

Annual Report

2004-05

A year of the
best
medicine



What do we mean by *best*?

Mount Sinai is one of the country's pre-eminent hospitals, with extraordinary programs in areas such as oncology, internal medicine, women's and infants' health and chronic adult diseases like diabetes and arthritis. Mount Sinai is also an international research centre; the physicians, researchers, and scientists in our renowned Samuel Lunenfeld Research Institute are making the kind of discoveries that will revolutionize both medicine and care. And today, when Canada's hospitals face unprecedented challenges, Mount Sinai is using change as a catalyst to enhance the quality of our teaching, research, and clinical care.

Quality patient care is our priority. Every day, we accomplish miracles because of our extraordinary, multidisciplinary health teams, integration and innovation, and strong volunteer leadership and governance. We are embracing change, radically rethinking the way we work in order to achieve the best patient outcomes.

Everything we do is for the best. Care is the best medicine, because concern for our patients is the first step to their well-being and recovery. Research is the best medicine, because it can save, literally, thousands of lives at a time. Teaching is the best medicine, because it instills values and skills in the next generation of clinicians and practitioners. And funding is the best medicine, because it fuels everything we do.

In the following pages, you'll see what we mean when we say Mount Sinai offers *The Best Medicine*.

Please come inside.

A year of the *best* medicine.



Photo: Al Gilbert

Lawrence Bloomberg, Chair of the Board of Directors, left, and Joseph Mapa, President and CEO

The Best Medicine.

It's a bold statement. It's also our guiding principle. And as one of the country's leading academic health centres, Mount Sinai Hospital has a well-earned reputation for providing outstanding patient care, integrated with innovative teaching and leading-edge research.

At the core of a busy hospital located in the heart of Canada's largest city, Mount Sinai staff are accustomed to helping patients with a wide range of health problems; ours is a broad general hospital, with acknowledged specialties that span from outstanding adult chronic care to an exceptional neonatal department. The Hospital is renowned for a number of areas of expertise, including gastrointestinal and orthopaedics, internal medicine, emergency care, infectious diseases, heart and respiratory failure, surgical oncology, women's and infants' health, urology, and palliative care. It is also a centre for high-incident chronic adult diseases such as arthritis, cancer, heart disease, and diabetes.

Mount Sinai has in place a team of highly skilled, highly regarded and compassionate nurses, doctors, scientists, staff, and volunteers who are united in their desire to advance the quality of life of our patients. In total, the Hospital has a dedicated full and part-time staff that numbers almost 5,000. We are proud of our consistently high patient satisfaction scores and the awards and designations earned by our people, but we continually strive for even better performance.

A year of the *best* medicine.

Mount Sinai is blessed with the best talent, gifted teachers – who trained 335 undergraduate and postgraduate medical students last year alone – and sought-after experts in their fields. Our physicians are leaders in basic and clinical research, bringing medical advances from the laboratory to the bedside. Our models of care are designed both to treat illness and to improve health, as we shift from simply treating disease to a broader view of managing chronic illness. We work very hard to attract and retain top healthcare professionals and provide them with state-of-the-art medical equipment and ongoing upgrades to facilities and information technology.

Our patients are the reason we're here, and they are as diverse as the multi-disciplinary medical teams that serve them. In the past year alone, Mount Sinai Hospital treated more than 25,000 inpatients (an increase of 5 per cent over the year before), delivered more than 7,000 babies, treated 38,000 patients in our Emergency Department (a 12 per cent increase) and another 630,000 outpatients (up 7 per cent) at our specialized clinics. This overall increase in patient care of 7.5 per cent is significant, and all the more notable in a challenging fiscal environment.

It is very clear that the hospital sector is being transformed by the forces of technology, the economy, and demographics. We support the Ontario government's goal of fostering an integrated healthcare system; and have formed alliances with a number of hospitals, and will be part of the regional Local Health Integration Networks soon to be launched. As the needs of the community we serve evolve, Mount Sinai adapts, not only accepting the challenge of change, but using it as a catalyst to improve. This balance is not easy in an era of scarce resources, fiscal constraints, and growing demand, but our unwavering commitment to providing the best patient care is always our first priority.

In support of such clinical excellence and quality, Mount Sinai pursues best practices and accountability. Our governance includes a stellar Board and dynamic committees. We aim for the highest safety and operational standards through ongoing performance measurement, using tools such as a balanced scorecard. And while actively seeking alternative revenue generation to complement government funding, we diligently look for operating efficiencies – and try to limit the impact on patient care. Last year, we again balanced our budget. Mount Sinai's budget is \$370 million, including \$305 million for

A year of the *best* medicine.

Hospital operations and \$65 million for Research operations. The bank loan balance of \$24.5 million is consistent with what had been forecast over the year.

This document provides the chance to look back, and also the opportunity to look forward. For example, at our Samuel Lunenfeld Research Institute, award-winning researchers and investigators are producing the pioneering discoveries into the genetic foundations of disease that will change how we treat illness in years to come. We plan to expand this research enterprise to include translational research activities focusing on our clinical specialties. Government support and visionary philanthropy are driving this initiative.

Without question, the renowned quality of Mount Sinai's patient care, teaching, and research would not be possible without enduring philanthropic support. Generating that support is a major thrust for our team of staff and volunteers, as *The Best Medicine* campaign expresses our community's confidence and commitment to Mount Sinai's mission and future. It is also transforming the Hospital as new areas of patient care, leading-edge equipment, and modern facilities reflect advances in the delivery of healthcare.

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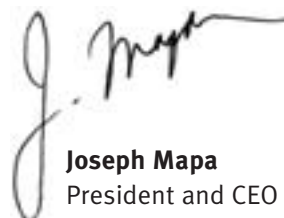
Every day at Mount Sinai, remarkable things happen because our vision is clear and our resolve steadfast to deliver *The Best Medicine* to every person who comes through our doors. This Annual Report demonstrates how that goal is realized through a deliberate integration of talented clinicians who deliver outstanding care with great skill and compassion, innovative education, and world-class research.

We are fortunate indeed that our community comes forward at every level. Whether it is through extraordinary philanthropic contributions, visionary governance, or sheer long hours, we are blessed with a dedicated team that gives generously of its time, support, and expertise. We are deeply grateful to all the people whose talent, commitment, energy, and engagement create *The Best Medicine*.

Thank you.



Lawrence Bloomberg
Chair of the Board of Directors



Joseph Mapa
President and CEO



Care

is the best medicine.

Many newborns arrive pre-term, which often means a stay in Mount Sinai's world-renowned neo-natal intensive care unit to help them through the first stages of infancy.

Care is the *best* medicine.

At Mount Sinai, we treat patients of all ages. Whether it's helping a pre-term baby struggling to breathe, a cancer patient undergoing chemotherapy, a senior considering hip-replacement surgery, or someone receiving compassionate care in the last days of life, our priority is our patients. Our clinicians and surgeons are renowned for more than their high-level skills and great minds; they're also remembered for their hearts.

Our Department of Nursing ensures a strong commitment to professional development and research, as well as advancing a culture of patient and family-centred care. Changing the Hospital's medication delivery system from the nursing station to the patient's bedside has given our nurses more time to interact directly with patients. Two of our nurses received RNAO Fellowships in 2004: Laura Crouse, to improve breastfeeding support and education for new mothers and babies; and Emmet O'Reilly, to raise awareness of the issues faced by the homeless in obtaining proper health care and aftercare.

More than 7,000 babies were born here last year, making Mount Sinai the busiest maternity hospital in Ontario. To that end, our new Obstetrical information system puts us on the leading edge in monitoring fetal health during labour. Mount Sinai partnered in the creation of the Fetal Alert Network to improve care for women who have ultrasound-diagnosed fetal abnormalities.

At the Rebecca MacDonald Centre for Arthritis and Autoimmune Disease, led by Dr. Edward Keystone, the innovative Outcomes Unit is translating research into experimental therapeutics and genomics that will ultimately improve the lives of patients with rheumatoid arthritis.

At the Murray Koffler Urologic Wellness Centre, there is a new men's program to treat patients with prostatitis, a debilitating and painful condition caused by inflammation of the prostate. This unique multidisciplinary program involves urology, dietary counselling, physiotherapy, psychological therapy, and our Wasser Pain Management Centre.

Through the Max & Beatrice Wolfe Children's Centre, the Temmy Latner Centre for Palliative Care now offers special programs and services that serve children who are facing life-threatening illness, and children who are grieving.

Dr. Pamela Goodwin, Director of the Marvelle Koffler Breast Centre, became the first Canadian researcher to receive funding from the New York-based Breast Cancer Research Foundation to study survivorship issues in women with breast cancer.

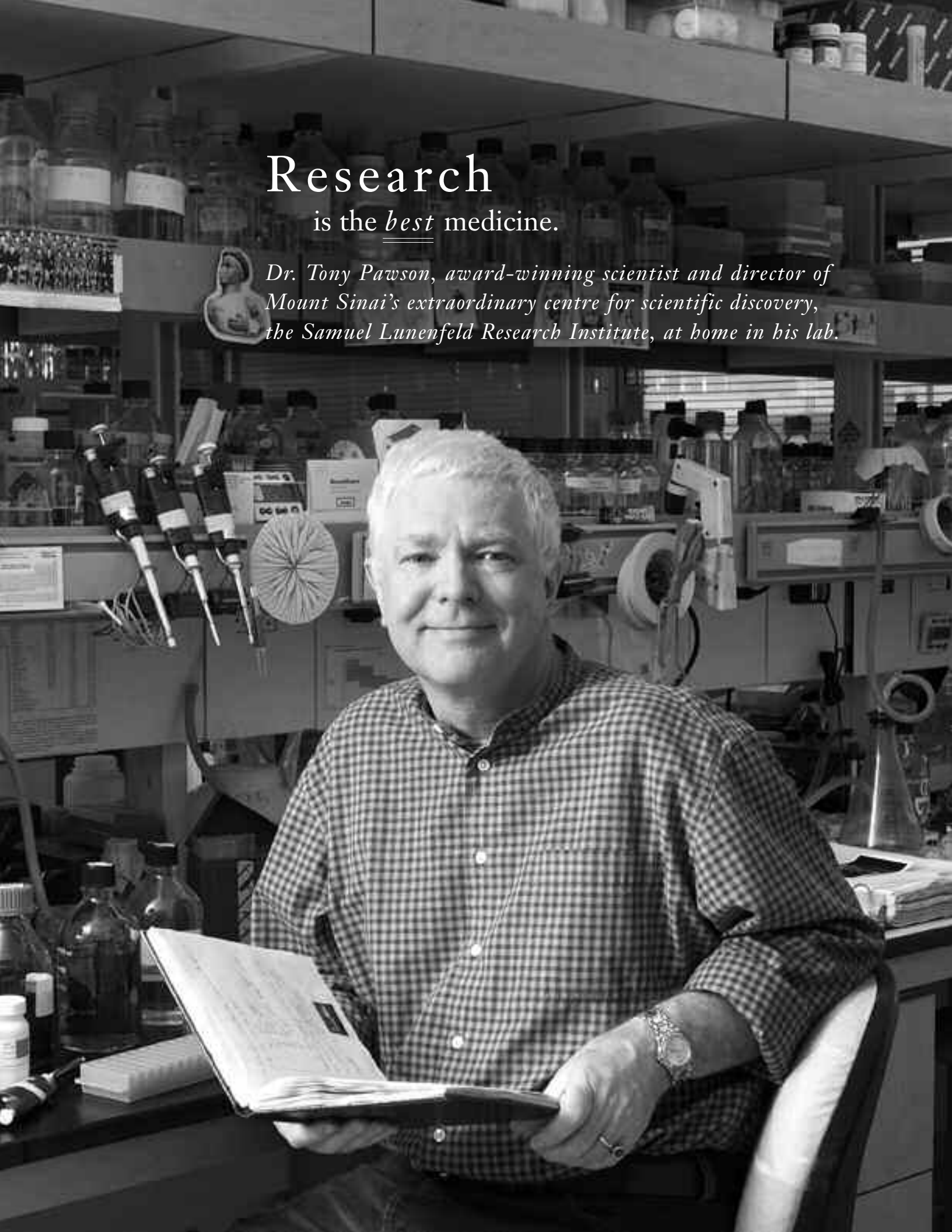


Patient Rob Brunner rehabilitates a leg injury under the guidance of Physiotherapist Assistant Heidi Bryce.

Research

is the best medicine.

Dr. Tony Pawson, award-winning scientist and director of Mount Sinai's extraordinary centre for scientific discovery, the Samuel Lunenfeld Research Institute, at home in his lab.



Research is the *best* medicine.

Mount Sinai Hospital's Samuel Lunenfeld Research Institute (SLRI) is ranked one of the top 10 research centres in the world. Its scientists are conducting the kind of work that is accelerating the pace of medical breakthroughs, shortening the distance between discovery and development of new treatments to help patients suffering from diseases such as cancer.

With just 35 investigators, the SLRI ranks number one in Canada in terms of research dollars per capita from government and university funding agencies.

To maintain Canada's competitiveness in 'big science,' the SLRI has to significantly expand and upgrade its facilities. So in 2004, the Institute began planning a Centre for Biomedical Discovery, a new facility that will expand the research space for initiatives in systems biology and expedite translation of research into new treatments. It will also help break down traditional research silos, enabling biologists, chemists, clinicians, and mathematicians to collaborate much more closely and thereby accelerate the pace of discovery.

The growth in research capacity is only beginning. Construction is well underway for the Toronto Centre for Phenogenomics, described as a 'mouse hospital.' A joint venture with three other hospitals, the Centre will enable scientists to develop mouse models of human disease in order to analyze their genetic bases and develop new treatments and cures for many gene-based illnesses.

Our team of scientists, led by Dr. Tony Pawson, continues to excel in making fundamental discoveries about how genes and proteins control cell and organ function in health and disease.

What also sets Mount Sinai apart is the clear link between our renowned clinical programs and related research and developments in genomic medicine. Exciting advances are being made by Dr. Stephen Lye's world-leading research team investigating how to diagnose and treat pre-term labour, with the health of mothers and their babies in mind. Dr. Katherine Siminovitch is making breakthrough findings on a gene that puts people at greater risk of developing Crohn's disease. Oncology surgeon Dr. Steven Gallinger is studying the effectiveness of chemotherapy on treatment of colon cancer – to name just a few.



Photo: John Loper

Investigators at the Samuel Lunenfeld Research Institute using high-powered microscopes.



Teaching
is the best medicine.

Dr. Zane Cohen, centre, world-renowned gastro-intestinal specialist, performs surgery. Surgeon-in-Chief at Mount Sinai, Dr. Cohen was instrumental in the formation of the Hospital's leading-edge Inflammatory Bowel Disease Unit.

Teaching is the *best* medicine.

Technology is revolutionizing the teaching of surgical skills and enhancing the success of surgeons across North America. The University of Toronto's Surgical Skills Centre at Mount Sinai offers medical students and experienced surgeons alike a laboratory setting where both basic and advanced procedures can be learned and practised. This year alone, some 4,000 medical students, residents, and surgeons from across North America refined their skills and tested innovative surgical methods at the Surgical Skills Centre.

Our Nursing Department continued to be the centre for undergraduate nursing training across the province, with more than 400 students from more than a dozen Ontario universities and community colleges. In addition, it secured \$500,000 in new government funding to hire 50 nursing graduates, ensuring that Ontario remains competitive in securing a new generation of nurses.



As part of the Look Good, Feel Better program for women recovering from cancer treatment, Perlita Guanlao models a new hat.

All dental students from the University of Toronto's Faculty of Dentistry rotate through Mount Sinai's unique Dental Program for Persons with Disabilities, now the largest of its kind in Canada, to learn how to care for people with disabilities and special needs.

We also train with the help of community partners. The Ethnocultural Assertive Community Treatment Team, a partnership between Mount Sinai and the Hong Fook Mental Health Association, achieved international recognition for its work with patients who have severe and persistent psychiatric disorders.

The Department of Otolaryngology fellowship training program has been designated one of 16 centres of excellence worldwide by the Advanced Training Council of the American Head and Neck Society.

Our surgical team is consistently acknowledged for its talented leadership. Dr. Robin McLeod, from the Department of Surgery, received the prestigious Charles H. Tator Award for Mentorship from the University of Toronto.

The Leadership Sinai Centre for Diabetes initiated a major study with colleagues from the University of Western Ontario to prevent diabetes in susceptible individuals with a pre-diabetes condition, Impaired Glucose Tolerance. For the first time, a lifestyle approach is being combined with an intensive diabetes medication that improves the body's responsiveness to naturally released insulin.



Funding

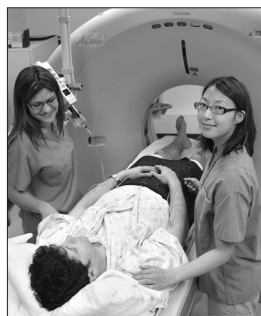
is the best medicine.

*Dr. Howard Ovens, Director of the Schwartz-Reisman
Emergency Centre, and Nurse Michele Lalonde attend
to a patient.*

Funding is the *best* medicine.

Mount Sinai benefits immensely from its large group of generous donors – individuals, corporations, and foundations. Their support allows us to deliver the finest patient care using state-of-the-art medical equipment, while expanding existing facilities and programs to meet the changing needs of our community. Donations fund our innovative research and shape our own transformation through pioneering initiatives. The Joseph and Wolf Lebovic Building houses some of the newest programs, including world-leading research and patient care in men’s health, arthritis, and diabetes.

It was a record year for the Mount Sinai Hospital Foundation. To date, we have raised more than \$250 million toward our goal of \$400 million for *The Best Medicine* campaign. Recent donations are supporting major advances in clinical genetics, family medicine, and diagnostic imaging.



CT technologists Kathy Lott, left, and Katja Mah use a 64-slice Computerized Tomography scanner, which provides better medical imaging, faster. Mount Sinai is one of the first hospitals in Canada to use this state-of-the-art technology.

Among our most generous donors over the past year are: \$8 million from the Kimel family for medical imaging, an additional \$6 million from Joseph and Wolf Lebovic to establish the Lebovic Research Centre, and \$3 million from the Ira Gluskin and Maxine Granovsky-Gluskin Charitable Foundation to establish the Granovsky-Gluskin Centre for Best Practice in Family Medicine.

Leadership Sinai is a gateway for Mount Sinai to develop future donors and volunteer leaders. Since being founded 10 years ago, Leadership Sinai has attracted 200 members, seven of whom currently occupy seats on our Board of Directors, and has raised more than \$3 million for Mount Sinai.

The Mount Sinai Hospital Auxiliary is the most established auxiliary in Canada. Recent innovations include launching the country’s first online silent auction to raise funds to support our neo-natal intensive care unit, research, and fetal monitoring.

Our Board of Directors is comprised of highly dedicated business and community leaders who work tirelessly to help Mount Sinai Hospital and the Samuel Lunenfeld Research Institute. We are accountable and efficient, maximizing donated dollars going toward patient care and research. But most of all, we succeed because of the generosity of thousands of donors, who make a difference. They have a special role in supporting the outstanding healthcare that defines Mount Sinai.

Mount Sinai Hospital Summarized Balance Sheet
March 31, 2005

	2005	2004
(in thousands of dollars)		
ASSETS		
Current assets		
Cash and cash equivalents	\$ 19,631	\$ 5,263
Accounts receivable	33,882	28,939
Inventories and sundry assets	3,900	3,137
	57,413	37,339
Mount Sinai Hospital Foundation of Toronto	7,039	6,181
Property and equipment	178,817	163,956
	7,039	6,181
Total assets	\$ 243,269	\$ 207,476
LIABILITIES		
Current liabilities	\$ 119,798	\$ 98,809
Long-term liabilities	36,839	31,791
Deferred contributions		
– expended contributions for property and equipment	99,052	85,538
	255,689	216,138
CAPITAL	(12,420)	(8,662)
Total liabilities and capital	\$243,269	\$207,476

Auditors' Report on Summarized Financial Statements

To the Directors of Mount Sinai Hospital:

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, 2005 and for the year then ended on which we expressed an opinion without reservation in our report dated May 6, 2005. The fair summarization of the complete financial statements is the responsibility of management. 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.

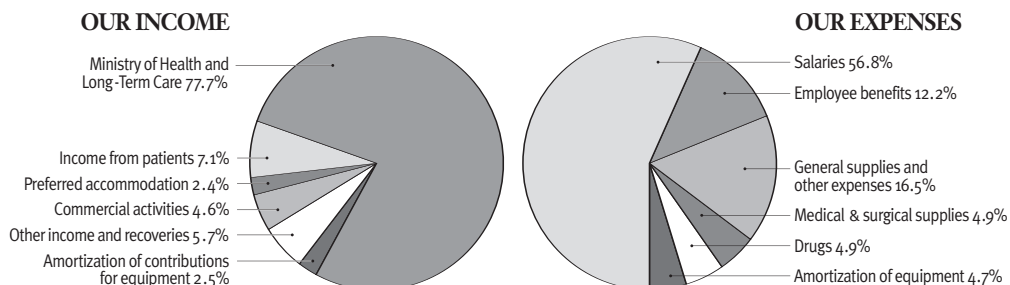
Price Waterhouse Coopers LLP

Chartered Accountants
 Toronto, Canada
 May 6, 2005

Summarized Statement of Operations and Capital
Year Ended March 31, 2005

	2005	2004	2005	2004
OUR INCOME	(in thousands of dollars)			
Operating income				
Ministry of Health and Long-Term Care	\$238,326	\$233,590	77.7%	79.0%
Income from patients	21,630	21,665	7.1	7.3
Preferred accommodation	7,295	6,909	2.4	2.3
Commercial activities	14,061	11,163	4.6	3.8
Other income and recoveries	17,446	15,119	5.7	5.1
Amortization of contributions for equipment	7,708	7,392	2.5	2.5
	<u>306,466</u>	<u>295,838</u>	<u>100.0%</u>	<u>100.0%</u>
Research funding	64,207	56,252		
Total Income	<u>370,673</u>	<u>352,090</u>		

OUR EXPENSES				
Operating Expenses				
Salaries	173,367	169,619	56.8%	57.5%
Employee benefits	37,361	35,630	12.2	12.1
General supplies and other expenses	50,427	46,448	16.5	15.7
Medical and surgical supplies	14,873	15,788	4.9	5.4
Drugs	15,042	12,651	4.9	4.3
Amortization of equipment	14,371	14,808	4.7	5.0
	<u>305,441</u>	<u>294,944</u>	<u>100.0%</u>	<u>100.0%</u>
Research expenditures	64,207	56,252		
Total Expenses	<u>369,648</u>	<u>351,196</u>		
Excess of Income over Expenses Before Amortization	1,025	894		
Amortization of Building and Research Equipment, net of amortization of contributions	4,783	4,646		
Deficiency of Income over Expenses	(3,758)	(3,752)		
Capital – Beginning of Year	(8,662)	(4,910)		
Capital – End of Year	<u>\$(12,420)</u>	<u>\$(8,662)</u>		



Mount Sinai Hospital Statistics
Year Ended March 31, 2005

	2005	2004
Inpatient and Operating Room Activity		
Total admissions	25,974	24,784
Births	7,272	6,966
Patient days	130,873	129,572
Average length of stay (days)	5.1	5.3
Beds in service	472	472
Operations	17,953	17,031
Ambulatory and Emergency Activity		
Emergency visits	38,282	34,064
Radiological procedures	178,658	158,896
Ambulatory care visits	630,800	587,300
Hospital Staffing		
Full time	2,171	1,978
Part time/casual	1,051	1,220
Medical/dental staff	810	816
Research Institute staff	719	707
Undergraduate and postgraduate medical students	335	335
Auxiliary members	1,400	1,339
Volunteers	849	680
Volunteer hours	104,943	74,578

Officers and Members of the Board of Governors 2004-05

LEGEND

- (B) Member, Board of Directors
- (E) Emeritus Director
- (H) Honorary Officer
- (L) Life Governor
- (S) Special Advisor

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Bloomberg, Lawrence S.

President & Chief Executive Officer

Mapa, Joseph

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Schwartz, Gerald W.
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Tanenbaum, Lawrence M.

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Bledin, Geoffrey

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Reisman, Heather M.

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Abramsky, Marcy
Alberga, Anthony
Albert, Kenny
Alderson, Jo'Ann
Allen, Thomas I.A., QC
Altman, Dov
Altman, Margaret
Anklewicz, Tammy J.
Appel, A. Bram
Appleby, Ronald, QC
Appleton, Barry
Assaraf, Patrick (L)
Austin, Paul M.
Banack, Jeannine
Bass, Paula
Bassett, Douglas G., OC OOnt.
Baum, Daniel J.
Bekhor, Edward E.
Bekhor, Tobie
Belzberg, Brent (B)
Benarroch, Georges
Benjamin, Michael
Bennie, Dennis
Benzie, Michael Ann (B)
Benzie, Norman
Berger, Gordon
Berger, I. William
Berger, Robert D.
Berkowitz, Irene
Berman, Jason
Bernamoff, Jordan S.
Bernick, Henry
Bernstein, Dr. Alan, OC
Bernstein, Dr. Paul E.
Bessin, Berl
Betcherman, Irving
Binder, Fran
Binder, Herbert R.
Bizzarri, Ugo
Bledin, David
Bledin, Geoffrey (B)
Bledin, Justin
Blitstein, Ron
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
Brody, Myer D.
Bronfman, Bruce
Bronfman, Edward, OC
Bronfman, Judy N.
Bronfman, Paul

Brown, Howard
Buchalter, Carainn
Buck, David E.
Buck, Roel C., CM
Bukhman, Lev
Burnett, Joseph
Burnett, Lorne
Burton, David
Campbell, David M.
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Carr, Sheldon
Chan, Angela
Chan, Dr. Grace K.
Chang, Herbert
Chaplick, Morey
Chee, S.K. Betty
Chelsky, Sid
Chesnie, Henrietta
Cheung, Kitty
Ching-Kircher, Helen
Cohen, Jeffrey
Cohen, Judith
Cohen, Marshall A., QC OC
Cohen, Peter F.
Cohen, Samuel H.
Cohen, Dr. Zane
Cohon, George A.
Cook, Paula
Cook, Suzanne Ivey
Cooper, Austin M., QC
Cooper, Clara
Cooper, Dr. Deborah Chesnie
Cooper, Florence
Cooper, Gordon E., QC
Cooper, Richard J.
Cooper, Richard M.
Cooper, Sydney C.
Corkin, Jane
Creighton, Denny
Cukier, Jerry
Culiner, Elaine
Cummings, Dr. Richard
Cynamon, David
Dadouch, Eli
Dan, Aubrey
Dan, Leslie L., CM
Daniels, John H.
Daniels, Professor Ronald J.
Davies, Yvonne (H)(L)
Delaney, Catherine A.
Dellandrea, Dr. Jon S.
Deluce, Robert
Dembo, Ron S.
Dennis, David L., QC
Dennis, Harriet
Diamond, A. Ephraim, OC
Diamond, A. Jack
Diamond, Stephen H.
Diena, Daniel
Douglas, Ian M.
Drabinsky, Garth, OC
Draper, Lisa
Duckman, Owen A.
Eber, Dr. Sy
Ellis, Robert J.
Engel, Jeffrey
Epstein, Herbert B. (L)
Epstein, Phillip M.
Erem, Gabriel
Erem, Susan
Faas, Andrew
Feldberg, David
Feldberg, Saul
Feldberg, Toby
Feldman, David
Feldman, Leslie H.
Fine, Gary H.
Fine, George E.
Fine, Jack
Firestone, D. Morgan
Firestone, Michael J.
Fisch, Edward
Fisch, Sylvia

Fish, Maxine J.
Flood, Rachel
Florence, Jacqueline B.
Florence, Michael F.
Fogel, Julia
Fogel, Richard
Fogler, Barbara
Fogler, Gary S. (B)
Fogler, Gladys
Fogler, Lloyd S.D., QC (H)
Fogolin, John
Fok, Edwina Wong
Foster, Garry M., FCA
Frankfort, Sydney G.
Freed, Peter
Freedman, Sherri
Freedman, Theodore J. (E)
Freeman, Dr. Bruce V.
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
Gasner, Robert
Gavelin, Kirby C.
Gelkopf, Carrie Orfus
Gerstein, Frank B.
Gerstein, Gail (L)(E)
Gerstein, Ira M. (L)
Gerstein, Irving R., CM (H)(L)
Gerstein, Marvin (L)
Gerstein, Dr. Reva A., CC OOnt
Gerstein-Fingold, Lynne R. (L)
Gertner, Sandra
Ghert, Bernard I., CM (B)(H)
Gilbert, Melvin M.
Gladstone, Sander
Glassman, Newton
Glowinsky, Howard
Gluckstein, Bernard L., QC
Gluskin, Ira
Gnat, Jordan
Godfrey, Bert (L)
Godfrey, Eleanor R.
Godfrey, Norman
Godfrey, Paul V., CM (S)
Godfrey, Rob
Godsoe, Peter C., OC (B)
Gold, JoAnn
Goldberg, Gary
Goldberg, Susan
Goldberger, Linda H.
Goldfarb, Stanley
Goldhar, Stephen
Goldman, Murray
Goldman, S. Zachary
Goldstein, David J.
Goldstein, Edwin
Goodman, Gilbert
Goodman, Mark E.
Gotfrid, Samuel, QC
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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, Mendel M., QC
Greenberg, Alan
Greenberg, Sidney
Greisman, Joel S.
Gross, Michael R.
Grundleger, Robert F.
Gupta, Rohit
Gupta, Vic S.
Gurevitz, Cory L.
Guttman, Craig
Gwartz, Jack
Haas, Ron
Haber, Lawrence P.
Halbert, Dr. Gerald, CM
Halbert, Roslyn
Hall, Robert R., QC
Hallisey, Richard S.
Halperin, Stephen H.
Hanson, Tennys J.M.
Haq, Azmi
Harris, Milton E., OC
Harris, Susan J.
Hauer, Frank
Hausman, Sandra
Hecker, Harvey S.
Hennick, Jay S. (B)
Herbert, Stephen W.
Herman, Jake
Hershenhorn, Hartley
Hershenhorn, Steven M.
Herzog, Shira
Hill, Norman
Himel, Alison
Ho Pak Tao
Hoffman, Libby
Hoffstein, Eric N.
Hofstedter, Sandor
Hofstedter, Thomas
Horowitz, David
Hotton, Sharon
Hurwich, Nathan O.
Inspektor, Eric R.
Isenbaum, Hy, FCA (H)
Isenbaum, Myrna
Jacques, Arthur O.
Johnson, James C.
Johnston, Dr. Michael
Kamin, Buschie
Karp, Fred L.
Kassie, David J.
Kates, Dr. Josef
Kates, Marvin S.
Kay, James F.
Kelman, Mildred (L)
Kelner, Dr. Merrijoy
Kennedy, Arthur D.
Kerbel, Barbara
Kert, Ellin
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.
Kirsh, Harvey J.
Klasner, Jerry
Koffler, Marvella
Koffler, Murray B., OC (E)
Koffler, Thomas
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Joseph Mapa

President and CEO

Mount Sinai Hospital is dedicated to discovering and delivering the best patient care with the heart and values true to our heritage.



Patient Abdisallam Omar shares a smile with nurses Tess Colantes, centre, and Joe Bulan.



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