property, facing Cabana Rd. E, Phase 2 - the Diagnostic and Treatment Block - will form the front-facing presence of the new hospital and primary point of arrival for most patients, families, and visitors.



Earlier this year, WRH announced that the Fancsy Family Hospital would be delivered in three phases due to the project's size and complexity.

In the meantime, work on site continues to advance steadily on Phase 1 – Enabling Works. With most of the civil work completed, construction activities are now focused on major underground infrastructure, including progress on the tunnel and the first foundation wall pours. Footings for the future parking garage are being formed and poured, providing the

first visible signs of the infrastructure that will support patients, families and staff when the hospital opens.



VIEW FROM ABOVE: Phase 1 Enabling Works construction site. October 23, 2026