

Recommendations from the Ombudsperson Report: Misfire: the 2012 Ministry of Health Employment Terminations and Related Matters

	Recommendation	Comment
R1	By June 30, 2017, government make an ex gratia payment in the amount of \$75,000 to each of Dr. Malcolm Maclure, Dr. Rebecca Warburton, Ron Mattson, Robert Hart, Ramsay Hamdi, David Scott, and the estate of Roderick Maclsaac.	<p>Government accepts this recommendation.</p> <p>In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.</p>
R2	By June 30, 2017, government make an ex gratia payment in the amount of \$50,000 to each of Mark Isaacs, Dr. Colin Dormuth and Dr. William Warburton.	<p>Government accepts this recommendation.</p> <p>In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.</p>
R3	<p>By June 30, 2017, government make:</p> <ol style="list-style-type: none"> a. an ex gratia payment in the amount of \$15,000 to each of six public servants who were also subjects of the investigation; and, b. in the case of the three individuals in paragraph (a) who were disciplined, reverse the financial impact of that discipline and remove the disciplinary findings from their employment record. 	<p>Government accepts this recommendation.</p> <p>In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.</p> <p>In reference to paragraph b – government commits to working with the three individuals to reverse the financial impact resulting from the discipline and further to ensure the disciplinary findings are removed from their employment records.</p>
R4	<p>That government:</p> <ol style="list-style-type: none"> a. By September 30, 2017: <ol style="list-style-type: none"> i. Establish a compensation fund in an amount not less than \$250,000 ii. Identify and contact individuals (other than individuals identified in the other ex gratia payment recommendations) who were 	<p>Government accepts this recommendation.</p> <p>In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.</p>

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	<p>employees, associates or research subcontractors of:</p> <ol style="list-style-type: none"> 1. Resonate 2. Blue Thorn Research and Analysis Group 3. the Therapeutics Initiative who were impacted by the data and contract suspensions and cancellations and invite them to make applications to the fund. <p>b. By March 31, 2018 make ex gratia payments to the applicants from the fund on a fair and equitable basis, taking into account the impact the data and contract suspensions and cancellations had on them.</p>	
R5	<p>By June 30, 2017, government make an additional ex gratia payment in the amount of \$50,000 to each of Ron Mattson and Mark Isaacs.</p>	<p>Government accepts this recommendation.</p> <p>In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.</p>
R6	<p>If by June 30, 2017 the BCGEU, following consultation with David Scott, Ramsay Hamdi, and a representative of the estate of Roderick Maclsaac, approaches government about revisiting any or all of the June and September 2013 grievance settlements, that government:</p> <ol style="list-style-type: none"> a. Enter into good faith negotiations with the BCGEU concerning the replacement of the existing settlements with new settlements, and b. If new settlements cannot be reached (or the parties prefer this option as their primary option), make its best efforts to work with 	<p>Government accepts this recommendation.</p> <p>Government is committed to revisiting the bargaining unit settlements and negotiating in good faith with the BCGEU while respecting the wishes of David Scott, Ramsay Hamdi and a representative of the estate of Roderick Maclsaac.</p>

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	<p>the BCGEU to develop a Statement of Agreed Facts concerning the circumstances of the dismissals, which Statement the parties can agree to place before a labour arbitrator pursuant to the collective agreement, in order to allow for a proper adjudication of damages. Whether the existing settlements would terminate upon tendering the Statement of Agreed Facts, or after the labour arbitrator's decision, can be addressed by the parties as a matter of labour law.</p>	
R7	<p>By May 31, 2017, government make a public statement that acknowledges and apologizes for the harm caused by the Ministry of Health investigation and the decisions that resulted, including the employee suspensions, employee discipline and terminations, contract suspensions and terminations, and unwarranted data suspensions.</p>	<p>Government accepts this recommendation.</p> <p>On April 6, 2017, the head of the public service, Kim Henderson, offered an unqualified and comprehensive apology to all who were adversely affected by the public service conduct as part of government's statement on receiving the Ombudsperson report. (https://news.gov.bc.ca/releases/2017PREM0046-001149)</p> <p>The Terms of Reference of the Hon. Thomas Cromwell speak to the acknowledgement by government of its responsibility for these events, the effect on those persons impacted, and to apologize to them. The appointment of Mr. Cromwell and his Terms of Reference confirm government's acknowledgement of the harms caused to those adversely impacted by public service conduct.</p>
R8	<p>By July 31, 2017, government issue a personal apology to each of Dr. Malcolm Maclure, Dr. Rebecca Warburton, Ron Mattson, Robert Hart, Ramsay Hamdi, David Scott, Dr. William Warburton, the family of Roderick Maclsaac, Mark Isaacs, Dr. Colin Dormuth, Contractors 1 and 2, and the six public servants referred to in recommendation R3.</p>	<p>Government accepts this recommendation.</p> <p>The Government will issue a personal apology to each of the individuals identified by July 31, 2017.</p>
R9	<p>By March 31, 2018, the Ministry of Health issue a written apology to each of the individuals to whom an <i>ex gratia</i> payment is made from the compensation fund established in recommendation 4.</p>	<p>The Government accepts this recommendation.</p> <p>The Ministry of Health will issue a written apology to each of the individuals to whom an <i>ex gratia</i> payment is made by March 31, 2018.</p>
R10	<p>By March 31, 2018, the Ministry of</p>	<p>The Government accepts this recommendation.</p>

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	Health issue a written apology to each person not included in the above recommendations, to whom it sent a data demand letter in 2012 and 2013 as a consequence of the investigation.	The Ministry of Health will issue a written apology to each person to whom it sent a demand letter in 2012 or 2013 as a consequence of the investigation by March 31, 2018.
R11	By May 31, 2017, the Ministry of Health make arrangements for each of Dr. Malcolm Maclure, Dr. Rebecca Warburton, Ron Mattson, Robert Hart, Ramsay Hamdi, David Scott, Dr. William Warburton and a representative for the estate of Roderick Maclsaac to review the contents of the boxes of material packed up from their offices for the purpose of identifying, and having returned to them, any books, papers, articles or other personal belongings.	The Government accepts this recommendation. The Ministry of Health will make arrangements for each of the individuals listed in the recommendation to review the contents of the materials from their offices and will return their personal belonging by May 31, 2017.
R12	By June 30, 2017, government issue a public statement confirming that the ministry has withdrawn the final report of the Investigation and Forensic Unit, and acknowledge that the report contains inaccuracies and will not be relied on.	The Government accepts this recommendation. Ministry of Finance officials will prepare a letter of withdrawal to attach to the final report, direct all individuals who have a record of the final report to confirm copies of the report have been destroyed, and prepare a public statement confirming these actions for release by June 30, 2017. Further, as the Ombudsperson identified, the Ministry of Finance will continue to implement the recommendations on practice improvements identified by KPMG.
R13	By June 30, 2017, the Ministry of Finance send a letter of apology to each of the individuals named in the report of the Investigation and Forensic Unit, who it notified following the unauthorized disclosure of the report, confirming that the ministry has withdrawn the report and that the report will not affect the ability of those individuals to work for or with government in the future should they wish to do so.	Government accepts this recommendation. Ministry of Finance officials will send letters of apology to each of the individuals named in the final report, confirming the withdrawal of the report and that it will not affect their ability to work for or with government in the future. This work will be completed by June 30, 2017.
R14	By June 30, 2017, government make an additional ex gratia payment in the	Government accepts this recommendation. In support of the recommendation's implementation, on April 7, 2017,

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	<p>amount of:</p> <ul style="list-style-type: none"> a. \$25,000 to Dr. Malcolm Maclure b. \$25,000 to Dr. Rebecca Warburton 	<p>Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.</p>
R15	<p>By September 30, 2017, government provide funding in the amount of \$500,000 to endow a scholarship for PhD candidates at the University of Victoria.</p>	<p>Government accepts this recommendation.</p> <p>To enact this recommendation, government is committed to working with a representative(s) of Mr. Maclsaac's estate and will respect their wishes on the process for the establishment of the scholarship endowment.</p>
R16	<p>By September 30, 2017, the Ministry of Health establish an annual staff award for excellence in training, mentoring and supporting co-op students.</p>	<p>Government accepts this recommendation.</p> <p>The Ministry of Health will establish an annual staff award for excellence in training, mentoring and supporting co-op students by September 30, 2017.</p> <p>In addition, the Public Service Agency will consider the establishment of a similar award for co-op students government-wide. Government will report out on progress of this additional award by September 30, 2017.</p>
R17	<p>By March 31, 2018, the Public Service Agency develop and implement a policy framework for assessing situations to determine whether a real or perceived conflict of interest exists. The framework should:</p> <ul style="list-style-type: none"> a. Require employees to disclose circumstances that may give rise to a real or perceived conflict of interest, including any outside remunerative work. b. Specifically require issues of conflict of interest to be addressed at the outset of employment and on an ongoing basis where the employee's job function or less than fulltime employment necessarily contemplates external remunerative work or external affiliation. c. Where a disclosure is made by an employee under paragraph (a), the 	<p>Government accepts this recommendation.</p> <p>The Public Service Agency will develop and implement a policy framework for determining conflict of interest. The framework will provide guidance to employees and supervisors and will incorporate all of the components identified in the recommendation. The framework will be established by March 31, 2018.</p>

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	<p>employer shall identify the specific work duties of the employee and the underlying government interests that are relevant to the circumstances.</p> <ol style="list-style-type: none"> <li data-bbox="228 499 695 636">i. Identify the specific personal interests of the employee that are relevant to the circumstances. <li data-bbox="228 642 695 993">ii. Analyze whether those interests conflict, or could be perceived to conflict, in a way that impairs the employee's ability to act in the public interest, undermines the public's confidence in the employee's ability to discharge work responsibilities, or undermines the public's trust in the public service. <li data-bbox="228 999 695 1381">iii. Decide whether the circumstances give rise to a perceived or actual conflict of interest, and, if they do, consider whether there are steps that government or the employee must take to address or mitigate the conflict such that it does not pose an unacceptable risk to government or the public interest. <li data-bbox="228 1388 695 1671">iv. Document, on the employee's personnel file, and elsewhere as is required in the circumstances, the reasons for the conclusion reached and the directions, if any, to be followed. A copy of the reasons should be provided to the employee. <li data-bbox="228 1677 695 1917">v. To the extent reasonable and necessary, be transparent within the organization about how the conflict of interest has been addressed so that misunderstandings are minimized. 	

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R18	By March 31, 2018, every ministry and government agency whose employees are subject to the public service Standards of Conduct assign a senior and fully trained staff member the task of assessing and providing advice to the employee and their supervisor about disclosed prospective conflicts of interest in their organization.	Government accepts this recommendation. The government commits to assigning a senior and fully trained staff member this task in every government ministry and agency by March 31, 2018.
R19	By March 31, 2018, the Public Service Agency revise its existing Accountability Framework for Human Resource Management to ensure a clear allocation of responsibility among senior executives of PSA and of line ministries responsible for ensuring that any internal human resource investigations occurring under their leadership: <ul style="list-style-type: none"> a. are conducted in accordance with the principles of administrative fairness, b. have a clearly articulated scope and focus, both of which are reassessed on a regular basis, and c. have appropriate lines of reporting. 	Government accepts this recommendation. The Public Service Agency will ensure the Accountability Framework for Human Resource Management described by the Ombudsperson is established by March 31, 2018 which builds on the work the Ombudsperson identified has been done by government since the McNeil report was released.
R20	By March 31, 2018 the Public Service Agency undertake, and publish the results of, an independent compliance review of its investigatory policies established in response to the McNeil Review.	Government accepts this recommendation. The Public Service Agency agrees to undertake an independent compliance review of the investigatory policies established in response to the McNeil Review. Results of the review will be made public by March 31, 2018.
R21	By September 30, 2017, to ensure that the principles of administrative fairness are appropriately exercised by the Investigation and Forensic Unit (IU): <ul style="list-style-type: none"> a. The IU implement a program of ongoing professional development on administrative and procedural fairness for its investigators and any 	Government accepts this recommendation. Work in support of this recommendation is already underway at the Ministry of Finance as the Investigation and Forensic Unit implements the recommendations in the KPMG report referenced by the Ombudsperson. The Ministry of Finance is mindful additional work will be necessary to meet the full intent of the Ombudsperson's recommendation and commits to implementing the recommendation by

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	<p>employees leading an investigation.</p> <p>b. The IU revise its draft policies and procedures manual to adequately integrate the principles of administrative fairness into its investigative approach.</p> <p>c. The Comptroller General review each investigative plan developed by the IU to ensure that the plan's scope is appropriate, and within jurisdiction, and the office can adequately resource the investigation as set out in the plan.</p> <p>d. The Comptroller General reassess the investigative plan on a regular basis, in consultation with the IU, and authorize adjustments to investigative scope or resources as necessary.</p>	<p>September 30, 2017.</p>
R22	<p>By September 30, 2017 the Ministry of Finance provide a report to the Auditor General on the progress of implementing each recommendation of the KPMG report. Such reporting is to continue quarterly or on such other schedule and for as long as specified by the Auditor General.</p>	<p>Government accepts this recommendation.</p> <p>The Ministry of Finance will consult with the Auditor General on the content and schedule of the progress reporting.</p>
R23	<p>By March 31, 2018, the Ministry of Justice develop:</p> <p>a. for approval by the Head of the Public Service, a new procedure regarding reporting employee misconduct in non-emergency situations to the police,</p> <p>b. and implement training for public service investigators who, as part of their duties, report potential crimes to the police. This training should focus on:</p> <p>i. the factors to consider in determining whether to report a potential crime to the police, and</p> <p>ii. what information is</p>	<p>Government accepts this recommendation.</p> <p>The Ministry of Justice will develop a procedure, for approval by the Head of the Public Service, on reporting non-emergency employee misconduct to the police.</p> <p>In addition, the Ministry of Justice, working with the Public Service Agency, will develop the appropriate training materials for both investigators and senior decision makers.</p> <p>These actions will be complete by March 31, 2018.</p>

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	<p>appropriately shared with the police, particularly in the absence of a legal requirement to do so.</p>	
R24	<p>By December 31, 2017, following consultation with the Information and Privacy Commissioner, the Ministry of Health create new guidelines for making decisions about suspending access to administrative health data. The guidelines should address the flaws in ministry practice that we identified in this report including better defining the threshold for data suspensions in cases where there is only an unconfirmed suspicion of a data breach.</p>	<p>Government accepts the recommendation.</p> <p>The Ministry of Health, after consulting with the Information and Privacy Commissioner, will create new guidelines for making decisions about suspending access to administrative data by December 31, 2017.</p>
R25	<p>By June 30, 2017, the Public Service Agency (PSA) and the Head of the Public Service develop and implement a policy that requires the following steps to take place before a Deputy Minister dismisses an employee for just cause under section 22(2) of the Public Service Act:</p> <ol style="list-style-type: none"> a. In relation to excluded employees, the PSA obtain a written legal opinion about whether there are sufficient grounds to support the termination. The PSA should provide its lawyer with sufficient background and file material for the lawyer to assess the evidentiary strength of the government's just cause position. b. In relation to included employees, the PSA obtain written senior labour relations advice about the strength of government's just cause position from one of its senior labour relations advisors. The PSA should provide its advisor sufficient background and file material for the advisor to assess the evidentiary strength of the government's just cause position. 	<p>Government accepts the recommendation.</p> <p>The Public Service Agency will work with the Head of the Public Service to develop and implement this policy. This process will be in place by June 30, 2017, and builds on changes to policies and practices made in response to the McNeil report.</p>

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	c. The Deputy Minister with authority to dismiss be required to review and consider the PSA's advice, and the legal advice, prior to making a decision about whether to terminate an employee for cause. Such consideration should be confirmed in writing.	
R26	Effective immediately, government cease its practice of suspending excluded employees without pay pending an investigation in the absence of authority in the Public Service Act to do so.	Government accepts the recommendation. The Deputy Minister of the Public Service Agency wrote to relevant staff on April 7, 2017, to cease the practice of suspending excluded employees without pay pending an investigation.
R27	By March 31, 2018, government introduce legislation for consideration by the Legislative Assembly to amend the Public Service Act to provide the Merit Commissioner with the authority to: <ul style="list-style-type: none"> a. Conduct reviews of all public service dismissals for just cause, to ensure adherence to public service standards and legal requirements. Such reviews are to take place following the completion of all labour relations or litigation proceedings related to the termination. b. Publicly report the results of these reviews, along with whatever recommendations the Merit Commissioner considers appropriate in the circumstances. 	Government accepts the recommendation. The Public Service Agency and the Head of the Public Service will prepare for government's consideration a request for legislation to address this recommendation. Legislation is subject to passage by the Legislative Assembly of British Columbia.
R28	By June 30, 2017, the Public Service Agency and Government Communications and Public Engagement make public their policies regarding internal and external communications about personnel matters.	Government accepts the recommendation. Government Communications and Public Engagement (GCPE) and the Public Service Agency will review current policies regarding internal and external communications about personnel matters with full consideration of the Ombudsperson's findings and recommendations, and take into consideration the communication policies in use in law enforcement agencies. This review will inform a renewed policy regarding the internal and external communication of personnel matters for public release by June 30, 2017.

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R29	<p>By June 30, 2017, the Public Service Agency and Government Communications and Public Engagement develop and make public a policy on announcing police referrals related to the conduct of a public servant. The policy should clearly state that unless there is an immediate risk to public health, safety or other similar exceptional circumstances, government should not publicly announce that it has referred the conduct of a public servant to the police prior to Crown Counsel approving charges.</p>	<p>Government accepts the recommendation.</p> <p>GCPE and the Public Service Agency's policy regarding police referrals will ensure clear guidance is provided that government should not publicly announce it has referred the conduct of a public servant to the police prior to Crown Counsel approving charges, unless there is immediate risk to public health, safety, or other exceptional circumstances.</p>
R30	<p>By September 30, 2017, the Public Service Agency provide a report to the Head of the Public Service on ensuring excellence in executive transitions so that senior executives new to their portfolio are appropriately and effectively supported to immediately carry out their new responsibilities.</p>	<p>Government accepts the recommendation.</p> <p>The Public Service Agency will issue a report to the Head of the Public Service on ensuring excellence in executive transitions. The report will be completed by September 30, 2017.</p>
R31	<p>By March 31, 2018, the Head of the Public Service establish written protocols that address:</p> <ol style="list-style-type: none"> a. Who has the authority to decide that government will not follow risk-based legal advice; b. The process to be used when ministries decide to act contrary to legal advice, including how decisions in such situations are to be escalated, disputes resolved and outcomes documented; and c. The process to be followed when limited legal advice is obtained, including who needs to be advised that the scope of the advice is limited. 	<p>Government accepts this recommendation.</p> <p>The Head of the Public Service will work with the Ministry of Justice to establish written protocols on the appropriate use of legal advice by March 31, 2018.</p>

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R32	<p>By March 31, 2018, government introduce, for consideration by the Legislative Assembly, public interest disclosure legislation that provides for the reporting, assessment, fair investigation, resolution and independent oversight of allegations about wrongful conduct within the government of British Columbia.</p>	<p>Government accepts this recommendation.</p> <p>The Public Service Agency, Ministry of Justice and the Head of the Public Service will prepare for government’s consideration a request for legislation to address this recommendation. Legislation is subject to passage by the Legislative Assembly of British Columbia.</p>
R33	<p>By September 30, 2017, and following consultation with the BCGEU and BC Excluded Employees’ Association, and in a manner consistent with its privacy obligations, the Ministry of Health develop and implement a carefully designed organizational reconciliation program with the goal of re-establishing positive, respectful professional relationships with staff and contractors who will productively support the mandate of the ministry moving forward. This program should:</p> <ol style="list-style-type: none"> a. build on the recent ministry initiatives to support employee morale and engagement, invite the participation of ministry staff and contractors, b. involve the active participation of management, c. include clear objectives and deliverables, and d. be completed within 12–18 months by providing a final report to all ministry staff and contractors. 	<p>Government accepts this recommendation.</p> <p>The Ministry of Health, following consultation with the BCGEU, the BC Excluded Employees’ Association and the Public Service Agency, will, in a manner consistent with its privacy obligations, develop and implement a carefully designed organizational reconciliation program as set out in this recommendation.</p> <p>The Public Service Agency will support the Ministry of Health in implementing this recommendation.</p>
R34	<p>By September 30, 2017, the Ministry of Health review and assess the extent to which the termination of evidence-based programs during the internal investigation may have created gaps that now remain in providing evidence-informed, safe, effective and affordable drug therapy and related health care services to British Columbians.</p>	<p>Government accepts this recommendation.</p> <p>The Ministry of Health will, by September 30, 2017, review and assess the extent to which the termination of evidence-based programs during the internal investigation may have created gaps as the areas set out in this recommendation.</p>

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R35	By December 31, 2017, to the extent that such gaps are found to exist as a result of the review under the preceding recommendation, the Ministry of Health publicly release a plan, with a reasonable timeline and transparent objectives and deliverables, to address the gaps.	Government accepts this recommendation. The Ministry of Health will, by December 31, 2017, publicly release a plan to address any identified gaps as proposed in this recommendation.
R36	By March 31, 2018 government establish a new category of Premier's Awards (in addition to the existing categories of leadership, innovation, legacy and partnership) to recognise public servants whose work is outstanding in the area of evidence-based or evidence-informed policy or program development.	Government accepts this recommendation. The Public Service Agency and the Head of the Public Service will establish a new category of Premier's Award that recognizes the important role of evidence-based or evidence-informed policy or program development for the 2018 Premier's Awards.
R37	By March 31, 2018, government grant \$200,000 to the University of British Columbia (UBC), Faculty of Medicine, Department of Anaesthesiology, Pharmacology & Therapeutics.	Government accepts this recommendation. The Ministry of Health will provide a grant of \$200,000 to the University of British Columbia, Faculty of Medicine, Department of Anaesthesiology, Pharmacology and Therapeutics by March 31, 2018, to offset the accumulated deficit identified in the Ombudspersons' report.
R38	By March 31, 2018, UBC and the government meet to discuss the sufficiency of the 2005 endowment regarding patient safety.	Government accepts this recommendation. The Ministry of Health will by March 31, 2018 meet with UBC to discuss the sufficiency of the 2005 endowment regarding patient safety.
R39	By September 30, 2017, the BC Coroners Service develop a policy about disclosure, to a deceased's family or personal representative, of documents discovered on the deceased person's electronic devices, including password-protected and cloud-stored documents.	Government accepts this recommendation. The Coroner's Service is very cognizant of its legal duty to responsibly manage information collected by coroners during an investigation; much of which is personal and confidential. Given the ever-increasing variety of sources where this information is found, including digital storage, it is important for the Coroner's Service to continually review its information management policies. The agency has already begun a review to establish a new and comprehensive policy framework for information gathering, retention, and disclosure.
R40	By April 20, 2017, government provide, in a single document, a response to each of the preceding recommendations,	The cover memo of April 7, 2017, and this appended document fulfill the recommendation to provide a response to each of the preceding recommendations. Government has accepted all of the

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	including stating whether it does or does not accept the recommendation. In the event government is of the view it cannot give due consideration to any particular recommendation within that time, it may identify the recommendation, the reason further time is required and the timeline within which it will respond.	recommendations.
R41	By April 30, 2018, government provide a written status report to the Ombudsperson on the implementation of the recommendations made in this report, and at such other times as required by the Ombudsperson.	Government accepts this recommendation. In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process and report quarterly on progress towards implementation of the recommendations. This independent assessment of progress is intended to be complementary to your Office's role in monitoring government's implementation of these recommendations.