



Board Meeting

HSNS Board of Directors
September 21, 2023 – 5:15 pm
In person – large boardroom

Timeline (guide):

- 5:45 pm Call to Order, Welcome new Board Members and Guests
5:55 pm George and Lenore Mencher Scholarship presented by Mr. Mark Landy, Chair and Dr. George Mencher, past HSNS Director (CEO); followed by photograph (Scholarship guests and group photo of 2023 HSNS Board)
6:00 pm Dinner (with guests)
6:30 pm Regular board meeting

Board of Directors

Table with 6 columns: Name, Status (P, R, V), Name, Status (P, R, V), Name, Status (P, R, V). Rows include Frost, Jon; Grant, John; Haley, Matthew; Kaur, Anuroop; Kiefte, Michael; Kujath, Magdalena; Landy, Mark; Marchand, Josette; Mason-Browne, Anne; Moore, Gordon; Noronha, Adline; Rizzetto, Maria; Sullivan, Vickie; Vossen, Emma; Freeman, Robin.

Guests: Dr. Greg Noel, Director of Adult and Mi'kmaq Hearing and Speech Services
Dr. Sharon Walker, Director of Pediatric and Autism Hearing and Speech Services
Mr. Bob Kolanko, Director of Finance and Operations
Dr. George Mencher, Scholarship provider
Mr. Simon Pawlowski, Scholarship winner

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

1. Call to Order & Introductions

The meeting was called to order at 5:45 pm by Mr. Landy

2. Presentation of Dr. George and Lenore Mencher Scholarship

Mr. Landy related historical detail around Dr. Mencher, his vision and involvement in not only HSNS but being instrumental in the creation of Dalhousie's School of Communication Sciences and Disorders. Dr. Kiefte, Director of the School of Communication Sciences and Disorders, Dalhousie described Simon Pawlowski's impressive skills and accomplishments. Mr. Simon is completing his final year in Audiology.

In celebration of the 60th anniversary of HSNS, Dr. George Mencher joined Mr. Mark Landy in presenting Mr. Simon Pawlowski with a plaque in honour of his achievement.

3. Photographs

A celebratory photograph of Dr. Mencher, Mr. Landy, and Mr. Pawlowski was taken, along with an updated photo of the Board of Directors, the Board Executive, the Board Chair with the CEO, and some individual headshots.

4. Dinner with guests

5. Approval of Agenda

MOTION: THAT the Board of Directors approve the agenda. It was moved and seconded. Motion carried.

## 6. Announcements

**6.1 Regrets:** as listed above.

**6.2 Declarations of potential conflict of interest:** None.

## 7. Minutes, June 15, 2023

**MOTION:** THAT the Board of Directors approve the minutes as circulated. It was moved and seconded. Motion carried.

## 8. Board Executive Report

The Board Executive met on September 12, 2023 (report attached). Mr. Landy reviewed the report and advised that Board Executive had reviewed the Terms of Reference for the Executive. He reminded directors of the upcoming HSNS Clinical Forum, the first 'in person' forum held since 2019. He will be bringing remarks from the Board, announce the launch of the HSNS Innovations Fund, and congratulate the 'Cheers From Us' Quality Improvement Project Champions. He encouraged any member who would like to attend to contact Ms. Freeman.

## 9. CEO Report

### 9.1 Highlights of the CEO Report are as follows:

- The Annual Integrated Quality Scorecard and KPIs were presented to DHW on June 20<sup>th</sup> and Q1 results were sent on July 24<sup>th</sup>.
- Collaboration with NS Health on One Person One Record (OPOR) has started with preliminary exchange of information. Dr. Noel and Dr. Walker acknowledged that our EMR software, Telus Access, is compatible with the OPOR.
- Dr. Noel, Director of Adult and Mi'kmaq Hearing and Speech Services and Mr. Kolanko, Director of Finance and Operations have developed 2 business cases (outside of the regular 'business planning cycle') for enhancing SLP services for adults transitioning from acute care. One proposal (final sign off is pending) is from the Northern Zone involves 0.8 SLP supporting the Stroke Team. The second proposal is from Central Zone for 1.0 SLP and 1.0 CDT to support the Early Supported Stroke Discharge Program; recruiting for this initiative is underway with good response.
- Dr. Noel and Ms. Curry, Clinical Manager, have successfully negotiated with the QE2 Foundation to respond to a donor request to enhance SLP services for Head and Neck Cancer (funding is committed for a 0.6 FTE two-year term position). Recruitment is underway.
- Four Business Cases (requests for additional funding to increase services) for 2024-25 were submitted to NS Department of Health:
  - Mi'kmaq Hearing and Speech Services – Eskasoni (updated re-submission).
  - Reducing Preschoolers' Wait Times for Hearing and Speech Services (increased resources to meet national benchmarks).
  - Reducing Adult Wait Times for Hearing and Speech Services (increased resources to meet national benchmarks)
  - Reducing barriers to Seniors Hearing Health Care (Establishing a provincial program to provide audiology assessments and access to hearing aids and assistive listening devices for seniors, in collaboration with Dalhousie University's School of Communication Sciences and Disorders).

The four Business Cases represent a total cost of \$10.3M; second scaled-down options totals \$3M.

- The management and executive staff are participating in a course offered through UNB “Certificate in Psychologically Safe Leadership”; the first of these three courses began in June with a completion target of December 23, 2023.

#### **External Stakeholder Engagement:**

Contract negotiations with NSGEU continue, with the agreement on the Essential Health and Community Services Agreement still pending. We hope to resume negotiations in early October. The current Collective Agreement expired in March 2021. Any DHW approved retroactive compensation would be funded by government.

#### **Staffing and Service Disruptions**

HSNS is currently recruiting for 9 positions across the province. The most challenging recruitment is with temporary and rural positions. One of the two offices at the Windsor site was affected by the July flooding; both staff are working in temporary alternate locations in the hospital.

#### **Quality and Quality Improvement:**

HSNS Quality Advisory Committee met on September 6th to review the KPI summary and Results-Based Performance Report. Dr. Sharon Walker provided an overview of the Integrated Quality Scorecard for Q1. More time will be provided for an overview of performance measures during the presentation of Q2 Results in October. The four performance reports contained within the Board package (and uploaded to Aprio) are:

- Key Performance Indicators Report for the Department of Health and Wellness (2023)
- Results Based Performance Report – HSNS – Q1 2023-2024
- Hearing & Speech Nova Scotia Integrated Quarterly Scorecard Q1 2023-2024
- Q1 23-24 Board Presentation

#### **Strategic Planning:**

As reported in the Integrated Quality Scorecard for Q1 performance on all eleven of the strategic targets are in progress (‘on target’ for Q1). The next meeting of Strategic Planning Core Committee is scheduled for December 13, 2023; Mr. Landy and Ms. Mason-Browne co-chair this Committee.

#### **Risk:**

The HSNS Business Continuity Plan (BCP) was presented to the Board. Dr. Noel described the annual ‘emergency phone tree’ drill which will be activated on September 25<sup>th</sup>. Board members will receive a text from Ms. Mason-Browne or Ms. Freeman and board members are asked to respond that they have received the message, the target is to receive a response within 24 hours. The results of the test will be analyzed, and areas of improvement identified. Outcomes of the organization test of the emergency phone tree will be communicated to the Board in November.

Dr. Noel and Mr. Kolanko clarified that HSNS meets cyber security requirements of government and its partners and is fully insured.

Mr. Landy informed the new Directors that a previous request was made for the Board to engage with representation from NSH Digital Infrastructure to meet and discuss its relationship with HSNS. Mr. Kolanko will investigate further.

## Communications:

The Committee continues to work on 60th anniversary communication materials, Board members are encouraged to send in 'head shots' to Ms. Freeman to include on the HSNS Website.

## Committee Reports

### 10.1 Finance and Investment Committee update:

Finance & Investment Committee met by Zoom on September 19, 2023. It reviewed investment accounts, cheques and electronic fund transfers greater than \$50,000, and CEO expenses. All were in order. (Report is attached)

#### Updates from Director of Finance and Operations:

Mr. Kolanko reviewed the Lead Sheet, Operational Budget for 2023-2024, the Q1 forecast, the Financial Schedule within the Business Plan 2024-2025, and provided a status update on Capital Equipment Funds & Acquisitions. He added that there were no significant changes over previous years but did highlight cost drivers and pressures for the upcoming year.

Mr. Haley would like to see year over year financial results. This will be provided in the financial statement for Q2.

Mr. Landy will make the announcement of the establishment of the Board Innovation Fund at Clinical Forum.

The Endowment Report from Dalhousie University was reviewed with no questions.

The Finance and Investment Committee brought forward the following motions:

**MOTION:** THAT the Board of Directors approve the Business Plan submission for Fiscal year 2024/2025 (financial schedule only) as presented. Motion carried.

**MOTION:** THAT the Board of Directors approve the Operating Budget submission for Fiscal year 2024/2025 (financial schedule only) as presented. Motion carried.

**Next Finance and Investment Committee Meeting:** Tuesday, October 17, 2023 (1:00-2:00pm)

### 10.2 Policy and Governance Review Committee update:

The Committee met on September 12, 2023, by Zoom. (Report is attached)

The following Board Committee Terms of Reference were reviewed:

- Policy & Governance Committee
- Finance & Investment Committee
- Nominating Committee
- Board Executive Committee

Recommended amendments (attached to this report) were brought forward by the Policy and Governance Committee for approval.

**MOTION:** THAT the Board of Directors approve the amended Terms of Reference for Board Executive Committee, Finance and Investment Committee, Policy and Governance Committee, and Nominating Committee as presented. Moved, seconded, motion carried.

**Policy/Bylaws Review:** Review of the Bylaws was recommended by the previous Policy and Governance Review Committee, with specific attention to Article 6 which determines the length and number of terms for directors. This will be brought forward to the next Policy & Governance Committee meeting for discussion.

The Policy Roster, dated July 2023, was reviewed. The Policy and Governance Review Committee are current with respect to the regular review of Board policies. There are no policy reviews required before the end of 2023.

**Member Meeting Evaluation/Feedback:** Mr. Landy explained that the meeting evaluation forms provide necessary feedback to improve the experience and effectiveness of Board meetings and provide a way for Board members to suggest educational topics. He requested each member complete on at the end of the meeting.

**Suggestions for Education Topics:** Mr. Landy opened the floor for discussion.

**10.3 Nominating Committee update:** The Committee met on September 15<sup>th</sup> via Zoom.

Ms. Rizzetto reached out to the potential candidate and advised that a review of the Board's by-laws would be required.

Ms. Rizzetto presented the Nominating Committee Report. Board recruiting priorities include representation from all regions throughout Nova Scotia (presently there are no board members from Tri-County and Cumberland/Colchester). Additionally, representation of diverse cultures is also a priority, with a priority to recruit a board member from an Indigenous community in N.S. A combined effort between Ms. Rizzetto and Dr. Noel to engage Sharon Rudderham (Health Director of the Eskasoni Community Health Centre) for her suggestion of potential candidates will be sought.

The Nominating Committee received one Expression of Interest. The Committee discussed the candidate and agreed she would be a good addition. Ms. Rizzetto will advise the Policy & Governance Committee for advice on how to move forward on this excellent candidate.

**Nominating Committee** will meet next on Wednesday, November 8<sup>th</sup> at 3:00pm

## **11. Business Arising**

**11.1 Meeting Evaluation form:** Mr. Landy requested Board members turn in their evaluation form.

**12. Old Business:** None

## **13. New Business**

**13.1 Board Activity, Education, and Governance Plan.** Mr. Landy suggested moving this topic to the next meeting of the Board of Directors.

## **14. Members Comments**

Board members congratulated Mr. Landy for his skillful manner of guiding the group through unexpected timing changes throughout this meeting.

**13. In-camera session:**

Mr. Landy requested a motion to hold an in-camera session. It was moved and seconded. Motion carried. The CEO and staff left the meeting for the Board to hold an in-camera session.

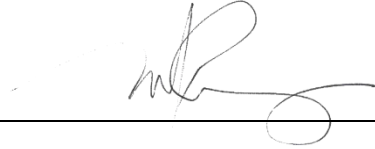
**14. Date of next meeting:** Thursday, October 19, 2023 (In person)

**15. Adjournment**

It was moved to adjourn the meeting at 8:05 pm. Motion carried.



Recorded by: \_\_\_\_\_



Approved by: \_\_\_\_\_