

**Ministry of Health**

Office of the Deputy Premier  
and Minister of Health

777 Bay Street, 5<sup>th</sup> Floor  
Toronto ON M7A 1N3  
Telephone: 416 327-4300  
Facsimile: 416 326-1571  
www.ontario.ca/health

**Ministère de la Santé**

Bureau du vice-premier ministre  
et du ministre de la Santé

777, rue Bay, 5<sup>e</sup> étage  
Toronto ON M7A 1N3  
Téléphone: 416 327-4300  
Télécopieur: 416 326-1571  
www.ontario.ca/sante



173-2019-11

July 8, 2020

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 Chair of Ontario Health. Pursuant to the requirements of the Agencies and Appointments Directive (AAD), this letter sets out my expectations for Ontario Health for the remainder of the 2020-21 fiscal year. The letter is part of the accountability framework for Ontario Health, which includes the Memorandum of Understanding setting out the roles and responsibilities of the Minister, Chair, Deputy Minister and Chief Executive Officer, and the Accountability Agreement setting out operational and performance obligations and expectations for Ontario Health.

Every part of the government's plan to end hallway health care and build a modern, connected and sustainable public health care system, starts and ends with the patient. Our vision is about improving the patient experience and outcomes throughout their entire health care journey, beyond the hallways of the hospital. What this means for Ontarians is:

- A health care system centred around people, patients, their families, and their caregivers, empowering them to have greater control over their health through timely access to a full range of health care services and supports shaped by the needs they articulate;
- Public funding directed to frontline services to continuously improve the patient experience, constantly promote better value, enable health care providers to offer the best possible care, ensure best outcomes for every dollar spent. Equitably improving the overall physical health, mental health and well-being of Ontarians;
- The establishment of Ontario Health Teams, new models of care across Ontario that will integrate publicly funded health care delivery within specified geographies putting each patient at the centre of a connected system of care that is anchored in the community, is actively connected with primary care and home care, and responds to regional differences in needs and capacities; and
- A better health care experience, with easier transitions from provider to provider.

Mr. William Hatanaka

Ontario Health will play a vital role in helping the government achieve this vision. Instead of multiple agencies providing different oversight and direction in the healthcare system, Ontario Health will execute the government's strategy, oversee healthcare delivery, improve clinical guidance, and extend and strengthen quality and performance improvement capacities across the continuum of care.

Ontario Health will work with the Ministry of Health (the "ministry") and the Minister's Patient and Family Advisory Council to coordinate provincial patient engagement activities, and will conduct its activities in a way that recognizes the key role of Indigenous peoples and Francophones in the planning, design, delivery and evaluation of their care and the need to improve care across the diversity of Ontario's population. This will include working collaboratively with the health planning entities that the Minister, by regulation, specifies.

Ontario Health will also be expected to assess and plan for local health needs, in support of local Ontario Health Teams, and will eventually assume responsibility for the accountability, funding and performance of these teams. As you know, these teams will be responsible for delivering care for their patients, understanding their health care history and the circumstances in which they live, directly connecting patients to the different types of care they need, and helping patients navigate the health care system. Underlying this work is an imperative to maintain the uninterrupted continuation of patient care services in a manner that preserves local expertise, proven local initiatives and assets. We cannot jeopardize continuity of care today in our effort to improve our care for tomorrow.

Under your leadership and that of your senior executive team, Ontario Health has already had significant accomplishments including:

- Most recently, playing a central role in supporting Ontario's provincial response to the COVID-19 pandemic, including coordinating the regional response to the pandemic;
- Providing leadership to all the legacy health agencies and other organizations that have been transferred into Ontario Health, while protecting and maintaining the delivery of patient care;
- Supporting the foundational work of the ministry's Digital First for Health strategy;
- Establishing a framework for a Mental Health and Addictions Centre of Excellence at Ontario Health;
- Adhering to accountability and reporting standards; and
- Establishing a collaborative forum between the Ministry of Health and Ontario Health to provide executive oversight, drive decision-making, and promote an integrated project management structure - all required to ensure the successful transition of the legacy agencies and other organizations into Ontario Health.

Mr. William Hatanaka

For the 2020-21 fiscal year, I would like Ontario Health to build on the work it has achieved supporting the ministry's integrated care plan that will address hallway medicine, and including overseeing key health services like cancer care and organ donation. Specifically, Ontario Health should focus on the following key priorities:

1. Continue to support the planning, development and implementation of activities to respond to the COVID-19 pandemic, including working with the ministry to establish a province-wide supply chain management model for the health care sector, that will initially focus on securing sufficient supply and distribution of personal protective equipment and supplies;
2. Continue to establish and operationalize Ontario Health by bringing together an effective and efficient "single team" from the agencies and organizations already transferred into Ontario Health and preparing for possible future transfers of additional agencies and organizations;
3. Work with the ministry to develop and implement a regional structure for Ontario Health that ensures identification of regional and local health care needs. These structures should be regional extensions of Ontario Health's mandate of accountability, sharing clinical best practices and enabling quality improvement;
4. Work with the Ministry to establish and support the implementation of Ontario Health Teams across Ontario, by leveraging existing accountability tools and resources in quality improvement, digital and analytics, and other resources;
5. Work with the Ministry to expedite the transition of home care responsibilities and resources to points of care, aligned with the Ministry's implementation of Ontario Health Teams.
6. Leverage experience and capabilities in cancer care to further operationalize the Mental Health and Addictions Centre of Excellence at Ontario Health in accordance with the *Mental Health and Addictions Centre of Excellence Act, 2019* (Schedule 1) and implement the government's mental health and addictions strategy;
7. Build on the existing world class model and expertise in cancer care and apply that model to chronic diseases and conditions, by developing and offering patients new evidence-informed programs and treatments sooner;
8. Ensure the successful planning, implementation and operation of a province-wide laboratory network, including genetic testing, by conducting a detailed assessment and developing recommendations to drive better outcomes for Ontarians and improved value;
9. Leverage Ontario Health's expertise in health quality for regular public reporting on the performance of Ontario's health system per Quadruple Aim Framework at provincial, regional, Ontario Health Team and other levels as required;
10. Provide leadership on patient safety, through the public reporting of data, and the development of clinical and quality standards for patient care and safety; and

Mr. William Hatanaka

11. In collaboration with the ministry, implement the ministry's Digital First for Health strategy to deliver a more modern, integrated and digitally-enabled health system experience for patients.

Ontario Health's plan to address all these priorities must be outlined in the agency's first Annual Business Plan, which will cover the period from April 1, 2020 to March 31, 2023.

Further, as part of your ongoing operations, Ontario Health will be expected to operate within the budget allocation set by the ministry and demonstrate openness and transparency by publicly posting governance documents and information related to expenses, as well as Board meeting minutes. Ontario Health will also be expected to work with the ministry to consider other opportunities for increasing organizational transparency as Ontario Health matures as a provincial agency.

Thank you for your service to date and I look forward to continuing to work closely with you, the Board, and Ontario Health staff to achieve these objectives.

Together, we will build a health care system that will improve the patient and provider experience, provide better, more connected care, and capture better value for health care dollars so Ontarians can rest assured there will be a modern, integrated and sustainable health care system for them, when and where they need it.

Sincerely,

***Original signed by***

Christine Elliott  
Deputy Premier and Minister of Health

- c: Helen Angus, Deputy Minister, Ministry of Health  
Matthew Anderson, President and Chief Executive Officer, Ontario Health  
Melanie Fraser, Associate Deputy Minister, Health Services  
Sean Court, Assistant Deputy Minister, Health Transformation Division