ANNUAL INTEGRATED AND INFORMATION TECHNOLOGY AUDITS

Chapter 1

Public Service Commission—Administering the Government's Key Human Resources/Payroll IT System

Under *The Public Service Act, 1998*, the Public Service Commission is the central human resource agency for about 12,000 staff[1] primarily employed by government ministries and agencies.[2] The Commission also administers the human resources and payroll system, which processed over $919 million in payroll expenses.[3]

The Commission had effective central controls to protect the confidentiality, integrity, and availability of transactions on the human resources and payroll system with one exception. The Commission needs to follow its procedures to review and approve payroll reports prior to paying employees.

Reviewing and approving payroll reports before paying employees reduces the risk of inappropriate payments to employees and/or inaccurate employee records.

Chapter 2

School Divisions

This chapter reports the results of the annual audits of the 28 school divisions for the year ended August 31, 2016. The 2015-16 financial statements of each of these school divisions are reliable, and each complied with authorities governing its activities related to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing.

Twenty-five school divisions had effective rules and procedures to safeguard public resources. We make recommendations for improvements to three school divisions. Holy Family needs to independently review and approve journal entries. Northern Lights continues to need to test its IT disaster recovery plan, and Sun West needs to document its IT disaster recovery plan. In addition, in 2015-16 four school divisions improved their financial-related controls.

PERFORMANCE AUDITS

Chapter 3

Economy—Working Towards Establishing Outcomes-Based Contracts

In 2015-16, the Ministry of the Economy started to use of a form of outcomes-based contracts for its labour programs such as the Adult Basic Education—Essential Skills for the Workplace Program (ESWP)—training programs for unemployed or underemployed with the objective of improving their employability.

---

[1] Includes permanent full-time, permanent part-time, term, and labour service staff.
[2] www.cs.gov.sk.ca/demographics (29 March 2017).
[3] Payroll expenses from the Commission's 2015-16 financial records.

The Ministry worked with suppliers to incorporate into ESWP contracts what it expected program participants to gain from the training. However, it did not always do it in a way that allowed determination of what was achieved. Therefore, the Ministry cannot know if its ESWP training programs have improved employability of program participants (primarily Aboriginal people).

In addition, although the Ministry refers to its ESWP contracts as outcomes-based, it paid suppliers of ESWP training programs in the same way as it pays other suppliers. That is, it pays them based on the delivery of the training programs and not results achieved.

As such, the Ministry is in the early stages of using outcomes-based contracting. The form of outcomes-based contracting that it is using does not align contracted terms of payment with the suppliers' achievement of agreed-upon outcomes. In addition, it does not use incentives to promote suppliers' achievement of agreed-upon outcomes. These features are key to obtaining overall better value, better performance, and lower costs for contracted services.

Chapter 4 — Environment—Climate Change

In March 2016, governments across Canada, including the Government of Saskatchewan, agreed to take steps to reduce greenhouse gas (GHG) emissions to mitigate their effect on climate (mitigation), and to reduce the vulnerability and increase the resilience of nature and people to the effects of climate change (adaptation). These governments agreed to implement GHG reduction policies to reduce Canada's emissions by 30% from 2005 levels by 2030. This agreement does not hold the Saskatchewan Government to a specific provincial target.

At January 2017, Saskatchewan did not have a provincial mitigation plan with provincial targets for GHG reduction. In addition, it did not have a co-ordinated provincial adaptation plan. Rather, it was at the policy development stage.

In October 2016, Saskatchewan issued its Climate Change White Paper. The purpose of the White Paper was, in part, to outline future potential direction or actions to combat climate change both provincially and nationally. The White Paper highlighted different strategies that Saskatchewan intends to use (e.g., carbon capture and storage technology for coal-fired electricity generation, increasing renewable power generation).

Using direction set in the White Paper, the Ministry of Environment, at January 2017, was developing policies related to reducing GHG emissions and was leading the development of a co-ordinated provincial adaptation plan.

Without plans, policies and targets, Saskatchewan may not be able to fulfill its commitment to Canada to contribute to the reduction of GHG emissions.

Chapter 5 — Finance—Implementing the Revenue Administration Modernization Project

The Ministry of Finance is updating its taxation revenue administration processes including related IT systems over five years (from 2014 to 2019). It calls this renewal project the Revenue Administration Modernization Project (RAMP). It expects this project to cost $35.5 million.

The Ministry is using RAMP to change how it administers many types of taxation revenue such as provincial sales tax and tobacco tax. It expects to retire up to 25 tax-related IT systems as part of RAMP.[4]

It expects implementing RAMP will lead to productivity gains (e.g., reducing time to process revenue transactions), financial benefits (e.g., identifying underreported taxes, reduced costs) of $103 million over 15 years, improved customer service (e.g., faster and improved access to records), and increased IT system availability (e.g., less downtime).

This chapter describes the results of our audit of the Ministry of Finance's processes for managing the implementation of RAMP. For the 12-month period ended January 31, 2017, those processes were effective, except in the following areas. The Ministry needs to:

❯ Document how and when it will measure and report benefits achieved.

   While it had clearly defined the benefits expected from RAMP, as noted above, the Ministry had not determined how best to measure and report on them. Having clear measures is key to assessing and demonstrating whether RAMP results in the productivity, revenue, and efficiency gains expected.

❯ Report, in writing, all costs incurred in project reports used to monitor the project's progress.

   Its monthly status reports included some but not all costs incurred. Complete costing information helps effectively monitor project costs and support decisions about the project's financial status.

Chapter 6 Health—Detecting Inappropriate Physician Payments

Each year, the Ministry of Health pays over $500 million to about 1,800 physicians under a fee-for-service arrangement.

Laws require physicians to submit accurate fee-for-service billings. The Ministry directly compensates them at specific agreed-upon rates for specific services provided to residents with valid health coverage. Under the fee-for-service arrangement, the Ministry cannot practically confirm the validity of all billings before paying physicians. As such, it must have effective processes to detect inappropriate physician billings.

This chapter reports, in 2016, while the Ministry had processes to detect some inappropriate fee-for-service payments to physicians, it needs to:

❯ Set a comprehensive risk-based strategy and conduct a cost-benefit analysis of IT systems to better detect inappropriate physician billings before paying physicians.

   The Ministry's current IT system is over 50 years old and rules-based instead of risk-based. It results in staff manually assessing the validity of 8,200 physician billings every two weeks. The audit found the Ministry is not always identifying potentially large inappropriate billing before making payments.

[4] Ministry of Finance, Updated Business Case, Revenue Administration Modernization Program, (2014).

A risk-based strategy and supporting system would better identify high-risk billings and decrease the risk of overpaying physicians.

❯ Develop criteria to determine which physicians should have their billing practices investigated and assess options to conduct more investigations of physicians suspected of being overpaid.

The Joint Medical Professional Review Committee with authority to investigate questionable billing practices of physicians investigates only about nine physicians each year even though the Ministry identifies more. For example at March 2017, the Ministry had suspected 15 physicians of questionable billing practices. The low volume of cases being investigated by the Committee, combined with the Ministry's limited review of inappropriate payments, restrains the Ministry's ability to identify and recover overpayments.

Having additional options to investigate could identify more inappropriate billings, and better reinforce the importance of physicians having appropriate fee-for-service billing practices.

Physicians may submit bills for the incorrect amounts because of misunderstandings, mistakes, or, on occasion, deliberate actions. In 2016-17, physicians were ordered to repay $1.2 million for inappropriate billings. Strong processes to detect inappropriate payments will help ensure taxpayers only pay for eligible services.

Chapter 7 — Highways and Infrastructure—Enforcing Vehicle Weight and Dimension Requirements

Saskatchewan's economy relies on moving oil, agricultural, and mined mineral resources to market. A shift from rail transportation to highway transportation has increased large commercial vehicle traffic on provincial highways. Vehicles that exceed weight regulations cause increased damage to pavement and bridges. This increased usage and damage increases maintenance costs.

The Ministry of Highways and Infrastructure estimates it spends at least $10 million every year to repair damage caused by overweight vehicles. In addition, vehicles that exceed dimension requirements may increase risks to public safety in that they can obstruct traffic or hit overhead infrastructure.

The Ministry is responsible for enforcing vehicle weight and dimension laws on provincial highways. The processes that the Ministry used to enforce weight and dimensions laws for the 12-month period ended August 31, 2016, were not effective. The Ministry needs to:

❯ Rationalize, in writing, vehicle enforcement activity expectations based on a risk assessment to confirm planned enforcement activities are sufficient

❯ Complete vehicle enforcement activities as planned

❯ Evaluate the results of joint-enforcement activities

❯ Complete and document investigations consistent with its established processes

❯ Periodically evaluate and report to senior management on the effectiveness of vehicle enforcement activities

Chapter 8 — Living Sky School Division No. 202—Engaging Grades 7 to 12 Students

Saskatchewan's education sector set provincial targets associated with student engagement as measured by the *OurSCHOOL*[5] survey. The sector aims to have, by June 2018, 77% of students actively engaged in learning and have a positive sense of belonging.

Living Sky School Division No. 202 is responsible for educating approximately 5,700 students in the area surrounding North Battleford, Unity, and Spiritwood. Almost half of its students are in Grades 7 to 12.

Other than the following areas, Living Sky had effective processes to engage Grades 7 to 12 students. To improve student engagement, it needs to:

❯ Analyze current year *OurSCHOOL* survey results as compared to prior years—the past two years of survey results highlight areas of strength and those requiring additional attention (i.e., having a positive sense of belonging, positive relationships, positive homework behaviour, level of anxiety, level of depression)

❯ Obtain input of its Elders' Council on actual survey results specific to First Nations and Métis students to help them address the disparity in results between self-identified First Nations and Métis students and other students—almost one-third of its Grades 7 to 12 students are of First Nations and Métis ancestry

These steps will help the Division develop clear and timely action plans to improve student engagement, establish interim targets to help it move towards achieving the provincial target for student engagement, and focus its initiatives on areas critical to better engaging students.

Student engagement contributes positively to students' academic achievement and well-being. Student engagement tends to decline as students progress through middle and secondary school (i.e., Grades 7 to 12). Students that are not sufficiently engaged in school are at an increased risk of not graduating, which may negatively impact future employment opportunities for these students.

Chapter 9 — Mamawetan Churchill River Regional Health Authority—Delivering Provincially Funded Childhood Immunizations

Under *The Regional Health Services Act*, regional health authorities (RHAs) are responsible for planning, organizing, delivering, and evaluating health services within their health regions. As part of this mandate, RHAs deliver immunizations to residents within their regions.

This chapter reports the results of our audit of processes Mamawetan Churchill River Regional Health Authority uses to deliver provincially funded childhood immunizations.

For the 12-month period ended January 31, 2017, Mamawetan had, other than the following, effective processes to deliver provincially funded childhood immunizations.

---

[5] The *OurSCHOOL* survey was previously known as the *Tell Them From Me* survey.

Mamawetan needs to:

❯ Analyze and report childhood immunization rates by community. This will facilitate informed decision making as to where additional supports or strategies are required to increase coverage rates.

❯ Consistently follow the Saskatchewan Immunization Manual for storing vaccines, managing vaccine inventory, and developing emergency event recovery plans. This would help Mamawetan properly protect its vaccines and prevent the use of ineffective vaccines.

❯ Periodically give its Board coverage-rate information as it relates to provincially funded childhood immunizations. This information would enable Mamawetan to better assess the effectiveness of its immunization services.

Chapter 10 — Regina Qu'Appelle Regional Health Authority—Efficient Use of MRI

Regina Qu'Appelle Regional Health Authority (RQHR) operates two magnetic resonance imaging (MRI) machines at the Regina General Hospital. In addition, it contracts with two private MRI operators to provide a combined 5,560 MRI scans per year. RQHR strives to serve 15,500 MRI patients a year. In 2016, RQHR served 11,981 MRI patients.

At December 31, 2016, RQHR had 2,610 patients waiting for a MRI. Over half of them expected to receive a MRI scan within 30 days (i.e., categorized as semi-urgent—level 3), but waited an average of 76 days.

This chapter reports the results of our audit of RQHR's processes for the efficient use of MRIs. RQHR needs to make improvements in the following areas. It needs to:

❯ Track accurate and key data about MRI services in its IT system and regularly analyze this data to determine causes of significant waits. Identifying the causes would provide a basis for strategies to reduce the length of time patients wait for MRI scans.

❯ Formally assess the quality of MRI services that radiologists provide (e.g., interpretation of scans). Accurate interpretations of MRI scans are crucial to proper diagnosis and treatment for patients.

❯ Regularly monitor the selection, volume, timeliness, and quality of MRI scans that contracted private MRI operators receive and do. Regular monitoring can help ensure contracted private operators' prioritization methods for providing MRI services align with the wait-time guidelines and identify any concerns with their capacity.

❯ Periodically give its Board reports on the timeliness and quality of MRI services. Such reports would help the Board monitor whether shortfalls are appropriately addressed.

Timely and quality MRI services facilitate appropriate diagnosis and help improve patients' outcomes.

Chapter 11 — Saskatchewan Liquor and Gaming Authority—Regulating Commercial Permittees' On-table Sale of Liquor

Saskatchewan Liquor and Gaming Authority (SLGA) had generally effective processes to regulate the sale of liquor to the public for consumption at permitted establishments (e.g. restaurants, taverns).

SLGA needs to:

❱ Update its inspection plan to focus on the areas of highest risk to treat commercial permittees fairly and support the effective allocation of resources

❱ Formalize its timelines for completing inspections of permitted establishments and investigating complaints about them

❱ Monitor and report on key trends of permittee non-compliance with requirements

❱ Consistently document the basis of its decisions where sanctions imposed on commercial permittees differ from established guidance

❱ Notify retail liquor stores about suspended special licences as required by legislation

Effective regulatory processes can help reduce health and safety risks related to alcohol consumption, while maintaining a consistent and fair regulatory system for permittees.

Chapter 12 — Saskatoon Regional Health Authority—Overseeing Contracted Special-Care Homes

At December 2016, Saskatoon Regional Health Authority needed to do more to oversee 20 private special-care homes. It has contracted with them to provide long-term care to almost 1,600 residents at an annual cost of about $100 million.

To know whether these special-care homes comply with key areas of the Ministry of Health's Program Guidelines for Special-care Homes—minimum care standards and related procedures for the operation of homes—Saskatoon or its successor, the Provincial Health Authority, needs to:

❱ Clarify the accountability relationship between the Ministry of Health, the Authority, and contracted special-care homes and update contracts with homes accordingly

The current relationship is complex and confusing. A clarified accountability relationship would clear up to homes to whom they are accountable and for what. In addition, it would streamline responsibilities for monitoring of homes.

❱ Clearly define, in contracts with homes, the quality of care expected from homes, and confirm performance measures and targets (on which the Authority and the Ministry require homes to report) are useful in assessing homes' delivery of quality care

The linkage between information that homes provide and the quality of care is unclear. In addition, homes are asked to do things and report information beyond that set out in their contracts. Having clear service expectations, targets, and reporting requirements in contracts

would let homes know what quality of care they are to provide residents for the compensation they receive. In addition, clear expectations and targets would enable better monitoring of the quality of care that homes provide.

❭ Periodically inspect whether contracted special-care homes comply with key areas of the Guidelines, and take prompt action where homes do not provide the expected quality of care

Homes are not consistently achieving the Ministry's quality of care targets. Inspecting care homes on a systematic basis would assist the Authority in identifying the reasons for not meeting expectations. Promptly addressing underlying reasons would help ensure residents receive quality care.

Chapter 13 — SaskTel—Purchasing Fibre Optic Network Upgrade and Other Network Hardware

Almost one-quarter of SaskTel's purchases in 2016 were for its fibre optic network upgrade and other network hardware.

In 2016, SaskTel had generally effective processes to purchase goods and services for its fibre optic network and other network hardware. It needs to strengthen its processes in the following areas.

SaskTel needs to log the names of staff evaluating purchase proposals to avoid the risk of a perceived bias or conflict of interest. It must obtain appropriate approvals in situations when expected dollar values of purchases of materials increase after initial approval was obtained. In addition, it needs to track supplier feedback, and provide guidance for resolving unsatisfactory performance of suppliers. Feedback from suppliers provides information useful in improving purchasing processes. Guidance for resolving supplier's issues helps ensure suppliers are treated in a consistent manner.

Not having strong processes to buy goods and services increases the risk SaskTel may not be transparent, fair, and achieve best value.

Chapter 14 — Technical Safety Authority of Saskatchewan—Inspecting Elevating Devices

The Technical Safety Authority of Saskatchewan (TSASK) administers Saskatchewan's safety programs for elevating devices (e.g., elevators, escalators).

Generally, TSASK had effective processes to inspect almost 4,000 elevating devices located across the province. TSASK needs to:

❭ Document key information and processes surrounding inspections

❭ Perform in-service inspections of escalators in accordance with a risk-informed strategy

❭ Monitor whether device owners resolve deficiencies within an acceptable timeframe

❯ Define the expected frequency for inspecting elevating devices to enable reporting of overdue inspections

Effective regulation of elevating devices is important to help prevent device malfunction and keep the public safe.

AUDIT FOLLOW UPS

Chapter 15 — Central Services—Planning Accommodations

The Ministry of Central Services is responsible for providing centralized support services to government ministries and agencies (clients),[6] including managing the Government's leased and owned office space and program space.[7] In 2015-16, the Ministry spent $182.6 million on property management. It recovered almost all of these costs from its clients.

This chapter reports the results of our second follow-up of the four recommendations related to planning for accommodations that we initially made to the Ministry of Central Services (formerly the Ministry of Government Services) in 2011.

By February 2017, the Ministry had implemented two recommendations. It identified the gap between its existing accommodation portfolio and future accommodation needs, and approved an overall accommodation plan in August 2016.

The Ministry has more work to do on the other two recommendations. Senior management did not yet receive regular status reports describing progress against the recently approved overall accommodation plan. In addition, the Ministry needs to confirm that client ministries have either met the Cabinet-directed space standard or have obtained Treasury Board approval to exceed the space standard. Without obtaining this information, the Ministry does not know if it is complying with the directive from Cabinet and if office space is being effectively managed.

Chapter 16 — Economy—Co-ordinating English-Language Programs

The Ministry of the Economy has improved the co-ordination of its English-language programs. At February 2017, the Ministry had implemented two of its five recommendations. It has set and is using targets to enable it to evaluate the success of its English-language programs.

The Ministry needs to:

❯ Update its method to assess demand for provincially funded English-language programs

❯ Sign agreements with regional colleges for the delivery of English-language programs and assess whether regional colleges meet its expectations

---

[6] At December 2016, this included 15 government ministries and approximately 40 other agencies such as the Conexus Arts Centre, Government House Foundation, and the MacKenzie Art Gallery.
[7] Ministry of Central Services, *2015-16 Annual Report*, p. 4.

The overall goal of English-language programs is to help new immigrants integrate into Saskatchewan life and secure employment. Both federally and provincially funded English-language programs for immigrants exist in Saskatchewan to give immigrants over the age of 18 the opportunity to gain or improve their English-language skills. These programs are provided at no charge to immigrants.

Chapter 17 — Economy—Monitoring IT Service Providers

The Ministry of the Economy relies on various IT systems to deliver its programs and services. Economy uses IT service providers to host, develop, and support these systems.

By early March 2017, Economy had implemented the three recommendations made in our 2014 audit of its processes to monitor its IT service providers. Economy updated its agreements with each of its IT service providers. These agreements include appropriate provisions for security requirements and security reporting. In addition, Economy established written policies and procedures to guide staff on reporting problems with IT service providers and taking corrective actions.

Chapter 18 — Economy—Regulating Pipelines

This chapter reports the status of five recommendations we first made in our 2012 audit on the Ministry of the Economy's processes to ensure compliance with *The Pipelines Act, 1998* and *The Pipelines Regulations, 2000*.

By March 2017, the Ministry had implemented two of the five recommendations we first made in our 2012 audit. The Ministry has proposed changes to legislation that include the mandatory licensing of flowlines and verifying that pipeline operators appropriately clean up contamination of sites for which they are responsible. The Ministry continues to need to:

❱ Establish policies and procedures to guide staff on evaluating ongoing pipeline operations

❱ Develop a risk-based assessment approach to verify pressure tests and to monitor pipeline construction and the integrity and safety of existing pipelines

Pipeline failures caused by poor design or inadequate maintenance can seriously impact people, the environment, and the economy. A pipeline leak can contaminate both land and water. Failure to regulate pipelines effectively could harm people and/or the environment.

Chapter 19 — Education—Capital Asset Planning for Schools

The Ministry of Education is responsible for aligning capital project funding with the educational needs of communities and the provincial Pre-Kindergarten (Pre-K) to Grade 12 system as a whole. As such, effective capital asset planning processes are essential to reduce the risk of funding lower priority capital projects.

Since our 2013 audit of its processes for capital planning for Pre-K to Grade 12 educational facilities, the Ministry has continued to improve those processes.

By December 2016, the Ministry had implemented three of the five remaining recommendations we first made in our *2013 Report – Volume 1*, Chapter 8, and partially implemented the other two.

It implemented a new process for reviewing, updating, and communicating its capital asset policies, and was assessing both capital and non-capital alternatives to capital projects. In addition, it no longer required school divisions to finance capital projects. Also, by December 2016, the Ministry had begun its work to develop a province-wide capital asset strategy for the Pre-K to Grade 12 system. It has plans to monitor the success of this strategy once developed.

Chapter 20 — Education—Increasing Grade 12 Graduation Rates

The Ministry of Education is responsible for providing leadership and direction to the Pre-Kindergarten through Grade 12 (PreK-12) education sector. This includes providing leadership and co-ordination for the preparation of goals, objectives, and educational planning for the present and future growth and development of the educational system.

By February 28, 2017, the Ministry made good progress on recommendations we made in 2012 regarding increasing Grade 12 graduation rates. It had implemented five of the ten recommendations, partially implemented four recommendations, and had not implemented one recommendation. The Ministry, collaboratively with school divisions, continues to work on implementing the Education Sector Strategic Plan, including the identification of strategies to improve graduation rates. While the Ministry had not assessed the effectiveness of school division strategies to improve graduation rates, it is actively working on completing its assessment of school division action plans.

Chapter 21 — Education—Putting into Operation the Education Sector-Wide Strategic Plan

The Ministry of Education is responsible for providing leadership and direction to the Pre-Kindergarten through Grade 12 (PreK-12) education sector. This includes providing leadership and co-ordination for the preparation of goals, objectives, and educational planning for the present and future growth and development of the educational system.

By mid February 2017, the Ministry had implemented one of the two recommendations we made in our 2015 audit of its processes to put into operation the sector-wide strategic plan for the PreK-12 education sector, called the Education Sector Strategic Plan (ESSP). The Ministry was actively assessing school division action plans. It had not yet determined how to communicate its assessment results to foster better alignment of school division action plans with ESSP outcomes.

Chapter 22 ▶ ## Environment—Regulating Reforestation

Since 2014, the Ministry of Environment has implemented the three remaining recommendations initially made in our 2009 audit of its processes to regulate reforestation. By September 2016, the Ministry had processes to: set terms and conditions for reforestation and approve forest product permits, set fees at a level to cover reforestation costs, and monitor forestry operators' compliance with reforestation requirements.

Chapter 23 ▶ ## Environment and Finance—Regulating Contaminated Sites

Contaminated sites can pose risks to public health and safety if not properly managed.[8] The Ministry of Environment regulates all contaminated sites in Saskatchewan within the rules set by *The Environmental Management and Protection Act, 2010* and the new Saskatchewan Environmental Code. This includes sites for which a Provincial Government agency has caused contamination or the Government has accepted responsibility for cleanup of contaminates. At March 2017, it was regulating over 500 contaminated sites in Saskatchewan.

By mid March 2017, the Ministry of Environment and the Ministry of Finance had fully addressed four of the five recommendations remaining from two previous audits. Environment was using an IT system to help it regulate parties responsible for cleaning up contaminated sites. In addition, it had obtained and was tracking key information to help it regulate contaminated sites.

Environment had not evaluated about 4,000 manual files, which may contain contaminated sites identified prior to 2014. As such, it does not know whether it has obtained all expected information for these sites and whether parties responsible for cleaning up the sites are giving them sufficient attention and cleaning them up within an appropriate timeframe. Also, it received less than 40% of the priority rankings it expected to receive for the 500 identified contaminated sites in its IT system. Delays in cleanup may cause unnecessary risk to public health and safety.

Chapter 24 ▶ ## Regina Qu'Appelle Regional Health Authority—Safe and Timely Discharge of Hospital Patients

Since our 2015 audit of Regina Qu'Appelle Regional Health Authority's processes for safe and timely discharge of hospital patients, it has made good progress in improving those processes. By early March 2017, Regina Qu'Appelle had implemented eight of eleven recommendations, and was working to implement the remaining three.

Regina Qu'Appelle needs to:

❯ Document consultations with interdisciplinary care providers in a way that facilitates a co-ordinated approach to patient care for each patient

❯ Complete chart audits to analyze compliance with its policy to document patient instructions and discuss those instructions with patients before discharge

---

[8] Under *The Environmental Management and Protection Act, 2010*, section 2(l), an environmentally-impacted site is an area of land or water that contains a substance that may cause or is causing an adverse effect.

❭ Conduct medication reconciliations prior to discharging patients

Timely patient discharge is key to patient flow within a hospital and plays an important role in patient safety.

Chapter 25 | **Regina Qu'Appelle Regional Health Authority—Use of Surgical Facilities**

As part of its mandate, Regina Qu'Appelle Regional Health Authority is responsible for providing surgical services within its health region.

This chapter describes our second follow-up of the actions of Regina Qu'Appelle on the one remaining recommendation we initially made in our 2013 audit of its processes to support the efficient use of its surgical facilities.

By mid March 2017, Regina Qu'Appelle had implemented the recommendation. It assessed the use of its surgical facilities by monitoring its efficiency-focused performance measures.

Chapter 26 | **Saskatchewan Government Insurance—Monitoring Certified Vehicle Inspection Stations**

On behalf of the Saskatchewan Auto Fund, SGI is responsible for the provincial vehicle inspection program—a program that ensures vehicles comply with vehicle safety standards.
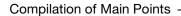
By April 2017, SGI implemented all six recommendations we made in 2015 related to its processes to monitor and certify vehicle inspection stations. SGI developed experience requirements for motorcycle technicians. It developed a risk-based monitoring plan based on its assessments of risks related to its vehicle inspection program. In addition, it better documented the results of inspecting certified inspection stations. Lastly, SGI periodically reported to senior management on the results of its vehicle inspection program.

Chapter 27 | **Saskatchewan Opportunities Corporation—Maintaining Facilities**

By January 31, 2017, the Saskatchewan Opportunities Corporation (SOCO) had fully addressed the two recommendations that were outstanding from our 2012 audit. SOCO had completed and approved its individual asset management plans. In addition, it has incorporated these into an overall corporate maintenance plan and into a capital forecast. This forecast includes short- and long-term capital plans for each building and by major building components.

Having comprehensive maintenance plans will decrease the risk of unexpected costs and/or downtime for emergency maintenance.

Chapter 28 — Saskatchewan Water Corporation—Maintaining Infrastructure

By early April 2017, Saskatchewan Water Corporation implemented both outstanding recommendations initially made in our 2006 audit of its processes to maintain its water treatment and transmission infrastructure.

SaskWater gathered detailed information about its water treatment and transmission infrastructure and completed condition assessments for all of its critical pumps and motors. This information will help managers better identify maintenance needs and make informed decisions on infrastructure improvements and replacements.

Chapter 29 — Saskatoon Regional Health Authority—Protecting IT Infrastructure

This chapter describes our follow-up of management's actions on three recommendations we first made in our *2010 Report – Volume 2*, Chapter 11D on Saskatoon Regional Health Authority's processes to protect its IT infrastructure.

By March 31, 2017, Saskatoon RHA had implemented all three recommendations. It implemented processes to monitor security of its IT systems, patch its computer systems and network, and better restrict user access to its IT systems and data.

Chapter 30 — SaskPower—Buying Goods and Services Valued Under $100,000

By March 2017, SaskPower implemented the remaining two recommendations first made in our 2007 audit of its processes to buy goods and services valued at under $100,000.

SaskPower staff obtained the appropriate approval of purchases prior to finalizing purchase decisions. In addition, SaskPower tracked problems with key suppliers and made this information available to staff making purchasing decisions.

Effective acquisition of goods and services is crucial to SaskPower's operations as the principal supplier of electricity in Saskatchewan.

Chapter 31 — SaskPower—Gas and Electrical Installation Inspections

By March 2017, SaskPower implemented one of the two remaining recommendations that we first made in our 2011 audit of SaskPower's processes for inspection of gas and electrical installations.

SaskPower requires managers to review rationale for uninspected high-risk installations. But because inspectors do not document their risk assessments, it cannot confirm it inspects all high-risk installations or that it has appropriate rationale where it decides not to inspect high-risk installations.

Improper installation of gas or electrical equipment is a safety risk to the Saskatchewan public. Inspections are key to checking whether equipment was installed properly.

Chapter 32 — Social Services—Placing Minister's Wards in Permanent Homes

This chapter describes our second follow-up of the actions of the Ministry of Social Services (Ministry) on three recommendations we initially made in our 2013 audit of the Ministry's processes to place Minister's wards in permanent homes.

The Ministry is responsible for planning the long-term development of permanent and long-term wards[9] under *The Child and Family Services Act*. This responsibility includes placing Minister's wards in permanent homes which provide a safe and nurturing environment. At December 31, 2016, the Ministry had 458 permanent wards in its care (December 2012: 593). The average age of these children was ten years (December 2012: nine years).

By February 28, 2017, the Ministry had made progress on the three outstanding recommendations, however further work is needed. It needs to follow its established policy to place children on the adoption list within 120 days. In addition, to know how well its adoption program works, the Ministry needs to develop targets for its adoption program. It also needs to collect and analyze information related to the outcomes of its services to permanent and long-term wards in its care.

Chapter 33 — Social Services—Supervision of Community-Based Organizations

The Ministry of Social Services provides programs and services for people with intellectual disabilities, works with them, and helps them access a variety of community-based services. The Ministry uses 105 community-based organizations (CBOs) to deliver residential programs to about 1,500 people and day programs to about 2,500 people with intellectual disabilities. *The Residential Services Act* and *The Rehabilitation Act* give the Ministry the authority to enter into agreements with those CBOs.

This chapter describes our second follow-up of the actions of the Ministry on the five remaining recommendations we initially made in our 2012 audit of the Ministry's processes to plan for, contract with, and monitor CBOs providing services to intellectually disabled people and their families.
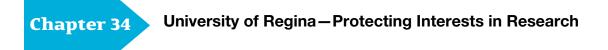
By March 15, 2017, the Ministry had improved its processes to monitor CBOs serving intellectually disabled people and their families but further improvements are needed.

The Ministry followed its established procedures to obtain required CBO reports and analyzed serious incidents but it did not consistently follow the monitoring procedures as outlined in the agreements with CBOs. The Ministry continued to work on establishing outcome performance

---

[9] Permanent wards are children that have been, through a court order, permanently placed in the care of the Minister. Permanent wards generally have a limited continuing relationship with their birth parents. Long-term wards are children that are unlikely to be adopted, by reason of the age of the child or other circumstances. In such cases, courts may order that child be placed in the custody of the Minister until the child reaches the age of 18 years.

measures and targets to better monitor and evaluate the services CBOs deliver. The Ministry was reviewing its risk assessment processes and working to update the relevant policies.

| Chapter 34 | University of Regina—Protecting Interests in Research |

The University of Regina has improved processes to protect its interests (e.g., financial, reputational, ownership) as it fosters research and commercialization of research. By early March 2017, the University had implemented ten of thirteen outstanding recommendations.

The University is actively working on the remaining three outstanding recommendations. These outstanding recommendations include defining specialized resources, consistently using and applying the definition of specialized resources, and completing a review of operations and classification of research institutes.

Fostering and commercialization of research is one of the core functions of the University. Research plays a pivotal role in the University's ability to carry out its other core function of education. A strong research program helps attract qualified professors, which in turn attracts students.