



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

February 9, 2023

3:30 pm to 6:00 pm via Zoom

Minutes

Present:

Brent Belzberg  
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  
Tom Kornya  
Jane Merkley

Dr. Gary Newton  
Richard Pilosof  
Stephen Pustil  
Philip Reichmann  
Dani Reiss  
Joel Reitman  
Joanna Rotenberg  
Robert Rubinoff  
Howard Sokolowski  
Lawrence Tanenbaum  
Charles Winograd  
Mark Wiseman  
Dr. Trevor Young

Regrets:

Paula Blackstien-Hirsch  
Henry Culham  
David Cynamon  
Irving Gerstein  
Jay Hennick  
Debbie Kimel

Heather Reisman  
Mark Saunders  
Gerald Schwartz  
Dr. Mathew Sermer  
Edward Sonshine  
Ken Tanenbaum

Also Present:

Susan Brown  
Louis de Melo  
Carey Lucki  
Dr. Stephen Lye

Barbara McCully  
Dr. Howard Ovens  
Tracy Rotstein  
Dr. Maureen Shandling

Guests:

Robert Bull  
Sandra Dietrich  
Hailey Flom  
Dr. Jennie Johnstone

Dr. Mark Lachmann  
John O’Connell  
Lily Yang

Recorders: Shelley Albert and 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: December 1, 2022

**Whereas** the Sinai Health System Board of Directors has reviewed the meeting Minutes from Thursday, December 1, 2022;

**Be it resolved that** the Sinai Health System Board of Directors approves the meeting Minutes from Thursday, December 1, 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 – December 7, 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 – January 11, 2023

**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 – January 25, 2023

▪ Grant Requests – Fiscal 202/23

**Whereas** the 2022/23 Sinai Health grant requests include:

- i. A request of Sinai Health Foundation up to a maximum of \$39.5M for:
  - a. LTRI – Operating (\$15.3M)
  - b. LTRI – Operating, Restricted (\$7.0M)
  - c. Renew Sinai\*, Restricted (\$9.0M)
  - d. Capital – Restricted (\$2.6M) and;
  - e. Operating – Restricted (\$5.6M);

- ii. A request of Bridgepoint Foundation up to a maximum of \$0.8M for:
  - a. Building Restricted (\$0.1M)
  - b. Capital – Restricted (\$0.2M) and;
  - c. Operating – Restricted (\$0.5M);

- iii. A request of Hennick Bridgepoint Health up to a maximum of \$0.7M for Debt Service;

**And whereas** the Resources, Audit and Risk Committee recommended approval of the 2022/23 grant requests by the Board of Directors of Sinai Health System totaling \$40.3M, and by the Boards of Directors of Hennick Bridgepoint Health and Sinai Health System totaling \$0.7M;

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

▪ Contract/Procurement Review & Approvals

**Whereas** the Resources, Audit and Risk Committee recommended that the Sinai Health Board approve the award of an agreement for the supply of Managed Technology Services by DXC, as presented;

**Be it resolved** that the Board of Directors of Sinai Health approves the award of the agreement.

### 3.0 REPORTS

#### 3.1. Chair's Report

The Chair's Report was circulated on February 7, 2023. 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

There was not a separate CEO's Report as Dr. Gary Newton, President and Chief Executive Officer provided several Sinai Health Operational Updates during agenda item 4.

## 4.0 SITUATIONAL UPDATES

### 4.1. COVID-19 Update

Dr. Jennie Johnstone provided the Board with updates on the impact of the circulating respiratory viruses (COVID-19, RSV and Influenza). The number of COVID-19 cases are now “steady state” unlike the waves of highs and lows earlier in the pandemic.

### 4.2. Regional/Provincial Healthcare Update

Jane Merkley, Executive Vice President, Chief Nurse Executive and Chief Operating Officer provided an update on the challenges facing the emergency departments, the pediatric system and hospitals with a high number of no bed admits. While the challenges facing the pediatric system are improving, hospitals continue to face pressures given the number of long waiters in the surgical system and high acuity patients.

Gary provided an update on Bill 124 and upcoming ONA labour negotiations. Bill 124 capped wage increases for public sector employees at one percent annually for three years. The Ontario Superior Court declared that Bill 124 was “void and of no effect” in the fall of 2022. All of our unions have contracts with a re-opener clause and have applied to the OHA to have their contracts re-opened.

Gary discussed the government’s announcement about the expansion of certain surgical and diagnostic imaging services that can be offered through independent health facilities.

### 4.3. Sinai Health Operational Updates

Gary provided some updates about Phase 3A. The new Endoscopy Suite has opened to good patient reviews. We expect to move into our new Intensive Care Unit in April 2023. We anticipate that Phase 2 of the new Emergency Department will open in March 2023. Gary discussed the new medical/surgical unit under construction (12 North) and the complexities involved when doing construction in an operating hospital.

The Ministry of Long-Term Care announced the allocation of 320 long-term care beds to Sinai Health in March 2022, subject to development and licensing approvals. Management is working extensively on this project, including considering the financial model and the model of care. Sinai Health has hired an expert to help lead the work and a Long-Term Care Steering Sub-committee has been formed.

## 5.0 RESOURCES CONVERSATION

### 5.1. Finance and Performance Update (YTD November 2022)

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 November 30, 2022. John advised that Sinai Health reported an operating deficit of -\$3.8M which is \$21.6M favourable to budget. He also explained the main contributors of the favourable results.

**Whereas** the Resources, Audit and Risk Committee reviewed the Financial Statements for the eight months ended November 30, 2022 and recommends that the Boards of Directors of Sinai Health and Hennick Bridgepoint Health approve same;

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

## 6.0 QUALITY CONVERSATION

### 6.1. Quality Improvement Plan 2023/24 and other updates

Tom Kornya provided an overview of the important work done by the Patient Safety and Quality Committee. Jane provided an overview of the purpose of the annual Quality Improvement Plan (QIP), which is a documented set of commitments which measures quality aims in a range of areas. Lily Yang (Chief, Quality, Patient Experience & Clinical Informatics) provided an overview of the priorities for the 2023/24 QIP and an update on Sinai Health's performance.

**Whereas** the Patient Safety and Quality Committee of the Board (the "Committee") oversees the preparation of the Quality Improvement Plan (the "QIP") 2023/24 as prepared by management in accordance with the *Excellent Care for All Act 2010*;

**And whereas** the QIP 2023/24 is due to be submitted to Health Quality Ontario on or before March 31, 2023 and requires approval by the Sinai Health Board ("Board"), and sign-off by the Chair of the Board, Chair of the Committee and Sinai Health's Chief Executive Officer prior to submission;

**Be it resolved that** the Board delegate to the Committee the authority to approve the execution and submission of the 2023/24 QIP, with ultimate Board ratification to occur at the April 2023 Board meeting.

## 7.0 FOUNDATION CONVERSATION

Louis de Melo, Chief Executive Officer, Sinai Health Foundation thanked Dani Reiss for his transformative \$10 million gift to establish the Dani Reiss Innovation Fund for Health Ageing Research. Louis also provided an update on fundraising efforts for Raptors for Research.

Maxine Granovsky Gluskin provided an update on fundraising events for the Center for Mature Women's Health.

Hailey Flom, Senior Philanthropy Director, Sinai Health Foundation provided information about the Foundation's life insurance matching program.

## 8.0 GOVERNANCE CONVERSATION

### 8.1 Academic Leadership Update

Gary and Dr. Maureen Shandling, Executive Vice President, Academic & Medical Affairs introduced Dr. Mark Lachmann as the new Vice President, Medical Affairs. Mark is a geriatric psychiatrist and a Physician Lead at Hennick Bridgepoint Hospital. In his new role, Mark will work on credentialing and annual reappointments, physician well-being and professionalism.

Gary advised that recruitment for the new Director of the Lunenfeld-Tanenbaum Research Institute continues and a second round of interviews will take place in March 2023. There will be a search for a new Surgeon-in-Chief in 2023.

### 8.2 Update on Board Structure and Membership Review

Peter advised that the Governance Committee is exploring themes including Board size, composition, terms and succession. Peter highlighted four areas that the Governance Committee is focusing on: (1) how to maintain Board continuity while rejuvenated the Board; (2) the role of the Founders' Societies; (3) Board size; and (4) how to further engage and develop leaders.

**9.0 IN CAMERA**


The Board met in camera from 5:40 pm to 6:00 pm.

**10.0 DATE OF NEXT MEETING**

The next scheduled meeting of the Boards of Directors is Thursday, April 20, 2023 from 3:30 pm – 6:00 pm.

**11.0 ADJOURNMENT**

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


  

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Peter Cohen (Apr 25, 2023 15:34 EDT)  

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**Peter F. Cohen**  
Chair of the Board

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Gary Newton (Apr 21, 2023 15:36 EDT)  

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**Dr. Gary Newton**  
Secretary of the B

