

A decorative graphic on the left side of the page consists of several overlapping, semi-transparent squares in various colors (blue, green, yellow, orange, red, purple). Each square contains a white icon representing different aspects of healthcare or business: a gear, a bar chart with an upward arrow, a magnifying glass over a document, a group of people, a bell, and a stethoscope on a smartphone screen.

OntarioMD

Empowered Practices. Enhanced Care.

## From Foundation to Integration

ANNUAL REPORT  
2016 - 2017



# Message from the CEO and Board Chair

## CONTENTS:

- 1.0 Message from the CEO and Board Chair
- 2.0 EMR: The Engine Driving the Future of Health Care in Ontario
- 3.0 OntarioMD: Building Primary Care Digital Health on a Solid EMR Foundation
- 4.0 OntarioMD: Connecting Clinicians to EMR Technology, Products and Services
- 5.0 OntarioMD: The Future is Now
- 6.0 Building an EMR Community: EMR Every Step Educational Conferences
- 7.0 Leadership Team
- 8.0 Governance & Financials

## FIND US ONLINE:

[ontariomd.ca](http://ontariomd.ca)

 [linkedin.com/company/ontariomd](https://www.linkedin.com/company/ontariomd)

 [twitter.com/OntarioEMRs](https://twitter.com/OntarioEMRs)

ANNUAL REPORT  
2016 - 2017

OntarioMD has been at the forefront of Ontario's digital health revolution for over a decade. It's been a period of challenge and change. Most importantly, it's been a time of significant progress.



Dr. Rick Tytus  
Board Chair



Sarah Hutchison  
CEO

We're extremely proud of our work helping community-based clinicians adopt and embrace electronic medical records (EMRs). Today, more than 80% of Ontario family physicians are using OntarioMD-certified EMRs. Almost 11 million Ontarians have an EMR. The result is more efficient practices, enhanced patient care, and a stronger health care system for all.

But now is not the time to rest on our laurels. As physicians' needs and their reliance on EMRs evolve, our mission and focus are changing with them. Moving forward, OntarioMD is committed to working with physicians and other stakeholders as a trusted advisor and solution delivery partner to optimize the investments made in EMRs. Our new 2017-2020 strategic plan reflects this mandate. It identifies three areas of focus where we can build on our excellent reputation and advance EMRs from a foundation for digital health in Ontario to integrating them with other provincial digital health assets:

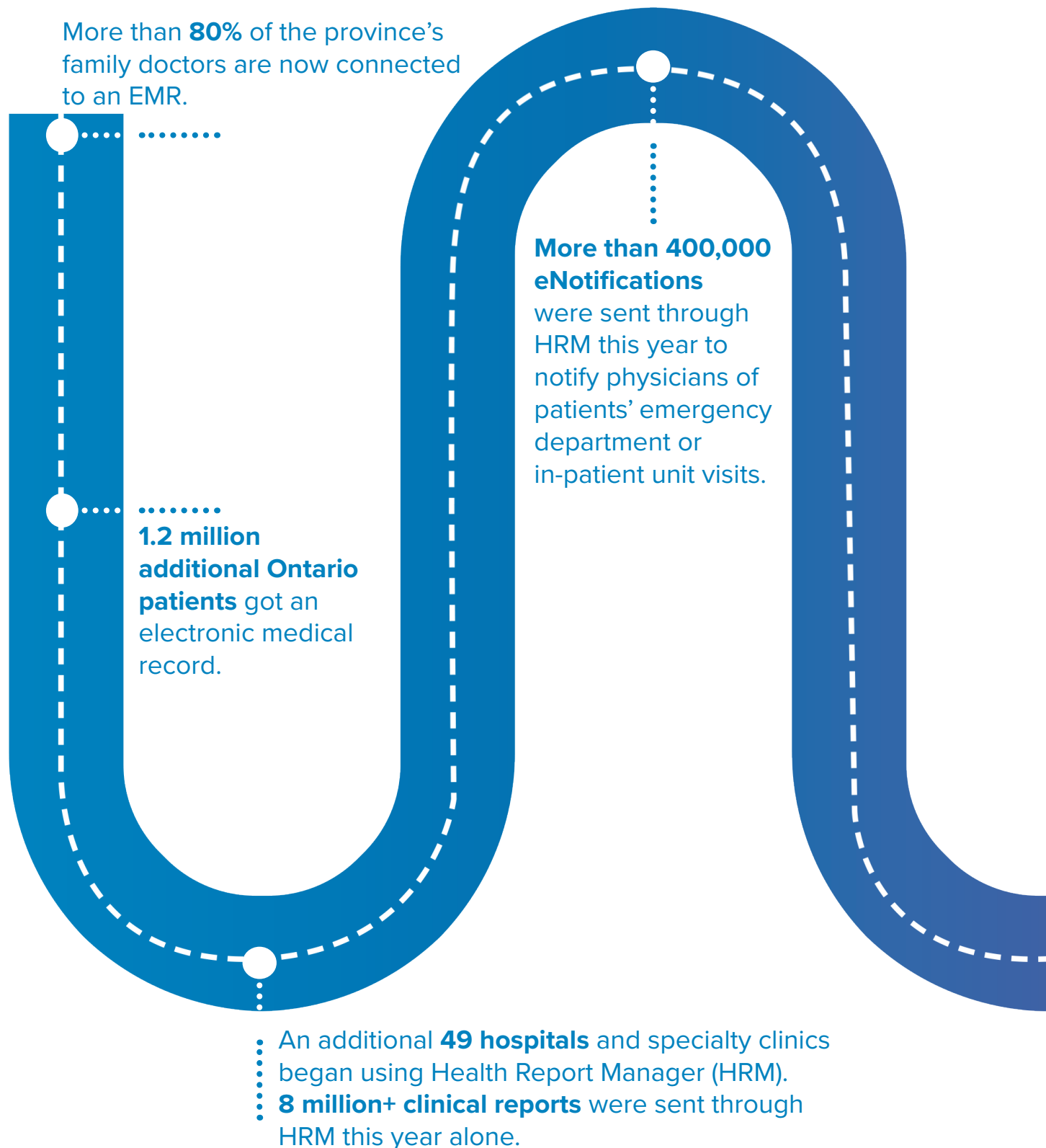
- Enhancing patient care and clinical practice as an integrator and change agent,
- Impacting and influencing through system partnerships, and
- Driving growth and sustainability through innovation and co-creation.

As we continue moving Ontario's digital health care priorities forward, we'll do so with a dedicated OntarioMD team, committed leadership, and strong system partners. And, starting in April 2017, our efforts will be guided by a new Board of Directors with broad and diverse experience.

We would like to thank Dr. Rick Tytus, Board Chair, and the outgoing board members for their years of service and guidance that has helped shape OntarioMD's success – and put us in a position to realize exciting new possibilities for digital health care in Ontario and beyond.

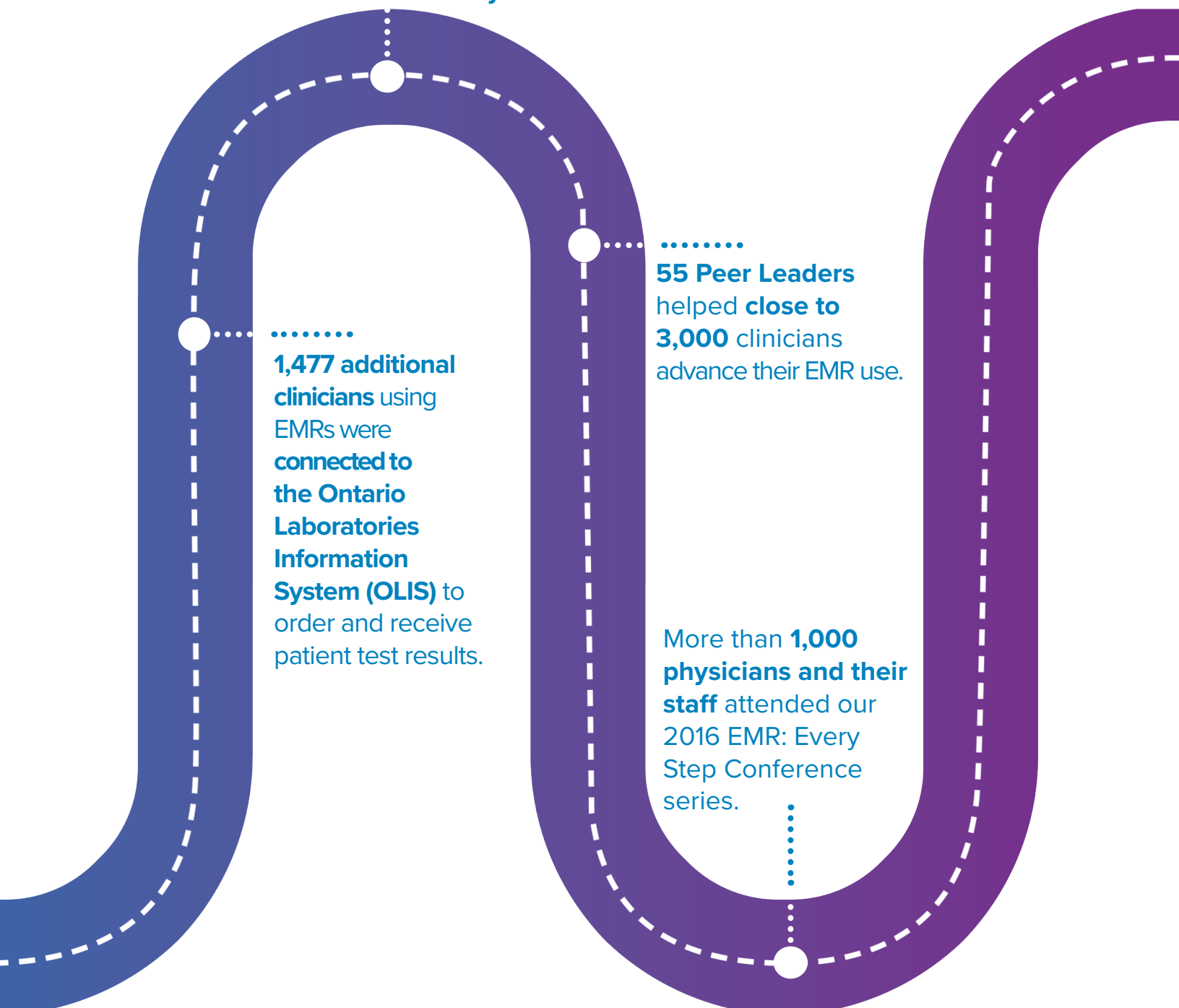


## From Foundation to Integration: Continuing Progress in 2016-2017 \*



*\*All numbers from April 1, 2016 to March 31, 2017*





**23,000+ eConsults** were completed  
over the course of this year with  
average specialist response time  
of **3 days**.

.....  
**1,477 additional**  
clinicians using  
EMRs were  
**connected to**  
**the Ontario**  
**Laboratories**  
**Information**  
**System (OLIS)** to  
order and receive  
patient test results.

.....  
**55 Peer Leaders**  
helped **close to**  
**3,000** clinicians  
advance their EMR use.

More than **1,000**  
**physicians and their**  
**staff** attended our  
2016 EMR: Every  
Step Conference  
series.

Each of these numbers tells the story of OntarioMD's success in connecting physicians to their patients' health data and integrating our partners' digital health assets with certified EMRs. This report highlights some of the major milestones from the past year.



# EMR: The Engine Driving the Future of Health Care in Ontario

ANNUAL REPORT  
2016 - 2017

In 2017, Canada marks 150 years as a nation – and Ontario celebrates 150 years as a province. As the foundation for our country’s development and growth, it’s only fitting that Ontario is now at the forefront of a major transformation in digital health care delivery.

Digital health has the power to improve both clinical practice and enhance patient care. The successful adoption and use of EMRs by Ontario community-based physicians, nurse practitioners, Community Health Centres and Aboriginal Health Access Centres is proof positive of this.

### EMRs explained

Generations of physicians used paper-based files to capture key patient data such as family history, lab results, hospital visit information, prescriptions and screening tests. EMRs have helped to modernize the paper-based practice. Physicians connected to an EMR are recording patient data in a secure electronic record. They are also using their EMR to set up important reminders, communicate with professionals across the health care system, and analyze patient data in ways never previously possible.

**The result is more agile and efficient physician practice – and more responsive patient care.**

“As the health system and primary care sector continue to undergo a transformation, OntarioMD is poised to build on the effective channels, relationships and platforms it has developed to improve the health and health outcomes for Ontarians and to explore new avenues of innovation, new partnerships and new business models.”

*Dr. Richard H. Tytus, Board Chair, OntarioMD*



# Empowered Practices. Enhanced Care. We Are OntarioMD.

We're a trusted advisor for physicians, clinicians and their staff. We're connectors, building bridges between those who practice medicine and those developing the digital tools to modernize it.

**Our singular goal is to advance EMRs in Ontario for safer, more efficient patient care.**

EMRs are a foundational element in realizing the value of Ontario's digital health system and the primary digital health tool used by physicians to monitor and manage the health of **almost 11 million Ontarians**. Since 2005, we have been very successful at supporting community-based family physicians and community-based specialists to adopt and use OntarioMD-certified EMRs.

Today, **more than 14,000 physicians** participate in OntarioMD programs designed to optimize physicians' EMR use and advance digital health's contribution to the sustainability of Ontario's health care system.

**These values guide everything we do. They're at the root of our success. And we're proud of the gains we achieved in 2016-2017.**

## Our Vision

Realizing the power of electronic medical records for a healthier Ontario.

## Our Mission

Helping physician practices advance electronic medical records, products and services so that collectively we enhance the delivery of patient care.

## Our Values

OntarioMD's culture is anchored in a clear set of values, including: Innovation, Collaboration, Focus and Accountability. Across Ontario, we strive to make a meaningful impact to support physician practices and the patients in their care.

Ontario has made tremendous progress in the adoption and implementation of EMRs. OntarioMD is focused on building on this success, as a trusted advisor and delivery partner for physicians, vendors and other key health system stakeholders.

Physicians who have invested considerable time and resources into an EMR in recent years understand that the technology has become an indispensable practice tool. With a majority of Ontario physician practices now using EMRs, OntarioMD and community stakeholder partners are working together to offer a suite of programs and services that connect primary care clinicians to digital health repositories through their certified EMRs. Physicians are increasingly able to access more comprehensive patient information which they are able to consolidate in their EMRs to further inform patient care.

More than a decade ago, pioneering physicians saw simple but powerful benefits from EMRs and related technology for the health care sector: more secure patient data, easier access to information across health care teams, and safer and better patient care. EMRs have since evolved to enhance patient care even further and realize measurable practice efficiencies:

- Better coordination of care between health care providers
- Fewer unnecessary lab tests
- Proactive, preventive care and wellness promotion
- Access to more patient information from specialists, hospitals and specialty clinics
- Streamlined workflows
- Quality improvements and better patient outcomes

But we're not done yet. Innovation and integration will continue to add functionality and practice support to EMRs. Tomorrow's EMRs will be able to:

- Request specialist advice from within the EMR instead of through an outside portal
- Reveal key indicators for the entire patient roster on a dashboard, at a glance
- Enable end-to-end electronic prescribing
- Search for lab results by physician

**At OntarioMD, we're committed to advancing EMRs for the benefit of physicians and patients. They're at the centre of all that we do.**



over 80%

of Ontario's family physicians are using certified EMRs in their practice



over 65%

of community-based specialists in Ontario are using certified EMRs in their practice

ALMOST **11 MILLION**  
ONTARIANS   
have an electronic medical record

Approximately  
**14,000** Ontario  
community-based  
physicians are using  
certified EMRs in  
their practice



Nearly  
**10,000**  
family physicians



**4,000+**  
community-based  
specialists



# 7,000+ clinicians across Ontario receive health reports electronically from

**140+**  
hospitals



**40+**  
specialty clinics



**15,000,000+** reports  
have been sent to certified EMRs from  
hospitals and specialty clinics this year



**1,000,000+** reports  
are sent to certified EMRs every month



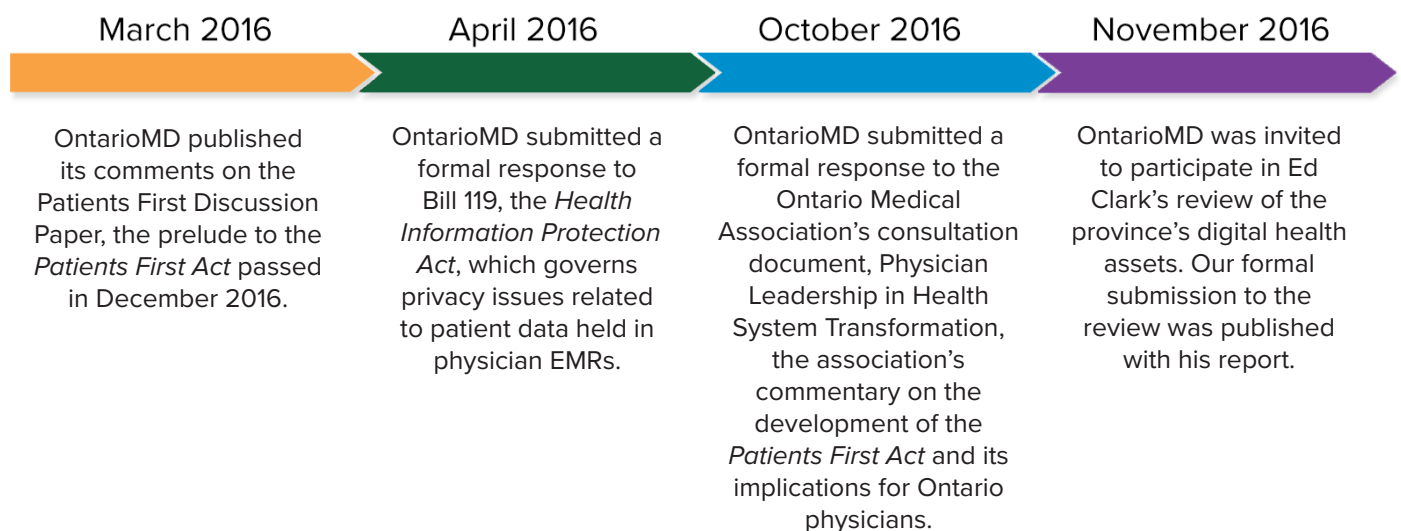
**500,000** eNotifications have been  
sent from **40+** hospitals

The background of the entire page is a photograph of a hand holding a pen, pointing at a digital interface. The interface displays various icons related to healthcare and technology, including a heart rate monitor, a pill bottle, a stethoscope, a globe, a bandage, a shopping cart, a network diagram, a smartphone, and a clipboard with a plus sign. The icons are arranged in a circular pattern around the hand. The background of the photograph is a blurred image of classical columns.

# OntarioMD: Building Primary Care Digital Health on a Solid EMR Foundation

ANNUAL REPORT  
2016 - 2017

2016 was a busy year for health care legislation and policy affecting digital health. The government passed the *Patients First Act*, ushering in a period of health system transformation and new data-reporting requirements for community-based practices. And Ed Clark completed a review of Ontario's investments in digital health. OntarioMD offered its expertise and responded to these and other government initiatives.



**OntarioMD has also been monitoring Bill 87, the *Protecting Patients Act*, since first reading in December 2016.**

The omnibus bill proposes to amend the *Immunization of School Pupils Act*, shifting the administrative responsibility for reporting immunizations from parents to physicians. OntarioMD is well-positioned to work with stakeholders to support physicians in providing immunization data directly from their EMRs to a provincial immunization registry.

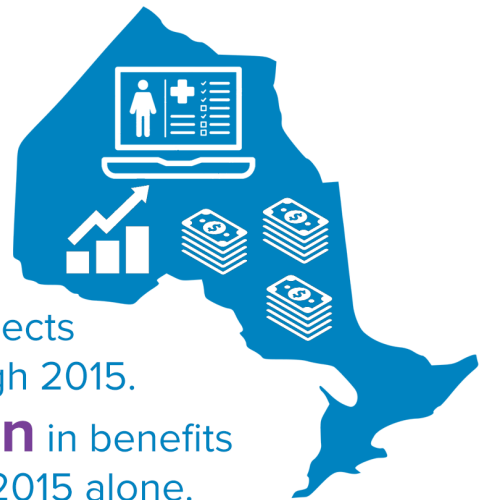


Have Ontario's digital health assets created value for the province's health care system – and how can they be leveraged to create more value? These two questions drove the development of a November 2016 report by Ed Clark, Chair of the Premier's Advisory Council on Government Assets.

Clark's review found that the value generated by current digital health assets far exceeds associated costs. He also noted that "Ontario is well positioned to add significant increased value." OntarioMD has played a key role in helping to create that value. We will continue to leverage our position as an experienced delivery partner to generate new value for all stakeholders in the system.

Integration resonates as a core theme in Mr. Clark's recommendations. OntarioMD supports this need, and is willing and ready to play its part. We understand that an integrated digital health strategy built around EMRs can save time and enhance outcomes for physicians and patients alike. And when Ontario's patients and physicians benefit from digital health technology, so does the entire health care system.

Ontario realized  
**\$5.7 billion**  
in benefits from  
investments in  
EMRs and other  
digital health projects  
from 2007 through 2015.  
**\$900 million** in benefits  
were realized in 2015 alone.

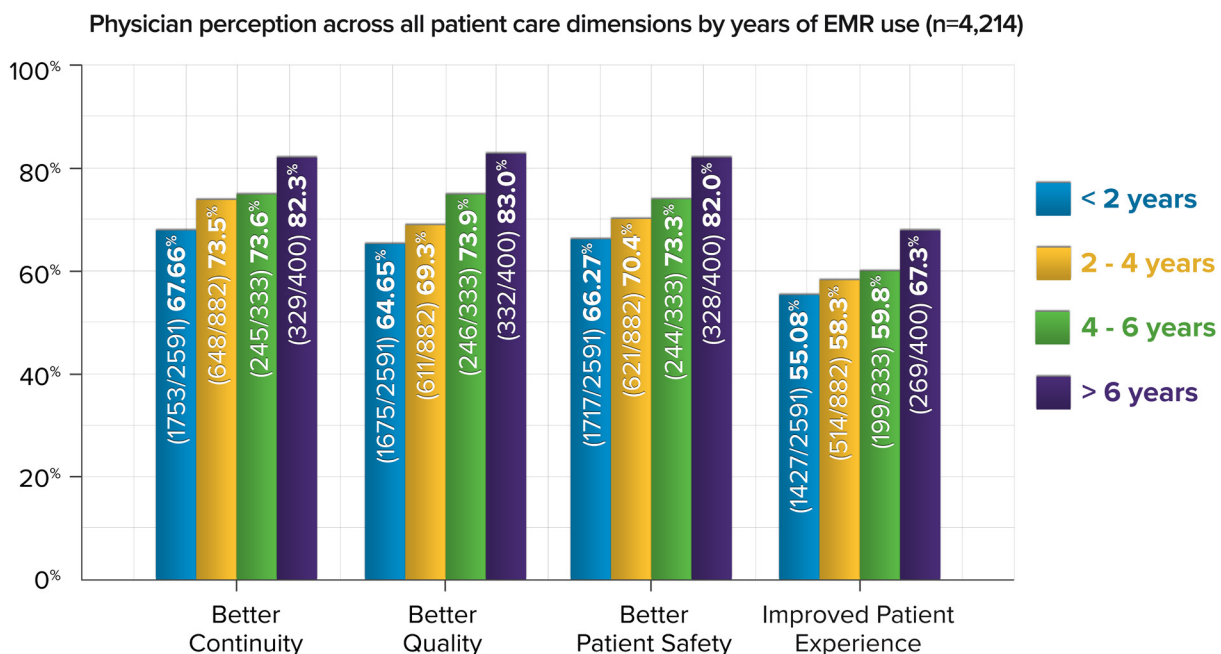


“ OntarioMD's work to support the use of EMRs, peer support networks and the ability to use the data for quality improvement is critical to our efforts to improve quality of care in Ontario. Health Quality Ontario has appreciated OntarioMD's participation in many of our efforts. In the coming year, we hope to collaborate more to support clinicians in their efforts to care for patients, and where appropriate, to actively focus on improvement. ”

Dr. Joshua Tepper, MD, MPH, MBA  
President & CEO, Health Quality Ontario

## OntarioMD research indicates a clear correlation between a physician's EMR use and their perceived ability to offer better quality of care.

OntarioMD asked physicians to rate their view of changes in their care approach since implementing an EMR if newly adopted, or over the previous year if more experienced, on a five-point scale. As this graph shows, the longer physicians use their EMR, the more confident they are in the quality of patient care they offer.



“OntarioMD has been supportive of our D2D (Data to Decisions) initiative. Collectively, we’ve been able to show that optimizing EMR use leads to important improvements in the quality of care being delivered, while lowering costs to the health care system. OntarioMD continues to be an important partner as we work to help our members optimize their EMR use and move from measurement to improvement.”

Kavita Mehta, CEO  
Association of Family Health Teams of Ontario



# OntarioMD: Connecting Clinicians to EMR Technology, Products and Services

ANNUAL REPORT  
2016 - 2017



OntarioMD has supported significant progress in Ontario's digital health priorities. Our robust change management approach helped drive high levels of EMR adoption, and is now helping physicians realize the full power of their EMRs to enhance the care they provide.

Our recognized and robust EMR Certification Program ensures that physician practices can be confident that certified vendors and products continue to meet evolving provincial priorities and EMR specifications. As the focus shifts from EMR adoption to optimization and integration with provincial electronic health record (EHR) solutions, we have been evolving our certification program to be more responsive to changing needs. More details on our expanded certification program will be available in 2017.

We've proven ourselves as a collaborative and trusted partner to stakeholders including **eHealth Ontario, Health Quality Ontario, Local Health Integration Networks, Cancer Care Ontario, Ontario hospitals, Health Shared Services Ontario, and the Ontario Telemedicine Network**. Most importantly, we're delivering products and services designed to support physicians, integrate digital health, and increase the value of investments made in EMRs to continuously improve care for patients.

**OntarioMD has certified EMR offerings from the following vendors:**





# PEER LEADER PROGRAM

OntarioMD's Peer Leader Program is a province-wide network of physicians, nurses and clinic managers who are expert users of OntarioMD-certified EMRs, and want to help physician practices realize more clinical value from the technology.

Peer Leaders understand the needs and challenges of busy community practices. Through Peer Leader consultations, practices have realized more efficient EMR use and workflow, greater access and understanding of additional EMR functions, and improved clinical decision-making. Peer Leaders can help practices develop EMR enhancement plans that lead to measurable improvements in patient data and care.

The program, jointly funded by Canada Health Infoway and OntarioMD, has benefitted thousands of physicians since its inception. Post-engagement surveys show a high level of physician satisfaction from Peer Leader support.

OVER **50** PHYSICIANS, CLINIC MANAGERS, AND NURSE PEER LEADERS



**43** GPs/  
SPECIALISTS



**10** CLINIC  
MANAGERS



**2** NURSES



THEY HAVE  
WORKED  
WITH ALMOST  
**3,000**  
CLINICIANS IN THE  
PAST YEAR ALONE

“Getting EMRs into practitioners’ offices is an important milestone. Now the focus must be on increasing active usage. OntarioMD estimates that practitioners’ active use in Ontario is currently measured at a level two on their EMR maturity model, with level zero on the scale being paper-based record use and level five on the scale being integrated care using digital platforms and EMRs.”

Excerpt from *Value and Opportunities Created by Ontario’s Digital Health Assets* by Ed Clark,  
Chair of the Advisory Council on Government Assets and Business Advisor to the Premier



# EMR PRACTICE ENHANCEMENT PROGRAM

Physicians who are comfortable using their EMRs soon want to improve their skills and tap into their EMR's full potential. OntarioMD's EMR Practice Enhancement Program (EPEP) offers tools and guidance to help them do this.

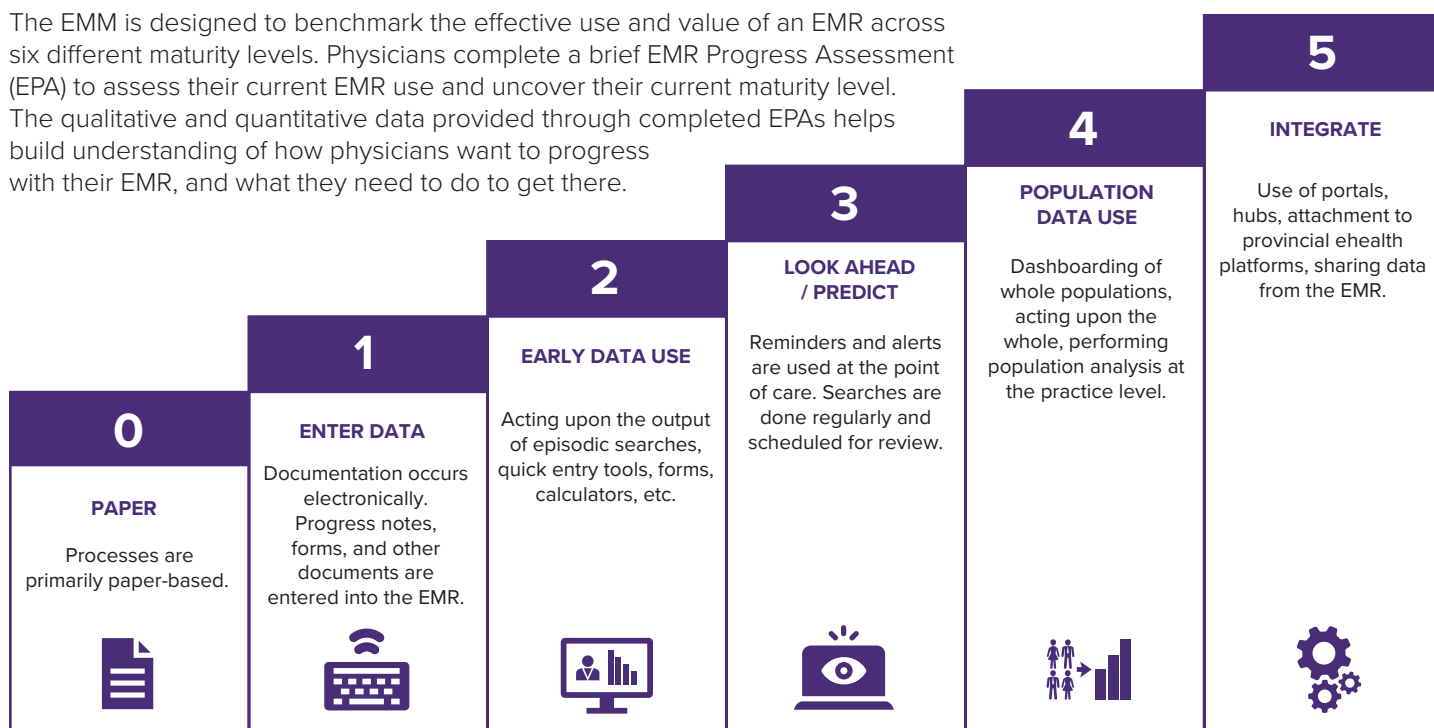
The proven EPEP methodology is based on OntarioMD's EMR Maturity Model. It begins with an EMR Progress Assessment (EPA) to analyze current EMR use, practice workflow and data quality, and includes hands-on support from Practice Advisors. A personalized EMR practice enhancement plan is developed and implemented according to practice priorities and the physician's schedule. Ultimately, the process leads to improved practice workflow and efficiency – and enhanced patient care.

Over the past year, OntarioMD has streamlined the EPA and optimized its EPEP team in response to strong demand and physician needs.

## EMR Maturity Model

OntarioMD's best-in-class EMR Maturity Model (EMM) was developed to support physician practices in realizing all the benefits a certified EMR has to offer.

The EMM is designed to benchmark the effective use and value of an EMR across six different maturity levels. Physicians complete a brief EMR Progress Assessment (EPA) to assess their current EMR use and uncover their current maturity level. The qualitative and quantitative data provided through completed EPAs helps build understanding of how physicians want to progress with their EMR, and what they need to do to get there.





# HEALTH REPORT MANAGER (HRM)

OntarioMD-developed HRM is a digital health solution that enables hospitals and specialty clinics to send patient reports securely to EMRs. Physicians receive patients' narrative medical records and diagnostic imaging reports immediately after a hospital visit – which means better coordination of care and faster patient follow-up.

HRM's impressive momentum has accelerated over the past year. More than eight million reports were sent between April 2016 and March 2017, and 49 sending facilities were added including Toronto's University Health Network hospitals, Toronto General, Toronto Western, Princess Margaret and Toronto Rehabilitation Institute.

HRM received the 2015 Canadian Health Informatics Award for Innovation in the Adoption of Health Informatics, and continues to be recognized for its contribution to timely patient care. It has been named a finalist for the Information Technology Association of Canada (ITAC) Ingenious Award for two years in a row.

OntarioMD is working with eHealth Ontario and LHINs to expand HRM further across the province. We have also consulted with clinicians who practice at multiple locations, to determine how future enhancements can deliver reports to the most appropriate EMR location(s).



	As of April 1, 2016	As of March 31, 2017
Reports Delivered	6.7 million	15 million
Participating sending facilities	134 (104 hospitals, 30 specialty clinics)	183 (140 hospitals, 43 specialty clinics)
Participating receiving facilities	1,158	1,697
Connected physicians	4,840	6,798
Connected nurse practitioners	372	528



## eNOTIFICATIONS

eNotifications are sent through HRM to alert physicians and nurse practitioners in real time when a patient is discharged from an emergency department, or admitted or discharged from an in-patient unit. eNotifications enable quicker follow-up with patients after hospital visits – which allows for better continuity of care and reduced likelihood of hospital readmissions.

eNotifications were available from more than 40 sending sites this year and being received by almost 5,000 clinicians. OntarioMD will continue to lead the expansion of eNotifications to primary care across the province, and will work collaboratively with Health Shared Services Ontario (HSSO), Community Care Access Centres (CCACs) and LHINs towards enabling more hospitals to send eNotifications.



## OLIS DEPLOYMENT

OLIS is a province-wide information system that facilitates the secure electronic exchange of laboratory tests orders and results, OLIS gives practitioners timely access to key patient information needed to improve clinical decision-making and coordination of care. OntarioMD provides the OLIS Deployment service on behalf of eHealth Ontario, to connect community-based family physicians, specialists and nurse practitioners using a certified EMR to OLIS.

More than **9,000** Ontario physicians are connected to OLIS through a certified EMR.



## HEALTH CARD VALIDATION

Health Card Validation Basic (HCV Basic) is a free secure service offered by OntarioMD in partnership with the Ontario Ministry of Health and Long-Term Care. The web-enabled service is available through OntarioMD.ca, and allows registered users to validate the eligibility of a patient's health card against ministry databases in real time. HCV Basic provides query responses in just a few seconds, and is available to use 24/7.



# OntarioMD: The Future is Now



ANNUAL REPORT  
2016 - 2017

OntarioMD is committed to building on the position of EMRs as a foundational asset of digital health, to integrate them with more provincial digital health systems. But we know integration is more than just a buzzword. It will require ongoing focus on digital health innovation, interoperability and partnerships in the years ahead.

New products in the pipeline will need to work seamlessly across the digital health spectrum, and enhance workflow, data collection and analysis. And our offerings must be widely available to realize the full impact of EMRs on Ontario's health care system. That's why all OntarioMD products and services can now be accessed by any Ontario physician using a certified EMR. Services are complimentary, and past participation in an OntarioMD program is not required.

We'll also need to work closely with all stakeholders, including government. Ontario's 2017 Budget reaffirms the province's commitment to putting patients first. And it emphasizes the role that primary care digital health partners like OntarioMD will play in increasing access, reducing wait times and improving outcomes for Ontarians in all corners of the province.

**All Ontario physicians using a certified EMR can now take advantage of OntarioMD products and services.**

## OntarioMD's Strategic Plan 2017-2020

This year, OntarioMD created its first strategic plan. It will serve as a guide to where we need to go, and how we intend to get there. In the coming years, we will build on the relationships and platforms we have worked hard to build. And we will act on our strength as a trusted delivery partner to fully integrate EMRs across Ontario's health care landscape to avoid "portal fatigue" and ensure we can realize the technology's full potential.

We will do this by focusing our work on three key areas:

- 1. Enhancing patient care and clinical practice as an integrator and change agent:** Providing insights and products that improve EMR use, data quality and patient care.
- 2. Impacting and influencing through system partnerships:** Building on established relationships and fostering new partnerships to accelerate EMR value and enhance system integration.
- 3. Driving growth and sustainability through innovation and co-creation:** Continuing to introduce and improve on our innovative suite of products and services to expand market share and attract new revenue sources.



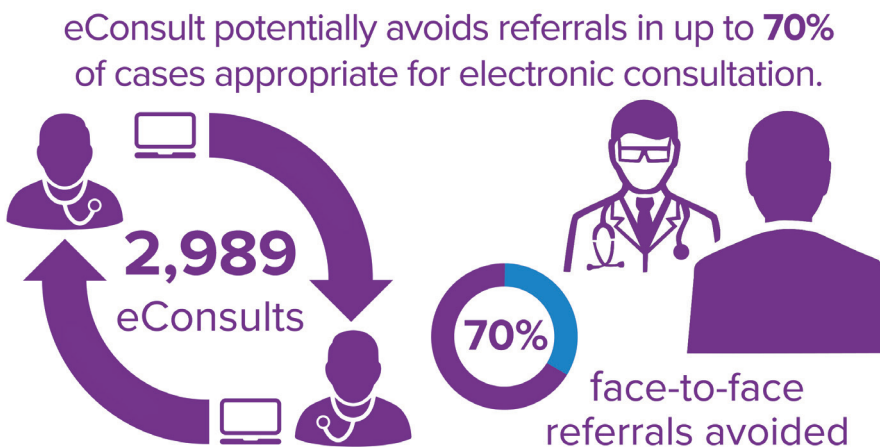
## PROVINCIAL eCONSULT INITIATIVE

For Ontario patients – especially those who live in remote areas or who have mobility challenges – the need to see a physician is an exercise in waiting for an appointment, time off work and travel. eConsult is designed to address this. An eConsult allows a requesting clinician (family physicians and nurse practitioners) to send a question electronically to a specialist. eConsult has been proven to reduce the number of unnecessary specialist referrals – and to connect patients who need face-to-face diagnosis or treatment faster.

Over the last fiscal year, OntarioMD has continued to partner with the Ontario Ministry of Health and Long-Term Care (MOHLTC), the Ontario Telemedicine Network (OTN) and the Champlain BASE eConsult to pilot the provincial eConsult initiative and manage its expansion.

We also successfully completed the eConsult EMR Integration proof of concept (POC), in collaboration with eHealth Ontario, OTN, QHR Technologies and OSCAR EMR. The POC gives physicians the ability to request eConsults directly from their EMR instead of signing in to a portal. In the coming year, we will compile learnings from the POC, and aim to publish the Specification for eConsult EMR Integration.

Integrating eConsult with EMRs will complement physician workflow and encourage more physicians to tap into the power of eConsult to improve patient care.



All data from June 2016 to April 2017



## EMR PHYSICIAN DASHBOARD

EMRs allow physicians to build their patients' health history, develop customized care plans and improve care for individual patients. However, being able to study data across entire patient populations can help identify broader health trends and drive system improvements that benefit everyone. OntarioMD's EMR Physician Dashboard aims to easily allow Ontario physicians to view and assess health insights from their own patient base. Armed with this knowledge, they can identify, monitor and provide customized care approaches to patient groups who may be at risk for certain diseases.

OntarioMD's EMR Physician Dashboard proof of concept initiative was completed over the past fiscal year. Our work in partnership with TELUS Health, OSCAR EMR and over 100 participating physicians using the dashboard, is being summarized in a benefits evaluation and final report that will be published in 2017. Key findings and recommendations will be offered for consideration in broader provincial planning.

“Recently, OntarioMD set up our office for secure e-consults. I sent out my first request, for a second opinion on a skin lesion. I took a picture, uploaded it and sent it off for a dermatology opinion. I was reasonably sure that it was non-cancerous, and I received a confirmation within two days. The process saved the patient a lot of time and money, as he would have had to take a day off to go see the specialist. This is a great example of how technology can improve health care.”

Dr. Anil Maheshwari, Cambridge





# Building an EMR Community: EMR Every Step Educational Conferences

ANNUAL REPORT  
2016 - 2017

OntarioMD's EMR: Every Step Conference continues to be Canada's largest EMR conference series of its kind. No other conference is focused solely on helping Canada's physicians and their practice staff learn about EMR use and innovation.

Since its launch in 2012, more than 3,000 physicians and clinic staff have attended EMR: Every Step Conferences in Toronto, Ottawa and London, Ontario. These unique one-day gatherings bring physician practice staff together with vendors and OntarioMD staff for a mix of educational sessions, one-on-one information sessions, training by vendors of certified EMR products, and social networking.

**Our 2016 London and Toronto events drew more than 1,000 physicians and practice staff to conference sessions including:**

- EMRs and practice management improvements
- Benefits of the Provincial eConsult Initiative
- Using your EMR to support the palliative care experience
- How to use an EMR during a CPSO assessment
- Data quality and EMR optimization

OntarioMD continues to add value and help health care professionals unlock the potential of their EMRs at the EMR: Every Step Conferences. Most of our conference content has been accredited for Continuing Medical Education (CME) Mainpro+ credits from the College of Family Physicians of Canada (CFPC) Ontario Chapter.

**In addition to the EMR: Every Step Conference series, OntarioMD promotes its products and services at other leading health care industry events. In 2016, our team exhibited at 25 such events.**





# ANNUAL REPORT 2016 - 2017

Building an EMR Community:  
EMR Every Step Educational Conferences





“ *EMR helps me keep my patients' files organized. I have access to my files at home and when I travel.* ”

*Dr. Alexandra Figaro, Windsor*

“ *I was able to use preventative care tracking to ensure proper cancer care follow up with my patients. Also, unbelievable turnaround times of getting labs/imaging reports and being able to have a patient follow up on results. EMR has changed my life and the lives of my patients!* ”

*Dr. Kimmy Goyal, Brampton*



# Leadership Team



ANNUAL REPORT  
2016 - 2017

OntarioMD's culture is anchored in a clear set of values essential in delivering next-generation EMR technologies, products and services. Across Ontario, we strive to make a meaningful impact to support physician practices and the patients in their care.

## Innovation

- We seek to initiate opportunities and act as a catalyst for change.
- We identify EMR technologies, products and services that support and enable physician practices to deliver quality patient care to sustain continuous improvement.
- We are thought leaders. Valid data, rigorous analyses, external perspectives and sound logic serve as our foundations for EMR innovation.

## Collaboration

- We lead by working across all levels of the health care system to enable change.
- We respect our stakeholders and partners and seek to work collaboratively to address ehealth system challenges and needs.

## Focus

- In all we do, we seek to first understand and address the needs of Ontario's physician practices and the patients they treat.
- We are relationship-driven and seek active partnership.
- We pursue excellence and pay attention to the finest of details.
- Our approach is built on integrity.

## Accountability

- We adhere to the highest professional and ethical standards.
- We manage physician and Ontario health care system resources cost-effectively.
- We are dedicated to quality and continuous improvement.

## Our People

### Leadership Team



**Sarah Hutchison**  
Chief Executive Officer



**Dennis Ferenc**  
Chief Administrative  
Officer



**Dr. Darren Larsen**  
Chief Medical  
Information Officer



**Jim MacDonald**  
Chief Financial Officer



**Ariane Siegel**  
General Counsel &  
Chief Privacy Officer



**Elizabeth Keller**  
Vice-President  
Product Strategy  
& Delivery



**Andrew King**  
Executive Director  
Technology &  
Integration



**Peter Barrotti**  
Director  
IT Services &  
Operations



**Matthew Leduc**  
Director  
Product Delivery



**Aidan Lee**  
Director  
EMR Certification  
Program



**Knut Rodne**  
Director, Insight,  
Engagement &  
Transformation



**Katherine Tudor**  
Director  
Communications &  
Marketing



**Cindy Khimji**  
Manager  
Human Resources



## Our Board

Board of Directors



Dr. Rick Tytus  
Chair



Dr. Gregory Athaide



Dr. Ed Brown



Dr. Stephen Chris



Tom Magyarody



# Governance & Financials



ANNUAL REPORT  
2016 - 2017

At OntarioMD, we know that we can't move EMRs from foundation to integration without clear organizational oversight, and a commitment to the highest standards of integrity.

“*The OntarioMD Board of Directors is committed to good governance, and a belief in the vision, mission and values of OntarioMD. The Board has set the strategic direction that will evolve OntarioMD to meet the changing needs of Ontario physicians and patients.*”

*Dr. Gregory Athaide, Board Member,  
OntarioMD*

Our continued ability to fulfill our mandate is built on a strong governance structure. Our Board of Directors is responsible for ensuring that OntarioMD's leadership team follows sound management practices in financial reporting and fiscal responsibility, legal compliance and internal controls.

OntarioMD's new strategic plan for 2017 to 2020 is focused on our evolving mandate of optimizing EMR use, and the opportunity we have to play a key role as integrator and change agent in Ontario's ongoing health care system transformation. Executing this strategy will require us to renew our governance structure and tap into new skills and knowledge, and build new partnerships. The new six-member Board of Directors we appointed in April 2017 brings a wealth of perspectives on Ontario's health care system and digital health that will help guide our work in the years ahead.

All information in this annual report is the responsibility of OntarioMD management and our Board of Directors. Financial statements have been prepared by management in accordance with Canadian accounting standards for private enterprises and where appropriate, include amounts based on management's best estimates and judgment.

The financial statements have been examined by KPMG, independent external auditors appointed by the board of directors. The external auditors' responsibility is to examine the financial statements in accordance with Canadian generally accepted auditing standards to enable them to express their opinion on whether the financial statements are fairly presented in accordance with Canadian accounting standards for private enterprises. The auditor's report outlines the scope of the auditor's examination and opinion.

OntarioMD acknowledges funding from Canada Health Infoway and the Ontario Ministry of Health and Long-Term Care for fiscal year 2016 - 2017.

Financial Statements of

**ONTARIOMD INC.**

Year ended March 31, 2017



KPMG LLP  
Vaughan Metropolitan Centre  
100 New Park Place, Suite 1400  
Vaughan ON L4K 0J3  
Canada  
Tel 905-265-5900  
Fax 905-265-6390

## INDEPENDENT AUDITORS' REPORT

To the Shareholder of OntarioMD Inc.

We have audited the accompanying financial statements of OntarioMD Inc., which comprise the balance sheet as at March 31, 2017, the statements of operations and deficit and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for private enterprises, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.





Page 2

*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of OntarioMD Inc. as at March 31, 2017, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for private enterprises.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

June 13, 2017  
Vaughan, Canada

# ONTARIO MD INC.

## Balance Sheet

March 31, 2017, with comparative information for 2016

	2017	2016
<b>Assets</b>		
Current assets:		
Cash	\$ 32,904,696	\$ 33,317,256
Investments	—	20,062,597
Accounts receivable	489,351	349,031
Prepaid expenses and deposits	87,883	180,758
	33,481,930	53,909,642
Capital assets (note 2)	31,991	71,343
	\$ 33,513,921	\$ 53,980,985

## Liabilities and Shareholder's Deficiency

Current liabilities:		
Accounts payable and accrued liabilities	\$ 2,777,014	\$ 3,754,839
Interest payable (note 3)	1,107,274	679,958
Due to Ontario Medical Association (note 4)	396,900	374,894
Deferred revenue (note 5)	29,244,238	49,143,447
	33,525,426	53,953,138
Deferred capital contributions (note 6)	31,991	71,343
	33,557,417	54,024,481
Shareholder's deficiency:		
Share capital:		
Authorized:		
Unlimited preference shares, redeemable, non-voting		
Unlimited common shares		
Issued:		
1 common share	1	1
Deficit	(43,497)	(43,497)
	(43,496)	(43,496)
Commitments (note 12)		
	\$ 33,513,921	\$ 53,980,985

See accompanying notes to financial statements.

On behalf of the Board:

 Director

 Director

# ONTARIO MD INC.

## Statement of Operations and Deficit

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Revenue:		
Physician subsidies and incentives	\$ 21,239,500	\$ 36,458,225
Operating funds	15,310,291	16,447,657
Physician engagement and operations projects (note 7)	106,488	285,274
Product strategy and delivery projects (note 8)	4,481,602	3,358,786
Deferred capital contributions	59,269	159,755
Interest - physician subsidies	382,510	602,989
Interest - operating	44,806	76,969
Other (note 9)	442,163	331,949
	42,066,629	57,721,604
Program expenses:		
Physician IT programs:		
Physician engagement and operations	3,534,895	5,764,087
Physician engagement and operations projects (note 7)	106,488	285,274
Physician IT services	2,415,356	3,006,911
Insight, Engagement & Transformation	1,769,307	1,048,337
Product strategy and delivery (note 8)	5,332,178	5,620,692
Electronic medical record systems	2,020,137	435,402
Corporate services	5,221,452	4,422,718
Interest (note 3)	427,316	679,958
Physician subsidies and incentives:		
Legacy PC - IT funding	259,800	431,800
New electronic medical record Adoption	13,065,675	21,231,000
New electronic medical record Adoption		
Program Extension 2	7,914,025	10,795,250
Electronic medical record enhanced use program	—	4,000,175
	42,066,629	57,721,604
Net income	—	—
Deficit, beginning of year	(43,497)	(43,497)
Deficit, end of year	\$ (43,497)	\$ (43,497)

See accompanying notes to financial statements.

# ONTARIO MD INC.

## Statement of Cash Flows

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operating activities:		
Net income	\$ —	\$ —
Items not involving cash:		
Amortization	59,269	159,755
Amortization of deferred capital contributions	(59,269)	(159,755)
Interest accrued in investments	(26,925)	(28,002)
Change in non-cash operating working capital	(20,924,479)	(25,191,934)
	(20,951,404)	(25,219,936)
Financing activities:		
Increase in interest payable	427,316	402,346
Increase in amount due to Ontario Medical Association	22,006	61,214
Increase in deferred capital contributions	19,917	—
	469,239	463,560
Investing activities:		
Decrease (increase) in investments, net	20,089,522	(20,034,595)
Purchase of capital assets	(19,917)	—
	20,069,605	(20,034,595)
Decrease in cash	(412,560)	(44,790,971)
Cash, beginning of year	33,317,256	78,108,227
Cash, end of year	\$ 32,904,696	\$ 33,317,256

See accompanying notes to financial statements.



# ONTARIOMD INC.

## Notes to Financial Statements

Year ended March 31, 2017

---

OntarioMD Inc. was formed in 2007 through the amalgamation of OMA e-Services Inc. (incorporated under the Ontario Business Corporations Act on June 18, 1998) and its wholly owned subsidiary, OntarioMD Inc., pursuant to a resolution of the Board of Directors. The combined companies carried on business under the name OntarioMD Inc. (the "Company"). The Company is a wholly owned subsidiary of the Ontario Medical Association (the "OMA"), a not-for-profit organization.

Until July 31, 2015, the Company operated under a Delivery Collaboration Agreement with eHealth Ontario. A new Electronic Medical Record ("EMR") Funding Agreement (the "Agreement") with the Ministry of Health and Long-Term Care ("MOHLTC") was signed effective August 1, 2015 and extends to March 31, 2017, which includes additional costs and commitments associated with the new contract. As at March 31, 2017, the Company's Board of Directors approved EMR Funding Agreement - Amendment #2 for the period of April 1, 2017 to March 31, 2018. The signed Agreement has not yet been executed by MOHLTC.

The program initiative described in the Agreement includes financial support for resources and educational services to assist physicians in implementing and using EMR systems. There is no new funding to implement or upgrade EMR systems. The Agreement also includes:

- (a) Administering physician subsidies and incentives;
- (b) Practice information technology adoptions and operations activities and a Help Desk for physicians and their staff to assist them to acquire and implement information technology. This includes communicating and marketing the program to physicians;
- (c) Product management and strategic solutions managing enhancements to, and broadened use of, the Physician Portal and a suite of physician products to complement the adoption and functionality of EMR systems;
- (d) Certifying and managing EMR systems (formerly Clinical Management Systems) software solutions to comply with functional specifications and maintaining and developing the specifications to meet physicians' changing needs; and
- (e) Participation in other regional, provincial or federal EMR adoption initiatives, and other services and projects, as agreed to between the parties.

# ONTARIO MD INC.

Notes to Financial Statements (continued)

Year ended March 31, 2017

---

## 1. Significant accounting policies:

The financial statements have been prepared by management in accordance with Canadian accounting standards for private enterprises ("ASPE").

### (a) Revenue recognition:

The Company receives its revenue from MOHLTC, Canada Health Infoway and vendor system certifications in accordance with various agreements. Revenue is recognized, in accordance with the agreements, when related expenses are incurred. Deferred revenue represents project and program funding received, but not yet spent.

Deferred capital contributions are recognized as revenue on the same basis as the related capital assets are amortized.

Interest is recognized as earned.

### (b) Investments:

The investments are stated at cost plus accrued interest.

### (c) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Financial instruments are subsequently measured at cost or amortized cost.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Company determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Company expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial impairment charge.

Unless otherwise noted, it is management's opinion that the Company is not exposed to significant interest, currency, market or credit risk arising from financial instruments.

# ONTARIO MD INC.

Notes to Financial Statements (continued)

Year ended March 31, 2017

## 1. Significant accounting policies (continued):

### (d) Capital assets:

Capital assets consist of computers and software and are stated at cost, less accumulated amortization. Amortization is provided on the straight-line basis over the assets' estimated useful lives as follows:

Computer	3 years
Software	5 years

### (e) Income taxes:

The Company uses the future income taxes method of accounting for income taxes. Under the future income taxes method, future tax assets and liabilities are recognized for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases. Future tax assets and liabilities are measured using enacted or substantively enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on future tax assets and liabilities of a change in tax rates is recognized in income in the year that includes the date of enactment or substantive enactment. A valuation allowance is recorded against any future income tax asset if it is more likely than not that the asset will not be realized. Income tax expense or benefit is the sum of the Company's provision for the current income taxes and the difference between the opening and ending balances of the future income tax assets and liabilities.

### (f) Related party transactions:

Monetary-related party transactions and non-monetary related party transactions that have commercial substance are measured at the exchange amount when they are in the normal course of business, except when the transaction is an exchange of a product or property held for sale in the normal course of operations. Where the transaction is not in the normal course of operations, it is measured at the exchange amount when there is a substantive change in the ownership of the item transferred and there is independent evidence of the exchange amount.

All other related party transactions are measured at the carrying amount.

# ONTARIO MD INC.

Notes to Financial Statements (continued)

Year ended March 31, 2017

## 1. Significant accounting policies (continued):

### (g) Use of estimates:

The preparation of the financial statements in conformity with ASPE requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amounts of capital assets. Actual results could differ from those estimates.

## 2. Capital assets:

			2017	2016
	Cost	Accumulated amortization	Net book value	Net book value
Computer	\$ 200,646	\$ 175,128	\$ 25,518	\$ 12,459
Software	714,248	707,775	6,473	58,884
	\$ 914,894	\$ 882,903	\$ 31,991	\$ 71,343

Amortization expense related to capital assets amounted to \$59,269 (2016 - \$159,755).

## 3. Interest payable:

Under the Agreement, any interest earned is payable to MOHLTC on demand and, accordingly, is recorded as an expense.



# ONTARIO MD INC.

Notes to Financial Statements (continued)

Year ended March 31, 2017

## 4. Due to Ontario Medical Association:

The amounts due to OMA are non-interest bearing, are unsecured and have no specified terms of repayment.

OMA provides administrative and support services to the Company in return for a fee. Amounts charged by OMA to the Company in the year ended March 31, 2017 amounted to \$1,760,792 (2016 - \$2,150,427). At March 31, 2017, \$265,971 (2016 - \$243,965) is payable to OMA, including reimbursement for third-party expenses paid by OMA.

	2017	2016
Loan payable to OMA	\$ 130,929	\$ 130,929
Services and purchases provided by OMA	265,971	243,965
	<b>\$ 396,900</b>	<b>\$ 374,894</b>

## 5. Deferred revenue:

	2017	2016
Physician subsidies	\$ 27,727,550	\$ 48,231,301
Operating funds	1,475,187	682,332
Other	41,501	229,814
	<b>\$ 29,244,238</b>	<b>\$ 49,143,447</b>

## 6. Deferred capital contributions:

	Balance, beginning of year	Contributions received	Amortization	Balance, end of year
Capital assets	\$ 71,343	\$ 19,917	\$ 59,269	\$ 31,991

# ONTARIO MD INC.

Notes to Financial Statements (continued)

Year ended March 31, 2017

## 7. Physician engagement and operations projects:

The revenue and expenses for the physician engagement and operations projects are as follows:

	2017	2016
Peer-to-peer network phase II	\$ —	\$ 147,118
Peer Leader Program	106,488	138,156
	<u>\$ 106,488</u>	<u>\$ 285,274</u>

## 8. Product strategy and delivery:

The revenue and expenses for the product strategy and delivery projects are as follows:

	2017	2016
Projects:		
Hospital report manager expansion	\$ 2,083,378	\$ 1,253,630
eConsult RM phase 2 pilot	1,770,899	748,348
EMR dashboard	595,142	85,397
OLIS deployment	32,183	—
eConsult RM phase 1 pilot	—	443,245
Application Service Provider expansion project	—	398,009
eConsult RM	—	367,955
eReferral	—	62,202
Operations	850,576	2,261,906
	<u>\$ 5,332,178</u>	<u>\$ 5,620,692</u>

## 9. Other revenue:

	2017	2016
Canada Health Infoway	\$ 319,463	\$ 207,836
Conference	122,700	37,830
Vendor Certifications	—	86,283
	<u>\$ 442,163</u>	<u>\$ 331,949</u>

# ONTARIO MD INC.

Notes to Financial Statements (continued)

Year ended March 31, 2017

---

**10. Defined contribution pension plan:**

Effective September 1, 2015, the Company's employees are eligible to join the OMA defined contribution ("DC") pension plan. Total employer matching contributions paid and expensed by the Company under the DC plan amounted to \$470,075 (2016 - \$237,138).

**11. Income taxes:**

As at March 31, 2017, the Company has nil non-capital loss carryforward available to reduce future years' income for tax purpose (2016 - \$53,000).

**12. Commitments:**

The Company has committed to certain physician subsidy costs payable in future years. As at March 31, 2017, the outstanding contingent liability to physicians totalled \$27,727,550 (2016 - \$48,231,301).



Notes:

Notes:

Notes:



# ANNUAL REPORT 2016 - 2017



150 Bloor Street West, Suite 900 Toronto, Ontario, M5S 3C1

1-866-339-1233 [OntarioMD.ca](http://OntarioMD.ca)

[ontariomd.ca](http://ontariomd.ca)

 [linkedin.com/company/ontariomd](https://www.linkedin.com/company/ontariomd)

 [twitter.com/OntarioEMRs](https://twitter.com/OntarioEMRs)

The views expressed in this publication are the views of OntarioMD and do not necessarily reflect those of the Province.

OntarioMD receives funding from the Ministry of Health and Long-Term Care.



OntarioMD is a wholly owned subsidiary of the Ontario Medical Association.