

The Honourable Frank N. Marrocco, Chair  
Angela Coke, Commissioner  
Dr. Jack Kitts, Commissioner

L'honorable Frank N. Marrocco, président  
Angela Coke, commissaire  
Dr Jack Kitts, commissaire

April 30, 2021

Dear Minister Fullerton:

Despite the tight timeframe to fulfill our mandate and report by April 30, 2021, thanks to the support of many, the Commission held more than 170 formal meetings with more than 700 individuals recorded in over 15,000 pages of transcripts and conducted confidential interviews. We also received and considered some 300 written submissions.

As you pointed out in your December 23, 2020 letter, the need for timely focused advice about the long-standing challenges in the long-term care sector is acute. With that in mind, we enclose:

- our executive summary and recommendations in both English and French; and
- the English text of our final report.

The French translation of the balance of our report, which, as you can see, exceeds 300 pages, is in process.

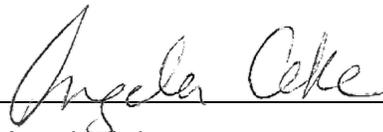
The key chapters of the report describe:

- The state of long-term care before COVID-19, including the long-standing challenges concerning staffing, quality of resident care, oversight, funding, and infrastructure
- The deficiencies in Ontario's pandemic preparedness
- The COVID-19 crisis in long-term care and its devastating impacts
- Best practices and promising ideas that can be adopted and expanded to improve long-term care, and
- Final recommendations that build on our interim recommendations provided in October and December 2020

We believe the recommendations will assist the government with its commitment to transform Ontario's long-term care sector and look forward to the release of the report.



The Hon. Frank N. Marrocco  
Chair



Angela Coke  
Commissioner



Dr. Jack Kitts  
Commissioner

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