



**Timeline (guide):**

- 5:15 pm Call to Order
- 5:20 pm Accreditation Canada: Overview
- 5:45 pm Strategic Planning: HSNS annual evaluation (SWOT)
- 6:00pm Regular Board Meeting

**Board of Directors**

Frost, Jon	R	Kujath, Magdalena	V	Noronha, Adline	A
Grant, John	V	Landy, Mark (Chair)	V	Rizzetto, Maria (Vice Chair)	V
Haley, Matthew (Sec-Treasurer)	V	Marchand, Josette	R	Sullivan, Vickie	V
Kaur, Anuroop	V	Mason-Browne, Anne (CEO)	V	Vossen, Emma	A
Kieft, Michael	V	Moore, Gordon	V	Leslie, Kimberlee (Admin. Assistant)	V

**Guests:**

- Mr. R. Kolanko, Director of Finance and Operations (R)
- 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)
- Ms. Marika Holmes, Professional Practice Development Officer and Accreditation Lead (V)

**Present: (P)**

**Videoconference: (V)**

**Regrets: (R)**

**Absent: (A)**

5:15 pm	<p><b>1. Call to Order &amp; Introductions</b>          The meeting was called to order at 5:15 by Mr. Landy</p> <p>Mr. Landy drew the Boards attention to the Zoom chat feature to ask questions throughout the meeting. The chat window will be checked before proceeding to each item in the agenda. Board members were also invited to use reactions (hand raising).</p> <p>Ms. Marika Holmes was introduced by Ms. Mason-Browne. Ms. Holmes is the Professional Practice Development Officer and HSNS Accreditation Lead.</p>
5:20 pm	<p><b>2. Presentation – Accreditation Survey: An Introduction</b>          Presenter: Ms. Marika Holmes, Professional Practice Development Officer and HSNS Accreditation Lead</p> <p>Ms. Marika Holmes provided an introduction on the 2025 Accreditation survey. A copy of the presentation is included in the Board meeting materials.</p> <p>Q: The term ‘co-design’ is mentioned a lot, is it defined by Accreditation Canada or is it up to the organization to define?          A: It is not formally defined but for each standard examples are provided.</p> <p>Q: What are the next steps for the Board?          A: We have already started the process through the Policy &amp; Governance committee. There will need to be some considerable work on some of the standards that are new for us. The HSNS leadership team will brainstorm some ideas and bring those to the Board through Board Exec and Policy &amp; Governance then explore with the Board how best to do the work. There are 35 out of 80 standards that need some considerable work.</p>

5:45 pm	<p><b>3. Presentation – Strategic Planning: Annual evaluation of Strengths, Weaknesses, Opportunities, Threats (SWOT)</b>  Presenter: Ms. Mason-Browne, CEO</p> <p>Ms. Mason-Browne presented a brief overview of the strategic planning cycle and the HSNS Strategic Planning annual Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. A copy of the presentation is included in the Board meeting materials.</p> <p>Q: Do we know how the expansion of childhood services and the daycare sector will have on services?  A: Children who were not accessing daycare before are now being observed by professionals who are observing hearing and speech-language issues. We have noticed an uptake in preschool speech-language pathology referrals. Many of our staff are also experiencing significant challenges in finding care for their own children.</p> <p>Q: Is there a sector that does planning for the increase in preschool services?  A: The Nova Scotia Department of Education and Early Childhood Development is the government department that is implementing preschool services. DEECD works in collaboration with IWK, HSNS, and other organizations. There used to be a DEECD led provincial partnership, of which HSNS was a member, but it has been discontinued.</p> <p>Q: Are we able to look at statistics on pediatric referrals by the different zones?  A: Yes. We are able to look at pediatric referrals across zones. We can look at different age ranges. Pediatrics is 0-16 years, but we can do preschool (0 to 6 years) if we want to focus on that.</p> <p>Q: What is done with the data?  A: We use a lot of the data for staff and resource planning. The data informs our business planning.</p> <p>Q: What does the Best Practice Councils involve?  A: These HSNS councils are in the early stages of development and are open to any of our staff who have a role in service delivery, including Administrative Support personnel and Communication Disorders Assistants. There is the Speech-Language Pathology (SLP) Council and the Audiology Council which are responsible for guiding best clinical practices for HSNS services. The purpose is to ensure that our strategic goals and service priorities are influenced by our service providers, ensuring quality improvement in professional practice. We are still in the infant stages of establishing the Best Practice Councils, however the Councils have identified service delivery priorities and are currently, defining specific recommendations.</p> <p>Q: Given the approaching end of the current Strategic Plan, are there any processes that will be changed in the plan?  A: Yes. When we start a new strategic planning cycle, it’s an opportunity to do things differently. The board will help us lead the planning process.  Comment: the Board would be interested in hearing the input on some things that seem to have gone well during the execution of the current plan.</p>
6:00 pm	<p><b>4. Approval of Agenda</b></p> <p>MOTION: that the Board of Directors approve the agenda as presented.  Moved by Mr. Grant. Second by Mr. Haley.  Motion carried.</p>

6:05 pm	<p><b>5. Announcements</b></p> <p>5.1 Regrets: Ms. Marchand, Mr. Frost, Mr. Moore (leaving early), Guest Mr. Bob Kolanko</p> <p>5.2 Declarations of potential conflict of interest: none</p>
6:07 pm	<p><b>6. Approval of Minutes – February 15, 2024</b></p> <p>MOTION: that the Board of Directors approve the previous minutes. Moved by Mr. Moore. Second by Ms. Rizzetto. Motion carried.</p>
6:10 pm	<p><b>7. Board Executive Report</b></p> <p>Mr. Landy presented the Board Executive Report for March 2024.</p> <p>7.1 Annual Board Evaluation Activity: Board Member ‘Check-In Interviews’</p> <ul style="list-style-type: none"> <li>• Mr. Landy shared the process of the upcoming Board evaluation. Materials will be going out to the Board members after today’s meeting. Included in the email will be the self-evaluation form and the interview questions for the touch base interviews. The touch base interviews will be conducted by the Board Exec and will be completed by the end of April.</li> </ul> <p>7.2 Request for Acronym ‘glossary’</p> <ul style="list-style-type: none"> <li>• After the last Board meeting, a member inquired if a list of acronyms exists. A list does not currently exist but one will be started and will be made available on Aprio.</li> <li>• Board members were also invited to put any acronyms they would like defined in the Board evaluation form.</li> <li>• There was also a request to define an acronym whenever it is presented for the first time.</li> </ul> <p>7.3 Amended Decision Matrix</p> <ul style="list-style-type: none"> <li>• This document was shared with the Board. New additions were highlighted with a number of new items regarding engagement with partners.</li> </ul>
6:15 pm	<p><b>8. CEO Report</b></p> <p>8.1 Monthly Update</p> <ul style="list-style-type: none"> <li>• Ms. Mason-Browne presented the CEO report for March 2024.</li> </ul> <p>Q: How does the additional funding relate to the business case that was submitted with the business plan? A: The funding is related to the previously submitted requests related to inflationary cost pressures and capital equipment priorities, identified for 2023-2024. We are also aware of the recent government public announcement regarding proposed funding for preschool hearing and speech services, and we hope it relates to the business case submitted last fall on preschool audiology and speech language pathology services. We hope to receive confirmation of the funding and specific operational details soon after the provincial budget is passed.</p> <p>8.2 HSNS Annual Report on Communications Plan (Presenter: Dr. Greg Noel)</p> <ul style="list-style-type: none"> <li>• Dr. Noel shared the results of the recent Omnibus Survey that was completed and how we can see those results reflected in the website analytics.</li> <li>• The survey received 400 responses.</li> <li>• The survey questions and results will be made available to the Board on Aprio.</li> </ul>

Q: Do we have an idea of where the majority of the results are coming from?  
A: Yes, the survey provides some demographic data points such as age and occupation.

Q: How does the survey get done?  
A: The survey is conducted by Narrative Research and is primarily done by phone. It is random but we do get some data breakdown (e.g., age, occupation).

6:30 pm

## 9. Committee Reports

### 9.1 Finance and Investment Committee Report

- Annual Report on Investment Portfolio

Mr. Haley presented the Finance & Investments Committee report to the Board.

Meetings with the HSNS investment managers were recorded and the recording is available for viewing. If a Board member would like to view it, please reach out to Mr. Haley.

Mr. Haley provided a brief overview of the discussion that occurred around the launch of the Innovations Fund.

Comment: On the submission form there is no time frame indicated for the request. It would be helpful if people were able to indicate the time frame (e.g., 3 months, 6 months, a year). What is the innovation? There is a lot of narrative built into the form but it would be helpful if people could explain what they think their innovation is. What resources would be needed? Can there be a section for people to list or explain what resources they feel are needed?

Comment: The concept of projects spanning over a year was something that was discussed. The Finance & Investments committee decided that the project would be approved for the full budget in a single fiscal year and then the funds would be dispersed over the length of the project. The suggested amendments to the form will be made.

MOTION: that the Board of Directors formally launch the innovations fund process beginning in October 2024 with a grant allocation of \$10,000 to \$25,000 for the period ending October 2025.

Moved by Mr. Landy. Motion carried.

Q: How would the Board like the announcement made?

A: The announcement should come from the Board, either by Mr. Landy or Mr. Haley

**ACTION:** Ms. Mason-Browne to provide some speaking points to Mr. Landy and Mr. Haley so that an announcement to HSNS staff can be drafted.

### 9.2 Policy & Governance Review Committee Report

Mr. Landy presented the Policy & Governance Committee report to the Board.

- Policy amendments
  - The policies were reviewed by the Board.

MOTION: that the Board of Directors approve the recommended amendments to Policies #14, #20, #21, and #23 as presented.

Moved by Mr. Haley. Motion carried.

	<ul style="list-style-type: none"> <li>• Preparation for Accreditation review of governance standards</li> </ul> <p>The Policy and Governance Review Committee has started its review of the governance. Standards and will be bringing forward recommendations to the board.</p> <p>9.3 Nominating Committee Report</p> <p>Ms. Rizzetto presented the Nominating Committee report to the Board.</p> <p>Discussion occurred around the lack of new expressions of interest. The Board received one but the individual is no longer able to join the Board due to other commitments.</p> <p>Ms. Rizzetto encouraged the Board to reach out to individuals about joining the Board and that if there are suggestions on where to reach out to recruit (e.g., community notice boards), to pass along the information to the Nominating Committee.</p> <p>Suggestions from the Board on recruitment strategies:</p> <ul style="list-style-type: none"> <li>• A Board meet and greet</li> <li>• Invite a friend to a Board meeting</li> <li>• Advertise on HSNS materials (e.g., brochures, QR codes that link to Board recruitment information)</li> <li>• Generate a possible guest list from past or current clients</li> </ul> <p>Q: The Board has had phenomenal presenters from parents or people who experienced services. Can we approach them about potentially expressing interest in joining the Board?  A: As a standard process when following up on patient complaints. A neutral manager will approach the individual and ask them if they are satisfied with the follow up to their complaint, thank them for helping us improve our services and inquire if they are interested in helping HSNS with its efforts to improve services. On one occasion this conversation led one of our clients to submit an expression of interest to sit on the Board.</p> <p>Suggestions for recruitment strategies will be brought to the Nominating Committee for discussion.</p>
6:50 pm	<p><b>10. Business Arising</b></p> <p>10.1 Board Meeting Evaluation</p> <p>Miss Leslie shared a new fillable Board meeting evaluation form and provided a walkthrough of how it works.</p> <p>MOTION: that the Board of Directors approve the use of the new fillable PDF Board Evaluation form.  Moved by Mr. Landy. Second by Mr. Haley.  Motion carried.</p>
7:00 pm	<p><b>11. Old Business</b></p> <p>None</p>

7:10 pm	<p><b>12. New Business</b></p> <p>12.1 Updated Information on HSNS Website (Accreditation Canada standards on increased transparency and public awareness of HSNS Board activity)</p> <ul style="list-style-type: none"> <li>• Request for Board Member ‘head shots’, “bios”, ‘why be a board member’</li> <li>• Proposed ‘showcasing’ Board opportunity during ‘Volunteer Awareness Month’</li> <li>• Opportunities to showcase (e.g. photographs, write up for the website) the HSNS board and staff may present itself during the April Board meeting in Truro</li> </ul> <p>This is related to the new Accreditation Canada standards around Board transparency. HSNS is in the process of revamping the website pages specific to the Board. We will be including additional information regarding recruiting procedures and biographical profiles on various Board members. Ms. Mason-Browne has reached out to Mr. Landy to be the next board member to be profiled.</p> <p>Q: Can we get a parallel initiative about the Partners in Care?  A: Yes. We have a video lined up about a previous Partner In Care. We are hoping for the video release in early April.</p>
7:15 pm	<p><b>13. Members’ Comments</b></p> <p>No comments</p>
7:20 pm	<p><b>14. In-camera session</b></p> <p>Board moved to in-camera session at 7:13pm.</p>
7:25 pm	<p><b>15. Date of next meeting:</b> April 18, 2024 (in-person, Truro)</p> <p>Before the Board meeting, there will be an opportunity to tour the site and interact with staff and clients about their experience in receiving services. A light supper will be served with the Board meeting starting at 5:15pm.</p> <p>If Board members need accommodations, let Kimberlee know by April 5<sup>th</sup>.</p> <p>An email will be distributed next week with details about the meeting (e.g., parking instructions, location of meeting, agenda, etc.).</p>
7:30 pm	<p><b>16. Adjournment</b></p> <p>Meeting adjourned at 7:30pm</p>