Provincial Hoshin:
To improve access for patients and reduce ED waits by 60%, necessary improvements in key areas will be achieved by 2019.

PAPHR Hoshin #1 (Overview)

Acute Care Flow (by March 31, 2017)

- **Decreasing Consults** - Decrease re-consults in acutely ill adult inpatients by 50%
- **Meeting ELOS For Non-admitted ED Patients** - ED LOS @ 90th percentile CTAS I-III = 8 hrs (non-adm pts) CTAS IV-V = 4 hrs (non adm pts)
- **Decreasing Hospital Utilization Of COPD Patients** - 10% decrease in hospital utilization for patients managing COPD
- **Utilizing CAPs Care Plan In LTC** - 50% of LTC facilities will utilize the LTC CAPs care plan
- **Decreasing wait time for psychiatry** - 20% of all adult & child referrals to psychiatry triaged as T4 (mild) will be co-managed with primary care practitioner & psychiatrist
By March 31, 2018 fully implement a provincial Safety Alert/Stop the Line (SA/STL) process throughout Saskatchewan

PAPHR Hoshin #2 (Overview for Patients and Staff)

Reduce Workplace Injuries by March 31, 2017:
• Implement elements 1-6 of SMS in all PAPHR facilities
• Achieve 75% on self-audit in Parkland Integrate Health Centre
• 75% reduction in the number of accepted WCB claims
• 50% reduction in Accepted WCB Shoulder and Back Injury Claims
• 100% of shoulder and back injuries investigated to root cause

Implement SA/STL System in test site by March 31, 2017:
• Implement Safety Alert/Stop the Line System (in Level 4)
• 100% of incident report actions closed with report writers (Level 4)
• 10% Increase of “Near Miss” Reporting vs. Actual Harm
• Operationalize Safety Huddles across Region (daily for key clinical areas)

Clinical Support Services
ED Waits & Access...by March 31, 2017

• Timely results will be provided to all patients so they can be discharged from the ED.

• Improve COPD patients’ access to Pharmacist services in the ED.
  → % of COPD patients utilizing the ED within 30 days of seeing Pharmacy. (graph pending)
Computed Tomography (CT) Wait - days

CT Level 2 Goal
CT Level 2 Actual

February 2017 Vis Wall

Computed Tomography (CT) Waits - days

CT Level 4 Goal
CT Level 4 Actual
PAPHR Quarterly Review

PAPHR Overall Hand Hygiene Compliance Rate by Year

Hand Hygiene Compliance - Victoria Hospital and PIHC Acute Care  November 2016
Clinical Support Services
Safety...by March 31, 2017

- Target: Pharmacy will review 100% of medication incidents weekly with Level 4 Nurse Unit Manager.
  ➔ % Completion of Medication Incident review with L4 NUM

- Complete operationalized roll-out of Stop the Line on Level 4 (and support services to L4)
  ➔ % of near Misses versus Actual incidents on L4
Senior Medical Officer

ED Waits & Access...by March 31, 2017

- Target: Appropriateness – increased cooperative management of acutely ill adult inpatients
  
  → Reduce by 50% the # of re-consults to specialists in acute care
  → Target 7% re-consult rate
% Acutely Ill Adult Inpatients Reconsulted from same Specialty & Diagnosis (2016)

Source: Senior Medical Officer.  Data provided by M. Chicoine Health Records as available & analysed by C. Leschyshyn
Operational Definition: # of adult inpatients reconsulted by same specialty/total adult inpatients consulted x 100.

February 2017 Vis Wall
Primary Health Care
ED Waits & Access...by March 31, 2017

• Target: 10% decrease in hospital utilization for patients managing COPD.
  ➔ COPD member group will be established and algorithm developed to ensure consistent COPD client care
  ➔ Will track # of ED visits/hospitalizations for patients with COPD pre & post member group engagement

• Target: 20% of all adult referrals to psychiatry triaged as mild (T4) will be co-managed by primary care practitioner and psychiatrist.

Baseline Data - 2015/2016 fiscal year
Total Number of COPD clients visits to the Emergency Department based on disposition n = 433
Data - Current State

New COPD Referrals for Home Care NP By Referral Source (for period Apr 1/16 - Dec 31/16)

Note: 2 ACAP referrals recorded; these were clients in ED.

Data - Current State

Decrease in Visits to ED for COPD clients currently followed by Home Care NP (Dec 31, 2016)

Represents an 71% improvement in ED usage for COPD clients currently followed by Home Care NP (N= 47)

February 2017 Vis Wall
**Data - Current State**

**WAIT TIMES FOR Child & Youth PSYCHIATRY CLIENTS**

**February 2017 Vis Wall**

**Data - Current State**

**WAIT TIMES FOR Adult PSYCHIATRY CLIENTS**

**February 2017 Vis Wall**
Primary Health Care
Safety...by March 31, 2017

- Target: 100% of all units will operationalize daily safety by practising a minimum of weekly safety huddles, and daily for key clinical areas.
  → will monitor % of huddles that include a safety talk

Data - Current State

Safety -- Huddles & Formal Safety Talks
Primary and Community Health Services for Dec 2016
Programs with DAILY & OTHER Huddle Frequency

Operational Definition: Graph represents % of huddles & formal safety talks completed by program/services for the current month.
Service line goal is for all programs/services to have a minimum of one formal safety talk per week.

February 2017 Vis Wall
Integrated Health Services
ED Waits & Access...March 31, 2017

• Target: Meet expected length of Stay (ELOS) for non-admitted ED patients @ 90th percentile.
  → CTAS I-III = reduce to 8 hours
  → CTAS IV-V = reduce to 4 hours

• Target: Utilize Clinical Assessment Protocol (CAP) Care Plan in 50% of LTC facilities (RPIW complete: graphs pending)
  → % of care plans utilizing CAPs
  → % of LTC guidelines implemented
  → % of “7 Quality Indicators” triggered
ED length of stay: non-admitted: CTAS I-III: 90th percentile in hours

February 2017 Vis Wall

ED length of stay: non-admitted: CTAS IV/V: 90th percentile in hours

February 2017 Vis Wall
Integrated Health Services
Safety...March 31, 2017

- Target: 100% of units/facilities will be performing Safety Huddles weekly.
- Target: Implementation of Safety Management System - By March 31, 2017 continued implementation of elements 1, 2, 3 of Safety Management System throughout Region and elements 1 – 6 at Pineview Terrace
## Safety Management System

**PAPHR - SMS Implementation Plan for first 3 ELEMENTS**

<table>
<thead>
<tr>
<th>Element 1</th>
<th>Element 2</th>
<th>Element 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Status</td>
<td>Status</td>
</tr>
</tbody>
</table>

Note: SMS Audit must be completed prior to Implementation of First 3 Elements

<table>
<thead>
<tr>
<th>SMS Audit</th>
<th>Implementation</th>
<th>Target Date</th>
<th>Management and Leadership</th>
<th>Hazard Identification and Control</th>
<th>Training and Communications</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete</td>
<td>No Concern</td>
<td>Delayed</td>
<td>Complete</td>
<td>No Concern</td>
<td>No Concern</td>
<td>99.98%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Long Term Care Sites:</th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Complete</td>
<td>No Concern</td>
<td>Delayed</td>
<td>Concern</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Big River Health Centre**: 18 Dec 12 | 15 Sep 15 | 31 Mar 17 | 90.00%
- **Birch Hills Health Facility**: 18 Jan 14 | 14 Sep 15 | 31 Mar 17 | 85.57%
- **Evergreen Health Centre**: 17 Sep 14 | 30 Feb 15 | 31 Mar 17 | 100.00%
- **Hafford Special Care & PC**: 35 Jan 14 | 28 Jan 15 | 31 Mar 17 | 95.56%
- **Holt’s Busset Home**: 14 Dec 14 | 10 Nov 15 | 31 Mar 17 | 97.00%
- **Kinoso Jubilee Lodge**: 29 Aug 14 | 15 Sep 15 | 31 Mar 17 | 95.56%
- **Parkland Integrated Health Centre**: 7 Jul 15 | 27 Nov 15 | 31 Mar 17 | 99.98%
- **Parkland Disease Control**: 16 Dec 15 | 27 Nov 15 | 31 Mar 17 | 80.00%
- **Spiritwood & District Health**: 13 Nov 14 | 9 Oct 15 | 31 Mar 17 | 100.00%
- **Wheatland Lodge**: 30 Jul 14 | 3 Sep 15 | 31 Mar 17 | 93.58%
- **Whispering Pine Place**: 6 May 14 | 22 Jun 16 | 31 Mar 17 | 99.98%

**Human Resources**

**ED Waits & Access...by March 31, 2017**

- Target: 75% of all managers will be trained on recruitment and retention.

  - # of new managers trained on R&R
  - wage driven premium hours
  - sick time hours

February 2017 Vis Wall
Target: 75% of all managers will be trained on recruitment and retention.

→ # of new managers trained on R&R

<table>
<thead>
<tr>
<th>Dec 15-Sept 16</th>
<th>Oct 16- Janary 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hired</td>
<td>Attended training</td>
</tr>
<tr>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>5</td>
</tr>
</tbody>
</table>

February 2017 Vis Wall

<table>
<thead>
<tr>
<th>February 2017 Vis Wall</th>
<th>February 2017 Vis Wall</th>
</tr>
</thead>
</table>
Human Resources

Safety...by March 31, 2017

- Target: Reduce workplace injuries by 75% (as per SASWH).
- # of accepted WCB shoulder and back claims
- # workplace injuries
- % of SMS implemented
Corporate Services

ED Waits & Access...by March 31, 2017

- Target: 100% of the time the right diet tray will be provided to the right patients.
  → # of diet errors to patients (internal & external to department)

- Target: Reduce number of unresolved helpdesk tickets by 50% by March 31, 2017
  → # of unresolved helpdesk tickets on the first day of each month
Operational Definition: Diet errors (defects) that have been identified by Nutrition and Food Services.
Potential errors were caught before reaching the patient and actual errors did reach the patient. High Risk errors are those that
Corporate Services
Safety... by March 31, 2017

• Target: 30% preventative maintenance and planned work on beds and lifts.
  → % of PM on beds and lifts
  → % of work order for equipment breakdown for beds and lifts

Operational Definition: Graph Represents the cumulative number of preventive maintenance carried out on beds and lifts in the facilities in Prince Albert.
1. **Call to Order**

   - The meeting was called to order by Don Code, Chairperson at 1:00 p.m.

2. **Consideration of the Proposed Agenda**

   **Motion:**
   “THAT the agenda be approved as circulated.”
   M. Bender/M. Kreese...carried

3. **Approval of Previous Minutes**

   **Motion:**
   “THAT the Board Finance Audit Committee meeting minutes dated December 19, 2016 be approved as circulated.”
   M. Kreese/M. Bender...carried

4. **Business Arising from the Minutes**

   - None

5. **Work Plan**

   5.3 **Review of Financial Policies**

   - The following Finance Policies were reviewed by the Board Finance Audit Committee:
     - Banking Signing Authority
     - Board Reporting
     - Capital Acquisition
5.4 Develop a Draft Board Budget

- A draft board budget for the 2017-2018 fiscal year was reviewed. The estimated budget for 2017-2018 was based on actual expenditures year to date and the 2016-2017 budget.

Motion:
“THAT the Board Finance Audit Committee recommend to the Prince Albert Parkland Regional Health Authority that the attached 2017-2018 Board Budget be approved as presented.”
M. Bender/M. Kreese..............................................................................................................carried

5.5 Review Board Expenses (Policy GP-9.5.1)

- As per the Board Finance Audit Committee Terms of Reference, it is the responsibility of the Board Finance Audit Committee to “review board expense reports quarterly and utilize this information in the development of the annual board budget”.
- The Board is under budget for the nine months ending December 31, 2016 by $23,239.

5.6 Monitor and Review Authority Policy GP-8.3 – Board Finance Audit Committee Terms of Reference

- Results from the Monitor/Review form were compiled and distributed for information.

Motion:
“THAT the Board Finance Audit Committee recommend to the Prince Albert Parkland Regional Health Authority that Authority Policy GP-8.3 – Board Finance Audit Committee Terms of Reference be amended as follows:
4. Composition:
- Committee members shall be determined by the Regional Health Authority’s Board of Directors and will consist of at a minimum six members with support of the Vice President of Finance and Corporate Support Services and administrative personnel
- The Committee membership shall consist of a minimum of 6 members of the Regional Health Authority, with support of the Vice President of Finance and administrative personnel.
- Ex officio: Chairperson and Chief Executive Officer
- Quorum: A majority of members will constitute quorum of the Committee.
- All committee members shall abide by the same Code of Conduct as governs the Authority.
- The chairperson and membership of the committee are recommended by the chairperson of the board and their appointment confirmed by the board as a whole.
- The Chairperson will be selected by committee members at the annual Board Finance Audit Committee meeting in March.”
M. Bender/M. Kreese..............................................................................................................carried

6. Education

- Administration will request Saskatchewan Healthcare Employees’ Pension Plan (SHEPP) to make a presentation at the Board Finance Audit Committee meeting on April 24, 2017.

7. Informational Items

7.1 January 12, 2017, Minister of Health Re: 2017/18 Public Sector Compensation Restraint
7.2 Losses of Public Money
5. Work Plan

5.1 Audit Planning and Preparation

- Review External Audit Plan
- Review and Approve the Auditor’s Engagement Letter
- Ensure the Independence of the External Auditor

- Kelly Disiewich and Betsy Chan from MNP and Jason Wandy from the Provincial Auditor of Saskatchewan attended this portion of the meeting for the presentation of the audit service plan.
- Financial Statements need to be approved by the Board of Directors prior to the currently scheduled May 31, 2017 regular board meeting.
- The region has received the following information from the Ministry of Finance:
  A complete set of March 31, 2017 audited financial statements is required. If this is not possible by the April 28, 2017 deadline the Ministry of Finance is prepared to accept the following information:

<table>
<thead>
<tr>
<th>Financial Statement Requirement</th>
<th>Date Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft financial statements complete with notes and supporting schedules</td>
<td>April 28, 2017</td>
</tr>
<tr>
<td>Audited financial statements (If audited financial statements cannot be supplied, provide written confirmation to the Ministries of Health and Finance that the financial statements have not changed significantly from the draft statements provided on April 28th with confirmation that no further changes are anticipated.)</td>
<td>May 19, 2017</td>
</tr>
</tbody>
</table>

To provide us with the audit assurance we need to prepare the Summary Financial Statements (SFS) and for the Provincial Auditor as the auditor of the SFS, we require completion of your audit, including board approval of your financial statements, no later than May 19, 2017. Please ensure this requirement and those of the Provincial Auditor are incorporated into your audit plan.

- The Financial Reporting Guideline indicates that “If audited financial statements cannot be supplied, provide written confirmation to the Ministries of Health and Finance that the financial statements have not changed significantly from the draft statements provided on April 28th with confirmation that no further changes are anticipated.”

Motion:
“THAT the Board Finance Audit Committee recommend to the Prince Albert Parkland Regional Health Authority that C. Elliott, Vice President of Finance and Corporate Support Services, as per the Financial Reporting Guidelines, be authorized to provide written confirmation to the Ministry of Health and Ministry of Finance that no further changes to draft financial statements are anticipated after May 19, 2017.”

M. Bender/H. Otterson..........................................................carried

Motion:
“THAT the Board Finance Audit Committee recommend to the Prince Albert Parkland Regional Health Authority that MNP 2017 Audit Service Plan be approved as presented.”

M. Bender/H. Otterson..........................................................carried

Audit Involvement Memorandum

- The audit involvement memorandum describes the Provincial Auditor of Saskatchewan planned involvement in the audit of Prince Albert Parkland Regional Health Authority for the year ended March 31, 2017. The memorandum reflects an understanding with MNP on the objectives and scope of the audit work they will perform so that Provincial Auditor Saskatchewan may rely on their work. It also sets out the planned dates of the audit work and its completion.
Motion:
“THAT the Board Finance Audit Committee recommend to the Prince Albert Parkland Regional Health Authority that Brenda Abrametz, Chairperson be authorized to sign the Audit Involvement Memorandum dated January 16, 2017 prepared by the Provincial Auditor Saskatchewan.”
M. Kreese/M. Bender…………………………………………………………………………………………………….carried

Motion:
“THAT the Board Finance Audit Committee recommend to the Prince Albert Parkland Regional Health Authority that the Regular Board Meeting scheduled for May 31, 2017 be rescheduled to May 24, 2017.”
M. Bender/M. Kreese…………………………………………………………………………………………………………..carried

- If the Prince Albert Parkland Regional Health Authority approves that the Regular Board Meeting scheduled for May 31, 2017 be rescheduled to May 24, 2017 the Board Finance Audit Committee will meet on May 23, 2017.
- Board Finance Audit Committee members met with MNP and the Provincial Auditor without management present.

5.2 Monthly Financial Statements
- Ministry of Health has provided all health regions with a template that is to be used to submit monthly financial information. This template started being used by PAPHR in September 2015. The Ministry of Health also requested that review of financial information occur in an in-camera session.

Motion:
“THAT the Board Finance Audit Committee move in-camera at 2:20 p.m.”
H. Otterson/M. Bender…………………………………………………………………………………………………………..carried

Motion:
“THAT the Board Finance Audit Committee move out-of-camera at 3:10 p.m.”
M. Kreese/H. Otterson…………………………………………………………………………………………………………..carried

- Prince Albert Parkland Health Region has an operating deficit of $974,155 for the nine months ended December 31, 2016. After required transfers to capital for long term care reserves, mortgage payments, parking equipment purchases and energy performance loan payments the deficit increases to $1,761,566. Based on results as at December 31, 2016 PAPHR is forecasting an operating deficit of $330,300 for the fiscal year. After inter-fund transfers the deficit increases to $1,380,181 for 2016-2017.

8. Next Meeting
- Monday, March 27, 2017; 2nd Floor Meeting Room; 1521 – 6 Avenue West; 9:30 a.m.

9. Adjournment
- The meeting adjourned at 3:15 p.m.
<table>
<thead>
<tr>
<th>Account</th>
<th>December Actual</th>
<th>December Budget</th>
<th>Variance</th>
<th>% Variance</th>
<th>2016-2017 Annual Budget</th>
<th>2017-2018 Draft Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>900-1-7111030 -3104000 Board - Employee Benefit Contributions</td>
<td>$3,134</td>
<td>-</td>
<td>$3,134</td>
<td>0.00%</td>
<td>$0</td>
<td>$4,180</td>
</tr>
<tr>
<td>900-1-7111030 -3504000 Board - Salary Benefit Expenses</td>
<td>1,673</td>
<td>3,014</td>
<td>1,341</td>
<td>44.48%</td>
<td>4,000</td>
<td>2,230</td>
</tr>
<tr>
<td>900-1-7111030 -3505000 Board - Salary WCB Expenses</td>
<td>1,175</td>
<td>753</td>
<td>-422</td>
<td>-55.96%</td>
<td>1,000</td>
<td>1,570</td>
</tr>
<tr>
<td>900-1-7111030 -4950010 Board - Employee Recognition Expenses</td>
<td>7,768</td>
<td>-</td>
<td>7,768</td>
<td>0.00%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>900-1-7111030 -4951000 Board - Department Supplies - General</td>
<td>-</td>
<td>788</td>
<td>788</td>
<td>100.00%</td>
<td>1,046</td>
<td>500</td>
</tr>
<tr>
<td>900-1-7111030 -6150000 Board - Continuing Education Fees</td>
<td>8,265</td>
<td>13,317</td>
<td>5,052</td>
<td>37.94%</td>
<td>17,676</td>
<td>15,000</td>
</tr>
<tr>
<td>900-1-7111030 -6220000 Board - Travel Expenses</td>
<td>14,147</td>
<td>18,836</td>
<td>4,689</td>
<td>24.89%</td>
<td>25,000</td>
<td>25,000</td>
</tr>
<tr>
<td>900-1-7111030 -6800000 Board - Insurance</td>
<td>148</td>
<td>114</td>
<td>34</td>
<td>-29.36%</td>
<td>152</td>
<td>200</td>
</tr>
<tr>
<td>900-1-7111030 -6850000 Board - Honorariums</td>
<td>51,571</td>
<td>63,664</td>
<td>12,093</td>
<td>19.00%</td>
<td>84,500</td>
<td>84,400</td>
</tr>
<tr>
<td>900-1-7111030 -6960000 Board - Meeting Expenses</td>
<td>4,020</td>
<td>3,805</td>
<td>215</td>
<td>-5.66%</td>
<td>5,050</td>
<td>5,360</td>
</tr>
<tr>
<td>900-1-7111030 -4950000 Board - Supplies-General</td>
<td>-</td>
<td>2,364</td>
<td>2,364</td>
<td>100.00%</td>
<td>3,138</td>
<td>3,100</td>
</tr>
<tr>
<td>900-1-7111030 -6100000 Board - Departmental Sundry (Workshops)</td>
<td>-</td>
<td>3,805</td>
<td>3,805</td>
<td>100.00%</td>
<td>5,050</td>
<td>5,100</td>
</tr>
<tr>
<td>900-1-7111030 -6504000 Board - Legal Fees</td>
<td>-</td>
<td>1,294</td>
<td>1,294</td>
<td>100.00%</td>
<td>1,717</td>
<td>1,700</td>
</tr>
<tr>
<td>900-1-7111030 -6700000 Board - Advertising</td>
<td>-</td>
<td>837</td>
<td>837</td>
<td>100.00%</td>
<td>1,111</td>
<td>1,100</td>
</tr>
<tr>
<td>900-1-7111030 -6960010 Board - Meeting Expenses (Community Advisory)</td>
<td>-</td>
<td>761</td>
<td>761</td>
<td>100.00%</td>
<td>1,010</td>
<td>1,000</td>
</tr>
<tr>
<td>900-1-7111030 -6960020 Board - Meeting Expenses (Community Consultations)</td>
<td>-</td>
<td>571</td>
<td>571</td>
<td>100.00%</td>
<td>758</td>
<td>800</td>
</tr>
<tr>
<td>900-1-7111030 -7650000 Board - Minor Equipment Purchases</td>
<td>-</td>
<td>1,218</td>
<td>1,218</td>
<td>100.00%</td>
<td>1,616</td>
<td>1,600</td>
</tr>
</tbody>
</table>

| Total Expenditures | $91,902 | $115,141 | $23,239 | 20.18% | $152,823 | $152,840 |
Report to PAPHR Board of Directors

February 18, 2017

Re: Victoria Hospital Foundation

- I attended the regular VHF board meeting Monday February 13th 2017
- There was some discussion regarding the current arrangement for VHF staff with respect to payroll and benefits, and that other Foundations do not have a similar arrangement than we have here with the PAPHR.
- An updated major donor policy was received by the Board
- 12th Annual Give a Little Life Day – the Vic hospital pharmacy will the donor recipient of the funds for the 2017 campaign.
- The 2nd Annual Doctors Gala is sold out with 20 names on a waiting list. Lyle Karasiuk will chair the event again.
- A staff 50/50 bi weekly draw is being initiated at the Vic by the Foundation and staff will participate through a payroll deduction option. Interested staff will sign up after we receive approval from SLGA.
- Merv Bender provided a brief update of the bylaws now that we have a decision regarding the stricture of the provincial RHA. Merv will provide a first draft for the next meeting.
- The foundation has received notice that it will receive a major gift through an estate of approximately $500,000. This could be allocated to the new hospital furnishings account when it arrives.
- Next meeting is Monday March 13th, 2017.

Merv Bender