



## **Provincial Health Ethics Network**

Annual Report 2000-01 and  
Business Plan 2001-02

## **I. Executive Summary and History of Provincial Health Ethics Network (PHEN)**

In May 1996, then Alberta Minister of Health Shirley McClellan announced to the crowd of 250 Albertans assembled for the first annual general meeting and conference of PHEN that the Network represented a bold vision for the future of health and health care in Alberta. The newly-founded organization, she envisioned, would assist in "raising the ethical IQ" of all Albertans - from those working within the health system to the beneficiaries of its care.

The May 2001 PHEN conference in Red Deer will mark the fifth-year anniversary of that proclamation. In its short history, the Network has established itself as an innovative, forward-looking and essential resource in ethical decision-making for health organizations and a wide cross-section of Albertans. PHEN has assumed a national profile for its unique initiatives in the areas of education and co-ordination of ethics activities.

In several ways, the 2000-01 fiscal year was a watershed one for the organization. During this period, the Network launched two of its most extensive and challenging undertakings to date. **Bioethics Week**, the first of its kind in Canada, provided impetus and support for the organization of over fifty educational activities across the province engaging Albertans in thoughtful deliberation around pressing and difficult moral choices in the health field. The **PHEN Distance Education Course: Introduction to Bioethics**, inaugurated in early 2001, represents an equally unique initiative in bringing acclaimed bioethicists from across North America - through telephone, internet and video - to the living rooms and offices of care providers across Alberta who are charged on a daily basis with making complex moral choices that affect the health and well-being of Albertans. Combined with an expanded set of tailored **Workshops on Ethics in Health and Health Care** for Alberta organizations and its most highly-rated **Annual Conference** yet, the organization has made significant strides in realizing the vision first articulated for it more than a decade ago.

That vision, as outlined in the *Rainbow Report* of 1989, outlined the need for a provincial body or network to assist Albertans with a wide range of ethical issues related to health and health care. The objective was supported by recommendations in *Partners in Health*, the 1991 official response to the Report.

In 1993, a group of stakeholders submitted a proposal to government for the formation of a Network. The Government responded in 1994 with the tabling of Alberta Health's Three-Year Business Plan. This Plan contained four goals to improve the health of Albertans, the fourth goal being to **"increase individual accountability, and public acceptance of responsibility for maintenance of their own health."** Under this goal is Strategy #3: **"Establish an ethics network to facilitate the examination of moral and ethical issues and to facilitate individual decision-making related to health, health care and quality of life."**

PHEN was formally established as a Society in December 1995 and became fully operational in February 1996. A new Board was appointed at a founding Annual General Meeting on May 24, 1996. PHEN was established as a non-profit society dedicated to co-ordinating and delivering resources for ethics education and consultation throughout the province. In January 1999, Revenue Canada recognized PHEN as a registered charity.

In the period April 1, 2000 to March 31, 2001, the Network continued to build on successes and learn from challenges faced over its history. This proposal summarizes these and other achievements of the Network towards achieving its goals and implementing strategies

identified by its Board. The Network looks forward to the continued support of Alberta Health and Wellness, the Province's Regional Health Authorities and Provincial Boards, PHEN's broad member base, and its various committed community and non-profit partners, as it seeks to further support informed, reasoned and systematic dialogue and decision-making in the fields of health and health care in Alberta.

## **II. Mission, Guiding Perspective, Vision and Core Businesses**

### Our Mission

To facilitate reflection, discussion and decision-making with respect to ethical issues in health and health care in Alberta.

### Guiding Perspective

Philosophical Neutrality: Playing a facilitative role, the Network sponsors and encourages discussion but it does not promote any particular point of view or adopt any positions on ethical issues. The PHEN board and staff recognize that they operate within a pluralistic society, and therefore must, as far as possible, approach health ethics issues from multiple viewpoints.

### Our Vision

Alberta Health and Wellness recognizes that a broad range of factors influence achieving its vision “Healthy Albertans in a Healthy Alberta”. PHEN’s role in working with Alberta Health and Wellness and all Albertans in realizing this vision, is to promote and facilitate ethical reflection within the decision-making process in health and health care.

This may involve helping an RHA consider the ethical implications of their resource allocation decisions. It also involves providing support and resources to people facing difficult choices. The Network is instrumental in linking people who work in a consultative capacity or on Ethics Committees, enabling them with resources to support their activities.

PHEN’s vision is to make a contribution to the “common good” by supporting those involved in health and health care in Alberta. Achieving this vision means that:

- Albertans have access to informed consultation when they face dilemmas with an ethical dimension in health.
- Albertans have an understanding of the ethical dimensions of health policy alternatives.
- Albertans work together to develop a health culture which is comfortable and acceptable to all.
- Albertans from all walks of life become involved in a province-wide network to support their interest in examining ethical issues faced by and within the health system.
- Alberta’s leaders rely on PHEN as a resource in facilitating a social consensus around health and health care policy.
- Alberta’s health workers, who serve as advocates and are the first contact with people seeking services, are good sources of health ethics information and are linked to resources available in the province if further consultation is required.
- Albertans are aware of legislative and policy issues affecting their health and health decisions (e.g. personal directives).

- RHAs are supported in meeting their obligations in providing resources for ethics education and ethical reflection within their organizations.

### Core Businesses

With offices in Northern and Southern Alberta, PHEN strives to realize its mission in the following ways:

- **Education:** To ensure a continuum of education for the public, for health professionals and for other health care providers as well as agencies/institutions and their Boards. This will include the development of the skills of interested members of the public and health care providers to enable them to engage in ethical reflection and decision-making.
- **Connection:** To provide health care professionals, policy-makers including Regional Health Authorities, governments and the general public easy access and connection to each other and to ethics resources in order to discuss, reflect and deliberate about ethical issues in health and health care.
- **Co-ordination:** To provide a means of communication and co-ordination of ethics consultation, ethics education, and ethics services.

### III. Governance: Board Activities

#### **Board Retreat**

In October 2000, PHEN held its third one-day retreat for Board members with the goals of: re-visiting the mission and core businesses of the organization; providing a forum for exchange and generation of innovative ideas and brainstorming on future organizational directions; engaging in self-education regarding ethics; and providing an opportunity for members to work closely with staff and with each other in a relaxed setting.

The session proved stimulating and rejuvenating. The Board reaffirmed PHEN's primary commitment to the facilitation of ethical decision-making in health and health care in the province. The core businesses or goals of the organization were thought to be most clearly and accurately expressed by the terms *co-ordination*, *education* and *connection*, as described above. Furthering dialogue and providing access to consultation, it was felt, were already subsumed by the first three core activities.

An exercise in envisioning the future of the organization resulted in several key recommendations for the Network's activities, to be acted upon as best as existing resources allow. The first of these was to initiate more sustained and concerted efforts to communicate the nature and purpose of the Network to a variety of stakeholders in the Alberta health system. The second was continued emphasis on education and opportunities for dialogue for all Albertans - from policy makers to health system beneficiaries. It was acknowledged that the present operations of the Network were functioning at their full capacity given its resources, that the vision of on-going introspection and greater awareness of ethical issues in the health system was as much a process as an end, and that any such goal would wisely be approached in a measured way with a long-term outlook. Despite its relatively limited size and resources, it was felt that the Network had made great strides towards establishing a viable and credible resource body in the area of health ethics in

Alberta, and one that could and would be looked upon as a model for other provinces and jurisdictions.

### **Board Composition**

Over the course of its life, the Network has had the good fortune to be guided by the sage counsel of an extraordinarily committed selection of Albertans with a passion for promoting ethical inquiry in health. Board members represent three constituencies: 1) representatives of the Province's RHAs and Provincial Boards, 2) appointees of the previous PHEN Board and 3) electees from the organization's general membership. A description of the present members of the board is provided in Appendix II. In March 2001, PHEN Board Chair Campbell Miller, Q.C., was appointed a Judge of the Tax Court of Canada, and in anticipation of the requirements of his new role, regretfully, resigned his position of Chair. The previous Vice-Chair of the Board, Mary Lou Cranston, a well-respected and recognized member of the Alberta bioethics community, was appointed by the Board to assume the position of Chair until the expiry of the term on May 25, 2001.

### **IV. Initiatives/Accomplishments**

PHEN both continued to provide and expanded its core services and programs to the health sector in the 2000-2001 period.

The activities of the Network are largely co-ordinated through its Northern Alberta office in Edmonton and a Southern Alberta office in Calgary. The three core staff of the Network – the Northern Alberta Co-ordinator, the Southern Alberta Co-ordinator/Executive Director, and the Administrative Assistant - act as hubs for organization activity and for linking individuals with each other and with health ethics resources. The core staff are supported by a variable number of part-time contract staff (ranging from 2 to 4) secured to assist in the administration and programming of its various services.

The primary programs and services of the Network are described below in relation to each segment of the organization's core businesses. Supporting documents and materials relating to a number of these initiatives are appended to this submission.

### **Education**

#### **• Teaching Modules**

PHEN's comprehensive set of multimedia teaching modules, tailored to the needs of each particular group, continues to be one the most popular services provided by the Network. The modules provide an opportunity for a wide range of people to explore, discuss and analyze ethical issues with the intention of using learned approaches to decision-making in their particular professions. To date, the Network has delivered or facilitated in excess of 310 modules and presentations for a variety of Alberta groups from Regional Health Authority boards and staff, to continuing care centre personnel, health professional association members and members of the general public.

#### Modules Presently Offered:

1. Introduction to Health Care Ethics
2. Frameworks for Ethical Decision-making
3. Health Ethics Committees
4. Ethics of Personal Directives
5. Ethical Issues at the End of Life
6. Ethics of Health Resource Allocation
7. Ethics and Informed Consent
8. Capacity for Adults and Children
9. Introduction to Research Ethics
10. Health Ethics in the Cross-Cultural Health Setting
11. Ethics and the Protection of Persons in Care
12. Ethics and Physical Disability
13. Ethics in Community Care
14. Ethical Issues in Mental Health
15. Organizational Ethics
16. Ethics, Health Determinants, and the Global Allocation of Resources

A revised brochure outlining these modules was printed and distributed to PHEN members and other stakeholders in early 2001.

#### • **PHEN Annual General Meeting and Conference, May 5, 2000**

The primary networking opportunity for those involved and interested in the field of health ethics in Alberta continues to be the annual Spring conference and general meeting of the Network. The year 2000 conference, held in Red Deer on May 5, attracted over 200 registrants to discuss and explore *Ethical Decision-Making: Alternative Approaches*. The primary format for the session - a debate and discussion forum amongst acclaimed bioethicists - proved popular and engaging. Four distinguished speakers - John Baker, Nuala Kenny, Hilde Nelson and Alister Browne, provided insight into a variety of perspectives from which bioethics issues could be viewed and analyzed. Conference evaluations were the most consistent and positive to date - 95% of participants rated the day good or excellent overall.

Preparations for the next annual conference, to be held May 25, 2001, are presently underway. The theme of the session is *Equality and Health: Seeking Fairness in a World of Difference*. PHEN is grateful to have received financial support for the programme from Alberta Community Development through its Multiculturalism, Citizenship and Education Fund (\$12,450) as well support from various faculties within the University of Alberta and University of Calgary (total \$2,500). These contributions will enable PHEN to make the conference as accessible as possible through reasonable registration costs, and to communicate information about the initiative to a wide cross-section of Alberta care providers and citizens.

#### • **Distance Education Course: Introduction to Bioethics**

In response to repeated requests from its membership for programs that will meet the health ethics educational needs of those in rural areas and those with limited accessibility to formal education resources, the Network launched a **Distance**

**Education Course in Bioethics.** The course is designed to bridge the gap between academic bioethics and those working on the 'front lines' of health care, and to provide support to members of those bioethics committees – numbering over thirty in Alberta – who provide support to their health organizations in tackling ethical concerns. The initial offering of the course, from February 8 to May 24, 2001, has met with much enthusiasm from the first set of participants. Twenty-five individuals, primarily health care providers and administrators from across Alberta, engage in distance learning through the use of video, Internet discussion and teleconferences. Course instructors include some of world's most distinguished bioethicists, amongst them Robert Veatch, Jim Childress, Maggie Little and Edmund Pellegrino of the Kennedy Institute of Ethics at Georgetown University.

Pending a thorough course evaluation and fine-tuning, it is intended that the course will be offered on a regular and possibly annual basis.

The launch of the project was made possible through a partnership between PHEN, **St. Joseph's College Ethics Centre** and **Grant MacEwan College** of Edmonton. Additional financial contributions to support the project included a grant from the Arnold P. Gold Foundation for medical humanities, as well as sponsorship of individual videos by the Capital Care Group of Edmonton, the Sisters of Charity/Grey Nuns of Alberta, and the Catholic Health Care Association of Alberta and Affiliates. Total external financial support for the project amounted to \$15,200.

- **Bioethics Week 2001**

The Network launched the first **Bioethics Week** in Canada during the period February 12-18, 2001. The event was designed to: (1) highlight the importance of examining values underpinning the health system; (2) facilitate the health ethics education of various stakeholders in the system, from members of the community to institution staff; and (3) provide greater visibility for bioethics committees and bioethics issues across the province.

The event was held in conjunction with four partner bioethics organizations. These included the John Dosssetor Health Ethics Centre of the University of Alberta, the Office of Medical Bioethics of the University of Calgary, the Redemptorist Bioethics Consultancy and St. Joseph's College Ethics Centre. The partner organizations assisted in the co-ordination and facilitation of Bioethics Week events, communications with the media, and through financial contributions of \$1,000 each towards the initiative.

Across the province, RHAs, health institutions/organizations and community-based health groups were invited to participate in Bioethics Week by hosting or sponsoring local events such as workshops, presentations, video screenings, etc., with the goal of raising awareness amongst their staff and communities of ethics issues in health. PHEN served as the provincial co-ordinating and resource body for the initiative. This involved the publication and distribution of activity/resource guides and posters for organizations and committees who were interested in hosting an activity. The resource guides provided guidance on the planning and implementation of bioethics educational events. Fifty separate events held in celebration of, and during, Bioethics Week were reported to the PHEN offices.

The PHEN offices also co-ordinated a provincial media strategy during the Week to raise the profile of bioethics issues and organizations in the province, resulting in a variety of print, radio and television segments on a variety of bioethics topics.

Anecdotal evidence to date suggests that the co-ordination of Bioethics Week was extremely well received by health organizations and ethics committees in the province. Pending a more thorough and formal evaluation process currently underway, discussion with the event partners will be initiated to explore the possibility of implementing Bioethics Week on an annual basis.

- **PHEN User Fund**

As part of its mandate to build health ethics resources in the province, to make health ethics resources more accessible to rural parts of the province, to provide opportunities for linkage to bioethics personnel in various parts of the country and continent, and to ensure the continued expansion of a network of knowledgeable and informed individuals in the field, PHEN continued to support bioethics human resource capacity building in Alberta through its User Fund. In the 2000-01 period, PHEN supported the further training in health ethics of eight individuals. These individuals have been required to make a contribution to their local workplaces, committees or associations upon the completion of their training by sharing their experiences and knowledge gained.

- **In Touch: Monthly Membership Bulletin**

In order to maintain greater contact with the membership and provide an alternate vehicle for discussion of ideas, PHEN continued publishing in 2000-01 a monthly two-page update for distribution to members. The dual purpose of the periodical is to stimulate dialogue by showcasing the writing/thoughts of a PHEN member, as well as to keep members abreast of Network and provincial ethics activities. The format has proved popular and will continue to be supported by the Network offices. Topics addressed in year 2000-01 articles included an ethics perspective on the nursing shortage, community care ethics, ethical issues facing RHA boards, spirituality and ethics in addressing pain and suffering, and the designing of human genes.

- **Health Ethics Today: Newsletter**

A joint publication with the John Dossetor Health Ethics Centre (JDHEC), *Health Ethics Today* provides incisive articles in health ethics and is distributed to the members of JDHEC and PHEN, as well as to several thousand care providers in Alberta. The two bodies continue to produce the newsletter as their joint flagship publication. Topics for 2000-01 centred on alternative perspectives on the ethics of tiered health services and the ethics of complementary/alternative therapies. These articles, along with those of *In Touch*, are available on the PHEN website.

- **Website**

PHEN's website, located at [www.phen.ab.ca](http://www.phen.ab.ca), received an aesthetic overhaul with expanded resource sections. Additional resources now available on-line include detailed information related to Bioethics Week, the Distance Education Course in Bioethics, Workshops and Modules available from PHEN, Bioethics Centres open to Albertans, PHEN video and book library holdings available on loan, health ethics publications available through PHEN, as well as a listing of clinical and research ethics committees in the province.

- **Bioethics Committees**

PHEN has traditionally provided strong support for both fledgling and established ethics committees throughout the province. This support has continued with several requests from RHAs for workshops regarding establishing or strengthening the efficiency and effectiveness of these committees. In their advisory role to clinicians and other care providers, these committees provide a neutral forum for thinking about and exploring issues that arise in the delivery of care which clinicians may not otherwise have the opportunity to systematically explore during the course of their practice. The committees act only in a supportive capacity, and do not, as general rule, make decisions or pass judgment on the actions of care providers. PHEN staff also continue to serve on various health ethics committees within their geographical areas, providing additional, on-going support and ethics consultation services where possible.

## **Connection**

- **Membership**

Membership in PHEN, a registered society under the Societies Act, has been a cornerstone of connection between those interested and involved in health ethics in the province. Individual and institutional membership in the Network in the 2000 calendar year totalled in excess of 400.

- **Resource Directory**

The Health Ethics Resource Directory for Alberta, first compiled in 1995 as part of the feasibility study into the establishment of the Network, was updated and distributed to members in 1998 with a more exhaustive directory of individuals, committees and institutions in the province that are available to assist care providers and Albertans in accessing information. Since that time, the directory has been kept updated on the Network's website in lieu of reprinting hard copies of the document. Feedback received indicates that the directory has been a helpful tool for connecting individuals. Its continued updating will remain an important function of the Network offices.



- **RHA and Provincial Board Representative Ethics Forum, May 4, 2000**

In response to stronger accreditation requirements for ethical decision-making processes in health care, as well as a growing demand from clinicians and administrators for assistance in addressing complex moral issues, an increasing number of health institutions and regional health bodies across Canada are developing or strengthening their capacity to formally address ethical issues that arise in health system.

One of the aims of the Network is to provide a stronger linkage between the various RHAs and health institutions in Alberta presently developing or strengthening their mechanisms for systematic and informed resolution of health ethics issues. To this end, PHEN co-ordinated the second annual RHA and Provincial Boards Ethics Representative Forum on May 4, 2000 in Red Deer, to provide an opportunity for RHA representatives to discuss the status of their recent activities and existing procedures in this area. The meeting also provides an opportunity to work towards consistency and to limit duplication of efforts across the province in instances where sharing of resources would be appropriate.

Almost all RHAs and Provincial Boards were represented at the meeting and provided updates on their internal processes for ethics issue resolution which were in various stages of development. Topics discussed included accreditation requirements regarding ethics committees, the role of institutional and regional ethics committees in addressing clinical and administrative ethics issues, strategies for increasing interaction and networking between committees, and information exchange on the status and nature of clinical ethics committees in the province. Feedback on the value of the session was once again very positive, and the third annual forum is presently being arranged to take place in May 2001.

### **Co-ordination**

- **Health Ethics Resource Link**

PHEN operates 1-800 lines from its Northern and Southern Alberta offices that have responded to hundreds of inquiries and requests for information to date. While the Network is not designed to provide direct consultation services regarding ethical situations, it continues to provide referrals to the most appropriate bodies (e.g. professional colleges/associations, ethics committees) and individuals, as well as providing written background information for those who seek, or could be assisted by, additional material.

- **Values-based Frameworks for Public Consultation on Priorities in Health and Health Care**

Health reform initiatives in the Western world in recent years have resulted in an increased emphasis on and acknowledgement of the need for, means of soliciting informed, reasoned and thoughtful public input on the values and directions that underlie health systems. In light of this and of the challenges associated with such endeavours, PHEN's exploration into the possibility of and need for developing expertise in explicit values-based decision-making models for public consultation has met with much



support. In the 1999-2000 fiscal year, \$42,000 was raised for Phase I of the project. Supporters include the Calgary, Edmonton, Red Deer and Medicine Hat Community Foundations and the Clifford E. Lee Foundation.

The first phase of the project was launched in April 2000 and involved preliminary research, literature reviews and groundwork to collect information on existing (limited) resources in this area, an exploration of various options for further phases of the project and the compilation of a research report summarizing its findings. An advisory board of representatives from the academic, social and health services and consumer sectors was formed to provide guidance on important areas of research and on methodology. Work to date has underscored the need for and dearth of existing resources in the area of public values-based consultation in health. Phase I of the project is scheduled for completion by the Fall of 2001.

- **Ethics Review for Community Research**

In the 1999-2000 year, the Network provided professional, ethicist and administrative support to the Community Health Research Ethics Review Committee (CHRERC). The CHRERC was established by the Alberta Heritage Foundation for Medical Research (AHFMR), with support from PHEN, to conduct ethics review of research projects which do not fall under the jurisdiction of any existing research ethics boards in the province. Its primary aim has been to support research taking place in and with communities, particularly outside of urban areas, and to educate researchers regarding the protection of human research subjects against harm.

In 2000-01, the Network, as per its agreement with the AHFMR, provided support to the initiative through the appointment of a PHEN representative to the Committee and the on-going provision of information regarding ethics issues and events. The CHRERC played an important role in 1999-2000 and 2000-2001 in consultations with Alberta Health and Wellness representatives on the development of regulations pertaining to the Health Information Act. Four other Research Ethics Boards in Alberta have also been members of this consultation group.

- **Premier's Advisory Council on Health**

In February 2001, representatives of the Board and staff of PHEN were provided an opportunity to present to the members of the Premier's Advisory Council on Health. The presentation provided an overview of some of the most salient ethical issues that arise in the sphere of public policy decision-making in health, underscored the importance and value of addressing these through systematic and reasoned ethics deliberation, and gestured towards suggestions regarding the use of ethical decision-making procedures that could guide such difficult and complex decision-making. The presentation was very well received. The PHEN staff has been asked to provide a detailed written summary and exploration of some of the major themes emerging from the presentation.

## **V. Challenges and Opportunities**

While the high demand for its services is both promising and suggestive of a collective thirst for greater understanding of ethics issues, such interest has created several challenges and opportunities, as identified in previous submissions. The most significant of these are outlined below.

- **Continuing to build PHEN's identity and profile in the Province**

As its services and structure become more widely known and accessed, PHEN can increasingly solidify its presence both within and outside of Alberta's health system as a valuable resource serving all Albertans. This will require time, credibility, and focused public relations and communications efforts. While an increasing number of health care providers are aware of PHEN's activities and mandate, much work remains to be done in this area. The Network must balance a desire to create greater awareness with a realistic sense of its capacity, given the resources available, to respond to the demands that such awareness generates.

- **Ensuring the development and growth of PHEN's mission and mandate**

Given the increasing focus on health issues in society, PHEN needs to pursue a strategy of growth and development to meet these emerging needs. This will be increasingly accomplished by partnering with and soliciting support from organizations that share or support its vision and mandate. The support in recent years of several Alberta community foundations/agencies such as the Calgary Community Foundation and Clifford E. Lee Foundation, as well as of other bioethics centres and academic groups speaks to the potential for creating more such partnerships in the future.

- **Meeting increasing demand for PHEN's services**

Increasing demands for PHEN's services place strain on its staff and resources. PHEN needs to continue to seek ways to meet demands through innovative approaches and judiciously allocate resources to those areas most closely aligned with its mission.

- **Expanding and solidifying the Network**

While some progress has been made in the past through joint initiatives and conferences, the Network needs to continue to foster its linkages with professional bodies (including particularly the College of Physicians and Surgeons of Alberta, the Alberta Association of Registered Nurses, and similar groups), government agencies, RHAs, and community groups that share and support its vision.

- **Providing an Institutional Role Model for Collaboration in Health Ethics**

The position, structure and function of the Network, unique in Canada and North America, has been cited as a possible model for similar bodies in other provinces and jurisdictions. The Provincial Health Ethics Network should continue to share and disseminate lessons learned from its challenges and successes, and support the expansion of both formal and informal health ethics networks from which health care providers, administrators and all Albertans can ultimately benefit.

- **Providing Resources in the Area of Public Consultation**

Recent emphasis on the need for accountability and responsiveness of health system policy-makers to those whom the health system is meant to serve has underscored a need for greater focus and emphasis on the process of decision-making in health organizations. Designing fair, effective and ethical means of soliciting public input is a



significant challenge for any health system. The unique position and nature of PHEN may provide opportunities to play a greater role in the on-going process of public consultation.

## **VI. Goals and Strategies**

As indicated earlier, during the PHEN Board retreat held in October 2000, the Board of Directors of PHEN reaffirmed the mission and goals previously articulated for the organization. With modifications to ensure the proper and efficient use of PHEN's resources, the goals and strategies for 2001-02 for the organization as emerging from these and previous discussions are as follows:

<b>Goals</b>	<b>Strategies</b>
<i>To further develop a financial base for expanding PHEN's mission.</i>	<ul style="list-style-type: none"> <li>• Allocate resources towards enlisting support from key stakeholders and the private sector to ensure ongoing support for PHEN's mission and objectives. This includes building on PHEN's status as a registered charity to establish greater credibility and solicit support from private partners</li> <li>• Develop a policy for accepting donations from the private sector that is consistent with the goals and values of the organization</li> <li>• Continue to study opportunities where PHEN may provide services that offer a financial return to the organization and further its mission</li> <li>• Explore avenues of generating support from alternative levels of government as well as private granting foundations.</li> </ul>
<i>To align available resources with key priorities.</i>	<ul style="list-style-type: none"> <li>• Ensure that the needs of health care providers, administrators and policy makers are met as effectively and efficiently as possible</li> <li>• Develop long-range plans for more extensive provision of services and resources to members of the Alberta public as enhanced resources allow</li> <li>• Explore joint initiatives with Alberta universities and non-affiliated institutions to support the work of ethics education, consultation and review in the province</li> <li>• Look at the possibility of cost recovery for some services that will provide resources for PHEN to employ ethics consultants on a contract basis, and explore the feasibility of establishing a brokering service to provide swift access to ethics consultation services for RHAs and health organizations</li> </ul>

<p><i>To network with those who share in PHEN's vision and mandate.</i></p>	<ul style="list-style-type: none"> <li>• Provide support and linkages for Network members that will enable them to become more fully involved in PHEN's development</li> <li>• Sponsor meetings with representatives of RHAs to discuss ethics issues and areas for collaborative work</li> <li>• Continue to work closely with Alberta Health and Wellness and other government departments (e.g. Community Development) in developing joint projects such as the Bioethics Week and the Annual Conferences</li> <li>• Continue to strengthen links with ethics committees across the province</li> <li>• Continue to improve PHEN's profile and links to the general public through public forums, publications, the Internet, and media relations</li> <li>• Build and share knowledge and expertise with RHAs, Government and private bodies in the area of values-based public consultation on priorities in health and health care</li> <li>• Partner with public and private foundations on projects of mutual concern</li> </ul>
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## **VII. Financial Plan and Budget**

The Network is pleased with its progress in working towards expanding its funding and support base by working in conjunction with community and private partners. The continued support of PHEN by the Regional Health Authorities and Provincial Boards (\$60,000 granted) in addition to monies raised through community partners in support of special projects (\$34,150) in 2000-01 underscore the relevance of PHEN's activities to its constituents and the willingness of like-minded organizations to partner in the pursuit of common goals.

PHEN's proposed budget for the 2001-02 fiscal year is \$421,000. Of this, PHEN requests support from Alberta Health and Wellness in the amount of \$290,000. Additional funds are expected to be derived from continued RHA support, private funding and fee-for-service income.