MEMORANDUM OF UNDERSTANDING

Between

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

And

Toronto Central Local Health Integration Network

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1. Definitions

In this MOU:

a. "Accountability Agreement" means the Accountability Agreement between the Ministry and the LHIN that is required by LHSIA.

b. AAD means the TB/MBC Agencies and Appointments Directive.

c. "ARA" means the *Archives and Recordkeeping Act, 2006*.

d. "Board" means the board of directors of the LHIN.

e. "Chair" means the chair of the Board.

f. "Board Member" means an individual appointed to the Board by the Lieutenant Governor in Council.

g. "CEO" means the Chief Executive Officer of the LHIN.

h. "Common Issue" means an issue, policy or other matter on which the LHINs want or are required by the Ministry, to have a common position. In the absence of agreement, an issue, policy or other matter will be deemed to be a Common Issue, and subject to the provisions of subsection 15.2 with the support of at least two-thirds of the LHINs.

i. "Conflict of Interest Rules" means the rules set out in Ontario Regulation 381/07 or the rules approved by the Conflict of Interest Commissioner for the LHIN as the case may be.

j. "Deputy Minister" means the Deputy Minister of the Ministry.

k. "Directives" means the TB/MBC and Ministry of Finance directives listed in Appendix 1, which directives may be revised, replaced or added to in accordance with section 10.

l. "Fiscal Year" means the period from April 1 to March 31 of the following year.

m. "FIPPA" means the *Freedom of Information and Protection of Privacy Act, 1990*.

n. "Government" means the Government of Ontario.

o. "HCCSA" means the *Home Care and Community Services Act, 1994*.

p. "Health Shared Services Ontario" and "HSSO" means Health Shared Services Ontario as established by Ontario Regulation 456/16 made under LHSIA.

q. “HSSO Shared Service” means a service of HSSO delivered or provided in support of key LHIN functions listed in Appendix 1 to the Memorandum of Understanding between HSSO and the Ministry.

r. “LHIN” means the Toronto Central Local Health Integration Network.

s. “LHINs” means all the local health integration networks established or continued as corporations under LHSIA.

t. “LHSIA” means the *Local Health System Integration Act, 2006.*

u. “Mandate Letter” means the letter from the Minister to the LHIN establishing priorities in accordance with the Premier’s mandate letter to the Minister.

v. “MBC” means Management Board of Cabinet.

w. “Minister” means Minister of Health and Long-Term Care or such other person who may be designated as the responsible Minister in relation to this MOU in accordance with the *Executive Council Act*, as amended.

x. “Ministry” means the Ministry of Health and Long-Term Care or MOHLTC.

y. “MOU” means this memorandum of understanding required by the AAD as the same may be amended from time to time and includes all appendices.

z. “Other Shared Service” means a service that is required, used or can be available for use, by all LHINs but not delivered by HSSO. In the absence of agreement, a service will be identified as an Other Shared Service with the support of at least two-thirds of the LHINs.

aa. “PHIPA” means the *Personal Health Information Protection Act, 2004*.

bb. “PSOA” means the *Public Service of Ontario Act*, *2006*.

cc. “TB” means Treasury Board.

dd. “TB/MBC” means the Treasury Board/Management Board of Cabinet.

2. Purpose

a. The purpose of this MOU is to:

(i) Set out the accountability relationships between the Minister and the Toronto Central LHIN;

(ii) Clarify the roles and responsibilities of the Minister, the Chair, the Deputy Minister, the CEO, and the Board; and

(iii) Set out the expectations for the operational, administrative, financial, staffing, auditing and reporting arrangements between the LHIN and the Ministry.

b. This MOU should be read together with LHSIA, HCCSA, and the Accountability Agreement. This MOU does not affect, modify or limit the powers of the LHIN as set out in 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. In case of a conflict between this MOU and the Accountability Agreement, the Accountability Agreement prevails.

c. This MOU replaces the Memorandum of Understanding between the parties dated November 6, 2012.

3. LHIN's Legal Authority and Mandate

a. The legal authority of the LHIN is set out in LHSIA.

b. The LHIN also exercises powers or duties under other Acts including the HCCSA.

c. The objects of the LHIN are as set out in LHSIA.

d. The LHIN's mandate includes the delivery and management of home and community care services.

e. The LHIN is a corporation without share capital. Neither the *Corporations Act* nor the *Corporations Information Act* apply to the LHIN, except as prescribed under LHSIA.

f. Subsection 134(1) and section 136 of the Business Corporations Act apply to the LHIN, subject to the limitations set out in LHSIA.

4. Crown Agent Status

a. The LHIN is a Crown agency within the meaning of the *Crown Agency Act* and may exercise its powers only as an agent of the Crown pursuant to subsection 4(1) of LHSIA.

b. The LHIN has the capacity, rights, powers and privileges of a natural person for carrying out its objects, except as limited by LHSIA.

5. Agency Type and Public Body Status

a. The LHIN is designated as a board-governed agency under the AAD.

b. The LHIN is prescribed as a public body in accordance with Ontario Regulation 146/10 under the PSOA.

6. Guiding Principles

The parties agree to the following principles:

a. LHINs have a unique and important responsibility to manage local health care needs across the health system on behalf of the Government, including the delivery and management of home and community care services.

b. The Minister acknowledges that the LHIN exercises powers and performs duties in accordance with its mandate.

c. The Minister acknowledges that the LHIN plays a meaningful role in the development of the policies and programs of the Government, as well as in the implementation of those policies and delivery of programs.

d. The Board acknowledges 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 the LHIN. The Board acknowledges that it is accountable to the Minister, through the Chair, for governance and oversight of the LHIN.

e. As an agency of the Government, the LHIN conducts itself according to the management principles of the government. These principles include ethical behaviour; prudent; efficient, and lawful use of public resources; fairness; high quality service to the public; and openness and transparency to the extent allowed under law.

f. The LHIN and the Ministry agree to avoid duplication of services wherever possible.

g. The LHIN 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 the LHIN's fulfillment of its mandate and its compliance with Government policies, and for reporting to the Legislative Assembly on the LHIN's affairs.

b. For reporting and responding to TB/MBC on the LHIN's performance and compliance with Government's applicable Directives and operational policies.

c. To the Cabinet for the performance of the LHIN and its compliance with the Government's operational policies and broad policy directions.

d. For receiving the LHIN's annual report and ensuring that it is made available to the public within 30 days of tabling it in the Legislative Assembly.

e. For approving and tabling the annual report within 60 days of receipt of the annual report from the LHIN.

7.2 Chair

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

a. To the Minister for the performance of the LHIN and for carrying out the roles and responsibilities assigned to the Chair by LHSIA, other applicable legislation, this MOU, the Accountability Agreement and the Directives.

b. For reporting to the Minister, as requested, on the LHIN's activities.

c. For ensuring timely communication with the Minister regarding any issues that have come to the Chair's attention that affects, or can reasonably be expected to affect, the Minister's responsibilities for the LHIN.

7.3 Board of Directors

The Board is accountable to the Minister, through the Chair, for the oversight and governance of the LHIN, setting goals, objectives and strategic direction for the LHIN within its mandate, and for carrying out the roles and responsibilities assigned to it by LHSIA, other applicable legislation, the Directives, the Accountability Agreement and this MOU.

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 the LHIN and for carrying out the roles and responsibilities assigned by the Minister, LHSIA, applicable TB/MBC and Ministry of Finance directives, the Accountability Agreement and this MOU.

The Deputy Minister is also accountable for attesting to TB/MBC on the LHIN's compliance and applicable Directives.

7.5 LHIN Chief Executive Officer

The CEO is accountable to the Board for carrying out the roles and

responsibilities assigned to the CEO by the Board, LHSIA, this MOU, the Accountability Agreement and the Directives. The CEO keeps the Chair and the Board informed of the implementation of policy and operations of the LHIN. The CEO reports the LHIN's performance results to the Board, through the Chair.

8. Conflict of Interest

a. The LHIN's employees and Board Members are required to follow the Conflict of Interest Rules approved by the Conflict of Interest Commissioner.

b. The Chair is responsible for ensuring that appointees and staff of the LHIN 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 the LHIN.

c. 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.

d. The designated senior positions for the purposes of the Conflict of Interest Rules are set out in Appendix 4.

9. Roles and Responsibilities

9.1 Minister

The Minister is responsible to Cabinet for:

a. Reporting and responding to the Legislative Assembly on the affairs of the LHIN.

b. Attesting, reporting and responding to TB/MBC on the LHIN's performance, compliance with applicable Directives, the Government's operational policies and policy directions.

c. Where required, recommending to TB/MBC the merger, any change to the LHIN's mandate or dissolution of the LHIN.

d. Recommending to TB/MBC the powers to be given to, or revoked from, the LHIN when a change to the mandate of the LHIN is being proposed.

e. Meeting with the Chair as needed to discuss issues relating to the fulfillment of the LHIN's mandate.

f. Determining at any time the need for a review or audit of the LHIN, and appointing one or more investigators to investigate and report on the quality of the management and administration of the LHIN, or any other matter relating to the LHIN where the Minister considers it in the public interest to do so.

g. Recommending the appointment of a person as a LHIN supervisor where the Lieutenant Governor in Council considers it in the public interest to do so, after having provided at least 14 days' notice to the Board.

h. Issuing directions to a LHIN supervisor with regard to any matter within the jurisdiction of the supervisor.

i. Recommending to TB/MBC any changes to the governance or administration of the LHIN resulting from any such investigation, review or audit under clause 9.1(f).

j. When appropriate or necessary, taking action or directing that corrective action be taken with respect to the LHIN's administration or operations.

k. When appropriate or necessary, issuing an operational or policy directive to the LHIN where the Minister considers it to be in the public interest to do so.

l. When appropriate or necessary, issuing provincial standards for the provision of health services that are provided or arranged by the LHIN or health service providers where the Minister considers it to be in the public interest to do so.

m. Receiving and approving the LHIN's annual report and ensuring that the annual report is made available to the public within 30 days of tabling it in the Legislative Assembly.

n. Tabling the annual report of the LHIN in the Legislative Assembly within 60 days of receiving the annual report from the LHIN.

o. Providing strategic direction to the LHIN for the health system and informing the Chair of the Government's priorities and broad policy directions for the LHIN.

p. Consulting, as appropriate, with the Chair (and others) on significant new directions or when the Government is considering regulatory or legislative changes for the LHIN.

q. Developing the LHIN's MOU and Accountability Agreement with the LHIN and signing the MOU and the Accountability Agreement.

r. Recommending the LHIN's MOU to TB/MBC for approval before it is signed by the parties.

s. Reviewing and approving the LHIN's annual business plan.

t. Recommending to TB/MBC any provincial funding to be allocated to the LHIN.

u. Directing the Board, through the Chair, to undertake reviews of the LHIN on a periodic basis, and making recommendations to TB/MBC as may be required after such reviews are completed.

v. Providing direction on the development of the LHIN's annual business plan.

w. Reviewing the advice or recommendation of the Chair on candidates for appointment or re-appointment to the Board.

x. Making recommendations to Cabinet and the Lieutenant Governor in Council for appointments and reappointments to the LHIN, pursuant to the process for agency appointments established by LHSIA.

y. Recommending a Chair and a vice-chair for designation by the Lieutenant Governor in Council.

z. Meeting with the Chair or the Board annually.

aa. Outlining the key expectations, commitments and performance priorities for the LHIN at the beginning of the annual business planning cycle through the Mandate Letter.

9.2 Chair

The Chair is responsible for:

a. Providing leadership to the Board, monitoring the Board's performance.

b. On behalf of the Board, seeking strategic policy direction for the LHIN from the Minister.

c. Communicating strategic directions and decisions of the Board to the CEO.

d. Convening and chairing meetings of the Board in accordance with the by-laws.

e. Representing the Board at meetings with the Minister, the Deputy Minister, joint LHIN meetings or on working groups, and delegating this role in whole or in part to Board Members as necessary or appropriate.

f. Communicating to the Board about the meetings that the Chair attends, including the substance of the issues discussed and any consensus reached for consideration by the Board.

g. Communicating the Board's position back to the Minister, the Deputy Minister, participants of joint LHIN meetings or working groups as the case may be.

h. On behalf of the Board, communicating in a timely manner with the Minister regarding any issues or events that have come to the Board's attention that affects, or can reasonably be expected to affect, the Minister's responsibilities for the LHIN and the local health system.

i. Consulting, on behalf of the Board, with the Minister, or a delegate or advisor of the Minister, in advance regarding any activity which may have an impact on the Government and Ministry's policies, directives or procedures, or on the LHIN's mandate, powers or responsibilities as set out in LHSIA, the MOU or the Accountability Agreement.

j. Keeping the Minister informed of upcoming appointment vacancies and providing recommendations for appointments or re-appointments.

k. Developing the LHIN's MOU and the Accountability Agreement with the Minister and signing the MOU and the Accountability Agreement on behalf of the Board as authorized by the Board.

l. Ensuring that LHIN staff and Board Members are informed of applicable Directives with which the LHIN is required to comply.

m. Ensuring that Board Members are informed of their responsibilities under the PSOA with regard to the rules of ethical conduct including the oaths, Conflict of Interest Rules, political activity rules and wrongdoing.

n. Carrying out effective public communications and relations for the LHIN 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. Ensuring the evaluation of the performance of the CEO in consultation with the Board and pursuant to performance criteria established by the Board. Performance criteria should be based on best practices in the health sector for senior managers.

p. Cooperating with any review, audit, or investigation of the LHIN directed by the Minister or TB/MBC.

q. Complying with any operational or policy directive issued by the Minister.

r. Complying with any provincial standards for the provision of health services issued by the Minister.

s. Ensuring that Board Members receive training to carry out their duties and responsibilities.

t. Fulfilling the role of ethics executive for Board Members under the PSOA, requiring Board Members to comply with the PSOA and applicable rules in respect of conflict of interest, political activity, and the protected disclosure of wrongdoing.

u. Promoting ethical conduct and ensuring that all Board Members are familiar with their responsibilities under the PSOA with regard to the rules of ethical conduct, including the oaths, Conflict of Interest Rules, political activity rules and the protected disclosure of wrongdoing.

v. Ensuring that the LHIN designates designated senior positions in the LHIN, including Board Members, for the purposes of the Conflict of Interest Rules.

w. Reviewing and approving claims for per diems and expenses of Board Members.

x. Making attestations on behalf of the Board under, and ensuring that the expenses of the Board Members are posted in accordance with, the *Broader Public Sector Accountability Act, 2010*.

9.3 Board of Directors

The Board is responsible for:

a. Setting the goals, objectives, and strategic directions for the LHIN consistent with its mandate as defined by LHSIA**,** applicable Government policies, and this MOU.

b. Monitoring the performance of the LHIN.

c. Directing the affairs of the LHIN and setting overall priorities so as to fulfill its mandate.

d. Directing the development of, reviewing, and approving the LHIN's annual business plan, budget and annual report, and submitting them to the Minister in accordance with the timelines specified in the Directives, this MOU, or within the timelines agreed upon with the Ministry.

e. Ensuring that the LHIN operates within its approved budget allocation in fulfilling its mandate.

f. Reporting to the Minister, through the Chair, as requested on the LHIN's activities within agreed upon timelines.

g. Making decisions consistent with the annual business plan approved for the LHIN and ensuring that the LHIN operates within its allocations.

h. Ensuring that the LHIN manages its affairs in compliance with the Directives.

i. Ensuring that the LHIN uses public funds prudently and only for the business of the LHIN based on the principle of value for money, and in compliance with applicable legislation and the Directives.

j. Ensuring that LHIN funds are used with integrity, honesty, fairness and effective controllership.

k. Ensuring that the LHIN is governed in an effective and efficient manner according to accepted business and financial practices, and in accordance with applicable Directives.

l. Establishing such Board committees or oversight mechanisms as required by LHSIA or as may be required to advise the Board on the effective management, governance or accountability procedures for the LHIN.

m. Developing written position descriptions, roles and responsibilities for Board committee chairs and members.

n. Approving the MOU for the LHIN and the Accountability Agreement in a timely manner and authorizing the Chair to sign the MOU and the Accountability Agreement on behalf of the LHIN.

o. Approving the LHIN's reports and reviews that may be requested by the Minister from time to time for submission to the Minister within agreed-upon timelines.

p. Performing an annual assessment of the effectiveness of the Board as a whole and on Board Members using tools common to all LHINs.

q. Directing the development of an appropriate risk-management framework and a risk-management plan and arranging for risk-based reviews and audits of the LHIN as needed.

r. Requiring that LHIN employees and that every Board Member abide by the Conflict of Interest Rules.

s. Complying with the Conflict of Interest Rules, including the post-service provisions that apply to designated senior positions in the LHIN.

t. Ensuring that appropriate management systems are in place (financial, information technology, human resources) for the effective administration of the LHIN.

u. Establishing performance measures, targets and management systems for monitoring and assessing the operational performance of the LHIN.

v. Directing corrective action on the functioning or operations of the LHIN, if needed.

w. Cooperating with and sharing any relevant information on any risk-based or periodic review directed by the minister or TB/MBC.

x. Consulting, as appropriate, with stakeholders on the LHIN's goals, objectives and strategic directions.

y. Providing advice to the Government, through the Chair to the Minister, on issues within or affecting the LHIN's mandate and operations.

z. Setting and reporting on the strategic direction for the LHIN according to the Mandate Letter, LHIN's proposed business plan, and the LHIN's annual report.

aa. Providing both the Minister and the Minister of Finance with a copy of every audit report of the LHIN, a copy of the LHIN's response to each report, and any recommendations in the report.

bb. Advising the Minister annually on any outstanding audit recommendations.

cc. Ensuring that an appropriate framework is in place for LHIN staff and Board Members to receive adequate orientation and training.

dd. Ensuring that a process for responding to and resolving complaints is in place.

ee. 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.

ff. Establishing, setting, and evaluating performance criteria for the performance of the CEO. Performance criteria should be based on best practices in the health sector for senior managers.

gg. Where permitted, delegating any of its powers or duties under LHSIA or any other Act to such person or persons as the Board considers appropriate and may impose conditions and restrictions with respect to the delegation.

9.4 Deputy Minister

The Deputy Minister is responsible for:

a. Advising and assisting the Minister regarding the Minister's responsibilities for the LHIN including informing the Minister of policy direction, policies and priorities of relevance to the LHIN's mandate.

b. Advising the Minister on the requirements of the AAD, the Government Appointees Directive and other Directives that apply to the LHIN.

c. Recommending to the Minister, as may be necessary, the evaluation or review, including a risk-based review, of the LHIN or any of its programs, or changes to the management framework or operations of the LHIN.

d. Facilitating regular briefings and consultations between the Chair and Minister, and between Ministry staff and LHIN staff.

e. Attesting to TB/MBC as required, to the LHIN compliance with the mandatory accountability requirements set out in the AAD and other applicable Directives, the Government's operational policies and policy directions based on the annual letter of compliance from the Chair to the Minister.

f. Ensuring that the Ministry and the LHIN have the capacity and systems in place for ongoing risk-based management, including appropriate oversight of the LHIN.

g. Ensuring that the LHIN has an appropriate risk-management framework and a risk-management plan in place for managing risks that the LHIN may encounter in meeting its program or service delivery objectives.

h. Undertaking timely risk-based reviews of the LHIN, its management or operations, as may be directed by the Minister or TB/MBC.

i. Establishing a framework for reviewing and assessing the LHIN's annual business plans and other reports.

j. Supporting the Minister in reviewing the performance of the LHIN.

k. Monitoring the LHIN on behalf of the Minister while respecting the LHIN'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.

l. Advising the Minister on documents submitted by the LHIN to the Minister for review or approval, or both.

m. Submitting to the Minister, as part of the annual planning process, a risk assessment and management plan for each risk category.

n. Undertaking and/or cooperating with any reviews of the LHIN as may be directed by the Minister or TB/MBC.

o. Developing the LHIN's MOU and the Accountability Agreement with the LHIN as directed by the Minister.

p. Consulting with the LHIN's CEO or Chair, as needed, on matters of mutual importance including services provided by the Ministry and compliance with the Directives and Ministry policies.

q. Meeting with the Chair or CEO as needed or as directed by the Minister or on the request of the Chair or CEO.

r. Arranging for administrative, financial and other support to the LHIN as specified in this MOU.

s. Informing the Chair, in writing, of new Government directives and any exceptions to or exemptions in whole or in part from Directives or Ministry administrative policies.

t. When required, submitting a report to the secretaries of TB/MBC on the wind-down of the LHIN, disposition of any assets, completion of any outstanding responsibilities by the LHIN, and the termination of any appointments.

9.5 LHIN Chief Executive Officer

The CEO is responsible for:

a. Providing leadership and oversight for all aspects of the mandate of the LHIN.

b. Translating the goals, objectives and strategic directions of the Board into operational plans and activities in accordance with the LHIN's approved business plan.

c. Applying policies and procedures so that public funds are used prudently, with integrity and honesty and only for the business of the LHIN.

d. Delivering and managing home and community care services in accordance with HCCSA, the Accountability Agreement, the MOU, the Directives, and accepted business and financial practices.

e. Managing the day-to-day operations of the LHIN in accordance with LHSIA, the Accountability Agreement, the MOU, the Directives, and accepted business and financial practices.

f. Advising the Chair on the requirements of, and compliance with, the Directives and other TB/MBC and Ministry of Finance policies, and LHIN by-laws and policies, including annually attesting to the Chair on the LHIN's compliance with mandatory requirements.

g. Complying with the Directives.

h. Ensuring that LHIN staff is aware of, and complies with, its responsibilities under the Directives.

i. Providing leadership and management to the LHIN employees, in accordance with the approved business plan, accepted business and financial practices and standards, LHSIA, and all Directives, including, but not limited to:
   a. Home and community care,
   b. Strategy and system planning,
   c. Performance and accountability,
   d. Human, financial and corporate resources, and
   e. Communications and community engagement.

j. Establishing and applying a financial management framework for the LHIN in accordance with Directives, policies and guidelines.

k. Ensuring that the LHIN has the oversight capacity and an effective oversight framework in place for monitoring its management and operations.

l. Keeping the Board, through the Chair, informed with respect to implementation of policy and the operations of the LHIN, as well as other operational matters.

m. Establishing and applying systems to ensure that the LHIN operates within its approved business plan.

n. Establishing and applying the LHIN's risk-management framework and risk-management plan as directed by the Board.

o. Supporting the Chair and Board in meeting his or her responsibilities, including compliance with all applicable legislation, directives, policies, procedures and guidelines.

p. Developing the LHIN's MOU and Accountability Agreement with the Ministry as directed by the Board.

q. Preparing annual reports and business plans for the LHIN as directed by the Board.

r. Preparing financial reports for approval by the Board.

s. Carrying out in-year monitoring of the LHIN's performance and reporting on results to the Board through the Chair.

t. Keeping the Ministry and the Chair advised on issues or events that have come to the CEO's attention that affects, or can reasonably be expected to affect the Minister, the Deputy Minister and the Chair in the exercise of their responsibilities.

u. Seeking support and advice from the Board or the Ministry, as appropriate, on LHIN management issues.

v. Establishing a system for the retention of LHIN documents and for making such documents publicly available when appropriate, for complying with FIPPA and ARA where applicable.

w. Establishing a system for the collection, use, and disclosure of personal health information and complying with PHIPA.

x. Undertaking timely risk-based reviews of the LHIN's management and operations.

y. Consulting with the Deputy Minister as needed, on matters of mutual importance, including services provided by the Ministry, and on TB/MBC and Directives and Ministry policies.

z. Cooperating with a periodic review directed by the Minister or TB/MBC.

aa. Preparing, for approval by the Board, a performance review system for staff and implementing the system.

bb. Promoting ethical conduct and ensuring that all employees of the LHIN are familiar with the ethical requirements of the PSOA. Ensuring that staff of the LHIN are informed of their responsibilities under the PSOA with regard to the rules of ethical conduct (Part IV of the PSOA), including the oaths, Conflict of Interest Rules, political activity rules and wrongdoing.

cc. Fulfilling the role of ethics executive for employees of the LHIN employees under the PSOA, and requiring employees to comply with the PSOA and the applicable rules in respect of conflict of interest, political activity, and the protected disclosure of wrongdoing.

10. Treasury Board / Management Board of Cabinet Directives

a. The LHIN is responsible for complying with all Directives.

b. The Ministry will endeavor to promptly inform the LHIN of amendments or additions to Directives or any new Directives.

c. The Ministry will revise Appendix 1 to reflect each revised, replacement and new Directive, if any, and provide any such revised Appendix 1 to the LHIN as soon as is practicable after the Ministry provides the revised, replacement or new Directive to the LHIN.

d. In addition to complying with the MBC Realty Directive, the LHIN and the Ministry shall work together to identify applicable policies and guidelines related to realty with which the LHIN shall comply when acquiring space for accommodation and program purposes. The Ministry will ensure that the LHIN is provided any updates to any such Government policies and guidelines.

11. Accountability Agreement

a. The Minister and the LHIN have entered into an Accountability Agreement. As required by section 18 of LHSIA the current Accountability Agreement that is in place includes the following:

   A. performance goals and objectives for the LHIN and the local health system;
   B. performance standards, targets and measures for the LHIN and the local health system;
   C. requirements for the LHIN to report on the performance of the LHIN and the local health system;
   D. a plan for spending the funding that the LHIN receives from the Minister under section 17 of LHSIA, which spending shall be in accordance with the appropriation from which the Minister has provided the funding to the LHIN; and
   E. a progressive performance management process for the LHIN.

12. Annual Reporting Requirements

12.1 Annual Business Plan

a. The Board will ensure that the Minister is provided annually with the LHIN's annual business plan covering a minimum of three years from the current Fiscal Year that includes a financial budget, a risk management plan, and a communications plan for approval within the timelines established by the Minister for this purpose.

b. The Board is responsible for ensuring that the LHIN's annual business plan meets the requirements of the AAD.

c. The Board 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 requirement of

the AAD, to assess risks, develop and maintain necessary records and report to TB/MBC.

d. The Minister will review the LHIN's annual business plan and will promptly advise the Chair whether or not he or she concurs with the directions proposed by the LHIN. The Minister may advise the Chair where and in what manner the LHIN's plans vary from Government or Ministry policy or priorities as may be required, and the LHIN will revise its plan accordingly.

e. The Board is responsible for ensuring that the LHIN's annual business plan includes a system of performance measures and reporting on the achievement of the objectives set out in the annual business plan. The system must include performance goals, how they will be achieved, and target results and time frames.

f. In addition, TB/MBC may require the Minister to submit the LHIN's annual business plan to TB/MBC for review at any time.

12.2 Annual Reports

a. The Board is responsible for ensuring that the LHIN's annual report is submitted to the Minister for tabling in the Legislative Assembly. The Chair will submit the annual report, on behalf of the Board, to the Minister within 120 days of the LHIN's Fiscal Year end.

b. The Minister will receive and table the LHIN's annual report in the Legislative Assembly within 60 days of receiving the annual report from the LHIN.

12.3 Other Reports

The Board will ensure that:

a. Such reports as are required by the Accountability Agreement are submitted to the Ministry in accordance with the Accountability Agreement.

b. At the request of the Minister or Deputy Minister, any information that may be required from time to time for the purpose of Ministry administration, is submitted to the Ministry.

13. Public Posting Requirements

a. The LHIN, through the Chair on behalf of the Board, will ensure that the following approved governance documents are posted in accessible format, in both official languages, on the LHIN website within the specified timelines:

- MOU and any Letter of Affirmation – 30 days of signing by both parties;
- Mandate Letter – 30 days of Minister's issuing;

- Annual Business Plan – 30 days of Minister's approval; and
- Annual Report – 30 days of tabling in the Legislative Assembly.

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 the LHIN in the marketplace, and information that would otherwise pose a risk to the security of the facilities and/or operations of the LHIN.

c. The LHIN, through the Chair on behalf of the Board, will ensure that expense information for appointees and senior management staff is posted on the LHIN website, in accordance with the requirements of the MBC Travel, Meal and Hospitality Expenses Directive.

14. Communications and Issues Management

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

b. The parties, therefore, agree as follows:

(i) The Chair will keep the Minister advised, in a timely manner, of all planned events and issues that concern or can be reasonably expected to concern the Minister in the exercise of the Minister's responsibilities.

(ii) The Minister will consult with the Chair, as appropriate, on broad Government policy initiatives or legislation being considered by the Government that may impact on the LHIN's mandate or functions.

(iii) The Minister and the Chair will consult with each other on public communications strategies and publications. They will keep each other informed of the results of stakeholder and other public consultations and discussions.

(iv) The Minister and the Chair will meet at least annually, or as requested by either party, to discuss issues relating to the fulfillment of the LHIN's mandate, management and operations.

(v) The Deputy Minister and the CEO will meet as needed to discuss issues relating to the efficient operation of the LHIN and the provision of services by the Ministry to the LHIN.

(vi) The LHIN and Ministry will adhere to the Information Exchange, Communications and Issues Management Protocol between MOHLTC Communications and Marketing Division (CMD) and the LHIN set out in Appendix 2 to this MOU.

15. Administrative Arrangements

15.1 Applicable Directives

a. The Board is responsible for ensuring that the LHIN operates in accordance with all applicable Directives, as well as applicable Ministry financial and administrative policies and procedures.

b. The Board is responsible for ensuring that the legal, financial and other interests of the Government in intellectual property are protected in any contract that the LHIN may enter into with a third party that involves the creation of intellectual property.

c. The Board is responsible for ensuring that clear expectations are established for transfer payment recipients, and for ensuring effective diligence when setting up and monitoring transfer payment contracts to ensure public services are delivered, commitments are fulfilled and the right controls are in place to ensure the prudent use of taxpayers' money.

15.2 Common Issues and Shared Services

I. Common Issues

a. The LHIN acknowledges that it is one LHIN in a province-wide network of LHINs under LHSIA, each of which is subject to the same objects and substantially the same obligations as a result of its agency relationship with the Ministry. Without limiting the foregoing, each LHIN:

(i) is subject to LHSIA;
(ii) has the same MOU with the Government;
(iii) has substantially the same by-laws as each other LHIN;
(iv) has the same Conflict of Interest Rules;
(v) has substantially the same basic operating policies; and
(vi) has substantially the same Accountability Agreement and performance requirements.

b. Recognizing the inherent efficiencies for both the Ministry and the LHINs in maintaining common structures and policies, the LHIN agrees that it will act in concert with the other LHINs to resolve Common Issues in a common manner. The LHIN agrees that it will respect and abide by the position

approved by a two-thirds majority of the LHINs if a consensus cannot be reached through discussion and debate.

The Ministry will recognize positions determined by the above process as the common position of the LHINs on a Common Issue.

II. Shared Services

A. HSSO Shared Services

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

b. LHSIA states that HSSO is to provide shared services to the LHINs and others.

c. The HSSO objects are set out in Ontario Regulation 456/16 under LHSIA.

d. The LHIN acknowledges the mandate of HSSO and agrees that HSSO will provide HSSO Shared Services in furtherance of its objects.

e. The LHIN shall enter into a service level agreement with HSSO for the provision of HSSO Shared Services.

f. The LHIN shall contact and discuss with HSSO an additional service that is required, used or can be available for use by all LHINs to determine whether it should be an HSSO Shared Service or Other Shared Service.

B. Other Shared Services

a. The LHIN agrees to enter into a shared services agreement with the other LHINs to enable the procurement and management of Other Shared Services on behalf of all the LHINs. The LHIN agrees that it will respect and abide by the direction on Other Shared Services approved by a two-thirds majority of the LHINs if a consensus cannot be reached through discussion and debate.

b. For the purpose of the above paragraphs, the position of each LHIN will be determined by the CEO or the Board, as appropriate, and will be represented to the group of LHINs by the CEO or Chair. The common position will be determined by a vote conducted in person, by e-mail or by any combination of methods that allow all LHINs to communicate their position to the other LHINs. The results of the vote will be tabulated and confirmed by the LHINs' legal counsel or such other person as may be determined from time to time.

c. The Ministry will recognize positions determined by the above process as the common position of the LHINs on Other Shared Services.

15.3 Administrative and Organizational Support Services

a. The Deputy Minister is responsible for providing the LHIN with the administrative and organizational support services listed in Appendix 3 to this MOU.

b. Appendix 3 may be reviewed at any time at the request of either party.

c. The Deputy Minister will ensure that the support or services provided to the LHIN are of the same quality as those provided to the Ministry's own divisions and branches.

15.4 Legal Services

a. Legal services to the LHIN will be provided by the Ministry of the Attorney General.

b. The LHIN shall use the same in-house counsel as all other LHINs and HSSO.

c. The LHIN 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.

15.5 Audit Services

Each Board shall appoint the same auditor as all other LHINs for its annual financial audit. Notwithstanding the foregoing, the conduct of the audit is under the direction and control of the Board.

15.6 Information and Protection of Privacy

a. The Chair and the Minister acknowledge that the LHIN is bound to follow the requirements set out in FIPPA and PHIPA in relation to the collection, retention, security, use, distribution and disposal of records.

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

15.7 Administrative Service Standards

a. The LHIN shall establish customer service and quality standards that the public and employees can expect when accessing internal and external administrative services provided by LHIN staff and accessed by telephone, in-person, e-mail, regular mail, fax and through websites, and that are consistent

with the appropriate standards of the Government, the Ministry and the Ontario Public Service.

b. The Chair will ensure that the LHIN delivers its services at a quality standard that reflects the principles and requirements of the OPS Service Directive.

c. The LHIN will establish a formal process for responding to complaints about the quality of services received by clients of the LHIN consistent with the Government's service quality standards.

d. The LHIN's annual business plan will include performance measures and targets for client service and the LHIN's response to complaints.

e. The LHIN will comply with the *Accessibility for Ontarians with Disabilities Act*, *2005.*

f. The LHIN is expected to be in compliance with a, b, c and d above by March 31, 2018.

15.8 Records Management

a. 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 the LHIN complies with the ARA.

c. Each LHIN shall appoint an individual to assume corporate responsibility for the management of recorded information pursuant to the Directive on Management of Recorded Information.

d. The CEO, the Chair, and the Board shall protect the legal, fiscal and other interests of the LHIN by implementing reasonable measures to ensure the ongoing viability, integrity, preservation and security of all official records created, commissioned or acquired by the LHIN. This includes, but is not limited to, all electronic records, such as emails, information posted on the LHIN's website, database data sets, and all records stored on personal computers and shared drives.

e. The Chair, on behalf of the Board, is responsible for ensuring measures are implemented requiring the LHIN's employees to create full, accurate and reliable records that document and support significant business transactions, decisions, events, policies and programs.

16. Financial Arrangements

16.1 Funding

a. The LHIN is funded through transfer payments from the Ministry in accordance with the terms of LHSIA and the Accountability Agreement.

b. When ordered to do so by the Minister of Finance, pursuant to Section 16.4 of the *Financial Administration Act* ("FAA"), the LHIN shall pay into the Consolidated Revenue Fund any money that the Minister of Finance determines is surplus to its requirements.

c. Pursuant to Section 28 of the FAA, the LHIN 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. The Minister's approval is required before seeking statutory approval from the Minister of Finance.

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

e. Financial procedures of the LHIN must be in accordance with Directives and guidelines and other applicable Government direction.

f. Recovered costs and other revenues, if any, are paid as received to the Consolidated Revenue Fund, unless LHSIA provides otherwise, and may not be applied to administrative expenditures of the LHIN unless otherwise provided by LHSIA.

g. The Minister on behalf of the Government is entitled to recover any unspent operating or grant monies provided by the Minister to the LHIN.

16.2 Financial Reports

a. The LHIN shall provide, on instruction from the Ministry of Finance, the LHIN's financial information for consolidation into the Public Accounts.

b. The LHIN will submit to the Ministry of Finance its salary information according to the *Public Sector Salary Disclosure Act, 1996*.

c. The Board will provide to the Minister audited annual financial statements, and will include them as part of the LHIN'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.

16.3 Taxation Status: Harmonized Sales Tax (HST)

The LHIN receives a Comprehensive Value-Added Tax rebate under the Comprehensive Integrated Tax Coordination Agreement.

17. Audit and Review Arrangements

17.1 Audits (other than Annual Financial Audits)

a. The LHIN 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.

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 annual external audit, the Minister may direct that the LHIN be audited at any time.

d. The Board will promptly provide a copy of every report from an audit to the Minister and the Minister of Finance. The LHIN will also provide a copy of its response to the audit report and any recommendations therein. The LHIN will advise the Minister annually on any outstanding audit recommendations.

e. The Board may request an external audit of the financial transactions or management controls of the LHIN at the LHIN's expense.

17.2 Other Reviews

a. The LHIN 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 the LHIN that are determined by TB/MBC or the Minister, and may include the mandate, powers, governance structure and/or operations of the LHIN.

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 of Directors, and the Minister, and how any other parties are involved.

c. A mandate review of the LHIN is required once every seven years. The next review will be conducted by 2024.

d. The Minister will consult the Chair, on behalf of the Board of Directors, as appropriate during any such review.

e. The Chair, CEO and the Board 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 the LHIN to TB/MBC for consideration.

18. Staffing and Appointees

18.1 Staffing

a. The LHIN employees, other than the CEO, report to and are accountable to the CEO for their performance under LHSIA.

b. The CEO is employed by the LHIN under LHSIA.

18.2 Appointments

a. The Board Members are appointed by the Lieutenant Governor in Council on the recommendation of the Minister pursuant to subsection 7(1) of LHSIA.

b. The Chair and the Vice Chair(s) are designated by the Lieutenant Governor in Council on the recommendation of the Minister pursuant to subsection 7(6) of LHSIA**.**

c. If the Lieutenant Governor in Council has not designated a Chair or Vice-Chair(s), the Board Members may select a Chair or Vice-Chair(s) from among the Board Members to hold office as provided by by-law, until such time as a Lieutenant Governor in Council makes a designation.

18.3 Qualifications of a Board Member

a. Board Members must meet the following criteria:

1. be at least eighteen years of age;
2. not be an undischarged bankrupt;
3. be interested in furthering the objects of the LHIN; and
4. attend directors' meetings on a regular basis.

b. As part of the appointment process for Board Members the Minister will also consider for appointment persons who live and/or work in the LHIN, have governance experience and who have a background in health care (including home and community care, hospital care, clinical care, and primary care), public sector, management, accounting, finance, law, human resources, communications, labour relations, information technology, marketing, community engagement or such other skills and professions that can assist a Board in meeting the LHIN's objects. The Minister will also consider gender,

cultural diversity (including Francophone and Indigenous populations) and geographic distribution when appointing persons as Board Members.

c. Except as may be permitted by the Lieutenant Governor in Council, Board Members cannot be:

    1. a member of the board, chief executive officer, an officer, employee or staff of:
        A. any corporation, agency or entity that represents the interests of persons who are part of the health sector and whose main purpose is advocacy for the interests of those persons;
        B. a College of a health profession or group of health professions as defined under the *Regulated Health Professions Act, 199*1;
        C. an entity that receives funding from a LHIN;
        D. a service provider contracted to provide home care or community services by a LHIN; or
        E. an entity that provides a service to a LHIN, such as a consulting firm.
    2. an employee of the Ministry;
    3. an employee of the LHIN; or
    4. an associate of any person referred to in 1, 2, or 3 above, where associate means with respect to an individual, any member of the individual's immediate family who resides with the individual, including a child, parent, sibling, spouse, as defined in section 1 of the Family Law Act or either of two persons who live together in a conjugal relationship outside marriage.

18.4 Term

a. Board Members will be appointed by the Lieutenant Governor in Council for a term of up to three years at the pleasure of the Lieutenant Governor in Council and may be reappointed for any number of terms up to three years, but for no more than six years total. A Board Member who is designated as Chair after serving at least three years as a Board Member may be appointed for one further term of up to three years while designated as Chair.

b. The maximum number of Board Members is 12, as set out in *LHSIA.* The Lieutenant Governor in Council may prescribe a higher number of Board Members that is not more than 14.

18.5 Remuneration

a. As set out in LHSIA*,* remuneration for Board Members is set by the Lieutenant Governor in Council.

b. Appointee remuneration Orders in Council made after July 1, 2016 must be publicly available and will be posted by the Government in an accessible and bilingual format on a Government website.

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

18.6 Resignation of Board Members

a. Board Members may resign at any time by resignation in writing given to the Chair and to the Minister.

b. Board Members must resign if the Board Member no longer meets the qualifications set out in 18.3. Board Members wishing to seek nomination for, be a candidate for, or hold a municipal, provincial or federal elected office, are subject to the provisions of the PSOA.

18.7 Termination of Membership

A Board Member ceases to be a Board Member, if before the term of the Board Member expires:

1. the Lieutenant Governor in Council revokes the Board Member's appointment; or
2. the Board Member dies, resigns as a Board Member, or becomes a bankrupt.

19. Liability Protection and Insurance

The LHIN will purchase third party liability insurance coverage to protect itself against claims that might arise from anything done or omitted to be done by the LHIN 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.

20. Effective Date, and Periodic Review of the MOU

20.1 Effective Date of MOU

a. This MOU becomes effective on the date it is signed by both of the parties, with 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 by the Minister to the Secretary, TB/MBC.

c. If a new Minister or Chair takes office, the Minister and Chair must affirm by letter within six months of the new party or parties' commencement that the MOU will continue in force without a review; or alternatively, they may agree to revise it.

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.

20.2 Reviews

a. A full review of this MOU will be conducted immediately in the event of a significant change to the LHIN's mandate, powers or governance structure as a result of an amendment to LHSIA.

b. At a minimum, this MOU will be reviewed at least once every 5 years to ensure it is current and consistent with Government expectations.

21. Signatures

Original signed by the Chair _____ March 27, 2017 _____

Dr. Vivek Goel
Board Chair
Toronto Central LHIN

Date

Original signed by the Minister _____ April 4, 2017 _____

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

Date

This Memorandum of Understanding was approved by Management Board of Cabinet on March 21, 2017.

Appendix 1: Applicable TB/MBC and Ministry of Finance Directives

1. The following Directives, as well as policies or guidelines related to the listed Directives, apply to the LHIN, unless an exemption has been approved by TB/MBC:

    - Accountability Directive
    - Advertising Content Directive
    - Agencies and Appointments Directive
    - Cash Management Directive
    - Communications in French Directive
    - Compensation Directive
    - Disclosure of Wrongdoing Directive
    - Government Publications Directive
    - Indemnification Directive
    - Internal Audit Directive
    - Internal Controls Management Directive
    - Managing, Distributing and Pricing Government Information (Intellectual Property)
    - Open Data Directive
    - Perquisites 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 2: Information Exchange, Communications and Issues Management Protocol Between the MOHLTC Communications and Marketing Division and the LHIN

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 Provincial Parliament (MPPs)
- The public
- Media
- Stakeholders; or
- Service delivery partners.

2. The LHIN 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 Ontario Government's procurement Directive.

3. The LHIN 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 the LHIN will appoint persons to serve as public communications "leads".

- The Ministry lead is **Assistant Deputy Minister, Communications & Marketing Division, MOHLTC,** or delegate (Ministry Lead)
- The LHIN lead is **the CEO,** or delegate (LHIN Lead)

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

i. Strategic planning:

- The LHIN Lead and the Ministry Lead will work collaboratively to develop an annual LHIN communications strategy which will encompass both public and health service provider-focused communications initiatives that support the LHIN's mandate, as well as enable alignment in overall

positioning, messaging and timing of activities, where applicable with Ministry priorities. All local communications activities will be conducted in a systematic manner, according to the LHIN annual 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 LHIN communications strategy and any additional pan-LHIN communications plans or messaging will be reviewed and approved by the LHIN 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 the LHIN's or the Government's profile, or would provide opportunities for local MPP announcements:

- The LHIN 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 LHIN Lead to the Ministry Lead fifteen (15) business days in advance.

- Final approval is required from the office of the Minister (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 LHIN and the Ministry will follow established issues management protocols and procedures. For all contentious issues, the LHIN Lead will notify the Ministry Lead immediately upon becoming aware of the issue. The Ministry Lead may also advise the LHIN Lead of contentious issues that require attention. The LHIN will provide background information on the issue to the Ministry Lead, who will arrange to have a contentious issues note prepared. The LHIN 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 or public opinion market research undertaken by the LHIN and carried out by a vendor of record is contingent on the approval of a business case by the Ministry Lead.

- The LHIN Lead will provide to the Ministry Lead, in a timely manner, the results of any public, health service provider, or other market research activities of the LHIN.

v. Consultation**:**

- The LHIN Lead will notify the Ministry Lead of upcoming public consultation activities to which media have been invited; and

- The LHIN Lead will provide the Ministry Lead, in a timely manner, the results of such consultation activities.

vi. Evaluation:

- The LHIN Lead 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.

Appendix 3: Administrative or Organizational Support Services

Financial Payments and Reports

The Ministry's Financial Management Branch shall, on behalf of the LHIN and as directed by the LHIN:

a. process payments of funding to health service providers and assist the LHIN to respond to questions raised by health services providers about the payment processing;

b. assist the LHIN with in-year and year-end financial reporting by health service providers, including collecting the reports, assessing the data for accuracy and reasonableness and providing the reporting to the LHIN in such form and with such analysis as the Ministry and the LHIN may determine; and

c. reconcile and settle funding payments made to health service providers as directed by the LHIN.

Operational Support

The Ministry and the LHIN will work together to develop appropriate policies related to the operational support of the LHIN by the Ministry.

Appendix 4: Designated Senior Positions in the LHIN for the Purposes of Post Service Conflict of Interest Rules

- LHIN Board Members, including the Chair and the Vice-Chair(s) of the Board
- CEO
- Chief Operating Officer and/or Chief Financial Officer, if any
- Vice Presidents and Senior Directors or equivalent positions