



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

December 1, 2022

3:30 pm to 6:00 pm via Zoom

Minutes

Present:

Brent Belzberg  
Paula Blackstien-Hirsch  
Jonathan Bloomberg  
Lawrence Bloomberg  
Peter Cohen  
Dr. Luke Devine  
Lloyd S.D. Fogler, QC  
Bernard Ghert  
Ira Gluskin  
Maxine Granovsky Gluskin  
Andrew Hoffman  
Michael Hollend  
Debbie Kimel

Tom Kornya  
Jane Merkley  
Dr. Gary Newton  
Richard Pilosof  
Stephen Pustil  
Philip Reichmann  
Joel Reitman  
Robert Rubinoff  
Mark Saunders  
Kenneth Tanenbaum  
Lawrence Tanenbaum  
Charles Winograd

Regrets:

Henry Culham  
David Cynamon  
Irving Gerstein  
Jay Hennick  
Heather Reisman  
Dani Reiss  
Joanna Rotenberg

Gerald Schwartz  
Dr. Mathew Sermer  
Howard Sokolowski  
Edward Sonshine  
Dr. Trevor Young  
Mark Wiseman

Also Present:

Susan Brown  
Louis de Melo  
Dr. Stephen Lye  
Barbara McCully

Dr. Howard Ovens  
Tracy Rotstein  
Maureen Shandling

Guests:

Sandra Dietrich  
Lianne Jeffs

Patricia Lupton  
John O’Connell

Recorder: Tracy Rotstein

## 1.0 CALL TO ORDER

Peter Cohen, Chair of the Board of Directors, called the meeting to order at 3:30 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: October 13, 2022

**Whereas** the Sinai Health System Board of Directors has reviewed the meeting Minutes from Thursday, October 13, 2022;

**Be it resolved that** the Sinai Health System Board of Directors approves the meeting Minutes from Thursday, October 13, 2022, 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:

##### Medical Advisory Committee – October 12, 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 – November 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.

Patient Safety and Quality Committee – November 9, 2022

▪ 2022/23 Work Plan

**Whereas** the Patient Safety and Quality Committee reviewed the 2022/23 Work Plan as proposed by Management;

**And whereas** the Committee approved the 2022/23 Work Plan, as presented, and recommended approval of same by the Sinai Health Board of Directors;

**Be it resolved** that the Board of Directors of Sinai Health approve the 2022/23 Work Plan, as presented.

Resources, Audit and Risk Committee – November 17, 2022

▪ External Audit Plan and Fees

**Whereas** PwC LLP, the auditors and public accountants appointed by their 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, 2023;

**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.

### 3.0 REPORTS

#### 3.1. Chair's Report

The Chair's Report was circulated on November 30, 2022. There was no new information provided at the meeting. Peter thanked Sinai Health's Directors and Management Team for their commitment to Sinai Health.

#### 3.2. CEO's Report

Dr. Gary Newton, President and Chief Executive Officer, provided an overview of upcoming agenda items. Gary also provided some updates about Phase 3A. The new ambulatory oncology space will open on December 5, 2022. We will open a new Endoscopy Suite in January 2023 and expect to move into our new Intensive Care Unit in February 2023.

### 4.0 SITUATIONAL UPDATES

#### 4.1. COVID-19 Update

Dr. Jennie Johnstone provided the Committee with updates on the impact of the circulating respiratory viruses (COVID-19, RSV and Influenza). We are now fully in an influenza wave, which is expected to peak in mid-December. There is a good match between the circulating influenza strain and the vaccine this year. The unknown is the holiday season.

## **4.2. Regional/Provincial Healthcare Update**

Gary provided an overview of the process for the Hospital Accountability Planning Submissions (HAPS). Gary also discussed the upcoming ONA labour negotiations in early 2023 and human health resources challenges.

Jane Merkle, Executive Vice President, Chief Nurse Executive and Chief Operating Officer provided an update on the pandemic, ongoing challenges related to human health resources and strategic work being done at the regional and provincial tables. Jane discussed challenges facing the emergency departments, the pediatric system and hospitals with a high number of no bed admits. There are also a number of long waiters in the surgical system.

## **4.3. Hospital Operational Updates – MSH; HBH**

Susan Brown, Executive Vice President, People & Transformation, CHRO provided an update on Bill 124. Bill 124 was passed in 2019 and capped wage increases for public sector employees at one percent annually for three years. In November 2022, the Ontario Superior Court declared that Bill 124 was “void and of no effect.” We expect the Ontario government will appeal this decision. All of our unions have contracts with a re-opener clause and they may apply to the OHA to have their contracts reopened.

## **5.0 RESOURCES CONVERSATION**

### **5.1. Finance and Performance Updates**

Sandra Dietrich (Vice President, Performance, Clinical and Support Services) and John O’Connell (Deputy Chief Financial Officer) provided an overview of Sinai Health’s Financial Information as at September 30, 2022. John advised that Sinai Health reported an operating deficit of -\$2.4M which is \$18.1M favourable to budget. John explained the main contributors of the favourable results.

**Whereas** the Resources, Audit and Risk Committee reviewed the Financial Information for the four months ended September 30, 2022 and recommended that the Sinai Health and Bridgepoint Health Boards of Directors approve same;

**Be it resolved that** the Sinai Health and Bridgepoint Health Boards of Directors approve the Financial Information for the four months ended September 30, 2022.

### **5.2. Sinai Health Foundation Update – Mount Sinai 100**

Maxine Granovsky Gluskin provided an update on a successful fundraising event for the Centre for Mature Women’s Health. The Centre will be the first of its kind in the world.

Louis de Melo, Chief Executive Officer, Sinai Health Foundation, provided an update on planning for the year-long celebration of Mount Sinai Hospital. Louis provided an overview of the calendar of upcoming Mount Sinai 100 events, including an exhibit at the Art Gallery of Ontario. Louis also discussed a successful Future Sinai event that took place in December 2022. Peter thanked Maxine, Louis and the Foundation team for their outstanding work.

## **6.0 QUALITY CONVERSATION**

### **6.1. Institute for the Science of Care and Innovation**

Gary provided an introduction to Dr. Lianne Jeffs, the Scientific Director of the Institute for the Science of Care and Innovation. The Institute will be an academic hub for nursing and other health care professionals. This will be Sinai Health’s antidote to the current malaise impacting health care professionals.

Jane also discussed the importance of the Institute as a research hub to explore new approaches to patient care. This Institute will make Sinai Health a leader in this field.

Lianne provided an overview of the Institute. The Institute will provide opportunities for clinicians and staff to engage in research and innovation by providing them with the time and space to advance their ideas. Lianne discussed the priorities of the Institute for years 1 to 5.

## 7.0 GOVERNANCE CONVERSATION

### 7.1. Governance Update

Peter advised that the Governance Committee is exploring themes including Board size, composition, terms and succession. While recommendations will be provided to the Board in the New Year, Peter highlighted four guiding principles that have been discussed: (1) Board continuity; (2) a commitment to preserving the defining characteristics of Sinai Health's legacy hospitals; (3) supporting Sinai Health's values by reflecting the diverse community we serve; and (4) alignment with Ontario's *Not-for-Profit Corporation's Act*.

### 7.2. Academic Leadership Update

Gary provided an update that Dr. Chaim Bell, Dr. Lesley Wiesenfeld and Dr. David Yan passed their five year reviews (Dr. Bell as Physician-in-Chief, Dr. Wiesenfeld as Psychiatrist-in-Chief and Dr. Yan as Ophthalmologist-in-Chief). There will be a search for a new Surgeon-in-Chief in 2023 as Dr. Wunder will complete a highly successful tenure in December 2022.

## 8.0 IN CAMERA

The Board met in camera from 5:35 pm to 6:00 pm.

## 9.0 DATE OF NEXT MEETING


The next scheduled meeting of the Boards of Directors is Thursday, February 9, 2023 from 3:30 pm – 6:00 pm.

## 10.0 ADJOURNMENT

There being no further business, the meeting was adjourned at 6:00 pm.

  
Peter F. Cohen (Apr 25, 2023 15:35 EDT)

Peter F. Cohen  
Chair of the Board

  
Gary Newton (Apr 21, 2023 15:37 EDT)

Dr. Gary Newton  
Secretary of the Board

