

OntarioMD

A Focus on Advancing Patient Care and Clinical Practice

2017 - 2020



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Our Future is Now

It is an exciting time for the Ontario and Canadian EMR, eHealth and Digital ecosystem. At the provincial and national levels, considerable strategic dialogue is occurring on how to build on the success that Ontario and other jurisdictions have had in implementing EMRs across physician practices, and how best to evolve in the maturity of use of these EMRs to deliver the greatest value to patients, physicians and health system stakeholders.

With the tremendous progress that Ontario has made in the adoption and implementation of EMRs, OntarioMD must stand ready to build on its considerable strengths and contributions to date and be challenged to evolve new ways to contribute and add value to health system stakeholders in Ontario and beyond. Through its extensive partnerships and deep relationships and reputation as a trusted delivery partner with Physician Leaders and physician practices, OntarioMD is poised to be a valuable partner of choice for health system leaders as they seek to advance their strategic objectives and meaningfully engage with physicians.

As the health system and primary care sector continue to undergo reform and transformation, we will build on the effective channels, relationships and platforms we have long invested in, in order to improve the health and health outcomes for Ontarians; and, explore new avenues of innovation and sustainability for our organization and develop exciting new partnerships and business models.

Background and Context

Our beginning and progress since inception

The current eHealth landscape within Ontario originated from a commitment from the government and health sector in the 1990s to create an integrated health information system. With the establishment of OntarioMD in 2004, we have played a vital role in shaping the province's eHealth landscape as it stands today. Over the years, we have promoted EMR adoption, delivered digital solutions and hands-on support to optimize EMR use and have ensured vendor compliance with provincial EMR specifications.

OntarioMD's initial mandate involved funding physicians to increase uptake of EMRs within Ontario. However, as the needs of physicians have evolved, the greatest transition that we, as an organization face is the shift from helping physicians adopt EMRs to helping practices optimize EMR use. (Please refer to *Figure 1: OntarioMD History from 2004-2016* for the major milestones in our journey.)

While our mandate has recently evolved to reflect this, as the broader health system context has also shifted with the establishment of evolving interdisciplinary team practice models, we need to challenge ourselves to continue exploring ways to contribute to working with physicians, other members of interdisciplinary practice environments and other health system partners to optimize the investments made in EMRs, and other eHealth solutions.

OntarioMD's Mission, Vision and Values

Mission

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

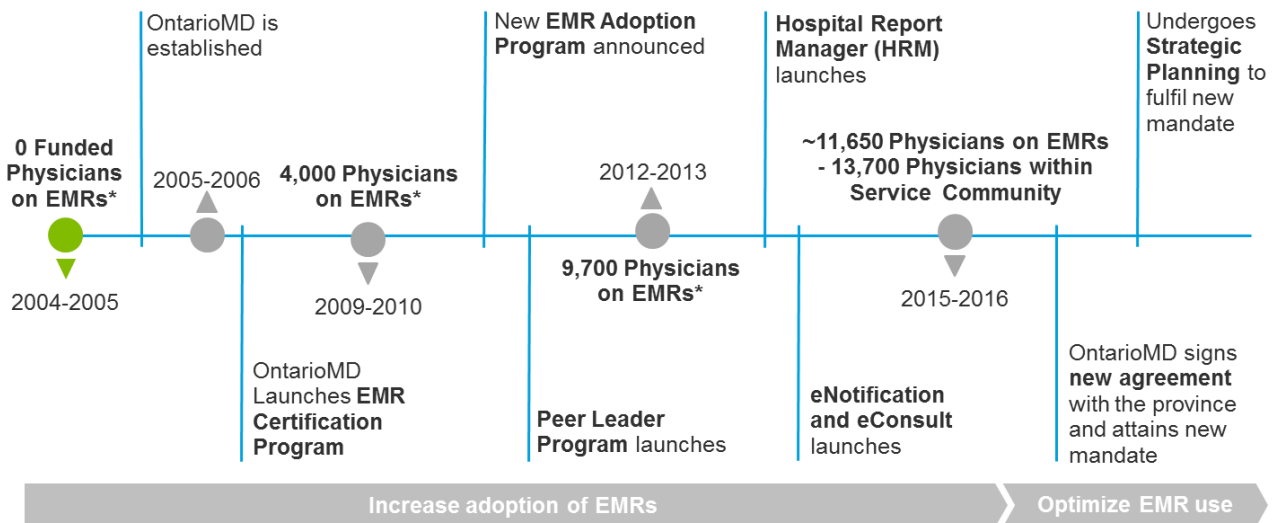
Vision

Realizing the power of electronic medical records for a healthier Ontario

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.

Figure 1: OntarioMD History from 2004-2016



* Includes community-based physicians (which is comprised of primary care/family physicians and community based specialists) uptake of EMRs

OntarioMD Today

OntarioMD's experience and work in advancing EMRs and enabling Ontario's eHealth and digital health landscape has yielded tremendous benefits and value for Ontarians. In addition, through the important role we have played in working with physicians to adopt and implement EMRs – we have developed some highly differentiated understanding of the on-the-ground challenges and realities of practicing physicians and varying practice environments across Ontario. This hard-won reputation as a trusted delivery partner to physicians, an established network of Physician Leaders, partners and vendors, positions us for an enhanced role in translating our knowledge and expertise into tangible ways for other health system leaders to engage with physicians. Most opportunely, it provides us with the ability to extend our knowledge, capabilities and market presence to new ventures and opportunities to enhance clinical practice effectiveness and efficiency while improving patient outcomes. Among our strengths and capabilities:

10 Million Ontarians now have an electronic medical record

77% of Ontario's family physicians are using certified EMRs

Highlighted Summary of Strengths and Capabilities

- **A trusted brand** in the eyes of physicians including family physicians, community-based specialists and other stakeholders with a proven delivery record; reputation as an effective and engaged health system partner
- **Lived experience and insight** in implementing EMRs within physician practices (e.g., practice management issues, workflow challenges, interoperability, evolving support requirements)
- **A trusted delivery partner** (e.g., product delivery, user adoption and vendor management) for EMR-related products – Health Report Manager (HRM), eNotifications, eConsult, OLIS Deployment
- An in-depth **understanding and insight on the potential role of EMRs and digital health in:**
 - Advancing the public health agenda through tools that support population health monitoring for prevention and management of chronic disease
 - Informing data-driven insights to perform practice and population-level analytics
 - Benchmarking practice and regional-level data to assist physicians in quality improvement and monitoring their patient population

Notwithstanding the above strengths and capabilities, we do face strategic headwinds in both organizational-specific and broader system-level gaps and challenges. These headwinds include threats to our sustainability from ill-defined roles and responsibilities across the multiple aspects of the Ontario health system, eHealth and digital landscapes, and the primary reliance on a single source of funding.

Highlighted Summary of Strategic Gaps and Challenges

As discussed above, our gaps and challenges are represented both at an organizational level, due to where we are in our organizational lifecycle and evolution; and, more common issues faced at the broader system level by multiple stakeholders across the health system.

OntarioMD-Specific Challenges

- Managing the varied perspectives of stakeholders around our **governance, independence and shareholder accountability priorities**. For some stakeholders, our corporate ownership by the Ontario Medical Association (OMA) contributes to a perception of bias and lack of independence from political and positioning drivers.
- **Limited brand recognition** and **public awareness** to those outside of the physician and health community, creating challenges in terms of the clear recognition of our role, capabilities, and how we can further lead the advancement of quality, integrated patient care through the enablement of technology and digital health solutions.
- **Revenue base that is primarily dependent on a single source** (i.e., MoHLTC), which poses a risk to the organization in the long term.

Broader System-level Challenges

- There is a **need to continuously ‘compete’ for the attention and focus of the primary care and community physician sector**, which is being inundated with numerous initiatives being undertaken as part of the broader health system transformation agenda. This has resulted in our need to be increasingly assertive and innovate in how we engage the sector in order to realize our strategic objectives.
- There is a **lack of clear and agreed-upon delineation of roles and responsibilities** among the various health system stakeholders and players in Ontario who are focused on advancing health system transformation through eHealth and other enabling technology solutions.

OntarioMD’s New Mandate as of August 2015

“Focus on enhanced physician/clinician use of EMRs which includes the development of programs to interface with certified EMRs and provide physicians with the additional sources of patient information needed to enhance patient care and improve practice efficiency.”

OntarioMD Tomorrow

With the acceptance of a new mandate from the ministry in August 2015, we have had the opportunity to conduct a number of strategic planning conversations with stakeholders. These have been combined with insights from OntarioMD’s Executive Team and Staff, and, our Board of Directors. These discussions focused on evolving our understanding and perspective on how our organization must evolve to meet the changing needs of Ontario physicians and patients.

Summary of Key Trends influencing OntarioMD's Strategic Planning Process

Highlighted Trends



Health System Transformation and evolving governance and accountability models (e.g., primary care reform) coupled with new models of service delivery and digital innovation. The health industry continues to strive for greater levels of integration to enable improved quality of care, patient experience, improved outcomes and the realization of value for investment. We must continue to evaluate the priorities of government and align with evolving strategic directions such as *Patients First* and its emphasis on *Improving access*; *Connecting service*; *Supporting people and patients*; and, *Protecting our universal public health care system*.

Consideration(s) for OntarioMD

- Continue to explore our role in enhancing linkages of physician practices with other clinicians and health care settings to manage patients at home and in the community.
- How do we respond to the ongoing integration of primary / home care, public health, and possible “non-traditional” partnerships, to support needs of specific patient populations and to guide transitions of care?



Shift from EMR Adoption to Maturity of Use with EMR adoption reaching 77% of primary care physicians in Ontario. Realizing a critical mass of EMR use in Ontario, attention has shifted to working with physicians and their practice teams to further optimize the value of EMRs. As Ontario and other jurisdictions pay increasing attention to effective implementation and use of EMRs to improve patient outcomes, enhance practice and health system efficiency and reporting, OntarioMD will need to continuously evaluate how its skill sets, experience and capabilities align with the evolving needs of Ontario and other jurisdictions.

Consideration(s) for OntarioMD

- Consider how our capabilities may have the most impact for advancing efforts to improve the use of EMRs deployed today and accelerate the uptake with physicians that have not yet adopted EMRs.
- What will our role be in informing and/or influencing decisions around payments, approaches to data quality, performance indicators and other considerations on the effective use of EMRs?
- How will we approach physicians and articulate the value proposition of enhanced effectiveness in the use of their EMRs?



Information Management & Disruptive Technology that now enables greater potential and opportunity to not only improve the sharing of clinical information and support transitions in care, but also fundamentally transform care and service delivery models. The accelerated pace of technology innovation, coupled with a progressively lower cost of digital technologies creates an unprecedented opportunity to innovate and accelerate the pace of health transformation. As governments review legislative barriers to implementing innovative technologies and free capacity of health care professionals to provide health services in innovative new ways, how will we adapt and contribute to the design of new solutions and innovations and/or partner in the implementation and scaling of these innovative and disruptive technologies?

Consideration(s) for OntarioMD

- What level of understanding do we have today / or need to have on the user experience to be an effective voice for physicians and patients in designing and implementing new solutions?
- How will the increasing pace of new digital health technologies disrupt our current services and offerings?
- How will digital technology impact the practices of our stakeholders?



Implementation of Services as both federal and provincial bodies recognize the value of advancing the technology enablement of key care processes such as referrals and prescription management. EMR and other technology vendors are increasingly looking at opportunities to bundle and extend existing platforms to capture new revenue streams and improve provider and patient care and experiences. With an expanding array of providers seeking to extend their own ecosystems to capture a greater share of the value and potential offered by EMRs, how will OntarioMD partner and respond to these evolving market dynamics?

Consideration(s) for OntarioMD

- To what extent will we partner with vendors / service providers as a channel to reach physicians?
- What opportunities are there for us to extend our own platforms to capture and create value for our stakeholders?



Advanced Analytics and Demand for Insights as physicians', patients', and government's demand for data and meaningful insights increases, opportunities emerge to drive data and evidence-based policy and practice through linking or joining up of disparate data sets to provide real-world outcomes to improve patient care and health outcomes for the populations and patients; and, inform clinical practice.

Consideration(s) for OntarioMD

- What role and to what extent will we work to enable / facilitate sharing of physician data to inform evidence-based clinical practice and health system policy?
- How can we enable and support physicians to engage in activities that proactively / predictively identify and trigger interventions and approaches to managing the health and health care needs of their patients?
- What products or solutions would satisfy unmet needs of health system planners and/or individual physicians in terms of access to data and insights?



Health Consumerism where patients expect consistent experiences throughout every touch point of their personal journey across the health system; and, demand their information be made ready and available to them, their caregivers, their physicians and health care providers across a more connected digital health ecosystem. Health system planners and providers are increasingly adopting consumer-centric approaches to digital innovation to inform future health service design and models of care that focus on the patient / user experience.

Consideration(s) for OntarioMD

- How do physicians engage patients to be more active partners in informing the future planning of the health system, and management of their health?
- What access to health and medical information should patients expect?



New Generation of Doctors / Clinicians who demand available tools and technology to effectively and efficiently care for their patients and are increasing comfortable with emerging and innovative technologies that are more affordable and accessible. Increasing focus and demands by providers for technology that seamlessly integrates with provider workflow as opposed to adding to process steps and inefficiency.

Consideration(s) for OntarioMD

- Enhance the collection, use and sharing of patient data/information amongst physicians.
- Consider balancing tensions associated with cyber security risks and trends towards more open data and allowing patients to access clinical information.



Need for Further Integration as it pertains to the ongoing demand and need for EMR integration and interoperability with other solutions and providers currently available (e.g., Health Information Exchange) to provide access to health and medical information across health care and community support providers.

Consideration(s) for OntarioMD

- What role can/should we continue to play in establishing standards and supporting the interoperability of EMRs and other health information platforms?
- How to balance the demand for interoperability with setting specific / user-specific needs and preferences?



Convergence of private sector and non-traditional businesses extending their capabilities (e.g., digital, operational, data, existing relationships and business models) to address growing trends for more patient / consumer-oriented approaches to health care and enhanced consumer experiences aimed at developing new revenue streams from existing relationships with providers and patients.

Consideration(s) for OntarioMD

- Consider opportunities to develop partnerships and new models of collaboration with traditional and non-traditional service providers.
- What opportunities are there for us to support non-traditional market entrants in navigating the health system and physician practices?



Increasing Emphasis on Population Health to understand health of defined segments of patient populations to proactively identify and intervene with tailored health (and non-health e.g., housing, food security) solutions to change their trajectory and health status for improved patient outcomes and health system effectiveness.

Consideration(s) for OntarioMD

- What areas of population health should we focus on in terms of assisting health system planners and providers manage the health of a broader population as opposed to supporting physicians in the proactive management of their individual patients?

Assessing and Determining our Strategic Areas of Opportunity

Based on the key trends highlighted six potential emerging strategic areas of opportunity were considered:



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 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

Provide perspectives, insights and tools to support and enhance physician / clinician impact by profiling a new EMR Progress Assessment tool to support 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 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, LHIN and organizational strategies 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 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.

Strategic Framework

Our Strategic Areas of Focus

Three main strategic areas of focus are articulated in *Figure 2: OntarioMD's Strategic Areas of Focus*.

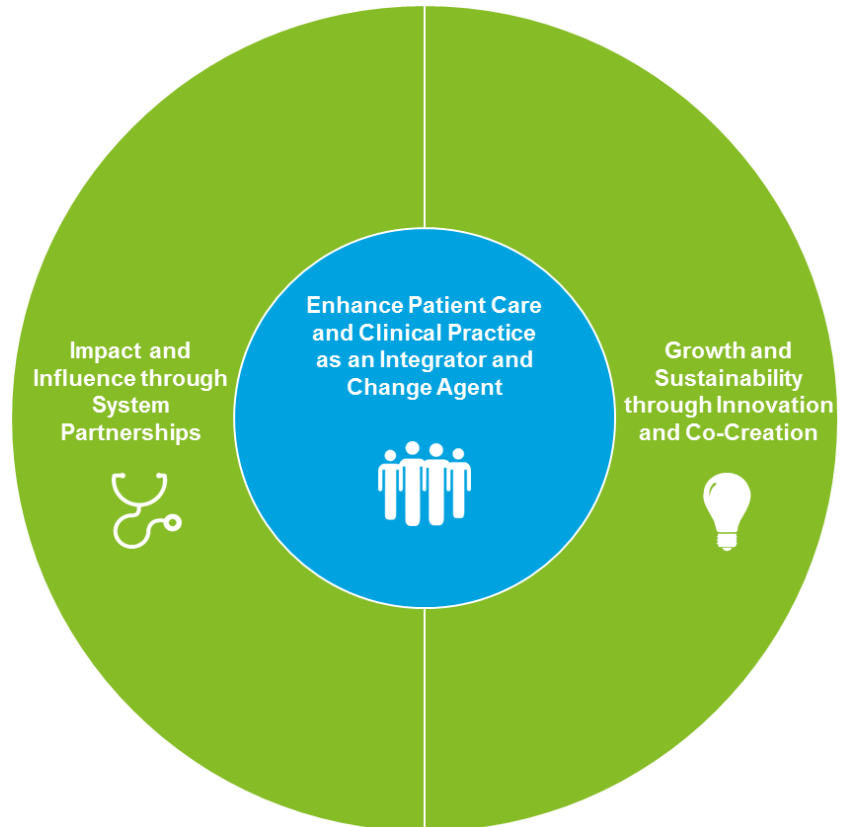
Figure 2: OntarioMD's Strategic Areas of Focus

Our strategic areas of focus are highly linked and interdependent. They serve to advance our evolving mandate of optimizing EMR use. 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 influential role as an integrator and change agent in health system transformation efforts. In stating this, it is important to note that throughout this document, where we refer to “physician practices”, the intent of this term is to be more inclusive and reflect OntarioMD’s recognition that there exists a range of practice contexts that range from single physician practices to broader interdisciplinary team models.

We have earned the reputation as an effective delivery partner with positive relationships with stakeholders across the physician community sector and vendor landscape. As such, we are well-positioned to inform the policy and practice dialogue taking place among health system leaders and represent a valuable partner-of-choice for health system leaders and other organizations seeking to meaningfully engage with primary care.

Through our emphasis on growth and sustainability, we recognize the maturing landscape in Ontario with the shift from adoption to effective use of EMRs. And, how our role needs to evolve in alignment with the shifting priorities of government and needs of our stakeholders.

Through the combined set of strategic areas of focus, we look forward to this unprecedented level of change and transformation with renewed optimism and confidence in our ability to add value and adapt to the dynamic nature of health system demands.



Our Strategic Areas of Focus

Within each strategic area of focus, there exists a range of opportunities that cover the continuum from “core” to “transformational” in nature.

Core - Opportunities that can be described as areas where the impact from the existing set of products, customers, channels, and geographic markets can be further enhanced or maximized

Adjacent - Opportunities that aim to utilize existing assets and capabilities to stretch the boundaries of the existing business outward

Transformational - Opportunities that aim to utilize innovation / disruptive technology to transform the business and the health care sector

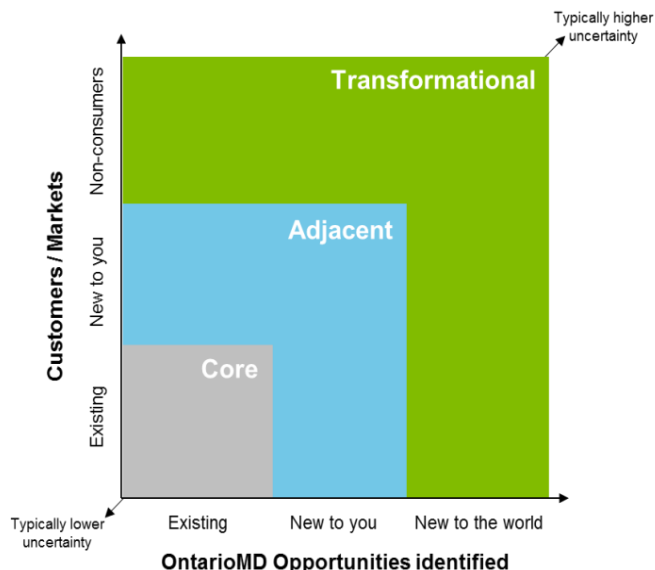


Figure 3: Sources of Growth Matrix

The pages that follow provide a further description of each of the strategic areas of focus, key strategic opportunities within each area of focus, and value to be realized through successful execution.

Figure 4: Areas of Focus and Key Strategic Opportunities

<p>Enhance Patient Care and Clinical Practice as an Integrator and Change Agent</p>	<ul style="list-style-type: none"> • Providing informed practice-level perspectives and insights to advance health system transformation and to support primary care reform • Advancing physician EMR dashboard, we will work with practices to improve data quality and approaches to shared and open data to inform patient care and practice management • We will continue to advance deployment of certified EMRs along with value added products and services to improve patient outcomes and improve physician practice efficiency and effectiveness
<p>Impact and Influence through System Partnerships</p>	<ul style="list-style-type: none"> • We will advance Strategic Partnerships through fostering existing partnerships and developing new partnerships to deliver value • Enhancing access to a comprehensive patient record through broader system integration and interoperability, we will strive to support the patient experience as patients access the continuum of health care delivery
<p>Growth and Sustainability through Innovation and Co-Creation</p>	<ul style="list-style-type: none"> • OntarioMD will extend current platforms and solutions to expand market share of existing and new products and services. • We will continue to deliver new product offerings and solutions to drive value for stakeholders and to attract new revenue sources.

Focus Area 1: Enhance Patient Care and Clinical Practice as an Integrator and Change Agent

We will support and enhance clinical and physician practice efficiency and effectiveness by extending our role as a trusted advisor and change champion for physicians and their practices. Building on our established relationships with physicians, and Physician Leaders, we will serve as an integrator and channel for system partners, vendors and other stakeholders who wish to engage with community-based physicians in a meaningful and effective way. We will continue to optimize use of current EMRs while developing and implementing eHealth solutions that integrate physician practices and the broader health system for a more connected care environment. Three key strategic opportunities have been identified for this area of focus:

1 Providing Informed Practice-level Perspectives and Insights to Advance Health System Transformation and Primary Care Reform

Opportunities and Initiatives

Core Opportunities	Adjacent Opportunities	Transformational Opportunities
<ul style="list-style-type: none"> • Provide informed perspectives on the needs of practicing physicians to health system leaders / planners and policy makers • Leverage OntarioMD's roster of Physician Leaders to inform and advance LHIN and sub-regional priorities 	<ul style="list-style-type: none"> • Inform health system design (primary care engagement and transformation) by building on physician relationships and change management experience 	<ul style="list-style-type: none"> • Contribute to health system measurement and performance monitoring through the implementation of proactive and predictive approaches to addressing care gaps with research partners

Strategic Value and Impact

By leveraging OntarioMD's relationships and reach with established Physician Leaders and differentiated knowledge of physician practices – we will act as a key source of input and perspective to health system leaders as well as an effective bridge to practicing physicians for multiple health system stakeholders seeking to advance provincial, LHIN and sub-LHIN priorities.

2 Supporting Approaches to Improve Population Health (Predictive Patient Management) – shared and open data to inform patient care and practice management.

Opportunities and Initiatives

Core Opportunities	Adjacent Opportunities	Transformational Opportunities
<ul style="list-style-type: none"> Continue to deliver practice tools for physician practices with practice-level “population health” activities building on EMR Dashboard indicators Advance and implement approaches to data analytics that trigger proactive interventions (screening etc.) of patients within physician practices Enable data governance and data quality efforts at the practice level with physicians as data stewards 	<ul style="list-style-type: none"> Provide a mechanism to translate system priorities to practice level – tracking and reporting of indicators Support implementation of evolving health system strategies and approaches to population health Collaborate with health system partners to deliver clinically relevant insights to inform physician practice Facilitate access to, and sharing of, physician-level data with health system partners to inform broader regional planning initiatives and provincial program evaluations (e.g., cancer care screening, Smoke Free Ontario and other provincial public health and health care initiatives) 	<ul style="list-style-type: none"> Support physicians in proactive outreach and the development of programs to support population health management Support strategies for patient activation in the management of their own health Link physician practice level patient data to other clinical and administrative data sets to derive insights and evidence to inform health system transformation, practice improvement and patient care practices Implement real-time reporting and information sharing across care settings to support patient care and management

Strategic Value and Impact

By supporting physicians in the proactive identification of patients in need of targeted interventions and proactive management, we will contribute to improved patient outcomes (e.g., patients with chronic diseases and/or low social determinants of health). In addition, we will enable greater health system efficiency and effectiveness through reduced health system utilization (e.g., ED visits for chronic disease exacerbations) and align with emerging health system policies and approaches to population health for increasingly shared accountability for patient outcomes across health service providers and care settings.

By providing streamlined and coordinated access to physician-level data sharing for health system stakeholders, OntarioMD will extend its contribution and value-add to the provincial health data and analytics ecosystem and enable ongoing health system design and planning as well as clinically relevant contributions to enhance practice management and improve patient outcomes. Additionally, by including patients in the information sharing process, OntarioMD will position patients to better understand their health and enable them as drivers of their health care through access to data and information.

3

Advancing our Products and Services Strategy to Improve Patient Outcomes

Opportunities and Initiatives

Core Opportunities	Adjacent Opportunities	Transformational Opportunities
<ul style="list-style-type: none"> Identify and support implementation of EMRs in practices that have not yet implemented an EMR Support value-added products and services that are available and can be currently integrated with EMRs (e.g., HRM, eNotifications, OLIS) Support the delivery of innovative functionality within EMRs – focus on quality, eSafety, security Continue to advance a robust change management program for community-based physicians. Enhance and sustain a comprehensive Peer Leader Program to support system priorities. Continue to develop and provide educational material and training programs for physicians to reinforce and support existing EMR user base Continue to advance the development and implementation of solutions that integrate with the EMRs in order to create greater patient and practice value (e.g., eConsult, eReferral) 	<ul style="list-style-type: none"> Expand role to work with partners to deliver connectivity to eHealth system assets (ConnectingOntario, OLIS Provider Query) Extend current relationships, knowledge of EMRs and physician practice management to develop new solutions and/or products to enhance physician practices Expand role of change management and practice engagement and extend support to other health system partners 	<ul style="list-style-type: none"> Enable the integrated use of clinical decision support systems to improve patient care Develop and translate EMR and related solutions to mobile platforms As appropriate, development and delivery of user-pay models for future products/services to support physicians, partners and patients

Strategic Value and Impact

By continuing to develop and provide training programs for physicians while leveraging our relationships and knowledge of physician practices, we will continue as a trusted advisor and delivery partner for EMR information/training within Ontario.

By increasing and extending current relationships and knowledge of EMRs and physician practice management, we will increase the reach of our current and future products and solutions to improve physician practice efficiency. In addition, through the extension of our existing relationships and knowledge of physician practices, we will continuously enhance our understanding of patient and physician needs to advance new products and solutions.

Focus Area 2: Impact and Influence through System Partnerships

Instrumental to our success will be the continued growth and effectiveness of our partnerships. Strengthening our relationships and value we provide to our Physician Leaders, physician practices and clinicians across the health system will continue to be defining attributes and strengths for OntarioMD. Our close connection with primary care represents a differentiated value proposition to health system stakeholders, vendors and leading organizations seeking to engage and drive change across an increasingly stretched and fragmented primary care sector. Through thoughtful and strategic approaches to partnerships, we will continue to add value to our stakeholders and the broader health system. Two key strategic opportunities have been identified for this area of focus:

1 Advancing Strategic Partnerships

Opportunities and Initiatives

Core Opportunities	Adjacent Opportunities	Transformational Opportunities
<ul style="list-style-type: none"> Understand and articulate our value proposition and gaps in advancing our strategic objectives Develop an organizational framework to evaluate and inform investments in our strategic partnerships 	<ul style="list-style-type: none"> Explore opportunities to align with leading organizations to enhance patient care, add value to physician practices, improve health system efficiency and effectiveness and realize new revenue opportunities 	<ul style="list-style-type: none"> Establish innovative partnerships with non-traditional partners (e.g., private sector, non-health organizations) to advance our priorities

Strategic Value and Impact

Our deliberate and strategic approach to defining our partnerships will serve to focus our investment of time and resources in strategic partnerships that advance our value proposition to stakeholders and enhance the sustainability of our efforts and organization.

2 Enhancing Access through Integration and Interoperability

Opportunities and Initiatives

Core Opportunities	Adjacent Opportunities	Transformational Opportunities
<ul style="list-style-type: none"> Develop, support and promote standards for interoperability among EMRs; data extract and integration specifications Enhance the EMR Certification Program and processes to strengthen vendor engagement. 	<ul style="list-style-type: none"> Enable EMR interoperability and integration with hospital Clinical Information Systems (CIS) and other priority assets including Panorama, Digital Health Drug Repository Develop and implement HRM solution to enable bi-directional platform for information sharing 	<ul style="list-style-type: none"> Support layered and open connectivity to EMRs for value-added services

Strategic Value and Impact

By supporting and ensuring interoperability amongst EMRs, OntarioMD will enhance health record access, which will support improved patient outcomes (e.g., reduced medical errors, drug interactions). Additionally, ensuring EMR interoperability will allow for better care at hospitals and will present an opportunity to better understand the “patient journey” through a more complete picture of patient data and advancements in linked patient records and analytics. Through the advancement of these and other initiatives, OntarioMD will continue to contribute to physician practice, patient outcomes as well as improved health system effectiveness, efficiency and the patient experience (e.g., reduced duplication of testing, etc.).

Focus Area 3: Growth and Sustainability through Innovation and Co-Creation

We will prototype, develop and scale new solutions and business opportunities to enhance physician practices and improve health care for patients. In doing so, we will diversify our revenue streams to support the ongoing sustainability of our organization to advance EMRs, eHealth and the digital ecosystem. In order to achieve this, we have focused on the following strategic opportunities:

1 Extend Current Platforms and Solutions

Opportunities and Initiatives

Core Opportunities	Adjacent Opportunities	Transformational Opportunities
<ul style="list-style-type: none"> Continue to expand market share and penetration of existing products and services Build on existing HRM platform to introduce new opportunities for value creation for health system stakeholders With Canada Health Infoway support, work with system delivery partners to deploy OLIS Practitioner Query Deliver OntarioMD Portal as “self-serve” to support physician practices 	<ul style="list-style-type: none"> Create a space and environment where innovative products can be created that attach to EMRs and allow for integration Integration with EMRs – taking local and regional product and services initiatives and supporting delivery at provincial scale With Canada Health Infoway, and other system delivery partners evaluate opportunities (e.g. eBooking, Patient Portal, ePrescribing, eVisits) for EMR integration and deployment 	<ul style="list-style-type: none"> Explore the opportunity to expand OntarioMD’s reach and health industry impact to other provinces

Strategic Value and Impact

Through ongoing expansion of existing lines of business and natural extensions of current platforms, OntarioMD represents a proven and successful platform to users; and, an effective channel for prospective partners in reaching physicians. Within Canada, Ontario is a leader in the adoption and implementation of EMRs. Through its journey supporting the adoption and implementation of EMRs in Ontario, OntarioMD has amassed significant insights and lessons learned that would enable and accelerate other jurisdictions in the adoption and implementation of EMRs.

2 Create New Solutions and Business Models

Opportunities and Initiatives

Core Opportunities	Adjacent Opportunities	Transformational Opportunities
<ul style="list-style-type: none"> Continue to evolve new product offerings and solutions to drive value for stakeholders and new revenue sources Align internal operations to meet short-term and long-term strategic directions 	<ul style="list-style-type: none"> Enhance OntarioMD capabilities for user experience and design and engage patients, families and physicians to develop products and solutions 	<ul style="list-style-type: none"> Create an open space where innovation is encouraged, incubated and expanded for EMR enhancement

Strategic Value and Impact

As health and non-health industry players seek to penetrate and cross-sell service and product offerings, OntarioMD provides a differentiated value proposition as a trusted channel to physician offices across Ontario. In addition, its experience and knowledge base in the nuances of physician practices offer a significant level of insight and perspective to engage in, and develop, an improved understanding of the user experience to inform new product offerings and establish new business models.

