

**Memorandum of Understanding
Between**

**Her Majesty the Queen in Right of Ontario as represented by the
Minister of Health and Long-Term Care**

and

Health Shared Services Ontario

June 12, 2017

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1. Purpose

- a. The purpose of this Memorandum of Understanding (MOU) is to:
 - Establish the accountability relationships between the Minister of Health and Long-Term Care and the Chair of Health Shared Services Ontario on behalf of Health Shared Services Ontario;
 - Clarify the roles and responsibilities of the Minister, the Chair, the Deputy Minister, Health Shared Services Ontario's CEO, and Health Shared Services Ontario's Board ; and
 - Clarify the operational, administrative, financial, staffing, auditing and reporting arrangements between Health Shared Services Ontario and the Ministry.
- b. This MOU should be read together with LHSIA and Ontario Regulation 456/16 made under LHSIA which establishes the mandate of Health Shared Services Ontario. This MOU does not affect, modify or limit the powers of HSSOntario as set out under LHSIA or Ontario Regulation 456/16 made under LHSIA, or interfere with the responsibilities of any of its parties as established by law. In case of a conflict between this MOU and any act or regulation, the act or regulation prevails.

2. Definitions

In this MOU:

- a. "AAD" means the Treasury Board/Management Board of Cabinet Agencies and Appointments Directive;
- b. "Annual Business Plan" means the annual business plan described under section 10.1 of this MOU.
- c. "Annual Report" means the annual report referred to in section 10.2 of this MOU.
- d. "Applicable Government Directives" means means the directives listed in Appendix 3, which directives may be revised, replaced or added to in accordance with section 13.1.
- e. "Appointee" means an individual appointed as a member and director of HSSOntario's Board by the Lieutenant Governor in Council ;
- f. "Board" means the board of directors of HSSOntario;
- g. "Board Member" means a director of HSSOntario;
- h. "CEO" means the Chief Executive Officer of HSSOntario;
- i. "Chair" means the Chair of HSSOntario;
- j. "Constituting instrument" means the applicable provisions of LHSIA and Ontario Regulation 456/16 made under LHSIA that established HSSOntario;

- k. “Deputy Minister” means the Deputy Minister of the Ministry of Health and Long-Term Care;
- l. “*Executive Council Act*” means the *Executive Council Act*, R.S.O. 1990, c. E. 25, as amended;
- m. “FIPPA” means the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.F.31, as amended.
- n. “Fiscal Year” means the period from April 1 to March 31;
- o. “Government” means the Government of Ontario;
- p. “Health Shared Services Ontario” or “HSSOntario” means the corporation established by Ontario Regulation 456/16 made under LHSIA;
- q. “LHINs” means the Local Health Integration Networks established under LHSIA;
- r. “LHSIA” means the *Local Health System Integration Act, 2006* that governs HSSOntario;
- s. “MBC” means the Management Board of Cabinet;
- t. “Minister” means the Minister of Health and Long-Term Care or such other person who may be designated from time to time as the responsible Minister in relation to this MOU in accordance with the *Executive Council Act*, R.S.O. 1990, c.E.25, as amended;
- u. “Minister of Finance” means the Minister of Finance or such other person who may be designated from time to time under the *Executive Council Act*;
- v. “Ministry” means the Ministry of Health and Long-Term Care or any successor to the Ministry;
- w. “MOU” means this Memorandum of Understanding signed by the Minister and the Chair;
- x. “President of Treasury Board” means this President of Treasury Board of such other person who may be designated from time to time under the *Executive Council Act*;
- y. “PSOA” means the *Public Service of Ontario Act, 2006*, S.O. 2006, c. 35, Sched. A, as amended;
- z. “Service Accountability Agreement(s)” has the meaning ascribed to it in subsection 2(1) of LHSIA.
- aa. “TBS” means the Treasury Board Secretariat;
- bb. “TB/MBC” means the Treasury Board/Management Board of Cabinet;

3. Agency’s Legal Authority and Mandate

- a. The legal authority of HSSOntario is set out in LHSIA and Ontario Regulation 456/16 made under LHSIA.

Subsection 39 (1) of LHSIA states that HSSOntario is to provide shared services to LHINs and others.

Ontario Regulation 456/16 made under LHSIA states that HSSOntario's objects are to provide shared services to local health integration networks and community care access corporations, including, without limitation, the following shared services:

1. Human resource management, including employee benefits and assistance.
2. Labour relations and collective bargaining.
3. Information technology, data management, and oversight of provincial patient care technology platforms.
4. Logistics.
5. Finance and administration, including accounts payable and inventory management.
6. Procurement.
7. Communications and public relations.
8. Home and community care program support and implementation, including support for policy development and implementation and quality improvement.

b. In providing shared services to LHINs, HSSOntario shall deliver consistent and coordinated shared services to Ontario's 14 LHINs within their renewed responsibilities under LHSIA. This includes the provision of business, administration, program, technology services to ensure the LHINs have the supports necessary to achieve the goals of their expanded mandate under LHSIA. HSSOntario will provide the key services formerly supplied by the OACCAC, and Toronto Central LHIN through the LHINC and LSSO programs, with a mandate to drive:

- Health system standardization and consistency, leading to a more common patient experience across Ontario;
- Health system sustainability and cost savings, realized through economies of scale and the centralization of key services;
- Health system integration, through the expanded use of existing technology assets and innovations; and,
- The implementation of the Government's *Patients First* strategy, through the centralization of policy and quality improvement supports currently provided by the three discrete organizations.

c. HSSOntario will deliver or provide support for the key LHIN functions listed in Appendix 1.

d. HSSOntario will not enhance its mandate or expand its services or functions beyond the existing functions of the OACCAC, LHINC and LSSO, all as outlined in this MOU.

Any changes to its mandate or services or functions are to be planned by the HSSOntario's Board for future implementation with approval of the Government.

4. Agency Type and Public Body Status

- a. HSSOntario is designated as a board-governed provincial agency under the AAD.
- b. The Chair and the Minister acknowledge that the Government intends to make HSSOntario a public body in accordance with Ontario Regulation 146/10 under PSOA. Until the regulation is updated, HSSOntario shall follow the requirements set out in PSOA in relation to conflict of interest, political activity and disclosure of wrong-doing. When the regulation under PSOA is amended to add HSSOntario as an institution, HSSOntario will follow the requirements set out in PSOA and any regulations made under that Act.

5. Corporate Status and Crown Agency Status

- a. HSSOntario is a Crown Agency within the meaning of the *Crown Agency Act*.
- b. HSSOntario has the capacity, rights, power and privileges of a natural person for carrying out its objects, subject to the limitations placed upon it under LHSIA and Ontario Regulation 456/16 made under LHSIA and/or limitations imposed by TB/MBC.
- c. The *Corporations Act* and the *Corporations Information Act* do not apply to HSSOntario.
- d. Subsection 134 (1) (standard of care) and section 136 (indemnification) of the *Business Corporations Act* apply, with necessary modifications, to HSSOntario, to the Board Members and its officers.

6. Guiding Principles

The parties agree to the follow principles:

- a. The Minister recognizes that HSSOntario exercises powers and performs duties in accordance with its legal mandate under LHSIA and Ontario Regulation 456/16 made under LHSIA.
- b. The Board acknowledges that it is accountable, through the Minister, to the Legislative Assembly in exercising its mandate. Accountability is a fundamental principle to be observed in the management, administration and operations of HSSOntario. The Board acknowledges that it is accountable to the Minister, through the Chair, for governance and oversight of HSSOntario.
- c. As an agency of the Government, HSSOntario conducts itself according to the management principles of the Government. These principles include ethical behaviour; prudent, effective and lawful use of public resources; fairness; high quality service to the public; and openness and transparency to the extent allowed under the law.

- d. The Minister and the Board, through the Chair, are committed to a strong agency that is empowered to fulfill its statutory mandate efficiently and effectively. They share the goal of establishing and maintaining a co-operative relationship that facilitates the efficient administration of HSSOntario and fulfillment of its statutory responsibilities.
- e. HSSOntario and the Ministry agree to avoid duplication of services wherever possible.
- f. HSSOntario and the Ministry will work together in a mutually respectful manner.

7. Accountability Relationships

7.1 Minister

The Minister is accountable:

- a. To Cabinet and the Legislative Assembly for HSSOntario's fulfilment of its mandate and its compliance with Government policies, and for reporting to the Legislative Assembly on HSSOntario's affairs.
- b. For reporting and responding to TB/MBC on HSSOntario's performance and compliance with Applicable Government Directives and operational policies.
- c. To Cabinet for the performance of HSSOntario and its compliance with the Applicable Government Directives and operational policies.
- d. For approving the annual report within 60 days of receipt of the annual report from HSSOntario.
- e. For ensuring that HSSOntario's annual report is made available to the public within 30 days of approval by the Minister.

7.2 Chair

The Chair (and acting on behalf of the Board), is accountable:

- a. To the Minister for HSSOntario's performance in fulfilling its mandate, and for carrying out the roles and responsibilities assigned to the Chair by LHSIA, Ontario Regulation 456/16 made under LHSIA, this MOU, and Applicable Government Directives.
- b. For reporting to the Minister, as requested, on HSSOntario's activities.
- c. For ensuring timely communications with the Minister regarding any issue that affects, or can reasonably be expected to affect, the Minister's responsibilities for HSSOntario.

7.3 Board

The Board is accountable, through the Chair, to the Minister for the oversight and governance of HSSOntario; setting goals, objectives and strategic direction for HSSOntario within its mandate; and for carrying out the roles and responsibilities assigned to it by this MOU, and Applicable Government Directives.

7.4 Deputy Minister

The Deputy Minister is accountable to the Secretary of the Cabinet and the Minister for the performance of the Ministry in providing administrative and organizational support to HSSOntario and for carrying out the roles and responsibilities assigned by the Minister, this MOU, and Applicable Government Directives.

The Deputy Minister is also accountable for attesting to TB/MBC on HSSOntario's compliance with Applicable Government Directives.

7.5 Chief Executive Officer

The CEO is accountable to the Board for the management and administration of HSSOntario, the supervision of HSSOntario staff, and carrying out the roles and responsibilities assigned by the Board, HSSOntario's Constituting instrument, this MOU and Applicable Government Directives. The CEO works under the direction of the Chair to implement policy and operational decisions. The CEO reports HSSOntario's performance results to the Board, through the Chair.

8. Roles and Responsibilities

8.1 Minister

The Minister is responsible for:

- a. Reporting and responding to the Legislative Assembly on the affairs of HSSOntario.
- b. Reporting and responding to TB/MBC on HSSOntario's performance and compliance with applicable TB/MBC directives, the Government's operational policies and policy directions.
- c. Recommending to TB/MBC, where required, the merger, any change to the mandate, or dissolution of HSSOntario.
- d. Recommending to TB/MBC the powers to be given to, or revoked from, HSSOntario when a change to HSSOntario's mandate is being proposed.
- e. Meeting with the Chair to discuss issues relating to the fulfilment of HSSOntario's mandate.
- f. Working with the Chair to develop appropriate measures and mechanisms related to the performance of HSSOntario.
- g. Review the advice or recommendation of the chair on candidates for appointment or re-appointment to the Board.

- h. Making recommendations to Cabinet and the Lieutenant Governor in Council for appointments and reappointments to HSSOntario, pursuant to the process for agency appointments established by legislation and/or by MBC through the AAD.
- i. Determining at any time the need for a review or audit of HSSOntario, directing the Chair to undertake reviews of HSSOntario on a periodic basis, and recommending to TB/MBC any change(s) to the governance or administration of HSSOntario resulting from any such review or audit.
- j. When appropriate or necessary, taking action or directing that HSSOntario take corrective action with respect to HSSOntario's administration or operations.
- k. Approving the annual report of HSSOntario within 60 days of receiving the annual report from HSSOntario.
- l. Ensuring that HSSOntario's annual report is made available to the public within 30 days of approving it.
- m. Informing the Chair of the Government's priorities and broad policy directions for HSSOntario.
- n. Consulting, as appropriate, with the Chair (and others) on significant new directions or when the Government is considering regulatory or legislative changes for HSSOntario.
- o. Developing HSSOntario's MOU with the Chair, as well as any amendments to it, and signing the MOU into effect after it has been signed by the Chair.
- p. Reviewing and approving HSSOntario's annual business plan.
- q. Recommending to TB/MBC any provincial funding to be allocated to HSSOntario.
- r. Outlining the high-level expectations, key commitments and performance priorities for HSSOntario at the beginning of the annual business planning cycle through HSSOntario mandate letter.

8.2 Chair

The Chair is responsible for:

- a. Providing leadership to HSSOntario by working with the Board to set the goals, objectives and strategic directions within its mandate.
- b. Providing leadership to HSSOntario's Board and ensuring that the Board carries out its responsibilities for decisions regarding HSSOntario.
- c. Chairing Board meetings, including the management of the Board's agenda.
- d. Reviewing and approving claims for per diems and travel expenses for Board Members of the Board.
- e. Seeking strategic policy direction for HSSOntario from the Minister.

- f. Ensuring timely communications with the Minister regarding any issues or events that may concern, or can reasonably be expected to concern the Minister in the exercise of the Minister's responsibilities relating to HSSOntario.
- g. Consulting with the Minister in advance regarding any activity which may have an impact on the Government and Ministry's policies, directives or procedures, or on HSSOntario's mandate, powers or responsibilities as set out in HSSOntario's Constituting instrument.
- h. Reporting to the Minister as requested on HSSOntario's activities within agreed upon timelines, including an annual letter confirming HSSOntario's compliance with all applicable legislation, directives, and accounting and financial policies.
- i. Ensuring that HSSOntario operates within its approved budget allocation in fulfilling its mandate, and that public funds are used for the purpose intended with integrity and honesty.
- j. Developing HSSOntario's MOU with the Minister and signing it on behalf of the Board.
- k. Submitting HSSOntario's business plan, budget, annual report and financial reports, on behalf of the Board, to the Minister in accordance with the timelines specified in the Applicable Government Directives, and Appendix 3 of this MOU.
- l. Providing both the Minister and the Minister of Finance and President of Treasury Board with a copy of every audit report, a copy of HSSOntario's response to each report, and any recommendation in the report.
- m. Advising the Minister annually on any outstanding audit recommendations per direction of the Board.
- n. Carrying out effective public communications and relations for HSSOntario as its chief spokesperson in partnership with the CEO, and delegating this role in whole or in part to Board Members as necessary or appropriate.
- o. Cooperating with any review or audit of HSSOntario directed by the Minister or TB/MBC.
- p. Fulfilling the role of ethics executive for public servants who are Appointees to HSSOntario, promoting ethical conduct and ensuring that all Board Members of HSSOntario are familiar with the ethical requirements of the PSOA, and the regulations and the directives made under that Act, including in respect of conflict of interest, political activity and the protected disclosure of wrongdoing.
- q. Signing the MOU for HSSOntario as authorized by the Board.
- r. Keeping the Minister informed of upcoming appointment vacancies and providing recommendations for appointments or re-appointments.
- s. Ensuring compliance with legislative and TB/MBC policy obligations.

8.3 Board of Directors

The Board is responsible for:

- a. Establishing the goals, objectives, and strategic directions for HSSOntario within its mandate as defined by LHSIA, Ontario Regulation 456/16 made under LHSIA, Government policies as appropriate and this MOU.
- b. Governing the affairs of HSSOntario within its mandate as set out in LHSIA, Ontario Regulation 456/16 made under LHSIA, its approved business plan as described in section 10.1 of this MOU, and the policy parameters established and communicated in writing by the Minister.
- c. Directing the development of, and approving HSSOntario's business plans for submission to the Minister within the timelines agreed upon with the Ministry or this MOU.
- d. Directing the preparation of and approving HSSOntario's annual reports for submission to the Minister for approval within the timelines established by HSSOntario's Constituting instrument or the AAD as applicable.
- e. Making decisions consistent with the business plan approved for HSSOntario and ensuring that HSSOntario operates within its budget allocation.
- f. Ensuring that HSSOntario uses public funds with integrity and honesty, and only for the business of HSSOntario based on the principle of value for money, and in compliance with applicable legislation and TB/MBC directives.
- g. Ensuring that HSSOntario is governed in an effective and efficient manner according to accepted business and financial practices, and in accordance with applicable TB/MBC directives.
- h. Establishing such Board committees or oversight mechanisms as may be required to advise the Board on effective management, governance or accountability procedures for HSSOntario.
- i. Approving HSSOntario's MOU, and any amendments to the MOU, in a timely manner and authorizing the Chair to sign the MOU, or any amendments to the MOU, on behalf of HSSOntario.
- j. Approving HSSOntario's reports and reviews that may be requested by the Minister from time to time for submissions to the Minister within agreed upon timelines.
- k. Directing the development of an appropriate risk management framework and a risk management plan and arranging for risk-based reviews and audits of HSSOntario as needed.
- l. Where applicable, ensuring that conflict of interest rules that HSSOntario is required to follow, as set out in Ontario Regulation 381/07 (or as have been approved and published

by the Conflict of Interest Commissioner on the Commissioner's website) are in place for the Board Members and employees of HSSOntario.

- m. Establishing performance measures, targets and management systems for monitoring and assessing HSSOntario's performance.
- n. Directing corrective action on the functioning or operations of HSSOntario, if needed.
- o. Cooperating with and sharing any relevant information on any risk-based or periodic review directed by the Minister or TB/MBC.
- p. Consulting, as appropriate, with stakeholders on HSSOntario's goals, objectives and strategic directions.
- q. Providing advice to the Government, through the Minister, on issues within or affecting HSSOntario's mandate and operations.
- r. Setting and reporting on the strategic direction for HSSOntario according to the Minister's agency mandate letter, HSSOntario's proposed business plan, and HSSOntario's annual report.
- s. Appointing a CEO and setting performance objectives and remuneration terms linked to these objectives for the CEO which give due weight to the proper management and use of public resources.
- t. Evaluating the performance of the CEO in consultation with the Board and pursuant to performance criteria established by the Board and the Chair.

8.4 Deputy Minister

The Deputy Minister is responsible for:

- a. Advising and assisting the Minister regarding the Minister's responsibilities for HSSOntario, including informing the Minister of policy direction, policies and priorities of relevance to HSSOntario's mandate.
- b. Advising the Minister on the requirements of the AAD, and other directives that apply to HSSOntario.
- c. Recommending to the Minister, as may be necessary, the evaluation or review, including a risk-based review, of HSSOntario or any of its programs, or changes to the management framework or operations of HSSOntario.
- d. Facilitating regular briefings and consultations between the Chair and the Minister, and between the Ministry staff and HSSOntario staff as needed.
- e. Attesting to TB/MBC on HSSOntario's compliance with the mandatory accountability requirements set out in the AAD and other applicable TB/MBC directives, the

Government's operational policies and policy directions based on the annual letter of compliance from HSSOntario Chair to the Minister.

- f. Ensuring that the Ministry and HSSOntario have the capacity and systems in place for on-going risk-based management, including appropriate oversight of HSSOntario.
- g. Ensuring that HSSOntario has an appropriate risk management framework and a risk management plan in place for managing risks that HSSOntario may encounter in meeting its program or service delivery objectives.
- h. Undertaking timely risk-based reviews of HSSOntario, its management or operations, as may be directed by the Minister or TB/MBC.
- i. Establishing a framework for reviewing and assessing HSSOntario's business plans and other reports.
- j. Supporting the Minister in reviewing the performance targets, measures and results of HSSOntario.
- k. Advising the Minister on documents submitted by HSSOntario to the Minister for review or approval, or both.
- l. Submitting to the Minister, as part of the annual planning process, a risk assessment and management plan for each risk category.
- m. Undertaking reviews of HSSOntario as may be directed by the Minister.
- n. Cooperating with any review of HSSOntario as directed by the Minister or TB/MBC.
- o. Monitoring HSSOntario on behalf of the Minister while respecting HSSOntario's authority, identifying needs for corrective action where warranted, and recommending to the Minister ways of resolving any issues that might arise from time to time.
- p. Negotiating a draft MOU with the Chair of HSSOntario, as well as any amendments to the MOU, as directed by the Minister.
- q. Consulting with HSSOntario's Chair, as needed, on matters of mutual importance including services provided by the Ministry and compliance with TB/MBC directives and Ministry policies.
- r. Meeting with the Chair or CEO as needed or as directed by the Minister, or on the request of the Chair or CEO.
- s. Arranging for administrative, financial and other support to HSSOntario, as specified in this MOU.
- t. Informing the Chair or CEO, in writing, of new Applicable Government Directives and any exceptions to, or exemptions in whole or in part from TB/MBC directives, Government policies, or Ministry administrative policies.

- u. When required, submitting a report to the Secretary of TB/MB on the wind-down of HSSOntario, following the disposition of any assets, completion of any outstanding responsibilities by HSSOntario, and the termination of any appointments.

8.5 Chief Executive Officer

The CEO is responsible for:

- a. Managing the day-to-day financial, analytical, and administrative affairs of HSSOntario in accordance with the mandate of HSSOntario, TB/MBC and Applicable Government Directives, accepted business and financial practices, and this MOU.
- b. Advising the Chair on the requirements of and HSSOntario's compliance with the AAD, as well as other TB/MBC and Applicable Government Directives and policies, and HSSOntario by-laws and policies, including annually attesting to the Chair on HSSOntario's compliance with mandatory requirements.
- c. Applying policies and procedures so that public funds are used with integrity and honesty.
- d. Providing leadership and management to HSSOntario staff, including human and financial resources management, in accordance with the approved business plan, accepted business and financial practices and standards, HSSOntario's Constituting instrument, and Applicable Government Directives.
- e. Establishing and applying a financial management framework for HSSOntario in accordance with applicable Minister of Finance/Treasury Board controllership directives, policies and guidelines.
- f. Ensuring appropriate management systems are in place (financial, information technology, human resources) for the effective administration of HSSOntario.
- g. Translating the goals, objectives and strategic directions of the Board into operational plans and activities in accordance with HSSOntario's approved business plan.
- h. Ensuring that HSSOntario has the oversight capacity and an effective oversight framework in place for monitoring its management and operations.
- i. Keeping the Board, through the Chair, informed with respect to implementation of policy and the operations of HSSOntario.
- j. Establishing and applying systems to ensure that HSSOntario operates within its approved business plan.
- k. Establishing and applying HSSOntario's risk management framework and risk management plan in place (as directed by the Chair or Board).
- l. Supporting the Chair (and Board) in meeting their responsibilities, including compliance with all applicable legislation, directives, policies, procedures and guidelines.

- m. Carrying out in-year monitoring of HSSOntario's performance and reporting on results to the Chair (Board through the Chair).
- n. Keeping the Ministry and the Chair advised on issues or events that may concern the Minister, the Deputy Minister and the Chair in the exercise of their responsibilities.
- o. Seeking support and advice from the Ministry, as appropriate, on HSSOntario management issues.
- p. Establishing and applying a system for the retention of HSSOntario documents and for making such documents publicly available when appropriate, for complying with FIPPA and the *Archives and Recordkeeping Act* where applicable.
- q. Undertaking timely risk-based reviews of HSSOntario's management and operations.
- r. Consulting with the Deputy Minister as needed, on matters of mutual importance, including services provided by the Ministry, and on TB/MBC and Applicable Government Directives and Ministry policies.
- s. Cooperating with a periodic review directed by the Minister or TB/MBC.
- t. Fulfilling the role of ethics executive for public servants, other than the Appointees, who work for HSSOntario. Promoting ethical conduct and ensuring that all employees and agents of HSSOntario are familiar with the ethical requirements of the PSOA and the regulations and directives made under that Act, including in respect of conflict of interest, political activity, and the protected disclosure of wrongdoing.
- u. Keeping the Board, through the Chair, informed about operational matters.
- v. Preparing HSSOntario's annual reports and business plans as directed by the Board.
- w. Preparing financial reports for approval by the Board.
- x. Preparing, for approval by the Board, a performance review system for staff and implementing the system.
- y. Attesting to the compliance of HSSOntario to Applicable Government Directives and policies and supporting the Board and the Chair to provide the Ministry with a statement of compliance.

9. Ethical Framework

9.1 The Board Members who are appointed by the Lieutenant Governor in Council are subject to the conflict of interest provisions of the AAD and the conflict of interest provisions of the PSOA and its regulations.

9.2 Board Members shall not use any information gained as a result of their appointment to or membership on the Board for personal gain or benefit. A Board Member who has reasonable grounds to believe that he or she has a conflict of interest in a matter before the

Board, or a committee of the Board, shall disclose the nature of the conflict to the Chair at the first opportunity and shall refrain from further participation in the consideration of the matter. The Chair shall cause to be recorded in the minutes of the meeting of the Board any declared conflicts of interest.

9.3 The Chair, as the Ethics Executive for HSSOntario, is responsible for ensuring that Appointees of HSSOntario are informed of the ethical rules to which they are subject, including the rules on conflict of interest, political activity and protected disclosure of wrongdoing that apply to HSSOntario. The CEO has the same responsibility for HSSOntario staff.

10. Reporting Requirements

10.1 Business Plan

- a. The Chair will ensure that the Minister is provided annually with HSSOntario's business plan covering a minimum of three (3) years from the current Fiscal Year, which includes a financial budget and a risk assessment and management plan, for approval by the Minister. The annual business plan shall be in accordance with the requirements set out in the AAD.
- b. The annual business plan is to be submitted to the Ministry's Chief Administrative Officer or designated equivalent three months before the start of HSSOntario's Fiscal Year.
- c. The Chair is responsible for ensuring that HSSOntario's business plan includes a system of performance measures and reporting on the achievement of the objectives set out in the business plan. The system must include performance goals, how they will be achieved, and targeted results and timeframes.
- d. The Chair will ensure that the business plan includes a risk assessment and risk management plan to assist the Ministry in developing its risk assessment and risk management plan information in accordance with the requirements of the AAD to assess risks, develop and maintain necessary records, and report to TB/MBC.
- e. The Chair will ensure that publicly posted business plans do not disclose: personal information, sensitive employment and labour relations information, solicitor-client privileged information, Cabinet confidential information, trade secrets, information that would prejudice the financial or commercial interests of HSSOntario in the marketplace, and information that would otherwise pose a risk to the security of the facilities and/or operations of HSSOntario.
- f. The Minister will review HSSOntario's annual business plan and will promptly advise the Chair whether or not the Minister concurs with the directions proposed by HSSOntario. The Minister may advise the Chair where and in what manner HSSOntario's plan varies from Government or Ministry policy or priorities as may be required, and the Chair, on

behalf of the Board, will revise HSSOntario's plan accordingly. Business plans are only to be considered valid once the responsible Minister has approved the plan and the approval has been expressed in writing.

- g. In addition, TB/MBC may require the Minister to submit HSSOntario's business plan to TB/MBC for review at any time.
- h. The Chair, through the CEO, will ensure that its Minister approved business plan is made available to the public in an accessible format, in both official languages, on HSSOntario's website within 30 days of Minister's approval of the plan.

10.2 Annual Reports

- a. The Chair is responsible for ensuring that HSSOntario's annual report is prepared and submitted to the Minister for approval within 120 days of HSSOntario's Fiscal Year end or 90 days if the Auditor General completed the financial audit. The annual report shall be in accordance with the requirements set out in the AAD.
- b. The Chair will ensure that publicly posted annual reports do not disclose: personal information, sensitive employment and labour relations information, solicitor-client privileged information, Cabinet confidential information, trade secrets, information that would prejudice the financial or commercial interests of HSSOntario in the marketplace, and information that would otherwise pose a risk to the security of the facilities and/or operations of HSSOntario.
- c. The Minister will receive, review and approve HSSOntario's annual report. The Chair, through the CEO, will ensure that its annual report is publicly posted in an accessible format, in both official languages, on HSSOntario's website within 30 days of approval by the Minister.

10.3 Other Reports

The Chair is responsible on behalf of the Board for:

- a. Ensuring that the reports and documents set out in Appendix 1 to this MOU are submitted for review and approval by the Minister in accordance with the prescribed timelines.
- b. Supplying specific data and other information, at the request of the Minister or the Deputy Minister, that may be required from time-to-time for the purpose of the Ministry's administration.

11. Public Posting Requirements

- a. HSSOntario, through the Chair on behalf of the Board, will ensure that the following approved governance documents are posted in an accessible format, in both official languages, on HSSOntario's website within the following timelines:
 - MOU and any Letter of Affirmation – 30 days of signing by both parties

- Agency Mandate Letter – 30 days of Minister’s issuing
 - Annual Business Plan – 30 days of Minister’s approval
 - Annual Report – 30 days of Minister’s approval
- b. Posted governance documents should not disclose: personal information, sensitive employment and labour relations information, solicitor-client privileged information, Cabinet confidential information, trade secrets or scientific information, information that would prejudice the financial or commercial interests of HSSOntario in the marketplace, and information that would otherwise pose a risk to the security of the facilities and/or operations of HSSOntario.
 - c. HSSOntario, through the Chair on behalf of the Board, will ensure that the expense information for Appointees and senior management staff are posted on HSSOntario or Ministry website, in accordance with the requirements of the MBC Travel, Meal and Hospitality Expenses Directive.
 - d. HSSOntario, through the Chair on behalf of the Board, will ensure that any other applicable public posting requirements are met.

12. Communications and Issues Management

The parties to this MOU recognize that the timely exchange of information on the operations and administration of HSSOntario is essential for the Minister to meet the MOU’s responsibilities for reporting and responding to the Legislative Assembly on the affairs of HSSOntario. The parties also recognize that it is essential for the Chair on behalf of the Board to be kept informed of the Government initiatives and broad policy directions that may affect HSSOntario’s mandate and functions.

The Minister and the Chair on behalf of the Board, therefore, agree that:

- a. The Chair will keep the Minister advised, in a timely manner, of all planned events or issues, including contentious matters that concern or can be reasonably expected to concern the Minister in the exercise of the Minister’s responsibilities.
- b. The Minister will consult with the Chair in a timely manner, as appropriate, on broad Government policy initiatives or legislation being considered by the Government that may impact on HSSOntario’s mandate or functions, or which otherwise will have a significant impact on HSSOntario.
- c. The Minister and the Chair will consult with each other on public communication strategies and publications. They will keep each other informed of the results of stakeholder and other public consultations and discussions.

- d. The Minister and the Chair will meet annually or as requested by either party, to discuss issues relating to the fulfillment of HSSOntario's mandate, management and operations.
- e. The Deputy Minister and the CEO will meet as needed or as requested by either party, to discuss issues relating to the delivery of the Board's mandate and the efficient operation of HSSOntario. The DM and the CEO shall provide timely information and advice to each other concerning significant matters affecting HSSOntario's management or operations.
- f. HSSOntario and the Ministry will adhere to the Information Exchange, Communications, and Issues Management Protocol set out in Appendix 4 to this MOU for ongoing issues management.

13. Administrative Arrangements

13.1 Applicable Government Directives

- a. The Chair, on behalf of the Board, is responsible for ensuring that HSSOntario operates in accordance with all Applicable Government Directives, as well as applicable Ministry financial and administrative policies and procedures. Appendix 3 to this MOU provides a list of Applicable Government Directives and policies.
- b. HSSOntario is responsible for complying with all Applicable Government Directives to which it is subject that have been listed in this MOU or have been directly provided to HSSOntario or posted to AGNES. The Ministry will use best efforts to communicate (i) all updates or changes to the list in Appendix 3, and (ii) any new directives, policies or guidelines not on the Appendix that applies to HSSOntario, as soon as possible to permit HSSOntario time to review and comply with any new requirements.
- c. The Ministry agrees to communicate such changes or new requirements directly with the CEO of HSSOntario or by notice to the CEO that such changes or new requirements have been posted to and are available on AGNES.
- d. In addition to complying with the MBC Realty Directive, HSSOntario shall comply with the Ministry of Infrastructure Realty Policy including any appendices to this policy when acquiring space for accommodation and program purposes. The Ministry will ensure that HSSOntario is provided with any updates to this policy.

13.2 Legal Services

- a. Legal services to HSSOntario will be provided by the Ministry of the Attorney General, in accordance with an MOU established between HSSOntario and the Ministry of the Attorney General.
- b. HSSOntario shall use the same in-house counsel as all other LHINs as set out in the MOU with the Ministry of the Attorney General.

- c. HSSOntario may request outside legal services when it requires expertise which is unavailable within the Ministry of the Attorney General or when the use of a law office of the Crown would result in any conflict of interest.
- d. Outside legal services will be acquired in accordance with the Ministry of the Attorney General's Operating Policy on Acquiring and Using Legal Services.

13.3 Creation, Collection, Maintenance and Disposition of Records

- a. The Chair, on behalf of the Board, is responsible for ensuring that a system is in place for the creation, collection, maintenance and disposal of records.
- b. The Board, through the Chair, is responsible for ensuring that HSSOntario complies with all Government legislation, directives and policies related to information and records management.
- c. The CEO, the Chair and the Board shall protect the legal, fiscal and other interests of HSSOntario by implementing reasonable measures to ensure the ongoing viability, integrity, preservation and security of all official records created, commissioned or acquired by HSSOntario. This includes, but is not limited to, all electronic records, such as emails, information posted on HSSOntario's website(s), database data sets, and all records stored on personal computers and shared drives.
- d. The Chair, on behalf of the Board, is responsible for ensuring measures are implemented requiring HSSOntario's employees to create full, accurate and reliable records that document and support significant business transactions, decisions, events, policies and programs.
- e. The Board through the Chair is responsible for ensuring that HSSOntario complies with the *Archives and Recordkeeping Act, 2006*, S.O. 2006, Chapter 34, Schedule A.

13.4 Intellectual Property

- a. The Chair, on behalf of the Board, is responsible for ensuring that the legal, financial and other interests of the Government related to intellectual property are protected in any contract that HSSOntario may enter into with a third party that involves the creation of intellectual property.

13.5 Freedom of Information and Protection of Privacy

- a. The Chair and the Minister acknowledge that the Government intends to make HSSOntario an institution within the meaning of FIPPA by amending the regulation under FIPPA to add HSSOntario. Until the regulation is updated, HSSOntario shall follow the requirements set out in FIPPA in relation to the collection, retention, security, use, distribution and disposal of records. When the regulation under FIPPA is amended to add

HSSOntario as an institution, HSSOntario is then bound to follow the requirements set out in FIPPA.

- b. The CEO is the institution head for the purposes of the FIPPA.

13.6 Service Standards

- a. HSSOntario shall establish customer service and quality standards that are consistent with the appropriate standards of the Government, the Ministry and the Ontario Public Service.
- b. The Chair will ensure that HSSOntario delivers its services at a quality standard that reflects the principles and requirements of the OPS Service Directive.
- c. HSSOntario will develop by December 31, 2017 a formal process for responding to complaints about the quality of services received by the LHINs consistent with the Government's service quality standards.
- d. HSSOntario's annual business plan will include performance measures and targets for client service and HSSOntario's response to complaints.
- e. HSSOntario shall comply with the *Accessibility for Ontarians with Disabilities Act*.

13.7 Service Level Agreements

- a. HSSOntario shall enter into service level agreement with the LHINs for the provision of HSSOntario Shared Services.

14. Financial Arrangements

14.1 General

- a. All financial procedures for HSSOntario shall be in accordance with applicable TB/MBC and Ministry of Finance directives and guidelines, Ministry corporate financial and administrative policies and procedures, and other Government guidelines, directives and policies, as set out in Appendix 3 of this MOU.
- b. When ordered to do so by the Minister of Finance and/or the President of the Treasury Board, pursuant to Section 16.4 of the *Financial Administration Act*, HSSOntario shall pay into the Consolidated Revenue Fund (CRF) any money that the Minister of Finance and/or the President of the Treasury Board determines is surplus to its requirements.
- c. Pursuant to Section 28 of the *Financial Administration Act*, HSSOntario shall not enter into any financial arrangement or commitment, guarantee, indemnity or similar transaction that may increase, directly or indirectly, the indebtedness or contingent liabilities of the

Government without the written approval of the Minister of Finance and/or the President of the Treasury Board. The Minister's approval is required before seeking statutory approval from the Minister of Finance.

- d. HSSOntario's approved operating and capital allocations may be adjusted in a given year if in-year fiscal constraints are ordered by Cabinet or the Minister. HSSOntario will be provided with notice of changes to its allocation as soon as is reasonably possible. Where HSSOntario must reallocate resources as a result of its operating and/or capital allocations being adjusted, HSSOntario shall inform and discuss this with the Ministry before making such reallocations.
- e. The CEO shall be responsible for providing the Ministry with the necessary documentation to support HSSOntario's expenditures.

14.2 Funding

- a. HSSOntario shall maintain a bank account in its own name and manage its financial activities, including leasing, investment and management of cash in accordance with the Ontario Financing Authority's policy directions.
- b. The CEO will prepare estimates of HSSOntario's expenditures for inclusion in the Ministry's business plan for presentation to the Legislative Assembly. The Chair will deliver these estimates to the Minister in sufficient time to be analyzed and approved by the Minister.
- c. The estimates provided by the Chair may, after appropriate consultation with the Chair, be altered as required. The parties acknowledge that TB/MBC has final decision-making authority.
- d. Financial procedures of HSSOntario must be in accordance with TB/MBC and Ministry of Finance directives and guidelines and other applicable Government direction.

14.3 Financial Reports

- a. The Chair, on behalf of the Board, will provide to the Minister annual financial statements, and will include them as part of HSSOntario's annual report. The statements will be provided in a format that is in accordance with the province's stated accounting policies issued by the Office of the Provincial Controller Division.
- b. HSSOntario will submit its salary information to the Minister of Finance and/or the President of the Treasury Board, through the Ministry, in accordance with the *Public Sector Salary Disclosure Act, 1996*.

14.4 Taxation Status: Harmonized Sales Tax (HST)

- a. HSSOntario is responsible for paying HST where applicable, in accordance with the federal *Excise Tax Act*. HST paid to suppliers is recovered through a centrally administered account maintained by the Office of the Provincial Controller Division.

15. Audit and Review Arrangements

15.1 Audits

- a. HSSOntario is subject to periodic review and value-for-money audit by the Auditor General of Ontario under the *Auditor General Act* or by the Ontario Internal Audit Division of TBS.
- b. The Ontario Internal Audit Division may also carry out an internal audit, if approved to do so by the Ministry's Audit Committee or by the Corporate Audit Committee.
- c. Regardless of any previous or annual external audit, the Minister may direct that HSSOntario be audited at any time.
- d. HSSOntario will promptly provide a copy of every report from an audit to the Minister and the Minister of Finance/President of Treasury Board. HSSOntario will also provide a copy of its response to the audit report and any recommendations therein. HSSOntario will advise the Minister annually on any outstanding audit recommendations.
- e. The Chair, on behalf of the Board, may request an external audit of the financial transactions or management controls of HSSOntario, at HSSOntario's expense.

15.2 Other Reviews

- a. HSSOntario is subject to periodic review initiated at the discretion and direction of TB/MBC or the Minister. The review may cover such matters relating to HSSOntario that are determined by TB/MBC or the Minister, and may include the mandate, powers, governance structure and/or operations of HSSOntario.
- b. In requiring a periodic review, the Minister or TB/MBC shall determine the timing and responsibility for conducting the review, the roles of the Chair, the Board, and the Minister, and how any other parties are involved.
- c. A mandate review of HSSOntario will be conducted at least once every seven years. The date of the next review will be in fiscal year 2023/24.
- d. The Minister will consult the Chair, on behalf of the Board, as appropriate during any such review.
- e. The Chair, Board and CEO will cooperate in any review.

- f. In the event of a review initiated at the direction of the Minister, the Minister shall submit any recommendations for change that are developed from the results of the review regarding HSSOntario to TB/MBC for consideration.

16. Staffing and Appointments

16.1 Appointments

- a. The Chair is designated by the Lieutenant Governor in Council on the recommendation of the Minister pursuant to subsection 6(4) of Ontario Regulation 456/16 made under LHSIA.
- b. The Board Members of HSSOntario are appointed by the Lieutenant Governor in Council on the recommendation of the Minister pursuant to subsection 6(1) of Ontario Regulation 456/16 made under LHSIA for a term of up to three (3) years as set out in subsection 6(2) of the regulation.
- c. The maximum number of Board Members is 11, as set out in Ontario Regulation 456/16 made under LHSIA.

16.2 Remuneration

- a. Travel expenses of Board Members must comply with the MBC Travel, Meal and Hospitality Expenses Directives. Reasonable expenses shall be reimbursed.

17. Risk Management, Liability Protection and Insurance

17.1 Risk Management

- a. The Chair, on behalf of the Board, is responsible for ensuring that a risk management strategy is developed for HSSOntario, in accordance with the AAD and informed by the OPS Enterprise Risk Management Framework.
- b. HSSOntario shall ensure that the risks it faces are dealt with in an appropriate manner.

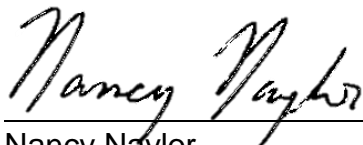
17.2 Liability Protection and Insurance

- a. HSSOntario will purchase third party liability insurance coverage to protect itself against claims that might arise from anything done or omitted to be done by HSSOntario or its directors, officers, employees, agents, or volunteers and from anything done or omitted to be done where bodily or personal injury, death, or property damage, including loss of use thereof, is caused.

18. Effective Date, Duration and Periodic Review of the MOU

- a. This MOU becomes effective on the date it is signed by the Minister as the last party to execute it and continues in effect until it is revoked or replaced by a subsequent MOU signed by the parties.
- b. A copy of the signed MOU and any successor MOU must be provided to the Secretary, TB/MBC.
- c. Upon a change in the Minister or Chair, both parties must affirm by letter that this MOU will continue in force without a review (and attach the signed letter to the MOU); or alternatively, they may agree to revise it and sign a new MOU within six (6) months of the change.
- d. A copy of the letter of affirmation, or a new MOU between the Minister and Chair must be provided to the Secretary, TB/MBC within six months of the new party or parties' commencement.
- e. Either the Minister or the Chair, on behalf of the Board, may initiate a review of this MOU by written request to the other.
- f. If either of the parties deems it expedient to amend this MOU, they may do so only in writing. Any amendment shall only be effective after approval by the parties.
- g. A full review and replacement of this MOU will be conducted immediately in the event of a significant change to HSSOntario's mandate, powers or governance structure as a result of an amendment to LHSIA or Ontario Regulation 456/16 made under LHSIA.
- h. At a minimum, this MOU will be reviewed at least once every five years to ensure it is current and consistent with Government expectations.

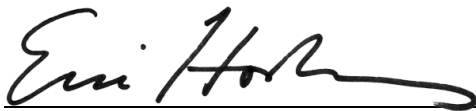
Signatures



Nancy Naylor
Chair
Health Shared Services Ontario

June 12, 2017

Date



Dr. Eric Hoskins
Minister
Ministry of Health and Long-Term Care

June 12, 2017

Date

Appendix 1: HSSOntario Key Functions and Supports

Human Resources and Labour Relations

- Management of employee benefits (including provincial procurement, vendor management and transaction support);
- Selection and oversight of a Human Resources Information System (including provincial procurement and vendor management);
- Maintenance of core policies and the development and distribution of policy guidelines;
- Creation, implementation, and maintenance of common tools, templates and best practices for HR functions; and
- Leadership of LHIN compensation reviews (as necessary), including procurement and vendor management
- Coordination of labour relations and provision of support for LHIN negotiations with unions, which will include:
 - Collective bargaining
 - Coordinate support for provincial/bargaining agent specific labour relations issues on behalf of the LHINs'
 - Meeting pay equity obligations.

IT, Data Management, and Oversight of Provincial Patient Care Technology Platforms

- Management of Essential Home & Community Care Delivery Platforms (e.g. CHRIS, HPG)
 - Product management for in-house and 3rd party systems
 - Product development which includes; software and application development, testing, end user training/education, support and maintenance
 - Application Hosting
 - Vendor management for 3rd party systems and applications
- Health System Integration
 - Establishing partnerships with health partners and the implementation of systems to exchange patient care information
- Project Management
 - Portfolio management of all HSSOntario provided services and applications
 - Provision of structured, end-to-end project management services to ensure predictable, timely and successful development and implementation of new/enhanced technology solutions
- Business Intelligence and Decision Support
 - Development and management of business intelligence solutions to create a centralized single point of access to home and community care data.
 - Provide data and analysis to inform program development and evaluation as well as quality improvement initiatives.
 - Develop and maintain partnerships with health data/research entities such as Health Quality Ontario, Institute for Clinical Evaluative Sciences, Canadian Institute for Health Information, to support development of best practices, development and

- enhancement of performance metrics, etc.
- Disseminate data to health system partners to support reporting and analysis related to the home care sector.
- Create and make available provincial comparative reports for the home care sector.
- Privacy Protection and Security Services
 - Ensures the safety of all HSSOntario supported applications, services, systems and data and systems
 - Manages operational defense-in-depth security policies, procedures and devices
 - Conducts threat and risk assessments
 - Approves changes to production application, data or network infrastructure as it relates to provincial systems
 - First point of contact for any privacy issues, breaches, concerns, comments or questions regarding software or infrastructure products that HSSOntario recommends, delivers or procures
- Unified Communications
 - Providing communication tools and enabling integration of real-time, enterprise, communication services such as email, instant messaging (chat), voice (including IP telephony), audio, web and video identity management
- Management of Wide Area Network (WAN)
 - Includes the management, implementation and monitoring of all software and hardware
- Purchasing, Product Management and Hosting of 3rd Party Back-Office Applications
 - Includes the design, development, and release management and/or support of 3rd party systems supporting the operations of LHINs and HSSOntario (e.g. Quadrant Workforce and Financials, Microsoft Exchange, SharePoint, CRM)
- Procurement and Management of IT Outsourced Contracts for Back-Office Supports
- Management and Oversight of LHIN Websites
- Provision of Input on the Development of Service Accountability Agreements

Home and Community Care Program Support and Implementation

- Advising on and supporting the development and implementation of Government and LHIN-initiated provincial policies and programs
- Providing operational leadership to support streamlined and integrated home, community, acute and primary care delivery, which includes:
 - Delivering innovative, evidence-based clinical program design
 - Development and implementation of operational guidelines
 - Leading and supporting effective change management and operationalization of clinical best practices and standards. Informing enhancements to provincial technology platforms to support the evolving needs of the home and community care sector
- Overseeing the continued implementation of CCAC Client Experience Evaluation Survey

- Developing and providing province-wide education/training on technology enhancements (e.g., SharePoint, CHRIS updates) and software as well as new programs, services, and provincial policies (e.g. AODA, WDHP)

Logistics

- Providing logistics supports
- Providing support for councils, committees, projects, initiatives, and ad hoc meetings

Finance and Administration

- Support for the sharing of expenses and transactions that require resource-sharing (e.g., shared payroll system investment, shared accounting support)
- Insurance procurement and common vendor management
- Leading and delivering support on financial audits; procurement, vendor management for a common auditor
- Payroll system/financial management application management, including procurement, vendor management, transaction support for common systems
- Supporting LHIN access and privacy issues including FIPPA requests related to home and community care

Procurement

- Leading multi-LHIN procurements of vendor supports and services (e.g., IT hardware/software, consultancy support, payroll services, etc.)
- Providing essential educational supports during home and community care service providers' transition to the provincial vendor of record list
- Management of the pre-qualification process for the procurement of home and community services and medical supplies and equipment to support the delivery of home and community care services across the 14 LHINs
- Provide central Service Provider Organization contract management support to the LHINs

Communications and Public Relations

- Drafting and executing a pan-LHIN communications strategy, in collaboration with LHIN CEOs and LHIN communications teams
- Providing issues management and communications services to the LHINs, to ensure that all LHINs are speaking with "one-voice" on provincial issues
- Supporting LHIN-level communications activities by providing relevant data (upon request)

Quality Improvement Initiatives and Performance Management and Accountability

- Providing support on multi-LHIN quality and performance improvement initiatives (in collaboration with Health Quality Ontario [HQO] and others)
- Providing leadership and support on multi-LHIN working groups
- Providing comprehensive project management services for the development and roll-out of Service Accountability Agreements

Legal Services

- Providing back-office and administrative support for Legal Services Branch (Ministry of the Attorney General)

Appendix 2: Summary of HSSOntario Reporting Requirements

DUE DATE	REPORT / DOCUMENT	NAMES OF RESPONSIBLE OFFICIALS
	HSSOntario will prepare estimates of its expenditures for inclusion in the Ministry's business plan	[CEO/Chair]
Submitted annually (within three (3) months before the start of HSSOntario's Fiscal Year)	Agency Business Plan a. Prepares b. Approves c. Provides to Minister	d. CEO e. Board f. Chair
Submitted annually (within three (3) months prior to HSSOntario's Fiscal Year end)	Annual Report a. Prepares b. Approves c. Provides to Minister	d. CEO e. Board f. Chair
Annually	Auditing	Audits will be facilitated by the CEO, and supported by the Board / Chair
Annually	Audited Financial Statements Financial Reports a. Prepares b. Approves c. Provides to Minister	d. CEO e. Board f. Chair
Submitted annually	Compliance attestation a. Prepares b. Approves c. Provides to Minister	d. CEO e. Board f. Chair
Every five years	Review of Memorandum of Understanding	Board Chair
Every seven years	Mandate Review	Board Chair

Appendix 3: Applicable Government Directives

The following TB/MBC and Ministry of Finance directives, as well as policies or guidelines related to the listed directives, apply to HSSOntario:

- Accountability Directive
- Advertising Content Directive and *Government Advertising Act, 2004*
- Agencies and Appointments Directive
- Cash Management Directive
- Communications in French Directive
- Disclosure of Wrongdoing Directive
- Government Publications Directive
- Indemnification Directive
- Internal Audit Directive
- Internal Controls Directive
- Managing, Distributing and Pricing Government Information (Intellectual Property)
- Open Data Directive
- OPS Service Directive
- Prerequisites Directive
- Ontario Public Service Procurement Directive
- Procurement Directive on Advertising, Public and Media Relations, and Creative Communications Services
- Realty Directive
- Relocation Expenses for Employees Directive
- Transfer Payment Accountability Directive
- Travel, Meal and Hospitality Expenses Directive
- Visual Identity Directive

Appendix 4: Information Exchange, Communications and Issues Management Protocol between the MOHLTC Communications and Marketing Division and HSSOntario

1. Definitions

- a. "Public communications" means any material that is communicated to the public, either directly or through the media in print, broadcast or electronic form.
- b. A "contentious issue" is a matter that is, or may reasonably be expected to be, of concern to the legislative assembly or the public, or is likely to result in inquiries being directed to the Minister or Government. Contentious issues may be raised by:

- Members of the Legislative Assembly
- The public
- Media
- Stakeholders
- Service delivery partners.

2. HSSOntario will comply with the TB/MBC Visual Identity Directive, LHIN Visual Identity system, *French Language Services Act*, *Accessibility for Ontarians with Disabilities Act, 2005*, and any regulations, as amended, along with any applicable communications-related directive, and the Government's procurement policy.

3. HSSOntario will identify itself in all media responses, news releases, social media postings, advertising, collateral materials, and reports as an agency of the Government.

4. The Ministry and HSSOntario will appoint persons to serve as public communications "leads".

- The Ministry lead is **Assistant Deputy Minister, Communications & Marketing Division, MOHLTC**, or delegate
- The HSSOntario lead is **the CEO**, or delegate

5. For the purpose of this protocol, public communications are divided into six categories:

- i. Strategic planning:

- The HSSOntario and the Ministry lead will work collaboratively to develop an annual HSSOntario communications strategy which will encompass both public and health service provider-focused communications initiatives that support HSSOntario's mandate, as well as enable alignment in overall positioning, messaging and timing of activities, where applicable with Ministry priorities. All communications activities will be conducted in a systematic manner, according to the annual HSSOntario communications strategy.

- Pan-LHIN communications plans or pan-LHIN messaging will be created as required. All pan-LHIN communications activities will be conducted in a systematic manner according to any applicable pan-LHIN communications plans and messaging.
 - The annual HSSOntario communications strategy and any additional pan-LHIN communications plans or messaging will be reviewed and approved by the HSSOntario CEO (or his or her designate) and the Ministry lead.
- ii. News releases, advertisements, communications products (including newsletters, reports, web content, collateral and more) or communications plans where provincial or ministerial messaging on Government priorities would enhance HSSOntario's or the Government's profile, or would provide opportunities for local MPP announcements:
- The HSSOntario lead will provide the Ministry lead with upcoming news releases, communications products and communications plans seven (7) business days in advance.
 - Major communications projects (including significant changes to websites, new branding, new online presence, advertising or marketing campaigns and major reports) will be provided by the HSSOntario lead to the Ministry lead fifteen (15) business days in advance.
 - Final approval is required from the Minister's office.
- iii. Contentious issues, media responses, events and news releases that may have direct implications for either the Ministry or the Government, or are likely to result in inquiries being directed to the Minister or Government (including all funding or grants announcements and contentious issues):
- The HSSOntario and the Ministry will follow established issues management protocols and procedures. For all contentious issues, the HSSOntario lead will notify the Ministry lead immediately upon becoming aware of the issue. The Ministry lead may also advise the HSSOntario of contentious issues that require attention. The HSSOntario will provide background information on the issue to the Ministry lead, who will arrange to have a contentious issues note prepared. The HSSOntario lead and the Ministry lead will discuss the communications approach and key messaging and will await any required approvals from the Minister's office before proceeding.
- iv. Market Research:
- Any formal public opinion market research undertaken by HSSOntario is contingent on the approval of a business case by the Ministry lead.
 - HSSOntario will provide to the Ministry lead, in a timely manner, the results of any public, health service provider, or other market research activities of HSSOntario.
- v. Consultation:
- HSSOntario will notify the Ministry lead of upcoming public consultation activities to which media have been invited; and

- HSSOntario will provide the Ministry lead, in a timely manner, the results of such consultation activities.

vi. Evaluation:

- HSSOntario will provide the Ministry lead with performance data and evaluation reports relating to communications programs, plans and activities, as may be requested by the Ministry lead.