OntarioMD

IMPACT REPORT
2025-2026

STRATEGIC PUBLICATION

Strengthening care delivery through digital health leadership

Realizing the future of connected clinical practice.

AI Adoption
Advancing the use of digital tools

Digital Health Leadership
Improving interoperability and workflows

Physician Support
Providing education and security

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Message from the CEO

AUTHOR

Robert Fox

B.Sc., MBA (Health Administration), CHE

ROLE

Chief Executive Officer

"By enabling clinicians to leverage digital health solutions effectively, we are helping to strengthen the integration of systems."

Ontario's healthcare system continues to face increasing demands for more connected, efficient, and patient-focused care. OntarioMD's role has never been more relevant. By enabling clinicians to leverage digital health solutions effectively, we are helping to strengthen the integration of systems, improve the delivery of care, and create meaningful impact for patients across the province. Over the past year, we strengthened our role as a trusted digital health partner by advancing our strategic initiatives to:

01 **Deliver** on Ontario Health's Provincial Digital Health Services, helping clinicians access and optimize the digital tools they need to provide high-quality care.

02 **Spearhead** a new vision for innovation and transformation to enhance digital practice optimization, ensuring clinicians can maximize the value of technology in their practice workflows.

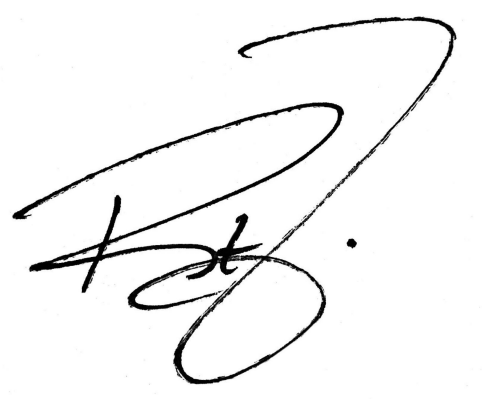
03 **Launch** new programs and projects to drive system transformation and interoperability, facilitating more seamless information sharing.

04 **Deepen** our connection with clinicians and cultivate relationships with provincial and national organizations, solidifying our digital health leadership.

The impact of this important work is measured not only by the solutions we provide and support, but the difference they make for clinicians, and in turn, their patients.

As we look ahead, we remain committed to fulfilling our strategic priorities and collaborating with partners to build a more integrated and resilient healthcare system - one with improved outcomes and lasting value for Ontarians.

Sincerely,



Robert Fox

Robert Fox, B.Sc., MBA (Health Administration), CHE
Chief Executive Officer

OUR PURPOSE

Shaping the future health system with digital excellence

Our Vision

Shaping the future health system with digital excellence

Our Mission

Driving digital healthcare innovation by enhancing interoperability, optimizing workflows, and transforming medical practices

OUR STRATEGY

Three Pillars Driving Digital Health Forward

OntarioMD's strategic plan centres on three interconnected priorities — trusted system leadership, innovation-driven workflows, and strengthened primary care — to advance digital health across Ontario.

STRATEGIC DIRECTIONS

Trusted System Leader

Advance the Role as a Trusted System Leader & High-Quality Delivery Partner for Ontario

Innovative Practices

Enable Innovative, Sustainable & Digitally Optimized Physician Practices

Digital Primary Care

Strengthen Longitudinal Primary Care & Digitally-Empowered Physician Services

KEY PRIORITIES

01

System Alignment & Interoperability

Support physicians with education, change management, and curated tools while expanding EMR capabilities and simplifying access to improve patient care and practice efficiency.

02

Innovation & Tool Adoption

Drive adoption of high-value digital tools by optimizing existing solutions and scaling evaluation and deployment through a Living Lab model.

03

Enablement & Practice Transformation

Deliver on provincial priorities by aligning stakeholders, advancing coordinated initiatives, and implementing a provincial EMR strategy to reduce fragmentation and improve interoperability.

KEY SUCCESS ENABLERS

Physician-Led & Trusted

Clinical advice embedded at every decision stage.

Artificial Intelligence (AI)

Empowering adoption of safe, vetted tools.

Data & Insights

Generating practice intelligence from integrated data.

Organizational Excellence

Driving continuous capability improvement.

IMPACT BY THE NUMBERS

Impact by the Numbers

TRUSTED ADVISOR TO CLINICIANS

TRUSTED ADVISOR

30,000
Number of active clinician clients

25,000+
Social media followers

9,000+
Clinicians assisted by phone or at email

14,000+
Clinician enrollments across FY25/26

10,500+
Clinicians using 3+ EMR-integrated products

LEADER IN DIGITAL HEALTH CHANGE MANAGEMENT & ADOPTION FOR PROVINCIAL SERVICES

TRUSTED ADVISOR

40,649,200
HRM reports delivered to clinicians

18,376
Clinicians onboarded to Health Report Manager (HRM)

17,950
Clinicians onboarded to Ontario Lab Information System (OLIS)

13,579
Enrolled into the Digital Health Drug Repository (DHDR)

5,968
Clinicians enrolled to use MTO eForms across Ontario

915
Clinicians supported by Contextually Launched Services

22,295
Clinicians using a Certified EMR

KNOWLEDGE TRANSLATION & EDUCATION

10,454
Courses Completed Across Ontario

Completed Privacy and Security Training Courses by physicians, nurses, nurse practitioners, pharmacists, and practice staff

“

The future of AI in health care is not about the technology itself. It is about solving meaningful problems for clinicians, clinics, and patients. Success will depend on building trust, strengthening AI literacy, and ensuring that AI solutions are designed to support clinical judgement, reduce burden, and enhance the human relationships at the heart of care.

CHANDI CHANDRASENA MD, CHIEF MEDICAL OFFICER, ONTARIOMD

AREAS OF IMPACT

Transforming Daily Care Delivery

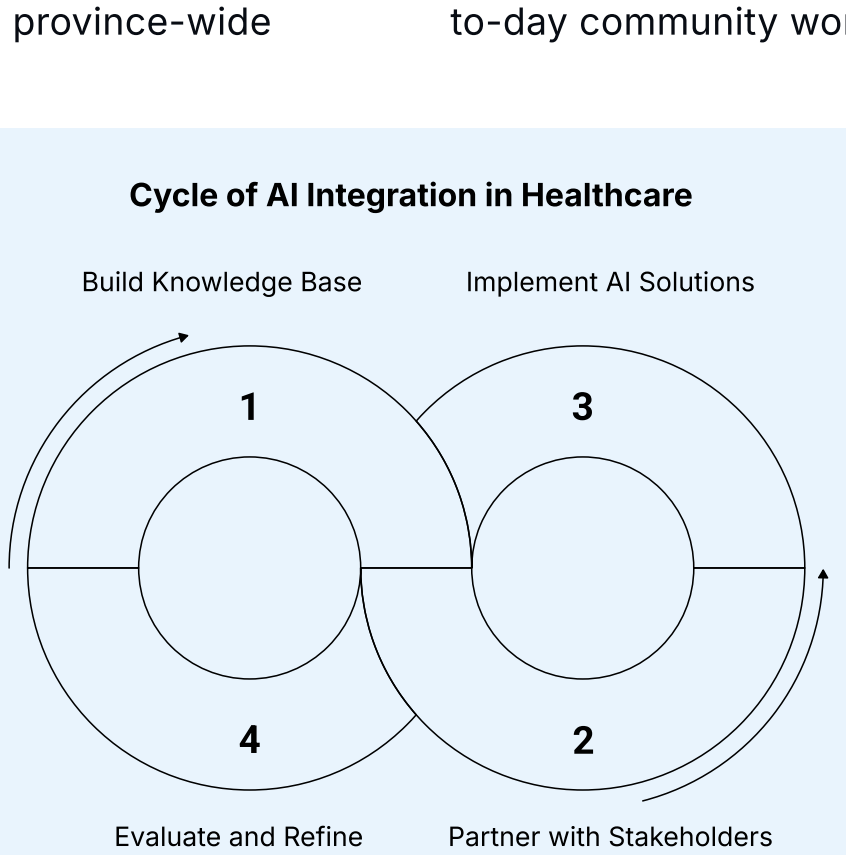
Building the knowledge base on AI tools in clinical practice

OntarioMD advanced provincial AI adoption by launching the Ontario AI Scribe Program in partnership with Supply Ontario-enabling clinicians access to 18 vetted AI scribe solutions and supporting adoption through clinician engagement, change management, and workflow integration, with more than 600 licenses acquired to date-and by partnering with Ontario Health to evaluate AI Clinical Decision Support tools for usability, workflow integration, and medico-legal considerations to support future province-wide scaling.

Partnering to achieve health system objectives

Our collaborative model ensures that health system partners benefit from optimized, secure, and unified technology implementations. By aligning digital health transformation with province-wide priorities, we accelerate transition periods and reduce technological friction for integrated patient care pathways. Through specialized working groups, joint governance frameworks, and regional consultation desks, OntarioMD acts as the connective tissue between large provincial initiatives and day-to-day community workflows.

Cycle of AI Integration in Healthcare



PROVINCIAL ADOPTION

"There's so much available now. What is that suite of tools to use to get information to look after patients better or more efficiently? OntarioMD, Ontario Health's system partner, really helps clinicians on that journey."

David Kaplan MD, Vice President, Quality, Ontario Health

18

Vetted AI Scribe Solutions Available

600+

Licenses Acquired to Date

COLLABORATIVE EFFORT

In close collaboration with Supply Ontario and Ontario Health, OntarioMD is building a robust knowledge base to scale future digital-first clinical capabilities across the province.

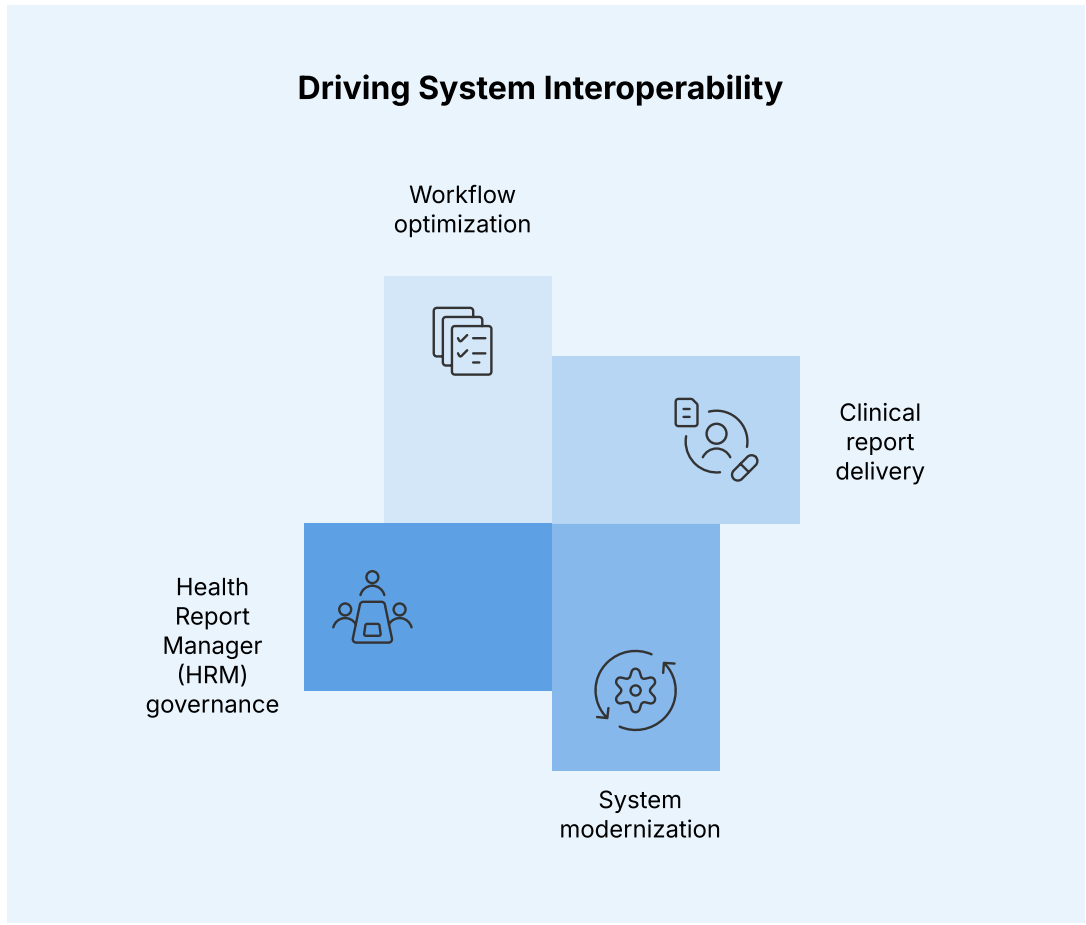
OPERATIONS & PROGRAMS

Driving System Interoperability

Making systems more efficient

OntarioMD operates and continually enhances the province's real-time delivery of over 3 million clinical reports each month, ensuring timely, secure information flow from hospitals and community care to more than 18,000 physicians, nurse practitioners, and First Nations caregivers across Ontario.

Ongoing modernization and optimization are improving system performance, aligning Health Report Manager (HRM) with provincial EHR infrastructure, and enhancing overall report quality. OntarioMD is working with system partners to strengthen HRM governance by ensuring the clinical voice is reflected in decision-making and by advancing HRM Improvement Recommendations Advisory Committee (HIRAC) recommendations into sustainable system improvements that reduce administrative burden and enhance community-based care. This included Limited Product Releases (LPRs) to expand HRM integration with Special Authorization Digital Information Exchange (SADIE) submissions, support forwarding acute care encounter notes for First Nations members directly to their communities and optimize HRM workflows by detecting duplicate reports and summarizing PDFs to improve clinician experience and reduce report management burden.



Delivering learning supports to Ontario physicians

OntarioMD's Knowledge Translation and Education program supports clinicians in navigating emerging technologies, evolving guidelines, and growing practice pressures. This year, the program delivered practical guidance and education on AI adoption, including safe implementation of AI scribes and advocacy for clinician-informed AI tools such as clinical decision support (CDS). Key initiatives included enabling the digital adoption of updated provincial screening guidelines through EMR-aligned workflows and implementation supports, developing the Stop, Eliminate, Educate and Delegate (SEED) Practice Facilitation Bundle to address clinician burnout through workflow optimization, and launching the AI Scribe Community of Practice, where clinicians and Peer Leaders share implementation experiences, identify emerging trends and risks, and support the practical use of AI-enabled tools in care delivery.

Leading privacy and security practices for digital health

OntarioMD strengthened physician readiness in privacy and cybersecurity by expanding its training program to more than 10,000 clinicians and staff and launching an enhanced privacy and security module featuring new Artificial Intelligence content, modular learning for improved usability, and expanded continuing medical education (CME) accreditation opportunities.

"We're navigating rapid changes in digital health, and with already busy workloads, it's challenging to ensure we're integrating new AI tools safely into our practices. OMD's Privacy & Security courses take the guesswork out of that process".

Loredana DiSanto MD, Family Physician

CASE STUDY

From Paper to Digital: Transforming Referral Workflows in Ontario Clinics

OVERVIEW

The obstetrics and gynecology clinic had an EMR. But referrals and documents were still creating unnecessary work.

At a busy Ontario clinic, paper-heavy processes, inconsistent referral routing and inefficient document management were adding administrative burden and making it harder to coordinate patient care effectively. Although the clinic had invested in digital tools, staff were not yet taking full advantage of the EMR functionality available to them.

The clinic turned to **OntarioMD's Practice Enhancement Consultants** to identify what was getting in the way and redesign workflows around the clinic's day-to-day needs.

THE CHALLENGE

The issue wasn't the technology itself. It was how the technology was being used.

A review of the clinic's workflows identified several areas where processes could be simplified and standardized:

- A paper-heavy referral intake process
- Inefficient document management and tracking
- Inconsistent routing of incoming referrals
- Limited use of EMR functionality to support automation and standardization

Together, these challenges were creating additional administrative work and limiting the value the clinic was getting from its EMR.

THE APPROACH

Rather than applying a one-size-fits-all solution, OntarioMD's Practice Enhancement Consultant team started by understanding **how work actually moved through the clinic**.

The OntarioMD Consultants conducted a structured assessment of referral and document workflows and identified opportunities to better align the clinic's processes with its EMR capabilities.

Working with the clinic, the Consultants developed practical, customized improvements, including:

- Referral triaging models for incoming specialist requests
- More effective assignment of physicians within the EMR
- Standardized email templates for referrals
- Streamlined document management and tracking
- A plan to reduce, and ultimately eliminate, paper-based processes

The focus was not simply on introducing more technology. It was on **making the technology already in place work better for the clinic**.

THE TRANSFORMATION

With OntarioMD's support, the clinic began moving from fragmented, paper-dependent processes toward **more consistent, streamlined and digital-first workflows**.

The engagement demonstrates the value of looking beyond EMR implementation to EMR **optimization**. By combining technical expertise with an understanding of real-world clinical workflows, OntarioMD's Practice Enhancement Consultants can help clinics:

- Reduce unnecessary administrative work
- Standardize routine processes
- Make better use of existing EMR functionality
- Improve referral and document management
- Support more efficient care coordination

THE TAKEAWAY

Technology delivers greater value when it is designed around the people and workflows that use it.

OntarioMD's Practice Enhancement Consultants help bridge the gap between EMR functionality and day-to-day clinical practice. Through hands-on assessment, workflow redesign and customized support, the Consultants help clinics move beyond simply **having** digital tools to **using them effectively** to support clinicians, staff and patient care.

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The value of OntarioMD's Practice Enhancement Consultant is bridging the gap between technology and real-world clinical workflows.

CASE STUDY

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Looking Ahead

OntarioMD will continue to align its work with the **priorities of the Ministry of Health and Ontario's Primary Care Action Team**, supporting the province's goal of connecting every Ontarian to comprehensive, convenient and connected primary care. The Primary Care Action Plan focuses on connecting people to primary care teams, making care more connected and convenient, and supporting primary care providers. Building on more than two decades of experience advancing digital health in community practice, OntarioMD will work with provincial partners to help clinicians and teams make effective use of digital health tools, data and integrated solutions that strengthen practice efficiency, improve access to care, and support a more connected primary care system. As primary care continues to expand and evolve, OntarioMD will bring its expertise in clinician engagement, implementation, change management and practice optimization to help translate provincial priorities into meaningful improvements at the point of care.

OUR STRATEGIC HORIZON

As primary care evolves, OntarioMD will continue to anticipate what clinicians and practices need next. Our strategic horizon is to help shape a future where digital health, data and responsible AI work together seamlessly to strengthen primary care, reduce administrative burden and support better care for Ontarians.

OntarioMD will also continue to advance the responsible use of artificial intelligence in primary care, moving beyond AI scribes to explore the next generation of tools that can support clinicians and reduce administrative burden. This includes AI-powered Clinical Decision Support tools that can deliver timely, context-specific information to support clinical decision-making, as well as AI Inbox Assistants that can help clinicians and their teams manage, classify and prioritize the growing volume of information flowing into their practices. OntarioMD will work with clinicians, health system partners, and technology vendors to evaluate emerging technologies and support their safe, responsible and effective integration into clinical workflows, with an emphasis on privacy, patient safety, usability and maintaining clinician judgement at the centre of care.

"The next chapter of digital health is not simply about introducing more technology. It's about making technology work better for clinicians and patients. OntarioMD will continue to bring the clinical voice, experience and implementation expertise needed to turn innovation into meaningful improvements in primary care."

Robert Fox, CEO, OntarioMD

LEADERSHIP

Governance

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Rotman School of Business;
Executive Associate with KPMG



Stephen Goldsmith
VICE-CHAIR

VP Business Development and
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DIRECTOR

Physician-in-Chief, Hamilton Health Sciences;
Professor of Medicine, McMaster University



Denise Carpenter
DIRECTOR

Director, C-suite Executive
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DIRECTOR

Co-founder, Bridge to Health
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Dr. David Daien
DIRECTOR

Family Physician and IT Lead,
Summerville Family Health Team



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DIRECTOR

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Dr. Rosemarie Lall
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Medical Lead at the Platinum Medical Family
Health Organization and Former Peer Leader
with OntarioMD



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DIRECTOR

Chair of the Finance, Audit and Risk
Committee at OntarioMD, Chair of the
Audit Committee at Lumine Group, and
Chief Financial Officer of Go Lime



Craig MacInnis
DIRECTOR

Board member and Chair of OntarioMD
Governance and HR Committee

LEADERSHIP

Executive Team

OntarioMD Officers & Executive Directors



Robert Fox

Chief Executive Officer



Dr. Chandi Chandrasena

Chief Medical Officer



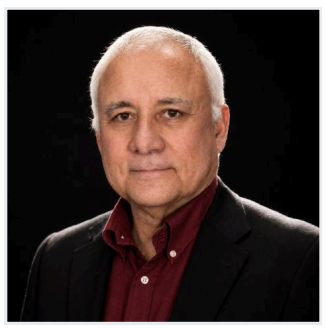
Ariane Siegel

General Counsel &
Chief Privacy Officer



Christopher Sulway

Chief Operations Officer



Andrew King

Chief Technology Officer



Cindy Khimji

Executive Director,
Human Resources



Matt Leduc

Executive Director,
Products, Integrations &
Service Management



Aidan Lee

Executive Director,
Technology Solutions &
Vendor Accountability



Simon Ling

Executive Director,
Partnerships and Stakeholders



Cynthia MacWilliam

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