



Mission: Deliver an outstanding patient care experience driven by a passionate commitment to excellence

BOARD OF DIRECTORS
Thursday, January 07, 2021
VIA ZOOM: 1700 hours
Windsor, Ontario
(ZOOM link is included with the meeting request)

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (Paniccia)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (Paniccia)		1701	
3. <u>PREVIOUS MINUTES:</u> December 10, 2020 (Paniccia)	Tab A	1702	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO</u> (Musyj) To be sent under separate cover to Board prior to meeting		1704	FYI
5. <u>SCHULICH REPORT</u> (Jacobs) – verbal report only		1725	FYI
6. <u>FINANCIAL PRESENTATION & TREASURER'S REPORT</u> (Allen)	Tab B	1730	MOTION (accept)
7. <u>CONSENT AGENDA:</u> Finance/Audit & Resources –Dec. 21, 2020 (Allen)	Tab C	1740	MOTION (accept)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> • Media Report – FYI only (Paniccia)	Tab D	1742	FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (Paniccia)		1747	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, February 04, 2021 – ZOOM		1748	FYI
11. <u>ADJOURNMENT</u> (Paniccia)		1748	MOTION

**REGRETS ONLY TO CHERYLE CLARK, Cheryle.clark@wrh.on.ca, or
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Happy 2021 !!



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, December 10, 2020**, 17:00 hours, via ZOOM, live streamed on YouTube.

PRESENT:

Anthony Paniccia, Chair	Dr. Laurie Freeman	
Genevieve Isshak	Patricia France	Dr. Wassim Saad (ex-officio, non-voting)
Paul Lachance	Arvind Arya	David Musyj (ex-officio, non-voting)
Michael Lavoie	Dan Wilson	Karen McCullough (ex-officio, non-voting)
Penny Allen	Pam Skillings	Dr. Larry Jacobs (ex-officio, non-voting)
		Dr. Anil Dhar (ex-officio, non-voting)

STAFF:

Executive Committee

REGRETS:

John Leontowicz Cynthia Bissonnette

1. CALL TO ORDER:

The meeting was called to order at 1703 hours with Mr. Paniccia presiding as Chair, and Ms. Clark recording the minutes.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the November 05, 2020 Board meeting had been previously circulated.

MOVED by Mr. P Lachance, **SECONDED** by Mr. M. Lavoie and **CARRIED THAT** the minutes of the November 05, 2020 Board of Directors meeting be approved.

4. REPORT FROM THE PRESIDENT & CEO:

Mr. Musyj referred to his written report, which was included in the package.

Highlights:

- It has been an interesting journey since the start of COVID through to today. Everything about the second wave has come true. We are into COVID fatigue now – people are tired and frustrated and still trying to interact with each other, and the economy is still trying to continue. This wave is different from what we went through in March and April. Back then, everything was pretty much shut down and people went inside. It was easier to determine who was positive. It became very focused. We could tell where COVID came from. Today, there isn't a definitive contact tracing opportunity even from our own staff point of view who have tested positive. It is

difficult for us to determine their contacts. As we move from Orange to Red in the rankings for the colour chart in the province, twice per week, we meet with the medical leadership of Erie/St. Clair and at those meetings we discuss status and also they report on action items they have had at their committee meetings. Public Health also attends and reports. We have been concerned about how long we will be in red. Usually you wait two weeks to see how your data goes. Two weeks was probably too long but recognize the theory behind that. We stayed in red this week and it looks like we are heading into the gray colour and we will find out tomorrow what that entails. It will take effect at 12:01 Monday morning even though we find out on Friday.

- Karen Riddell gave update on overall census and numbers: Numbers have been dynamic. We are at 90% occupancy right now. We have 47 beds blocked due to COVID, 28 confirmed in-house and 9 of those are in ICU and another 40 suspected cases. Our last 4 beds are sitting in the CCU right now. We just received a call from one of our partner hospitals that they have an ICU patient for us as well. We have experienced 6 deaths in the last few days as well. Our numbers are increasing rapidly from a hospital perspective.
- Mr. Musyj added that we wonder what our status will be in 10-14 days from now. The numbers announced tomorrow will be high re: positives. We do not see that decreasing – if anything it will be increasing. There are probably still more in the community who are positive and are not being swabbed for some reason. We have 9 in the ICU with COVID. Our highest number has been 13. Our highest number in-patients was 27 but it is now 28. We are full re: in-patient beds and our ICU capacity. We will work in the next 24 - 48 hours re: our pandemic plan and how we will move forward as an organization with these increasing numbers.

Board question: I don't understand why this is worse than the first wave when we did none of the precautions the first time.

Musyj response: For the first wave, a lot of things were closed down or people were outside because it was spring time. A lot of people were not going to work or to larger settings. As everyone has said, this has happened across the province and North America. As weather gets colder, people are going inside, they are going to work and interacting then going home to families. Schools are up and running as well.

Saad response: The biggest issue is schools are opening and children can't keep their masks on all day and then they are going home. Couple that with colder weather so people are indoors, plus the COVID fatigue. It is a perfect storm.

Musyj response: When we went on site to help swab schools, we discovered that a lot of larger families have multiple children at different schools – different age groups at different schools. And the teachers of those children may also have children who go to different schools as well. The tentacles of that start to go through the rest of our region. Our staff members are not immune to that either. We went from March to the middle of November with 14 staff who tested positive for COVID out of 5,000, but since November that number is now more than double – now 35 -36 staff testing positive for COVID in a three week period. It is dramatic. We do know that PPE works. Even if staff get it, they are not transmitting it to patients.

The Chair added that anyone listening to this meeting should be kind to one another – no one wanted to get COVID. Be responsible, use your masks, wash your hands, and social distance.

Mr. Musyj spoke about vaccines. We have heard the vaccine is starting to roll out. In Ontario, two hospitals – one in Ottawa and one in Toronto are doing a dry run of high risk individuals and those lessons will be shared with the rest of us.

The first vaccine to be approved was from Pfizer. Canada will receive about 249,000 doses of the vaccine which would cover about 125,000 people (two doses per person). Ontario is supposed to get 85,000 of those first doses. Proportionately, Windsor/Essex should get about 2,500 doses (covering 1,250 people). However, could be more if focused on high risk regions. The vaccine will be distributed more so, to areas that are red or grey. Both Pfizer and Moderna vaccines have to be kept at ultra-frozen temperatures; Pfizer at -80, and Moderna at -25. We have 3 freezers that can hold Pfizer vaccines at -80. The -80 can house 400,000 doses at any given time. Pfizer is strict about distribution of the vaccine, which has a lot to do with risk management and ensuring the efficacy of their vaccine stays at 95% effective. The more it moves and is taken out of the freezing temperature and potentially being left out too long, and then being put back into the freezer, the efficacy of the vaccine will be affected and that would create problems.

The Ontario government did create a grouping of priority individuals to get the vaccine: retirement home/LTC home residents and employees, hospital employees, indigenous population and the elderly with chronic healthcare issues. They did not create a hierarchy of that group though. Our Public Health will have to determine the hierarchy of the group and determine who in the priority group will get the vaccine. There are ethical frameworks being developed provincially and locally for that. This is not the hospital's responsibility – it is the responsibility of Public Health. It will be our responsibility to accept the vaccine, store it safely, and then administer the vaccination to individuals. When Pfizer sends us the vaccine, they allow 4 moves, which is a movement from Germany to Kalamazoo (1 move), then from Kalamazoo to WRH (second move). And then once we receive it, we are uncertain about the flexibility we will have to move it. It is strict and focused. We are trying to sort out those issues. We have given Pfizer an address where the vaccines are to be delivered. We will probably not see more of the vaccine though, until 2021. Then it will be a slow rollout of the vaccines. Canada has purchased a substantial number of vaccines compared to other nations around the world, done on a per capita basis. Canada has purchased as a nation, over 400 million doses for 37 million Canadian residents. Pfizer and Moderna are the first two we will receive. Canada has purchased 20 million of the Pfizer which is good for 10 million people and then did an option for an additional 60 million of the Pfizer vaccine. We doubled down on Pfizer so we can do two doses for every single Canadian resident.

Dr. Saad added that over time, we have created different ways to deliver vaccines to people for them to create an immune response. The whole point is to try to expose you to a virus or bacteria has so your body can build an immunity to it. In real life, then your body can fight it. Most of the time in the past, they would take a virus, grind it up so it was destroyed and it could not harm you and they would give you that material into your body. Your body would recognize certain proteins from it and build up an immune response so the next time you are exposed to it, your body would be ready for it and fight it off.

With Pfizer and Moderna, these are new technologies, actually the first ever approved mRNA viruses. They deliver genetic material to the person, your body then creates the protein from within your own cells which mimics a protein on the COVID virus (the spike protein) so then your body builds up immune response to it. Dr. Saad also spoke about the two dose process.

Some of the compounds that are used have to be molecularly stable which is why the Pfizer vaccine has to be stored at -80. We expect the vaccines to be safe. It is a two dose vaccine. The science and data that the vaccines are based on, are decades and generations old.

Mr. Musyj added that technically right now, we do not know how long the immunity will last once we get the vaccine. Canada as a country clearly has gone out there re: purchasing the vaccines. Vaccinations will take months. While we are waiting for vaccines, what do we do operationally and it is only December 10?

Influenza is pretty much at zero this year. Testing for influenza is higher this year.

PCR machine: We did our own validation and have to submit that data to a provincial agency for review. We hope we will have approval to do our own PCR testing on site shortly. We have a limited amount of testing kits to use. The PCR machine will give quicker results. We will still send results for assessment centre individuals to London as we do now until we get a greater number of test kits.

5. REPORT FROM SCHULICH:

Dr. Jacobs referred to his submitted report. Highlights:

Update at University Hospital in London. Large outbreak that has affected multiple staff and patients. There have been 15 deaths attributed to the outbreak. It has been shut down as a teaching site for medical students until this gets under control. Many students were displaced and were sent to other areas. With the outbreak on the 7th floor at Ouellette, the concern from London was a medical student could take it back to the London hospital so they were not allowed to work back there until they had a 14 day quarantine of not taking care of patients. We have found a plan B for everyone who was going to graduate but it has been a challenging couple of weeks to find opportunities to meet their curricular requirements and get them ready for graduation and to also gain enough experience in their future specialties which would allow them a successful match in the spring.

There are implications for post Grad training as well. Because of what is happening at University Hospital, many of the residents who would have come to Windsor are quarantined right now at UH.

This will eventually end and as that happens, we look ahead to what we can do at our Windsor Campus. Once we can plan on international travel, we hope to increase enrolment of the Windsor Campus with supernumerary positions of American students who would study in Windsor. It is a question of timing. It will be great for learning opportunities and potential research opportunities.

He referred to the list of students who have won awards.

6. Financial Presentation – as of October 31, 2020.

Ms. Allen reported.

Slide 2 – Statement of Operations Overview:

- Y-T-D surplus for hospital operations: \$2,132,000
- Revenue: \$13.5 million favourable y-t-d.
- Total expenses: \$11.3 million unfavourable; the largest variance was in salaries and wages.
- COVID unfunded expenses and revenues: \$15.7 million.
- Surplus after net building amortization: \$865,000.

Slide 3 -COVID Expenses and Revenue:

- Largest component is pandemic pay – 100% funded and makes up 87% of y-t-d salary and wage deficit.
- To date we have received funding for COVID-19 operating expenses from April to July in amount of: \$15.6 million, \$7 million for the pandemic pay and \$8.6 million for the extraordinary operating expenses.
- Unfunded COVID expenses from August to October: \$7.9 million.
- Volume based revenues: \$4.6 million below budgeted volumes to date, and these include QBP's, Neuro services and wait time.
- Patient Services revenue shortfall: \$3.6 million are mainly attributed to diagnostic revenues and accommodations.

Slide 4 - Revenue:

- Base and one-time funding: \$14 million favourable to date, including following shortfalls:
 - i) \$3.4 million QBP revenue – elective surgery cancellations in April and May, lower than planned volumes by 8,573 cases.
 - ii) Volumes are gradually ramping up but cases are taking longer due to IPAC requirements which impacts O.R. room turnaround times.
 - iii) \$1.2 million unearned revenue for Neuro, Cardiac and Wait Time combined.
- One time funding: \$16 million favourable year to date and includes:
 - i) Pandemic pay: \$7 million
 - ii) COVID-19 operating expenses: \$8.6 million
- Drug Re-imburements favourable: \$1.8 million, however these are offset by increased drug expenses.

Slides 5 & 6 - Expenses:

- Salary & wages: unfavourable to \$8.1 million but this includes \$7 million in pandemic pay (87% of variance) as well as isolation, sick and training costs related to COVID-19, as well as \$1.9 million paid to “COVID Helpers”.
- Net patient services revenue and Med Fees are \$1.8 million unfavourable to date, unchanged from last month.
- Med/Surg supplies are favourable especially in the perioperative program to date. This variance has been decreasing each month as surgeries and surgical backlog are being addressed.

- Incremental spending on PPE to: \$2.3 million, based on a comparison of the per-case cost in fiscal 2019-20 to the current run rate.
- Average PPE cost last fiscal per inpatient day was \$51.52. Current year: \$78.00 per inpatient day.
- Drugs – chemo and renal drug variance are fully funded, retail pharmacy net revenue is favourable and drugs are under budget in clinical areas, as this is volume based.
- Other supplies – slightly favourable.
- Increased spending in minor equipment and one-time set up for the Field Hospital occurred at the start of the fiscal year are offset by savings in utilities.
- Equipment rental/lease: over budget due to bed rentals early in fiscal year to ensure capacity in earlier months and was favourable in the month.

Slide 7 - Lengths of Stay:

- Slightly below target at Met and above at Ouellette.
- Mental Health Programs – Maryvale and Ouellette Campus Psychiatry have been trending higher earlier in fiscal year but both were below target in October.

Slide 8 - Patient Volumes:

- Year over year volumes to October are trailing behind target except for community visits as this includes 49,685 COVID-19 Assessment Centre visits.

Slide 9 - Sick and Overtime:

- Compared to previous month, all are trending worse except for sick time at Met, which is slightly better than in previous month by .10%
- FTE's are favourable at both campuses for normal operations.
- FTE's associated with COVID-19 to date are 117.2 for the Assessment Centres, Staff and Visitor screening and the Field Hospital.

MOVED by Ms. P. Allen, **SECONDED** by Mr. A. Arya and **CARRIED**

THAT the December 10, 2020 Financial Presentation (with October 2020 results), be accepted.

7. CONSENT AGENDA:

MOVED by Ms. P. Allen, **SECONDED** by Ms. G. Isshak and **CARRIED**

THAT the report from the November 30, 2020 Finance/Audit & Resources Committee meeting be accepted.

8. CORRESPONDENCE/PRINTED MATTER:

- Media Report – FYI
- November 26m 2020 OHA letter to Premier Ford
- Windsor City Council resolution

9. BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS:

None

**10. DATE OF NEXT REGULAR MEETING:
Thursday, January 07, 2021, 1700 hrs VIA: ZOOM**

11. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Ms. P. France, **SECONDED** by Mr. P. Lachance and **CARRIED**
THAT the December 10, 2020 Board of Directors meeting be adjourned at 1757 hours.

Anthony Paniccia, Chair
Board of Directors

Cheryle Clark
Recording Secretary

/cc



Finance/Audit & Resources Committee
Financial Presentation (November 30, 2020 Results)
Board of Directors Meeting - January 7, 2021

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

November 30, 2020

	Current Year				
	Actual	Budget		\$ Variance	% Variance
				Fav/(Unfav)	Fav/(Unfav)
Revenue	\$ 364,262	\$ 356,715	\$	7,547	2.1%
Expenses					
Salaries and Wages	\$ 173,749	\$ 164,328	\$	(9,421)	(5.7%)
Employee benefits	41,736	41,257		(479)	(1.2%)
Employee ben. - future ben. costs	1,289	1,289		-	0.0%
Medical staff remuneration	36,085	34,514		(1,571)	(4.6%)
Medical & Surgical supplies	22,528	24,604		2,076	8.4%
Drugs	43,804	40,199		(3,605)	(9.0%)
Supplies & other expenses	40,896	41,341		445	1.1%
Long term Interest	1,138	1,175		37	3.1%
Equipment lease / rental	2,843	1,589		(1,254)	(78.9%)
Equipment amortization	5,773	5,864		91	1.6%
Total Expense	\$ 369,841	\$ 356,160	\$	(13,681)	(3.8%)
Surplus / (Deficit) From Hospital Operations	\$ (5,579)	\$ 555	\$	(6,134)	
COVID-19 related unfunded extraordinary operating expenses included above	\$ 9,799		\$	9,799	
COVID-19 related unfunded non-ministry revenue loss included above	\$ 5,990		\$	5,990	
YTD - Unearned Ministry volume funding	\$ 6,071	\$ -	\$	(6,071)	
Surplus or (Deficit) / Revenue	-1.53%	0.16%		-1.69%	

Note: If the currently unfunded \$9.8 million in COVID-19 expenses had been funded as incurred, the surplus at November 30, 2020 would have been approximately \$2.8 million with a Hospital Margin of \$5 million.

Net Surplus/(Deficit) after building amortization (\$6,980)

Financial Results – COVID-19 Impact

November 30, 2020

Year to Date Results include \$9.8 million in COVID-19 extraordinary operating expenses which have not been funded. Net revenue losses total \$11.5 million.

Windsor Regional Hospital COVID-19 Expenses Year-to-Date November 2020		
	<u>Funded</u>	<u>Unfunded</u>
Compensation	3,315,976	6,501,783
Pandemic Pay	7,015,305	-
Medical Staff Fees	499,040	342,085
Med. Surg. Supplies	1,940,434	1,358,062
Drugs	45,233	75,105
Other supplies & expense	708,557	938,730
Equipment Expenses	1,213,947	434,223
Renovations	912,932	149,267
Total Operating Expense	15,651,424	9,799,255
Capital	1,750,145	\$ 827,150
Combined Total	\$ 17,401,569	\$ 10,626,405

Windsor Regional Hospital COVID-19 Revenue Loss Year-to-Date November 2020		
	<u>Funded</u>	<u>Unfunded</u>
Volume Based*	-	6,071,289
Patient Services**	583,239	3,876,373
Recoveries***	-	2,114,100
Total Revenue	583,239	\$ 12,061,762

- * 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

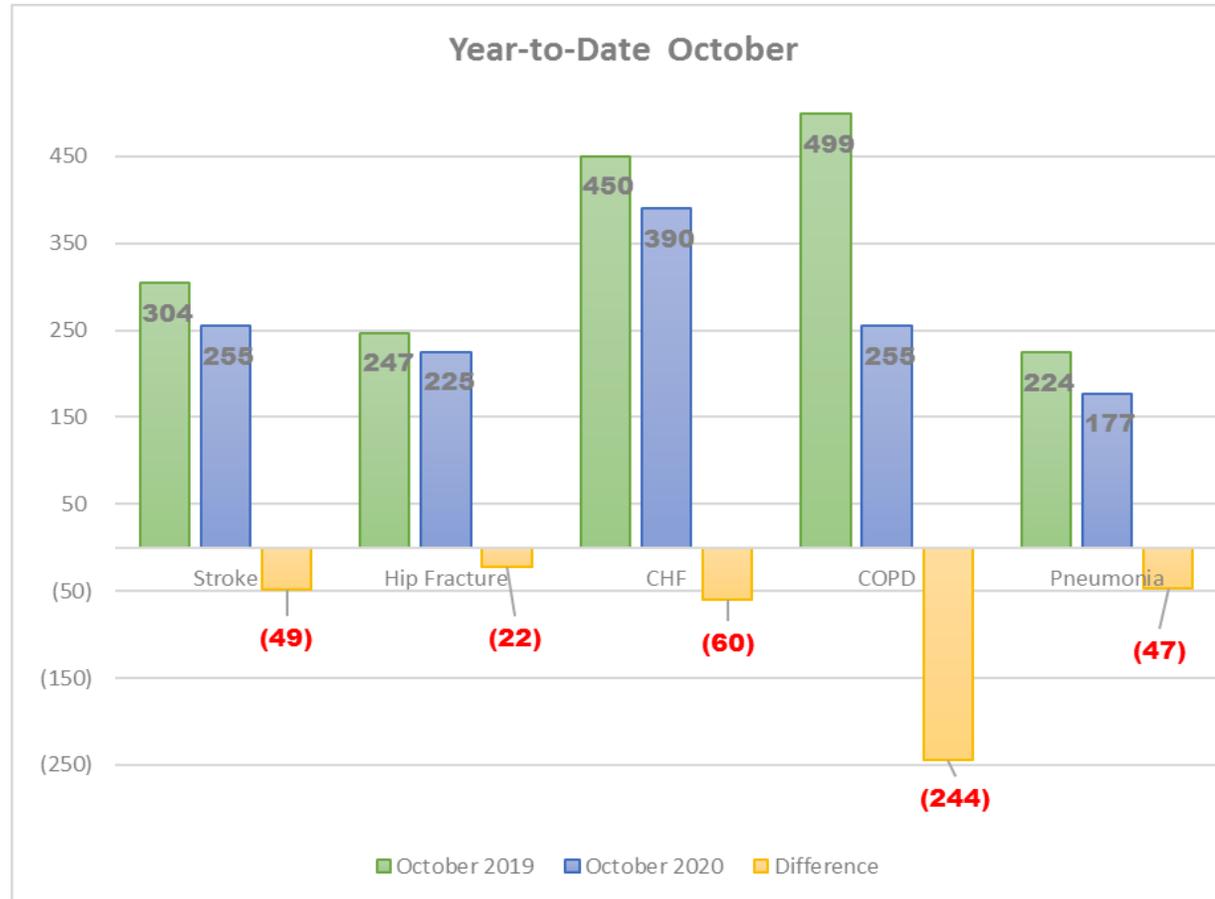
November 30, 2020

Year to Date Revenue

- **Base and One-Time Funding \$7.7 million favourable**
 - \$5.6M in QBP revenue not earned as a result of elective surgery cancellations in April and May as well as lower than planned volumes from June to November
 - Operating Room volumes are 9,030 lower than planned to date
 - \$3.7M revenue decrease attributed to Urgent/Emergent QBPs
 - One-time funding is \$12.4M favourable year to date due to:
 - One-time funding for Pandemic Pay of \$7M
 - Reimbursement for April to July COVID-19 expenses \$8M
 - \$5M in One Time funding not confirmed has not been recognized (\$3.33M to date)
 - \$654,000 in Complex Malignant Hematology revenue shortfall (volume-based)
- Patient Services \$601,000 unfavourable
- Ministry Drug Reimbursements favourable \$2.2 million
- Other Recoveries \$82,000 favourable
 - Reduction of services earlier in the fiscal year has effected parking and retail operations

Overall Revenue is favourable year to date by \$7.5 Million

Urgent/Emergent QBP Volume October Coded Data Comparison



The year-over-year decrease in these cases is 422. For this seven (7) month period this results in a \$3.7 million funding reduction.

Financial Results

November 30, 2020

Year to Date Expenses

- **Salary and Wages \$9.4 million unfavourable**
 - \$1.3M unfavourable in the month of November
 - COVID-19 Screening (Staff/Patients/Visitors) and Assessment Centre staffing \$472K
 - Inpatient Medicine and Critical Care Surge staffing \$445K
 - Support departments (housekeeping, porters, security etc.) \$350K
 - COVID-19 Sick and Isolation pay \$70K in the month
- **Net Patient Services Revenue and Medical Staff Remuneration \$2.2M unfavourable**
- **Medical/Surgical Supplies \$2.1M favourable**
 - Savings incurred in perioperative program due to volume reductions:
 - Met Campus \$957K
 - Ouellette Campus \$1.7M
 - Incremental spending on personal Protective Equipment (PPE) year to date is \$2.5M

Financial Results

November 30, 2020

Year to Date Expenses

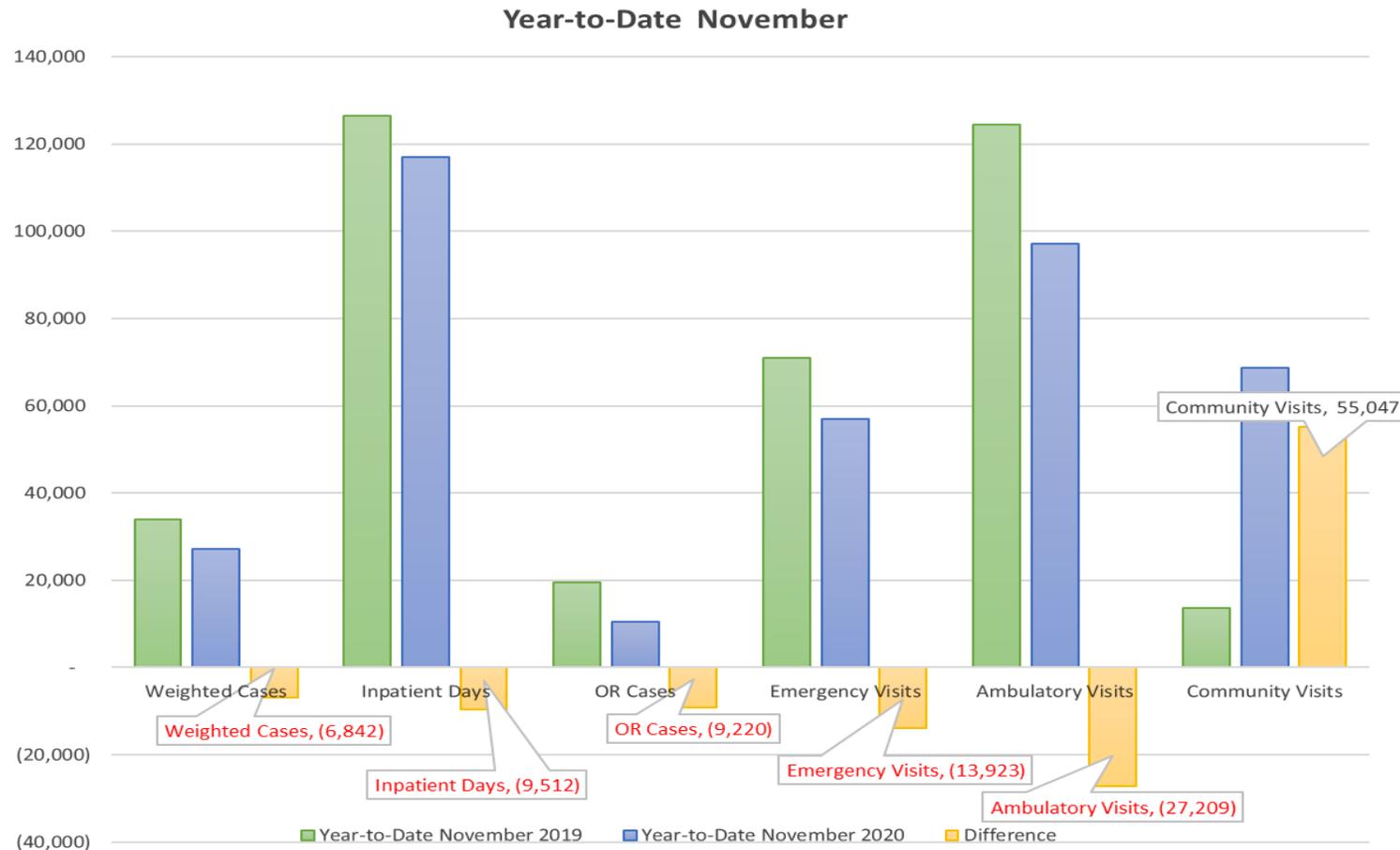
- Drugs \$3.6M Unfavourable
 - Chemo and Renal drug expenses and recoveries are balanced
 - Retail pharmacy net drug expense to revenue is \$180,000 favourable
 - Drug expenses for clinical areas at the Met campus are 5% favourable and 1% unfavourable at the Ouellette campus
- Other Supplies and Expenses \$445K Favourable
 - Minor equipment purchases are \$1.2M unfavourable as the majority of these expenses are COVID-19 related
 - Courier costs are \$358K unfavourable and include the cost of sending COVID-19 tests to London for analysis
 - Utilities are \$1.4M favourable due to the ongoing energy rebate
 - Referred out expenses for “Bundled Care” hip and knee replacements are favourable \$422K due to reduction in elective surgeries and therefore a reduced need for post-surgical services such as inpatient rehabilitation, home care and outpatient physiotherapy

Patient Access

November 30, 2020

	YTD Actual	Target	Variance
Met Campus			
Acute Average LOS	4.45	4.54	0.09
Psych Average – Adolescent LOS	6.22	6.44	0.22
Ouellette Campus			
Acute Average LOS	7.85	7.33	(0.52)
Psych Average – Adult LOS	12.17	12.43	0.26

Patient Volume November 30, 2020



Community service visits include 58,983 visits to the COVID-19 Assessment Centres

Organization Health

November 30, 2020

	Trend	YTD Actual	Target	Variance
Met Campus				
% Sick Time	N/C	5.70%	3.70%	(2.00%)
% Overtime	N/C	2.40%	2.30%	(0.10%)
FTE Staffing		1,682.1	1,709.5	27.33
Ouellette Campus				
% Sick Time	Worse	6.10%	3.70%	(2.40%)
% Overtime	N/C	4.90%	2.30%	(2.60%)
FTE Staffing		1,428.3	1,419.5	(8.79)

Red and Green year to date are showing Green/better than or Red/worse than prior month

Treasurer's Report
Board of Directors

Financial Summary - November 2020
(\$000's)

		November 2020 Actuals		
	Line	Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$ 364,262	\$ 356,715	\$ 7,547
Total Expense	20	369,841	356,160	(13,681)
Surplus / (Deficit)	21	(5,579)	555	(6,134)
Other Votes (net)	22	(25)	(54)	29
Other Recoveries / (Exp)	23	(325)	-	(325)
Subtotal	24	(5,929)	501	(6,430)
Net bldg. amortization	25	(1,051)	(1,184)	133
Net Surplus (Deficit)	26	\$ (6,980)	\$ (683)	\$ (6,297)
Hospital Margin		\$ (4,791)	\$ 1,676	\$ (6,467)
Capital Equipment Expenditures		\$ 25,072	\$ 24,613	\$ 459

* Variance - favourable / (unfavourable)

Operational Highlights

1. The operating results for the month ended November 30, 2020 resulted in a deficit of \$6,980,000 (\$4,791,000 Negative Hospital Margin) based on MoH definition. There are four significant revenue factors reflected in these results.
 - a. With respect to 2020-2021, the Ministry has committed to date to the funding that was recommended in the Optimization Review Report with the exception of the \$5 million in one time funding. None of this revenue has been accrued to date.
 - b. Patient services and preferred accommodation revenue is \$2,472,000 below plan as a result of COVID-19. Diagnostic revenues are well below plan as volumes were scaled back considerably and inpatient volumes were significantly decreased as WRH created capacity for pandemic patient by cancelling elective surgeries.
 - d. Recoveries are \$82,000 above plan. Decreased revenue in retail pharmacies, parking and retail food services as a result of COVID-19 have rebounded, particularly retail pharmacy revenues.
2. Year to date salary and wages have a negative variance of \$9,421,000 or 5.7%. The two segments of pandemic pay covering the period of April 24, 2020 to August 13, 2020 in the amount of \$7,015,305 is included in the year to date expense. These payments are 100% funded by the Ministry of Health.
3. Medical/Surgical Supplies are favourable \$2,076,000 mainly due to elective surgery volume reductions implemented to create capacity for potential COVID-19 surge.
4. Other Supplies and Expenses are favourable \$445,000 year to date. Prior month deficits were attributable to minor equipment purchases and renovation costs due to COVID-19 and one time set up costs for the St. Clair College Field Hospital.
5. Equipment lease/rental is over budget by \$1,254,000 as additional beds were rented for the St. Clair College Field Hospital and the Met and Ouellette sites in preparation for a possible surge in volumes due to the pandemic.



MOTION/ACTION SHEET

From The

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

Monday, December 21, 2020

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, December 21, 2020 Via Zoom (following the In-Camera Session).

PRESENT:

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

Anthony Paniccia, Chair of the Board

REGRETS:

Arvind Arya

STAFF:

Mark Fathers	Kevin Marshall
Heidi Zimmer	Mary Macera

1.0 CALL TO ORDER

Mrs. Allen called the meeting to order at 5:13 p.m.

The proceedings were recorded by Mary Macera.

2.0 APPROVAL OF AGENDA

MOVED by Beth Yeh, SECONDED by Dianne Aziz that the General Finance/Audit & Resources Committee Agenda of Monday, December 21, 2020 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, November 30, 2020

The Finance/Audit & Resources Committee Minutes of the **General Meeting of Monday, November 30, 2020** were previously circulated to all members.

MOVED by Paul Lachance, SECONDED by Ian McLeod that the General Meeting Minutes from the Finance/Audit & Resources Committee of Monday, November 30, 2020 be approved.

CARRIED.

6.0 FOR DISCUSSION

6.1 Monthly Operating Results Report – November 30, 2020 (As Appended)

Ms. Zimmer provided the financial presentation.

- ✓ The operating results for the eight months ended November 30, 2020 result in a deficit of \$6,980,000 (\$4,791,000 negative hospital margin)
- ✓ 3 items to highlight:
 - operating results include a combined \$23.6 million in higher costs and lost revenue attributable to meeting clinical responsibilities related to COVID
 - If current unfunded \$9.8 million in COVID expenses had been funded, the surplus as at November 30, 2020 would have been approximately \$2.8 million with a Hospital Margin of \$5 million. Net revenue losses total \$11.5 million.
 - we are no longer accruing the \$5.0 million in Ministry one-time funding that was included in our 2020-2021 fiscal year budget, as it appears it will not be funded by the Ministry
- ✓ COVID expenses year-to-date November 2020; total operating expenses funded is \$15.6 million, unfunded is \$9.8 million
- ✓ COVID revenue funded by the Ministry year-to-date November 2020 is \$583,239; unfunded is approximately \$6.0 million (volume based, patient services and recoveries). Volumes are difficult to predict what volumes will be, therefore, we have not accrued any revenue.
- ✓ Year-to-date revenue – base and one-time funding is \$7.7 million favourable; overall revenue is favourable year-to-date by \$7.5 million (details are in the appended document)
- ✓ Patient services - \$601,000 unfavourable
- ✓ Ministry drug reimbursements – favourable by \$2.2 million
- ✓ Other recoveries - \$82,000 slightly favourable (parking and retail operations effected)

- ✓ Urgent/Emergent QBP volumes – non-elective cases which include stroke, hip fracture, congestive heart failure, COPD and pneumonia show a dramatic decline in these cases as per data received in October. Year-to-date decrease results in \$3.7 million funding reduction.
- ✓ Salaries and wages - \$9.4 unfavourable, including \$7.0 million in pandemic pay
- ✓ Net patient services revenue and medical staff remuneration - \$2.2 million unfavourable
- ✓ Medical/surgical supplies - \$2.1 million favourable
- ✓ Drugs are \$3.6 million unfavourable
- ✓ Other supplies and expenses - \$445,000 favourable
- ✓ Patient access – Met campus length of stay – target to date; Ouellette campus – slightly over target; psychiatry is close to target
- ✓ Patient volumes were detailed
- ✓ No change in sick and overtime at the Met campus; sick time at Ouellette slightly worse; no change in overtime

Mr. Fathers added that while we are no longer accruing the \$5 million in one-time funding that was in our budget, we should still be able to balance our budget by year's end even without these funds.

Also, the decrease in Urgent/Emergent cases and the \$3.7 million ministry funding, again had we seen those volumes, we would be incurring costs associated with that.

Comment – could this be how we are coding i.e. COPD data; maybe focused on one thing that we are not coding properly? Mr. Fathers indicated that we do use a third party 3Terra and they review all cases, constantly going through the data and identify opportunities through health records. Mr. Fathers indicated that he would take it back to health records, do a double check and advise the committee.

6.2 Budget Risk Item(s) Schedule as at November 30, 2020

Mr. Fathers indicated that it is a real challenge to determine where we will end up. As long as the Ministry fulfills their commitment to take care of these extraordinary costs, we should be fine.

7.0 FOR INFORMATION

The following correspondence is provided to the committee members for their information.

7.1 Windsor-Essex Hospitals System Community Engagement Strategy – Stage 2

7.2 President's Report – December 2020

For the community members information.

Q – Thinking of the new hospital and the planning of it, at the present time, there is a Ronald McDonald area at Met, do you think that will be taken to the new hospital? **A** - Mr. Marshall indicated that yes, we committed to that when we opened the Ronald McDonald House.

Mr. Fathers commented that Mr. Musyj wanted to pass on his regrets for this evening's meeting. He wanted to wish everyone a Merry Christmas and Happy New Year and also on behalf of Heidi, Kevin, Mary and myself, we extend our wishes. Stay safe and see you in January.

Mr. Paniccia expressed his thanks to everybody on behalf of the Board of Directors. We appreciate all the help that has been provided this year. It has been a trying year to say the least and everyone has stepped up to do their part, Management and our volunteers on our committees. Dr. Jacobs, thank you as well for all the incredible work that is done at Schulich. Safe holidays and Happy New Year.

8.0 DATE OF NEXT MEETING

The Finance/Audit & Resources Committee will meet on **Monday, January 25, 2021 at 5:00 p.m. Via Zoom.**

9.0 ADJOURNMENT

Mrs. Allen indicated that there was no further business.

MOVED by Paul Lachance, SECONDED by Beth Yeh that the General Meeting from the Finance/Audit & Resources Committee of Monday, December 21, 2020, be adjourned at 5:34 p.m.

CARRIED.

Mrs. Penny Allen, Chair & Treasurer
FinAudit&Resources_Minutes
20201221

Mary Macera
Recorder

Date: January Report

The following is a summary of WRH in the news since the last report:

Jarvis: All of us are feeling the strain

Windsor Star, Dec. 2, 2020

<https://windsorstar.com/news/local-news/jarvis-all-of-us-are-feeling-the-strain>

Province to send 24 additional contact tracers to Windsor-Essex

CTV Windsor, Dec. 2, 2020

<https://windsor.ctvnews.ca/province-to-send-24-additional-contact-tracers-to-windsor-essex-1.5214450>

Provincial contract tracing help welcomed by local health unit

AM800, Dec. 2, 2020

<https://www.iheartradio.ca/am800/news/provincial-contact-tracing-help-welcomed-by-local-health-unit-1.14074309>

Positive COVID-19 case identified at Forest Glade Public School

AM800, Dec. 3, 2020

<https://www.iheartradio.ca/am800/news/positive-case-of-covid-19-identified-at-forest-glade-public-school-1.14081047>

COVID-19 assessment centre opening at Met hospital

AM800, Dec. 7, 2020

<https://www.iheartradio.ca/am800/news/covid-19-assessment-centre-opening-at-met-hospital-1.14113000>

WRH to open second COVID-19 assessment centre

CTV Windsor, Dec. 5, 2020

<https://windsor.ctvnews.ca/windsor-regional-hospital-to-open-second-covid-19-assessment-centre-1.5219341>

COVID-19 assessment centre set to open at Met Campus

Blackburn News, Dec. 5, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/05/covid-19-asesment-centre-set-open-met-campus/>

Local hospitals beg residents for help in desperate public letter

Windsor Star, Dec. 4, 2020

<https://windsorstar.com/news/local-news/local-hospitals-beg-residents-for-help-in-desperate-public-letter>

Freezers onsite at WRH for COVID vaccine

AM800, Dec. 4, 2020

<https://www.iheartradio.ca/am800/news/freezers-on-site-at-wrh-for-covid-vaccine-1.14092399>

WRH acquires freezers in preparation for vaccines

Windsor Star, Dec. 4, 2020

<https://windsorstar.com/news/local-news/windsor-regional-acquires-freezers-in-preparation-for-vaccines>

WRH procures freezers for COVID-19 vaccines

Blackburn News, Dec. 5, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/05/wrh-procures-freezers-covid-19-vaccines/>

Seven freezers ready for COVID-19 vaccines at WRH

CBC Windsor, Dec. 4, 2020

<https://www.cbc.ca/news/canada/windsor/freezers-wrh-1.5828433>

Audio - WRH chief of staff says we're at our tipping point

AM800, Dec. 4, 2020



<https://www.iheartradio.ca/am800/news/listen-wrh-chief-of-staff-says-we-re-at-our-tipping-point-1.14094035>

Local assessment centre, pharmacies see spike in COVID-19 test demand amid second wave

CBC Windsor, Dec. 4, 2020

<https://www.cbc.ca/news/canada/windsor/covid-19-spike-testing-1.5827404>

'People should not go out' – pandemic hitting Windsor-Essex harder than ever top doc says

Windsor Star, Dec. 4, 2020

<https://windsorstar.com/news/local-news/people-should-not-go-out-pandemic-hitting-windsor-essex-harder-than-ever-top-doc-says>

More than 40 gather in defiance of COVID-19 restrictions in Windsor

AM800, Dec. 6, 2020

<https://www.iheartradio.ca/am800/news/more-than-40-gather-in-defiance-of-covid-19-restrictions-in-windsor-1.14112557>

Outbreak of cases at HDGH continues to climb

Blackburn News, Dec. 5, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/05/outbreak-cases-hotel-dieu-grace-healthcare-continue-climb/>

COVID-19 cases shoot up Saturday setting another one-day second-wave record

Windsor Star, Dec. 5, 2020

<https://windsorstar.com/news/local-news/covid-19-9>

80 new cases added to Windsor-Essex COVID-19 case count, one new death

Blackburn News, Dec. 5, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/05/80-new-cases-added-windsor-essex-covid-19-case-count-one-new-death/>

Windsor-Essex records 80 new cases of COVID-19

AM800, Dec. 6, 2020

<https://www.iheartradio.ca/am800/news/windsor-essex-records-80-new-cases-of-covid-19-1.14100365>

38 students dismissed from St. Joseph Catholic Elementary School



CBC Windsor, Dec. 5, 2020

<https://www.cbc.ca/news/canada/windsor/38-students-dismissed-from-st-joseph-catholic-elementary-school-1.5830488>

Jarvis: Ontario considers field hospitals for long-term care residents, cites Windsor

Windsor Star, Dec. 7, 2020

<https://windsorstar.com/news/local-news/jarvis-ontario-considers-field-hospitals-for-long-term-care-residents-cites-windsor>

Second Windsor COVID-19 assessment centre aims to ease testing demand

CTV Windsor, Dec. 7, 2020

<https://windsor.ctvnews.ca/second-windsor-covid-19-assessment-centre-aims-to-ease-testing-demand-1.5220506>

Windsor-Essex health unit struggling to identify source of most new COVID-19 cases

CBC Windsor, Dec. 7, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-1.5832082>

Third COVID-19 assessment centre to open in Windsor-Essex

Windsor Star, Dec. 7, 2020

<https://windsorstar.com/news/local-news/third-covid-19-assessment-centre-to-open-in-windsor-essex>

Windsor Thai restaurant receives outpouring of support, donates \$4K to COVID-19 fund following mask dispute

CBC Windsor, Dec. 7, 2020

<https://www.cbc.ca/news/canada/windsor/covid-19-thai-restaurant-donate-1.5831602>

Thai Palace donates \$4000 to WRH

AM800, Dec. 7, 2020

<https://www.iheartradio.ca/am800/news/watch-thai-palace-donates-4-000-to-windsor-regional-hospital-1.14113187>

Local COVID numbers warrant lockdown, top doc says

Windsor Star, Dec. 7, 2020



<https://windsorstar.com/news/local-news/local-covid-numbers-warrant-lockdown-top-doc-says>

Windsor-Essex COVID-19 cases comparable to areas under lockdown: WECHU

CBC Windsor, Dec. 7, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-december7-1.5831011>

Jarvis: The last thing our community can afford is two days of superspreader events

Windsor Star, Dec. 8, 2020

<https://windsorstar.com/news/local-news/jarvis-the-last-thing-our-community-can-afford-is-two-days-of-superspreader-events>

If lockdown is announced for Windsor-Essex, it should take effect immediately: hospital CEO

CBC Windsor, Dec. 8, 2020

<https://www.cbc.ca/news/canada/windsor/if-lockdown-is-announced-for-windsor-essex-it-should-take-effect-immediately-hospital-ceo-1.5832376>

Windsor-Essex might head into a lockdown. Here's what that would mean.

CBC Windsor, Dec. 8, 2020

<https://www.cbc.ca/news/canada/windsor/covid-19-windsor-essex-lock-down-1.5833210>

What is a lockdown: This is what would change in Windsor-Essex.

CTV Windsor, Dec. 8, 2020

<https://windsor.ctvnews.ca/what-is-a-lockdown-this-is-what-would-change-in-windsor-essex-1.5222215>

Top Doc wants Windsor-Essex prioritized in vaccine rollout

Windsor Star, Dec. 8, 2020

<https://windsorstar.com/news/local-news/top-doc-wants-windsor-essex-prioritized-in-vaccine-rollout>

Health unit hopes border proximity makes Windsor a priority for COVID-19 vaccine

CBC Windsor, Dec. 8, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-19-december8-1.5832593>



Dr. Ahmed wants Windsor-Essex listed as priority area for the COVID-19 vaccine

AM800, Dec. 8, 2020

<https://www.iheartradio.ca/am800/news/dr-ahmed-wants-windsor-essex-listed-as-a-priority-area-for-the-covid-19-vaccine-1.14124245>

Frontline healthcare workers on the brink, study shows

Windsor Star, Dec. 8, 2020

<https://windsorstar.com/news/local-news/front-line-health-care-workers-on-the-brink-study-shows>

One new death, 57 COVID-19 cases reported in Windsor-Essex

CTV Windsor, Dec. 8, 2020

<https://windsor.ctvnews.ca/one-new-death-57-new-covid-19-cases-reported-in-windsor-essex-1.5221608>

Windsor hospitals on verge of being overwhelmed

AM800, Dec. 10, 2020

<https://www.iheartradio.ca/am800/news/windsor-hospitals-on-verge-of-being-overwhelmed-1.14142957>

6 COVID-19 deaths have taken place at Windsor Regional Hospital in the last 3 days

CBC Windsor, Dec. 10, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-ceo-covid-19-1.5836962>

It will likely be a year before everyone locally gets COVID-19 vaccine says hospital CEO

Windsor Star, Dec. 10, 2020

<https://windsorstar.com/news/local-news/it-will-likely-be-a-year-before-everyone-locally-gets-covid-19-vaccine-says-hospital-ceo>

**Windsor hospital CEO estimates region will get 2,500 doses of COVID-19 vaccine by year end
CBC Windsor, Dec. 11, 2020**

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-covid-19-1.5836641>

Health unit links new COVID-19 cluster to Central Park Athletics

Windsor Star, Dec. 10, 2020

<https://windsorstar.com/news/local-news/health-unit-links-new-covid-19-cluster-to-central-park-athletics>



Hospitals no longer offering COVID-19 testing international travellers

Blackburn News, Dec. 10, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/10/hospitals-no-longer-offering-covid-19-testing-international-travellers/>

Medical officer of health orders closure of local schools

Windsor Star, Dec. 10, 2020

<https://windsorstar.com/news/local-news/medical-officer-of-health-orders-closure-of-local-schools>

Windsor-Essex School Boards ready for shift to online learning

AM800, Dec. 10, 2020

<https://www.iheartradio.ca/am800/news/windsor-essex-school-boards-ready-for-shift-to-online-learning-1.14141108>

Recent Windsor COVID-19 victim was loving big brother, basketball player

Windsor Star, Dec. 10, 2020

<https://windsorstar.com/news/local-news/recent-windsor-covid-19-victim-was-loving-big-brother-basketball-player>

Big heart and gentle spirit – Weng James remembered after COVID-19 death

CTV Windsor, Dec. 10, 2020

<https://windsor.ctvnews.ca/big-heart-and-gentle-spirit-weng-james-remembered-after-covid-19-death-1.5226265>

Group dismissed from Windsor's Desmarais school

Blackburn News, Dec. 10, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/10/group-dismissed-windsors-desmarais-school/>

WRH treating record number of COVID-19 patients

CTV Windsor, Dec. 11, 2020

<https://windsor.ctvnews.ca/windsor-regional-hospital-treating-record-number-of-covid-19-patients-1.5226877>

Windsor hospitals on verge of being overwhelmed

AM800, Dec. 10, 2020

<https://www.iheartradio.ca/am800/news/windsor-hospitals-on-verge-of-being-overwhelmed-1.14142957>

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It will likely be a year before everyone locally gets COVID-19 vaccine says hospital CEO

Windsor Star, Dec. 10, 2020

<https://windsorstar.com/news/local-news/it-will-likely-be-a-year-before-everyone-locally-gets-covid-19-vaccine-says-hospital-ceo>

Windsor hospital CEO estimates region will get 2,500 doses of COVID-19 vaccine by year end
CBC Windsor, Dec. 11, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-covid-19-1.5836641>

COVID-19 cluster of 32 cases linked to Windsor-Essex sports community

CTV Windsor, Dec. 10, 2020

<https://windsor.ctvnews.ca/covid-19-cluster-of-32-cases-linked-to-windsor-essex-sports-community-1.5225429>

Hospitals no longer offering COVID-19 testing international travellers

Blackburn News, Dec. 10, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/10/hospitals-no-longer-offering-covid-19-testing-international-travellers/>

COVID-19 cases surpass 100 second day 86th fatality

Blackburn News, Dec. 10, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/10/covid-19-cases-surpass-100-second-day-86th-fatality/>

More than 100 new COVID-19 cases in Windsor-Essex for 2nd day in a row

CBC Windsor, Dec. 10, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-19-december10-1.5835596>

WRH hits new high for COVID-19 admissions

AM800, Dec. 13, 2020

<https://www.iheartradio.ca/am800/news/windsor-regional-hospital-hits-new-high-for-covid-19-admissions-1.14161038>

COVID-19 vaccine expected to arrive in Windsor-Essex

AM800, Dec. 12, 2020

<https://www.iheartradio.ca/am800/news/covid-19-vaccine-expected-to-arrive-in-windsor-essex-1.14160600>



Update: WRH pausing non-urgent surgeries

AM800, Dec. 11, 2020

<https://www.iheartradio.ca/am800/news/update-windsor-regional-hospital-pausing-non-urgent-surgeries-1.14145721>

WRH cancelling non-urgent surgeries

CBC Windsor, Dec. 11, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-surgery-covid-1.5837646>

Non-urgent surgeries paused at WRH

Blackburn News, Dec. 11, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/11/non-urgent-surgeries-paused-windsor-regional-hospital/>

Health unit investigating cluster of COVID-19 cases at Windsor Regional Hospital Met Campus

CBC Windsor, Dec. 11, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-health-unit-1.5838459>

Health unit investigates COVID-19 cluster at Met

AM800, Dec. 11, 2020

<https://www.iheartradio.ca/am800/news/health-unit-investigates-covid-19-cluster-at-met-hospital-1.14148808>

Cluster of COVID-19 cases monitored at WRH

Blackburn News, Dec. 11, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/11/cluster-covid-19-cases-monitored-windsor-regional/>

Outbreak rescinded at WRH

AM800, Dec. 12, 2020

<https://www.iheartradio.ca/am800/news/outbreak-rescinded-at-windsor-regional-hospital-1.14146943>

Assessment centre testing international travellers

Blackburn News, Dec. 13, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/13/assessment-centres-testing-international-travelers/>



Windsor-Essex out shopping before Monday's lockdown

AM800, Dec. 12, 2020

<https://www.iheartradio.ca/am800/news/watch-windsor-essex-out-shopping-before-monday-s-lockdown-1.14153713>

COVID-19 outbreak at local hospital generated anxiety for staff

Windsor Star, Dec. 9, 2020

<https://windsorstar.com/news/local-news/president-of-local-medical-society>

Health unit reports 51 new COVID-19 cases in Windsor-Essex

CTV Windsor, Dec. 13, 2020

<https://windsor.ctvnews.ca/health-unit-reports-51-new-covid-19-cases-in-windsor-essex-1.5229348>

Health unit reports 51 new cases of COVID-19 and one additional death Sunday

AM800, Dec. 13, 2020

<https://www.iheartradio.ca/am800/news/health-unit-reports-51-new-cases-of-covid-19-and-one-additional-death-sunday-1.14159818>

Windsor-Essex reports triple-digit COVID-19 case increase for 3rd day in a row

CBC Windsor, Dec. 11, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-dec11-1.5837286>

100 cases of COVID-19 added to WECHU caseload

Blackburn News, Dec. 11, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/11/100-cases-covid-19-added-wechu-case-load/>

64 new COVID-19 cases reported in Windsor-Essex; four new deaths

Blackburn News, Dec. 12, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/12/64-new-covid-19-cases-reported-windsor-essex-four-new-deaths/>

'Cracks in the system' as WECHU considers asking COVID-19 patients do their own contact tracing

CBC Windsor, Dec. 15, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-dec15-1.5841730>



Contact management continues to struggle at Windsor-Essex health unit

Blackburn News, Dec. 15, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/15/contact-management-continues-struggle-windsor-essex-health-unit/>

Lack of PPE contributes to outbreak

Blackburn News, Dec. 16, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/16/lack-ppe-contributes-outbreak/>

Windsor long-term care facility reports major COVID-19 outbreak with dozens of positive cases

Windsor Star, Dec. 15, 2020

<https://windsorstar.com/news/local-news/windsor-long-term-care-facility-reports-major-covid-19-outbreak-with-dozens-of-positive-cases>

More than 70 cases in major outbreak at The Village at St. Clair long-term care home in Windsor

CBC Windsor, Dec. 15, 2020

<https://www.cbc.ca/news/canada/windsor/village-of-st-clair-1.5841427>

Outbreak declared at WRH Met Campus

AM800, Dec. 17, 2020

<https://www.iheartradio.ca/am800/news/outbreak-declared-at-windsor-regional-hospital-met-campus-1.14185706>

COVID-19 outbreak declared at WRH's Met Campus

Windsor Star, Dec. 17, 2020

<https://windsorstar.com/news/local-news/covid-19-outbreak-declared-at-windsor-regional-hospitals-met-campus>

COVID-19 outbreak declared at WRH

CBC Windsor, Dec. 17, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-met-campus-1.5845329>

Outbreak declared at WRH Met Campus

Blackburn News, Dec. 17, 2020

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<https://blackburnnews.com/windsor/windsor-news/2020/12/17/outbreak-declared-wrh-met-campus/>

COVID-19 outbreak declared at WRH with at least eight cases

CTV Windsor, Dec. 17, 2020

<https://windsor.ctvnews.ca/covid-19-outbreak-declared-at-windsor-regional-hospital-with-at-least-8-cases-1.5235790>

Rapid testing now available at WRH

AM800, Dec. 17, 2020

<https://www.iheartradio.ca/am800/news/rapid-testing-now-available-at-windsor-regional-hospital-1.14185865>

WRH introduces rapid testing for COVID-19

Blackburn News, Dec. 17, 2020

<https://blackburnnews.com/windsor/windsor-news/2020/12/18/windsor-regional-hospital-introduces-rapid-testing-covid-19/>

Windsor Regional Hospital to use rapid COVID-19 tests within facility

CBC Windsor, Dec. 17, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-rapid-testing-covid19-1.5845542>

New rapid testing at WRH for 200 patients a week

CTV Windsor, Dec. 17, 2020

<https://windsor.ctvnews.ca/new-rapid-testing-at-windsor-regional-hospital-for-200-patients-a-week-1.5235716>

Ontario's medical officers of health discussing further joint restrictions

Windsor Star, Dec. 18, 2020

<https://windsorstar.com/news/local-news/ontarios-medical-officers-of-health-discussing-further-joint-restrictions>

First COVID-19 vaccines administered in Windsor-Essex

CTV Windsor, Dec. 22, 2020



<https://windsor.ctvnews.ca/first-covid-19-vaccines-administered-in-windsor-essex-1.5241383>

Video: <https://windsor.ctvnews.ca/mobile/video?binId=1.1143900>

PSW who lost her father to COVID-19 is first in Windsor to receive vaccine as local rollout begins

CVC Windsor, Dec. 22, 2020

<https://www.cbc.ca/news/canada/windsor/covid-19-windsor-vaccine-hospital-1.5851199>

First COVID-19 vaccine administered in Windsor-Essex

Windsor Star, Dec. 22, 2020

<https://windsorstar.com/news/local-news/first-covid-19-vaccine-administered-in-windsor-essex>

Local RPN shares her COVID-19 experience

AM800, Dec. 22, 2020

<https://www.iheartradio.ca/am800/news/local-rpn-shares-her-covid-19-experience-1.14221410>

Windsor-Essex top doc on the ongoing battle against COVID-19

CBC Windsor, Dec. 23, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-19-wajid-ahmed-1.5852146>

Windsor-Essex reaches grim milestone of 100 COVID-19 deaths alongside 213 new cases

CBC Windsor, Dec. 22, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid19-dec22-1.5851357>



Windsor-Essex left out of COVID-19 priority community funding despite high case rate

CBC Windsor, Dec. 22, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-covid-19-priority-region-1.5852383>

Management at Windsor LTC home in major COVID-19 outbreak filling in as PSWs

CBC Windsor, Dec. 22, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-essex-long-term-care-outbreak-covid-19-1.5852602>

WRH waiting on lab results to confirm mutated COVID-19 strain

AM800, Dec. 28, 2020

<https://www.iheartradio.ca/am800/news/wrh-waiting-on-lab-results-to-confirm-mutated-covid-19-strain-1.14253802>

It's 'a lonely time to die' says hospital chaplain as Windsor-Essex pandemic death toll climbs

CBC Windsor, Dec. 26, 2020

<https://www.cbc.ca/news/canada/windsor/covid-19-dying-covid-19-1.5853913>

WRH nurse retiring after five decades on the front lines of healthcare

CBC Windsor, Dec. 27, 2020

<https://www.cbc.ca/news/canada/windsor/windsor-nurse-retires-1.5854674>

Windsor nurse retires after half a century of caregiving

Windsor Star, Dec. 25, 2020

<https://windsorstar.com/news/local-news/windsor-nurse-retires-after-half-a-century-of-caregiving>

Reader letter: Grateful for efforts of those on frontline in health care

Windsor Star, Dec. 27, 2020

<https://windsorstar.com/opinion/letters/reader-letter-grateful-for-efforts-of-those-on-frontline-in-health-care>

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COMPASSION is our
PASSION

OUR VISION: OUTSTANDING CARE - NO EXCEPTIONS!

OUR MISSION: DELIVER AN OUTSTANDING PATIENT CARE EXPERIENCE DRIVEN BY A PASSIONATE COMMITMENT TO EXCELLENCE

WEB:

Users:

91,000 users this month, +57.3% fro last month (new monthly record)

New Users: 74%

Average view time: 1 m 30 s

How do people access the site?

Mobile: 63.5%, 77% increase in users

Desktop: 33.9%, 15.8 % increase in users

Tablet: 4.6 %, 91.1% increase in users

Top pages:

- 1) COVID Assessment Centre – 38,195 (this is the first time any page has received more visits than the home page).
- 2) Home Page – 32,188
- 3) Coronavirus – 20, 649
- 4) Emergency Wait times –8,993
- 5) News story – Memo from leadership teams at WRH, HDGH & ESHC– 8580
- 6) COVID-19 Visitation – 4,591
- 7) Careers – 4,646
- 8) Contact Us – 3,388
- 9) Login – COVID-19Vaccine Form for WRH staff – 2,876
- 10) Search – 2,823

Top Languages other than English:

- 1) Chinese (zh.cn) - 163
- 2) French - 161

YOUTUBE:

Views: 5,600 views

Watch Time: 490 hours, (about 100 more than usual)

Subscribers: 421, +23

Top videos internal:

- 1) WRH Fit Test Demonstration – 427 views
- 2) Thank you Karen McCullough– 416 views
- 3) Staff Town Hall – 357



- 4) Guidelines for Basic Adult Neurological Observation – 193
- 5) Demonstrating compassion - 162

Top videos external:

- 1) Coping with COVID: The Vaccine – 780
- 2) Ugly Sweater Contest - 435
- 3) Negative Air Pressure Rooms - 221
- 4) ESC RCP summit Award Winner Connie Messina – 220
- 5) Using Quick Dams to prevent flooding at WRH - 165

FACEBOOK: 9,383 followers +282

88,750 monthly reach – up 53%

54,824 people “engaged” on our site - commented or liked our posts this month, up 75%

22,601 videos viewed, up 59%

Top Posts:

- 1) Vaccine arrives –28,190 reached, 1,332 reactions
- 2) Coping with COVID – the Vaccine –24,100 reached, 2,101 reactions, views 8999
- 3) First individuals receive vaccine – 22,954 reached, 1,482 reactions
- 4) Memo from leadership teams at WRH, HDGH & ESHC – 15,204 people reached, 1,192 reactions
- 5) Coping with COVID – focus on Research – 9,800 people reached, 141 reactions, views 1,200

INSTAGRAM – Followers: 2,857 +96

Top Posts:

- 1) First individuals vaccinated – 404 likes
- 2) Vaccine arrives – 351 likes
- 3) Mary Lou Henderson retires – 334 likes
- 4) Organ donor award recognition – 248
- 5) Freezers procured for vaccine – 238 likes

TWITTER:

4,253, +116 this month

Impressions: 201K up 176%

Tweets: 73 up 30.1%

Trending topics:

- 1) Memo from leadership teams at WRH, HDGH & ESHC –33,699 impressions, 720 engagements



- 2) First individuals receive vaccine – 30,951 impressions, 277 engagements
- 3) Vaccine arrives at SportsPlex – 12,881 impressions, 402 engagements
- 4) 45% of ICU beds in use –10,087 impressions, 245 engagements
- 5) Be Safe W-E and Stay Home –7,301 impressions, 202 engagements

