



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

December 5, 2023
3:30 pm to 6 pm via Zoom

Minutes

Present:

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
Dr. Patricia Houston
Debbie Kimel

Tom Kornya
Jane Merkley
Dr. Gary Newton
Richard Pilosof
Stephen Pustil
Joel Reitman
Joanna Rotenberg
Robert Rubinoff
Mark Saunders
Kenneth Tanenbaum
Dr. Lesley Wiesenfeld
Charles Winograd
Mark Wiseman

Regrets:

Brent Belzberg
Harry Culham
David Cynamon
Irving Gerstein
Jay Hennick
Philip Reichmann

Dani Reiss
Gerald Schwartz
Howard Sokolowski
Edward Sonshine
Lawrence Tanenbaum

Also Present:

Robert Bull
Louis de Melo
Dr. Anne-Claude Gingras
Barbara Griffin
Carey Lucki

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

Guests:

Sandra Dietrich
Rick Gowrie
Dr. Jennie Johnstone
Dominique O’Riordan

Scott Patterson
Kate Wilkinson
Lily Yang

Recorders: Tracy Rotstein and Shelley Albert

1.0 CALL TO ORDER

Peter Cohen, Board Chair, called the meeting to order at 3:30 pm and noted that the meeting would begin with an in-camera session.

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 IN-CAMERA

The Board met in-camera from 3:35 pm to 4:30 pm.

3.0 APPROVALS

3.1 Consent Agenda Items

3.1.1 Previous Meeting Minutes: October 12, 2023

Whereas the Sinai Health System Board of Directors has reviewed the meeting Minutes from Tuesday, October 12, 2023;

Be it resolved that the Sinai Health System Board of Directors approves the meeting Minutes from Tuesday, October 12, 2023, 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 4, 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.

Medical Advisory Committee – November 1, 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.

4.0 REPORTS

4.1 Chair's Report

The Chair's Report was circulated on December 4, 2023. No new information was provided at the meeting. Peter thanked the Board for their service and leadership.

5.0 SINAI HEALTH FOUNDATION UPDATE – FUNDRAISING AND PARTNERSHIP OPPORTUNITIES

Louis de Melo, Chief Executive Officer of the Sinai Health Foundation, spoke about planning for the upcoming Raptors for Research basketball tournament on March 3, 2024. Louis also provided an update on fundraising and the retention of sponsors from the postponed Mount Sinai 100 Gala.

6.0 HOSPITAL AND SECTOR UPDATES

6.1 Sector Update

Dr. Gary Newton, President and Chief Executive Officer, provided an update that Anna Greenberg would become the Chief Operating Officer for Ontario Health starting in January 2024. A new Chief Regional Officer for the Toronto Region will be appointed.

6.2 Seasonal Update on Respiratory Viruses

Dr. Jennie Johnstone updated the Board on the impact of the circulating respiratory viruses (COVID-19, RSV and influenza). There is a lot of COVID-19 in the community, which is causing pressure on hospitals. There have been COVID-19 outbreaks at both Mount Sinai Hospital and Hennick Bridgepoint Hospital. Masking is mandatory for direct patient care. The respiratory viruses are expected to peak over the holiday season.

6.3 Hospital Update

Jane Merkley, Executive Vice President, Chief Nurse Executive and Chief Operating Officer, provided an update on the ongoing challenges regarding patient capacity and flow, such as surgical capacity issues, the likelihood that COVID-19 and influenza will peak at the same time, and high emergency department admit rates due to high patient acuity. Health Human Resources challenges are also continuing. There is no flex in the system; hospitals in our region have high occupancy rates and high rates of alternate level of care patients. There will likely be fewer long-term care beds in the future as one long-term care home is closing in Toronto.

7.0 BOARD DEVELOPMENT/EDUCATION

7.1 Sinai Health Master Plan Progress

Dominique O'Riordan, Director, Capital and Planning Strategy; and Scott Patterson, Chief Planning and Development Officer, provided a comprehensive overview of Sinai Health's Master Plan. Dominique explained that the Master Plan is a long-term roadmap (20 to 30 years into the future) required by the Ministry of Health as part of their capital planning process. It is a prescriptive process that must follow the

Ministry's planning principles. Dominique provided an overview of the phases of the Ministry's capital planning process.

Sinai Health is facing unprecedented future projected growth volumes which will require major capacity growth of in-patient beds in 10 years and again in 20 years. This growth takes into account a number of factors and considerations, including demographics and population aging, patient complexity and patient health. Sinai Health is also looking at growth in ambulatory care. Community engagement is an essential part of the capital planning process. Dominique and Scott thanked all the board members who participated in planning sessions.

8.0 RESOURCES CONVERSATION

8.1 Financial and Performance Results YTD Sept 2023

Rob Bull, Vice President, Finance and Chief Financial Officer; and Sandra Dietrich, Vice President, Performance, Clinical and Support Services, provided an overview of Sinai Health's financial results and volume performance as at September 30, 2023. Rob discussed the impact of various compensation pressures from Bill 124 and new compensation awards. Sandra advised that the September YTD volume performance results continue to show favourable trends compared to the previous year in both acute inpatient and day surgery.

Whereas the Resources, Audit and Risk Committee reviewed and endorsed the unaudited Financial Results and Volume Performance for the six months ended September 30, 2023 and recommended approval by the Boards of Directors of Sinai Health and Hennick Bridgepoint Health;

Be it resolved that the Boards of Directors of Sinai Health and Hennick Bridgepoint Health approve the Financial Results and Volume Performance, as presented.

8.2 Multi-Year Capital Planning

Rob Bull provided an overview of the Resources, Audit and Risk Committee's discussions regarding prioritization of multi-year capital equipment needs. The Committee will further discuss capital needs at its January 2024 meeting with the goal of finalizing a recommendation for the Board to approve at the February 2024 meeting.

8.3 700 University Avenue Leasing

Rick Gowrie, Vice President Facilities and Capital Development, provided a status update on a potential leasing opportunity to relocate Mount Sinai Fertility Corp. and to address program growth in the Frances Bloomberg Centre for Women's and Infants' Health, with a focus on Mature Women's Health.

9.0 QUALITY CONVERSATION

9.1 Quality Update

Tom Kornya, Sandra Dietrich, Lily Yang (Vice President, Quality and Chief Clinical Informatics Officer) and Kate Wilkinson (Vice President, Clinical Operations and Risk) provided further context regarding Sinai Health's capacity and patient flow challenges and the impact on the Emergency Department. An emergency department scorecard was presented. Lily described a patient's emergency department journey to contextualize the capacity and patient flow challenges within the hospital and the broader system. Peter thanked Tom, Sandra, Lily, Kate and the members of the Patient Safety and Quality Committee for their commitment to patient quality.

10.0 STRATEGY UPDATE

10.1 Long-Term Care Update

Kenneth Tanenbaum and Rick Gowrie provided a status update on the work-in-progress for Sinai Health’s long-term care planning, including municipal planning work, the clinical service plan and discussions with the Ministry of Health regarding the Healthcare Oriented Communities (HOC) Model. The HOC Model is a mixed funding approach of the Ministry of Health and the Ministry of Long-Term Care to provide capital funding from both ministries for the construction of long-term care beds, reactivation care beds and complex continuing care beds. Peter thanked the Long-Term Care Subcommittee for their efforts.

11.0 IN-CAMERA

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

12.0 DATE OF NEXT MEETING

The next scheduled meeting of the Board of Directors is Thursday February 8, 2024 from 3:30 pm – 6:00 pm.

13.0 ADJOURNMENT

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



Peter Cohen (Feb 20, 2024 15:49 EST)

Peter F. Cohen
Chair of the Board



Gary Newton (Feb 13, 2024 21:38 EST)

Dr. Gary Newton
Secretary of the Board