

# Executive Brief

Board of Directors 2019





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## THE ORGANIZATION TODAY

OntarioMD supports physician practices in the selection, implementation and adoption of electronic medical records (EMRs) and other digital health tools. Over 17,000 physicians and more than 1,000 nurse practitioners are enrolled in our programs. We have a successful track record in developing and implementing provincial digital health tools that are integrated with EMRs based on physicians' needs. Our award-winning Health Report Manager (HRM) and eNotifications tools, and our innovative work to deploy an EMR Quality Dashboard demonstrate the value of our digital health services to enhance patient care. As a delivery partner, OntarioMD will continue to roll out the Ontario Laboratories Information System (OLIS) and eConsult to physician practices and nurse practitioner-led clinics. We will also continue our initiatives to integrate eConsult, the Digital Health Drug Repository (DHDR) and the Digital Health Immunization Repository (DHIR) with certified EMRs as preferred by clinicians.

To ensure that the future clinical and usability needs of physicians' practices are incorporated into EMRs to support the evolving health care environment, OntarioMD also works very closely with the EMR vendor community through the EMR Certification Program.

Across Ontario, OntarioMD strives to make a meaningful impact to support physician practices and the patients in their care. While OntarioMD is a wholly-owned subsidiary of the Ontario Medical Association, it is funded primarily by the Ontario Ministry of Health and Long-Term Care. As a staff of 142 FTEs and a current operating budget of approximately \$22M OntarioMD offers a suite of EMR resources for physicians and their practices:

- Connectivity to provincial digital health applications to support informed decision making
- Advice from physician, nurse and clinic manager Peer Leaders who are experienced EMR users and understand practice needs and challenges
- Consultation services and Practice Enhancement Plans from OntarioMD staff to get the most benefit from certified EMRs

### **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

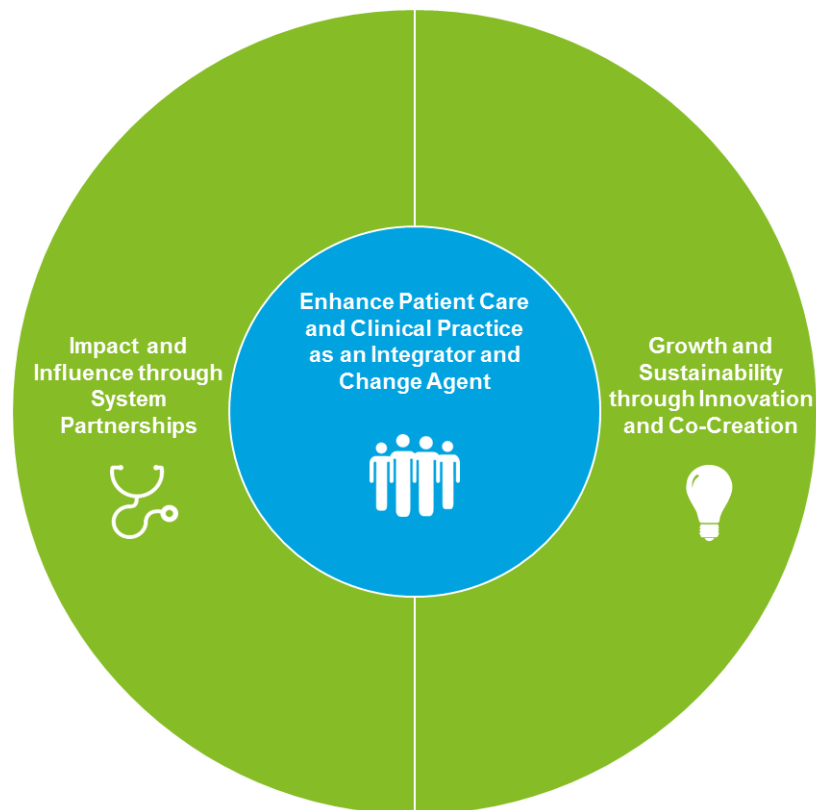
### **Our Values:**

OntarioMD's culture is anchored in a clear set of values, including: Excellence, Progression, Integrity and Collaboration.

## STRATEGIC AREAS OF FOCUS

With the acceptance of a mandate from the Ministry dating back to August 2015, OntarioMD continues to engage with system stakeholders and leading members of Ontario’s digital health system to ensure that OntarioMD continues to evolve to meet the changing needs of Ontario physicians and patients.

Our strategic areas of focus are highly linked and interdependent. They serve to advance our evolving mandate of optimizing the use of EMRs and digital products and services. Moreover, they underscore why this is of critical importance in advancing clinical practice and patient care. Through our experience and access to a range of clinical practice environments that require the engagement of physicians, other clinicians, administrators and other members of the interdisciplinary practice context, we are poised to play an a more influential role as an integrator and change agent in health system transformation efforts.



## STRATEGIC AREAS OF OPPORTUNITY

We continue our focus on six strategic areas of opportunity. These include:



### 1. Data Analytics

Facilitate the collection and reporting of appropriate data to perform practice population-level analytics that can further inform a physician and/or other members of an inter-professional practice environment on how they can work with their patients, families and caregivers to better manage health needs. This will involve understanding what role and capacity for analytics OntarioMD requires to meet its evolving needs and strategic priorities.



### 2. Digital Innovation

Drive business innovation that is achieved through the use of digital health tools such as ePrescribing to increase access to information and improve patient care. This will involve increasing adaptation and use of health information and technology to support information sharing and addressing system inefficiencies to improve clinical care.



### 3. Physician and Clinician Enablement

Understand perspectives, insights and tools to support and enhance physician / clinician impact by profiling new tools the collection of data on EMR maturity and optimal use. This will involve evolving the health workforce and human resource strategies, including adopting new roles and workplace practices for health care providers to maximize health system capacity and address current and future health human resources, skills and expertise.



### 4. Solution/Service Development

Create and/or deploy new digital health solutions to support physician practice, improve health and health care outcomes and align with emerging health system trends and priorities that add value to physician practice, practice management and health system effectiveness. This will involve enabling digital and disruptive approaches to access health services, information, improve the patient / consumer experience and enable new models of care.



### 5. Peer Leadership for Quality Improvement

Leverage and build upon our partnership with physicians used to create our Peer Leader Program and EMR Practice Enhancement Programs as a strategic asset to not only continue to work and support physicians in their adoption and optimization of EMR use, but also use this platform and the insights in how to best engage and work with physicians and other clinicians to support the broader health system initiatives and priorities. Understanding how to engage and work with physicians and the broader clinical community is a critical capability required to translate provincial, regional and local priorities into action and change on the part of how care and health services are actually delivered.



### 6. System Partner

Leverage our unique role to participate in digital health governance, provide perspective to inform and enhance emerging policy, product delivery, change management and support channels for innovation (e.g., facilitate benchmarking at the practice and regional level to assist physicians in quality improvement and roster monitoring). This will involve continual collaboration with health system partners to develop mechanisms to proactively identify, target and intervene with patients and populations in Ontario.

## THE BOARD OF DIRECTORS

OntarioMD is governed by a Board of Directors who are appointed by the Ontario Medical Association. The Board of Directors currently consists of seven appointed Directors. The Board meets on average six times per year.

### ROLE OF THE BOARD

As per the OntarioMD Bylaws, the OntarioMD “Board shall manage or supervise the management of the business and affairs of the Corporation.”

The Board of Directors for OntarioMD, in conjunction with the CEO, sets the strategic directions for the organization. OntarioMD develops an Annual Business and Operational Plan to align with the strategic directions set by the Board, and to align with the deliverables and requirements set out in the Agreement with the Ontario Ministry of Health and Long-Term Care.

## **RESPONSIBILITIES OF THE BOARD**

- Setting the Strategic Direction and Policy Framework for OntarioMD and providing advice, guidance and direction its implementation.
- Once the Board has approved the goals, strategies and plans, it acts in a unified and cohesive manner in supporting and guiding the CEO.
- The CEO keeps the Board fully informed of the progress of Ontario toward the achievement of its goals, strategies and plans, in a timely and candid manner, and the Board of Directors continually evaluates the performance of the CEO toward these achievements.
- Approves the Annual Business Plan
- Receiving regular financial and operational reports related to OntarioMD's performance targets
- Providing guidance on issues related to physician participation in OntarioMD's programs

## **ROLE OF INDIVIDUAL BOARD MEMBERS**

The responsibilities of individual members include:

- Accountable for actions and fiduciary duties
- Exercise of authority
- Avoid conflicts of interest
- Team work
- Board solidarity and confidentiality in decision-making
- Participation and regular attendance
- Serve on Board committees

## **REQUIRED QUALITIES OF BOARD MEMBERS**

- Commitment to OntarioMD's mission, vision and values
- Experience in and understanding of governance including the roles and responsibilities of the Board and individual Directors and the difference between governance and management
- Enthusiasm for the role and its demands
- Personal integrity, wisdom and judgment
- An ability to work and communicate effectively as a member of the team with other members of the Board and management
- A talent for strategic thinking
- An ability and willingness to commit the necessary time to participate in Board meetings, meeting preparation, Board orientation, continuing education, retreats and events
- A commitment to comply with conflict of interest policies
- Ability and willingness to represent, as required
- An ability to work positively, co-operatively and respectfully with others; and
- A commitment to ethical standards and behaviour



OntarioMD is seeking new Directors who have prior governance experience in health delivery organizations with complex organizations and who bring a background, expertise and credentials in:

## **REQUIRED PROFESSIONAL SKILLS OF BOARD MEMBERS**

OntarioMD is seeking a balance of skills across its Board members.

### **Professional Skills**

#### ***Risk & Compliance***

- Identify key risks to the organization related to each key area of operations
- Ability to monitor risk and compliance and knowledge of legal and regulatory requirements

#### ***Financial & Audit***

- Experience in accounting and finance to analyze statements, assess financial viability, contribute to financial planning, oversee budgets, oversee funding arrangements

#### ***Strategy***

- Ability to identify and critically assess strategic opportunities and threats to the organization
- Develop strategies in context to our policies and business objectives
- An understanding of the medical - legal landscape and its applicability to OntarioMD's work

#### ***Health Policy***

- Ability to identify key issues for the organization and develop appropriate policy parameters within which the organization should operate
- Awareness and understanding of the political and practice context

#### ***Business Development & Technology***

- Entrepreneurial experience in technology assessment and innovation
- Ability to inform and evaluate opportunities in context of OntarioMD's business development plans
- Knowledge of legal frameworks, IT Governance, including privacy, data management and security

#### ***Executive Management & Human Resources***

- Experience in evaluating performance of senior management and oversee strategic human capital planning
- Experience in organizational change management programs as asset



### ***Digital Health***

- Strong knowledge of Ontario Digital Health environment - priorities and impacts as they apply to community-based clinicians

### ***Patient Orientation***

- Ability to contribute patient perspective in context of OntarioMD's delivery environment and evolving government direction; need for credible patient advocacy

### ***Clinician Orientation***

- Recognition of OntarioMD's strategic orientation to serve community-based physicians/clinicians in the digital health delivery agenda
- Understanding of change management methodologies and requirements
- Ability to drive strategy in response to strategic orientation

### ***Facility Orientation***

#### ***Stakeholder / Government Relationships***

- Ability to develop and support key stakeholder relationships to secure and advance OntarioMD's mandate in context of delivery environment
- Strong government relationship skills and network along with knowledge of Ontario health system delivery context

### ***Negotiation***

- Possess strong negotiation skills, with the ability to drive stakeholder support for Board decisions

### ***Crisis Management***

- Ability to constructively manage crises, provide leadership around solutions
- Contribute to communications strategy with stakeholders

## **Interpersonal Skills – Required by all Board members**

### ***Leadership***

- Make decisions and take necessary actions in the best interest of the organization, and represent the organization favourably
- Analyze issues and contribute at Board level to solutions

### ***Ethics & Integrity***

- Understand role as Director and continue to self-educate on legal responsibility
- Ability to maintain Board confidentiality
- Declare any conflicts

### ***Contribution***

- Ability to enthusiastically and constructively contribute to Board discussions
- Communicate effectively with management and other Directors
- A positive approach to organizational change management

#### ***Diversity***

- Consider diversity as it represents good governance and strong Board outcomes

#### ***Previous Board Experience***

- The Board's Directors should have extensive Director experience and have completed formal training in governance and risk

#### **Board Recruitment 2019**

OntarioMD is currently seeking expressions of interest from senior leaders who have a passion for digital health and prior governance experience.

#### **Application Process**

If you are interested in serving on the Board of OntarioMD and believe your background and experience align with this position profile, please send your resume and a cover letter - outlining the basis for your interest, a summary of qualifications and experience, and what you can uniquely contribute to the governance role of the Board - by email to [boardrecruit@ontariomd.com](mailto:boardrecruit@ontariomd.com). We will then arrange an initial discussion to explore your interest further and discuss with OntarioMD how they wish to proceed with your application.

## FREQUENTLY ASKED QUESTIONS

### **What are the expectations and responsibilities of Board members?**

Full participation, good attendance, commitment to good governance, and a belief in the vision, mission and values of OntarioMD.

### **What is the term of appointment?**

Two years, renewable.

### **What is the legal status of OntarioMD?**

OntarioMD is a wholly-owned subsidiary of the Ontario Medical Association. It is a private corporation incorporated under Ontario law in 2004.

### **What is the compensation?**

Per Diem compensation

### **What are the liabilities? Is there either statutory protection or Directors and Officers liability coverage for acts and omissions of Directors acting in good faith and honestly?**

Statutory protection for acts or omissions done in good faith and honestly plus D & O liability insurance coverage.

### **How much time is required of Board members on a monthly basis?**

An average of one meeting every two months, including preparation time and travel. Additional attendance at one or more sub-committee or special meetings as required (usually less in summer months). There may be the need for occasional individual contributions in areas of expertise.

### **When are the Board meetings?**

- Board meetings are currently on a Tuesday from 3 p.m. to 8 p.m.
- In addition to bi-monthly Board meetings, each Board Director may be expected to attend at least one Board Committee sub-committee bi-monthly (approx. 3 hours plus prep time).
- There are no generally Board meetings in July or August.
- Occasionally, the Board is asked to attend a retreat. The date and location will be provided in advance.

### **How much Board related travel is involved and to which locations?**

Travel is modest – the primary meeting location is at OntarioMD's office in downtown Toronto.