

**Timeline (guide):**

- 5:15 pm Call to Order
5:15 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 (January 2025)
- Board Committee Reports
 - Board Executive (no report)
 - Finance & Investment
 - Nominating
 - Policy & Governance (no report)
- CEO Report to the Board

Additional Supporting Documents

- 2024-25 Q3 Integrated Quality Care Report
- Strategic Plan 2024: Q3 Report
- 2024-25 SWOT Q3 analysis
- Talent Management 2024-25 Report
- Engagement Plan 2024-25

Board of Directors

Bhangale, Chirag	V	Kieft, Michael	R	Rizzetto, Maria (Vice Chair)	R
Frost, Jon	V	Kujath, Magdalena	V	Sullivan, Vickie	V
Grant, John	R	Landy, Mark (Chair)	V	Vossen, Emma	V
Haley, Matthew (Sec-Treasurer)	V	MacLean, Matthew	V	Mason-Browne, Anne (CEO)	V
Kaur, Anuroop	V	Noronha, Adline	R	Leslie, Kimberlee (Exec. Assistant)	V

Guests:

- Mr. R. Kolanko, Director of Finance and Operations (R)
- Dr. Greg Noel, Director of Adult and Mi'kmaq Hearing and Speech Services (V)
- Dr. Sharon Walker, Director of Pediatric and Autism Hearing and Speech Services (R)
- Ms. Marika Holmes, Professional Practice Development Officer and Accreditation Lead (V)
- Ms. Ferne Mardlin-Smith (Patient Advisor to the Board) (V)
- Ms. Courtney Douglas (Patient Advisor to the Board) (V)
- Ms. Alayne MacDonald (SLP, Support partner for Ms. Ferne Mardlin-Smith) (R)

Present: (P)

Videoconference: (V)

Regrets: (R)

Absent: (A)

5:15pm	1. Call to Order The meeting was called to order at 5:16 pm.
5:20	2. Announcements 2.1 Regrets: Dr. Kiefert, Ms. Rizzetto, Dr. Grant, Ms. Noronha, Mr. Bob Kolanko, Dr. Sharon Walker, Ms. Alayne MacDonald (optional guest of Ms. Maudlin-Smith) 2.2 Declarations of potential conflict of interest: None
5:25	3. Engagement Plan (discussion including Patient Advisors to the Board) The Patient Advisors were asked to review and provide feedback on the revised engagement plan. The Patient Advisors would like to take the review of the engagement plan to the Partners In Care agenda on March 7. Some immediate feedback provided was that the plan is more user-friendly. The Patient Advisors have asked if Ms. Mason-Browne, Mr. Noel, or Ms. Leslie could join the Partners In Care meeting to provide an overview of the Engagement Plan. At this point, Ms. Mardlin-Smith and Ms. Douglas left the meeting.
5:40	4. Consent Agenda <ol style="list-style-type: none"> a. Board meeting agenda b. Previous meeting minutes c. Board Executive Report (no report) d. Committee Reports <ul style="list-style-type: none"> • Finance & Investment (no report) • Nominating • Policy & Governance (no report) The agenda was revised to defer Item #5 Quality of Care, presentation of the 2024-25 Q3 Integrated Quality Care Report, to the March meeting. MOTION: that the Board of Directors approve the revised consent agenda. Motion moved and seconded. Motion carried.
5:45	5. Quality of Care 5.1 Presentation: 2024-25 Q3 Integrated Quality Care Report (Presenter: Sharon Walker) Deferred to the March meeting.

6:00	<p>6. Strategic Planning 2025-2028</p> <p>Q: Is the plan to bring in a consulting firm to guide the process? A: Yes, the plan is to bring in a consulting group. The Board will need some scope of the parameters before sending out an RFP.</p> <p>Q: Should we be looking at a longer plan? 5 years vs 3 years. A: 3 years was chosen due to the uncertainty of a longer timeframe, but this hasn't been determined yet.</p> <p>Q: Are we able to change the targets or are they unchangeable for the timeframe of the plan? A: The overarching goals of the plan generally would be fixed but could be amended by the Strategic Planning Committee as needed; the annual targets for each goal are flexible.</p> <p>Q: Do any government partners have standing offers with firms that do Strategic Planning consulting? A: Mr. Kolanko is investigating this.</p> <p>ACTION: Ms. Mason-Browne to follow up with Mr. Kolanko on if there are government partners that have standing offers with firms that offer Strategic Planning Consulting.</p> <p>Q: Is there a threshold for standing offers? A: According to policy, the threshold for services is:</p> <ul style="list-style-type: none"> • \$2,000-\$5000 need 2 quotes • \$5,000 to \$50,000 need 3 quotes <p>Discussion occurred around the specific requirements from Accreditation Canada for the development of a Strategic Plan. The Board will review these requirements.</p> <p>The Board decided to convene the Strategic Planning Core Committee and engage them in the initial work for a Strategic Plan. The Board is requesting a presentation from the Strategic Planning Core Committee on which current goals are still active and what recommendations should be brought forward into the new plan.</p>
6:15	<p>7. CEO Report (Anne Mason-Browne)</p> <p>7.1 Strategic Plan 2024: Q3 Report</p> <p>Ms. Mason-Browne provided an overview of the Strategic Plan Q3 report. 11/15 targets are 'on target'; 2 are delayed until the end of Q4 and 2 will need to be carried over to 2025-2026. The targets identified as delayed were reviewed and information was provided on why the target was 'delayed'.</p> <p>The revisions to the SWOT Q3 analysis were reviewed.</p>

7.2 Talent Management Plan: 2024-25 Report (Presenter: Marika Holmes)

Ms. Marika Holmes provided an overview of the 2024-25 Talent Management Plan.

Q: From a pay perspective, where does HSNS sit relative to other Atlantic Canada organizations?

A: It depends on the classification. The Speech-Language Pathologist (SLP) and Audiologist (AUD) classifications are competitive. The Communication Disorders Technicians (CDTs) are paid less than Communication Disorders Assistants (CDAs) in Ontario. There have also been some concerns around the Administrative Support Professional (ASP) classification. The Nova Scotia pay scales for the health sector are informed by the provincial government.

Q: Other than the base salary, what are we offering applicants?

A: HSNS offers a pension plan, robust sick and family leave, continuing education funding, mentorship, and a diversity of caseload. These are listed on our website.

Q: Can we quantify the pension piece?

A: It is a “defined benefit” plan

Q: Other than direct communication or the job posting, are the incentives advertised?

A: The incentives are listed only in the job posting.

Q: What is the major challenge in recruiting? Is it quality or quantity?

A: Many factors lead to the challenges in recruiting.

The Board requested that the next update on the Talent Management Plan focus on retention.

ACTION: HSNS to include retention-specific information in the Talent Management Plan update to the Board.

7.3 Engagement Plan and Communications Update (Presenter: Greg Noel)

Mr. Noel provided information on the purpose of an Engagement Plan. An overview of the revised plan and how it would be used was provided. The Board was walked through some examples of project engagement using the Engagement Plan.

The Board was invited to submit any suggestions for additions to the plan to Ms. Leslie, Dr. Noel or Ms. Mason-Browne.

The Board recommended adding the Talent Management Plan and the Engagement Plan to the website and include both plans as part of the Board onboarding package.

Q: Is the professional dietitians group on the engagement plan?

A: HSNS will ensure that they are included in the list.

	<p>7.4 Monthly update</p> <p>Ms. Mason-Browne provided the monthly update highlighting key topics:</p> <ul style="list-style-type: none"> • New Quality Improvement Project: Dysphagia services • Focused Research Nova Scotia announcement • Risk Plan update • Accreditation preparation update <p>Ms. Marika Holmes provided a brief update on the Accreditation process. Information about the upcoming training opportunities was provided. The Accreditation Survey is from October 20 to October 24, 2025.</p> <p>Q: What phase are we in regarding the Preschool Accessibility Innovations Project (PAIP)?</p> <p>A: We are currently in phase 3.</p> <p>Q: Can HSNS provide some information on how it will provide remote audiology?</p> <p>A: Remote audiology involves two projects that are underway: cochlear implant remote programming and remote audiology services.</p> <p>Cochlear implant remote programming: The HRM cochlear implant team provided training in Sydney and equipment was supplied by the cochlear implant companies. The local audiologist will be able to connect the cochlear implant to the equipment that will connect to the HRM team.</p> <p>Remote audiology services: There is an audiometer kit that will connect to a computer and the audiologist will be able to provide some hearing tests virtually in areas that do not have access to an audiologist.</p>
6:45	<p>8. Nominating (topics requiring discussion/action)</p> <p>8.1 Update</p> <p>Mr. MacLean provided the Nominating Committee update on behalf of Ms. Rizzetto.</p> <p>The Board was reminded of their commitment to ask at least two individuals who they feel may be interested and direct them to the website and/or the expression of interest form.</p>
7:00	<p>9. Old Business</p> <p>None</p>
7:05	<p>10. New Business</p> <p>None</p>
7:10	<p>11. Members' Comments</p> <p>The Board would like to give kudos to the group for the excellent work on the Talent Management and Engagement plans.</p>
7:15	<p>12. In-camera session</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>
7:30	13. Date of next meeting: March 20, 2025 (virtual)
7:30pm	<p>14. Adjournment</p> <p>MOTION: that the Board of Directors move to adjourn the meeting. Motion carried.</p> <p>Meeting adjourned at 7:19 pm.</p>