



Annual General Meeting – July 6, 2021

Report from the Finance and Audit Committee (2020-21)

The Finance and Audit Committee assists the Board in fulfilling its governance responsibilities by ensuring the efficient and effective use of Nova Scotia Health financial resources and overseeing the internal and external audit processes and accounting practices. The committee reviews and makes recommendations on policies, programs and information related to business planning, financial reporting, risk management and internal controls to ensure an efficient, effective and sustainable health authority.

The Committee focuses on the development and monitoring of health services business plans, including but not limited to multi-year strategic business plans and annual operating and capital budget plans, Nova Scotia Health's enterprise wide risk management plan and processes relating to finance, infrastructure and IT risk. The committee also oversees:

- investment management
- public and government financial reporting as may be required or advisable
- external audit and audited financial statements as well as special engagements of the Office of the Auditor General
- the annual appointment of the external auditor to the Board
- the systems of financial management internal controls
- internal audit processes, services, and progress on recommendations
- any other matters that may have a material impact on the financial or infrastructure issues of Nova Scotia Health

In the past year, the Finance and Audit Committee:

- Oversaw the development of Nova Scotia Health's 2021-22 Quality and Sustainability Plan (Business Plan)
- Oversaw the capital budgeting process, including both capital and IT infrastructure
- Monitored and reviewed financial status reports during the year, and guided the development of financial strategies for approval of the Board
- Provided governance oversight and support of the development and implementation of the *transform and reset* initiative aimed at establishing great accountability for budgets, identifying opportunities for optimization of revenue, creating value while lowering the reliance on government funding

- Monitored financial Key Performance Indicators
- Oversaw the Enterprise Risk Management financial and infrastructure risk process in tandem with the Quality Improvement and Safety Committee
- Approved and oversaw the implementation of financial policies and processes
- Oversaw the work of the Investment Sub Committee
- Monitored regulatory compliance through the compliance reporting process
- Participated in an in-depth education session to deepen their understanding and knowledge of Internal Audit's mandate, and the committee's responsibility and mandate for internal controls over financial reporting
- Reviewed and monitored the status and development of internal business controls
- Monitored progress on previous OAG and Internal Audit recommendations
- Stewarded the relationship between Nova Scotia Health and audit partner, the Office of the Auditor General (OAG), and appointed the OAG as auditors for 2020-21

Committee Membership during 2020-21:

Paul Comeau (Chair), Ed MacDonald, Elaine Sibson (non-director committee member, voting) Susan Spence, Janice Stairs, Frank van Schaayk (Board Chair, ex-officio, voting), Dr. Brendan Carr (President & CEO, ex-officio, non-voting), Derek Spinney (VP/ CFO, non-voting)

Respectfully submitted,

Paul Comeau, Chair, Finance and Audit Committee



Annual General Meeting – July 6, 2021

Report from the Human Resources Committee (2020-21)

The Human Resources Committee supports the Board in fulfilling its mandate to provide governance oversight in relation to Nova Scotia Health's current and future human resource needs; physician and employee recruitment; compensation and employee relations matters; occupational health and safety; talent and organizational development; the President and CEO's plan for continuity and development of senior management; and any other human resource related matter that is referred to the Committee by the Board for its consideration and recommendation.

In the past year, the Human Resources Committee:

- Monitored and provided governance oversight in relation to the health human resource needs and well-being of staff, physicians, and volunteers in responding to the COVID-19 pandemic
- Oversaw the development of Nova Scotia Health's People Strategy
- Provided governance oversight to a revised approach to integrated workforce resource planning that considers the needs of the population, the future of work, the priorities and direction of the organization to meet those needs, the models of care to support the direction and approaches to deliver that model
- Supported the Nova Scotia Health executive restructuring process that enables local autonomy and decision making, better alignment of resources to zone operations and creates a structure that supports local connections with community partners and local teams
- Identified risk appetite levels related to the workforce and workplace for ongoing monitoring and evaluation, monitored and reported to the Board on significant risks to Nova Scotia Health relating to human resources.
- Reviewed and ensured compliance with key investigations and complaints including Human Rights Commission, Protection of Persons in Care, Ombudsman, and Respectful Workplace
- Oversaw compliance with human resources and employment legislation and policy, including labour standards, occupational health and safety, and employment
- Reviewed the report on compensation disclosure for salaries in excess of \$100,000
- Supported the development of the CEO's Goals and Objectives
- Reviewed performance of employee benefits and pension plan
- Oversaw employee and labour relations matters

Committee Membership during 2020-21:

Janice Stairs (Chair), Dr. Louise Cloutier, Dr. Cindy Forbes, David Graham, Mike Roberts (non-director committee member, voting), Mark Surette, Frank van Schaayk (Board Chair, ex-officio, voting), Dr. Brendan Carr (President & CEO, ex-officio, non-voting), Colin Stevenson (VP, non-voting), Dr. Nicole Boutilier (VP, non-voting)

Respectfully submitted,

Janice Stairs, Chair, Human Resources Committee



Annual General Meeting – July 6, 2021

Report from the Quality Improvement and Safety Committee (2020-21)

The Quality Improvement & Safety Committee of Nova Scotia Health was established to support the Board in fulfilling its mandate to provide governance oversight in relation to quality of care and service, safety, and system performance. This included, but was not limited to aspects of strategic plans, corporate performance, stakeholder relations and communications which support Nova Scotia Health's quality improvement and safety priorities; and any other quality improvement, safety, outcome or performance monitoring matter that was referred to the Committee by the Board for its consideration and recommendation.

In the past year, the Quality Improvement and Safety Committee:

- Monitored quality and safety issues related to the COVID-19 pandemic
- Provided governance oversight and input into the review and revision of Nova Scotia Health's quality improvement, safety and performance framework and the associated areas of focus
- Provided oversight for the organization's enterprise risk management process. Identified risk appetite levels related to quality and patient safety for ongoing monitoring and evaluation and monitored and reported to the Board on significant risks to Nova Scotia Health relating to quality and patient safety
- Received education to support committee members in their role. Areas of focus included access to surgical services, safe care and actions being taken to improve the Hospital Standardized Mortality Ratio (HSMR), and the scope and impact of the Opioid Treatment program
- Ensured the patient voice was incorporated into meetings through shared stories of patient experience while receiving care and services provided by Nova Scotia Health
- Monitored and provided governance oversight in relation to the development and achievement of the organization's goals, objectives, and priorities
- Monitored achievement of the requirements of the accountability agreement between the Department of Health & Wellness and Nova Scotia Health
- Provided governance oversight and input into the annual Quality and Sustainability Plan priorities
- Reviewed quality and safety measures and monitored the systems and initiatives put in place to address gaps in performance
- Monitored and ensured compliance related to patient safety incidents, serious reportable events, infection control measures, patient satisfaction and organizational performance reporting
- Supported the organization and Board of Directors in meeting Required Organizational Practices (ROPs) and governance standards required through Accreditation Canada and preparing for the next onsite accreditation survey
- Monitored patient engagement in quality improvement and service planning and the implementation of patient/family presence initiatives

Committee Membership during 2020-21:

Dr. Louise Cloutier (Chair), Dr. Cindy Forbes, Dr. Frances Moriarty (non-director committee member, non-voting), Sheila Sears, Susan Spence, Frank van Schaayk (Board Chair, ex-officio, Voting), Dr. Brendan Carr (President & CEO, ex-officio, non-voting), Colin Stevenson (VP, non-voting), Dr. Nicole Boutilier (VP Medicine, non-voting), Dr. Gail Tomblin Murphy (VP/CNE, non-voting)

Respectfully submitted,

Dr. Cindy Forbes, Chair, Quality Improvement and Safety Committee



Annual General Meeting – July 6, 2021 Report from the Governance Committee (2020-21)

The Governance Committee helps the Board fulfill its responsibilities by ensuring the highest level of governance for Nova Scotia Health. The committee makes recommendations and provides oversight in the areas of governance policy and procedures, membership, board effectiveness, leadership, and board education and development. The committee monitors best practices in health sector governance and recommends actions to the Board as appropriate.

Examples of the work of the Governance Committee during the year included:

- Continued to monitor and provide oversight to board governance processes and practices ensuring alignment with health sector best practices
- Developed the Board and committee schedule and annual work plan, including ongoing educational opportunities to support directors in their role
- Oversaw the onboarding of new directors ensuring that the appropriate education, tools, and resources were available to support them throughout their orientation
- Oversaw the Board and committee evaluation process including the annual board performance and development survey and implementation of required improvement plans
- Supported directors in completing the required board skills and competency matrix and shared identified gaps with the Minister for consideration in future board appointments
- Initiated a review and renewal of the Medical Staff Bylaws
- Provided support and oversight to the Board in meeting governance standards for Accreditation Canada
- Reviewed committee structures and operations to support the Board's work
- Initiated conversations around the Board's role and requirements for effective digital health governance oversight.

Committee Membership during 2020-21:

Frank van Schaayk (Chair), Stephen Augustine, Paul Comeau, Beryl MacDonald, Mark Surette, Dr. Brendan Carr, President & CEO (ex-officio, non-voting)

Respectfully submitted,

Janet Davidson, Chair, Governance Committee



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Report from the Ad Hoc Public Engagement Committee (2020-21)

The Public Engagement Committee was established to support the Board in fulfilling its mandate to provide governance oversight related to Nova Scotia Health's legislated role for public engagement. This includes the integration of public engagement into health services planning and delivery, and the inclusion of the community, patient/family and stakeholder voices in the strategy and direction of the organization including communications planning.

In the past year, the Public Engagement Committee:

- Provided governance oversight and support to the many communications and engagement requirements related to the COVID-19 pandemic
- Oversaw strategic relationships and partnerships with community, government, and other stakeholders to support the organization's strategic objectives, including its relationship with Community Health Boards
- Supported communications and engagement activities related to the restructuring of Nova Scotia Health to ensure better alignment of resources to zone operations and a structure that supports local connections with community partners and local health teams
- Developed a board engagement plan that includes virtual modes of engagement and recognizes the necessity to engage with diverse, disadvantaged and under-represented populations
- Supported the engagement of patients and families in the delivery of health services to improve the patient experience or patient experiences
- Supported the President and CEO with engaging in discussions with staff, physicians and partners to better understand how systemic racism and health inequity impacts all facets of Nova Scotia Health, and to create a path forward for addressing the barriers experienced by Black, Indigenous and People of Colour.
- Initiated a review of the Community Health Boards to assess boundaries, processes, relationships, and structure

Committee Membership during 2020-21:

David Graham (Chair), Stephen Augustine, Dr. OmiSoore Dryden (non-director committee member, voting), Beryl MacDonald, Ed MacDonald, Sheila Sears, Frank van Schaayk (Board Chair, ex-officio, voting), Dr. Brendan Carr (President & CEO, ex-officio, non-voting), Krista Grant (VP, Communications, Public Engagement and Stakeholder Relations, non-voting)

Respectfully submitted,
Sheila Sears, Chair, Public Engagement Committee