

Annual General Meeting – July 7, 2020

Report from the Finance and Audit Committee

The Finance and Audit Committee assists the Board in fulfilling its governance responsibilities by ensuring the efficient and effective use of NSHA 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, NSHA'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 NSHA

In the past year, the Finance and Audit Committee:

- Oversaw the development of NSHA's 2020-21 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
- 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
- Established the Investment Sub Committee, its terms of reference and Investment Policy statement.

- Monitored regulatory compliance through the compliance reporting process
- 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 Authority and audit partner, the Office of the Auditor General (OAG), and appointed the OAG as auditors for 2019-20
- Completed a comprehensive review of the external auditor for NSHA using an evaluation tool for Audit Committees developed by the Chartered Professional Accountants of Canada, the Canadian Public Accountability Board and the Institute for Corporate Directors.

Committee Membership during 2019-20:

Vicki Harnish (Chair), Paul Comeau, Ed MacDonald, Elaine Sibson (non-director committee member, voting) George Unsworth, Frank van Schaayk (Board Chair, ex-officio, voting), Janet Knox/Dr. Brendan Carr (President & CEO, ex-officio, non-voting), Allan Horsburgh/John McGarry (VP/ CFO, non-voting)

Respectfully submitted,

Vicki Harnish, Chair, Finance and Audit Committee



Annual General Meeting – July 7, 2020 Report from the Governance Committee

The Governance Committee of Nova Scotia Health Authority helps the Board fulfill its responsibilities by ensuring the highest level of governance for NSHA. 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 provide governance oversight to the implementation of open Board meetings
- Refined the Board's skills matrix to better identify experience, expertise and community perspectives required to enhance Board governance and performance
- Oversaw and provided input into Board recruitment activities and strategies or increasing diversity on the Board of Directors
- Developed a Governance Action Plan for key governance responsibilities such as new director onboarding and orientation, Board succession, Board and CEO relationship, Board materials and minutes
- Developed the annual Board work and education plan
- Oversaw the Board and committee evaluation process
- Monitored and reviewed governance best practices
- Developed role descriptions, governance policies and procedures to support the effective and efficient work of the Board of Directors
- 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

Committee Membership during 2019-20:

George Unsworth (Chair), David Graham, Jaime Smith, Frank van Schaayk, Board Chair (ex-officio, voting), Janet Knox/Dr. Brendan Carr, President & CEO (ex-officio, non-voting)

Respectfully submitted,

George Unsworth, Chair, Governance Committee



Annual General Meeting – July 7, 2020

Report from the Human Resources Committee

The Human Resources Committee supports the Board in fulfilling its mandate to provide governance oversight in relation to Nova Scotia Health Authority'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:

- Oversaw the strategic human resources performance indicators, including the Workforce Profile Indicator Report and the HR Scorecard
- Closely monitored progress on physician recruitment and retention activities and outcomes
- Reviewed talent and organizational development strategies to support leadership culture and capacity
- Oversaw compliance with human resources and employment legislation and policy, including labour standards, occupational health and safety, employment, human rights and protection of persons in care
- Reviewed performance of employee benefits and pension plan
- Oversaw employee and labour relations
- Oversaw the process to establish an organization wide people strategy
- Reviewed CEO's succession planning for senior leadership
- Supported the recruitment and onboarding processes of a new President and CEO

Committee Membership during 2019-20:

John Rogers (Chair), Dr. Louise Cloutier, Dr. Cindy Forbes (non-voting), Mike Roberts (non-director committee member, voting), Janice Stairs, Frank van Schaayk (Board Chair, ex-officio, voting), Janet Knox/Dr. Brendan Carr (President & CEO, ex-officio, non-voting), Carmelle d'Entremont/Colin Stevenson (VP, non-voting)

Respectfully submitted,

John Rogers, Chair, Human Resources Committee



Annual General Meeting – July 7, 2020

Report from the Quality Improvement and Safety Committee

The Quality Improvement & Safety Committee of the Nova Scotia Health Authority 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, and stakeholder relations; 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 and provided governance oversight in relation to the achievement of the organizations goals, objectives and priorities
- Monitored achievement of the requirements of the accountability agreement between the Department of Health & Wellness and NSHA
- Provided governance oversight in relation to the development, maintenance and evaluation of the organizations quality improvement and safety program, including:
 - the organization's quality improvement and oversight structure
 - approach to patient engagement
 - appropriateness of care strategy
 - safety culture strategy
- Monitored, through the President & CEO, the quality of care provided by NSHA and the existence of effective systems for follow-up and corrective action
- Monitored patient safety incidents, serious reportable events, infection control measures, patient satisfaction and organizational performance reporting
- Ensured the organization and Board of Directors met Accreditation Canada's requirements
- Monitored patient engagement in quality improvement and service planning and the implementation of patient/family presence initiatives
- Provided oversight for the organizations enterprise risk management process, and monitored and reported to the Board on significant risks to the NSHA relating to quality and patient safety

Committee Membership during 2019-20:

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

Respectfully submitted,

Dr. Louise Cloutier, Chair, Quality Improvement and Safety Committee



Annual General Meeting - July 7, 2020 Report from the Public Engagement Committee (Ad Hoc)

The Public Engagement Committee was established to support the Board in fulfilling its mandate to provide governance oversight related to Nova Scotia Health Authority'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:

- 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 the restructuring of the Executive Leadership team and recruitment of new CEO and President
- Supported the engagement of patients and families in the delivery of health services to improve patient experience
- Supported several meetings with staff and stakeholders introducing the new CEO and president
- Supported several project's communications and engagement requirements including the QEII New Generation and Cape Breton Redevelopment projects
- Supported several engagement meetings with members of the public, stakeholders, and staff in the Shelburne community to better understand community needs
- Supported the development and implementation of board engagement sessions and open board meetings

Committee Membership during 2019-20:

Jaime Smith (Chair), David Graham, Ed MacDonald, Sheila Sears, Frank van Schaayk (Board Chair, ex-officio, voting), Janet Knox/Dr. Brendan Carr (President & CEO, ex-officio, non-voting), Krista Grant (Chief, non-voting)

Respectfully submitted,
Jaime Smith, Chair, Public Engagement Committee