



MEETING OF THE BOARD OF DIRECTORS OF  
SINAI HEALTH SYSTEM ("Sinai Health")  
Tuesday, February 11, 2020  
Mount Sinai Hospital, Executive Board Room 19-317  
3:30 p.m. – 6:00 p.m.

Minutes

Present:

Mr. Brent Belzberg	Dr. Gary Newton
Dr. Erin Bearss	Mr. Richard Pilosof
Ms. Paula Blackstien-Hirsch	Mr. Stephen Pustil*
Mr. Jonathan Bloomberg*	Mr. Joel Reitman*
Mr. Lawrence Bloomberg	Ms. Joanna Rotenberg
Mr. David Cynamon	Mr. Robert A. Rubinoff*
Mr. Lloyd S.D. Fogler, QC	Mr. Mark S. Saunders
Mr. Ira Gluskin*	Mr. Howard Sokolowski*
Ms. Maxine Granovsky Gluskin*	Mr. Kenneth Tanenbaum
Mr. Jay Hennick	Dr. Lynn Wilson
Ms. Debbie Kimel	Mr. Charles Winograd
Mr. Joseph Lebovic	Mr. Mark D. Wiseman
Ms. Jane Merkley	Dr. Jay Wunder

Regrets:

Mr. Peter Cohen	Ms. Heather Reisman
Mr. Harry Culham	Mr. Allan Rudolph
Mr. Bernard Ghert	Mr. Gerald Schwartz
Mr. Irving Gerstein	Mr. Edward Sonshine
Mr. Andrew Hoffman	Mr. Lawrence Tanenbaum
Mr. Tom Kornya	Rt. Hon. John Turner
Mr. Philip Reichmann	

Also Present:

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

Guests:

Ms. Susan Blacker	Mr. Danny Nashman
Dr. Christine Brezden	Dr. Bruce Perkins
Ms. Danielle Donadio	Ms. Lisa Wayment
Ms. Carly Gleser	Ms. Kate Wilkinson
Ms. Olga Livshits	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 welcomed Dr. Lynn Wilson from the University of Toronto, who will be attending Board meetings while Dr. Trevor Young is on sabbatical.

### **2.2 CEO's Report**

Dr. Gary Newton, President and Chief Executive Officer, provided a brief report, further to his CEO's Report shared with Members. Dr. Newton provided information on Sinai Health's preparedness initiatives for the Novel Coronavirus, led by Dr. Maureen Shandling, Executive Vice President of Academic and Medical Affairs and Jane Merkley, Executive Vice President, Chief Nursing Executive and Chief Operating Officer.

### **2.3 Update on Coronavirus**

Dr. Gary Newton welcomed Kate Wilkinson, Vice President of Quality and Clinical Programs to provide the Board with an update on the Novel Coronavirus. Ms. Wilkinson explained Sinai Health's preparedness initiatives and working groups formed which are focusing on staff protection, patient screening, aerosol generating procedures, infrastructure and ongoing communications. Mr. Belzberg thanked Ms. Wilkinson and the Sinai Health team for their ongoing work.

## **3.0 APPROVALS**

### **3.1 Consent Agenda Items**

3.1.1 Previous Meeting Minutes: Tuesday, August 13, 2019, Tuesday, December 3, 2019, Sunday, December 15, 2019

The minutes of the meetings of Sinai Health and Bridgepoint Health on Tuesday, August 13, 2019, Tuesday, December 3, 2019 and Sunday, December 15, 2019 were approved, as circulated:

**Be it resolved that** the Sinai Health and Bridgepoint Health Boards of Directors approve the meeting Minutes from August 13, 2019, Tuesday, December 3, 2019 and Sunday, December 15, 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 Board of Directors accepts the recommendations of the following Committees of the Board and accordingly approves all of the following resolutions:

#### **Research Committee Membership**

**Whereas** pursuant to the Sinai Health Board Policy Manual, Policy B-3, the membership of Board committees is appointed by the Board on recommendation of either the Chair or the Governance Committee;

**Be it resolved that** the Board of Directors of Sinai Health hereby approve the election of Mr. Jonathan Gitlin to the Research Committee of the Board.

#### **Medical Advisory Committee – December 4, 2019 Report**

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

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

#### **Medical Advisory Committee – January 8, 2020 Report**

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

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

### **HSAA / MSAA Approval**

#### *HSAA Approval*

**Whereas** Sinai Health System has entered into a Hospital Service Accountability Agreement (“**HSAA**”) with the Toronto Central Local Health Integration Network (“**LHIN**”), agreeing on performance, funding, and accountability measures for the 2019/20 fiscal year, effective April 1, 2019;

**And whereas** Ontario Health has requested an extension of the HSAA to June 30, 2020;

**And whereas** the terms and performance targets in the schedules of the 2019-2020 HSAA Amending Agreement will be the same as the terms in the existing HSAA agreement;

**And whereas** the Sinai Health Board of Directors must approve the extension of the HSAA;

**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 other than as presented, such confirmation to be provided to the Board Chair;

#### **Be it resolved that:**

- (i) the Sinai Health Board of Directors approves the extension of the HSAA to June 30, 2020, and any two of the Board Chair, Treasurer, President and Chief Executive Officer, and Chief Operating 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 Chief Operating 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** Sinai Health System has entered into a Multi-Sector Accountability Agreement (“**MSAA**”) with the Toronto Central Local Health Integration Network (“**LHIN**”), agreeing on performance, funding, and accountability measures for the 2019/20 fiscal year, effective April 1, 2019;

**And whereas** Ontario Health has requested an extension of the MSAA to June 30, 2020;

**And whereas** the terms and performance targets of the 2014-2020 MSAA Amending Agreement will be the same as the terms in the existing MSAA agreement and targets in the Community Accountability Planning 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 other than as presented, such confirmation to be provided to the Board Chair;

**Be it resolved that:**

- (i) the Sinai Health Board of Directors approves the 2014-2020 MSAA Amending Agreement and any two of the Board Chair, Treasurer, President and Chief Executive Officer, and Chief Operating 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 Chief Operating 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.

## **4.0 PROGRAMMATIC UPDATE**

### **4.1 Christopher Sharp Cancer Centre**

Mr. Belzberg welcomed Dr. Maureen Shandling, Executive Vice President Academic and Medical Affairs, who provided an overview of the Christopher Sharp Cancer Centre. Dr. Shandling introduced Dr. Jay Wunder, Surgeon-in-Chief, Dr. Christine Brezden, Medical Director for the Cancer Program and Ms. Carly Gleser, a patient of Sinai Health. Dr. Wunder highlighted Sinai Health's recent journey of expanding our cancer program and the surgical oncology programs that are unique to the organization. Dr. Brezden explained the services offered at Sinai Health and the multidisciplinary team approach that is offered to provide excellent care to patients. Ms. Gleser shared her experience as a patient of the Marvelle Koffler Breast Centre and the impact of Sinai Health's care and integrated approach in her cancer journey.

## **5.0 QUALITY CONVERSATION**

### **5.1 Quality Improvement Plan Approval**

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 Improvement Plan. Ms. Blackstien-Hirsch explained that the foundation of the plan is Sinai Health's refreshed Quality Aims, and introduced Lily Yang, Senior Director, Quality and Patient Experience, to provide an overview of the Quality Improvement Plan.

Ms. Yang explained that the Quality Improvement Plan is made up of both a narrative and workplan and provides the following targets developed by Sinai Health: Safe, Timely, Effective and People Centered care. The Quality Improvement Plan will be submitted to Ontario Health in March 2020.

### **Quality Improvement Plan 2020/21**

**Whereas** the development of an organization Quality Improvement Plan is mandated under the *Excellent Care for All Act 2010*;

**And whereas** the Patient Safety and Quality Committee of the Board has reviewed and endorsed Sinai Health's Quality Improvement Plan 2020/21;

**Be it resolved that** the Board of Directors of Sinai Health hereby approves the Quality Improvement Plan 2020/21, as presented.

## **6.0 STRATEGY CONVERSATION**

### **6.1 Strategy Framework 2020-2025 Endorsement**

Mr. Belzberg called up Dr. Gary Newton to address Sinai Health's 2020-2025 Strategy Framework. Dr. Newton shared the common theme of "care" through the Strategic Plan, highlighting the alignment with Sinai Health's legacy, and upcoming brand campaign. Dr. Newton led the Board through the four strategic priorities identified within the framework and highlighted signature initiatives including the Women's and Infant's Health program, the Lunenfeld-Tanenbaum Research Institute and the focus on proceeding with Phase 3B. He explained that the next steps in the Strategic Planning process involve setting five year deliverables which will be presented to the Board for approval in October 2020.

**Whereas** Sinai Health Management is developing a Strategic Plan for 2020-2025;

**And whereas** the Strategy and External Relations Committee of the Board has reviewed and endorsed the 2020-2025 Strategy Framework;

**Be it resolved that** the Board of Directors of Sinai Health hereby endorses the 2020-2025 Strategy Framework, as presented.

### **6.2 Diabetes Strategic Academic Plan Approval**

Mr. Belzberg called on Mr. Steve Pustil, Board Member and Champion for Sinai Health's Diabetes Program. Mr. Pustil highlighted Sinai Health's Diabetes Program's focus on research and education in addition to clinical care provided to patients. Mr. Pustil introduced Dr. Gary Newton and Dr. Bruce Perkins, Director of the Leadership Sinai Centre for Diabetes to share information about the Diabetes Strategic Academic Plan.

Dr. Perkins described the clinical and research programs at Sinai Health, with internationally recognized research focusing on diabetes treatment, complications, cardiovascular disease, clinical care, gestational diabetes and insulin delivery. Dr. Perkins shared the Diabetes Strategic Academic Plan which focuses on leveraging and building on Sinai Health's global diabetes leadership and includes commitments to expand the program's ability to translate research findings into advancements in patient care. The Diabetes program currently consists of one Chair, however plans to subdivide this position into a number of sub-specialties focusing on

clinical work, research and education. Dr. Newton explained that the Sinai Health Foundation and its Board work with management to ensure resources are well aligned.

**Whereas** the Diabetes Strategic Academic Plan has been reviewed and approved by Sinai Health's Academic Executive Committee;

**And whereas** the Diabetes Strategic Academic Plan has been brought before the Sinai Health Board of Directors for review and approval;

**Be it resolved that** the Board of Directors of Sinai Health hereby approves the Diabetes Strategic Academic Plan, as presented.

## **7.0 RESOURCES CONVERSATION**

### **7.1 Sinai Health Foundation Update**

Mr. Belzberg called upon Mr. David Cynamon and Mr. Howard Sokolowski, Co-Chairs of the Sinai Health Foundation Board, to introduce the Sinai Health Foundation's update. Mr. Cynamon thanked Mr. de Melo for his continued leadership and welcomed him to present to the Board.

Mr. de Melo noted that the Foundation is now in the second year of its Strategic Plan and is making excellent progress, with the highlight of the upcoming launch of the brand campaign in April 2020. The Foundation has achieved success in its various campaigns through 2019 and has achieved its goals for the year. It was noted that the Foundation's team has grown, with the addition of a journalist and a director to assist with the brand campaign. The Foundation is planning for increased signage both on the exterior of Sinai Health and throughout the city to increase the messaging that Sinai Health are the champions of care.

Mr. Belzberg thanked Mr. Cynamon, Mr. Sokolowski and Mr. de Melo for all of their contribution and efforts for Sinai Health.

## **8.0 GOVERNANCE & RISK MANAGEMENT CONVERSATION**

### **8.1 Board Evaluations and Succession Planning**

This item was deferred to the in-camera discussion.

## **9.0 IN-CAMERA**

The Board met in-camera.

## **10.0 DATE OF NEXT MEETING**

The next scheduled meeting of the Boards of Directors is Wednesday, April 22, 2020 from 3:30 p.m. to 6:00 p.m.

## **11.0 ADJOURNMENT**

There being no further business, the meeting adjourned at 6:07 p.m.



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Mr. Brent Belzberg  
Chair of the Board



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Dr. Gary Newton  
Secretary of the Board