

**Ministry of  
Long-Term Care**

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179-2021-112

April 16, 2021

Mr. Bill Hatanaka  
Chair  
Ontario Health  
525 University Ave, 5<sup>th</sup> Floor  
Toronto ON M5J 2L3

Dear Mr. Hatanaka:

Thank you for your ongoing leadership in your capacity as Board Chair of Ontario Health.

Further to the 2021-2022 Mandate Letter you have received from the Minister of Health, this letter sets out the Ministry of Long-Term Care's strategic priorities for Ontario Health related to long-term care for the 2021-2022 fiscal year.

This letter is part of the broader accountability framework for Ontario Health, which includes an Accountability Agreement with the Ministry of Long-Term Care that sets out operational and performance obligations and expectations for Ontario Health with respect to long-term care.

Our government continues to work hard to solve the long-standing and systemic challenges facing long-term care in Ontario. The COVID-19 pandemic has emphasized the importance of our plan to create a 21<sup>st</sup> century long-term care sector that is strong, sustainable, well-resourced, and puts residents and their care at its centre.

What this means for Ontarians is a long-term care system that:

- Has a clearly defined role within a transformed health care sector and the broader care continuum, with a focus on Ontario's most vulnerable seniors and ensuring seniors are appropriately supported
- Focuses on quality of care, implementing, evaluating and continuously improving innovative staffing and service models that meet the complex needs of long-term care residents, including Francophone and Indigenous residents
- Improves quality assurance and fosters quality improvement through a range of oversight, accountability, and performance measurement mechanisms that incent continual improvement for resident outcomes and provide public transparency
- Modernizes, accelerates, and improves the development process of long-term care spaces to create new beds and upgrade existing older beds to modern design standards.

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Work is already underway to realize our vision. To ease hallway health care, our government has fast-tracked the development and upgrading of long-term care beds across the province and made investments in innovative interventions in the long-term care sector.

Under your leadership and that of your Board and senior executive team, Ontario Health has already made significant contributions to Ontario's long-term care sector, including:

- Playing a central role in supporting Ontario's provincial response to the COVID-19 outbreak and informing the stabilization plan for the long-term care sector
- Supporting the government's health care transformation including its vision for long-term care.

Long-term care is an integral part of Ontario's overall health system, one that requires dedicated attention. As Ontario Health fulfills its broad mandate to manage health system performance, coordination and oversight in 2021-22, I expect Ontario Health to consider long-term care and support the government's modernization plan for the long-term care sector. The Ministry of Long-Term Care looks forward to future discussions with Ontario Health regarding its potential role in the following areas to help the government achieve its modernization objectives:

- Supporting the implementation of the comprehensive Long-Term Care Staffing Plan
- Supporting the implementation of recommendations that are consistent with Ontario Health's objects stemming from independent reviews of long-term care, including from the Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System report and any potential recommendations made by the Independent Long-Term Care COVID-19 Commission, the Ombudsman, the Patient Ombudsman and the Office of the Auditor General of Ontario
- Supporting the integration of long-term care homes into the broader continuum of care and within local Ontario Health Teams, in partnership with Ministry of Long-Term Care and Ministry of Health
- Helping support the government's plan to end hallway health care by improving access to long-term care services.

For the 2021-2022 fiscal year, I would like Ontario Health to build on the work it has already achieved in support of the long-term care sector and focus on the following specific priorities for long-term care:

1. Continue supporting the planning, development and implementation of initiatives to respond to the COVID-19 pandemic and stabilize the long-term care sector. This includes supporting the Ministry of Long-Term Care in ensuring long-term care homes have high-quality Infection Prevention and Control measures in place to prevent future outbreaks.
2. Help facilitate and support implementation of the Ministry of Long-Term Care's modernization strategy for the long-term care sector, including the accelerated development and redevelopment of long-term care homes that meet modern design standards across the province.

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3. Work with municipalities, home and community care, and primary care to help individuals who are waiting for or eligible for long-term care to stay in their own homes longer by being an active partner in support of implementing the Community Paramedicine for Long-Term Care program in participating communities.
4. Work with the Ministry of Long-Term Care to support the development of Ontario's Quality Framework for Long-Term Care and to champion and encourage innovative models of care, with the goal of improving the quality of care for long-term care home residents.
5. Assume oversight and administration of long-term care home service accountability agreements (SAAs) transferred from each Local Health Integration Network to Ontario Health.

Ontario Health's plan to address these priorities must be outlined in the agency's Annual Business Plan to be submitted to the Minister of Health, and cover the period from April 1, 2021 to March 31, 2024.

In addition, as part of its dealings with the long-term care sector, Ontario Health is expected to operate within the budget allocation set by the Ministry of Long-Term Care and demonstrate openness and transparency by publicly posting governance documents and information related to expenses on its website.

Together, we will continue to modernize long-term care in support of an integrated health care system that will improve the resident and sector experience, provide better, more connected care, and achieve greater value for the people of Ontario.

Thank you for your service to date. I look forward to continuing to work closely with you, Ontario Health's Board Members, and Ontario Health staff.

Sincerely,



Dr. Merrilee Fullerton  
Minister of Long-Term Care

- c:
- Hon. Christine Elliott, Deputy Premier and Minister of Health
  - Mr. Richard Steele, Deputy Minister, Ministry of Long-Term Care
  - Ms. Helen Angus, Deputy Minister, Ministry of Health
  - Ms. Janet Hope, Assistant Deputy Minister, Long-Term Care Policy Division, Ministry of Long-Term Care
  - Mr. Brian Pollard, Assistant Deputy Minister, Long-Term Care Capital Development Division, Ministry of Long-Term Care
  - Ms. Sheila Bristo, Assistant Deputy Minister, Long-Term Care Operations Division, Ministry of Long-Term Care
  - Mr. Kyle MacIntyre, A/Assistant Deputy Minister, Health Transformation Division, Ministry of Health