



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, April 2, 2026**, 1700 hours, MET Auditorium, 1995 Lens Avenue, Windsor.

PRESENT:

Ian McLeod, Chair	Linda Staudt	Kristin Kennedy (ex-officio, non-voting)
Mary Dawson	Patti France	Dr. Wassim Saad (ex-officio, non-voting)
Wes Vickers	Anna Kirby	Dr. Larry Jacobs (ex-officio, non-voting)
Nadine Manroe-Wakerell	Wes Vickers	Dr. Irram Sumar (ex-officio, non-voting)
Paul Lachance	Chris Lanoue	Karen Riddell (ex-officio, non-voting)
David Malian	Anna Kirby	
Jamie Skutovich		

STAFF:

Executive Committee

REGRETS:

Dr. Kristen Demarco (ex-officio, non-voting)
Cynthia Bissonnette
Nila Das
Laura Copat
Genevieve Isshak

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.

The Chair welcomed Kristin Kennedy, Windsor Regional Hospital's newly appointed President and Chief Executive Officer. Ms. Kennedy is well known across our region and brings with her a tremendous depth of experience in healthcare leadership. Most recently, she served as President and CEO of Erie Shores HealthCare, where she earned a strong reputation for collaborative leadership, a deep commitment to patient care, and a steady hand during some very challenging times in healthcare. Ms. Kennedy also has a long history with Windsor Regional Hospital. Earlier in her career she held several leadership roles here, including in critical care, cardiology, and the neurosciences program. That experience gives her a unique understanding of our organization, our team, and the community we serve. We are delighted to welcome Ms. Kennedy back to WRH.

Ms. Kennedy provided some opening remarks at this was her first Board of Directors meeting as President and CEO. She thanked the WRH team for such a warm welcome and acknowledged the deep commitment across the organization. Over the next eight to twelve weeks, Ms. Kennedy will focus on learning what is working well, where we are feeling

pressure and where we have real opportunities to strengthen both our workplace and the care we provide to our community. This will include meeting one-on-one with the Vice-Presidents, Physician Chiefs, members of the Board and the union leaders. She is looking forward to spending time in programs and departments across all of our campuses. The insights will inform a report and action plan that she will bring forward to the Board, outlining key priorities for the organization.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the March 5, 2026 Board meeting had been previously circulated.

MOVED by Mr. P. Lachance, **SECONDED** by Mr. D. Malian and **CARRIED THAT** the minutes of the March 5, 2026 Board of Directors meeting be approved.

4. REPORT FROM THE PRESIDENT & CEO / CNE

Advanced District Stroke Centre services have been expanded, effective March 2, 2026, enabling patients west of Merlin Townline (Tilbury) to receive timely specialized stroke care closer to home.

Continued rollout and positive outcomes from the Hospital to Home (H2H) program – with 216 patients supported (to date) post discharge to reduce readmissions, promote independence, and enhance transitional care in partnership with SE Health.

WRH celebrated World Kidney Day - a global reminder of the importance of kidney health and our incredible teams who care for patients with kidney disease.

Provincially, respiratory virus indicators are low. Influenza is low and similar to than last week, COVID-19 is low and lower than last week, RSV is moderate and lower than last week.

The Windsor-Essex community came together in an inspiring show of generosity during the Hats On for Healthcare Radiothon proudly presented by Greg Monforton & Partners - raising over \$50,000 and counting in support of Windsor Regional Hospital. The live Radiothon was made possible thanks to the incredible partnership of local media stations AM800, 89X, and Virgin Radio 93.9, whose on-air teams helped share powerful stories and encouraged the community to support local healthcare.

In March 2026, WRH celebrated excellence across various professions:

- the Schulich School of Medicine & Dentistry Awards of Excellence dinner on March 25, 2026
- Social Work Week- theme Compassion in Action – recognizing social workers' roles in safe, equitable discharges and patient/family support
- Dietitians Day- spotlighting contributions to patient nutrition and safety
- Women in Construction Week

The French Language Services Committee and Workplace Wellness Committee held a special screening of five (5) curated short films from the National Film Board of Canada (NFB) for staff in March. This collection highlighted the vibrancy of Francophone voices across the country - exploring themes of creativity, resilience, and community.

Work on the Fancsy Family Hospital Redevelopment Project continues to progress. Activity this month has centered on advancing Phase 1 – Enabling Works through the ongoing procurement process. The RFP for subtrades is expected to conclude in early April, with groundbreaking anticipated this summer. In addition, work continues on the development of tendering documents for Phases 2 and 3. The redevelopment team is working closely with Infrastructure Ontario and project partners throughout the process to ensure a seamless integration at the connection point between Phase 2 – the Diagnostic and Treatment Block and Phase 3 – the Inpatient Tower. The project is on track to move forward in accordance with Infrastructure Ontario’s schedule, with the tendering process to select a contractor to deliver Phase 2, anticipated to begin late this year.

5. **REPORT FROM SCHULICH:**

Dr. Jacobs reported. The Windsor Campus Awards of Excellence were held on March 25, 2026:

Award Winners

- Educator’s Award: Dr. Mouhanned El-Youssef, Emergency Medicine
- City of Windsor Psychiatry Resident Award - Dr. Natalie Musial
- Windsor Family Medicine, Subspecialty Rotation – Faculty of the Year Award - Dr. Nikesh Adunuri, Department of Medicine
- Windsor Family Medicine – Faculty of the Year Award - Dr. Vaso Globarevic, Department of Family Medicine

Convocation will take place on June 9, 2026 and all are welcome to attend. Informal feedback from the Year 4 students has been incredibly positive with respect to the clinical experiences they receive and support at WRH.

PGME accreditation is planned for 2027. Planning and reviewing is underway. There are three programs (Family Medicine, Psychiatry and Internal Medicine) that are being reviewed, along with all of the "experiences" visiting residents have locally. We will be working to use this as a vehicle to continue our ongoing quality improvement.

6. **FINANCIAL PRESENTATION (February 28, 2026, Results):**

Mr. Lanoue reported.

Slide 2 – Financial Results – YTD February 2026

- The net deficit after building amortization is \$24,486,000 which is \$3,334,000 better than budget
- Hospital Margin is negative \$16,516,000 which is \$3,247,000 better than plan

Slide 3 – Significant Variances

Chart indicates expense variances and the offsetting revenue:

- Other Recoveries
 - Surpluses in retail pharmacies, Mohawk Medbuy rebates and investment revenue
- Salaries and Wages now unfavourable \$255,000
 - % variance is now in deficit due to high volumes in January and February
- Benefits in a surplus of \$1,644,000 YTD, also a decline in the surplus
- Medical Staff Fees \$3,482,000 deficit
 - \$3,617,000 in offsetting funding (Emergency & NICU Alternate Funding) and patient services revenue for diagnostic services
- Medical/Surgical Supplies had a surplus of \$501,000, a decline in the % variance compared to January YTD.
 - Surplus in Perioperative program is offset by deficit in Diagnostics primarily in Interventional Radiology
- Drugs \$1,121,000 surplus, decline from previous month
- Other Supplies \$2,268,000 deficit – no offsetting revenue
 - Pressure points: contrast media, physician recruitment costs, building and equipment maintenance, patient transportation and legal and consulting

Slide 4 – Sick and Overtime Benchmarks

Metric is Sick/Overtime Hours as a Percentage of Total Worked Hours

For the *month* of February – unionized staff

- Sick Percentage at both Campuses is above the target of 4.8% with Met at 6.8% and Ouellette at 6.7%. Both have *worsened* since last month
- Overtime Percentage at Met Campus is above the target 4.7% and Ouellette is 6.2% versus the target of 4.0%. Results have *improved* since last month

Slide 5 – Sick and Overtime Benchmarks

For the *month* of February – non-union staff

- Sick Percentage is .3% - below the target of 2.2%
- Overtime Percentage is 0.0% exactly on target

Slide 6 – Medical/Surgical Patient Days

- Surg volumes are still high in February but have improved when compared to January
- In February, an average of 48 additional beds were open daily versus 63 beds on average per day in January

MOVED by Mr. C. Lanoue **SECONDED** by Ms. M. Dawson and **CARRIED THAT** the April 2, 2026, Financial Presentation (as of February 28, 2026), be accepted.

7. CONSENT AGENDA:

MOVED by Mr. C. Lanoue, **SECONDED** by Mr. J. Skutovich and **CARRIED**

THAT the report from the March 26, 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, May 7, 2026 – ZOOM

12. ADJOURNMENT:

There being no further business to discuss, it was
MOVED by Ms. A. Kirby, **SECONDED** by Mr. W. Vickers and **CARRIED**
THAT the April 2, 2026 Board of Directors meeting be adjourned at 1725 hours.

Ian McLeod, Chair
Board of Directors

Dawn Sutherland
Recording Secretary