



MEETING OF THE BOARD OF DIRECTORS OF  
SINAI HEALTH SYSTEM (“Sinai Health”)  
December 4, 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  
Lawrence Bloomberg  
Peter Cohen  
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  
Jane Merkley  
Dr. Heather Munroe-Blum, O.C., O.Q.  
Doug Nathanson  
Dr. Gary Newton  
Richard Pilosof  
Joel Reitman  
Dr. Lisa Robinson  
Joanna Rotenberg  
Mark Saunders  
Lawrence Tanenbaum, O.C.  
Charles Winograd  
Dr. David Yan

Regrets:

Brent Belzberg  
Jonathan Bloomberg  
Harry Culham  
David Cynamon  
Dr. Luke Devine  
Irving Gerstein

Jay Hennick  
Robert Kumer  
Gerald Schwartz, O.C.  
Kenneth Tanenbaum  
Mark Wiseman

Also Present:

Robert Bull  
Louis de Melo

Carey Lucki  
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: October 16, 2025

**Whereas** the Sinai Health System Board of Directors has reviewed the meeting Minutes from Thursday, October 16, 2025;

**Be it resolved that** the Sinai Health System Board of Directors approves the meeting Minutes from Thursday, October 16, 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 – November 24, 2025

- Executive Working Group Appointments

**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;

**And whereas** the Sinai Health Board of Directors has approved the formation of a 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;

**Be it resolved that** the Governance Committee recommends that the Sinai Health Board of Directors approve the appointment of Joanne Ferstman and Brian Golden as members of the Executive Working Group of the CEO Search Committee.

Medical Advisory Committee – November 5, 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 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 – December 3, 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 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.

Finance, Audit and Risk Committee – November 13, 2025

- 2025/26 Audit Plan and Remuneration

**Whereas** the Finance, Audit and Risk Committee has reviewed and endorsed PwC LLP’s proposed Audit Plan and fees for the fiscal year ending March 31, 2026 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 PwC LLP’s Audit Plan and fees for the fiscal year ending March 31, 2026, as presented.

- Use of the External Auditor for Non-Audit Services

**Whereas** PricewaterhouseCoopers LLP (“PwC”) is the external auditor for Sinai Health;

**And whereas** Sinai Health wishes to have the option to engage PwC for the purpose of providing (a) transaction advisory services – commercial business, and (b) operational review services – Mount Sinai Fertility, both an “Other Service” as defined by Sinai Health’s “Use of the external auditor for non-audit services” policy (the “Policy”);

**And whereas** in accordance with the Policy, approval by the Finance, Audit and Risk Committee (“FAR”) is required for these Other Services to be performed by the external auditor;

**And whereas** FAR has satisfied itself that the proposed Other Services are in compliance with the Policy and delegates authority to the FAR Chair to make the final decision whether to engage PwC for transaction advisory services and/or operational review services, subject to the commitment levels in Sinai Health’s Signing Authority and Delegation Policy;

**Be it resolved that** the Boards of Directors of Sinai Health and Hennick Bridgepoint Health delegates authority to the FAR Chair to make the final decision whether to engage PwC for transaction advisory services and/or operational review services, subject to the commitment levels in Sinai Health's Signing Authority and Delegation Policy.

- 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. approval to enter into a contract with Softchoice/Microsoft for the purchase of Microsoft Digital Workplace and Infrastructure licenses under a five-year Enterprise Agreement with an estimated contract value of \$11.6M;
- ii. approval to enter into a contract with Zimmer Biomet for the purchase of OR Arthroplasty Hips, Knees, and Bone Cement for four years, inclusive of two two-year renewal options with an estimated contract value of \$13.1M (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.

## **3.0 REPORTS**

### **3.1 Chair's Report**

The Chair's Report was circulated on December 3, 2025. Andrew highlighted items on the agenda for discussion such as the new Serious Safety Event Classification and the EPR Renewal. Andrew also noted that the Board will hear from Circle of Care on their performance and programs as well as from the Sinai Health Foundation.

### **3.2 CEO's Report**

Dr. Gary Newton, President and Chief Executive Officer, noted that the search for the next Chief of Psychiatry is underway and that Joanne Ferstman is the Board representative on the Search Committee. Dr. Mathew Sermer, Chief of Obstetrics and Gynecology, has announced that he will retire from his position after completing his third term. An external academic review will be conducted in the New Year and the search for a replacement will be deferred until a new CEO is appointed. An interim team will be put in place to lead the department across multiple sites and programs.

## **4.0 GOVERNANCE**

### **4.1 Governance Committee Update.**

Chuck Winograd, Chair of the Governance Committee, provided an update on the Committee's recent meeting. Chuck highlighted the results from the Director Self-Assessment and the Health Standards Organization's Governing Body Assessment surveys. Based on the results, Andrew and/or Chuck will endeavour to meet with each Director on an annual basis to provide a platform for Directors to share and discuss their feedback and comments.

Chuck also discussed work-in-progress on Board renewal and succession planning, including targeted director skill sets. Chuck also noted that Committee Chair succession planning is a priority as Mark Wiseman (Chair of the Finance, Audit and Risk Committee) and Chuck will depart the Board in June 2026. As Andrew's term as Chair will end in June 2027, the Governance Committee will consider the role of Chair Elect in the New Year.

## **5.0 HUMAN RESOURCES**

### **5.1 Human Resources Committee Update**

Andrew provided an update on the recent Human Resources committee meeting. The Committee discussed the Global Workforce survey, Hennick Bridgepoint Hospital's new scheduling system, employee group benefits and performance, Q2 targets and metrics, and labour relations.

## **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 Q2 Quality Improvement Plan Scorecard and the 2025-26 senior leadership priorities performance. Tom noted that strategy work is in progress to mitigate and improve Emergency Department wait times and ambulance offload targets. The Hospital continues to advance a culture of patient safety and quality and introduced a new framework for Serious Safety Event Classification.

### **6.2 Serious Safety Event Classification**

Kate Wilkinson, Vice President, Clinical Operations and Enterprise Risk, presented Sinai Health's new Serious Safety Event Classification (SSEC) noting the goal of zero preventable harm is challenging to achieve independently. The sharing of information among the Toronto Academic Health Science Network (TAHSN) will help lead this work and establish a standardized way to measure serious safety events. The introduction of a new standardized SSEC for identifying, measuring and reducing preventable patient harm will be an important expansion to our Patient Safety Program at Sinai Health.

## **7.0 FINANCE, AUDIT AND RISK (FAR)**

Joanne Ferstman, member of the FAR Committee, provided an update on the most recent meeting. Joanne highlighted that Deloitte's internal audit report reflected that Sinai Health's capital planning process is consistent with peer hospitals. The Committee also discussed the adjusted Operating Budget. The Committee noted that while it is not sustainable to show deferred revenues it is recommending that the Board accept the adjusted Operating Budget.

### **7.1 Financial and Performance Results YTD September 2025**

Rob Bull, Executive Vice President, Finance and Capital Development and Chief Financial Officer, 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.

Rob discussed the Ministry of Health's Health Sector Stabilization Plan process to create a path to financial sustainability for the hospital sector. He noted that the province's fall economic statement did not include any specific investments in the hospital sector while expenses are expected to rise. Rob shared that the Management-led Finance Sustainability Committee has recently added a more in-depth version of benchmarking. As part of budget planning, Rob will lead a detailed review of administrative areas and Jane Merkley, Executive Vice President, Chief Nurse Executive and Chief

Operating Officer, will lead a review of clinical areas. The results of this exercise will be factored into the budget planning process.

Sandra noted that Sinai Health is experiencing higher performance volumes, including an increase in surgical activity which has helped to reduce the surgical waitlist. At Hennick Bridgepoint Hospital, Complex Continuing Care weighted patient days are stable to the previous year and inpatient rehabilitation patient days are favorable to the previous year.

#### Adjusted Operating Budget 2025/26

**Whereas** in March 2025 the Resources and Planning (“RAP”) Committee and the Finance, Audit and Risk (“FAR”) Committee reviewed and recommended approval of the 2025/26 Operating Budget (the “Original Operating Budget”) with an anticipated operating deficit of \$47.5M;

**And whereas** the Boards of Directors of Sinai Health and Hennick Bridgepoint Health approved the Original Operating Budget in April 2025;

**And whereas** Management has proposed revisions to the Original Operating Budget to align with a forecast 2025/26 operating budget position submitted to the Ministry of Health, with a revised anticipated operating deficit of \$19M and Total Margin (All Fund Types) of \$0 (the “Adjusted Operating Budget”);

**And whereas** the FAR Committee endorsed the Adjusted Operating Budget 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 approves the Adjusted Operating Budget for FY 2025/26, as presented.

#### Financial Results and Volume Performance YTD September 2025

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

## **8.0 RESOURCES AND PLANNING (RAP)**

### **8.1 Resources and Planning (RAP) Committee Update**

Joanna Rotenberg, Chair of the RAP Committee, provided an update on the Real Estate Subcommittee noting the completion of Phase 3A and ongoing discussions about a viable long-term location for the fertility clinic. The Committee also reviewed the Hospital's debt capacity compared to other hospitals, noting sector-wide growth in debt is mostly due to redevelopments and EPR investments.

## **9.0 IN-CAMERA**

The Board met in-camera from 4:20 p.m. to 4:40 p.m.

## **10.0 CIRCLE OF CARE**

Michael Hollend, Circle of Care Board Chair, provided an overview of Circle of Care's performance to date. Michael highlighted that Circle of Care continues to operate with a surplus, is debt free, and has ample resources to invest in long-term projects. Michael also discussed Circle of Care's governance model.

Carey Lucki, Chief Executive Officer of Circle of Care, spoke about Circle of Care's collaboration on the Sinai Health to Home program, including a summary of the achievements to date and future planning. Carey also presented Circle of Care's new 5-year strategic plan which will focus on five primary strategic priorities including excellence in care, employee retention and revenue diversification.

## **11.0 FOUNDATION UPDATE**

Debbie Kimel, Co-Chair of the Sinai Health Foundation Board, provided an update on the success of the recent Sinai Showdown event and an overview of the funds raised to date by the Foundation. Dr. Heather Munroe-Blum and Dr. Anne-Claude Gingras presented the Research Strategic Plan at the Foundation's Board meeting on November 27, 2025.

## **12.0 RESEARCH**

### **12.1 Research Committee Update**

Dr. Heather Munroe-Blum, Chair of the Research Committee, shared that the Committee discussed some implementation considerations for the new Research Strategic Plan.

### **12.2 Healthy Ageing Competition**

Dr. Anne-Claude Gingras, Director, Lunenfeld-Tanenbaum Research Institute and Vice President, Research, provided an update on the Healthy Ageing competition. Anne-Claude provided an overview of the process to review applications and described the selected applications. Next steps include monitoring the awarded projects and coordinating a symposium to present the projects.

## **13.0 IN-CAMERA**

The Board met in-camera from 5:20 p.m. to 6:00 p.m.

## **14.0 DATE OF NEXT MEETING**

The next scheduled meeting of the Boards of Directors is on Thursday, February 19, 2026 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.



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Andrew Hoffman  
Chair of the Board



[Gary Newton \(Feb 20, 2026 10:14:24 EST\)](#)

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Dr. Gary Newton  
Secretary of the Board