

# Governance Report to Members

May 2, 2024



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## OMA Mission, Vision and Values

As the representative of Ontario’s physicians, we advocate for the well-being of our members and the health of Ontarians.

### **Mission**

Advocate for and support doctors. Strengthen the leadership role of doctors in caring for patients.

### **Vision**

To be the trusted voice in Ontario’s health care system.

### **Core Values**

#### **Respectful**

We treat everyone with dignity and value diverse experiences and perspectives.

#### **Innovative**

We seek opportunities to be creative and explore future possibilities.

#### **Bold**

We courageously pursue best practices, new ideas, solutions, and opportunities to improve.

#### **Responsive**

We listen to understand and connect.

#### **Transparent**

We are genuine and candid in our interactions, and we hold ourselves accountable.

## Introduction



Dr. Cathy Faulds  
Board of Directors chair



Dr. Zainab Abdurrahman,  
Governance and Nominating  
Committee (GNC) chair

We are proud to report a year where we have made significant gains on governance processes and procedures. We remain committed to leading the organization with integrity and transparency which has been underscored by our intentional shifts toward a culture characterized by equity, diversity, inclusion, and civility. In 2023, we developed our new [OMA strategy](#) that will allow the organization to assess a dynamic and evolving healthcare landscape, identify key external trends and help shape its future by refining our priorities. We believe the strategy will strengthen the OMA's ability to provide value to members and facilitate us to be the trusted voice in transforming Ontario's health care system. Our President Dr. Andrew Park along with new CEO, Kimberly Moran have been instrumental in moving our strategy forward and meeting our organizational goals.

As we push ahead with the modernization of the OMA, we are committed to improve decision-making, accountability, and transparency of the board. This report centres on these priorities by highlighting the 2023 activities and achievements of the board, OMA committees, the General Assembly, and subsidiaries. The governance report also outlines the organization's governance structure, which underwent review in 2020 and continues to evolve to become a more efficient and responsive organization for all members.

Throughout the year, the board has listened to the membership and heard the following priorities including *but not limited to*:

- Fair remuneration for physicians with an inflationary increase, modernization of the OHIP schedule of benefits and maintenance of physician benefits including CMPA and physician health benefits.
- Address Gender equity and Relativity in a meaningful and more expedited fashion.
- Reduce physician administrative burden.

- Prepare physicians for leadership both inside and outside the OMA.
- Develop solutions with Physicians working in crisis situations in primary care, emergency rooms, and beyond to sustain practice and prevent closures.
- Secure locum coverage, and modernized contracts to sustain practice for physicians working in rural and remote locations.
- Develop tangible short- and longer-term interventions for physician health human resource issues that align with current and future market analyses.
- Advocate for team-based care for family physicians and physician extenders/teams for specialist groups.

As the board does this strategic work, we ensure that any change management does not increase physician burnout or cause financial strain. Physician wellness is critical, and review of the Physician Health Program strategic plan is underway to align with the new OMA strategic plan.

In response to membership key priorities, we have executed on the following:

- Developed a 2024-28 Negotiations Mandate in tandem with recommendations from the General Assembly [Compensation Panel](#).
- Developed a Mandate for Arbitration of Year 1 (2024-28 PSA)
- Provided oversight for the implementation of the 2021-24 PSA
- The board has committed to the Rotman Leadership program and has oversight of a process to onboard physician leaders within the organization. The internal program will be launched in 2024.
- The board has requested the CEO to prioritize collaboration with system partners. The CEO and board have begun a relationship with the deans of our medical schools and department heads of family medicine to work on the provincial issues such as modernization of AFP remuneration, physician human resource issues and the primary care crisis.
- Working with other provincial medical organizations and the CMA has resulted in joint advocacy on items such as a requested pause on a proposed third year for family medicine, reduction of administrative burden with both federal and provincial forms, advocacy for federal healthcare funding with accountability dashboards, elevation of the issues in primary care to a crisis level making it an election voter priority, and a Canadian approach to health human resource allocation with attention to the rural crisis.
- Our attention to culture of the board and the OMA operations, sets up physicians to lead a change of culture for our health care system.

In addition, the following governance processes and procedures have been put in place:

- Recruitment and hiring of our new CEO, Kimberly Moran
- Ongoing constituency review that included the approval of new section and district charters to clarify their function and responsibility
- Streamlined existing processes and policies regarding OMA committee appointments and the selection of the board chair and vice chair
- Established a comprehensive evaluation system, guided by Key Performance Indicators (KPIs), in response to an internal governance audit conducted by [Meyers Norris Penny \(MNP\)](#), one of Canada's leading professional accounting firms. This system includes individual self-assessments for board and committee members to measure effectiveness and identify areas for enhancement. An annual board, as a whole, evaluation will prioritize impact and the development of strategies, procedures, and personnel to achieve desired outcomes.
- Approved our 2024 OMA operating plan, capital budget and strategic plan
- Developed an Ethical Decision-Making Framework to enable the OMA to make strong and ethical decisions. Development of the board risk appetite will follow this work.
- Developed a [Member Code of Conduct and Civility](#) and change in process to include all physician leaders in providing a civil working environment as stipulated under the [Ontario Human Rights Code](#) and the [Occupational Health and Safety Act](#).

Finally, your board and the Governance and Nominating Committee (GNC) extend thanks to you, our members, for your commitment to Ontario's patients and to improving our health care system. We look forward to your voice and involvement in your organization to shape our impact and deliver higher value to you as a member.

# Report of the Board of Directors

The board’s **mandate** includes oversight for management of the corporation and development of the OMA’s approach to governance. The board oversees all affairs of the OMA and exercises its powers according to OMA bylaws, governance policies and applicable laws and regulations. [Read more about the board charter and the role of the board.](#)

The board is **comprised** of eight physicians and three non-physician directors who are elected by members for a two-year term and may stand for re-election up to three times. All directors assume office following the Annual General Meeting (AGM). Observer positions are held by the president-elect, immediate past president, and the chair of the general assembly.

[Read more about the board composition.](#)

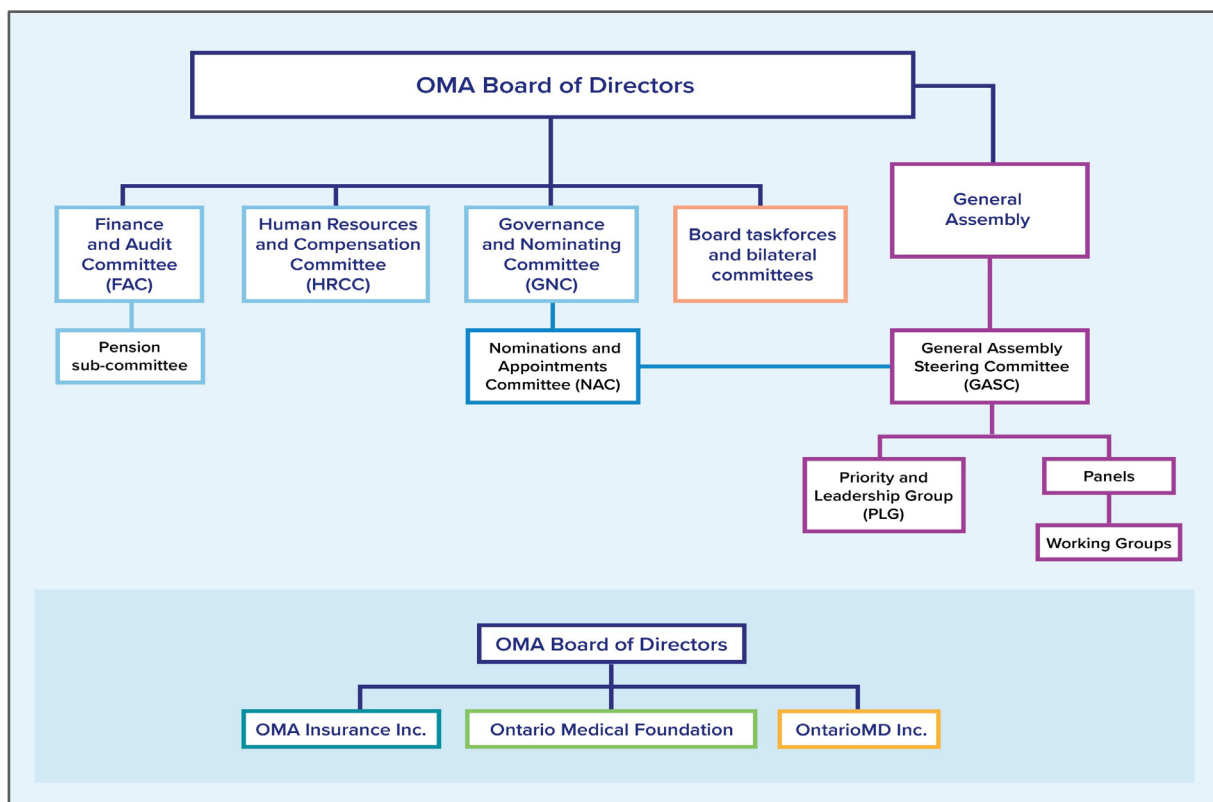


Elected directors began their term on May 4, 2023. The board held 15 meetings (seven regularly scheduled meetings and eight special meetings) from May 2023 to April 2024.

Directors/observers	Board Meeting Attendance
Zainab Abdurrahman	14/15
Sanjay Acharya	14/15
Sharon Bal	15/15
Denise Carpenter	14/15
David Collie	15/15
Cathy Faulds (chair)	15/15

Audrey Karlinsky (vice-chair)	15/15
Veronica Legnini (observer)	9/9, Sep. 29, 2023 - last meeting
Dominik Nowak (observer)	15/15
Andrew Park	15/15
Gregory Rose (observer)	6/6, Oct. 25, 2023 - first meeting
Carmen Rossiter	10/11, Jan. 31, 2024 - last meeting
Cynthia Walsh	14/15
Hirotaaka Yamashiro	15/15
Rose Zacharias (observer)	14/15

## Governance Structure



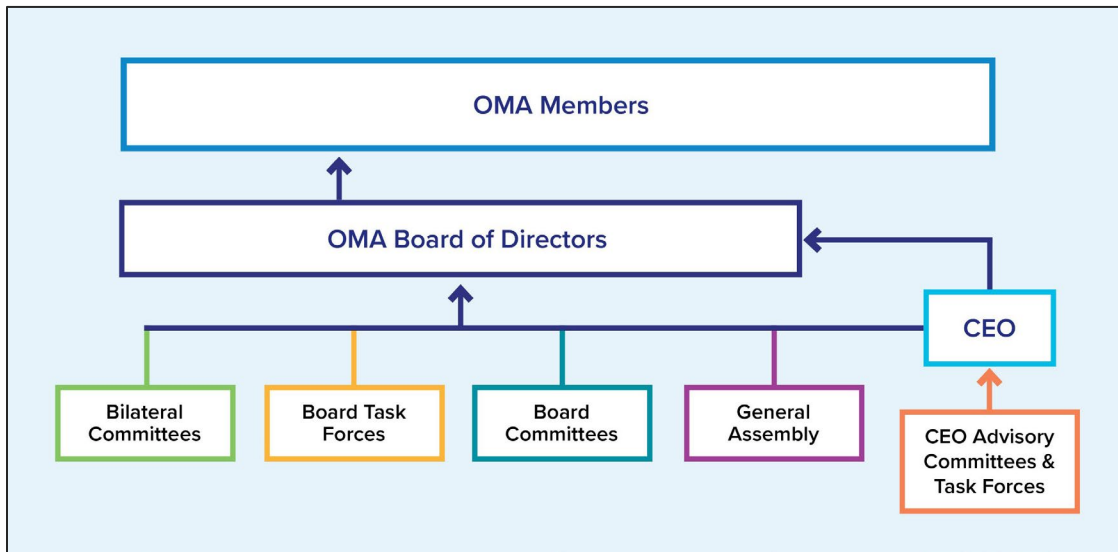
Through a modern, member-driven governance structure, the OMA strives to represent all voices and protect the interests of members. The structure enables the effective execution of organizational goals and strategic priorities and allows for agile responses to immediate and emerging issues.

The organization is focused on:

- Effective governance and accountability
- Robust member services and operations
- Physician support and advocacy
- Transparency and high integrity
- Health system leadership
- Effective communication



## Committees



The OMA has standing board committees, as well as bilateral and advisory committees and task forces where members, including residents and medical students, can get involved to make a difference in association governance, health policy and the broader profession.

Advisory committee recruitment is typically undertaken twice a year, in the spring and fall. As part of ongoing efforts towards continuous improvement of the recruitment process, the board approved a revised [Appointment Policy and Procedure](#) which articulates OMA’s commitment to member participation and engagement. [Learn more about the recruitment process and how you can get involved.](#) Thank you to everyone who participated as a member of an OMA committee, bilateral committee or task force in 2023.

To review the 2023 accomplishments and members of OMA board committees (FAC, HRCC, GNC), the Nominations and Appointments Committee (NAC), CEO advisory committees such as the Relativity Advisory Committee (RAC) or OMA bilateral groups such as the Negotiations Task Force (NTF) and the Physician Payment Committee (PPC) visit the [Committees page](#) on our website.

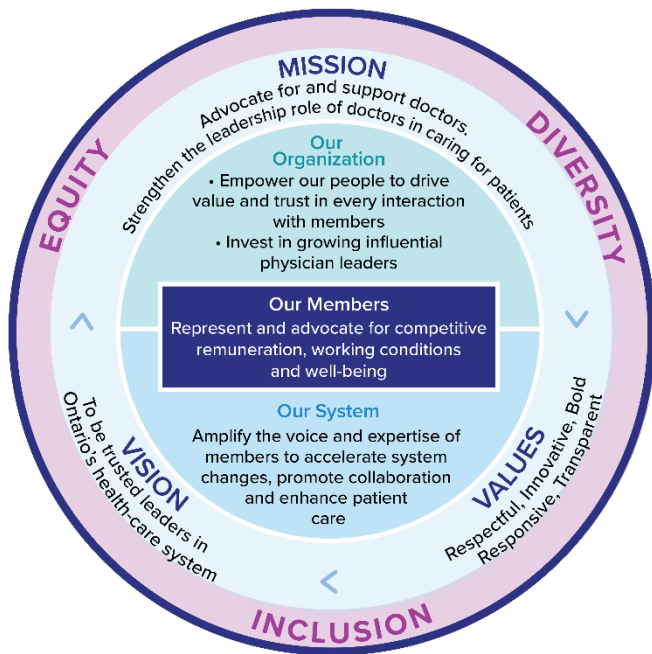
The [General Assembly \(GA\)](#) is a generative body that collects member input to develop and recommend organizational priorities to the OMA board on health care policy, advocacy and compensation issues. It is accountable to the board and is comprised of the General Assembly Steering Committee, the Priority and Leadership Group, GA panels and working groups. The board of directors approved the first of the priority recommendations in May 2023 and OMA staff immediately started to implement them. For example, the compensation panel addressed improving the member experience via the priority ‘restructure negotiations to optimize constituency group engagement’ ([read more about it here](#)).

You can also read about the recent activities of our subsidiaries, OMA Insurance, OntarioMD and the Ontario Medical Foundation (OMF) in Appendix A.

## Board of Directors' Key Accomplishments in 2023

It's important to note that the progress we have made aligns with duties and responsibilities under the board charter. You can review the activities of each board meeting as summarized in our [board reports](#).

### Strategic and Financial Planning - OMA's Revised Strategy, 2024 Budget and Operating Plan



In December, the board approved a revised strategy that will better position the organization to deliver on what our members want and need. We renewed our strategy to push your priorities forward, enabling the organization to be more effective champions and relentless advocates on what matters most to you. This blueprint will allow us to ensure competitive compensation and reasonable working conditions for you, lead health care system transformation, which will improve patient outcomes. The strategy will set the future path for the organization to deliver member value by aligning objectives against three pillars: Our Members, Our System, Our Organization.

### Governance - Constituency Review

As part of the OMA's governance transformation, the board has committed to review all constituencies, including the districts, sections, networks, branch societies, fora and medical interest groups (MIGs). Following the development of a new charter for the OMA districts, in September, the board approved a section charter that includes a new section leadership model designed to strengthen and streamline all governance structures in a consistent and equitable way while maintaining flexibility. Its development follows considerable consultation with section leaders and is designed to address the unique and key role of the sections in supporting members and advocating for system, policy, and compensation issues relevant to their areas of clinical practice.

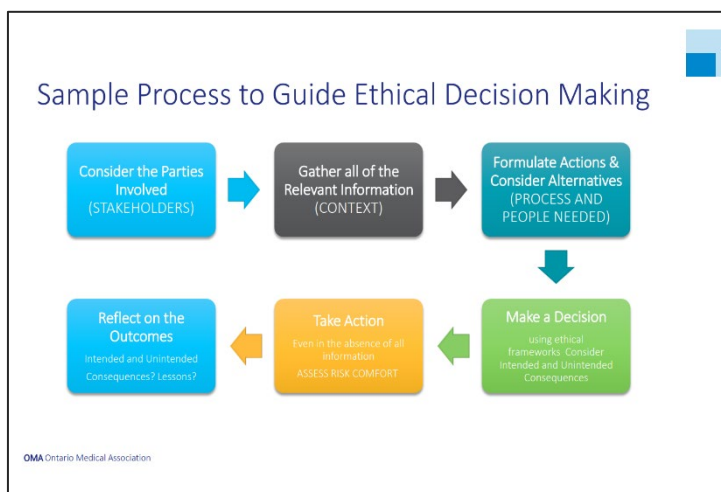
Over the past year, thanks to resource allocation and collaboration with new network chairs, our networks have begun their work. The networks allow for a community of support on numerous topics, including member engagement and network-specific issues not identified as a priority by the General Assembly. There are six networks: Primary Care, Medical, Surgical, Diagnostic, Regional and Academic.

The next phase of the review focuses on fora and MIGs to clarify their role in the new structure.

Consultations with fora and MIG chairs will be held in the coming months. More information on this important part of the governance transformation journey will be shared with members as it becomes available.

### Board Accountability to Members

Following an MNP internal governance audit, recommendations related to board-as-whole evaluation and committee evaluation were identified as a key opportunity to improve and support the effectiveness of the board. As such, the board is implementing revised evaluation tools such as yearly peer-to-peer assessment, self-assessments, post AGM evaluation and formalized exit interviews. Evaluation is ongoing and iterative, and enhancements are made every year to support effectiveness of the board and the structures supporting work of the organization. Conducting regular assessments is critical for addressing gaps in practices, talent, and strategic weaknesses.



The board endorsed an ethical decision-making framework as a resource to enable the OMA to make strong and ethical decisions using a repeatable process aligned to the organization’s strategy, values, and risk management framework. As the board is often faced with making decisions that have ethical dimensions involving multiple stakeholders that impact our members, the framework provides longitudinal accountability and a commitment to the organizational culture.

### Human Resources – Revised Policies Related to Conduct and Behavioural Expectations

The board recently approved the [Respect and Safety in the Workplace Policy](#) which provides a conflict resolution and complaints process that applies to any conduct that can be described as incivility, harassment and/or discrimination. This policy along with the new [Member Code of Conduct & Civility](#), which articulates principles of behaviour required of members when interacting with each other and OMA staff, replaces the OMA Principles Guiding Member Interactions and the OMA Escalation Policy and Procedure. Both policies support a culture of respect, civility, and collegiality for all members.

### Negotiations

The intensity of work during the negotiations process is significant, and the delivery of a successful outcome on behalf of members is vital. Below is a list of the board’s key negotiations related accomplishments since the last governance report:

- Revised the negotiations processes including a look at previous negotiations cycles, the role of the binding arbitration framework, and the mandate setting process

- Approved members of the Negotiations Task Force (NTF) and a mandate for the next Physician Services Agreement (PSA)
- Endorsed recommended approaches for engaging constituency groups in the negotiations process, which the Priority and Leadership Group (PLG) identified as a priority for the Compensation Panel in May 2022
- Approved the Year 3 2021-24 (PSA) Implementation
- Through our advocacy, the OMA and government have agreed to an expedited mediation-arbitration process for Year 1 of the 2024-2028 PSA.
- Approved a motion that [Michael Wright](#) act as the OMA nominee to the Board of Arbitration
- Approved arbitration mandate.

## Looking Ahead

The board began 2024 with a profound sense of optimism for our association. OMA elections had our highest voter turnout to date since governance transformation, with nearly 60 per cent of voters identifying as first-time voters in the OMA elections process. In addition, we continue to see high numbers of applications for each of our committees, taskforces reflective of interest of our members to continue to shape the work of the organization. The board is confident this signals a membership who wants to engage with their association and drive us towards future success. This association needs our membership expertise and leadership to realize our collective potential.

With the impressive leadership of our new CEO and the executive team, the innovative teamwork of the NTF at the negotiations table, the excellent work of the office of the OMA presidents in advocating to government and educating the public, the board is well prepared to work together to serve the membership.

Specifically, this year, in addition to overseeing the negotiations process, the board will focus on reviewing the Advantages Retirement Plan (ARP) Business Plan, the constituency review of medical Interest groups and fora, the revised financial policy, and the pension audit.

[Appendix A – Report of OMA Subsidiaries](#)

## Appendix A – Report of OMA Subsidiaries

OMA subsidiaries provide specialized services to members aligned to their respective mandates.

The OMA has three subsidiaries including OMA Insurance Inc., OntarioMD Inc., and the Ontario Medical Foundation (OMF). Through the work of the subsidiaries, OMA members have access to various services and supports, including digital health solutions and a range of insurance products and services. As the philanthropic arm of the OMA, the OMF provides financial bursaries for medical students and engages in various social impact and fundraising initiatives.

Each subsidiary reports regularly to the OMA board on its activities. Additionally, there is representation from the OMA board on each of the subsidiary boards.

### Ontario Medical Foundation (OMF)

Established in 1967, the [Ontario Medical Foundation \(OMF\)](#) is the charitable arm of the OMA.

For 20 years, the OMF has focused on its student bursary program, providing more than 2,000 bursaries totalling more than \$6 million dollars to support medical students develop their careers. The OMF was ready to build on this success and broaden its impact.

In 2021, the board approved governance and strategic transformation resulting in the expanded mandate of advancing health equity, social determinants of health and other systemic barriers while continuing to grow the Ontario Medical Student Bursary Fund.

A new Case for Support was developed and approved by the OMF board in November 2022. A new creative brand was developed collaboratively to bring the Case for Support to life visually and launched in mid-2023.

Through a grant, the OMF embarked on a strategic clarity and planning process from May to December of 2023. Social impact is a broad space, and it was key to consider where the OMF can be most impactful. This work helped us to better define the impact we want to have, develop a strategy to make it happen and establish the measurable outcomes. This will allow the OMF to report on our progress in contributing to improvements in health equity and the social determinants of health in Ontario over the next 10 years.

In the shorter term, the OMF will focus on diversifying revenue streams and growing the OMF's fundraising efforts. With support, the OMF is helping give Ontarians a chance at better health by unblocking barriers to health care by:

- **Ensuring equitable health care** by addressing social determinants of health and other systemic barriers

- **Enabling better health care outcomes** for racialized peoples and communities
- **Empowering future doctors of Ontario** by providing bursaries to increase accessibility to medical school and diverse representation.

#### Governance and accountability

The OMF board of directors consists of five physician members, three non-physician members and one OMA board representative. The OMF reports to its members who are the current OMF board directors and the OMA board of directors as ex-officio members.

#### [OMF board members](#)

- Dr. Albert Ng (president)
- Janet Lambert (vice-president)]
- Dr. Sarah Bryson
- David Collie (OMA board director)
- Dr. Lisa Lefebvre
- Gilles LeVasseur
- Dr. Neil Maharaj
- Jo-Anne Sobie
- One physician position is vacant (recruitment is underway).

#### Recent accomplishments

Each year OMA members have the opportunity to support the OMF as part of their annual membership dues renewal. This is a great opportunity to raise awareness of the OMF and our new direction. Thanks to the generosity of members, \$17,154 was raised in 2023.

#### [Members can donate to the OMF's annual campaigns.](#)

The OMF awarded three grants of \$42,500 funded by a generous donation of \$150,000 from Dr. Bill. Dr. Bill is a secure medical billing platform designed to simplify the nuanced billing process. The grants are funding research and/or initiatives that aims to reduce barriers to equitable health care, specifically physician burnout in Ontario. The OMF looks forward to reporting the outcomes and impact of the three projects in the future.

The OMF has been developing a partnership with [CampMed](#) to see how we can best support through funds, volunteerism and engagement of physicians. CampMed is the Northern Ontario School of Medicine University's annual summer camp that provides high school student from northern Ontario and rural and remote communities with an opportunity to explore Indigenous and francophone culture, health and traditions, health care careers, obtain hands-on experience, and find a mentor.

On Sept. 22, 2023, the OMF hosted another successful golf tournament, raising \$182,000. At the event, we communicated with supporters our new direction and branding. We will be

celebrating the event's 20<sup>th</sup> anniversary on Sept. 20, 2024, at Angus Glen Club in Markham.

The OMF supported the [Shoebbox Project](#) for Women in memory of Dr. Elana Fric, who was an active OMA member and District 11 delegate, and Keira Kagan, daughter of Dr. Jennifer Kagan, an OMA member. In 2023, the OMF hosted both an in-person wrapping party for members of OMA's General Assembly, and an online fundraiser. These efforts raised a total of \$36,305. Together with the support of OMA members and OMF staff we have raised more than \$128,000 since 2018, supporting more than 2,500 women across Ontario.

[Learn more about how you can help the OMF advance health equity.](#)

## OMA Insurance (OMAI)

[OMA Insurance \(OMAI\)](#) is a wholly owned subsidiary of the OMA. Since 1956, OMAI has been an advocate for doctors, using the group buying power of the majority of Ontario's physicians to provide medical professionals with the right insurance coverage at every stage of their career.

OMAI is an insurance distribution agency operating on a not-for-profit basis. All earnings are reinvested into the programs and operations of OMAI, with any excess distributed to policyholders at the end of each year through a premium refund for eligible programs. This allows OMAI to provide a wide range of insurance and retirement solutions for physician members. In January 2017, insurance operations, including group plans, were transferred to OMAI as a standalone organization.

OMAI's vision is to be the trusted choice for members' financial wellness through its non-commissioned staff who can provide objective advice and service.

### Governance and accountability

OMAI is governed by a seven-member, skills-based board of directors comprised of a mix of OMA board members, OMA physician-members and industry experts. A vice-president of insurance reports to the OMA Chief Financial and Operating Officer (CFOO).

The OMAI board utilizes OMA board committees such as the Finance and Audit Committee (FAC). It presents approved audited financial statements to the OMA on an annual basis as the sole shareholder of the organization. The OMAI board also refers material corporate or strategic decisions to the OMA board for approval.

Last year, under the direction of the OMAI board, management undertook a governance review of OMAI which included board structure and terms of service. In September 2023, the OMA board approved the OMAI governance recommendations including changing the status of the OMA CEO from a voting director to an ex-officio observer (non-voting), increasing the OMAI director term of service to a maximum of nine years, approving the revised OMAI board charter to include the role of a vice-chair, and approving the chair and vice-chair position descriptions. Implementation of the approved governance recommendations will continue into 2024.

## OMAI board members

- Susan Armstrong, chair
- Robert Ritchie, vice-chair
- Dr. Sanjay Acharya (OMA board director)
- Gordon Graham
- Dr. Audrey Karlinsky (OMA board director)
- Dr. Akanksha Kulshreshtha
- Dr. Alissia Valentinis

## Offerings

OMA provides Ontario's physicians with a wide range of solutions to meet their needs including OMA insurance programs and the Advantages Retirement Plan™. [Learn more about how OMAI can protect your lifestyle, your assets and your business.](#)

## Recent accomplishments

- The Manulife transition has been challenging. This was a two-year transition that had to be conducted in an eight-month period. The OMA Insurance Program went live with Manulife on September 1, 2023. However, there are still items we are remedying as a result of member feedback. **The OMA did not choose to leave Sun Life.** Sun Life exited the business and we had to adapt to the changing situation. We appreciate your patience throughout this transitional process
- As a response to the frustration members have experienced due to the transition, we have built out a more robust FAQ document based on actual member cases which is located on our refreshed [Manulife transition web page](#). We have also provided ongoing information and action updates through email, mail, OMA News and the OMAI website
- All Manulife concerns and questions can be sent to [info@omainsurance.com](mailto:info@omainsurance.com). District leaders have also been provided with a dedicated escalation channel to assist with outstanding concerns.
- OMA will also be developing an educational video series that answers the most common questions we've been receiving. This is in addition to the videos on how to register for the Manulife portal in the link above
- In terms of OMA Insurance Customer Service, since we transitioned to Manulife on September 1, 2023, our teams have responded to 12,335 cases, 4,177 phone calls, 6,416 emails and 1,742 inquiries from other sources (i.e., website, leads)
- We have launched a fully digital [quote and apply tool for insurance products](#) to ensure the member buying journey is convenient and expedited
- In 2023, OMA Insurance refunded \$9,614,602 in Life premiums to 13,059 members and \$940,578 in Professional Overhead Expense premiums to 2,500 members
- OMA Insurance has launched a new product called MyDignity, which provides home care services (long-term care) in the comfort of your own home. No need to wait on a long-term care list when you can purchase this product via the OMA Insurance Advisory
- Additionally, we launched Permanent and Whole Life products within our advisory division, in response to member feedback. Please email us at [info@omainsurance.com](mailto:info@omainsurance.com) to book your



needs analysis and consultation today

## OntarioMD (OMD)

Incorporated in 2004, [OntarioMD \(OMD\)](#) is a wholly-owned subsidiary of the OMA that supports Ontario's physicians in adopting digital health services and solutions. Ontario Health (OH) funds OMD through an annual transfer payment agreement to facilitate its work. OMD does not receive operational funds through members' dues.

Celebrating its 20<sup>th</sup> anniversary this year, OMD's mandate has evolved significantly since its inception. The organization has become a recognized leader in Canada with respect to adoption of digital health tools by primary care and community-based specialty practices. This year, the organization's pivotal role in primary care and stakeholder engagement led to a funding increase so it could provide provincial leadership for a pilot project evaluating clinical, technical and regulatory dimensions of artificial intelligence (AI) scribes in primary care.

OMD works to support the integration of digital health tools to accelerate information sharing across the health care system. Critical to OMD's mandate is its role in supporting physicians' practices in the optimization and meaningful use of Electronic Medical Records (EMRs) and integrated digital health tools, including change management and peer support.

The organization has been working closely with the OMA and physicians to find ways to address the technological factors that contribute to burnout. For instance, OMD's flagship Health Report Manager (HRM<sup>®</sup>) service facilitates the electronic delivery of lab test notifications, medical and diagnostic reports from more than 500 hospitals and specialty clinic sites.

Physicians have indicated they prefer to access provincial digital health systems through their EMRs to streamline access to patient data and consolidate data in their patient charts. Other digital health tools integrated with EMRs by OMD include the Digital Health Drug Repository, eConsult, eForms and the Ontario Laboratories Information System (OLIS). OMD oversees the provincial EMR Certification Program, which sets EMR standards and requirements to integrate with provincial digital health tools and monitors EMR vendors for ongoing compliance. This EMR Certification Program is the longest running EMR certification in Canada and OMD has worked with other provinces to provide certification, vendor management and advice on EMR evolution.

OMD has a client services engagement team known as the OMD Advisory Service. The team has staff situated across the province to support physicians to onboard digital health tools in their practices, train them to use the tools and help them incorporate the tools in their workflows. This group of digital health experts is complemented by a network of about 60 clinician peer leaders who mentor physicians in their use of EMRs and other digital health tools. OMD supplements its training and education with comprehensive privacy and security training modules and resources, its annual OMD

Educates Digital Health Conference and webinars on topics relevant to Ontario’s physicians. More than 10,000 physicians and their staff have attended these OMD Educates educational opportunities. [Learn more about OMD's offerings to physicians.](#)

#### Governance and accountability

OMD is governed by an independent 10-member, skills-based board of directors including a mix of industry experts, physician members and two OMA board members. The OMD Board provides financial and operational reports to the OMA board; OMA board approval is required for material corporate or strategic changes. Under the leadership of CEO Robert Fox, OMD’s executive team supports the board in carrying out the organization’s mandate. OMD has been working to mature its governance processes and practices, in alignment with the OMA.

In 2022, this included the introduction of new evaluation processes for the board and its committees, as well as leadership renewal policies to inform its own board succession planning.

#### [OMD board members](#)

- Dr. David Daien (chair)
- Debbie Fischer (vice-chair)
- Dr. Zainab Abdurrahman (OMA board director)
- Dr. Greg Athaide
- Dr. Rachel Bevan
- Dr. Kevin Glasgow
- Stephen Goldsmith
- Lucie Laplante
- Craig MacInnis
- Dr. Cynthia Walsh (OMA board director)

#### Recent accomplishments

In 2022, HRM® delivered 36 million medical reports from hospitals and independent health facilities to more than 13,000 primary care providers; this included a collaborative effort to maximize relevant information flowing through HRM, such as pathology reports from several hospitals.

Amidst the mounting administrative burden crisis facing family medicine, OMD initiated and led the HRM Task Force in 2022 to address physicians’ concerns. Among the major issues identified were the quantity and quality of hospital reports sent directly to the inboxes of family physicians in the community.

More than 60 individuals from key stakeholder organizations such as MOH, OH, OMA, CPSO, OHA, and EMR vendors participated in the HRM Task Force. The Task Force produced two reports, published in September 2023, with comprehensive recommendations aimed at alleviating their report burden. OMD has been collaborating with numerous clinical stakeholders and OH to expedite

alignment and implementation of these recommendations.

OMD is particularly focused on supporting the privacy and security needs of primary care clinicians and has developed a strong reputation as a leader in this field. OMD piloted a bundle of privacy and security services, including a new training module for clinicians in acute and community care settings, a maturity assessment for community clinics and implementation of DNS firewalls for several clinics that are part of University Health Network (mid-west OHT) and Health Sciences North in Sudbury.

OMD is recognized for its work with respect to digital health education and training for physicians. The organization has rolled out a series of privacy and security training modules used by nearly 7,000 clinicians. OMD also offers a series of training seminars which provide free education to thousands of physicians. In 2022, OMD held its third virtual OMD Educates: Digital Health Conference after 10 years of in-person conferences to accommodate physicians' desire for convenient educational opportunities during the pandemic. These three conferences were complementary and attracted an average of 3,000 attendees per conference. In 2023, OMD transitioned back to its in-person conference, a highly anticipated event which takes place in Toronto every September. OMD will continue to offer a virtual symposium in response to the positive feedback from physicians requesting the return of the virtual conference in 2024.

In partnership with the University of Ottawa, OMD delivered practical quality improvement workshops to family physicians and specialists, teaching them to leverage their EMRs and other tools to improve their practice. A digital health curriculum for medical schools was developed, leveraging foundational materials developed by a family doctor and OMD Peer Leader.

Over the past year, OMD began to advance physician access to their patients' prescription information through the rollout of the EMR Integrated Digital Health Drug Repository (DHDR). Through OMD's work, DHDR is now available to community-based primary care and specialist practices using certified EMRs.

In this 2023-24 fiscal year, OMD took a leadership role in evaluating AI scribe technology, a new AI-enabled tool with the ability to reduce EMR-associated administrative burden by seamlessly transcribing and organizing patient encounters into medical notes. This evaluation includes clinician input, technical assessment, legal review, and a business strategy for widespread adoption. It also reflects the future of community-based medicine, where practices are increasingly becoming digitally dependent. This poses capacity challenges for physicians in handling vendor relationships, data utilization, and functional integration. OMD is starting work to enhance support for physicians with digital practice optimization services, aiming to create a new business model that provides more value for their IT and data needs. The initial concrete step, driven by physician input, is to maximize the value of their EMR by establishing a centralized provincial procurement of EMRs for physicians. Find out more about [the impact of OMD's work](#).

OMD is committed to making a difference in the enhanced delivery of EMR services. Other

partnership opportunities exist in leveraging OMD's expertise in digital health to support the extension of community and team-based care to the home.