



OUTSTANDING CARE – NO EXCEPTIONS!

September 2026

CEO Report
Board of Directors
Open Meeting

Update Since Shared CEO Model Launch (September 1, 2026)

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

Senior executive teams have established shared leadership meetings focused on:

- Risk management
- Patient flow and access
- Financial stewardship
- Regional planning and system impact



*Better care.
Stronger together.*

- A newly shared Director of Patient Experience is advancing a coordinated approach to patient and family engagement, while improving the experience of patients accessing care across both hospitals, particularly during transfers and transitions.

The Chief Nursing Executives from both organizations are collaborating on a shared approach to:

- Clinical best practices
 - Professional practice support
 - Quality oversight
 - Staff engagement and visibility
- Additional partnerships and integration opportunities are currently being developed and will be launched in the coming months to support growing regional healthcare needs and increasing service complexity.

Strategic Impact :

The partnership is progressing well, with a strong focus on collaboration, alignment, and advancing high-quality, integrated care for the communities served by both Windsor Regional Hospital and Erie Shores HealthCare.

Financial Recovery & Hospital Stabilization Plan - Progress Update

WRH continues to advance its Hospital Stabilization and Back-to-Budget Plan with significant progress achieved to date. Projected operating deficit has been reduced from \$38.5M in 2024-25 and a projected deficit of 14.5M for 2026-27, reflecting focused actions and strong organizational accountability with a hope to attain a balanced budget by the end of 2027-28.

To Date:

- Comprehensive review of all non-union leadership and management positions has been completed, with organizational adjustments implemented where appropriate to align resources with operational priorities.
- Detailed financial and operational analysis has identified approximately \$12-15M in cost avoidance opportunities, including the elimination of discretionary and non-essential expenditures, enhanced financial controls, recovery of eligible expenses, and correction of spending practices that were no longer aligned with organizational requirements.

The next phase of work is focused on:

- Maximizing performance-based funding opportunities
- Improving Emergency Department and Operating Room utilization and throughput
- Reviewing workforce vacancies and staffing models
- Aligning resources to areas of greatest patient and operational need
- Revenue opportunities identified through improved funding optimization

Strategic Impact: While challenges remain, WRH has made substantial progress in strengthening its financial position and remains committed to achieving long-term financial sustainability while protecting access, quality, and patient care.



Fancy Family Hospital - Update



See attached briefing.

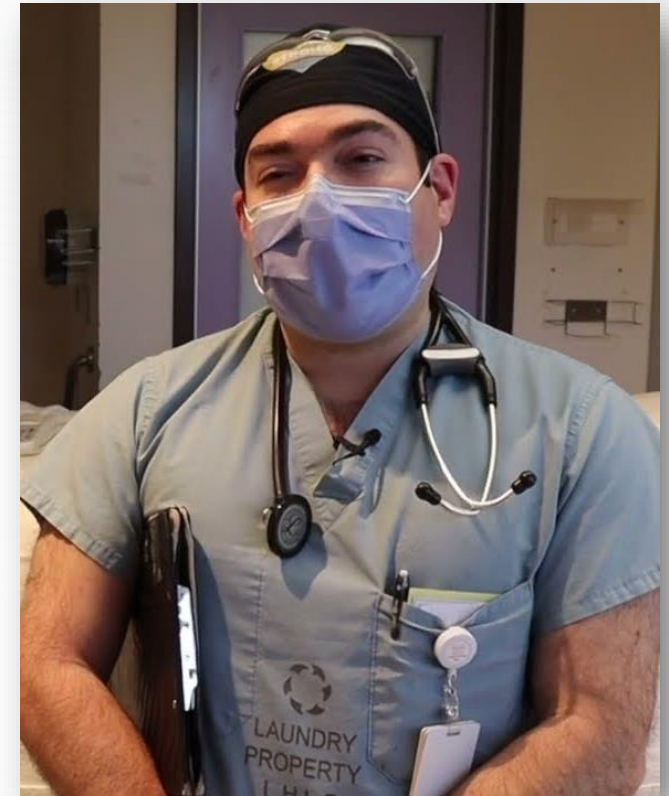
New Executive Leadership Role to Support Growing Demand and Academic Growth

Vice President, Medicine, Research & Academics and Deputy Chief of Staff

New executive leadership position established to support WRH's continued growth and increasing complexity of care, effective August 27, 2026. **Dr. Ian Mazzetti** appointed as WRH's inaugural Vice President, Medicine, Research & Academics and Deputy Chief of Staff (previously Chief of Medicine).

This role will:

- Strengthens physician leadership, engagement, and alignment across the organization.
- Provides executive oversight of medical affairs, academic partnerships, research, innovation, and professional staff engagement.
- Supports the expansion of teaching, learning, and research opportunities as WRH continues its journey as a leading regional and academic healthcare organization.
- Enhances collaboration with physicians, learners, academic partners, and regional stakeholders to advance quality, patient outcomes, and system innovation.



Strategic Impact: Strengthens medical leadership capacity to meet growing patient volumes, advance academic and research priorities, and support the future growth of Windsor Regional Hospital.

Cancer Centre – Parking Access

Cancer Centre Parking Access Expansion

Windsor Regional Hospital (WRH) continues to expand parking solutions to improve access for Cancer Centre patients while addressing parking pressures in the surrounding community.

Phase 1: Implemented August 4, 2026

- Introduced an additional parking option for Cancer Centre patients and support persons.
- Patients may park at the WRH staff lot located at 1591 Kildare Road and access a complimentary shuttle service to the Metropolitan Campus Cancer Centre entrance.
- Initiative supports improved patient access while preserving on-site parking spaces for individuals with mobility and accessibility needs.

Phase 2: Effective September 1, 2026

- In partnership with the City of Windsor and Councillor Mark McKenzie, WRH is expanding parking access through a designated street parking permit program.
- Eligible Cancer Centre patients will receive required permits from the WRH Cancer Centre
- Portions of Kildare and Alsace surrounding the cancer center, Monday - Friday (8am-6pm)
- Initiative further enhances patient convenience while supporting neighbourhood parking management.

Strategic Impact: Improved access to cancer care and increased parking capacity for patients and families.



NICU Kangaroo Care Award

Windsor Regional Hospital is the proud winner of the CPBF (Canadian Premature Babies Foundation) 2026 National Kangaroo-A-Thon - Level 2 category.

The 2026 National Kangaroo-A-Thon was an expansive, month-long event designed to elevate the standard of neonatal care across Canada.

Hospitals tracked skin-to-skin care throughout the month-long campaign, choosing their own two-week period during the month of May coinciding with Kangaroo Care Awareness Day (May 15)

Kangaroo Care is the practice of holding a premature infant skin-to-skin, diaper-only, against a parent's bare chest. It functions as a powerful, multi-system medical intervention. Its benefits include thermoregulation, vital sign stabilization, and maternal health for mothers.

Windsor Regional Hospital's NICU was grouped with 22 other Level 2 NICU's and accumulated a total of 750 hour of Kangaroo time in 14 days.

Winners were calculated by the average daily hours of skin-to-skin care per eligible baby. In total, 49 hospitals across Canada participated.



WESPARK Cheque Presentation

The Windsor Cancer Centre Foundation presented a \$150,000 cheque to WE-SPARK Health Institute at today's media event at the University of Windsor's Essex Centre of Research (CRe) building. The funding will advance locally led cancer research and strengthen opportunities for researchers, clinicians, and students across Windsor-Essex.

The investment, provided through the Dr. Hakam Abu-Zahra Research Fund, will support five projects selected through WE-SPARK's 2026 Igniting Discovery Grants competition. The projects address priorities ranging from colorectal and breast cancer prevention to youth engagement, cancer survivorship, and immune recovery following stem cell transplantation.

Two WRH specific grants include:

From Oncology to Primary Care - Dr. Vikas Garg, Windsor Regional Hospital. Researchers will examine why some breast cancer survivors stop taking endocrine therapy and identify ways to strengthen treatment adherence and the transition to primary care.

Decoding NK Cell Immune Reconstitution Patterns - Dr. Aymen Sayyad, Windsor Regional Hospital. The team will study immune recovery and cytomegalovirus reactivation following stem cell transplantation to help improve follow-up care, survival and quality of life



Questions?
