

**Ministry of Health**

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**Ministère de la Santé**

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December 22, 2021

Mr. Kenneth Joseph (“Joe”) Parker  
Board Chair  
Home and Community Care Support Services  
via email

Dear Mr. Parker:

I would like to thank you for your leadership since your appointment as Board Chair of the Home and Community Care Support Services Boards of Directors. The Ministry of Health (“the ministry”) is very pleased to be working with you as the ministry undertakes the critical work of transforming Ontario’s health care system. This is an important transformation in Ontario, as we have a tremendous opportunity to make a difference in the lives of patients, families, and their caregivers.

Significant organizational progress has already been made to position Home and Community Care Support Services to meet a new focused mandate:

- A strong Board of Directors has been cross appointed to ensure appropriate governance and strategic oversight of the 14 Home and Community Care Support Services organizations;
- An interim Chief Executive Officer (CEO) was appointed and after competitive search process, a permanent CEO has been selected and in place; and
- An Interim Corporate Leadership Team has been established.

Pursuant to the requirements of the Agencies and Appointments Directive (AAD), this letter sets out my expectations for Home and Community Care Support Services for the 2022-23 fiscal year. This letter is part of the ministry’s accountability framework for Home and Community Care Support Services, including the Memoranda of Understanding which set out the roles and responsibilities of the Minister, Board Chair, Deputy Minister and Chief Executive Officer, and the Accountability Agreements which set out operational and performance obligations and expectations for Home and Community Care Support Services.

.../2

Mr. Kenneth Joseph (“Joe”) Parker

Our government remains committed to connecting and integrating Ontario’s health care system by making it more patient and family-centered to meet the health needs of Ontarians and to improve health outcomes. One of the ministry’s foundational initiatives is modernizing home and community care services to improve patient access to care, including through planned new home and community care regulations and by enabling successful integration of home and community care services within the Ontario Health Teams (OHTs) model. Home and Community Care Support Services will continue to play a pivotal leadership role in helping ensure continuity of high-quality home and community care service delivery during this planned transition and supporting effective transfers of home and community care responsibilities to OHTs based on a ministry-determined timeline.

As part of the Ontario government, agencies are expected to act in the best interests of Ontarians by being efficient, effective, and providing value for money to taxpayers. This includes the following government-wide priorities for the provincial agency sector:

**1. Competitiveness, Sustainability and Expenditure Management**

- Operating within your agencies’ allocations;
- Complying with applicable direction related to supply chain centralization and Realty Interim Measures for agency office space;
- Leveraging and meeting benchmarked outcomes for compensation strategies and directives; and
- Working with the ministry, where appropriate, to advance the *Ontario Onwards Action Plan*.

**2. Transparency and Accountability**

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting;
- Adhering to requirements of the AAD, accounting standards and practices, and the *Public Service of Ontario Act, 2006* ethical framework, and responding to audit findings, where applicable; and
- Identifying appropriate skills, knowledge and experience needed to effectively support the board’s role in agency governance and accountability.

**3. Risk Management**

- Developing and implementing an effective process for the identification, assessment, and mitigation of risks, including planning for, and responding to health and other emergency situations, including but not limited to COVID-19; and,
- Developing a continuity of operations plan that identifies time critical/essential services and personnel.

Mr. Kenneth Joseph (“Joe”) Parker

**4. Workforce Management**

- Optimizing your agencies’ capacity to support the best possible public service delivery; and
- Modernizing and redeploying resources to priority areas when and where they are needed.

**5. Data Collection**

- Improving how your agencies use data in decision-making, information sharing and reporting, including leveraging available or new data solutions to inform outcome-based reporting and improve service delivery; and
- Supporting transparency and privacy requirements of data work and data sharing with the ministry, as appropriate.

**6. Digital Delivery and Customer Service**

- Exploring and implementing digitization or digital modernization strategies for online service delivery and continuing to meet and exceed customer service standards through transition; and
- Adopting digital approaches, such as user research, agile development, and product management.

**7. Diversity and Inclusion**

- Developing and encouraging diversity and inclusion initiatives that promote an equitable, inclusive, accessible, anti-racist and diverse workplace;
- Demonstrating leadership of an inclusive environment free of harassment; and
- Adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making.

**8. COVID-19 Recovery**

- Identifying and pursuing service delivery methods (digital or other) that have evolved since the start of COVID-19; and
- Supporting the recovery efforts from COVID-19.

In addition to these government-wide priorities, for the 2022-23 fiscal year, I am asking Home and Community Care Support Services to focus on the following key priorities:

1. Continue to work with the ministry, Ontario Health and health system organizations to plan, develop and implement activities to respond to the COVID-19 pandemic, including supporting response activities in other sectors of the health system and restoration/recovery activities such as an increase in scheduled surgeries.

Mr. Kenneth Joseph (“Joe”) Parker

2. Continue to provide home and community care services directly or indirectly through home and community care service provider organizations, long-term care home placement co-ordination services, and referral or, where applicable, access to community services.
3. Continue to establish an organizational structure and streamlined leadership team that will ensure operational stability, support continuity of high-quality home and community care services and promote collaboration among the 14 Home and Community Care Support Services organizations.
4. Continue to work with the ministry, Ontario Health and OHTs to advance health system transformation based on ministry guidance, including: supporting the implementation of OHTs through the staged integration of home and community care delivery by OHTs or providers within, or aligned to OHTs, in a timely manner, and engaging with OHTs about planning and implementation of new models of home and community care delivery that bring care decisions closer to front-line of care and support integrated care.
5. Continue to work with the ministry and Ontario Health to advance home and community care modernization, including supporting the implementation of the new legislative framework once proclaimed (*Connecting People to Home and Community Care Act, 2020*); contributing to, or developing based on ministry guidance, updated or new policies and guidelines; and implementing policies, directives, guidelines and other requirements to support the provision of home and community care services.
6. Continue to work with the ministry, Ontario Health and Ministry of Long-Term Care to consider and implement long-term care home placement improvements and/or a future long-term care home placement model.

The Home and Community Care Support Services’ plan to address these priorities must be outlined in the agencies’ Annual Business Plan to be submitted to the Minister of Health by January 1, 2022 and cover the period from April 1, 2022 to March 31, 2023. In addition, as part of your ongoing operations, Home and Community Care Support Services are expected to operate within their respective budget allocations set by the ministry and to demonstrate openness and transparency by publicly posting governance documents and information related to expenses, as well as Board meeting minutes. Together, we will continue to 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.

Mr. Kenneth Joseph (“Joe”) Parker

Thank you for your service and I look forward to working closely with you, the Board, and Home and Community Care Support Services staff to achieve these objectives. Should you have any questions or concerns, please contact Amy Olmstead, Acting Executive Lead, Ontario Health Teams Division, at [Amy.Olmstead@ontario.ca](mailto:Amy.Olmstead@ontario.ca).

Sincerely,

Original signed by the Minister

Christine Elliott  
Deputy Premier and Minister of Health

c: Dr. Catherine Zahn, Deputy Minister, Ministry of Health  
Ms. Nancy Matthews, Deputy Minister, Ministry of Long-Term Care  
Ms. Cynthia Martineau, Chief Executive Officer, Home and Community Care Support Services  
Ms. Melanie Fraser, Associate Deputy Minister, Health Services, Ministry of Health  
Ms. Amy Olmstead, Acting Executive Lead, Ontario Health Teams Division, Ministry of Health