

**Ministry of  
Long-Term Care**

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March 18, 2022

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 2022-2023 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 2022-2023 fiscal year.

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 work to improve the long-standing and systemic challenges facing long-term care in Ontario. We have a plan to fix long-term care 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 strengthening staffing and care; enhancing accountability, enforcement and transparency; and building modern, safe, comfortable homes for residents of long-term care.
- Fosters culture change within long-term care homes to enable continuous quality improvement.
- Has a clearly defined role within a transformed health care system, and the broader care continuum, with a focus on Ontario's most vulnerable seniors and others living in long-term care, ensuring they are appropriately supported.

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Work is already underway to realize our vision. The *Fixing Long-Term Care Act, 2021*, once proclaimed, will help 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 central 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.);
- Providing input on the plan to fix long-term care including supporting the development of a Quality Framework; and
- Informing the go-forward planning to stabilize the sector through pandemic recovery, including as a member of the Ministry of Long-Term Care's Response and Recovery Advisory Committee.

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 2022-2023, I expect Ontario Health to actively support the government's plan to fix long-term care.

For the 2022-2023 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 plan to fix long-term care, including the following priorities:

1. Continue to support the planning, development and implementation of initiatives that respond to the COVID-19 pandemic and stabilize the long-term care sector through the recovery period. This includes supporting the Ministry of Long-Term Care in ensuring long-term care homes have plans in place to meet their care obligations and that high-quality Infection Prevention and Control measures are in place to prevent future outbreaks. Ongoing oversight of the IPAC hubs should continue as efforts to embed a stronger IPAC culture in the long-term care sector through a number of efforts including developing and continuing to support dedicated IPAC leads are implemented.
2. Support staffing and health human resources initiatives, to stabilize and continue to build the long-term care workforce.
3. Continue to support the development and redevelopment of long-term care homes to address local community needs and ensure existing long-term care homes meet modern design standards.

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4. Continue to work with municipalities, Home and Community Care Support Services, 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, including working with paramedic services to identify and disseminate best practices from an operational perspective.
5. Continue to work with the Ministry of Long-Term Care to support continuous quality improvement in long-term care, including the implementation of Ontario's Quality Framework for Long-Term Care.
6. In alignment with a focus on quality, support the development of the future Long-Term Care Quality Centre, ensuring quality goals are part of an integrated quality improvement plan for the province. This includes continuing to champion and encourage innovation and excellence in long-term care, such as person-centred models of care and leadership excellence. It also includes advising on, facilitating and supporting any additional initiatives the Ministry of Long-Term Care introduces to improve quality of care and quality of life in long-term care.
7. 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. This includes supporting long-term care homes' access to the health human resources, training and tools in their home and/or community that meet the needs of their residents.
8. Work with the Ministry of Long-Term Care and Home and Community Care Support Services to support effective and efficient long-term care placement coordination services and participate in review activities aimed at improving the long-term care home placement process, and support any future changes to the long-term care home placement model.
9. Collaborate with Home and Community Care Support Services and the Ministry of Long-Term Care on continual service level planning efforts to respond and adapt to population needs and Ministry of Long-Term Care priorities.
10. Continue to support the integration of long-term care homes into the broader continuum of care, including supporting the integration of long-term care homes into Ontario Health Teams (OHT), in partnership with Ministry of Long-Term Care and Ministry of 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, 2022 to March 31, 2025.

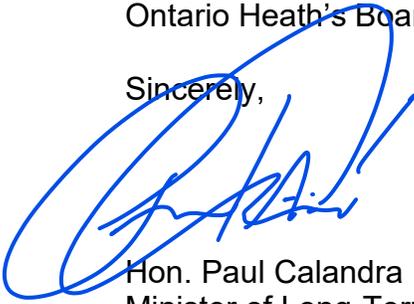
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In addition, as part of its dealings with the long-term care sector, Ontario Health is expected to operate within the budget allocation set by the Ministry of Long-Term Care, adhere to reporting requirements, and demonstrate openness and transparency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

Together, we will continue to 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,



Hon. Paul Calandra  
Minister of Long-Term Care

- c: Hon. Christine Elliott, Deputy Premier and Minister of Health  
Ms. Nancy Matthews, Deputy Minister, Ministry of Long-Term Care  
Dr. Catherine Zahn, Deputy Minister, Ministry of Health  
Ms. Erin Hannah, Associate Deputy Minister, Long-Term Care Policy and Pandemic Response, Ministry of Long-Term Care  
Ms. Adriana Ibarguchi, 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  
Mr. Jeff Butler, 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