

## ANNUAL INTEGRATED AUDITS

### Chapter 1 **Advanced Education**

This chapter reports the results of the 2015-16 annual audits of the Ministry of Advanced Education (Advanced Education) and its agencies.

Advanced Education and its agencies complied with the authorities governing their activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing. The 2015-16 financial statements of each of Advanced Education's agencies are reliable. Advanced Education and its agencies had effective rules and procedures to safeguard public resources except Advanced Education needs to sign an adequate agreement on disaster recovery of computer systems and data with the Ministry of Central Services.

### Chapter 2 **Agriculture**

This chapter reports the results of our annual audit of the Ministry of Agriculture (Agriculture), its agencies, and funds for the year ended March 31, 2016. The 2015-16 financial statements of Agricultural Credit Corporation of Saskatchewan, Agricultural Implements Board, Saskatchewan Crop Insurance Corporation, Prairie Agricultural Machinery Institute (agencies), and the Ministry's funds are reliable.

Agriculture, its agencies, the Horned Cattle Fund, Pastures Revolving Fund, and Saskatchewan Agricultural Stabilization Fund each complied with the authorities governing their activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing.

Agriculture, its agencies, and the Saskatchewan Agricultural Stabilization Fund had effective rules and procedures to safeguard public resources except Agriculture needs to follow procedures for removing unneeded user access to its computer systems promptly.

### Chapter 3 **Central Services**

This chapter reports the results of our annual audit of the Ministry of Central Services (Central Services) for the year ended March 31, 2016.

Central Services complied with the authorities governing its activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing. It had effective rules and procedures to safeguard public resources except it did not follow Canadian generally accepted accounting principles to account for schools constructed under shared ownership agreements.



## Chapter 4

### Economy

This chapter reports the results of the annual audit of the Ministry of the Economy (Economy).

Economy complied with the authorities governing its activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing. Economy had effective rules and procedures to safeguard public resources, except it needs to follow procedures to remove unneeded user access to its systems and data promptly.

## Chapter 5

### eHealth Saskatchewan

During 2015-16, eHealth Saskatchewan (eHealth) made the following improvements. It segregated incompatible duties of staff processing payments and record keeping, promptly authorized requests for changes to its accounting records, and promptly removed unneeded user access to its information technology (IT) network. Also, it took steps to improve its ability to track individual capital assets and plans to complete the remaining steps by March 2017. It made significant progress towards an approved and tested IT disaster recovery plan and was working to secure a second data centre location to ensure the Ministry of Health and regional health authorities' IT systems continue to operate in the event its main data centre fails. eHealth had not yet improved the timeliness of its bank reconciliations to make this an effective control.

eHealth Saskatchewan's 2015-16 financial statements were reliable. In addition, eHealth complied with the authorities governing its activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing.

## Chapter 6

### Environment

This chapter reports the results of the annual audits of the Ministry of Environment (Environment), the Fish and Wildlife Development Fund, the Impacted Sites Fund (special purpose funds), and the Water Appeal Board (Board) for the year ended March 31, 2016.

Environment, the special purpose funds, and the Board complied with the authorities governing their activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing. The 2015-16 financial statements of the special purpose funds and the Board are reliable.

Environment and the Board had effective rules and procedures to safeguard public resources except Environment needs to follow its procedures to remove unneeded user access to its IT systems and data promptly.

## Chapter 7 Finance

This chapter reports the results of our annual audit of the Ministry of Finance (Finance) and its agencies with March 31 year-ends. Finance and these agencies complied with authorities governing their activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing. The 2015-16 financial statements of each of the agencies are reliable. Finance and these agencies had effective rules and procedures to safeguard public resources except for the matters reported in this chapter.

Finance administers resource surcharge revenues and continues to develop reporting models to estimate these revenues during the year. Finance needs to complete its development and implementation of these models to accurately estimate and record these revenues.

Also, Finance did not have an adequate agreement with one of its IT service providers, the Ministry of Central Services (Central Services). Its current agreement does not set out the expected frequency of Central Services' disaster recovery testing of Finance's systems, and sharing of those test results with Finance. At March 2016, Finance did not know if Central Services was capable of fully recovering certain of its critical IT systems that Central Services hosts.

In addition, Finance continued to not publicly report planned and actual rates of return of its \$1.7 billion of investments in sinking funds. The Government uses these investments to repay its debt when it becomes due.

## Chapter 8 Government Relations

This chapter contains the results of our 2015-16 annual audit of the Ministry of Government Relations (Ministry). The Ministry complied with authorities governing its activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing.

During 2015-16, the Ministry had effective rules and procedures to safeguard public resources except that it needs to give staff guidance for analyzing and taking action on issues arising from its monitoring of the 2002 Gaming Framework Agreement. It also needs to remove unneeded user access to its computer systems and data promptly.

## Chapter 9 Health

The Ministry of Health (Ministry) and six of its agencies reported in this chapter complied with authorities governing their activities. Each of these agencies' 2015-16 financial statements are reliable. The Ministry and those agencies had effective rules and procedures to safeguard public resources except for the matters related to the Ministry.



The Ministry needs to follow its established procedures for promptly removing unneeded user access to its computer systems and data. Lack of compliance with the established procedures increases the risk of inappropriate access.

## **Chapter 10** Highways and Infrastructure

During 2015-16, the Ministry of Highways and Infrastructure (Ministry), the Transportation Partnerships Fund (Fund), and the Saskatchewan Grain Car Corporation (Corporation) complied with the authorities governing their activities relating to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing.

The 2015-16 financial statements of the Fund and the Corporation are reliable. The Ministry and the Corporation had effective rules and procedures to safeguard public resources except Ministry staff did not always ensure unneeded access of former employees to its computer systems was removed promptly. Not following these established processes makes the Ministry's data and systems vulnerable to inappropriate access.

## **Chapter 11** Justice

This chapter reports the results of the annual audit of the Ministry of Justice (Ministry), its agencies, and special purpose funds for the year ended March 31, 2016.

The Ministry, its agencies, and special purpose funds complied with the authorities governing their activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing. The 2015-16 financial statements of its agencies and special purpose funds are reliable.

The Ministry and its agencies had effective rules and procedures to safeguard public resources except the Ministry needs to improve its IT processes by preparing and testing its disaster recovery plans, and removing unneeded user access to its computer systems and data on a timely basis.

## **Chapter 12** Northern Municipal Trust Account

The Ministry of Government Relations (Ministry) administers the Northern Municipal Trust Account (NMTA). NMTA's 2015 financial statements are reliable. In 2015, the Ministry complied with the authorities governing NMTA's activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing.

Other than for the following, the Ministry had effective rules and procedures for NMTA to safeguard public resources. The Ministry did not always prepare timely and accurate bank reconciliations or prepare accurate quarterly financial reports. In addition, the Ministry did not adequately supervise staff responsible for recording NMTA financial information (e.g., management did not sufficiently review quarterly and year-end NMTA financial information).

## Chapter 13 Parks, Culture and Sport

This chapter reports the results of the annual audits of the Ministry of Parks, Culture and Sport (PCS), and its eleven agencies for the year ended March 31, 2016.

The 2015-16 financial statements for the eleven agencies are reliable. Also, PCS and its agencies complied with governing authorities and had effective rules and procedures to safeguard public resources except that PCS needs to follow its procedures to remove unneeded user access to its computer systems and data promptly.

## Chapter 14 Public Service Commission

In 2015-16, the Public Service Commission (PSC) had effective rules and procedures to safeguard public resources and complied with authorities governing its activities other than that it needs to consistently and promptly remove unneeded user access to its IT systems.

## Chapter 15 Regina Qu'Appelle Regional Health Authority

In 2015-16, Regina Qu'Appelle Regional Health Authority (Regina Qu'Appelle) made some improvements to its processes (e.g., identified critical information technology [IT] systems and data needed in event of a disaster, and began the process to hire an internal auditor), but more work remains. It needs to consistently and promptly remove unneeded access to its IT systems and data, establish an internal audit function, and complete and test its disaster recovery plan. Effective disaster recovery plans would help make certain its IT systems are available to support its delivery of patient care.

Regina Qu'Appelle's 2015-16 financial statements were reliable. It complied with the authorities governing its activities relating to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing.

## Chapter 16 Regional Health Authorities

This chapter reports the results of our annual audit of 11 regional health authorities (RHAs). A separate chapter reports the results of our annual audit of Regina Qu'Appelle RHA because we audit it directly.

The 2015-16 financial statements of each of the 11 RHAs are reliable. The RHAs complied with their governing authorities and had effective controls to safeguard public resources except:

- › Mamawetan Churchill River, Keewatin Yatthé, and Prince Albert Parkland did not have written agreements, as the law requires, for giving money to other healthcare organizations that provided healthcare services on their behalf.



- › Keewatin Yatthé needs to improve its controls over capital assets.
- › Mamawetan Churchill River needs to better protect its IT systems and data, establish policies to review and approve key financial procedures, and follow its established procedures for approving overtime.
- › Mamawetan Churchill River and Sunrise need to have up-to-date and tested disaster recovery plans.

## Chapter 17

### Saskatchewan Indian Gaming Authority Inc.

Saskatchewan Indian Gaming Authority Inc. (SIGA) is a non-profit corporation established under *The Non-profit Corporations Act, 1995*. Its members are the Federation of Sovereign Indigenous Nations, the Tribal Councils of Saskatchewan, and independent First Nations. SIGA is licensed by Saskatchewan Liquor and Gaming Authority to operate six casinos located on First Nations reserves.

During 2015-16, SIGA complied with the authorities governing its financial-related activities. SIGA's 2015-16 financial statements are reliable. However, SIGA must better protect its information technology (IT) systems and data by periodically reviewing user access and testing its disaster recovery plan.

## Chapter 18

### Saskatchewan Liquor and Gaming Authority

Saskatchewan Liquor and Gaming Authority's (Liquor & Gaming) financial statements for the year ended March 31, 2016 are reliable. It complied with authorities governing its activities related to financial reporting, safeguarding resources, revenue raising, spending, borrowing, and investing.

Liquor & Gaming had, other than for the following two matters, effective rules and procedures to safeguard public resources. It needs to complete its IT security policies and consistently comply with its IT user access policies to remove user access promptly.

## Chapter 19

### Saskatchewan Water Corporation

This chapter reports the results of our annual audit of Saskatchewan Water Corporation (SaskWater) for the 15-month period ended March 31, 2016. SaskWater's 2015-16 financial statements are reliable. It complied with the authorities governing its activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing. SaskWater had effective rules and procedures to safeguard public resources except it did not have a completed and tested business continuity plan.

## Chapter 20 Social Services

This chapter reports the results of our annual audit of the Ministry of Social Services (Ministry) and its three special purpose funds for the year ended March 31, 2016.

The Ministry and its funds complied with authorities governing their activities, and had effective rules and procedures to safeguard public resources except the Ministry needs to:

- › Consistently remove unneeded user access to its computer systems and data
- › Provide only appropriate recipients with the correct amount of social assistance
- › Better supervise services community-based organizations deliver on its behalf

The 2015-16 financial statements of each fund are reliable.

## Chapter 21 Teachers' Dental Plan

This chapter reports the results of the annual audit of the Teachers' Dental Plan (Plan) for the year ended June 30, 2016.

The Teachers' Superannuation Commission (Commission) had effective rules and procedures to safeguard the Plan's public resources except it needs to obtain adequate support for dental payments and prepare financial statements for the Plan.

During the year, the Commission complied with authorities governing the Plan's activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing except for the lack of adequate support for dental payments.

## Chapter 22 Water Security Agency

This chapter reports the results of the annual audit of the Water Security Agency for the year ended March 31, 2016.

The Agency's 2015-16 financial statements are reliable; it complied with the authorities governing its activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing. Other than the need for a complete and tested business continuity plan, the Agency had effective rules and procedures to safeguard public resources.

**Chapter 23****Summary of Implemented Recommendations**

This chapter provides an update on recommendations that were implemented and the agencies are not discussed elsewhere in this Report.

**PERFORMANCE AUDITS****Chapter 24****Advanced Education—Approving Capital Projects**

This chapter describes the results of the Ministry of Advanced Education's (Ministry) processes to approve post-secondary capital projects. These capital projects are government investments in infrastructure at Saskatchewan universities, Saskatchewan Polytechnic, and regional colleges. The Ministry co-ordinates infrastructure planning for the post-secondary sector with SaskBuilds, who is the lead agency for the Government's centralized long-term infrastructure planning.

For the 12-month period ended August 15, 2016, the Ministry had, other than the following, effective processes to approve post-secondary capital projects. The Ministry needs to give post-secondary institutions timely feedback about their capital project requests that were not approved.

**Chapter 25****Cypress Regional Health Authority—Delivering Accessible and Responsive Ambulance Services**

Under *The Regional Health Services Act*, Regional Health Authorities (RHAs) are responsible for planning, organizing, delivering, and evaluating health services within their health region. In addition, *The Ambulance Act*, section 10(1) states, *the RHA board shall ensure that the health region receives adequate ambulance services.*

Cypress Regional Health Authority (Cypress RHA) strives to provide its residents with ground ambulance service that is timely and responsive. For the 12-month period ended August 31, 2016, Cypress RHA had, other than the following, effective processes for delivering accessible and responsive ambulance services.

Cypress RHA needs to:

- › Update its contracts with ground ambulance service providers. This would help support effective monitoring of contracted ambulance service providers.
- › Confirm ground ambulance operators operating in its region hold current operating licences. This confirms ambulances are safe to drive.
- › Analyze ambulance response times higher than target times to determine actions needed. This analysis will give Cypress RHA the ability to determine the reasons for delays in response times that may be contributing to negative patient outcomes.



- › Monitor and report on key measures for its ambulance services to its senior management, the board, and the public. This provides for transparency and accountability and help instill public confidence in the ambulance services in the region.

We also directed two recommendations to the Ministry of Health. The Ministry of Health needs to:

- › Work with regional health authorities (including Cypress RHA), to formally assess the distribution of ambulance services across the province. This would support the determination of optimal locations for ambulance services, understanding the ambulance staff required to serve their regions, and cost-effective use of ambulance services.
- › Consider updating *The Ambulance Act* related to contracted ground ambulance service providers to align with contract management best practices. This would allow RHAs to update, terminate, or renew contracts with ground ambulance service providers as required.

## Chapter 26

### Finance—Public Employees Benefits Agency—Securing Personal Information

The Public Employees Benefits Agency (PEBA) operates and administers various government pension and benefit plans for employees of the Government of Saskatchewan and certain employees of municipal governments. PEBA is responsible for maintaining personal information<sup>1</sup> that is required for the operation and administration of these plans.<sup>2</sup> PEBA must secure information entrusted to it.

For the 12-month period ended July 31, 2016, PEBA had, other than for the following matters, effective processes to secure pension and benefit plan participants' personal information.

PEBA needs to make all procedures used to secure personal information readily accessible to its staff to reduce the risk that employees will not follow processes. In addition, PEBA needs to periodically update its non-IT policies to secure personal information. Not doing so increases the risk PEBA may no longer appropriately secure personal information.

## Chapter 27

### Health—Special Needs Equipment for Persons with Disabilities

As part of its responsibilities under *The Health Administration Act*, the Ministry of Health (Ministry) may provide programs for persons with residual physical disabilities due to accident, congenital defect, injury, diseases or other illness. To help fulfil this responsibility, the Ministry established the Saskatchewan Aids to Independent Living (SAIL) program.

The SAIL program is intended to provide:

- › Benefits that assist persons with physical disabilities achieve a more active and independent lifestyle and assist people in managing certain chronic health conditions

<sup>1</sup> Examples include medical reports, coroner reports, social insurance numbers, marriage certificates, birth certificates, death certificates, and banking information.

<sup>2</sup> *The Financial Administration Act, 1993*, s.64 (1).



- › A basic level of coverage for disability-related equipment, devices, products and supplies to achieve the best possible care, experience and health for beneficiaries<sup>3</sup>

The SAIL program includes 14 sub-programs. The Special Needs Equipment Program (Equipment Program) is one of SAIL's sub-programs. The intent of the Equipment Program is to provide the free loan and repair of special needs equipment to eligible clients throughout the province.<sup>4</sup>

For the 12-month period ended August 31, 2016, the Ministry had, other than the following, effective processes to provide special needs equipment to persons with disabilities. The Ministry needs to:

- › Implement further strategies and action plans so clients receive special needs equipment within an acceptable timeframe and equipment that is no longer being utilized is recovered. This would help the Ministry actively manage wait lists for special needs equipment.
- › Implement a process to track the quality and timeliness of repairs and complete appropriate preventative maintenance on special needs equipment. This would help make sure the equipment is safe for use.
- › Set out how it plans to measure the success of the Equipment Program. This would allow the Ministry to assess how well the Equipment Program contributes to the achievement of SAIL's objectives.
- › Set clear expectations for when its service provider should escalate complaints. This would help the Ministry identify issues and allow the Ministry to make informed decisions about improving service delivery to its clients.

## Chapter 28

### Justice—Planning for Inmate Capacity of Adult Correctional Facilities

Over the past 10 years, Saskatchewan's adult inmate population has grown by 51%, mainly due to a 104% increase in the number of inmates on remand. This significant growth creates challenges in planning facility capacity for housing and rehabilitating adult inmates. At July 2016, the Ministry of Justice (Justice) had 12 adult correctional facilities.

Inmate facility capacity planning must consider space that inmates require for both living and rehabilitation programming at the present and in the future. Inmate facility capacity planning is complex and involves a large number of parties. Poor facility capacity planning can lead to using public funds inefficiently or operating over the capacity of the correctional facilities. Operating over the capacity of the facilities may result in unsafe or inhumane conditions for inmates or correctional officers, or ineffective rehabilitation of inmates.

This chapter reports the results of our audit of Justice's processes to plan for inmate capacity of provincial adult correctional facilities. For the 12-month period ended July 15, 2016, Justice had, other than the following, effective processes. Justice needs to:

- › Establish written guidance for use in facility capacity planning. Written guidance supports a co-ordinated approach that makes expectations clear and sustains the planning process.

<sup>3</sup> Ministry of Health, *Saskatchewan Aids to Independent Living (SAIL) General Policies*, (2015).

<sup>4</sup> Ibid.

- › Define how it will determine the inmate capacity of its existing adult correctional facilities to guide facility capacity planning decisions. Clear processes to determine existing inmate capacity of correctional facilities would facilitate effective decisions about utilization, modification, or construction of facilities.
- › Promptly forecast demand for rehabilitation program space, and complete its analysis of alternatives to meet needs for adult correctional facility inmate living and program space. Saskatchewan’s growing adult inmate population increases the need for Justice to forecast demand and complete its analysis of alternatives as soon as possible.

To determine the need for rehabilitation program space, Justice requires forecasts of demand for rehabilitation programs, including the nature and extent of these programs. Analysis of alternatives, including those that do not involve major construction or renovation of facilities, provide a foundation for developing long-term strategies to plan for inmate capacity in its facilities.

- › Regularly update written contingency plans to meet unexpected changes in demand for inmate living and program space. Written plans would help ensure Justice provides inmates with adequate housing and required rehabilitation programming.
- › Develop a written long-term plan to manage inmate capacity in its adult correctional facilities. Such a plan would help Justice have the right space to provide adequate housing and rehabilitation programming to adult inmates at the right time. In addition, it would reduce the risk of incurring unnecessary operational or construction costs.

## Chapter 29

### Regina Roman Catholic Separate School Division No. 81 – English as an Additional Language Programming

This chapter reports the results of our audit of processes Regina Roman Catholic Separate School Division No. 81 (Regina Catholic, Division) uses to provide English as an Additional Language (EAL) programming to support the academic success of immigrant<sup>5</sup> Kindergarten to Grade 8 students.

English-language proficiency is a key factor in students’ academic success. The longer it takes students to learn English, the more they may fall behind in school.

Regina Catholic had, except in the following areas, effective processes to provide English as an Additional Language programming to support the academic success of immigrant Kindergarten to Grade 8 students. It needs to do the following:

- › Annually reassess its estimate for Kindergarten to Grade 8 EAL student enrolment
- › Rationalize the number of Kindergarten to Grade 8 EAL teachers required for its EAL program
- › Periodically analyze the results of the Kindergarten to Grade 8 EAL program

In addition, it needs to give its Board of Education periodic reports on the success of the Kindergarten to Grade 8 EAL program.

<sup>5</sup> Immigrants include all residents who were not born in Canada. There are two types of these residents: non-permanent and permanent residents. Non-permanent residents include temporary residents and international students.



## Chapter 30

### Western Development Museum—Permanently Removing Historical Artifacts

Determining which artifacts to remove from a museum collection and when is key to effectively maintaining and managing museum collections. Actively removing artifacts helps make preservation of artifacts manageable, relieves storage space pressures, and as such, helps control costs.

The Western Development Museum (WDM) is Saskatchewan's largest human history museum. WDM had, other than in the following areas, effective processes to permanently remove historical artifacts from its collections. WDM needs better guidance to help it systematically identify and select artifacts for removal. Use of the information in its collections database would aid it in these decisions. In addition, it needs to reinforce its expectations of staff to actively participate in identifying artifacts for removal.

## Chapter 31

### Workers' Compensation Board—Co-ordinating Injured Workers' Return to Work

This chapter describes the results of our audit of the Workers' Compensation Board's (WCB) processes to effectively co-ordinate workers' return to work. WCB works with the injured worker, employer, and health care professionals to get the worker back to suitable, productive employment. Return-to-work plans are an essential component of WCB's return-to-work program. They are a tool for WCB to help injured workers return to employment in a timely and safe manner.

For the 12-month period ended August 31, 2016, WCB had, other than the following, effective processes to effectively co-ordinate workers' return to work. WCB needs to:

- › Consistently record its communications with injured workers, employers, and health care professionals; actively seek requested reports from them; and enhance its educational activities for them to increase submission of properly completed reports
- › Verify the completeness and currency of return-to-work plans, obtain agreement from injured workers and employers with those plans, and address impediments to timely recovery
- › Track and analyze key information about the quality and timeliness of its return-to-work program

## AUDIT FOLLOW UPS

## Chapter 32

### Agriculture—Irrigation Infrastructure Maintenance

By September 23, 2016, the Ministry of Agriculture (Ministry) had implemented the two remaining recommendations that we first made in our 2011 audit of its processes to maintain irrigation infrastructure at Lake Diefenbaker.

The Ministry developed long-term irrigation objectives. It is using these long-term objectives in developing long-term maintenance plans. Also, senior management reviewed written reports summarizing completed maintenance activities.

## **Chapter 33** Central Services—Use of Consultants

This chapter describes our first follow-up of management's actions on the recommendations we made in 2014 related to our audit of the Ministry of Central Services' (Ministry) processes for the use of consultants. By August 31, 2016, the Ministry had implemented three recommendations, but requires more work to fully implement one other recommendation. In addition, one recommendation was no longer relevant.

The Ministry established a policy to guide hiring of consultants. The policy requires a documented business case prior to undertaking any process to contract a consultant. The policy also requires contracts and related documents to outline the Ministry's process for evaluating consultants.

The Ministry did not follow the policy in that its contracts with consultants did not include provisions for monitoring and evaluation of consultants. In addition, it did not formally evaluate consultant services. Lack of such provisions and formal evaluations increases the risk the Ministry may engage consultants with past performance problems.

## **Chapter 34** Conseil scolaire fransaskois—Financial Management and Governance Practices

The Conseil scolaire fransaskois (CSF; also referred to as Conseil des écoles fransaskois No. 310) is Saskatchewan's first-language French school system. It operates 14 fransaskois schools which are geographically dispersed across the province.<sup>6</sup>

In our 2014 audit of CSF's financial management and governance practices, we made 10 recommendations. By September 30, 2016, CSF had implemented all 10 recommendations. It established processes to develop required Board competencies, and to establish governance and financial policies and procedures key to managing its financial operations.

## **Chapter 35** eHealth Saskatchewan—Sharing Patient Data

Since 1997, Saskatchewan has been developing a provincial electronic health records system for patients (called the provincial EHR) to allow for the sharing of patient data among healthcare professionals.<sup>7</sup>

Since 2010, eHealth Saskatchewan (eHealth) has had the mandate to develop and implement the provincial EHR for Saskatchewan. eHealth has created a provincial EHR through compiling

<sup>6</sup> <http://ecolefrancophone.com/en/parents/find-a-school> (16 September 2016).

<sup>7</sup> Patient data is patient health information in electronic format. Healthcare professionals include physicians, pharmacists, nurses, and radiologists.



and standardizing patient data from different regional health authorities and healthcare providers into provincial data repositories (i.e., data collection systems).

This chapter sets out the status of five recommendations we first made in 2014 to improve eHealth's processes to share patient data among healthcare professionals. Four recommendations were directed at eHealth and one recommendation was directed at the Ministry of Health (Ministry).

By September 15, 2016, eHealth implemented three of its four recommendations. Since our 2014 audit, eHealth has standardized data in all of the provincial data repositories, except for clinical records.

eHealth, in association with the Ministry, Saskatchewan Cancer Agency, and regional health authorities, formed the Health Information Oversight Committee (HIOC) in May 2016. HIOC is to establish, deliver, and govern an effective and efficient provincial health information system. Part of its responsibilities is to make sure future IT capital projects are compatible and integrated with the current system before asking the Ministry to fund them.

The results of HIOC's work, along with a long-term IT capital plan for the health sector, are expected to ensure the healthcare system has the priority IT resources required to deliver patient services. At September 2016, the Ministry did not have a long-term IT capital plan that encompasses provincial EHR priorities.

## Chapter 36

### Finance—Oversight of Information Technology

This chapter reports the results of our fourth follow-up of two recommendations we initially made in our *2009 Report – Volume 3, Chapter 7*, on the Ministry of Finance's (Finance) processes for overseeing IT. At September 30, 2016, Finance had implemented both recommendations. During 2015-16, Finance assessed its IT risks and implemented its IT strategic plan.

## Chapter 37

### Government Relations—Assessing Public Concerns

The Ministry of Government Relations (Ministry) is responsible for setting the legislative framework for municipal governments in Saskatchewan.

The Ministry works with municipalities, their representative associations, and other provincial agencies to help foster effective local government. When the public does not understand municipal government legislation or has concerns about municipal administration or services, they often express these concerns to the Ministry. The Ministry uses these concerns as a source of information to assist it in identifying areas for improvement to the system of municipal government.

By September 26, 2016, the Ministry implemented all the recommendations we made in 2014 related to its processes to assess public concerns regarding municipalities. The Ministry:

- › Gave its staff central guidance on tracking, assessing, and documenting analysis of public concerns
- › Required staff responsible for assessing public concerns to document potential conflicts of interest, and then assigned staff accordingly
- › Documented key information about public concerns in its electronic system

## Chapter 38 Health Quality Council – Co-ordinating the Use of Lean

In our *2014 Report – Volume 2*, Chapter 34, we reported the results of our audit of the Health Quality Council’s (HQC)<sup>8</sup> processes to co-ordinate the use of Lean<sup>9</sup> as a continuous improvement methodology across the health sector.

This chapter sets out the status of five recommendations we made to improve HQC’s processes to co-ordinate the use of Lean. By September 2016, HQC had implemented three of the five recommendations. It now shares information across health sector agencies<sup>10</sup> that demonstrates how Lean activities contribute to strategic priorities. It collects information from health sector agencies on ongoing results achieved through Lean events and the sustainability of those results. It reports those results to the Ministry of Health (Ministry) and health sector agencies.

HQC, in collaboration with the Ministry and various health sector agencies, was developing but had not yet finalized a risk management framework for co-ordinating the use of Lean across the health sector.

Also, the public still needs information on the benefits realized from the use of Lean to enable them to determine whether, in their view, the investment was worthwhile and the health sector has achieved the objectives it expected.

## Chapter 39 Justice – Maintenance Enforcement

Under *The Enforcement of Maintenance Orders Act, 1997*, the Ministry of Justice (Ministry) is responsible for administering the maintenance enforcement program. The Ministry, at the recipient’s or payer’s request,<sup>11</sup> registers spousal and/or child support court orders and agreements, records and monitors payments, and takes enforcement action when the required payments are missed or late.

This chapter sets out the status of three recommendations we first made in 2012 to improve the Ministry’s processes to enforce maintenance payments. By September 30, 2016, the Ministry implemented one recommendation.

<sup>8</sup> HQC was established in 2002 under *The Health Quality Council Act*. Its responsibilities include promoting improvement in the quality of health care through training and education. Its *Annual Report 2015-16* (p. 2) states HQC’s mission is to *accelerate improvement in the quality of healthcare throughout Saskatchewan*.

<sup>9</sup> Lean is a continuous improvement methodology that involves analyzing processes to identify areas for improvement, carrying out activities intended to achieve those improvements, and monitoring the impact of changes.

<sup>10</sup> Health sector agencies include the Ministry of Health, all regional health authorities (RHAs), the Saskatchewan Cancer Agency, 3sHealth, eHealth, and the Health Quality Council.

<sup>11</sup> [www.saskatchewan.ca/residents/family-and-social-support/child-support-and-protection/help-with-paying-or-receiving-child-support](http://www.saskatchewan.ca/residents/family-and-social-support/child-support-and-protection/help-with-paying-or-receiving-child-support) (6 October 2016).



In October 2015, the Ministry implemented a new computer system, and required maintenance enforcement officers to formally review client files every two months to determine whether it needed to change its enforcement approach. At September 2016, it was developing monitoring reports to help it implement the remaining two recommendations.

## Chapter 40

### Justice—Monitoring Provincial Policing Services Delivered by the RCMP

The Ministry of Justice (Ministry) is responsible for provincial policing. This includes making sure the cost for provincial policing services delivered by the Royal Canadian Mounted Police (RCMP) is accurate. For 2015-16, the cost for provincial policing services provided by the RCMP was \$174 million.<sup>12</sup>

In 2009, we reported that the Ministry did not verify costs charged by the RCMP for policing were accurate and recommended that it do so. By September 30, 2016, the Ministry had implemented processes to do so (e.g., review of sufficient financial information, developing an understanding of the RCMP's financial management policies). These processes assess the accuracy of the costs charged by the RCMP and reduce the risk of the Ministry overpaying the RCMP.

## Chapter 41

### Prairie North Regional Health Authority—Hospital-Acquired Infections

By July 29, 2016, Prairie North Regional Health Authority (Prairie North) had implemented all recommendations outstanding at August 2013 (our last follow-up). We initially made these recommendations in our 2011 audit of Prairie North's processes to protect patients from hospital-acquired infections.

By July 2016, Prairie North had formalized its processes to consistently monitor and report its key practices to control hospital-acquired infections. It also provided senior management with a written analysis of emerging risks based on trends and causes of hospital-acquired infections.

## Chapter 42

### Prince Albert Parkland Regional Health Authority—Home-Care Services

Prince Albert Parkland Regional Health Authority (PA Parkland) is responsible for delivering home-care services to people with healthcare needs. Home-care services include health care and support services to help people maintain independence and well-being in the community. Lack of effective processes to provide timely and appropriate home-care services could result in increased healthcare costs and increased risk of poor health outcomes for residents in the region.

By September 2016, PA Parkland had made significant improvements to its delivery of home-care services. It had implemented nine of the twelve recommendations we first made in 2014 related to the provision of timely and appropriate home-care services.

<sup>12</sup> Ministry of Justice Annual Report for 2015-16, p. 22.



PA Parkland needs to do further work in the following areas:

- › Consistently complete the required needs assessments
- › Review and approve home-care plans
- › Prepare and approve work schedules consistent with home-care plans

## Chapter 43

### Saskatchewan Indian Gaming Authority Inc.— Information Technology Threat and Risk Assessment

The Saskatchewan Indian Gaming Authority Inc. (SIGA) uses IT extensively to carry out its business.<sup>13</sup>

By October 5, 2016, SIGA had implemented all four recommendations we first made in our 2012 audit of its IT threat and risk assessment processes. SIGA has approved an IT risk assessment policy, assessed its IT risks, developed responses to those risks, reported its risk assessment to senior management, and monitored its risks. These improved processes help SIGA understand its IT risks and sufficiently plan to respond to them to keep its IT systems available and secure.

## Chapter 44

### Saskatchewan Rivers School Division No. 119— Maintaining Facilities

Saskatchewan Rivers School Division No. 119 (Saskatchewan Rivers, Division) is responsible for maintaining facilities necessary for the educational programs and instructional services it provides. This includes 32 schools located in 17 communities, its school division office, and support and maintenance service buildings located in Prince Albert.

By June 30, 2016, Saskatchewan Rivers had implemented one of five recommendations we made in our 2014 audit of its processes to maintain facilities. It was actively working on and making progress towards:

- › Establishing written processes for gathering and recording reliable information about its facilities and components (e.g., condition, required maintenance, and completed maintenance), determining maintenance priorities and its maintenance plan, and monitoring timely completion of maintenance
- › Setting performance measures and targets for monitoring the effectiveness of its maintenance processes

Effective maintenance processes help enhance the future viability and safety of schools, improve the quality of space, protect against loss of facility value or service life (i.e., replacing a facility earlier than intended), and limit repair costs in the future.

<sup>13</sup> SIGA operates six First Nations casinos in Saskatchewan.



## Chapter 45

### Saskatoon School Division No. 13—Goods and Services Procurement Processes

Saskatoon School Division No. 13 (Saskatoon Public, Division) buys goods and services as part of its mandate to educate students. To manage its risks, Saskatoon Public requires effective processes to procure goods and services with due regard for obtaining best value for the school division and in a way that is fair and transparent.

In our 2014 audit of Saskatoon Public's processes for the procurement of goods and services, we made 11 recommendations. By June 30, 2016, the Division had significantly improved its procurement processes. It had implemented six recommendations, partially implemented one recommendation, and had not implemented four recommendations.

Saskatoon Public's Board needs to approve key policies related to the procurement of goods and services. The Division also needs to assess the validity of new suppliers, restrict user access to make changes to supplier information within the financial system, and establish processes to appropriately document receipt of goods and services.

## Chapter 46

### South East Cornerstone School Division No. 209—Promoting Positive Student Behaviour

Student behavior influences the extent and quality of education received by students. Promoting positive student behaviour and addressing problem behaviour is paramount in encouraging student success and providing a safe learning environment at schools.

This chapter sets out the status of nine recommendations we first made in 2014 to improve South East Cornerstone School Division No. 209's (Division) processes for promoting positive student behaviour.

By September 15, 2016, the Division had implemented all nine recommendations. Its schools have developed Safe and Caring School Charters. Complete documentation of decisions and steps taken to support positive student behaviour is required in all student files. Also, it has developed an escalation process to address continuing problem student behaviour. In addition, it has set clear expectations for training staff on student behaviour initiatives, and keeps records of who received such training easily accessible at schools. The Division tracks student behaviour, analyzes this information and reports results of its student-behaviour initiatives to its Board.

## Chapter 47

### Water Security Agency—Co-ordinating Flood Mitigation

The Water Security Agency (Agency) is mandated to promote and co-ordinate the management, administration, development, conservation, protection, and control of water within the province. As part of its mandate, the Agency is responsible for co-ordinating flood mitigation in the province.

In 2014, we audited the effectiveness of the Agency's processes to co-ordinate flood mitigation. We made two recommendations. By September 23, 2016, the Agency improved some of its

flood mitigation processes. It was creating a list of municipalities with ongoing flood risks. Once the Agency completes this listing, it needs to work with others to evaluate gaps in flood mitigation initiatives in municipalities with ongoing flood risks.

## **Chapter 48** Water Security Agency – Dam Safety

At August 2016, the Water Security Agency (Agency) had not yet fully addressed the remaining two of four recommendations that we first made in our 2005 audit of its processes to ensure its four largest dams were safe (i.e., the Gardiner, Qu'Appelle River, Rafferty, and Alameda dams).

The Agency had developed emergency preparedness plans for each of its four major dams. By August 2016, the Agency had drafted, but not yet approved, a policy to test the plans. It indicated it planned to approve the policy by March 31, 2017.

The Agency made some progress in updating its procedure manuals for its four major dams. These procedure manuals set out procedures to operate, maintain, and monitor the dams safety. Up-to-date manuals support safe operation of the dams.

## **Chapter 49** Water Security Agency – Risks to Water Supply

At August 2016, the Water Security Agency had implemented the two remaining recommendations that we first made in our 2010 audit of the Agency's processes to identify risks to the water supply.

The Agency publicly communicated, in the *2015 State of the Environment Report*, causes of risks to the water supply and the likelihood and impact of those risks.

## **STANDING COMMITTEES**

### **Chapter 50** Standing Committee on Crown and Central Agencies

Through its work and recommendations, the Standing Committee on Crown and Central Agencies (Committee) can help the Legislative Assembly (Assembly) hold the Government accountable for its management of the Crown Investments Corporation of Saskatchewan (CIC) and its subsidiary corporations. The Committee does this, in part, by reviewing chapters in our Reports, and the annual reports and financial statements of agencies within its subject area. It reports to the Assembly on the results of its review. These reports may contain recommendations resulting from our audit work.

On January 6, 2016, the Committee tabled a report with the Assembly on the results of its review. This report contains 66 Committee recommendations resulting from our audit work. At September 30, 2016, the Government had fully implemented 83% of these 66 recommendations, and partially implemented 91% of the remaining recommendations.



At September 30, 2016, the Committee had not reviewed several years of annual reports of CIC and two of its subsidiaries.

## Chapter 51

### Standing Committee on Public Accounts

The work of the Standing Committee on Public Accounts (Committee) is crucial for a well-managed parliamentary system of government. It provides a vital link in the chain of accountability over public resources; it contributes to the public's confidence in government.

The Committee's discussions and recommendations to the Legislative Assembly (Assembly) promote a more open and accountable government and better management of government operations. By questioning, requesting information, and making recommendations in its reports to the Assembly, the Committee acts as an agent of change for the management practices of government. This is evident, in part, through the extent of implementation of the Committee's recommendations.

The Government has fully implemented 62% of recommendations the Committee has made during the previous five years. It has partially implemented 51% of the remaining recommendations.