

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

Office of the Minister

10th Floor, Hepburn Block
80 Grosvenor Street
Toronto ON M7A 2C4
Tel. 416 327-4300
Fax 416 326-1571
www.ontario.ca/health

**Ministère de la Santé
et des Soins de longue durée**

Bureau du ministre

Édifice Hepburn, 10^e étage
80, rue Grosvenor
Toronto ON M7A 2C4
Tél. 416 327-4300
Télééc. 416 326-1571
www.ontario.ca/sante



January 18, 2017

Dear Colleague,

I am pleased to announce the establishment of a Public Health Expert Panel to advise on structural and organizational factors that will improve the integration of population and public health into the health system, deepen the partnerships between local boards of health and LHINs, and improve public health capacity and delivery within a transformed and integrated health system.

The *Patients First: Action Plan for Health Care*, December 2015, and the *Patients First: Reporting Back on the Proposal to Strengthen Patient-Centred Health Care in Ontario*, June 2016, made commitments to engage with our indigenous partners and to four key proposals intended to reduce gaps and strengthen patient-centred care in Ontario. These proposals included strengthening connections between population and public health and the rest of our health system, and establishing the expert panel on public health.

On December 7, 2016 Ontario passed Bill 41: the *Patients First Act, 2016* and we are now moving forward with our commitment to transform and truly integrate our health system, using a population health and health equity approach to health system planning and delivery across the continuum of care.

The panel that has been established includes experts that have been appointed from several sectors (see attached list) and will be chaired by Dr. David Williams, Ontario's Chief Medical Officer of Health. Roselle Martino, Assistant Deputy Minister, Population and Public Health Division, will serve as the ministry's Executive Sponsor.

The Expert Panel has been given a mandate to provide their strategic and confidential advice to me by Spring, 2017. The work of the Panel will include a review of various operational models for the integration of public health into the broader health system and the development of options and recommendations that will best align with the principles of health system transformation, enhance relationships between public health, LHINs and other public sector entities and improve public health capacity and delivery.

I look forward to the continued participation of the public health sector in our system transformation and working with you to ensure that population and public health expertise is used to build a better health system that serves the needs of all Ontarians.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Eric Hoskins". The signature is fluid and cursive, with a long horizontal stroke at the end.

Dr. Eric Hoskins
Minister

c: Dr. Robert Bell, Deputy Minister
Dr. David C. Williams, Chief Medical Officer of Health
Roselle Martino, Assistant Deputy Minister, Population and Public Health Division

Public Health Expert Panel

Chair:

Dr. David Williams, Chief Medical Officer of Health

Executive Sponsor:

Roselle Martino, Assistant Deputy Minister, Population and Public Health Division, MOHLTC

Members:

Dr. Laura Rosella, University of Toronto

Solomon Mamakwa, Sioux Lookout First Nations Health Authority, Health Advisor for NAN

Susan Fitzpatrick, Toronto Central Local Health Integration Network (LHIN)

Carol Timmings, Registered Nurses Association of Ontario, Toronto Public Health

Dr. Valerie Jaeger, Niagara Region Public Health Unit, aIPHa

Dr. Nicola Mercer, Wellington-Dufferin-Guelph Public Health Unit

Gary McNamara, Mayor of the Town of Tecumseh, Association of Municipalities of Ontario

Dr. Jeffrey Turnbull, The Ottawa Hospital, Health Quality Ontario

Minister's Expert Panel on Public Health

Mandate

The main objective of the Expert Panel is to recommend changes to the local public health sector that would support the realization of the Minister's vision for an integrated health sector as outlined in *Patients First: A Proposal to Strengthen Patient-Centred Health Care in Ontario*.

The mandate of the Expert Panel will be to provide advice to the Minister on structural, organizational and governance changes for public health. The work of the Expert Panel will include a review of various operational models for the integration of public health into the broader health system, the development of options and considerations for implementation.

As part of its deliberations, the Expert Panel will consider:

- How the organization and structure of public health can best align with the principles of health system transformation, with a focus on health equity, access, meeting the needs of patients, population-focused and integration at the local level.
- A clearly defined role for public health units in the broader health system. It will ensure the population health planning and equity expertise and functions of public health are informing needs assessment, planning and resource allocation decisions. The modernization of the Ontario Public Health Standards and the Ontario Public Health Organizational Standards (Standards Modernization) will provide key inputs.
- Potential opportunities for and impacts of structural, organizational and governance changes to public health units.
- That funding for public health programs and services is to be protected.

The following is an outline of in-scope and out-of-scope considerations for the work of the Expert Panel:

In Scope:	Out of Scope:
Recommendations on the structure and organization of Ontario's public health system.	Recommendations on overall structure and organization of health care system.
Recommendations on governance models within recommended system structure.	Recommendations on funding and funding models.
Relationships between public health and other public sector entities.	Definition of the scope of public health programming and services (being addressed through the Standards Modernization process).
System-wide public health capacity considerations.	Capacity considerations at a regional/local or organizational level.
	Implementation of recommendations.



Expert Panel on Public Health: Panel Member Biographies

Date: January 18, 2017

Confidential

Expert Panel on Public Health

Panel Members



Panel Chair:
David Williams, MD, MHSc, FRCPC
Chief Medical Officer of Health Ministry of Health and Long-Term Care

Dr. David Williams was appointed as the province's Chief Medical Officer of Health, effective February 16, 2016.

Since July 1, 2015, Dr. Williams served as the Interim Chief Medical Officer of Health for the province of Ontario, having been the Medical Officer of Health for the Thunder Bay District Board of Health from October 2011 to June 30, 2015.

Dr. Williams held the position of Associate Chief Medical Officer of Health, Infectious Disease and Environmental Health Branch Director at the Ministry of Health and Long-Term Care from 2005 to 2011. During this time he was also the Acting Chief Medical Officer of Health for Ontario from November 2007 to June of 2009. Prior to working at the province, Dr. Williams was the Medical Officer of Health and CEO for the Thunder Bay District Health Unit from 1991 to 2005.

Dr. Williams is a four time graduate of the University of Toronto receiving his BSc., MD, Masters in Community Health and Epidemiology (MHSc) and Fellowships in Community Medicine/Public Health and Preventive Medicine (FRCPS).

Prior to entering public health, Dr. Williams practiced hospital-based clinical practice as a GP and GP Anesthetist at the Sioux Lookout Zone Hospital and also in International Health at the United Mission to Nepal Mission Hospital, Tansen, Nepal.



Susan Fitzpatrick
Chief Executive Officer
Toronto Central Local Health Integration Network
(LHIN)

Susan Fitzpatrick is the Chief Executive Officer of the Toronto Central Local Health Integration Network (LHIN) in 2015, following a career in the Ontario Public Service that spanned more than three decades.

In this role, Susan leads an organization with a mandate to plan and integrate local health services, engage with the central Toronto community, and allocate 4.7 billion dollars to over 170 local health service providers. Susan is also accountable for strengthening the local health care system through leading the implementation of the Toronto Central LHIN's Strategic Plan for 2015 to 2018, which focuses on three goals: A Healthier Toronto, Positive Patient Experiences, and System Sustainability.

Prior to joining the LHIN, Susan was Associate Deputy Minister, Health System Delivery and Implementation, Ministry of Health and Long-Term Care. As Associate Deputy Minister, Susan was responsible for bringing together health programs in LHINs, CCACs, Long-term Care and Physician Services, and creating alignment opportunities in order to deliver quality health services to patients.

Susan is a results-oriented leader, strategic planner and a skilled negotiator with a capacity to engage stakeholders and build consensus across the broader health sector and within government.



Valerie Jaeger, MD, PhD, MPH
Medical Officer of Health
Niagara Region Public Health

Dr. Valerie Jaeger has been Medical Officer of Health for Niagara Region for the past five years. In this capacity she is responsible for protecting the health of Niagara's 450,000 residents and 15 million visitors through Public Health programs, Land Ambulance and Dispatch Services and Emergency Planning. Dr. Jaeger also currently holds part-time appointments in Community Health Sciences at Brock University and in the Department of Health Research Methods, Evidence, and Impact, McMaster University

Dr. Jaeger's eclectic view of the world was shaped by life in fourteen cities and three continents. Many universities have been like home to her; including Cambridge and Edinburgh in the UK and, in Canada, the University of New Brunswick (Bachelor of Science), McGill University (PhD and MD) and University of Waterloo (Master of Public Health). Twenty-five years in private family practice and university student health contributed to her being named Family Physician of the Year for Southern Ontario in 2006.

Dr. Jaeger is President of ALPHA (Association of Local Public Health Agencies), a former Chair of the Council of Ontario Medical Officers of Health and the founder of the Niagara Health Trust. She served for eleven years on the Brock University Board of Trustees and has also been Chair of successful local United Way Campaigns.

Being convinced that progress best occurs when new perspectives are sought, Dr. Jaeger aims to bring the knowledge of other disciplines such as physics, economics and psychology to Public Health. She has the privilege of enabling her over 600 staff to do great work that they are passionate about.



Gary McNamara
Mayor of the Town of Tecumseh

Gary McNamara was born and raised in Cornwall, Ontario and moved to Tecumseh 35 years ago. He was employed at Hiram Walkers and Sons Ltd. as a Power Engineer until his retirement in 2011. He has been married to Heather for 41 years, and is the father of two grown sons and proud grandfather of three grandchildren.

Gary was first elected to Tecumseh Town Council in November of 1991. In 1998, Gary was elected as Deputy Mayor and in November 2003, he was elected Mayor for the Town of Tecumseh. Gary was re-elected as Mayor in 2006, acclaimed in 2010, and re-elected in 2014. His County Council colleagues entrusted Gary with the responsibilities of Deputy Warden for 2000-2003 and again for 2010-2014. He has been a strong community leader for over 30 years.

As part of the restructuring of the electricity sector in Ontario in June 2000, four municipalities joined to form Essex Power Corporation. Gary has been elected as Chair since its incorporation, and has been instrumental in its strategic planning.

Gary has served as Tecumseh's representative on the Windsor-Essex County Health Unit since 1999. He was elected as Chair for 2006-2009 and again since January 2011.

Gary was first elected in 2004 as a Director for the Association of Municipalities of Ontario (AMO), Small Urban Caucus. In 2006 he was elected Chairman of Ontario Small Urban Municipalities (OSUM). In 2011 and again in 2014, Gary was acclaimed as President of the Association of Municipalities of Ontario, a position he has held until August 2016, now currently serving as AMO's Past President until August 2018. Gary also serves as Chair of AMO's Local Authority Services.



Solomon Mamakwa
Health Advisor
Nishnawbe Aski Nation

Solomon Mamakwa is Oji-Cree and band member of Kingfisher Lake First Nation located in northwestern Ontario. Currently, he is the Health Advisor for Nishnawbe Aski Nation (NAN). Previously, he was the Health Director for Shibogama First Nations Council in Sioux Lookout for 9 years.

He is active on several boards, including Board Member for Sioux Lookout First Nation Health Authority, Sioux Lookout Regional Physicians Services Inc., Northern Ontario School of Medicine and is also the Co-chairman and Board Member for Sioux Lookout Meno Ya Win Health Centre.



Nicola J. Mercer, MD, MBA, MPH, FRCPC
Medical Officer of Health and CEO
Wellington-Dufferin-Guelph Public Health

Dr. Nicola Mercer was appointed as the Medical Officer of Health and CEO for Wellington-Dufferin-Guelph Public Health in 2007.

A prior anesthesiologist with 15 years of direct patient care in teaching and community hospitals, Dr. Mercer also served as the chief of anesthesiology at Guelph General Hospital. Her experience as a physician, MOH and CEO has given her working relationships with senior hospital leadership, community agencies and municipal and provincial leaders.

Dr. Mercer serves as a member of the Cardiac Care Council of the Waterloo Wellington LHIN and she is a member of the Provincial Infectious Diseases Advisory Committee Tuberculosis Working Group. She has served as the Secretary of the Ontario Medical Association Section of Anesthesiology and as a Royal College of Physicians and Surgeons of Canada Examiner for 5 years.

In her community, Dr. Mercer is past president of the Wellington County Medical Association and currently sits as a member of the University of Guelph, Board of Trustees. She also holds the position of Special Graduate Faculty in support of the Department of Pathobiology, University of Guelph.

Having received medical training including her residency as an anesthesiologist at the University of Toronto, Dr. Mercer also received a Master of Business Administration from Wilfrid Laurier University and a Masters of Public Health from the University of Waterloo. She has had several publications in the Canadian Veterinary Journal and the Canadian Journal of Public Health.

Dr. Mercer has lived in Guelph for more than 20 years and met her husband, a Guelph family physician, in the operating room of the old St. Joseph's Hospital. Nicola and her husband have two children.



Laura Rosella, PhD, MHSc
Canada Research Chair in Population Health Analytics
Assistant Professor, Dalla Lana School of Public Health, University of Toronto,
Scientist, Public Health Ontario

Dr. Rosella has formal training in public health, epidemiology, biostatistics and public health policy. Her primary role is a full-time tenure-track faculty position in the Dalla Lana School of Public Health at the University of Toronto.

Dr. Rosella currently holds a Tier 2 Canada Research Chair in Population Health Analytics (2015-2020) and appointments at the Institute for Clinical Evaluative Sciences and Public Health Ontario. She has authored 80 peer-reviewed publications in the area of public health, public health policy, and health services research. Her expertise in population health, health system research and strong methodological background uniquely positions her research to enable meaningful synergies between health care, public health and social systems to improve population health and ensure a sustainable and equitable healthcare system.

She specializes in population data sources, ranging from primary collected data to administrative data, health and non-health data, as well as in designing new methods to use these data in innovative ways. Dr. Rosella has led the development of population

risk tools to support health decision-making, which are being adapted in several countries. In addition, Dr. Rosella has developed a formal partnership with several health leaders across Canada, including local, provincial, and national health decision-makers focused on diabetes prevention.

Her recent focus on linking prevention efforts to health system sustainability an issue that affects every healthcare system in the world as they grapple with declining funding yet increased demand for healthcare.



Carol Timmings, R.N. B.N.Sc., M.Ed. (Admin)
Director, Child Health and Development
Chief Nursing Officer
Toronto Public Health

Carol Timmings is currently the Director of Child Health and Development and Chief Nursing Officer with Toronto Public Health. She holds a Bachelor of Nursing Science Degree and a Master of Education Degree in Policy & Administration, both from Queen's University.

Carol is a highly developed nursing leader with demonstrated abilities in senior management, healthy public policy, program development and strategic system and service planning. She is a results-oriented executive with extensive experience spanning the areas of chronic disease and injury prevention, child and family health, environmental health, health planning and policy. Her commitment to the social determinants of health and reducing health inequities is consistently evidenced in her approach to public health leadership. As Chief Nursing Officer with Toronto Public Health, Carol is also responsible for nursing human resource planning, quality nursing practice and enhancing nursing contributions to organizational effectiveness related to improved health outcomes at individual, group and population levels.

Over her career, Carol has had extensive executive involvement with professional Associations and Advisory Boards provincially and nationally. She is currently the President of Registered Nurses Association of Ontario (RNAO) and member of the Advisory Board for National Collaborating Centre for Determinants of Health. Previous professional association involvement includes Past-President of Ontario Public Health Association (OPHA) and Past-President of ANDSOOHA - Public Nursing Management in Ontario.

In 2010, Carol received the Association of Local Public Health Agencies Distinguished Service Award in recognition of her outstanding leadership and contributions to public health in Ontario. OPHA also honoured Carol in 2015 with a Lifetime Membership Award, in recognition of her outstanding leadership and contributions to the Association.



Jeffrey Turnbull, MD, FRCPC
Chief of Staff, The Ottawa Hospital
Chief, Clinical Quality, Health Quality Ontario

In addition to a BSc (University of Toronto) and a Master's Degree in Education (University of Western Ontario), Dr. Turnbull received his Doctorate in Medicine at Queen's University and later achieved specialty certification in Internal Medicine through the Royal College of Physicians and Surgeons of Canada in 1982.

Dr. Turnbull has been the Vice Dean of Medical Education at the University of Ottawa (1996-2001), the President of the Medical Council of Canada (1998- 2001), the President of the College of Physicians and Surgeons of Ontario (2006-2007) and finally the President of the Canadian Medical Association (2010-2011).

Dr. Turnbull has pursued an interest in poverty and its effect on health nationally and internationally. He is one of the founders and is currently the Medical Director of Ottawa Inner City Health for the homeless which works to improve the health and access to health care for people who are chronically homeless. As well, he has been involved in education and health services initiatives to enhance community and institutional capacity and sustainable development in Bangladesh, Africa and the Balkans. He is the recipient of several national and international grants and awards, including the Order of Canada, the Order of Ontario, the Queen Elizabeth II Diamond Jubilee Medal and an Honorary Degree of Law from Carleton University.

In addition to being a specialist in Internal Medicine, Dr. Turnbull was the Department Chair of Medicine at The Ottawa Hospital and University of Ottawa from (2001-June 2008), a position he left to take on the role of Chief of Staff. He also served as Senior Medical Officer for Correction Services Canada (2011-2014). He recently took on the role of Chief, Clinical Quality for Health Quality Ontario. He remains committed as a medical educator with special interests in "Poverty and Health Inequity" and associated health policy.