

**Timeline (guide):**

5:15 Call to order
5:15 Dinner
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 (no report)
 - Policy & Governance
- CEO Report to the Board

Additional Meeting Documents

- Financial Performance and Forecast Q2
- Talent Management Plan 2024-25 Annual Report
- Talent Management Plan 2025-26
- Talent Management Plan 2025-26 Q2 Report
- HSO Workforce Wellbeing Action Plan

Board of Directors

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

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) (P)
- Ms. Courtney Douglas (Patient Advisor to the Board) (P)
- Ms. Alayne MacDonald (Communication Partner for Patient Advisor) (P)
- Ms. Erin Whynot, People and Culture Manager (P)

Present: (P)

Videoconference: (V)

Regrets: (R)

Absent: (A)

5:15 pm	1. Call to Order The meeting was called to order at 5:15 PM.
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5:15 pm	Dinner
5:45 pm	<p>2. Consent Agenda</p> <p>2.1 Board meeting agenda 2.2 Previous meeting minutes 2.3 Board Executive Report 2.4 Committee Reports</p> <ul style="list-style-type: none"> • Finance & Investment • Nominating (no report) • Policy & Governance <p>MOTION: that the Board of Directors approve the consent agenda. Motion was moved and seconded. Motion carried.</p>
5:50	<p>3. Announcements</p> <p>3.1 Regrets: Ms. Anuroop Kaur, Mr. Matt Haley 3.2 Declarations of potential conflict of interest: None 3.3 Other: Mr. Landy welcomed guests: Ms. Erin Whynot, Manager of People and Culture, and the Patient Advisors, Ms. Courtney Douglas and Ms. Ferne Mardlin-Smith.</p>
6:05	<p>4. Quality Care and Patient Safety</p> <p>4.1 Talent Management Plan & Q2 Report Mr. Kolanko introduced Erin Whynot, Manager of People and culture.</p> <p>Ms. Erin Whynot presented an overview of the 2025-26 Talent Management Plan and the Q2 report. The presentation highlighted:</p> <ul style="list-style-type: none"> • The framework for how HSNS presents information on the plan • Improvements in onboarding, performance management and offboarding • HSO Action plan update, specifically safer learning environment and incident reporting improvements <p>Q: Regarding recruitment of international professionals, what barriers do you see? A: Ms. Whynot has met with immigration consultants with HANS to discuss barriers and to ensure that HSNS completes a labour assessment and that all other administration regulations are met. Another barrier would be the regulatory body. Credentials would need to align with the regulatory body.</p> <p>Q: Development of a satisfaction survey was mentioned; what would this look like, and is there a level of anonymity involved? A: The parameters of the survey are still under development, but the survey will be anonymous.</p> <p>Q: Has NSRASLP acknowledged other credentials? A: The Regulatory body is still new; and they have different processes for people to apply for their licenses. One of the barriers with international professionals is the lacking clinical experience hours. HSNS has been working with Dal about how to support some of these people. This is still a work in progress.</p>

	<p>Q: Regarding the metrics, is there an industry standard to compare? A: HSNS will look at this in the future. For the HSO survey results, there is a national standard for comparison.</p> <p>Q: Can the plan be amended to read “appreciation and celebration”? A: This is a change that HR will make. Ms. Whynot will also take the feedback to Staff Wellness.</p> <p>ACTION: Ms. Whynot will amend the 2025-26 talent management plan to include ‘celebration’ with appreciation.</p> <p>Q: What is mistake reflection? A: It is being able to discuss mistakes in a non-accusatory way by taking the person out of this issue and looking at why it happened, how we can make it better so it doesn’t happen again, and how we can move forward from it.</p> <p>The Board thanked Ms. Whynot for her presentation and the information she provided. At this point, Ms. Whynot left the meeting.</p>
6:30	<p>5. Strategic Plan Update</p> <p>The Board will be looking to proceed with an RFP that will be forwarded to specific organizations. The CEO recruitment consultant RFP will be used as a template for this RFP.</p> <p>The Board discussed what should be included in the scope of the RFP. Discussion also occurred around the mission, vision and values.</p> <p>ACTION: The Board will be prepared to further discuss the RFP and how best to confirm the mission, vision and values.</p> <p>The next Strategic Planning meeting will be on December 3. It is the last meeting for the current strategic planning committee. It is a chance to thank them for their work and then put a call out for new members to create a new Strategic Planning Committee that will work with the Board to develop the new plan.</p>
6:35	<p>6. Board Executive</p> <p>6.1 CEO Recruitment Update This item was moved to be discussed during the in-camera session.</p> <p>6.2 Access to Board Committee minutes A question was posed: should all members have access to all minutes? This was discussed at Board Exec. Committee members will have access to minutes, but the full Board will have access to the committee reports. The committee minutes are summarized in the Report to the Board.</p>
6:40	<p>7. CEO Report</p> <p>7.1 Monthly Update Ms. Mason-Browne provided the monthly update, highlighting:</p> <ul style="list-style-type: none"> • PPAS (Provincial Preschool Autism Service)

	<ul style="list-style-type: none"> • Appointment reminders program update • Risk plan update – the plan will be made available to the Board in early November for review before the presentation at the November meeting • Website analytics • Accreditation – all standards were met <p>Mr. Landy thanked the members of the Board Accreditation team for their work and participation in the survey.</p> <p>Mr. Landy thanked Ms. Mardlin-Smith and Ms. Douglas for attending the meeting. At this point, the Patient Advisors and Ms. MacDonald left the meeting.</p>
6:50	<p>8. Finance & Investment</p> <p>8.1 Financial Performance and Forecast Q2</p> <p>Ms. Sullivan provided a brief overview of the discussion that occurred at the Finance & Investment meeting regarding the financial performance and forecast for Q2.</p> <p>MOTION: that the Board of Directors accept the financial performance and forecast for Q2 as presented by the Finance & Investment Committee.</p> <p>Motion moved. Motion carried.</p>
7:00	<p>9. Policy & Governance</p> <p>9.1 Board meeting evaluation forms</p> <p>Mr. Landy spoke about the importance of completing evaluation forms after every meeting.</p>
7:10	<p>10. Old Business</p> <p>None</p>
7:15	<p>11. New Business</p> <p>11.1 November meeting & Board site tour</p> <p>There will be an open house on the afternoon of November 27. A Board site tour and the Board meeting will take place at the site. There will be a photographer on site collecting photos for the next annual report.</p> <p>Q: Can the site support hybrid meetings?</p> <p>A: Yes</p> <p>Q: Can the site support holding future meetings at the site?</p> <p>A: This will be explored after the November meeting.</p>
7:25	<p>12. Members' Comments</p> <ul style="list-style-type: none"> • The Board enjoyed Ms. Whynot's presentation. • Thank you to the staff and leadership team for their work in Accreditation.
7:30	<p>13. In-camera session</p> <p>MOTION: that the Board of Directors move to the in-camera session.</p> <p>Motion carried.</p>

	MOTION: that the Board of Directors move to adjourn the in-camera session. Motion carried.
7:45	14. Date of next meeting: November 27, 2025 (Halifax Community Clinic)
7:45	15. Adjournment MOTION: that the Board of Directors move to adjourn the meeting. Motion carried. Meeting adjourned at 7:23 PM.