



**MINUTES
PUBLIC BOARD MEETING**

Thursday, October 16, 2008

**Northern Lights Health Region Corporate Offices
7 Hospital Street
Boardroom
Fort McMurray, Alberta**

PRESENT:

Board Members: Mr. Ken Hughes, Chair
Mr. Jack Ady
Ms. Linda Hohol
Mr. John Lehnert
Ms. Irene Lewis
Ms. Catherine Roozen
Mr. Don Sieben

Executive & Staff: Ms. Charlotte Robb, Interim CEO, Alberta Health Services
Ms. Patti Grier, Alberta Health Services Board Office
Mr. David Weyant, Interim Chief Legal Officer

CALL TO ORDER

The meeting was called to order at 1:45 p.m.

DECLARATION OF CONFLICT OF INTEREST

There were no additional Conflicts of Interest relevant to the agenda other than those previously declared.

APPROVAL OF AGENDA

MOVED BY MR. DON SIEBEN, SECONDED BY MS. LINDA HOHOL, that the agenda for the Alberta Health Services Board Public Meeting of October 16, 2008 be approved.

MOTION UNANIMOUSLY CARRIED

APPROVAL OF MINUTES

MOVED BY MR. JOHN LEHNERS, SECONDED BY MS. CATHY ROOZEN, that the minutes for the Alberta Health Services Board Public Meeting dated September 24, 2008, be approved.	
MOTION UNANIMOUSLY CARRIED	

CHAIR'S REMARKS

The Board Chair, Mr. Hughes advised the meeting was being transmitted to healthcare sites throughout Alberta through Telehealth and that a video recording will also be posted on the AHS website for all Albertans to view.

Mr. Hughes further advised that public meetings of the Alberta Health Services Board are to conduct the business of the Board and under current governance procedures there is no opportunity for the public to comment or ask questions within the meeting.

Following is a transcript of Mr. Hughes remarks at the meeting:

“It’s been a busy couple of days here in Fort McMurray, as the board members and executive team have had a great opportunity to tour health care facilities; talk to the leadership, staff and physicians in the area; meet with community members; and celebrate the grand openings of the Northern Lights Regional Health Centre pediatrics and ambulatory care units.

It was a delight to tour the colourful new pediatrics unit today, and to meet the dedicated professionals who provide the care in it. The right healing environment truly does make a big difference for patients of all ages, but especially for the littlest ones, who can sometimes find hospitals a pretty scary place.

The new ambulatory care unit, too, is an important project for the health centre, easing some of the pressures on the emergency room, which I know is a big priority here.

These visits are an important part of making sure that we, on the board, and the Alberta Health Services executive are in touch with the needs of communities across the province.

Moving the board meetings to a different community each month is a bit of a challenge logistically. It’s important though because it lets us do something that has to be a top priority for the effective leadership of any organization: it lets us listen to the regional leaders, to the frontline staff, to the members of the community.

What we learn will inform our mission, which is to build a patient-focused health care system that is accessible and sustainable for all Albertans.

We will leverage the scale of a province-wide system to increase efficiency, while ensuring the local delivery of care and services meets local needs. It’s about consistently high quality services, with real, tangible support for innovation and creativity.

We have a genuinely unique opportunity in this province right now to create a health care system that is unlike any other in the world.

We have the bedrock of the hard work done by those who have come before us; the ready-to-be tapped resource of talented, dedicated health care professionals who want the best for the patients they serve; and a board and executive who are committed to engineering a path to success and seeing it through.

If not now, when?

One glimpse of the dedication of our health care professionals – and the support from the public, for that matter – can be seen in the ideas that continue to flow in through the Bright Ideas section of the Alberta Health Services website.

Every question and suggestion is being read, fanned out through the organization for responses, and passed along to the appropriate working groups.

I made a commitment to share some of them with you each month.

Some are general and high-level, such as: How do we get more care into the homes of seniors?

Others are multi-page submissions, referencing research and providing links to evidence-based best practices.

All have been crafted with care and an obvious commitment to health care reform, and all are valuable.

AHS staff are going through each one, and finding the right team to address the subject area.

Over the past month, we've received a suggestion from a pharmacist that a centralized system for drug and clinical information would reduce duplication, save money, and make sure that professionals everywhere in the province have the same access to drug information services and online databases.

We received a suggestion that we should develop a central website with information about health concerns and reliable answers to health questions.

We received a suggestion that foot care for seniors could be incorporated into routine care by LPNs, to reduce the need for podiatrist visits, and that mobile dental services provided to long term care centres should be expanded across the province.

These ideas may be in practice in some parts of Alberta, but not in others – a great illustration of the types of innovative approaches that we need to share and incorporate broadly.

We need to let great ideas take root, and grow, and then spread across the province to benefit all Albertans.

And from a triage nurse, a simple statement that is at the very heart of what we are trying to do: "I really believe," she said, "that a look at the basics of patient care needs to take priority." Our care, and our system, need to be designed to meet the needs of patients first and foremost.

That, truly, is what it all needs to be about. It's all about the patient, and that must be the focus of every decision we make, and action we take.

Work continues to move forward on our integration teams, looking at ways to improve processes across the continuum of care, as well as in the administrative areas that support frontline care. They're looking at specific program areas, but also at ways to work together across the program areas.

They're looking at issues of capacity and at the effective integration of research findings with frontline patient care.

A leading Alberta researcher, Dr. Lorne Tyrrell, has been asked to come up with ways to strengthen the coordination of Alberta Health Services research with that of post-secondary institutions and the provincial government, and to find better ways to directly apply research findings to the improvement of patient care.

Knowledge translation – taking research from benchside to bedside, so to speak – must be integrated effectively across the health care system. It can have immediate impacts on peoples' lives.

Teams are also looking at better integrating the important work of health foundations and councils with the health care system.

Once we have the remaining Alberta Health Services Board positions filled, we will be looking at the role of community health councils going forward. We know they will be integral in making sure local concerns are well-represented in decisions about care and services.

The roles and accountabilities for public health held by Alberta Health Services and Alberta Health and Wellness have been redefined. The powers of the Chief Medical Officer of Health have been enhanced, and the structure changed so that the position reports directly to the Minister of Health and Wellness. The new model gives the Chief Medical Officer of Health greater independence, and more authority to promote and protect the health of Albertans.

Work continues on the transition of Emergency Medical Services from the Municipalities to the health care system. The EMS transition business plan was submitted to, and approved by, the Minister of Health and Wellness, and an RFP was issued for the consolidation of EMS dispatch services.

This is just a snapshot of the huge range of work that is underway.

The guiding vision in all of it is to develop a health care system with consistently deliver high quality care, which puts the voice of the patient first, which acts as a good steward of Alberta's resources, and which effectively translates innovation and knowledge into practice. Bringing together more than 85,000 employees, hundreds of programs and a wide range of processes and approaches to health care delivery is recognized as being one of the largest change initiatives ever undertaken in Canada. Every Albertan deserves equitable access to health care services – to acute care, to wellness services, and to preventative health initiatives. Whether they live in the far north, the far south, in an urban setting or a rural one, every man, woman and child in this province must be able to get the care they need when they need it. The right service, at the right time, in the right place, for every patient. This is our challenge, and our opportunity.”

Mr. Hughes stated the agenda contained a variety of items which form part of the mandate of the Board which include approvals of capital projects for Northern Lights and Chinook Health Regions, and appointment of a new member to the Alberta Cancer Board.

RECOMMENDATION(S) FOR DECISION

AHSB08-14 Rename the Health Councils Committee as the Health Advisory Committee

Mr. Weyant, Interim Chief Legal Officer, advised that by resolution dated May 30, 2008, the Alberta Health Services Board established six committees including a Health Council Committee.

He further advised the mandate of the committee is significantly broader than just health councils and its responsibilities not only include oversight of health councils, but also includes oversight of:

- Health Advisory Committees
- Foundations; and
- Research conducted in Alberta Health Services facilities and organizations.

Accordingly, the committee should be renamed the “Health Advisory Committee”.

<p>MOVED BY MS. IRENE LEWIS, SECONDED BY MS. LINDA HOHOL, that the Alberta Health Services Board approve Report AHSB08-14 and resolve to rename the Health Councils Committee as the Health Advisory Committee.</p> <p>WHEREAS by resolution passed on May 30, 2008, the members (the “Members”) of the Alberta Health Services Board (the “AHSB”) established six committees including a Health Councils Committee.</p> <p>AND WHEREAS the AHSB wishes to rename the Health Councils Committee as the Health Advisory Committee in order to reflect the broader purpose and mandate of that committee.</p> <p>NOW THEREFORE the Members of Alberta Health Services do hereby resolve that:</p> <ol style="list-style-type: none">1. The Health Councils Committee is hereby renamed the Health Advisory Committee.2. The Chair is authorized to sign all such other documents and do all such other acts and things as may be necessary or desirable to give effect to the above resolution. <p style="text-align: center;">MOTION UNANIMOUSLY CARRIED</p>	<p>David Weyant, Interim CLO</p> <p>Board Office</p>
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RECOMMENDATION(S) FROM STANDING COMMITTEE(S)

Human Resources Committee, September 22, 2008

HR08-09 AUPE General Support Services (GSS) Update

Ms. Robb, Interim CEO, spoke to the resolution contained in the agenda and advised that the matter before the Board is ratification of a mediators recommendation. Ratification covers AUPE (GSS) members in the Aspen Regional Health Authority, Calgary Health Region, Capital Health, David Thompson Regional Health Authority, East Central Health and Peace Country Health.

MOVED BY MS. IRENE LEWIS, SECONDED BY MR. JACK ADY, that the Alberta Health Services Board approve Report HR08-09, AUPE General Support Services (GSS) Update, and the mediator's recommendations for ratification.

WHEREAS the Alberta Health Services Board approved certain collective bargaining mandates pursuant to a resolution made on May 30, 2008 (the "Resolution");

AND WHEREAS pursuant to the Resolution, Alberta Health Services ("AHS") instructed a mediator (the "Mediator") to negotiate the terms of the Alberta Union of Provincial Employees ("AUPE") General Support Services collective agreement (the "GSS") on behalf of the following AHS entities:

- A. Calgary Health Region**
- B. Capital Health**
- C. Aspen Regional Health Authority, East Central Health, Peace Country Health and David Thompson Health Region (who form part of the Multi-Employer Bargaining table);**

AND WHEREAS the Mediator has now presented AHS with recommended terms of settlement for ratification of the GSS (the "Recommendations").

NOW THEREFORE the members of Alberta Health Services (the "Members") do hereby resolve that:

- 1. The Recommendations in the form presented to the Members are approved.**
- 2. The Chair is authorized to sign all such other documents and do all such other acts and things as may be necessary or desirable to give effect to the above resolution.**

MOTION UNANIMOUSLY CARRIED

**Jim Saunders,
Interim COO,
Corporate Services**

Rob Armstrong, HR

**Susan McGillvray,
HR**

Audit and Finance Committee, October 1, 2008

AF08-11 Internal Audit & Risk Management Update

Mr. Sieben, Chair, Audit and Finance Committee, spoke to the resolution contained in the agenda, and advised that the Chart covers the scope of responsibility of the internal audit department and further the scope of responsibilities within this portfolio. He further stressed the importance of the internal audit function within organizations.

MOVED BY MR. DON SIEBEN, SECONDED BY MR. JOHN LEHNERS, that the Alberta Health Services Board approve Report AF08-11, Internal Audit and Risk Management Update, and recommend acceptance of the Organization and Charter by the Board with the exception of the budget stated in the report, which will be determined by management.

MOTION UNANIMOUSLY CARRIED

**Jim Saunders,
Interim COO,
Corporate Services**

**Kay Best, Interim
CFO**

AF08-12 Alberta Health Services Delegation of Authority

Mr. Weyant, Interim Chief Legal Officer, advised that under the Enactments, certain responsibilities, including managing the finances of each Alberta Health Services entity, vest with this Board. This includes entering into financial commitments.

Mr. Weyant advised the Enactments further contemplate and provide for the delegation of some of those duties, as is standard in other corporations. Each of the previous boards had delegated signing authority to their respective CEO, and in some cases, beyond the CEO.

He further advised that the current levels of delegation were not consistent across the province and, accordingly, this proposed principle and policy will make the delegations to the CEO uniform. The Policy sets out the circumstances where authority is being delegated most notably, executions of single-year commitments under \$30 million each.

Mr. Weyant further advised that the delegation policy also provides for the ability for further delegation from the CEO to other management, as determined by the CEO.

Finally, he stated that, the policy requires the CEO to develop and enforce policies for financial control and accountability, including reporting back to the Board.

Mr. Sieben, chair of the Audit and Finance Committee, provided further comment as to processes and internal controls and Board oversight in this regard.

Ms. Linda Hohol, chair, Governance Committee, commented on the necessity to approve the proposed policy as part of good governance and business practices.

MOVED BY MR. DON SIEBEN, SECONDED BY MS. LINDA HOHOL, that The Alberta Health Services Board approve Report AF08-12, and the attached resolution approving the Principle and the Policy (the “Financial Delegation Resolution”).

WHEREAS:

- A. The members of the Alberta Health Services Board (collectively, the “Members”) believe that it is in the best interests of Alberta Health Services to set out a governing principle in respect of establishing accountability and financial stewardship, which governing principle shall be in the form attached hereto as Schedule “A” (the “Accountability and Stewardship Principle”).**
- B. The Members have previously enacted resolutions or policies (collectively, the “Existing Delegation Resolutions and Policies”) whereby the Members delegated their authority to one or more persons, or the persons holding one or more positions, with Alberta Health Services.**
- C. The Members believe it is in the best interests of Alberta Health Services to enact a new policy to delegate authority whereby the Members delegate certain of their authority to the Chief Executive Officer of Alberta Health Services, all in accordance with the form of policy attached hereto as Schedule “B” (the “New Delegation Policy”).**
- D. In enacting the New Delegation Policy, the Members believe it is in the best interests of Alberta Health Services to rescind the Existing Delegation Resolutions and Policies, or such portions thereof, to the extent such Existing Delegation Resolutions and Policies conflict with the New Delegation Policy.**

NOW THEREFORE the Members of Alberta Health Services do hereby resolve that:

- 1. The Accountability and Stewardship Principle is hereby authorized and approved.**
- 2. The New Delegation Policy is hereby authorized and approved.**

**Charlotte Robb,
Interim CEO**

**David Weyant,
Interim CLO**

**Kay Best, Interim
CFO**

<p>3. The Existing Delegation Resolutions and Policies, or such portions thereof, to the extent such Existing Delegation Resolutions and Policies conflict with the New Delegation Policy, are hereby rescinded in whole or in part, as the case may be.</p> <p>4. The Chair of the Members is authorized to sign all such other documents and do all such other acts and things as may be necessary or desirable to give effect to the above resolutions.</p> <p style="text-align: center;">MOTION UNANIMOUSLY CARRIED</p>	
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AF08-14 Audit & Finance Committee Terms of Reference

Mr. Weyant, Interim Chief Legal Officer, advised that each Board Committee has written Terms of Reference. As the various board committees meet and work through their responsibilities, changes to their Terms of Reference may be required.

He further advised the General Bylaws provide for changes in the Terms of Reference to be approved by the Board upon the recommendation of the Committee. This resolution is for that purpose, being the revision of the Audit and Finance Committee Terms of Reference.

<p>MOVED BY MR. DON SIEBEN, SECONDED BY MS. CATHERINE ROOZEN, that the Alberta Health Services Board approve Report AF08-14, the resolution to replace the Audit and Finance Committee Terms of Reference with the amended Terms of Reference.</p> <p>WHEREAS by resolution passed on September 24, 2008, the members (the “Members”) of the Alberta Health Services Board (the “AHSB”) approved terms of reference (the “Terms of Reference”) for the Audit and Finance Committee (the “Committee”);</p> <p>AND WHEREAS the Committee met on October 1, 2008 and resolved to amend the Terms of Reference (the “Amended Terms of Reference”) to correct typographical and other small errors in the Terms of Reference.</p> <p>NOW THEREFORE the Members of Alberta Health Services do hereby resolve that:</p> <p style="padding-left: 40px;">3. The Amended Terms of Reference in the form presented to the Members is hereby approved and will replace the prior Terms of Reference approved by the Members for use by the Committee.</p>	<p>David Weyant, Interim CFO</p> <p>Kay Best, Interim CFO</p> <p>Jim Saunders, Interim COO, Corporate Services Board Office</p>
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<p>4. The Chair is authorized to sign all such other documents and do all such other acts and things as may be necessary or desirable to give effect to the above resolution.</p> <p>MOTION UNANIMOUSLY CARRIED</p>	
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Audit and Finance Committee, October 9, 2008

AF08-21 Contract with Extendicare Canada, Inc to Construct and Operate a 140 Bed Designated Assisted Living (DAL) Facility in Lethbridge

Mr. Hughes, Board Chair, advised that this item was contained on the September 24, 2008 Public Board Meeting agenda, but technically was not ready for approval. He stated he was pleased to bring it forward again today.

Ms. Robb spoke to the resolution contained in the agenda and advised that there is a huge demand for seniors' healthcare and assisted living spaces and work has been underway since 2002 on this project. This 140 bed designated assisted living facility will go a long way to ease pressures in the Chinook Health Region.

Mr. Ady provided further comment as to the urgent need for this facility in the Chinook Region.

<p>MOVED BY MR. DON SIEBEN, SECONDED BY MR. JACK ADY, that the Alberta Health Services Board approve Report AF08-21, for the Chinook Regional Health Authority #1 to enter into a contract with Extendicare Canada, Inc. to construct and operate a 140-bed Designated Assisted Living (DAL) facility in Lethbridge.</p> <p>WHEREAS there is a significant seniors population residing within the Chinook Regional Health Authority ("Chinook").</p> <p>AND WHEREAS Chinook is seeking the approval of the Alberta Health Services Board to implement construction of a new facility to provide the right complement of seniors living options within the City of Lethbridge, where approximately half of the region's population resides (the "New Facility").</p> <p>AND WHEREAS Chinook proposes to enter into a contract with Extendicare (Canada) Inc. ("Extendicare") to construct the New Facility with the terms described in Recommendation for Decision AF08-21 and the background document attached thereto.</p> <p>NOW THEREFORE the members of Alberta Health Services (the "Members") do hereby resolve that:</p>	<p>Pam Whitnack, Interim COO, Rural</p> <p>David Weyant, Interim CLO</p> <p>Kay Best, Interim CFO</p>
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<p>3. Chinook is authorized to enter into an agreement with Extendicare with the terms described in Recommendation for Decision AF08-21 and the background document attached thereto.</p> <p>4. Any prior resolutions passed, or such portions thereof, to the extent such resolutions conflict with resolution 1 above, are hereby rescinded in whole or in part, as the case may be.</p> <p>5. The Chair is authorized to sign all such other documents and do all such other acts and things as may be necessary or desirable to give effect to the above resolution.</p> <p style="text-align: center;">MOTION UNANIMOUSLY CARRIED</p>	
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AF08-22 Construction of Thickwood Community Health and Wellness Centre

Ms. Robb, Interim CEO, spoke to the resolution contained in the agenda and advised that this matter had previously been reviewed by the Northern Lights Health Authority Board and at that time they approved the renovation of an existing facility. Subsequent to that decision and upon further review, Alberta Health Services determined that a new facility should be constructed.

Mr. Sieben, Chair, Audit and Finance Committee advised the cost of the new facility is \$1 million less than the previous option to renovate and there is no additional negative impact to the operating budget.

<p>MOVED BY MR. DON SIEBEN, SECONDED BY MR. JOHN LEHNERS, that the Alberta Health Services Board approve Report AF08-22, Construction of a new building for the Thickwood Community Health and Wellness Centre.</p> <p>WHEREAS the prior members of the Northern Lights Health Region (“Northern Lights”) board (the “Prior Members”) approved the purchase of a building for renovation and expansion to create the Thickwood Community Health and Wellness Centre (the “Thickwood Centre”);</p> <p>AND WHEREAS the architect for the Thickwood Centre has provided updated costing to Northern Lights that supports the construction of a new building for the Thickwood Centre instead of renovating the existing building;</p> <p>NOW THEREFORE the members of Alberta Health Services (the “Members”) do hereby resolve that:</p> <p>1. Northern Lights may construct a new building for the Thickwood Centre as further described and detailed in Recommendation for Decision NLHR08-01.</p>	<p>Paddy Meade, EOO</p> <p>David Weyant, Interim COO</p> <p>Kay Best, Interim CFO</p>
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<p>2. Any resolutions passed by the Prior Members, or such portions thereof, to the extent such resolutions conflict with resolution 1 above, are hereby rescinded in whole or in part, as the case may be.</p> <p>3. The Chair is authorized to sign all such other documents and do all such other acts and things as may be necessary or desirable to give effect to the above resolution.</p> <p style="text-align: center;">MOTION UNANIMOUSLY CARRIED</p>	
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Ethics and Quality Committee, October 8, 2008

EQ08-04 Ethics & Quality Committee Terms of Reference

Mr. Weyant, Interim Chief Legal Officer, advised that each Board Committee has written Terms of Reference. As the various board committees meet and work through their responsibilities, changes to their Terms of Reference may be required.

He further advised the General Bylaws provide for changes in the Terms of Reference to be approved by the Board upon the recommendation of the Committee. This resolution is for that purpose, being the revision of the Ethics and Quality Committee Terms of Reference.

<p>MOVED BY MR. JACK ADY, SECONDED BY MR. JOHN LEHNERS, that the Alberta Health Services Board approve Report EQ08-04, the resolution to replace the Ethics and Quality Committee Terms of Reference with the Amended Terms of Reference in the form attached.</p> <p>WHEREAS by resolution passed on September 24, 2008, the members (the “Members”) of the Alberta Health Services Board (the “AHSB”) approved terms of reference (the “Terms of Reference”) for the Ethics and Quality Committee (the “Committee”);</p> <p>AND WHEREAS the Committee met on October 8, 2008 and resolved to amend the Terms of Reference (the “Amended Terms of Reference”) to correct typographical and other small errors in the Terms of Reference.</p> <p>NOW THEREFORE the Members of Alberta Health Services do hereby resolve that:</p> <p>1. The Amended Terms of Reference in the form presented to the Members is hereby approved and will replace the prior Terms of Reference approved by the Members for use by the Committee.</p>	<p>David Weyant, Interim CLO</p> <p>Board Office</p>
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<p>2. The Chair is authorized to sign all such other documents and do all such other acts and things as may be necessary or desirable to give effect to the above resolution.</p> <p>MOTION UNANIMOUSLY CARRIED</p>	
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RECOMMENDATIONS FROM REGIONS/ENTITIES

Alberta Cancer Board

ACB08-04 Appointment to the Alberta Cancer Foundation – Heather Culbert

Ms. Roozen spoke to the report contained in the agenda and advised that the Alberta Cancer Foundation has had as many as ten members in the past. Some members left after the announcement for consolidation of the Alberta Health regions, which has left a vacancy on the Foundation board.

<p>MOVED BY MS. CAHTY ROOZEN, SECONDED BY MS. LINDA HOHOL, that the Alberta Health Services Board approve Report ACB08-04, and appoint Heather Culbert (Calgary) as a trustee of the Alberta Cancer Foundation for a term of three years commencing September 2008 and concluding at the end of the Foundation's Annual Meeting in 2011.</p> <p>MOTION UNANIMOUSLY CARRIED</p>	<p>Aslam Bhatti, Interim COO, Planning and Programs</p>
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OTHER BUSINESS

No other business was discussed.

NEXT PUBLIC MEETING

Date: November 13, 2008
Location: Westlock
Time: TBD

ADJOURNED

**MOVED BY MS. IRENE LEWIS, SECONDED BY MR. JACK
ADY, that the meeting of the Alberta Health Services Board
adjourn at 2:30 p.m.**

MOTION UNANIMOUSLY CARRIED

Chair

Recording Secretary