



**MINUTES** of the **BOARD OF DIRECTORS** meeting held on **Thursday, December 4, 2025**, 1700 hours, VIA ZOOM and live streamed on YouTube.

**PRESENT:**

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

**STAFF:**

Executive Committee

**REGRETS:**

None.

**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 November 6, 2025, Board meeting had been previously circulated.

**MOVED** by Ms. L. Staudt, **SECONDED** by Mr. P. Lachance and **CARRIED**

**THAT** the minutes of the November 6, 2025, Board of Directors meeting be approved.

**4. REPORT FROM THE PRESIDENT & CEO / CNE / COS**

Highlights are outlined below.

Ms. Riddell presented the latest hospital data for the last four weeks of respiratory cases that we have reported. Influenza cases continue to increase with some small cases of COVID and RSV. For this week, we have 35 Influenza cases, 10 COVID cases and 5 RSV cases in hospital.

Dr. Saad spoke to percent positivity with respect to respiratory virus activity from the latest update from Public Health Ontario. For COVID-19, the highest percent positivity is in those <1 years (6.3%) and 65 years and older (6.9%). With respect to Influenza, which is the main virus that is circulating at present, percent positivity is low (5.9%) and overall activity was higher than the previous week. Dr. Saad explained that percent positivity over 5% is signalling the start of the season. For RSV, percent positivity was low (1.3%) and overall activity was lower than the previous week. Dr. Saad reminded that vaccination is still the best way to prevent Influenza, COVID and RSV.

Ms. Krywionek provided an update on our Sickle Cell Disease Program that was launched on year ago. This program delivers comprehensive, wrap-around care for patients with inherited blood disorders. In addition, the multidisciplinary team provides monthly clinics for new consults and follow-ups while also offering crisis support for patients admitted to hospital.

On November 3, 2025, WRH launched the QualtricsXM electronic patient satisfaction survey platform, enabling patients to provide feedback via email following their visit or stay. This initiative is part of a broader provincial effort, with over 100 hospitals across Ontario adopting the platform in partnership with the Ontario Hospital Association. By overlapping with existing paper surveys and maintaining survey assistants, WRH is ensuring accessibility during the transition and ongoing for those who do not wish to use their email.

The WE-SPARK Health Institute's Cheers to Hope event on November 6, 2025 reinforced cross-institutional partnerships among Windsor Regional Hospital, Erie Shores HealthCare, Hôtel-Dieu Grace Healthcare, St. Clair College, and the University of Windsor, while showcasing the impact of WE-SPARK's research grants program in building capacity, fostering innovation, and positioning the region as a growing hub for health research and national competitiveness. Since 2020, the WE-SPARK Grants program has awarded 137 grants totaling nearly \$2.5 million to support innovative research in cancer, brain health, chronic disease management, rehabilitation and health equity.

## **5. REPORT FROM SCHULICH:**

Dr. Jacobs provided the following updates:

- Accepting nominations for the annual Awards of Excellence event taking place in March 2026. The site has gone live on the website.
- Accepting applications for medical student research grants. There are six grants this year, each valued at \$4,500. The students are working through the applications and will announce in the spring.
- Family Medicine Residency program has been awarded an extra training seat bringing the total to 11 per year. 80% of these residents remain in Windsor/Essex.
- Psychiatry and Internal Medicine spots remain stable at 4 seats respectively.

6. **FINANCIAL PRESENTATION (October 31, 2025, Results):**

Mr. Lanoue reported.

**Slide 2 – Financial Results – YTD October 2025**

- The net deficit after building amortization is \$16,475,000 which is \$1,459,000 better than budget
- Hospital Margin is negative \$11,420,000 which is \$1,353,000 better than plan

**Slide 3 – Significant Variances**

**Chart indicates expense variances and the offsetting revenue:**

- Salaries and Wages continue to trend positively with a surplus of \$792,000
  - % Surplus has declined compared to September YTD
- Benefits in a surplus of \$1,960 YTD as a result of a WSIB “surplus distribution” of \$1,777,000
- Medical Staff Fees \$1,600,000 deficit
  - \$1,390,000 in offsetting funding (Emergency & NICU Alternate Funding) and patient services revenue for diagnostic services
- Medical/Surgical Supplies had a surplus of \$477,000, a decline when compared to September YTD as a result of an increase in Operating Room cases
- Drugs \$958,000 surplus
- Other Supplies \$1,456,000 deficit – no offsetting revenue
  - Pressure points: physician recruitment costs, legal and consulting fees, building and equipment maintenance, patient transportation and contrast media supplies

**Slide 4 – Sick and Overtime Benchmarks**

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

For the *month* of October – unionized staff

- Sick Percentage at both Campuses is above the target of 4.8% with Met at 6.7% and Ouellette at 7.1%. Both have *increased* since last month
- Overtime Percentage at Met Campus is 4.1% and Ouellette is 6.0% versus the target of 4.0%. Both have *declined* since last month
- Reason for these trends in the opposite direction - part time staff are used to replace vacations in the summer months and therefore are not available to replace sick calls, hence overtime is utilized. October through December, part time staff are covering sick time without utilizing overtime.

**Slide 5 – Sick and Overtime Benchmarks**

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

- Sick Percentage is 1.8% - below the target of 2.2%
- Overtime Percentage is 0.0% which is the target (non-union overtime is extremely rare)

**MOVED** by Mr. C. Lanoue **SECONDED** by Ms. C. Bissonnette and **CARRIED THAT** the December 4, 2025, Financial Presentation (as of October 31, 2025), be accepted.

**7. CONSENT AGENDA:**

**MOVED** by Mr. C. Lanoue, **SECONDED** by Mr. J. Skutovich and **CARRIED** **THAT** the report from the November 24, 2025, 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, January 8, 2026 - ZOOM**

**12. ADJOURNMENT:**

There being no further business to discuss, it was

**MOVED** by Mr. P. Lachance, **SECONDED** by Mr. D. Malian and **CARRIED** **THAT** the December 4, 2025, Board of Directors meeting be adjourned at 1725 hours.

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Ian McLeod, Chair  
Board of Directors

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Dawn Sutherland  
Recording Secretary