



**Timeline (guide):**

- 5:15 pm Call to Order
- 5:15 pm Regular Board meeting

**Standing Supporting Documents**

- [Consent agenda information \(what is it and how is it used?\)](#)
- [Motions cheat sheet](#)
- [Board Governance Decision Matrix](#)
- [Policy 22 – Code of Conduct](#) (reference to Conflict of Interest)
- Meeting Minutes (November 2024)
- Board Committee Reports
  - Board Executive
  - Finance & Investment
  - Nominating
  - Policy & Governance
- CEO Report to the Board

**Additional Supporting Documents**

- Commitment to a Psychologically Safe Workplace – HSNS Safer Space Principles
- Equity, Diversity & Inclusion (EDI) Terms of Reference
- Equity, Diversity & Inclusion (EDI) Framework excerpts
- EDIRA Action Plan 2023-27
- Patient and Family Experience Survey 2024 Report
- Risk Plan 2024-25 & Summary Report
- Financial Forecast for Q3
- Board EDI survey results 2024
- Reconciliation Call to Action
- Policies:
  - 5 (CEO Succession Plan)
  - 11 (Treatment of Staff)
  - 24 (Board Member Education)
  - 27 (Duties of the Board to the CEO)

**Board of Directors**

Bhangale, Chirag	V	Kiefte, Michael	V	Rizzetto, Maria (Vice Chair)	V
Frost, Jon	V	Kujath, Magdalena	V	Sullivan, Vickie	V
Grant, John	V	Landy, Mark (Chair)	V	Vossen, Emma	V
Haley, Matthew (Sec-Treasurer)	V	MacLean, Matthew	R	Mason-Browne, Anne (CEO)	R
Kaur, Anuroop	V	Noronha, Adline	V	Leslie, Kimberlee (Exec. Assistant)	V

**Guests:**

- Mr. R. Kolanko, Director of Finance and Operations (V)
- Dr. Greg Noel, Director of Adult and Mi'kmaq Hearing and Speech Services (V)
- Dr. Sharon Walker, Director of Pediatric and Autism Hearing and Speech Services (V)
- Leah MacEachern, Manager & EDI co-chair (V)
- Erin Burke, SLP & EDI co-chair (V)
- Janice Whebby, SLP & EDI Committee member (V)
- Erin Lamond, Clinical Manager (Patient/Family Experience Survey Lead) (V)
- Marcia Curry, Clinical Manager (Patient/Family Experience Survey Lead) (V)
- Marika Holmes, Professional Practice Development Officer and Accreditation Lead (V)

**Present: (P)****Videoconference: (V)****Regrets: (R)****Absent: (A)**

5:15pm	<b>1. Call to Order</b> The meeting was called to order at 5:16 pm.
5:20	<b>2. Announcements</b> 2.1 Regrets: Anne Mason-Browne, Matt MacLean 2.2 Declarations of potential conflict of interest: none
5:25	<b>3. Quality of Care</b> 3.1 Presentation: Equity, Diversity, Inclusion Framework (Presenters: Leah MacEachern, Erin Burke, Janice Whebby)  The presentation gave the Board an overview of the Equity, Diversity and Inclusion (EDI) framework and the safer space principles.  Q: How do the safer space principles differ from the code of conduct? A: The code of conduct is a foundational policy that HSNS refers to. The safer space principles are reviewed at the beginning of each meeting.  The Board has asked the EDI committee to review the current code of conduct and determine if anything needs to be added.  EDI resources and learning materials that staff have access to will be added to Aprio in the future for Board access.  3.2 Presentation: Patient and Family Experience Survey 2024 (Presenters: Marcia Curry, Erin Lamond)  The presentation provided the Board with an overview of the client experience survey results for 2024.  Q: What is HSNS doing to inform the public that they received the feedback and are taking steps? A: HSNS will create an infographic which will be posted on social media and the website to address the client responses and the plan to address them.  Q: Do we track the percentage of appointments that are rescheduled? Do you have data for no-shows? A: The data is internal operational data and is not included in the data summaries to the Board. While no-show data is pulled, HSNS does not have a way to pull the

	<p>frequency of rescheduling done by a clinician. Currently, the Quality Improvement Working Group is looking at appointment reminders to reduce no-shows and is looking at a better system for cancellation lists.</p> <p>Q: Are wait times looked at for different services?  A: Due to the anonymization of the client experience survey, we are not able to connect the comments to a service wait time. Clients have an opportunity to add their contact information at the end of the survey if they want follow up on their comments.</p>
6:05	<p><b>4. Consent Agenda</b></p> <ul style="list-style-type: none"> <li>a. Board meeting agenda</li> <li>b. Previous meeting minutes</li> <li>c. Board Executive Report</li> <li>d. Committee Reports <ul style="list-style-type: none"> <li>• Finance &amp; Investment</li> <li>• Nominating</li> <li>• Policy &amp; Governance</li> </ul> </li> </ul> <p>MOTION: that the Board of Directors approve the consent agenda.  Motion moved and seconded. Motion carried.</p>
6:10	<p><b>5. CEO Report</b></p> <p>5.1 Quality of Care: Risk Plan 2024-25  Dr. Greg Noel provided an overview 2024-25 risk plan with a focus on the moderate-high risk items.</p> <p>Q: Is there an issue with meeting the time-sensitive and urgent referrals?  A: No.</p> <p>Q: Does the organization have a local solution if there is an issue with the vendor (Telus MedAccess electronic medical record system)?  A: HSNS has staff who are specially trained on the operational side of the electronic medical record (EMR).</p> <p>Q: Does the organization have a disaster recovery plan with the EMR vendor?  A: This was raised in the HSNS cybersecurity plan and the action plan is to ensure that vendors have a disaster recovery plan.</p> <p>Q: When does the lease end at Park Lane?  A: HSNS is on a month-to-month lease for the clinic space.</p> <p>5.2 Reconciliation Action Plan  Dr. Greg Noel provided information on the beginning work towards a Reconciliation Action Plan based on the Reconciliation Call to Action, presented at the Board Indigenous Cultural training in December. Balsam, who provided the December training, will be leading this work along with HSNS leadership, staff and the Board.</p>

	<p>The Reconciliation Action Plan is set to be completed before the end of the current fiscal year (March 31, 2025).</p> <p>5.3 Monthly update Dr. Greg Noel presented the CEO report for January 2025.</p> <p>Q: When does HSNS see the engagement with the Board for Accreditation? A: Some of the work has already begun on the governance standards. Board engagement during the survey period will be brought forward to Policy &amp; Governance at their next meeting.</p>
6:30	<p><b>6. Finance &amp; Investment (topics requiring discussion/action)</b></p> <p>6.1 Financial Performance and Forecast Mr. Bob Kolanko shared the highlights of the Q3 forecast with the Board.</p> <p>Q: What percentage of positions are more difficult to fill within the total positions? A: This information is located in the January 2025 CEO report.</p> <p>MOTION: that the Board of Directors approve the 2024-25 fiscal Q3 forecast as submitted. Motion moved. Motion carried.</p> <p>6.2 Coward Award funding amount Mr. Haley provided the Board with information about the current funding amount and the discussion out of Finance &amp; Investment to increase the amount to a maximum of \$5,000.00. Funding for the award comes from the emergency (TD) fund.</p> <p>MOTION: that the Board of Directors approve the increase of the Coward Award funding to a maximum of \$5,000 as recommended by Finance &amp; Investment. Motion moved. Motion carried.</p>
6:40	<p><b>7. Policy &amp; Governance (topics requiring discussion/action)</b></p> <p>7.1 Policy amendments</p> <ul style="list-style-type: none"> <li>• 5 (CEO Succession Plan)</li> <li>• 11 (Treatment of Staff)</li> <li>• 24 (Board Member Education) <ul style="list-style-type: none"> <li>○ Q: Are Board member expected to be in a position to know where to find the documents listed?</li> <li>○ A: Yes. The documents and plans are located in Aprio.</li> </ul> </li> <li>• 27 (Duties of the Board to the CEO)</li> </ul> <p>Revisions to policies 5, 11, 24, and 27 were reviewed by the Board.</p> <p>MOTION: that the Board of Directors approve the recommended amendments to Policies #5, 11, 24 and 27 as presented by the Policy and Governance Committee. Motion moved. Motion carried.</p>

6:50	<p><b>8. Nominating (topics requiring discussion/action)</b></p> <p><b>8.1 Active recruitment window</b>  Ms. Rizzetto informed the Board of the active recruitment window (February to April 2025) and provided an explanation of how the committee came to the decision of the active recruitment window.</p> <p>The Board was reminded to direct interested parties to the HSNS website Board information or to members of the Nominating Committee.</p> <p>Q: What happens if the committee receives an expression of interest outside of the active recruitment window?  A: The review process is still the same, however the Board is bound to the bylaws on when members can be appointed to the Board.</p> <p>Q: Has the Board looked at specific avenues such as static media or other publications?  A: Yes. The list of current posting locations will be shared with Board. If the members have suggestions for where to post notice, please forward them to the Nominating Committee.</p> <p><b>8.2 Meet &amp; greet in Colchester County</b>  The call went out to the Board to see if there was interest in hosting an event in Colchester County. Interested members can reach out the Nominating Committee.</p> <p><b>8.3 Board Equity, Diversity &amp; Inclusion (EDI) survey results</b>  The results of the survey were shared with Board.</p>
7:00	<p><b>9. Old Business</b></p> <p><b>9.1 Indigenous Cultural Training follow-up &amp; Reconciliation Call to Action</b>  Mr. Landy provided an introduction of the Call to Action that came out of the December Board Indigenous Cultural training.</p> <p>The slide deck from the training is available on Aprio.</p> <p>Q: Is there a provincial voice for all Indigenous people in the province or is HSNS dealing with Eskasoni by itself?  A: HSNS serves a number of communities across the province. HSNS has had contact with a number of bands related to the health directors and how they would like to have services. The Reconciliation Action Plan is the first step in building a long-term plan in building a working relationship with Indigenous communities.</p> <p>MOTION: that the Board of Directors accept and approve the reconciliation call to action as presented.  Motion moved and seconded. Motion carried.</p> <p><b>9.2 New Strategic Plan development</b>  Mr. Landy provided the Board with an update of the discussion from Policy &amp; Governance on the development of a new strategic plan:</p> <ul style="list-style-type: none"> <li>• The new plan will be three years in length.</li> </ul>

	<ul style="list-style-type: none"> <li>• The current plan will still be in effect and the targets will be updated and continued in tandem with the development of the new plan.</li> </ul> <p>Considerations that the Board will need to address in upcoming meetings:</p> <ul style="list-style-type: none"> <li>• What tools and guidance will be needed?</li> <li>• How much time and how must resources will the Board put into the development?</li> <li>• Who is going to lead the process?</li> <li>• How will the Board engage partners and the community?</li> </ul> <p>It is the recommendation of the Board that the Strategic Plan development topic be moved to earlier in the agenda to allow for better discussion.</p>
7:10	<p><b>10. New Business</b> None</p>
7:15	<p><b>11. Members' Comments</b> None</p>
7:20	<p><b>12. In-camera session</b> MOTION: that the Board of Directors move to in-camera session. Motion carried.</p> <p>MOTION: that the Board of Directors move to adjourn the in-camera session. Motion carried.</p>
7:30	<p><b>13. Date of next meeting:</b> February 20, 2025 (virtual)</p>
7:30	<p><b>14. Adjournment</b> MOTION: that the Board of Directors move to adjourn the meeting. Motion carried.</p> <p>Meeting adjourned at 7:50 pm.</p>