



MEETING OF THE BOARD OF DIRECTORS OF
SINAI HEALTH SYSTEM (“Sinai Health”)

April 27, 2021

4:00 pm to 6:00 pm via Zoom

Minutes

Present:

Brent Belzberg
Dr. Erin Bearss
Paula Blackstien-Hirsch
Jonathan Bloomberg
Lawrence Bloomberg
Peter Cohen
David Cynamon
Lloyd S.D. Fogler, QC
Ira Gluskin
Bernard Ghert
Maxine Granovsky Gluskin
Andrew Hoffman
Debbie Kimel
Tom Kornya
Jane Merkley
Dr. Gary Newton
Richard Pilosof

Stephen Pustil
Philip Reichmann
Heather Reisman
Dani Reiss
Joel Reitman
Joanna Rotenberg
Robert A. Rubinoff
Allan Rudolph
Mark Saunders
Howard Sokolowski
Edward Sonshine
Kenneth Tanenbaum
Lawrence Tanenbaum
Charles Winograd
Mark D. Wiseman
Dr. L. Trevor Young

Regrets:

Harry Culham
Irving Gerstein
Jay Hennick

Joseph Lebovic
Gerald Schwartz
Dr. Jay Wunder

Also Present:

Susan Brown
Louis de Melo
Ross DeBoni
Carey Lucki
Dr. Stephen Lye

Barbara McCully
Dr. Howard Ovens
Dee Perera
Dr. Maureen Shandling

Guests:

Allison Arnott
Dr. Chaim Bell
Rebecca Greenberg
Dr. Jennie Johnstone
Dr. Mark Lachmann

Rosanna Macri
Kara Ronald
Kate Wilkinson
Lily Yang

Recorder: Aja Dykes

1.0 CALL TO ORDER

Peter Cohen, Chair of the Board of Directors, called the meeting to order at 4:03 pm.

1.1. Quorum

Peter 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

Peter's Chair's Report was included in the Board Meeting materials previously circulated. He noted how the third wave of the pandemic is placing an incredible strain on the health care system. Ontario is coping with an unprecedented demand for care at all levels, and in particular for critical care services.

Sinai Health's management team is focused on efforts to respond to the pressures the third wave is putting on our hospitals and the broader health care system. These efforts include leadership in the provincial and regional health care system response. It also includes expansion of critical, acute, and post-acute care at Sinai Health with a major focus on the well-being, safety, and mental health of all of our people.

The Management team has paused all activities outside of pandemic responses, with the exception of a few crucial priorities. The third wave situation continues to be highly dynamic. In light of this, Accreditation Canada has postponed the Accreditation survey originally scheduled for June 2021. Timing of the future survey is yet to be determined.

Peter also emphasized the Board's fiduciary responsibility to ensure that the care delivered at Sinai Health is safe, effective, efficient, and sustainable in this extraordinary situation. The agenda has been narrowed to allow for a fulsome presentation and discussion of how Sinai Health is performing through the pandemic.

In closing, Peter thanked the Directors for their ongoing support and commitment to Sinai Health.

3.0 APPROVALS

3.1. Consent Agenda Items

3.1.1. Previous Meeting Minutes: February 10, 2021 and March 30, 2021

Whereas the Sinai Health System Board of Directors has reviewed the meeting Minutes from Wednesday, February 10, 2021 and Tuesday, March 30, 2021;

Be it resolved that the Sinai Health System Board of Directors approves the meeting Minutes from Wednesday, February 10, 2021 and Tuesday, March 30, 2021, 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 – March 22, 2021

Whereas the Audit and Risk Management Committee approves the Financial Statements for the ten months ended January 31, 2021 and recommends that the Boards of Directors of Sinai Health and Bridgepoint Health approve same;

Be it resolved that the Boards of Directors of Sinai Health and Bridgepoint Health approve the Financial Statements for the ten months ended January 31, 2021, as presented.

Governance Committee – April 8, 2021

▪ Revised Ethics Framework

Whereas the Governance Committee of the Board has reviewed *Ethics Framework: 2021* and recommended approval of same by the Sinai Health Board;

Be it resolved that the Sinai Health Board approves *Ethics Framework: 2021*, as presented.

▪ 2020/21 Committee/Subcommittee Membership

Whereas Board Committee structure was revised on December 3, 2020 to facilitate good governance and maximize efficiency;

And whereas, the Board Chair, Committee Co-Chairs, and Management have reviewed each Committee’s membership in accordance with the expertise and knowledge deemed necessary;

And whereas, the Governance Committee recommends that the Sinai Health Board of Directors approve the membership changes as set out below:

Committee/Subcommittee	Membership Updates
Finance and Audit	<ul style="list-style-type: none"> • New member(s) – 2; Paula Foster, Leigh Chalmers • Resignation(s) – 2 + 1 pending; Harry Culham, David Leith, and Alan Hibben (after AGM)
Buildings and Property Subcommittee	<ul style="list-style-type: none"> • New member(s) – 4; Paula Blackstien-Hirsch, Alan Giller, Mansoor Kazerouni, and Mark Saunders
Business Innovation & Development Subcommittee	<ul style="list-style-type: none"> • To be sunsetted after the next meeting; a communication will be issued
Development Subcommittee	<ul style="list-style-type: none"> • No changes
Investment Subcommittee	<ul style="list-style-type: none"> • New member(s) – 1; Shawn Kimel
Governance	<ul style="list-style-type: none"> • New member(s) – 1; Andrew Hoffman
Human Resources	<ul style="list-style-type: none"> • New member(s) – 1; Kenneth Tanenbaum
Patient Safety and Quality	<ul style="list-style-type: none"> • Resignation(s) – 2; Harry Culham and Joanna Rotenberg
Research	<ul style="list-style-type: none"> • New member(s): 2; Huda Idrees and Debbie Kimel

Be it resolved that the Sinai Health Board of Directors approves the membership changes, as presented.

- Governance Committee Terms of Reference

Whereas Management has recommended that the Governance Committee approve updated Committee Terms of Reference (the “Revised Terms of Reference”) in accordance with best corporate governance practices;

And whereas the Committee approved the Revised Terms of Reference and recommended approval of same by the Sinai Health Board of Directors;

Be it resolved that the Sinai Health Board of Directors approves the Revised Terms of Reference, as presented.

Medical Advisory Committee – February 3, 2021

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 – March 3, 2021

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 – March 22, 2021

- Phase 3A Architectural Services

Approval of Non-Competitive Procurement

Whereas the Resources Committee has reviewed the request for approval of a non-competitive procurement Contract Extension for Renew Sinai Phase 3A Architectural Services;

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 the Sinai Health Board of Directors approve the non-competitive procurement to extend Renew Sinai Phase 3A – Architectural contract with Stantec Architecture Ltd. for prime consulting services;

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

- IV Solutions Contract Approval

Whereas the Resources Committee has reviewed the request for approval of agreements for the right to purchase of the IV Solutions, Irrigation and Pourable Irrigation Solutions from Baxter Corporation under the Mohawk Plexxus Sourcing Collaborative Agreement;

And whereas the Board is required to approve such agreements;

And whereas the Resources Committee approved and recommended the Sinai Health Board of Directors approve the award of an agreement for the purchase of IV Solutions, Irrigation and Pourable Irrigation Solutions;

Now therefore be it resolved that the Sinai Health Board of Directors approves this agreement, as presented.

- Early Abbott Contract Renewal

Approval of Non-Competitive Procurement

Whereas the Resources Committee has reviewed the request for approval of a non-competitive procurement in respect of reagents for Microbiology;

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 the Sinai Health Board of Directors approve the non-competitive procurement of the Products;

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

4.0 QUALITY CONVERSTATION; COVID-19 UPDATES

4.1. CEO's Update

Dr. Gary Newton, President & CEO, introduced this agenda item and outlined the format for the discussion. He also expressed immense pride and respect for all of the people of Sinai Health, who have been at their finest over the past 15 months. Though everyone is fatigued, performance remains exemplary. Our people continue to work diligently and collaboratively within Sinai Health and with peer institutions. Leaders, staff, patients and families have experienced significant stress and change, yet we continue to rise to the challenge.

4.2. COVID-19 IPAC Update

Dr. Jennie Johnstone, Medical Director, Infection Prevention and Control, provided an update regarding COVID-19 case numbers, Variants of Concern (VOC), and vaccine efficacy.

Ontario has sustained over 4,000 cases for more than two weeks. Case numbers are beginning to decline slowly so it is possible we have peaked; however, it is not confirmed.

Each wave of the pandemic has been different. Wave 3 has been incredibly challenging because of volumes in the hospital. For example, in Wave 2 there was a maximum of 26 infectious patients in the hospital at its peak, and in Wave 3 there was a day with 37, a substantial increase. Following Wave 2, the ICUs did not empty and many patients were still in ICU when Wave 3 began.

Three VOC, first identified in the UK, South Africa, and Brazil, are being monitored as they are more transmissible and cause more severe disease. Variants are causing illness in younger people, pregnant people, and whole families. Over 70-80% of Ontario's cases are from the UK variant. Thankfully, the vaccine is highly effective against this variant. About 8% of infections are from the variants discovered in South Africa and Brazil. The new variant identified in India is of significant interest and is being watched very carefully in Ontario.

The MSH/UHN Microbiology lab has completed over 1.65M COVID-19 tests to date. The laboratory is also able to screen for VOCs, which helps Infection Prevention and Control make decisions around cohorting patients with COVID-19. We are able to complete a VOC screen within 8 hours to identify the variant. Most hospitals have a longer turnaround time.

COVID-19 vaccines are our hope to end the pandemic. The USA, UK, and Israel are already seeing the benefits of their vaccination campaigns. In Ontario, vaccination within LTC is a success story and shows that vaccines are effective against the current variants. The vast majority of healthcare workers at Sinai are vaccinated and as yet, the Hospital (MSH and BAH) has not experienced outbreaks in Wave 3. Our goal continues to be keeping the hospital safe for patients and staff.

It is important to continue vaccination efforts. As vaccinations continue we may be able to lift restrictions during the summer, similar to last year. There is planning for a fourth wave, as children won't be vaccinated by the time they return to school in the Fall. Risk will remain until everyone has the opportunity to be vaccinated.

4.3. Regional & Hospital Update

Jane Merkley, Executive Vice President, Chief Nurse Executive and Chief Operating Officer, provided a GTA/Hospital Incident Management System (IMS) Command Centre update.

The Command Centre is focused on maximizing capacity and managing the surge in volume and acuity of COVID-19 patients. The pandemic has disproportionately impacted regions and hospitals and the goal is to maximize equity of access to care and maintain patient safety irrespective of geography within the GTA and the Province. The GTA IMS treats the 29 GTA hospitals as a single system resource and, for Critical Care, there is a single system of critical care units across the province. To balance priorities and monitor processes, daily situation awareness reports and weekly trends of key metrics are used to guide decision making and planning at both the Hospital and GTA IMS.

Jane walked the Directors through hospital census trends with Wave 2 and Wave 3 activity, including the impact of public health measures. Variant of Concern (VOC) B117 (first identified in the UK) now makes up the majority of cases. This variant increases risk of hospitalization by 60%, more than doubles the risks of an ICU admission, and increases risk of death by 40% in comparison with the traditional COVID strain. There has been a change in demographics in terms of hospitalizations and ICU admissions with patients being younger and more acute. Combined Science Table and Ontario Health Wave 3 modeling is showing that Ontario acute and ICU numbers are on an exponential incline and we continue to see an increased percentage of positive cases due to VOCs. Early data indicates there may be a leveling off of Wave 3 but it is not confirmed.

GTA Hospitals continue to be disproportionately impacted in terms of overall COVID burden and access to scheduled care. To date, 2260 total patients have been transferred across GTA IMS. Sinai Health is the third highest receiving facility. The Command Centre continues to focus on COVID burden load sharing within the GTA through rescue actions and proactively load sharing between regions to maintain equity in access to care. ALC decant strategies continue to be utilized within the GTA to augment acute care load sharing strategies and create acute care capacity. The Command Centre is also ensuring there is capacity for high risk pregnancy at Mount Sinai with other hospitals as backup.

Local, regional and provincial strategies to create additional capacity include: temporary Emergency Orders to enable movement of patients; redeployment of Home and Community Care Support Service Staff to Hospitals; various health HR strategies; critical care expansion; implementation of Directive #2 to ramp down all

procedures; and modification of Directive #3 to encourage ALC patients waiting for LTC placement to accept a LTC home that may not be their preferred choice.

Gary commented that the planning arm of the IMS, led by Jane, has developed a way forward with no precedent and has done a remarkable job. Hospital coordination, with the entire province functioning as one entity, has been one area of exceptional performance through the pandemic. Moving acute patients into completely different regions is very challenging for patients, families and staff but ensures equity of access to care. Many thanks to Jane and the other leaders doing this crucial work.

Following these updates, Gary moderated a Q&A session where members of Sinai Health leadership answered Directors' questions regarding COVID.

5.0 BOARD DEVELOPMENT

5.1. Revised Ethics Framework

Kara Ronald, VP, Professional Practice, Nursing & Health Disciplines, and Rebecca Greenberg, Senior Bioethicist, provided an overview of Sinai Health's updated Ethics Framework brought forward for approval.

The intent of the Ethics Framework (the "Framework") is to guide problem solving across the organization, including governing committees. It was developed to ensure that both clinical and organizational complex decision-making is supported by the appropriate structures and tools at every level in the organization.

Sinai Health last approved the Framework in 2016. The organization's Mission, Purpose, Values and Legacy were subsequently updated, requiring integration into the Framework. The Bioethics Department also received feedback that the original Framework was cumbersome. In February 2021, Bioethics undertook a process to revise the Framework and associated resources.

Ethics Framework: 2021 integrates Sinai Health's updated values. It also streamlines the tools for both clinical and organizational decision-making which should increase utilization across Sinai Health.

Whereas the Governance Committee has reviewed *Ethics Framework: 2021* and recommended approval of same by the Sinai Health Board of Directors;

Be it resolved that the Sinai Health Board of Directors approves *Ethics Framework: 2021*, as presented.

5.2. Directors' Initiated Discussion Item (linked to Item 4)

These questions were incorporated during the COVID-19 updates within Item 4.

6.0 RESOURCES CONVERSATION

6.1. 2021/22 LTRI Operating and Capital Budget

Joanna Rotenberg, Co-Chair of the Audit and Risk Management and Resources committees, and Dee Perera, Vice President, Finance and Chief Financial Officer provided background for the request for approval of the 2021/22 operating and capital budget for Lunenfeld-Tanenbaum Research Institute (LTRI).

Whereas the Research Committee reviewed the Lunenfeld-Tanenbaum Research Institute (LTRI) 2021/22 operating and capital budget totaling \$92.4M and recommended approval by the Resources Committee;

And whereas, the Resources Committee accepted the recommendation of the Research Committee and recommended approval of the foregoing budget by the Board of Directors;

Be it resolved that the Board of Directors approves the 2021/22 LTRI operating and capital budget, as presented.

7.0 GOVERNANCE CONVERSATION

7.1. Accreditation Process Update

The Accreditation Canada survey originally scheduled for June 2021 has been postponed in light of the pandemic. The Board will be notified once a new date has been confirmed.

7.2. Director and Committee Evaluation Results

Peter provided an overview of the Director Self-Assessment and Committee Effectiveness Survey results for the 2019/20 governance year. Both were reviewed by the Governance Committee on April 8, 2021.

Peter will work with Management to develop a recurring Board education program which seeks to incorporate development topics identified by the Directors.

Committee Effectiveness Survey results have been provided to the Chair(s) and Management Lead(s) to be incorporated during the annual review of their Committee's Terms of Reference and Work Plan.

7.3. Orientation and Continuing Education Programs

Peter provided an update regarding Board orientation and continuing education programs. New Directors and Board Committee members are provided with an orientation from Management. An Education Manual has also been created. Directors are encouraged to review the resource material on Convene and provide feedback to Peter.

8.0 IN CAMERA

The Board met in camera from 5:49 pm to 5:59 pm.

9.0 DATE OF NEXT MEETING

The next scheduled meeting of the Boards of Directors is Wednesday, June 16, 2021 from 11:00 am – 12:30 pm via Zoom.

10.0 ADJOURNMENT

There being no further business, the meeting was adjourned at 6:05 pm.



Peter F. Cohen
Chair of the Board



Dr. Gary Newton
Secretary of the Board