Sinai Health

MEETING OF THE BOARD OF DIRECTORS OF
SINAI HEALTH SYSTEM **("Sinai Health")**
June 10, 2025; 10:15 a.m. to 12:00 p.m.
Art Gallery of Ontario, 317 Dundas Street West, Seminar Room 3

PART 3

Minutes

Present:

Brent Belzberg
Lawrence Bloomberg
Peter Cohen
Harry Culham
David Cynamon
Dr. Luke Devine
Erez Eisenman
Joanne Ferstman
Lloyd S.D. Fogler, Q.C.
Bernard Ghert
Ira Gluskin
Maxine Granovsky Gluskin
Barbara Hennick
Andrew Hoffman
Michael Hollend
Debbie Kimel
Robert Kumer
Jane Merkley
Dr. Heather Munroe-Blum, O.C., O.Q.
Doug Nathanson
Dr. Gary Newton
Richard Pilosof
Dr. Lisa Robinson
Joanna Rotenberg
Mark Saunders
Kenneth Tanenbaum
Charles Winograd
Mark Wiseman
Dr. David Yan

Regrets:

Paula Blackstien-Hirsch
Jonathan Bloomberg
Irving Gerstein
Jonathan Gitlin
Jay Hennick
Tom Kornya
Joel Reitman
Gerald Schwartz, O.C.
Lawrence Tanenbaum, O.C.

Also Present:

Robert Bull
Louis de Melo
Dr. Lesley Wiesenfeld

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 10:15 a.m.

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 MATTERS REQUIRING DECISION

2.1 Appointment of Officers of Sinai Health

Whereas, pursuant to By-Law Number 5 of Sinai Health, it is deemed desirable and in the best interests of the Corporation that the following action be taken by the Directors of the Corporation as recommended by the Governance Committee of the Board;

Be it resolved that the Directors of Sinai Health hereby consent to, approve and adopt the following appointments:

Appointment of Officers

Be it resolved that, effective as of the date hereof, the following individuals, being the only persons nominated for such positions, be and they hereby are appointed officers of Sinai Health for a term lasting until the next annual general meeting of the Corporation or until their successor is appointed, subject to the provisions of the Corporation's By-Law No. 5:

- **Andrew Hoffman**, Chair
- **Jay Hennick**, Vice Chair
- **Gerald Schwartz**, Vice Chair
- **Lawrence Tanenbaum**, O.C., Vice Chair
- **Joanna Rotenberg**, Treasurer
- **Dr. Gary Newton**, Secretary

2.2 Appointment of Committee Chairs and Members

Whereas, pursuant to By-Law No. 5 of Sinai Health, it is deemed desirable and in the best interests of the Corporations that the following actions be taken by the Directors of the respective Corporations;

Be it resolved that the Directors of Sinai Health appoint the Board Committee Chairs and Members, as presented.

Committee/Subcommittee Name	Membership
Finance, Audit and Risk (Sinai Health System and Hennick Bridgepoint Health)	Mark Wiseman (Chair)** Leigh Chalmers Harry Culham John Curtin, Jr. Joanne Ferstman Bernard Ghert

Committee/Subcommittee Name	Membership
	Andrew Hoffman (Ex-officio) Joanna Rotenberg (Ex-officio)
Investment Subcommittee (Sinai Health System and Sinai Health Foundation)	David Kaufman (Co-Chair) Paul Gallagher (Co-Chair) David Colla James Cowan Ira Gluskin Robert Grundleger Peter Levitt Catherine Murray Jason Marks Meir Rotenberg Lawrence Ullman Andrew Hoffman (Ex-officio) Richard Pilosof (Ex-officio) Robert Kumer (Ex-officio) Debbie Kimel (Ex-officio)
Resources and Planning (Sinai Health System and Hennick Bridgepoint Health)	Joanna Rotenberg (Chair) Peter Cohen Erez Eizenman Jonathan Gitlin Ira Gluskin* Darren Nippard Steve Pustil Raphael Schapiro Kevin Stanton Chuck Winograd** Andrew Hoffman (Ex-officio) Mark Wiseman (Ex-officio)**
Real Estate Subcommittee	Jonathan Gitlin (Chair) Peter Cohen Joanne Ferstman Samuel Frum Andrew Hoffman (Ex-officio) Joanna Rotenberg (Ex-officio)
Long-Term Care Steering Subcommittee	Kenneth Tanenbaum (Chair) Paula Blackstien-Hirsch Adam Brown Peter Cohen Rob Deutschmann Samuel Frum Mitch Gascoyne Tom Kornya Lisa Levin Andrew Hoffman (Ex-officio)
Governance Committee	Charles Winograd (Chair)** Peter Cohen Tom Kornya Dr. Heather Munroe-Blum Joanna Rotenberg Kenneth Tanenbaum Mark Wiseman** Andrew Hoffman (Ex-officio)
Heritage Subcommittee	Heather Reisman (Chair)

Committee/Subcommittee Name	Membership
	Brent Belzberg Maxine Granovsky Gluskin Debbie Kimel Philip Reichmann*** Joel Reitman* Lawrence Tanenbaum, O.C. Charles Winograd** Andrew Hoffman (Ex-officio)
Human Resources Committee	Kenneth Tanenbaum (Chair) Joanne Ferstman Doug Nathanson Andrew Hoffman (Ex-officio)
Patient Safety and Quality Committee	Tom Kornya (Chair) Paula Blackstien-Hirsch Ruthe Anne Conyngham Madeline Cooper Brina Ludwig-Prout Jane Merkley Mira Victoria Perry Joel Reitman* Kara Ronald Dr. David Yan Andrew Hoffman (Ex-officio)
Research Committee	Dr. Heather Munroe-Blum (Chair) Dr. Ruedi Aebersold Dr. Morag Park Dr. Josef Penninger Dr. Arthur Slutsky Lawrence Tanenbaum, O.C. Dr. Christine Williams Andrew Hoffman (Ex-officio)

**Departing the Board in June 2027*
***Departing the Board in June 2026*
**** Departing the Board in June 2025*

2.3 Appointment of Members of Professional Staff

Whereas, pursuant to Sinai Health'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'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 sites and the full continuum of academic work and clinical services;

Be it resolved that the Board of Directors of Sinai Health appoints the following MAC Chair and Vice-Chair:

- Chair: Dr. David Yan, Ophthalmologist-in-Chief
- Vice-Chair: Dr. Chaim Bell, Physician-in-Chief

Be it resolved that the Board of Directors of Sinai Health appoints the following two members of the Medical Staff to the MAC to adequately represent the Sinai Health sites and the full continuum of academic work and clinical services:

- Dr. Christine Soong
- Dr. Chris Fortin

2.4 Approval of Directors of Bridgepoint Family Health Team

Whereas the Directors of Sinai Health System and Hennick Bridgepoint Health, as Class B Members of Bridgepoint Family Health Team, elect two persons annually to serve as Directors of Bridgepoint Family Health Team;

And whereas Dr. Chris Fortin, Medical Director, Rehabilitation and Physician Lead, Bridgepoint Site of Sinai Health, and Kara Ronald, a Vice President of Sinai Health, have agreed to have their names stand as Class B members of the Board of Directors of the Bridgepoint Family Health Team;

Be it resolved that the Boards of Directors of Sinai Health System and Hennick Bridgepoint Health approve the nominations as noted above.

3.0 GOVERNANCE

3.1 Heritage Subcommittee Activities

Dr. Gary Newton, President and CEO, provided an update on the Heritage Subcommittee. Sinai Health recently held antisemitism workshops for the Senior Operations Committee and the Medical Advisory Committee.

3.2 Draft Values Statement

Andrew led a discussion about a Jewish Heritage Values Statement. It was noted that the values expressed are universal values.

Whereas the Heritage Subcommittee has recommended that the Governance Committee endorse the Heritage Values Statement, as presented;

And whereas the Governance Committee endorses the Heritage Values Statement and recommends approval by the Sinai Health Board of Directors;

Be it resolved that the Sinai Health Board of Directors approves the Heritage Values Statement, as presented.

4.0 CAPITAL CASH FLOW PLAN

Rob Bull, Executive Vice President, Finance, Facilities and Capital Development and CFO, presented the anticipated cash flow (approved 2025/26, capital budget and carry forward items). Rob also presented what the cash flow looks like over the next 10 years. Final milestone payments will be made in June 2025 for the completion of Phase 3A. The future year estimates do not include a long-term care facility. It does, however, include an estimate for the electronic patient records project. Rob also highlighted the line items regarding the Foundation.

5.0 STRATEGIC PRIORITIES UPDATE

Jane Merkley, Executive Vice President, Chief Operating Officer and Chief Nurse Executive, highlighted the accomplishments to date on the Compassionate Care strategy. The strategy consists of three components: an intervention bundle; supporting staff and their well-being; and the digital strategy that aims to reduce admin burden on staff and free them to deliver more compassionate care. The Hospital has successfully positioned compassionate care as a strategic priority internally, and has integrated it into the quality strategy and the quality aims. A measurement strategy has been developed and a measurement tool to be provided to patients and caregivers has been chosen. The Hospital is currently at the implementation phase. A governance structure is being determined and two pilot areas (one at MSH and one at HBH) have been identified. Once the pilot units are evaluated, the strategy will cascade to the rest of the Hospital.

Dr. Heather Munroe-Blum, Chair of the Research Committee, provided an overview of the takeaways from the research strategy session held at the Board and Senior Leadership retreat. Recommendations will be brought forward to the Board in the fall. Recruitment of new Principal Investigators is a priority.

Andrew provided an update on the Health Ageing Research competition. A committee is being formed to review the applications and an update will be provided to the Board in the coming months.

6.0 DATE OF NEXT MEETING

The next scheduled meeting of the Boards of Directors is on Thursday, October 16, 2025 from 3:30 p.m. to 6:00 p.m.

7.0 ADJOURNMENT

There being no further business, the meeting was adjourned at 12:00 pm.

Gary Newton (Oct 17, 2025 11:49:02 EDT)

Andrew Hoffman
Chair of the Board

Dr. Gary Newton
Secretary of the Board