

STANDING COMMITTEE ON PUBLIC ACCOUNTS



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

May 8, 2024
LEGISLATIVE ASSEMBLY OF SASKATCHEWAN

Legislative Assembly of Saskatchewan
Standing Committee on Public Accounts



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May 8, 2024

To the honourable members of the Legislative Assembly:

HONOURABLE MEMBERS:

I have the pleasure to present the fourth 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 May 10, 2023 to May 8, 2024. During this time, the committee considered chapters in eight annual volumes published by the Provincial Auditor, the Provincial Auditor's business and financial plan for the year ended March 31, 2025, and the Provincial Auditor's annual report for the year ended March 31, 2023.

Respectfully submitted on behalf of the committee,

Trent Wotherspoon, Chair
MLA Regina Rosemont

COMPOSITION OF COMMITTEE

Current Members

Mr. Trent Wotherspoon, Chair
Regina Rosemont

Mr. Hugh Nerlien, Deputy Chair
Kelvington-Wadena

Mr. Todd Goudy
Melfort

Mr. Daryl Harrison
Cannington

Mr. Delbert Kirsch
Batoche

Ms. Lisa Lambert
Saskatoon Churchill-Wildwood

Mr. Jim Lemaigre
Athabasca

Ms. Aleana Young
Regina University

Previous Members

Hon. Mr. Joe Hargrave, Deputy Chair
Prince Albert Carlton

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Introduction

Membership of the Committee

At the time of the committee's last report on May 9, 2023, membership of the Standing Committee on Public Accounts consisted of Trent Wotherspoon, Chair; Joe Hargrave, Deputy Chair; Todd Goudy; Daryl Harrison; Delbert Kirsch; Jim Lemaigre; Hugh Nerlien; and Aleana Young.

On August 29, 2023, Joe Hargrave was appointed to cabinet and, pursuant to rule 123(2), was therefore ineligible to continue to preside as Deputy Chair. On October 24, 2023, Lisa Lambert replaced Joe Hargrave on the committee. On November 15, 2023, Hugh Nerlien 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. The committee would like to thank Provincial Comptroller Chris Bayda, 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:

- 2020 Report Volume 1
- 2020 Report Volume 2
- 2021 Report Volume 1
- 2021 Report Volume 2
- 2022 Report Volume 1
- 2022 Report Volume 2
- 2023 Report Volume 1
- 2023 Report Volume 2

The Standing Committee on Public Accounts considered 70 recommendations in the annual volumes of the Provincial Auditor. The committee concurred with 70 recommendations, noted compliance with 45 recommendations, and noted progress towards compliance on 24 recommendations. It concluded consideration of 35 chapters that did not have any new recommendations.

3sHealth

2022 Report Volume 1

Chapter 3: 3sHealth — Managing Disability Claims

Considered December 14, 2023

Delays in Processing Incoming Applications

The committee concurred with recommendation 1 made at page 30 of the Provincial Auditor's 2022 report volume 1, chapter 3, 3sHealth — Managing Disability Claims:

We recommend Health Shared Services Saskatchewan send completed disability benefit claim applications to adjudicators on time.

The committee noted that 3sHealth has made progress towards complying with the recommendation.

Appeals Not Always Decided in a Timely Manner

The committee concurred with recommendation 2 made at page 37 of the Provincial Auditor's 2022 report volume 1, chapter 3, 3sHealth — Managing Disability Claims:

We recommend Health Shared Services Saskatchewan follow its established timelines to complete appeal reviews on disability claims and document reasons for significant delays.

The committee noted that 3sHealth has made progress towards complying with the recommendation.

Complaints Not Centrally Tracked or Analyzed

The committee concurred with recommendation 3 made at page 38 of the Provincial Auditor's 2022 report volume 1, chapter 3, 3sHealth — Managing Disability Claims:

We recommend Health Shared Services Saskatchewan centrally track and analyze complaints from plan members regarding disability benefit claims.

The committee noted that 3sHealth has complied with the recommendation.

Most Key Performance Information Monitored, But More Analysis Needed

The committee concurred with recommendation 4 made at page 42 of the Provincial Auditor's 2022 report volume 1, chapter 3, 3sHealth — Managing Disability Claims:

We recommend Health Shared Services Saskatchewan enhance its written reports to senior management and the Board of Trustees about its disability claims management processes.

The committee noted that 3sHealth has complied with the recommendation.

Corrections, Policing and Public Safety

2022 Report Volume 2

Chapter 8: Corrections, Policing and Public Safety — Inmate Administrative Segregation

Considered February 26, 2024

Ongoing Training Plan Related to Administrative Segregation Needed

The committee concurred with recommendation 1 made at page 60 of the Provincial Auditor's 2022 report volume 2, chapter 8, Corrections, Policing and Public Safety — Inmate Administrative Segregation:

We recommend the Ministry of Corrections, Policing and Public Safety develop a training plan to regularly provide refresher training to correctional centre staff involved in administrative segregation.

The committee noted that the Ministry of Corrections, Policing and Public Safety has complied with the recommendation.

Requirements for Placement Decisions Not Always Followed

The committee concurred with recommendation 2 made at page 62 of the Provincial Auditor's 2022 report volume 2, chapter 8, Corrections, Policing and Public Safety — Inmate Administrative Segregation:

We recommend the Ministry of Corrections, Policing and Public Safety have appropriate correctional centre staff authorize administrative segregation placement decisions.

The committee noted that the Ministry of Corrections, Policing and Public Safety has complied with the recommendation.

Administrative Segregation Review Requirements Set But Not Always Followed

The committee concurred with recommendation 3 made at page 63 of the Provincial Auditor's 2022 report volume 2, chapter 8, Corrections, Policing and Public Safety — Inmate Administrative Segregation:

We recommend the Ministry of Corrections, Policing and Public Safety follow its policy requirements (i.e., reviews, healthcare assessments) for inmates placed on administrative segregation.

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

Appeals Not Independently Reviewed

The committee concurred with recommendation 4 made at page 69 of the Provincial Auditor's 2022 report volume 2, chapter 8, Corrections, Policing and Public Safety — Inmate Administrative Segregation:

We recommend the Ministry of Corrections, Policing and Public Safety have appeals by inmates placed on administrative segregation reviewed by independent adjudicators.

Quality Assurance Process Exists, But Some Improvements Needed

The committee concurred with recommendation 5 made at page 70 of the Provincial Auditor's 2022 report volume 2, chapter 8, Corrections, Policing and Public Safety — Inmate Administrative Segregation:

We recommend the Ministry of Corrections, Policing and Public Safety broaden its administrative segregation quality assurance process to include assessment of all key policy requirements.

The committee noted that the Ministry of Corrections, Policing and Public Safety has complied with the recommendation.

Reporting of Administrative Segregation, But More Analysis Needed

The committee concurred with recommendation 6 made at page 72 of the Provincial Auditor's 2022 report volume 2, chapter 8, Corrections, Policing and Public Safety — Inmate Administrative Segregation:

We recommend the Ministry of Corrections, Policing and Public Safety enhance its written reports to senior management about the use of administrative segregation in its adult secure-custody correctional centres.

The committee noted that the Ministry of Corrections, Policing and Public Safety has complied with the recommendation.

Public Reporting on the Use of Administrative Segregation Not Occurring

The committee concurred with recommendation 7 made at page 72 of the Provincial Auditor's 2022 report volume 2, chapter 8, Corrections, Policing and Public Safety — Inmate Administrative Segregation:

We recommend the Ministry of Corrections, Policing and Public Safety publicly report key information about the use of administrative segregation.

The committee noted that the Ministry of Corrections, Policing and Public Safety has complied with the recommendation.

2022 Report Volume 2

Chapter 13: Corrections, Policing and Public Safety — Community Rehabilitation of Adult Offenders

Considered February 26, 2024

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

2022 Report Volume 2

Chapter 14: Corrections, Policing and Public Safety — Providing Primary Medical Care in Adult Secure-Custody Correctional Centres

Considered February 26, 2024

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

2023 Report Volume 1

Chapter 8: Corrections, Policing, and Public Safety — Providing Disaster Assistance

Considered February 26, 2024

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

2022 Report Volume 1

Chapter 1: School Divisions

Considered February 7, 2024

Improved Monitoring of IT Service Provider Needed

The committee concurred with recommendation 1 made at page 17 of the Provincial Auditor's 2022 report volume 1, chapter 1, School Divisions:

We recommend the Ministry of Education work with impacted school divisions to establish a process to monitor the key financial IT system and the IT service provider.

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

Northern Lights School Division No. 113 — User Access Not Appropriately Restricted

The committee concurred with recommendation 2 made at page 17 of the Provincial Auditor's 2022 report volume 1, chapter 1, School Divisions:

We recommend Northern Lights School Division No. 113 appropriately restrict user access to its financial system.

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

Prairie South School Division No. 210 — User Access Not Appropriately Restricted or Approved

The committee concurred with recommendation 3 made at page 18 of the Provincial Auditor's 2022 report volume 1, chapter 1, School Divisions:

We recommend Prairie South School Division No. 210 appropriately restrict user access to its financial system.

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

The committee concurred with recommendation 4 made at page 18 of the Provincial Auditor's 2022 report volume 1, chapter 1, School Divisions:

We recommend Prairie South School Division No. 210 document approval for granting new user access to its financial system.

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

2023 Report Volume 1

Chapter 2: School Divisions

Considered February 7, 2024

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

2023 Report Volume 1

Chapter 3: Education — Improving Educational Outcomes for Indigenous Students

Considered February 7, 2024

Ministry Strategic Plans Lack Specific Measures and Targets for Indigenous Students

The committee concurred with recommendation 1 made at page 35 of the Provincial Auditor's 2023 report volume 1, chapter 3, Education — Improving Educational Outcomes for Indigenous Students:

We recommend the Ministry of Education expand its measures and targets related to its Inspiring Success Framework for Indigenous students beyond graduation rates.

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

Key Initiatives Set to Meet Inspiring Success Framework Goals

The committee concurred with recommendation 2 made at page 40 of the Provincial Auditor's 2023 report volume 1, chapter 3, Education — Improving Educational Outcomes for Indigenous Students:

We recommend the Ministry of Education determine action plans to address initiatives not achieving expected results related to Indigenous student success.

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

The committee concurred with recommendation 3 made at page 42 of the Provincial Auditor’s 2023 report volume 1, chapter 3, Education — Improving Educational Outcomes for Indigenous Students:

We recommend the Ministry of Education follow its established processes for reviewing and storing Invitational Shared Services Initiative year-end reports about Indigenous student partnerships.

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

The committee concurred with recommendation 4 made at page 43 of the Provincial Auditor’s 2023 report volume 1, chapter 3, Education — Improving Educational Outcomes for Indigenous Students:

We recommend the Ministry of Education prepare and share a summarized report for the Invitational Shared Services Initiative based on year-end reporting received from Indigenous partnerships.

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

Annual Reporting on Indigenous Student Success Needs Improvement

The committee concurred with recommendation 5 made at page 45 of the Provincial Auditor’s 2023 report volume 1, chapter 3, Education — Improving Educational Outcomes for Indigenous Students:

We recommend the Ministry of Education work with school divisions to obtain enhanced annual reporting on Indigenous student success once measures and targets are expanded in relation to the Inspiring Success Framework for Indigenous students.

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

2023 Report Volume 1

Chapter 9: Education — Capital Asset Planning for Schools

Considered February 7, 2024

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

2022 Report Volume 2

Chapter 1: eHealth Saskatchewan

Considered February 27, 2024

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

2022 Report Volume 2

Chapter 15: eHealth Saskatchewan — Securing Portable Computing Devices

Considered February 27, 2024

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

2023 Report Volume 2
Chapter 1: eHealth Saskatchewan
Considered February 27, 2024

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

Executive Council

2020 Report Volume 2
Chapter 4: Executive Council
Considered December 14, 2023

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 5: Executive Council
Considered December 14, 2023

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

2022 Report Volume 2
Chapter 2: Executive Council
Considered December 14, 2023

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

Financial and Consumer Affairs Authority

2020 Report Volume 1
Chapter 7: Financial and Consumer Affairs Authority — Regulating Vehicle Dealers to Protect Consumers
Considered December 14, 2023

Well-defined Risk-informed Annual Inspection Plan for Licensed Motor Vehicle Dealers Needed
The committee concurred with recommendation 1 made at page 76 of the Provincial Auditor's 2020 report volume 1, chapter 7, Financial and Consumer Affairs Authority — Regulating Vehicle Dealers to Protect Consumers:

We recommend the Financial and Consumer Affairs Authority select motor vehicle dealers for inspection based on a formal analysis of key risks for non-compliance.

The committee noted that Financial and Consumer Affairs Authority is making progress towards complying with the recommendation.

Finalized Guidance for Motor Vehicle Dealer Inspections Needed

The committee concurred with recommendation 2 made at page 79 of the Provincial Auditor's 2020 report volume 1, chapter 7, Financial and Consumer Affairs Authority — Regulating Vehicle Dealers to Protect Consumers:

We recommend the Financial and Consumer Affairs Authority update and implement a policy and procedures manual for inspections of motor vehicle dealers.

The committee noted that Financial and Consumer Affairs Authority has complied with the recommendation.

Better Monitoring of Annual Inspection Plan Completion Needed

The committee concurred with recommendation 3 made at page 80 of the Provincial Auditor's 2020 report volume 1, chapter 7, Financial and Consumer Affairs Authority — Regulating Vehicle Dealers to Protect Consumers:

We recommend the Financial and Consumer Affairs Authority formally monitor the completion of motor vehicle dealer inspections compared to inspection plans.

The committee noted that Financial and Consumer Affairs Authority has complied with the recommendation.

Analysis of Enforcement Activity Results Needed

The committee concurred with recommendation 4 made at page 81 of the Provincial Auditor's 2020 report volume 1, chapter 7, Financial and Consumer Affairs Authority — Regulating Vehicle Dealers to Protect Consumers:

We recommend the Financial and Consumer Affairs Authority formally analyze the results of its enforcement activities for motor vehicle dealers to support a risk-informed enforcement approach.

The committee noted that Financial and Consumer Affairs Authority is making progress towards complying with the recommendation.

2022 Report Volume 1

Chapter 12: Financial and Consumer Affairs Authority — Regulating Motor Vehicle Dealers to Protect Consumers

Considered December 14, 2023

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

2020 Report Volume 2

Chapter 6: Healthcare Affiliates

Considered February 26, 2024

All Nations' Healing Hospital Inc.

The committee concurred with recommendation 1 made at page 47 of the Provincial Auditor's 2020 report volume 2, chapter 6, Healthcare Affiliates:

We recommend the All Nations' Healing Hospital Inc. seek the approval required by *The Provincial Health Authority Act* and *The Provincial Health Authority Administration Regulations* when undertaking capital projects valued at greater than \$100,000.

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

Raymore Community Health and Social Centre

The committee concurred with recommendation 2 made at page 48 of the Provincial Auditor's 2020 report volume 2, chapter 6, Healthcare Affiliates:

We recommend the Raymore Community Health and Social Centre record and amortize the cost of its tangible capital assets in its financial statements.

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

2021 Report Volume 2

Chapter 7: Healthcare Affiliates

Considered February 26, 2024

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 15: Health — Monitoring Enforcement of Tobacco and Vapour Products' Legislative Requirements

Considered February 26, 2024

Enforcement Guidance Not Maintained to Reflect Current Practices

The committee concurred with recommendation 1 made at page 93 of the Provincial Auditor's 2021 report volume 2, chapter 15, Health — Monitoring Enforcement of Tobacco and Vapour Products' Legislative Requirements:

We recommend the Ministry of Health update its Enforcement Manual to reflect the structure, accountability, and inspection practices for the tobacco and vapour control program.

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

List of Retail Locations Incomplete

The committee concurred with recommendation 2 made at page 94 of the Provincial Auditor's 2021 report volume 2, chapter 15, Health — Monitoring Enforcement of Tobacco and Vapour Products' Legislative Requirements:

We recommend the Ministry of Health establish a formalized process to maintain a complete list of retail locations that sell tobacco and vapour products.

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

Annual Youth Test Shopper Inspections Not Done as Required

The committee concurred with recommendation 3 made at page 95 of the Provincial Auditor's 2021 report volume 2, chapter 15, Health — Monitoring Enforcement of Tobacco and Vapour Products' Legislative Requirements:

We recommend the Ministry of Health work with the Saskatchewan Health Authority to conduct required youth test shopper inspections of retail locations that sell tobacco and vapour products.

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

Untimely Reinspections of Retail Locations Selling Tobacco or Vapour Products to Youth

The committee concurred with recommendation 4 made at page 96 of the Provincial Auditor's 2021 report volume 2, chapter 15, Health — Monitoring Enforcement of Tobacco and Vapour Products' Legislative Requirements:

We recommend the Ministry of Health work with the Saskatchewan Health Authority to reinspect retail locations that sell tobacco and vapour products to youth in a timely manner.

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

Retailers Selling to Youth Not Warned in a Timely Manner

The committee concurred with recommendation 5 made at page 97 of the Provincial Auditor's 2021 report volume 2, chapter 15, Health — Monitoring Enforcement of Tobacco and Vapour Products' Legislative Requirements:

We recommend the Ministry of Health work with the Saskatchewan Health Authority to deliver warning letters and notices of violation to non-complaint retailers selling tobacco or vapour products to minors in a reasonable timeframe.

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

Frequency of Routine Inspections Not Risk Based

The committee concurred with recommendation 6 made at page 100 of the Provincial Auditor's 2021 report volume 2, chapter 15, Health — Monitoring Enforcement of Tobacco and Vapour Products' Legislative Requirements:

We recommend the Ministry of Health set a reasonable frequency for conducting periodic routine inspections at retail locations that sell tobacco and vapour products.

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

Complaints Not Always Addressed Promptly or Followed Up

The committee concurred with recommendation 7 made at page 102 of the Provincial Auditor's 2021 report volume 2, chapter 15, Health — Monitoring Enforcement of Tobacco and Vapour Products' Legislative Requirements:

We recommend the Ministry of Health provide clear guidance to the Saskatchewan Health Authority on handling complaints related to the sale and promotion of tobacco and vapour products.

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

Enhanced Reporting on Enforcement Activities Needed

The committee concurred with recommendation 8 made at page 105 of the Provincial Auditor's 2021 report volume 2, chapter 15, Health — Monitoring Enforcement of Tobacco and Vapour Products' Legislative Requirements:

We recommend the Ministry of Health enhance written reports on enforcement activities (e.g., complaints, trends) given periodically to senior management relating to tobacco and vapour products.

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

2022 Report Volume 1

Chapter 13: Health — Detecting Inappropriate Physician Payments

Considered February 26, 2024

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

2023 Report Volume 2

Chapter 4: Healthcare Affiliates

Considered February 26, 2024

All Nations' Healing Hospital Inc. — Minister Approval for Projects Over \$100,000 Required

The committee concurred with recommendation 1 made at page 33 of the Provincial Auditor's 2023 report volume 2, chapter 4, Healthcare Affiliates:

We recommend the All Nations' Healing Hospital Inc. seek the responsible Minister's approval required by law when undertaking capital projects valued at greater than \$100,000.

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

2023 Report Volume 1

Chapter 12: Health — Coordinating the Appropriate Provision of Helicopter Ambulance Services

Considered February 26, 2024

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

2023 Report Volume 2

Chapter 20: Health — Monitoring Enforcement of Tobacco and Vapour Products' Legislative Requirements

Considered February 26, 2024

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

2021 Report Volume 1

Chapter 7: Highways — Selecting Contractors for Roadworks

Considered February 5, 2024

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 18: Highways — Enforcing Vehicle Weight and Dimension Requirement

Considered February 5, 2024

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 8: Highways

Considered February 5, 2024

Accurate Recording of Contractual Obligations Needed

The committee concurred with recommendation 1 made at page 48 of the Provincial Auditor's 2021 report volume 2, chapter 8, Highways:

We recommend the Ministry of Highways accurately record its contractual obligations.

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

2023 Report Volume 1

Chapter 4: Highways — Conducting Winter Maintenance on Provincial Highways

Considered February 5, 2024

Update Terminology on Highway Hotline for Clarity

The committee concurred with recommendation 1 made at page 53 of the Provincial Auditor's 2023 report volume 1, chapter 4, Highways — Conducting Winter Maintenance on Provincial Highways:

We recommend the Ministry of Highways update the Highway Hotline to provide clear and concise road condition terminology for winter driving.

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

Better Tracking of Daily Winter Maintenance Activities Needed

The committee concurred with recommendation 2 made at page 57 of the Provincial Auditor's 2023 report volume 1, chapter 4, Highways — Conducting Winter Maintenance on Provincial Highways:

We recommend the Ministry of Highways sufficiently track whether winter maintenance equipment operators meet work scheduling safety requirements (e.g., comply with rest periods) or waive mandatory 10-hour rest periods.

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

Timely and Accurate Exception Reporting Needed

The committee concurred with recommendation 3 made at page 58 of the Provincial Auditor's 2023 report volume 1, chapter 4, Highways — Conducting Winter Maintenance on Provincial Highways:

We recommend the Ministry of Highways set a timeframe for reporting instances to management when not meeting service level expectations for highway winter maintenance.

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

The committee concurred with recommendation 4 made at page 59 of the Provincial Auditor's 2023 report volume 1, chapter 4, Highways — Conducting Winter Maintenance on Provincial Highways:

We recommend the Ministry of Highways require managers to review instances where staff did not meet service level expectations for highway winter maintenance.

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

2023 Report Volume 2

Chapter 5: Highways

Considered February 5, 2024

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

Immigration and Career Training

2021 Report Volume 1

Chapter 19: Immigration and Career Training — Coordinating English-Language Programs

Considered December 14, 2023

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 29: Immigration and Career Training — Outcomes-Based Contracts

Considered December 14, 2023

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

Labour Relations and Workplace Safety

2020 Report Volume 1

Chapter 19: Labour Relations and Workplace Safety — Strategies to Reduce Injury Rates

Considered February 5, 2024

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 Agricultural Machinery Institute

2021 Report Volume 2

Chapter 9: Prairie Agricultural Machinery Institute

Considered February 5, 2024

Detailed Review of Financial Information Needed

The committee concurred with recommendation 1 made at page 53 of the Provincial Auditor's 2021 report volume 2, chapter 9, Prairie Agricultural Machinery Institute:

We recommend the Prairie Agricultural Machinery Institute require management to conduct a detailed review of financial information (e.g., financial reports, journal entries, reconciliations, payroll registers) prepared by staff responsible for carrying out these duties.

The committee noted that Prairie Agricultural Machinery Institute has complied with the recommendation.

Detailed Review of Financial Statements Needed

The committee concurred with recommendation 2 made at page 54 of the Provincial Auditor's 2021 report volume 2, chapter 9, Prairie Agricultural Machinery Institute:

We recommend the Prairie Agricultural Machinery Institute require a full review of the year-end financial statements by management.

The committee noted that Prairie Agricultural Machinery Institute has complied with the recommendation.

2022 Report Volume 2

Chapter 3: Prairie Agricultural Machinery Institute

Considered February 5, 2024

Accurate Tracking Needed for Fee-for-Service Projects

The committee concurred with recommendation 1 made at page 25 of the Provincial Auditor's 2022 report volume 2, chapter 3, Prairie Agricultural Machinery Institute:

We recommend the Prairie Agricultural Machinery Institute accurately track its fee-for-service projects to enable it to properly record related revenue in its financial statements.

The committee noted that Prairie Agricultural Machinery Institute has complied with the recommendation.

2023 Report Volume 2

Chapter 7: Prairie Agricultural Machinery Institute.

Considered February 5, 2024

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

Provincial Capital Commission

2020 Report Volume 2

Chapter 11: Provincial Capital Commission

Considered February 26, 2024

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 10: Provincial Capital Commission

Considered February 26, 2024

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

2023 Report Volume 1

Chapter 16: Regina Roman Catholic Separate School Division No. 81 — English as an Additional Language Programming

Considered February 7, 2024

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 Health Authority

2022 Report Volume 1

Chapter 5: Saskatchewan Health Authority — Purchasing Goods and Services

Considered February 27, 2024

Procurement Policy Not Always Followed When Using Credit Cards

The committee concurred with recommendation 1 made at page 75 of the Provincial Auditor's 2022 report volume 1, chapter 5, Saskatchewan Health Authority — Purchasing Goods and Services:

We recommend the Saskatchewan Health Authority follow its single and sole source requirements when using credit cards to purchase goods and services over \$5,000.

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

Requirements for Single and Sole Source Purchases Not Followed

The committee concurred with recommendation 2 made at page 76 of the Provincial Auditor's 2022 report volume 1, chapter 5, Saskatchewan Health Authority — Purchasing Goods and Services:

We recommend the Saskatchewan Health Authority follow its procurement policy (e.g., document rationale) when using single or sole source purchasing methods.

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

Purchase Initiation Not Properly Authorized

The committee concurred with recommendation 3 made at page 77 of the Provincial Auditor's 2022 report volume 1, chapter 5, Saskatchewan Health Authority — Purchasing Goods and Services:

We recommend the Saskatchewan Health Authority authorize the initiation of purchases consistent with its written delegation of signing authority.

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

Supplier Evaluations for Tenders Not Consistently Documented

The committee concurred with recommendation 4 made at page 79 of the Provincial Auditor's 2022 report volume 1, chapter 5, Saskatchewan Health Authority — Purchasing Goods and Services:

We recommend the Saskatchewan Health Authority consistently evaluate potential suppliers when tendering for the purchase of goods and services.

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

Conflict of Interest Declarations Not Always Completed

The committee concurred with recommendation 5 made at page 79 of the Provincial Auditor's 2022 report volume 1, chapter 5, Saskatchewan Health Authority — Purchasing Goods and Services:

We recommend the Saskatchewan Health Authority obtain conflict of interest declarations from tender subcommittee members, as required by its conflict of interest policy.

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

Improved Communication of Supplier Award Decisions Needed

The committee concurred with recommendation 6 made at page 81 of the Provincial Auditor's 2022 report volume 1, chapter 5, Saskatchewan Health Authority — Purchasing Goods and Services:

We recommend the Saskatchewan Health Authority consistently communicate supplier award decisions for public tenders as required by its procurement policy.

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

Some Contracts Not Properly Authorized

The committee concurred with recommendation 7 made at page 82 of the Provincial Auditor's 2022 report volume 1, chapter 5, Saskatchewan Health Authority — Purchasing Goods and Services:

We recommend the Saskatchewan Health Authority authorize contracts for goods and services in accordance with its delegation of authority.

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

Performance of Suppliers Not Periodically Assessed

The committee concurred with recommendation 8 made at page 84 of the Provincial Auditor's 2022 report volume 1, chapter 5, Saskatchewan Health Authority — Purchasing Goods and Services:

We recommend the Saskatchewan Health Authority establish a formal process to assess and track supplier performance.

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

2022 Report Volume 1

Chapter 18: Saskatchewan Health Authority — Delivering Accessible and Responsive Ground Ambulance Services in Southwest Saskatchewan

Considered February 27, 2024

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

2022 Report Volume 1

Chapter 19: Saskatchewan Health Authority — Efficient Use of MRIs in Regina

Considered February 27, 2024

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

2022 Report Volume 1

Chapter 20: Saskatchewan Health Authority — Medication Management in Long-Term Care Facilities in Kindersley and Surrounding Area

Considered February 27, 2024

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

2022 Report Volume 2

Chapter 12: Saskatchewan Health Authority — Filling Hard-to-Recruit Healthcare Positions

Considered February 27, 2024

Workforce Plan Recently Developed But Staffing Gaps By Facility Not Identified

The committee concurred with recommendation 1 made at page 142 of the Provincial Auditor's 2022 report volume 2, chapter 12, Saskatchewan Health Authority — Filling Hard-to-Recruit Healthcare Positions:

We recommend the Saskatchewan Health Authority determine in which facility locations across the province it expects to have the most significant shortages of hard-to-recruit positions.

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

Recruitment and Retention Strategies Exist, But Targeted Plans for Hard-to-Recruit Positions Need Improvement and Implementation

The committee concurred with recommendation 2 made at page 147 of the Provincial Auditor's 2022 report volume 2, chapter 12, Saskatchewan Health Authority — Filling Hard-to-Recruit Healthcare Positions:

We recommend the Saskatchewan Health Authority implement targeted plans to address recruitment and retention for specific hard-to-recruit positions where it expects to have significant gaps.

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

Need to Assess Success of Student Clinical Placements

The committee concurred with recommendation 3 made at page 148 of the Provincial Auditor's 2022 report volume 2, chapter 12, Saskatchewan Health Authority — Filling Hard-to-Recruit Healthcare Positions:

We recommend the Saskatchewan Health Authority analyze whether clinical placements for students are a successful recruitment strategy for hard-to-recruit positions.

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

Student Supply Key to Filling Hard-to-Recruit Positions

The committee concurred with recommendation 4 made at page 151 of the Provincial Auditor's 2022 report volume 2, chapter 12, Saskatchewan Health Authority — Filling Hard-to-Recruit Healthcare Positions:

We recommend the Saskatchewan Health Authority periodically determine whether post-secondary training seats purchased out of province are successful at addressing vacancies for hard-to-recruit positions.

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

Opportunity to Increase Indigenous Representation in Hard-to-Recruit Positions

The committee concurred with recommendation 5 made at page 154 of the Provincial Auditor's 2022 report volume 2, chapter 12, Saskatchewan Health Authority — Filling Hard-to-Recruit Healthcare Positions:

We recommend the Saskatchewan Health Authority implement a First Nations and Métis recruitment and retention plan to help fill hard-to-recruit position.

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

Better Analysis of Staff Exit Surveys Needed to Inform Retention Strategies

The committee concurred with recommendation 6 made at page 154 of the Provincial Auditor's 2022 report volume 2, chapter 12, Saskatchewan Health Authority — Filling Hard-to-Recruit Healthcare Positions:

We recommend the Saskatchewan Health Authority centralize its analysis of staff exit surveys to inform retention strategies for hard-to-recruit positions.

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

Vacancy Rates Monitored but Further Ways Needed to Measure Whether Recruitment and Retention Activities are Working

The committee concurred with recommendation 7 made at page 158 of the Provincial Auditor's 2022 report volume 2, chapter 12, Saskatchewan Health Authority — Filling Hard-to-Recruit Healthcare Positions:

We recommend the Saskatchewan Health Authority establish further measures to evaluate the success of its recruitment and retention activities for hard-to-recruit positions.

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

2023 Report Volume 1

Chapter 20: Saskatchewan Health Authority — Treating Patients at Risk of Suicide in Northwest Saskatchewan

Considered February 27, 2024

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 Research Council

2020 Report Volume 1

Chapter 10: Saskatchewan Research Council — Purchasing Goods and Services

Considered December 14, 2023

Comprehensive Procurement Policies Generally Exist

The committee concurred with recommendation 1 made at page 124 of the Provincial Auditor's 2020 report volume 1, chapter 10, Saskatchewan Research Council — Purchasing Goods and Services:

We recommend the Saskatchewan Research Council establish expectations about when and how to communicate results of tenders for purchases with suppliers.

The committee noted that Saskatchewan Research Council has complied with the recommendation.

The committee concurred with recommendation 2 made at page 125 of the Provincial Auditor's 2020 report volume 1, chapter 10, Saskatchewan Research Council — Purchasing Goods and Services:

We recommend the Saskatchewan Research Council establish guidance on setting the amount of time to allow suppliers to respond to tenders.

The committee noted that Saskatchewan Research Council has complied with the recommendation.

Need to Follow Established Policies for Purchasing Cards

The committee concurred with recommendation 3 made at page 126 of the Provincial Auditor's 2020 report volume 1, chapter 10, Saskatchewan Research Council — Purchasing Goods and Services:

We recommend the Saskatchewan Research Council monitor compliance with its policy for individual transaction limits when using purchasing cards.

The committee noted that Saskatchewan Research Council has complied with the recommendation.

The committee concurred with recommendation 4 made at page 127 of the Provincial Auditor's 2020 report volume 1, chapter 10, Saskatchewan Research Council — Purchasing Goods and Services:

We recommend the Saskatchewan Research Council monitor the continued appropriateness of individual transaction limits on purchasing cards when approving temporary changes to dollar value limits for special circumstances.

The committee noted that Saskatchewan Research Council has complied with the recommendation.

Improved Supplier Management Needed

The committee concurred with recommendation 5 made at page 133 of the Provincial Auditor's 2020 report volume 1, chapter 10, Saskatchewan Research Council — Purchasing Goods and Services:

We recommend that the Saskatchewan Research Council establish a formal process to assess and track supplier performance.

The committee noted that Saskatchewan Research Council has complied with the recommendation.

2023 Report Volume 1

Chapter 21: Saskatchewan Research Council — Purchasing Goods and Services

Considered December 14, 2023

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

2022 Report Volume 1

Chapter 23: Saskatoon School Division No. 13 — Supporting Students with Intensive Needs

Considered February 7, 2024

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

2023 Report Volume 1

Chapter 23: Saskatoon School Division No. 13 — Kindergarten Readiness to Learn

Considered February 7, 2024

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 School Division No. 20

2022 Report Volume 1

Chapter 27: St. Paul's Roman Catholic Separate School Division No. 20 — Adapting Technology for Learning in Elementary Schools

Considered February 7, 2024

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

2023 Report Volume 1

Chapter 25: St. Paul's Roman Catholic Separate School Division No. 20 — Promoting Good Student Health

Considered February 7, 2024

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

Sun West School Division No. 207

2022 Report Volume 1

Chapter 8: Sun West School Division No. 207 — Supporting Students' Completion of Grades 10 to 12 Distance Education Courses

Considered February 7, 2024

Course Design Policy Needed

The committee concurred with recommendation 1 made at page 132 of the Provincial Auditor's 2022 report volume 1, chapter 8, Sun West School Division No. 207 — Supporting Students' Completion of Grades 10 to 12 Distance Education Courses:

We recommend Sun West School Division No. 207 implement a course development policy, including the frequency of course reviews for distance education.

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

Better Monitoring Needed as to Whether Assignments Marked Timely

The committee concurred with recommendation 2 made at page 135 of the Provincial Auditor's 2022 report volume 1, chapter 8, Sun West School Division No. 207 — Supporting Students' Completion of Grades 10 to 12 Distance Education Courses:

We recommend Sun West School Division No. 207 monitor the timeliness of teachers marking distance education coursework in accordance with its policy.

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

Student Inactivity Policy Not Consistently Followed

The committee concurred with recommendation 3 made at page 136 of the Provincial Auditor's 2022 report volume 1, chapter 8, Sun West School Division No. 207 — Supporting Students' Completion of Grades 10 to 12 Distance Education Courses:

We recommend Sun West School Division No. 207 consistently apply its student inactivity policy to engage distance education students falling behind in courses.

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

Teachers Receive Comprehensive Orientation, But Focused Training on Distance Education Requires Consideration

The committee concurred with recommendation 4 made at page 136 of the Provincial Auditor's 2022 report volume 1, chapter 8, Sun West School Division No. 207 — Supporting Students' Completion of Grades 10 to 12 Distance Education Courses:

We recommend Sun West School Division No. 207 assess the need for ongoing focused professional development for teachers working in the distance education environment.

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

Specific Targets, Analysis and Reporting of Key Distance Learning Information Needed

The committee concurred with recommendation 5 made at page 137 of the Provincial Auditor's 2022 report volume 1, chapter 8, Sun West School Division No. 207 — Supporting Students' Completion of Grades 10 to 12 Distance Education Courses:

We recommend Sun West School Division No. 207 establish target course completion rates for its students who solely attend the Distance Learning Centre.

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

The committee concurred with recommendation 6 made at page 139 of the Provincial Auditor's 2022 report volume 1, chapter 8, Sun West School Division No. 207 — Supporting Students' Completion of Grades 10 to 12 Distance Education Courses:

We recommend Sun West School Division No. 207 analyze key information related to supporting students' completion of Grades 10 to 12 distance education courses to identify potential issues and take action.

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

The committee concurred with recommendation 7 made at page 139 of the Provincial Auditor's 2022 report volume 1, chapter 8, Sun West School Division No. 207 — Supporting Students' Completion of Grades 10 to 12 Distance Education Courses:

We recommend Sun West School Division No. 207 regularly provide complete written reports and analysis to its Board about supporting students' completion of Grades 10 to 12 distance education courses.

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

Procedural Motions

Members moved one procedural motion requesting that the Provincial Auditor perform a special assignment. This motion and the resulting decision is recorded below.

December 14, 2023

It was moved by Ms. Young:

That the Standing Committee on Public Accounts, pursuant to subsection 16(1) of *The Provincial Auditor Act*, requests that the Provincial Auditor perform a special assignment investigation to examine the Ministry of Social Services' policies, expenditures, and procedures regarding the management of public funds through the payment of hotel fees for clients and those in the care of the Ministry.

A debate arising and the question being put, it was defeated on the following recorded division:

Yeas — 2

Wotherspoon, Young

Nays — 5

Goudy, Harrison, Keisig, Lambert, Nerlien

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 2024–25 fiscal year. The motions adopted on December 13, 2023 for the 2024–25 fiscal year were:

That the 2024–25 estimates of the Office of the Provincial Auditor, vote 28, Provincial Auditor (PA01) be approved, as submitted, in the amount of \$9,342,000;

and

That the 2024–25 estimates of the Office of the Provincial Auditor, vote 28, unforeseen expenses (PA02) be approved, as submitted, in the amount of \$641,000.

The committee then agreed:

That the 2024–25 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 13, 2023, the committee concluded consideration of the Provincial Auditor's annual report for the year ended March 31, 2023.

Review of the Public Accounts

The mandate of the Standing Committee on Public Accounts is to review and report its observations, opinions, and recommendations on both the Provincial Auditor's reports and on the province's Public Accounts. On February 5, 2024, the committee considered the Public Accounts 2022–23 Volume 1. While the Public Accounts had been considered in a different format by the committee in the past, it was the first time the committee, as it exists in its current form, reviewed in full the Public Accounts Volume 1.

On September 25, 2023 the committee met in camera for an information session with the Provincial Comptroller and Provincial Auditor. Committee members were provided with context for the numbers in the Public Accounts as well as for the Auditor's report on the Summary Financial Statements. The committee also decided on the structure of the meeting for the consideration of the Public Accounts.

On February 5, 2024, the committee concluded consideration of the Public Accounts 2022–23 Volume 1.

Attendance at CCPAC/CCOLA Conference

In accordance with the May 9, 2023 authorization of the Standing Committee on Public Accounts, Trent Wotherspoon, Chair; Joe Hargrave, Deputy Chair; Daryl Harrison, government member; and Aleana Young, opposition member attended the CCPAC/CCOLA (Canadian Council of Public Accounts Committees/Canadian Council of Legislative Auditors) annual conference in Whitehorse, Yukon from September 10 to 12, 2023.

On May 8, 2024, the Standing Committee on Public Accounts authorized the attendance of the Chair, Trent Wotherspoon; the Deputy Chair, Hugh Nerlien; one government member; and one opposition member at the CCPAC and CCOLA annual conference in annual conference in Quebec, Quebec on September 8 to 10, 2024. 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 Auditor

Angèle Borys, Deputy Provincial Auditor and Chief Operating Officer

Carolyn O’Quinn, Assistant Provincial Auditor

Victor Schwab, Deputy Provincial Auditor

Jason Shaw, Deputy Provincial Auditor

Trevor St. John, Deputy Provincial Auditor

Jason Wandy, Deputy Provincial Auditor

Kim Lowe, Senior Principal

Michelle Lindenbach, Principal

Nicole Dressler, Principal

Appendix B — Provincial Comptroller's Officials

Chris Bayda, Provincial Comptroller
Jane Borland, Assistant Provincial Comptroller
Donica Smart, Director, Financial Management
Tamara Stocker, Director
Gabe Plosker, Manager

Appendix C — Ministry and Agency Officials

3sHealth

Mark Anderson, Chief Executive Officer
Alana Shearer-Kleefeld, Vice-President, Employee Benefits
Jade Lea-Wilson, Director, Claims Service

Agriculture

Rick Burton, Deputy Minister
Robert Pentland, Executive Director, Corporate Services

Corrections, Policing and Public Safety

Dale Larsen, Deputy Minister
Dean Carey, Executive Director, Offender Services
Caroline Graves, Executive Director, Community Corrections
Mark McFadyen, Executive Director, Custody Services
Bryce DeJong, Director, Adult Custody Services
Lindsay Tokarski, Director, Standards and Compliance

eHealth Saskatchewan

Davin Church, Chief Executive Officer
John Billington, Vice President, Corporate Services and Chief Financial Officer
Lillian Ly, Executive Director, Programs and Chief Digital Information Officer

Executive Council

Raynelle Wilson, Deputy Minister to the Premier and Cabinet Secretary
Kristen Fry, Executive Director, Corporate Services

Education

Clint Repski, Deputy Minister
Sammi Haque, Assistant Deputy Minister
Jason Pirlot, Assistant Deputy Minister
Tim Caleval, Executive Director
Maria Chow, Executive Director
Edith Nay, Executive Director
Rhiannon Shaw, Executive Director, Corporate Services

Financial and Consumer Affairs Authority

Roger Sobotkiewicz, Chief Executive Officer and Chair
Denny Huyghebaert, Executive Director, Consumer Protection

Highways

Kyle Toffan, Deputy Minister
Ryan Cossitt, Assistant Deputy Minister
Wayne Gienow, Assistant Deputy Minister
Tom Lees, Assistant Deputy Minister
Karri Kempf, Executive Director

Health

Tracey Smith, Deputy Minister
Greg Gettle, Assistant Deputy Minister
Brad Havervold, Assistant Deputy Minister
Ingrid Kirby, Assistant Deputy Minister
Norman O'Neill, Assistant Deputy Minister
Jillian Code, Executive Director, Population Health
Dave Morhart, Executive Director, Acute Emergency Services
James Turner, Executive Director, Medical Services
Diana Fink, Director, Operations and Internal Audit
Victoria Zhang, Manager, Internal Audit

Immigration and Career Training

Christa Ross, Assistant Deputy Minister

Labour Relations and Workplace Safety

Drew Wilby, Deputy Minister
Elissa Aitken, Assistant Deputy Minister
Ila Klassen, Director, Safety Operations

Prairie Agricultural Machinery Institute

Paul Buczkowski, President and Chief Executive Officer

Provincial Capital Commission

Jenna Schroeder, Executive Director
Ryan Whipler, Director, Outreach and Visitor Experience

Regina Roman Catholic Separate School Division No. 81

Stacey Gherasim, Superintendent, Education Services

Saskatchewan Distance Learning Centre

Darren Gasper, Chief Executive Officer
Jessica Foster, Executive Director
Sara Hawryluk, Executive Director
Ryan Johnson, Principal
Stephani Ali, Director

Saskatchewan Health Authority

Kelly Thompson, Vice-President and Chief Financial Officer
John Ash, Vice-President, Integrated Saskatoon Health
Michelle Mula, Vice-President, Quality, Safety and Chief Information Officer
Brenda Schwan, Vice-President, Integrated Rural Health
Bryan Witt, Vice-President, Provincial Clinical and Support Services
Derek Miller, Chief Operating Officer
Mike Northcott, Chief Human Resources Officer

Saskatchewan Public Safety Agency

Noel McAvena, Executive Director

Saskatchewan Research Council

Ryan Hill, Chief Operating Officer

Jocelyn Allard, Associate Vice-President, Finance

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

Joel Lloyd, Chief Financial Officer