MINUTES

Board of Directors

May 28, 2026: 5:15-7:45 PM

In person (Veteran's Memorial Building, Room 1613A)

Timeline (guide):

4:30	Call to order
4:30	Presentation and discussion with site staff & Dr. Gubitz
5:15	Dinner (30 min)
5:45	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 Q4 and Annual
- Integrated Quality Care & Patient Safety Scorecard Summary Report
- George and Lenore Mencher Scholarship (Savanna Richard)
- Annual Report 2025-26 Content

Board of Directors

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

Guests:

- Mr. Bob Kolanko, Director of Finance and Operations (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 for Patient Advisor) (P)
- Dr. Myrto Brandeker, Interim Director of Pediatric and Autism Hearing & Speech Services (P)
- Ms. Angela Ryan, Acting Director of Adult and Mi'kmaq Hearing & Speech Services (P)
- Ms. Marcia Curry (Manager) (P)
- HI Staff: Ms. Sue Aucoin (P), Ms. Lori Scott (P), Ms. Stephanie German (P), Ms. Jeannine Fillmore (P)
- Dr. Gubitz, Halifax Infirmary Neurologist (P)
- Lindsay Peach (Incoming CEO) (P)

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

4:30 pm	**1. Call to Order** The meeting was called to order at 4:33 PM. The Board and guests introduced themselves.
4:30 (45 min)	**2. Presentation and Discussion with Halifax Infirmary Staff & Dr. Gubitz** HSNS Halifax Infirmary staff provided an overview of the services provided and their key responsibilities. The presentation highlighted: • Collaboration with interprofessional teams • Support provided to clients and families • Communication assessment and management • Swallowing assessment and management • Increase in demand for services Staff also spoke about the gaps and challenges that they are currently facing. Dr. Gubitz (stroke neurologist) discussed his involvement with stroke services and his work with HSNS Halifax Infirmary staff. Q: What is the average length of stay? A: 7-10 days depending on the type of stroke. Q: What do we need to do differently on our business case? A: One area to look at would be the ESDP (Early Supportive Discharge Program) for evidence. The program has won an award for providing care, and the client feedback is positive. • Dr. Gubitz offered to assist with any information for any business case submissions. Q: How have we progressed in training nursing staff? A: SLPs convey strategies to nursing staff for the care plans. Regarding therapy, it would not be feasible to train staff based on caseload. The CDT team leads are working on a learning module for nursing staff. The Board thanked the Halifax Infirmary staff, Dr. Gubitz, and Ms. Marcia Curry for the presentation and discussion.
5:15 (30 min)	**Dinner** The Halifax Infirmary staff, Dr. Gubitz, and Ms. Marcia Curry joined the Board for dinner, including continued discussion. After dinner, the above guests left the meeting.
5:45	**3. Announcements** 3.1 Regrets: Mr. MacLean, Dr. Grant, Ms. Rizzetto, Ms. Arab, Ms. Nakhla, Ms. Vossen 3.2 Declarations of potential conflict of interest: Mr. Landy will step out for the discussion on the Board Chair's performance evaluation.

	3.3 Other: The Board welcomed Ms. Lindsay Peach, the incoming CEO.
5:50	**4. Consent Agenda** 4.1 Board meeting agenda 4.2 Previous meeting minutes 4.3 Board Executive Report 4.4 Committee Reports • Finance & Investment • Nominating • Policy & Governance Mr. Landy highlighted the work being done by the Nominating Committee. The committee has interviewed 7 people. They come from across the province and have diverse backgrounds. The committee will be meeting next week to finalize its annual report. Kudos to the committee! MOTION: that the Board of Directors approve the consent agenda. Motion moved and seconded. Motion carried.
6:00 (20 min)	**5. Quality Care and Patient Safety** 5.1 Integrated Quality Care & Patient Safety Scorecard Q4 & Annual (Presenter: Dr. Greg Noel) Dr. Noel presented the annual Integrated Quality Care & Patient Safety Scorecard, highlighting: • Strong client experience • EDIRA highlights • Risk and Patient Safety data • Wait time and variance in wait times • Quality Improvement project updates The HSNS team is working on highlighting work in First Nation communities and PPAS in future scorecard reports. The Board would like to hear more information in the Fall on the innovations project. **ACTION**: Ms. Leslie will add Innovations Project Update to the Board agenda for Fall 2026. Q: What is the target for time spent in client care? A: The internal benchmark is 70%. The current rate did not meet the benchmark, possibly due to increased organizational activities such as Accreditation. Further investigation into this is ongoing. Q: The September agreement dates will come up quickly. What is the plan for this? A: HSNS does have meetings on the books for the IWK and NHS service agreements. Ms. Peach will continue to update the Board.

	Q: How can we partner with Healthy Neighbourhoods? A: HSNS has had an initial conversation, but we haven't heard from Healthy Neighbourhoods since then. Q: What are we doing about repeat harm? A: The largest source of harm is a missed referral or clients not getting services in a reasonable, timely manner due to input error. We investigate each incident, and in most cases, it is an accident. Typically, we phone the family, explain the situation and book the client for the next available appointment. We then look at our processes to see if changes need to be made. It is not just one person making the error; it is multiple people across the province. If it were one person, they would have additional education and be followed by their manager for performance. Q: There are 38 incidents of violation of policies. Are there any that the Board should be aware of? A: No. The Board requested to see the wait time information broken out by severity level. **ACTION**: HSNS will look at providing a breakdown of wait time and wait time variance by severity for future scorecard reports. The Board acknowledged the work being done in audiology regarding the reduction in wait times. Kudos to audiology!
6:20	**6. Board Executive** 6.1 Board Chair Performance Review Ms. Sullivan announced that the Board Chair evaluation has been completed and discussed with the Board Chair. The evaluation was positive with no concerns. 6.2 Strategic Planning Timeline Mr. Landy provided an update on the strategic planning timeline. BoardWorks provided a plan for engagement and submission of the new strategic plan to the Board. This plan will be postponed for a few months. The goal is to have the external review completed in November-December and commence working on the plan early in 2027. The new strategic planning committee will be meeting on June 15, 2026. The committee will review the engagement plan for feedback to BoardWorks. Phase 1 (Mid-August to November): engagement with key partners (government and key partners) and secondary groups, PIC and staff. Phase 2 (January): Pan-Canadian survey (look at trends for hearing and speech across Canada)

	Additional Board participation on the Strategic Planning Committee will be needed in the Fall. Mr. Landy will provide an update to the Board at the June meeting. 6.3 George and Lenore Mencher Scholarship Announcement Dr. Kiefte spoke briefly about the Mencher scholarship recipient, Ms. Savanna Richard. Ms. Richard will be invited to the September Board meeting for the presentation of the award. Q: How many students are typically on the short list? A: 3 to 4 students
6:30	**7. CEO Report** 7.1 Monthly Update Dr. Noel provided the monthly CEO update, highlighting: • Update on HR stats and termination trends (as a follow-up from the Talent Management Plan presentation at the April Board meeting). • HSO workforce wellbeing survey • Update on the innovations fund project • Appointment reminders update • Background information on quality and quality improvement Discussion occurred around the Board's oversight focus on quality. **ACTION**: Ms. Leslie will add the quality one-pager to Aprio.
6:40	**8. Finance & Investment** 8.1 Pre-audit Financial Forecast The pre-audit financial forecast was included in the Board meeting package. This forecast does not include any adjustments the auditors may make. Preliminary numbers indicate HSNS is ending the fiscal year with a surplus of $441,000. This surplus is driven by an overperformance on revenue targets as well as savings due to vacancies and turnover. This surplus has not yet been reviewed with DHW, but HSNS is not anticipating any major issues.

6:45	**9. Policy & Governance** 9.1 Policy review • 2.4 Financial Oversight • 2.14 Board Evaluation The revisions to policies 2.4 and 2.14 were reviewed. After discussion, the Board decided to amend policy 2.14 to state "Any member of the Board Executive" can initiate the Board Chair evaluation. MOTION: that the Board of Directors approve the recommended amendments to policies 2.4 and 2.14, with the additional amendment to 2.14, as presented by Policy & Governance. Motion moved. Motion carried.
6:55	**10. Old Business** 10.1 Follow-up on Clearview Question (from previous meeting) This question was related to who has access to the information in Clearview and security. Clearview Data Safeguards: • Unique password requirements and limited employee access • Industry standard security protocols • Secure Technology (SSL), server authentication and Data encryption and use of firewall to host data • Periodic audits and penetration testing HSN has met to redefine the Clearview categories. Some of these categories will include mandatory fields. Implementation of the mandatory fields will be done when the category name changes. The new Clearview categories will be shared with the PIC committee to review and provide feedback. Clearview feedback from Patient Advisors: • Need a prompt to include their information and to turn on notifications if they want feedback on their report. • The word customer is confusing. Should be client or patient. • Readability level is too high 10.2 CEO onboarding This topic was moved to be discussed during the in-camera session.
7:05	**11. New Business** 11.1 Annual Report 2025-26 Content The content of the annual report was discussed. The Board would like to include a thank you to Anne from the Board in the Message from the Board Chair and CEO.

	ACTION: Mark will revise the Message from Board Chair and CEO and send to Ms. Jill Thorpe for the annual report. MOTION: that the Board of Directors approve the content, with the recommended amendment, of the 2025-26 Annual Report. Motion moved and seconded. Motion carried. 11.2 Request for New Standing Agenda Item The Patient Advisors requested adding Partners in Care as a standing item on the Board Agenda. **ACTION**: Ms. Leslie will add "PIC committee" as a standing item on the Board agenda starting in June 2026.
7:15	**12. Members' Comments** The site background briefing was helpful. It helps frame the conversations and questions for the Board.
7:25 (20 min)	**13. In-camera session** MOTION: that the Board of Directors move to the in-camera session. Motion carried. MOTION: that the Board of Directors move to adjourn the in-camera session. Motion carried.
7:45	**14. Date of Annual Meeting of the Society** June 25, 2026 (In person, HSNS Provincial Office)
	15. Date of next regular meeting: June 25, 2026 (In person, HSNS Provincial Office)
7:45	**16. Adjournment** MOTION: that the Board of Directors move to adjourn the meeting. Motion carried. The meeting was adjourned at 7:30 PM.