



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

December 2, 2021

3:30 pm to 5:30 pm via Zoom

Minutes

Present:

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

Richard Pilosof
Stephen Pustil
Philip Reichmann
Dani Reiss
Joel Reitman
Joanna Rotenberg
Robert A. Rubinoff
Allan Rudolph
Mark Saunders
Howard Sokolowski
Kenneth Tanenbaum
Lawrence Tanenbaum
Charles Winograd
Mark D. Wiseman
Dr. L. Trevor Young
Dr. Mathew Sermer

Regrets:

Harry Culham
Irving Gerstein
Heather Reisman

Gerald Schwartz
Edward Sonshine

Also Present:

Susan Brown
Louis de Melo
Mary Jane Dykeman
Carey Lucki
Dr. Stephen Lye

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

Guests:

Susan Blacker
Dr. Christine Brezden

Dr. Jennie Johnstone

Recorder: Aja Dykes

1.0 CALL TO ORDER

Peter Cohen, Chair of the Board of Directors, called the meeting to order at 3:32 pm. Jay and Barbara Hennick's \$36M transformational gift, which included the renaming of Hennick Bridgepoint Hospital, was celebrated.

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

The Chair's Report was included in the Board Meeting materials package previously circulated. Peter provided some highlights from his first year as Chair.

3.0 APPROVALS

3.1. Consent Agenda Items

3.1.1. Previous Meeting Minutes: October 7, 2021

Whereas the Sinai Health System Board of Directors has reviewed the meeting Minutes from Thursday, October 7, 2021;

Be it resolved that the Sinai Health System Board of Directors approves the meeting Minutes from Thursday, October 7, 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:

Medical Advisory Committee – October 6, 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 – November 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.

Patient Safety and Quality Committee – November 10, 2021

Whereas Management recommended the Patient Safety & Quality Committee approve the updated Terms of Reference (the "Revised Terms of Reference") and the Work Plan 2021/22 in accordance with best corporate governance practices;

And whereas the Committee 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 and Work Plan 2021/22, as presented.

Research Committee – October 21, 2021

Whereas Management recommended that the Research Committee approve the Updated Committee Terms of Reference (the "Revised Terms of Reference") in accordance with the best corporate governance practices;

And whereas the Committee recommended approval of same by the Sinai Health Board of Directors;

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

Resources, Audit and Risk Committee – November 16, 2021

- External Audit Planning Report

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, 2022;

And whereas the Resources, Audit and Risk Committee recommended approval of same by the Boards of Directors of Sinai Health and Bridgepoint Health.

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

- Financial and Performance Results (YTD September 2021)

Whereas the Resources, Audit and Risk Committee reviewed the Financial Statements for the six months ended September 30, 2021 and recommended approval by the Boards of Directors of Sinai Health and Bridgepoint Health;

Be it resolved that the Boards of Directors of Sinai Health and Bridgepoint Health approve the Financial Statements, as presented.

- Grant Requests

Whereas the 2021/22 Sinai Health grant requests include:

- i. A request of Sinai Health Foundation up to a maximum of \$36.7M for:
 - a. LTRI - Operating (\$14.1M);
 - b. LTRI - Operating, Restricted (\$7.3M);
 - c. Renew Sinai*, Restricted (\$9.0M);
 - d. Capital - Restricted (\$1.5M) and;
 - e. Operating - Restricted (\$4.8M);
- ii. A request of Bridgepoint Foundation up to a maximum of \$1.3M for:
 - a. Building Restricted (\$0.4M);
 - b. Capital - Restricted (\$0.5M) and;
 - c. Operating - Restricted (\$0.4M);
- iii. A request of Bridgepoint Health up to a maximum of \$0.7M for Debt Service;

And whereas the Resources, Audit and Risk Committee recommended approval of the 2021/22 grant requests by the Board of Directors of Sinai Health System totaling \$38.0M, and by the Boards of Directors of Bridgepoint Health and Sinai Health totaling \$0.7M;

Be it resolved that the Boards of Directors of Sinai Health and Bridgepoint Health approve the grant requests, as presented.

4.0 SITUATIONAL AWARENESS UPDATES

4.1. Mandatory Vaccination

Susan Brown, Executive Vice President, People and Transformation, provided an update regarding Mandatory Vaccination.

The Chief Medical Officer of Health issued Directive #6 on August 17, 2021 mandating all hospitals implement a COVID-19 Testing and Reporting policy by September 7, 2021. Directive #6 required all employees, privileged staff, contractors, volunteers and learners be fully vaccinated or perform regular and ongoing antigen testing and reporting. In response, Sinai Health developed a policy requiring the reporting of vaccination status to Occupational Health and the enrollment of all unvaccinated staff in a testing and reporting program. With these measures, vaccination rates for staff were over 96% and closer to 99% for privileged staff.

In October 2021, given recommendations from the Ontario COVID-19 Science Advisory Table (both safety and efficacy of the vaccine), a patient safety near miss event, and hospital non-compliance with reporting, combined with other factors, Sinai Health was left with no choice but to move to mandatory vaccination to protect staff, patients and families. Effective October 26, 2021, Sinai Health's existing Staffing Immunization and Surveillance policy was updated to include COVID-19 vaccination as a requirement for ongoing employment and access to privileges, with a deadline for full vaccination by December 9, 2021. Employees were given a mechanism to submit medical and non-medical requests for exemption. Less than a handful of medical exemptions were granted, and to date, there are no non-medical exemptions in place, consistent with sector. Labour partners have been fully informed throughout the fall.

On November 4, 2021, the National Organized Workers Union (NOWU), brought an interlocutory injunction to stay Sinai Health's implementation of the mandatory vaccination policy for NOWU members. The Ontario Superior Court dismissed the injunction on November 17, 2021 stating the policy does not cause undue hardship. This was an important ruling for Sinai Health and the sector.

By the end of the calendar year it is anticipated that all Sinai Health staff will be fully vaccinated and those currently on leave will take this step before returning to the hospital.

Sinai Health's mandatory vaccination policy for essential care partners and visitors also comes into effect on December 9, 2021, in alignment with the staff policy.

Sinai Health continues to care for all patients regardless of vaccination status.

4.2. COVID-19 Variant of Concern

Dr. Jennie Johnstone, Medical Lead, Infection Prevention and Control, provided an update on Omicron, a COVID-19 Variant of Concern (VOC). This emerging VOC was discovered by South Africa's robust genomic surveillance system. Hot spots are being identified as countries test for this variant. At this time, Omicron COVID-19 cases in Canada have been linked to travel; however, community spread is likely in future.

Omicron COVID-19 cases will be managed through aggressive contact management and quarantining, similar to earlier stages of the pandemic. Two main concerns regarding this VOC are: 1) its transmissibility, and 2) its potential impact on immunity. More information is expected over the coming weeks.

At the hospital level, continued vigilance in adhering to all COVID-19 infection prevention and control measures is vital. Reopening of the hospital's meeting and congregating spaces remains on hold.

Some staff may be planning to travel out of the country over the holidays. International travel requirements are in a state of flux. Staff choosing to travel outside of the country may be subject to quarantine upon their return and managers need to be prepared.

Patient management continues with appropriate COVID-19 precautions. Cases are rising steadily without the VOC and leadership teams are planning ahead.

Jane Merkley, Executive Vice President, Chief Nurse Executive and Chief Operating Officer, provided an update on the regional COVID-19 response. The GTA Hospital IMS Command Centre continues to monitor community case counts and hospital admission rates. The threshold for load sharing across hospitals has not yet been reached.

The COVID-19 transmission rate has been greater than 1 for a few weeks, which is an indication that the pandemic is growing, and cases are rising across the province. ICU admissions continue to climb, but are not yet impacting scheduled activity. The majority of cases are unvaccinated and the most affected age groups are 30-40, under 12, and 50-69. It is positive that third doses of the COVID-19 vaccine have been announced for age 50 and above. Almost all ICU patients from Saskatchewan that required care in Ontario have been repatriated.

Modeling from the Ontario COVID-19 Science Advisory Table is expected soon. Current projections have some optimism that the healthcare system will be able to manage a mid to high scenario. However, new modeling is required given the emerging Omicron VOC.

The healthcare sector is experiencing a different pressure, "pandemic syndrome". All hospitals are experiencing Health Human Resources challenges. In some smaller hospital, it has necessitates closing departments. The GTA IMS Command Centre continues to closely monitor this and is prepared to intervene as necessary.

4.3. Health Human Resources

Jane provided additional information regarding Health Human Resources. This challenge is dominating conversations within the health care sector and with government. There is a critical nursing shortage and insufficient staff across all professions and specialty roles in hospitals. Sinai Health is seeing this in acute care

areas such as the Operating Room, Emergency Room, Labour and Delivery, and Intensive Care. Numerous factors have been impacting health care workers and many are choosing to retire or leave the profession.

There are also challenges around the use of nursing agencies. Service rates may have significant budget implications. Agencies are also in competition for nursing staff given their higher compensation. Concerns have been escalated to government.

Sinai Health has put internal and external strategies in place to address HHR challenges including: creating a Work Force Planning and Steering Committee; working with the Ministry on innovative funding initiatives; developing a Nursing Resource Team; using clinical externs; partnering to provide nursing training programs; and offering staff wellness and support programs. The organization's culture, benefits, and pension plan remain key drivers for staff retention.

4.4. Leadership Update

Gary Newton, President & CEO, provided a brief leadership update.

Dr. Shital Gandhi has joined the Board in her role as Interim President of the Professional Staff Association.

Barbara Griffin's role has been expanded to Vice President, Human Resources and Organizational Development. Her portfolio now includes occupational health and safety, organizational development, diversity and wellness, and volunteer resources.

As Executive Vice President, People and Transformation, Susan Brown's role has expanded to include the strategy portfolio. She will partner with key internal and external leads to advance government relations, community partnerships, and major capital. Solidifying this role is the first step in clarifying Sinai Health's Strategic Plan and update will be brought forward to a future meeting.

5.0 RESOURCES CONVERSATION

5.1. Finance and Performance Update

Mark Saunders, Co-Chair of the Resources, Audit and Risk Committee provided an update. Integration of the Audit and Risk Management and the Resources committees has gone well and three new members have joined. Deloitte has been engaged for Internal Audit services and current priorities include: cybersecurity, risk framework, and emergency preparedness.

Amidst operational challenges, Sinai Health is in a balanced fiscal position. Management is monitoring expenses and has established a strong relationship with the Ministry.

Peter thanked Dee Perera, Vice President, Finance and Chief Financial Officer, and her team for their continued dedication and excellence in navigating these challenging times.

5.2. Sinai Health Foundation Update

Maxine Granovsky Gluskin, Co-Chair, Sinai Health Foundation Board, opened the update by echoing appreciation for the Hennick's generosity. The Foundation Board continues to be very engaged and its annual fundraising goal has already been exceeded.

Louis de Melo, Chief Executive Officer, provided an overview of other significant gifts that have been received. The Foundation's retail strategy continues to grow the donor base each year. The brand campaign, "See What Care Can Do", has also increased Sinai Health's visibility. To date, the Foundation has raised \$105M and will focus on converting pledges and goal setting for 2022/23.

Raptors for Research has been announced with games starting in March 2022. The goal is to expand nationally in future.

Mount Sinai Hospital is the first hospital in Canada to receive Magnet® status for nursing excellence and patient care. The Centre for Nursing Excellence initiative arose from this. It has been fully funded at \$10M and will increase the academic footprint for nurses at Sinai Health.

The "Sinai 100 Chairs" were announced at the 2019 AGM in preparation for Sinai Health's 100-year anniversary in 2023. These 19 Chairs were created to recognize trailblazers that have shaped medicine and research. The goal is to raise \$3M per Chair and \$27M has been raised to date, showing positive momentum.

Richard Pilosof, Co-Chair, Foundation Board, thanked everyone for their continued contributions and outreach on behalf of Sinai Health.

Peter also congratulated the Sinai Health Foundation team on achieving Imagine Canada accreditation two years ahead of schedule.

6.0 BOARD DEVELOPMENT

6.1. Directors' Initiated Discussion Item: Cancer Program Update

Dr. Maureen Shandling, Executive Vice President, Academic & Medical Affairs, Dr. Christine Brezden, Medical Director, Cancer Program, and Susan Blacker, Senior Director, Cancer & Palliative Program Planning & Performance provided a clinical update regarding the Cancer Program ("the Program").

Development of a unified cancer program, extending across multiple services and disciplines, was a key strategic goal for Sinai Health. Key roles are now in place to provide cross-program leadership with recruitment of Ms. Blacker and Dr. Brezden.

Sinai Health's Christopher Sharp Cancer Centre works in partnership with Cancer Care Ontario, now part of Ontario Health. This partnership includes monitoring a number of indicators tied to Ontario Health Cancer system performance. Metrics being measured for 2021-22 include: cancer screening volumes and abnormal test follow-up; cancer surgery volumes; systemic treatment volumes; pathology turn-around-time and volumes; and CT Biopsy wait times.

Two significant projects are currently underway for the Program. Phase 1 of the Oncology Clinical Information System (OCIS) went live on October 5, 2021. OCIS will bring together all components of a patient's oncology treatment record and streamline processes to reduce wait time. Also, the Cancer Care Clinic on Level 6 is now under construction. This space is purpose-built will increase the number of chemotherapy treatment stations and add features such as a dedicated room for bloodwork, an expanded chemotherapy pharmacy, and areas designed for delivery of interprofessional care by medical oncology, surgery, palliative care and psychosocial oncology.

The Program continues to play a key role regionally in sarcoma and provincially for hyperthermic intraperitoneal chemotherapy (HIPEC) and teams collaborate closely with Princess Margaret Cancer Centre at University Health Network. The first minimally invasive surgeries been completed using the new surgical robot. Many of our experts also provide regional and provincial leadership within Ontario Health's Clinical Programs and Quality Initiatives portfolio and sit on committees and expert panels.

Current challenges for the Program include increased volumes, some patients presenting with more advanced disease, delivery of more complex therapies; however, team is working to maximize existing resources, smoothing patient flow, and enhancing processes to see more patients as an integrated interprofessional team.

The Board commented that a concierge service that offers one point person to assist patients in navigating the Cancer Program may be helpful. Examples of where this models exists within the Program were provided.

7.0 IN CAMERA

The Board met in camera from 5:04 pm to 5:30 pm.

8.0 DATE OF NEXT MEETING

The next scheduled meeting of the Boards of Directors is Thursday, February 10, 2022 from 3:30 pm – 6:00 pm.

9.0 ADJOURNMENT

There being no further business, the meeting was adjourned at 5:31 pm.



Peter F. Cohen
Chair of the Board



Dr. Gary Newton
Secretary of the Board