

PUBLIC BOARD MEETING

Minutes of the meeting of the Alberta Health Services (“AHS”) Board (the “Board”) held at Boardroom A, Main Floor, Seventh Street Plaza, 10030-107 Street NW, Edmonton, on March 26, 2018.

Attendees:

Board Members: Ms. Linda Hughes (Chair)
Dr. Brenda Hemmelgarn (Vice-Chair)
Mr. David Carpenter
Ms. Heather Hirsch
Mr. Hugh Sommerville
Ms. Marliss Taylor
Ms. Glenda Yeates

Management: Dr. Verna Yiu, President & Chief Executive Officer
Dr. Francois Belanger, Vice President, Quality & Chief Medical Officer
Mr. Todd Gilchrist, Vice President, People, Legal & Privacy
Ms. Ronda White, Chief Audit Executive, Internal Audit & Enterprise Risk Management
Ms. Catherine MacNeill, Corporate Secretary & Legal Counsel

Regrets: Mr. Richard Dicerni

Ms. Hughes acted as Chair of the meeting and Ms. MacNeill acted as Recording Secretary.

Ms. Hughes called the meeting to order at approximately 4:30 p.m. Notice of the meeting had been properly given and quorum was met.

❖ Welcome & Comments from the Chair

The following is an abstract of Ms. Linda Hughes’, Board Chair, remarks at the meeting. It is not an official transcript:

Good afternoon, everyone. My name is Linda Hughes. I am Chair of the Alberta Health Services Board and I am happy to welcome you to this Public Board meeting.

Today’s meeting is the final one in our 2017-18 fiscal year. I am pleased to report that AHS will end the fiscal year with a balanced budget.

Albertans expect many things from Alberta Health Services, including responsible financial stewardship, so I commend Dr. Verna Yiu and all her teams for focusing on delivering high-quality care while operating within our budget.

The Board knows this can be a difficult balancing act and we appreciate the efforts of everyone, from the executive team to those on the front lines, for helping us do our very best for Albertans while keeping our budget in balance.

Before I move onto the agenda, I would like to quickly note one other recent achievement. Last month, Alberta Health Services was named one of the Top Employers for Young People for 2018 and one of Alberta's Top 70 employers. This recognition came two months after AHS was named, for the first time, one of Canada's Top 100 Employers for 2018.

I know many teams within AHS have been working hard to improve our workplace environment and culture, and to ensure our people feel safe, welcomed and valued at work. Alberta Health Services competed against thousands of other employers across the country for this recognition, so to land in the Top 100 is really a big deal for us. This recognition confirms our efforts to make AHS a better place to work and we will continue to work towards improving that every year.

It is also good news for Albertans, as the top employer recognition should help AHS attract and retain the best and brightest healthcare talent to our province. To everyone involved in our workplaces, and to everyone involved in applying for this honour, well done and congratulations!

Now onto today's agenda before I pass over the microphone to Dr. Verna Yiu.

❖ **Review of Agenda**

UPON MOTION duly moved, seconded and unanimously carried, the Board approved the agenda for the meeting of the Board held on March 26, 2018, which was provided to the Board in advance of the meeting.

❖ **Declaration of Conflicts of Interest**

Ms. Hughes requested that any conflicts of interest relevant to the meeting or items noted on the agenda be declared.

Mr. Hugh Sommerville stated that he had a potential conflict with item 8.b. the HSAA Agreement. He noted he excused himself from all discussions at the Board on this matter and would abstain from voting.

1. Approval of Minutes – December 6, 2017 and February 16, 2018

UPON MOTION duly moved, seconded and unanimously carried, the minutes of the AHS Board meetings held on December 6, 2017 and February 16, 2018 were approved and the Chair of the Board and Corporate Secretary were authorized and directed to sign the minutes in the form so approved; and the Corporate Secretary was directed to file them, together with all ancillary documents attached thereto, in the corporate records of AHS and to deliver a copy of these to the Minister of Health.

2. **Comments from the President & Chief Executive Officer**

The following is an abstract of Dr. Verna Yiu's, President and Chief Executive Officer, remarks at the meeting. It is not an official transcript:

Thank you, Linda, and good afternoon to everyone. It is good to see everyone here at Seventh Street Plaza and I would also like to greet those watching through Facebook Live.

While Linda mentioned that this is the final public board meeting of this fiscal year, this time of year also reminds me that AHS is approaching another birthday. We will be turning nine years old as a healthcare organization in a few days, on April 1st. Over the next year we will be celebrating our organization's accomplishments as we near our first decade. Certainly, I believe there is a lot to be proud of.

Linda mentioned the Top Employer recognition and that really underscores how far we have come in terms of being an organization that treats its people well. Allow me to share a couple of other achievements worth noting.

Recently, five research teams supported by our two medical schools in Alberta, Alberta Health Services and our Strategic Clinical Networks gave presentations in Ottawa as part of their applications for funding under a new program from the Canadian Institute of Health Research. The target was that each province was going to get the green light to proceed with one proposal. Alberta did not get development funds for just one proposal, but they got funding for three, because the funding agency knew that our provincial scale can achieve large impacts.

Another achievement relates to our efforts to slow the rate of growth for factors that drive both our expenses as well as pressures on our healthcare system. We think of it as bending the upward curve. Generally, in healthcare, the expenses and demand for service curve goes upwards but our curve is actually going down so we are bending the cost curve downwards. There is a price tag attached to every patient that is receiving care in a hospital bed — and AHS is succeeding in slowing the annual growth of these inpatient days. The total number of inpatient days continues to rise each year but at a much slower, more sustainable rate than it did before AHS was formed. That is a good achievement in itself.

But I am really excited about areas where AHS is not just bending the curve but where we have actually bent it. For instance, over the past three years, the number of total emergency department visits has gone down. Given our population growth, that really is quite amazing but also points to our partnership with our primary care colleagues.

But, in my eyes, the most exciting and significant achievement is in the area of cost of discharge. The cost per discharge is the average cost it takes to treat a patient in hospital. Before AHS was formed, cost per discharge after accounting for patient complexity and inflation was rising by 3.4 per cent

annually. Over the past three years, the cost has been in decline, dropping about one per cent a year.

Think about that: since 2014-15, when adjusting for inflation, the cost to treat a patient in hospital even when factoring in patient acuity and complexity, has been going down and not up. This is a position that many health systems are envious of — and we have done so through a steel-eyed focus on quality improvement. We are not bending the cost curve because we are compromising quality and in fact, quite the opposite. We are bending the cost curve because, in part, we are focusing our efforts on helping Albertans stay healthy and giving them the most comprehensive services possible when they are in our care.

High-quality, comprehensive care ultimately saves us money through savings accrued through fewer complications, fewer readmissions, shorter hospital lengths of stay, and reduced need for hospital and inpatient care, to name just a few examples. Of course, metrics do not define achievement. People do. And, at AHS, we have amazing people — staff, physicians and volunteers who make a difference in the lives of the people we serve each and every day.

I would like to show a video profiling two of these amazing people.

[A video was shown with respect to Canmore Volunteers]

I am very grateful for Helen, Violet and 14,800 other volunteers of all ages around the province. Helen and Violet have a lot in common aside from one little fact that there is nearly a century of living between them. This is just a sneak peek of one of the videos. We will be sharing it with Albertans during National Volunteer Week that starts April 15.

As Barb says in the video, volunteers play a crucial role in AHS and contributed more than 1.1 million hours of service last year. Volunteers are also an example of Albertans partnering with us to improve patient and family experiences with the healthcare system, helping AHS achieve our vision of Healthy Albertans. Healthy Communities. Together.

I would like to thank our volunteers and I hope they are suitably celebrated during National Volunteer Week.

Thank you very much for your time today and have a good afternoon.

3. CLS Shareholder Resolutions

a) [AHSB18-03] Approvals

i. Revocation of Delegation of Signing Authority to CEO

Mr. Hugh Somerville, Board Member, reported on the CLS Shareholder Resolutions. He noted that AHS is the sole shareholder of Calgary Laboratory Services Ltd. The AHS Board has been asked to approve three motions related to Calgary Laboratory Services.

By resolution dated April 16, 2015, the Official Administrator of AHS delegated to the AHS President & CEO, together with the power to sub-delegate, the authority to approve and sign resolutions and certain agreements on behalf of AHS as sole shareholder of Calgary Laboratory Services.

The Board wishes to revoke the Delegation.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board approved the revocation of the Delegation of Authority dated April 16, 2015 by the Official Administrator to the President & Chief Executive Officer that gave the President & CEO, together with the power to sub-delegate, the authority to approve and sign the resolutions and certain agreements on behalf of Alberta Health Services as sole shareholder of Calgary Laboratory Services.

ii. Approval of Amendment to Bylaw and Articles of Incorporation

On March 22, 2018, the Calgary Laboratory Services Board approved amendments to the Amended and Restated By-Law No.1 (Bylaw). The amendments provide: (i) that the minimum and maximum number of directors be amended to provide for a minimum of 1 and a maximum of 12; (ii) for a description of the CEO role; and (iii) that the word “chairman” be replaced with “Board Chair”.

Pursuant to the provisions of the *Business Corporations Act* (Alberta), the shareholder of CLS is required to confirm the shareholder approved amendments to the Bylaw.

In addition, the Articles of Incorporation of Calgary Laboratory Services will be required to be amended to reflect the new minimum and maximum number of directors.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board:

- (a) confirmed the amendments to the Amended and Restated By-Law NO. 1 of Calgary Laboratory Services as approved by the Board of Directors of Calgary Laboratory Services; and**
- (b) approved the amendment to the articles of incorporation for Calgary Laboratory Services that reflects the new minimum and maximum number of directors, and direct**

the AHS Corporate Secretary to execute and file the same with the corporate registry office.

iii. Appointment of Additional Member to Board

On March 22, 2018, the CLS Board considered and supported the appointment of Dr. Garnet Horne as a director of the Board.

Under the provisions of the *Business Corporations Act* (Alberta), the sole shareholder of Calgary Laboratory Services shall appoint directors to the Board. The AHS Board has also considered and supports the appointment of Dr. Horne to the CLS Board.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board approved the appointment of Dr. Garnet Horne as a director of the Board of Calgary Laboratory Services Ltd. effective March 26, 2018.

4. Finance Committee

a) Report to the Board

Mr. David Carpenter, Committee Chair, reported on the Finance Committee meetings on February 7, 2018, March 1, 2018 and March 14, 2018. The first two meetings were full agendas; the third meeting was to consider the quarterly performance report.

He noted that the Committee considered five items for recommendation for approval of the Board.

b) [FC18-11] December 31, 2017 – Third Quarter Investment Report

Mr. David Carpenter, Committee Chair, advised that as mandated by AHS' Investment Bylaw, the Committee is required to review reports prepared by management and investment managers summarizing the activities and performance of AHS' investment portfolio on a quarterly basis. The *Regional Health Authorities Regulation* and the AHS Investment Bylaw describe the requirements for the Board to approve or ratify by resolution AHS' investment decisions. The Committee was presented the December 31, 2017 Third Quarter Investment Report and recommended that the Board ratify the transactions.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board ratified the investment portfolio and transactions described below, and as certified by signed investment compliance certificates from AHS and Phillips, Hager & North Investment Management:

- (a) as at December 31, 2017, AHS held restricted and unrestricted funds managed by Phillips, Hager & North Investment Management and Manulife Financial totalling \$1.546 billion;**
- (b) the funds were invested in short term treasury bills, federal, provincial and corporate fixed income bonds, pooled mortgage funds, bond funds, Canadian and Global equity funds; and**
- (c) all of the funds invested during the quarter ended December 31, 2017, were invested in accordance with the Investment Bylaw and Investment Policy as certified by signed investment compliance certificates from AHS and Phillips, Hager & North.**

c) [FC18-13] Delegation of Authority over \$90M

Mr. David Carpenter, Committee Chair, advised that the Committee considered three agreements. He noted that in all three cases, the Committee recommended the Board approve the agreement.

i. Renewal with Sodexo Canada Ltd.

Mr. David Carpenter, Committee Chair, reported that the first agreement was the Renewal and Amendment to the current agreement with Sodexo Canada Ltd. He noted that the total agreement has a combined commitment value greater than \$90M. Sodexo provides contracted housekeeping services to acute AHS facilities in the Calgary and South Zones. The agreement had a renewal option, which AHS would like to exercise.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board:

- (a) approved a two (2) year renewal and amendment to the current Sodexo Canada Ltd. Agreement; and**
- (b) delegated signing authority of the renewal and amendment to the AHS President and CEO.**

ii. Protective Services Contract with Paladin

Mr. David Carpenter, Committee Chair, advised that the second agreement was a contract award to Paladin Security Group Ltd. to provide contracted security services to AHS. He noted that the total contract award value is estimated at greater than \$90M for the initial term of the agreement. The Finance Committee reviewed the terms of the contract and recommended it for Board approval.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board:

- (a) approved a contract award to Paladin Security Group Ltd. to provide contracted security services to AHS; and**
- (b) delegated signing authority of the contract to the AHS President and CEO.**

d) [FC18-21] Delegation of Authority over \$90M Master Services Agreement, Continuing Care Services

Mr. David Carpenter, Committee Chair, reported that the third agreement was the Amended and Restated Master Services Agreement with Bethany Care Society and amending agreements. The Finance Committee reviewed terms of an amendment to the current agreement and recommended Board approval.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board:

- (a) approved the Amended and Restated Master Services Agreement (MSA) with Bethany Care Society;**
- (b) approved amending agreements to add service schedules and amend existing service schedules with Bethany Care Society; and**
- (c) delegated signing authority of the Amended and Restated MSA and amending agreements to the AHS President & CEO.**

e) [FC18-22] 2018/19 Authorization to Spend

Mr. David Carpenter, Committee Chair, advised that as a final matter, the Committee considered an authorization for expenses for AHS from April 1, 2018 – June 15, 2018, if the 2018/19 budget for AHS is not approved by April 1. The Committee recommended that the Board approve the authorization for expenses.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board authorized AHS to incur:

- (a) maximum expenses of \$3,225 million for the period April 1, 2018 to June 15, 2018; and**
- (b) maximum capital expenditures of \$120 million for the period April 1, 2018 to June 15, 2018.**

5. **Audit & Risk Committee**

a) **Report to the Board**

Mr. David Carpenter, Committee Chair, reported on the Audit & Risk Committee meeting on March 1, 2018. He noted that standard practice is that the Office of the Auditor General and KPMG are guests at the meetings in their role as external auditors of AHS.

Mr. Carpenter also noted that the Committee discussed various audit matters including a draft of third quarter financial results, the semi-annual report on the status of all outstanding internal and external audit recommendations, an assessment framework regarding strategic clinical networks, an Enterprise Risk Management Quarterly Summary Risk Report, and the current status of insurance for AHS.

Mr. Carpenter reported that there were no items that came through the Committee for Board approval.

6. **Governance Committee**

a) **Report to the Board**

Mr. Hugh Sommerville, Committee Chair, reported on the Governance Committee meeting on February 12, 2018.

Mr. Sommerville advised that the Committee received a verbal update with respect to Accreditation Canada assessment and the Leadership and Governance Standards as well as details as to the planned survey methodology.

Mr. Sommerville noted that the Committee was provided a table of the results for the AHS Board Skills and Competencies Matrix questionnaire. The Committee also met with the Ethics & Compliance Officer.

b) **[GOV18-03] Board Member Remuneration, Expense Reimbursement and Ongoing Education Procedure**

Mr. Hugh Sommerville, Committee Chair, reported that the Committee discussed the *Board Member Remuneration, Expense Reimbursement and Ongoing Education Procedure* (the "Procedure"). The Committee recommended that the Board approve the Procedure.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board approved the Board Member Remuneration, Expense Reimbursement, and Ongoing Education Procedure as reviewed by the Governance Committee and the AHS Board.

7. Community Engagement Committee

a) Report to the Board

Dr. Brenda Hemmelgarn, Committee Chair, reported on the Community Engagement Committee meeting on February 12, 2018.

Dr. Hemmelgarn advised that the Committee was pleased to welcome Ms. Joyce Law, CEO, University Hospital Foundation, Mr. Jim Brown, Chair, University Hospital Foundation, and Ms. Nicole Merrifield, Director, Communications and Special Projects, University Hospital Foundation, to the meeting to discuss the work being done by the University Hospital Foundation. The Committee appreciated the discussion they had with Ms. Law, Mr. Brown and Ms. Merrifield.

Dr. Hemmelgarn reported that the Committee received an update on Community Engagement and Foundation Relations, including the ongoing work with respect to the LGBTQ provincial advisory council, a discussion around governance for health foundations in the Province, and an update on the community engagement strategy with respect to the Southwest Edmonton Hospital.

Dr. Hemmelgarn advised that the Committee also considered three items for recommendation for approval of the Board.

b) [CEC18-03] Q4 Appointment of Trustees to Health Foundations

Dr. Brenda Hemmelgarn, Committee Chair, advised that the responsibility to appoint Trustees to established Foundations lies with the AHS Board. Continued foundations (those existing prior to the first provincial regionalization in 1995) and exempt foundations (those created under alternate legislation such as the *Societies Act*) are permitted to appoint their own Trustees without AHS approval, though AHS is able to appoint one voting trustee to each continued foundation.

Dr. Hemmelgarn noted that AHS is very grateful for the commitment of our volunteers across the province, value their work and appreciate their commitment to health care in the province.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board approved the appointment of Trustees to Health Foundations as reviewed by the Committee and the Alberta Health Services Board, as follows:

Foundation	Name	Period of Appointment
Alberta Cancer Foundation	Dr. Matthew Parliament	March 26, 2018 (expiring March 25, 2019)
	Ms. Nancy Guebert	March 26, 2018 (expiring March 26, 2019)
Bassano and District Health Foundation	Mr. Ron Wickson	March 26, 2018 (expiring March 25, 2021)
Brooks and District Health Foundation	Dan Klein	March 26, 2018 (expiring March 25, 2021)
	Ellen Unruh	March 26, 2018 (expiring March 25, 2020)
Canmore and Area Health Care Foundation	Jon Olthuis	March 26, 2018 (expiring March 25, 2021)
Crownsnest Pass Health Foundation	Joanne Liddell	March 26, 2018 (expiring March 25, 2020)
	Bonnie Linderman	March 26, 2018 (expiring March 25, 2020)
	Pat Rypien	March 26, 2018 (expiring March 25, 2020)
Fort Saskatchewan	Lynne Doctor	March 26, 2018 (expiring March 25, 2020)
	Ken Jackson	March 26, 2018 (expiring March 25, 2020)
	John Mather	March 26, 2018 (expiring March 25, 2020)
Grande Cache Hospital Foundation	Mildred (Millie) Evenson	March 26, 2018 (expiring March 25, 2021)
	Denise Hagg	March 26, 2018 (expiring March 25, 2021)
	Leah Geertsen	March 26, 2018 (expiring March 25, 2021)
	Steven Leck	March 26, 2018 (expiring March 25, 2021)
	Susan O'Reilly	March 26, 2018 (expiring March 25, 2021)
Oyen and District Health Care Foundation	Sandra Crooker	March 26, 2018 (expiring March 25, 2021)

Stettler Health Services Foundation	Cheryl Ann Barros	March 26, 2018 (expiring March 25, 2021)
	James Nibourg	March 26, 2018 (expiring March 25, 2021)
	Amy Marie Roberts	March 26, 2018 (expiring March 25, 2021)
Strathcona Community Hospital Foundation	Peter N. Scott	March 26, 2018 (expiring March 25, 2020)
Viking Health Foundation	Bryan Nordstrom	March 26, 2018 (expiring March 25, 2021)
	Patricia Sevcik	March 26, 2018 (expiring March 25, 2021)
	Brodie Weisgerber	March 26, 2018 (expiring March 25, 2021)

c) [CEC18-04] Q4 Provincial Advisory Council Member Appointment

Dr. Brenda Hemmelgarn, Committee Chair, reported on the appointment of a member to the Cancer Provincial Advisory Council. She noted that under the *Amended Bylaw for the Cancer Provincial Advisory Council*, the Board is required to approve appointments of members.

Dr. Hemmelgarn again noted that AHS is very grateful for the commitment of our volunteers across the province, value their work and appreciate their commitment to health care in the province.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board approved the appointment of Mr. George Andrews for a 3 year term to the Cancer Provincial Advisory Committee effective April 1, 2018.

d) [CEC18-05] Q4 Provincial Advisory Council Chair Appointment

Dr. Brenda Hemmelgarn, Committee Chair, reported that the appointment of a Chair to the Seniors and Continuing Care Provincial Advisory Council. She noted that under the *Bylaw for the Provincial Advisory Council for Seniors & Continuing Care*, the Board is required to approve the appointment of the Chair.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board approved the appointment of Mr. Ray Clark to the position of chair of the Seniors and

Continuing Care Provincial Advisory Council for a period of three years with the option to renew for an additional three years according to the Bylaw for the Provincial Advisory Council for Seniors and Continuing Care.

8. Human Resources Committee

a) Report to the Board

Ms. Marliss Taylor, Committee Vice Chair, reported on the Human Resources Committee meeting on February 28, 2018.

Ms. Taylor noted the Committee received a standing quarterly report on Our People Results and a labour relations update. She reported that the Committee also received an update on the non-union exempt employee compensation, and heard of a very successful safety initiative at the University of Alberta Hospital Neurosciences.

Ms. Taylor reported that there were no items that came through the Committee for Board approval but that the Board had been asked to present an item for Board approval.

b) [AHSB18-04] Ratification of Tentative Agreement AHS/HSAA (Paramedical Professional/ Technical) Collective Agreement

Ms. Taylor advised that AHS and HSAA reached a tentative agreement for renewal of the AHS/HSAA Collective Agreement (Collective Agreement) on February 24, 2018. The Board has considered and discussed the Tentative Agreement for the AHS/HSAA (Paramedical Professional/Technical) Collective Agreement, as presented to the Board. The Board wishes to ratify such recommendations.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board:

(a) ratified the Tentative Agreement for the AHS/HSAA (Paramedical Professional/Technical) Collective Agreement; and

(b) authorized the Alberta Health Services President & CEO to execute all such documents and do all such other acts as may be necessary to give effect to the above resolution.

9. Quality & Safety Committee

a) Report to the Board

Ms. Glenda Yeates, Committee Chair, reported on the Quality & Safety Committee meeting on March 14, 2018.

Ms. Yeates advised that the Committee received an update on the health outcome improvement strategic initiatives. She noted that the Committee also received Quality Summary Reports, as well as a draft of the Alberta Health Services Accreditation Status and Activities for Health Facilities and Programs Annual Report and was asked to recommend it to the Board for approval.

b) [QSC18-03] Accreditation Annual Report

Ms. Glenda Yeates, Committee Chair, advised that the Committee considered for recommendation for approval the Alberta Health Services Accreditation Status and Activities for Health Facilities and Programs Annual Report. Ministerial Directive D5-2008 *Mandatory Accreditation in Alberta's Health System* requires Alberta Health Services to provide information on accreditation activities and outcomes and accreditation status in an annual report to the Minister.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board:

- (a) approved the Alberta Health Services Accreditation Status and Activities for Health Facilities and Programs Annual Report (the "Report");**
- (b) supported the Board Chair delivering the Report to the Minister of Health by March 31, 2018; and**
- (c) directed management to make the Report available on the AHS public website as soon as practical.**

c) [AHSB18-05] Authorization for AHS to Execute the Provincial Association of Resident Physicians of Alberta (PARA) Agreement

Ms. Glenda Yeates, Committee Chair, advised that the Board had been asked to present another item for Board approval.

Ms. Yeates reported that the terms and conditions related to the non-academic work Alberta Resident Physicians perform is governed by an agreement that is negotiated between PARA and the AHS/University of Calgary Cummings School of Medicine/University of Alberta Faculty of Medicine & Dentistry. A new PARA Agreement incorporating previously agreed upon non-monetary items and arbitrated monetary provisions has been prepared and signed-off by the respective organizations is required to fully execute the agreement. Authorization from the AHS Board is required to delegate authority to the AHS President and CEO to execute the PARA Agreement.

UPON MOTION duly moved, seconded and unanimously carried the Alberta Health Services Board delegated authority to the AHS President and CEO to execute the PARA Agreement on behalf of AHS.

❖ **Adjournment**

There being no further business, the meeting was adjourned at 5:00 p.m.

_____/S/
Linda Hughes
Chair

_____/S/
Catherine MacNeill
Corporate Secretary & Legal Counsel