

**Timeline (guide):**

4:50 pm	Photo shoot (please before 5pm)
5:15 pm	Call to Order
5:20 – 5:50 pm	Dinner and Presentations
5:50 – 7:30 pm	Board meeting

Standing Supporting 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)
- Previous meeting minutes
- Board Committee Reports
 - Board Executive
 - Finance & Investment (no report)
 - Nominating (no report)
 - Policy & Governance (no report)
- CEO Report to the Board

Additional Supporting Documents

- HSNS Reconciliation Action Plan
- HSNS Anti-Systemic Racism Plan
- Strategic Planning 2024-25 Q4 report
- 2024-25 Q4 and annual Integrated Quality Care Scorecard
- HSNS Risk Plan annual report 2024-25
- HSNS Annual Report 2024-25 content
- Nominating Committee Annual Report DRAFT
- Membership roster

Board of Directors

Bhangale, Chirag	P	Kieft, Michael	P	Rizzetto, Maria (Vice Chair)	P
Frost, Jon	P	Kujath, Magdalena	V	Sullivan, Vickie	P
Grant, John	P	Landy, Mark (Chair)	P	Vossen, Emma	P
Haley, Matthew (Sec-Treasurer)	P	MacLean, Matthew	R	Mason-Browne, Anne (CEO)	P
Kaur, Anuroop	P	Noronha, Adline	R	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 (R)
- Dr. Sharon Walker, Director of Pediatric and Autism Hearing and Speech Services (P)
- Ms. Marika Holmes, Professional Practice Development Officer and Accreditation Lead (R)
- Ms. Leah MacEachern, Manager (R)
- Ms. Erin Lamond, Manager (P)
- Ms. Erin Burke, SLP (Sydney) (V)
- Ms. Parnell Davis MacNevin, Audiologist (Truro) (V)

- Ms. Laura Kindervater, SLP (Truro) (V)
- Ms. Ferne Mardlin-Smith, Patient Advisor to the Board (P)
- Ms. Courtney Douglas, Patient Advisor to the Board (R)
- Mr. Houston Barnaby (Balsam) (P)

Present: (P)

Videoconference: (V)

Regrets: (R)

Absent: (A)

5:15pm	1. Call to Order The meeting was called to order at 5:27 pm.
5:15	2. Announcements 2.1 Regrets: Ms. Noronha, Mr. Noel, Ms. MacEachern, Ms. Douglas 2.2 Declarations of potential conflict of interest: None
5:20	3. Dinner and Presentations 3.1 HSNS Reconciliation Action Plan (RAP) (Presenter: Mr. Houston Barnaby) Mr. Barnaby presented the draft Reconciliation Action Plan and provided a brief overview of the plan, highlighting the main pillars: <ul style="list-style-type: none"> • Pillar 1: Governance and Accountability • Pillar 2: Relationships and Engagement • Pillar 3: Culture and Education • Pillar 4: Economic and Social Opportunities <p>Q: Does the RAP committee need to be a separate committee or can it be a sub-committee under the current EDIRA committee?</p> <p>A: The recommendation is that it be separate, but they can fall under the current HSNS EDIRA committee.</p> <p>Q: How does HSNS form partnerships with these groups?</p> <p>A: We will hopefully lean on existing relationships.</p> <p>Q: Are Memorandums of Understand (MOU) something that First Nations look to for putting things in writing?</p> <p>A: Yes, it is something that they are familiar and comfortable with in terms of defining the relationship.</p> <p>Q: Can we establish why HSNS is not a priority for the Indigenous communities? Can we questions: what are the priorities for the community, what is valuable and important to them, what are we looking at doing and accomplishing that aligns with the communities?</p> <p>A: This is a valid question. We need to find out how to have productive engagement. We are hoping that Balsam can bring the Board and HSNS to the table.</p> <p>Q: What is Balsam's role at this stage?</p> <p>A: At this stage, Balsam's role is education for the Board and conduct consultation with the communities and develop an action plan. When the action plan is approved, Balsam's role is complete.</p>

	<p>The Board will take the plan to the June meeting for further discussion and a vote. This will give the Board time to digest the presentation and respond to any questions before voting.</p> <p>The Board discussed how to engage Indigenous communities and increase interest in the profession, including:</p> <ul style="list-style-type: none"> • How to promote the professions • Look at exposing high school students to the professional careers • Establishing contact with the Dalhousie medical program as a potential resource for recruiting in Indigenous communities. <p>3.2 HSNS Anti-Systemic Racism Plan (Presenter: Ms. Anne Mason-Browne)</p> <p>Ms. Mason-Browne welcomed Ms. Laura Kindervater and Ms. Parnell Davis MacNevin, staff from Truro, and Ms. Erin Burke from Sydney.</p> <p>Ms. Mason-Browne provided background information on the Equity, Diversity, Inclusion, Reconciliation, Accessibility (EDIRA) committee and provided an overview of the Anti-Systemic Racism Plan.</p> <p>Q: How realistic are the objectives and timelines? A: The committee will bring the plan forward to Strategic Planning. The 'how' will be determined by funding resources and objectives may span multiple fiscal years.</p> <p>Q: Could there be modifications around actions and objectives? A: Yes, even if the Board passes the motion to approve the plan, it would be subject to change; we would bring recommended changes back to the board.</p> <p>Q: Are measurement points built into the plan? A: Yes, it would be reported on in the strategic plan on a quarterly basis.</p> <p>MOTION: that the Board of Directors approve the Anti-Systemic Racism Plan as presented. Motion was moved and seconded. Motion carried.</p> <p>The Board Chair thanked Mr. Houston, Ms. Burke, Ms. Kindervater and Ms. Davis MacNevin for joining the Board for the presentations and discussion.</p> <p>At this point, the guests (above) left the meeting.</p>
6:00	<p>4. Consent Agenda</p> <ol style="list-style-type: none"> a. Board meeting agenda b. Previous meeting minutes c. Board Executive Report d. Committee Reports <ul style="list-style-type: none"> • Finance & Investment (no report) • Nominating (no report) • Policy & Governance (no report)

	<p>MOTION: that the Board of Directors approve the consent agenda. Motion was moved and seconded. Motion carried.</p>
6:05	<p>5. Quality of Care</p> <p>5.1 Presentation: 2024-25 Q4 and Annual Integrated Quality Care Scorecard (Presenter: Dr. Sharon Walker)</p> <p>Ms. Walker presented the annual Integrated Quality Care scorecard.</p> <p>Q: Incident reporting numbers have increased. Are there trends? A: Trends include:</p> <ul style="list-style-type: none"> • Referrals not getting through to HSNS • Incidents related to dysphagia services. <p>Q: Will nursing leadership and dietitians be involved in the dysphagia project? A: Yes. The expansion of the dysphagia lean project will include nursing leadership, dietitians and other partners.</p> <p>Q: When will the new system of incident reporting be launched? A: It will be launched at the end of June.</p> <p>Q: There were several resignations. Do we know where they are going? A: Various circumstances. We have lost some staff to the school board.</p> <p>Q: Can you speak more about wait times? A: Wait times have gone up, but referrals are staying the same. We were hoping to see a difference in wait times with the new funding, but the Innovations Project was implemented late in the year, and we haven't seen the impact yet.</p> <p>Q: How is the wait list managed? A: We triage into three categories:</p> <ul style="list-style-type: none"> • Urgent (24 hours) • Time sensitive (4-6 weeks) • Regular <p>Q: Why is the audiology adult wait time different than the pediatric wait time? A: The wait time benchmark for measuring the wait is different. HSNS has requested to change the benchmarks, moving from aspirational benchmarks to achievable benchmarks, and consistency of benchmarks.</p> <p>Q: Referrals have been consistent and HSNS saw more people, but there is an increase in wait times. What has contributed to the increase? A: Part of the issue is that working FTE has remained the same (due to leaves, vacancies, resignations/retirements). Group treatment was introduced, and we were registering clients who had been waiting the longest. We are comparing those waits to priority clients who were seen earlier (wait time is recorded at time of registration)</p> <p>Q: In the details of the report, the percentage of performance reviews has gone down.</p>

	<p>Why? A: Due to staff changeover and increased onboarding, the performance review process was delayed. There is a new simplified process and we are working on the backlog of performance reviews.</p> <p>5.2 Consent Key Performance Indicator (KPI) Quality Improvement Project Team</p> <p>HSNS executive staff recommend that the Board acknowledge a specific quality project. The project chosen is the Consent Key Performance Indicator Quality Improvement Project.</p> <p>The Board would like to acknowledge and thank the members of the project team for their hard work. A certificate will be created for presentation to the project team. The Board would like to see the certificate so it can be signed on behalf of the Board.</p> <p>ACTION: Ms. Leslie to create an acknowledgement certificate for the Consent KPI quality improvement project for presentation to the Board for signing.</p>
6:20	<p>6. Board Executive</p> <p>6.1 Strategic Planning</p> <p>The next Strategic Planning meeting is scheduled for the end of May. The current plan will be reviewed for what targets have been completed or continuing and will be carried over into the next strategic plan.</p> <p>Development of the new plan will start ramping up after the Accreditation survey in October. The goal is to implement the new plan in April 2026.</p> <p>Q: Is there a plan for the Board to have input on which consultant is hired? A: Yes, this is the responsibility of the Board.</p> <p>Q: Before getting proposals, would the Board develop a process to select the consultant? A: Yes, this document will be drafted.</p> <p>6.2 Annual Report 2024-25: Content</p> <p>The content of the annual report was reviewed. The Board thanked the consultant who assisted with drafting the content – it was well written and approachable.</p> <p>MOTION: that the Board of Directors approve the content of the 2024-25 Annual Report. Motion carried.</p> <p>6.3 Board Chair & CEO performance reviews</p> <p>The Board Chair performance review will be started. Ms Leslie will send out an email to the Board with the Chair performance review form. The Vice Chair will compile the results and review them with the Board Chair.</p> <p>The CEO performance review is in process.</p> <p>6.4 Board touch base interviews</p>

	<p>The check-in touch base interviews are almost completed. Mr. Landy provided a brief overview of the feedback received so far and what themes are appearing. A summary of the review will be presented at the June meeting.</p> <p>6.5 George and Lenore Mencher Scholarship The George and Lenore Mencher Scholarship has been awarded to Deborah Chan, who will be joining the Board at the September meeting.</p> <p>Q: How much is the scholarship? A: It is \$1,000.00.</p>
6:35	<p>7. CEO Report</p> <p>7.1 Strategic Plan: 2024-25 Q4 Results Ms. Mason-Browne provided a brief overview of the Strategic Plan targets:</p> <ul style="list-style-type: none"> • 11 of 15 targets were completed. The outstanding targets will be carried over into the new fiscal year. <p>7.2 HSNS Risk Plan Annual Report: Summary Report 2024-25 Mr. Kolanko provided a brief overview of the risk plan annual summary report. Highlights included:</p> <ul style="list-style-type: none"> • Cybersecurity – HSNS now has a couple of vendors to contact regarding a cybersecurity audit. • Patient safety and the work being done around dysphagia services • Human Resources – recent hire of a new People & Culture manager, psychological safety training and developing a roll out to all staff. • Risks related to facilities/capital/infrastructure <p>Q: Has there been an update from the government on the Business Plan? A: HSNS hasn't received confirmation of date or format.</p> <p>Q: With the pressure from the hospitals around space, is there a possibility that some services may look at leasing space? A: In many locations, our staff provide both inpatient and outpatient services. We need to look at that and work with the hospitals to develop a plan. If HSNS needs to lease space, DHW would need to help develop and fund that space.</p> <p>Q: Will the Business Plan come to the Board before it signed off? A: It is an operational agreement but we can present it to the Board as information. It would be done at a special Board meeting in the summer.</p> <p>7.3 Accreditation preparation The Accreditation Mock Survey is on June 5th. The Board needs to be represented for this session.</p> <p>There will also be an in-person mock survey for the Board survey team in September. In preparation for this session, a package will be sent to the board that will list the standards and the evidence.</p> <p>7.4 Monthly update</p>

	<p>Ms. Mason-Browne provided the monthly update, highlighting the relocation of the HCC site:</p> <ul style="list-style-type: none"> • Special thanks were given to Mr. Kolanko and Ms. Danielle Doucet, site manager for their work on the relocation and site planning. • The new site was selected based on demographic data of the client referrals and feedback from staff and clients which resulted in 3 top priorities: <ul style="list-style-type: none"> ○ Accessibility ○ Transit ○ Free parking <p>Q: When looking at other sites, is HSNS going through the same exercise to ensure that the sites are meeting the same standards?</p> <p>A: We are fixed in some of our locations, but we will look at lessons learned and opportunities to make improvements in the process of selection.</p> <p>At this point, Ms. Mardlin-Smith and Ms. Lamond left the meeting.</p>
7:05	<p>8. Finance & Investment</p> <p>8.1 Update</p> <p>Mr. Haley provided a brief update from the Finance & Investment committee regarding the emergency fund threshold. The committee will further discuss this in the Fall before presenting the recommendation to the Board for discussion.</p>
7:10	<p>9. Nominating</p> <p>9.1 Update</p> <p>Ms. Rizzetto provided a brief update from the Nominating committee, highlighting the following topics:</p> <ul style="list-style-type: none"> • Mentorship program <ul style="list-style-type: none"> ○ The committee will be looking at evaluation of the program in the Fall and tailoring it for the new members ○ Members can contact Ms. Rizzetto if they have any thoughts on the program. • New member recommendations <ul style="list-style-type: none"> ○ These will be presented to the Board at the June meeting. • Membership roster <ul style="list-style-type: none"> ○ Members were asked to review the roster and make sure that the information is up-to-date. Edits can be submitted to the committee. • Board Executive succession planning <ul style="list-style-type: none"> ○ A new position of Co-Vice Chair will be created and a call for nominations will occur at the June meeting. <p>Q: Can the Board consider changing the amount of the members for the Nominating committee?</p> <p>A: This would require a change in the bylaws. If there are members interested in joining the committee over and above the limit, then the Board would need to obtain legal counsel and go through the process of amending the bylaws.</p> <p>Q: When were the bylaws last looked at?</p> <p>A: approximately 4 years ago.</p>

7:15	10. Old Business None
7:20	11. New Business None
7:25	12. Members' Comments None
7:30	13. In-camera session MOTION: that the Board of Directors move to in-camera session. Motion carried. MOTION: that the Board of Directors move to adjourn the in-camera session. Motion carried.
7:40	14. Date of Annual Meeting of the Society June 26, 2025 (In person, HSNS Provincial Office)
	15. Date of next regular meeting: June 26, 2025 (In person, HSNS Provincial Office)
7:45	16. Adjournment MOTION: that the Board of Directors move to adjourn the meeting. Motion carried. Meeting adjourned at 8:04 pm.