

Typology and List of Organisations within Ontario's Health Care System

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Ontario's health care system is complex and a typology of health care related organisations that unpacks the different layers is useful to better understand how the system functions. The purpose of this research note is to describe a typology and provide a list of the various organisations within Ontario's health care system.

This note is part of a sequence of three research notes. The first note (#PARG 2020-06RN) provides a typology and a list of organisations within Ontario's health care system. The note represents the system as it has existed before implementation of 2019 reforms. The second note (#PARG 2020-07RN) provides an overview of the transition to a single Ontario Health agency. The third note (#PARG 2020-08RN) examines the organisational transition to Ontario Health Teams.

A typology of health care system organisations

Although Ontario's health care system is publicly administered, it is quite decentralised (Devlin, 2019; Fierlbeck, 2011; Martin, 2017). Two different classification dimensions could help differentiate health care organisations, namely economic sectors and organisational roles.

Classification of economic sectors

Ontario's health care system is delivered by a mix of public, nonprofit and private sector organisations (Deber, 2002). These organisations can be classified along these different economic sectors. A fourth level can be added to capture the citizens within the health care system. Table 1 provides a summary of the 4 different economic sectors.

The public sector includes governments at the federal, provincial and municipal level. The public sector also includes government ministries and agencies. Notable health care related ministries and agencies include the provincial Ministry of Health and Long-Term Care (MOHLTC), which has recently been separated into the Ministry of Health (MoH) and the Ministry of Long-Term Care (MoLTC) and the Local Health Integrated Networks (LHINs), which has recently been integrated into a singly agency called Ontario Health (for an analysis of these two changes see PARG note #PARG 2020-07RN). The public sector also includes public health units.

The nonprofit sector "is the space between the state and the market economy" (Katz, 1999, p.76). This sector includes various health care related organisations such as hospitals, community health centres, community support service agencies, long-term care homes, other primary care organisations, foundations, and other health network organisations.

The private sector includes for-profit organisations. This sector includes pharmacies, retirement homes, medicine professional corporations, other health professional corporations and insurers.

Citizens are part of the health care system and include the population living within the geographic boundary of the health care system. By funding health care through taxation, citizens are, in a sense, owners of the health care system (at least the portion that is public). These citizens, when in need of health care services, become patients or consumers of health care. Citizens may also include those living outside the geographic boundary but in need of health care services while visiting (which are paid for privately or through articulations with other jurisdictions). Engaged citizens include those that donate, volunteer or otherwise interact with the health care system as non-patients.

Table 1 - Summary of organisations by economic sectors

<i>Levels</i>	<i>Description</i>
Public Sector	Government of Canada; Government of Ontario (Ministry of Health and Long-Term Care (MOHLTC) / Ministry of Health (MoH), Ministry of Long-Term Care (MoLTC)); municipal governments; Local Health Integrated Networks (LHINs) / Ontario Health; other government agencies; public health units
Nonprofit Sector	hospitals; community health centres; community support service agencies; long-term care homes; other primary care organisations; foundations; other health network organisations
Private Sector	pharmacies; retirement homes; medicine professional corporations; other health professional corporations; insurers
Citizens	patients; family caregivers; donors; volunteers

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2

Categories of organisational roles

Health care system organisations can also be classified by their roles as funders, service providers, coordinators and philanthropic supporters. Table 2 summaries health care system organisations by their role.

The public sector, through taxation, is the health care system's main funder, along with private insurers. In Canada, the public sector can be divided into federal, provincial and municipal. Most funding originates from the provincial government, however both the federal and municipal governments also contribute financially to health care in Ontario.

Service providers include a mix of public, nonprofit and private sector organisations. Most public health units in Ontario are run municipally. Nonprofit service providers may include hospitals, home and community care centres and agencies, community health centres, long-term care homes, and other primary care organisations. Most hospitals are also affiliated with one or more foundation and many hospitals, and particularly teaching hospitals, house their own research institutes (Lavis and Hammill, 2016).

In 2016, an important change was made to home and community care services, of which the Ministry of Health distinguishes between home care and community services. Home and community care includes the infrastructure and organisations relating to the now defunct community care access centres (CCACs) and Community Support Service agencies (Donner, 2015). In 2017, the home care portion provided by CCACs were transferred into the Local Health Integration Networks (LHINs) as Home and Community Care services under the *Patients First Act, 2016* (Government of Ontario, 2016). Community services are provided through Community Support Services agencies and funded through LHINs. The home and community care sector also includes family caregivers, of which there are an estimated 3.3 million Ontarians, and private sector service providers, which supplement or provide services in parallel to publicly funded services (The Change Foundation, 2016). Specific units of care are therefore not always discreetly nestled within a sector, but can transcend from public to nonprofit to for-profit to citizens.

Private sector service providers may include pharmacies, retirement homes, medicine professional corporations (such as family practices and family health teams), and other health professional corporations (such as physiotherapy clinics, dental clinics, and chiropractic clinics). Many of these services are purchased privately, either through out-of-pocket or private insurance. The exception being primary care, for which physicians in medical professional corporations bill the Ontario Health Insurance Plan (OHIP) for many of their services.

Coordinators are responsible for coordinating care across the health care system. These organisations have traditionally been part of the public sector and include the Ministries of Health and Long-Term Care, and other government agencies.

Philanthropic support is provided by hospital foundations and at the citizen level through volunteering and donations to foundations and other charities.

Table 2 - Summary of categories by organisational roles

<i>Categories</i>	<i>Description</i>
Funders	Governments of Canada, of Ontario and municipal governments; insurers
Service providers	community access centres; Local Health Integrated Networks (LHINs) / Ontario Health; public health units; other health network organisations; pharmacies; retirement homes; medicine professional corporations; other health professional corporations; family caregivers
Coordinators	Ministry of Health and Long-Term Care (MOHLTC) / Ministry of Health (MoH), Ministry of Long-Term Care (MoLTC); Local Health Integrated Networks (LHINs) / Ontario Health; other government agencies
Philanthropic supporters	foundations; donors; volunteers

List of organizations in the typology

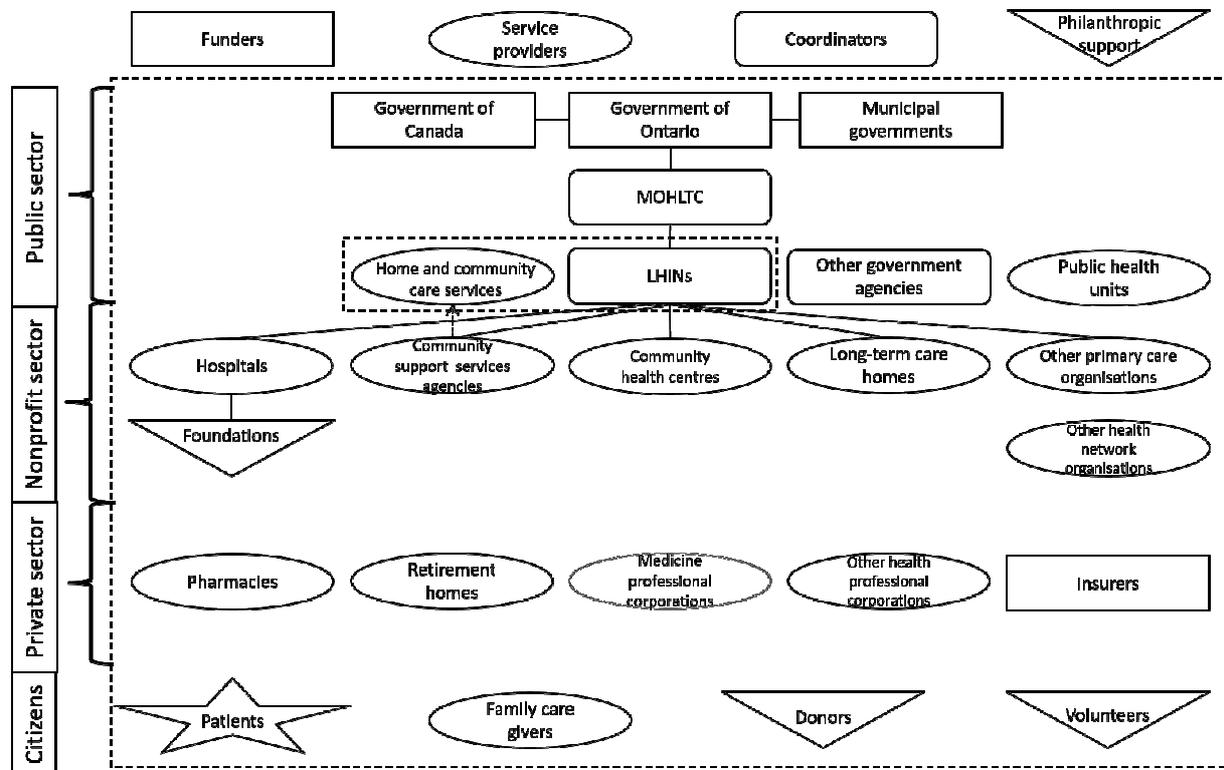
Figure 1 combines the two classifications of economic sectors and organisational roles discussed above into a two-dimensional diagram. This figure is a snapshot prior to the introduction of recent government reforms, most notably *The People’s Health Care Act, 2019*. This figure illustrates the complex web of accountability relationships that exist within Ontario’s health care system.

Appendix A also provides a list of some of the organisations within Ontario’s health care system. Panel A lists provincial and federal government agencies, other primary care organisations, and other health network organisations directly identified in figure 1. Panel B lists some of the peripheral organisations that interact with the health care system regularly to advance the system’s objectives. These organisations include regulatory colleges, trade unions, and interest groups and associations. Peripheral organisations may also include such institutions as police, schools and academia which are not listed in the appendix.

Conclusion

The descriptions provided in this research note, and the figure emanating from this description, demonstrates that there is a large spectrum of care which requires the involvement of a plurality of organisations. As one can see, health care providers operate alongside a myriad of nonprofit, public, and private organisations with different resources and missions, offering services, ultimately, to a diverse, aging and demanding patient base. These organisations operate independently and have varying degrees of diverging interests which can complicate collaborative efforts. These organisations must none the less interact with each other to achieve their individual objectives, as well as system-wide objectives. These interdependent accountability relationships between the public, nonprofit, and private sectors become fundamental to their operations (Abzug, 1999).

Figure 1 - Overview of Organisations within Ontario's Health Care System
Prior to *The People's Health Care Act, 2019*



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APPENDIX A – LIST OF ORGANISATIONS WITHIN ONTARIO’S HEALTH CARE SYSTEM

PANEL A – DIRECT ORGANISATIONS

Type of organisation	Name
Other provincial government agencies	Ontario Health* Cancer Care Ontario *
	Ontario Health Quality Council (operating as Health Quality Ontario) *
	eHealth Ontario *
	Trillium Gift of Life Network *
	Health Shared Services Ontario *
	HealthForceOntario Marketing and Recruitment Agency *
	CorHealth Ontario
	Ontario Agency for Health Protection and Promotion (operating as Public Health Ontario)
	Workplace Safety and Insurance Board
	Infrastructure Ontario
Other federal government agencies	Health Canada
	Patented Medicines Prices Review Board
	Canadian Institute for Health Research
	Canada Revenue Agency
Other primary care organisations	Victorian Order of Nurses
	CarePartners
	ConnexOntario
	Hospice care organisations
	Mental health and addiction agencies
	Aboriginal Health Access Centres
	Midwifery Practice Groups
	Nurse Practitioner-Led Clinics
Other health network organisations	Canadian Blood Services
	St. John Council of Ontario (affiliation of St. John Ambulance and St. John Priory of Canada)
	Le Réseau du mieux-être francophone du Nord de l'Ontario
	Le Réseau des services de santé en français de l'Est de l'Ontario
	Le Réseau franco-santé du Sud de l'Ontario
	Société Santé en français

* these organisations have merged as part of Ontario Health under *The People’s Health Care Act, 2019* (Government of Ontario, 2019)

PANEL B – PERIPHERAL ORGANISATIONS

Type of organisation	Name
Regulatory colleges (Governing bodies)	College of Physicians and Surgeons of Ontario
	College of Nurses of Ontario
	Royal College of Physicians and Surgeons of Canada
	College of Family Physicians of Canada
	College of Midwives of Ontario
	College of Audiologists and Speech-language Pathologists of Ontario
	College of Chiropractors Of Ontario
	College of Chiropodists Of Ontario
	Royal College of Dental Surgeons of Ontario
	College of Dental Hygienists of Ontario
	College of Dental Technologists of Ontario
	College of Denturists of Ontario
	College of Dietitians of Ontario
	College of Homeopaths of Ontario
	College of Kinesiologists of Ontario
	College of Massage Therapists of Ontario
	College of Medical Laboratory Technologists of Ontario
	College of Medical Radiation Technologists of Ontario
	College of Midwives of Ontario
	College of Naturopaths of Ontario
	College of Occupational Therapists of Ontario
	College of Opticians of Ontario
	College of Optometrists of Ontario
	Ontario College of Pharmacists
	College of Physiotherapists of Ontario
	College of Psychologists of Ontario
	College of Registered Psychotherapists of Ontario
	College of Respiratory Therapists of Ontario
College of Traditional Chinese Medicine Practitioners and Acupuncturists of Ontario	
Trade Unions	Ontario Nurses' Association
	Ontario Public Service Employees Union
	Canadian Union of Public Employees
	Service Employees International Union
	Public Service Alliance of Canada

Interest groups and associations	Ontario Medical Association
	Ontario Hospital Association
	Accreditation Canada
	Health Standards Organisation
	Canadian Institute for Health Information
	Registered Nurses' Association of Ontario
	Ontario Health Coalition
	Home Care Ontario
	Canadian Agency for Drugs and Technologies in Health
	Patients Canada
	Ontario Patient Relations Association
	Canadian Patient Safety Institute
	Mental Health Research Canada
	Canadian Mental Health Association
	Addictions and Mental Health Ontario
	Association of Ontario Health Centres
	Ontario Association of Community Care Access Centres
	Ontario Community Support Association
	Ontario Long Term Care Association
	Ontario Public Health Association
	Association of Local Public Health Agencies
	Alliance for Healthier Communities
	Association of Family Health Teams of Ontario
	Ontario Association of Speech-language Pathologists and Audiologists
	Ontario Chiropractic Association
	Ontario Society of Chiropractors
	Ontario Dental Association
	Ontario Dental Hygienists' Association
	Ontario Dental Technologists Association
	Denturists Association of Ontario
	Dietitians of Canada
	Ontario Society of Nutrition Professionals in Public Health (operating as Ontario Dietitians in Public Health)
	Ontario Homeopathic Medical Association
	Ontario Kinesiology Association
	Registered Massage Therapists' Association of Ontario
	Medical Laboratory Professionals' Association of Ontario
	Ontario Association of Medical Radiation Sciences
	Canadian Medical Association
	Canadian Nurses Association
	Association of Ontario Midwives
	Ontario Association of Naturopathic Doctors
Ontario Society of Occupational Therapists	
Ontario Opticians Association	
Ontario Association of Optometrists	
Ontario Pharmacists Association	
Ontario Podiatric Medical Association	

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Ontario Physiotherapy Association
Ontario Association of Psychological Associates
Ontario Psychological Association
Ontario Society of Registered Psychotherapists
Ontario Society of Psychotherapists
Respiratory Therapy Society of Ontario
Ontario Peer Development Initiative
Heart and Stroke Foundation of Canada
Canadian Cancer Society
Arthritis Society
Ontario Lung Association
Alzheimer Society of Ontario
Canadian College of Health Leaders
Ontario Personal Support Workers Association
Canadian National Institute for the Blind
Canadian Pharmacists Association
Canada Health Infoway
World Health Organisation (WHO)
AdvantAge Ontario
Black Health Alliance
Canadian Association of Physician Assistants
Canadian Geriatrics Society
Ontario Association of Cardiologists
Ontario College of Family Physicians