



MEETING OF THE BOARD OF DIRECTORS OF
SINAI HEALTH SYSTEM (“Sinai Health”)
Thursday, October 8, 2020
9:00 am to 10:00 am via Zoom

Minutes

Present:

Brent Belzberg	Jane Merkley
Dr. Erin Bearss	Dr. Gary Newton
Paula Blackstien-Hirsch	Richard Pilosof
Jonathan Bloomberg	Stephen Pustil
Lawrence Bloomberg	Joel Reitman
Peter Cohen	Joanna Rotenberg
Harry Culham	Robert A. Rubinoff
David Cynamon	Allan Rudolph
Lloyd S.D. Fogler, QC	Mark Saunders
Bernard Ghert	Howard Sokolowski
Ira Gluskin	Kenneth Tanenbaum
Maxine Granovsky Gluskin	Lawrence Tanenbaum
Jay Hennick	Charles Winograd
Andrew Hoffman	Mark D. Wiseman
Debbie Kimel	Dr. L. Trevor Young
Tom Kornya	

Regrets:

Irving Gerstein	Edward Sonshine
Joseph Lebovic	Heather Reisman
Philip Reichmann	Dr. Jay Wunder
Gerald Schwartz	

Also Present:

Louis de Melo	Dr. Howard Ovens
Ross DeBoni	Dee Perera
Barbara McCully	Dr. Maureen Shandling
Karen Hurlburt	Kate Wilkinson
Carey Lucki	Dr. Jim Woodgett

Guests:

Nely Amaral	Dr. Jennie Johnstone
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Recorder: Aja Dykes

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. Mr. Belzberg congratulated Mr. Larry Tanenbaum who was recently honoured with Sports Business Journal's Lifetime Achievement Award for his numerous contributions to professional sports.

2.2. CEO's Report

The CEO's Report was addressed under item 4.1.

2.3. Virtual Meeting Etiquette / Voting Protocols

The Zoom platform is being used for all Board and Committee meetings until April 2021. Ms. Karen Hurlburt, Vice President, Strategy and External Relations, provided a brief overview of best practices.

3.0 APPROVALS

3.1. Consent Agenda Items

3.1.1. Previous Meeting Minutes: Thursday, June 11, 2020

a) Sinai Health System

Whereas the Sinai Health System Board of Directors has reviewed the Minutes from each meeting of Thursday, June 11, 2020;

Be it resolved that the Sinai Health System Board of Directors approves the meeting Minutes from each meeting of Thursday, June 11, 2020, 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:

Audit and Risk Management Committee – September 23, 2020 Report

Financial and Performance Results (YTD July 2020)

Whereas the Audit and Risk Management Committee has approved the Financial Statements for the four months ended July 31, 2020 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 four months ended July 31, 2020.

Medical Advisory Committee – September 9, 2020 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.

Resources Committee – September 23, 2020

Signing Authority and Delegation Policy

Whereas the Resources Committee has recommended the proposed Signing Authority and Delegation Policy to the Sinai Health System (SHS) and Bridgepoint Health (BH) Boards of Directors for approval;

Be it resolved that the SHS and BH Boards of Directors approve the Policy as presented.

Procurement Policy

Whereas the Resources Committee has recommended the revised Procurement Policy to the Sinai Health System and Bridgepoint Health Boards of Directors for approval;

Be it resolved that the SHS and BH Boards of Directors approve the Policy as presented.

Contract/Procurement Review & Approvals

Non-Emergency Patient Transfer Services

Approval of Non-Competitive Procurement

Whereas the Resources Committee recommends approval of a non-competitive procurement in respect of Non-Emergency Patient Transfer services;

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

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

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

Approval of Agreement

Whereas the Resources Committee recommends approval of agreements for the purchase or Non-Emergency Patient Transfer services;

And whereas the Sinai Health System Board is required to approve such agreements;

Be it resolved that the Sinai Health Board of Directors approves the award of an agreement for the supply of Non-Emergency Patient Transfer services as presented.

Closed Loop Medication System

Approval of Agreement

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

And whereas the Resources Committee recommends approval of a contract for the purchase of Automated Dispensing Cabinets (ADCs) and Narcotic Dispensing Units, as part of the Closed Loop Medication System Project (the "Equipment") for use at Mount Sinai Hospital;

And whereas the Sinai Health System Board is required to approve such agreements;

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 agreement does not exceed \$5.5M by more than 10%. Such confirmation to be provided to Committee Co-Chairs by Management prior to execution;

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

4.0 BOARD DEVELOPMENT / EDUCATION SESSION

4.1. COVID-19 Update & Status Report

4.1.1. Overview

Dr. Gary Newton, President and CEO, and Dr. Jennie Johnstone, Medical Director of Infection Prevention and Control, provided a situational update of the impact of the COVID-19 pandemic on the health care system and hospitals, including key challenges facing Sinai Health moving into the fall, clinical activity, and pandemic response efforts.

The staff flu campaign launches on October 19, 2020. Flu shots will also be available in the community through primary care practitioners and pharmacies. Timely immunization is encouraged.

Dr. Newton highlighted the breadth and depth of LTRI contributions toward the fight against COVID-19. These include: developing new testing techniques and approaches to serology, isolating genes associated with COVID-19, and conducting major clinical trials. Sinai Health and the Toronto scientific community are playing crucial roles both nationally and internationally.

Wave 2 of COVID-19 has been declared in Ontario and cases are growing. Sinai Health is at high occupancy and the surgical program is working through their backlog. This is a significant change from Wave 1 where MOH's Directive 2 halted all non-emergent activity and reduced hospital occupancy. Space for patient care is required to limit the transmission of COVID. The upcoming flu season will impact capacity.

Entrance screening, tightening visitor restrictions, and universal masking have been instituted to reduce the risk of a hospital outbreak. As community transmission grows, clinical activities may need to be ramped down in a targeted manner. Challenges around PPE and staffing in the healthcare sector continue. IPAC teams are also stretched thin as they focus on preventing outbreaks in hospitals and providing support to the LTC sector. Wave 2 presents complex challenges for Sinai Health and the hospital sector as a whole.

Mr. Belzberg acknowledged and thanked Dr. Johnstone and the Sinai Health team for their continued dedication and efforts in assisting Sinai Health to navigate the pandemic.

5.0 QUALITY CONVERSATION

5.1. Magnet Site Visit

Mr. Belzberg called on Ms. Jane Merkley, Executive Vice President, Chief Operating Officer, and Chief Nursing Executive, to preface the Magnet update. Ms. Nely Amaral, Director, Nursing Quality and Practice & Magnet Program Director provided highlights from the September 30 to October 2, 2020 visit.

Three appraisers from the American Nursing Credentialing Center participated in a virtual site visit to validate, verify and amplify the written submission document and observe how the principles of Magnet have been enculturated across the Hospital. The appraisers met with over 690 staff and visited 31 units and clinics and feedback highlighted engagement through shared governance and the Unit Council, visibility of the Quality and Safety agenda, and excitement regarding the Research and Innovation strategy. The Hospital had zero deficiencies and was able to provide five exemplars demonstrating best practice. Staff feedback indicated they feel

supported through COVID-19 updates and were appreciative of the support through hoteling, coffee, and parking made possible through the generous donations of Board members and other donors.

The appraisers will submit their report to the Magnet Commission and final results should be received within 60 business days. Ms. Blackstien-Hirsch, Chair of the Patient Safety & Quality Committee, acknowledged the significant work performed by Ms. Merkle, Ms. Amaral, and employees across the organization to pursue this re-designation for nursing excellence and outstanding patient care. The Chair also acknowledged Ms. Blackstien-Hirsch for her exemplary leadership of the Quality Committee at Sinai Health

6.0 STRATEGY CONVERSATION

6.1. Strategy Framework and Operating Plan

Ms. Karen Hurlburt, Vice President, Strategy & External Relations, provided a brief update regarding the roll-out of the Strategy Framework in light of COVID-19 and corresponding adjustments made to the annual Operating Planning process.

7.0 RESOURCES CONVERSATION

7.1. Year-To-Date July 2020 Financial and Performance Update with COVID-19 Impacts

Ms. Dee Perera, Vice President, Finance and Chief Financial Officer, provided an overview of Sinai Health's financials for year-to-date (YTD) July 2020 and COVID-19 impacts. The YTD July deficit was \$12.5M to H-SAA levels, with the main driver being COVID-related expenses.

Ms. Perera also provided an update on the Hospital's COVID-19 expenses as at September 30, 2020 and the amounts submitted to the Ministry to request reimbursement. A detailed process is used to capture all COVID-related costs.

The government has confirmed that Sinai Health will be reimbursed for April and May 2020 COVID expenses. Advocacy work continues around ensuring hospitals are reimbursed for all COVID-related expenses.

COVID-19 testing costs remain a significant financial pressure. Sinai Health is working on an agreement with Ontario Health to fund COVID lab testing and assessment centre costs, effective October 1, 2020.

Management is currently building a Cash Flow model on the impact of COVID-19 to the end of the fiscal year. Such modelling is expected to be reviewed at the December Board meeting.

7.2. Sinai Health Foundation Report

Ms. Maxine Granovsky Gluskin, Co-Chair of the Sinai Health Foundation Board, and Mr. Louis de Melo, CEO of the Foundation, provided a brief update. Fifty percent of the Foundation's revised fundraising target has been met to date with strong alignment of gifts to Hospital priorities.

The CEO Fund, used for urgent COVID-19 priorities, will be relaunched for Wave 2 shortly. The Foundation's virtual Town Hall on October 21, 2020 with Drs. Jennie Johnstone and Andrew Morris on navigating the second wave has garnered significant interest.

Mr. Belzberg highlighted how vital the work of the Foundation continues to be in supporting care at Sinai Health.

8.0 GOVERNANCE & RISK MANAGEMENT CONVERSATION

8.1. 2020/21 Work Plan and Committee Work During COVID-19

Ms. Karen Hurlburt, Vice President, Strategy & External Relations, tabled the 2020/21 Board Work Plan for approval. The work plan may be updated as the COVID-19 pandemic progresses.

Whereas the annual Board Work Plan in respect of 2020/21 is presented by Management, and recommended for approval by the Sinai Health System Board of Directors;

Be it resolved that the SHS Board of Directors approves the Work Plan, as presented.

9.0 DATE OF NEXT MEETING

The next scheduled meeting of the Boards of Directors is Thursday, December 3, 2020 via Zoom.

10.0 ADJOURNMENT

There being no further business, the meeting adjourned at 10:04 am.



Mr. Brent Belzberg
Chair of the Board



Dr. Gary Newton
Secretary of the Board