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March 4, 2016

Mr. Dennis Harrington
Executive Director
Arnprior, Braeside, McNab Seniors at Home Program Inc.
106 McGonigal Street West
Unit A1, Towne Centre
Arnprior, ON K7S 1M4

Dear Mr. Harrington,

Re: Amendment of 2014-17 MSAA for 2016/17

When the Champlain Local Health Integration Network (the “LHIN”) and the Arnprior, Braeside, McNab Seniors at Home Program Inc. (the “HSP”) entered into a service accountability agreement for a three-year term effective April 1, 2014 (the “MSAA”), the budgeted financial data, service activities and performance indicators for the second and third year of the agreement (fiscal years 2015/16 and 2016/17) were indicated as “To Be Determined (TBD)”. The LHIN would now like to update the MSAA to include the required financial, service activity and performance expectations for 2016/17 fiscal year to Schedules B, C, D and E.

Subject to HSP’s agreement, the MSAA will be amended with effect April 1, 2016, by adding the amended Schedules B, C, D and E (the “Schedules”) that are included in Appendix 1 to this letter.

To the extent that there are any conflicts between the current MSAA and this amendment, the amendment will govern in respect of the Schedules. All other terms and conditions in the MSAA will remain the same.

Please indicate the HSP’s acceptance of, and agreement to this amendment, by signing below and returning one copy of this letter to the LHIN attention:

Mr. Eric Partington
Senior Director – Health System Performance
Email: ch.accountabilityteam@lhins.on.ca

Please return a copy of the letter by **March 18, 2016**.

Arnprior, Braeside, McNab Seniors at Home Program Inc. re: Amendment of 2014-17 MSAA for 2016/17, March 4, 2016

If you have any questions or concerns, please contact Colleen Taylor, Senior Accountability Specialist at 613.747.3223 or send an email to colleen.taylor@lhins.on.ca.

The LHIN appreciates your and your team’s collaboration and hard work during this 2016/17 MSAA refresh process. We look forward to maintaining a strong working relationship with you.

Sincerely,

Chantale LeClerc, RN, MSc
Chief Executive Officer

.cc Eric Partington, Senior Director, Health System Performance, LHIN
Colleen Taylor, Senior Accountability Specialist, LHIN

encl.: Appendix 1 – Schedules B, C, D and E.

AGREED TO AND ACCEPTED BY:

Arnprior, Braeside, McNab Seniors at Home Program Inc.

By:

Dennis Harrington

Dennis Harrington, Executive Director
I have the authority to bind
Arnprior, Braeside, McNab Seniors at Home Program Inc.

March 14, 2016

Date

And By:

Katherine Miller-Gatenby

Katherine Miller-Gatenby, Chair
I have the authority to bind
Arnprior, Braeside, McNab Seniors at Home Program Inc.

March 14, 2016

Date

APPENDIX 1

**Schedule B1: Total LHIN Funding
2016-2017**

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. ☐

LHIN Program Revenue & Expenses	Row #	Account: Financial (F) Reference OHSR VERSION 9.0	2016-2017 Plan Target
REVENUE			
LHIN Global Base Allocation	1	F 11006	\$127,795
HBAM Funding (CCAC only)	2	F 11005	\$0
Quality-Based Procedures (CCAC only)	3	F 11004	\$0
MOHLTC Base Allocation	4	F 11010	\$0
MOHLTC Other funding envelopes	5	F 11014	\$0
LHIN One Time	6	F 11008	\$0
MOHLTC One Time	7	F 11012	\$0
Paymaster Flow Through	8	F 11019	\$0
Service Recipient Revenue	9	F 11050 to 11090	\$217,753
Subtotal Revenue LHIN/MOHLTC	10	Sum of Rows 1 to 9	\$345,548
Recoveries from External/Internal Sources	11	F 120*	\$0
Donations	12	F 140*	\$7,000
Other Funding Sources & Other Revenue	13	F 130* to 190*, 110*, [excl. F 11006, 11008, 11010, 11012, 11014, 11019, 11050 to 11090, 131*, 140*, 141*, 151*]	\$29,123
Subtotal Other Revenues	14	Sum of Rows 11 to 13	\$36,123
TOTAL REVENUE	FUND TYPE 2	15	Sum of Rows 10 and 14
			\$381,671
EXPENSES			
Compensation			
Salaries (Worked hours + Benefit hours cost)	17	F 31010, 31030, 31090, 35010, 35030, 35090	\$173,256
Benefit Contributions	18	F 31040 to 31085 , 35040 to 35085	\$25,913
Employee Future Benefit Compensation	19	F 305*	\$0
Physician Compensation	20	F 390*	\$0
Physician Assistant Compensation	21	F 390*	\$0
Nurse Practitioner Compensation	22	F 380*	\$0
Physiotherapist Compensation (Row 128)	23	F 350*	\$0
Chiropractor Compensation (Row 129)	24	F 390*	\$0
All Other Medical Staff Compensation	25	F 390*, [excl. F 39092]	\$0
Sessional Fees	26	F 39092	\$0
Service Costs			
Med/Surgical Supplies & Drugs	27	F 460*, 465*, 560*, 565*	\$0
Supplies & Sundry Expenses	28	F 4*, 5*, 6*, [excl. F 460*, 465*, 560*, 565*, 69596, 69571, 72000, 62800, 45100, 69700]	\$144,768
Community One Time Expense	29	F 69596	\$0
Equipment Expenses	30	F 7*, [excl. F 750*, 780*]	\$0
Amortization on Major Equip, Software License & Fees	31	F 750* , 780*	\$0
Contracted Out Expense	32	F 8*	\$0
Buildings & Grounds Expenses	33	F 9*, [excl. F 950*]	\$37,734
Building Amortization	34	F 9*	\$0
TOTAL EXPENSES	FUND TYPE 2	35	Sum of Rows 17 to 34
			\$381,671
NET SURPLUS/(DEFICIT) FROM OPERATIONS	36	Row 15 minus Row 35	\$0
Amortization - Grants/Donations Revenue	37	F 131*, 141* & 151*	\$0
SURPLUS/(DEFICIT) Incl. Amortization of Grants/Donations	38	Sum of Rows 36 to 37	\$0
FUND TYPE 3 - OTHER			
Total Revenue (Type 3)	39	F 1*	\$66,692
Total Expenses (Type 3)	40	F 3*, F 4*, F 5*, F 6*, F 7*, F 8*, F 9*	\$66,692
NET SURPLUS/(DEFICIT)	FUND TYPE 3	41	Row 39 minus Row 40
			\$0
FUND TYPE 1 - HOSPITAL			
Total Revenue (Type 1)	42	F 1*	\$0
Total Expenses (Type 1)	43	F 3*, F 4*, F 5*, F 6*, F 7*, F 8*, F 9*	\$0
NET SURPLUS/(DEFICIT)	FUND TYPE 1	44	Row 42 minus Row 43
			\$0
ALL FUND TYPES			
Total Revenue (All Funds)	45	Line 15 + line 39 + line 42	\$448,363
Total Expenses (All Funds)	46	Line 16 + line 40 + line 43	\$448,363
NET SURPLUS/(DEFICIT)	ALL FUND TYPES	47	Row 45 minus Row 46
			\$0
Total Admin Expenses Allocated to the TPBEs			
Undistributed Accounting Centres	48	82*	\$0
Plant Operations	49	72 1*	\$39,234
Volunteer Services	50	72 1*	\$0
Information Systems Support	51	72 1*	\$0
General Administration	52	72 1*	\$71,538
Admin & Support Services	53	72 1*	\$110,772
Management Clinical Services	54	72 5 05	\$0
Medical Resources	55	72 5 07	\$0
Total Admin & Undistributed Expenses	56	Sum of Rows 46-50 (included in Fund Type 2 expenses above)	\$110,772

Schedule B2: Clinical Activity- Summary

2016-2017

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. 

Service Category 2016-2017 Budget	OHRIS Framework Level 3	Full-time equivalents (FTE)	Visits F2F, Tel., In-House, Cont. Out	Not Uniquely Identified Service Recipient Interactions	Hours of Care In-House & Contracted Out	Inpatient/Resident Days	Individuals Served by Functional Centre	Attendance Days Face-to-Face	Group Sessions (# of group sessions- not individuals)	Meal Delivered- Combined	Group Participant Attendance (Reg & Non-Reg)	Service Provider Interactions	Service Provider Group Interactions	Mental Health Sessions
CSS In-Home and Community Services (CSS IH COM)	72.582*	7.80	15,960	0	0	0	967	660	0	4,000	0	0	0	0

Schedule C: Reports

Community Support Services

2016-2017

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. ☒

Only those requirements listed below that relate to the programs and services that are funded by the LHIN will be applicable.

A list of reporting requirements and related submission dates is set out below. Unless otherwise indicated, the HSP is only required to provide information that is related to the funding that is provided under this Agreement. Reports that require full entity reporting are followed by an asterisk "**".

OHRs/MIS Trial Balance Submission (through OHFS)	
2014-2015	Due Dates (Must pass 3c Edits)
2014-15 Q1	<i>Not required 2014-15</i>
2014-15 Q2	October 31, 2014
2014-15 Q3	January 31, 2015
2014-15 Q4	May 30, 2015
2015-16	Due Dates (Must pass 3c Edits)
2015-16 Q1	<i>Not required 2015-16</i>
2015-16 Q2	October 31, 2015
2015-16 Q3	January 31, 2016
2015-16 Q4	May 31, 2016
2016-17	Due Dates (Must pass 3c Edits)
2016-17 Q1	<i>Not required 2016-17</i>
2016-17 Q2	October 31, 2016
2016-17 Q3	January 31, 2017
2016-17 Q4	May 31, 2017

Supplementary Reporting - Quarterly Report (through SRI)	
2014-2015	Due five (5) business days following Trial Balance Submission Due Date
2014-15 Q2	November 7, 2014
2014-15 Q3	February 7, 2015
2014-15 Q4	June 7, 2015 – Supplementary Reporting Due
2015-2016	Due five (5) business days following Trial Balance Submission Due Date
2015-16 Q2	November 7, 2015
2015-16 Q3	February 7, 2016
2015-16 Q4	June 7, 2016 – Supplementary Reporting Due
2016-2017	Due five (5) business days following Trial Balance Submission Due Date
2016-17 Q2	November 7, 2016
2016-17 Q3	February 7, 2017
2016-17 Q4	June 7, 2017 – Supplementary Reporting Due

Schedule C: Reports

Community Support Services

2016-2017

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. ☒

Annual Reconciliation Report (ARR) through SRI and paper copy submission*

(All HSPs must submit both paper copy ARR submission, duly signed, to the Ministry and the respective LHIN where funding is provided; soft copy to be provided through SRI)

Fiscal Year	Due Date
2014-15 ARR	June 30, 2015
2015-16 ARR	June 30, 2016
2016-17 ARR	June 30, 2017

Board Approved Audited Financial Statements *

Fiscal Year	Due Date
2014-15	June 30, 2015
2015-16	June 30, 2016
2016-17	June 30, 2017

Declaration of Compliance

Fiscal Year	Due Date
2013-14	June 30, 2014
2014-15	June 30, 2015
2015-16	June 30, 2016
2016-17	June 30, 2017

Community Support Services – Other Reporting Requirements

Requirement	Due Date
French language service Report	2014-15 - April 30, 2015
	2015-16 - April 30, 2016
	2016-17 - April 30, 2017

Schedule D: Directives , Guidelines and Policies

Community Support Services

2016-2017

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. 

Only those requirements listed below that relate to the programs and services that are funded by the LHIN will be applicable.

- | |
|---|
| <ul style="list-style-type: none">• Personal Support Services Wage Enhancement Directive, 2014 |
| <ul style="list-style-type: none">• Community Financial Policy, 2015 |
| <ul style="list-style-type: none">• Policy Guideline for CCAC and CSS Collaborative Home and Community-Based Care Coordination, 2014 |
| <ul style="list-style-type: none">• Policy Guideline Relating to the Delivery of Personal Support Services by CCACs and CSS Agencies, 2014 |
| <ul style="list-style-type: none">• Protocol for the Approval of Agencies under the Home Care and Community Services Act, 1994, 2015 |
| <ul style="list-style-type: none">• Assisted Living Services for High Risk Seniors Policy, 2011 (ALS-HRS) |
| <ul style="list-style-type: none">• Community Support Services Complaints Policy (2004) |
| <ul style="list-style-type: none">• Assisted Living Services in Supportive Housing Policy and Implementation Guidelines (1994) |
| <ul style="list-style-type: none">• Attendant Outreach Service Policy Guidelines and Operational Standards (1996) |
| <ul style="list-style-type: none">• Screening of Personal Support Workers (2003) |
| <ul style="list-style-type: none">• Ontario Healthcare Reporting Standards – OHRS/MIS – most current version available to applicable year |
| <ul style="list-style-type: none">• Guideline for Community Health Service Providers Audits and Reviews, August 2012 |

Schedule E1: Core Indicators

2016-2017

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. ☐

Performance Indicators	2016-2017 Target	Performance Standard
*Balanced Budget - Fund Type 2	\$0	>=0
Proportion of Budget Spent on Administration	29.0%	<=34.8%
**Percentage Total Margin	0.00%	>= 0%
Percentage of Alternate Level of Care (ALC) days (closed cases)	9.5%	<10.41%
Variance Forecast to Actual Expenditures	0	< 5%
Variance Forecast to Actual Units of Service	0	< 5%
Service Activity by Functional Centre	Refer to Schedule E2a	-
Number of Individuals Served	Refer to Schedule E2a	-
Alternate Level of Care (ALC) Rate	12.7%	<13.97%

Explanatory Indicators
Cost per Unit Service (by Functional Centre)
Cost per Individual Served (by Program/Service/Functional Centre)
Client Experience
Budget Spent on Administration- AS General Administration 72 1 10
Budget Spent on Administration- AS Information Systems Support 72 1 25
Budget Spent on Administration- AS Volunteer Services 72 1 40
Budget Spent on Administration- AS Plant Operation 72 1 55

* Balanced Budget Fund Type 2: HSP's are required to submit a balanced budget
 ** No negative variance is accepted for Total Margin

Schedule E2a: Clinical Activity- Detail

2016-2017

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. 

OHRS Description & Functional Centre		2016-2017	
		Target	Performance Standard
¹ These values are provided for information purposes only. They are not Accountability Indicators.			
Administration and Support Services 72 1*			
Full-time equivalents (FTE)	72 1*	0.87	n/a
Total Cost for Functional Centre	72 1*	\$110,772	n/a
CSS IH - Service Arrangement/Coordination 72 5 82 05			
Full-time equivalents (FTE)	72 5 82 05	0.22	n/a
Visits	72 5 82 05	75	60 - 90
Individuals Served by Functional Centre	72 5 82 05	65	52 - 78
Total Cost for Functional Centre	72 5 82 05	\$5,000	n/a
CSS IH - Meals Delivery 72 5 82 10			
Full-time equivalents (FTE)	72 5 82 10	0.87	n/a
Individuals Served by Functional Centre	72 5 82 10	80	64 - 96
Meal Delivered-Combined	72 5 82 10	4,000	3600 - 4400
Total Cost for Functional Centre	72 5 82 10	\$46,225	n/a
CSS IH - Social and Congregate Dining 72 5 82 12			
Full-time equivalents (FTE)	72 5 82 12	0.22	n/a
Individuals Served by Functional Centre	72 5 82 12	117	94 - 140
Attendance Days Face-to-Face	72 5 82 12	660	561 - 759
Total Cost for Functional Centre	72 5 82 12	\$9,000	n/a
CSS IH - Transportation - Client 72 5 82 14			
Full-time equivalents (FTE)	72 5 82 14	6.10	n/a
Visits	72 5 82 14	14,000	12600 - 15400
Individuals Served by Functional Centre	72 5 82 14	500	425 - 575
Total Cost for Functional Centre	72 5 82 14	\$202,674	n/a
CSS IH - Visiting - Social and Safety 72 5 82 60			
Full-time equivalents (FTE)	72 5 82 60	0.17	n/a
Visits	72 5 82 60	1,000	900 - 1100
Individuals Served by Functional Centre	72 5 82 60	15	12 - 18
Total Cost for Functional Centre	72 5 82 60	\$4,000	n/a
CSS IH - Foot Care Services 72 5 82 70			
Full-time equivalents (FTE)	72 5 82 70	0.22	n/a
Visits	72 5 82 70	885	752 - 1018
Individuals Served by Functional Centre	72 5 82 70	190	152 - 228
Total Cost for Functional Centre	72 5 82 70	\$4,000	n/a
ACTIVITY SUMMARY			
Total Full-Time Equivalents for all F/C		8.67	n/a
Total Visits for all F/C		15,960	14364 - 17556
Total Individuals Served by Functional Centre for all F/C		967	822 - 1112
Total Attendance Days for all F/C		660	561 - 759
Total Meals Delivered for all F/C		4,000	3600 - 4400
Total Cost for All F/C		\$381,671	n/a

Schedule E2d: CSS Sector Specific Indicators

2016-2017

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. 

Performance Indicators	2016-2017 Target	Performance Standard
No Performance Indicators	-	-

Explanatory Indicators
Persons waiting for service (by functional centre)

**Schedule E3a Local: All
2016-2017**

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. ☐

LHIN Performance: The Health Service Provider will take actions to contribute to the LHIN's performance and will monitor its contribution to the region's overall performance on the indicators within the LHIN Performance Report.

Indigenous Cultural Awareness: The Health Service Provider will report on the activities it has undertaken during the fiscal year to increase the indigenous cultural awareness and sensitivity of its staff, physicians and volunteers throughout the organization. This supports the goal of improving access to health services and health outcomes for indigenous people. The Indigenous Cultural Awareness Report, using a template to be provided by the LHIN, is due to the LHIN by April 30, 2017 and should be submitted using the subject line: 2016-17 Indigenous Cultural Awareness Report to ch.accountabilityteam@lhins.on.ca . HSPs that have multiple accountability agreements with the LHIN should provide one aggregated report for the corporation.

**Schedule E3a Local: All
2016-2017**

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. ☐

Executive Succession: The Health Service Provider must inform the LHIN prior to undertaking a recruitment process or appointment for a CEO or Executive Director.

Health Links: The Health Service Provider will be expected to collaborate in the implementation of Health Links across Champlain region

**Schedule E3d Local: CSS Local Indicators
2016-2017**

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. ☐

Community Support Services Strategic Plan and Information Technology Initiatives: The Champlain Community Support Strategic Plan was approved in fiscal 2014-2015 by the LHIN and the associated information technology projects were prioritized in August 2015 by the Champlain Community Services Network. The Health Service Provider will collaborate in the implementation of this plan and the relevant projects.

The projects which the Health Service Provider will support include, but are not limited to,

1. Common Intake Standards for Community Health Sector
2. Common Consent
3. Reducing Duplicate Assessments Regionally (and compliance with provincial intent)
4. Common Discharge Policy and Procedure
5. Comprehensive Client Electronic Referral
6. Coordinated Care Plan
7. Wait List Management Process and Framework
8. Training and Education Strategy
9. Transportation - Linking CIMS-HR and SharePoint
10. PSS Early Adopter Project (including integration between CHRIS and CSS Client Information Systems)

Regional Transportation System: Health Service Providers that receive Champlain LHIN funding to support transportation (OHRS FC. 72 5 82 14) will work with the Champlain Community Transportation Collaborative to regionally enhance the capacity and efficiency of current transportation service providers to meet the needs of the existing and expanding client base in the areas served by the Champlain LHIN by developing a coordinated approach to non-urgent transportation. In support of this work, the Health Service Provider will implement SharePoint web based software, hosted through the Champlain Regional Collaboration Space (lhinworks.on.ca), for regional client intake, scheduling drives, referrals (when needed) through regional coordinators, and generating reliable statistics and reports.

Schedule F: Project Funding

2016-2017

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. 

Project Funding Agreement Template

Note: This project template is intended to be used to fund one-off projects or for the provision of services not ordinarily provided by the HSP. Whether or not the HSP provides the services directly or subcontracts the provision of the services to another provider, the HSP remains accountable for the funding that is provided by the LHIN.

THIS PROJECT FUNDING AGREEMENT (“PFA”) is effective as of [insert date] (the “Effective Date”) between:

XXX LOCAL HEALTH INTEGRATION NETWORK (the “LHIN”)

- and -

[Legal Name of the Health Service Provider] (the “HSP”)

WHEREAS the LHIN and the HSP entered into a service accountability agreement dated [insert date] (the “SAA”) for the provision of Services and now wish to set out the terms of pursuant to which the LHIN will fund the HSP for [insert brief description of project] (the “Project”);

NOW THEREFORE in consideration of their respective agreements set out below and subject to the terms of the SAA, the parties covenant and agree as follows:

1.0 Definitions. Unless otherwise specified in this PFA, capitalized words and phrases shall have the meaning set out in the SAA. When used in this PFA, the following words and phrases have the following meanings:

“**Project Funding**” means the funding for the Services;

“**Services**” mean the services described in Appendix A to this PFA; and

“**Term**” means the period of time from the Effective Date up to and including [insert project end date].

2.0 Relationship between the SAA and this PFA. This PFA is made subject to and hereby incorporates the terms of the SAA. On execution this PFA will be appended to the SAA as a Schedule.

3.0 The Services. The HSP agrees to provide the Services on the terms and conditions of this PFA including all of its Appendices and schedules.

4.0 Rates and Payment Process. Subject to the SAA, the Project Funding for the provision of the Services shall be as specified in Appendix A to this PFA.

Schedule F: Project Funding

2016-2017

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. ☐

Project Funding Agreement Template

5.0 Representatives for PFA.

(a) The HSP's Representative for purposes of this PFA shall be [insert name, telephone number, fax number and e-mail address.] The HSP agrees that the HSP's Representative has authority to legally bind the HSP.

(b) The LHIN's Representative for purposes of this PFA shall be: [insert name, telephone number, fax number and e-mail address.]

6.0 Additional Terms and Conditions. The following additional terms and conditions are applicable to this PFA.

(a) Notwithstanding any other provision in the SAA or this PFA, in the event the SAA is terminated or expires prior to the expiration or termination of this PFA, this PFA shall continue until it expires or is terminated in accordance with its terms.

(b) [insert any additional terms and conditions that are applicable to the Project]

IN WITNESS WHEREOF the parties hereto have executed this PFA as of the date first above written.

[insert name of HSP]

By:

[insert name and title]

[XX] Local Health Integration Network

By:

[insert name and title.]

Schedule F: Project Funding

2016-2017

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. ☐

Project Funding Agreement Template

5.0 APPENDIX A: SERVICES

- 1. DESCRIPTION OF PROJECT**
- 2. DESCRIPTION OF SERVICES**
- 3. OUT OF SCOPE**
- 4. DUE DATES**
- 5. PERFORMANCE TARGETS**
- 6. REPORTING**
- 7. PROJECT ASSUMPTIONS**
- 8. PROJECT FUNDING**

8.1 The Project Funding for completion of this PFA is as follows:

8.2 Regardless of any other provision of this PFA, the Project Funding payable for the completion of the Services under this PFA is one-time finding and is not to exceed [X].

Schedule G: Declaration of Compliance

2016-2017

Health Service Provider: Arnprior- Braeside- McNab Seniors At Home Program Inc. ☒

DECLARATION OF COMPLIANCE

Issued pursuant to the M-SAA effective April 1, 2014

To: The Board of Directors of the [insert name of LHIN] Local Health Integration Network (the "LHIN"). Attn: Board Chair.

From: The Board of Directors (the "Board") of the [insert name of HSP] (the "HSP")

Date: [insert date]

Re: [insert date range - April 1, 201X –March 31, 201x] (the "Applicable Period")

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the M-SAA between the LHIN and the HSP effective April 1, 2014.

The Board has authorized me, by resolution dated [insert date], to declare to you as follows:

After making inquiries of the [insert name and position of person responsible for managing the HSP on a day to day basis, e.g. the Chief Executive Office or the Executive Director] and other appropriate officers of the HSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board's knowledge and belief, the HSP has fulfilled, its obligations under the service accountability agreement (the "M-SAA") in effect during the Applicable Period.

Without limiting the generality of the foregoing, the HSP has complied with:

- (i) Article 4.8 of the M-SAA concerning applicable procurement practices;
- (ii) The *Local Health System Integration Act, 2006*; and
- (iii) The *Public Sector Compensation Restraint to Protect Public Services Act, 2010*.

[insert name of Chair], [insert title]