



**Timeline (guide):**

- 5:15 Call to order
- 5:15 Regular board meeting

**Standard Meeting 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
- Board Reports
  - Board Executive
  - Finance & Investment
  - Nominating
  - Policy & Governance
- CEO Report to the Board

**Additional Meeting Documents**

- Integrated Quality Care & Patient Safety Scorecard Q3
- Mentorship Program Description
- Nominating Annual Report 2025-26 DRAFT
- HSO Board Governance Body Assessment
- Bylaws
- Policies:
  - 1.3 Communication and Engagement
  - 2.3 Board Recruitment
  - 2.5 Investment Funds
  - 2.10 Roles & Responsibilities of the Board of Directors
  - 2.11 Code of Conduct
  - 2.12 Governing Style

**Board of Directors**

Arab, Rachel	V	Kaur, Anuroop	V	Rizzetto, Maria (Vice Chair)	P
Bernard, Miranda	P	Kiefte, Michael	V	Sullivan, Vickie (Co-Vice Chair)	P
Bhangale, Chirag	V	Landy, Mark (Chair)	P	Vossen, Emma	V
Frost, Jon	V	MacLean, Matthew	V	Mason-Browne, Anne (CEO)	P
Grant, John	V	Nakhla, Nardeen	A	Leslie, Kimberlee (Exec. Assistant)	V
Haley, Matthew (Sec-Treasurer)	V				

**Guests:**

- Mr. Bob Kolanko, Director of Finance and Operations (P)
- Dr. Greg Noel, Director of Adult and Mi'kmaq Hearing and Speech Services (P)
- Dr. Sharon Walker, Director of Pediatric and Autism Hearing and Speech Services (P)
- Ms. Ferne Mardlin-Smith (Patient Advisor to the Board) (R)
- Ms. Courtney Douglas (Patient Advisor to the Board) (V)
- Ms. Alayne MacDonald (Communication Partner for Patient Advisor) (R)
- Ms. Erin Lamond (Manager) (V)
- Ms. Danielle Doucette (Manager) (V)

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

5:15 pm	<p><b>1. Call to Order</b> The meeting was called to order at 5:15 PM.</p> <p>The Board welcomed Ms. Rachel Arab to the Board of Directors.</p>
5:15 pm	<p><b>2. Consent Agenda</b></p> <ul style="list-style-type: none"> <li>2.1 Board meeting agenda</li> <li>2.2 Previous meeting minutes</li> <li>2.3 Board Executive Report</li> <li>2.4 Committee Reports <ul style="list-style-type: none"> <li>• Finance &amp; Investment (no report)</li> <li>• Nominating</li> <li>• Policy &amp; Governance</li> </ul> </li> </ul> <p>MOTION: that the Board of Directors approve the consent agenda. Motion was moved and seconded. Motion carried.</p>
5:20	<p><b>3. Announcements</b></p> <ul style="list-style-type: none"> <li>3.1 Regrets: Ms. Mardlin-Smith (and communication partner, Ms. MacDonald)</li> <li>3.2 Declarations of potential conflict of interest: None</li> <li>3.3 Other: None</li> </ul>
5:25 (20 min each)	<p><b>4. Quality Care and Patient Safety</b></p> <p>4.1 Our Collective Voice: Co-creating the HSNS Partners In Care workplan 2025-27 (Presenter: Erin Lamond, Courtney Douglas)</p> <p>Ms. Erin Lamond and Ms. Courtney Douglas presented on the Partners in Care workplan.</p> <p>There were no questions from the Board.</p> <p>The Board thanked Ms. Lamond and Ms. Douglas for the work of the Partners in Care Committee. At this point, Ms. Lamond left the meeting.</p> <p>4.2 Ethics in Action: Using our Ethics Tool to Guide Decision Making (Presenter: Danielle Doucet)</p> <p>Ms. Danielle Doucet presented on the Ethics Tool and the Board worked through an example.</p> <p>Q: Have there been ethical situations that have been worked through? A: There have been situations where the tool has gone through the committee to work through an ethical issue.</p> <p>The Board thanked Ms. Doucet for the presentation. At this point, Ms. Doucet left the meeting.</p>

	<p>4.3 Integrated Quality Care &amp; Patient Safety Scorecard Q3 (Presenter: Sharon Walker)</p> <p>Dr. Sharon Walker presented the Q3 scorecard, highlighting:</p> <ul style="list-style-type: none"> <li>• The progress on the strategic operational targets</li> <li>• Incident report and patient safety data</li> <li>• Performance and wait time data</li> </ul> <p>Q: Are we able to tell if incident reports are from patients? A: Staff are inputting reports for clients, but none have been submitted directly using the QR code or link available throughout clinics or the website.</p> <p>Q: How do you measure equity? A: Equity is related to equity of access to services (i.e., you should be able to access services in the same timeframe as another place in NS). This is measured by the variance in wait times.</p> <p>The Board thanked Dr. Walker for the presentation.</p>
6:25	<p><b>5. Strategic Plan Update</b></p> <p>An RFP went to three companies. Two proposals were received and reviewed by Board Executive. The successful consultant is BoardWorks. Board Executive will reach out to companies early next week with the decision.</p> <p>The Board will discuss timelines at the March meeting.</p>
6:30	<p><b>6. Board Executive</b></p> <p>6.1 CEO Recruitment Update This item was moved to be discussed during the in-camera session.</p> <p>6.2 Annual Board Check-in Interviews Mr. Landy informed the Board that the annual Board Check-in Interviews will be completed in March. A member of the Board Executive will be in touch to complete the interview.</p> <p>In preparation, Board members are asked to complete the self-evaluation form. Ms. Leslie will send out an email to the Board with the self-evaluation form, check-in interview questions and the check-in interview roster.</p>
6:35	<p><b>7. CEO Report</b></p> <p>7.1 Monthly Update Ms. Mason-Browne provided the monthly CEO update, highlighting:</p> <ul style="list-style-type: none"> <li>• Revised format of the report</li> <li>• Launch of the RAP Committee</li> <li>• Annual Report and the Engagement Plan</li> <li>• DHW Proof of concept project</li> <li>• HSO Workforce Action Plan</li> <li>• PPAS milestone for sharing information amongst the partners</li> </ul>

	<p>Amendment to the CEO report: the DHW meeting scheduled for Feb 24 was cancelled and an alternate date has yet to be scheduled.</p> <p>Q: Do HSNS staff have to keep multiple sets of records?  A: While we (HSNS) still have our medical record system (EMR), PPAS purchased a database that all partners can share information about the child and the family. It is not a medical record in the traditional sense. We are reducing the duplication, but we must still do things within our own electronic medical record (EMR).</p> <p>At this time, Patient Advisor, Ms. Douglas, left the meeting.</p>
<p>6:45</p>	<p><b>8. Nominating Committee</b></p> <p>8.1 Mentorship Program Review (discussion) (15 min)  The mentorship program description was reviewed. The Board was asked for suggestions.</p> <p>Suggestions:</p> <ul style="list-style-type: none"> <li>• Focus should be on pairing the mentee with a Board member of similar skill set and background.</li> <li>• There should be an expectation of the mentee to express interest in what they want to learn more about.</li> <li>• New Board members should attend a meeting and understand the structure of the Board, and then have the mentee check in with them via email to ask how things are going and if they feel comfortable in their role. This would give the new Board member a chance to ask questions, arrange to chat with the mentor (if needed), or to decline a mentor.</li> </ul> <p>The Nominating Committee will discuss the suggestions and feedback at the next committee meeting.</p> <p>8.2 Confirmation of Board and Board Committee membership  The Board was asked to review the draft Nominating Committee Annual Report and confirm their intention to remain on the Board and Board Committees.</p> <p>The deadline for confirmation is the end of March 2026.</p>
<p>6:55</p>	<p><b>9. Policy &amp; Governance</b></p> <p>9.1 HSO Board Governance Body Assessment  The Board was asked to review the HSO Board Governance Body Assessment questions and to flag any questions that they feel they cannot answer. The Board will discuss problematic questions at the March Board meeting. These questions will then be compiled for input into the Board's education plan.</p> <p>9.2 Bylaws review  The Board was asked to read the bylaws and bring forward any recommendations for changes to the March Board meeting.</p>

	<p>9.3 Policy review</p> <ul style="list-style-type: none"> <li>• 1.3 Communication and Engagement</li> <li>• 2.3 Board Recruitment</li> <li>• 2.5 Investment Funds</li> <li>• 2.10 Roles and Responsibilities of the Board of Directors</li> <li>• 2.11 Code of Conduct</li> <li>• 2.12 Governing Style</li> </ul> <p>Revisions to policies 1.3, 2.3, 2.5, 2.10, 2.11, and 2.12 were reviewed by the Board.</p> <p>MOTION: that the Board of Directors approve the recommended amendments to policies 1.3, 2.3, 2.5, 2.10, 2.11, and 2.12 as presented by Policy &amp; Governance. Motion moved. Motion carried.</p>
7:15	<p><b>10. Old Business</b> None</p>
7:20	<p><b>11. New Business</b> None</p>
7:25	<p><b>12. Members' Comments</b> None</p>
7:30	<p><b>13. 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>
7:40	<p><b>14. Date of next meeting:</b> March 26, 2026 (In person at the HSNS Provincial Office)</p>
7:45	<p><b>15. Adjournment</b> MOTION that the Board of Directors move to adjourn the meeting. Motion carried.</p> <p>Meeting adjourned at 7:25 PM.</p>