MEMORANDUM OF UNDERSTANDING
BETWEEN THE
MINISTER OF HEALTH AND LONG-TERM CARE
AND THE
MEDICAL ELIGIBILITY COMMITTEE

Ministry of Health and Long-Term Care
Negotiations & Accountability Management Division
Health Services Branch
370 Select Drive
PO Box 168
Kingston ON K7M 8T4
1. Purpose
   a. The purpose of this Memorandum of Understanding (MOU) is to:
      • Establish the accountability relationships between the parties, namely
        the Minister of Health and Long-Term Care (Minister) and the Medical
        Eligibility Committee (Agency) through its Chair.
      • Clarify the roles and responsibilities of the Minister, the Agency Chair,
        and the Deputy Minister.
      • Set out the expectations for the operational, administrative, financial,
        auditing and reporting arrangements between the Agency and the
        Ministry of Health and Long-Term Care.

   b. This MOU should be read together with section 7 of the Health Insurance
      Act (HIA), the Agency’s constituting instrument. The terms and conditions
      set out in this MOU do not replace or supersede existing legislation or
      regulations governing agencies and the Ministry of Health and Long-Term
      Care, and the parties hereto specifically recognize the adjudicative
      independence of the Agency.

   c. The Agency conducts reviews at arms-length from the Ministry of Health
      and Long-Term Care (MOHLTC) and the process for conducting reviews
      is set out in the HIA.

2. Definitions
   In this MOU:

   “AEAD” means the Treasury Board/Management Board of Cabinet Agency
   Establishment and Accountability Directive

   “Agency” means the Medical Eligibility Committee

   “Appointee” means a member appointed to the Agency by the Minister or by the
   Lieutenant Governor in Council, but does not mean an individual appointed by
   the Agency as staff

   “Chair” means the Chair of the Medical Eligibility Committee

   “Constituting instrument” means the Health Insurance Act that established the
   Agency

   “Deputy Minister” means the Deputy Minister of Health and Long-Term Care

   “HIA” means the Health Insurance Act, R.S.O. 1990, Chapter H.6, as amended
   from time to time, that governs the Agency

   “MBC” means Management Board of Cabinet
“Minister” means Minister of Health and Long-Term Care

“Ministry” means Ministry of Health and Long-Term Care

“OHIP” means the Ontario Health Insurance Plan

“Other acts” mean additional statutes that will be referred to in the MOU


“TB” means Treasury Board

3. Agency’s Legal Authority and Mandate
   a. The legal authority of the Agency is set out in the HIA.
   b. The mandate of the Agency, set out in section 7 of the HIA, is to perform such duties as are assigned to it under the HIA or by the Minister. Section 19 of the HIA requires the Agency to review disputes between insured persons and the General Manager of OHIP that the insured persons are not entitled to insured services in a hospital or health facility because they are not medically necessary.

4. Agency Classification
   a. The Agency is classified as an adjudicative agency under the Agency Establishment and Accountability Directive (AEAD).
   b. The Agency is a public body and a commission public body pursuant to Regulation 374/07 of the PSOA.

5. Guiding Principles
   The parties agree to the following principles:
   a. The Minister acknowledges that the Agency exercises powers and performs duties in accordance with its legal mandate. The Minister acknowledges the need for the Agency’s adjudicative decisions to be made, and be seen by the public to be made, independently and impartially.
   b. The Minister acknowledges that the Agency plays a meaningful role in the development of the policies and programs of the government, as well as in the delivery of those policies and programs.
   c. The Chair acknowledges that accountability is a fundamental principle to be observed in the management, administration and operations of the Agency.
   d. As an agency of the government, the Agency conducts itself according to the management principles of the government of Ontario. These principles include ethical behaviour; prudent, efficient, and lawful use of public
resources; fairness; high quality service to the public; and openness and
transparency.
e. The Agency and the Ministry agree to avoid duplication of services
wherever possible, subject to observance of the principle of independence
in decision-making.

6. Accountability Relationships

6.1 Minister
a. The Minister is accountable to the Legislative Assembly for the Agency’s
fulfillment of its mandate, and its compliance with government
administrative policies. For these purposes the Minister reports and
responds to the Legislative Assembly on the affairs of the Agency.
b. The Minister is accountable to the Cabinet for the performance of the
Agency and its compliance with the government’s operational policies and
broad policy directions.
c. The Minister is responsible for representing the Agency in the Cabinet and
its committees, the Legislative Assembly, and before committees of the
legislature.

6.2 Chair
a. The Chair is accountable to the Minister for the performance of the
Agency in fulfilling its mandate, and for carrying out the roles and
responsibilities assigned to the Chair by the HIA and other applicable
legislation, this MOU, and applicable TB/MBC and Ministry of Finance
directives.

6.3 Deputy Minister
a. The Deputy Minister is accountable to the Minister for the performance of
the Ministry in providing administrative and organizational support to the
Agency and for carrying out the roles and responsibilities assigned by the
Minister, the HIA, applicable TB/MBC and Ministry of Finance directives,
and this MOU.

7. Conflict of Interest
a. The Chair is responsible for ensuring that appointees and staff of the
Agency are informed of the conflict of interest rules, including the rules on
political activities that govern the organization in accordance with O. Reg
381/07 of the PSOA.

8. Roles and Responsibilities

8.1 Minister
The Minister is responsible for:
a. Determining the need for any review and recommending to TB/MBC on the elimination or consolidation of the Agency, or any change to the Agency’s mandate.

b. Directing that a periodic review of the Agency be conducted as necessary and making subsequent recommendations to TB/MBC.

c. Recommending to TB/MBC any provincial funding to be given to the Agency.

d. When appropriate or necessary, taking action or directing that corrective action be taken with respect to the Agency’s mandate or operations.

e. Recommending to TB/MBC the powers to be given to the Agency when a change in the mandate of the Agency is being proposed.

f. Reporting and responding to the Legislative Assembly on the affairs of the Agency.

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

h. Receiving the annual report from the Agency and tabling it in the Legislative Assembly within 60 days of receiving the final draft.

i. Reporting and responding to the Cabinet on the Agency’s performance and compliance with the government’s operational policies and broad policy directions.

j. Informing the Chair of the government’s priorities and broad policy directions for the Agency.

k. Ensuring that the Chair is free to focus on the strategic goals and adjudicative aspects of the Agency.

l. Advising the Chair on Corporate Directives applicable to Agencies and work together with the Chair to ensure that the obligations for the directives and guidelines are met.

m. Developing, updating and revising the Agency’s MOU with the Chair.

n. Reviewing approving and/or signing the MOU and business plan for the Agency.

8.2 Chair

The Chair is responsible for:

a. Setting the goals, objectives, and strategic directions for the Agency within its mandate as defined by the HIA.

b. Developing operational policy and procedures for the affairs of the Agency so as to fulfill its mandate as defined by the HIA.

c. Ensuring that the Agency operates within its approved budget allocation in fulfilling its mandate.

d. Providing leadership to the Agency.

e. Developing and implementing the operational policy of the Agency.

f. Monitoring the performance of the Agency and developing performance measures and targets for the Agency in collaboration with the Deputy Minister.
g. Keeping the Minister informed of issues or events that may concern the Minister in the exercise of the Minister’s responsibilities.

h. Ensuring that members are informed of their responsibilities under the PSOA with regard to rules of ethical conduct (Part IV of the PSOA), including political activity rules (Part V of the PSOA).

i. Recording any declared or apparent conflicts of interest and advising the Minister of these conflicts promptly in accordance with applicable directives, policies and the HIA.

j. Making sure that appropriate management systems are in place (financial, information technology, human resource) for the effective administration of the Agency.

k. Making sure that an appropriate framework is in place for Agency staff and appointees to receive adequate orientation and training.

l. Making sure that Agency appointees are aware of and comply with applicable TB/MBC and Ministry of Finance directives.

m. Making sure a process for responding to and resolving complaints from the public and Agency clients is in place, consistent with the government’s service standards directive.

n. Carrying out effective public communications and relations for the Agency as its chief spokesperson in accordance with the protocol attached as Appendix 3.

o. Cooperating with any periodic review of the Agency directed by the Minister or TB/MBC.

p. Directing corrective action relating to the operations of the Agency be taken, if needed.

q. Making decisions consistent with the business plan approved for the Agency.

r. Ensuring that public funds are used with integrity and honesty.

s. Preparing the Agency’s annual report for submission to the Minister in a manner timely enough to allow the Minister to meet the requirements for tabling of the report in the Legislative Assembly.

t. Developing the Agency’s MOU with the Minister and signing it on behalf of the Agency.

u. Reviewing and approving the Agency’s business plan, budget, annual report and financial reports, as requested and submitting them to the Minister in accordance with the time lines specified in the applicable TB/MBC and Ministry of Finance directives, and this MOU.

v. Providing both the Minister and the Minister of Finance with a copy of every audit or financial report, a copy of the Agency’s response to each report, and any recommendations in the report.

w. Advising the Minister annually on any outstanding audit or financial report recommendations.
8.3 Deputy Minister
The Deputy Minister is responsible for:

a. Advising the Minister on the requirements of the AEAD and other directives that apply to the Agency.
b. Advising the Minister on the operation of the Agency or its consolidation or elimination.
c. Collaborating with the Chair to establish performance measures and targets for the Agency.
d. Advising and assisting the Minister on meeting assigned ministerial responsibilities with respect to the Agency.
e. Consulting with the Agency's Chair, as needed, on matters of mutual importance including services provided by the Ministry, TB/MBC directives, and Ministry policies.
f. Meeting with the Chair as needed or as directed by the Minister.
g. Undertaking reviews of the Agency as directed by the Minister.
h. Cooperating with any review of the Agency as directed by the Minister or TB/MBC.
i. Monitoring the Agency on behalf of the Minister while respecting the Agency's authority and independence; identifying needs for corrective action, where warranted; and recommending to the Minister ways of resolving any contentious issues that might arise from time to time.
j. Ensuring that the Agency has an appropriate risk management framework and mitigating strategy in place for managing risks that the Agency may encounter in meeting its program or service delivery objectives.
k. Advising the Minister on documents submitted by the Agency to the Minister for review or approval, or both.
l. Establishing a framework for reviewing and assessing the Agency's business plans and other reports.
m. Negotiating a draft MOU with the Chair of the Agency as directed by the Minister.
n. Arranging for administrative, financial and other support to the Agency as specified in this MOU.
o. Submitting a report to the secretaries of TB/MBC on the wind-down of the Agency immediately following the disposition of any assets, the completion of any outstanding responsibilities by the Agency, and the end of any appointments.

9. Reporting Requirements

9.1 Business Plan

a. The Chair will ensure that the Minister is provided with the Agency’s annual business plans for approval within the timelines established by the Minister for this purpose.
b. The Chair is responsible for ensuring that the Agency's annual business plan fulfills the requirements of the AEAD.
c. The Minister will review the Agency’s annual business plan and will promptly advise the Chair whether or not he/she concurs with the directions proposed by the Agency. The Minister will advise the Chair where and in what manner the Agency’s plans vary from government or Ministry policy or priorities, and the Agency will revise its plan accordingly.

d. The Chair is responsible for ensuring that the Agency’s business plan includes a system of performance measures and reporting on the achievement of the objectives set out in the business plan. The system must include performance goals, how they will be achieved, and target time frames.

e. In addition, the Chair of TB/MBC may require the Minister to submit the Agency’s business plan to TB/MBC for review at any time.

9.2 Annual Reports

a. The Chair is responsible for ensuring that the Agency’s annual report is submitted to the Minister for tabling in the Legislative Assembly. The Chair will submit the annual report to the Minister within 90 days of the Agency’s fiscal year end.

9.3 Other Reports

The Chair is responsible for:

a. Ensuring that the reports and documents set out in Appendix 1 to this MOU are submitted for review and approval to the Minister according to the prescribed time lines.

b. At the request of the Minister or Deputy Minister, supplying specific data and other information that may be required from time-to-time for the purpose of Ministry administration and accountability.

10. Communications

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

The parties, therefore, agree as follows:

a. The Chair will keep the Minister advised, in accordance with the timelines set out in Appendix 3, 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.

b. 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 Agency’s mandate or functions.
c. The Minister will advise the Chair on Corporate Directives applicable to the Agency and will work together with the Chair to ensure that the obligations for the directives and guidelines are met.
d. 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.
e. The Minister and the Chair will meet, as requested by either party, to discuss issues relating to the fulfillment of the Agency’s mandate.
f. The Deputy Minister and the Chair will meet as needed to discuss issues relating to the efficient operation of the Agency and the provision of services by the Ministry to the Agency.
g. The Agency and Ministry will adhere to the Public Communications Protocol set out in Appendix 3 to this MOU.
h. Communications shall not include discussion or exchanging of information between Agency personnel and the Minister, Deputy Minister or Ministry staff about specific current, past, or future cases to be heard by the Agency.
i. Inquiries received by the Minister’s Office regarding a case in progress at the Agency will be re-directed to the Agency without comment. Any response made by the Minister’s Office to the inquiring party will indicate that the inquiry has been forwarded to the Agency and that the Minister cannot comment on an adjudicative proceeding.
j. For all contentious issues, the Agency Chair will notify the Ministry lead immediately upon becoming aware of the issue and will notify the Minister’s office simultaneously.

11. Administrative Arrangements

11.1 Applicable Government Directives
a. The Chair is responsible for ensuring that the Agency operates in accordance with all applicable TB/MBC, Ministry of Finance directives, as well as applicable Ministry financial and administrative policies and procedures.

11.2 Administrative and Organizational Support Services
a. The Deputy Minister is responsible for providing the Agency with the administrative and organizational support services listed in Appendix 4 to this MOU.
b. Appendix 4 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 Agency are of the same quality as those provided to the Ministry’s own divisions and branches.
11.3 Legal Services
   a. The Agency requires legal services. These services are to be provided in accordance with the Ministry of the Attorney General’s Corporate Operating Policy on Acquiring and Using Legal Services.

11.4 Freedom of Information and Protection of Privacy
   a. The Chair is the institutional head for the purposes of the Freedom of Information and Protection of Privacy Act (FIPPA).
   b. The Chair is responsible for the Agency’s compliance with FIPPA and the regulations made under that Act (Regulations 459 and 460).

11.5 Records Management
   a. The Chair is responsible for ensuring that a system is in place for the creation, collection, maintenance, and disposal of records.
   b. The Chair is responsible for ensuring that the Agency complies with the TB/MBC Management of Recorded Information Directive.
   c. The Chair is responsible for ensuring that the Agency complies with the Archives and Recordkeeping Act, 2006, S.O. 2006, Chapter 34, Schedule A.

11.6 Service Standards
The Agency must adopt and meet the OPS Common Service Standards.
   a. Monitor and measure the quality of service provided.
   b. Identify and implement service improvements.
   c. Adhere to all relevant legislative requirements.

12. Financial Arrangements

12.1 Funding
   a. The Agency is funded from the Consolidated Revenue Fund pursuant to an appropriation authorized by the Legislative Assembly.
   b. The Chair will prepare estimates of the Agency’s expenditures for inclusion in the Ministry’s Results Based Plan. The Chair will deliver these estimates to the Minister in sufficient time to be analyzed and approved by the Minister.
   c. The estimates provided by the Chair may, after appropriate consultation with the Chair, be altered as required.
   d. Financial procedures of the Agency must be in accordance with TB/MBC and Ministry of Finance directives and guidelines and other applicable government direction.
   e. Pursuant to Section 28 of the Financial Administration Act (“FAA”), the Agency 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 of Ontario without the written approval of the Minister of Finance (“MOF”).
The Minister’s approval is required before seeking Section 28 FAA approval.

12.2 Financial Reports

a. The Chair will provide to the Minister audited annual financial statements, if any, or financial reports and will include them as part of the agency’s annual report.

12.3 Harmonized Sales Tax (HST)

a. The Board is listed in Schedule A - Part II to the Reciprocal Tax Agreement between Ontario and Canada.

13. Audit and Review Arrangements

13.1 Audits

a. Regardless of any annual external audit, the Minister may direct that the Agency be audited.

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. Also, the Auditor General of Ontario may, at any time, audit any aspect of the operations of the Agency under the Auditor General Act.

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

d. The Chair may request an external audit of the financial transactions or management controls of the Agency at the Agency’s expense.

14. Staffing and Appointments

14.1 Staffing

a. Agency employees are employed under Part III of the PSOA.

b. The Agency, in its dealings with staff employed under the PSOA, is subject to TB/MBC human resource directives and Public Service Commission directives under the PSOA.

14.2 Appointments

a. The members of the Agency are appointed by the Minister, pursuant to Section 7(1) of the HIA, all of the members are physicians.

b. Pursuant to section 7(3) of the HIA, any three members constitute a quorum and are sufficient for the exercise of all functions of the Medical Eligibility Committee.
15. Liability Protection and Insurance

15.1 Protection from Liability

a. In accordance with Section 39 of the HIA, no action or other proceeding shall be instituted against a member or the employees, agents or inspectors of the Agency, if any, for any act done in good faith in the performance or intended performance of the person’s duty or for any alleged neglect or default in the performance in good faith of the person’s duty.

15.2 Insurance

a. The Agency is included in the Government of Ontario Commercial General Liability Protection Program.

16. Effective Date, Duration and Periodic Review of the MOU

16.1 Duration of MOU

a. This MOU becomes effective on the date it is signed by the Minister.
b. This MOU will continue in effect for not more than five years from the effective date the Minister signs the MOU.
c. If a new Minister or Chair takes office before this MOU expires, the Minister and Chair must affirm by letter that the MOU will continue in force without a review; or alternatively, they may agree to revise it. The letter of affirmation must be provided to the Secretary of MBC within six months of the new party’s commencement.
d. Without affecting the effective date of this MOU, either the Minister or Chair may initiate a review of this MOU by written request to the other.
e. A full review of this MOU will be conducted prior to its expiry and not more than five years following the date it came into effect or immediately in the event of a significant change to the Agency’s mandate, powers or governance structure as a result of an amendment to the HIA.

16.2 Periodic Reviews

a. The Agency may be subject to a periodic review at the discretion and direction of TB/MBC or the Minister. The review may cover such matters relating to the Agency that are determined by TB/MBC or the Minister, and may include the mandate, powers, governance structure and/or operations of the Agency.
b. The Minister will consult the Chair as appropriate during any such review.
c. The Chair will cooperate in any review.
17. Signatures

(Original signed by)

__________________________  June 1, 2010
J. S. Brooks
Agency Chair
Medical Eligibility Committee

(Original signed by)

__________________________  December 23, 2010
Deb Matthews
Minister of Health and Long-Term Care

Date: ______________________

Date: ______________________
Appendix 1:

Summary of Agency Reporting Requirements

<table>
<thead>
<tr>
<th>DUE DATE</th>
<th>REPORT/DOCUMENT</th>
<th>NAMES OF RESPONSIBLE OFFICIALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>As requested</td>
<td>The Agency will prepare estimates of the Agency’s expenditures for inclusion in the Ministry’s business plan.</td>
<td>Chair</td>
</tr>
<tr>
<td>June 30</td>
<td>Agency 3 year Business Plan</td>
<td>Chair</td>
</tr>
</tbody>
</table>
| Include in Annual Report | • Prepares  
|                    | • Approves                                            |                               |
|                    | • Provides to Minister                                |                               |
| June 30           | Annual Report                                         | Chair                         |
|                    | • Prepares                                            |                               |
|                    | • Approves                                            |                               |
|                    | • Provides to Minister                                 |                               |
| Include in Annual Report | Audited Financial Statements or Financial Statements | Chair                         |
Appendix 2:

**Applicable Government Directives**

1. All government directives apply to classified agencies and include, but are not limited to, the following:

   - Accountability Directive
   - Advertising Content Directive
   - Agency Establishment and Accountability Directive
   - Delegation of Authority Directive
   - Disclosure of Wrongdoing Directive
   - Freedom of Information and Protection of Privacy Directive
   - Government Appointees Directive
   - Information and Information Technology (I&IT) Directive
   - Management of Recorded Information Directive
   - Procurement Directive
   - Travel, Meal and Hospitality Expenses Directive
   - Visual Identity Directive

   The complete collection of directives is only available on the OPS Intranet. Directives of interest to agencies can be found at:


2. The Ministry will inform the Agency of amendments or additions to directives, policies and guidelines that apply to the Agency; however, the Agency is responsible for complying with all directives, policies and guidelines to which it is subject.
Appendix 3:

Public Communications Protocol

1. Definitions
   a. “Public communications” means any material that is communicated to the public, either directly or through the media in:
      • Oral form, such as a speech or public presentation.
      • Printed form, such as a hardcopy report.
      • Electronic form, such as a posting to a website.
   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 the Legislative Assembly
      • The public
      • Media
      • Stakeholders
      • Service delivery partners.


3. The Ministry and the Agency will appoint persons to serve as public communications “leads”.
   • The Ministry lead is:
     Assistant Director
     Communications and Information Branch,
     Ministry of Health and Long-Term Care
     80 Grosvenor St.,
     Toronto, ON  M7A 1R3
     Tel: 416-326-3912
   • The Agency lead is: the Chair

4. For the purpose of this protocol, public communications are divided into three categories:
   a. Media responses or news releases related to the day-to-day business of the Agency and its programs that do not have direct implications for either the Ministry or the government.
      • The Agency should communicate their media responses or news releases to the Ministry lead, who will circulate as appropriate to other individuals within the Ministry.
Public Communications Protocol (Cont’d)

• This category does not include contentious issues, media responses, or news releases that directly or indirectly announce grants or other funding to organizations.

b. Media responses, news releases, or communications plans where provincial or ministerial messaging on government priorities would enhance the Agency’s or the government’s profile, or would provide opportunities for local MPP announcements.
   • The Agency lead will notify the Ministry lead of upcoming media responses, news releases, and communications plans fifteen days in advance for all non-contentious items that might generate media interest.
   • For non-contentious items which provide government messaging opportunities or which involve funding announcements, the Agency must also request approval of news releases or communications plans seven days prior to the date required.
   • Final approval is required from the Minister’s office. If the Agency were not to receive comments or approval from the Minister’s office or Ministry lead within forty-eight hours of the date on which the item is to be issued, the Agency can proceed accordingly.

c. Contentious issues, media responses, 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).
   • For all contentious issues, the Agency lead will notify the Ministry lead immediately upon becoming aware of the issue and will notify the Minister’s office simultaneously. The Ministry lead may also advise the Agency of contentious issues that require attention. The Agency will provide all required background information on the issue to the Ministry lead, who will arrange to have a contentious issues note prepared.
   • The Agency must obtain Ministry approval prior to issuing media responses or news releases in this category. The Agency lead will provide the media response or news releases to the Ministry lead who will initiate the approval process within the Ministry.
   • Final approval on media responses and news releases in this category is required from the Minister’s office.
Appendix 4:

Administrative Support Services

- Schedule meetings
- Gather and prepare documentation for meetings
- Take meeting minutes and distribute (by email) to members
- Compile/distribute directives etc.
- Handle the expense claims (fill in for members and send/fax to them for signature, submitting for payment to FMB)
- Draft correspondence from the committee (eg. Decisions, recommendations etc.)
- Ensure distribution of correspondence from the committee
- Draft annual report and Three Year business plan
- Draft any required reports
- Manage Agency member appointments
- Records Management/Filing