+MINUTES

Board of Directors

September 24, 2026: 5:15-7:45 PM

In person (NSH Innovations Hub: 1625 Grafton St, South Tower, 13th Floor)

Timeline (guide):

5:15 Board Photos
5:40 Dinner
6:10 Call to Order

Standard Meeting Documents

- Consent agenda information (what is it and how is it used?)
- Robert's Rules of Order and Motions cheat sheets
- Board Governance Decision Matrix
- Policy 2.11 – Code of Conduct (reference to Conflict of Interest)
- Meeting Minutes
- Board Reports
  - Board Executive
  - Finance & Investment (no report)
  - Nominating (no report)
  - Policy & Governance (no report)
- CEO Report to the Board

Additional Meeting Documents

- 2027-28 Business Plan Briefing Note
- Strategic Planning Presentation
- Board Education & Background – Business Planning and Business Case Development
- 2026-27 Board Work Plan

Board of Directors

Arab, Rachel	P	Henhoeffer, Angela	P	Rizzetto, Maria (Vice Chair)	P
Bernard, Miranda	P	Kaur, Anuroop	P	Taiwo, Philip	P
Bhangale, Chirag	P	Kaur, Divjot	V	Sullivan, Vickie (Co-Vice Chair)	P
Clothier, Natalie	P	Kiefte, Michael	R	Vossen, Emma	P
Eddy, Tyler	P	Landy, Mark (Chair)	P	Peach, Lindsay (CEO)	P
Haley, Matthew (Treasurer)	P	Nakhla, Nardeen	R	Leslie, Kimberlee (Exec. Assistant)	P

Guests:

- Mr. Bob Kolanko, Director of Corporate Services & CFO (P)
- Dr. Myrto Brandeker, Director of Pediatric and Autism Hearing & Speech Services (R)
- Dr. Greg Noel, Director of Adult and Mi'kmaq Hearing & Speech Services (R)
- Ms. Ferne Mardlin-Smith (Patient Advisor to the Board) (P)
- Ms. Courtney Douglas (Patient Advisor to the Board) (P)
- Ms. Alayne MacDonald (Communication Partner) (P)

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

5:15 PM	**Annual Board Photo** (+ additional photos needed)
5:40	**Dinner**

6:10	**1. Call to Order** The meeting was called to order at 6:26 PM.
6:15	**2. Announcements** 2.1 Regrets: Ms. Nakhla, Dr. Kiefte, Dr. Noel, Dr. Brandeker 2.2 Declarations of potential conflict of interest: None 2.3 Other: None The Mencher award presentation has been postponed to the October Board meeting. The Board members made introductions. Before moving on to the consent agenda, Mr. Landy spoke about some of the new changes to the Board agenda. Highlighting the CEO report as part of the Consent Agenda and the addition of an in-camera session with the CEO.
6:20	**3. Consent Agenda** 3.1 Board meeting agenda 3.2 Previous meeting minutes 3.3 Board Executive Report 3.4 Committee Reports • Finance & Investment (no report) • Nominating (no report) • Policy & Governance (no report) 3.5 CEO Report MOTION: That the Board of Directors approve the consent agenda. Motion was moved and seconded. Motion carried.
6:25 (20 min)	**4. Strategic Planning Discussion** Mr. Landy provided information on what a strategic plan is and asked the Board their reflections on the previous plan. Reflections: • Framework was simple (1 pager) • Had annual objectives with measurable goals • There wasn't a pillar centred around quality of care. There are objectives related to working on quality of care but there wasn't an overarching pillar. • Discussion around realistic goal setting was helpful. It set a balance of setting goals that were realistic but pushed the organization. Ms. Peach provided an update on the work that has been completed to date on the strategic plan process. Q: Was the staff survey anonymous? A: Yes Q: Have the external surveys been responsive? A: Yes

	The Board will have a work planning session with the consultant, Maureen Reid, in December. Discussion occurred around the date options. • Option 1: Full day meeting • Option 2: ½ day meeting in afternoon/evening and then ½ day meeting in the morning/afternoon of day 2 Discussion: • The proposed dates from Ms. Reid may be problematic for attendance • An evening half-day and morning/afternoon the next day would allow for more time to process what was previously discussed. Part of the strategic planning process for the Board will involve reviewing the mission, vision and values. Over the course of the next few meetings, the Board will be introduced to some of these questions and concepts. Q: Is it possible to meet off the peninsula? A: Once the date(s) has been confirmed, we will investigate meeting space. Q: Is it possible to meet on Saturday or have a half-day on Saturday? A: We will need to check with Ms. Reid. **ACTION**: Ms. Peach will check with Ms. Maureen Reid regarding evening and weekend availability for the Board session in December. **ACTION**: Ms. Leslie will send out a poll of meeting dates options for the December Board session once date options are confirmed with Ms. Reid.
6:45	**5. Old Business** None
6:50 (20 min)	**6. New Business** 6.1 2027-28 Business Plan The Board was provided with an education document on Business Planning and Business Case Development, as well as a briefing note on the current business plan. Ms. Peach spoke to the recommendations being put forth to the Board in relation to the business plan and the operational priorities and pressures for the 2027-28 year. Q: What are some of the suggestions from DHW regarding the business plan? A: DHW suggested being clear in language of framing pressures into one of three areas: inflationary pressures, utilization pressures, and contractual pressures. They also suggested that, where possible, aligning pressures and resource requests would be helpful. They continue to be supportive of the previously submitted business cases.

Q: What about the increase in pressures around cochlear implants and clients receiving notice that their cochlear implant is outdated?
A: HSNS has contracts with cochlear implant vendors which specify that they must let HSNS know if there are any obsolescence at least 12 months in advance so that we can start contacting clients. This has been included in the business plan. DHW has been supportive of requests related to the cochlear implant program in the past.

Q: Can you provide an update on the discussions with the departments around the business case on reducing barriers for seniors?
A: We are currently building a working relationship with the Department of Seniors and Long-Term Care. They are open to hosting a meeting amongst the other departments who may have an interest in our audiology business case.

Q: Are there other opportunities to work with other depts going forward?
A: Absolutely

Q: When was the Mi'kmaq business case submitted?
A: It has been included and submitted for more than three years. HSNS has services in Eskasoni (it is a small footprint), but we want to serve all Mi'kmaw communities. The business case has evolved with each submission.

Q: Is the current wait time a concern and what does this look like for the organization?
A: This is an area of HSNS leadership discussion. How we currently measure wait times isn't fully reflective of the practice of triaging clients or the pressures. For the clients who are deemed urgent, staff work very hard to see them within the targeted timeline, but the wait times that are reported don't reflect this. There will be changes to how we report wait times but they won't likely start until Q3 or Q4. We also need to articulate why we're experiencing some of the pressures in service.

MOTION: That the Board of Directors approve the strategic approach and priorities for inclusion in the 2027-28 Business Plan.
Motion was moved and seconded. Motion carried.

6.2 2026-27 Board Work Plan

The revised work plan was reviewed. It shows what will be coming to the Board at each meeting. The new work plan shows that reporting information will be condensed and summarized for the Board. The meetings listed may occur outside of committee activities to show the prep work to be completed.

Next steps: the work plan will be reviewed by each committee.

Q: Why do some of the colours (i.e., meetings) not align with the activities?
A: The colour shows when the committee would need to meet to prep/plan for the activities. For example, Board Executive would need to meet in advance to plan for the annual Board evaluation activities.

7:10 (10 min)	**7. Patient Advisors to the Board** Ms. Douglas and Ms. Mardlin-Smith provided an update to the Board on the work of the Partners in Care (PIC) committee and bringing the patient voice to HSNS. Highlights included: • Review of Clearview • Review of the website, resources, and documents that go to the client/family • Engagement Day planning • Recruitment and ethics consultation prioritization tool In particular, Partners in Care (PIC) review materials through the view of the client/family and make recommendations for improvements. Looking ahead, Partners in Care will look at: • Contributing to the development of the Strategic Plan • Continued involvement in engagement day planning • Increasing visibility around the client bill of rights The Board thanked Ms. Douglas and Ms. Mardlin-Smith on their patience with the Board as they work on making patient engagement in Board processes better.
7:20	**8. Members' Comments** None
7:25 (10 min)	**9. In-camera session (Board & CEO)** MOTION: That the Board of Directors move to the Board + CEO in-camera session. Motion moved and seconded. Motion carried.
7:35 (10 min)	**10. In-camera session (Board only)** MOTION: That the Board of Directors move to the Board-only in-camera session. Motion was moved and seconded. Motion carried.
7:45	**11. Date of next meeting:** October 29, 2026 • In Person (YMCA Community Meeting Room @ 5640 Sackville St., Halifax)
7:45 PM	**12. Adjournment** MOTION: That the Board of Directors move to adjourn the meeting. Motion was moved and seconded. Motion carried. The meeting adjourned at 8:04 PM.

Approved by the Board on:

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Ms. Lindsay Peach
HSNS CEO, Board of Directors Secretary

Date: