

MEETING OF THE BOARD OF DIRECTORS
SINAI HEALTH SYSTEM (“Sinai Health”)
Wednesday, April 17, 2019
Mount Sinai Hospital, Executive Board Room 19-317
3:30 – 6:00 p.m.

Minutes

Present:

Mr. Brent Belzberg	Mr. Stephen Pustil
Dr. Erin Bearss	Mr. Philip Reichmann
Ms. Paula Blackstien-Hirsch	Ms. Heather Reisman
Mr. Peter Cohen	Mr. Joel Reitman
Mr. Harry Culham	Ms. Joanna Rotenberg
Mr. David Cynamon	Mr. Robert Rubinoff
Mr. Lloyd S.D. Fogler, QC	Mr. Allan Rudolph
Mr. Bernard Ghert	Mr. Mark Saunders
Mr. Ira Gluskin	Mr. Howard Sokolowski
Ms. Maxine Granovsky Gluskin	Mr. Kenneth Tanenbaum
Mr. Andrew Hoffman	Mr. Lawrence Tanenbaum
Ms. Debbie Kimel	Mr. Charles Winograd
Mr. Joseph Lebovic	Mr. Mark Wiseman*
Ms. Jane Merkley	Dr. Ian Witterick
Dr. Gary Newton	Dr. Trevor Young
Mr. Richard Pilosof	

Regrets:

Mr. Jonathan Bloomberg	Mr. Tom Kornya
Mr. Lawrence Bloomberg	Mr. Gerald Schwartz
Mr. Irving Gerstein	Mr. Edward Sonshine
Mr. Jay Hennick	Rt. Hon. John Turner

Also Present:

Mr. John Aldis	Ms. Karen Michell
Ms. Susan Brown	Dr. Howard Ovens
Ms. Melanie de Wit	Dr. Maureen Shandling
Mr. Louis de Melo	Dr. Jim Woodgett
Ms. Barbara McCully	

Guests:

Ms. Susan Blacker	Mr. Brian Lass
Mr. Anthony Dale	Dr. Jeff Myers
Dr. Russell Goldman	Ms. Kate Wilkinson

*via teleconference

Recorder: Ms. Barb Richard

1.0 CALL TO ORDER

Mr. Brent Belzberg, Chair of the Board of Directors, called the meeting to order.

1.1 Quorum

Mr. Belzberg noted that a quorum was present and the meeting was duly constituted.

1.2 Declaration of Conflicts of Interest Arising from the Agenda

No Declarations of Conflicts of Interest were made.

1.3 Approval of Agenda

The agenda was approved as circulated.

2.0 REPORTS

2.1 Chair's Report

The Chair's Report was included in the Board Meeting materials package previously circulated. There was no new information provided at the meeting.

2.2 CEO's Report

Dr. Gary Newton, President and Chief Executive Officer, provided highlights from the CEO's Report. There was no new information provided at the meeting.

3.0 APPROVALS

3.1 Consent Agenda Items

3.1.1 Previous Meeting Minutes: Thursday, February 7, 2019

The minutes of the meeting taking place Thursday, February 7, 2019 were approved, as circulated:

Be it resolved that the Sinai Health System Board of Directors approves the meeting Minutes from Thursday, February 7, 2019, as circulated.

3.1.2 Board Committee Reports and Omnibus Motion

Omnibus Motion Emanating from Board Committee Reports

The Board passed an omnibus motion to approve resolutions emanating from the Board Committee Reports:

Be it resolved that the Sinai Health System Board of Directors accepts the recommendations of the following Committees of the Board and accordingly approves all of the following resolutions:

Audit and Risk Management Committee – March 26, 2019 Report

Financial & Performance Results (YTD January 2019)

Whereas the Audit and Risk Management Committee approves the Financial and Performance Results for the ten months ended January 31, 2019, and recommends approval of same by the Board of Sinai Health System;

Be it resolved that the Board of Directors of Sinai Health System approve the Financial and Performance Results for the ten months ended January 31, 2019, as presented.

Medical Advisory Committee – February 6, 2019 Report

Whereas the Medical Advisory Committee has completed a review of the changes to professional staff, new appointments, resignations, notices of death, and temporary privileges in accordance with the Professional Staff By-Law, and recommends Sinai Health System Board approval;

Be it resolved that the Board of Directors of Sinai Health System accepts the recommendation of the Medical Advisory Committee and accordingly approves the changes to professional staff, new appointments, resignations, notices of death, and temporary privileges recommended by the Medical Advisory Committee in accordance with the Professional Staff By-Law.

Medical Advisory Committee – March 6, 2019 Report

Whereas the Medical Advisory Committee has completed a review of the changes to professional staff, new appointments, resignations, notices of death, and temporary privileges in accordance with the Professional Staff By-Law, and recommends Sinai Health System Board approval;

Be it resolved that the Board of Directors of Sinai Health System accepts the recommendation of the Medical Advisory Committee and accordingly approves the changes to professional staff, new appointments, resignations, notices of death, and temporary privileges recommended by the Medical Advisory Committee in accordance with the Professional Staff By-Law.

Resources Committee

2019/20 Operating Budget

Whereas the Resources Committee recommends that the Sinai Health System Board of Directors approve the 2019/20 Operating Budget as the basis for Sinai Health System's Hospital Services Accountability Agreement submission to the Toronto Central Local Health Integration Network;

Be it resolved that Sinai Health System's Board of Directors accepts the recommendation of the Resources Committee; and, approves the 2019/20 Operating Budget as the basis for

Sinai Health System's Hospital Services Accountability Agreement submission to the Toronto Central Local Health Integration Network.

Contract/Procurement Approvals

(i) Hip and Knee Implants and Instrumentation

Whereas the Resources Committee has reviewed the request for approval of agreements for the purchase of Hip and Knee Implants and Instrumentation (the "Equipment") for use in the surgical department;

And whereas the Resources Committee has been presented with the business case regarding the purchase of the Equipment and the request by Management to approve agreements for the purchase of the Equipment;

And whereas the Board is required to approve such agreements;

And whereas the Resources Committee approved the Hospital entering into agreements for the purchase of the Equipment and recommended that the Sinai Health System Board of Directors approve same;

Now therefore, be it resolved that Sinai Health System's Board of Directors approves the Hospital entering into agreements for the purchase of the Equipment.

(ii) Needles, Syringes, IV Catheters and Blood Collection

Whereas the Resources Committee has reviewed the request for approval of the agreement for the purchase of Needles, Syringes, IV Catheters, and Blood Collection (the "Equipment") for use in the Clinical departments;

And whereas the Resources Committee has been presented with the business case regarding the purchase of the Equipment and the request by Management to approve agreement for the purchase of the Equipment;

And whereas the Board is required to approve such agreement;

And whereas the Resources Committee approved the Hospital entering into an agreement for the purchase of the Equipment and recommended that the Sinai Health System Board of Directors approves same;

Now therefore, be it resolved that Sinai Health System's Board of Directors approves the Hospital entering into an agreement for the purchase of the Equipment.

(iii) Closed Loop Medication System

Whereas the Resource Committee has approved proceeding with the Closed Loop Medication System Project;

And whereas the Resource Committee has been presented with the request by Management to approve a contract for the purchase of two (2) components of the Closed Loop Medication System Project (the "Equipment") for use in the Pharmacy Department at Mount Sinai Hospital;

Subject to confirmation that there are no material legal or business risks in the contract once prepared and no material changes to the business case as presented, and subject to confirmation that the final negotiated cost for the Equipment agreement does not exceed \$2,895,000 and the final negotiated cost for the Service and Support agreement does not exceed \$180,000 annually for a period of up to ten (10) years, such confirmation to be provided to the Committee's Co-Chairs by Management prior to execution;

And whereas the Resources Committee approved the Hospital entering into an agreement for the purchase of the Equipment, and recommended that the Sinai Health System Board of Directors approves same.

Now therefore, be it resolved that Sinai Health System's Board of Directors approves the Hospital entering into an agreement for the purchase of the Equipment.

(iv) Nikon Imaging Suite

Whereas the Resources Committee has reviewed the request for approval of a non-competitive procurement in respect of an Imaging Suite from Nikon Canada Inc. (the "Equipment") for use in the Lunenfeld-Tanenbaum Research Institute;

And whereas Management has completed the requisite diligence to ensure the appropriateness and suitability of such non-competitive procurement;

And whereas the Board is required to approve such non-competitive procurement;

And whereas the Resources Committee approved and recommended to the Sinai Health System Board of Directors to approve, the non-competitive procurement of the Equipment, as presented;

Now therefore, be it resolved that Sinai Health System's Board of Directors approves the non-competitive procurement of the Equipment, as presented.

40 Murray Street Parking Garage Remediation Plan

Whereas the Resources Committee has been presented with a four (4) year remediation plan for the 40 Murray Parking Garage (the "Plan") and the request by Management and the Buildings and Property Subcommittee to approve the Plan at an estimated total project budget of \$5.1 million;

Subject to confirmation that there are no material legal or business risks in the proposed plan and no material changes to the Plan as presented, and subject to confirmation that the final total project budget does not exceed \$5.1 million by more than 10%, such confirmation to be provided to the Committee's Co-Chairs by Management prior to execution of each year remediation work;

And whereas the Resources Committee approved the Plan to allow the Hospital to enter into an agreement for the first year remediation work with the successful bidder, and recommended that the Sinai Health System Board of Directors approve same;

Now therefore, be it resolved that Sinai Health System's Board of Directors approves the Plan and allows the Hospital to enter into an agreement for the first year remediation work with the successful bidder.

4.0 PROGRAMMATIC UPDATE

4.1 Palliative Care

Mr. Belzberg called on Mr. Howard Sokolowski, Board Champion of Sinai Health's palliative care program, Temmy Latner Centre for Palliative Care ("**Centre**"), to lead the Board through a comprehensive overview of this clinical program. Mr. Sokolowski introduced the presenters, Dr. Russell Goldman, Director of the Inter-Departmental Division of Palliative Care and Director of the Temmy Latner Centre for Palliative Care at Mount Sinai; Dr. Jeff Myers, Site Lead of Palliative Care at Bridgepoint; and, Ms. Susan Blacker, Senior Director, Cancer and Palliative Care Program Planning and Performance.

Dr. Goldman, Dr. Myers, and Ms. Blacker presented the Centre's palliative care program, including the care pathways for a patient throughout the palliative care journey at the hospital and at home, as well as the support family members and caregivers receive.

The Board noted appreciation and support for the program.

5.0 STRATEGY CONVERSATION

5.1 Legislative and Regulatory Environment Update

Mr. Anthony Dale, President and Chief Executive Officer, Ontario Hospital Association, presented the provincial government's transformation of the health care system pursuant to *Bill 74, The People's Healthcare Act, 2019*. The focus of the presentation was on the emerging structure of Ontario Health Team, the creation of a new agency entitled Ontario Health, and the policy, clinical, operational, funding, governance, and labour implications of these changes.

The CEO advised the Board that the Ontario Health Teams model, and Sinai Health's approach to it, is still under development. Sinai Health's approach to developing partnerships will be to facilitate trusted relationships, and stay focused on ensuring that this opportunity is used to enhance patient and family experience, as well as patient and population health outcomes.

It was noted that because of its strong brand and service offerings, Sinai Health is well positioned to form meaningful partnerships through Ontario Health Teams.

6.0 RESOURCES CONVERSATION

6.1 2019/20 Operating Budget and HSAA & MSAA Submissions Approval

Mr. Belzberg called on Mr. Peter Cohen, Co-Chair, Resources Committee of the Board, to provide the outline of the discussions and introduce the speaker.

Mr. John Aldis, Executive Vice President, Finance and Chief Financial Officer, presented the measures management undertook to close the \$22 million operating budget gap, including the two-phase process that was launched.

Mr. Aldis provided an overview of the two phases in which an internal committee identified hospital-wide opportunities to mitigate the budget gap in the first phase; and, in the second phase, a part of the remaining gap was allocated to Executive Vice Presidents to balance through portfolio-specific initiatives, including elimination or modification of specific functions, services, and individual roles; reduction of non-compensation expenses and growth in revenues; and, a one-time voluntary exit opportunity that was offered to non-union employees.

Every effort has been made to ensure that the service levels and quality are maintained. As one example, the management team described the budget mitigation initiatives in the ambulatory care areas to manage these services more effectively. Ambulatory care resources will be more aligned with inpatient areas in terms of administrative and other operating efficiencies implemented over the last several years.

Mr. Peter Cohen, Co-Chair, Resources Committee, requested that the motions for the submissions of the Hospital Service Accountability Agreement (“**HSAA**”) and the 2019/20 Multi-Sector Accountability Agreement (“**MSAA**”) be revised such that the Resources Committee must approve the HSAA and MSAA prior to its submission.

The Board approved the amended recommendation of the submission of the Hospital Service Accountability Agreement and the submission of the 2019/20 Multi-Sector Accountability Agreement:

HSAA Approval

Whereas the Toronto Central Local Health Integration Network (“**LHIN**”) and Sinai Health System agree on performance, funding, and accountability measures that are similar to the previous year, for the 2019/20 fiscal year, with the intention to enter into a new Hospital Service Accountability Agreement (“**HSAA**”) effective April 1, 2019;

And whereas Management anticipates that the terms and performance targets in the schedules of the 2019-2020 HSAA Amending Agreement will be substantially the same as the terms in the existing HSAA agreement and targets in the Hospital Accountability Planning Submission;

And whereas the Sinai Health System Board of Directors must approve the HSAA prior to the LHIN flowing funds starting April 1, 2019;

And subject to review and approval of the HSAA by the Resources Committee prior to its submission;

Now therefore, subject to the completion by Management of all requisite legal diligence and confirmation that the HSAA will not create any material legal risks or disadvantages to Sinai Health System other than as presented, such confirmation to be provided to the Board Chair;

Be it resolved that

- (i) the Sinai Health System Board of Directors approves the HSAA, and any two of the Board Chair, Treasurer, President and Chief Executive Officer, and Executive Vice President, Finance and Chief Financial Officer, are hereby authorized to execute and deliver on behalf of the Corporation the HSAA in respect of the 2019-2020 funding year with such changes therein, or additions, deletions, alterations, or amendments thereto as the persons signing may approve, such approval, and the fact that the HSAA is authorized to be executed and delivered by this resolution, to be conclusively evidenced by such execution; and,
- (ii) any of the Board Chair, Treasurer, President and Chief Executive Officer, and Executive Vice President, Finance and Chief Financial Officer is hereby authorized and directed on behalf of the Corporation, to do all such further and other acts to execute and deliver or cause to be executed and delivered on behalf of the Corporation, such further and other instruments, agreements, certificates, directions, acknowledgements, declarations, documents, undertakings, and other writings as he or she may in his or her sole discretion approve or consider necessary or desirable to give effect to this resolution.

MSAA Approval

Whereas the Toronto Central Local Health Integration Network (“**LHIN**”) and Sinai Health System agree on performance, funding and accountability measures for the 2019/20 Multi-Sector Accountability Agreement (“**MSAA**”) effective April 1, 2019 (the “**2014-2020 MSAA Amending Agreement**”);

And whereas Management anticipates that the terms and performance targets of the 2014-2020 MSAA Amending Agreement will be substantially the same as the terms in the existing MSAA agreement and targets in the Community Accountability Planning Submission;

And subject to review and approval of the MSAA by the Resources Committee prior to its submission;

Now therefore, subject to the completion by Management of all requisite legal diligence and confirmation that the 2014-2020 MSAA Amending Agreement will not create any material legal risks or disadvantages to Sinai Health System other than as presented, such confirmation to be provided to the Board Chair;

Be it resolved that

- (i) the Sinai Health System Board of Directors approves the 2014-2020 MSAA Amending Agreement and any two of the Board Chair, Treasurer, President and Chief Executive Officer, and Executive Vice President, Finance and Chief Financial Officer, are hereby authorized to execute and deliver on behalf of the Corporation that agreement with such changes therein, or additions, deletions, alterations, or amendments thereto as the persons signing may approve, such approval, and the fact that such agreement is authorized to be executed and delivered by this resolution, to be conclusively evidenced by such execution; and,
- (ii) any of the Board Chair, Treasurer, President and Chief Executive Officer, and Executive Vice President, Finance and Chief Financial Officer is hereby authorized and directed on behalf of the Corporation, to do all such further and other acts to execute and deliver or

cause to be executed and delivered on behalf of the Corporation, such further and other instruments, agreements, certificates, directions, acknowledgements, declarations, documents, undertakings, and other writings as he or she may in his or her sole discretion approve or consider necessary or desirable to give effect to this resolution.

7.0 QUALITY CONVERSATION

7.1 2019/20 Quality Improvement Plan Approval

The Board, at its February 7, 2019 meeting, approved that the authority to approve the execution and submission of the 2019/20 Quality Improvement Plan be delegated to the Patient Safety & Quality Committee of the Board, with ultimate Board ratification to occur at the subsequent April 2019 Board meeting.

The Board ratified the 2019/20 Quality Improvement Plan as submitted to Health Quality Ontario on March 31, 2019:

Whereas the 2019/20 Quality Improvement Plan (“**2019/20 QIP**”) was reviewed by Sinai Health System’s Board at its February 2019 meeting;

And whereas the 2019/20 QIP was subsequently approved by the Patient Safety and Quality Committee of the Board (“**PSQCB**”) at its February 13, 2019 meeting;

And whereas the 2019/20 QIP was signed-off on by Sinai Health System’s Board Chair, PSQCB’s Chair, and Sinai Health System’s Chief Executive Officer;

And whereas the 2019/20 QIP was submitted to Health Quality Ontario on March 31, 2019, and posted publicly on April 1, 2019;

Be it resolved that Sinai Health System’s Board of Directors approves the 2019/20 Quality Improvement Plan as submitted to Health Quality Ontario on March 31, 2019

8.0 IN-CAMERA SESSION

The Board met in-camera.

9.0 OTHER BUSINESS

No other business was brought forward.

10.0 DATE OF NEXT MEETING

The next scheduled meeting of the Boards of Directors is Wednesday, June 5, 2019 from 11:30am to 2:00pm.

11.0ADJOURNMENT

There being no further business, the meeting adjourned at 6:03 p.m.



Mr. Brent Belzberg
Chair of the Board



Dr. Gary Newton
Secretary of the Board