

LEADERSHIP IN ACTION

ANNUAL REPORT 2003-04





(l to r): Lawrence S. Bloomberg, Chairman of the Board and Joseph Mapa, President and CEO

REPORT TO THE COMMUNITY

BY LAWRENCE S. BLOOMBERG & JOSEPH MAPA

FINANCE

For fiscal 2004, we operated with a total budget of \$352 million, comprised of \$296 million for Hospital operations and \$56 million for the Samuel Lunenfeld Research Institute. This budget represents an increase of 13 percent over the previous year, reflecting increased government funding for the Hospital's core operating requirements, one-time funding to offset the impact of SARS, expanded clinical programs and the continued success of the Samuel Lunenfeld Research Institute to attract competitive external peer review grants. Even though the year began with the outbreak of SARS and disruption of services, we recovered in a short period of time, resuming our full spectrum of services. During fiscal 2004, we admitted 24,784 patients, performed 17,294 surgeries, delivered 6,966 babies, provided ambulatory services to 587,300 patients and cared for 34,064 patients in our Emergency Department.

We finished the year with a small surplus, our bank debt did not change, and we continued to manage in a cost-effective manner. Mount Sinai Hospital has one of the lowest overhead costs among teaching hospitals (22%). Recent available data show that once again our Hospital's actual cost per weighted case is below expected (approximately 2% below). Clinical trends show that Mount Sinai Hospital has managed to decrease its length of stay (from 5.5 to 5.3 days), yet has improved quality at the same time

by reducing its readmission rate to hospital to an extremely low 0.9% of cases.

COMMUNITY SUPPORT

Community and philanthropic support is key in differentiating Mount Sinai Hospital. Hand-in-hand with our Foundation, Hospital Auxiliary and Leadership Sinai, we generated over \$22 million in fund raising revenue and investment income in fiscal 2004. This sets the stage for the launch of Phase 2 of *The Best Medicine* campaign with a major focus on capital renewal to upgrade our facilities, acquisition of a new generation of technologies, and establishment of endowed chairs to recruit and retain leading practitioners. These funds also support the core infrastructure of our world-renowned Samuel Lunenfeld Research Institute. Every dollar contributed by our community for research has leveraged \$11 in government/industry peer reviewed grants.

An essential part of our community support comes from over 3,000 dedicated volunteers including members of our Board, Hospital Auxiliary, Leadership Sinai and the many volunteers who give so generously of their time through our Volunteer Services. Volunteer Services boasts 657 volunteers, who this past year contributed 70,000 hours of volunteer services in over 125 programs throughout the Hospital.

We are steadfast in our resolve to deliver The Best Medicine which is built on our foundation of world-class research and education.

We have great clinicians providing leading-edge care. We are recognized for compassionate care.

GOVERNMENT

We have been working with government in advancing its transformational agenda. The new government in Ontario began by laying out the game plan for the future of health care in this province with strong emphasis on reduced waiting times, accountability agreements, primary care, move to full time nursing, integrated service provider models, and fiduciary responsibility. We continue to play an active role on TAHS (Toronto Academic Health Science Centre) which is composed of the Toronto teaching hospitals and the Faculty of Medicine at the University of Toronto. The teaching hospitals are examining opportunities for potential cost savings for both the hospitals and the overall health care system in such areas as laboratory services and information technology. At the specific request of government and with their financial support in fiscal 2004, we have increased the number of cancer surgeries performed in our Hospital by 475, to reduce patient waiting times. The province is drawing upon the experience and skills of many of our clinical and management leaders to provide advice on its agenda, especially with regard to co-ordinated service delivery. We are also looking at opportunities to further integrate and collaborate to strengthen our programs and identity.

CLINICAL CARE

We are steadfast in our resolve to deliver *The Best Medicine* which is built on our foundation of world-class research and education. We have great clinicians providing leading-edge care. We are recognized for compassionate care. We serve as a provincial resource in a number of areas, and we strive to be the best we can. To ensure that we stay at the leading-edge in clinical care, teaching and research, our focus is increasingly on genomic medicine, the emerging future of medical care. To optimize the diagnosis and care of individual patients, it is essential to apply the understanding of genetic research and advanced technology to the genetic makeup of patients and their families.

We continue to offer world-class care for common chronic adult diseases such as diabetes, heart failure, arthritis, mental illness and digestive diseases. We build upon this excellence to offer sub-specialized programs to the region and the province in infectious disease, emergency care, orthopaedics, perinatology and neonatology, specialized cancer surgery, genetics and critical care. This past year we assumed the role as a provincial resource for Oral and Maxillofacial dental surgery – the only program of its kind in Ontario. Each of these programs is informed by developments in genomic medicine.

For example, Dr. Steven Gallinger, one of our leading surgical oncologists, was the lead author in a ground-breaking study that shows that a simple genetic test can determine if chemotherapy is likely to be effective in treating a patient's colon cancer, the second leading cause of cancer deaths in North America. Dr. Kathy Siminovitch was the lead researcher in a study that has isolated a gene that, if it malfunctions, puts people at greater risk of developing Crohn's disease. Dr. Ed Keystone and his colleagues are working to identify the genes that determine susceptibility to rheumatoid arthritis. The Familial Gastrointestinal Cancer registry in our Department of Surgery tracks the history and trends in families with genetic pre-dispositions. Genetic counselling will also be an important component of our proposed new Primary Care and Wellness Centre in York Region as part of the Jewish Toronto Tomorrow initiative, bringing us closer to our community. Our broader vision is to create a new Centre for Clinical Genetics to support all of our clinical programs.



TEACHING

Our affiliation with the University of Toronto continues to thrive. The University's Surgical Skills Laboratory, located at Mount Sinai Hospital, is a unique training facility for medical students and residents both locally and from around the world. We train 115 undergraduate medical students and 225 postgraduate medical students annually as part of our role as a leading academic centre of the Faculty of Medicine. We also provide continuing education to clinicians from across the province. For example, Dr. June Carroll heads a program that educates family physicians on recent developments in genomic medicine which they can incorporate into their daily practice.

RESEARCH

Our Research Institute continues to excel. We have initiated the multi-hospital Toronto Centre for Phenogenomics – a \$65 million human modeling facility to be housed on the Joseph and Wolf Lebovic Building campus. On March 8, 2004, we were successful in a Canada Foundation for Innovation competition in which we were awarded \$6.5 million for equipment and infrastructure to support our vision for the expansion of our Samuel Lunenfeld Research Institute. We are hopeful that the balance of capital and operating funds will be raised so that we can create a new Centre for Systems Biology and Genomic Medicine focused on fundamental research and its application to our clinical centres of excellence. Drs. Tony Pawson and Janet Rossant and their teams continue to be recognized as world leaders in biomedical research. Dr. Pawson was elected to the prestigious U.S. Academy of Sciences and Dr. Janet Rossant was awarded the Killam Prize from the Canada Council.

CORPORATE

We have a renewed governance process which is helping us achieve these goals and setting the bar for performance throughout the organization. Our Board and Committees evaluations confirm that we have created a responsive issue-oriented governance model that continues to develop and evolve. We are also looking to improve all areas of the Hospital all the time. This is a continuous process and, in this regard, we are undertaking major initiatives in areas such as human resources and organizational development, public relations and performance metrics.

Over and above our clinical skills and operational performance, we have an organizational culture with a caring, supportive spirit, cohesion and endurance which are invaluable and not easily measured on a balance sheet. The key to our success and our ability to meet our commitments and realize our vision is attributable to our world-class clinicians, nurses and scientists. The talents of our staff at the Hospital, Foundation, Research Institute, and the contributions of our Volunteers, Board members, Committee members and donors are invaluable. This year marked the 50th Anniversary of Mount Sinai Hospital Auxiliary and the 10th Anniversary of Leadership Sinai. These are not only milestones of time, but milestones of accomplishment and consistent support of our Hospital. We are grateful to all of you.

Thank you.

LAWRENCE S. BLOOMBERG
CHAIRMAN
BOARD OF DIRECTORS

JOSEPH MAPA
PRESIDENT AND
CHIEF EXECUTIVE OFFICER

We were successful in a Canada Foundation for Innovation competition in which we were awarded \$6.5 million for equipment and infrastructure to support our vision for the expansion of our Samuel Lunenfeld Research Institute

AUDITORS' REPORT ON SUMMARIZED FINANCIAL STATEMENTS

The accompanying summarized balance sheet and summarized statement of operations and capital are derived from the complete financial statements of Mount Sinai Hospital as at March 31, 2004 and for the year then ended on which we expressed an opinion without reservation in our report dated May 7, 2004. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying summarized financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes.

For more information on the Hospital's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

PricewaterhouseCoopers LLP

Chartered Accountants
Toronto, Canada
May 7, 2004

MOUNT SINAI HOSPITAL STATISTICS

Year Ended March 31, 2004

	2004	2003
INPATIENT AND OPERATING ROOM ACTIVITY		
Total admissions	24,784	24,716
Births	6,966	6,905
Patient days	129,572	135,883
Average length of stay (days)	5.3	5.4
Beds in service	472	462
Operations	17,294	17,972

AMBULATORY AND EMERGENCY ACTIVITY

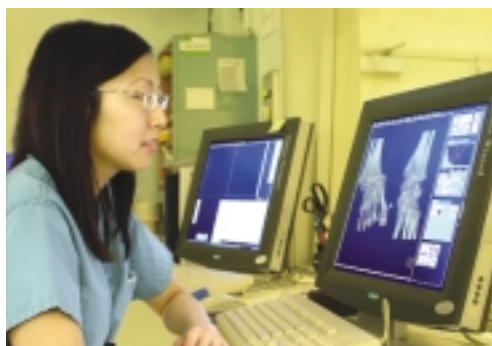
Emergency treatments	34,064	36,950
Radiological exams	158,896	165,159
Ambulatory care visits	587,300	635,000

HOSPITAL STAFFING

Full time	1,978	1,909
Part time/casual	1,220	1,182
Medical/dental staff	816	815
Research institute staff	707	620
Undergraduate and postgraduate medical students	335	315
Auxiliary members	1,339	1,636
Volunteers	680	750
Volunteer hours	74,578	106,669



Achieving major milestones: Heather Gottlieb, President of the Mount Sinai Hospital Auxiliary which celebrated its 50th anniversary and (inset) Jordan Bernamoff and Carrie Orfus Gelkopf, Co-Chairs of Leadership Sinai which observed its 10th anniversary.



Digital images have increased the speed with which we relay test results and diagnosis.



Dr. Robin McLeod and Zane Cohen leaders in inflammatory bowel diseases, Crohn's disease and colon cancer.

MOUNT SINAI HOSPITAL SUMMARIZED BALANCE SHEET

March 31, 2004

	2004 (in thousands of dollars)	2003
ASSETS		
Current assets		
Cash and cash equivalents	\$ 5,263	\$ 2,384
Accounts receivable	28,939	27,023
Inventories and sundry assets	3,371	2,500
	<hr/> 37,573	<hr/> 31,907
Mount Sinai Hospital Foundation of Toronto	6,181	2,848
Property and equipment	163,956	162,878
	<hr/>	<hr/>
Total assets	\$ 207,710	\$ 197,633
LIABILITIES		
Current liabilities	\$ 89,130	\$ 81,020
Long-term liabilities	29,804	28,664
Deferred revenue-contributions for property and equipment	95,258	90,828
	<hr/> 214,192	<hr/> 200,512
	(6,482)	(2,879)
	<hr/>	<hr/>
Total liabilities and capital	\$ 207,710	\$ 197,633



Dr. Gerald Baker explains a complex maxillofacial dental procedure to a patient. Mount Sinai Hospital has the only program of this kind in Ontario.



(TOP) The multi-hospital Toronto Centre for Phenogenomics, a \$65 million human modeling research facility, that will be housed on the Joseph and Wolf Lebovic Building campus.

(BOTTOM) Mount Sinai Hospital is one of the largest birthing centres in Canada delivering close to 7,000 infants a year.

SUMMARIZED STATEMENT OF OPERATIONS AND CAPITAL

Year Ended March 31, 2004

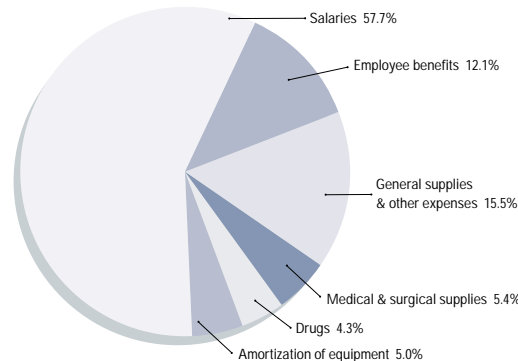
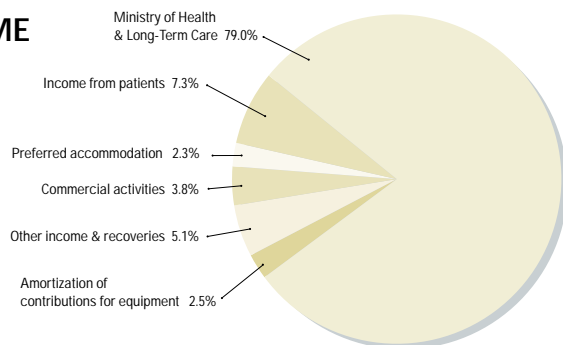
	2004	2003	2004	2003
	(in thousands of dollars)			
OUR INCOME				
Operating income				
Ministry of Health and Long-Term Care	\$ 233,590	\$ 197,038	79.0%	75.3%
Income from patients	21,665	22,986	7.3	8.8
Preferred accommodation	6,909	7,311	2.3	2.8
Commercial activities	11,163	12,188	3.8	4.7
Other income and recoveries	15,119	15,508	5.1	5.9
Amortization of contributions for equipment	7,392	6,420	2.5	2.5
	<u>295,838</u>	<u>261,451</u>	<u>100.0%</u>	<u>100.0%</u>
Research Funding	56,252	50,432		
Total Income	<u>352,090</u>	<u>311,883</u>		
OUR EXPENSES				
Operating Expenses				
Salaries	170,318	154,702	57.7%	58.6%
Employee benefits	35,598	27,580	12.1	10.5
General supplies and other expenses	45,632	40,502	15.5	15.4
Medical and surgical supplies	15,788	12,633	5.4	4.8
Drugs	12,651	13,079	4.3	5.0
Amortization of equipment	14,808	14,938	5.0	5.7
	<u>294,795</u>	<u>263,434</u>	<u>100.0%</u>	<u>100.0%</u>
Research Expenditures	56,252	50,432		
Total Expenses	<u>351,047</u>	<u>313,866</u>		
Excess (Deficiency) of Income over Expenses Before Amortization	1,043	(1,983)		
Amortization of Building and Research Equipment net of contribution realized	4,646	4,595		
Deficiency of Income over Expenses	(3,603)	(6,578)		
Capital – Beginning of year	(2,879)	3,699		
Capital – End of year	<u>\$ (6,482)</u>	<u>\$ (2,879)</u>		



(TOP) Dr. Tony Pawson, Director of the Samuel Lunenfeld Research Institute, was elected to the prestigious U.S. Academy of Sciences.

(BOTTOM) Mount Sinai Hospital has been an all RN Hospital since 1991.

INCOME



EXPENSES

OFFICERS AND MEMBERS OF THE BOARD OF GOVERNORS 2003-2004

CHAIR OF THE BOARD

Bloomberg, Lawrence S.

PRESIDENT & CHIEF EXECUTIVE OFFICER

Mapa, Joseph

IMMEDIATE PAST CHAIR

Ghert, Bernard I., CM

VICE-CHAIRS

Bregman, Michael D.
Pustil, Stephen
Schwartz, Gerald W.
Tanenbaum, Lawrence M.

TREASURER

Bledin, Geoffrey

SECRETARY

Reisman, Heather M.

MEMBERS

Abel, Megan L.
Abramsky, Leonard M.
Abramsky, Marcy
Alberga, Anthony
Albert, Kenny
Alderson, JoAnn
Allen, Thomas I.A., QC
Altman, David
Altman, Margaret
Ankiewicz, Tammy J.
Appel, A. Bram
Appleby, Ronald, QC
Appleton, Barry, LLB
LLM
Arnold, Nicole G.
Assaraf, Patrick (L)
Austin, Paul M.
Banack, Jeannine
Bass, Paula
Bassett, Douglas G.,
CC OOnt.
Baum, Daniel J., LLB
Bekhor, Edward E.
Bekhor, Tobie
Belzberg, Brent (B)
Benarroch, Georges
Benjamin, Michael
Bennie, Dennis
Benzie, Michael Ann
Benzie, Norman
Berger, Gordon
Berger, I. William
Berger, Robert D.
Berkowitz, Irene
Berkowitz, Stuart
Bernamoff, Jordan S.
Bernick, Henry
Bernstein, Dr. Alan, OC
Bernstein, Dr. Paul E.
Bessin, Berl
Betcherman, Irving
Binder, Fran
Binder, Herbert R.
Bledin, David
Bledin, Geoffrey (B)
Bledin, Justin
Blitstein, Ron, CA
Bloom, Rudy
Bloomberg, Jonathan
Bloomberg, Lawrence S. (B)
Bogo, Dr. Marion C.
Bohbot, Robert
Bokar, Caroline
Bomza, Harriett
Borins, Marlene
Bornstein, Eric
Botari, Daniel J.
Bregman, Barbara
Bregman, Michael D. (B)
Bregman, Sidney (L)
Bresler, Ron

Bret, Dr. Patrice (B)
Brody, Myer D.
Bronfman, Bruce
Bronfman, Edward, OC
Bronfman, Judy N.
Bronfman, Paul
Goodman, Howard
Buck, David E.
Buck, Roel C., CM
Bukhman, Lev
Burnett, Joseph
Burnett, Joseph
Burnett, Lorne
Burstin, Helen
(resigned)
Campbell, David M.
Cancellara, Kenneth, OC
Carr, Sheldon
Chan, Angela
Chan, Dr. Grace K.
Chang, Herbert
Chaplick, Morey
Chee, S.K. Betty
Chelsky, Sid
Chesnie, Henrietta
Cheung, Kitty
Cheung, Siu Wai
Gabird
Ching, Helen Sin
Hung
Cohen, Jeffrey
Cohen, Judith
Cohen, Mark
Cohen, Marshall A.,
CC OC
Cohen, Peter F.
Cohen, Samuel H.
Cohen, Dr. Zane
Cohon, George A.
Cook, Paula
Cook, Suzanne Ivey
Cooper, Austin M., OC
Cooper, Dr. Deborah
Chesnie
Cooper, Florence
Cooper, Gordon E., OC
Cooper, Richard J.
Cooper, Richard M.
Cooper, Sydney C.
Corkin, Jane
Couper, Mark W.
Creighton, Denny
Cukier, Jerry
Gasner, Leon, PEng
Gasner, Robert
Gavelin, Kirby C.
Gelkopf, Carrie Orfus
Cynamon, David
Dadouch, Eli
Dan, Aubrey
Dan, Leslie L., CM
Daniels, John H.
Daniels, Professor
Ronald J.
Davies, Yvonne
DeGasperis, Julie
(resigned)
Delaney, Catherine A.
Dellandrea, Dr. Jon S.
Deluce, Robert
Dembio, Ron S.
Dennis, David L., OC
Dennis, Harriet
Deutsch, Julius
Diamond, A. Ephraim, OC
Diamond, A. Jack
Diamond, Stephen H.,
OC
Diena, Daniel
Douglas, Ian M.
Drabinsky, Garth, OC
Draper, Lisa
Eber, Fred L.
Ellis, Robert J.
Godfrey, Jeffrey
Epstein, Herbert B. (L)
Epstein, Phillip
Erem, Gabriel
Faas, Andrew
Feldberg, David
Feldberg, Saul

Feldberg, Toby
Feldman, David
Feldman, Leslie H.
Fienberg, John D. (H)
Fine, Gary H.
Fine, George E.
Fine, Jack
Fingold, J. Paul
Firestone, D.
Morgan
Firestone, Michael J.
Fisch, Edward
Fisch, Sylvia
Fish, Maxine J.
Fisher, Alex G.
Flood, Rachel
Florence,
Jacqueline B.
Florence, Michael F.
Fogel, Julia
Fogel, Manny
(L)(deceased)
Fogel, Richard
Fogler, Barbara
Fogler, Gary S. (B)
Fogler, Gladys
Fogler, Lloyd S.D.,
OC (H)
Fogolin, John
Fok, Edwina Wong
Foster, Garry M., FCA
Fowler, Robin
Frankfort, Sydney G.
Freed, Peter
Freedman, Sherri
Freedman, Theodore
J. (E)
Freeman, Zoltan
Frieberg, Joseph
Frieberg, Lou
Friedmann, George
Frisch, Hedy
Frum, Linda
Frum, Murray B.
Fryers, Perry
Fung, Robert A. (S)
Gales, Allen
Gales, Brenlee
Gurvey
Gales, H. Barry
Gales, Leslie (B)
Gardner, Norman
Gaskin, Mark
Gasner, Leon, PEng
Gasner, Robert
Gavlin, Kirby C.
Gelkopf, Carrie Orfus
Cynamon, David
Dadouch, Eli
Dan, Aubrey
Dan, Leslie L., CM
Daniels, John H.
Daniels, Professor
Ronald J.
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DeGasperis, Julie
(resigned)
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Deluce, Robert
Dembio, Ron S.
Dennis, David L., OC
Dennis, Harriet
Deutsch, Julius
Diamond, A. Ephraim, OC
Diamond, A. Jack
Diamond, Stephen H.,
OC
Diena, Daniel
Douglas, Ian M.
Drabinsky, Garth, OC
Draper, Lisa
Eber, Fred L.
Ellis, Robert J.
Godfrey, Jeffrey
Epstein, Herbert B. (L)
Epstein, Phillip
Erem, Gabriel
Faas, Andrew
Feldberg, David
Feldberg, Saul

Goldfarb, Stanley
Goldfarb, Stephen
Goldman, Murray
Goldman, S. Zachary
Goldstein, David J.
Goldstein, Edwin
Goodman, Gilbert
Goodman, Mark E.
Gordon, J. Lindsay
(resigned)
Gotfried, Samuel, OC
Gottlieb, Heather (B)
Gottlieb, Maxwell
Gottlieb, Bonnie
Gottlieb, Myron I.
Gozlan, Alan A. (L)
Gozlan, Liliane (L)
Gozlan, Renee
Gozlan, Roger (L)
Graff, Cecil H.
Grafstein, Carole
Granovsky, Maxine
Green, Eric
Green, Evan J.
Green, Harold (H)
Green, Mendel M., OC
Greenberg, Alan
Greenberg, Sidney
Greisman, Joel S.
Gross, Michael R.
Grossman, Alexander E.
Grundleger, Robert F.
Gupta, Rohit (S)
Gupta, Vic S.
Gurevitz, Cory L.
Guttman, Craig
Gwartz, Jack
Haas, Ron
Haber, Lawrence P.
Halbert, Dr. Gerald, CM
Halbert, Roslyn
Hall, Robert R., OC
Hallisey, Richard S.
Halperin, Stephen H.
Hanson, Tenny S.J.M.
Haq, Azmi
Harris, Milton E., OC
Harris, Susan J.
Hartwick, Dr. Warren
(B)(deceased)
Hauer, Frank
Hausman, Sandra
Hecker, Harvey S.
Hennick, Jay S. (B)
Herbert, Stephen W.
Herman, Jake
Hershenson, Hartley
Hershenson, Steven M.
Herzog, Shira
Himel, Alison
Ho, Pak Tao
Hoffman, Libby
Hoffstein, Eric N.
Hofstetter, Sandor
Hofstetter, Thomas, CA
Horowitz, David
Hotton, Sharon
Huang, Evelyn
Hurwich, Nathan O.
Inspektor, Eric R.
Isenbaum, Hy, FCA (H)
Isenbaum, Myrna
Jackson, Cheryl
Appleby
Jacques, Arthur O.
James, Jules
(deceased)
Johnson, James C.
Johnson, Simon
Johnston, Dr.
Michael
Kamin, Buschie
Karp, Fred L.
Kassie, David J.
Kates, Dr. Josef
Kates, Marvin S.
Kay, James F.
Kelman, Kenneth (L)
Kelman, Mildred (L)
Kelman, Professor
Merriloy

Kennedy, Arthur D.
Kerbel, Barbara
Kert, Ellen
Kert, Norman L.
Kerzner, Joseph
Kerzner, Morris
Khan, Sharifa
Khurana, Vikram
Kichler, Harry
Kierans, Thomas E.,
OC (B)
Kimel, Debbie
Kimel, Shawn R.
Kimel, Warren C.S.
King, Michael D.
Klasner, Jerry, CA
Kofler, Marvella
Koffler, Murray B., OC (E)
Koffler, Thomas
Kolber, Daniel
Konviser, Arthur
Korenblum, Ellie
Koschitzky, Julie
Koschitzky, Mira
Kotler, Harvey, OC
Kraft, Nancy
Kukulowicz, Shayne
Kunin, Mitchell (B)(L)
Kunin, Sybil (L)
Kushnir, Lorri
Kwilkco, Jackie
Lai, Katty
Lai, Stephen Pak Wai
Lam, Dr. Samuel
Lam, Stephanie
Lantos, Robert
Latner, Albert J.
Latner, Lynda
Latner, Michael E. (L)
Latner, Steven D.
Latowsky, Norman
(deceased)
Lauffer, Susan
Lebovic, Joseph (B)
Ledderi, Robert
Lee, Betty
Leffon, Jay A.
Levine, Elliott
Levine, Larry J., OC
Lewis, Judy S.
Li, Lusan
Li, Stephen Y.S.
Libfield, Alexander
Ling, Richard K.C.
Linzon, Earl
Lipson, Abby A. (E)
Liss, Sharon
Litwood, Joshua
Litwin, Fred A.
Litwin, Louis
Litwin, Mark
Lokash, Gerald A., CA
Lubotta, Martin J. (L)
MacDonald,
Rebecca (B)
Maierovitz, Edward M.
Maldoff, Gerry
Mandoff, Janice
Mandelbaum,
Howard
Mann, George
Mapa, Joseph (B)
Marcus, Paul
Markman, Caryn M.
Martin, W. Judson
Mauer, Liza
McBride, Fran
McCleary, George R.
McMurtry, Valerie H.
Meister, Sam
Meiman, Anthony
Miller, David P.
Miller, Frank K.
Miller, Helen Davies
Minden, Beatrice
Wintrob
Minz, Florence
Misek, Peter
Mogul, Lloyd
Moneta, Max

Moore-Simpson,
Micki
Morton, Harriet
Moscowitz, Rabbi John
Nadal, Joanne F.
Nadal, Miles S. (B)
Nadal, Sheldon
Nagle, Harvey S.
Naylor, Dr. David (B)
Nayman, Queenie
Newman, Gil I., CA
Nisker, Michael J.R.
Nisker, Neil
Noble, Leslie
(B)(resigned)
Noyek, Dr. Arnold M.
O'Brien, Dr. Karel (B)
O'Dette, Allan P.
Oelbaum, Mitchell
Offman, Adrienne
Offman, Allan E.
Offman, Leslie B.
Offman, Martin
Offman, Penny
Offord, Nicholas (B)
Oliver, Ed
Oliver, Joseph J.
Osten, Rubin L.
Owen, Loudon F.
Paisley, Julia
Parker, Dr. John D.
Pasternak, Dr.
Andrew S.
Pasternak, Irwin W., OC
Patchet, Kelly
Pearce, Nancy V.
Perkell, David M.
Perlis, Morris
Pezim, Steve G.
Pliosef, Richard V.
Pollack, Jonathan M.
Pollock, Dr. Sheila (L)
Posluns, Wilfred M.
Postiglione, Paul F.
Prato, John F.
Prince, Jonas J.
Prince, Lynda
Prosserman, Gary
Prosserman, Martin
Prosserman, Ron
Pustil, Stephen M. (B)
Rafelman, Donald
Rajsky, Esterita
Rakowsky, Dayle
Rapp, Morton H. (E)
Raskin, Lynn
Ray, Keith L.
Reale, Armand
Reichmann, Albert
Reichmann, David
Reichmann, Leah
Reichmann, Paul
Reichmann, Philip (B)
Reisman, Heather
M. (B)
Reitman, Joel
Reitman, Jill
Robertson, Lesley S.
Robins, Lionel
Robinson, Jonathan L.
Rohringer, Ariella
Ronson, R. Lou
Rose, Adam M.
Rose, Barrie D. (L)
Rose, Jack M.
Rosen, Carl
Rosen, Harry
Rosenberg, Alvin B.,
OC (H)
Rosenberg, Elliott B.
Rosenberg, Graham
Rosenfeld, Jay G.
Rosenfeld, William P., OC
Rosenthal, Martin (L)
Rosenzweig, Jay P.
Rotenberg, Kenneth (H)
Rothschild, Kurt
Rubin, David A., OC
Rubin, Murray
Rubinoff, Arthur
Rubinoff, Robert A.

Rumack, Daniel
Ryterband, Eva
Sable, Samuel J.
Sacchi, Susan (L)
Sachter, Michael R.
(resigned)
Sadavoy, Dr. Joel (B)
(completed term)
Sadowski, Richard
Sarick, Jordan
Sarick, Samuel
Schaffel, Candy
Schechter, Dr. Ira
Scheiner, Judy
Schipper, Carole
Schipper, Lionel H., OC
Schipper, Norman H., OC
Schmerz, Marty
Schulich, Seymour
Schwartz, Alan M., OC
Schwartz, Charles J., OC
Schwartz, Gerald W. (B)
Schwartz, Samuel
Schwarz, Martin
Segal, Gary L.
Segal, Melanie
Seidman, Carol
Simand
Seidman, Sean
Seigel, Joel
Selick, Mark J.
Sharp, Isadore, OC (E)
Sharp, Max
(L)(deceased)
Shear, Gerald J. (E)
Shear, Warren
Sheff, Gerald
Sherman, Dr. Barry
Sherman, David M.
Sherman, Donna
Sherman, Honey
Sherman, Theodore
Shidlovski, Alvin J.
Shiff, Helaine
Shiff, Lisa
Shiff, Randy
Shulman, Jaclyn
Shulman, Michael G.
Sigel, Anthony M.
Sigel, Joan Sternthal
Sigel, Schuyler M., OC
Silber, Allan C. (B)
Silber, Hinda B.
Silver, Mark
Silverberg, Jeff
Silverman, Peter A.,
OC (L)
Simmonds, Monty
M. (C) (H) (L)
Simonetta, Michael
Silcoff, Steven
Slater, James H.
Slavens, Paul
Slightham, Christopher
Smith, Dr. Jay Alan
Smith, Morton M., OC (E)
Smuschkowitz,
Howard
So, Ron K. (S)
Sokolowski, Howard
Solomon, A. Jack
Solway, Gary S.
Solway, Herbert H., OC
Sonshine, Edward,
OC (B)
Sonshine, Fran
Spiegel, Sidney
Sproul, Joan E.
Starkman, Louise
Starr, Nathan, FCA
Stein, Pamela
Medjuck
Steinhart, Dr. Hillary
Stephens, Robert J.
Stern, Ken
Stupp, Jack (L)
Sukerman, Shelley
Sullivan, Kevin M.
Swartz, Jay A.
Swartzman, Lisa

Tabachnick, Charles L.
Taerk, S. Sheldon
Taerk, Susan
Tanenbaum, H.
Wayne
Tanenbaum, Ken M.
Tanenbaum,
Lawrence M. (B)
Taylor, Nathan A.
Terashita, Christine
Thall, Nelson S.
Title, Stephen
Tollinsky, Joelle R.
(resigned)
Torno, Noah, MBE
(H)(L)(deceased)
Tuchner, Steven
Turner, Gerald P.
(H)(President
Emeritus)
Turner, John N., PC
CC OC (B)
Ungerman, Howard
Ungerman, Irving
Valentine, Mark
Varone, Toni
Venn, Richard E.
Vikmanis, Kristine L.
Waltzer, Paul L.
Wajis, Richard H.
Waks, Frederic A.
Waldman, Lionel
Waldman, Mark
Waldman, Sandra
Wasser, Larry
Wasser, Shirley
Wasserstein, George
Weinbaum, Jack
Weisz, Barbara
Weisz, Daniel R., CA
Weisz, Eric
Wekerle, Michael
Wells, Judy
Weston, Howard I., OC
Wigdor, Dr. Blossom T.
Wildner, Lawrence D.
Wilson, Robert W.
Winbaum, Ben
Winograd, Charles M.
Winter, Jerold
Wise, Jonathan
Wiseman, Bradley H.
Wilkin, Rosalind
Wolfe, Arlene D.
Wolfe, Elizabeth
Wolfe, Jonathan A.
Wolfe, Dr. Rose, CM (E)
Wong, George P.L.
Wong, Jean
Wong, Dr. Joseph, CM
Wong, Vincent
Worb, Michael K.
Wortsman, Irwin
Wortsman, Jeffrey
Wu, Henry (resigned)
Yanofsky, Dianne
Yolles, Cecil H.
Young, Nelson
Yuen, Bernadette
Zucker, Carole
Herman
Zuckerman, George A.
Zwig, Anthony J. (L)
Zwig, Walter (L)
Zwig-Gerstel, Lisa (L)

Bevan, Dr. David
Anaesthetist-in-Chief

Bocking, Dr. Alan
Obstetrician & Gynaecologist-in-Chief

Cohen, Dr. Zane
Surgeon-in-Chief

Freeman, Dr. Jeremy
Otolaryngologist-in-Chief

Hurwitz, Dr. Jeffrey J.
Ophthalmologist-in-Chief

Low, Dr. Donald E.
Microbiologist-in-Chief

Pritzker, Dr. Kenneth
P.H.
Pathologist-in-Chief

Sadavoy, Dr. Joel
Psychiatrist-in-Chief

Sigal, Dr. Michael
Dentist-in-Chief

Tannenbaum, Dr. David
(Interim) Family Physician-in-Chief

Tanswell, Dr. Keith
Paediatrician-in-Chief

Samuel Lunenfeld Research Institute
Pawson, Dr. Tony OC
Director of Research

Lye, Dr. Stephen
Associate Director, Samuel Lunenfeld Research Institute & Vice-President, Research

Lye, Dr. Stephen
Associate Director of Research

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Vice-President, Communications

Nagle, Harvey
Vice-President, Business Development & Vice-President, Mount Sinai Hospital Foundation

Shanding, Dr. Maureen
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Surgical Council
Copplesone, Christina
Program Director, Nursing - Clinical Specialties

Shanding, Dr. Maureen
Deputy Physician-in-Chief/Neurology

Women's and Infants' Health Council
Kitch, Tracy
Program Director, Nursing - Women's & Infants' Health

Livingstone, Dr. Ronald A.
Associate Chief, Department of Obstetrics & Gynaecology

Chair, Medical Advisory Council
Bret, Dr. Patrice
Radiologist-in-Chief

Vice-Chair, Medical Advisory Council
Detsky, Dr. Allan
Physician-in-Chief

Chair, Management Network
Riko, Krista
Director, Otolgic Function Unit

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Senior Vice-President, Finance

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Vice-President, Business Development & Vice-President, Mount Sinai Hospital Foundation

Shanding, Dr. Maureen
Deputy Physician-in-Chief/Neurology

Surgical Council
Copplesone, Christina
Program Director, Nursing - Clinical Specialties

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Deputy Physician-in-Chief/Neurology

Women's and Infants' Health Council
Kitch, Tracy
Program Director, Nursing - Women's & Infants' Health

Livingstone, Dr. Ronald A.
Associate Chief, Department of Obstetrics & Gynaecology

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(E) Emeritus Director

(H) Honorary Officer

(L) Life Governor

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