



## MINUTES

### Board Meeting

HSNS Board of Directors

April 17, 2025: 5:15 – 7:30 pm

In person, Dartmouth HSNS site, Queen's Square  
(technical support for virtual participation is not available)

#### Timeline (guide):

- 4:30 pm Meeting client(s) and staff, tour of Dartmouth site (45 Alderney Drive, Suite 606)**
- 5:15 pm Call to Order (Wooden Monkey restaurant)  
Light dinner and continued discussion with staff and client/family
- 6:15 pm Regular 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)
- Meeting Minutes (March 2025)
- Board Committee Reports
  - Board Executive (no report)
  - Finance & Investment
  - Nominating (no report)
  - Policy & Governance
- CEO Report to the Board

#### Additional Supporting Documents

- HSO Governing Body Assessment
- Policies:
  - 12 (Agenda Planning)
  - 22 (Code of Conduct)
  - NEW (Public Disclosure of Information)
- Ethics Review: Pediatric vs Adult audiology service

#### Board of Directors

Bhangale, Chirag	P	Kiefte, Michael	P	Rizzetto, Maria (Vice Chair)	P
Frost, Jon	P	Kujath, Magdalena	P	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. R. 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. Danielle Doucet, Manager (P)
- Ms. Erin Lamond, Manager (P)
- HSNS Staff – Dartmouth Queen Square Site:

- Ms. Janice Whebby (R)
- Ms. Susan Warman (R)
- Ms. Robyn MacDonald (R)
- Ms. Karen Veinot (R)
- Ms. Kelly Breau (R)
- HSNS Client: Ms. Heather Parker (P)
- Ms. Ferne Mardlin-Smith, Patient Advisor to the Board (R)
- Ms. Courtney Douglas, Patient Advisor to the Board (P)

**Present: (P)**

**Videoconference: (V)**

**Regrets: (R)**

**Absent: (A)**

5:15pm	<p><b>1. Call to Order</b> The meeting was called to order at 5:30 pm.</p> <p><b>2. Announcements</b></p> <p>2.1 Regrets: Mr. MacLean, Ms. Noronha, Ms. Vossen (leaving at 6 pm)</p> <p>2.2 Declarations of potential conflict of interest: None</p> <p>2.3 Other announcements Dr. Kieft announced that he will be going on administrative leave from July 1 to December 31, 2025. During this period, Dr. Rebecca Affoo will be the Acting Director of the School of Human Communication Sciences and Disorder and will be acting as the ex-officio member on the Board.</p> <p><b>3. Dinner and continued discussion with client/family and staff</b> Discussion occurred with client and site manager. Ms. Erin Lamond provided an overview of Ms. Parker involvement in Partners in Care. Ms. Heather Parker discussed her involvement with HSNS and spoke to her wait and described her experience in both virtual and in-person group programs.</p> <p>Q: Do you feel that your feedback is taken into account? A: My feedback is taken into account.</p> <p>Q: How does HSNS collect feedback? A: The programs have feedback forms for completion of group programs. HSNS is looking at how to collect feedback from families who do not complete the programs.</p> <p><b>4. Ethics Review: Pediatric vs. Adult audiology service</b> An ethical concern was raised by a Board member about the priorities for access to audiology services. Ms. Danielle Doucet walked the Board through the ethical issue using the Ethics Tool (SBAR). The discussion included varied perspectives from board members (e.g. legal, medical, health administration). The Triage tool was also shared with the board.</p> <p>Q: Does HSNS subscribe to one of the main ethical frameworks (such as Virtue, Utilitarianism)? A: No. The Ethics Tool is based on frameworks commonly used in health care across Canada and supported by the N.S. Health Ethics Network.</p>
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	<p>Q: Is there any way of adding flexibility to the system?</p> <p>A: Great question. This was discussed in Step 3 of the ethics tool (SBAR). Its challenging to vary priority for access without creating subsequent accessibility challenges in the system.</p> <p>Ms. Danielle Doucet, Ms. Heather Parker and Ms. Erin Lamond were thanked for their attendance and left the meeting.</p>
6:15pm	<p><b>5. Consent Agenda</b></p> <ul style="list-style-type: none"> <li>a. Board meeting agenda</li> <li>b. Previous meeting minutes</li> <li>c. Board Executive Report (no report)</li> <li>d. Committee Reports <ul style="list-style-type: none"> <li>• Finance &amp; Investment</li> <li>• Nominating (no report)</li> <li>• Policy &amp; Governance</li> </ul> </li> </ul> <p>The agenda was revised to include an update from the F&amp;I committee.</p> <p>MOTION: that the Board of Directors approve the revised consent agenda. Motion was moved and seconded. Motion carried.</p>
6:20	<p><b>6. Quality of Care &amp; Patient Safety</b></p> <p>6.1 Discussion and observations of site tour</p> <p>The Board and Patient Advisor discussed their observations of the site tour. Common themes were discussed such as more staffing needed, work-life balance and salary.</p> <p>Q: Are staff leaving HSNS for the School Board?</p> <p>A: Yes, but there are also staff leaving the school board for HSNS. The decision is more related to scheduling preferences (e.g. work schedule is consistent with school schedule). Both circumstances seem to balance out in retention trends.</p> <p>Q: Does HSNS have anything in place for a flexible work schedule system?</p> <p>A: It is a collective agreement issue. We are trialing a project to provide evening and weekend options for clients. This will provide information on operational challenges and staff experience for collective bargaining.</p> <p>The Board commented on the good quality of the site tour.</p>
6:30	<p><b>7. Strategic Planning 2025-2028</b></p> <p>The Board has convened the Strategic Planning committee, who will be meeting in May. An invitation to the Strategic Planning meeting will sent out to the Board. Board members were encouraged to attend the meeting.</p> <p><b>ACTION:</b> Ms. Leslie will send the May Strategic Planning meeting invite to the Board.</p>
6:35	<p><b>8. CEO Report</b></p> <p>8.1 Monthly update</p>

	<p>Ms. Mason-Browne provided the monthly update (report attached), highlighting key topics:</p> <ul style="list-style-type: none"> <li>• Quality Improvement project: Adult dysphagia (swallowing) in-patient services</li> <li>• Engagement Plan</li> <li>• Annual Report 2024-25</li> <li>• Talent Management update regarding bursaries to students</li> <li>• Environment Stewardship program</li> <li>• Accreditation and the status of Governance standards</li> </ul> <p>Mr. Landy spoke to the progress in meeting standards around Indigenous-specific systemic racism and Systemic racism and the working being completed by HSNS. The Board will be updated on these standards in May.</p>
6:45	<p><b>9. Nominating</b></p> <p>9.1 Update</p> <p>Ms. Rizzetto provided an update on the current expressions of interest. The candidates have been interviewed and the committee is waiting on some references.</p> <p>The committee will be reviewing the membership roster at its next meeting so that efforts for future recruiting can be directed to specific areas of interest.</p>
6:55	<p><b>10. Policy &amp; Governance</b></p> <p>10.1 Policy amendments</p> <ul style="list-style-type: none"> <li>• 12 (Agenda Planning)</li> <li>• 22 (Code of Conduct)</li> <li>• NEW (Public Disclosure of Information)</li> </ul> <p>Revisions to policies 12, 22 and the new policy were reviewed by the Board.</p> <p>Discussion occurred around the Public Disclosure of Information policy.</p> <ul style="list-style-type: none"> <li>• Q: What social media platforms are HSNS on? A: Facebook, LinkedIn and we will be adding Instagram.</li> <li>• The Board recommended the following edit to the first sentence: HSNS Board of Directors is committed to transparency and accountability to the staff and public with respect to its structure and activities.</li> </ul> <p>MOTION: that the Board of Directors approve the recommended amendments to policies 12 and 22 and approve the new policy, Public Disclosure of Information, with the amendments as recommended, as presented by the Policy and Governance Committee.</p> <p>Motion moved. Motion carried.</p> <p>10.2 HSO Governing Body Assessment</p> <p>The HSO Governing Body Assessment was administered to the Board via paper and completed (anonymous submissions). The results of the assessment will be compiled. The results will not be shared with Accreditation Canada but will inform</p>

	<p>the Board's Quality Improvement Action Plan and education program for next year.</p> <p><b>ACTION:</b> Ms. Leslie will compile the HSO governing body assessment results for discussion at the next Policy and Governance Review Committee.</p> <p>At this point, Ms. Courtney Douglas, Patient Advisor, left the meeting.</p>
7:10	<p><b>11. Old Business</b></p> <p>None</p>
7:15	<p><b>12. New Business</b></p> <p>12.1 May meeting extension for discussion of:</p> <ul style="list-style-type: none"> <li>• Reconciliation Action Plan</li> <li>• Anti-Systemic Racism Action Plan</li> <li>• Integrated Quality Care &amp; Patient Safety Plan</li> <li>• Annual Report 2024-25</li> </ul> <p>HSNS has requested an additional 30 minutes for the May meeting to allow sufficient time for the various presentations. The Board has suggested staying late and covering lighter items over dinner.</p> <p>12.2 F&amp;I update re emergency fund</p> <p>Mr. Haley provided an update to the Board and informed the board that the F&amp;I Committee is close to determining a threshold for the Emergency Fund. Any funds above this amount can be used for other projects to be determined at a later date. The Board was asked to review the F&amp;I committee report and if there are any additional questions for the committee to send it along to Mr. Haley.</p> <p>Q: How does money get into the fund?</p> <p>A: The fund was established decades ago, historically the money was carried over from operational surplus and has accumulated since then with minimal withdrawals.</p>
7:20	<p><b>13. Members' Comments</b></p> <p>The Board members commented on how nice it was to be back in person and proud to have stayed close to the meeting time.</p> <p>The Board also commented on the meeting format for the next year, in particular, having hybrid meetings over the winter months.</p>
7:25	<p><b>14. In-camera session</b></p> <p>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>
	<p><b>15. Date of next meeting:</b> May 15, 2025 (In person, Provincial Office)</p>

7:30	<p><b>16. Adjournment</b></p> <p>MOTION: that the Board of Directors move to adjourn the meeting. Motion carried.</p> <p>Meeting adjourned at 8:15 pm.</p>
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