

Alberta Health Services

BOARD MEETING

Minutes of the meeting of the Board (Board) of Alberta Health Services (AHS) held at the Rockyview General Hospital in Room 10331, 7007 - 14 Street SW, Calgary, Alberta on June 29, 2010 at 1:15 p.m., Mountain Standard Time.

Present:

Board Members: Ms. Catherine Roozen (Vice Chair)

Mr. Jack Ady
Ms. Lori Andreachuk
Mr. Gord Bontje
Ms. Teri Lynn Bougie
Mr. Jim Clifford
Mr. Strater Crowfoot
Mr. Tony Franceschini
Ms. Linda Hohol
Dr. Andreas Laupacis
Mr. John Lehnars
Ms. Irene Lewis
Mr. Don Sieben
Mr. Gord Winkel

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

Regrets: Mr. Ken Hughes, Board Chair

Ms. Roozen acted as Chair of the meeting and Ms. Shawa acted as Secretary.

Ms. Roozen called the meeting to order at approximately 1:15 p.m. Notice of the meeting had been properly given and a quorum existed.

1. Conflict of Interest

Ms. Roozen requested that any conflicts of interest relevant to the meeting or items noted on the agenda be declared. None were declared.

2. **Agenda**

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** the agenda for the Board meeting held on June 29th, 2010 are approved.

3. **Minutes**

Committee members acknowledged having received the minutes of the Public Board meeting held on April 29, 2010.

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** the minutes of the meeting of the Public meeting of the Alberta Health Services Board dated April 29, 2010, are approved as amended.

4. **Acting Chair's Report**

Ms. Catherine Roozen, Vice Chair, made the following remarks at the meeting:

We've been holding meetings of the board and the Executive over the past two days here at the Rocky View Hospital. We toured the hospital today, including the new Jim Kinnear Rocky View Emergency Centre. The recently opened Emergency Centre was named in honour and recognition of Mr. Kinnear's exceptional community leadership and outstanding philanthropic support of health care priorities at the Rocky View. Under Mr. Kinnear's community leadership, over nine million dollars has been raised towards key health initiatives at this site. The emergency centre is a state of the art facility with an evidence based design that will enable better quality and care and improve access through more efficient processes. For example, once patients have been triaged, they will be brought directly into an intake area rather than waiting in a room so they can be actively monitored by our care providers. The trauma base has diagnostic imaging equipment on the spot preserving time that can mean the difference between life and death. The treatment rooms have walls instead of dividing curtains and space for family to wait with the patient. And the increased use of natural light is very calming and healthier for patients and care providers alike. The Rocky View is also the site of an innovative new acute care unit called a medical assessment unit in which admitted patients can be assessed and treated while waiting for an inpatient bed to become available. We will be creating these units in hospitals across the province. Alberta Health Services is building and renewing facilities across the province to provide accessible, sustainable, quality health care to all Albertans. With nearly five million invested in active construction, AHS has hundreds of capital projects in various stages of completion in every zone of this province.

AHS is strategically investing in the health system to support patients in communities to stay healthy and manage illness effectively. This investment was made possible by the Alberta government's unprecedented commitment to a five year funding agreement providing us with the stability to target strategic improvements over a longer period of time. And here and across the province, we are making real gains in improving emergency care. Thanks to the creativity, teamwork and dedication of our staff and physicians.

A draft of the 2010/2015 Health Plan will also be brought forward. The Health Plan is a public accountability document which describes at a strategic level the actions AHS proposes to take in carrying out its legislated responsibilities with a primary focus on the delivery and quality of health services. This plan, which is the corner stone piece of our ongoing work with Alberta Health and Wellness to develop an action plan built on our strategic plan and reflects a vision with significant improvements in population wellness, primary and community care, access to treatments and support in older age. The next stage of integration of this plan with the joint strategic planning between Alberta Health and Wellness and Alberta Health Services is underway now.

5. President & CEO's Report

Dr. Stephen Duckett, President and Chief Executive Officer, made the following remarks at the meeting:

Just last week, residents started moving into Garrison Green, a two hundred bed continuing care facility in the city's southwest. Some of these residents moved from other care facilities and some from the community, but others have been waiting in hospital beds for a more appropriate space to become available. Getting those patients out of acute care beds where they were not getting the best care we could provide was of course of utmost importance to these patients and their families. For us, it also means a more appropriate and effective use of those hospital beds which are needed to admit patients from our emergency departments for example. I use this to illustrate the big picture changed and a way at Alberta Health Services which are a cornerstone of the budget to be discussed at today's meeting. We are investing in the expansion of hospital and emergency department space as we announced here at the Rocky View earlier this month, but improving access to hospital beds also means expanding the range of community care options. This will be a priority focus for us in the year ahead. Because of the very different budget situation we find ourselves in today, we know we can also meet our third primary goal...sustainability. The operating budget being brought forward to the Board today, builds on the strategic plans and the commitments we made a year ago. Because of funding certainty, it is now possible to accelerate our action plan in our highest priority areas. I'll talk more about that when we come to it on our agenda but first I'd like to say thank you to our staff, physicians and management team and the Board for their dedication and hard work that carried us from last June to today. I'm proud of and grateful for what we in Alberta Health Services achieved over the last year. We stepped up to the plate through H1N1, through difficult priority decisions, through the continued transformation, to a new organization. It's been a tough year but today is a new day and we've got lots of work to do together.

6. BMO Corporate Card Facility

AF10-62

Mr. Sieben, Chair, Audit and Finance Committee, advised that AHS currently has eight separate corporate credit cards and purchasing card programs with various credit facilities. He pointed out the need to implement one provincial credit card program to ensure consistent and compliant reporting, to reduce administrative efforts and to create rebate opportunities.

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** Alberta Health Services is authorized to enter into an agreement with the Bank of Montreal pursuant to which the Bank of Montreal would extend credit to Alberta Health Services by way of a Bank of Montreal corporate card facility and that the Chief Executive Officer or his delegate is authorized to enter into the MasterCard credit facility with the Bank of Montreal and to do such other things as Alberta Health Services management considers necessary or advisable in order to give full effect to the foregoing.

7. Investment Policy

AF10-63

Mr. Seiben advised that AHS already has an Investment Bylaw and the Investment Policy supplements the existing Investment Bylaw.

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** the attached Investment Policy is approved.

8. 2009/2010 Annual Report, MD&A, and Financial Statements

AF10-76

Mr. Sieben advised that this was the first time that AHS' annual financial statements were audited and that AHS has been through one tremendous year and that the financial staff of AHS have expended significant effort. He advised the Board that once the financial statements are approved, the Auditor General will provide AHS with their Audit Report.

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT:**

1. \$628,114,000 of operating net assets be restricted to represent the amount invested in capital assets as at March 31, 2010;
2. the Alberta Health Services Audited Consolidated Financial Statements for the year ended, March 31, 2010 is approved and the President and Chief Executive Office are directed to submit this to the Minister of Health and Wellness and to make this publicly available within seven days of delivering them to the Minister;

3. the Management Discussion and Analysis for the year ended March 31, 2010 is approved and the President and Chief Executive Officer is directed to submit this to the Minister of Health and Wellness; and
4. the Annual Report for the year ended, March 31, 2010 is approved and the President and Chief Executive Office is directed to submit this to the Minister of Health and Wellness.

9. Fourth Quarter Investment Report – March 31, 2010

AF10-78

Mr. Sieben advised the Board that AHS has moved most of its investments to Phillips Hager and North. As part of the fourth quarter reporting, he added, the consolidated summary of investment portfolios has been completed and recommended by the Audit and Finance Committee.

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED** **THAT** the fourth quarter investment report for the quarter ending March 31st, 2010 is approved.

10. Edmonton South Clinic Parkade

AF10-80

Mr. Gord Bontje, Vice Chair, Audit and Finance Committee, advised the Board that the Edmonton South Clinic Parkade which will have twelve hundred stalls and will provide parking for patients and visitors for both the Edmonton Clinic and the Cross Cancer Institute. He also advised that the capital budget for the parkade is \$63,913,000 and the Board is now being asked to approve an increase in the project budget of \$3.3 million, which will be funded from debt.

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** an increase to the Edmonton South Clinic Parkade project budget of \$3.3 million with funding from debt is approved.

11. Purchase of Horizon Village, Drayton Valley (Unit #3)

AF10-81

Mr. Bontje advised that Horizon Village was developed to provide opportunities for low income seniors in Drayton Valley to own residential units, with the assurance that they would be able to divest themselves of the units to the health authority when they could no longer use them. AHS is investigating the continuance of this program and options for the development. Unit #3 at Horizon Village has been vacated and there is a waiting list of seniors who would like to own it. Mr. Bontje thus explained that in order to facilitate this process, approval is being sought for AHS to purchase the unit from the senior who has vacated it.

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** the Alberta Health Services be authorized to purchase residential unit #3 in Horizon Village, a four unit low income Seniors residence in Drayton Valley, for a purchase price of \$109,250,

AND FURTHER BE IT RESOLVED THAT any two officers are authorized to negotiate, sign, execute and deliver, in the name and on behalf of Alberta Health Services, any and all agreements or other written instruments and to take all such other actions, as such officers consider necessary or desirable to give full effect to the foregoing resolutions.

12. Royal Alexandra Hospital Property Transfer, Edmonton (Phase 1)

AF10-82

Mr. Bontje advised the Board that the City of Edmonton is exercising an option to purchase the property on the western tip of the Royal Alexandra Hospital site and that AHS is obligated to complete the transfer of the property based on historic property ownership agreements. The land is presently used solely for surface parking. Mr. Bontje also advised that the proposal has been reviewed by AHS, which has confirmed that the proposed transfer of a portion of the site would not adversely impact future facility growth or health services operations in the area.

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** Alberta Health Services is authorized to sell a portion of the Royal Alexandra Hospital lands described more specifically as Area A, Plan 9222952 containing 0.893 acres more or less, to the City of Edmonton for the price of \$265,945.13,

AND FURTHER BE IT RESOLVED THAT any two officers of Alberta Health Services are authorized to negotiate, sign, execute and deliver, in the name and on behalf of Alberta Health Services, any and all agreements or other written instruments and to take all such other actions, as such officers consider necessary or desirable to give full effect to the foregoing resolutions.

13. Royal Alexandra Hospital Property Transfer, Edmonton (Phase 2)

AF10-83

Mr. Bontje advised that, consistent with the previous decision, the Board is being asked to approve the sale of an additional parcel of land in connection with the same City of Edmonton LRT project.

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** the Alberta Health Services Board authorize Alberta Health Services to sell a portion of the Royal Alexandra Hospital lands described more specifically as portions of Block 2, Lots 313 and 314, Plan 1619KS containing 1.001 acres more or less, to the City of Edmonton for the appraised value of \$3,379,000,

AND FURTHER BE IT RESOLVED THAT any two officers of Alberta Health Services are authorized to negotiate, sign, execute and deliver, in the name and on behalf of Alberta Health Services, any and all agreements or other written instruments and to take all such other actions, as such officers consider necessary or desirable to give full effect to the foregoing resolutions.

14. Annual Operating Budget and Business Plan Approval

AF10-94

Mr. Sieben commented the budget before the Board is AHS' first major budget and he advised that the Audit and Finance Committee had reviewed the Report in detail has had good discussion about it. Mr. Sieben also thanked the financial staff at AHS and all the other staff that were involved in developing the budget. He acknowledged that it was not an easy budget to develop but that the budget is a positive thing for Albertans.

Mr. Sieben advised that the Board was being asked to consider the \$11.8 billion total revenue budget that includes investments in two critical areas: improving choice and access for seniors and reducing wait times in emergency departments. He commented that the budget is designed to help AHS deliver on priorities and to create a sustainable foundation on which to build.

Mr. Sieben outlined some context of the document that underscores the impact of the initiatives and the quality of patient care.

- the commitment to add at least eleven hundred continuing care beds this year, at least one thousand more beds in each of the next two years; and a total of three thousand beds in the next three years. More continuing care beds will result in shorted emergency department wait times as patients move through the system faster. This budget also improves funding for new initiatives to improve access, quality and sustainability including new spending on medical assessment units and other initiatives related to reducing emergency department wait times.
- AHS will be releasing further details on several transformational improvements projects in the next few months. As a new organization, we must be strategic about being a strong foundation for the future creating the processes and structures that will position us to be successful in delivering on the mandate we have been given by the Premier through the Minister of Health and Wellness and that is to build the best performing, publicly funded health system in the country. Through responsible stewardship and strategic employment and deployment of our resources, we will deliver on that mandate.
- As I mentioned, Alberta Health Services Board is reviewing a proposed \$11.2 billion expense budget. I indicated earlier that the proposed \$11.8 billion revenue budget which includes party investment in two areas: choice and access for seniors and reduced wait times. It is important to note that the 2010/11 budget includes committed funding for the province of Alberta of \$9 billion of base funding – that is \$9 billion of base funding plus \$527 million in one time deficit coverage and \$745 million in restricted grants. There is an additional \$1.5 billion that we received from other revenue sources. The \$9 billion funding base funding grant also includes a \$1.3 billion increase in base funding for the province and as indicated many times in the last

couple of months, the province has stepped up to the plate and we now have a five year funding agreement with the province which includes an increase of 6% in each of the first three years beginning in 2010/11 and 4.5% increases in the following two years. This is totally unprecedented and it allows us, as Dr. Duckett has said numerous times, to plan for the future in a proactive way. Some of the budget highlights include, as I noted, \$81 million to improve choice and quality of care for seniors, funding for up to \$50 million will be invested in the transformation improvements programs called TIPS, including reduction in emergency department wait times. There are about 700 Albertans today waiting in acute care or sub-acute care settings for long-term care or supported living space. Additionally, adding these new continuing care beds will significantly reduce the number of people waiting for placement and the length of time they have to wait. As people move into more appropriate facilities, more hospital beds will become available resulting in shorter emergency department wait times as patients move through the system. Medical assessment units will also open as they have in Calgary's Rocky View General Hospital and at the Royal Alexandra Hospital in Edmonton. Rocky View General Hospital opened the pilot medical assessment units in the spring of 2010. These units themselves improved emergency department flow by accommodating patients who need ongoing care but who are not yet admitted to the hospital. Patients waiting for an inpatient bed are transferred to this unit where physicians and nurses initiate consultations, treatments, and diagnostics. Funds have also been set aside to stabilize staffing levels and to provide for growth in priority areas including the TIPS project.

As noted early, the Board has also approved the consolidated financial statements and management analysis for the year ending March 31st, 2010. These documents, as noted in AF 10-76, will be forwarded on to Alberta Health and Wellness for approval.

Ms. Roozen, Acting Board Chair, reiterated Mr. Seiben's thanks to AHS staff and reiterated that there are many people who put hard work into developing the budget concurrently with AHS' year-end audit and with the Auditor General's review. She also conveyed the Board's appreciation for all the resources that were provided from a variety of areas.

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** the 2010/2011 Operating Budget and Business Plan be approved and, in compliance with legislative requirements including the *Government Accountability Act*, management of Alberta Health Services is authorized and directed to deliver the 2010/2011 Operating Budget and Business Plan to the Minister of Alberta Health and Wellness, with such non-substantive changes that the President and Chief Executive Officer and the Minister may agree upon, and to take all such other actions as management of Alberta Health Services considers necessary or advisable in order to give full effect to the foregoing.

15. 2010 – 2015 Health Plan - Improving Health for all Albertans

AHSB10-06

Mr. Sieben advised that consultation of the *2010 – 2015 Health Plan: Improving Health for All Albertans* during May and early June was undertaken with both staff and physicians in AHS and with members of Health Advisory Councils. Furthermore, he advised that approximately 8,000 staff and physicians accessed a survey through the web- link, and ninety-five members of the Health Advisory Councils were involved in facilitated discussions. This consultation, he said, resulted in strengthening the document in a number of areas including increased emphasis on the areas of health promotion/wellness activities, supporting vulnerable populations, addressing mental health concerns and building partnerships throughout the community. Finally, Mr. Sieben commented that staff feedback also assisted in prioritizing the importance of the activity within the Transformational Improvement Programs.

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** the Alberta Health Services 2010-2015 Health Plan – *Improving Health for All Albertans*, is approved and that management of Alberta Health Services is authorized and directed to submit the 2010-2015 Health Plan to the Minister of Alberta Health and Wellness and to take all such other actions as management of Alberta Health Services considers necessary or advisable in order to give full effect to the foregoing.

16. Appointments of Trustees to Individual Foundations/Health Trusts

HAC10-10

Mr. John Lehnert, Chair, Health Advisory Committee, advised that a symposium was held earlier this month to provide an opportunity for all the Health Advisory Councils to meet, share ideas, talk about defining roles, and provide information regarding the scope of the issues being dealt with in healthcare.

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** the Alberta Health Services Board appoint the individuals listed below as trustees to the foundations appearing next to each individual's name with effect from June 29, 2010 for a term expiring on June 30, 2013:

Pamela Brown	Alberta Hospital Edmonton and Community Mental Health Foundation
Kerry Day	Alberta Hospital Edmonton and Community Mental Health Foundation
Leonard Shapiro	Alberta Cancer Foundation
Carol Hanson	Brooks and District Health Foundation
Richard Wutzke	Brooks and District Health Foundation
Wilma Chorney	Crowsnest Pass Health Foundation
Maggie Olsen	Windy Slopes Health Foundation (Pincher Creek and Area)

**17. Bylaw Amendments - Alberta Hospital Edmonton and Community Mental Health Foundation
AHSB10-07**

Mr. Lehnert advised that the Alberta Hospital Edmonton and Community Mental Health Foundation requested an update to its Foundation Bylaws to reflect its new name "Mental Health Foundation".

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** the amendment of the Alberta Hospital Edmonton and Community Mental Health Foundation's bylaws which are being updated to reflect their new name "Mental Health Foundation", is approved.

18. Governance Committee Report

Ms. Linda Hohol, Chair, Governance Committee, provided some comments with respect to Governance issues, and emphasized that the Code of Conduct, which was approved and implemented earlier this year, has been well received and in particular has clarified the misunderstanding and confusion around the Code of Conduct and in particular, has brought clarity to what can be said in public when one is speaking as an employee of Alberta Health Services versus what one can say as a healthcare provider. She commented that as with other employees, it is normal practice that employees be given guidance about what they may and may not say publicly about their employer.

Ms. Hohol further commented that Dr. Duckett had provided an overview of the accreditation process and explained that AHS is required by the Minister to be accredited and that AHS has selected Accreditation Canada to be the organization to perform the accreditation.

Lastly, Ms. Hohol advised that the Board discussed the board orientation, and advised that as the Board continues to evolve, it is important to provide new board members with orientations and both new and continuing board members with relevant educational opportunities.

19. Bylaw Amendments - Oyen and District Health Care Foundation **GOV10-17**

Ms. Hohol advised that the Oyen and District Health Care Foundation has updated their bylaws to reflect the change to Alberta Health Services.

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** the amendment of Oyen and District Health Care Foundation's Bylaws, which are being updated to change occurrences of the phrase "Palliser Health Region" to "Alberta Health Services" is approved and that management of Alberta Health Services is directed to submit the amended Bylaws to Alberta Health and Wellness for final approval.

20. Quality and Safety Committee Report, June 9, 2010

Dr. Laupacis, Chair, Quality and Safety Committee, advised that although the Board does not have any motions before them Board today, at the last Quality and Safety Committee meeting on June 9, 2010, discussion was held with respect to two items; the Health Plan, as approved in the Audit and Finance Report; and research. Dr. Laupacis commented that sometimes research is forgotten and it is phenomenally important within AHS and within healthcare in Alberta.

He commented that the high quality care we provide to patients is based upon research and that clinicians, physicians and nurses are attracted to a hospital like the Rocky View General Hospital, partly because of the quality of the research. He continued by saying that perhaps because of the focus on budgetary issues for the first year and a half of AHS' existence, the importance of research to us as a Board and as an organization has not been as apparent to the public as it should be. He advised the Board that AHS is in the middle of a search for a senior Vice-President of Research who will be a significant and positive addition to AHS and that AHS is encouraged by the number of discussions being held between Alberta Innovates, which is the funding agency for health research in Alberta and the faculties at the University of Calgary and Alberta, Alberta Health and Wellness and the Ministry of Advanced Education and Technology.

21. Nurses of Alberta (UNA) Collective Agreement

HR10-25

Ms. Irene Lewis, Chair, Human Resources Committee, advised that the recommendations made by the mediator with respect to the United Nurses of Alberta collective agreement had been reviewed by AHS and that AHS was pleased with the positive outcome of the negotiations and as a result, to support nurses in the very excellent work that they do. She further stated that a collective agreement between Alberta Health Services and the United Nurses of Alberta expired on March 31st, 2010 and consequently AHS and UNA negotiated the terms of a new collective agreement with the exception of three issues, which they were not able to agree upon. She explained that a mediator was appointed and made recommendations for the resolution of the three outstanding issues that provide for:

- A. the term of the Collective Agreement to be 3 years (April 1, 2010 to March 31, 2013),
 - B. wage increases of:
 - a. 0% in year 1,
 - b. 0% in year 2, although a 2% productivity increase allocation to wage rates in recognition of efficiency gains flowing from the Regularization of Hours project, would apply, and
 - c. 4% in year 3; and
 - C. renewal of the current application in respect of Article 16 of the Collective Agreement (Responsibility Allowance, Temporary Assignment and In Charge (and related Letters of Understanding))
- (collectively, the Recommendations).

Ms. Lewis also advised that if the Recommendations are adopted, the Collective Agreement would conform to the principles endorsed by the Board of AHS at its meeting held on February 18, 2010; and that the Recommendations are consistent with AHS' financial sustainability principles;

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** the President and Chief Executive Officer of AHS, or his delegate, is authorized to sign and enter into a new Collective Agreement with the United Nurses of Alberta, on the terms negotiated and agreed to by Alberta Health Services and the United Nurses of Alberta and on terms that take into account the Recommendations, in the name and on behalf of Alberta Health Services and to take all such other actions as management of Alberta Health Services considers necessary or advisable in order to give full effect to the foregoing.

22. Alberta Health Services (AHS) Fourth Quarter Strategic Direction Performance Report AHSB10-05

Mr. Sieben advised that the Fourth Quarter Performance Report describes the progress undertaken by Alberta Health Services to fulfill the *Alberta Health Services Strategic Direction 2009 – 2012* goals during the time period from January 1, 2010 to March 31, 2010 (Q4).

UPON MOTION duly moved, seconded and unanimously carried, it was **RESOLVED THAT** the *Alberta Health Services 2009/2010 Fourth Quarter Strategic Direction Performance Report* be approved and that management be authorized and directed to submit the Performance Report to Alberta Health and Wellness.

23. Termination of Meeting

There being no further business, the meeting was terminated at approximately 2:00 p.m.

Acting Chair

Secretary