



**Stephen Lockwood, Chair, Alberta Health Services
Speaking Notes**

***Stephen Lockwood
Release of AHS 2013 – 2016 Health Plan and Business Plan
May 29, 2013 -Seventh Street Plaza, Edmonton, AB***

Good afternoon. Thank you all for joining us today. Thank you Minister, in particular, for joining us this afternoon.

On April 8, the Alberta Health Services Board approved its 2013/14 operating and capital budget and its 2013-2016 Health Plan and Business Plan. Following approval, these documents were provided to Minister Horne for his review and, in the case of the Health Plan, his approval. This approval has now been received and we thank you, Minister Horne.

The Health Plan and Business Plan will guide AHS's strategic direction and key priorities over the next three years. It focuses AHS on building a sustainable health care delivery system that is progressive, accountable, easy to navigate and patient-focused.

The Health Plan has three overarching goals:

1. improving the patient experience with the health system and the quality of care AHS provides;
2. improving health outcomes for Albertans; and
3. improving value for money proposition.

To achieve these goals, we will need our entire AHS team of employees, contractors and volunteers to constantly keep the following guiding principles in mind:

1. First of all, we must work to simplify the health system and how it works -- and we need to see the care we deliver through the eyes of our patients and their families.
2. Secondly, we must work to reduce bureaucracy and streamline our processes and systems. In this regard, it is imperative that our plan to increase local and site-based decision-making be implemented as soon as possible;
3. And finally, we need to ensure all Albertans are getting the right care, in the right place at the right time.

Over the next three years, we will be focusing on three Strategic Directions:

- 1. First of all, Appropriate Care in Your Community** -- We intend to build a stronger, more integrated community and primary health care foundation that is easier to understand and navigate.
- 2. The second strategic direction is Partnering for Better Health Outcomes** -- We will actively engage Albertans as partners and provide them with the support they need to take responsibility for their own health and that of their families.
- 3. A focus on Sustainability is the final Strategic Direction** -- We must continue to build a sustainable, quality health system that is patient-centred, driven by improved care and informed by evidence.

These three strategic directions are already supported by specific short, medium- and longer-term actions, now underway. To put that in context, our work will be focused on seven key areas.

They are:

- **More support for complex high-needs populations.** The frail; the elderly; vulnerable children and youth with complex needs; and those at the end of life are four groups of Albertans who need more proactive, community-based services delivered in fundamentally different ways. This will improve their quality of life and reduce frequent visits to Emergency Departments and subsequent hospitalizations.
- **Strengthening community and primary health care.** We will help all Albertans find a primary health care team, no matter where they live or where they need care in the health system. We will support Alberta Health in increasing the number of Family Care Clinics and strengthening primary care networks. Albertans and their families will experience more coordinated and seamless care, locally and across the system.
- **Patient navigation and evidence-informed care.** We will build programs that employ consistent processes provincewide with the aim of improving clinical integration and primary, community, home, long-term and acute care. We will also accelerate the implementation of evidence-informed processes and standards in all areas of care throughout the province.

- **New funding models and revenue initiatives.** We will allocate funds to programs and service providers based on the needs of the patients and populations served. Patient-based funding will follow the needs of the patients. We will also improve our processes for inter-provincial billings and standardize Emergency Medical Services billing rates, subject to Alberta Health approval.
- **Optimizing service delivery.** We will address the health needs of Albertans in a proactive manner, and work with communities to align service models and facilities to provide the care needed in specific communities.
- **Productivity improvements.** We can and must improve the productivity of our workforce by adopting care models that make the best use of the skills of our physicians and staff, providing greater opportunities, for example, for full-time work for our nurses.
- **Containing costs.** Every expense will be examined, including supplier contracts, compensation and benefits.

I will now turn things over to Dr. Eagle, our President and CEO, to provide additional context for the Health and Business Plans and details surrounding the AHS 2013/14 operating and capital budgets.