



MEETING OF THE BOARD OF DIRECTORS OF  
SINAI HEALTH SYSTEM (“Sinai Health”)  
April 23, 2026; 3:00 p.m. to 6:00 p.m.  
Mount Sinai Hospital, 600 University Avenue, Toronto, Ontario, Ghert Boardroom

Minutes

Present:

Paula Blackstien-Hirsch	Tom Kornya
Lawrence Bloomberg	Robert Kumer
Peter Cohen	Jane Merkley
David Cynamon	Dr. Heather Munroe-Blum, O.C., O.Q.
Dr. Luke Devine	Doug Nathanson
Erez Eisenman	Dr. Gary Newton
Joanne Ferstman	Joel Reitman
Bernard Ghert	Dr. Lisa Robinson
Ira Gluskin	Joanna Rotenberg
Maxine Granovsky Gluskin	Mark Saunders
Barbara Hennick	Kenneth Tanenbaum
Andrew Hoffman	Lawrence Tanenbaum, O.C.
Michael Hollend	Charles Winograd
Debbie Kimel	

Regrets:

Brent Belzberg	Jonathan Gitlin
Jonathan Bloomberg	Jay Hennick
Harry Culham	Richard Pilosof
Lloyd S.D. Fogler, Q.C.	Gerald Schwartz, O.C.
Irving Gerstein	Dr. David Yan

Also Present:

Robert Bull	Carey Lucki
Louis de Melo	Dr. Lesley Wiesenfeld
Sandra Dietrich	

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: February 19, 2026

**Whereas** the Sinai Health System Board of Directors has reviewed the meeting Minutes from Thursday, February 19, 2026;

**Be it resolved that** the Sinai Health System Board of Directors approves the meeting Minutes from Thursday, February 19, 2026, 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 – March 4, 2026

- 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 – April 15, 2026

- 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.

Governance Committee – Written Resolution

- Finance, Audit and Risk Committee

**Whereas** Sinai Health’s By-Law No. 5 contemplates that the Sinai Health Board will have standing committees and may establish additional committees from time to time;

**And whereas**, pursuant to By-Law No. 5, it is deemed desirable and in the best interests of Sinai Health that the following action be taken by the Directors;

**And whereas** the Governance Committee recommends that the Sinai Health Board of Directors approve the addition of Barbara Hennick to the Finance, Audit and Risk Committee;

**Be it resolved that** the Sinai Health Board of Directors approves the addition of Barbara Hennick to the Finance, Audit and Risk Committee.

Patient Safety and Quality Committee – March 25, 2026

- 2026/27 Quality Improvement Plan

**Whereas** the Sinai Health Board of Directors delegated to the Patient Safety and Quality Committee (the “Committee”) the authority to approve the execution and submission of the 2026/27 Quality Improvement Plan (QIP), with ultimate Board ratification to occur at the April 2026 Board meeting;

**And whereas** the Committee has approved the 2026/27 QIP, as presented;

**Be it resolved** that the Sinai Health Board of Directors ratifies the 2026/27 QIP.

Resources and Planning Committee – March 30, 2026

- Grant Request

**Whereas** Sinai Health has requested a grant of up to \$1.0M from Hennick Bridgepoint Health for facility financing and operating costs;

**And whereas** the Resources and Planning Committee recommends approval of the 2025/26 grant request by the Board of Directors of Hennick Bridgepoint Health;

**Be it resolved that** the Board of Directors of Hennick Bridgepoint Health approve the grant request for up to \$1.0M for facility and operating costs.

Finance, Audit and Risk Committee – March 30, 2026

- Internal Audit Plan 2026/27 Fiscal Year

**Whereas** the Finance, Audit and Risk Committee endorses the 2026/27 Internal Audit Plan and 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 2026/27 Internal Audit Plan and budget.

- Financial Related Policies Requiring Board Approval

**Whereas** the Boards of Directors of Sinai Health and Hennick Bridgepoint Health have approved a Finance Policies Approval Framework (“the Framework”) to clarify which policies require Board review and approval;

**And whereas** the Framework includes the following policies:

- (i) Board Signing Authorization and Delegation (SADP);
- (ii) Procurement;
- (iii) Business and Travel Expenses;
- (iv) Financial Objectives, Planning and Performance; and
- (v) Asset Protection;

**And whereas** Management has revised the above policies and completed the requisite diligence to ensure their appropriateness;

**And whereas** the Finance, Audit and Risk Committee recommends that the Boards of Directors of Sinai Health and Hennick Bridgepoint Health approve the above policies, as presented;

**Be it resolved that** the Boards of Directors of Sinai Health and Hennick Bridgepoint Health approve the above policies, as recommended.

Joint Meeting of the Resources and Planning and Finance, Audit and Risk Committees – March 30, 2026

- Hospital and Multi-Sector Service Accountability Agreements (H-SAA, M-SAA)

**H-SAA Approval**

**Whereas** Ontario Health and Sinai Health agree on performance, funding and accountability measures that are consistent with Sinai Health’s prior year Hospital Service Accountability Agreement (“H-SAA”) for the 2026/27 H-SAA;

**And whereas** Sinai Health must approve the H-SAA prior to Ontario Health flowing funds starting April 1, 2026;

**Now therefore, subject to** the completion by Management of all requisite legal diligence and confirmation that the H-SAA will not create any material legal risks or disadvantages to Sinai Health other than as presented;

**And whereas** the Finance Audit and Risk Committee and the Resources and Planning Committee recommend the following:

- (i) the Sinai Health Board of Directors approves the H-SAA and any two of the Board Chair, Treasurer, President & CEO, and EVP & Chief Financial Officer, are hereby authorized to

execute and deliver on behalf of the Corporation the H-SAA in respect of the 2026/27 funding year with such changes therein, or additions, deletions, alterations or amendments thereto as the persons signing may approve, such approval, and the fact that the H-SAA is authorized to be executed and delivered by this resolution, to be conclusively evidenced by such execution; and

- (ii) any of Board Chair, Treasurer, President & CEO, and EVP & Chief Financial Officer is hereby authorized and directed on behalf of the Corporation, to do all such further and other acts to execute and deliver or cause to be executed and delivered on behalf of the Corporation, such further and other instruments, agreements, certificates, directions, acknowledgements, declarations, documents, undertakings and other writings as he or she may in his or her sole discretion approve or consider necessary or desirable to give effect to this resolution;

**Be it resolved that** the Sinai Health Board of Directors approves the H-SAA, as presented.

### **M-SAA Approval**

**Whereas** Ontario Health and Sinai Health agree on performance, funding and accountability measures that are consistent with Sinai Health's prior year Multi-Sector Accountability Agreement ("M-SAA") for the 2026/27 M-SAA, effective April 1, 2026;

**And whereas** Sinai Health must approve the M-SAA prior to Ontario Health flowing funds starting April 1, 2026;

**Now therefore, subject to** the completion by Management of all requisite legal diligence and confirmation that the 2026/27 M-SAA will not create any material legal risks or disadvantages to Sinai Health other than as presented;

**And whereas** the Finance Audit and Risk Committee and the Resources and Planning Committee recommend the following:

- (i) the Sinai Health Board of Directors approves the 2026/27 M-SAA and any two of the Board Chair, Treasurer, President & CEO, and EVP & Chief Financial Officer, are hereby authorized to execute and deliver on behalf of the Corporation that agreement with such changes therein, or additions, deletions, alterations or amendments thereto as the persons signing may approve, such approval, and the fact that such agreement is authorized to be executed and delivered by this resolution, to be conclusively evidenced by such execution; and
- (ii) any of Board Chair, Treasurer, President & CEO, and EVP & Chief Financial Officer is hereby authorized and directed on behalf of the Corporation, to do all such further and other acts to execute and deliver or cause to be executed and delivered on behalf of the Corporation, such further and other instruments, agreements, certificates, directions, acknowledgements, declarations, documents, undertakings and other writings as he or she may in his or her sole discretion approve or consider necessary or desirable to give effect to this resolution;

**Be it resolved that** the Sinai Health Board of Directors approves the M-SAA, as presented.

## **3.0 REPORTS**

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

The Chair's Report was circulated on April 16, 2026. Andrew provided an overview of the main topics for discussion and approval, notably the capital and operating budgets and the renewal of the electronic patient record (EPR). Andrew thanked Rob Bull, Executive Vice President, Finance and Capital Development and Chief Financial Officer, and Joanne Ferstman, Treasurer, for their work on the budget materials.

Andrew also thanked the EPR Renewal Digital Subgroup of the Resources and Planning Committee for their extensive contributions. Lastly, Andrew noted some upcoming Sinai Health Foundation events.

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

Dr. Gary Newton, President and Chief Executive Officer, provided an update on the changes made regarding the scheduling of this year's Annual General Meeting. Gary also provided an update on the Ministry of Health's funding for hospitals. Sinai Health continues to engage with the Ministry on the Hospital Sector Stabilization Plan (HSSP). Gary thanked the EPR Renewal Digital Subgroup and the Management team for their efforts and leadership on EPR renewal.

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

### **4.1 Resources and Planning Committee Update**

Joanna Rotenberg, Chair of the RAP Committee, shared that the Committee met on March 30. The EPR was the main topic of discussion. The Committee also received an update from Jonathan Gitlin, Chair of the Real Estate Subcommittee. The Subcommittee continues to focus on sources of funds, use of assets, long-term priorities and infrastructure renewal.

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

### **5.1 Finance, Audit and Risk Committee Update**

Joanne Ferstman, Chair of the FAR Committee, highlighted that most discussion items from the recent Committee meeting were covered in the omnibus motion. The Committee also received a report from the auditor on the internal audit which confirmed that strong processes are in place. The Committee endorsed the internal audit plan for the 2026/27 fiscal year. The Committee also reviewed and recommended for approval five finance related policies.

### **5.2 Financial and Performance Results YTD January 2026**

Rob provided an overview of Sinai Health's financial performance. Rob shared that the Ministry of Health recently announced a 4% increase in funding across the sector. The specific amount to be provided to Sinai Health is likely to be announced in June. Rob also shared that Ontario Health is expected to revert back to its regular process of conducting an annual update of the accountability agreements, which would occur next in January 2027.

Sandra Dietrich, Vice President, Performance, Clinical Support Services and Hospital/Government Partnerships, discussed performance volumes. The volumes are trending favourably and showing growth from last year. Growth is being driven by an increase in surgical procedures due to increased capacity in operating rooms; additional beds and increased capacity in mental health services; rehab volumes due to the Reactivation Care Centre; acute inpatient growth in delivery volumes; and growth in elective surgeries. Both hospitals are at capacity with some departments at over 100% occupancy.

Jane Merkley, Executive Vice President, Chief Nurse Executive and Chief Operating Officer, shared that while both hospitals are busy and volumes are growing, the acuity and complexity of patients is high. The length of stay for patients is increasing because of the complexity of issues.

**Whereas** the Finance, Audit and Risk Committee reviewed and endorsed the Financial Results and Volume Performance for the year-to-date period ended January 31, 2026 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.

## **6.0 JOINT MEETING OF RAP AND FAR**

### **6.1 2026/27 Hospital Operating and Capital Budgets**

Joanne shared that the joint meeting of the RAP and FAR Committees met on March 30. The Committees reviewed and discussed the plans for 2026/27 as well as multi-year outlooks for operating, capital and cash flow. The Committees also reviewed the operating and capital implications of the EPR renewal. Joanne acknowledged the strong work by the Finance team in making the operating and capital plans clearer and more comprehensive. Joanne noted the multi-year outlooks show a challenging environment that will require diligent planning and execution of financial sustainability initiatives within the operating budget and close alignment of Foundation fundraising to support priority capital needs.

The 2026/27 operating budget shows a Total Margin deficit of \$29 million. This Total Margin assumes successful implementation of \$22M of planned financial improvement initiatives. Some initiatives have already been implemented and others will be phased over the remainder of the year. The capital budget of \$86 million includes the first year of EPR implementation in addition to new risk based priorities and items that are still in progress from approvals in previous years.

**Whereas** the Resources and Planning (“RAP”) Committee and the Finance, Audit and Risk (“FAR”) Committee have reviewed the Operating Budget for FY 2026/27, with an anticipated Total Margin deficit of \$29.1 million;

**And whereas** the RAP Committee and FAR Committee have reviewed the approach to managing the capital needs of Sinai Health, with a recommended FY 2026/27 Capital Budget of \$86.3 million.

**And whereas** Sinai Health management has committed to continuing efforts to improve the anticipated operating deficit throughout the fiscal year;

**And whereas** the RAP Committee and the FAR Committee endorse the Operating Budget and Capital Budget for FY 2026/27 and recommend 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 approve the Operating Budget and Capital Budget for FY 2026/27, as presented.

## **7.0 IN-CAMERA**

The Board met in-camera from 4:45 p.m. to 5:30 p.m.

## **8.0 GOVERNANCE**

### **8.1 Governance Committee & Board Succession Planning Update**

This agenda item was deferred to the next meeting.

## **9.0 PATIENT SAFETY AND QUALITY**

### **9.1 Patient Safety and Quality Committee Update**

Tom Kornya, Chair of the Patient Safety and Quality Committee, noted that the Committee reviewed and approved the final QIP on March 25, 2026. Tom noted that the QIP demonstrates a

strong alignment with strategic priorities. The Committee also reviewed the senior management level priorities and are seeking input from Board on the proposed indicators included in the Quality Aims. The Committee was presented with an internal audit of adverse event reporting. The report was positive, confirming strong operations.

## **9.2 2026/27 Senior Executive at Risk Compensation Plan**

Jane Merkley, Executive Vice President, Chief Nurse Executive and Chief Operating Officer, led a discussion on the Senior Executive at Risk Compensation plan (“SEARC”). Jane described the cadence for review and approval, noting that the proposed plan is being presented for information purposes and will be brought back to the Board for final decision and approval in June after further review by the Patient Safety and Quality Committee and the Human Resources Committee. The SEARC includes high impact quality priorities that must be delivered. The Human Resources Committee sets the structure and framework of the plan which includes certain thresholds for performance achievements for Senior Executive at Risk Compensation.

## **10.0 IN-CAMERA**

The Board met in-camera from 5:45 p.m. to 6:00 p.m.

## **11.0 DATE OF NEXT MEETING**

The next scheduled meeting of the Boards of Directors is on Tuesday, June 16, 2026 from 2:00 p.m. to 5:00 p.m.

## **12.0 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 (Jun 17, 2026 09:13:21 EDT)

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Dr. Gary Newton  
Secretary of the Board