

**Ministry of
Long-Term Care**

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January 27, 2023

Mr. Bill Hatanaka
Chair
Ontario Health
525 University Ave, 5th 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 2023-2024 Mandate Letter you 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 2023-2024 fiscal year. The direction outlined in this letter is consistent with our government priorities, your agency mandate, key policies, and directives.

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

Our government continues to prioritize and resolve the long-standing and systemic challenges facing long-term care in Ontario.

.../2

Mr. Bill Hatanaka

We have a plan so that every resident can experience the best possible quality of life, supported by safe, high-quality care. What this means for Ontarians is a long-term care system that:

- Focuses on staffing and care; quality and enforcement; and building and re-developing homes.
- Fosters culture change within long-term care homes to enable continuous quality improvement, with the overarching goal of supporting positive person-centred outcomes.
- Has a clearly defined and active role within a transformed health care system, and the broader care continuum.
- Has a clearly defined and active role building a stronger, more resilient health system, including better connecting seniors to the right care in the right place.

Work is already underway to realize our vision. The *Fixing Long-Term Care Act, 2021* and our government's actions to support health system recovery and stability are helping to restore public trust through enhanced transparency and accountability and ensure that long-term care residents get the quality of care they need and deserve, while maintaining the best possible quality of life.

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

- Playing a critical role in supporting Ontario's provincial response to the COVID-19 pandemic for the long-term care sector (e.g., surveillance testing, infection prevention and control, outbreak response, etc.);
- Collaborating to support continuous quality improvement in long-term care, including advising the ministry on the development of a Quality Framework; and
- Informing the go-forward local and system planning to stabilize the sector through pandemic and emergency preparedness and collaboration to support transitions to long-term care and prevent hospitalization.

Long-term care is an integral part of Ontario's health system, one that requires dedicated attention. As Ontario Health fulfills its broad mandate to manage health system performance, coordination and oversight in 2023-2024, I expect Ontario Health to actively engage and integrate the long-term care sector in local and system planning.

Mr. Bill Hatanaka

For the 2023-2024 fiscal year, I would like Ontario Health to build on the work it has already done in support of the long-term care sector and focus on supporting the Ministry of Long-Term Care's strategic direction for long-term care, including the following priorities:

1. Work with the Ministry of Long-Term Care to establish and implement a robust local and system-level planning and governance model to support greater accountability, performance and integration within the broader health care system. This includes:
 - i. Continuing to support the implementation of actions to support health system recovery and stability. This includes enabling individuals to receive the right care in the right place, including by:
 - o Supporting transitions of Alternate Level of Care patients to long-term care, where appropriate,
 - o Enabling access to specialized services to support those transitions and to prevent unnecessary hospitalizations, and
 - o Supporting more convenient and timely access to appropriate diagnostics for residents of long-term care homes.
 - ii. Providing local and system level data as requested to support planning and policy development;
 - iii. Working with long-term care homes in crisis and communicating to the Ministry of Long-Term Care, as needed, when long-term care homes are facing financial and staffing challenges;
 - iv. Ensuring that the Ministry of Long-Term Care and long-term care homes are key partners that are engaged in the transformation of the health system, including the development and implementation of Ontario Health Teams; and
 - v. Supporting the transition of long-term care placement functions from Home and Community Care Support Services to the future state model.
 - vi. Continuing to support the Community Paramedicine for Long-Term Care (CPLTC) program, and working with the Ministry of Long-Term Care and the Ministry of Health to identify options for improving community paramedicine programming.
2. Continue to support the planning, development and implementation of initiatives that stabilize the long-term care sector and the development and implementation of long-

Mr. Bill Hatanaka

term care homes' emergency plans. This includes supporting long-term care homes to implement high quality routine Infection Prevention and Control (IPAC) measures in collaboration with the Ministry of Long-Term Care and local-level partners.

3. Implement regular meetings between the Ministry of Long-Term Care and Ontario Health regions to support ministry-led staffing and health human resources initiatives, including:
 - i. Working with the Ministry of Long-Term Care and other partners on health human resources planning, including supporting the implementation of initiatives when needed.
 - ii. Working with the Ministry of Long-Term Care to expand the presence of Internationally Educated Nurses in long-term care and explore opportunities to improve coordination of clinical placements for Personal Support Worker and nursing students in long-term care.
 - iii. Working with long-term care homes to identify and develop solutions where there are health human resources shortages.
4. Continue to work with the Ministry of Long-Term Care to identify regional capacity needs that could be addressed through capital (re)development or licensing. In addition, continue to support the long-term care licensing program, including providing input and advice as required.
5. Continue to work with the Ministry of Long-Term Care to support quality improvement in long-term care, including:
 - i. Continuing to champion and encourage innovation and excellence in long-term care.
 - ii. Advising on, facilitating and supporting additional initiatives (e.g., standardized surveys) the Ministry of Long-Term Care introduces to support improved resident quality of care and quality of life, as requested.
6. Continue to work to expand palliative approaches to care in long-term care in a manner that is responsive to the diverse needs of long-term care residents and aligned with Ontario's Provincial Framework for Palliative Care and the requirements set out in the *Fixing Long-Term Care Act, 2021* and its regulation.

Mr. Bill Hatanaka

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, 2023 to March 31, 2026.

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, adhere to reporting requirements, and demonstrate openness and transparency by publicly posting governance documents and information related to expenses on its website.

Together, we will continue to improve long-term care as a key part of an integrated and stable health care system that will improve the resident and sector experience; provide better, more connected care, in the right place; and achieve greater value for the people of Ontario.

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

Sincerely,

Originally signed by

Hon. Paul Calandra
Minister of Long-Term Care

c: Hon. Sylvia Jones, Deputy Premier and Minister of Health
Nancy Matthews, Deputy Minister, Ministry of Long-Term Care
Matthew Anderson, President and Chief Executive Officer, Ontario Health
Adil Khalfan, Health System Performance and Support Executive, Ontario Health
Dr. Catherine Zahn, Deputy Minister, Ministry of Health
Erin Hannah, Assistant Deputy Minister, Long-Term Care Policy, Ministry of Long-Term Care
Ady Ibarguchi, Assistant Deputy Minister, System Planning and Partnerships, Ministry of Long-Term Care

Mr. Bill Hatanaka

Brian Pollard, Assistant Deputy Minister, Long-Term Care Capital Development,
Ministry of Long-Term Care

Jeff Butler, Assistant Deputy Minister, Long-Term Care Operations, Ministry of
Long-Term Care

Rhonda McMichael, Assistant Deputy Minister, Strategic Partnerships, Ministry of
Health