



Mission: Provide quality person-centred health care services to our community

WRH VALUES

We respectfully acknowledge that the Windsor Regional Hospital occupies the traditional, ancestral and contemporary lands of the Niswi Ishkodewan Anishinaabeg: The Three Fires Confederacy (Ojibwe, Odawa, and Potawatomi). We acknowledge the land and the surrounding waters for sustaining us and we are committed to protecting and restoring these lands and waters from environmental degradation.

BOARD OF DIRECTORS

Thursday, June 4, 2026

1700 hours – ZOOM

	TAB	TIME	ACTION
1. <u>CALL TO ORDER</u> (McLeod)		1700	
2. <u>DECLARATIONS OF CONFLICT OF INTEREST</u> (McLeod)		1701	
3. <u>PREVIOUS MINUTES:</u> May 7, 2026 (McLeod)	Tab A	1702	MOTION (approve)
4. <u>REPORT OF THE PRESIDENT & CEO / CNE</u> (Kennedy / Krywionek)	Tab B	1703	FYI
5. <u>SCHULICH REPORT</u> – (Jacobs)		1720	FYI
6. <u>FINANCIAL PRESENTATION</u> – (Lanoue)	Tab C	1725	
7. <u>CONSENT AGENDA:</u> <u>Finance/Audit & Resources: Operating Results</u> May 28, 2026– <i>MINUTES DEFERRED</i> (Lanoue)	Tab D	1725	MOTION (accept report)
8. <u>CORRESPONDENCE/PRINTED MATTER:</u> <ul style="list-style-type: none"> • Media Report – FYI only (McLeod) 	Tab E	1730	FYI
9. <u>BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS</u> (McLeod)		1731	
10. <u>DATE OF NEXT REGULAR BOARD MEETING:</u> Thursday, September 3, 2026, Auditorium, MET		1732	FYI

11. <u>ADJOURNMENT</u> (McLeod)		1733	MOTION
---------------------------------	--	------	--------

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



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, May 7, 2026**, 1700 hours, VIA ZOOM and live streamed on YouTube.

PRESENT:

Ian McLeod, Chair	Linda Staudt	Kristin Kennedy (ex-officio, non-voting)
Mary Dawson	Patti France	Dr. Wassim Saad (ex-officio, non-voting)
Cynthia Bissonnette	Anna Kirby	Dr. Larry Jacobs (ex-officio, non-voting)
Nadine Manroe-Wakerell	Genevieve Isshak	Dr. Kristen Demarco (ex-officio, non-voting)
Paul Lachance	Chris Lanoue	
David Malian	Laura Copat	
Jamie Skutovich	Nila Das	

STAFF:

Executive Committee

REGRETS:

Dr. Irram Sumar (ex-officio, non-voting)
Wes Vickers

1. CALL TO ORDER:

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

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the April 2, 2026 Board meeting had been previously circulated.

MOVED by Mr. P. Lachance, **SECONDED** by Ms. L. Staudt and **CARRIED THAT** the minutes of the April 2, 2026 Board of Directors meeting be approved.

4. REPORT FROM THE PRESIDENT & CEO / CNE

(WRH) was pleased to announce the expansion of its Hospital-to-Home (H2H) program through the addition of Erie Shores HealthCare (ESHC) and Hôtel-Dieu Grace Healthcare (HDGH) as key regional partners. Through this expansion, H2H services will be available to patients from all three partner hospitals, strengthening regional alignment and optimizing the use of healthcare resources. Together, our organizations are advancing a coordinated approach to care that prioritizes patient safety, experience, and outcomes, while supporting broader system efficiency. Since the launch of the H2H program on October 30, Windsor Regional Hospital, in partnership with Saint Elizabeth Health, has successfully

enrolled 303 patients, each receiving 8–16 weeks of focused home-care support to support safe and timely transitions home.

We are excited to announce the launch of the Centralized Discharge Bay on 5 North at the Metropolitan Campus on Monday April 27, 2026. Over the past six weeks, our Discharge Bay program has supported over 245 patient transitions, accumulating more than 300 hours of reduction in idle bed-time. Expanding this model to 5 North is a key step in strengthening safe, timely, and efficient patient transitions across our organization. The Centralized Discharge Bay provides a dedicated space for patients who are medically ready for discharge, supported by registered nursing staff. This approach enhances patient flow and helps ensure inpatient beds are available for patients requiring admission from the Emergency Department. In addition, patients discharged through the bay will receive focused discharge instructions and education.

This month, our team strengthened its commitment to staff safety. Recognizing the critical need for consistent, evidence-informed approaches, we provided all Clinical Practice Managers with GPA dementia training to enhance their skills in de-escalation, person-centered communication, and risk mitigation. This investment ensures leaders are equipped to coach and support frontline teams, fostering safer environments for both staff and residents while reinforcing our organizational culture of safety.

Windsor Regional Hospital recently recognized four staff members with Trillium Gift of Life Network (TGLN) Hidden Hero Awards, celebrating their exceptional leadership and commitment to organ and tissue donation during Be A Donor Month: Dr. Riley Jacob, Dan Frazier, Jennifer Jesso, and McKenzie Clifford were honoured for their compassion, advocacy, and dedication to ensuring donor wishes are respected and families are supported during end-of-life decision-making.

WRH is preparing to recognize National Nursing Week 2026, celebrating the dedication, leadership, and clinical expertise of nurses across all programs and care settings. Guided by this year's national theme, "The Power of Nurses to Transform Health," the week. This theme highlights the critical role nurses play in shaping healthcare, driving innovation, and ensuring patient-centered care. Planned activities will include staff celebrations, leadership rounding, and peer-to-peer recognition initiatives that acknowledge the compassion, professionalism, and excellence our nursing teams demonstrate every day in delivering safe, high-quality care

5. REPORT FROM SCHULICH:

Dr. Jacobs reported that two students will complete a fifth year before reapplying for residency, while the psychiatry program filled three of four positions - leaving only one unfilled post-graduate position across all programs.

Dr. Jacobs recently attended the International Congress on Academic Medicine and while present at a meeting for Distributed Medical Education, it was apparent how healthy our campus is with respect to governance, hospital relationships, and overall learner support. Dr. Jacobs thanked the Board for their ongoing and continuous support.

Schulich is planning a "family medicine direct" stream to mentor learners with a clear trajectory to a career in Family Medicine. This would allow for focused training and direct

entry into a Schulich Family Medicine residency without having to go through the Match process. These students would apply and be selected from the current 2nd year class.

6. FINANCIAL PRESENTATION

Mr. Lanoue reported. There was no financial presentation due to year-end processes.

7. CONSENT AGENDA:

MOVED by Mr. C. Lanoue, **SECONDED** by Ms. A. Kirby and **CARRIED**

THAT the report from the April 27, 2026, Finance/Audit & Resources Committee meeting be accepted.

8. CORRESPONDENCE/PRINTED MATTER:

a) Media Report – FYI only.

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

None.

10. NEW BUSINESS:

None.

11. DATE OF NEXT REGULAR MEETING:

Thursday, June 4, 2026 – ZOOM

AGM – June 25, 2026, Auditorium, MET

12. ADJOURNMENT:

There being no further business to discuss, it was

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

THAT the May 7, 2026 Board of Directors meeting be adjourned at 1720 hours.

Ian McLeod, Chair
Board of Directors

Dawn Sutherland
Recording Secretary



WINDSOR
REGIONAL
HOSPITAL

OUTSTANDING CARE – NO EXCEPTIONS!

June 2026

CEO/CNE Report
Board of Directors
Open Meeting

Transperineal(TP) Prostate Biopsy Program



Windsor Regional Hospital has introduced Transperineal (TP) prostate biopsy as a new clinical option for patients requiring prostate cancer assessment, providing a significantly safer alternative to the traditional transrectal approach. The TP method carries an infection risk of less than 1%, compared to reported rates of up to 20% associated with transrectal biopsy procedures.

Following six months of planning and implementation, including equipment procurement, staff education, and workflow development, the first TP procedures were successfully completed in May by Dr. Tom Deklaj. Six cases were performed during the first week of launch, with additional patients already scheduled.

In addition to maintaining comparable cancer detection accuracy, the TP approach offers improved access to anterior prostate sampling while substantially reducing the risks of sepsis, infection, and bleeding complications.

The introduction of this service enhances access to advanced, safer care close to home, reducing the need for patients to travel outside the Windsor-Essex region for treatment. This initiative further reflects WRH's commitment to quality, patient safety, innovation, and evidence-informed clinical practice.

Strategic Direction 4- Enhance an Equitable Workplace Culture that Establishes WRH as an Employer of Choice

Backstage Pass Program

The *Backstage Pass Program*, launched in August 2025, directly supports Strategic Direction 4: Enhancing an Equitable Workplace Culture by positioning WRH as an *Employer of Choice* through strengthened community workforce pathways and expanded access to healthcare career exploration.

The program provides a structured, single-day observational experience that enables individuals from diverse backgrounds to gain meaningful exposure to healthcare careers in a safe, inclusive environment.

Pilot Impact (2025–26):

- 170+ participants engaged
 - 112 post-secondary learners | 37 high school students
 - 21 adult learners (professionals & internationally educated newcomers)
- Participation across 30+ clinical and non-clinical departments

Through transparent access to a wide range of disciplines, the program improves understanding of career pathways, reduces barriers to entry, and encourages broader participation in the healthcare workforce.

This initiative reinforces WRH's leadership in community engagement, workforce development, and long-term talent cultivation, while supporting a more diverse, informed, and future-ready healthcare workforce.



Strategic Direction 5: ENHANCE COLLABORATION AND STRENGTHEN PARTNERSHIPS TO BUILD A BETTER HEALTHCARE NETWORK.

High school students can gain meaningful career exposure **and** complete their required community service hours through the WRH Volunteer Services department.

WRH currently supports nearly 400 active volunteers, including approximately 40 students aged 16–18. While most summer placements have been filled, we are expanding opportunities for high school volunteers for the upcoming Fall term.

The minimum age to volunteer at WRH is 16. Student volunteers support a variety of departments—including Paediatrics, Ronald McDonald House, Day Surgery, and the Emergency Department—through evening (3 pm to 7 pm) and weekend shifts that fit well with after-school schedules. In each of these areas, volunteers are paired with a partner and supervised by department staff to ensure a safe and supported experience.

Youth volunteers also play an important role during WRH Foundation fundraising events, where staff and current volunteers help recruit students to assist with event operations.

Students interested in earning community service hours while contributing to their local hospital can apply through the WRH Volunteer Services page:
<https://www.wrh.on.ca/VolunteerServices>

Applications are accepted year-round on an individual basis. Because of high demand and the safety, health-screening, and e-orientation requirements involved in hospital volunteering, students are encouraged to apply early and plan ahead.



Strategic Direction 5: ENHANCE COLLABORATION AND STRENGTHEN PARTNERSHIPS TO BUILD A BETTER HEALTHCARE NETWORK.

RENAL OUTREACH

WRH Renal Program completed its second chronic kidney disease (CKD) point of care (POC) screening event on May 26th, 2026 in the community of Eelunaapeewi Lahkeewit in collaboration with SOAHAC, WRH lab, and the community health center. There were a total of 10 community members that had been screened during this event, bringing the total to 18 community members being screened this year. During the most recent event, all participants screened as low risk for CKD based on the POC results.

We continue to collaborate with LHSC and Bkejwanong to bring POC testing to the community. The Indigenous Leads from both Renal Programs presented to the council and received approval to move forward. We are hopeful to hold the first screening clinic, in partnership with LHSC, in the fall this year, if not sooner.



Strategic Direction 5: ENHANCE COLLABORATION AND STRENGTHEN PARTNERSHIPS TO BUILD A BETTER HEALTHCARE NETWORK.

RECOGNITION FOR DR. CERVI FOR DEDICATION TO TREATING SICKLE CELL DISEASE



Our sincere congratulations to Dr. Andrea Cervi, who has been selected as a recipient of the Medical Award of Excellence by the Sickle Cell Awareness Group of Ontario (SCAGO).

This recognition is a tremendous honour and a reflection of Dr. Cervi's outstanding commitment to supporting individuals and families impacted by sickle cell disease. We are very proud to see this important work acknowledged!

Sickle cell disease (SCD) is a rare inherited blood disorder in which red blood cells may become sickle-shaped and harden, causing serious and potentially fatal complications. People with sickle cell disease are born with this condition. It can cause chronic, severe and unpredictable pain. There is no universal cure.

Dr. Cervi obtained her MSc in Biomedical and Molecular Sciences at Queen's University, followed by her MD at the University of Ottawa, and Internal Medicine and Hematology training at McMaster University. Dr. Cervi has a mixed malignant and non-malignant hematology practice based entirely at the Windsor Regional Cancer Program. She will be recognized and presented with her award at a gala scheduled for Saturday, June 13th in Mississauga.



Congratulations Dr. Cervi!



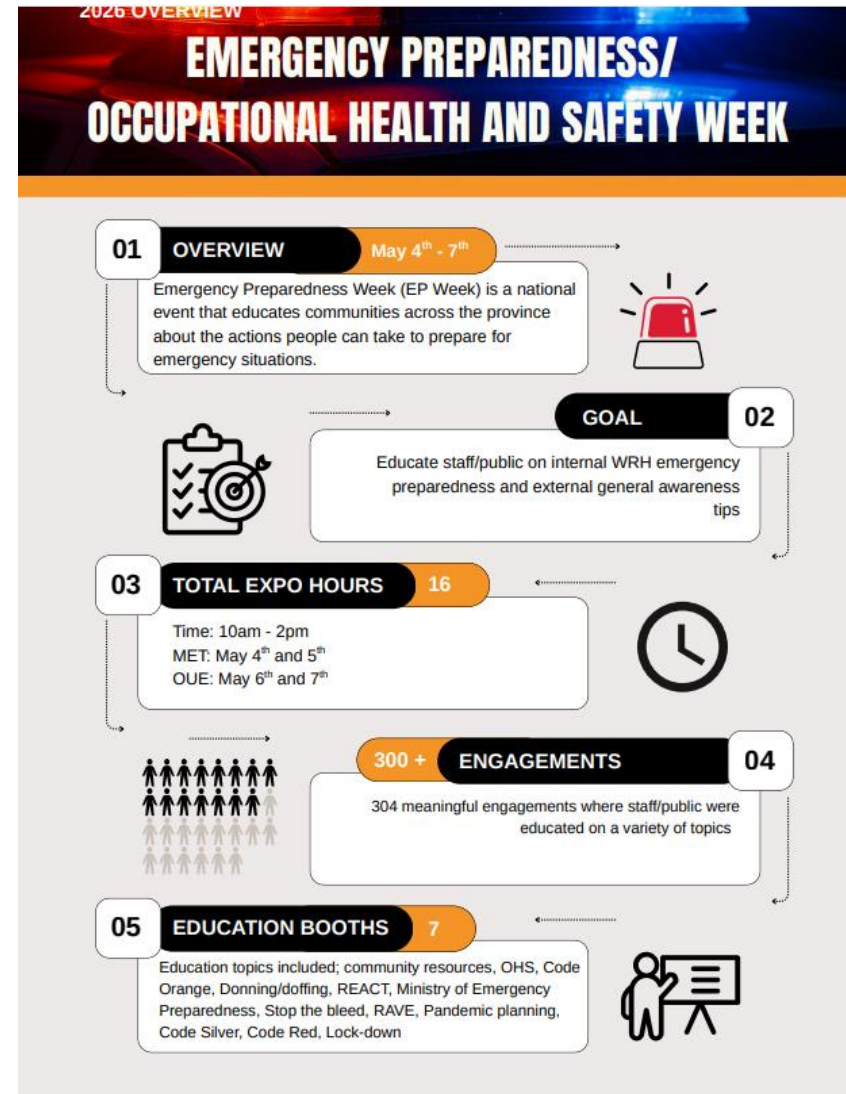
Strategic Direction 4- Enhance an Equitable Workplace Culture that Establishes WRH as an Employer of Choice

May 2026 Emergency Preparedness Week

The Emergency Department and Trauma Program, in collaboration with OHS, IPAC and DI, hosted our second annual Emergency Preparedness (EP) Fair from May 3rd-7th.

EP week is a nationwide initiative with the opportunity to educate our staff and community members on emergency planning and knowing your risks. This year's theme is "Be Prepared."

The event featured multiple initiatives including, Stop the Bleed, Hospital wide code response such as Code Orange, Code Silver and safety in the workplace, RAVE Sign-up and Emergency Management Ontario community education. This fair continues to engage staff and community members, doubling our meaningful engagements from the year prior.







**Board of Directors
June 4, 2026**

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

March 31, 2026

	Current Year Actual	Current Year Budget	\$ Variance Fav/(Unfav)	% Variance Fav/(Unfav)
Revenue	\$ 763,895	\$ 740,415	\$ 23,480	3.2%
Expenses				
Salaries and Wages	\$ 333,683	\$ 330,040	\$ (3,643)	(1.1%)
Employee benefits	87,360	85,094	(2,266)	(2.7%)
Employee future benefits	3,479	2,714	(765)	(28.2%)
Medical staff remuneration	65,238	61,371	(3,867)	(6.3%)
Medical & Surgical supplies	53,096	53,027	(69)	(0.1%)
Drugs	111,857	111,431	(426)	(0.4%)
Supplies & other expenses	93,006	89,456	(3,550)	(4.0%)
Long term Interest	6,708	6,780	72	1.1%
Equipment lease / rental	2,775	3,272	497	15.2%
Equipment amortization	23,100	21,808	(1,292)	(5.9%)
Total Expense	\$ 780,302	\$ 764,993	\$ (15,309)	(2.0%)
Surplus / (Deficit) From Hospital Operations	\$ (16,407)	\$ (24,578)	\$ 8,171	
Other Votes (net)	\$ (32)	\$ (37)	\$ 5	
Other Recoveries/(Expense)	\$ -	\$ -	\$ -	
Net Building Amortization	\$ (1,883)	\$ (2,010)	\$ 127	
Net Surplus (Deficit)	\$ (18,322)	\$ (26,625)	\$ 8,303	
Hospital Margin	\$ (9,731)	\$ (17,835)	\$ 8,104	

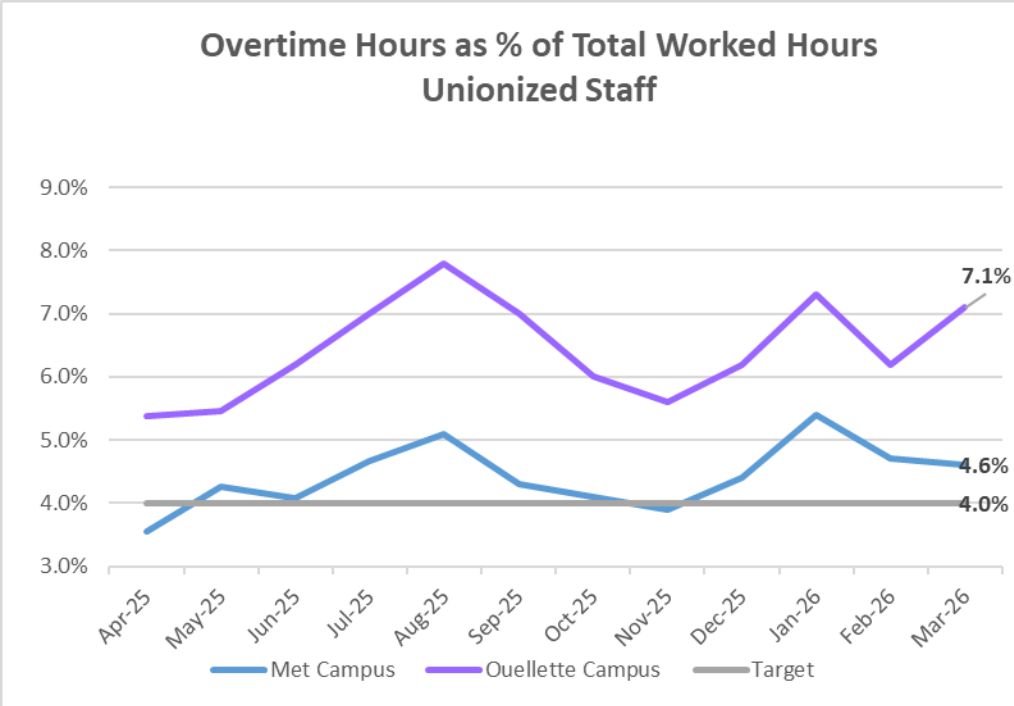
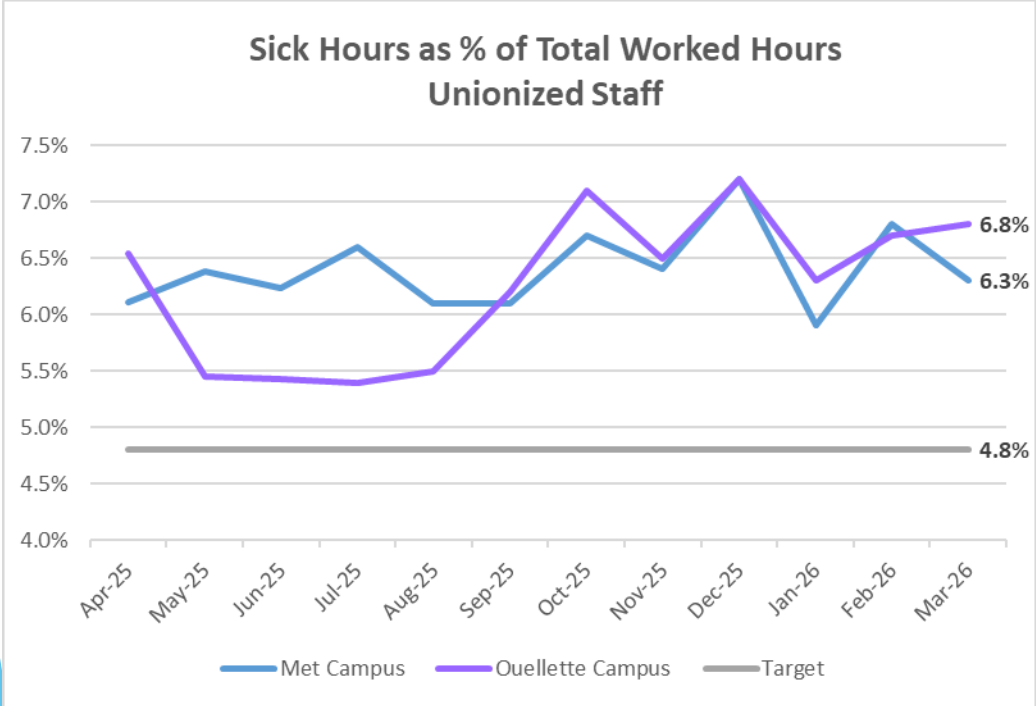
Financial Results

March 31, 2026

Year-to-Date March 2026 Net Variances				
Category	Year-to-Date Expense Variance	Year-to-Date Revenue Variance	YTD Net Variance	Comment
Base Funding	-	6,267	6,267	Cancer QBP rate increase \$1.7M, \$2.9M in funding to offset Medical Fee Payments, additional revenue in Cancer and Renal programs, CDU wind-down funding and volume revenue in PET/CT.
One-Time Funding	-	6,154	6,154	\$3.2 in volume based revenue settlements less than accrued, additional one time funding amounts not expected.
Patient Services	(1,229)	1,801	572	Diagnostic Revenues offset by Medical Fees.
Other Recoveries	(868)	9,359	8,491	Surpluses in retail services, WSIB rebates for two years reclassified to recoveries, MMC rebates, investment revenue, NPT additional recovery and cancer centre billings for stem cell transplant patients.
Salaries & Wages	(3,643)	-	(3,643)	Pay equity and unsettled contract accruals, additional staffing due to surge volumes.
Benefits	(2,266)	-	(2,266)	Surplus distribution moved to recoveries, higher benefits driven by wage deficit.
Medical Staff Fees	(3,867)	3,914	47	Deficit offset by increased Patient Services revenue and Emergency & NICU Alternate Funding, Hospital On-Call, Psychiatry and Pathology funding.
Medical/Surgical Supplies	(69)	-	(69)	Perioperative surplus offset by deficit in diagnostic services mainly Interventional Radiology.
Drugs	(426)	-	(426)	Retail pharmacy surplus.
Other Supplies	(3,550)	-	(3,550)	Deficits in contrast media, physician recruitment costs, building service equipment & maintenance, patient transport and legal and consulting.

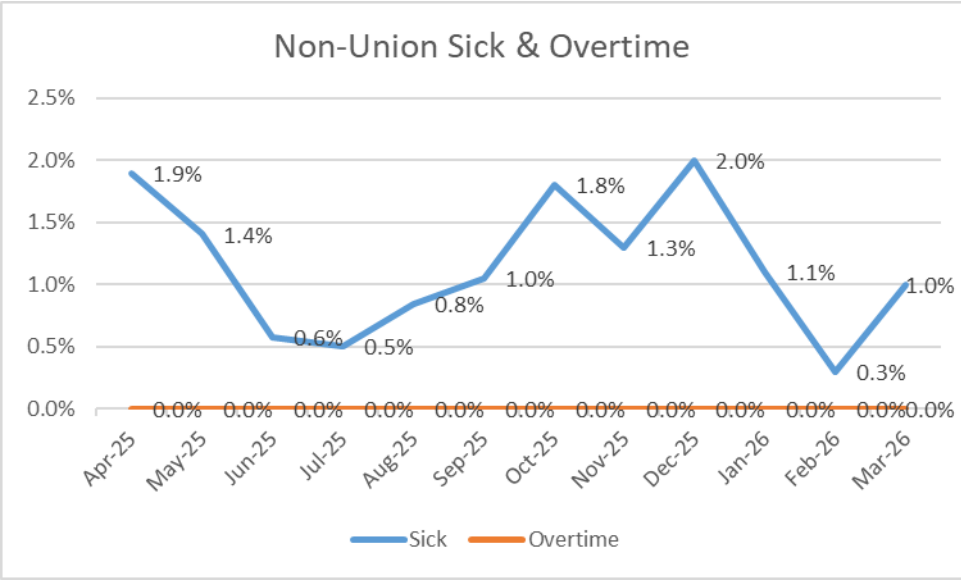
Sick & Overtime Benchmarking (Union)

March 31, 2026



Sick & Overtime Benchmarking (Non-Union)

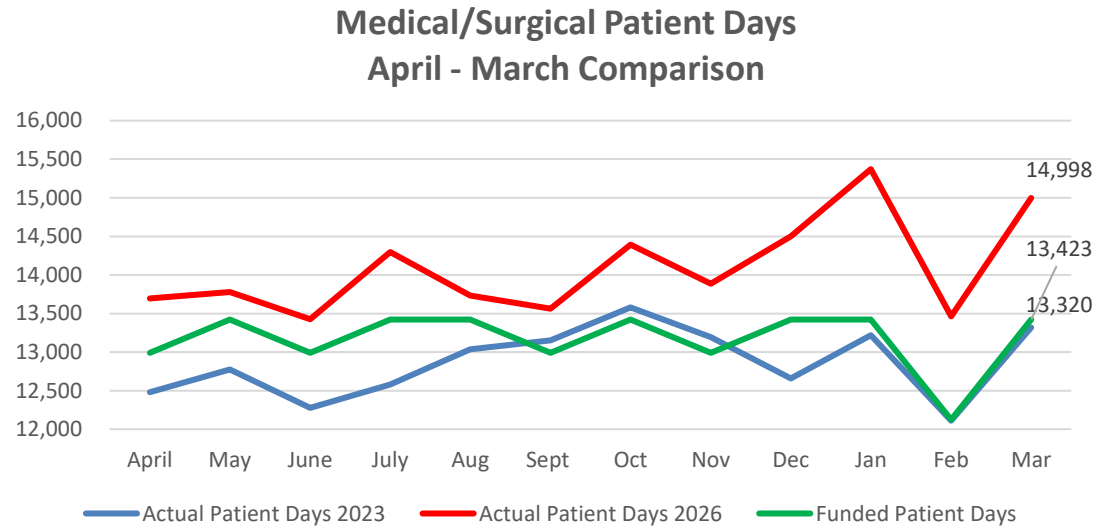
March 31, 2026



Targets at Median:
Sick 2.2%
Overtime 0.0%

Medical/Surgical Volumes

March 31, 2026



WRH has 433 funded medical/surgical beds. At 100% capacity this equates to 158,045 patient days year-to-date March 31, 2026. Actual medical/surgical patient days for this period was 169,103 patient days - an additional 11,058 days. This means that on average there were 30 unfunded beds open per day this fiscal year. During peak periods of January, February and March, there were 63, 48 and 56 unfunded beds open on average per day respectively.



WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE – NO EXCEPTIONS!

Treasurer's Report
Board of Directors

Financial Summary - March 2026
(\$000's)

		March 2026 Actuals		
	Line	Actual	Budget	Variance *
Hospital Ops				
Total Revenue	9	\$ 763,895	\$ 740,415	\$ 23,480
Total Expense	20	780,302	764,993	(15,309)
Surplus / (Deficit)	21	(16,407)	(24,578)	8,171
Other Votes (net)	22	(32)	(37)	5
Other Recoveries / (Exp)	23	-	-	-
Subtotal	24	(16,439)	(24,615)	8,176
Net bldg. amortization	25	(1,883)	(2,010)	127
Net Surplus (Deficit)	26	\$ (18,322)	\$ (26,625)	\$ 8,303
Hospital Margin		\$ (9,731)	\$ (17,835)	\$ 8,104
Capital Equipment Expenditures		\$ 66,989	\$ 48,202	\$ (18,787)

* Variance - favourable / (unfavourable)

1. Financial Results for the Twelve Months ended March 31, 2026
(Statement 2)

For the twelve months ended March 31, 2026, the deficit after net building amortization is \$18,322,000, which is \$8,303,000 better than plan. This represents a negative Ministry of Health Margin of \$9,731,000 (one year ago, the margin was negative \$30,467,000).

Revenue

Ministry revenue (combined base and one-time) is \$12,421,000 (2.2%) higher than budget.

Base funding is better than budget by \$6,267,000. The ministry increased the per case rate for cancer surgery QBPs significantly at year-end. This amounted to a \$1.7 million funding increase. Additionally, actual volumes exceeded funded volumes and earned an additional \$493,000 which the ministry will fund. The funding surplus in medical fees such as Emergency and NICU Alternate funding is \$2,870,000 and is offset by similar medical fee expenses. Additional base funding surpluses consist of \$337,000 to support wind-down costs of the Clinical Decision Unit Pilot Program that was not budgeted, additional PET/CT revenue of \$369,000 and additional revenue earned in the Renal Program.

One time funding is better than budget by \$6,154,000. This variance is comprised of one-time funding components of \$961,000 for funded Medical Fee distributions in the Laboratory and Emergency and NICU AFA programs, additional revenue earned in volume-based cancer programs and fee for service revenue earned in the Ontario Breast Screening Program of \$540,000 greater than plan. In addition, WRH has received additional one time funding of \$650,000 for Substance Use Disorders, \$320,000 for operational pressures to support a Discharge Lounge to facilitate flow from the emergency departments to inpatient units, \$235,000 to fund specialty training in the emergency departments and \$91,000 for the Ontario Lung Screening Program. The largest contributor to the surplus were settlements for volume based programs which earned an additional \$3.2 million in revenue.

Ministry drug reimbursements have a negative variance of only \$2,000 (0.0%). This revenue comes from the Cancer Centre's New Drug Funding program and the renal program. This budget is based on estimated drug usage and corresponding reimbursement and therefore there is some variation.

The preferred accommodation revenue variance is favourable to budget by \$7,000 (1.1%). This revenue is somewhat volatile and depends on bed availability in conjunction with patients' insurance coverage. Preferred accommodation daily rates were recently increased from \$235 for semi-private and \$275 for private rooms to \$260 and \$305 respectively.

Chronic Co-payment revenue is under budget by \$68,000 (45.3%). Patients designated as Alternate Level of Care (ALC) can be charged up to \$68.56 per day. This rate may be adjusted based on a co-payment assessment that takes into consideration the individual's income.

Patient Services revenue variance is \$1,801,000 favourable (4.4%) year to date. The largest contributor to this variance is diagnostic revenues that are \$1,450,000 higher than budget which have incurred additional medical staff remuneration of \$1,229,000. Additional surpluses were incurred in outpatient services.

Included in Patient Services revenue is OWN WSIB net revenue of \$553,000 for the year. This revenue is earned in diagnostic services and the operating room (charges for implants). OWN has notified participating hospitals that fees paid will be increasing by approximately 4% across the board as of March 16, 2026.

Equipment Grant amortization is over budget by \$38,000 (1.1%). Timing of equipment purchases and confirmation of any corresponding grants affects this revenue.

Other Recoveries are \$9,359,000 favourable (13.3%) to budget. Below are the most significant surpluses:

- ✚ A surplus of \$2,262,000 was incurred in the retail pharmacies and is offset by higher drug costs of \$868,000
- ✚ The WSIB rebate for investment returns (calendar year 2024) of \$1,777,000 was reclassified to recoveries
- ✚ Another WSIB rebate of \$1,722,000 was received for calendar year 2023
- ✚ Mohawk Medbuy rebates are \$954,000 higher than budgeted
- ✚ Interest revenue \$408,000 surplus
- ✚ \$364,000 additional revenue in the Complex Malignant Hematology program for stem cell transplant patients
- ✚ MES Rebate \$327,000 higher than expected
- ✚ Compensation recoveries of \$307,000 received from Windsor Police Services for the Nurse Police Team
- ✚ Parking revenue surplus \$160,000
- ✚ Retail food surplus \$101,000

The remaining surplus is comprised of recoveries in excess of the budget in multiple departments.

Expenses

Salaries are over budget (unfavourable) by \$3,643,000 (1.1%) year to date March 31, 2026. Surpluses in Diagnostics and the Perioperative Program are related to vacancies and lower than planned volumes across these programs. These

surpluses are offset by deficits in Inpatient Medicine and the Emergency departments where surge conditions have necessitated additional staffing resources.

Significant Deficits:

✚	Emergency	\$3,259,000
✚	Inpatient Medicine	\$2,293,955
✚	Cardiology	\$1,532,000
✚	Guest Services	\$716,000
✚	Inpatient Surgery	\$510,000
✚	Women's & Children's Program	\$276,000

Significant Surpluses:

✚	Diagnostic Imaging	\$2,008,000
✚	Perioperative Program	\$1,565,000
✚	Critical Care	\$467,000
✚	Mental Health & Allied Health	\$867,000

Employee Benefits are unfavourable to budget by \$2,266,000 (2.7%).

Employee Future Benefits are \$765,000 (28.2%) over budget. This change is due to the results for the actuarial valuation that is provided as part of the year-end audit.

Medical Staff Remuneration is over budget (unfavourable) by \$3,867,000 (6.3%). All deficits are either offset by funding or have earned additional patient services revenue.

Medical & Surgical Supplies are unfavourable to budget by \$69,000 (0.1%). The most significant surplus was incurred in the perioperative program which is 1,034 cases below plan and has a surplus of \$607,000 year to date. This is offset by a deficit in other services, particularly of note, diagnostic services have a year-to-date deficit of \$622,000 mainly in Interventional Radiology. The cardiac monitored care unit has a deficit of \$53,000 which is attributable to the operation of additional beds throughout the year.

Drug expenses are unfavourable by \$426,000 (0.4%) year to date with the majority of this deficit occurring in retail pharmacies which is offset by surpluses in the critical care and emergency departments.

Supplies and Other Expenses are unfavourable to budget by \$3,550,000 (4.0%). Significant variances are as follows:

- ✚ \$450,000 contrast media and radioactive materials (used in diagnostic tests)
- ✚ \$715,000 building service equipment
- ✚ \$345,000 physician recruitment costs
- ✚ \$309,000 equipment maintenance
- ✚ \$333,000 referred out patient transportation
- ✚ \$378,000 legal and consulting fees

Long Term Interest expense is \$72,000 favourable (1.1%).

Equipment Lease/Rental is \$497,000 favourable (15.2%) to budget. These expenses vary based on bed rental utilization for bariatric patients or those with complex wounds.

Equipment amortization is \$1,292,000 (5.9%) over budget due to new asset additions.

Other Votes – Other Votes are unfavourable \$5,000 at March 31, 2026. The HIV Anonymous Testing Program has a year-end deficit of \$4,000 and the remainder is due to the wind-down costs of the Infant Hearing Program continuing into fiscal 2025-2026.

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

The Ministry/Ontario Health receivable has increased by \$12.1 million. \$9.6 million of this amount is related to the LINAC projects in the Cancer Program.

Inventory has increased by \$219,000 when compared to March 31, 2025. This increase is attributable to drugs funded by OH-West (Cancer Care) and those utilized by the retail pharmacies.

Our Ministry/CCO payable has increased by \$2,581,000 from March 31, 2025 and is comprised mainly of amounts payable for unearned volume funding.

At March 31, 2026, the market value of the sinking fund has increased by \$12,696,000 (50.74%) since inception and increased by \$3,496,000 since March 31, 2025. The underlying cost base as a result of realized investment gains has increased by \$7,082,000 since the original \$25 million investment was made and increased by \$2,284,000 since March 31, 2025.

	Market Value	Cost
Fund Manager -		
Guardian Capital	\$17,784,000	\$15,665,000
Leith Wheeler	<u>19,934,000</u>	<u>16,417,000</u>
Total	<u>\$37,718,000</u>	<u>\$32,082,000</u>

3. Patient Volumes

Acute patient days are below target at the Met Campus by 1,554 days and 3,457 greater than planned at the Ouellette Campus (excluding psychiatry). Adolescent psychiatry patient days attributed to the Met campus (Maryvale) are 882 less than plan while adult psychiatric days are 7,329 below plan at the Ouellette campus. Surgical cases are 765 below plan at the Met Campus and 269 cases below plan at the Ouellette Campus.

Combined ED visits are 1,804 higher than prior year-to date and ED inpatient days are 1,469 lower when compared to last year at this time. Outpatient Clinic visits are 859 below plan and Community Service visits are 3,012 above plan to date.

4. Patient Access

Acute care length of stay at Met was 5.02 days as compared to a target of 4.54 days. Length of stay for Ouellette acute care was 8.35 days versus a plan of 7.33. Length of stay for adult psychiatric patients was 1.39 days below the plan of 12.43 days and Maryvale (adolescent psychiatry) length of stay was 5.36 days compared to the target of 6.44.

5. Organizational Health

The percentage of sick time year to date for the Met Campus is 6.4%, which is over the target of 4.8% by 1.6%, while overtime is .5% above target at 4.5%.

Year to date sick time at the Ouellette Campus is 6.2% compared to the target of 4.8%, while overtime is over the target of 4.0% at 6.5%.

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

With respect to FTEs, the Met Campus is unfavourable to budget by 11.70 FTE. At the Ouellette Campus, the FTE variance is unfavourable by 14.89 FTEs. Overall, the hospital is unfavourable 26.59 FTEs year to date.

WINDSOR REGIONAL HOSPITAL
Operating Results for the Twelve Months Ending March 31, 2026
Consolidated - Met and Ouellette Campuses

Description	Current Month		Year To Date		Year End		Prior Year Actual		
	Actual	Fav/(Unfav) to Budget	Actual	Budget	Fav/(Unfav)	Forecast	Budget	Year to Date	Year End
Financial Performance Measures									
1 Total Margin - \$000's	\$ 6,785	4,910	\$ (9,731)	\$ (17,835)	\$ 8,104	\$ (9,731)	\$ (17,835)	\$ (30,467)	\$ (30,467)
2 Total Margin - %	8.16%	5.28%	-1.26%	-2.39%	1.13%	-1.26%	-2.39%	-4.17%	-4.17%
3 Unrestricted cash - \$000's	n/a	n/a	\$ 30,739	n/a	n/a	\$ 12,000	n/a	\$ 30,821	\$ 30,821
4 Current ratio	n/a	n/a	0.90	1.00	(0.10)	0.92	1.00	0.61	0.61
Capital equipment expenditures -									
5a Fiscal 2025 - 26 \$000's	\$ 3,180	n/a	\$ 15,301	18,525	\$ 3,224	\$ 18,525	\$ 18,525	\$ 15,888	\$ 15,888
5b C/F \$000's	\$ 1,157	n/a	\$ 5,619	2,681	\$ (2,938)	\$ 2,681	\$ 2,681	\$ 6,509	\$ 6,509
5c Externally Funded Projects	\$ 7,361	n/a	\$ 30,379	4,533	\$ (25,846)	\$ 40,505	\$ 4,533	\$ 12,400	\$ 12,400
5d Windsor-Essex Acute Care Hospital	\$ 2,050	n/a	\$ 15,690	22,463	\$ 6,773	\$ 22,463	\$ 22,463	\$ 9,297	\$ 9,297
Patient Volume Measures									
1 Total Weighted Cases (est) - HIG	2,380	190	27,468	25,785	1,683	27,468	25,785	27,291	27,291
2 Acute separations (excl psych)	1,791	(192)	20,814	23,350	(2,536)	27,752	23,350	19,962	19,962
3 Acute pat. days (excl. psych)	9,259	255	104,457	106,011	(1,554)	139,276	106,011	102,173	102,173
4 Psychiatric - Adolescent pat. days	121	(56)	1,201	2,083	(882)	1,601	2,083	1,078	1,078
5 Emergency visits and ER holds	4,762	159	55,536	54,200	1,336	74,048	54,200	54,737	54,737
6 OR - Inpatient cases	299	(11)	3,484	3,646	(162)	4,645	3,646	3,316	3,316
7 OR - Day Surgery cases	633	(38)	7,303	7,906	(603)	9,737	7,906	7,982	7,982
8 Clinic visits	12,033	(138)	141,499	143,300	(1,801)	188,665	143,300	142,333	142,333
9 Community Services visits	724	169	8,179	6,530	1,649	10,905	6,530	6,994	6,994
Variable Revenue Volumes:									
(a) Hip procedures	12	(4)	222	194	28	296	194	197	197
(b) Knee procedures	22	-	217	258	(41)	289	258	222	222
11 MRI Hours of Operation	528	35	6,191	5,803	388	8,255	5,803	6,145	6,145
12 CT Hours of Operation	651	(86)	7,641	8,682	(1,041)	10,188	8,682	8,034	8,034
Patient Access Measures & System Integration									
1 Acute Average LOS	5.17	(0.63)	5.02	4.54	(0.48)	5.02	4.54	5.12	5.12
2 Psych Average - Adolescent LOS	8.07	(1.63)	5.36	6.44	1.08	5.68	6.44	4.83	4.83
Organizational Health									
1 % Sick Time to Total Comp	6.3%	-1.50%	6.4%	4.8%	-1.6%	6.30%	4.80%	5.50%	5.50%
2 % Overtime to Total Comp	4.6%	-0.60%	4.5%	4.0%	-0.5%	4.30%	4.00%	3.80%	3.80%
3 FTE staffing (Hospital Ops Only)	1,941.6	NA	1,965.9	1,954.2	(11.70)	1,965.9	1,917.4	1,960.3	1,960.3

WINDSOR REGIONAL HOSPITAL
Operating Results for the Twelve Months Ending March 31, 2026
Consolidated - Met and Ouellette Campuses

Current Month		Year To Date		Year End		Prior Year Actual	
Actual	Fav/(Unfav) to Budget	Actual	Budget	Fav/(Unfav)	Budget	Year to Date	Year End
Patient Volume Measures							
Description							
1	Total Weighted Cases (est) - HIG	27,198	25,537	1,661	10,727	26,646	26,646
2	Acute separations (excl psych)	12,277	13,512	(1,235)	2,857	11,909	11,909
3	Acute pat. days (excl. psych)	102,500	99,043	3,457	37,624	99,447	99,447
4	Psychiatric - Adult patient days	19,034	26,363	(7,329)	(984)	20,677	20,677
5	Emergency visits and ER holds	49,890	50,200	(310)	16,320	50,354	50,354
7	OR - Inpatient cases	3,749	4,010	(261)	4,010	3,719	3,719
8	OR - Day Surgery cases	7,612	7,620	(8)	7,620	7,370	7,370
9	Clinic visits	30,967	30,025	942	11,264	27,921	27,921
10	Community Services visits	11,863	10,500	1,363	10,500	10,147	10,147
11	Variable Revenue Volumes:						
	(a) Hip procedures	293	401	(108)	401	359	359
	(b) Knee procedures	653	707	(54)	707	680	680
	(c) Pacemaker procedures	318	351	(33)	351	351	351
12	Cataracts						
	a) Unilateral	1,784	2,120	(336)	2,120	1,912	1,912
	b) Bilateral	1,072	1,262	(190)	1,262	1,021	1,021
13	MRI Hours of Operation	7,899	9,883	(1,985)	9,883	7,799	7,799
14	CT Hours of Operation	10,713	6,460	4,253	7,823	10,686	10,686
Patient Access Measures & System Integration							
1	Acute Average LOS	8.35	7.33	(1.02)	7.33	8.35	8.35
3	Psych Average - Adult LOS	11.04	12.43	1.39	12.43	10.74	10.74
Organizational Health							
1	% Sick Time to Total Comp	6.8%	4.8%	-1.4%	4.80%	6.00%	6.00%
2	% Overtime to Total Comp	7.1%	4.0%	-2.5%	4.00%	5.60%	5.60%
3	FTE staffing (Hospital Ops Only)	1,562.2	1,545.6	(14.89)	1,642.4	1,560.5	1,560.5
OUELLETTE CAMPUS ONLY							
Actual	Budget	Fav/(Unfav)					
27,198	25,537	1,661					
12,277	13,512	(1,235)					
102,500	99,043	3,457					
19,034	26,363	(7,329)					
49,890	50,200	(310)					
3,749	4,010	(261)					
7,612	7,620	(8)					
30,967	30,025	942					
11,863	10,500	1,363					
293	401	(108)					
653	707	(54)					
318	351	(33)					
1,784	2,120	(336)					
1,072	1,262	(190)					
7,899	9,883	(1,985)					
10,713	6,460	4,253					
OUELLETTE CAMPUS ONLY							
8.35	7.33	(1.02)					
11.04	12.43	1.39					
OUELLETTE CAMPUS ONLY							
6.2%	4.8%	-1.4%					
6.5%	4.0%	-2.5%					
1,560.5	1,545.6	(14.89)					

Statement # 3

WINDSOR REGIONAL HOSPITAL
STATEMENT OF FINANCIAL POSITION

As At March 31, 2026

(Amounts in 000's)

	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
ASSETS				
Current assets:				
Cash & short-term investments	30,830	31,176		
Cash, restricted	22,101	53,553		
Cash, restricted Ministry Capital Projects	24,637	-		
Accounts Rec. - Ministry / CCO	24,885	12,744		
- OHIP	10,180	9,990		
- Other	14,579	13,746		
Inventories	7,166	7,385		
Prepaid & deferred charges	6,148	7,358		
Due from related parties	6,300	3,463		
Total current assets	146,826	139,415		
Long term assets:				
Cash, restricted Ministry Capital Projects	-	12,927		
Long Term Investments	37,718	34,222		
Property, Plant, Equipment, Net	249,186	226,513		
Construction in progress	76,518	62,934		
	<u>325,704</u>	<u>289,447</u>		
Total long term assets	363,422	336,596		
Total assets	510,248	476,011		
LIABILITIES AND EQUITIES				
Current liabilities:				
Bank overdraft			-	-
Bank indebtedness			-	-
Accounts payable - trade			40,816	36,129
Accounts payable - Ministry			5,963	8,544
Accrued liabilities			102,971	95,779
Current portion of long term debt			2,894	2,705
Current portion of capital lease obligations			8,072	5,779
Current portion accrued benefit obligations			1,639	1,428
Total current liabilities	162,355	150,364		
Long term liabilities:				
Long Term Debt			23,820	26,764
Debentures			200,000	200,000
Accrued benefit obligations			26,828	24,987
Long Term Lease Obligation			7,676	5,359
ARO Liabilities			2,097	2,012
Marked to market			166	295
Sick benefits payable			6,265	6,065
Deferred revenue - capital grants			183,090	145,233
Total long term liabilities	449,942	410,715		
Total liabilities and net assets	510,248	476,011		
Remeasurement gains/(losses):				
Debtenture Sinking Funds			5,636	4,424
SWAP			(166)	(295)
Net assets:			(107,519)	(89,197)
Total assets	510,248	476,011	510,248	476,011

Statement # 4

Windsor Regional Hospital
Statement of Cash Flows

For the Twelve Months Ending March 31, 2026

With Comparative Amounts For the Year Ending March 31, 2025

(Amounts in 000's)

	March 31, 2026	March 31, 2025
OPERATING ACTIVITIES		
Net Surplus/(deficit) for the period	(18,322)	\$ (38,471)
Add (deduct) non-cash items:		
Amortization of capital assets	30,732	26,733
Amortization of deferred capital contributions	(9,128)	(7,927)
	3,282	(19,665)
Cash flow from / (used in) operating balances	(5,274)	25,989
Cash provided by operating activities	(1,992)	6,324
INVESTING ACTIVITIES		
Purchase of capital assets	(56,893)	(34,296)
FINANCING ACTIVITIES		
Long term investments	(2,284)	(2,197)
Cash restricted for special purposes	19,742	43,941
Loans payable	2,151	(5,077)
Capital Lease	(10,096)	(9,799)
Capital grants and donations received	46,985	22,023
Notes payable and other long term liabilities	2,041	89
Cash provided by (used in) financing activities	58,539	48,980
Net increase (decrease) in cash during the period	(346)	21,008
Cash, beginning of period	31,176	10,168
Cash, end of period	\$ 30,830	\$ 31,176

WRH Board of Directors – Media Report – May 2026

Facebook Overview

Performance summary over the last month:
April 30 to May 27, 2026

Views:

264.3k

+15% over previous month

Visits:

6k

+18% over previous month

Interactions:

2.4k

-8% over previous month



Top-Performing Posts



Post re: Nursing Week Awards - May. 15

51k

Views

374

Interactions

239

Clicks



Post re: Physiotherapy Week - May. 4

22k

Views

138

Interactions

24

Clicks

Instagram Overview

Performance summary over the last month:
April 30 to May 27, 2026

Views:

120.3k

+10% over previous month

Reach:

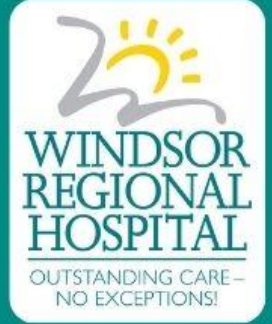
15.5k

+26% over previous month

Interactions:

2k

+13% over previous month



Top-Performing Posts



Post re: Nursing Week Awards - May. 15

16k

Views

7k

Reach

409

Interactions



Post re: Spenser Dionne winning RNAO Lois Fairley Nurse of the Year Award - May. 11

16k

Views

7k

Reach

337

Interactions

WRH News Clippings – April 30 to May 28, 2026

CTV WINDSOR

Belle River couple named McHappy Day ambassadors after son's care at Ronald McDonald House

CTV Windsor, May 5, 2026

<https://www.ctvnews.ca/windsor/article/belle-river-couple-named-mchappy-day-ambassadors-after-sons-care-at-ronald-mcdonald-house/>

Windsor Regional says no local hantavirus planning underway, risk to public remains low

CTV Windsor, May 7, 2026

<https://www.ctvnews.ca/windsor/article/windsor-regional-says-no-local-hantavirus-planning-underway-risk-to-public-remains-low/>

Windsor Regional Hospital talks \$20 million deficit, hantavirus risk

CTV Windsor, May 7, 2026

<https://www.ctvnews.ca/windsor/video/2026/05/08/windsor-regional-hospital-talks-20-million-deficit-hantavirus-risk/>

Bondy seeks update as hospital meeting with county remains unscheduled

CTV Windsor, May 8, 2026

<https://www.ctvnews.ca/windsor/article/bondy-seeks-update-as-hospital-meeting-with-county-remains-unscheduled/>

WRH expands Hospital to Home program to HDGH and Erie Shores

CTV Windsor, May 10, 2026

<https://www.ctvnews.ca/windsor/article/wrh-expands-hospital-to-home-program-to-hdgh-and-erie-shores/>

CTU nurse wins 2026 Lois Fairley Nursing Award

CTV Windsor, May 12, 2026

<https://www.ctvnews.ca/windsor/article/ctu-nurse-wins-2026-lois-fairley-nursing-award/>

Strike deadline looming for Windsor-Essex paramedics awaiting labour board ruling

CTV Windsor, May 12, 2026

<https://www.ctvnews.ca/windsor/article/strike-deadline-looming-for-windsor-essex-paramedics-awaiting-labour-board-ruling/>

We Care for Kids makes generous donation to Windsor hospital

CTV Windsor, May 12, 2026

<https://www.ctvnews.ca/windsor/article/we-care-for-kids-makes-generous-donation-to-windsor-hospital-2/>

Report links rising Windsor-area ER waits to hospital funding pressures

CTV Windsor, May 13, 2026

<https://www.ctvnews.ca/search/?query=windsor%20regional%20hospital>

Staffing crisis led to ambulance 'code black' over long weekend: union president

CTV Windsor, May 20, 2026

<https://www.ctvnews.ca/windsor/article/staffing-crisis-led-to-ambulance-code-black-over-long-weekend-union-president/>

Ontario invests \$1 million in CKHA diagnostic imaging

CTV Windsor, May 21, 2026

<https://www.ctvnews.ca/windsor/article/ontario-invests-1-million-in-ckha-diagnostic-imaging/>

Med students experience the 'frontlines' at ESHC

CTV Windsor, May 27, 2026

<https://www.ctvnews.ca/windsor/article/med-students-experience-the-frontlines-at-eshc/>

Mental health and addictions crisis centre records significant increase in demand

CTV Windsor, May 28, 2026

<https://www.ctvnews.ca/windsor/article/mental-health-and-addictions-crisis-centre-records-significant-increase-in-demand/>

AM800

Essex mayor urges for answers on new hospital timelines following cancelled meeting

AM800 News, May 8, 2026

<https://www.am800cklw.com/news/essex-mayor-urges-for-answers-on-new-hospital-timelines-following-cancelled-meeting.html>

Windsor Regional says no local hantavirus planning underway, risk to public remains low

AM800 News, May 9, 2026

<https://www.am800cklw.com/news/windsor-regional-says-no-local-hantavirus-planning-underway-risk-to-public-remains-low.html>

WRH expands Hospital to Home program to HDGH and Erie Shores

AM800 News, May 10, 2026

<https://www.am800cklw.com/news/wrh-expands-hospital-to-home-program-to-hdgh-and-erie-shores.html>

CTU nurse wins 2026 Lois Fairley Nursing Award

AM800 News, May 11, 2026

<https://www.am800cklw.com/news/ctu-nurse-wins-2026-lois-fairley-nursing-award.html>

Ontario allowing pharmacists to treat more conditions, administer more vaccines

AM800 News, May 11, 2026

<https://www.am800cklw.com/news/ontario-allowing-pharmacists-to-treat-more-conditions-administer-more-vaccines.html>

Summer strike looming at Essex-Windsor EMS says union

AM800 News, May 12, 2026

<https://www.am800cklw.com/news/summer-strike-looming-at-essex-windsor-ems-says-union.html>

W.E. Care for Kids Foundation donating over \$268,000 to Windsor Regional Hospital

AM800 News, May 13, 2026

<https://www.am800cklw.com/news/we-care-for-kids-foundation-donating-over-268000-to-windsor-regional-hospital/>

National Nursing Week: HDGH presents 2026 nursing awards

AM800 News, May 14, 2026

<https://www.am800cklw.com/news/national-nursing-week-hdgh-presents-2026-nursing-awards/>

May long weekend code black highlights paramedic staffing shortage: union

AM800 News, May 20, 2026

<https://www.am800cklw.com/news/may-long-weekend-code-black-highlights-paramedic-staffing-shortage-union/>

Golf tournament raises \$73,000 for men's health care in Windsor-Essex

AM800 News, May 26, 2026

<https://www.am800cklw.com/news/golf-tournament-raises-73000-for-mens-health-care-in-windsor-essex/>

BLACKBURN RADIO

Paediatrician at Windsor Regional Hospital suspended for three months

Blackburn Windsor, May 1, 2026

<https://windsornewstoday.ca/windsor/news/2026/05/01/pediatrician-at-windsor-regional-hospital-suspended-for-three-months>

Kids Curing Cancer raises over \$48K for local care

Blackburn Windsor, May 6, 2026

<https://windsornewstoday.ca/windsor/news/2026/05/06/kids-curing-cancer-raises-over-48k-for-local-care>

Hospital-to-Home program expands throughout Windsor-Essex

Blackburn Windsor, May 11, 2026

<https://windsornewstoday.ca/windsor/news/2026/05/11/hospital-to-home-program-expands-throughout-windsor-essex>

Nurse at Windsor Regional Hospital is this year's Lois Fairley Nurse of the Year

Blackburn Windsor, May 11, 2026

<https://windsornewstoday.ca/windsor/news/2026/05/11/nurse-at-windsor-regional-hospital-is-this-years-lois-fairley-nurse-of-the-year>

Ontario pharmacists to treat and vaccinate against more conditions

Blackburn Windsor, May 11, 2026

<https://windsornewstoday.ca/windsor/news/2026/05/11/ontario-pharmacists-to-treat-and-vaccinate-against-more-conditions>

Strike by region's paramedics even more likely

Blackburn Windsor, May 12, 2026

<https://windsornewstoday.ca/windsor/news/2026/05/12/strike-by-regions-paramedics-even-more-likely>

Donation helps Windsor hospital purchase specialized equipment

Blackburn Windsor, May 13, 2026

<https://windsornewstoday.ca/windsor/news/2026/05/13/donation-helps-windsor-hospital-purchase-specialized-equipment>

Report says patient care suffers from southwestern Ontario hospital deficits

Blackburn Windsor, May 13, 2026

<https://windsornewstoday.ca/windsor/news/2026/05/13/report-says-patient-care-suffers-from-southwestern-ontario-hospital-deficits>

HDGH honours five nurses during National Nursing Week

Blackburn Windsor, May 14, 2026

<https://windsornewstoday.ca/windsor/news/2026/05/14/hdgh-honours-five-nurses-during-national-nursing-week>

Access to primary care expanding in Lakeshore, Amherstburg, and Harrow

Blackburn Windsor, May 19, 2026

<https://windsornewstoday.ca/windsor/news/2026/05/19/access-to-primary-care-expanding-in-lakeshore-amherstburg-and-harrow>

HDGH mental health and addictions program shows major growth after expansion

Blackburn Windsor, May 28, 2026

<https://windsornewstoday.ca/windsor/news/2026/05/28/hdgh-mental-health-and-addictions-program-shows-major-growth-after-expansion>

CBC WINDSOR

Windsor Regional Hospital expands post-discharge support program to Erie Shores, Hôtel-Dieu

CBC Windsor, May 7, 2026

<https://www.cbc.ca/news/canada/windsor/windsor-regional-hospital-to-home-9.7192009>

Hantavirus risk 'very low' in Windsor-Essex, health unit says; no alarm bells at hospital

CBC Windsor, May 8, 2026

<https://www.cbc.ca/news/canada/windsor/windsor-essex-wechu-hanta-virus-low-risk-9.7193401>

Ontario pharmacists getting power to treat more conditions, administer more vaccines: health minister

CBC Windsor, May 11, 2026

<https://www.cbc.ca/news/canada/toronto/ontario-pharmacists-authority-expanding-9.7194966>

Windsor-Essex paramedics move closer to strike action as conciliation fails

CBC Windsor, May 12, 2026

<https://www.cbc.ca/news/canada/windsor/windsor-essex-paramedics-conciliation-fails-9.7197484>

WINDSOR STAR

Kids Curing Cancer ends 13-year campaign after raising \$260K

Windsor Star, May 6, 2026

<https://windsorstar.com/news/local-news/kids-curing-cancer-ends-13-year-campaign-after-raising-260k>

'I want my freedom back' — Windsor involuntary hospitalization rates higher than Canadian average

Windsor Star, May 8, 2026

<https://windsorstar.com/news/local-news/i-want-my-freedom-back-windsor-involuntary-hospitalizations-rates-higher-than-canadian-average>

Hospital program helping patients transition home expands across Windsor-Essex

Windsor Star, May 11, 2026

<https://windsorstar.com/news/local-news/hospital-program-helping-patients-transition-home-expands-across-windsor-essex>

Windsor Regional Hospital nurse honoured for 'profound' dedication to patient care

Windsor Star, May 13, 2026

<https://windsorstar.com/news/local-news/windsor-regional-hospital-nurse-honoured-for-profound-dedication-to-patient-care>

Windsor-Essex emergency room waits exceed eight hours, says new report

Windsor Star, May 14, 2026

<https://windsorstar.com/news/local-news/windsor-essex-emergency-room-waits-exceed-eight-hours-says-new-report>

Former Windsor hospital CEO paid \$761K at London Health Sciences Centre in 2025

Windsor Star, May 19, 2026

<https://windsorstar.com/news/local-news/lhsc-supervisor-david-musy-j-paid-761k-in-2025/wcm/6fedb5bd-c9c0-476c-afb9-b0085f0eb2e8>

'Problematic' or life-saving — Windsor grapples with impact of addiction pharmacies downtown

Windsor Star, May 26, 2026

<https://windsorstar.com/news/local-news/problematic-or-life-saving-windsor-grapples-with-impact-of-addiction-pharmacies-downtown>