



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

October 16, 2025; 3:00 p.m. to 6:00 p.m.

Mount Sinai Hospital, 600 University Avenue, Toronto, Ontario, Ghert Boardroom

Minutes

Present:

Paula Blackstien-Hirsch
Jonathan Bloomberg
Lawrence Bloomberg
Dr. Luke Devine
Erez Eisenman
Joanne Ferstman
Lloyd S.D. Fogler, Q.C.
Bernard Ghert
Jonathan Gitlin
Ira Gluskin
Maxine Granovsky Gluskin
Barbara Hennick
Andrew Hoffman
Michael Hollend
Debbie Kimel

Tom Kornya
Robert Kumer
Jane Merkley
Dr. Heather Munroe-Blum, O.C., O.Q.
Doug Nathanson
Dr. Gary Newton
Richard Pilosof
Joel Reitman
Joanna Rotenberg
Mark Saunders
Kenneth Tanenbaum
Lawrence Tanenbaum, O.C.
Charles Winograd
Mark Wiseman
Dr. David Yan

Regrets:

Brent Belzberg
Peter Cohen
Harry Culham
David Cynamon

Irving Gerstein
Jay Hennick
Dr. Lisa Robinson
Gerald Schwartz, 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 3:00 p.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 APPROVALS

2.1 Consent Agenda Approval

2.1.1 Previous Meeting Minutes: June 10, 2025

Whereas the Sinai Health System Board of Directors has reviewed the meeting Minutes from Tuesday, June 10, 2025;

Be it resolved that the Sinai Health System Board of Directors approves the meeting Minutes from Tuesday, June 10, 2025, 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:

Governance Committee – September 3, 2025 (written resolution)

- 2025/26 Human Resources Committee Membership

Whereas the Governance Committee has recommended that the Sinai Health Board of Directors approve the addition of Brian Golden to the Human Resources Committee;

Be it resolved that Sinai Health Board of Directors approves the addition of Brian Golden to the Human Resources Committee.

Governance Committee – October 7, 2025

- 2025/26 Work Plan & Meeting Dates

Whereas the Governance Committee (“the Committee”) reviewed the 2025/26 Work Plan & Meeting Dates as proposed by Management;

And whereas the Committee approved the 2025/26 Work Plan & Meeting Dates, as presented, and recommended approval of same by the Sinai Health Board of Directors;

Be it resolved that the Sinai Health Board of Directors approves the 2025/26 Work Plan & Meeting Dates, as presented.

Medical Advisory Committee – September 10, 2025

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 new appointments, change of status (including deferrals of reappointment), cross appointment, resignation and temporary appointments as recommended by the Medical Advisory Committee, in accordance with the Professional Staff By-Laws.

Medical Advisory Committee – October 8, 2025

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 new appointments, change of status (including deferrals of reappointment), cross appointment, resignation and temporary appointments as recommended by the Medical Advisory Committee, in accordance with the Professional Staff By-Laws.

Patient Safety and Quality Committee – September 17, 2025

- Terms of Reference and 2025/26 Work Plan & Meeting Dates

Whereas pursuant to By-law Number 5 of Sinai Health System, the Board shall determine the terms of reference of Board Committees;

And whereas the Patient Safety and Quality Committee (the "Committee") recommended that the Sinai Health Board of Directors approve the Committee's Terms of Reference and Work Plan & Meeting Dates, as presented;

Be it resolved that the Sinai Health Board approves the Committee's Terms of Reference and Work Plan & Meeting Dates, as presented.

Resources and Planning Committee – September 15, 2025

- 2025/26 Work Plan & Meeting Dates

Whereas the Resources and Planning Committee ("the Committee") reviewed the 2025/26 Work Plan & Meeting Dates as proposed by Management;

And whereas the Committee approved the 2025/26 Work Plan & Meeting Dates, as presented, and recommended approval of same 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 2025/26 Work Plan & Meeting Dates, as presented.

Finance, Audit and Risk Committee – September 15, 2025

- 2025/26 Work Plan and Meeting Dates

Whereas the Finance, Audit and Risk Committee (“the Committee”) reviewed the 2025/26 Work Plan & Meeting Dates as proposed by Management;

And whereas the Committee approved the 2025/26 Work Plan & Meeting Dates, as presented, and recommended approval of same 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 2025/26 Work Plan & Meeting Dates, as presented.

- Financial Commitments Requiring Board Approval

Whereas the Finance, Audit and Risk Committee has reviewed and endorsed requests for the following commitments requiring authorization by the Sinai Health Board of Directors:

- i. the non-competitive procurement of a contract with Illumina for the purchase of a NovaSeq X-Plus DNA sequencer and equipment preventative maintenance package with a total contract value of \$1.5M over a 5-year term;
- ii. the award of a contract to Precise Parklink for Parking Management Services with an estimated total contract value of \$7.5M over a 7-year term including two two-year extension options;
- iii. the non-competitive procurement of a contract with Agilent Technologies Canada for the purchase of Immunohistochemistry Consumables for the Agilent Omnis Staining Platform with an estimated total contract value of \$5.8M over a 7-year term including two one-year renewal options;
- iv. the non-competitive procurement of a contract with Siemens Healthineers for the purchase of two CN-3000s, two SA-90s, and ADM with an estimated total contract value of \$1.09M over a 7-year term; and
- v. the non-competitive procurement of a contract with Becton Dickinson Canada Inc. for the purchase of 2 FACSLyric instruments and 1 Lyse Wash Assistant with an estimated total contract value of \$2.36M over a 7-year term (collectively, the “Commitments”);

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

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

Be it resolved that the Sinai Health Board of Directors approve entering into such Commitments, as presented.

Research Committee – September 9, 2025

- 2025/26 Work Plan and Meeting Dates

Whereas the Research Committee (“the Committee”) reviewed the 2025/26 Work Plan & Meeting Dates as proposed by Management;

And whereas the Committee approved the 2025/26 Work Plan & Meeting Dates, as presented, and recommended approval of same by the Sinai Health Board of Directors;

Be it resolved that Sinai Health Board of Directors approves the 2025/26 Work Plan & Meeting Dates, as presented.

Human Resources Committee – September 26, 2025

- 2025/26 Work Plan and Meeting Dates

Whereas the Human Resources Committee (“the Committee”) reviewed the 2025/26 Work Plan & Meeting Dates as proposed by Management;

And whereas the Committee approved the 2025/26 Work Plan & Meeting Dates, as presented, and recommended approval of same by the Sinai Health Board of Directors;

Be it resolved that Sinai Health Board of Directors approves the 2025/26 Work Plan & Meeting Dates, as presented.

3.0 REPORTS

3.1 Chair’s Report

The Chair’s Report was circulated on October 14, 2025. Andrew highlighted the work-in-progress to develop a framework for the search for Sinai Health’s next President and CEO. Barb Griffin, Vice President, People Engagement and Chief Human Resources Officer, was thanked for her help with this process. Andrew congratulated the Research Committee on completing the Research Strategic Plan. Andrew also thanked the presenters and participants who attended the recent Board Education Day.

3.2 CEO’s Report

Dr. Gary Newton, President and Chief Executive Officer, highlighted items on the agenda for discussion such as the Research Strategic Plan, the health care system update and the Board’s strategic priorities. Gary noted that the Ministry of Health’s Health Sector Governance and Oversight Office and the Ontario Hospital Association have asked hospitals to complete a survey of governance practices. Gary also provided an update on provincial funding and the Hospital Sector Stabilization Plan (HSSP).

4.0 GOVERNANCE

4.1 Governance Committee Update.

Chuck Winograd, Chair of the Governance Committee, provided an update on Board renewal succession planning, including targeted director skill sets and potential sources of recruitment. Chuck also noted that Board Chair and Committee Chair succession planning is a priority. Mark Wiseman (Chair of the Finance, Audit and Risk Committee) and Chuck will depart the Board in June 2026. Andrew’s term as Chair will end in June 2027. Chuck reminded the Board that a Chair Elect role was previously created to support orientation and knowledge transfer.

4.2 2025/26 Board Work Plan

Andrew presented the 2025/26 Board Work Plan. The Work Plan was circulated in advance and brought forward for approval.

Whereas the Governance Committee has reviewed and endorsed the 2025/26 Board Work Plan and recommends that the Sinai Health Board approves same;

Be it resolved that Sinai Health’s Board approves the 2025/26 Board Work Plan, as presented.

4.3 2025/26 Board Strategic Priorities

Andrew presented the 2025/26 Board Strategic Priorities. A summary of the key Board priorities was circulated in advance. The list reflects a number of multi-year initiatives, including compassionate care and the Research Strategic Plan.

4.4 CEO Search Update

Andrew provided an update on the CEO search process. An executive search firm will be engaged to help with the search. A procurement process is in progress to select the firm. Andrew proposed forming a CEO Search Committee as well as an Executive Working Group (a subset of the CEO Search Committee).

Whereas pursuant to the Corporation's By-Law Number 5, the Board may establish Committees from time to time and shall determine the functions, duties and responsibilities of such committees;

Be it resolved that the Governance Committee recommends, as endorsed by the Human Resources Committee, that the Sinai Health Board of Directors approve the following:

- i. the formation of the CEO Search Committee, including an Executive Working Group who will participate in the process of selecting a search firm, developing a comprehensive CEO position profile and screening initial candidate applications;
- ii. the appointment of Andrew Hoffman as Chair of the Search Committee; and
- iii. the appointment of Chuck Winograd, Joanna Rotenberg, Kenneth Tanenbaum, Dr. Heather Munroe-Blum and Doug Nathanson as members of the Executive Working Group.

5.0 HUMAN RESOURCES

5.1 Human Resources Committee Update

Ken Tanenbaum, Chair of the Human Resources Committee, updated the Board on the Committee's annual Work Plan. Ken highlighted that Sinai Health has rolled out a Global Workforce Survey.

6.0 PATIENT SAFETY AND QUALITY

6.1 Patient Safety and Quality Committee Update

Tom Kornya, Chair of the Patient Safety and Quality Committee, highlighted that the Committee reviewed and discussed the QIP scorecard which will be presented to the Board at its next meeting. The Committee also discussed the strategic road map for the compassionate care project.

6.2 Bringing to Life the Compassionate Care Intervention Bundle

Jane Merkley, Executive Vice President, Chief Nurse Executive and Chief Operating Officer, provided an introduction to the Compassionate Care strategy. The strategy has been co-designed with input from the Patient and Family Advisory Committees. Nely Amaral, Vice President, Quality, Patient Experience and Awards of Distinction, presented the co-designed intervention bundles noting the current focus is on the Connect aspect of compassionate care. Jennifer Ridgeway, Director, Patient Experience, presented the most recent co-design event which tested each proposed intervention bundle across three different scenarios.

Katie Niles, Patient Care Manager, presented the 14N Surgical unit at Mount Sinai Hospital pilot project which includes intentional rounding and active listening as well as staff facing interventions. Rebecca Ramsden, Senior Clinical Program Director at Hennick Bridgepoint Hospital, presented the 9S Complex Continuing Care and Reconditioning/Slow Stream Rehab unit project which

includes the piloting of the Personhood tool which gathers information on a patient to learn “who they are”.

7.0 RESOURCES AND PLANNING (RAP)

7.1 Resources and Planning (RAP) Committee Update

Joanna Rotenberg, Chair of the RAP Committee, noted that the Real Estate Subcommittee is focusing on future planning for Women's and Infants' Health and Mount Sinai Fertility. The Subcommittee will meet at the end of October and an update will be provided at the next Board meeting. Joanna also shared that the RAP Committee reviewed sources and uses of funds for capital renewal. The Committee also spent time discussing fundraising goals and strategies with the Foundation.

8.0 IN-CAMERA

The Board met in-camera from 4:15 p.m. to 4:30 p.m.

9.0 FINANCE, AUDIT AND RISK (FAR)

Mark Wiseman, Chair of the FAR Committee, provided an update on the most recent Committee meeting. In addition to discussing the HSSP, the Committee received an update on the internal audit dashboard and a recent tabletop crisis management exercise. The Committee also discussed the current internal and external auditors, whose contracts are coming up for renewal.

9.1 Health Care System Update

Rob Bull, EVP, Finance and Capital Development and Chief Financial Officer, provided an overview of the Ministry of Health's HSSP process to create a path to financial sustainability for the hospital sector. There has been Vice President and Senior Director level engagement to prioritize the investigation of efficiencies and other financial improvement initiatives. The results of this exercise will be factored into the budget planning process.

9.2 Financial and Performance Results YTD July 2025

Rob provided an overview of Sinai Health's financial performance and Sandra Dietrich, Vice President Performance, Clinical Support Services and Hospital/Government Partnerships discussed performance volumes. Sandra noted that there has been an increase in surgical capacity with a focus on long waiters. There is also ongoing work to facilitate flow from the Emergency Department to the Hospital's units.

Whereas the Finance, Audit and Risk Committee reviewed and endorsed the Financial Results and Volume Performance for the year-to-date period ended July 31, 2025 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.

10.0 RESEARCH

10.1 Research Committee Update

Dr. Heather Munroe-Blum, Chair of the Research Committee, provided an update on the Research Committee's recent meeting, noting the Committee focused on finalizing and endorsing the Research Strategic Plan.

10.2 Research Strategic Plan 2026-2031

Heather presented the Research Strategic Plan, highlighting that the inaugural plan will bring all of research under one umbrella at Sinai Health. Heather noted the strategy to cultivate three distinct and interconnected research domains: 1) Discovery and Translational; 2) Clinical and Disease-Focused; and 3) Population Health, Health Systems and Implementation. The Plan also defines three thematic focus areas where Sinai Health has demonstrated research strength: 1) Women's and Infants' Health; 2) Oncology; and 3) Inflammatory Conditions. The Plan outlines nine strategic priorities to facilitate the Plan's goals. Dr. Anne-Claude Gingras, Director LTRI and Vice President, Research, noted that a strategy to implement the Plan will be presented at a future Board meeting.

Whereas the Research Committee has reviewed the Research Strategic Plan;

And whereas the Research Committee endorses and recommends the Research Strategic Plan as presented to the Sinai Health Board of Directors, subject to Sinai Health's processes for reviewing and approving operating and capital budget commitments;

Be it resolved that the Sinai Health Board of Directors approves the Research Strategic Plan, subject to Sinai Health's processes for reviewing and approving operating and capital budget commitments.

11.0 MEDICAL ADVISORY COMMITTEE UPDATE

Dr. David Yan, Chair of the Medical Advisory Committee (MAC), provided an overview of Sinai Health's Medical leadership and the composition of the MAC. David also discussed work to update Sinai Health's Professional Staff By-laws, which describe the process for the appointment and assessment of Professional Staff. As part of good governance practice, new Professional Staff By-laws are under review and are expected to be brought forward for recommendation and approval soon.

12.0 FOUNDATION UPDATE

Debbie Kimel, Co-Chair of the Sinai Health Foundation, provided an update on an event held at Casa Loma in September. The reception included personal reflections and feedback on the importance of the partnership between the Hospital and the Foundation. Attendees commented that the support from physicians and staff showcasing their work and meeting with donors is a valuable asset.

Louis De Melo, President and CEO, Sinai Health Foundation, noted that the Foundation has raised \$47.8 million year-to-date with a number of donor proposals in development. Louis provided an overview of upcoming events such as the Mature Women's Health event, Pause for the Cause, which has rallied the community and garnered a number of new donors, Spin for Sinai which will be held on October 26, 2025 and the Sinai Show Out at the end of November which will feature four families in a Sinai Health version of Family Feud.

13.0 IN-CAMERA

The Board met in-camera from 5:25 p.m. to 6:00 p.m.

14.0 DATE OF NEXT MEETING

The next scheduled meeting of the Boards of Directors is on Tuesday, December 4, 2025 from 3:00 p.m. to 6:00 p.m.

15.0 ADJOURNMENT

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



Andrew Hoffman
Chair of the Board



Gary Newton (Dec 5, 2025 11:14:22 EST)

Dr. Gary Newton
Secretary of the Board