

**PUBLIC BOARD MEETING**

**April 29, 2009**

**Chinook Regional Hospital Centre – County Hall  
960 – 19 Street South  
Lethbridge, 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. Strater Crowfoot**
- 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**
- Mr. David Weyant, Senior Vice-President and General Counsel**
- Ms. Patti Grier, Chief of Staff, Board Secretariat**

**CALL TO ORDER**

**The meeting was called to order at 1:35 p.m.**

### **DECLARATION OF CONFLICT OF INTEREST**

Mr. Tony Franceschini has declared a standing conflict of interest arising out of his position as President and CEO of Stantec.

Ms. Catherine Roozen has declared a standing conflict of interest arising out of her Private Interests with Cathton Holdings Ltd.

Ms. Linda Hohol has declared a standing conflict of interest arising out of her position as a Director and shareholder of Ellis Don.

### **APPROVAL OF AGENDA**

**MOVED BY MR. JACK ADY, SECONDED BY MS. LORI ANDREACHUK, that the agenda for the Alberta Health Services Board public meeting of April 29, 2009 be approved.**

**MOTION UNANIMOUSLY CARRIED**

### **APPROVAL OF MINUTES**

**MOVED BY MR. STRATER CROWFOOT, SECONDED BY MR. GORD WINKEL, that the minutes for the Alberta Health Services Board Public Meeting dated March 25, 2009 be approved.**

**MOTION UNANIMOUSLY CARRIED**

### **CHAIR'S REMARKS**

Mr. Ken Hughes, Board Chair, welcomed everyone and advised he is delighted that such a large crowd turned out today for the meeting.

Mr. Hughes advised that this meeting is being transmitted to approximately 50 to 100 health care sites throughout Alberta through Telehealth and will also be posted on the Alberta Health Services 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. However there are a number of alternate ways for the public to provide feedback through phone, fax and email. Mr. Hughes urged everyone to visit the Alberta Health Services website for information as to how to contact the Board.

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

"Good afternoon to everyone who is here with us in person in Lethbridge, and to those tuning in through Telehealth.

I'd like to acknowledge a few of our guests. Two members of the Patient/Family Safety Council, Mr. John Cuthbertson and Ms. Deborah Prowse, as well as the Council's Staff Liaison, Ms. Sharon Nettleton, have joined us. Welcome - to that group, and to our other guests.

We've had an informative visit here in Lethbridge.

Last night, we hosted a dinner for local elected officials, businesspeople, representatives from educational institutions and a number of other local organizations.

The event gave us a chance to personally thank the members of the former Chinook Health Region board for their contributions to health care.

It was great to be able to update the community on the changes taking place within our health care system, and to hear their insights and suggestions.

We toured Chinook Regional Hospital this morning, and met with local Alberta Health Services staff to learn more about the work being done in this region.

They, and their colleagues right across the province, are working to integrate clinical and administrative functions across geographic and program lines.

They're sharing best practices, consolidating functions and figuring out where there might be unnecessary duplication.

It's an enormous undertaking, and absolutely critical to our success.

I'd like to take this opportunity to acknowledge the dedication and efforts of Alberta Health Services employees and partners as we work through this time of transition. There are between 80,000 to 95,000 people who work for us and we are very proud of the work they do. The best interests of health care are in their heart and their core. There are many new and exciting initiatives that are coming forward which we hope will change the face of health care.

Please know how much we, as a board, appreciate the work you do.

I'd like to also take this opportunity to acknowledge the passing of a well-known and -respected member of Alberta's health care community.

Dr. Grant Gall, Dean of the University of Calgary's Faculty of Medicine from 1997 to 2007, died recently while vacationing abroad with his wife of 49 years.

Under Dr. Gall's leadership, the O'Brien Centre for the Bachelor of Health Sciences program was launched, the faculty's six research institutes were created and the Health Research Innovation Centre (HRIC) was constructed.

Prior to serving as Dean, Dr. Gall was head of the Division of Pediatric Gastroenterology and Nutrition; holder of the Alberta Children's Hospital Foundation Chair in Pediatric Research, head of the Department of Pediatrics, medical leader of the Child Health Program and head of the Regional Department of Pediatrics.

I know there are many people within Alberta Health Services and Alberta who are mourning his loss. Our thoughts and sympathy go out to Dr. Gall's family, during this time.

This month, we marked a significant milestone in the transformation of Alberta's health care system.

As of April first, the nine former regional health authorities, as well as the Alberta Cancer Board, AADAC and the Alberta Mental Health Board, legally became one entity. Emergency Medical Services, too, are part of that entity. They took over services from approximately 70 providers across the province.

Our President and Chief Executive Officer, Dr. Stephen Duckett, has been on the job for just over a month now. The Alberta Health Services Board conducted a global search for someone who had tremendous depth and experience in health care, administration and operations and the seasoning to work with us to ensure we are providing safe and quality health care, maintaining access and to also make the system sustainable for our children and grandchildren. There were 170 prospective candidates worldwide and we chose Dr. Duckett. He is recognized as one of Australia's leading health care experts.

Clearly, an extremely high priority right now for Dr. Duckett and all of Alberta Health Services is human swine flu.

I can assure you that Alberta Health Services is taking all appropriate measures to address this risk. We will deal with what we are faced with. One of our Board members, Dr. Andreas Laupacis, is a physician who "hands on" experienced the SARS outbreak in Toronto and we are fortunate to have him and look to him for his guidance and knowledge during this time.

People who have traveled to Mexico and who are experiencing symptoms are being screened for the illness.

Two people in the province, both of whom had been to Mexico, were confirmed to have contracted human swine flu. One has fully recovered. The other is well on the way.

Both had mild cases, and neither had to be hospitalized.

The risk to the general public here is currently very low, but it's never a bad idea to be reminded of one of the most basic – and effective – health protection measures: wash your hands.

Studies suggest that good hand hygiene can reduce your risk of contracting respiratory illness by 45 per cent.

Frequently cleansing your hands with warm water and soap or an alcohol-based disinfectant is an easy investment you can make in protecting yourself and your family.

Another priority issue for the organization right now is the detailed analysis of our provincial funding for the 2009/2010 fiscal year which runs from March 31, 2009 to April 1, 2010. Our operating budget for this year works out to an increase of about 5.8 per cent. Historically, over the past five years, there has been an increase in spending of approximately 10 percent which is faster than our population growth and the growth of the economy. The Board wants to look at how we can deliver health care more effectively and efficiently within our means. That is important to the Board. The previous Chinook Health Region, of which you are familiar with, had consistent success in balancing their budget and we commend them for that.

Since health care spending has risen about 10 per cent annually over the past five years, there are going to be difficult decisions to be made.

As a Board, we are deeply committed to being transparent and accountable in our budget processes. We need to set out clear priorities and realistic budgets, and stick to them.

That work is currently underway, and will be a key area of focus for us in the coming months.

On today's agenda, we have an update from the Health Advisory Committee, and the Audit and Finance Committee will bring forward motions to approve the revised capital budgets for phase one of South Health Campus, Rockyview General Hospital and the Sheldon M. Chumir Health Centre, all in Calgary, and a motion regarding the 2009/2010 internal audit plan.

The Governance Committee is bringing forward a motion regarding the ability of the Alberta Health Services General Counsel to make non-substantive changes to policies, reports or documents when needed, and we'll have an update from the Ethics and Quality Committee."

#### **COMMENTS FROM PRESIDENT AND CHIEF EXECUTIVE OFFICER**

**The following is an abstract of Dr. Duckett's remarks at the meeting. It is not an official transcript:**

"Good afternoon everyone and welcome.

Currently two mild cases of Swine flu have been confirmed in Alberta.

As part of Alberta Health Services Emergency preparedness, the Emergency Operations Centres have been activated as part of our standard practice for events such as this. Alberta Health and Wellness has put together an Ops Centre, staffed from 7 a.m. to 7 p.m., with an e-mail address and phone number. They will assist with the streamlining of processes, communications, directives and responses as needed.

Alberta Health Workforce Division will communicate with the health profession regulatory bodies regarding information on individual protection activities and personal protective equipment such as N95 masks.

Alberta Health Services and Alberta Health and Wellness are working with First Nations and Inuit Branch and Alberta Emergency Management Association to share information with other ministries and municipalities.

Dr. Gerry Predy and Dr. Andre Corriveau are currently arranging a meeting with emergency physicians to address issues respective to Emergency Room Departments.

Part of our messaging to the public includes inviting Albertans to call the Health Link for assistance. The Health Link call volume from midnight, April 28<sup>th</sup> to midnight, April 29<sup>th</sup>, was 4,347 calls for both sites total. The waiting time does vary depending on the time of day. Telus has fixed the “busy signal” problem in Calgary. Staffing continues to be ramped up to respond to the call volume. There are scripts recorded for those waiting to speak with Health Link staff members, which gives them information on the Swine flu and updates. The number of calls being answered is 80% with some drop off calls after the caller hears the scripted message.

The volume is high but it is being managed at both sites. The average number of callers provincially for Health Link is in the order of 2400 per day.

The Communication Plan continues to be updated and information released as available. For up to date information, please contact the Alberta Health Services website.”

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

#### **Health Advisory Committee, March 31, 2009**

Mr. John Lehnert, Chair, Health Advisory Committee, provided an update with respect to the Health Advisory Committee meeting held on March 31, 2009, including an update on the status of Community Health Councils.

#### **Audit and Finance Committee, April 8, 2009**

Mr. Don Sieben, Chair, Audit and Finance Committee, provided an update with respect to the Audit and Finance Committee meeting held on April 8, 2009.

#### **AF09-35 South Health Campus Revised Phase One Capital Budget**

Mr. Sieben advised that in June 2007, the former Calgary Health Region Board approved a revised capital budget for Phase One of the South Health Campus of \$1.25 billion. Subsequent to this approval, the project team continued with the progressive work on the design development, project scheduling and cost estimating. A significant amount of review was performed with and by the administrative staff of Alberta Infrastructure, and Alberta Health and Wellness. At the conclusion of this process, Government of Alberta representatives agreed to a Contour plan 3A scope of work at a revised project budget of \$1.41 billion. This agreement was confirmed by the Ministers of Alberta Infrastructure and Alberta Health and Wellness in a letter dated May 7, 2008.

Mr. Tony Franceschini and Ms. Linda Hohol abstained from voting on this item as per their declared Conflict of Interest.

**MOVED BY MR. DON SIEBEN, SECONDED BY MR. JOHN LEHNERS, that the Alberta Health Services Board:**

- 1) **receive for information Report AF09-35, South Health Campus Phase One Revised Capital Budget, acknowledging receipt of a letter dated May 7, 2008 from Alberta Infrastructure and Alberta Health and Wellness increasing the budget for this project by up to \$160M from \$1.25B to \$1.41B; and further**
- 2) **delegate the President and Chief Executive Officer the authority to make financial commitments and payments as required, in accordance with the increased budget set by the provincial government.**

**MOTION CARRIED UNANIMOUSLY**

**AF09-36 Sheldon M. Chumir Health Centre Revised Capital Budget**

Mr. Sieben advised that in April 2008, the former Calgary Health Region Board approved a capital budget for the Sheldon M. Chumir Centre of \$90,925,000. Subsequent to that approval the Minister of Health and Wellness, in a letter dated August 14, 2008, approved a business case and project cost of \$5.1 million in order to finish the shelled in space on the 8<sup>th</sup> floor of the Centre to accommodate a new primary care network service delivery model. The Primary Care clinic will include medical services, programs related to the protection and promotion of health and prevention of injury, nutritional counseling, nursing services, clinical pharmacy and mental health services, social support and minor surgical procedures. The project is scheduled for construction commencement in the spring of 2009 with occupancy in Fall 2009.

Mr. Tony Franceschini and Ms. Linda Hohol abstained from voting as per their declared Conflict of Interest.

**MOVED BY MR. DON SIEBEN, SECONDED BY MR. GORD WINKEL, that the Alberta Health Services Board:**

- 1) **receive for information Report AF09-36, Sheldon M. Chumir Health Centre Revised Capital Budget, acknowledging receipt of a letter dated August 14, 2008, from the Minister of Alberta Health and Wellness, increasing the budget for this project by up to \$5.1M from \$91M to \$96.1M; and further**

- 2) **delegate the President and Chief Executive Officer the authority to make financial commitments and payments as required, in accordance with the increased budget set by the provincial government.**

**MOTION CARRIED UNANIMOUSLY**

**AF09-37      Rockyview General Hospital Revised Capital Budget**

Mr. Sieben advised that it was requested that the capital budget for the Rockyview General Hospital (RGH) project be increased to include the commitment of additional provincial funding for construction escalation and an approved increase in the scope of budget. The original capital budget for the RGH was \$193 million. In January 2008 the former Calgary Health Region Board requested additional funding for the project in the amount of \$34.49. This request was for both construction escalation and an increase in the scope of the project to install an additional air supply system for the operating suites at the Hospital bringing the revised capital budget to \$227.9M. Alberta Infrastructure and Alberta Health and Wellness confirmed, in a letter dated May 5, 2008, a new Provincial funding commitment of \$227,738,951.

Mr. Tony Franceschini and Ms. Linda Hohol abstained from voting on this item as per their declared Conflict of Interest.

**MOVED BY MR. DON SIEBEN, SECONDED BY MS. TERI LYNN BOUGIE, that the Alberta Health Services Board:**

- 1) **receive for information Report AF09-37, Rockyview General Hospital Revised Capital Budget, acknowledging receipt of a letter dated May 5, 2008 from Alberta Infrastructure and Alberta Health and Wellness, increasing the budget for this project by up to \$35M from \$193M to \$228M; and further**
- 2) **delegate the President and Chief Executive Officer the authority to make financial commitments and payments as required, in accordance with the increased budget set by the provincial Government.**

**MOTION CARRIED UNANIMOUSLY**

**AF09-40      2009/ 2010 Internal Audit Plan**

Mr. Sieben advised that a requirement within the Alberta Health Services approved internal Audit Charter is the development of a risk based audit plan to be submitted annually to the Audit and Finance Committee. Progress on the status of the Audit Plan will be reported quarterly to the Committee. Projects by focus area for 2009/2010 include:



<ul style="list-style-type: none"> <li>• Integration and Special Projects</li> <li>• Finance</li> <li>• Major Capital Projects</li> <li>• Information technology</li> <li>• Procurement and Contracting</li> <li>• Other Business processes</li> </ul> <p>Mr. Sieben further advised that the Internal Audit department functions as the eyes and ears of the organization and is fundamental to a well functioning and transparent organization. He further advised an internal audit department is one of the pillars of good governance and is particularly important for an organization of this size in terms of accountability</p> <p><b>MOVED BY MR. DON SIEBEN, SECONDED BY MR. GORD BONTJE, that the Alberta Health Services Board approve Report AF09-40, 2009/2010 Internal Audit Plan.</b></p> <p><b>MOTION CARRIED UNANIMOUSLY</b></p>	
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<p><b><u>Governance Committee, April 15, 2009</u></b></p> <p>Ms. Linda Hohol, Chair, Governance Committee, provided an update with respect to the Governance Committee meeting held on April 15, 2009.</p> <p><b>GOV09-21 Non-Substantive (“Housekeeping”) Changes</b></p> <p>Ms. Hohol, advised that over the past year, the Alberta Health Services Board (“AHSB”) has approved certain policies, reports and other documents. From time to time non-substantive amendments may be required to those documents and the formal process of reviewing such “housekeeping” amendments is not the best use of the AHSB time. Housekeeping changes in the texts of policies, reports and other documents following AHSB approval is not uncommon. The revisions are not intended to alter the purpose or substance of the documents. In some cases, the changes correct typographical errors. In other cases, changes are made in one document to correspond with the text in other documents in order to ensure consistency.</p> <p><b>MOVED BY MS. LINDA HOHOL, SECONDED BY MR. JACK ADY, that the Alberta Health Services Board approve Report GOV09-21, Non-Substantive (“Housekeeping”) Changes authorizing General Counsel or designate, to make non-substantive changes to documents previously approved by the AHSB.</b></p> <p><b>MOTION CARRIED UNANIMOUSLY</b></p>	
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**Ethics and Quality Committee, April 16, 2009**

Dr. Andreas Laupacis, Chair, Ethics and Quality Committee, provided an update with respect to the Ethics and Quality Committee meeting held on April 16, 2009.

**OTHER BUSINESS**

**AHSB09-03 Alberta Health Services Strategic Direction, 2009 - 2012**

Dr. Stephen Duckett, President and Chief Executive Officer, advised the organization needs a Strategic Plan that is clear on both policy and direction. He further advised he has been working on a draft, building on the work of the Board over the previous year, which is based on the goals of access, quality and sustainability. The Strategic Plan will also identify core values and form the essence of who we are.

Dr. Duckett further advised that Alberta Health Services is a new organization officially launched April 1, 2009. The Strategic Direction is a document which describes Alberta Health Services principles, goals, focus and key priorities. These priorities address goals established by the Government of Alberta and are aligned with Vision 2020.

The Alberta Health Services Strategic Plan will guide the organization. The Plan will be operationalized by implementation of key initiatives and will be refreshed every year. Employees throughout the organization will contribute to achieving the priorities through portfolio specific action plans and measured through accountability agreements. Dr. Duckett advised the Plan will be rolled out over the next month to employees and final approval of the Plan will be brought to the Board in June, 2009.

Mr. Ken Hughes, Board Chair, advised the Alberta Health Services Board is extremely pleased with the work Dr. Duckett has done in this regard.

**MOVED BY MR. JOHN LEHNERS, SECONDED BY MR. JIM CLIFFORD, that the Alberta Health Services Board receive Report AHSB09-03, Alberta Health Services Strategic Direction, 2009 – 2012, and approves commencement of a consultation process for the draft Alberta Health Services Strategic Direction 2009-2012 – Defining our Focus, Measuring our Progress.**

**MOTION UNANIMOUSLY CARRIED**

**AHSB09-04 Alberta Health Services New Organizational Structure**

Dr. Stephen Duckett, President and Chief Executive Officer, advised that the Alberta Health Services organizational structure will be the model to move the organization forward following the past year of transition. He further advised that both internally and externally, people need to know who they are reporting to and who is responsible for which function. The new structure is based on four principals:

- 1) Clear and unambiguous line accountability;
- 2) Flattening of the organization;
- 3) Integration of services and units as close as possible to the front line; and
- 4) A direct link to strategy and implementation at the Executive level.

Following Board approval the Organizational Structure will be made public and communicated to all staff on or about May 1, 2009.

Dr. Duckett stated this will result in some elimination of managerial positions within the organization.

**MOVED BY MS. IRENE LEWIS, SECONDED BY MR. STRATER CROWFOOT, that the Alberta Health Services Board approve Report AHSB09-04, Alberta Health Services New Organizational Structure.**

**MOTION UNANIMOUSLY CARRIED**

**NEXT PUBLIC MEETING**

**Date: May 28, 2009**  
**Location: Grande Prairie, AB**  
**Time: TBD**

**ADJOURNED**

**MOVED BY MR. GORD WINKEL, SECONDED BY MR. GORD BONTJE, that the meeting of the Alberta Health Services Board adjourn at 2:30 p.m.**

**MOTION UNANIMOUSLY CARRIED**

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Chair

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Recording Secretary