



# Alberta Health Services

## PUBLIC BOARD MEETING

February 25, 2009

Rosehaven Care Centre  
4612 – 53 Street  
3<sup>rd</sup> Floor - Conference Room  
Camrose, AB

## MINUTES

### Present:

**Board Members**

Mr. Ken Hughes, Board 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  
Mr. Don Sieben  
Mr. Gord Winkel

**Regrets:**

Ms. Catherine Roozen (Board Vice-Chair)  
Ms. Irene Lewis

**Executive & Staff:**

Ms. Charlotte Robb, Interim CEO, Alberta Health Services  
Mr. David Weyant, Senior Vice-President & General Counsel  
Ms. Patti Grier, Chief of Staff, Board Secretariat

### CALL TO ORDER

The meeting was called to order at 1:30 p.m.

### DECLARATION OF CONFLICT OF INTEREST

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

### **APPROVAL OF AGENDA**

**MOVED BY MR. GORD WINKEL, SECONDED BY MR. JIM CLIFFORD, that the agenda for the Alberta Health Services Board public meeting of February 25, 2009 be approved with the addition of Report AF09-34EMS Transition Update.**

**MOTION UNANIMOUSLY CARRIED**

### **APPROVAL OF MINUTES**

**MOVED BY MR. JOHN LEHNERS, SECONDED BY MS. TERI LYNN BOUGIE, that the Minutes for the Alberta Health Services Board Public Meeting dated January 14, 2009 be approved.**

**MOTION UNANIMOUSLY CARRIED**

### **CHAIR'S REMARKS**

Mr. Hughes advised that this meeting is being transmitted to healthcare sites throughout Alberta through Telehealth and 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.

The following is an abstract of Mr. Hughes' remarks at the meeting. It is not an official transcript.

*"Good afternoon, everyone. We're holding our meetings in Camrose this month. We continue to move the meetings to communities across the province, which gives us a chance to learn more about the work being done and the challenges being faced.*

*We hosted a community reception last night for local elected officials, businesspeople, representatives from educational institutions, and former members of boards that have served in health care delivery here over the years.*

*It was nice to be able to update them on the changes taking place within Alberta Health Services, and to hear their concerns and insights.*

*The transformation of health care in Alberta continues. You could say the challenge is like an iceberg – huge, with much of it lying below most people's line of sight, below the waterline.*

*The groundwork has been laid in the integration of 12 organizations, each with its own culture, processes and programming priorities. That's a workforce of 90,000 people, previously supported by 12 different procurement, HR and IT systems.*



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Mr. Don Sieben  
Mr. Gord Winkel**

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*It was nice to be able to update them on the changes taking place within Alberta Health Services, and to hear their concerns and insights.*

*The transformation of health care in Alberta continues. You could say the challenge is like an iceberg – huge, with much of it lying below most people's line of sight, below the waterline.*

*The groundwork has been laid in the integration of 12 organizations, each with its own culture, processes and programming priorities. That's a workforce of 90,000 people, previously supported by 12 different procurement, HR and IT systems.*



*We recently announced the appointment of a Senior Physician Executive, Dr. David Megran, and a Senior Medical Officer of Health, Dr. Gerry Predy, who will also serve as Senior Vice-President, Population Health.*

*It was a significant milestone when our international recruitment search concluded with the appointment of Dr. Stephen Duckett as President and Chief Executive Officer.*

*Dr. Duckett is a strong leader, and well-known as an effective change agent.*

*If you tuned in through Telehealth the day he was appointed, you heard him talk about what he wants to do in his first 100 days on the job. Priority number one is the most important thing a leader can do: listening.*

*He's familiar with working in an organization that stretches across a large geographic area. He's going to focus on getting the lay of the land here in Alberta, and he's going to engage who in conversation about the strategic direction currently being developed.*

*It is a work in progress, and it will evolve. But we're not starting from scratch.*

*We know what we need to achieve, it is our stated mission: a patient focused healthcare system that is accessible and sustainable, for all Albertans.*

*Of course, quality is also an unstated but essential element of our mission. We all want the best quality possible.*

*We have three strategic objectives, or phases, to move through together to achieve this mission.*

*Those phases are:*

- Phase Number One - Integrating the system across the province. Twelve entities become one. Technically the legal niceties change April 1, but don't expect the whole world to change that day. Life will carry on, patients will show up, we will continue to serve them. The change process is an evolution over time, and will continue after April 1 as well.*
- Phase Number Two - Creating a cohesive, consistent and constructive culture within that system. Culture consists of the assumed values we all share. We will work to articulate the values and provide support to each and every one of you to enable you to walk the talk, with the best of possible shared values.*
- Phase Number Three - Delivering on Vision 2020, as set out by the Minister of Alberta Health and Wellness.*

*These objectives address the three priorities of the system: quality patient care, access and sustainability.*

*There are action plans for each of these three strategic objectives.*

*Integrating the system across the province:*

- The organization of administrative support of the AHS leadership structure at all levels will continue.*
- There will be fully established physician and professional practice leadership functions.*

- *Corporate services will be focused so as to be as effective as possible for the new structure.*
- *The integration will continue well into the next fiscal year, after April 1.*
- *It's going to take upfront investment to make the integration work. Studies have shown that there are costs of 60 to 70 cents on the dollar in the first year or two in order to achieve long-term savings.*
- *Ambulatory care and seniors housing facilities have to be funded to take some of the inappropriate pressures off of acute care facilities. Technology investments, such as expansion of Telehealth and electronic patient records, are necessary to support effective patient care pathways.*

*Second, we are creating a cohesive and constructive culture:*

- *Consolidating the email systems and website –building on work done within the former entities.*
- *Eliminating siloed approaches through the use of tools such as innovation road shows, job rotations and opportunities to observe best practices.*
- *Forging stronger connections between the health system and the research community, and effectively channeling research findings to patients.*
- *Most importantly, creating a constructive and positive culture that makes you and all Albertans proud of our healthcare system. That involves building on a service attitude.*

*Delivering on Vision 2020:*

*We are mandated to deliver on the vision set out by Alberta Health and Wellness.*

*The establishment of integrated patient care pathways is the primary strategy with which we will do so.*

*Care pathways create the right connections and common language that will give patients across the province a consistent, high quality, coherent journey through the system.*

*We'll be focusing the care pathway development first on 6 health conditions, which together comprise a significant portion of the demand on the system:*

*These are: Mental health, heart and stroke, chronic obstructive pulmonary disease, cancer, diabetes, and musculoskeletal conditions.*

*We're also going to focus on a seventh priority area: seniors care.*

*Things are going to start to pick up, and the uncertainty that I know is out there will be replaced by a shared sense of where we're going.*

*We'll get a glimpse of that in the matters coming to the board meeting today.*

*We'll have updates from the Human Resources Committee and the Audit and Finance Committee, which will cover parkade borrowing, public/private borrowing agreements between the former Capital Health and the Good Samaritan Society, and an update to the schedule of cancer drugs.*

*We have an update from the Ethics and Quality Committee, including some information about accreditation and the Mental Health Commission of Canada Consensus Statement.*

*We also have an update from the Governance Committee, with a number of appointments to make to trusts and foundations, which play an integral role in the provision of leading-edge health care services to Albertans."*

**RECOMMENDATION(S) FROM STANDING COMMITTEE(S)**

**Human Resources Committee, January 19, 2009**

Mr. Don Sieben, Member of the Human Resources Committee, on behalf of Irene Lewis, Chair of the Human Resources Committee, provided an update with respect to the Human Resources Committee meeting held on January 19, 2009. He further updated the Board on the status of the Towers Perrin Executive and Management Compensation Review and the searches for the positions of Chief Financial Officer and Chief Operating Officer, Corporate Services.

**Ethics and Quality Committee, February 2, 2009**

Mr. Jack Ady, Chair of the Ethics and Quality Committee, provided an update with respect to the Ethics and Quality Committee meeting held on February 2, 2009.

Mr. Ady advised a provincial accreditation process is being developed to replace the previous regional model and reflect the changes in governance which have taken place over the last year. Further, Alberta Health Services is working closely with Accreditation Canada to develop goals and objectives for accreditation in Alberta by May 1, 2009, to develop an action plan by September 2009 and to host the first Accreditation Site Survey visit by November/ December 2010.

**MOVED BY MR. JACK ADY, SECONDED BY MS. LORI ANDREACHUK, that the Alberta Health Services Board approve the recommendations substantially in the form described in the "Accreditation Group - Report and Recommendations" document attached to Report EQ09-08, Accreditation Update.**

**MOTION UNANIMOUSLY CARRIED**



**EQ09-10      Mental Health Commission of Canada Consensus Statement**

Mr. Jack Ady spoke to the formation of the Mental Health Commission of Canada and their request for Alberta Health Services to endorse the “*Anti-stigma, Consensus Vision, Principles and Statement*”.

Mr. Ken Hughes acknowledged Senator Michael Kirby, Chair of the Mental Health Commission of Canada and congratulated him on the important work he has done with respect to mental health.

**MOVED BY MR. JACK ADY, SECONDED BY MR. STRATER CROWFOOT, that the Alberta Health Services Board approve Report EQ09-10, Mental Health Commission of Canada Anti-Stigma/Anti-Discrimination consensus Statement, and endorse the Anti Stigma/Anti discrimination consensus statement prepared by the Mental Health Commission of Canada.**

**MOTION UNANIMOUSLY CARRIED**

**Audit and Finance Committee, February 12, 2009**

Mr. Don Sieben, Chair of the Audit and Finance Committee, provided an update with respect to the Audit and Finance Committee meeting held on February 12, 2009.

**AF09-07      Parkade Borrowing Update**

Mr. Sieben advised that there are two parkades currently under construction in Calgary with a total cost of \$183.5M – South Health Campus underground parking, and Lot 10 at the Foothills Medical Centre. The Province does not fund parkades as they are considered to be ancillary self-supporting activities. The borrowing component of the parkade project was part of the original proposal by the previous Calgary Health Region Board but was deferred as a result of organizational changes. Alberta Health Services/Calgary Health Region now plans to borrow \$55M prior to March 31, 2009 via a debenture placed with Alberta Capital Financing Authority (“ACFA”). The \$55 M debenture allows the Calgary Health Region to comply and work within its current borrowing bylaw and limits. Subsequent to April 1, 2009, Alberta Health Services plans to seek approval to borrow \$128.5M operating under the Alberta Health Services Bylaw.

**MOVED BY MR. DON SIEBEN, SECONDED BY MS. LINDA HOHOL, that**



**WHEREAS the Calgary Health Region has entered or intends to enter into agreements with various corporations to design and construct parkade projects at the Foothills Medical Centre and the South Health Campus;**

**AND WHEREAS the CHR has estimated that a maximum of \$183,500,000.00 (CDN) is required to finance the cost of construction of these projects;**

**AND WHEREAS the CHR considers it necessary to borrow and intends to borrow the costs of these projects in the amount of \$55,000,000.00 (CDN), plus any applicable interest and other related expenses, from Alberta Capital Finance Authority who in turn require the CHR to pledge parking revenue as security for these project costs;**

**AND WHEREAS the revenue generated from parking operations from these projects is anticipated to be greater than payments to be made to ACFA for the project costs;**

**IT IS HEREBY RESOLVED THAT THE BOARD APPROVE REPORT AF09-07 AND AUTHORIZE CHR TO:**

- 1. Borrow \$55,000,000.00 to fund the costs of these projects from ACFA;**
- 2. Pledge as security for such borrowing all of the revenue generated from CHR's parking services;**
- 3. Repay ACFA for these project costs from the revenue generated from CHR's parking revenue; and**
- 4. Obtain such approvals from the Minister of Health and Wellness as may be required to complete items 1 to 3 above.**

**IT IS FURTHER RESOLVED THAT the Chair of the Board is authorized to sign all such other documents and do all such further things as may be necessary or desirable to give effect to the above resolutions.**

**MOTION UNANIMOUSLY CARRIED**

**AF09-09      Public / Private Partnership Agreements  
between Capital Health and the Good  
Samaritan Society**

Mr. Don Sieben, advised that the recommendation before the Board is a proposal for a Public/Private Partnership Agreement between Capital Health and the Good Samaritan Society for the construction and operation of a new 120 bed senior's facility in Stony Plain. There are currently 375 people waiting for placement in a senior's care facility in the region.

**MOVED BY MR. DON SIEBEN, SECONDED BY MR. STRATER CROWFOOT, that**

**WHEREAS Capital Health has concluded negotiation of Agreements with the Good Samaritan Society for a new senior's care facility in Stony Plain;**

**AND WHEREAS Capital Health will be requesting approval of the Agreements from the Minister of Health and Wellness of Alberta upon receiving the approval of the Board;**

**IT IS HEREBY RESOLVED THAT THE BOARD APPROVE REPORT AF09-09 AND AUTHORIZE Capital Health to:**

- 1) Enter into the Agreements upon substantially the terms and conditions described in this Report.**
- 2) Obtain such approvals from the Minister of Health and Wellness as may be required to proceed with the Agreements.**

**IT IS FURTHER RESOLVED THAT 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 resolutions.**

**MOTION UNANIMOUSLY CARRIED**

**AF09-18          Update to Schedule of Cancer Drugs**

Ms. Charlotte Robb, Interim Chief Executive Officer, advised that recommendations come from the Provincial Pharmacy and Therapeutics Committee with respect to funding and changes of designation for a number of cancer therapy drugs.

**MOVED BY MR. DON SIEBEN, SECONDED BY MR. GORD BONTJE, that the Alberta Health Services Board approve Report AF09-18, Update to Schedule of Cancer Drugs.**

**MOTION UNANIMOUSLY CARRIED**

**AF09-34          EMS Transition Update**

Mr. Ken Hughes, Board Chair, spoke to the importance of a smooth transition and the provision of a consistent and high quality standard of emergency medical services throughout Alberta.

<p><b>MOVED BY MR. DON SIEBEN, SECONDED BY MR. JIM CLIFFORD, that</b></p> <ol style="list-style-type: none"> <li><b>1) the Alberta Health Services Board approve the transfer of Emergency Medical Services to Alberta Health Services effective April 1, 2009; and further</b></li> <li><b>2) a report on the status of these services (both contractual and direct delivery), be brought through the Audit and Finance Committee by no later than September 1, 2009.</b></li> </ol> <p style="text-align: center;"><b>MOTION UNANIMOUSLY CARRIED</b></p>	<p>Aslam Bhatti, Interim COO, Health Strategies, Research &amp; Design</p> <p><b>Board Office</b></p>
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<p><b><u>Governance Committee – February 12, 2009</u></b></p> <p>Ms. Linda Hohol, Chair of the Governance Committee, provided an update on the Governance Committee meeting held on February 12, 2009.</p> <p>Ms. Hohol advised that the Governance Committee carefully reviews the background and fit for all recommendations going forward for appointments to Health Councils, Trusts and Foundations.</p> <p><b>GOV09-01      Reappointment of Ann McCaig as Chair of the Calgary Health Trust</b></p> <p><b>MOVED BY MS. LINDA HOHOL, SECONDED BY MR. STRATER CROWFOOT, that the Alberta Health Services Board approve Report GOV09-01, Reappointment of Ann McCaig as Chair of the Calgary Health Trust, to a second three-year term (January 2012) as Chair of the Board of Trustees of the Calgary Health Trust.</b></p> <p style="text-align: center;"><b>MOTION UNANIMOUSLY CARRIED</b></p> <p><b>GOV09-02      Appointment of two Members to the Canmore and Area Health Foundation and one Member to the Claresholm and District Health Foundation</b></p> <p><b>MOVED BY MS. LINDA HOHOL, SECONDED BY DR. ANDREAS LAUPACIS, that the Alberta Health Services Board approve Report GOV09-02, Appointments of members to Calgary Health Foundations, as follows:</b></p>	
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- Tom Docking and Sebastien Villeneuve to three-year terms (January 2012) on the Canmore & Area Health Care Foundation, and
- Karen Bishop to a two-year term (January 2011) on the Claresholm & District Health Foundation.

**MOTION UNANIMOUSLY CARRIED**

**GOV09-03 Appointment of Members to the following Chinook Health Foundations: Cardston and District Health Foundation, Crowsnest Pass Health Foundation, North County Health Foundation, and Windy Slopes Health Foundation**

**MOVED BY MS. LINDA HOHOL, SECONDED BY TERI LYNN BOUGIE, that the Alberta Health Services Board approve Report GOV09-03, Appointments of members to the Chinook Health Foundations, as follows:**

- Diane Olsen to a two year-term (January 2011) on the Cardston & District Health Foundation,
- Pat Rypien to a three year-term (January 2012) on the Crowsnest Pass Health Foundation,
- Diane Koenen to a two year-term (January 2011) on the North County Health Foundation, and
- Joanne Cyr to a two year-term (January 2011) on the Windy Slopes Health Foundation.

**MOTION UNANIMOUSLY CARRIED**

**GOV09-04 Appointments and re-appointments of members to the following Palliser Health Foundations: Bassano and District Health Foundation, Bow Island and District Health Foundation, Brooks and District Health Foundation, Medicine Hat and District Health Foundation, Oyen and District Health Care Foundation**

**MOVED BY MS. LINDA HOHOL, SECONDED BY MS. LORI ANDREACHUK, that the Alberta Health Services Board approve Report GOV09-04, Appointments and re-appointments of members to the following Palliser Health Foundations:**

- Jim Kirwan to a three-year term (January 2012) on the Bassano & District Health Foundation,



- **Charlaine Brocklesby, Cindy Reynolds, Maria Sprenkles and Joan Vandenburg to two-year terms (January 2011) on the Bow Island & District Health Foundation,**
- **George Berg, James Burton and Martin Shields to three-year terms (January 2012) on the Brooks & District Health Foundation,**
- **Lynne Sangster and Jean Bauer to two-year terms (January 2011) on the Medicine Hat & District Health Foundation, and**
- **Maxine Girletz and Mary Ann Barnett to two-year terms (January 2011) on Oyen & District Health Care Foundation.**

**MOTION UNANIMOUSLY CARRIED**

**GOV09-06      Alberta Health Services Strategic Governance Framework**

Ms. Hohol advised the Board that it would be prudent for Alberta Health Services to have an overall strategy and mechanism to understand, develop and administer its governance documents, including its policies, bylaws and other directives in order to provide consistent governance throughout the organization. With the amalgamation of the former entities a unique opportunity was presented to design and implement a single, cohesive and strategic framework for the governance documents that facilitate the clinical and corporate business operations of AHS. The Strategic Governance Framework is designed according to best practices to be a guiding mechanism from which governance documents can be understood, developed and implemented across Alberta Health Services.

Ms. Hohol further advised that work will be ongoing regarding this Strategic Governance Framework. The Board commended the Committee for developing this Framework. Mr. Hughes advised that this is an example of good governance leadership that will hold Alberta Health Services in good stead long past the transition.

**MOVED BY MS. LINDA HOHOL, SECONDED BY MR. GORD BONTJE, that the Alberta Health Services Board approve Report GOV09-06, Strategic Governance Framework for implementation in AHS.**

**MOTION UNANIMOUSLY CARRIED**

Ms. Hohol requested Mr. David Weyant, Senior Vice-President & General Counsel to provide an update on the status of the Medical Staff Bylaws ("Bylaw"). Mr. Weyant, advised that a Medical Staff Bylaw Review Committee was formed to review and develop a single bylaw for Alberta Health Services with a targeted completion date of April, 2010. Until such time, as the new Bylaw is passed, or the Minister of Health and Wellness determines otherwise, the existing bylaws of the former nine health regions and three entities remain in full force and effect.

**GOV09-09 Appointment of Additional Board Members to Standing Committees**

Mr. Hughes acknowledged the contributions of Mr. Jack Ady as former Chair of the Ethics and Quality Committee who will now sit as a member on two other Board committees. Further, Mr. Hughes spoke to and thanked Mr. Ady for his remarkable career of public service and commitment.

**MOVED BY MS. LINDA HOHOL, SECONDED BY MR. GORD WINKEL, that the Alberta Health Services Board**

A. Approve the following Board members to serve as the members of the following standing Committees:

**Audit and Finance Committee**

1. Don Sieben (Chair)
2. Gord Bontje
3. Jim Clifford
4. Tony Franceschini
5. Gord Winkel
6. Ken Hughes (Board Chair, ex-officio)
7. Catherine Roozen (Board V-C, ex-officio)

**Ethics and Quality Committee**

1. Dr. Andreas Laupacis(Chair)
2. Jack Ady
3. Gord Winkel
4. Teri Lynn Bougie
5. Ken Hughes (Board Chair, ex-officio)
6. Catherine Roozen (Board V-C, ex-officio)

**Human Resources Committee**

1. Irene Lewis (Chair)
2. Jack Ady
3. Jim Clifford
4. Strater Crowfoot
5. Ken Hughes (Board Chair, ex-officio)
6. Catherine Roozen (Board V-C, ex-officio)

**Governance Committee**

1. Linda Hohol (Chair)
2. Tony Franceschini
3. Lori Andreachuk
4. Gord Bontje
5. Ken Hughes (Board Chair, ex-officio)
6. Catherine Roozen (Board V-C, ex-officio)

<p><b>Health Advisory Committee</b></p> <p>1. <u>John Lehnern (Chair)</u></p> <p>2. <u>Strater Crowfoot</u></p> <p>3. <u>Lori Andreachuk</u></p> <p>4. <u>Teri Lynn Bougie</u></p> <p>5. <u>Ken Hughes (Board Chair, ex-officio)</u></p> <p>6. <u>Catherine Roozen (Board V-C, ex-officio)</u></p> <p><b>B. Revoke any prior appointments to the Committees of the Board that are inconsistent with the foregoing Committee membership registers.</b></p>	<p><b>Waiver Committee</b></p> <p>1. <u>Don Sieben (Chair)</u></p> <p>2. <u>John Lehnern</u></p> <p>3. <u>Catherine Roozen</u></p> <p>4. <u>Ken Hughes (Board Chair, ex-officio)</u></p>	
<b>MOTION UNANIMOUSLY CARRIED</b>		

Mr. Hughes thanked the hosts at the Rosehaven Care Centre in Camrose and the City of Camrose for their hospitality. He also thanked Charlotte Robb for the tremendous work she has done in supporting the Board throughout this transition phase and for her steadfast commitment to healthcare in Alberta. Mr. Hughes thanked everyone for joining the meeting today and invited everyone to stay informed and involved through the Alberta Health Services website.

#### **OTHER BUSINESS**

**No other business was discussed.**

#### **NEXT PUBLIC MEETING**

**Date: March 25, 2009**  
**Location: Red Deer, AB**  
**Time: TBD**

#### **ADJOURNED**

**MOVED BY MR. DON SIEBEN, SECONDED BY MR. STRATER CROWFOOT, that the meeting of the Alberta Health Services Board adjourn at 2:30 p.m.**

**MOTION UNANIMOUSLY CARRIED**

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Recording Secretary