

**Ministry of Health
and Long-Term Care**

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**Ministère de la Santé
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Ms. Nancy Naylor
Chair
Health Shared Services Ontario
130 Bloor Street West, 2nd Floor
Toronto ON M5S 1N5

Dear Ms. Naylor:

I am pleased to write you in your capacity as Chair of the Board of Directors for Health Shared Services Ontario (HSSOntario). Pursuant to the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for HSSOntario's priorities and commitments for the 2018-19 fiscal year.

Firstly, thank you for your extensive efforts during this period of transition of the Community Care Access Centres (CCACs) into the Local Health Integration Networks (LHINs). Your continued leadership and support, and that of the staff of HSSOntario, ensured a smooth transition.

In 2018-19, the Ministry of Health and Long-Term Care ("ministry") will continue to work in partnership with patients, families, LHINs, health service providers and health care innovators to transform our health care system today and for the future. Together we will build on a strong foundation to improve patient experiences, increase access to care, and reduce wait times – while working to reduce health disparities. Patients First created the foundation of an integrated health care system to deliver world-class patient care closer to home, with services distributed equitably across the province. As we collectively transform health care, local care planning and delivery will happen at the community level and will focus on the patient and their family as the key partners in delivering care. Local health care providers and organizations will be empowered to work collaboratively to their full potential.

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Ms. Nancy Naylor

With a skilled team behind you, I have no doubt that HSSOntario will fulfil its objects to deliver high quality, efficient and reliable shared services to the LHINs to support them in being responsive to patients' needs, values, and preferences to support and improve the patient experience. Patients and caregivers, health care partners and the broader public can expect the LHINs, supported by HSSOntario, to be central to building a more sustainable, consistent, efficient and accessible health care system for future generations.

While the transition is crucial for the implementation of the *Patients First Act*, it is expected that the work of supporting the ongoing transformation of the health system will be a continuing priority for HSSOntario. With this in mind, HSSOntario will be responsible for the following specific outcomes:

- Engage the LHINs to develop a three year strategic business plan for HSSOntario that will support the LHINs in their mandate to transform their local system;
- Work with the ministry and LHINs to develop a roadmap of prioritized activities to enhance HSSOntario's digital health assets in support of the Digital Health Strategy;
- Engage with the LHINs to set out a structure and plan for HSSOntario to support an enterprise-wide review (Enterprise Review) to identify opportunities for improved efficiencies post transition;
- Engage with the LHINs to jointly establish agreements with the LHINs for the provision of shared services that HSSOntario provides to the LHINs and other healthcare partners; and
- Continue to lead the work to support the LHINs in the development of an executive compensation framework for the LHINs and HSSOntario.

Ontario's board-governed provincial agencies are vital partners in ensuring the delivery of high quality services to Ontarians. The people of Ontario depend on you to provide leadership to your agency's board, management and staff. Together with your fellow board members, the people of Ontario rely on you to establish the goals, objectives and strategic direction for the agency consistent with HSSOntario's mandate, government policies, and my directions, where appropriate.

I thank you for your willingness to serve, as we work together to put patients at the centre of a high performing health care system that is accessible, equitable and integrated, and one that will be there for generations to come.

Yours sincerely,



Dr. Eric Hoskins
Minister

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Ms. Nancy Naylor

- c: Ms. Catherine Brown, Chief Executive Officer, Health Shared Services Ontario
LHIN Board Chairs
LHIN CEOs
Dr. Bob Bell, Deputy Minister, Ministry of Health and Long-Term Care (MOHLTC)
Mr. Tim Hadwen, Assistant Deputy Minister, Health System Accountability,
Performance & French Language Services Division, MOHLTC
Ms. Jane Sager, Director, LHIN Liaison Branch, Health System Accountability,
Performance & French Language Services Division, MOHLTC