



MEETING OF THE BOARD OF DIRECTORS OF
SINAI HEALTH SYSTEM (“Sinai Health”)
Tuesday, December 3, 2019
Mount Sinai Hospital, Executive Board Room 19-317
8:30 a.m. – 11:30 a.m.

Minutes

Present:

Mr. Brent Belzberg	Dr. Gary Newton
Dr. Erin Bearss	Mr. Stephen Pustil*
Ms. Paula Blackstien-Hirsch	Ms. Heather Reisman*
Mr. Jonathan Bloomberg*	Mr. Joel Reitman
Mr. Peter Cohen	Mr. Robert A. Rubinoff
Mr. Harry Culham*	Mr. Allan Rudolph
Mr. David Cynamon	Mr. Mark S. Saunders
Mr. Lloyd S.D. Fogler, QC*	Mr. Howard Sokolowski
Mr. Ira Gluskin	Mr. Kenneth Tanenbaum
Ms. Maxine Granovsky Gluskin	Mr. Lawrence Tanenbaum*
Ms. Debbie Kimel*	Mr. Mark D. Wiseman*
Mr. Tom Kornya*	Dr. Jay Wunder
Ms. Jane Merkley	Dr. L. Trevor Young

Regrets:

Mr. Lawrence Bloomberg	Mr. Philip Reichmann
Mr. Bernard Ghert	Ms. Joanna Rotenberg
Mr. Irving Gerstein	Mr. Gerald Schwartz
Mr. Jay Hennick	Mr. Edward Sonshine
Mr. Andrew Hoffman	Rt. Hon. John Turner
Mr. Joseph Lebovic	Mr. Charles Winograd
Mr. Richard Pilosof	

Also Present:

Mr. John Aldis	Ms. Karen Hurlburt
Ms. Susan Brown	Ms. Carey Lucki
Mr. Louis de Melo	Dr. Howard Ovens
Ms. Melanie de Wit	Dr. Jim Woodgett

Guests:

Dr. Tony Khouri	Ms. Kate Wilkinson
Mr. Sandip Mitra	Ms. Lily Yang

*via teleconference

Recorder: Ms. Jacqueline Lyons

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. The Chair wished Dr. Trevor Young well on his upcoming sabbatical.

2.2 CEO's Report

Dr. Gary Newton, President and Chief Executive Officer, provided a brief report, thanking members for their contributions to Sinai Health's Strategic Planning Workshop. Dr. Newton also noted LHIN staff and several agencies had recently transitioned into Ontario Health, but that the LHIN's home and community care staff would remain separate for the time being.

Dr. Newton highlighted that today's meeting would take Members through Sinai Health's focus on multi-year, proactive planning in three key areas; developing our Purpose and Values, setting our Quality Aims and ongoing redevelopment work at the Mount Sinai Hospital site.

3.0 APPROVALS

3.1 Consent Agenda Items

3.1.1 Previous Meeting Minutes: Thursday, October 10, 2019

The minutes of the meetings of Sinai Health System and Bridgepoint Health on Thursday, October 10, 2019 were approved, as circulated:

Be it resolved that the Sinai Health System and Bridgepoint Health Boards of Directors approve the meeting Minutes from Thursday, October 10, 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 & Risk Management Committee – November 12, 2019 Report

Financial and Performance Results (YTD July 2019)

Whereas the Audit and Risk Management Committee has approved the Financial Statements for the five months ended August 31, 2019 and recommends that the Sinai Health System and Bridgepoint Health Boards of Directors approve same;

Be it resolved that the Sinai Health System and Bridgepoint Health Boards of Directors approve the Financial Statements for the five months ended August 31, 2019.

External Audit Plan and Fees

Whereas PwC LLP, the auditors and public accountants appointed by the members to conduct the financial statement audits for Sinai Health and Bridgepoint Health, have presented their proposed Audit Plan and proposed fees for the fiscal year ending March 31, 2020;

And whereas The Audit & Risk Management Committee has approved the proposed Audit Plan and fees;

Be it resolved that the Boards of Directors of Sinai Health System and Bridgepoint Health approve the Audit Plan and fees, as presented.

Governance Committee

Whereas pursuant to Administrative By-law No. 3 of Sinai Health System, the composition of the Board of Directors shall include the President of the University of Toronto or designate as an ex-officio voting Director;

And whereas Dr. L. Trevor Young, Dean of Medicine and Vice-Provost, Relations of Health Care Institutions at the University of Toronto, will be on research leave from the university from January 1, 2020 to June 30, 2020;

Be it resolved that the Board of Directors of Sinai Health System hereby approve the election of designate Dr. Lynn Wilson for the duration of Dr. L. Trevor Young's research leave.

Medical Advisory Committee – October 2, 2019 Report

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

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, resignation, notice of death, and temporary privileges recommended by the Medical Advisory Committee in accordance with the Professional Staff By-Law.

Medical Advisory Committee – November 6, 2019 Report

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

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, resignation, notice of death, and temporary privileges recommended by the Medical Advisory Committee in accordance with the Professional Staff By-Law.

Resources Committee – November 12, 2019 Report

2020/21 Annual Operating Budget

Whereas the Resources Committee has reviewed and accepted the preliminary fiscal 2020/21 Operating Budget planning assumptions;

Be it resolved that the Boards of Directors of Sinai Health System and Bridgepoint Health accept Management's 2020/21 Operating Budget planning assumptions.

2019/20 Grant Requests

Whereas the 2019/20 Sinai Health grant requests include:

- i. A request of Sinai Health Foundation up to a maximum of \$32.0M for:
 - a. LTRI - Operating (\$13.5M);*
 - b. LTRI - Operating, Restricted (\$6.3M);*
 - c. LTRI - Capital, Restricted (\$0.1M);*
 - d. Renew Sinai*, Restricted (\$7.2M);*
 - e. Capital - Restricted (\$1.7M) and;*
 - f. Operating - Restricted (\$3.2M);**
- ii. A request of Bridgepoint Foundation up to a maximum of \$1.4M for:
 - a. Building Restricted (\$0.9M),*
 - b. Capital - Restricted (\$0.2M), and*
 - c. Operating - Restricted (\$0.3M);**
- iii. A request of Bridgepoint Health up to a maximum of \$0.8M for Debt Service;*

Be it resolved that the Board of Directors of Sinai Health System approves the 2019/20 grant requests totaling \$33.4M, and the Boards of Directors of Bridgepoint Health and Sinai Health System approve the 2019/20 grant requests totaling \$0.8M.

Contract/Procurement Review and Approval:

Medical Imaging Angiography Intervention Suite

Whereas the Resources Committee has reviewed and accepted Management's request for approval of a budget increase to the construction contract as presented;

And whereas Management has reviewed and mitigated the additional budget required to complete the project and confirmed funds are available to cover the additional budget;

Be it resolved that the Sinai Health System Board of Directors approves and increase of \$0.4M to the previously approved project budget.

Master Programming/Planning Services

Whereas the Sinai Health System Board of Directors has previously approved a total project budget for development of a Master Program and Plan of up to \$4.0M (\$3M for consulting, \$1M for staffing);

And whereas the Buildings and Property Sub-Committee and the Resources Committee have reviewed the results of the RFP and accepted Management's recommendations, as presented;

Be it resolved that the Sinai Health System Board of Directors approves award of the contracts to Deloitte Inc. for Phase 1 Clinical Services Review and Stantec Architecture for Phase 2 Master Programming and Planning.

Tissue Imaging System

Whereas the Resources Committee has reviewed and accepted the request for approval of a non-competitive procurement with respect to the Hyperion Tissue Imaging System (the "Equipment") for LTRI as presented;

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

Be it resolved that the Sinai Health System Board of Directors approves the non-competitive procurement of the Equipment as presented.

4.0 PROGRAMMATIC UPDATE

4.1 Purpose and Values

Mr. Belzberg welcomed Ms. Susan Brown, Executive Vice President of People & Culture and Chief Human Resources Officer, to share and overview of Sinai Health's Purpose and Values. Ms. Brown explained that our Purpose and Values reflect the history and legacy of the

organization and inform how we work together to achieve our mission. The Purpose and Values inform our Strategic Planning process and Sinai Health's legacy statement. Sinai Health's Purpose and Values prioritize a healthy and safe work environment and promote a healthy culture throughout the organization.

5.0 QUALITY CONVERSATION

5.1 Quality Aims

Mr. Belzberg called on Ms. Paula Blackstien-Hirsch, Chair of the Patient Safety and Quality Committee of the Board, to introduce Sinai Health's Quality Aims. Ms. Blackstien-Hirsch explained that the Quality Aims had been established at the time of amalgamation and have been reviewed to assess our performance against the targets set. The new Quality Aims will be operational in April 2020, and include specific sub-aims which are specific and measurable.

Ms. Blackstien-Hirsch introduced Lily Yang, Senior Director, Quality and Patient Experience, who provided an overview of the Quality Aims focusing on safety, timely, effective and person-centered care. The Quality Aims will be translated into the organization's Quality Improvement Plan, which will be brought to the Board for approval in February 2020.

Quality Aims

Whereas the Quality Aims and sub-aims form the basis of Sinai Health System's Quality Improvement Plan, mandated under the *Excellent Care for All Act*;

And whereas the Patient Safety and Quality Committee of the Board has reviewed and endorsed the Sinai Health Quality Aims 2019-2024 as the foundation for the annual Quality Improvement Plan;

Be it resolved that the Board of Directors of Sinai Health System hereby approve the Quality Aims 2019-2024, as presented.

6.0 RESOURCES CONVERSATION

6.1 Renew Sinai Capital

Mr. Belzberg called on Mr. Peter Cohen and Mr. Mark Saunders, Co-Chairs of the Resources Committee, to provide an update on the Renew Sinai project. Mr. Cohen noted the complexity of the project and shared that Sinai Health staff are continuing to provide great service while dealing with the challenges of the redevelopment. The project is on budget to date and there is potential to seek assistance from the Ministry of Health to fund additional items. The Resources Committee will continue to provide the Board with periodic updates on the redevelopment work.

6.2 Long-Term Cash Flow Update

Mr. Belzberg called on Mr. Peter Cohen and Mr. Mark Saunders, Co-Chairs of the Resources Committee, to brief the Board on long-term cash flow considerations. Mr. Cohen credited Mr. Belzberg and Management for their forward thinking and long term cash flow planning. There has been a significant need to refresh the Mount Sinai Hospital site and replace aging equipment which has drawn on our resources. A gap currently exists to continue to fund the redevelopment

work and equipment replacement costs. Mr. Cohen confirmed that funding will be sought through the Foundation and through the government's Health Infrastructure Renewal Fund; however, there will be need for additional capital in the future. The Resources Committee is currently reviewing options, and will come back to the Board in the Spring with a proposal and recommendation.

7.0 IN-CAMERA SESSION

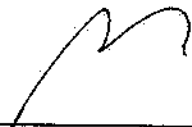
The Board did not meet in-camera.

8.0 DATE OF NEXT MEETING


The next scheduled meeting of the Boards of Directors is Tuesday, February 11, 2020 from 3:30 p.m. to 6:00 p.m.

9.0 ADJOURNMENT

There being no further business, the meeting adjourned at 10:12 a.m.



Mr. Brent Belzberg
Chair of the Board



Dr. Gary Newton
Secretary of the Board

