

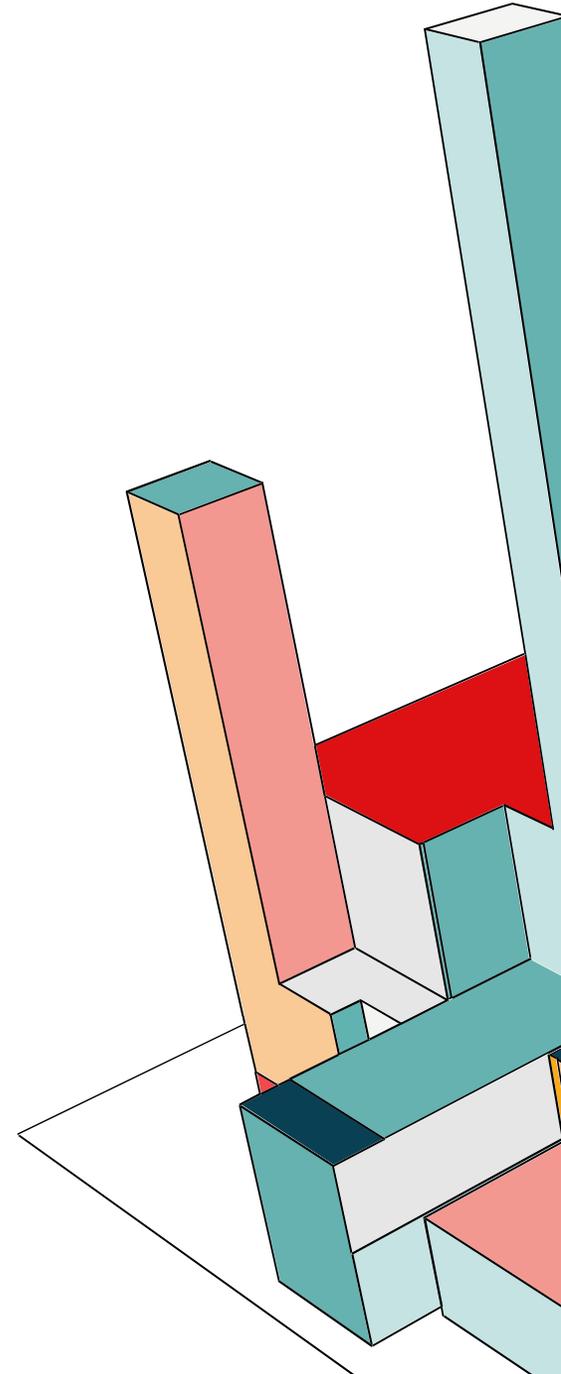
THE HEALTH SYSTEM RESTRUCTURING:

EARLY INSIGHTS FROM CSM LEGAL

JANUARY 19, 2026

AGENDA

1. Introductions: Kelly Starrak (HSS) & Stephen Harris (CSM)
2. Background: Pre-Restructuring Details
3. Now: Post/midst Restructuring Details
4. Impacts & going forward: As relates to CSM Research:
 1. Operational/Administrative Approvals
 2. Contracts processed at CSM
5. Looking ahead: TBD!
6. Discussion time!



INTRODUCTIONS



<<< Me (from 7 years ago) = Kelly Starrak

Early 2021 - Began as embedded AHS lawyer
Dec 1, 2025 - Moved to HSS



Stephen Harris

Senior Legal Counsel and Manager

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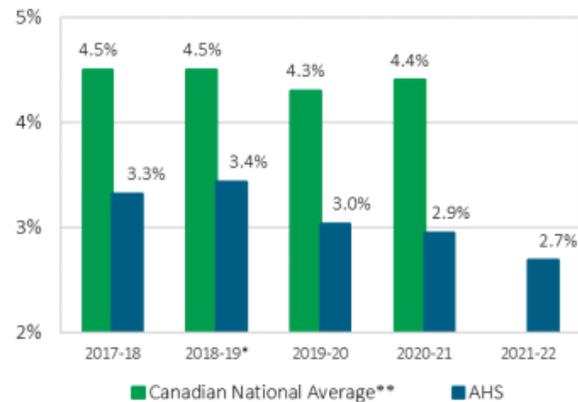
“AHS” - CSM Legal Integration

- University research overhead funded an embedded AHS lawyer under a longstanding arrangement
- Relationship continues and will continue after transition
- Allows integrated document flow to signatories and a consolidated review
- Some uncertainties as transition continues

Administration

The Canadian Institute of Health Information (CIHI) reports the corporate services expense ratio as a financial performance indicator based on administration expense as a percentage of total expenses⁶. Last year, AHS' indicator was 2.9% which was the lowest in the country. For 2021-22 AHS' indicator is 2.7%. The decrease in the ratio is primarily due to COVID-19 related costs which increased expenses to a greater extent in other segments of AHS' operations, mainly diagnostic and therapeutic services and population and public health. Increased savings and vacancies also contributed to the reduction.

Administration Performance Indicator



* Certain amounts have been reclassified to conform to subsequent years presentation
**CIHI Canadian national average for the administration indicator for 2021-22 was not available at the time of publication of this report.

AHS continues to have one of the leanest administrations in health care in Canada and continues to look for ways to ensure administrative systems and processes are as efficient and effective as possible, while investing in areas such as quality initiatives, infection control, and research and innovation.

Source - AHS annual report: [ahs-pub-pr-2021-22-q4.pdf](#)



PRE-RESTRUCTURING

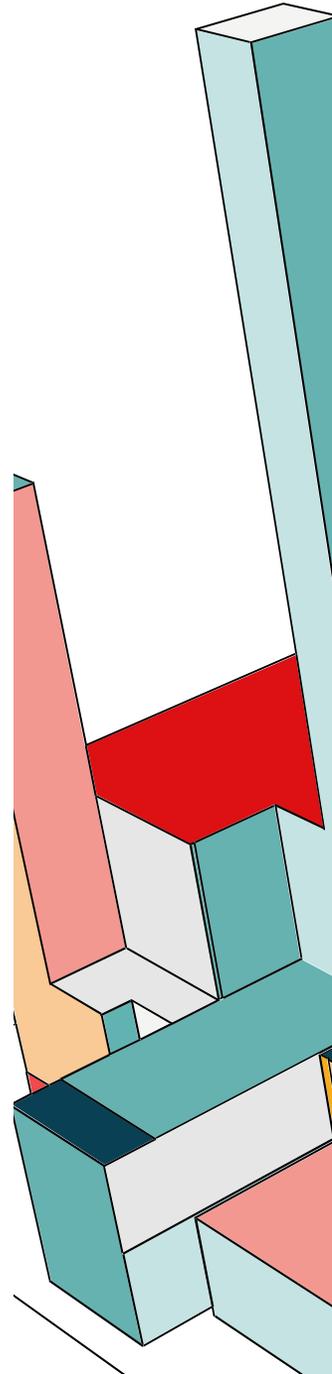
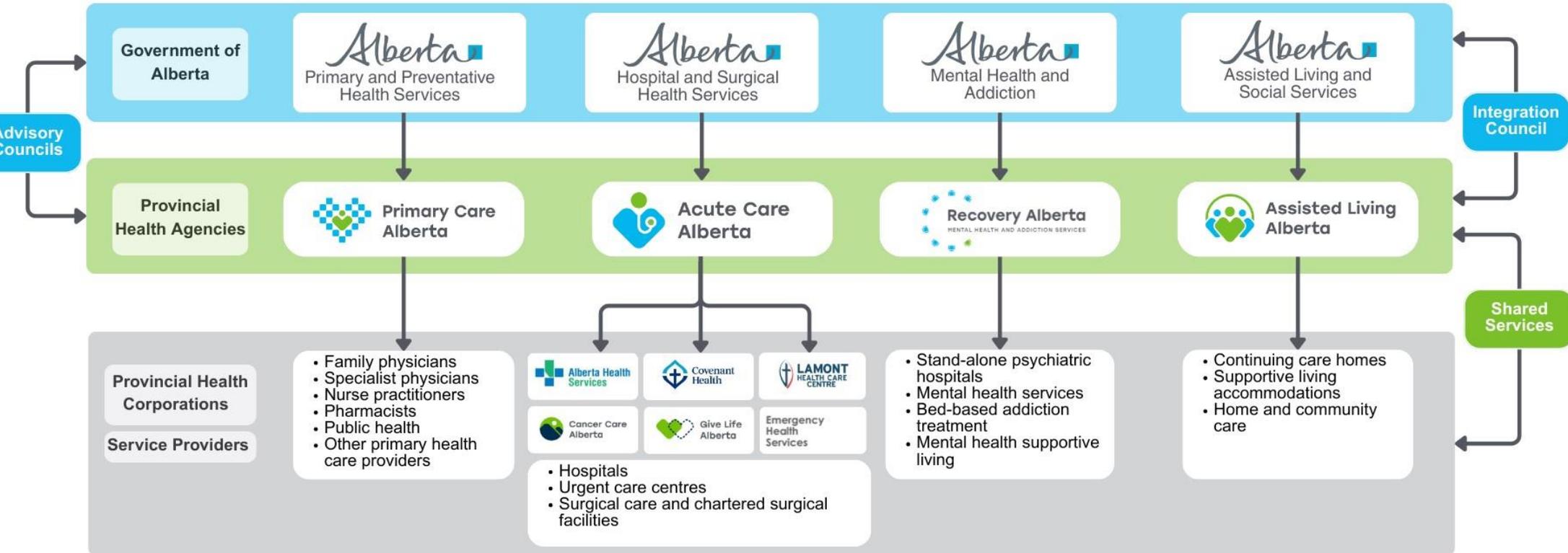
- mid-90's: big push to consolidate (initiated in Klein-era)
- 2003-2008: consolidation to 9 health regions & other provincial boards (cancer, mental health, etc.)
- 2008 forward: AHS as single provincial Regional Health Authority with 5 geographic zones (but all within same entity)
- *"Alberta Health Services (AHS) is proud to be part of Canada's first and largest provincewide, integrated health system, responsible for delivering health services to more than 4.5 million people living in Alberta, as well as occasionally to some residents of other provinces and territories."* ([About AHS | Alberta Health Services](#))

In 2020-21, Alberta spent less than three per cent of expenses on administrative expenses. This is the lowest of the 10 provinces and 34 per cent lower than the national average.

The transition from regional health authorities to AHS has also enabled greater integration, including through the consolidation of administrative systems like payroll, and through the current implementation of Connect Care, the largest province-wide clinical information system across Canada. The shift away from regionalization over the last 20 years has clearly begun to pay off while providing Albertans with a platform from which to continually modernize and improve health services delivery.

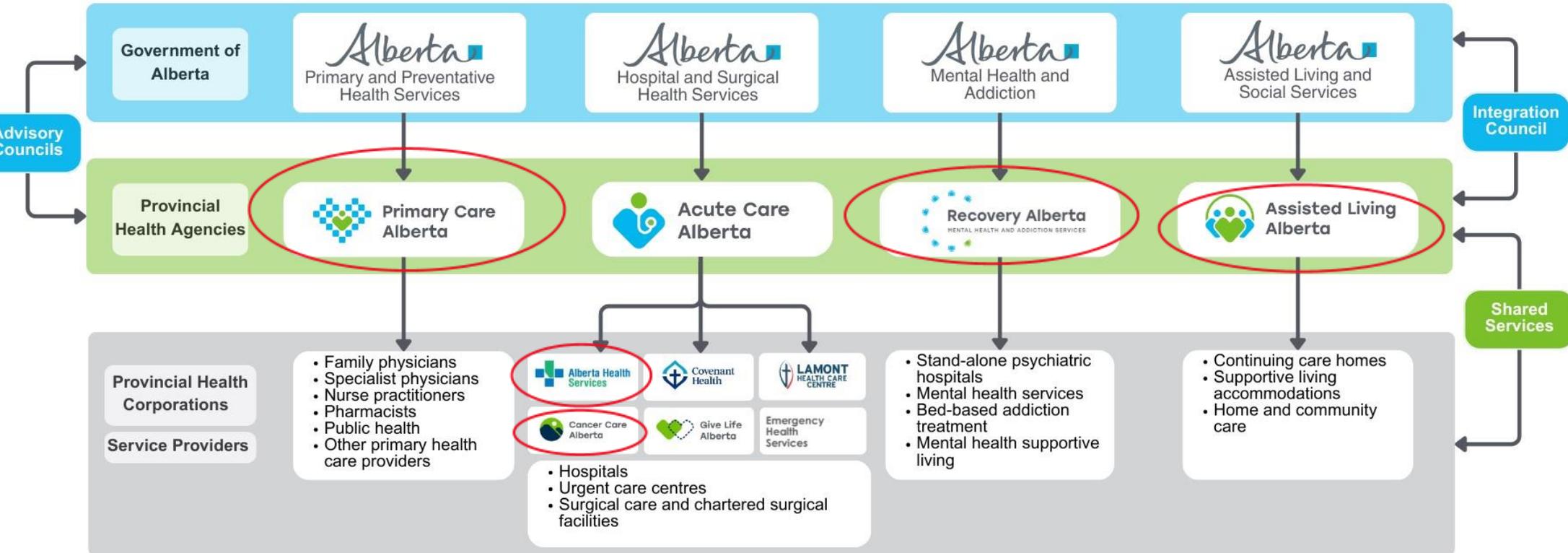
Source- EY Audit 2019 : [health-ahs-review-summary-report.pdf](#)

NOW - POST/MIDST RESTRUCTURING



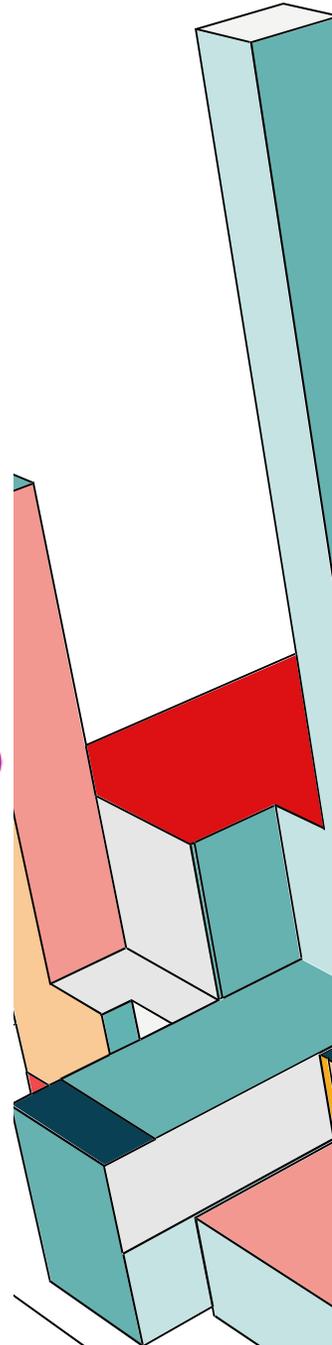
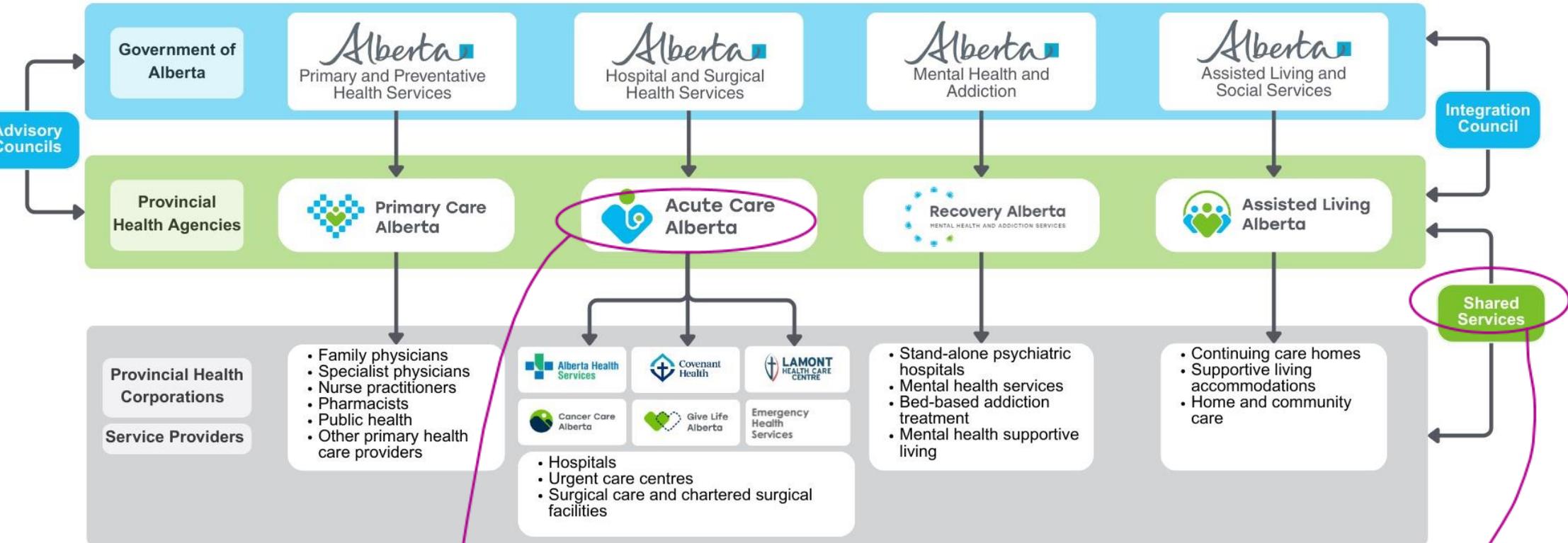
NOW - POST/MIDST RESTRUCTURING

RELEVANT TO CSM CONTRACTS



Operational Start Dates: Recovery Alberta: Mental Health and Addictions ("RA") - Sept 1, 2024. Primary Care Alberta ("PCA") - Feb 1, 2025. Cancer Care Provincial Health Corporation ("CCPHC") - April 1, 2025. Assisted Living Alberta ("ALA") - Fall 2025. Alberta Health Services Provincial Health Corporation ("AHSPHC") - Dec 1, 2025.

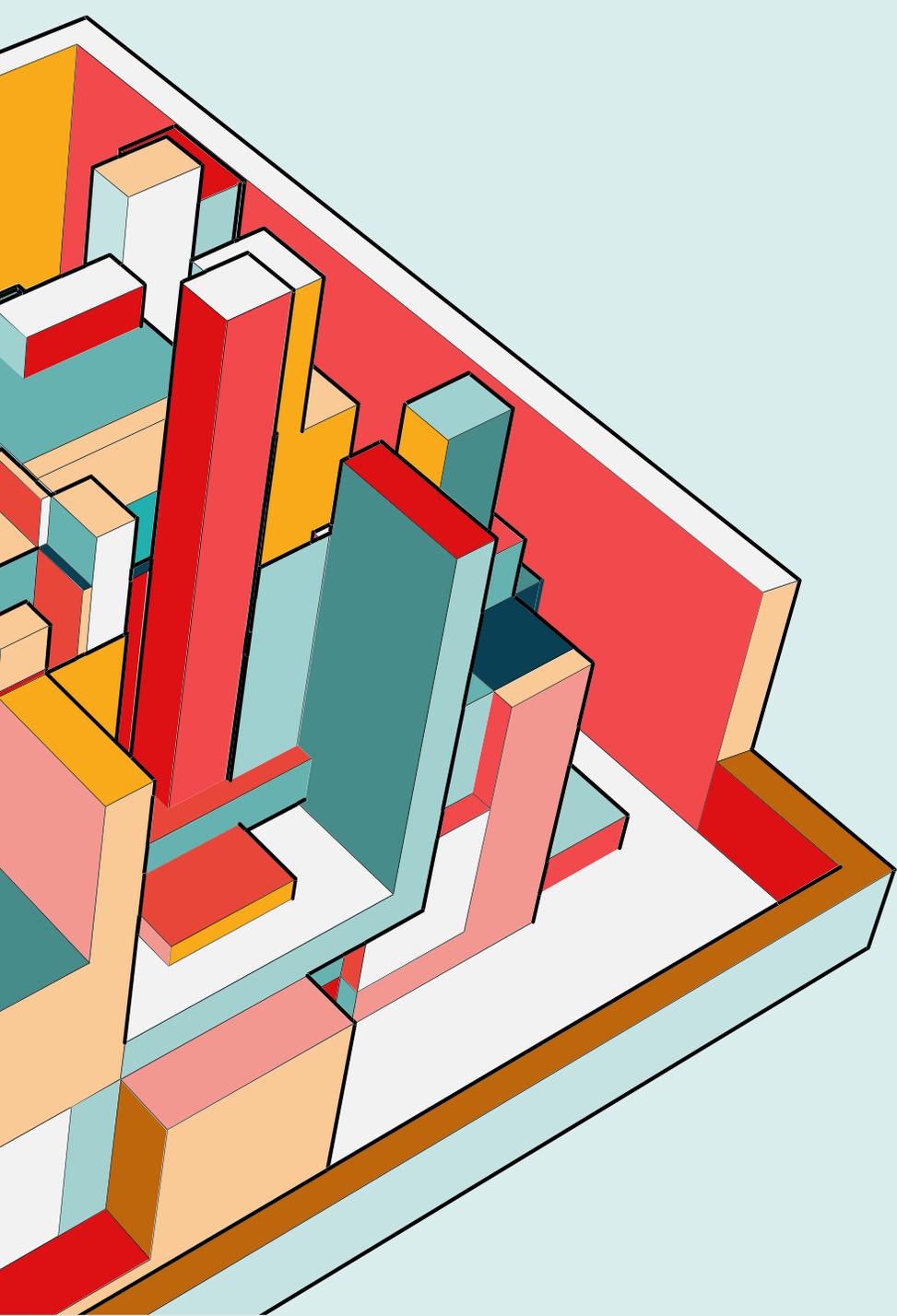
NOW - POST/MIDST RESTRUCTURING



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Acute Care Alberta ("ACA", operational April 1, 2025) now houses the Health Systems Access ("HSA") team.

Health Shared Services ("HSS", operational Dec 1, 2025) now houses myself and the other clinical trial lawyers (NACTRC, Arthur Child).



IMPACTS

As relates to CSM Research

1. OPERATIONAL/ADMINISTRATIVE APPROVALS

Processes are the same.

- Submit your ethics with “AHS” module.
- That will trigger handling by the same HSA team as before, just now housed at ACA and working on behalf of the applicable health systems entities pursuant to transitional agreements and services contracts.
- AHS policies were generally carried forward to all entities, so this still applies: [Health System Access for Research | Alberta Health Services](#)

Going forward:

- The individual new entities may develop their own research administrative expertise. TBD.
- Hope for more formal updates and process settling coming soon.

2. CONTRACTS PROCESSED AT CSM

Again, processes are the same.

- Submit your IRISS submission.
- Answer the "AHS" questions (as if those questions applied to the new entities, as applicable).
- That will trigger handling by CSM and me (as now-HSS lawyer) in the same manner as before.

In the background, I will be collaborating with HSA to determine the correct health systems entities on your specific contracts and sort out any related details/issues caused by the restructuring.

Going forward:

- Hope is to standardize processes and eliminate confusion and wasted time.
- We hope to receive more formal communications and directions from the government regarding the changes, which we continue to seek.

QUESTIONS?



THANK YOU

January 19, 2026 - CSM Lunch n Learn

Kelly.Starrak@healthshareservices.ca - For health systems questions re: CSM clinical research files. Happy to help direct inquiries if you're lost. FYI - "@ahs.ca" emails still reach me at the same inbox, too.

(NOTE - Do not use "@hss.ca"; that goes to a steel manufacturer ("Heartland Steel Structures") in British Columbia!)

