



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

April 19, 2022

3:30 pm to 5:30 pm via Zoom

Minutes

Present:

Brent Belzberg  
Paula Blackstien-Hirsch  
Peter Cohen  
David Cynamon  
Lloyd S.D. Fogler, QC  
Shital Gandhi  
Bernard Ghert  
Ira Gluskin  
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  
Mathew Sermer  
Howard Sokolowski  
Edward Sonshine  
Kenneth Tanenbaum  
Lawrence Tanenbaum  
Charles Winograd  
Mark D. Wiseman  
Dr. L. Trevor Young  
Dr. Mathew Sermer

Regrets:

Jonathan Bloomberg  
Lawrence Bloomberg  
Harry Culham

Irving Gerstein  
Gerald Schwartz  
Heather Reisman

Also Present:

Susan Brown  
Louis de Melo  
Carey Lucki  
Dr. Stephen Lye  
Barbara McCully

Dr. Howard Ovens  
Dee Perera  
Tracy Rotstein  
Dr. Maureen Shandling

Guests:

Rick Gowrie  
Scott Patterson

Darnell Williams  
Lily Yang

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.

### 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 APPROVALS

### 2.1. Consent Agenda Items

#### 2.1.1. Previous Meeting Minutes: December 2, 2021

**Whereas** the Sinai Health System Board of Directors has reviewed the meeting Minutes from Thursday, December 2, 2021;

**Be it resolved that** the Sinai Health System Board of Directors approves the meeting Minutes from Thursday, December 2, 2021, as circulated.

#### 2.1.2. 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:

##### Executive Committee – February 28, 2022

**Whereas** the Sinai Health Board of Directors has reviewed the Executive Committee Minutes from Monday, February 28, 2022;

**Be it resolved that** the Sinai Health Board of Directors approves the Executive Committee Minutes from Monday, February 28, 2022, as circulated.

##### Medical Advisory Committee – March 2, 2022

**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 – April 6, 2022

**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, Audit and Risk Committee – March 30, 2022

- Hospital and Multi-Sector Service Accountability Agreements (H-SAA, M-SAA)

**Motion #1: H-SAA Approval**

**Whereas** Ontario Health and Sinai Health agree on performance, funding and accountability measures that are similar to the previous year, for the 2022/23 fiscal year, with the intention to enter into a new Hospital Service Accountability Agreement ("**H-SAA**") effective April 1, 2022;

**And whereas** Management anticipates that the terms and performance targets in the schedules of the 2022-2023 H-SAA Amending Agreement will be substantially the same as the terms in the existing H-SAA agreement and targets in the Hospital's Annual Planning Submission ("**HAPS**");

**And whereas** the Sinai Health Board must approve the H-SAA prior to Ontario Health flowing funds starting April 1, 2022;

**Now therefore, subject to** the completion by Management of all requisite legal diligence and confirmation that the H-SAA 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 H-SAA and any two of the Board Chair, Treasurer, President and CEO, and VP, Finance and Chief Financial Officer, are hereby authorized to execute and deliver on behalf of the Corporation the H-SAA in respect of the 2022-2023 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 H-SAA is authorized to be executed and delivered by this resolution, to be conclusively evidenced by such execution; and
- (ii) any of Board Chair, Treasurer, President and CEO, and VP, Finance and Chief Financial 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.

**Motion #2: M-SAA Approval**

**Whereas** Ontario Health and Sinai Health agree on performance, funding and accountability measures for the 2022/23 Multi-Sector Accountability Agreement (M-SAA) effective April 1, 2022 (the "2022/23 M-SAA Amending Agreement");

**And whereas** Management anticipates that the terms and performance targets of the 2022/23 M-SAA Amending Agreement will be substantially the same as the terms in the existing M-SAA agreement and targets in the Hospital's Community Annual Planning Submission ("**CAPS**");

**Now therefore, subject to** the completion by Management of all requisite legal diligence and confirmation that the 2022/23 M-SAA 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**

the Sinai Health Board of Directors approves the 2022/23 M-SAA Amending Agreement and any two of the Board Chair, Treasurer, President and CEO, and VP, Finance and Chief Financial 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 any of Board Chair, Treasurer, President and CEO, and VP, Finance and Chief Financial 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.

### **3.0 REPORTS**

#### **3.1. Chair's Report**

The Chair's Report was included in the Board Meeting materials package previously circulated. Peter provided some background regarding the Governance Committee's discussions around Board composition. Management will work on this project over the summer and options will be brought forward to the Board in the fall.

#### **3.2. CEO's Report**

Dr. Gary Newton, President & CEO, provided a brief verbal update. There will be leadership changes at the Ministry of Health as the current Minister of Health and Deputy Premier will not be running for re-election. The provincial budget will be released later this month; however, it is unclear if new funding will be allocated to healthcare and hospitals. All hospitals are experiencing pandemic-related challenges including the need to recover surgical and other programs and the impact of the inflationary environment.

The pandemic is officially in its 6<sup>th</sup> wave and the Greater Toronto Area (GTA) and the Critical Care Incident Management Systems (IMSS) have returned to regular meetings. This wave is impacting hospitals through: 1) increased Emergency Room and hospital numbers, and 2) significant numbers of healthcare providers with COVID infections or high-risk exposures. Sinai Health is maintaining its policies to provide the safest environment possible for patients, families, and staff. Wastewater analysis suggests infections may have peaked; however, hospitalization is a lagging indicator. It is hopeful there will be stabilization and recovery into May 2022.

### **4.0 QUALITY CONVERSATION**

#### **4.1. Quality Improvement Plan 2022/23**

Paula Blackstien-Hirsch, Co-Chair, Patient Safety & Quality Committee (PSQC), provided context for the 2022/23 Quality Improvement Plan (QIP). Jane Merkley then introduced Lily Yang, Chief, Quality, Patient Experience & Clinical Informatics who presented highlights of the plan.

**Whereas** the Patient Safety & Quality Committee of the Board (the “Committee”) oversees the preparation of the Quality Improvement Plan (“QIP”) 2022/23 as prepared by management in accordance with the *Excellent Care for All Act 2010*;

**And whereas** the QIP 2022/23 requires approval by the Sinai Health Board of Directors (“Board”), and sign-off by the Chair of the Board, Chairs of the Committee, and Sinai Health’s Chief Executive Officer;

**Be it resolved that** the Sinai Health Board approves the 2022/23 Quality Improvement Plan, as presented.

The approved QIP will be submitted to Ontario Health by June 30, 2022.

## **5.0 STRATEGY CONVERSATION**

### **5.1. Strategic Plan Refresh**

Gary and Susan Brown, Executive Vice President, shared Management’s approach to review and update Sinai Health’s Strategic Plan 2020-25 to reflect evolving internal and external environments. Since March 2022, the Hospital’s Executive Committee has been working towards a refresh of Sinai Health’s strategic framework, incorporating lessons learned from the pandemic. The intent is to present a refreshed plan, with a 2023-28 timeframe, to the Board in June 2022.

### **5.2. Long-Term Care Application Update**

Gary provided an update. The Province issued a request for providers to submit applications for Long-Term Care (LTC) Home licenses and Sinai Health was approved. This was a conventional request for a 320-bed license and Sinai Health will retain ownership of the property and build. This is in alignment with our goal of developing a campus of care at Bridgepoint. Over the summer, Management will assess the best capital operating models to build and run a LTC facility.

## **6.0 GOVERNANCE CONVERSATION**

### **6.1. Accreditation Update for June 2022 Survey**

Peter provided a brief update on preparation for the Accreditation Canada survey for Governance taking place on June 13, 2022. It was noted that 100% of voting Directors completed the 2021/22 Self-Assessment Survey.

### **6.2. Academic Leadership Update**

Dr. Maureen Shandling, Executive Vice President, Academic & Medical Affairs provided a brief update.

#### **6.2.1. Dentist-in-Chief**

Dr. Michael Goldberg was appointed Dentist-in-Chief on January 1, 2022.

#### **6.2.2. University of Toronto Department Chairs**

Dr. Rita Kandel was re-appointed as Chair of Laboratory Medicine and Pathobiology at the University of Toronto and will continue for a third term at Sinai Health. Currently, Sinai Health has three University of Toronto Department Chairs.

#### **6.2.3. Recruitment of Director, LTRI, and VP, Research, Sinai Health, and Lou Siminovitch Research Chair**

Recruitment has begun for the permanent leader of LTRI. In addition to the title of Director, LTRI and VP, Research for Sinai Health, this role also carries the title of inaugural Lou Siminovitch Research Chair (a Sinai 100 Chair, joint between Sinai Health and University of Toronto). The Search Committee has met and



the position will be advertised internationally for three months. Candidates are likely to be reviewed by late summer with interviews in the fall.

## **7.0 RESOURCES CONVERSATION**

### **7.1. Financial and Performance Results YTD Jan 2022**

Joanna Rotenberg, Treasurer and Co-Chair of the Resources, Audit and Risk Committee, and Dee Perera, Vice President, Finance and Chief Financial Officer provided background for the YTD January 2022 Financial and Performance Results brought forward for approval. Despite volume challenges, the YTD January 2022 period was closed with a surplus of \$11.6M vs the budgeted deficit of \$18.2M. Reconciliation continues and Sinai Health is forecasting an operating surplus at fiscal year-end, March 31, 2022.

**Whereas** the Resources, Audit and Risk Committee reviewed the Financial Statements for the ten months ended January 31, 2022 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.

### **7.2. 2022/23 Capital Budget**

Joanna provided background for the 2022/23 Capital Budget brought forward for approval. Expenditures for 2021/22 are slightly lower due to the timing of Renew Sinai projects and this balance will be carried over to the 2022/23 fiscal year.

**Whereas** Management has reviewed the Capital spending capacity for fiscal 2022/23 based on available Ministry funding, Donor funding, Debenture financing and Operating financing (Depreciation) and recommends a Capital funding release of up to \$94.8M;

**And whereas** the Resources, Audit and Risk Committee has approved Capital spending of up to \$94.8M, to be spent according to the priorities recommended and approved by Sinai Health management, and recommended approval of the same by the Sinai Health Board of Directors;

**Be it resolved that** the Sinai Health Board of Directors approves the 2022/23 Capital Budget, as presented.

### **7.3. 2022/23 LTRI Operating and Capital Budget**

Joanna provided background for the 2022/23 Lunenfeld-Tanenbaum Research Institute (LTRI) Operating and Capital Budget brought forward for approval. The Resources, Audit and Risk Committee discussed the need for LTRI to find options to self-fund some expenses. This will be a topic of future discussion with the Foundation and the incoming Director of LTRI.

**Whereas** the Research Committee Chair endorsed the Lunenfeld-Tanenbaum Research Institute (LTRI) 2022/23 operating and capital budget totaling \$99.3M for review by the Resources, Audit and Risk Committee;

**And whereas**, the Resources, Audit and Risk Committee accepted the endorsement of the Research Committee Chair and recommended approval of the foregoing budget by the Sinai Health Board of Directors;

**Be it resolved that** the Board of Directors approves the 2022/23 LTRI operating and capital budget, as presented.

#### **7.4. Renew Sinai Phase 3A Update**

Rick Gowrie, Vice President, Facilities & Capital Development provided an overview of the Renew Sinai Phase 3A project. Approximately 80% of the work has been completed to date and the project is currently under budget. Future challenges may include potential delay claims which are reported up to the Buildings & Property Sub-committee. Phase 3B will include Long-Term Care and LTRI.

A number of projects are being completed in 2022. Transitioning staff into new spaces requires significant operational readiness work – all which is taking place in the midst of the pandemic. Peter congratulated the Facilities & Capital Development team, on behalf of the Board, for their significant accomplishments, especially over the last 24 months.

#### **7.5. Foundation Update**

Maxine Granovsky Gluskin, Co-Chair of the Sinai Health Foundation, provided a brief update. In 2021/22, the Foundation raised \$114M, partly due to the transformational gift from Jay & Barbara Hennick. Eight "Sinai 100 Chairs" have been completed at \$3M each, which will help to attract and retain the best and brightest to LTRI. Renew Sinai will soon reach \$100M of its \$135M target. The Centre for Nursing Excellence also raised \$10M in under six months.

The Foundation's retail strategy has almost doubled donors from 12,500 to 21,000. The brand campaign has also increased awareness of Sinai Health from 30% to 51%. Next year's focus will be on converting this awareness to financial support.

Richard Pilosof, Co-Chair of the Foundation, provided closing comments. The Foundation has set a \$100M fundraising goal for 2022/23 and \$17M in verbal commitments have been made in the first few weeks. Key fundraising activities are being planned including preparation for Mount Sinai's 100 Year Anniversary.

#### **8.0 IN CAMERA**

The Board met in camera from 4:43 pm to 5:00 pm.

#### **9.0 DATE OF NEXT MEETING**

The next scheduled meeting of the Boards of Directors is Thursday, June 16, 2022 at 11:00 am.

#### **10.0 ADJOURNMENT**

There being no further business, the meeting was adjourned at 5:01 pm.



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Peter F. Cohen  
Chair of the Board



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Dr. Gary Newton  
Secretary of the Board