MESSAGE FROM THE CEO AND BOARD CHAIR

OTN - CARE.CONNECTED

SMART HEALTH CARE. IT’S HERE NOW!

HEALTH CARE ANYWHERE
Health Care Anywhere by the Numbers

PRIMARY CARE
Primary Care by the Numbers

VIRTUAL HEALTHCARE MARKETPLACE

ENGAGEMENT AND DISTRIBUTION
Engagement and Distribution by the Numbers

MOVING FORWARD

CORPORATE GOVERNANCE
While consumer-driven technology has touched nearly every aspect of our lives, health care has been slower to adapt and embrace these tools. But all of that is quickly starting to change. OTN, with its many partners across Ontario, is driving the acceleration of virtual care innovation in Ontario to enable the healthcare system to leverage proven digital solutions that align with health system needs.

We measure our success by the number of patients we’ve helped and by the costs we have helped the healthcare system avoid – which we measure in the tens of millions of dollars. Over the past year, OTN has extended its reach to support more patients across Ontario by increasing access, improving quality of life for patients and their families and helping to achieve better outcomes.

In fact, there were over 800,000 patient services provided this year, as well as an additional 900,000 educational and administrative events. More than 22,000 patients received more timely diagnoses using the provincial eConsult program. And almost 4,000 patients living with congestive heart failure and chronic obstructive pulmonary disease participated in Telehomecare - an intensive health coaching and remote monitoring program to empower them to better manage their own health.

OTN has also taken on a leadership role as a catalyst for new, technology-enabled models of care in Ontario. We identify and validate the best-in-class tools, broker the relationships, develop the clinical programs with our partners and then work to scale those solutions across the province.

We’re working collaboratively with healthcare system partners to boost virtual care innovation and its adoption, so that everyone can benefit from the most impactful ideas and solutions out there.

No longer do we live in an era where we talk about telemedicine as the future of health care. The future is here – now – in Ontario.

Ed Brown, MD
Chief Executive Officer

David Murray
Board Chair 2016/17
OTN — CARE. CONNECTED.

OTN brings virtual care innovation to the healthcare system so the people of Ontario can get the care they need when and where they need it most: at home, in their community or in a hospital. For more than a decade, OTN has increased access to health care and education across the province with one of the world’s most extensive telemedicine networks. Working with its many partners and leveraging its unique knowledge of health care and digital technology, OTN addresses challenges by introducing and spreading new ways of delivering care that benefit patients, care providers and the healthcare system. An independent, not-for-profit organization, OTN is funded by the Government of Ontario. For more information, go to otn.ca.
MISSION

Our mission is to develop and support telemedicine solutions that enhance access and quality of health care in Ontario and inspire adoption by healthcare providers, organizations and the public.

VALUES

OUR CUSTOMERS
We believe in partnering with our customers to provide exceptional service and to promote their ultimate success.

As an organization, we are guided by the following values:

Excellence
We are committed to a high standard of professionalism and performance that produces outstanding results of lasting value.

Teamwork
We promote and support quality relationships and high-performance teams through open communication, collaboration and virtual technology.

Our People
We are committed to creating a healthy workplace that promotes diversity, respect, opportunity, life-long learning and work-life balance.

Integrity
We hold ourselves accountable by keeping our promises. We are open, honest, and transparent. We treat each other and our customers with respect.

Innovation
We are passionate, proactive, and creative leaders who are committed to transforming health care delivery. We seek meaningful opportunities to continually learn and improve.
SMART HEALTH CARE. IT’S HERE NOW!

No longer do we live in an era where we talk about telemedicine as the future of healthcare. The future is here now, in Ontario!

Every day, more and more consumer-driven technology is introduced in Canada. Companies are creating virtual healthcare solutions that resemble the same technology Canadians have already embraced to transform other areas of their lives, such as wearables/“smart clothing” and mobile apps. There’s no question that these advancements in digital health have the potential to change the way Ontarians deliver and receive care, but how do we ensure these solutions are indeed safe and effective? While Ontario’s healthcare system is eager to respond to patient demand by adopting these solutions to help address fiscal and demographic challenges, this is a new frontier for system leaders that requires informed, thoughtful support and leadership.

That’s where OTN steps in!

OTN has earned its reputation over the past 10 years through the advancement of clinical videoconferencing visits. We’ve connected thousands of specialists, clinicians and patients when physical location, access or time constraints create a barrier to care. As new technologies emerge, however, we’ve evolved beyond our original mandate and are becoming a catalyst and distribution channel for new models of technology-enabled care delivery in Ontario and beyond.
OTN as a Catalyst

OTN maintains a set of core services and works with industry innovators and technology vendors to source, validate, and integrate solutions that are proven, secure and effective, and have the potential to transform the delivery of health care within Ontario.

However, while part of OTN’s role is to work with technology vendors and innovators to validate and scale their solutions, our primary role is working with Ontario’s healthcare partners to determine how virtual solutions can help them achieve their goals and assess their readiness to incorporate virtual care technologies into their clinical workflows. As a result, clinical programs across the province have evolved by adopting virtual care solutions to better meet the healthcare needs of a specific population. From these new, or enhanced, models of care, OTN has identified scalable and sharable best practices, tried-and-tested protocols and has identified policies in collaboration with its partners.

OTN as a Distribution Channel

This past year, we continued developing our online community where healthcare providers practice telemedicine, connect with peers and access online learning and educational resources. OTNhub has become our core business. It’s the online community where healthcare providers can find the clinical resources and telemedicine tools they need to engage in virtual health care. In addition, over the past year, OTNhub has also become a platform where emerging technologies are vetted, endorsed and curated by OTN so healthcare providers across Ontario can access and choose those that are right for them.
2016/17 Strategic Priorities:

In accordance with our evolving mandate, OTN set four strategic priorities in 2015/16:

1. **Health Care Anywhere**: Provide Ontario’s healthcare sector with a core set of streamlined and integrated services that are easy to understand and ready to use anywhere, and support connected care for all Ontarians – at home and across the continuum of care.

2. **Primary Care**: Collaborate with primary care providers to integrate virtual care solutions into practice, and work with system partners to develop new models of care that increase patient access, foster collaboration between healthcare providers and build on the benefits of team-based care.

3. **Virtual Healthcare Marketplace**: Enhance the quality of care delivered in Ontario, as well as the patient care experience, by creating a rapid and nimble process for finding, evaluating, scaling and distributing best-in-class virtual care solutions.

4. **Engagement and Distribution**: Engage with strategic partners to support the innovative distribution of virtual care through change management and adoption, and replication of programs through a clinical knowledge centre and community of practice.
HEALTH CARE ANYWHERE

OTN offers healthcare practitioners a core set of integrated telemedicine tools and services that better enable them to care for their patients, collaborate with peers and access online learning and education. These core services include eVisit (videoconferencing), eConsult (online specialist consults), Teledermatology (online dermatology consults), Telehomecare (at-home monitoring) and online learning. In addition to these core services, members of the OTNhub are equipped with practical tools to help them integrate telemedicine into their practice, such as an online scheduling tool, a comprehensive directory and readily available technical support.

In 2016/17, we wanted to make it better for healthcare providers to access our core services and make them more intuitive and convenient to use. In addition to making significant improvements to OTNhub's application process, event scheduling and customer profile management, here are some of the ways we made it better:
eVisit (Videoconferencing)

In fiscal year 2016/17, OTN facilitated 786,986 patient-related events through direct (patient in the room) or indirect (case conference) videoconferencing. There are multiple ways OTN’s customers can connect with other healthcare providers, hospitals, clinics and teaching facilities using videoconference:

• a PC-based solution that enables users to schedule and connect seamlessly via videoconferencing with each other through OTNhub; and
• room-based technology in over 3,400 locations in hospitals and other healthcare facilities that can be booked and accessed through OTNhub to conduct virtual visits with patients. The technology also supports the use of peripherals to securely enable healthcare providers to collect relevant clinical information during these sessions.

Throughout the year videoconferencing was, and continues to be, used to extend the benefits of telemedicine well beyond a physician’s office or health facility. Organizations leverage OTN’s videoconferencing solutions to reduce patient transfers, avoid non-urgent care in the ER, reduce hospitalization, minimize re-admissions and offer patients access to the right care - in the right place, at the right time.

Application Program Interfaces (APIs)

Over the past year, OTN created two key Application Program Interfaces (APIs) to allow third-party solutions to incorporate OTNhub secure services as part of their clinical solutions.

In January 2017, we launched an eConsult API, focused on EMR integration and referrer functionality in collaboration with OntarioMD and eHealth Ontario. Two partner EMR vendors (QHR and OSCAR) launched integrated consultant workflows within their products and have onboarded specialists. The first eConsult case was addressed via EMR shortly after deployment, finalizing a key milestone in the evolution of eConsult. OTN’s second API was used by QoC Health in support of the Northumberland PATH project, enabling patients to schedule and join clinical videoconferences from within QoC’s app that is hosted on OTN’s secure videoconferencing network.
Mobile Apps

To improve accessibility to key OTNhub services, OTN developed apps on popular mobile platforms (iOS and Android) to make a healthcare provider’s experience using OTNhub services more seamless. In September 2016, we successfully launched our first Android mobile videoconferencing application, OTNconnect. This broadened the number of ways healthcare practitioners can access our videoconferencing service to include PC, Mac, iOS, and Android devices. In November, we also introduced a secure messaging proof of concept to OTNconnect, allowing select users to initiate clinically secure conversations. The Telederm app (OTN Telederm) was also released to the Apple App Store in November.

Telestroke

The Ontario Telestroke program provides access to a standard of care for hyper-acute stroke patient assessment and management for Ontarians who currently lack access to these services, usually due to geography. Telestroke facilitates access to time-sensitive treatment for patients with hyper-acute stroke by providing consultative support for physicians. The program is supported by a collaborative partnership between the Ontario Stroke Network, CritiCall Ontario and OTN. By the end of the year, there were 1,796 consultations with a 27 per cent Tissue Plasminogen Activator (tPA) administration rate in 2016/17.

Teleophthalmology

Although diabetes is the leading cause of preventable vision loss and blindness in Ontario, more than 400,000 diabetes patients have not had their eyes checked in the past two years. OTN’s Teleophthalmology program supports timely access to care for people living with diabetes who have not had a retinal screening exam. Patients are referred to one of 10 participating healthcare clinics where a trained technician takes images of patients’ eyes with a specialized camera. Once the images are captured, they are forwarded electronically to a central repository for an ophthalmologist to review and grade accordingly. This virtual care solution brings the specialist’s examination room directly to the patient. This year, OTN procured a new solution from Retina Labs to facilitate screenings that are more accessible for providers, require less
support, improve the tracking of metrics and improve patient and provider satisfaction.

**Telehomecare**

Telehomecare, an intensive six-month health coaching and remote monitoring program, brings patients with chronic obstructive pulmonary disease and congestive heart failure the care they need, right in their homes. Specially trained nurses monitor each patient’s health status remotely, intervening at the sign of a worsening condition, and connect with the patiently weekly for coaching by phone to help patients meet goals. The program is delivered in partnership with nine of Ontario’s 14 LHINs and is supported by the Ministry of Health and Long-Term Care (MOHLTC) and Canada Health Infoway.

A total of 3,894 patients were enrolled in the Telehomecare program in 2016/17 – an increase of 17 per cent over the previous year. LHIN data continues to indicate a 60-80 per cent reduction in hospitalization and emergency visits for the patients in the program.

OTN procured a new vendor, Vivify Health Inc., for its Telehomecare program. Vivify Health Inc. offers a mobile remote care management platform via the cloud, based on consumer mobile devices and offers multiple modalities for health monitoring and engagement. The new platform will bring new features to our existing Telehomecare program and presents new opportunities for the growth of the program. Procuring Vivify represents a key step in refreshing OTN’s patient support infrastructure and extends the reach of a program that has been proven to make a significant difference to the lives of people living with chronic disease.
### HEALTH CARE ANYWHERE BY THE NUMBERS (KEY HIGHLIGHTS):

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total telemedicine events (including eVisits, webcasts, webconferencing and eConsult)</td>
<td>1,687,449</td>
</tr>
<tr>
<td>Patient events via videoconference</td>
<td>786,986</td>
</tr>
<tr>
<td>Teleophthalmology screens completed</td>
<td>1,480</td>
</tr>
<tr>
<td>New patients enrolled in Telehomecare</td>
<td>3,894</td>
</tr>
<tr>
<td>Estimated travel costs avoided</td>
<td>$77,315,743</td>
</tr>
<tr>
<td>Referring Telestroke Emergency Departments with 20 neurologists providing support for these sites</td>
<td>29</td>
</tr>
<tr>
<td>eConsults submitted using OTN’s eConsult program, Champlain Base™ and OTN’s Telederm program</td>
<td>22,571</td>
</tr>
<tr>
<td>Clinical videoconference events (26% year-over-year growth)</td>
<td>685,514</td>
</tr>
<tr>
<td>Million kilometres of patient travel avoided</td>
<td>284.3</td>
</tr>
</tbody>
</table>
Last year, OTN set out to support primary care and foster greater collaboration among healthcare providers and teams. As part of this strategy, we worked with several Local Health Integration Networks (LHINs) to develop new models of care that provide enhanced access to primary care for Ontarians and support the collaboration between primary care providers and specialists to reduce the need for referrals and transitions in care.

Below are a few of those initiatives:
eConsult Enhancements

eConsult connects referring physicians and nurse practitioners to specialists, providing the opportunity to inform clinical decision making without sending the patient to see the specialist in person. Through a private and secure web page, referring providers can ask a specialist a clinical question about their patient and receive advice quickly and securely... in less than 3 days on average.

OTN, OntarioMD (OMD) and the Champlain BASE™ (BASE™) have been collaborating through a provincial strategy for developing and expanding eConsultation services for the province of Ontario. To date, OTN and OntarioMD have launched OTN’s eConsult in almost all LHINs except for Champlain, South East, and Mississauga Halton. The Champlain LHIN, offers their own version of an eConsult program known as Champlain BASE™. It is available in the Champlain LHIN, South East LHIN, and the Mississauga Halton LHIN.

From April 1, 2016 to March 31, 2017, there were 22,571 eConsults submitted using OTN’s eConsult Program, Champlain Base™ and OTN’s Telederm program. There were 9,859 consultations using OTNs Telederm program, involving more than 1,400 physicians while OTN’s eConsult program supported an additional 3,423 events in other specialties. This resulted in an average referral avoidance rate of 72 per cent with an average response time of 2.5 days.

We continued to work in close collaboration with Champlain BASE™ (a managed-service eConsult model) and OMD to transform the eConsult into a provincial program.
Enhancing Access to Primary Care Virtual Visits Project

OTN launched a patient-initiated proof of concept project to enable patients to connect with their primary care physicians using secure messaging, audio and video.

The first proof of concept project was initiated in the Central West LHIN, using a platform created by Novari Health. The project is supported by the Ministry of Health and Long-Term Care (MOHLTC) and includes a physician payment model to be tested in the pilot. Two more proofs of concept will follow, each using one of three solutions procured through a Vendor of Record. Both projects are in their preliminary implementation phase and will be evaluated and evolved over the next year.

Disease Management

In 2015, OTN identified three virtual care solutions with significant potential to improve care in three important clinical areas and partnered with virtual care innovators, experts and champions to test and evaluate them.

The solutions include:

- a mobile app ‘BlueStar’, which provides automated, real-time coaching to support patients living with type 2 diabetes. The app helps educate and motivate patients to improve their diet, exercise and other lifestyle factors and enhances and adjusts medication. The program was implemented at three Diabetes Education Centres and a Family Health Team;

- eQ Connect Solutions, a solution aimed at helping people undergoing dialysis be successful in at-home peritoneal dialysis and avoid the much more expensive and time-consuming alternative of hospital hemodialysis. This is part of a trial lead by London Health Sciences Centre; and

- Big White Wall, an online mental health platform that enables patients to share feelings, track mood, and take cognitive behavioural courses, piloted by Ontario Shores Centre for Mental Health Sciences, Lakeridge Health, and the University of Toronto.

The Women’s College Hospital Institute for Health System Solutions and Virtual Care is evaluating the results of the pilots, which were funded by Canada Health Infoway and the MOHLTC.
Ontario First Nations Health Access Plan

Partnering with First Nations has always been a priority for OTN and its partners at Keewaytinook Okimakanak eHealth Telemedicine Services (KOeTS). Today, there are 70 First Nation communities using telemedicine to access clinical, educational and administrative health services. Using room-based videoconferencing systems, patients in these communities connect with clinicians and specialists across Ontario through real-time video, saving them the stress, time and costs associated with travel. This past year, OTN and KOeTS piloted a new model for First Nation communities intended to be a simpler and more convenient alternative to purchasing a room-based videoconferencing system. First Nation on-reserve communities with adequate internet received a secure desktop computer with videoconferencing devices (web camera and speaker phone) so they can participate in a video eVisit through a private and secure web link. They were also given access to a Regional Telemedicine Navigator at KOeTS who helps them identify and book healthcare providers and services. As part of this new initiative, participating sites were invited to participate in a multi-day training session where they learned how to provide care through telemedicine, and access mental health services through the Centre for Addiction and Mental Health (CAMH).

Telemedicine within Correctional Facilities

When an Ontario citizen is arrested, the responsibility of health care is transferred to the Ministry of Community Safety & Correctional Services (MCSCS) which oversees 26 Ontario-based provincial correctional facilities. In early 2015, MCSCS and OTN met to discuss implementing virtual care solutions in their facilities. Given both organizations share a common goal to improve access to care, including avoiding unnecessary patient travel, we wanted to examine a collaborative approach to care delivery. A full telemedicine unit with peripheral devices was added into the facilities and a strategic partnership was formed. Since corrections is a unique environment, a telemedicine policy was implemented to state that telemedicine is considered first prior to transporting an inmate out for care with a community healthcare provider.

This past year, MCSCS used virtual care solutions to provide community-level care to the offenders residing within their facilities across the province. They have hosted over 6,100 patients by telemedicine (they care for an average of ~8,000 inmates), and have gained access to over 91 different consultants specializing in 10 different areas of clinical service.
PRIMARY CARE BY THE NUMBERS (KEY HIGHLIGHTS):

72% referral avoidance rate with eConsult with an average response time of 2.5 days

6,100 inmates across Ontario’s correctional facilities cared for virtually

233 patients enrolled in the diabetes (BlueStar) app pilot

6,153 healthcare practitioners utilizing clinical telemedicine

Over 100 sites and OTNhub directory profiles were updated to include an “indigenous indicator” to let their peers know they offer culturally appropriate services to First Nation communities

38 patients enrolled in the chronic kidney disease (eQ Connect) solution pilot

694 patients enrolled in the mental health (Big White Wall) pilot
Patient-driven health care has arrived. Increasingly, patients are demanding the same convenience when accessing health care as they do when banking, paying their taxes or managing other areas of their lives. This convenience also produces better health care. Apps and digital solutions are proving to empower patients to better manage their health, and make informed actions to improve it. It is, therefore, not surprising that companies are rapidly producing these healthcare apps and digital solutions. OTN is leveraging its expertise in virtual care and its experience within Ontario’s healthcare system to help healthcare partners stay at the forefront of these innovations. Together, we identify challenges in health care that can be addressed with new models of care that leverage virtual solutions and put patients first. We’ve been partnering with innovators and vendors to ensure solutions entering the market are safe, effective and can be easily accessed by those who will benefit from them the most. This year, we led the development of a digital marketplace where emerging technologies are vetted, endorsed and curated by OTN and can be rapidly introduced and scaled within Ontario.
Solution Formulary

On March 31, 2017, OTN launched its Solution Formulary. The Solution Formulary currently features OTN programs — Telehomecare and Teleophthalmology, and digital tools piloted by OTN, such as BlueStar and Big White Wall.

The formulary will expand to feature a curated collection of virtual healthcare solutions validated by OTN for their clinical and business outcomes, privacy, security and technical requirements. OTN is leveraging its status as a Broader Public-Sector institution to establish Vendor of Record (VOR) arrangements for solutions in multiple clinical areas to ensure efficient, cost-effective and compliant procurement processes for providers and organizations. Healthcare organizations and providers can acquire these solutions through OTN to address common healthcare challenges and system priorities.

As part of the curation process, some new solutions and programs require testing to evaluate the innovation. OTN conducts pilots in collaboration with partners using a standard evaluation framework to assess if benefits of the solution were achieved, including the quality of care provided and the patient and provider experience. Solutions proven to be effective are made available by VORs to all healthcare providers and organizations in Ontario.

PracticalApps.ca

OTN is providing leadership in virtual care through its Practical Apps initiative (practicalapps.ca) which launched in collaboration with the Women’s College Hospital Institute for Health System Solutions and Virtual Care (WIHV). The site offers primary care providers and patients a critical look at mobile health apps. Apps designed for common chronic conditions are reviewed by family doctors who rate the apps for clinical validity, usability, privacy and security, accessibility, safety and reliability.
ENGAGEMENT & DISTRIBUTION

OTN remains committed to working closely with its partners, stakeholders and patients to create and deliver patient-centered care in Ontario. Our change management consultants and field team work with our members to manage change and equip them with information to build and sustain their care programs. Here are a few of the ways we did this over the past year:
New Knowledge Centre (Clinical Tools and Resources) Launched on OTNhub.ca

OTN launched a new set of clinical tools and resources to help healthcare practitioners and organizations successfully develop and implement telemedicine programs within their organizations and create a business case to secure executive support for their virtually-enabled clinical processes and protocols. These resources exemplify best practices we’ve identified throughout our years of experience working with organizations to integrate telemedicine. The resources included case studies, policy and protocol templates and information on best practices.

Telemedicine Nurse Community of Practice

Telemedicine Nurses are the backbone of virtual care programs across the province. To facilitate collaboration, networking, and knowledge-sharing between Telemedicine Nurses, OTN formed an online community of practice where these nurses can connect with one another and share their experiences and learnings. This community continued to grow and develop over the past year. We hosted Telemedicine Nurse workshops across the province to speak with the nurses about the development of new clinical resources and the vision of virtual care in Ontario. We have also worked to gather feedback from the nurses. Their valuable feedback continues to inform the future of virtual care, including the introduction of new services, features, and tools.

OTNhub Enhancements

OTN has taken, and continues to take, an incremental approach to evolving the OTNhub based on feedback we gather from OTNhub users and industry experts. This past year, we began implementing a new user experience in a commercial cloud to enhance the privacy and security of our services. OTN continues to introduce new features on OTNhub that better serve the needs of our diverse users.
ENGAGEMENT AND DISTRIBUTION BY THE NUMBERS (KEY HIGHLIGHTS):

136 | average number of videoconferencing events for traditional room-based systems

31 | new telemedicine programs were established

3,257 | active room-based video systems across the province

62,646 | connections made to a videoconferencing event using OTN’s OTNinvite feature, which allows non-OTNhub members to join events (i.e. patients in their home)

10,599 | active OTNhub users

6,476 | active personal computer videoconference users

21,317 | educational events across the province
In fiscal year 2017/18, OTN will continue to support the Ministry of Health and Long-Term Care’s Patients First: Digital Health Strategy. The strategy is guided by a 10-point digital health action plan called the Digital Health Scorecard that sets out how the government will prioritize its investments and efforts in digital health over the next few years.

In this capacity OTN is supporting the following key components of the Digital Health Scorecard:

**Make Care Available in More Places**

- Provide a secure, reliable, efficient, and interoperable provincial virtual care visit platform for healthcare providers that includes integrated and user-friendly support services (e.g. directory, scheduling, training).

- Support with the LHINs and other partners, the adoption, spread and scale, and meaningful use of virtual care visit programs, solutions and services to enable the delivery of quality, patient-centered, and integrated care.
Stimulate Innovation in Consumer Health

• Enable the piloting and adoption of innovative virtual care visits models (e.g. consumer-facing virtual care visits, regional primary care access pilots), which are evidence-based and enabled with clinical best practice supports

• Expand the virtual care visit platform technology to allow for the best functionality and value, where clinicians can adopt the technologies that best suit their needs

• Support with the LHINs and other partners, the expansion, enhancement, and sustainment of a well-defined suite of evidence-informed digital self-care initiatives, including the provincial Telehomecare program

Make it Easier for Providers to Talk to One Another

• Provide a stable electronic consultation platform to enable the provincial eConsult program

By December 2018, OTN expects:

• More than 1.25 million virtual care visits will be conducted each year;

• At least 350,000 patients will participate in a virtual care visit annually;

• Patient access to virtual care visits will expand through regional primary care access pilots and virtual care visits to the home by specialists and primary care providers for enrolled patients; and

• More than 12,000 patients will manage their care through a digital self-care solution each year.

We look forward to continuing to lead Ontario’s healthcare system into a new era of technology-enabled models of care so all patients can experience faster and easier access to quality care, and our healthcare system continues to transform and improve to achieve better outcomes.

*The future of health care is here – now – in Ontario.*
CORPORATE GOVERNANCE

David Murray (Chair)
Executive Director, Northwest Health Alliance

Marcia Visser (Vice Chair)
Health Sector Trustee, Non-Profits

Anne Brace (Treasurer)
Former Chief Financial Officer (CFO), Softchoice Corporation

Matthew Anderson
Chief Executive Officer (CEO), Lakeridge Health

Andrée Robichaud
Former President and Chief Executive Officer (CEO), Rouge Valley Health System

Jennifer Blum
Chief Financial Officer (CFO) and Vice President of Operations Support, VHA Home HealthCare

Richard Booth
Assistant Professor, Arthur Labatt Family School of Nursing, Western University

Nancy Croitoru
Former President & Chief Executive Officer (CEO), Food & Consumer Products of Canada

Dr. Mark Guttman
Movement Disorder Neurologist, Centre for Movement Disorders

Donna Cripps
Chief Executive Officer (CEO), Hamilton Niagara Haldimand Brant LHIN