

PUBLIC BOARD MEETING

April 29, 2010

**Queen Elizabeth II Hospital
Auditorium
10409 – 98 Street
Grande Prairie, AB**

MINUTES

PRESENT:

Board Members Mr. Ken Hughes, Board Chair
 Ms. Catherine Roozen, Board Vice-Chair
 Mr. Jack Ady
 Ms. Lori Andreachuk
 Mr. Gord Bontje
 Ms. Teri Lynn Bougie
 Mr. Jim Clifford
 Mr. Tony Franceschini
 Ms. Linda Hohol
 Dr. Andreas Laupacis
 Mr. John Lehnert
 Ms. Irene Lewis
 Mr. Don Sieben
 Mr. Gord Winkel

Executive & Staff: Dr. Stephen Duckett, President and Chief Executive Officer
 Ms. Lynn Redford, Chief of Staff, Board Office and
 Vice President, Community Engagement

REGRETS: Mr. Strater Crowfoot

CALL TO ORDER

The meeting was called to order at 12:15 p.m.

Mr. Ken Hughes, Board Chair, welcomed the public in attendance today.

DECLARATION OF CONFLICT OF INTEREST

There were no conflicts of interest declared relevant to the agenda.

APPROVAL OF AGENDA

MOVED BY MS. TERI LYNN BOUGIE, SECONDED BY MR. GORD WINKEL, that the agenda for the Alberta Health Services Board Public Meeting of April 29, 2010 be approved.

MOTION UNANIMOUSLY CARRIED

APPROVAL OF MINUTES

MOVED BY MR. GORD BONTJE, SECONDED BY MS. LORI ANDREACHUK, that the minutes for the Alberta Health Services Board Public Meeting dated March 25, 2010 be approved.

MOTION UNANIMOUSLY CARRIED

CHAIR'S REMARKS

The following is an abstract of Mr. Ken Hughes', Board Chair, remarks at the meeting. It is not an official transcript:

"Good afternoon to everyone, and welcome to the Alberta Health Services public board meeting.

For those of you watching today's meeting on Telehealth, we are in Grande Prairie this month, meeting in the Queen Elizabeth II Hospital. We do go to different locations around the province to have our meetings and this is part of our initiative to ensure that we are in touch and understand what is going on in each corner of the province of Alberta.

For those of you who have joined us in person, I'd like to thank you for joining us, and point out the question cards available to you.

In the current governance structure, there isn't a question portion of these meetings, but we do want to be able to provide answers if you have questions.

We'll collect the question cards after the meeting, and get the questions to the person or program area that can best answer them.

The questions and answers will be posted on the Alberta Health Services website prior to our next Public Board meeting. A video of the meeting will also be available on the website.

We have been holding meetings with the Board and Executive over the past two days – yesterday in Beaverlodge and today here in Grande Prairie.

We toured the Beaverlodge Hospital and had a chance to talk to some of the staff and physicians there which provided understanding of what is going on in that community, the large community that they provide health care services to and their close working relationship with the health care community based here in Grande Prairie.

Last night, there was a significant celebration of a long-time partnership that has saved countless lives in Alberta.

Equitable access to high quality care for rural Albertans is a strategic priority for Alberta Health Services, and STARS Air Ambulance plays an absolutely integral role in providing that care.

Alberta Health Services, STARS and the Minister of Health and Wellness, the Honourable Gene Zwozdesky, celebrated last night the long-term commitment to a partnership that enhances the care of critically ill and injured patients across the province.

The intensive collaboration built into our new 10-year agreement will ensure consistent, coordinated care, as well as evidence-based education of critical care providers.

This is a critical initiative and I am immensely proud of what we have been able to accomplish. STARS is an important partner for Alberta Health Services. Those of us who come from or spend a lot of time in rural or smaller communities in Alberta understand the comfort that you have from knowing that if something should go terribly wrong that there is a back-up system in this province that helicopter capacity of STARS.

This new agreement includes the funding in excess of 50 million dollars over 10-years from Alberta Health Services, includes the Red Patient Matters Affiliation Agreement which will provide partial funding for the STARS' bases in Calgary, Edmonton, and now extends that funding to the Grande Prairie base.

I know when we were here in Grande Prairie a year and a half ago, this was a really important issue for this community. We spent time at the STARS facility, we listened to people, and we have now delivered on the expectations of residents in this part of the province.

The integration of ground and air ambulance within the province-wide health delivery system of Alberta Health Services makes this kind of integrated, coordinated care and training possible. It truly is a great illustration of the quality, access and sustainability improvements are coming to fruition within Alberta Health Services, within the province of Alberta.

This afternoon, Board member John Lehnert, Dr. Duckett and I will participate in the groundbreaking ceremony for the new Grande Prairie Care Centre, another area that has been important to this part of the province and we are pleased to be able to participate in helping to deliver on meeting the real needs of Albertans in this corner of the province.

This is an exciting and long-awaited project – one that will provide high quality, best-practice seniors' care in a home-like environment.

The current Grande Prairie Care Centre has served residents well over the years. It has been a home for many, where seniors from area communities have received excellent care from genuinely dedicated staff. The new care centre, along with the Point West Living project under construction on the city's west side, will allow us to provide a broader range of care options for area residents.

The Point West Living project will include supportive living for people who need supports such as hospice, palliative, mental health and dementia care.

We are committed to increasing the breadth of supportive living options available so that Albertans can get the types of care they need. So they have a choice of facilities in communities like Grande Prairie while maintaining the highest level of independence and the best possible quality of life.

Where it is medically appropriate, the residents now living in Mackenzie Place will move to new spaces in the new, more modern facilities.

The additional space that will create here on this site will be put to use addressing the capacity needs of the hospital. It is a busy place, with growing needs that we have to be prepared to meet.

The expansion of the Emergency Department here, announced in February, will be another important part of meeting those needs.

It will:

- Double the number of treatment spaces in the Emergency Department
- Add two more trauma rooms to the Emergency Department
- Expand our fast-track and urgent chair areas
- Add a five-bed clinical decision unit for patients who do not require a bed in the Emergency Department or hospital admission, and
- Add another exam room to the Endoscopy Program.

This additional capacity will go a long way towards improving access to care, which is one of our primary strategic goals.

Our goal of increased quality of care is also being well addressed here. The Alberta Health Services Event Reporting and Learning System for Patient Safety is being piloted in this hospital.

There is a very strong safety culture already in place here, and this new incident reporting system will make it easier for staff and physicians to report concerns and learn from the experiences of others.

One of the benefits of a single, province-wide health system is the ability to effectively share both best practices *and* patient safety concerns to the benefit of health professionals right across Alberta – and to the benefit of patients right across Alberta.

This new patient safety system will play an important role in that process, and the experience and expertise of staff and physicians here will be integral in its development.

I would like to thank everyone involved here at the QEII for taking the lead on this, for all of the great work being done here, and for the warm welcome we have received here today.

I would also like to take this opportunity to celebrate and congratulate one of our colleagues on the Board of Alberta Health Services

Dr. Andreas Laupacis was this week named the inaugural recipient of the Jill M. Sanders Award of Excellence in Health Technology Assessment.

This award, from the Canadian Agency for Drugs and Technologies in Health, was created to recognize individuals whose outstanding achievements have significantly advanced health technology assessment and related fields in Canada.

Dr. Laupacis was chosen to be the first person honoured with this award because of his remarkable contributions to the uptake and use of evidence-based information in Canada, including improving health technology assessment methodology, supporting the adoption of evidence-based policies, and inspiring the next generation of researchers. That would include improving health technology assessment methodologies, supporting the adoption of evidence based policies and inspiring the next generation of researchers.

We are not surprised because we find Andreas to be a leader for us in terms of his contribution to our discussions. We are delighted that the rest of Canada has recognized that as well.

Congratulations, Andreas.

In today's meeting, the Human Resources Committee will present recommendations regarding performance agreements.

The Quality and Safety Committee will present recommendations regarding the Quality Assurance Committee and the Alberta Health Services Operational Health Plan.

The Health Advisory Committee has reports regarding the Chair and Vice-Chair positions on our Health Advisory Councils, and the appointments of trustees to foundations and trusts.

The Governance Committee will provide an update on its activities, and the Audit and Finance Committee will bring forward a number of reports and recommendations.

So with that I would like to move to the rest of the business of the meeting today. I would like to ask Dr. Duckett if he has a few words to share with us."

PRESIDENT AND CHIEF EXECUTIVE OFFICER'S REMARKS

The following is an abstract of Dr. Stephen Duckett's, President and Chief Executive Officer's, remarks at the meeting. It is not an official transcript:

"Since our last public board meeting, both Alberta Health Services and I passed our one-year anniversaries.

The complex work of formally merging the 12 predecessor entities did not end on the legal date of creation just over a year ago.

It continues today, and one of the most important outcomes has been the opportunity to effectively share the successes and best practices of each of those 12 previous organizations to the benefit of all Albertans.

It is very rewarding to see, as the Chair has just outlined, remarkable progress for a young organization in a relatively short time.

Credit goes to the hard work of the men and women of Alberta Health Services who have undertaken both this complex amalgamation and the commitment to increase access. There is much more to come.

On a personal note, I am grateful for the strong support I have received from the Board and leaders across Alberta Health Services, and the dedication I have witnessed throughout our organization.

The work we have done together positions us to now move forward from a stronger strategic and financial footing.

The Province of Alberta has committed to a six per cent funding increase in 2010/2011, and for the next two years, and 4.5 per cent for the two following years.

The funding increase allows Alberta Health Services to strategically invest in programs and initiatives that will improve access and quality of health care.

We will continue to make responsible, prudent financial decisions to ensure that expenditures do not outpace revenues.

We will build on our savings initiatives, which in 2009/2010 resulted in approximately \$284 million in cost reductions, in order to focus on strategic investment and also build a strong, sustainable system.

This past month, I have also been meeting with staff and physicians at a number of sites to discuss the results of the engagement survey earlier this year. I have had nine meetings with over one thousand staff and physicians. These feedback sessions have been vigorous discussions.

The sessions and the survey have given us a much better idea of what we can do, in concrete, practical ways, to improve the working lives of the men and women of Alberta Health Services.

I want to sincerely thank those people for being open and honest with their feedback and assure them that we are listening and acting.

Leaders throughout the organization are talking about the survey results in face-to-face discussions with their teams, and will feed the information they gather back into an Action Plan that I have committed to have done by the end of the summer.

Finally, we – as an organization – marked the National Day of Mourning yesterday, a day of remembrance for workers killed or injured on the job.

Last November we lost a colleague, Sheldon Miller of Medicine Hat, which compelled us to re-commit to the strong organizational and personal obligation to create a safe and healthy workplace with a clear and unequivocal goal: zero injuries.

The Hippocratic oath to “first, do no harm” must be applied with equal dedication to our service to patients, to each other, and to ourselves.

We can accept nothing less than having every single worker return safely home, every single day.

It is true that we have a business to run. A vast, complex, multi-billion-dollar organization. I have every confidence in our ability to meet our responsibility to the millions of people in Alberta who depends on us. But I will never forget that we also have a duty to one another.

Thank you.”

RECOMMENDATION(S) FROM STANDING COMMITTEE(S)

<p><u>Human Resources Committee Report – April 6, 2010</u></p> <p>HR10-14 2010/11 Executive Committee Performance Agreements</p> <p>Mr. Jim Clifford, Vice Chair, Human Resources Committee, advised the achievement of specific performance targets is one of the components of the Executive Pay at Risk program designed to reward the accomplishment of targeted results in a manner consistent with AHS' Mission, Goals, Strategic Priorities and Values.</p> <p>The objectives of the 2010/11 Performance Agreement Targets are to:</p> <ul style="list-style-type: none">• Align focus on high priority AHS goals (Access, Quality and Sustainability);• Support AHS' performance orientation and desired culture; and• Provide an incentive to achieve desired results. <p>Mr. Clifford noted that the performance agreements will be posted on the Alberta Health Services website.</p> <p>MOVED BY MR. JIM CLIFFORD, SECONDED BY DR. ANDREAS LAUPACIS, that the Alberta Health Services Board approve Report HR10-14, 2010/11 Executive Committee Performance Agreements.</p> <p>MOTION UNANIMOUSLY CARRIED</p>	
<p><u>Quality and Safety Committee Report – April 7, 2010</u></p> <p>QS10-09 Quality Assurance Committee Structure</p> <p>Dr. Andreas Laupacis, Chair, Quality and Safety Committee, outlined the role of Quality Assurance Committees.</p> <p>Dr. Laupacis advised that within the former entities, there were 216 Quality Assurance Committees. They did not appear to have standard terms of reference and they were not linked together in such a way that the learnings of one committee would clearly be transferred to other parts of the province. There was a sense that there was a need for rationalization standardization of the Quality Assurance Committee structure of Alberta Health Services and change the 216 committees to 40; 34 will be comprised of focused committees, 5 will be regional committees and one that is for the Alberta Health Services as a whole.</p>	

Dr. Laupacis advised this proposed structure has been developed after considerable consultation across Alberta Health Services and extensive legal input.

Dr. Laupacis noted that these Quality Assurance Committees are protected under Section 9 of the Alberta Evidence Act which is consistent with the Alberta Health Services value of a just and trusting culture.

Dr. Laupacis advised that the major findings of these Committees will be reported to the Board on a quarterly basis.

MOVED BY DR. ANDREAS LAUPACIS, SECONDED BY MR. JACK ADY, that the Alberta Health Services Board approve the proposed Quality Assurance Committee structure, and after having reviewed the Terms of Reference for each of the committees in the Quality Assurance Committee structure, appoint certain committees as Quality Assurance Committees effective June 1, 2010. In addition, the Alberta Health Services Board approve the dissolution of the Quality Assurance Committees as indicated on the attached list.

MOTION UNANIMOUSLY CARRIED

QS10-14 AHS 2010 - 2015 Health Plan

Dr. Laupacis advised Alberta Health Services is required to submit an annual Health Plan to the Minister of Health and Wellness which focuses on operational priorities over the next year.

The Government of Alberta provided Alberta Health Services with five years of funding, which allows Alberta Health Services to plan for longer than the one-year funding cycle. The funding agreement also provides clear limits on the amount that can be spent over each of the next five years. The five year funding makes this an ideal opportunity to come forward with a draft of a five-year operational health plan which is based upon the three goals of access, quality and sustainability of Alberta Health Services.

The Health Plan will guide this organization and its activities and the development with our budget.

Dr. Laupacis outlined the five main priorities in the draft Health Plan:

1. Building a Primary Care Foundation
2. Improving Access, Reducing Wait Times
3. Choice and Quality for Seniors
4. Enabling Our People to Achieve Excellence in Providing Health Services
5. Enabling One Health Service

MOVED BY DR. ANDREAS LAUPACIS, SECONDED BY MS. TERI LYNN BOUGIE, that the Alberta Health Services Board approve Report QS10-14, Alberta Health Services 2010 – 2015 Health Plan, in principle and authorize Alberta Health Services management to engage in consultation with Alberta Health Services employees, physicians and Health Advisory Councils to develop the final plan.

Dr. Stephen Duckett, President and Chief Executive Officer, outlined how Alberta Health Services will engage staff, physicians and Health Advisory Councils in consultation.

Dr. Laupacis advised that the Quality and Safety Committee and the Board as a whole discussed the results of the workforce engagement survey. Dr. Laupacis thanked all Alberta Health Service employees who responded and commended Dr. Duckett for undertaking this survey and for releasing the results so publicly and broadly. He further advised the Board is pleased that Dr. Duckett and his leadership team have already begun the process of consultation and action to identify the root causes for the survey results and to develop an action plan for improvement by September 2010, which the Board will be reviewing.

Dr. Laupacis advised the Board is aware of the results and that this survey will be used as a basis to improve staff and physician engagement.

Health Advisory Committee Report – April 12, 2010

HAC10-04 Health Advisory Councils - Appointment of Chair and Vice-Chair positions

Mr. John Lehnert, Chair, Health Advisory Committee, advised each Health Advisory Council nominated a Chair and a Vice-Chair and the Board is now confirming these appointments.

MOVED BY MR. JOHN LEHNERS, SECONDED BY MR. JIM CLIFFORD, that the Alberta Health Services Board approve Report HAC10-04, Health Advisory Councils - Appointment of Chair and Vice-Chair positions.

MOTION UNANIMOUSLY CARRIED

AHSB10-03 Amendment to Schedule of Foundation Trustee Appointment for Alberta

Mr. Lehnert advised that at the March 25, 2010 Board meeting the listed appointments were approved. Since that time it has been identified that amendments are required to ensure the expiration dates of the appointments are consistent with three-year terms and that an Alberta Health Services staff member is a non-voting member of a Foundation.

MOVED BY MR. JOHN LEHNERS, SECONDED BY DR. ANDREAS LAUPACIS, that the Alberta Health Services Board approve Report AHSB10-03 amending schedule of Foundation Trustee Appointments for Alberta Health Services Board Approval – March 16, 2010, attached to Report HAC10-02 Appointments of Trustees to individual foundations as follows:

Foundation/Trust	Name	Role	Status	Period of Appointment
Northwest Health Foundation	Helen Dyck	Trustee	Voting	Three year term (March 2013)
Northwest Health Foundation	Calvin Coleman	Trustee	Voting	Three year term (March 2013)
Northwest Health Foundation	Richard Nahas	Trustee	Voting	Three year term (March 2013)
Northwest Health Foundation	Audrey Sexton	Trustee	Voting	Three year term (March 2013)
Windy Slopes Health Foundation	Jordan Koch	Trustee	Non Voting	Non-Voting Member

MOTION UNANIMOUSLY CARRIED

Ms. Teri Lynn Bougie noted that the work of Foundations is integral in this province and it is the volunteers who are appointed to the Foundations that are the driving force behind these important initiatives for Albertans.

Governance Committee Report – April 13, 2010

Ms. Linda Hohol, Chair, Governance Committee, provided an overview of the Governance Committee meeting held on April 13, 2010.

Ms. Hohol advised the Communications Policy was reviewed by the Governance Committee and the Committee of the Whole. Ms. Hohol noted wording changes to the policy have two objectives. To bring the policy in line with the spirit and the substance with the Code of Conduct (“Code”) which was approved early this year and to address the concerns that have been expressed that the Code prevents individuals from expressing their personal views and opinions.

It establishes a policy statement that is consistent with the Code and Alberta Health Services does not regulate or restrict public comments of staff or physicians speaking as private citizens but it has three important caveats to that:

- It is the responsibility of the individuals to clearly indicate when the comments are being made in an official capacity on behalf of Alberta Health Services or alternatively when the comments are personal or private views and opinions. Having first made that distinction, they are not restricted in expressing personal or private views.
- Individuals speaking on behalf of Alberta Health Services or in leadership roles in an official capacity on behalf of Alberta Health Services have a duty of fidelity to the organization not to make public comments that are or may be prejudicial to Alberta Health Services.
- The duty of fidelity expects all employees to ensure that the employer’s reputation is not damaged by inaccurate or inappropriate information but the duty of fidelity does not impose a ban, “gag rule,” or suppress an individual from comment made in the best interests of the public including, but not limited to, safety, security, or evidence of wrongdoing as guided by the AHS Safe Disclosure policy.

Ms. Hohol advised that all staff, nurses, physicians of Alberta Health Services will be invited to provide feedback in a process that will be similar to one used last Fall when the Code of Conduct was reviewed. It will then come back to the Board for final approval with any additions or revisions taken from that feedback.

Ms. Hohol advised a policy like this is not unique to Alberta Health Services and that most large organizations and companies would have such a policy that reflects the same sort of spirit and guidelines that is intended here.

Audit and Finance Committee Report – April 15, 2010

AHSB10-04 2010/11 Operating Fund Approvals

Mr. Don Sieben, Chair, Audit and Finance Committee, advised that the current year will be the first year in the five-year funding commitment by the Government of Alberta to support Alberta Health Services in fulfilling its mandate. The increase in annual grant funding for 2010/2011 fiscal year is \$1.324 billion, part of which is to fund the current level of operations.

Mr. Sieben further advised that Alberta Health Services Management is developing a proposed operating budget to support Alberta Health Services' Draft 2010-2015 Health Plan and to align with the government's current health delivery direction. In that light, the President and Chief Executive Officer has the authority to spend up to the current run rate, which is the monthly expenditure rate at March 31, 2009, without Board approval of the 2010/2011 Budget.

MOVED BY MR. DON SIEBEN, SECONDED BY MR. GORD WINKEL, that the Alberta Health Services Board delegate to the President and CEO the authority to expend operating funds in the amount of \$2.785 billion between April 1 and June 30, 2010 and further, that the 2010/2011 annual operating budget be presented at the June 29, 2010 Board meeting.

MOTION UNANIMOUSLY CARRIED

AF10-44 HRMS Infrastructure Management Contract

Mr. Sieben advised that for Alberta Health Services to operate effectively, a common HR/Payroll system is a necessity. The current state has 12 HR/Payroll systems and it is untenable for either financial or HR staff to maintain these and provide meaningful information for decisions or planning. Management's ability to control Human Resource costs cannot be efficiently or effectively exercised in the current environment and it is necessary to confirm a contract with an appropriate service provider who can meet AHS' needs provincially.

MOVED BY MR. DON SIEBEN, SECONDED BY MR. GORD BONTJE, that the Alberta Health Services Board approve Report AF10-44, Human Resources Management System (HRMS) Contract for the provision of Human Resource Management System infrastructure.

MOTION UNANIMOUSLY CARRIED

AF10-54 Red Deer College Subdivision of Lease

Mr. Sieben advised the Bethany Care Society requires the subdivision of its sub-lease at Bethany Collegeside in Red Deer to enable it to secure the mortgage on the 105 Assisted Living Units currently under construction and the Alberta Health Services Board agrees with this subdivision.

MOVED BY MR. DON SIEBEN, SECONDED BY MR. TONY FRANCESCHINI, that with respect to Report AF10-54, the Alberta Health Services Board request Ministerial approval for a nominal value leasehold subdivision on 7.68 acres of land at 99 College Circle in Red Deer, Alberta which is leased by Alberta Health Services from Red Deer College and then subleased to Bethany Care Society.

MOTION UNANIMOUSLY CARRIED

OTHER BUSINESS

The Board acknowledges and recognizes the contribution of those who served on the Quality Assurance Committees and acknowledges the same kind of contribution and confidence moving forward.

NEXT PUBLIC MEETING

Date: June 29, 2010
Location: Calgary, AB
Time: TBD

ADJOURNED

MOVED BY MR. GORD WINKEL, SECONDED BY MS. TERI LYNN BOUGIE, that the meeting of the Alberta Health Services Board adjourn at 1:00 p.m.

MOTION UNANIMOUSLY CARRIED

Chair

Recording Secretary