MINUTES

Board of Directors

April 30, 2026: 5:15-7:45 PM

In person (HSNS Provincial Office)

Timeline (guide):

5:15 Dinner
5:50 Call to order
5:50 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 2.11 – Code of Conduct (reference to Conflict of Interest)
- Meeting Minutes
- Board Reports
  - Board Executive (no report)
  - Finance & Investment (no report)
  - Nominating
  - Policy & Governance (no report)
- CEO Report to the Board

Additional Meeting Documents

- Talent Management Plan Report Q4
- Talent Management Plan Annual Report 2025-26
- Risk Plan 2025-26 Annual Report
- Risk Plan 2026-27
- HSNS CEO Onboarding/Orientation Plan

Board of Directors

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

Guests:

- Mr. Bob Kolanko, Director of Finance and Operations (P)
- 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) (R)
- 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. Erin Whynot, People and Culture Manager (P)

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

5:50 pm	**1. Call to Order** The meeting was called to order at 5:45 PM.
5:50 pm	**2. Announcements** 2.1 Regrets: Mr. MacLean, Ms. Rizzetto, Dr. Kiefte 2.2 Declarations of potential conflict of interest: None 2.3 Other: None
5:55 pm	**3. Consent Agenda** 3.1 Board meeting agenda 3.2 Previous meeting minutes 3.3 Board Executive Report (no report) 3.4 Committee Reports • Finance & Investment (no report) • Nominating • Policy & Governance (no report) MOTION: that the Board of Directors approve the consent agenda. Motion was moved and seconded. Motion carried.
6:00 (20 min) 6:20 (30 min)	**4. Quality Care and Patient Safety** 4.1 Talent Management Plan Annual Report (Presenter: Erin Whynot) Ms. Erin Whynot presented the annual 2025-26 Talent Management Plan data, highlighting: • Onboarding and offboarding trends • Focus areas for 2026-27 Q: Are there any positions that are hard to recruit for? A: Yes, rural positions. There are recruitment incentives for these positions. The postings for these positions also feature community highlights. Q: What is being offered as an incentive? A: A signing bonus of $5,000 and/or a relocation allowance up to $2,500 with a 2-year service agreement. Q: Is there CDT training available in Nova Scotia? A: Unfortunately, no. Q: 20% of hires are being terminated within the first year of employment. Can you expand on this? A: Many of the terminations are related to not being a good fit for the position/organization. This is usually determined during the probationary period. Q: Can you address the topic of career growth? A: In the past, some positions could feel stagnant, with no opportunity for growth. HSNS has developed team lead positions, which allow staff opportunities to work on larger projects, take on a more leadership role with their team, and be more

engaged within the organization. Team Lead positions were implemented for SLP, Audio, CDT and CAA roles.

Q: Does HSNS do a comparative look at other provinces regarding pay scale and career progression?
A: HSNS does not have control from a financial perspective on what we can pay our staff. HSNS is bound by the collective bargaining process. The government typically does not go outside the province for wage comparisons.

The Board thanked Ms. Whynot for the presentation. At this point, Ms. Whynot left the meeting.

4.2 Risk Plan 2026-27 and Clearview Demo
(Presenters: Greg Noel and Bob Kolanko)

Dr. Greg Noel and Mr. Bob Kolanko presented the Risk Operational Plan for 2026-27. The annual status update for the 2025-26 Risk Plan was provided to the Board as part of the meeting package and can be found on Aprio.

Dr. Noel and Mr. Kolanko spoke to the areas of high risk to the organization:

- Risks to care, specifically, inpatient and swallowing services
- Risks related to insufficient staff resources
- Risks to information technology and cybersecurity
- Risks to facilities/infrastructure

Q: How is the work going with the partners regarding the risks to care?
A: Both teams (HSNS and partners) are working hard to establish a scope of practice guidelines and are working through difficult situations.

- The Board requested further information on this topic to understand how concentrated and critical it is. This will be discussed at the next Board meeting.
- **ACTION**: Dr. Noel will provide more details on the topic of risks to care, specifically to inpatient and swallowing services, at the June Board meeting.

Q: The IWK and NSH service agreements have been extended. Why?
A: They were extended to allow both teams time to do a thorough review process.

Q: Is there any thought of having a cybersecurity course for Board members?
A: HSNS is investigating this.

After the risk presentation, Dr. Greg provided a demo of Clearview for the Board.

Q: Is Clearview a yearly membership?
A: It is a yearly cost based on usage.

Q: If there was an incident that resulted in patient harm, is there any force the individual to disclose who they are?

	A: Clearview may not allow removing anonymity. However, we may be able to have mandatory fields for a specific category related to patient harm. This would need to be investigated. • **ACTION**: Dr. Noel will investigate with Clearview, adding mandatory fields for disclosure related to patient harm. Q: Can Clearview read the reports? Are they encrypted? A: HSNS will follow-up with Clearview. • **ACTION**: Dr. Noel will follow up with Clearview regarding the privacy of incident reports after they are submitted and will report back to the Board. The Board thanked Dr. Noel and Mr. Kolanko for the presentation and demo.

6:50	**5. Board Executive Update**
	The Board Executive hasn't met yet, but there has been a significant amount of work being done in the background.
	
	Mr. Landy provided an update on the annual check-in interviews. Some of the feedback was provided:
	• Board members who sit on operational committees do not have access to the same level of information.
	  ○ HSNS is trying to keep things within the Aprio portal for Board members. This means that documentation from committees will be posted on Aprio for the Board.
	  ○ **ACTION**: HSNS Executive will reach out to the committees with Board members regarding posting committee information on Aprio, in addition to SharePoint/email.
	• Board members on operational committees do not have a clear expectation of their role on the committee. There needs to be some clear expectations on what the board member is supposed to do.
	  ○ **ACTION**: HSNS Executive will provide information on the Board's role on operational committees in the Fall.
	• Board members would like to have more confidence to speak up in meetings.
	• The Board would like education on how the business case process works.
	  ○ **ACTION**: Ms. Leslie will add 'Business Case Process' to the cumulative list of education topics.
	• The Board would like further education regarding the risk plan, specifically on privacy and patient information.
	  ○ **ACTION**: Ms. Leslie will add 'Privacy and Patient Information' to the cumulative list of education topics.
	• Members are happy with their roles.
	• Need succession planning for the Treasurer role.
	
	Mr. Landy thanked Mr. Kolanko for all the work done to get the contract for the CEO completed. The Board is hopeful that Ms. Lindsay Peach will be able to join the Board at the May meeting as a guest.

	Regarding the Strategic Plan: The first meeting of the new Strategic Planning Committee is scheduled for June, and they will be reviewing the proposed engagement plan from BoardWorks. Mr. Landy will be meeting with Ms. Maureen Reid from BoardWorks regarding the engagement plan. The engagement work is scheduled to take place over the summer.
7:00	**6. CEO Report** 6.1 Monthly Update Dr. Noel provided the monthly CEO update, highlighting: • The update from the RAP committee and the list of resources • HSNS sponsorship of the SCSD 50th Anniversary and the SAC national conference (being held in Halifax) • An update on the Director recruitment process. ○ Dr. Noel has been in touch with Ms. Lindsay Peach to include her in the interview/hiring process. Dr. Noel introduced Acting Director Angela Ryan, and Interim Director Dr. Myrto Brandeker. The Board thanked the Ms. Ryan and Dr. Brandeker for stepping into the director roles. Q: Will the IWK be involved in interview process for the new Director? A: Yes. Mr. Kolanko will be reaching out to the IWK regarding the proposed interview schedule. Q: Is the pool for the Director strictly for SLPs and audiologists or is it broader than that? A: Designation as a speech-language pathologist or audiologist is required for this position.
7:10	**7. Old Business** None
7:15	**8. New Business** 8.1 Board Orientation for the new CEO HSNS provided a document used for the orientation of a new CEO in the Board meeting package. The Board also has a role in orientation and the CEO is an employee of the Board. KBRS provided the search committee with a document that helps the Board think about what they want from the CEO. This includes: • What are the key relationships? • What are the core strategies and priorities? • Where should the focus be in the first year? • What aspects of leadership are essential to success in the first year? • How are we going to provide feedback to the new CEO? • What kind of feedback are we going to provide, and what kind of support are we going to provide? **ACTION**: Mr. Landy will provide the document to Ms. Leslie for posting on Aprio.

	Ms. Lindsay Peach created a 90-day plan, which was provided during the interview process. The Board requested to see this plan. • **ACTION**: Mr. Landy will contact Ms. Lindsay Peach to get permission to share her 90-day plan with the Board for review and feedback. The Board will further discuss this during the in-camera session at the May Board meeting.
7:20	**9. Members' Comments** Voices are very clear
7:25	**10. 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.
7:40	**11. Date of next meeting:** May 28, 2026 (In person) • Site Tour (Halifax Infirmary site) • Board meeting (Veteran's Memorial Building, Room 1613A)
7:45	**12. Adjournment** MOTION: that the Board of Directors move to adjourn the meeting. Motion carried. The meeting was adjourned at 7:45 PM.