

**Results-based**  
**BUDGETING** Report to Albertans  
November 2016

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# Minister's Message

I am pleased to present this fifth report on Results-based Budgeting (RBB) to Albertans.

The Results-based Budgeting review, initiated through the *Results-based Budgeting Act* in February 2012, required the Government of Alberta to review the relevance, effectiveness, and efficiency of about 540 government programs and services, including those offered by provincial agencies, boards, and commissions.

The multi-year program review, conducted over three distinct review cycles, was completed in early 2015, generating 650 recommendations. These recommendations are at different stages of implementation, and focus on improving program performance. The RBB review was an undertaking with several initiatives:

- RBB strove to develop an organizational culture that promotes cross-ministry collaboration to develop and deliver policies and programs that are more integrated.
- RBB tried to increase awareness of the value of sharing best practices and a willingness to acknowledge and learn from mistakes.
- RBB attempted to enhance staff understanding of different approaches to designing and delivering programs and services that better meet the needs and expectations of Albertans.
- RBB's goal was largely focused on determining whether a given program or service is relevant and achieving its intended outcomes.

RBB's review findings continue to provide some insights to delivering programs and services in a more efficient, cost-effective manner.

[original signed by]

Joe Ceci  
President of Treasury Board  
Minister of Finance

# Introduction

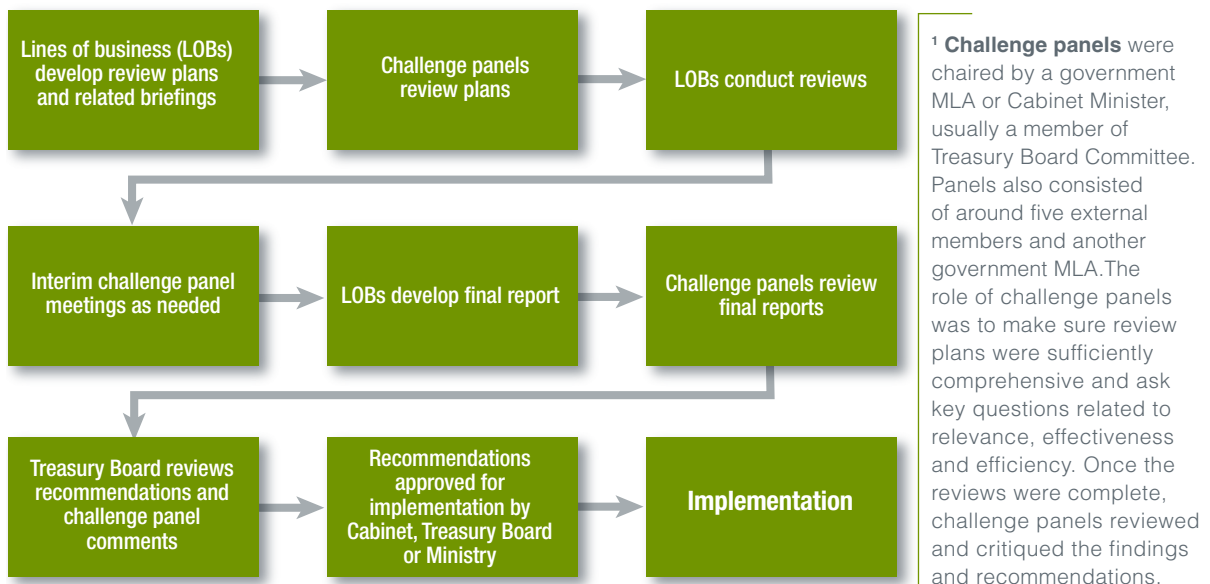
The Results-based Budgeting (RBB) review was conducted between spring 2012 and early 2015. In all, about 540 government programs and services, including those offered by provincial agencies, boards, and commissions, were reviewed for relevance, effectiveness, and efficiency. The reviews were conducted over three distinct review periods, or cycles, and organized through 11 lines of business – groups of programs or services that share similar program objectives, rather than by ministry. This approach was purposeful as it required cross-ministry collaboration to complete the reviews, bringing different skills, expertise and perspectives into the review process.

## The RBB Review Process

As noted, government programs and services were organized into 11 lines of business and reviewed over three distinct review cycles. In each case, line of business review teams [proponents] submitted review plans, technical briefings, and final reports to RBB Challenge Panels<sup>1</sup>, which served three important roles:

- to assess whether proponents’ review plans and methodologies were sufficiently comprehensive, and addressed program relevance, effectiveness, and efficiency;
- to ensure that proponents’ review recommendations were specific, evidence-based and actionable; and
- to determine whether review recommendations were feasible, and could be implemented in a timely, practical manner.

All review recommendations were then presented to Treasury Board Committee for review and approval.



**Figure 1.** Results-based budgeting process

## Going Forward

Results-based Budgeting was a multi-year undertaking that directed government employees to assess the relevance, effectiveness and efficiency of government programs and services, and to do so by addressing a series of fundamental questions, including:

- What is the purpose of the program?
- Is there clear evidence that the program is needed?
- Are the program's objectives and expected outcomes specific and achievable?
- Are the criteria for program success clearly defined and measurable?
- Does the program employ performance metrics that clearly measure program success?
- Can program relevancy and effectiveness be improved?
- Can the program be delivered in a more cost-effective manner?

RBB generated a total of about 650 recommendations, which are at varying stages of implementation and which largely centered on improving program relevance and effectiveness. At the same time, however, RBB review findings are now being used to identify opportunities to deliver programs and services in a more cost-effective manner and ensuring programs and services are aligned with the priorities and needs of Albertans. This report highlights some of the key findings that emerged from the RBB review and how government is addressing these findings to achieve the best outcomes for Albertans.

## **CYCLE ONE: 150 programs and services across six lines of business were reviewed during Cycle One**

### **Municipalities and Regional Planning Line of Business**

#### **Line of Business Description**

The Municipalities and Regional Planning (MRP) Line of Business supports community planning and municipal infrastructure and provides direct financial support to municipalities to encourage development of Alberta communities that are safe, prosperous and culturally diverse. The MRP Line of Business includes programs and services that support community planning and municipal infrastructure, as well as provide direct financial support to municipalities. Major programs reviewed include the Municipal Sustainability Initiative, Basic Municipal Transportation Grants and the First Nations Development Fund. Programs and services relating to First Nations and Métis living in municipalities, municipal recreation and tourism areas, and public libraries were also reviewed.

#### **Findings**

While the programs and services in this line of business are relevant, the review found that the effectiveness and efficiency of municipal grant programs could be strengthened by increasing flexibility in the use of municipal grant funding to support local autonomy. In response, two municipal capital grant programs were transferred from the Ministry of Transportation to the Ministry

of Municipal Affairs, which consolidated the Municipal Sustainability Initiative (MSI) Capital and Basic Municipal Transportation Grant programs in order to offer maximum flexibility in how funding is used. The Federal Gas Tax Fund program was also transferred to Municipal Affairs. As a result, municipalities now have greater flexibility to use MSI funding to meet local priorities, and to plan for the use of future MSI funding. Simplified application processes and the need for fewer applications to fewer departments have also reduced the administrative burden for municipalities, with no overall loss of funding.

## **Support to Albertans in Need Line of Business (Supports for Disabilities)**

### **Line of Business Description**

The Support to Albertans in Need: Support for Disabilities Line of Business supports Alberta's most vulnerable people and their families, including those with developmental or other disabilities, by ensuring these Albertans have timely access to support that is relevant and consistent. This approach enables Albertans with disabilities to achieve their full potential through safe and stable housing, community inclusion, and enhanced health and well-being.

### **Findings**

A key finding from the review was that some individuals were over-served while others were under-served, suggesting the need for communities and other stakeholders to become more directly responsible for ensuring that all Albertans receive the support they need. At the same time, the review determined that programs did not always operate in an efficient manner, in part because of the complexity of program delivery, and in part owing to the lack of automation and information technology, as well as the difficulty in measuring client outcomes across multiple programs.

Government is working to create a more streamlined disability supports delivery system. Taking more of a 'one organization' approach through the establishment of common processes and practices across programs, as well as integrated case management and enhanced coordination will help improve Albertans' experiences and improve service delivery outcomes.

Further, government continues to improve access to integrated services through Alberta Supports' Call, Click and Come-in channels. Alberta Supports acts as a first point of contact for Albertans requiring information, referrals and supports on more than 34 programs and over 120 services. Information can be accessed in-person at Alberta Supports Centres, online or by telephone through the Alberta Supports Contact Centre. In September 2015, a citizen web portal was launched and has since been accessed, on average, about 3,500 times per month. Between April 1, 2015 and March 31, 2016, Albertans were served 437,156 times across all channels of the Alberta Supports Centres.

## **Early Childhood Development (ECD) Line of Business**

### **Line of Business Description**

The Early Childhood Development Line of Business ensures children have the supports and home and community environments needed to realize their full developmental potential when they enter school.

## Findings

The review found opportunities to improve program effectiveness and efficiency by developing more robust performance metrics, and by streamlining program delivery through improved coordination among ministries and community partners. As a result, ministries are continuing to build performance management frameworks for each program within the line of business.

At the same time, a number of initiatives have been launched that will enable parents, educators and service providers to develop a more comprehensive understanding of early childhood development generally, as well as the needs and circumstances of individual children. In effect, the increasing use of research data, cross-ministry collaboration, and cross-functional partnerships is leading to the design of policies and programs that better enable parents, educators, and service providers to meet the development needs of children. Moreover, service providers are now being monitored and evaluated against more clearly defined service standards, thereby raising the quality of early childhood programs and services.

Government recognizes that the first six years of a child's life are extremely important to their development. Studies indicate that children who are nurtured and given positive attention during the early years are less likely to develop learning, behavioural, emotional, and health problems. In alignment with the RBB review findings for the ECD Line of Business, government completed the 2015-16 provincial administration of the early development instrument (EDI). The EDI is a population-based measure of children's development before entering Kindergarten at age five. Sixty-eight public, separate, charter, and private early childhood services operators volunteered to participate in the 2016 collection. Government engaged the Oxford Centre, McMaster University to support the EDI data collection and to provide reports to participating school authorities.

Government also piloted the early learning and child care curriculum, *Play, Participation, and Possibilities*, with 24 classrooms in 10 school authorities. The curriculum was adapted for use and tested in both English and French. *Play, Participation, and Possibilities* was the result of a two-year (2012–2014) collaboration among early learning and child care educators, early childhood academics, government and professionals working in related fields.

Enhancing and promoting parenting resources and supports and community-based early childhood services also remains a key priority for government. To ensure Alberta's children have a healthy start in life, government continues to work with educators, parents and local communities to create connected local networks so that every infant, toddler, child and their families have access to high quality programs and services.

## Health Line of Business – Primary Care & Health Benefits

### Line of Business Description

The Primary Care and Health Benefits Line of Business improves Albertans' health and mental well-being by providing timely access to primary care services, and by ensuring Albertans obtain appropriate supplementary health benefits and services.

### Findings

The review determined that eligibility and access criteria for drug and supplementary health benefits programs varied considerably, resulting in clients receiving different levels of support.

Evaluators concluded that a single comprehensive drug and supplementary health benefits program could improve administrative efficiencies and enhance health outcomes by promoting more equitable access to comprehensive coverage. The integration and coordination of drug and health benefits programs within a single program could help reduce health care spending and promote health system sustainability.

The primary health care review found that overall health system costs can be decreased by shifting service delivery to focus on prevention, chronic disease management and health promotion. The review also found that improving information management systems could improve system effectiveness and efficiency.

The RBB review also concluded that current performance management systems are limited and lack standardization. In response, government has developed standardized performance and quality management metrics that allow for improved tracking of spending and health outcomes, thereby enabling decision-makers to direct resources to programs and services that more effectively contribute to the health and mental well-being of Albertans in a cost-effective manner.

Since the review of health benefits, government has taken many steps to refresh government-sponsored programs. In 2014, Alberta Health assumed budget and administrative responsibility for the health benefits programs previously managed by Alberta Human Services. This supports consistency of policies and rules between disparate programs. An agreement between the Alberta Pharmacists' Association, Alberta Blue Cross and the Alberta government was implemented. This agreement included four years of predictable funding, changes to dispensing fees and an updated pharmacy services framework that compensates pharmacists for the services they provide to Albertans, including customized medication assessments and tobacco cessation counselling. Alberta, through the Pan-Canadian Pharmaceutical Alliance, negotiated four generic drugs to be reduced in price by 18%. The reduction is estimated to have saved the Government of Alberta drug plans \$6.5 million in 2014. Finally, effective July 1, 2014, a new service delivery model for Bi-Level Positive Airway Pressure therapy was implemented. The model combines the provision of equipment and services through Alberta Aids to Daily Living improving efficiencies and follow-up care.

Further, government continues to work with its partners in primary health care to ensure Alberta's Primary Care Networks can deliver quality health services to Albertans for years to come. Primary Care Networks are networks of doctors and health providers such as nurses, dietitians and pharmacists working together to provide primary health care to patients. The first PCNs opened in 2005. There are now 42 PCNs with approximately 3,800 physicians and the full-time-equivalent of 1,000 other providers. They serve 3.5 million Albertans.

## **Economic Development Line of Business – *Market Access, Diversification, and Value-added***

### **Line of Business Description**

The Economic Development Line of Business – Market Access, Diversification and Value-added supports economic growth and development by expanding market access for Alberta goods and services, attracting investment and facilitating diversification and value-added production.

### **Findings**

The review found that economic development activities – which took place across multiple ministries, industry associations and levels of government – were not effectively coordinated, resulting in lost



opportunities and duplication of effort. This led to the development of an economic development framework which establishes a number of specific economic outcomes and which outlines the need for an integrated and intentional economic development system that promotes greater collaboration among the province's economic development agencies, as well as between government and private industry. The framework has encouraged the province's economic agents, both public and private, to pursue economic development in a more coordinated manner that makes better use of available resources.

## **Enterprise and Ministry Support Services Line of Business (Cycles One, Two and Three)**

### **Line of Business Description**

The Enterprise and Ministry Support Services Line of Business are the enterprise-wide and ministry-specific services that support all other government programs through the provision of internal policy and decision-making, policy capacity, communications, finance, information technology, information management, human resources, legal, infrastructure, procurement, and logistics services. This line of business enhances employee productivity, improves stakeholder access to Government of Alberta information, programs and services, and makes more effective use of Government of Alberta information as a strategic resource.

### **Findings**

The review concluded that shared services, including data facilities, public websites and business applications could be further standardized, leveraged, and extended within government. The review also concluded that other services, such as government procurement arrangements, vehicle management, and surplus asset disposal, should be extended to agencies such as Alberta Health Services, municipalities and universities. In response, government has undertaken a number of initiatives, including integrating government's core information technology infrastructure, consolidating print operations; streamlining government mail services; and transforming library services to a citizen-facing, digital, open government service. As result of these and other initiatives, government is generating cost savings by ensuring that core government services are delivered in a more productive and effective manner.

In 2015-16, an updated Alberta Open Government portal was launched to provide a more convenient and comprehensive location for accessing government information. Further, the MyAlberta portal, which links a variety of online services together so Albertans can connect with government at any time, from any place, using any internet-connected device was also launched. MyAlberta initiatives enable government to shift from more expensive traditional service delivery channels, such as telephone or in-person, to online self-service, thus promoting innovation, efficiency and program sustainability. Ministries are able to reduce administration costs, reconciliation efforts, and security measures.

With respect to strategic workforce planning, government developed and implemented an executive development and succession strategy to build capacity within the Alberta Public Service (APS); and, created a new talent management framework that articulates how the APS will make the best strategic decisions in the areas of attraction, engagement, development and succession.

## **CYCLE TWO: 220 programs and services across six lines of business were reviewed during Cycle Two**

### **Economic Development Line of Business – *Infrastructure and Transportation Capacity and Stable, Secure and Predictable Business Climate***

#### **Line of Business Description**

The Economic Development Line of Business - Infrastructure and Transportation Capacity and Stable, Secure and Predictable Business Climate focused on ensuring that the goods and services produced in Alberta are safe and secure; that Alberta's businesses have access to capital and risk management services; that provincial multi-modal transportation systems are safe and effective; that Alberta workers have the right skills and training; and that all Albertans can participate in the economy.

#### **Findings**

The review confirmed the need for a comprehensive long-term transportation strategy that will ensure Alberta's businesses and residents have access to an integrated, cost-efficient, multi-modal transportation system that is safe and affordable, and which enhances economic competitiveness.

### **Education Line of Business – *Equitable, Affordable Access and Ensuring Quality***

#### **Line of Business Description**

The Education - Equitable, Affordable Access and Ensuring Quality Line of Business supports investment in life-long learning and development of a knowledge-based economy through teacher preparation and professional growth, collaboration and engagement with business, industry, and the public; and safe and healthy learning environments.

#### **Findings**

The review concluded that the majority of programs within the line of business were cost effective and meeting their intended outcomes. However, the review also concluded that savings could be realized by increasing cooperation among school boards through the establishment of transportation and purchasing consortia. The review also determined that capital programs for the K-12 and post-secondary systems are operating effectively, but that investments are needed to maintain existing infrastructure while accommodating growth in enrolment.

### **Recreation and Culture Line of Business**

#### **Line of Business Description**

The Recreation and Culture Line of Business manages programs and services that enable Albertans to be more active and engaged with their communities through arts, heritage, parks, recreation, sport, and the nonprofit/voluntary sector, resulting in improved health, social and

educational outcomes. More specifically, this line of business provides capital and operating funding to community organizations to acquire, protect and promote heritage, cultural and natural collections; contribute to cultural and scientific knowledge through research studies and publications related to natural and cultural heritage; provide access to learning resources, including museums, historic sites, archives; and engage Albertans in active and healthy lifestyles through recreational and physical activity opportunities and assisting athletes to excel in sport.

## Findings

The review concluded that current operating and capital funding is not sufficient to meet the needs of a growing and increasingly diverse population; that volunteer engagement is changing throughout the province; and that program design and delivery can be improved by emphasizing outcomes and by strengthening program evaluation capacity.

Following the review, government implemented a series of initiatives to address the review's findings, including: development of an outcome-focused performance management framework that enables decision-makers to better determine program efficiency and effectiveness; tools and strategies to facilitate community conversations regarding the challenges and needs of Alberta's volunteers and the sector, upon whom the success of many programs and services depend; the integration of grant administration processes that simplify application procedures which help ensure communities obtain funding decisions from government in a more timely manner; and, in the future, the creation of grant programs to support major facilities and events that encourage active, healthy lifestyles and which promote economic growth and development while enabling communities to develop programs and services that respond to changing needs.

Government recognizes that Alberta's cultural and creative industries, tourism, recreation and sport, heritage, historic sites and museums, and nonprofit and voluntary sectors play a key role in government's plan to diversify the provincial economy and help create jobs.

For example, in 2015-16, government continued to provide secretariat support to the Leaders' Council of the Alberta Nonprofit / Voluntary Sector Initiative. The initiative provides a mechanism to identify and resolve issues through mutual and meaningful dialogue between senior government officials and leaders within the sector. It offers opportunities for key stakeholders to provide personal knowledge and input. A strategic intent document was completed to describe the vision and future direction of the initiative, and it will be used in conversations with key stakeholders to guide work for the next stages. The long-term outcome for the leaders' council is to champion and model the concept that by working within a trusting and collaborative environment, both government and the sector mutually benefit from their goal of serving Alberta's communities.

## **Support to Albertans in Need Line of Business – *Individual Capacity to Act and Income and Housing Supports***

### **Line of Business Description**

The Support to Albertans in Need Line of Business - Individual Capacity to Act and Income and Housing Supports is for all Albertans, but most commonly serves seniors, people with disabilities, people in need of a home or better housing, people in need of work, and families in crisis. The line of business also provides a range of community-based supports that are designed to promote family and community well-being.

## Findings

The review came to several conclusions: first, segments of the population, such as the working poor, are unable to access some of the supports they need; second, some clients are accessing multiple services for the same need, or receiving supports that are not aligned with their needs; third, many programs were established in response to specific needs to serve defined groups of people, resulting in a system of discrete programs that is often complex and difficult to navigate; fourth, the overall system of support is not well organized to deliver programs and services as efficiently as possible.

In response, government developed or is in the process of developing a series of initiatives that better integrate income, employment, and housing support, thereby enabling government to better serve Albertans in need by ensuring clients receive the support they require in a timely manner, and in a way that mitigates the need for costly supports such as emergency health care. These initiatives include alignment of income supports programs and potential consolidation into one program, ensuring Albertans can access supports more quickly and equitably; building a sustainable housing and social supports system that facilitates development of an adequate supply of affordable housing; and integrating and enhancing employment and training supports to enable clients to more fully participate in the workforce.

## Resource Management and Environmental Stewardship Line of Business

### Line of Business Description

The Resource Management and Environmental Stewardship Line of Business manages a range of programs and services that sustain a quality natural environment while generating economic wealth through responsible resource stewardship. The program/service areas in this line of business engage in a range of activities, including environmental monitoring, inspections and enforcement, research, and support for industry development.

### Findings

The review confirmed the need for several initiatives undertaken in advance of RBB, including continued development and/or implementation of: regional plans for land-use framework regions that conserve sensitive lands, establish strong environmental limits for air, land, and water, and promote sustainable economic growth; establishment of an independent energy regulator that provides accessible and transparent evidence-based information about Alberta's air, water, land and bio-diversity; and data and information sharing within an integrated resource management system.

The review also led to revision of the province's waste management strategy to better integrate waste management facilities, resource recovery systems, and landfill management; creation of an outcomes-focused performance management system that enhances decision-making by better measuring and evaluating environmental, economic, and social conditions and outcomes; and development of standardized methods for measuring greenhouse gas emissions.

# CYCLE THREE: 170 programs and services across five lines of business were reviewed during Cycle Three

## Protecting Albertans Line of Business

### Line of Business Description

The Protecting Albertans Line of Business supports a number of program and service areas, including: support for victims and vulnerable at-risk populations, including adults with mental and physical disabilities; policing, disaster services, and regulatory enforcement; the justice system and correctional services; oversight of relevant agencies, boards and commissions; and the safeguarding of public interests by preventing fraud, ensuring compliance with legislation, and maintaining official records to minimize financial loss or legal conflict. Through these programs the line of business protects Albertans while promoting confidence in Alberta's justice, safety, and emergency response services.

### Findings

The review documented a significant increase in demands on various programs, especially offender services and supervision and court services. In particular, the review found that courts spend a disproportionate amount of time and resources addressing matters in the pre-trial phase, as well as non-violent and less serious offences. The review also determined that considerable court time is spent on family, civil and traffic matters that could be more efficiently and effectively dealt with outside the courtroom. In response to review findings, government identified a number of opportunities to improve efficiency and effectiveness of programs and services including the following:

- consolidation of areas with similar functions (e.g. investigations, communications and dispatch functions of the various enforcement units);
- implementation of new service delivery models for transcription and court reporting services;
- expanding non-court alternate dispute resolution processes;
- accelerating electronic payment of fines and services; shifting non-violent and less serious offenses to program areas within government and to quasi-administrative bodies; and
- expanding and improving case management in Alberta courts by reducing the number of court appearances required before setting a trial date, expanding remote court scheduling, and improving the electronic flow of information through e-filing and e-disclosure.

Government continues to work hard to ensure Albertans can continue to live, work and raise families in safe and resilient communities and have access to a fair and innovative justice system. For example, government recognizes that families are not well-served by a system that is structured to make parents into adversaries rather than partners. For families, a primarily legal response can exacerbate problems rather than resolve them. Government continues to work with collaborators on the priority areas of triage, engaging the public, and education of children and youth regarding conflict resolution. Work also continues to develop a new model, reimagining a system, which supports a shift in focus from legal and adversarial processes, to well-rounded solutions that support families through the process of their transition, and most importantly, ensure that children are safe and able to thrive.

Further, government continues its work to identify improvements that can be implemented within the current model of ticket processing to increase efficiency and sustainability. Process improvements ensure that Albertans receive faster, better service when dealing with traffic tickets, while ensuring resources are effectively utilized.

Work has also been undertaken with the RCMP over the past year to prepare for the implementation of eTicketing technology. This new technology will facilitate the same day uploading of ticket data to the courts, reducing ticket processing time and allowing Albertans to resolve their traffic matters sooner. This new technology will also reduce traffic ticket and data entry errors, which will increase the quality of driving records in Alberta leading to improved traffic safety. RCMP will be the first to launch eTicketing but it is expected that other agencies will adopt similar technology in the future.

## **Health Line of Business – *Acute Care and Continuing Care***

### **Line of Business Description**

The Acute and Continuing Care Line of Business provides treatment to patients with serious injury or illness, post-operative care and care of the elderly. Acute care services are provided in hospitals through emergency departments, inpatient and outpatient programs, and in the community through urgent and ambulatory care centres, as well as non-hospital surgical facilities. For its part, the continuing care services are provided in three main settings: in the client's home, in supportive living facilities, and in long-term care facilities such as nursing homes and auxiliary hospitals. Within these settings, clients are provided with continuing care that includes post-acute medical and surgical care, short and long term rehabilitation, health maintenance, chronic disease management, and palliative and end-of-life care services.

### **Findings**

The review generated a number of findings, including:

- better patient outcomes are achieved at less cost when patients receive care in their homes and communities;
- better planning is needed between primary care, continuing care and acute care services;
- demand for care services has risen, directly impacting access to care and the quality of care received;
- enhancing patient navigation of the health care system will reduce costs while enabling patients to access the information and type of care they need in a more timely manner;
- health promotion, chronic disease prevention and management initiatives can be better coordinated within and between the major programs to reduce the burden on the acute care system; and
- Alberta's acute care system has an aging infrastructure which is impacting quality of care; the acute care system is facing challenges with supply of health care professionals.

The review also concluded that performance measures are largely inadequate, and that there are opportunities to make more effective use of health information technology. Following the review, government developed or is in the process of developing a series of initiatives to respond to review findings, including:

- implementing an outcome-based approach to allocate funding;
- designing centralized intake models that employ real-time operational data to reduce patient wait times;
- integrating standardized information technology to enable rapid communication among health and human service professionals to share diagnostic and laboratory results, facilitate referral processes, and complete medication prescriptions;
- developing a hospice care delivery model in community settings;
- implementing a restorative/reablement service model across all continuing care services and service locations from home to long term care, including acute care settings;
- strengthening performance measurement; and
- supporting aging in the community by improving and expanding congregant settings that provide a wide range of services to the elderly.

Taken together, these initiatives enable the acute care and continuing care systems to better address rising demand in a fiscally challenging environment through more effective collaboration, better use of information technology, and service delivery models that result in better patient outcomes for better value.

## Wellness Line of Business

### Line of Business Description

The Wellness Line of Business addresses the social, economic and environmental factors that affect health and wellness. As such, the line of business offers programs and services that address the root causes of disease and illness in order to prevent or reduce disease and injury and promote healthy lifestyle choices, thereby prolonging life expectancy.

### Findings

The review was premised on the understanding that health and wellness are strongly influenced by a wide range of social, economic and environmental factors, including access to healthy food, availability of affordable housing in safe communities, and meaningful education and employment opportunities. Given this, the review concluded that the ability to improve health and wellbeing requires a whole-of-government strategy that requires ministries to understand the role they play in promoting health and wellbeing, including identifying how ministry policies and programs impact the health and wellbeing of individuals and communities. With this in mind, government has undertaken a number of cross-ministry initiatives, including:

- organizing stakeholder consultations to identify and prioritize health system resource requirements;
- identifying common goals and developing outcome-based performance measures; and
- assessing the efficacy of current investments in prevention and health care.

All told, these and other initiatives are drawing on a cross-section of resources and expertise that allows government, health care providers, and patients to work together to deliver a sustainable



health care system that provides patient-centered, outcomes-focused care that reduces costs through the prevention of illness and injury.

Government is continuing to develop a whole-of-government approach to wellness and collaborate with key partners to build community capacity in support of wellness. Government supports the well-being of Albertans through the development and monitoring of population-based public health policies and investment in health initiatives that support Albertans in making healthy choices in their lives. A Health in All Policies analysis process and toolkit were developed in 2015-16 as a key step in building a whole-of-government approach to health. These supports encourage Government of Alberta policy practitioners to take the social determinants of health into account when developing and/or evaluating public policy.

Further, in 2015, Alberta's Communities ChooseWell program facilitated 260 communities to support healthy eating and active living initiatives. Surveyed communities (108 ) agreed that the program: strengthened local partnerships for healthy living (77 per cent); increased participation in programs and activities (79 per cent); and, increased community-wide knowledge of healthy eating and active living (90 per cent).

## **Education Line of Business – *Supports to Maximize Individual Potential and Preparedness for Life, Work, and Community***

### **Line of Business Description**

The Education – Supports to Maximize Individual Potential and Preparedness for Life, Work, and Community Line of Business supports investments in knowledge-based lifelong learning that enables individuals to succeed in their personal and professional lives, and to contribute to their communities.

### **Findings**

The review focused on four main areas of inquiry: first, to determine if funding provided to public and separate school jurisdictions as well as francophone and charter schools is equitable, flexible, and transparent; second, to identify opportunities to strengthen teacher attraction, retention, and professional development; third, to assess the extent to which the post-secondary system contributes to the achievement of priority outcomes; fourth, a review of the relevance, effectiveness and efficiency of agriculture education programs. Although the review generated a number of important findings, proponents determined that the scale and complexity of the line of business required additional review before specific recommendations could be made, particularly the K–12 and post-secondary funding frameworks. Further funding reviews for the K–12 and post-secondary frameworks will continue with the aim of ensuring that every Albertan has the skills they need to secure rewarding careers in the new Alberta.