



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

February 6, 2025; 3:30 pm to 6:00 pm

Zoom

Minutes

Present:

Paula Blackstien-Hirsch
Jonathan Bloomberg
Lawrence Bloomberg
Peter Cohen
David Cynamon
Joanne Ferstman
Lloyd S.D. Fogler, Q.C.
Bernard Ghert
Jonathan Gitlin
Ira Gluskin
Andrew Hoffman
Michael Hollend
Tom Kornya

Jane Merkley
Dr. Heather Munroe-Blum, O.C., O.Q.
Dr. Gary Newton
Richard Pilosof
Philip Reichmann
Joel Reitman
Dr. Lisa Robinson
Mark Saunders
Kenneth Tanenbaum
Lawrence Tanenbaum, O.C.
Charles Winograd
Dr. David Yan
Mark Wiseman

Regrets:

Brent Belzberg
Harry Culham
Dr. Luke Devine
Maxine Granovsky Gluskin
Irving Gerstein
Jay Hennick

Debbie Kimel
Dani Reiss
Joanna Rotenberg
Gerald Schwartz, O.C.
Howard Sokolowski
Edward Sonshine

Also Present:

Robert Bull
Louis de Melo

Carey Lucki
Dr. Lesley Wiesenfeld

Guests:

Nely Amaral
Andrea David
Sandra Dietrich
Lianne Jeffs
Rebecca Ramsden

Kara Ronald
Kate Wilkinson
Lily Yang
Dara Zarnett

Recorders: Tracy Rotstein and Melissa Branco

1.0 CALL TO ORDER

Andrew Hoffman, Chair of the Board of Directors, called the meeting to order at 3:30 pm.

1.1. Quorum

Andrew 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 5, 2024

Whereas the Sinai Health System Board of Directors has reviewed the meeting Minutes from Thursday, December 5, 2024;

Be it resolved that the Sinai Health System Board of Directors approves the meeting Minutes from Thursday, December 5, 2024, 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 11, 2024

▪ Changes to Professional Staff, New Appointments, Change of Status and Temporary Privileges

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 15, 2025

- Changes to Professional Staff, New Appointments, Change of Status and Temporary Privileges

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.

Finance, Audit and Risk Committee – January 28, 2025

- Financial Commitments Requiring Board Approval

Whereas the Finance, Audit and Risk Committee has reviewed a request for the non-competitive procurement of a contract with Johnson Controls Canada for scheduled preventative maintenance and repair of heating, ventilation and air conditioning equipment and devices and related services with an estimated contract value of \$1.96M (the "Commitment");

And whereas Management has completed the requisite due diligence to ensure the appropriateness and suitability of such a Commitment;

And whereas the Finance, Audit and Risk Committee recommends that the Sinai Health Board of Directors approve the Commitment, as presented;

Be it resolved that the Sinai Health Board of Directors approves entering into the Commitment, as presented.

- Update on Signing Authorities

Whereas Sinai Health and Hennick Bridgepoint Health are updating their signing officers on their respective bank, trust and investment accounts in accordance with leadership changes;

And whereas Bridgepoint Hospital (now Hennick Bridgepoint Hospital) executed a Sinking Fund Trust Agreement (the "Agreement") with BMO Trust Company per the terms of the Bridgepoint Hospital Development Accountability Agreement (DAA) with the Ministry of Health & Long Term Care;

And whereas the signing authorities for all purposes of the Agreement need to be updated in accordance with leadership changes;

And whereas the Finance, Audit and Risk Committee recommend that the Boards of Directors of Sinai Health and Hennick Bridgepoint Health appoint the holders of the following positions as signing officers for the Sinai Health and Hennick Bridgepoint Health bank accounts, investment accounts, trust account and certificates as listed below:

	Signees
Bank Accounts: <ul style="list-style-type: none"> - Bank of Montreal (BMO) - Scotiabank - Royal Bank of Canada (RBC) Sinking Fund Trust Account: <ul style="list-style-type: none"> - BMO Trust Company Certificate of Incumbency <ul style="list-style-type: none"> - Computershare 	<ul style="list-style-type: none"> - Chair, Board of Directors - Chief Executive Officer - Any person(s) holding the title of Executive Vice President or Chief Financial Officer, Sinai Health, excluding representatives of Sinai Health Foundation or Circle of Care who may act as executives of Sinai Health from time to time. - Vice President, Performance <p>collectively, the “Authorized Signatories”</p>

Be it resolved that the Boards of Directors of Sinai Health and Hennick Bridgepoint Health approve the Authorized Signatories for the Sinai Health and Hennick Bridgepoint Health bank accounts, investment accounts, trust account and certificates as presented.

3.0 REPORTS

3.1 Chair’s Report

The Chair’s Report was circulated on February 3, 2025. Andrew welcomed Dr. Lesley Wiesenfeld as the new Executive Vice President of Academic and Medical Affairs as well as Dr. David Yan as the new Chair of the Medical Advisory Committee. Andrew noted that in the fall of 2024, the Board tabled ten strategic priorities the Board would focus on. Two of these priorities will be discussed at today’s meeting – the Compassionate Care strategy and the Hospital to Home program. A third priority – healthy aging – will be discussed at a future meeting. A research competition for the program will be announced in the coming month.

3.2 CEO’s Report

Dr. Gary Newton, President and Chief Executive Officer, updated the Board on Phase 3A which is almost complete; functional areas are fully open and running. Mount Sinai Hospital added its 16th operating room into the regular schedule. The emergency room and the cancer program are fully running in their new state. Gary also provided some introductory remarks about the 2025-26 Quality Improvement Plan.

4.0 STRATEGIC INITIATIVES

Andrew noted that the Board and Senior Leadership Retreat will take place on Monday, May 12. The event will include two main topics for discussion – the research strategy and artificial intelligence. Andrew also reminded the 2023-24 voting Directors to complete the Director Self-Assessment survey which will be used to inform recruitment and succession planning.

5. PATIENT SAFETY AND QUALITY

5.1 Patient Safety and Quality Committee Update

Tom Kornya, Chair of the Patient Safety and Quality Committee (PSQC), 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. Tom noted that the PSQC would appreciate any feedback from the Board and highlighted the Compassionate Care Quality Aim.

5.2 Quality Improvement Plan 2025/26 – Spotlight on Compassionate Care

Jane Merkley, Executive Vice President, Chief Operating Officer and Chief Nurse Executive, introduced the 2025-26 QIP noting that foundational work is underway on many objectives. The QIP is evidence-based and has been narrowed down based on internal capacity and the Board's priorities. There is a focus on areas with key clinical challenges such as safety and pressure injuries and on some new programmatic areas. Once the QIP is approved, a performance scorecard will be developed and shared with the PSQC and the Board on a quarterly basis.

Jane also introduced the Compassionate Care Intervention Bundle. Sinai Health has adopted the Schwartz Center Compassionate Care Scale Patient Survey from the Schwartz Center, a leading centre in the USA focused on advancing compassionate care in health care. Preliminary survey results show that Sinai Health is currently outperforming national and international benchmarks. Lianne Jeffs, Chief Scientific Officer, Science of Care Institute presented the Compassionate Care strategy, drawing attention to key concepts, the definition of compassionate care, including from a person-centred lens, and shared feedback from patients and healthcare providers. Lianne further shared the benefits and impact, the co-design process and events, and some preliminary data.

Whereas the Patient Safety and Quality Committee of the Board (the "Committee") oversees the preparation of the Quality Improvement Plan (the "QIP") 2025/26 as prepared by management in accordance with the *Excellent Care for All Act 2010*;

And whereas the QIP 2025/26 is due to be submitted to Health Quality Ontario on or before March 31, 2025 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 2025/26 QIP, with ultimate Board ratification to occur at the April 2025 Board meeting.

6. CIRCLE OF CARE UPDATE

6.1 Overview and update on Circle of Care

Michael Hollend, Chair of the Circle of Care Board of Directors and Carey Lucki, Chief Executive Officer, Circle of Care provided a history and overview of Circle of Care including, its growth since 2015 and the various community care services and programs provided. Carey highlighted two particular programs – the Adult Day program and the Holocaust Survivor Services program. Carey also acknowledged the impact that the affiliation with Sinai Health has had on Circle of Care over the years.

6.2 Spotlight on Hospital to Home

Kara Ronald, Vice President, Professional Practice, Nursing and Health Disciplines and Andrea David, Vice President, Client Services and Operations (Circle of Care), provided an overview of the Sinai Health Hospital to Home program. The program relieves hospitals of Alternative Level of Care system pressures and provides improved patient discharge experiences. It is designed to provide intensive, time limited, wrap around care to allow patients to transition home with the supports that they need to stay and live in the community well.

Kara discussed the partnership with Circle of Care; Sinai Health is responsible for oversight and performance while Circle of Care is the lead service provider responsible for the delivery of professional services in the community. Andrea presented preliminary performance data for the program as well as the positive feedback received to date.

7. RESOURCES AND PLANNING

7.1 Resources and Planning Committee Update

Jonathan Gitlin, Chair of the Real Estate Subcommittee, provided an update on the close out of Phase 3A. Jonathan also discussed space planning for Mount Sinai Fertility.

7.2 Digital Health Update

Jonathan discussed the due diligence to date to advance Sinai Health's electronic patient record strategy.

8.0 FINANCE, AUDIT AND RISK

8.1 Financial and Performance Results YTD November 2024

Rob Bull, Executive Vice President, Finance, Facilities and Capital Development and Chief Financial Officer, provided a high level summary of Sinai Health's financial results as of November 30, 2024. Rob highlighted the measures being explored in response to the potential tariffs on equipment, supplies and products.

Sandra Dietrich, Vice President, Performance, Clinical Support Services and Hospital and Government Partnerships, presented the volume performance highlighting year to date performance relative to last year, noting both Mount Sinai Hospital and Hennick Bridgepoint Hospital are busy.

Whereas the Finance, Audit and Risk Committee reviewed and endorsed the Financial Results and Volume Performance for the year-to-date period ended November 30, 2024 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.

9.0 MEDICAL ADVISORY COMMITTEE

9.1 Medical Advisory Committee Update

Dr. Lesley Wiesenfeld, Executive Vice President, Academic and Public Affairs and Dr. David Yan, Chair of the Medical Advisory Committee were introduced to the Board.

9.2 Appointment of Professional Staff

Whereas, pursuant to Sinai Health System's Professional Staff By-law No. 2 ("**Bylaw No. 2**") it is required that the Directors appoint a Chair and Vice-Chair respectively of the Medical Advisory Committee ("**MAC**");

And whereas, pursuant to Sinai Health System's By-law Number 5 it is contemplated that the Directors may appoint two members of the Medical Staff to the MAC to ensure that there are representatives to adequately represent the Sinai Health System sites and the full continuum of academic work and clinical services;

Be it resolved that the Board of Directors of Sinai Health System appoints the following Medical Advisory Committee Chair and Vice-Chair:

- Chair: Dr. David Yan
- Vice-Chair: Dr. Chaim Bell

10. FOUNDATION UPDATE

Richard Pilosof, Chair of the Sinai Health Foundation Board of Directors, provided an update on the Foundation's fundraising results and ongoing activities. Louis noted Andrew's impactful gift to the Hold'em for Life Charity Challenge.

11. DATE OF NEXT MEETING

The next scheduled meeting of the Boards of Directors is Tuesday, April 22, 2025 from 3:30 p.m. to 6:00 p.m.

12. ADJOURNMENT

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



Andrew Hoffman
Chair of the Board



Gary Newton (Apr 23, 2025 15:16 EDT)

Dr. Gary Newton
Secretary of the Board