

STANDING COMMITTEE ON PUBLIC ACCOUNTS



**SECOND REPORT
OF THE
TWENTY-NINTH LEGISLATURE**

May 17, 2022
LEGISLATIVE ASSEMBLY OF SASKATCHEWAN



May 17, 2022

To the honourable members of the Legislative Assembly:

HONOURABLE MEMBERS:

I have the pleasure to present the second report of the Standing Committee on Public Accounts for the twenty-ninth legislature. The committee is authorized by the Assembly to review and report to the Assembly its observations, opinions, and recommendations on the reports of the Provincial Auditor and on the Public Accounts.

This report reflects the work of the committee for the period December 1, 2020 to May 17, 2022. During this time, the committee considered chapters in nine annual volumes published by the Provincial Auditor; the Provincial Auditor's business and financial plans for the years ended March 31, 2022 and March 31, 2023; the Provincial Auditor's annual reports for the years ended March 31, 2020 and March 31, 2021; and hired a new Provincial Auditor.

Respectfully submitted on behalf of the committee,

Trent Wotherspoon, Chair
MLA Regina Rosemont

COMPOSITION OF COMMITTEE

Current Members

Mr. Trent Wotherspoon, Chair
Regina Rosemont

Ms. Colleen Young, Deputy Chair
Lloydminster

Mr. Marv Friesen
Saskatoon Riversdale

Mr. Todd Goudy
Melfort

Mr. Delbert Kirsch
Batoche

Mr. Hugh Nerlien
Kelvington-Wadena

Mr. Dana Skoropad
Arm River

Ms. Aleana Young
Regina University

Previous Members

Hon. Mr. Fred Bradshaw, Deputy Chair
Carrot River Valley

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Introduction

Membership of the Committee

At the dissolution of the twenty-eighth legislature, committee membership was comprised of Trent Wotherspoon, Chair; Don McMorris, Deputy Chair; Greg Brkich; David Buckingham; Herb Cox; Lisa Lambert; Vicki Mowat; and Randy Weekes.

Rules 122(1), 122(2), and 142(1) of the *Rules and Procedures of the Legislative Assembly of Saskatchewan* state that the Standing Committee on Public Accounts is to consist of seven members, and the membership shall be, as far as reasonably practicable, proportional to party membership in the Assembly. To allow for an additional opposition member on the Standing Committee on Public Accounts, the Government House Leader, Hon. Mr. Jeremy Harrison, moved in the Assembly on December 8, 2020:

That notwithstanding rules 121 and 142(1), the composition of the Standing Committee on Public Accounts shall consist of eight members including two opposition members for the duration of the twenty-ninth legislature.

The question being put, it was agreed to.

The inaugural Standing Committee on Public Accounts membership for the twenty-ninth legislature was appointed on December 1, 2020. It consisted of Fred Bradshaw, Marv Friesen, Todd Goudy, Delbert Kirsch, Hugh Nerlien, Trent Wotherspoon, and Colleen Young. Aleana Young was added to the committee on December 8, 2020, following the aforementioned motion allowing the appointment of an additional opposition member.

At the committee's first meeting on December 9, 2020, Trent Wotherspoon was re-elected Chair and Fred Bradshaw was elected Deputy Chair.

On January 6, 2021, Fred Bradshaw was removed from the committee membership. Dana Skoropad replaced him on January 14, 2021. On the same day, Colleen Young was elected Deputy Chair.

Acknowledgments

The Standing Committee on Public Accounts expresses its appreciation to the employees of the Office of the Provincial Auditor, including Provincial Auditor Tara Clemett and former Provincial Auditor Judy Ferguson. The committee would also like to thank Provincial Comptroller Terry Paton, his staff, and the many witnesses who appeared before the committee. A list of witnesses is attached to this report as an appendix.

Government Response

Pursuant to rule 136(7), the Standing Committee on Public Accounts requests that the Government of Saskatchewan respond to this report within 120 days.

Review of Provincial Auditor's Annual Volumes

Summary

The committee reviewed chapters from the following annual volumes of the Provincial Auditor:

- 2017 Report Volume 1
- 2018 Report Volume 1
- 2018 Report Volume 2
- 2019 Report Volume 1
- 2019 Report Volume 2
- 2020 Report Volume 1
- 2020 Report Volume 2
- 2021 Report Volume 1
- 2021 Report Volume 2

The Standing Committee on Public Accounts considered 187 recommendations in the annual volumes of the Provincial Auditor. The committee concurred with 187 recommendations, noted compliance with 97 recommendations, and noted progress towards compliance on 69 recommendations. It concluded consideration of 99 chapters that did not have any new recommendations.

3sHealth

2020 Report Volume 1

Chapter 14: 3sHealth — Procuring Good and Services for Member Agencies

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Agriculture

2019 Report Volume 2

Chapter 27: Agriculture — Mitigating Risk of Livestock Diseases

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 2

Chapter 28: Agriculture — Regulating Livestock Waste

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 19: Agriculture — Mitigating the Impact of Regulated Pests in Crops and Pastures

Considered February 8, 2021

More Involvement in Surveillance of a Few Regulated Pests Needed

The committee concurred with recommendation 1 made at page 120 of the Provincial Auditor's 2020 report volume 2, chapter 19, Agriculture —Mitigating the Impact of Regulated Pests in Crops and Pastures:

We recommend the Ministry of Agriculture revisit how it will conduct surveillance to determine populations of Richardson's ground squirrel.

The committee concurred with recommendation 2 made at page 121 of the Provincial Auditor's 2020 report volume 2, chapter 19, Agriculture —Mitigating the Impact of Regulated Pests in Crops and Pastures:

We recommend the Ministry of Agriculture proactively provide producers with written guidance about detecting and reporting the presence of late blight and bacterial ring rot.

Prompt Reporting of Clubroot Lab Results Needed

The committee concurred with recommendation 3 made at page 122 of the Provincial Auditor's 2020 report volume 2, chapter 19, Agriculture —Mitigating the Impact of Regulated Pests in Crops and Pastures:

We recommend the Ministry of Agriculture make sure laboratory results confirming clubroot presence are communicated to producers promptly.

Guidance on Preparing Response Plans for Regulated Pests Needed

The committee concurred with recommendation 4 made at page 123 of the Provincial Auditor's 2020 report volume 2, chapter 19, Agriculture —Mitigating the Impact of Regulated Pests in Crops and Pastures:

We recommend the Ministry of Agriculture, working with its key stakeholders, provide producers with written guidance on developing response plans for grasshoppers, late blight, bacterial ring rot, and brown or Norway rat.

Reporting Needed for Regulated Pests

The committee concurred with recommendation 5 made at page 125 of the Provincial Auditor's 2020 report volume 2, chapter 19, Agriculture —Mitigating the Impact of Regulated Pests in Crops and Pastures:

We recommend the Ministry of Agriculture periodically report to senior management on the sufficiency of mitigation of regulated pests including Richardson's ground squirrel, late blight, bacterial ring rot, and brown or Norway rat.

Chinook School Division No. 211

2019 Report Volume 2

Chapter 20: Chinook School Division No. 211 — Supporting Grade 2 Students in Achieving Grade Level in Math

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Corrections and Policing

2019 Report Volume 2

Chapter 2: Corrections and Policing

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 2: Corrections and Policing

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 25: Corrections and Policing — Community Rehabilitation of Adult Offenders

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 26: Corrections and Policing — Planning for Inmate Capacity in Correctional Facilities

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 27: Corrections and Policing — Providing Primary Medical Care in Adult Secure-Custody Correctional Centres

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Corrections and Policing, and Justice and Attorney General

2019 Report Volume 1

Chapter 16: Corrections and Policing, and Justice and Attorney General — Leading the Community Safety and Well-Being Initiative

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Corrections, Policing and Public Safety

2021 Report Volume 1

Chapter 4: Corrections, Policing and Public Safety — Providing Provincial Disaster Assistance

Considered March 2, 2022

Designation of Disaster Area Not Always Timely

The committee concurred with recommendation 1 made at page 24 of the Provincial Auditor's 2021 report volume 1, chapter 4, Corrections, Policing and Public Safety — Providing Provincial Disaster Assistance:

We recommend the Ministry of Corrections, Policing and Public Safety set a service standard for how long it expects to take to assess requests for designation as disaster areas made under the Provincial Disaster Assistance Program.

The committee noted that the Ministry of Corrections, Policing and Public Safety is making progress towards complying with the recommendation.

Monitoring of Disaster Restoration Work Not Occurring as Often as Expected

The committee concurred with recommendation 2 made at page 27 of the Provincial Auditor's 2021 report volume 1, chapter 4, Corrections, Policing and Public Safety — Providing Provincial Disaster Assistance:

We recommend the Ministry of Corrections, Policing and Public Safety formalize its expectation about how often staff should determine the status of the completion of disaster assistance restoration work for claims made under the Provincial Disaster Assistance Program.

The committee noted that the Ministry of Corrections, Policing and Public Safety is making progress towards complying with the recommendation.

Regular Reporting Provided to Senior Management but Missing Key Analysis

The committee concurred with recommendation 3 made at page 32 of the Provincial Auditor's 2021 report volume 1, chapter 4, Corrections, Policing and Public Safety — Providing Provincial Disaster Assistance:

We recommend the Ministry of Corrections, Policing and Public Safety analyze actual results compared to expectations for key service standards for the Provincial Disaster Assistance Program and determine whether changes to the Program are needed.

The committee noted that the Ministry of Corrections, Policing and Public Safety is making progress towards complying with the recommendation.

The committee concurred with recommendation 4 made at page 32 of the Provincial Auditor's 2021 report volume 1, chapter 4, Corrections, Policing and Public Safety — Providing Provincial Disaster Assistance:

We recommend the Ministry of Corrections, Policing and Public Safety periodically report to senior management actual results against service standards (e.g., 90 days for final payment for private property claims) for key activities of the Provincial Disaster Assistance Program and the status of any complaints or appeals.

The committee noted that the Ministry of Corrections, Policing and Public Safety is making progress towards complying with the recommendation.

2021 Report Volume 2

Chapter 20: Corrections, Policing and Public Safety — Rehabilitating Adult Inmates

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Economy

2017 Report Volume 1

Chapter 17: Economy — Monitoring IT Service Providers

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Education

2019 Report Volume 1

Chapter 17: Education — Capital Asset Planning for Schools

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 1

Chapter 18: Education — Increasing Grade 12 Graduation Rates

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 1

Chapter 19: Education — Monitoring School Instruction Time

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 1

Chapter 20: Education — Putting into Operation the Education Sector-Wide Strategic Plan

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 2

Chapter 30: Education — Enforcing P3 Joint-Use School Project Agreements

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 2

Chapter 31: Education — Monitoring Kindergarten Students' Readiness to Learn in the Primary Grades

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 1

Chapter 5: Education — Evaluating the Early Learning Intensive Support Program

Considered March 2, 2022

Clear Review Plan Established But Missed Collecting Key Information

The committee concurred with recommendation 1 made at page 44 of the Provincial Auditor's 2021 report volume 1, chapter 5, Education — Evaluating the Early Learning Intensive Support Program:

We recommend the Ministry of Education periodically collect sufficient data to enable future assessments of all expected outcomes relating to the Early Learning Intensive Support Program.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

No Information Collected on Division-related Actions to Address Challenges to Providing Early Learning Support

The committee concurred with recommendation 2 made at page 49 of the Provincial Auditor's 2021 report volume 1, chapter 5, Education — Evaluating the Early Learning Intensive Support Program:

We recommend the Ministry of Education regularly collect information about school divisions' actions to address the challenges identified in reviews of the Early Learning Intensive Support Program.

2021 Report Volume 1
Chapter 12: Education — Capital Asset Planning for Schools
Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 2
Chapter 21: Education — Increasing Grade 12 Graduation Rates
Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 2
Chapter 22: Education — Instruction Time
Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 2
Chapter 23: Education — Monitoring Kindergarten Students' Readiness to Learn in the Primary Grades
Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

eHealth Saskatchewan

2018 Report Volume 2
Chapter 3: eHealth Saskatchewan
Considered January 12, 2022

Adequate Service-Level Agreement Needed

The committee concurred with recommendation 1 made at page 25 of the Provincial Auditor's 2018 report volume 2, chapter 3, eHealth Saskatchewan:

We recommend that eHealth Saskatchewan sign an adequate service-level agreement with the Saskatchewan Health Authority.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

2019 Report Volume 1
Chapter 3: eHealth Saskatchewan — Mitigating Vendor Influence and Related Conflicts of Interest
Considered January 12, 2022

More Robust Staff Conflict of Interest Policy Needed

The committee concurred with recommendation 1 made at page 28 of the Provincial Auditor's 2019 report volume 1, chapter 3, eHealth Saskatchewan — Mitigating Vendor Influence and Related Conflicts of Interest:

We recommend that eHealth Saskatchewan require all staff complete written conflict of interest declarations annually.

The committee noted that the Ministry of Health has complied with the recommendation.

Comprehensive Procurement Policy Needed

The committee concurred with recommendation 2 made at page 32 of the Provincial Auditor's 2019 report volume 1, chapter 3, eHealth Saskatchewan — Mitigating Vendor Influence and Related Conflicts of Interest:

We recommend that eHealth Saskatchewan update its policies over buying goods and services to provide explicit guidance on:

- Identifying and managing vendor conflicts of interest
- Evaluating vendor proposals
- Negotiating contracts with selected vendors
- Standard tendering time.

The committee noted that the Ministry of Health has complied with the recommendation.

More Clarity Required Around Acceptable Vendor-Sponsored Travel

The committee concurred with recommendation 3 made at page 34 of the Provincial Auditor's 2019 report volume 1, chapter 3, eHealth Saskatchewan — Mitigating Vendor Influence and Related Conflicts of Interest:

We recommend that eHealth Saskatchewan develop an approved policy outlining permitted vendor-sponsored travel.

The committee noted that the Ministry of Health has complied with the recommendation.

Better Enforcement of Code of Conduct and Staff Conflict of Interest Policies Needed

The committee concurred with recommendation 4 made at page 35 of the Provincial Auditor's 2019 report volume 1, chapter 3, eHealth Saskatchewan — Mitigating Vendor Influence and Related Conflicts of Interest:

We recommend that eHealth Saskatchewan actively track employees with declared conflicts of interest, and the actions taken to manage them.

The committee noted that the Ministry of Health has complied with the recommendation.

Formalizing Documentation of Procurement Decisions Delayed

The committee concurred with recommendation 5 made at page 37 of the Provincial Auditor's 2019 report volume 1, chapter 3, eHealth Saskatchewan — Mitigating Vendor Influence and Related Conflicts of Interest:

We recommend that eHealth Saskatchewan follow its policy that requires all sole-sourced procurement decisions have a completed and approved justification form.

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 6 made at page 37 of the Provincial Auditor's 2019 report volume 1, chapter 3, eHealth Saskatchewan — Mitigating Vendor Influence and Related Conflicts of Interest:

We recommend that eHealth Saskatchewan follow its policy that requires all individuals involved in making vendor selection decisions complete a standardized conflict of interest form for each procurement.

The committee noted that the Ministry of Health has complied with the recommendation.

Ongoing Training on Key Policies Needed

The committee concurred with recommendation 7 made at page 38 of the Provincial Auditor's 2019 report volume 1, chapter 3, eHealth Saskatchewan — Mitigating Vendor Influence and Related Conflicts of Interest:

We recommend that eHealth Saskatchewan provide each of its employees with ongoing training on its key policies (such as its code of conduct and conflict of interest policies).

The committee noted that the Ministry of Health has complied with the recommendation.

Value-Added Items Provided in Vendor Contracts Not Tracked

The committee concurred with recommendation 8 made at page 38 of the Provincial Auditor's 2019 report volume 1, chapter 3, eHealth Saskatchewan — Mitigating Vendor Influence and Related Conflicts of Interest:

We recommend that eHealth Saskatchewan track value-added items expected and received through vendor contracts.

The committee noted that the Ministry of Health has complied with the recommendation.

Consistent Compliance with Policies Needed

The committee concurred with recommendation 9 made at page 39 of the Provincial Auditor's 2019 report volume 1, chapter 3, eHealth Saskatchewan — Mitigating Vendor Influence and Related Conflicts of Interest:

We recommend that eHealth Saskatchewan properly approve purchases before it receives the related goods and services.

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 10 made at page 39 of the Provincial Auditor's 2019 report volume 1, chapter 3, eHealth Saskatchewan — Mitigating Vendor Influence and Related Conflicts of Interest:

We recommend that eHealth Saskatchewan properly approve all vendor-sponsored travel and training in advance of the event.

The committee noted that the Ministry of Health has complied with the recommendation.

2019 Report Volume 1

Chapter 21: eHealth Saskatchewan — Sharing Patient Data

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 2

Chapter 3: eHealth Saskatchewan

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 1

Chapter 6: eHealth — Securing Portable Computing Devices

Considered January 12, 2022

More Frequent User Awareness Training Needed for Users of Portable Computing Devices

The committee concurred with recommendation 1 made at page 53 of the Provincial Auditor's 2020 report volume 1, chapter 6, eHealth — Securing Portable Computing Devices:

We recommend eHealth Saskatchewan work with the Saskatchewan Health Authority to implement an annual security awareness training program for users of portable computing devices with access to the eHealth IT network.

The committee noted that the Ministry of Health has complied with the recommendation.

Robust Plan to Mitigate Laptops Security Threats and Vulnerabilities Needed

The committee concurred with recommendation 2 made at page 56 of the Provincial Auditor's 2020 report volume 1, chapter 6, eHealth — Securing Portable Computing Devices:

We recommend eHealth Saskatchewan implement a written risk-informed plan to protect laptops with access to the eHealth IT network from security threats and vulnerabilities.

The committee noted that the Ministry of Health has complied with the recommendation.

Central Management of Mobile Devices Needed

The committee concurred with recommendation 3 made at page 59 of the Provincial Auditor's 2020 report volume 1, chapter 6, eHealth — Securing Portable Computing Devices:

We recommend eHealth Saskatchewan standardize the configuration settings for mobile devices with access to the eHealth IT network to mitigate associated security threats and vulnerabilities.

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 4 made at page 59 of the Provincial Auditor's 2020 report volume 1, chapter 6, eHealth — Securing Portable Computing Devices:

We recommend eHealth Saskatchewan analyze the cost-benefits of use of a central mobile device management system to secure and monitor mobile devices with access to the eHealth IT network.

The committee noted that the Ministry of Health has complied with the recommendation.

Lost and Stolen Portable Devices Not Always Acted On

The committee concurred with recommendation 5 made at page 60 of the Provincial Auditor's 2020 report volume 1, chapter 6, eHealth — Securing Portable Computing Devices:

We recommend eHealth Saskatchewan take appropriate action to minimize the risk of security breaches when a portable computing device is reported lost or stolen.

The committee noted that the Ministry of Health has complied with the recommendation.

Evaluation of IT Network Access Controls Needed

The committee concurred with recommendation 6 made at page 61 of the Provincial Auditor's 2020 report volume 1, chapter 6, eHealth — Securing Portable Computing Devices:

We recommend eHealth Saskatchewan implement a risk-based plan for controlling network access to mitigate the impact of security breaches.

The committee noted that the Ministry of Health has complied with the recommendation.

Monitoring of Unauthorized Network Access Limited

The committee concurred with recommendation 7 made at page 62 of the Provincial Auditor's 2020 report volume 1, chapter 6, eHealth — Securing Portable Computing Devices:

We recommend eHealth Saskatchewan utilize key network security logs and scans to effectively monitor the eHealth IT network and detect malicious activity.

The committee noted that the Ministry of Health has complied with the recommendation.

2020 Report Volume 2

Chapter 3: eHealth Saskatchewan

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 28: eHealth Saskatchewan — Securing Patient Data in the Saskatchewan Laboratory Results Repository

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 1

Chapter 13: eHealth Saskatchewan — Mitigating Vendor Influence and Related Conflicts of Interest

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 2

Chapter 3: eHealth Saskatchewan

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Energy and Resources

2019 Report Volume 1

Chapter 4: Energy and Resources— Auditing Producer Returns for Non-Renewable Resources

Considered February 9, 2021

Better Estimation of Planned Audit Staff Time and Costs Needed

The committee concurred with recommendation 1 made at page 51 of the Provincial Auditor's 2019 report volume 1, chapter 4, Energy and Resources— Auditing Producer Returns for Non-Renewable Resources:

We recommend that the Ministry of Energy and Resources estimate staff time and costs required to audit producer returns for non-renewable resources production taxes and royalties.

The committee noted that the Ministry of Energy and Resources has complied with the recommendation.

Audit Manual Requires Updating

The committee concurred with recommendation 2 made at page 53 of the Provincial Auditor's 2019 report volume 1, chapter 4, Energy and Resources — Auditing Producer Returns for Non-Renewable Resources:

We recommend that the Ministry of Energy and Resources maintain its audit manual used during audits of non-renewable resources production taxes and royalties.

The committee noted that the Ministry of Energy and Resources has complied with the recommendation.

Consistent Documentation in Files Needed

The committee concurred with recommendation 3 made at page 55 of the Provincial Auditor's 2019 report volume 1, chapter 4, Energy and Resources— Auditing Producer Returns for Non-Renewable Resources:

We recommend that the Ministry of Energy and Resources consistently document key audit decisions, audit procedures, and results of audit work in files of audits of producer returns for non-renewable resources production taxes and royalties.

The committee noted that the Ministry of Energy and Resources has complied with the recommendation.

Review of Audit Files Can Be Improved

The committee concurred with recommendation 4 made at page 56 of the Provincial Auditor's 2019 report volume 1, chapter 4, Energy and Resources— Auditing Producer Returns for Non-Renewable Resources:

We recommend that the Ministry of Energy and Resources complete quality reviews of audit files of producer returns for non-renewable resources production taxes and royalties before finalizing audit results.

The committee noted that the Ministry of Energy and Resources has complied with the recommendation.

Periodic Monitoring of Use of Audit Resources Needed

The committee concurred with recommendation 5 made at page 58 of the Provincial Auditor's 2019 report volume 1, chapter 4, Energy and Resources — Auditing Producer Returns for Non-Renewable Resources:

We recommend that the Ministry of Energy and Resources routinely monitor actual-to-planned staff time and costs to audit producer returns for non-renewable resources production taxes and royalties.

The committee noted that the Ministry of Energy and Resources has complied with the recommendation.

2019 Report Volume 1

Chapter 22: Energy and Resources— Regulating Pipelines

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Environment

2019 Report Volume 1

Chapter 23: Environment — Regulating Contaminated Sites

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 2

Chapter 4: Environment

Considered February 9, 2021

Update to Surface Lease Information in Database Needed

The committee concurred with recommendation 1 made at page 36 of the Provincial Auditor's 2019 report volume 2, chapter 4, Environment:

We recommend the Ministry of Environment verify the accuracy of lease information in its database used to administer leases.

The committee noted that the Ministry of Environment has complied with the recommendation.

2019 Report Volume 2

Chapter 21: Environment — Sustainable Fish Population Management

Considered February 9, 2021

Annual Plans Used to Set Work Priorities — Implementation of Fisheries Management Plan Slower Than Expected

The committee concurred with recommendation 1 made at page 142 of the Provincial Auditor's 2019 report volume 2, chapter 21, Environment — Sustainable Fish Population Management:

We recommend the Ministry of Environment formally determine resources needed to meet timeframes outlined in its Fisheries Management Plan.

Collection and Reporting Protocols for Water Body Assessments Not Finalized

The committee concurred with recommendation 2 made at page 143 of the Provincial Auditor's 2019 report volume 2, chapter 21, Environment — Sustainable Fish Population Management:

We recommend the Ministry of Environment give staff written, standardized, science-based protocols for field data collection and reporting on fish populations and their health.

The committee noted that the Ministry of Environment is making progress towards complying with the recommendation.

Prioritized Water Bodies' Listing Inaccurate and Incomplete

The committee concurred with recommendation 3 made at page 145 of the Provincial Auditor's 2019 report volume 2, chapter 21, Environment — Sustainable Fish Population Management:

We recommend the Ministry of Environment keep its listing of lakes, and associated priority categories used to determine the frequency of assessing fish populations of water bodies up-to-date and accurate.

The committee noted that the Ministry of Environment is making progress towards complying with the recommendation.

Assessments of Fish Populations Completed Less Often Than Risk-Based Approach Expects

The committee concurred with recommendation 4 made at page 146 of the Provincial Auditor's 2019 report volume 2, chapter 21, Environment — Sustainable Fish Population Management:

We recommend the Ministry of Environment assess fish populations including their health using intervals determined through a scientific, risk-based approach.

The committee noted that the Ministry of Environment is making progress towards complying with the recommendation.

Specific Fish Population Management Plans Needed for High-Risk Fish Species and High-Usage Water Bodies

The committee concurred with recommendation 5 made at page 147 of the Provincial Auditor's 2019 report volume 2, chapter 21, Environment — Sustainable Fish Population Management:

We recommend the Ministry of Environment consider adopting the emerging practice of asking commercial fishers to submit additional key information about the health of fish populations in water bodies they use.

The committee noted that the Ministry of Environment has complied with the recommendation.

The committee concurred with recommendation 6 made at page 147 of the Provincial Auditor's 2019 report volume 2, chapter 21, Environment — Sustainable Fish Population Management:

We recommend the Ministry of Environment create specific management plans for key high-risk fish species and/or high-usage water bodies.

The committee noted that the Ministry of Environment is making progress towards complying with the recommendation.

Additional Detail in Water Body Assessment Reports Needed

The committee concurred with recommendation 7 made at page 149 of the Provincial Auditor's 2019 report volume 2, chapter 21, Environment — Sustainable Fish Population Management:

We recommend the Ministry of Environment document, in its reports of fish populations and health of assessed water bodies, key decisions (e.g., key assumptions, sampling methods and sizes).

The committee noted that the Ministry of Environment has complied with the recommendation.

Reports on Lake Assessments Not Finalized within Reasonable Timeframes

The committee concurred with recommendation 8 made at page 149 of the Provincial Auditor's 2019 report volume 2, chapter 21, Environment — Sustainable Fish Population Management:

We recommend the Ministry of Environment finalize analysis of fish data collected from water body assessments in a reasonable timeframe to allow for consideration before the next assessment season.

The committee noted that the Ministry of Environment has complied with the recommendation.

Evaluation of Fisheries Management Plan Needed

The committee concurred with recommendation 9 made at page 152 of the Provincial Auditor's 2019 report volume 2, chapter 21, Environment — Sustainable Fish Population Management:

We recommend the Ministry of Environment develop a detailed strategy to assess the effectiveness of the Fisheries Management Plan including determining its success.

2020 Report Volume 1

Chapter 16: Environment — Regulating Landfills

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 20: Environment — Regulating Waste Diversion Through Recycling

Considered February 9, 2021

Documented Definitions Needed for Key Information Program Operators Must Report

The committee concurred with recommendation 1 made at page 137 of the Provincial Auditor's 2020 report volume 2, chapter 20, Environment — Regulating Waste Diversion Through Recycling:

We recommend the Ministry of Environment set written standard definitions for key information (including calculation methods) it requires operators of waste diversion recycling programs to report.

Understanding of Waste Composition Needed

The committee concurred with recommendation 2 made at page 137 of the Provincial Auditor's 2020 report volume 2, chapter 20, Environment — Regulating Waste Diversion Through Recycling:

We recommend the Ministry of Environment obtain a more robust understanding of the composition of waste entering Saskatchewan landfills.

Recycling Program Specific Targets Needed

The committee concurred with recommendation 3 made at page 138 of the Provincial Auditor's 2020 report volume 2, chapter 20, Environment — Regulating Waste Diversion Through Recycling:

We recommend the Ministry of Environment use material-specific targets to assist in determining whether waste diversion recycling programs contribute to the achievement of the provincial waste reduction goal.

Analysis of Program Operator Information Needed

The committee concurred with recommendation 4 made at page 140 of the Provincial Auditor's 2020 report volume 2, chapter 20, Environment — Regulating Waste Diversion Through Recycling:

We recommend the Ministry of Environment analyze the reasonability of program information reported by regulated waste diversion recycling programs.

Better Reporting on Regulation of Waste Diversion Needed

The committee concurred with recommendation 5 made at page 142 of the Provincial Auditor's 2020 report volume 2, chapter 20, Environment — Regulating Waste Diversion Through Recycling:

We recommend the Ministry of Environment periodically report to senior management on the rate of waste diversion through regulated recycling programs.

2020 Report Volume 2

Chapter 29: Environment — Preventing the Entry and Spread of Aquatic Invasive Species in Saskatchewan

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Global Transportation Hub Authority

2018 Report Volume 2

Chapter 33: Global Transportation Hub Authority—Acquiring Land from the Private Sector

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Health

2018 Report Volume 2

Chapter 7: Health

Considered January 11, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 1

Chapter 7: Health — Monitoring Opioid Prescribing and Dispensing

Considered January 11, 2022

Key Data Generally Collected and Tracked

The committee concurred with recommendation 1 made at page 102 of the Provincial Auditor's 2019 report volume 1, chapter 7, Health — Monitoring Opioid Prescribing and Dispensing:

We recommend the Ministry of Health assess the cost and benefit to patient safety of recording hospital-dispensed opioids in the provincial drug IT system.

Reconsideration for Scope of Monitoring Needed

The committee concurred with recommendation 2 made at page 107 of the Provincial Auditor's 2019 report volume 1, chapter 7, Health — Monitoring Opioid Prescribing and Dispensing:

We recommend the Ministry of Health participate in a regular review of the list of opioid drugs associated with misuse and addiction that it wants monitored.

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 3 made at page 108 of the Provincial Auditor's 2019 report volume 1, chapter 7, Health — Monitoring Opioid Prescribing and Dispensing:

We recommend the Ministry of Health establish a risk-based approach to identify concerns in opioid dispensing in Saskatchewan pharmacies.

Expectations of Prescribers to Check Patient Medication Profiles Inconsistent With Others

The committee concurred with recommendation 4 made at page 110 of the Provincial Auditor's 2019 report volume 1, chapter 7, Health — Monitoring Opioid Prescribing and Dispensing:

We recommend the Ministry of Health work with the College of Physicians and Surgeons of Saskatchewan to consider requiring its members to review patient medication profiles prior to prescribing opioids.

The committee noted that the Ministry of Health has complied with the recommendation.

Better Monitoring of the Prescription Review Program Needed

The committee concurred with recommendation 5 made at page 111 of the Provincial Auditor's 2019 report volume 1, chapter 7, Health — Monitoring Opioid Prescribing and Dispensing:

We recommend the Ministry of Health determine whether the Prescription Review Program is helping reduce the misuse of prescribed opioids in Saskatchewan.

Access to Broader Patient Information Needed to Support an Effective Prescription Review Program Analysis

The committee concurred with recommendation 6 made at page 112 of the Provincial Auditor's 2019 report volume 1, chapter 7, Health — Monitoring Opioid Prescribing and Dispensing:

We recommend the Ministry of Health give those responsible for monitoring inappropriate opioid prescribing access to necessary patient information.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

Prescription Review Program Not Identifying Potential Opioid Misuse — IT Solution Under Development

The committee concurred with recommendation 7 made at page 115 of the Provincial Auditor's 2019 report volume 1, chapter 7, Health — Monitoring Opioid Prescribing and Dispensing:

We recommend the Ministry of Health give those responsible for monitoring inappropriate opioid prescribing a functional IT system useful in identifying potentially inappropriate prescribing practices and opioid misuse.

The committee noted that the Ministry of Health has complied with the recommendation.

2019 Report Volume 1

Chapter 26: Health — Co-ordinating the Use of Lean

Considered January 11, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 1

Chapter 27: Health — Providing Special Needs Equipment for Persons with Disabilities

Considered January 11, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 2

Chapter 22: Health — Co-ordinating the Appropriate Provision of Helicopter Ambulance Services

Considered January 11, 2022

Prioritization Process for Determining Location of Heliports Not Formalized

The committee concurred with recommendation 1 made at page 162 of the Provincial Auditor's 2019 report volume 2, chapter 22, Health — Co-ordinating the Appropriate Provision of Helicopter Ambulance Services:

We recommend the Ministry of Health formalize the prioritization process for selecting heliports and landing zone locations for helicopter ambulance use.

The committee noted that the Ministry of Health has complied with the recommendation.

Ministry Involvement in Decision-Making Criteria Over Helicopter Ambulance Use Reasonable

The committee concurred with recommendation 2 made at page 165 of the Provincial Auditor's 2019 report volume 2, chapter 22, Health — Co-ordinating the Appropriate Provision of Helicopter Ambulance Services:

We recommend the Ministry of Health, working with others involved in the co-ordination of transporting patients, develop terms of reference for the consultation committee responsible for overseeing patient transports using helicopter ambulance services.

The committee noted that the Ministry of Health has complied with the recommendation.

Stronger Ministry Monitoring Over Helicopter Ambulance Use Needed

The committee concurred with recommendation 3 made at page 168 of the Provincial Auditor's 2019 report volume 2, chapter 22, Health — Co-ordinating the Appropriate Provision of Helicopter Ambulance Services:

We recommend the Ministry of Health actively oversee air ambulance services (e.g., chair committee(s) responsible for helicopter ambulance services oversight).

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 4 made at page 169 of the Provincial Auditor's 2019 report volume 2, chapter 22, Health — Co-ordinating the Appropriate Provision of Helicopter Ambulance Services:

We recommend the Ministry of Health periodically verify medical staff qualifications and training of those providing helicopter ambulance services.

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 5 made at page 171 of the Provincial Auditor's 2019 report volume 2, chapter 22, Health — Co-ordinating the Appropriate Provision of Helicopter Ambulance Services:

We recommend the Ministry of Health obtain written reasons where timeliness indicators for helicopter ambulance services are not met.

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 6 made at page 172 of the Provincial Auditor's 2019 report volume 2, chapter 22, Health — Co-ordinating the Appropriate Provision of Helicopter Ambulance Services:

We recommend the Ministry of Health routinely receive and analyze key information about the quality of patient care provided during helicopter ambulance services.

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 7 made at page 174 of the Provincial Auditor's 2019 report volume 2, chapter 22, Health — Co-ordinating the Appropriate Provision of Helicopter Ambulance Services:

We recommend the Ministry of Health receive periodic and detailed reporting on the number and reasons for cancelling or declining requests for helicopter ambulance services.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

The committee concurred with recommendation 8 made at page 175 of the Provincial Auditor's 2019 report volume 2, chapter 22, Health — Co-ordinating the Appropriate Provision of Helicopter Ambulance Services:

We recommend the Ministry of Health receive periodic reports on the maintenance of helicopters used to provide air ambulance services.

The committee noted that the Ministry of Health has complied with the recommendation.

2019 Report Volume 2

Chapter 36: Health — Meat Safety

Considered January 11, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 1

Chapter 17: Health — Detecting Inappropriate Physician Payments

Considered January 11, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 32: Health — Preventing Diabetes-Related Health Complications

Considered January 11, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 1

Chapter 6: Health — Using Critical Incident Reporting to Improve Patient Safety

Considered January 11, 2022

Types of Critical Incidents Not Fully in Line with Good Practice

The committee concurred with recommendation 1 made at page 58 of the Provincial Auditor's 2021 report volume 1, chapter 6, Health — Using Critical Incident Reporting to Improve Patient Safety:

We recommend the Ministry of Health reassess the types of adverse health events it requires healthcare organizations to report as critical incidents.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

Standardized Incident Reporting Form Could Be Improved

The committee concurred with recommendation 2 made at page 59 of the Provincial Auditor's 2021 report volume 1, chapter 6, Health — Using Critical Incident Reporting to Improve Patient Safety:

We recommend the Ministry of Health ask healthcare organizations to include root causes of the incident when reporting critical incidents.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

Incident Reporting Form Not Always Complete

The committee concurred with recommendation 3 made at page 60 of the Provincial Auditor's 2021 report volume 1, chapter 6, Health — Using Critical Incident Reporting to Improve Patient Safety:

We recommend the Ministry of Health obtain missing critical incident information from reporting healthcare organizations.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

Ministry Notified of Critical Incidents Later than Required

The committee concurred with recommendation 4 made at page 62 of the Provincial Auditor's 2021 report volume 1, chapter 6, Health — Using Critical Incident Reporting to Improve Patient Safety:

We recommend the Ministry of Health follow up when receipt of critical incidents reports are beyond established reporting deadlines.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

Insufficient Analysis of Extent of Underreporting of Critical Incidents

The committee concurred with recommendation 5 made at page 64 of the Provincial Auditor's 2021 report volume 1, chapter 6, Health — Using Critical Incident Reporting to Improve Patient Safety:

We recommend the Ministry of Health analyze the nature and types of critical incidents reported as compared to other health data sources.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

Not Documenting the Use of Defined Criteria When Assessing Incident Corrective Actions

The committee concurred with recommendation 6 made at page 67 of the Provincial Auditor's 2021 report volume 1, chapter 6, Health — Using Critical Incident Reporting to Improve Patient Safety:

We recommend the Ministry of Health (or responsible healthcare organization) apply consistent criteria to assess whether planned corrective actions effectively address causes of critical incidents.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

Implementation of Critical Incident Corrective Actions Not Monitored

The committee concurred with recommendation 7 made at page 68 of the Provincial Auditor's 2021 report volume 1, chapter 6, Health — Using Critical Incident Reporting to Improve Patient Safety:

We recommend the Ministry of Health monitor the status of implementation of corrective actions set out in critical incident reports.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

Analysis to Identify and Address Systemic Issues Limited

The committee concurred with recommendation 8 made at page 71 of the Provincial Auditor's 2021 report volume 1, chapter 6, Health — Using Critical Incident Reporting to Improve Patient Safety:

We recommend the Ministry of Health (and/or responsible healthcare organization) utilize criteria to determine when to issue patient safety alerts.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

The committee concurred with recommendation 9 made at page 73 of the Provincial Auditor's 2021 report volume 1, chapter 6, Health — Using Critical Incident Reporting to Improve Patient Safety:

We recommend the Ministry of Health analyze critical incidents for systemic issues.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

The committee concurred with recommendation 10 made at page 74 of the Provincial Auditor's 2021 report volume 1, chapter 6, Health — Using Critical Incident Reporting to Improve Patient Safety:

We recommend the Ministry of Health work with the Saskatchewan Health Authority to monitor the effectiveness of patient safety alerts.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

2021 Report Volume 1

Chapter 17: Health — Providing Special Needs Equipment for Persons with Disabilities

Considered January 11, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 2

Chapter 26: Health — Co-ordinating the Appropriate Provision of Helicopter Ambulance Services

Considered January 11, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 2

Chapter 27: Health — Co-ordinating the Use of Lean

Considered January 11, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 2

Chapter 28: Health — Monitoring Opioid Prescribing and Dispensing

Considered January 11, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Highways and Infrastructure

2018 Report Volume 1

Chapter 22: Highways and Infrastructure — Addressing Road Safety Concerns on Existing Highways

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2018 Report Volume 2

Chapter 8: Highways and Infrastructure

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2018 Report Volume 2

Chapter 35: Highways and Infrastructure — Acquiring Land for the Regina Bypass

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 1

Chapter 28: Highways and Infrastructure — Enforcing Vehicle Weight and Dimension Requirements

Considered February 8, 2021

Inquiries Logged But Response to Inquiries Needs Consistent Documentation

The committee concurred with recommendation 1 made at page 292 of the Provincial Auditor's 2019 report volume 1, chapter 28, Highways and Infrastructure — Enforcing Vehicle Weight and Dimension Requirements:

We recommend that the Ministry of Highways and Infrastructure consistently document its response to calls received through its inquiry line and actions taken to address each call.

The committee noted that the Ministry of Highways and Infrastructure has complied with the recommendation.

2020 Report Volume 1

Chapter 2: Highways and Infrastructure

Considered February 8, 2021

Consistent Monitoring of Purchase Card Use Needed

The committee concurred with recommendation 1 made at page 30 of the Provincial Auditor's 2020 report volume 1, chapter 2, Highways and Infrastructure:

We recommend the Ministry of Highways and Infrastructure increase its monitoring of compliance with established transaction limits for purchases made using purchase cards.

The committee noted that the Ministry of Highways and Infrastructure has complied with the recommendation.

Additional Oversight of Firearms and Ammunition Purchases Needed

The committee concurred with recommendation 2 made at page 31 of the Provincial Auditor's 2020 report volume 1, chapter 2, Highways and Infrastructure:

We recommend the Ministry of Highways and Infrastructure implement policies to better oversee purchases of regulated firearms and ammunition to ensure they support its business needs.

The committee noted that the Ministry of Highways and Infrastructure has complied with the recommendation.

Regulated Highway Patrol Equipment not Properly Tracked

The committee concurred with recommendation 3 made at page 32 of the Provincial Auditor's 2020 report volume 1, chapter 2, Highways and Infrastructure:

We recommend the Ministry of Highways and Infrastructure implement better processes to track regulated highway patrol equipment.

The committee noted that the Ministry of Highways and Infrastructure has complied with the recommendation.

2020 Report Volume 1

Chapter 18: Highways and Infrastructure — Road Safety Concerns on Existing Highways

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 7: Highways and Infrastructure

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Horizon School Division No. 205

2020 Report Volume 1

Chapter 8: Horizon School Division No. 205 — Maintaining Facilities

Considered January 12, 2022

Functionality of Maintenance IT System Not Fully Utilized

The committee concurred with recommendation 1 made at page 92 of the Provincial Auditor's 2020 report volume 1, chapter 8, Horizon School Division No. 205 — Maintaining Facilities:

We recommend Horizon School Division No. 205 prioritize all identified maintenance deficiencies associated with fire protection and suppression systems and boilers to enable determination of the nature and timing of necessary maintenance.

The committee noted that the Ministry of Education has complied with the recommendation.

The committee concurred with recommendation 2 made at page 92 of the Provincial Auditor's 2020 report volume 1, chapter 8, Horizon School Division No. 205 — Maintaining Facilities:

We recommend Horizon School Division No. 205 develop a strategy to better use the maintenance IT system to plan, track, and monitor maintenance of its facilities and significant components.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Staff Not Always Doing Maintenance when Expected or Tracking Completion of Maintenance

The committee concurred with recommendation 3 made at page 97 of the Provincial Auditor's 2020 report volume 1, chapter 8, Horizon School Division No. 205 — Maintaining Facilities:

We recommend staff of Horizon School Division No. 205 maintain up-to-date and accurate information in the maintenance IT system about completion of assigned maintenance activities.

The committee noted that the Ministry of Education has complied with the recommendation.

Monitoring of Completion of Maintenance Needed

The committee concurred with recommendation 4 made at page 98 of the Provincial Auditor's 2020 report volume 1, chapter 8, Horizon School Division No. 205 — Maintaining Facilities:

We recommend Horizon School Division No. 205 actively monitor the timeliness of completion of requested and expected maintenance.

The committee noted that the Ministry of Education has complied with the recommendation.

More Robust Reporting of Maintenance Needed

The committee concurred with recommendation 5 made at page 99 of the Provincial Auditor's 2020 report volume 1, chapter 8, Horizon School Division No. 205 — Maintaining Facilities:

We recommend Horizon School Division No. 205 provide its Board with periodic, comprehensive maintenance reports about the results of its maintenance activities (e.g., facilities' condition, deferred maintenance) and anticipated impact to inform decision-making.

The committee noted that the Ministry of Education has complied with the recommendation.

Justice and Attorney General

2019 Report Volume 2

Chapter 8: Justice and Attorney General

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 2

Chapter 9: Justice and Attorney General — Victims' Fund

Considered March 2, 2022

Timely Preparation of Supporting Documents Needed

The committee concurred with recommendation 1 made at page 65 of the Provincial Auditor's 2019 report volume 2, chapter 9, Justice and Attorney General — Victims' Fund:

We recommend the Ministry of Justice and Attorney General—Victims' Fund prepare key supporting documents at the same time as it prepares its financial statements.

The committee noted that the Ministry of Justice and Attorney General has complied with the recommendation.

2019 Report Volume 2

Chapter 37: Justice and Attorney General — Enforcing Maintenance Payments

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 8: Justice and Attorney General

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 9: Justice and Attorney General — Victims' Fund

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 33: Justice and Attorney General — Supporting Provincial Court of Saskatchewan to Manage Court Workloads

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Justice and Attorney General and Corrections, Policing and Public Safety

2021 Report Volume 1

Chapter 8: Justice and Attorney General and Corrections, Policing and Public Safety — Implementing Strategies to Reduce Short-Term Remand in Saskatoon and the Surrounding Area

Considered March 2, 2022

A Focus on Key Measures for Remand Strategies Necessary

The committee concurred with recommendation 1 made at page 100 of the Provincial Auditor's 2021 report volume 1, chapter 8, Justice and Attorney General and Corrections, Policing and Public Safety — Implementing Strategies to Reduce Short-Term Remand in Saskatoon and the Surrounding Area:

We recommend the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety focus on collecting data for key measures, and establishing associated data definitions, for evaluating the strategies to reduce short-term remand.

The committee noted that the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety have complied with the recommendation.

Targets for Reduction of Remand Not Established

The committee concurred with recommendation 2 made at page 101 of the Provincial Auditor's 2021 report volume 1, chapter 8, Justice and Attorney General and Corrections, Policing and Public Safety — Implementing Strategies to Reduce Short-Term Remand in Saskatoon and the Surrounding Area:

We recommend the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety establish target(s) conducive to measuring whether they are reducing short-term remand.

The committee noted that the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety have complied with the recommendation.

Need to Collect and Analyze Key Data From External Partners

The committee concurred with recommendation 3 made at page 102 of the Provincial Auditor's 2021 report volume 1, chapter 8, Justice and Attorney General and Corrections, Policing and Public Safety — Implementing Strategies to Reduce Short-Term Remand in Saskatoon and the Surrounding Area:

We recommend the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety collect and analyze key information from external partners when evaluating strategies to reduce short-term remand.

The committee noted that the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety have complied with the recommendation.

Lack of Formal Data Analysis on a Routine Basis

The committee concurred with recommendation 4 made at page 105 of the Provincial Auditor's 2021 report volume 1, chapter 8, Justice and Attorney General and Corrections, Policing and Public Safety — Implementing Strategies to Reduce Short-Term Remand in Saskatoon and the Surrounding Area:

We recommend the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety include context, data limitations, and key assumptions relevant to making informed decisions within evaluations of the strategies to reduce short-term remand.

The committee noted that the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety have complied with the recommendation.

The committee concurred with recommendation 5 made at page 105 of the Provincial Auditor's 2021 report volume 1, chapter 8, Justice and Attorney General and Corrections, Policing and Public Safety — Implementing Strategies to Reduce Short-Term Remand in Saskatoon and the Surrounding Area:

We recommend the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety routinely analyze data for key measures associated with the strategies to reduce short-term remand.

The committee noted that the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety have complied with the recommendation.

Ministries Need to Establish Information Requirements For Remand Committees

The committee concurred with recommendation 6 made at page 108 of the Provincial Auditor's 2021 report volume 1, chapter 8, Justice and Attorney General and Corrections, Policing and Public Safety — Implementing Strategies to Reduce Short-Term Remand in Saskatoon and the Surrounding Area:

We recommend the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety determine the information needs of the remand committees used to support the remand initiative.

The committee noted that the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety have complied with the recommendation.

2021 Report Volume 1

Chapter 20: Justice and Attorney General and Corrections, Policing and Public Safety — Leading the Community Safety and Well-Being Initiative

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Living Sky School Division No. 202

2020 Report Volume 2

Chapter 34: Living Sky School Division No. 202 — Engaging Grades 7 to 12 Students

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

North East School Division No. 200

2020 Report Volume 1

Chapter 20: North East School Division No. 200 — Increasing Grade 3 Students Reading at Grade Level

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Northern Lights School Division No. 113

2019 Report Volume 1

Chapter 8: Northern Lights School Division No. 113 — Purchasing Goods and Services

Considered January 12, 2022

Update of Purchasing Policies Needed

The committee concurred with recommendation 1 made at page 127 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that Northern Lights School Division No. 113 update its purchasing requirements to:

- Align with applicable external trade agreements;
- Establish requirements for staff involved with purchases to declare real or perceived conflicts of interest;
- Set out requirements for the use of different purchasing methods; and
- Incorporate expectations for use of contracts.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Policy Addressing Single or Sole Sourcing Purchases Needed

The committee concurred with recommendation 2 made at page 128 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that Northern Lights School Division No. 113 set out, in writing, its requirements for using single or sole source purchasing.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

More Robust Credit Card Guidelines and Active Monitoring of Staff Compliance Needed

The committee concurred with recommendation 3 made at page 130 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that Northern Lights School Division No. 113 revise its purchase card guidelines to align with good purchasing practices (e.g., required approvals, processes for changing transaction limits, restrictions on use).

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

The committee concurred with recommendation 4 made at page 130 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that Northern Lights School Division No. 113 actively monitor adherence of cardholders with its purchase card guidelines.

Improved Controls Needed over Fuel Purchases Made with Credit Cards

The committee concurred with recommendation 5 made at page 131 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that Northern Lights School Division No. 113 agree purchases on monthly fleet card invoices to supporting receipts prior to making payment.

Key Purchasing Policies Not Board Approved

The committee concurred with recommendation 6 made at page 131 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that the Board of Education of Northern Lights School Division No. 113 approve the Division's key policies related to the purchase of goods and services.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Documentation of Supplier Evaluations for Tenders Inconsistent

The committee concurred with recommendation 7 made at page 133 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that Northern Lights School Division No. 113 consistently document its evaluation of suppliers when tendering for the purchase of goods and services.

The committee noted that the Ministry of Education has complied with the recommendation.

Tender Communications with Suppliers Maintained Inconsistently

The committee concurred with recommendation 8 made at page 134 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that Northern Lights School Division No. 113 maintain appropriate documentation of its tender communications with suppliers.

The committee noted that the Ministry of Education has complied with the recommendation.

Standard Tendering Time Not Established

The committee concurred with recommendation 9 made at page 135 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that Northern Lights School Division No. 113 establish a standard minimum amount of time to allow suppliers to respond to tenders.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Some Contract Templates Incomplete

The committee concurred with recommendation 10 made at page 136 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that Northern Lights School Division No. 113 periodically assess the robustness of the service contract and purchase order templates used for purchasing goods and services.

The committee noted that the Ministry of Education has complied with the recommendation.

Contract Documentation Not Always Timely or Consistently Maintained

The committee concurred with recommendation 11 made at page 136 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that Northern Lights School Division No. 113 maintain complete documentation of properly authorized contracts with suppliers before the Division receives the related goods or services.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Additional Monitoring of Incompatible Purchasing Duties Needed

The committee concurred with recommendation 12 made at page 137 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that Northern Lights School Division No. 113 separate incompatible purchasing duties (e.g., initiating purchases, tendering, receiving goods or services, approving invoices for payment, adding suppliers to the financial system), and closely monitor transactions where it is not feasible to do so.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Documentation of Validity of Supplier Information and Separation of Incompatible Duties Needed

The committee concurred with recommendation 13 made at page 139 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that Northern Lights School Division No. 113 document its due diligence procedures used to validate suppliers before entering them into its financial system, and keep the supplier listing in its financial system up-to-date.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Better Support for Heating Fuel Purchases Needed

The committee concurred with recommendation 14 made at page 139 of the Provincial Auditor's 2019 report volume 1, chapter 8, Northern Lights School Division No. 113 — Purchasing Goods and Services:

We recommend that Northern Lights School Division No. 113 require staff to document the receipt of heating fuel purchases and to adhere to its delegation of authority when approving invoices for payment.

The committee noted that the Ministry of Education has complied with the recommendation.

Office of Residential Tenancies

2021 Report Volume 1

Chapter 9: Office of Residential Tenancies — Adjudicating Tenancy Disputes

Considered March 2, 2022

Conflicts of Interest Guidance for Hearing Officers Needed

The committee concurred with recommendation 1 made at page 120 of the Provincial Auditor's 2021 report volume 1, chapter 9, Office of Residential Tenancies — Adjudicating Tenancy Disputes:

We recommend the Office of Residential Tenancies provide clear written guidance (including examples) about what constitutes a conflict of interest to hearing officers.

The committee noted that the Ministry of Justice and Attorney General has complied with the recommendation.

Hearing Decisions Not Always Meeting New Timelines and Delay Reasons Not Documented

The committee concurred with recommendation 2 made at page 126 of the Provincial Auditor's 2021 report volume 1, chapter 9, Office of Residential Tenancies — Adjudicating Tenancy Disputes:

We recommend the Office of Residential Tenancies document reasons for significant delays in issuing hearing decisions.

The committee noted that the Ministry of Justice and Attorney General has complied with the recommendation.

The committee concurred with recommendation 3 made at page 126 of the Provincial Auditor's 2021 report volume 1, chapter 9, Office of Residential Tenancies — Adjudicating Tenancy Disputes:

We recommend the Office of Residential Tenancies always follow up promptly with hearing officers when hearing decisions are not submitted when expected.

The committee noted that the Ministry of Justice and Attorney General has complied with the recommendation.

Office of the Public Guardian and Trustee of Saskatchewan

2020 Report Volume 1

Chapter 9: Office of the Public Guardian and Trustee of Saskatchewan — Providing Property Guardianship Services to Adult Clients

Considered March 2, 2022

Rationale for Key Decisions about Client Property Inconsistently Documented

The committee concurred with recommendation 1 made at page 111 of the Provincial Auditor's 2020 report volume 1, chapter 9, Office of the Public Guardian and Trustee of Saskatchewan — Providing Property Guardianship Services to Adult Clients:

We recommend the Office of the Public Guardian and Trustee of Saskatchewan follow its established processes to keep rationale for key decisions about identification of property of adult clients receiving property guardianship services.

The committee noted that the Ministry of Justice and Attorney General has complied with the recommendation.

2021 Report Volume 2

Chapter 30: Office of the Public Guardian and Trustee of Saskatchewan — Providing Property Guardianship Services to Adult Clients

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Prairie Valley School Division No. 208

2020 Report Volume 1

Chapter 21: Prairie Valley School Division No. 208 — Monitoring Progress of Home-based Learners

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Regina Roman Catholic Separate School Division No. 81

2020 Report Volume 2

Chapter 35: Regina Roman Catholic Separate School Division No. 81 — English as an Additional Language Programming

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Regina School Division No. 4

2020 Report Volume 1

Chapter 22: Regina School Division No. 4 — Promoting Positive Student Behaviour

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Saskatchewan Cancer Agency

2020 Report Volume 2

Chapter 21: Saskatchewan Cancer Agency — Delivering the Screening Program for Colorectal Cancer

Considered January 12, 2022

Promotional Strategies Not Increasing Participation Rates

The committee concurred with recommendation 1 made at page 152 of the Provincial Auditor's 2020 report volume 2, chapter 21, Saskatchewan Cancer Agency — Delivering the Screening Program for Colorectal Cancer:

We recommend the Saskatchewan Cancer Agency analyze if its promotional strategies help increase participation in its Screening Program for Colorectal Cancer.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

Consistent Approach for Booking Colonoscopies Needed

The committee concurred with recommendation 2 made at page 158 of the Provincial Auditor's 2020 report volume 2, chapter 21, Saskatchewan Cancer Agency — Delivering the Screening Program for Colorectal Cancer:

We recommend the Saskatchewan Cancer Agency work with the Saskatchewan Health Authority to reduce the time patients wait for colonoscopies with an aim to provide these services within the nationally accepted benchmark for colorectal cancer screening programs.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

Benchmark for Giving Patients Timely Pathology Results Needed

The committee concurred with recommendation 3 made at page 160 of the Provincial Auditor's 2020 report volume 2, chapter 21, Saskatchewan Cancer Agency — Delivering the Screening Program for Colorectal Cancer:

We recommend the Saskatchewan Cancer Agency work with the Saskatchewan Health Authority to determine a timeframe (benchmark) for providing patients and healthcare providers with pathology results related to screening for colorectal cancer.

Analysis of Screening Program Results and Timely Reporting Needed

The committee concurred with recommendation 4 made at page 162 of the Provincial Auditor's 2020 report volume 2, chapter 21, Saskatchewan Cancer Agency — Delivering the Screening Program for Colorectal Cancer:

We recommend the Saskatchewan Cancer Agency periodically include analysis of key quality indicator results for its Screening Program for Colorectal Cancer in its reports to senior management and the Board.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

The committee concurred with recommendation 5 made at page 162 of the Provincial Auditor's 2020 report volume 2, chapter 21, Saskatchewan Cancer Agency — Delivering the Screening Program for Colorectal Cancer:

We recommend the Saskatchewan Cancer Agency report on results of key quality indicators timely for its Screening Program for Colorectal Cancer.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

Consistency With National Indicators Needed

The committee concurred with recommendation 6 made at page 163 of the Provincial Auditor's 2020 report volume 2, chapter 21, Saskatchewan Cancer Agency — Delivering the Screening Program for Colorectal Cancer:

We recommend the Saskatchewan Cancer Agency align quality indicators it regularly uses to report on the Screening Program for Colorectal Cancer with nationally accepted indicators.

The committee noted that the Ministry of Health is making progress towards complying with the recommendation.

2020 Report Volume 2

Chapter 37: Saskatchewan Cancer Agency — Delivering the Screening Program for Breast Cancer

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Saskatchewan Crop Insurance Corporation

2019 Report Volume 1

Chapter 10: Saskatchewan Crop Insurance Corporation— Managing Succession of Human Resources

Considered February 8, 2021

Timeframes for Completing Key Processes Required

The committee concurred with recommendation 1 made at page 166 of the Provincial Auditor's 2019 report volume 1, chapter 10, Saskatchewan Crop Insurance Corporation —Managing Succession of Human Resources:

We recommend that the Saskatchewan Crop Insurance Corporation set timeframes in which to complete specific key succession management planning processes.

The committee noted that Saskatchewan Crop Insurance Corporation has complied with the recommendation.

Evaluation of the Succession Management Processes Needed

The committee concurred with recommendation 2 made at page 167 of the Provincial Auditor's 2019 report volume 1, chapter 10, Saskatchewan Crop Insurance Corporation—Managing Succession of Human Resources:

We recommend that the Saskatchewan Crop Insurance Corporation establish a method to periodically evaluate the effectiveness of its succession management processes.

The committee noted that Saskatchewan Crop Insurance Corporation has complied with the recommendation.

Saskatchewan Health Authority

2018 Report Volume 2

Chapter 14: Saskatchewan Health Authority

Considered March 1, 2022

Adequate IT Service-level Agreement Needed

The committee concurred with recommendation 1 made at page 80 of the Provincial Auditor's 2018 report volume 2, chapter 14, Saskatchewan Health Authority:

We recommend that the Saskatchewan Health Authority sign an adequate service-level agreement with eHealth Saskatchewan to enable monitoring of the quality and timeliness eHealth's provision of IT services.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

2018 Report Volume 2

Chapter 23: Saskatchewan Health Authority — Analyzing Surgical Biopsies in Regina and Saskatoon Labs Efficiently

Considered March 1, 2022

Labs Use Different Accreditation Standards

The committee concurred with recommendation 1 made at page 140 of the Provincial Auditor's 2018 report volume 2, chapter 23, Saskatchewan Health Authority — Analyzing Surgical Biopsies in Regina and Saskatoon Labs Efficiently:

We recommend that the Saskatchewan Health Authority assess the impact of the surgical biopsy labs receiving accreditation through different bodies.

The committee noted that the Saskatchewan Health Authority has complied with the recommendation.

Responsibilities for Surgical Biopsy Process Clearly Assigned other than Relationship with Chief Coroner Office

The committee concurred with recommendation 2 made at page 141 of the Provincial Auditor's 2018 report volume 2, chapter 23, Saskatchewan Health Authority — Analyzing Surgical Biopsies in Regina and Saskatoon Labs Efficiently:

We recommend the Saskatchewan Health Authority enter into a written agreement with the Office of the Chief Coroner about surgical biopsy lab services it provides for forensic autopsies.

The committee noted that the Saskatchewan Health Authority has complied with the recommendation.

Consistent Completion Targets and Approaches to Prioritize Requests Needed

The committee concurred with recommendation 3 made at page 144 of the Provincial Auditor's 2018 report volume 2, chapter 23, Saskatchewan Health Authority — Analyzing Surgical Biopsies in Regina and Saskatoon Labs Efficiently:

We recommend the Saskatchewan Health Authority implement a consistent approach for prioritizing and issuing timely diagnosis reports for surgical biopsies.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Better Tracking of Specimens Needed

The committee concurred with recommendation 4 made at page 145 of the Provincial Auditor's 2018 report volume 2, chapter 23, Saskatchewan Health Authority — Analyzing Surgical Biopsies in Regina and Saskatoon Labs Efficiently:

We recommend the Saskatchewan Health Authority assess the cost-benefit of electronically tracking the location of surgical biopsy specimens throughout the key stages of the lab analysis process.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Assessment of Inhibiting Factors in Providing Timely Diagnosis Required

The committee concurred with recommendation 5 made at page 147 of the Provincial Auditor's 2018 report volume 2, chapter 23, Saskatchewan Health Authority — Analyzing Surgical Biopsies in Regina and Saskatoon Labs Efficiently:

We recommend the Saskatchewan Health Authority formally assess the surgical biopsy process at its surgical biopsy labs to identify factors inhibiting timely diagnosis.

The committee noted that the Saskatchewan Health Authority has complied with the recommendation.

Incomplete Requisitions Received from Healthcare Providers

The committee concurred with recommendation 6 made at page 147 of the Provincial Auditor's 2018 report volume 2, chapter 23, Saskatchewan Health Authority — Analyzing Surgical Biopsies in Regina and Saskatoon Labs Efficiently:

We recommend the Saskatchewan Health Authority educate healthcare providers on properly completing surgical biopsy requisitions for Regina and Saskatoon labs.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Equipment Preventative Maintenance Not Always Documented

The committee concurred with recommendation 7 made at page 149 of the Provincial Auditor's 2018 report volume 2, chapter 23, Saskatchewan Health Authority — Analyzing Surgical Biopsies in Regina and Saskatoon Labs Efficiently:

We recommend the Saskatchewan Health Authority require its labs to keep records of preventative maintenance completed by technical staff on its surgical biopsy equipment.

The committee noted that the Saskatchewan Health Authority has complied with the recommendation.

2018 Report Volume 2

Chapter 24: Saskatchewan Health Authority — Preventing and Controlling Hospital-acquired Infections in the Regina General Hospital and Pasqua Hospital

Considered March 1, 2022

Formal Education Updates Required

The committee concurred with recommendation 1 made at page 158 of the Provincial Auditor's 2018 report volume 2, chapter 24, Saskatchewan Health Authority — Preventing and Controlling Hospital-acquired Infections in the Regina General Hospital and Pasqua Hospital:

We recommend that the Saskatchewan Health Authority give hospital staff, responsible for patient care, formal training updates on infection prevention and control practices at least annually.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Alternative Methods of Monitoring Staff Compliance with Practices Needed

The committee concurred with recommendation 2 made at page 161 of the Provincial Auditor's 2018 report volume 2, chapter 24, Saskatchewan Health Authority — Preventing and Controlling Hospital-acquired Infections in the Regina General Hospital and Pasqua Hospital:

We recommend that the Saskatchewan Health Authority use external observers to conduct regular blind direct observation hand-hygiene compliance audits in its hospitals.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Active Oversight of Hand-hygiene Corrective Action Plans Needed to Improve Compliance

The committee concurred with recommendation 3 made at page 163 of the Provincial Auditor's 2018 report volume 2, chapter 24, Saskatchewan Health Authority — Preventing and Controlling Hospital-acquired Infections in the Regina General Hospital and Pasqua Hospital:

We recommend that the Saskatchewan Health Authority actively monitor actions taken by Regina hospitals' patient-care units with lower than acceptable hand-hygiene compliance rates.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Better Analysis of Causes of Hospital-acquired Infections Needed

The committee concurred with recommendation 4 made at page 166 of the Provincial Auditor's 2018 report volume 2, chapter 24, Saskatchewan Health Authority — Preventing and Controlling Hospital-acquired Infections in the Regina General Hospital and Pasqua Hospital:

We recommend that the Saskatchewan Health Authority regularly give senior management a written analysis of emerging risks and causes based on trends of hospital-acquired infections.

The committee noted that the Saskatchewan Health Authority has complied with the recommendation.

2019 Report Volume 1

Chapter 12: Saskatchewan Health Authority — Maintaining Saskatoon and Surrounding Area Health Care Facilities

Considered March 1, 2022

Service Objectives for Guiding Maintenance Not Set

The committee concurred with recommendation 1 made at page 193 of the Provincial Auditor's 2019 report volume 1, chapter 12, Saskatchewan Health Authority — Maintaining Saskatoon and Surrounding Area Health Care Facilities:

We recommend the Saskatchewan Health Authority establish measurable service objectives for its key health care facilities and critical components located in the City of Saskatoon and surrounding areas.

The committee noted that the Saskatchewan Health Authority has complied with the recommendation.

Controls over the Accuracy and Reliability of Information in Maintenance IT System Needed

The committee concurred with recommendation 2 made at page 195 of the Provincial Auditor's 2019 report volume 1, chapter 12, Saskatchewan Health Authority — Maintaining Saskatoon and Surrounding Area Health Care Facilities:

We recommend the Saskatchewan Health Authority control the accuracy and reliability of maintenance data in its IT system for key health care facilities and components located in the City of Saskatoon and surrounding areas.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Complete Listing of Facilities to Maintain Needed

The committee concurred with recommendation 3 made at page 196 of the Provincial Auditor's 2019 report volume 1, chapter 12, Saskatchewan Health Authority — Maintaining Saskatoon and Surrounding Area Health Care Facilities:

We recommend the Saskatchewan Health Authority maintain complete information on each of its key health care facilities and components located in the City of Saskatoon and surrounding areas to enable the preparation of a comprehensive maintenance plan.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Preventative Maintenance Activities Not Consistently Determined

The committee concurred with recommendation 4 made at page 198 of the Provincial Auditor's 2019 report volume 1, chapter 12, Saskatchewan Health Authority — Maintaining Saskatoon and Surrounding Area Health Care Facilities:

We recommend the Saskatchewan Health Authority consistently set the nature, extent, and frequency of preventative maintenance activities for similar categories of key health care facilities and components located in the City of Saskatoon and surrounding areas.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Complete Risk-Informed Maintenance Plan Needed

The committee concurred with recommendation 5 made at page 199 of the Provincial Auditor's 2019 report volume 1, chapter 12, Saskatchewan Health Authority — Maintaining Saskatoon and Surrounding Area Health Care Facilities:

We recommend the Saskatchewan Health Authority use its planned maintenance activities as an input to setting its Saskatoon-area maintenance budget.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Preventative Maintenance Activities Not Conducted Within Expected Timeframes

The committee concurred with recommendation 6 made at page 200 of the Provincial Auditor's 2019 report volume 1, chapter 12, Saskatchewan Health Authority — Maintaining Saskatoon and Surrounding Area Health Care Facilities:

We recommend the Saskatchewan Health Authority complete preventative maintenance on its key health care facilities and components located in the City of Saskatoon and surrounding areas within expected timeframes.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Timing of Demand Maintenance Not Aligned with Priority Ratings

The committee concurred with recommendation 7 made at page 201 of the Provincial Auditor's 2019 report volume 1, chapter 12, Saskatchewan Health Authority — Maintaining Saskatoon and Surrounding Area Health Care Facilities:

We recommend the Saskatchewan Health Authority have written guidance for classifying and prioritizing requests for demand maintenance on key health care facilities and components located in the City of Saskatoon and surrounding areas.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

The committee concurred with recommendation 8 made at page 201 of the Provincial Auditor's 2019 report volume 1, chapter 12, Saskatchewan Health Authority — Maintaining Saskatoon and Surrounding Area Health Care Facilities:

We recommend the Saskatchewan Health Authority complete demand maintenance in line with priority rankings for key health care facilities and components located in the City of Saskatoon and surrounding areas.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Consistent Ranking of Capital Maintenance Projects Needed

The committee concurred with recommendation 9 made at page 202 of the Provincial Auditor's 2019 report volume 1, chapter 12, Saskatchewan Health Authority — Maintaining Saskatoon and Surrounding Area Health Care Facilities:

We recommend the Saskatchewan Health Authority consistently document the priority of capital maintenance projects undertaken in the City of Saskatoon and surrounding areas.

The committee noted that the Saskatchewan Health Authority has complied with the recommendation.

Further Analysis and Reporting on Maintenance Activities Needed

The committee concurred with recommendation 10 made at page 204 of the Provincial Auditor's 2019 report volume 1, chapter 12, Saskatchewan Health Authority — Maintaining Saskatoon and Surrounding Area Health Care Facilities:

We recommend the Saskatchewan Health Authority report to senior management the results of maintenance activities for its key health care facilities and components located in the City of Saskatoon and surrounding areas.

The committee noted that the Saskatchewan Health Authority has complied with the recommendation.

2019 Report Volume 1

Chapter 35: Saskatchewan Health Authority — Providing Timely and Appropriate Home-Care Services in the City of Prince Albert and Surrounding Area

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 2

Chapter 12: Saskatchewan Health Authority

Considered March 1, 2022

Code of Conduct Policy Needed

The committee concurred with recommendation 1 made at page 83 of the Provincial Auditor's 2019 report volume 2, chapter 12, Saskatchewan Health Authority:

We recommend the Saskatchewan Health Authority implement an approved code of conduct policy including permitted vendor-sponsored travel.

The committee noted that the Saskatchewan Health Authority has complied with the recommendation.

Validation of Supplier Information Required

The committee concurred with recommendation 2 made at page 84 of the Provincial Auditor's 2019 report volume 2, chapter 12, Saskatchewan Health Authority:

We recommend the Saskatchewan Health Authority document its due diligence procedures used to validate suppliers before adding them into its financial system.

The committee noted that the Saskatchewan Health Authority has complied with the recommendation.

Separation of Incompatible Duties Needed

The committee concurred with recommendation 3 made at page 86 of the Provincial Auditor's 2019 report volume 2, chapter 12, Saskatchewan Health Authority:

We recommend the Saskatchewan Health Authority separate incompatible duties.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

2019 Report Volume 2

Chapter 24: Saskatchewan Health Authority — Treating Patients at Risk of Suicide in Northwest Saskatchewan

Considered March 1, 2022

Varying Services Available for Patients at Risk of Suicide But Unclear if they are in the Right Locations

The committee concurred with recommendation 1 made at page 207 of the Provincial Auditor's 2019 report volume 2, chapter 24, Saskatchewan Health Authority — Treating Patients at Risk of Suicide in Northwest Saskatchewan:

We recommend the Saskatchewan Health Authority work with others (e.g., Ministry of Health) to analyze key data about rates and prevalence of suicide attempts to rationalize services made available to patients at risk of suicide.

The committee noted that the Saskatchewan Health Authority has complied with the recommendation.

Ongoing Staff Training Needed

The committee concurred with recommendation 2 made at page 211 of the Provincial Auditor's 2019 report volume 2, chapter 24, Saskatchewan Health Authority — Treating Patients at Risk of Suicide in Northwest Saskatchewan:

We recommend the Saskatchewan Health Authority give suitable training to staff located in northwest Saskatchewan caring for patients at risk of suicide.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Preliminary Suicide Screening Done Consistently But Not Always Referred to a Psychiatrist

The committee concurred with recommendation 3 made at page 214 of the Provincial Auditor's 2019 report volume 2, chapter 24, Saskatchewan Health Authority — Treating Patients at Risk of Suicide in Northwest Saskatchewan:

We recommend the Saskatchewan Health Authority follow its established protocols to provide psychiatric consultations to patients accessing emergency departments in northwest Saskatchewan who are at high risk of suicide.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

Analysis of Telehealth Use Needed

The committee concurred with recommendation 4 made at page 215 of the Provincial Auditor's 2019 report volume 2, chapter 24, Saskatchewan Health Authority — Treating Patients at Risk of Suicide in Northwest Saskatchewan:

We recommend the Saskatchewan Health Authority address barriers to using videoconferencing to provide psychiatric services to communities in northwest Saskatchewan.

Analysis of No-Shows and Follow-Up Care Needed for Discharged ER Patients at Risk of Suicide

The committee concurred with recommendation 5 made at page 217 of the Provincial Auditor's 2019 report volume 2, chapter 24, Saskatchewan Health Authority — Treating Patients at Risk of Suicide in Northwest Saskatchewan:

We recommend the Saskatchewan Health Authority analyze reasons patients at risk of suicide miss appointments for mental health outpatient services to help address barriers.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

The committee concurred with recommendation 6 made at page 219 of the Provincial Auditor's 2019 report volume 2, chapter 24, Saskatchewan Health Authority — Treating Patients at Risk of Suicide in Northwest Saskatchewan:

We recommend the Saskatchewan Health Authority follow up with patients (who attempted suicide) discharged from emergency departments in northwest Saskatchewan to encourage treatment, where needed.

The committee noted that the Saskatchewan Health Authority has complied with the recommendation.

Risk-Based Approach to Monitoring Patient Files Needed

The committee concurred with recommendation 7 made at page 220 of the Provincial Auditor's 2019 report volume 2, chapter 24, Saskatchewan Health Authority — Treating Patients at Risk of Suicide in Northwest Saskatchewan:

We recommend the Saskatchewan Health Authority conduct risk-based file audits of patients at risk of suicide in northwest Saskatchewan.

Safety Inspections of Facilities Required to Reduce Suicide Risks

The committee concurred with recommendation 8 made at page 221 of the Provincial Auditor's 2019 report volume 2, chapter 24, Saskatchewan Health Authority — Treating Patients at Risk of Suicide in Northwest Saskatchewan:

We recommend the Saskatchewan Health Authority periodically inspect the safety of its facilities in northwest Saskatchewan providing services to patients at risk of suicide.

The committee noted that the Saskatchewan Health Authority is making progress towards complying with the recommendation.

2019 Report Volume 2

Chapter 39: Saskatchewan Health Authority — Delivering Accessible and Responsive Ground Ambulance Services in Southwest Saskatchewan

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 2

Chapter 40: Saskatchewan Health Authority — Delivering Provincially Funded Childhood Immunizations in La Ronge and Surrounding Area

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 2

Chapter 41: Saskatchewan Health Authority — Safe and Timely Discharge of Patients from Regina Hospitals

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 1

Chapter 24: Saskatchewan Health Authority — Administering Medication in Weyburn and Estevan Hospitals

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 1

Chapter 25: Saskatchewan Health Authority — Efficient Use of MRIs in Regina

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 1

Chapter 26: Saskatchewan Health Authority — Maintaining Medical Equipment in Healthcare Facilities in Melfort and Surrounding Area

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 1

Chapter 27: Saskatchewan Health Authority — Medication Management in Long-Term Care Facilities in Kindersley and Surrounding Area

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 1

Chapter 28: Saskatchewan Health Authority — Minimizing Employee Absenteeism

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 1

Chapter 29: Saskatchewan Health Authority — Overseeing Contracted Special-Care Homes in Saskatoon and Surrounding Area

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 12: Saskatchewan Health Authority

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 1

Chapter 22: Saskatchewan Health Authority — Providing Timely Access to Mental Health and Addictions Services in Prince Albert and Surrounding Areas

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 1

Chapter 23: Saskatchewan Health Authority — Triaging Emergency Department Patients in Saskatoon Hospitals

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 2

Chapter 11: Saskatchewan Health Authority

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 2

Chapter 33: Saskatchewan Health Authority — Delivering Provincially Funded Childhood Immunizations in La Ronge and Surrounding Area

Considered March 1, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Saskatchewan Impaired Driver Treatment Centre

2018 Report Volume 1

Chapter 9: Saskatchewan Impaired Driver Treatment Centre — Delivering the Impaired Driver Treatment Program

Considered January 12, 2022

Measurable Expectations to Evaluate Treatment Program Needed

The committee concurred with recommendation 1 made at page 131 of the Provincial Auditor's 2018 report volume 1, chapter 9, Saskatchewan Impaired Driver Treatment Centre — Delivering the Impaired Driver Treatment Program:

We recommend that the Saskatchewan Impaired Driver Treatment Centre regularly review its program objectives.

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 2 made at page 131 of the Provincial Auditor's 2018 report volume 1, chapter 9, Saskatchewan Impaired Driver Treatment Centre — Delivering the Impaired Driver Treatment Program:

We recommend that the Saskatchewan Impaired Driver Treatment Centre set measurable expectations to use in evaluating and reporting on the success of its treatment program to reduce impaired driving.

The committee noted that the Ministry of Health has complied with the recommendation.

Regular Program Refresh Needed

The committee concurred with recommendation 3 made at page 133 of the Provincial Auditor's 2018 report volume 1, chapter 9, Saskatchewan Impaired Driver Treatment Centre — Delivering the Impaired Driver Treatment Program:

We recommend that the Saskatchewan Impaired Driver Treatment Centre regularly refresh its treatment program to incorporate relevant good practices to help reduce clients from driving impaired again.

The committee noted that the Ministry of Health has complied with the recommendation.

Consistent Collection and Documentation of Client Information Needed

The committee concurred with recommendation 4 made at page 134 of the Provincial Auditor's 2018 report volume 1, chapter 9, Saskatchewan Impaired Driver Treatment Centre — Delivering the Impaired Driver Treatment Program:

We recommend that the Saskatchewan Impaired Driver Treatment Centre work with the Ministry of Justice to develop guidance for who to take into the program and information needed to inform treatment.

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 5 made at page 135 of the Provincial Auditor's 2018 report volume 1, chapter 9, Saskatchewan Impaired Driver Treatment Centre — Delivering the Impaired Driver Treatment Program:

We recommend that the Saskatchewan Impaired Driver Treatment Centre assign the same identification numbers to repeat clients.

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 6 made at page 135 of the Provincial Auditor's 2018 report volume 1, chapter 9, Saskatchewan Impaired Driver Treatment Centre — Delivering the Impaired Driver Treatment Program:

We recommend that the Saskatchewan Impaired Driver Treatment Centre consistently complete client assessment information to support treatment.

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 7 made at page 136 of the Provincial Auditor's 2018 report volume 1, chapter 9, Saskatchewan Impaired Driver Treatment Centre — Delivering the Impaired Driver Treatment Program:

We recommend that the Saskatchewan Impaired Driver Treatment Centre require its staff to document the results of one-on-one counselling sessions with clients.

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 8 made at page 137 of the Provincial Auditor's 2018 report volume 1, chapter 9, Saskatchewan Impaired Driver Treatment Centre — Delivering the Impaired Driver Treatment Program:

We recommend that the Saskatchewan Impaired Driver Treatment Centre customize its treatment program to focus on the specific unique needs of individual clients or groups of clients in the program.

The committee noted that the Ministry of Health has complied with the recommendation.

The committee concurred with recommendation 9 made at page 138 of the Provincial Auditor's 2018 report volume 1, chapter 9, Saskatchewan Impaired Driver Treatment Centre — Delivering the Impaired Driver Treatment Program:

We recommend that the Saskatchewan Impaired Driver Treatment Centre have clients consistently complete relapse prevention plans before leaving the Centre.

The committee noted that the Ministry of Health has complied with the recommendation.

Post-Treatment Support Needed

The committee concurred with recommendation 10 made at page 139 of the Provincial Auditor's 2018 report volume 1, chapter 9, Saskatchewan Impaired Driver Treatment Centre — Delivering the Impaired Driver Treatment Program:

We recommend that the Saskatchewan Impaired Driver Treatment Centre actively connect clients with specific support upon completion of the treatment program.

The committee noted that the Ministry of Health has complied with the recommendation.

2020 Report Volume 2

Chapter 38: Saskatchewan Impaired Driver Treatment Centre — Delivering the Impaired Driver Treatment Program

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Saskatchewan Indian Gaming Authority Inc.

2018 Report Volume 2

Chapter 15: Saskatchewan Indian Gaming Authority Inc.

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Saskatchewan Legal Aid Commission

2018 Report Volume 2

Chapter 41: Saskatchewan Legal Aid Commission — Providing Legal Aid Services

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 2

Chapter 34: Saskatchewan Legal Aid Commission — Providing Legal Aid Services

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Saskatchewan Liquor and Gaming Authority

2018 Report Volume 2

Chapter 16: Saskatchewan Liquor and Gaming Authority

Considered February 8, 2021

Detailed Review of Financial Transactions Needed

The committee concurred with recommendation 1 made at page 90 of the Provincial Auditor's 2018 report volume 2, chapter 16, Saskatchewan Liquor and Gaming Authority:

We recommend that Saskatchewan Liquor and Gaming Authority management carry out detailed reviews of quarterly and year-end financial information to supporting documents (e.g., reconciliations, journal entries, financial reports).

The committee noted that the Saskatchewan Liquor and Gaming Authority has complied with the recommendation.

2018 Report Volume 2

Chapter 42: Saskatchewan Liquor and Gaming Authority — Managing Projects with Significant IT Components

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 1

Chapter 36: Saskatchewan Liquor and Gaming Authority — Regulating Commercial Permittees' On-Table Sale of Liquor

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 2

Chapter 42: Saskatchewan Liquor and Gaming Authority — Assurance on Safety of Liquor Products

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 39: Saskatchewan Liquor and Gaming Authority — Managing Projects with Significant IT Components

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Saskatchewan Liquor and Gaming Authority and Saskatchewan Indian Gaming Authority

2019 Report Volume 2

Chapter 13: Saskatchewan Liquor and Gaming Authority and Saskatchewan Indian Gaming Authority

Considered February 8, 2021

Written Agreement Needed for Receipt of Service Provider Controls Report

The committee concurred with recommendation 1 made at page 94 of the Provincial Auditor's 2019 report volume 2, chapter 13, Saskatchewan Liquor and Gaming Authority and Saskatchewan Indian Gaming Authority:

We recommend the Saskatchewan Liquor and Gaming Authority establish a written agreement with Saskatchewan Indian Gaming Authority indicating when it will receive the audit report on controls for the SIGA Casino Management System.

The committee noted that the Saskatchewan Liquor and Gaming Authority is making progress towards complying with the recommendation.

Monitoring of SIGA's Service Provider Needed

The committee concurred with recommendation 2 made at page 94 of the Provincial Auditor's 2019 report volume 2, chapter 13, Saskatchewan Liquor and Gaming Authority and Saskatchewan Indian Gaming Authority:

We recommend the Saskatchewan Indian and Gaming Authority monitor activities of its service provider that manages its Casino Management System.

The committee noted that the Saskatchewan Indian Gaming Authority is making progress towards complying with the recommendation.

2020 Report Volume 2

Chapter 13: Saskatchewan Liquor and Gaming Authority and Saskatchewan Indian Gaming Authority

Considered February 8, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Saskatoon School Division No. 13

2019 Report Volume 2

Chapter 15: Saskatoon School Division No. 13 — Pension Plan for the Non-Teaching Employees of the Saskatoon Board of Education

Considered January 12, 2022

Monthly Review and Approval of Bank and Investment Reconciliations Needed

The committee concurred with recommendation 1 made at page 103 of the Provincial Auditor's 2019 report volume 2, chapter 15, Saskatoon School Division No. 13 — Pension Plan for the Non-Teaching Employees of the Saskatoon Board of Education:

We recommend that the Saskatoon School Division No. 13 complete monthly reviews of the bank and investment reconciliations for The Pension Plan for the Non-Teaching Employees of the Saskatoon Board of Education.

The committee noted that the Ministry of Education has complied with the recommendation.

2020 Report Volume 2

Chapter 41: Saskatoon School Division No. 13 — Procuring Goods and Services

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 1

Chapter 11: Saskatoon School Division No. 13 — Monitoring Success in Readyng Students for Learning in the Primary Grades when Exiting Kindergarten

Considered January 12, 2022

Formal Guidance on Expected Frequency of Use of Numeracy Assessment Tool Needed

The committee concurred with recommendation 1 made at page 159 of the Provincial Auditor's 2021 report volume 1, chapter 11, Saskatoon School Division No. 13 — Monitoring Success in Readyng Students for Learning in the Primary Grades when Exiting Kindergarten:

We recommend Saskatoon School Division No. 13 give schools and teachers written expectations about the minimum frequency of assessing kindergarten students using standard assessment tools in all key areas of learning and development.

The committee noted that the Ministry of Education has complied with the recommendation.

Suitability Assessment of Alternative Assessment Tools Needed

The committee concurred with recommendation 2 made at page 160 of the Provincial Auditor's 2021 report volume 1, chapter 11, Saskatoon School Division No. 13 — Monitoring Success in Readyng Students for Learning in the Primary Grades when Exiting Kindergarten:

We recommend Saskatoon School Division No. 13 confirm alternative tools, used to assess key areas of a kindergarten student's readiness to learn, collect sufficient and relevant information.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Documentation of Why Students Miss Reassessments Needed

The committee concurred with recommendation 3 made at page 161 of the Provincial Auditor's 2021 report volume 1, chapter 11, Saskatoon School Division No. 13 — Monitoring Success in Readyng Students for Learning in the Primary Grades when Exiting Kindergarten:

We recommend Saskatoon School Division No. 13 understand reasons for kindergarten students who did not participate in required reassessments of student learning and development.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Additional Guidance and Training Needed for Sprint Cycles

The committee concurred with recommendation 4 made at page 165 of the Provincial Auditor's 2021 report volume 1, chapter 11, Saskatoon School Division No. 13 — Monitoring Success in Readyng Students for Learning in the Primary Grades when Exiting Kindergarten:

We recommend Saskatoon School Division No. 13 provide kindergarten teachers with additional training and guidance on application of key instructional practice(s) used to increase student readiness.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Division-Wide Analysis of Student Assessment Results Needed

The committee concurred with recommendation 5 made at page 168 of the Provincial Auditor's 2021 report volume 1, chapter 11, Saskatoon School Division No. 13 — Monitoring Success in Readyng Students for Learning in the Primary Grades when Exiting Kindergarten:

We recommend Saskatoon School Division No. 13 analyze kindergarten assessment data to identify trends and common areas of struggle across all schools in the Division.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

School Divisions

2020 Report Volume 1

Chapter 5: School Divisions

Considered January 12, 2022

Northern Lights School Division No. 113

The committee concurred with recommendation 1 made at page 43 of the Provincial Auditor's 2020 report volume 1, chapter 5, School Divisions:

We recommend Northern Lights School Division No. 113 prepare and review monthly bank reconciliations and financial reports for school-generated funds.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Northwest School Division No. 203

The committee concurred with recommendation 2 made at page 43 of the Provincial Auditor's 2020 report volume 1, chapter 5, School Divisions:

We recommend Northwest School Division No. 203 independently review and approve monthly bank reconciliations.

The committee noted that the Ministry of Education has complied with the recommendation.

The committee concurred with recommendation 3 made at page 43 of the Provincial Auditor's 2020 report volume 1, chapter 5, School Divisions:

We recommend Northwest School Division No. 203 independently review and approve journal entries.

The committee noted that the Ministry of Education has complied with the recommendation.

2021 Report Volume 1
Chapter 2: School Divisions
Considered January 12, 2022

Regina School Division No. 4 — Purchasing Policy Not Followed for Facilities Department Contracts

The committee concurred with recommendation 1 made at page 9 of the Provincial Auditor's 2021 report volume 1, chapter 2, School Divisions:

We recommend Regina School Division No. 4 follow its purchasing policy for its Facilities Department contracts.

The committee noted that the Ministry of Education has complied with the recommendation.

Social Services

2019 Report Volume 2
Chapter 16: Social Services
Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 2
Chapter 46: Social Services — Supervising Community-Based Organizations Delivering Programs to Intellectually Disabled People
Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 1
Chapter 12: Social Services — Monitoring Foster Families
Considered March 2, 2022

Foster Family Approval Standards Not Always Followed

The committee concurred with recommendation 1 made at page 160 of the Provincial Auditor's 2020 report volume 1, chapter 12, Social Services — Monitoring Foster Families:

We recommend the Ministry of Social Services complete all required background checks prior to approving foster families.

The committee noted that the Ministry of Social Services has complied with the recommendation.

Monitoring of Foster Families Needs Improvement: Home Safety Checks Not Always Done Annually

The committee concurred with recommendation 2 made at page 163 of the Provincial Auditor's 2020 report volume 1, chapter 12, Social Services — Monitoring Foster Families:

We recommend the Ministry of Social Services consistently follow its standard to conduct annual home safety checks at foster homes.

The committee noted that the Ministry of Social Services has complied with the recommendation.

Monitoring of Foster Families Needs Improvement: Criminal Record Check Standards Not Always Followed

The committee concurred with recommendation 3 made at page 164 of the Provincial Auditor's 2020 report volume 1, chapter 12, Social Services — Monitoring Foster Families:

We recommend the Ministry of Social Services obtain annual criminal record declarations for all adults residing in approved foster homes.

The committee noted that the Ministry of Social Services has complied with the recommendation.

The committee concurred with recommendation 4 made at page 164 of the Provincial Auditor's 2020 report volume 1, chapter 12, Social Services — Monitoring Foster Families:

We recommend the Ministry of Social Services require periodic criminal record checks on all adults residing in approved foster homes.

The committee noted that the Ministry of Social Services is making progress towards complying with the recommendation.

Monitoring of Foster Families Needs Improvement: Required Annual Review Reports Not Always Completed

The committee concurred with recommendation 5 made at page 165 of the Provincial Auditor's 2020 report volume 1, chapter 12, Social Services — Monitoring Foster Families:

We recommend the Ministry of Social Services consistently follow its standard to complete annual review reports of individual foster families.

The committee noted that the Ministry of Social Services is making progress towards complying with the recommendation.

The committee concurred with recommendation 6 made at page 166 of the Provincial Auditor's 2020 report volume 1, chapter 12, Social Services — Monitoring Foster Families:

We recommend the Ministry of Social Services train staff responsible for monitoring foster families specifically on conducting annual reviews.

The committee noted that the Ministry of Social Services has complied with the recommendation.

2020 Report Volume 2
Chapter 15: Social Services
Considered March 2, 2022

Income Verification Needed for SIS Clients

The committee concurred with recommendation 1 made at page 94 of the Provincial Auditor's 2020 report volume 2, chapter 15, Social Services:

We recommend the Ministry of Social Services verify client income information for its Saskatchewan Income Support program.

The committee noted that the Ministry of Social Services is making progress towards complying with the recommendation.

SIS Overpayments Not Recorded and Recovered Timely

The committee concurred with recommendation 2 made at page 95 of the Provincial Auditor's 2020 report volume 2, chapter 15, Social Services:

We recommend the Ministry of Social Services record and recover overpayments related to its Saskatchewan Income Support program in a timely manner.

The committee noted that the Ministry of Social Services has complied with the recommendation.

Timely Bank Reconciliations Needed

The committee concurred with recommendation 3 made at page 96 of the Provincial Auditor's 2020 report volume 2, chapter 15, Social Services:

We recommend the Ministry of Social Services require staff to reconcile and review each of its key bank accounts monthly.

The committee noted that the Ministry of Social Services has complied with the recommendation.

2020 Report Volume 2
Chapter 42: Social Services — Investigating Allegations of Child Abuse and Neglect
Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2
Chapter 43: Social Services — Minimizing Absenteeism
Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2020 Report Volume 2

Chapter 44: Social Services — Protecting Children in Care

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 1

Chapter 28: Social Services — Placing Minister’s Wards in Permanent Homes

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 1

Chapter 29: Social Services — Protecting Children-in-Care Information in the Linkin System

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 2

Chapter 12: Social Services

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2021 Report Volume 2

Chapter 37: Social Services — Supervising Community-Based Organizations Delivering Programs to Intellectually Disabled People

Considered March 2, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

St. Paul’s Roman Catholic Separate School Division No. 20

2019 Report Volume 2

Chapter 25: St. Paul’s Roman Catholic Separate School Division No. 20 — Adapting Technology for Learning in Elementary Schools

Considered January 12, 2022

Current State of Technology Use Needed to Facilitate Assessment of Progress

The committee concurred with recommendation 1 made at page 231 of the Provincial Auditor's 2019 report volume 2, chapter 25, St. Paul's Roman Catholic Separate School Division No. 20 — Adapting Technology for Learning in Elementary Schools:

We recommend St. Paul's Roman Catholic Separate School Division No. 20 periodically determine the extent it integrated technology use in its elementary schools' classroom instruction.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Desired Level of Learning Technology Use Unclear

The committee concurred with recommendation 2 made at page 231 of the Provincial Auditor's 2019 report volume 2, chapter 25, St. Paul's Roman Catholic Separate School Division No. 20 — Adapting Technology for Learning in Elementary Schools:

We recommend St. Paul's Roman Catholic Separate School Division No. 20 determine the extent it wants to integrate technology use in its elementary schools' classroom instruction and by when.

The committee noted that the Ministry of Education has complied with the recommendation.

The committee concurred with recommendation 3 made at page 232 of the Provincial Auditor's 2019 report volume 2, chapter 25, St. Paul's Roman Catholic Separate School Division No. 20 — Adapting Technology for Learning in Elementary Schools:

We recommend St. Paul's Roman Catholic Separate School Division No. 20 communicate its future vision of integrating technology in the classroom to its teachers.

The committee noted that the Ministry of Education has complied with the recommendation.

Existence of Devices Not Periodically Confirmed

The committee concurred with recommendation 4 made at page 233 of the Provincial Auditor's 2019 report volume 2, chapter 25, St. Paul's Roman Catholic Separate School Division No. 20 — Adapting Technology for Learning in Elementary Schools:

We recommend St. Paul's Roman Catholic Separate School Division No. 20 periodically verify the existence and location of educational technology devices available in its elementary schools.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Periodic Cost-Benefit Analysis of Purchasing Approach Needed

The committee concurred with recommendation 5 made at page 234 of the Provincial Auditor's 2019 report volume 2, chapter 25, St. Paul's Roman Catholic Separate School Division No. 20 — Adapting Technology for Learning in Elementary Schools:

We recommend St. Paul's Roman Catholic Separate School Division No. 20 periodically assess the cost-benefit of its decision for using differing device brands and IT platforms for classroom use in its elementary schools.

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

Better Collection of Technology Use Information Needed to Support Purchasing Decisions

The committee concurred with recommendation 6 made at page 236 of the Provincial Auditor's 2019 report volume 2, chapter 25, St. Paul's Roman Catholic Separate School Division No. 20 — Adapting Technology for Learning in Elementary Schools:

We recommend St. Paul's Roman Catholic Separate School Division No. 20 better link technology purchasing decisions to its Educational Technology Plan (or equivalent documents).

The committee noted that the Ministry of Education is making progress towards complying with the recommendation.

2021 Report Volume 1

Chapter 30: St. Paul's Roman Catholic Separate School Division No. 20 — Promoting Good Student Health and Physical Fitness

Considered January 12, 2022

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Teachers' Superannuation Commission

2018 Report Volume 2

Chapter 18: Teachers' Superannuation Commission —Teachers' Dental Plan

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

2019 Report Volume 2

Chapter 17: Teachers' Superannuation Commission —Teachers' Dental Plan

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Tourism Saskatchewan

2020 Report Volume 1

Chapter 32: Tourism Saskatchewan —Managing the Use of Social Media

Considered February 9, 2021

The committee reports that this chapter was received and reviewed for informational purposes and that there were no new recommendations on which to report.

Procedural Motions

Members moved one procedural motion in regards to a special assignment regarding COVID-19 in Extencicare Parkside. This motion and the resulting decision of the committee is presented below.

January 14, 2021

It was moved by Ms. Young (Regina University):

That, pursuant to section 16 of *The Provincial Auditor Act*, the Standing Committee on Public Accounts requests that the Provincial Auditor perform a special assignment to examine the following:

1. Whether Extencicare, the Ministry of Health, and/or the Saskatchewan Health Authority took appropriate steps to ensure that residents in Extencicare Parkside were receiving the levels of care outlined under The Housing and Special-care Homes Regulations and that residents were adequately protected from COVID-19,
2. Whether Extencicare, the Ministry of Health, and/or the Saskatchewan Health Authority had appropriate measures in place to ensure adequate levels of staffing at Extencicare Parkside to address the risk of COVID-19,
3. Whether Extencicare, the Ministry of Health, and/or the Saskatchewan Health Authority had appropriate measures in place to ensure staff at Extencicare Parkside had access to appropriate personal protective equipment,
4. Whether Extencicare, the Ministry of Health, and/or the Saskatchewan Health Authority had appropriate policies and procedures in place to address heating, ventilation, and air conditioning (HVAC) and other infrastructure issues identified in numerous reports at Extencicare Parkside,
5. Whether the Ministry of Health and/or the Saskatchewan Health Authority had adequate procedures and processes in place to ensure that Extencicare was fulfilling all its obligations under the affiliate agreement between Extencicare and the Saskatchewan Health Authority.

A debate arising and the question being put, it was defeated.

Motion for Appreciation of Service

Members moved one motion for appreciation recognizing the service of Judy Ferguson upon her retirement. This motion and the resulting decision of the committee is presented below.

May 12, 2021

It was moved by Ms. Young (Lloydminster):

That the Standing Committee on Public Accounts records its respectful appreciation for the 40 years of distinguished and dedicated service given by Judy Ferguson to the province of Saskatchewan in her career with the Office of the Provincial Auditor of Saskatchewan, including nearly two years' service as interim auditor and six years' service as Provincial Auditor of Saskatchewan.

The question being put, it was agreed to *nemine contradicente*.

Other Work of the Committee

Review of the Provincial Auditor's Business and Financial Plan

The Standing Committee on Public Accounts is responsible for reviewing and approving the business and financial plan of the Office of the Provincial Auditor. The committee considered and adopted resolutions for the estimates requested by the Provincial Auditor for the 2021–22 and 2022–23 fiscal years. The motions adopted on December 9, 2020 for the 2021–22 fiscal year were:

That the 2021–22 estimates of the Office of the Provincial Auditor, vote 28, Provincial Auditor (PA01) be approved, as submitted, in the amount of \$8,344,000;

and

That the 2021–22 estimates of the Office of the Provincial Auditor, vote 28, unforeseen expenses (PA02) be approved, as submitted, in the amount of \$568,000.

The committee then agreed:

That the 2021–22 estimates of the Office of the Provincial Auditor, as approved, be forwarded to the Speaker, as Chair of the Board of Internal Economy, pursuant to section 10.1(4) of *The Provincial Auditor Act*.

The motions adopted on January 12, 2022 for the 2022–23 fiscal year were:

That the 2022–23 estimates of the Office of the Provincial Auditor, vote 28, Provincial Auditor (PA01) be approved, as submitted, in the amount of \$8,594,000;

and

That the 2022–23 estimates of the Office of the Provincial Auditor, vote 28, unforeseen expenses (PA02) be approved, as submitted, in the amount of \$588,000.

The committee then agreed:

That the 2022–23 estimates of the Office of the Provincial Auditor, as approved, be forwarded to the Speaker, as Chair of the Board of Internal Economy, pursuant to section 10.1(4) of *The Provincial Auditor Act*.

Review of the Provincial Auditor's Annual Report

On December 9, 2020, the committee concluded consideration of the Provincial Auditor's annual report for the year ended March 31, 2020.

On January 12, 2022, the committee concluded consideration of the Provincial Auditor's annual report for the year ended March 31, 2021.

Audit Committee

Since 2001, the Standing Committee on Public Accounts is required by *The Provincial Auditor Act* to recommend to the Speaker the names of individuals to serve on an independent Audit Committee. The Audit Committee may provide independent advice on auditing and accounting issues or on any other matters that may be requested. The entities that may seek the assistance of the Audit Committee include:

- The Standing Committees on Public Accounts
- The Standing Committees on Crown and Central Agencies
- Provincial Auditor
- Ministers responsible for Finance and for *The Crown Corporations Act, 1993*

Your committee recommended to the Speaker, after consultation with the Standing Committee on Crown and Central Agencies, the appointment of five individuals to the Audit Committee.

The Speaker formally appointed the following individuals to the Audit Committee on May 31, 2021:

- Patrick Pitka, Saskatoon, Chair of the audit committee
- Danielle Favreau, Saskatoon
- Richard Kozachenko, Yorkton
- Jason Majid, Saskatoon
- Regan Schmidt, Saskatoon

Provincial Auditor Resignation

Ms. Judy Ferguson resigned as Provincial Auditor effective June 30, 2021; Ms. Tara Clemett was appointed Acting Provincial Auditor effective July 1, 2021.

Recommendation for the Position of Provincial Auditor

Your committee adopted the first report of the steering committee for the Standing Committee on Public Accounts on May 12, 2021. This report outlined the recommended process regarding the selection process for the position of Provincial Auditor. Your committee made a recommendation to the Legislative Assembly to appoint an individual as the Provincial Auditor. The Legislative Assembly of Saskatchewan accepted the recommendation from the Standing Committee on Public Accounts and appointed Ms. Tara Clemett to the position of Provincial Auditor of Saskatchewan on November 9, 2021.

Attendance at CCPAC/CCOLA Conference

The Canadian Council of Public Accounts Committees (CCPAC) and Canadian Council of Legislative Auditors (CCOLA) annual conference was held virtually in both 2020 and 2021 due to the COVID-19 pandemic. Trent Wotherspoon, Chair of the Standing Committee on Public Accounts, participated in the conference hosted by Victoria, British Columbia on September 10, 2020, as well as the conference hosted by Edmonton, Alberta on September 8 and 9, 2021, where he delivered a presentation.

On May 17, 2022, the Standing Committee on Public Accounts authorized the attendance of the Chair, Trent Wotherspoon; the Deputy Chair, Colleen Young; one government member; and one opposition member at the CCPAC and CCOLA annual conference in Ottawa, Ontario from August 28-30, 2022. If the Chair, Deputy Chair, or opposition member cannot attend, the committee authorized them to designate another committee member to attend in their place.

Appendix A — Provincial Auditor’s Officials

Tara Clemett, Provincial Auditor¹

Judy Ferguson, Provincial Auditor²

Angèle Borys, Deputy Provincial Auditor and Chief Operating Officer

Kelly Deis, Deputy Provincial Auditor

Trevor St. John, Deputy Provincial Auditor

Jason Shaw, Deputy Provincial Auditor

Jason Wandy, Deputy Provincial Auditor

Kim Lowe, Principal Auditor

Rosemarie Volk, Principal

¹Appointed November 9, 2021

² Resigned June 30, 2021

Appendix B — Provincial Comptroller's Officials

Terry Paton, Provincial Comptroller

Chris Bayda, Assistant Provincial Comptroller

Jenn Clark, Director, Finance and Policy

Sandra Stepan, Manager, Financial Management Branch

Kristin Walker, Senior Financial Analyst, Financial Management Branch

Appendix C — Ministry and Agency Officials

Agriculture

Rick Burton, Deputy Minister
Michele Arscott, Executive Director, Corporate Services
Grant Zalinko, Executive Director, Livestock
Faye Dokken, Director, Production Technology

Corrections, Policing and Public Safety

Heather Scriver, Assistant Deputy Minister, Custody, Supervision and Rehabilitation Services
Dean Carey, Executive Director, Offender Services
Monica Field, Executive Director, Strategic Systems and Innovation
Caroline Graves, Executive Director, Community Corrections
Aaron Orban, Executive Director, Access and Privacy
Mark McFadyen, Executive Director, Custody Services
Noel McAvena, Acting Executive Director, Provincial Disaster Assistance Program

Education

Donna Johnson, Deputy Minister
Gerry Craswell, Assistant Deputy Minister
Susan Nedelcov-Anderson, Assistant Deputy Minister
Rory Jensen, Assistant Deputy Minister
Sara Hawryluk, Acting Executive Director, Corporate Services
Cindy Jeanes, Director, Early Learning Supports
Northern Lights School Division
Tom Harrington, Chief Financial Officer
Jason Young, Director, Education
Saskatoon School Division No. 13
Trish Reeve, Superintendent, Education
Michelle Howard, Coordinator, Learning Supports
St. Paul's Roman Catholic Separate School Division No. 20
Joel Lloyd, Chief Financial Officer
Mark Gobeil, Coordinator, Educational Technology

Energy and Resources

Doug MacKnight, Acting Deputy Minister
Blair Wager, Assistant Deputy Minister, Energy Regulation Division
Bryce Jardine-Pelletier, Executive Director, Energy Regulation Division
Kim Olyowsky, Acting Executive Director, Revenue and Business Systems
Rosanne Boyarski, Manager, Audit

Environment

Sarah Harrison, Deputy Minister
Kevin Murphy, Assistant Deputy Minister, Resource Management and Compliance
Wes Kotyk, Assistant Deputy Minister, Environmental Protection
Veronica Gelowitz, Assistant Deputy Minister, Corporate Services and Policy
Brant Kirychuk, Executive Director, Fish, Wildlife and Lands
Brady Pollock, Executive Director, Environmental Assessment and Stewardship

Global Transportation Hub Authority

Matthew Schroeder, President and Chief Executive Officer

Dyane Lewis, Board Secretary and Executive Assistant to the Chief Executive Officer

Health

Max Hendricks, Deputy Minister

Denise Macza, Associate Deputy Minister

Billie-Jo Morrissette, Assistant Deputy Minister

Mark Wyatt, Assistant Deputy Minister

Saskatchewan Cancer Agency

Kevin Wilson, Vice President, Population Health, Quality and Research

eHealth Saskatchewan

Davin Church, Vice President, Programs and Technology

Saskatchewan Health Authority

Andrew Will, Interim Chief Executive Officer

Robbie Peters, Vice President and Chief Financial Officer

Karen Earnshaw, Vice President, Integrated Rural Health

Sharon Garratt, Vice President, Integrated Urban Health and Chief Nursing Officer

Andrew McLetchie, Vice President, Integrated Northern Health

Corey Miller, Vice President, Provincial Programs

Beth Vachon, Vice President, Quality, Safety and Strategy

Kyle Matthies, Executive Director, Organizational Development and Employee Wellness

Highways

Fred Antunes, Deputy Minister

Wayne Gienow, Acting Assistant Deputy Minister, Policy, Planning and Regulation

Andrew Landers, Chief, Saskatchewan Highway Patrol

Immigration and Career Training

Clint Repski, Deputy Minister

Denise Haas, Chief Financial Officer

Integrated Justice

Gina Alexander, Executive Director, Community Safety and Well-Being

Scott Harron, Executive Director, Research and Implementation Branch

Justice and Attorney General

Carolyn Decker, Deputy Public Guardian and Trustee

Kylie Head, Assistant Deputy Attorney General, Administrative Justice and Strategic Relations

Jan Turner, Assistant Deputy Minister, Court Services

Shannon Williams, Assistant Deputy Attorney General, Justice Services

Monica Field, Executive Director, Strategic Systems and Innovation

Saskatchewan Legal Aid Commission

Jayne Mallin, Chief Executive Officer

Kyla Shea, Director, Planning and Administration

Office of Residential Tenancies

Anne-Marie Cotter, Director

Saskatchewan Crop Insurance Corporation

Jeff Morrow, Acting President and Chief Executive Officer

Kirk Zawislak, Executive Director, Human Resources

Saskatchewan Liquor and Gaming Authority

Susan Ross, President and Chief Executive Officer
Charlene Callander, Vice-President, Corporate Services and Gaming
Greg Gettle, Vice-President, Liquor Wholesale and Distribution
Fiona Cribb, Vice-President, Regulatory Services
Chet Culic, Director, Casino Operations

Social Services

Tracey Smith, Deputy Minister
Tobie Eberhardt, Assistant Deputy Minister, Child and Family Programs
Devon Exner, Assistant Deputy Minister, Income Assistance Programs
Louise Michaud, Assistant Deputy Minister, Disability Programs and Housing
Jason Pirlot, Acting Assistant Deputy Minister, Finance & Corporate Services
Joel Kilbride, Executive Director, Program and Service Design
Bob Martinook, Executive Director, Community Living Service Delivery
Kari Paton, Executive Director, Service Delivery
Jeff Redekop, Executive Director, Income Assistance Service Delivery
Mitch Tremblay, Executive Director, Community Services
Rhiannon Shaw, Acting Executive Director, Finance
Natasha Sebastian, Executive Assistant

Tourism Saskatchewan

Mary Taylor-Ash, Chief Executive Officer
Jonathan Potts, Executive Director, Marketing and Communications