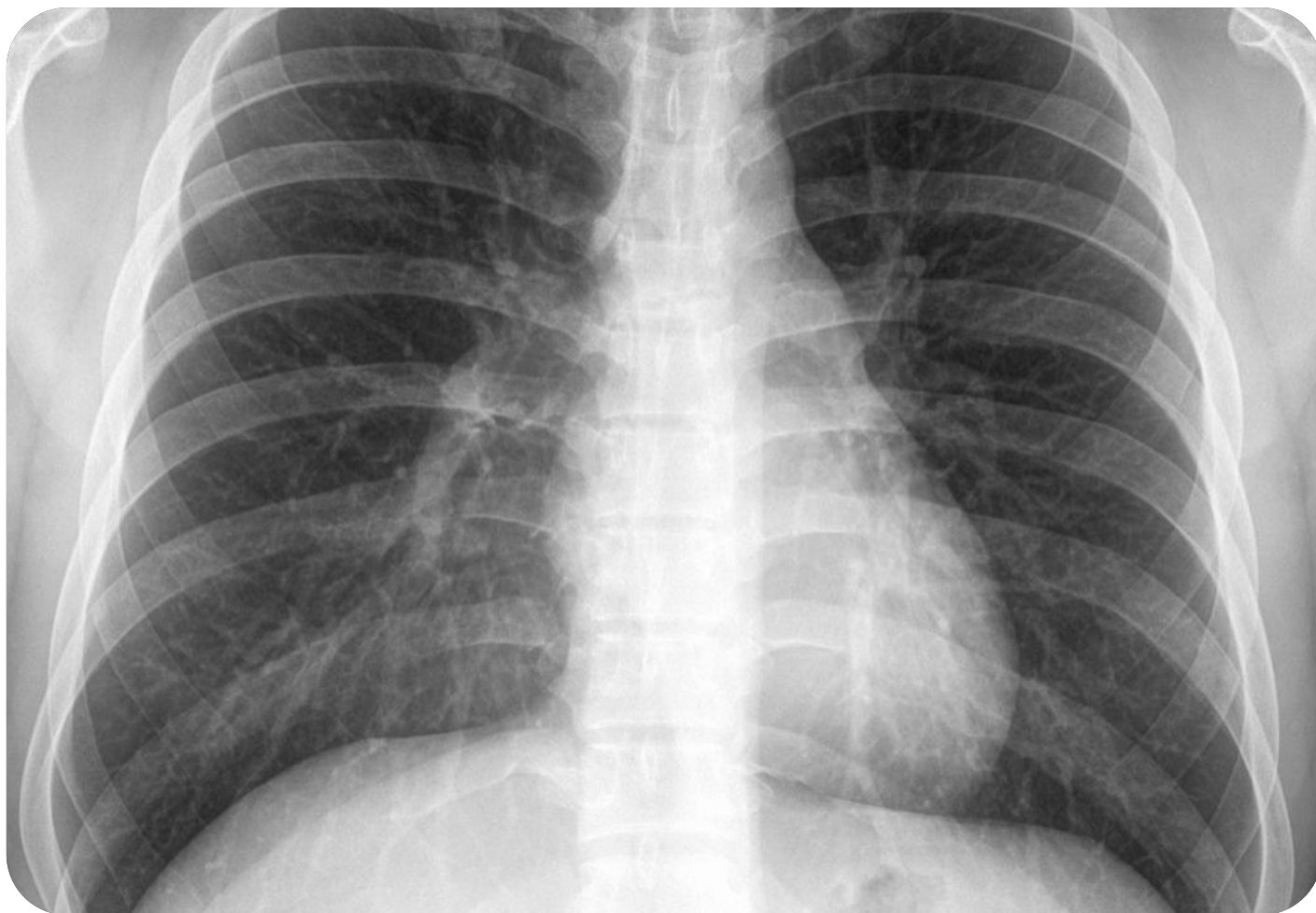




June 2026

Ontario Clinical Imaging Network

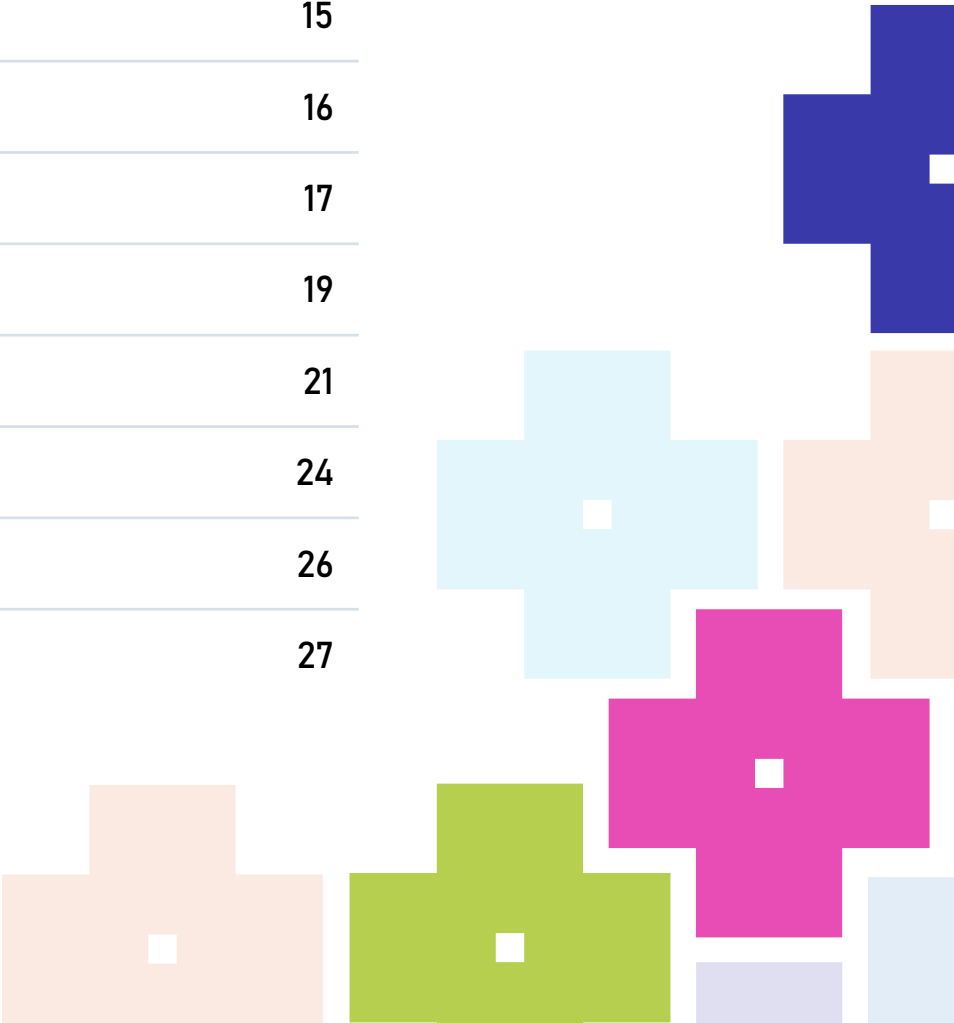
Annual Report

Prepared by the
Board Chair & CEO



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MESSAGE FROM THE BOARD CHAIR & CEO

Behind Every Medical Image, a Patient and a Team

OCINet's People, Purpose, and Progress in Image-Sharing

OCINet: Caring for Much More Than Systems

We are pleased to present OCINet's summary of provincial medical image-sharing progress for 2025/26. This year's report reflects our continued evolution in systems, volumes, participants, and capacity.

As technical complexity and demand for image-sharing increase across Ontario, OCINet's role in supporting access to existing medical imaging continues to expand. On the horizon and underway are some of the largest healthcare system implementations and migrations in OCINet's history. The OCINet team has been focused on preparation, in terms of project and resource planning, relationship building, and investment.

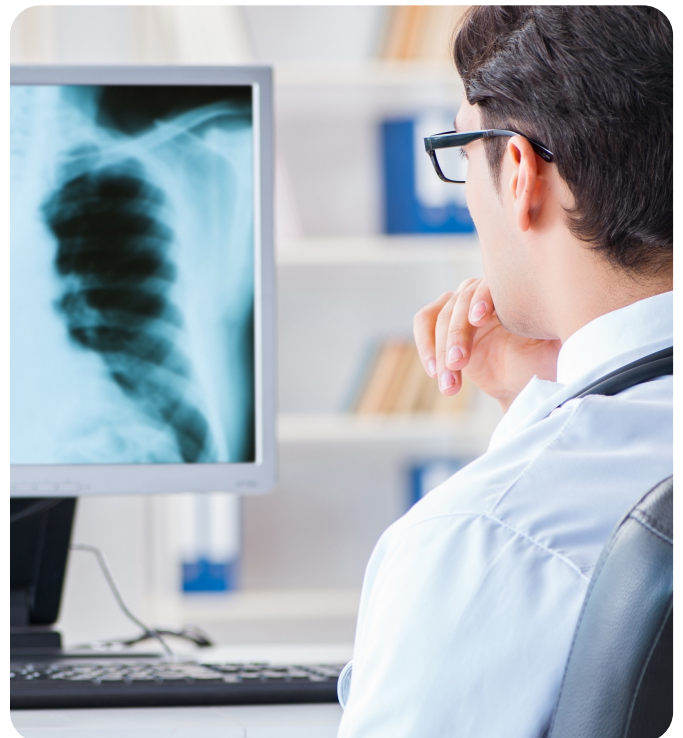
Despite all the focus on technology, OCINet's work is powered by, and for the benefit of, people. Behind every imaging record is a patient, a care team, and a clinical imaging network powered by people. Backing every system upgrade, there is a team with deep healthcare expertise and empathy for patients and clinicians. We are pleased to centre this year's annual report around the people behind the images.

Recognizing the People Who Power Our Mission and Vision

OCINet's expansion reflects a need for consolidated images and trust from Ontario Health and our clinical partners. We've increased consultation, collaboration, and communications with all stakeholders — through additional committees, demos, and site visits with hospitals and integrated community health service centres (ICHSCs); through system, budget, and scenario planning with Ontario Health; and through regular town halls and forums with both staff and partners.

Momentum is building, and OCINet's structure and leadership are developing, too. With the appointment of a new Interim Vice-President of Operations, we recalibrated and enhanced coverage across functions and regions. The work at OCINet has not been about simply ensuring continuity, but building capacity: ensuring we have the breadth, depth, and capability to connect more clinicians and deliver more value to the health system.

In preparing for growth, we revisited our mission, vision, and values. Our broader mission remains unchanged, but our vision and values now reflect the provincial scope of the organization. A staff cultural assessment, CEO Café sessions, and an in-person retreat provided insight into organizational strengths, areas for improvement, and our human resources strategy. Further details appear later in this report.



Advancing Initiatives That Will Define Our Future

In 2025/26, the team executed dozens of projects that keep the imaging data flowing — including upgrades to data centres and infrastructure, reconnecting hospital sites after their picture archiving and communication systems (PACS) upgrades and health information systems (HIS) updates, enabling integration with Ontario Health's Medical Imaging Clinical Data Repository (miCDR), and advancing the standardization of foreign exam management (FEM).

In 2025/26, the team executed dozens of projects that keep the imaging data flowing.

The Enterprise Imaging Vendor Neutral Archive (EI-VNA) procurement led by Ontario Health advanced through evaluation and vendor selection in the last year, and OCINet was involved as a partner throughout. This initiative will provide a central cloud-based VNA to help consolidate regional diagnostic imaging repositories (DIRs) into a single provincial platform and cement OCINet's continuing partnership role in provincial medical-imaging distribution and management.

The DIR platform migration from AGFA's IDC platform to GE's EA platform (also known as IDC2EA) in the Central East region saw a transition to a new enterprise master patient index (EMPI), identification of a new viewer portal for users, and the successful completion of initial hospital migrations, demonstrating our ability to safely move large volumes of DIR data without disrupting clinical operations. A phased plan is now underway for migrating the remaining 60+ organizations to the new DIR platform.

In the South West region, a major regional shared PACS upgrade for 24 sites was completed, delivering improved stability and a more sustainable platform. Collaboration continued in the Northern and Eastern as well as Central East regions on shared PACS governance, vendor, and support model alignment.

Efforts to connect additional ICHSCs accelerated. A broader provincial vision is driving a shift from gradual ICHSC onboarding to mass integration of hundreds of sites. Planning is underway with Ontario Health to build the capacity to accelerate the onboarding.

Delivering Results That Reach Patients

New initiatives paint only a partial picture, as business continuity for our DIRs, PACs, and Emergency Neuro Imaging Transfer System (ENITS) remained the highest priority. This year's image-sharing results reflect both operational performance and system-wide impact in improving efficiency, wait-times, and access to imaging across Ontario.

Over **17 million** imaging exams were added to our repositories, bringing total volumes to over **220 million**.

Clinicians accessed images over **30 million** times to support patient care decisions.

Over **37,000** urgent CT scans were transmitted to specialists in near real time, reducing the need for patient transfers by **80%**.



Making Provincial Scaling Possible Through Partnership

Partnerships remain essential as the scale and complexity of our network increases.

The coming years will involve system enhancements, a shift to a cloud-based provincial repository, additional modalities, new service offerings, more connected clinics, and AI and analytics.

Throughout all this change, we remain focused on the teams who design, operate, and support these systems; the clinicians who rely on them; and the patients who benefit from having their images traverse the healthcare system with them.

We are grateful to the many partners who make this work possible:

OCINet staff: Thank you for your talent, commitment, hard work, and resilience.

Ontario Health: Thank you for being a true partner in this work and for equipping OCINet with the technologies and access that can drive image-sharing forward.

Hospital and clinical teams: Thank you for your trust, collaboration, persistence, and focus on quality.

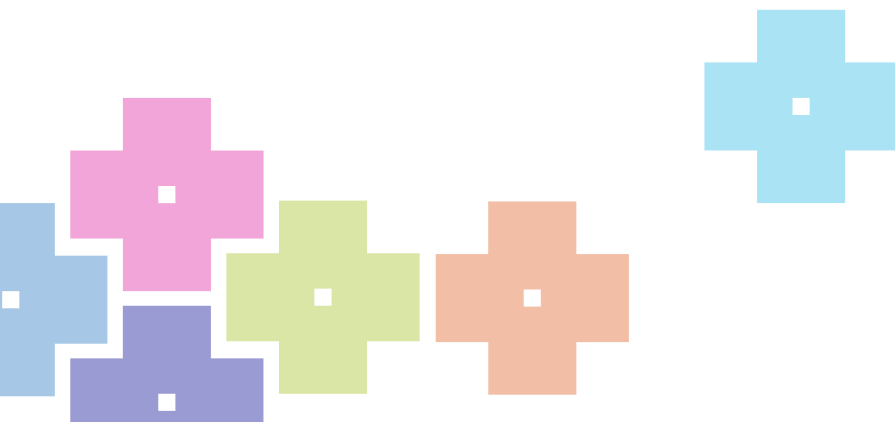
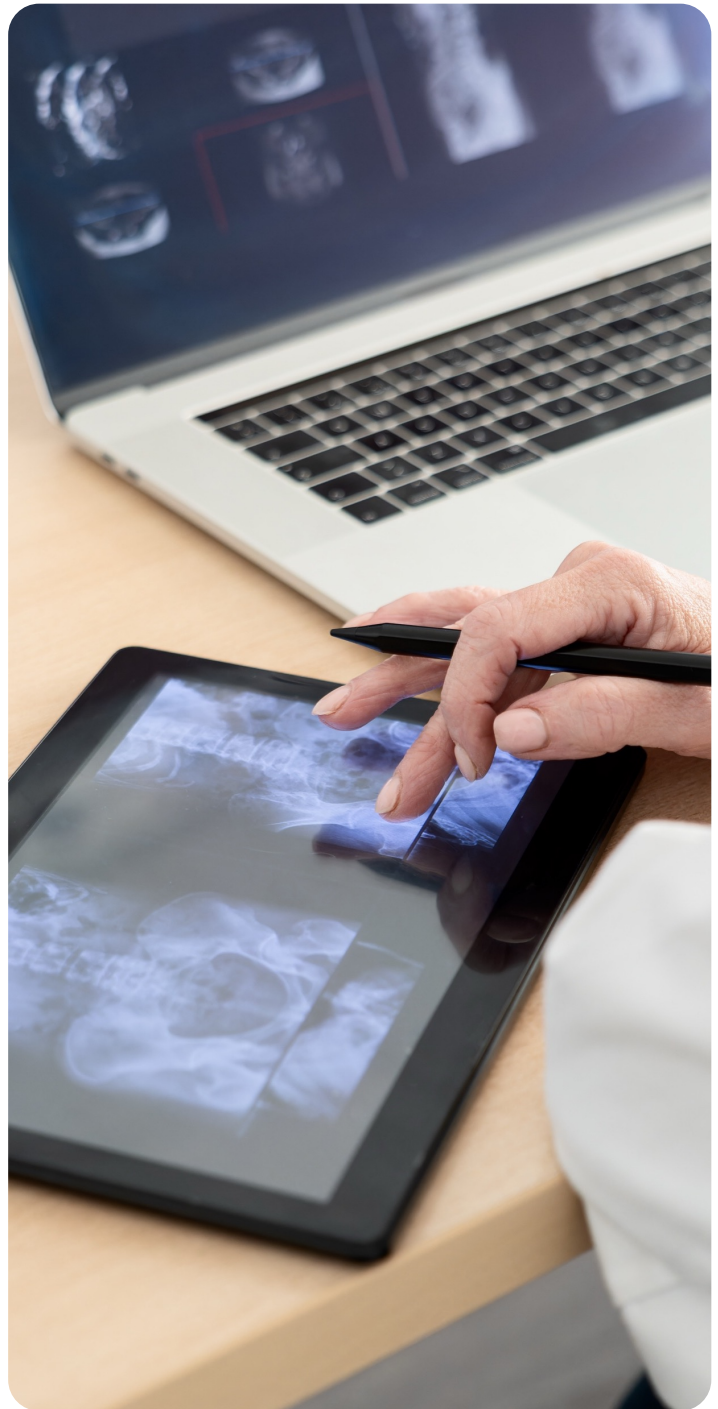
Board of Directors: Thank you for your generous, wise counsel and continuous guidance.



OCINet Board Chair
Roy Butler
President & CEO
St. Joseph's Health Care London



OCINet Board Secretary
Shafique Shamji
President & CEO
OCINet



ONTARIO HEALTH & OCINet

Strengthening Relationships, Improving the Patient Journey

A Provincial Leader's Perspective on Connection, Collaboration, and Care



Angela Lianos, MHS
Vice President, Data Products & Services
Digital Excellence in Health
Ontario Health

Behind every diagnostic image is a network of people whose work most patients never see. Across Ontario, medical imaging depends not only on advanced technology, but on coordinated human effort — this spans clinical, technical, and administrative roles across many organizations. And Ontario Health is proud to be part of this network, working alongside OCINet, health service providers, clinicians, and vendor partners to support a connected and more seamless patient journey.

This journey is shaped by relationships at every stage. From the referral and scheduling teams who triage requests and manage access, to the imaging professionals who safely capture high-quality images, to the radiologists who interpret them, each step relies on expertise, trust, and coordination. Behind the scenes, digital infrastructure built and supported by the teams at OCINet and Ontario Health enables images and reports to be stored, shared, and accessed across the health system.

Equally as important are the people working to continuously improve this system. There are data analysts, clinical leaders, and operational teams that collaborate across many organizations to monitor performance, reduce wait times, and improve access to imaging services. It is these efforts that reflect a broader shift toward a more connected, system-wide approach — one where organizations are increasingly working together rather than in isolation.

This is what a modern imaging system represents in Ontario: not just a scan and a result, but a coordinated, multi-step process powered by relationships. These

relationships take many forms, including the interaction between a patient and a technologist in the imaging room, and long-standing partnerships between hospitals, integrated community health service providers, and OCINet to address system challenges, such as data quality and integration. Together, they are what enable safe, timely, and high-quality care.

This is what a modern imaging system represents in Ontario: not just a scan and a result, but a coordinated, multi-step process powered by relationships.

As expectations from patients and providers continue to grow, so too must the system. Expanding data sources — particularly through integrated community health service providers — and ensuring that images and results are digitally accessible across care settings remain key priorities for Ontario Health. These efforts are critical to enabling a more seamless patient journey, regardless of where care is delivered.

Expanding data sources — particularly through integrated community health service providers — and ensuring that images and results are digitally accessible across care settings remain key priorities for Ontario Health.

In a constantly evolving landscape, the enduring partnership between OCINet and Ontario Health is more important than ever. By staying connected, as organizations and as people, we can continue to advance a more integrated, patient-centred imaging system for Ontario.

OCINet BOARD OF DIRECTORS

Shaping the Future, Grounding It in Reality

OCINet Benefits from a Board With Experience in Health, Finance, and Technology

Behind Ontario's clinical image-sharing repositories is a highly engaged Board of Directors. Meeting regularly in a volunteer capacity, these accomplished Ontarians bring real-world and clinical experience to governance and direction-setting.

Three long-serving Directors who joined in 2018 will complete their terms and depart the board in June 2026, each having played an instrumental role in OCINet's formation and launch in 2022. Their advice during the initial, critical stages was invaluable, and the OCINet team deeply appreciates their many, many contributions.

- **Ann Ford**, President & CEO of Brightshores Health System, served as Director and Chair of the Governance Committee.
- **Gary Newton**, President & CEO of Sinai Health System, not only served as a Director but also served as Board Chair of HDIRS, and as OCINet's inaugural Board Chair.
- **Janice Skot**, retired President & CEO of Royal Victoria Regional Health Centre, served as Director and Vice-Chair.

On another note, **Roy Butler**, President & CEO of St. Joseph's Health Care London, will complete his term as Board Chair in July 2026. Pending approval by the Board, Roy will assume the role of Board Vice-Chair for 2026/27. OCINet is grateful for Roy's continuing guidance and vision for a connected future in healthcare.

2025/26 Board of Directors



Board Chair
Roy Butler
President & CEO
St. Joseph's Health
Care London



Board Vice-Chair
Jeanette Despatie
President & CEO
Cornwall Community
Hospital



Board Treasurer
Sheryl King
Managing Director, Strategy
& Business Management
Bank of Montreal



Director
Mike Baker
President & CEO
Timmins & District
Hospital



Director
Ann Ford
President & CEO
Brightshores Health
System



Director
Soumya Ghosh
Partner - Financial
Services
IBM



Director
Cameron Love
President & CEO
The Ottawa Hospital



Director
Ali Mir
EVP, Long-Term Care
Sienna Senior Living



Director
Gary Newton
President & CEO
Sinai Health System



Director
Janice Skot
President & CEO (Retired)
Royal Victoria Regional
Health Centre



Director
Todd Stepanuik
President & CEO
Norfolk & West Haldimand
General Hospitals



Director
Eric Whaley
CIO
Wolseley Canada



Board Secretary
(Non-Voting)
Shafique Shamji
President & CEO
OCINet

OCINet STRATEGY IN ACTION

Acting Strategically, Living Our Values

An Identity Inspired by the People Behind the Images

OCINet's strategic plan has guided the organization since 2024, but mandates alone do not drive progress. As OCINet evolves and grows as a bridge, connector, and medical imaging leader for the province, the need for a modern, clear, shared identity has become undeniable. OCINet has crafted its identity inclusively. Drawing on enterprise-wide assessments, staff retreats, leadership surveys, board sessions, Ontario Health collaboration, participant feedback, and independent consultant review, many voices validated OCINet's mission, vision, and values statements. Input from staff, leaders, and care providers shaped every word and image-sharing success story.

Mission

Making medical imaging accessible to Ontario's clinicians.



Vision

A health system where every patient's imaging reaches their care team, seamlessly and without limits.



Values

Purpose-driven, collaborative, accountable, committed to excellence



PRIORITY 1

Provide leadership and expertise in the development of a world-class diagnostic imaging repository for Ontario

Objective

Enable access to medical imaging at the point of care, where and when needed

Outcomes

- Consistent and equitable experience
- Seamless access to a complete imaging record across the province
- Reduce wait times through efficient image management and distribution
- Confidence that Ontario's images are safe, secure, and available as needed

PRIORITY 2

Ensure the provincial DIR encompasses a full provincial view of medical imaging

Objective

Ensure that all imaging clinics contribute images into the DIR

Outcomes

- Ensure 100% images available in the DIR
- Add 600+ more clinics to the DIR
- Improve system efficiencies and reduce CDs
- Reduce duplication, costs, and wait times
- Improve capacity to meet demand
- Improve access to imaging closer to home

PRIORITY 3

Become the center of excellence for medical imaging management

Objective

Enable our people and teams to reach their fullest potential

Outcomes

- Enhance and expand OCINet's capacity
- Foster a strong, enabling, and inspirational organizational culture
- Grow subject matter expertise/serve as the hub of expertise: DIR management, emergency neuroimaging management, foreign exam management, interfaces for DI, patient matching, and PACS

OCINet BY THE NUMBERS

Improving Access, Making Better Decisions with Data

Ontario's Imaging Community Has Been Sharing Resources Digitally for +20 Years

100%
Of Hospitals
Participating

All 140 hospitals with medical imaging (MI) departments are contributing to the DIRs



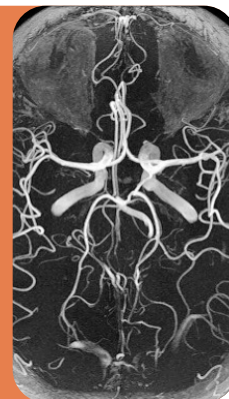
~29%
Of ICHSC Data
Uploaded

That equates to 159 ICHSCs contributing their MI data to the DIRs



17.2M
Exams Added
(Annual)

Requiring 1.8PB of new storage



+220M
Exams
Available
(Cumulative)

For clinicians to review patient history



+26PB
In OCINet
Data Centres

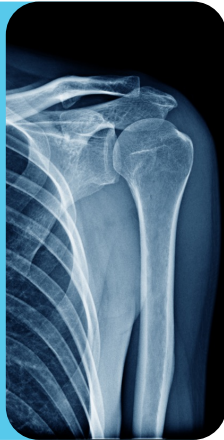
Using a dual data centre architecture



13M

Exams Accessed Via FEM Prefetch

Supports timely comparison with relevant prior studies



37K

Exams Received Through ENITS

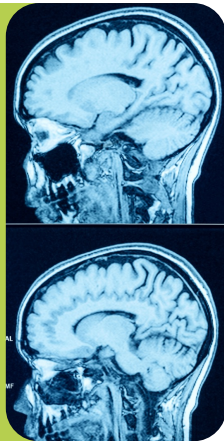
Exams available for providing life-saving care and reducing unnecessary patient transfers



32K

Authorized DIR Viewer Users

Ensuring clinicians always have access to the images they need



1.3M

Shared PACS Exams (Annual)

Organizations in the South West are sharing OCINet-managed AGFA PACS solutions



WHAT OCINet PARTICIPANTS ARE SAYING

Our experience working with OCINet while transitioning our PACS to the cloud has been very positive. The team provided consistent support, clear communication, and strong collaboration throughout the process; they were by our side for every step of the testing and went above and beyond to ensure a smooth and efficient go-live. Their expertise and responsiveness for not only this project but also every day support has been instrumental to our rural hospital.

Michelle Couture, MRTR
Sr. Medical Radiation Technologist
Haldimand War Memorial Hospital

OCINet has been consistently reliable when service tickets are submitted. Their timely responses, clear communication, and follow-through made operational issues easier to manage and reduced disruption to daily workflows. During the PACS upgrade in fall 2025, their patience, ongoing support, and willingness to explain changes helped ensure a smooth transition. As a new supervisor, knowing support was readily available made a significant difference.

Lindsay Dozois
Diagnostic Services Supervisor
Chatham-Kent Health Alliance

SickKids was pleased to serve as a pilot site. Implementation was smooth, with no noticeable downtime, and Enterprise Archive has improved offline study retrieval.

[In reference to the IDC2EA project]

Fatima Lima-Simao
Manager DI/IS, Dept of Diagnostic and Interventional Radiology
The Hospital for Sick Children (SickKids)

OCINet IMPACT (A PATIENT STORY)

Sharing Resources, Making Every Minute Count

OCINet Services Help Specialists Save Lives

Amira, a woman in her 50s living in Toronto, has long COVID and has already survived three strokes. One weekend, her sister, a nurse practitioner and healthcare executive, noticed early signs that Amira might be having another one. She rushed her to Sunnybrook Health Sciences Centre.

At Sunnybrook, a neurologist quickly ordered tests. The results showed she was not having a stroke, but something else was seriously wrong: her platelets and hemoglobin were dangerously low. This raised immediate concern for a life-threatening problem. The ER team urgently brought several specialists into the case, even though some were off-site at the time.

After further assessment, the Sunnybrook team suspected that Amira's immune system was mistakenly destroying her blood cells, causing severe anemia and stroke-like symptoms. Her condition was deteriorating fast. That day, she was likely one of the sickest patients in the hospital, possibly even in the entire city.

Because of the complexity of her condition, the specialists decided she needed very advanced, ICU-level treatment provided at Toronto General Hospital (TGH). As the Sunnybrook team arranged a helicopter transfer, they continued running diagnostic imaging scans and lab tests to guide her care. Every minute mattered.

By the time Amira arrived at TGH, she was in critical condition, but the team there was already fully

prepared. All of her essential information, including bloodwork, diagnostic images with reports, and her medical history, had been sent ahead electronically, and a TGH review of her records was in progress. There were no paper files, films, or CDs to transport, and no repeat scans were needed. Amira's full digital record was available instantly through Ontario's connected health data systems, including the imaging repositories managed by OCINet.

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The ICU team at TGH immediately began treatment to stop the immune-system attack, and TGH specialists from multiple areas coordinated her care at once. Because of the rapid response, the smooth coordination between physicians and hospitals, and the seamless, secure, digital sharing of her health information, Amira made a strong recovery and was eventually able to return home.

Her sister, the nurse practitioner, later shared the experience with OCINet employees, expressing deep gratitude for the systems that helped save her sister's life:

I'd like to extend a heartfelt thank you, OCINet, for the work you do. Your work has directly impacted my family (and many, many others). The smooth, efficient transfer of digital images between hospitals to create a seamless pathway of care for patients saved my sister's life!



OCINet OPERATIONAL HIGHLIGHTS

Moving Images, Modernizing the Infrastructure That Makes It Possible

The Projects Advancing the Provincial Imaging Strategy

In 2025/26, the volume and complexity of concurrent initiatives prompted new investment in OCINet's project management function. Healthcare IT is often seen as a back-end function, but in reality, it's as much about relationships as infrastructure, requiring smart prioritizing and orchestrating the right people and solutions across hospitals, Ontario Health, ICHSCs, and vendors to move critical work forward. Following are a select group of projects and changes that OCINet was involved in last year.

New Operational Leadership for OCINet

In 2025/26, David Veeneman retired as Vice-President, Operations, after more than 30 years devoted to medical imaging. A steadfast advocate of provincial imaging collaboration, David leaves behind a meaningful legacy of progress for OCINet and the broader medical imaging community. The OCINet team thanks him for his energy, drive, leadership, and dedication.

Michelle Leafloor has since been appointed Interim Vice-President, Operations, and has assumed responsibility for technical, clinical, and project oversight, ensuring OCINet's many active projects are completed successfully. (Learn more about Michelle's vision for OCINet operations on [page 17](#).)

Standardized FEM Implementation Progress

OCINet continued to make strong progress in advancing the standardized foreign exam management (FEM) solution across the diagnostic imaging repositories (DIRs), completing 11 new implementations in 2025/26.

This work has brought transition progress to 73% in the Central East region and 55% in the South West region, expanding access to the standardized FEM model, including AI-driven relevancy capabilities that help streamline access to prior imaging.

In the coming year, efforts will focus on completing the remaining transitions in Central East and South West, while advancing implementation across the Northern and Eastern region to further establish a consistent FEM experience across OCINet's participating organizations.

South West DIR Enterprise Archive Upgrade

OCINet successfully completed a major upgrade of the South West GE Enterprise Archive environment across test, QA, and production delivering a full hardware refresh, operating system modernization, global database rebuild, and supporting system upgrades. A key component of this initiative was the extensive regression testing program, delivered in close partnership with participating organizations, whose involvement helped validate critical workflows, including archiving and retrieval, patient and exam updates, DIR viewer integrations, foreign exam access, and provincial image and report submissions. This collaborative effort, combined with strong change management and technical planning, ensured a smooth transition to the modernized platform.



PACS Replacement Support Across the Three DIRs

OCINet supported the successful PACS replacement initiatives of 11 organizations this past year, reflecting the significant level of coordination required to maintain continuity of imaging services. Engagement with participating organizations typically begins 6–8 months in advance, with early discovery work focused on assessing project scope, technical complexity, and data migration requirements to inform design, testing, validation, and go-live planning. OCINet works closely with each organization to align timelines with local project schedules while balancing broader regional strategic and operational priorities, helping ensure implementations are delivered smoothly with minimal disruption to clinical operations.

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OCINet South West PACS Upgrade

In November 2025, OCINet successfully completed a major upgrade of the shared AGFA Enterprise Imaging PACS environment. This critical initiative was undertaken to strengthen system stability, improve performance, and establish a scalable foundation to support future clinical and technical needs. Extensive planning and due diligence were carried out by the support team, including infrastructure build, integration and interface testing, and a comprehensive change management strategy. This included awareness sessions, end-user training, detailed cutover planning, and post-upgrade follow-up roundtables to support a smooth transition.

OCINet AGFA Enterprise Imaging PACS Showcase

OCINet, together with AGFA HealthCare, hosted its first two-day Shared PACS Showcase, bringing together 26 participants, including radiologists, system administrators, and leadership representatives from across the region.

The event provided an opportunity to share an overview of OCINet's PACS support model, hear from AGFA HealthCare on the evolution and future direction of enterprise imaging, and participate in hands-on demonstrations led by clinical application specialists. Participant feedback was overwhelmingly positive, highlighting the value of the event and creating a strong opportunity to establish the showcase as an annual forum for shared PACS collaboration, learning, and engagement.



Medical Imaging Clinical Data Repository (miCDR) Enablement

OCINet continues to be engaged in supporting one of Ontario Health's CDR initiatives. The miCDR is one of several new provincial repositories (including the acCDR for acute and community care, OLIS for lab results, DHDR for medications) designed to give clinicians a comprehensive, longitudinal view of patient health. Together, these repositories are meant to feed into a Provincial Clinical Viewer, rendering authorized providers access through a single portal. The miCDR holds medical imaging orders, reports, and image manifests from health service providers (HSPs) within Ontario Health's Clinical Data Foundations platform.

OCINet plays a role in forwarding MI files to the miCDR and completed several key miCDR tasks for Ontario Health last year, including creating the DIR interface for contributing records, creating data extract and transformation scripts for all DIRs, and contributing to the data migration plan.

ICHSC Onboarding and Support

Under 30% of ICHSCs are currently contributing imaging records to a regional DIR, but there is work underway that will change that. With Ontario Health, OCINet is determining what may be required to potentially add hundreds of ICHSCs as OCINet participating sites for the benefit of patients and the Province.

OCINet issued a Request for Information in 2025/26 to explore onboarding approaches.

In 2026/27, OCINet will move into structured project planning, defining scope, budget, eligibility criteria, roles and responsibilities, privacy and security guardrails, and other minimum participation standards in collaboration with the Province and cross-agency stakeholders.

Aligning with the Ontario Health miEHR strategy, newly onboarded ICHSCs will integrate with the provincial EI-VNA rather than existing regional DIR infrastructure, to align with the province's future-state digital imaging infrastructure.



OCINet IDC2EA PROJECT

Migrating the Central East DIR, Scaling a Data Mountain

Unmatched in Scale, the IDC2EA Project Ensures Service Continuity for Millions of Ontarians

The Central East IDC Transition to Enterprise Archive (IDC2EA) project involves migrating 60 organizations and more than 100 million imaging studies from an end-of-life diagnostic imaging repository (the AGFA Impax IDC) to a new GE Enterprise Archive (EA). It also involves implementing a new enterprise master patient index (EMPI) and rolling out a new Central East DIR Portal to facilitate access to clinical studies and reports.

In addition to being the biggest migration ever undertaken at OCINet, the IDC2EA project represents the first-ever alignment of imaging technologies (on the GE platform) across all regional DIRs, while delivering meaningful day-to-day improvements to hospital and ICHSC customers, such as continued secure access to patient imaging, improved image storage, retrieval, and management, and a foundation for growing workloads and future, cloud-based, inter-DIR connectivity.

Following approximately 18 months of planning and testing, The Hospital for Sick Children (SickKids), with Holland Bloorview Kids Rehabilitation Hospital as a linked and contributing site, graciously served as the project's pilot hub because of its sizable imaging volumes and reliance on the provincial repository for long-term image storage. In 2025/26, SickKids successfully completed all three core migration phases — pre-migration (kick-off, technical setup, integration testing, DICOM router insertion), migration (data extraction, migration, and validation), and cutover to the new GE Enterprise Archive. By the end of the pilot, OCINet had experience migrating 1.8M clinical studies and 95TB of imaging data, which was enough to validate the overarching project approach and start engaging other hubs/sites.

Post-pilot, the IDC2EA project is being executed in 5 waves, with up to 10 hubs/hospitals in each wave. Wave 1, consisting of 3 hubs, launched in January 2026. Those hubs have all completed their pre-migration testing and readiness activities. Waves 2 and 3 commenced in

March 2026, and several hubs have almost completed their pre-migration activities. The remaining waves will all launch by summer or fall 2026, with a goal to complete the migration of all current Central East DIR contributing sites and all existing clinical studies to the new environment by December 31, 2026. The legacy AGFA IDC platform will be decommissioned by March 31, 2027.

IDC2EA SCOPE

40+ PACS HUBS

Representing 42 hospitals and 20 ICHSCs

15+ LONG-TERM ARCHIVES

Many hospitals are using the OCINet DIR as their only long-term archive for imaging

100M+ STUDIES

Comprised of billions of individual images

20 YEARS OF DATA

Gathered in the DIRs since 2007; 10% growth every year

18B IMAGES

Twice the size of Netflix's compressed streaming library

5 PROJECT WAVES

Project is rolling out in waves and will be complete by December 2026

~8PB OF DATA

The CE DIR is the largest of the 3 DIRs

~20 MODALITIES

Supporting CT, MRI, Xray, PET, US, NM, CR / DR, and more

PROVINCIAL EI-VNA PROJECT

Shifting to Provincial, Transitioning to the EI-VNA

Enabling Province-Wide Image Sharing and Expanding Contribution Types Beyond Traditional Radiology

Today, OCINet manages three regional DIRs, each supported by redundant data centres and unique VNA platforms. The provincial Enterprise Imaging Vendor Neutral Archive (EI-VNA) initiative marks a significant shift from this model, consolidating legacy repositories into a single, cloud-based provincial platform under new vendor(s) agreements and Ontario Health ownership.



Ontario Health has identified the cloud-based EI-VNA as a foundational component of its vision for a modernized electronic health record ecosystem.

OCINet's Role in Procurement and Planning

Ontario Health is leading the EI-VNA procurement, with OCINet engaged as a partner throughout requirements gathering, vendor evaluation, and selection, and there is a preferred vendor(s) announcement expected by Summer 2026.

In parallel, OCINet is supporting the procurement of a Provincial Enterprise Image Viewer through requirements gathering, options analysis, use case development, workflow validation, and clinical stakeholder engagement.

Defining the Future Relationship

To navigate the transition from regional to provincial management, a third-party facilitator was engaged to support scenario planning between Ontario Health and OCINet. Over a series of constructive, practically focused sessions, the two organizations have begun to align on a path forward. OCINet is expected to serve as a business delivery and system enablement partner for Ontario Health to support future implementations and execution of the miEHR provincial vision and strategy.

Looking Ahead to 2026/27

In consultation with our Ontario Health partner, OCINet's near-term activities will focus on defining responsibilities for data migration and implementation, developing human resource and change management plans, and contributing to governance, architecture, and site readiness planning.

OCINet EXECUTIVE PROFILE

Thinking Systemically, Delivering Locally

Meet OCINet's Interim Vice-President, Operations



OCINet welcomed a new, interim Operations leader in January 2026: Michelle Leafloor

Michelle is widely recognized for her patient-centered approach and her ability to lead large-scale, complex digital health transformations. Most recently, she served as Vice-President, Health Information Technology Services & CIO at Hamilton Health Sciences, where she spearheaded an Epic implementation and led data-sharing initiatives across the South West region. Her earlier career at The Ottawa Hospital and her collaborative work with Ontario Health further solidified her reputation as a trusted and accomplished leader. **Michelle recently shared her vision for OCINet and sector-related observations.**

You came out of retirement to join OCINet. What made you step back in?

What made me say yes wasn't just one moment — it was a combination of purpose and people. I had stepped away feeling proud of my career, but also open to the idea that if something truly meaningful came along, I'd recognize it. When I learned more about OCINet, what stood out immediately was the opportunity to be part of something bigger than any one role — real, system-level impact on health care. The chance to contribute to improving how care is delivered, and ultimately patient outcomes, felt deeply aligned with why I entered this field in the first place. Equally important was the team. It was clear this was a group of thoughtful, committed people who are not only highly capable, but genuinely collaborative and

driven by a shared purpose. That combination is rare. It didn't feel like coming out of retirement so much as stepping toward something that mattered.

Having worked across hospital systems and regions, what have you observed about image-sharing, and how does that experience inform your work at OCINet?

That's a great question. On the surface, image-sharing can look the same everywhere, but the context really matters. At its core, the goal is consistent — getting the right information to the right provider at the right time to make informed decisions. Where it starts to differ is in how it's adopted and used across regions.

What I've really come to appreciate is that a DIR is more than a clinical tool — it's a system enabler. When images are easily available, it supports things like central intake, more efficient referral pathways, and better wait time management. I've seen what works in different settings and understand the realities on the ground, so I try to approach the work with both strategy and empathy.



In your experience, what does an effective healthcare partnership look like? Do you have any tips for your former hospital colleagues on how to get more out of OCINet services?

Effective partnerships with OCINet really come down to alignment, trust, and shared accountability. The best ones aren't transactional; they're built around a common goal of improving patient care and system performance.

From a hospital perspective, the biggest shift is seeing OCINet not just as a service provider, but as a strategic partner — engaging early, being clear on needs, and bringing the right voices to the table. On the OCINet side, it's about listening, understanding local realities, and delivering solutions that actually work in practice.

To get the most value from services like DIRs and PACS, I'd encourage colleagues to stay engaged by reaching out, asking questions, and sharing ideas.

What are your priorities for OCINet this year?

For me, the priority this year is really about strengthening the people behind the work, because that's what drives impact. It's the people supporting, optimizing, and collaborating around the DIRs, ENITS, or PACS services that make them truly valuable. That means continuing to build a team that's not only technically and clinically strong, but deeply connected to clinical realities, while also strengthening our role as a trusted delivery partner to Ontario Health.

From a coaching and mentorship perspective, it's about creating opportunities for growth. I love helping people build system-level thinking, encouraging them to take on new challenges, and supporting both their technical and leadership development. I see real value in fostering more knowledge-sharing across the team so we're learning from each other and from our partners. At the same time, we're focused on consistency in how we support clinicians — being responsive, practical, and easy to work with.

As a healthcare leader and an Ontarian, what excites you most about OCINet and the future of healthcare?

What excites me most is OCINet's role in delivering the provincial medical imaging EHR vision in a very real, practical way. This is about enabling connected care across Ontario, so clinicians can access the right imaging at the right time, no matter where the patient is seen.

The impact is significant: less duplication, faster decision-making, better coordination, and a smoother patient experience across the system.

It's foundational work that genuinely improves how care is delivered. OCINet plays a key relationship role as the connector between Ontario Health, hospitals, and clinicians, making sure the provincial vision is not just defined, but implemented practically and effectively. OCINet offers a unique opportunity to do meaningful, system-level work. It's complex work, but if you want to make a real difference in Ontario's healthcare system, this is exactly the kind of place where you should devote your time and energy.



OCINet: POWERED BY PEOPLE

Bridging Distance, Forging Networks

Connecting People and Imaging Records

The OCINet team is usually spread across Ontario, and the work we do behind the scenes connects healthcare organizations, clinicians, and patients with their images province-wide. This report, and our annual in-person staff retreat, gives us a rare chance to step out of the shadows, to reconnect, and to reflect on the year behind us as well as the changes ahead.



From **Arielle Davidson**, Coordinator, EMPI, & Imaging Informatics Specialist, Clinical Services:

We at OCINet are dedicated to supporting data integrity and best practices across OCINet's healthcare partnerships. Through collaboration with hospitals, teams, and stakeholders, we help promote accurate, reliable patient information that supports quality care, operational efficiency, and informed decision-making. We value teamwork, continuous improvement, and building strong relationships that contribute to better outcomes across the healthcare systems and the patients they support.



From **Minh-Duc Huynh**, Imaging Informatics Specialist, Clinical Services:

Why do I choose to work at OCINet? It's the combination of meaningful work and great people. I feel valued, challenged, and connected to a larger purpose that directly benefits healthcare teams and patients.





**From Michelle Caddey Maclean,
Communications Lead:**

The work at OCINet is largely invisible, but in the best possible way. Patients shouldn't have to think about how their images get from one specialist to another when they're not feeling their best, and clinicians shouldn't have to worry about data storage.



**From Luiz Aizawa,
Technical Informatics Analyst:**

I come to work because I love helping people. Supporting systems that enable clinicians to diagnose and care for patients — and knowing my own family and community will one day rely on them — gives my work real purpose. Seeing this project grow and move closer to full maturity feels deeply personal. To see it through to completion would be a testament to my professional life — something I hope will stand for generations to come. I try to make a difference the way I know how, by using my skills to improve healthcare, one problem at a time.



Developing Talent that Transforms and an HR Strategy that Sustains

The past year marked significant advancement and growth in OCINet's Human Resources function and overall organizational effectiveness. Since the launch of our inaugural Human Resources Plan in November 2025, the strategy has guided workforce growth, development and the evolution of our cultural integration efforts. The plan is anchored in four core pillars, each of which saw meaningful progress this year.

Provide leadership and expertise
in the development of a
world-class diagnostic imaging
repository for Ontario

Ensure the provincial DIR encompasses a full provincial view of medical imaging

Become the center of
excellence for medical
imaging management

Talent that transforms. Strategy that sustains.



Organizational values are consistently embedded across all HR activities and people planning processes, ensuring alignment with OCINET's mission and culture.

HR will actively influence and guide the intentional development of a cohesive and values-driven organizational culture.

OCINet's workforce is well-prepared for future demands, with the people side of change thoughtfully managed and aligned to strategic priorities.

Adequate resources are in place to support successful execution and organizational resilience.

OCINet's leadership team demonstrates growth and capability through the adoption of best people practices, contributing to high levels of staff engagement and a strong organizational culture.

Targeted strategies are in place to support ongoing leadership development and effectiveness.

Specialized recruitment channels are established to attract and retain critical expertise.

Ongoing skills development initiatives support employee growth and strengthen OCINet's talent pipeline.

Compliance & Risk Mitigation

Employment legislative requirements are proactively monitored and managed, ensuring compliance and minimizing organizational risk.

Organizational Culture

The validation and solidification of our mission, vision, and values represents a significant step forward in OCINet's cultural integration. Not only do these enhance our cultural identity, but they also bring us together and establish common commitments to our participants and stakeholders.

Our team was fortunate to have a few opportunities to connect this year. Our inaugural staff appreciation event was widely well received, as was our Annual Staff Retreat. "Rooted in Purpose, Growing Together. Strengthening Our Identity to Shape a Stronger Future", was the theme of our 2025 Annual Staff Retreat. Highlighted as our best one yet, the two-day event provided a cherished opportunity for staff to connect, hear from a variety of speakers, who all highlighted the critical role that OCINet plays within the Ontario healthcare system.

The completion of a Cultural Assessment was the final component of an operating review that occurred in 2025. The Cultural Assessment provides a cultural baseline and opportunity for our staff to share feedback on engagement levels and cultural strengths. The findings of this assessment will be used to benchmark, highlight cultural strengths, and inform where cultural initiatives will have the greatest impact.

Progress was made to further refine our suite of policies at all levels. This work was anchored on a new corporate policy framework and enabled by the launch of a corporate policy repository.

Change Transformation and Workforce Planning

In fall 2025, a consolidated organizational structure was introduced, bringing together titles, compensation frameworks, and critical, new management roles. The addition of these manager positions supports our continued growth and expands leadership capacity, enabling more meaningful coaching, guidance, and development across the organization.

In addition, and as part of our commitment to effectively lead change, we continue to enhance our monthly townhalls to ensure staff are connected and fully informed on what has been happening and what's to come. We have encouraged staff to highlight impactful projects, committees and successes to foster greater staff participation and engagement.

Leadership Engagement and Development

The OCINet Leadership Team was proud to complete a year-long formal leadership training program, which concluded in February 2026.

The Results-Centred Leadership program represents a significant investment in equipping leaders with the tools to collaborate effectively, develop their teams through coaching, and champion people-first transformation. Planning is already underway for a second cohort, with the manager-level group scheduled to begin the program in Summer 2026.



Recruitment and Retention

Through a new partnership with George Brown College, we were pleased to welcome a Clinical Informatics co-op student who supported the ICHSC onboarding strategy. We look forward to continuing our participation in this co-op program as we work to further strengthen our talent pipeline.



Anas Al-Sammarraie,
Co-Op Student

I chose to complete my co-op at OCINet because it sits at the intersection of healthcare and technology, exactly where I want to build my career.

As we continue to expand our role as an Ontario Health partner and to review capacity for upcoming projects and programs, multiple new permanent positions were filled this year, marking our largest period of growth to date. We saw continued interest from qualified candidates seeking opportunities to work at OCINet. As we expand, the composition of our workforce continues to evolve — from a team largely originating from the legacy DIRs to a growing number of individuals actively seeking employment directly with OCINet.

This shift reflects the strength of our culture, the appeal of our employment brand, and the unique opportunities we provide to have a province-wide impact in medical imaging. We anticipate significant growth to continue in the year ahead, and we continue to see exceptionally strong staff retention, which reflects the strength of our organizational culture and the deep commitment of our team to advancing Ontario's medical imaging landscape.

As we expand, the composition of our workforce continues to evolve — from a team largely originating from the legacy DIRs to a growing number of individuals actively seeking employment directly with OCINet.



OCINet MANAGER PROFILES

Connecting Dots, Championing Image-Sharing



Three Managers, One Common Goal at OCINet



Jun Qin
Manager, Integration Services
OCINet

Jun leads a team responsible for database administration, interface engines, application integrations, and interoperability of the healthcare data standard at OCINet. His team ensures healthcare systems talk to each other effectively, supporting accurate, timely data flow, operational efficiency, and decision making. Jun started his career in diagnostic imaging in 2000, joined SWODIN in 2015, and joined OCINet in 2022.

- My role in one word... **Interoperability**
- The hardest part of integration... Interoperability!
- Integration improves patient care by... Supporting accurate, timely data flow
- HL7 in a nutshell... Allows different healthcare systems to communicate and exchange data
- Systems working together means... Data sharing and access
- The biggest integration risk... Data integrity (incomplete, incorrect, duplicated, and delayed)
- The most satisfying moment is when... Healthcare systems you worked on go into production use
- Top 3 skills of an integration specialist... Communication, interoperability, and problem solving
- I work at OCINet because... This imaging network is one of a kind and matters to my healthcare community



James Tavares
Manager, Infrastructure Services
OCINet

James is responsible for the reliability, performance, and scalability of the infrastructure supporting enterprise medical imaging systems across Ontario. With a healthcare IT career spanning over two decades, beginning at London Health Sciences Centre (LHSC) in 2003, James brings deep experience in data centre and network architecture, clinical system integration, and high-availability design.

- My role in one word... **Supporting**
- Uptime is... Non-negotiable
- A stable system feels like... A great day!
- Behind every image is... Critical infrastructure
- My top priority daily... Continuous availability
- When systems run perfectly... Patients benefit
- The cost of downtime... Delayed care / life threatening
- Monitoring is critical because... Proactive is critical
- Protecting patient data means... Zero compromise
- Healthcare IT is unique because... Lives depend on it
- What keeps me up at night... Unplanned outages

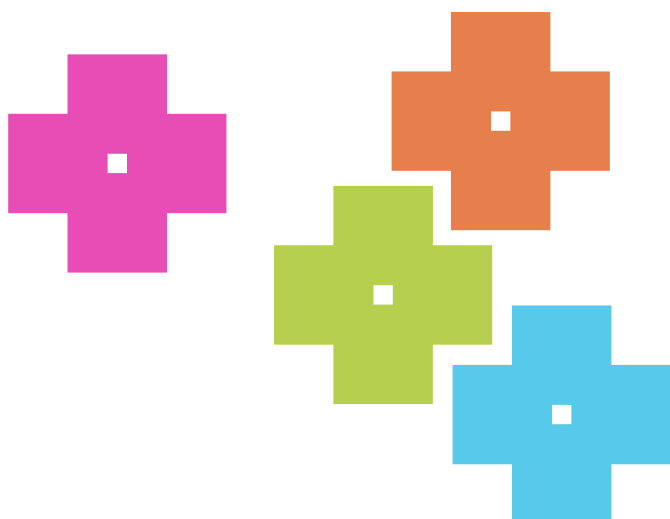




Joanne Bergin, Manager
Project Management Office (PMO)
OCINet

Joanne joined OCINet in March 2026 to formalize project frameworks and grow the PMO team to support the exciting initiatives being delivered at OCINet. She began her career in diagnostic imaging, became a PACS administrator, and went on to hold senior project leadership roles in the hospital sector, including completing projects with Ontario Health. She has served on several boards and is currently Vice Chair at Community Living Burlington.

- My role in one word... **Enabler**
- Managing multiple projects is like... Conducting multiple orchestras at the same time
- Leading a PMO team means... Listening, empowering, and being a positive, creative problem solver
- A strong project manager is... Organized, collaborative, and curious
- My leadership style in a few words... Strategic, inclusive, and supportive
- On-time delivery requires... Transparent collaboration, role clarity, and enabling partnerships
- At go-live, we want sites to feel... Informed, confident, and supported
- Beyond go-live, we focus on... Stabilization, smooth transition to operations, and gathering lessons learned
- For hospitals, a well executed project means... Seamless, improved continuity of care



OCINet PRIVACY PROGRAM

Fostering Accountability, Building Trust

Recommitting to Privacy in Anticipation of Substantial Growth

Over the past year, the OCINet Privacy Office focused on translating shared accountability for privacy into practical, system-wide action for hospitals and clinics across the network.

As OCINet prepares to significantly increase imaging contributors, participants consistently emphasized that trust in shared systems depends on clear expectations, consistent practices, and timely collaboration when privacy issues arise.

Outside of the risk of unauthorized access to personal health information (PHI), participants consistently identified inappropriate access to imaging data for secondary purposes an area of concern. These risks are heightened in shared repositories, where multiple health information custodians (HICs) rely on one another — and on OCINet as their agent and health information network provider (HINP) — to ensure end users understand appropriate use, and to respond quickly and effectively to privacy requests and breaches. For smaller organizations, limited privacy resources and experience with large shared systems further underscored the need for clear, accessible guidance.

New Privacy Resources for Participants

In response, we finalized the OCINet Participant Privacy Manual. Developed with input from a Privacy Advisory Committee (PAC) working group representing hospital and ICHSC participants, the manual establishes shared privacy policies and a common understanding of roles, responsibilities, and expectations. It provides practical guidance for ongoing accountability activities and expectations for responding to privacy requests and events while clearly reinforcing that participants remain accountable as HICs for PHI in their custodianship.

Following approvals, we published the manual on the OCINet website, distributed it to all participants, and hosted a webinar.

Building on this foundation, we initiated OCINet's first network-wide annual privacy attestation. This process establishes a measurable baseline of participant readiness to support one another in the event of a privacy request or breach and promotes a consistent approach to accountability with agents and third parties that access PHI through OCINet systems. While primarily an assurance mechanism, the attestation also enables the identification of gaps and informs targeted capacity building.

Together, the new OCINet Participant Privacy Manual and annual privacy attestation process reflect a maturing, system-level approach to privacy.

Together, these initiatives reflect a maturing, system-level approach to privacy. By embedding shared expectations, demonstrating readiness, and aligning our practices with other regional and provincial digital health programs — including those led by Ontario Health — OCINet is strengthening trust in its repositories, supporting the onboarding of new contributors, and reinforcing its role as a trusted agent supporting participant Personal Health Information Protection Act (PHIPA) accountability.



OCINet FINANCIAL HIGHLIGHTS

Ensuring Stability, Investing for Generations to Come

Financial Highlights for the Year Ended March 31, 2026

Fiscal 2025/26 was a transitional year requiring vision and discipline as the organization took deliberate steps to prepare for growth. In light of the numerous organizational opportunities ahead, OCINet continued to formalize risk management practices, actively manage privacy and security, and improve procurement documentation.

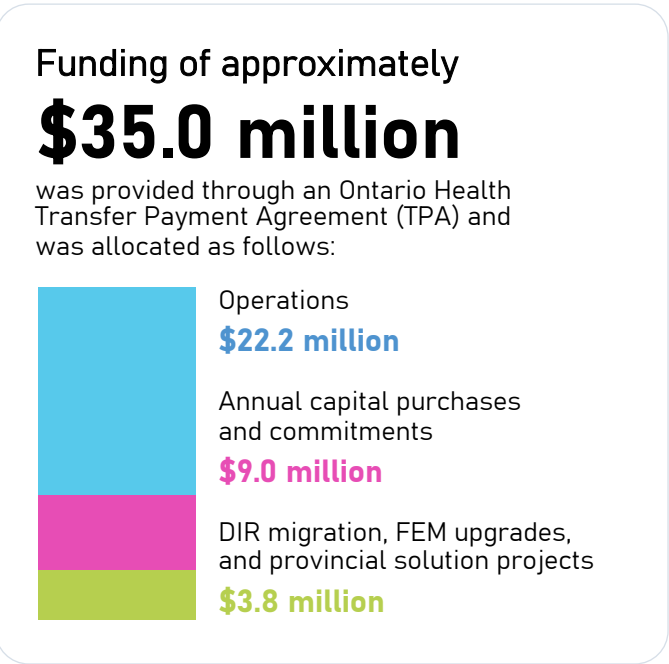
In 2025/26, a significant focus was placed on cross-training across all finance functions, to support continuity and an even higher calibre of service to internal and external stakeholders. As OCINet expands its reach and impact, the team is positioning to accommodate increasing payroll, purchase orders, reporting demands, etc. without sacrificing quality or controls.

Behind every OCINet financial decision is a commitment to the clinicians, technologists, and patients who depend on these systems, the Ontarians whose investment makes it all possible, and future generations that may benefit from these technologies. That commitment shaped OCINet's approach to investment and stewardship throughout the year.

Behind every OCINet financial decision is a commitment to the clinicians, technologists, and patients who depend on these systems, the Ontarians whose investment makes it all possible, and future generations that may benefit from these technologies.

Funding and Revenue

While OCINet's shared PACS and Speech Recognition Reporting System (SRRS) services are funded by participating hospitals, 100% of funding for the DIRs originates from Ontario Health. OCINet gratefully acknowledges Ontario Health's continued partnership and the confidence it represents in the people and programs that power these technologies.



Ontario Health has continued to honour previous years' modifications to the TPA in ways that support a stable baseline funding model, including commitments for annual capital refresh funding and a formula for consistent cash flow. These changes reflect a healthy relationship that has grown more stable and more collaborative over time.

Looking Ahead

Economies of scale were realized through the consolidation of several contracts and prudent advance purchasing of hardware and software — measures that helped mitigate rising costs driven by tariffs and broader economic uncertainty, particularly in the IT marketplace. A review of auditing service effectiveness for the next several years, culminating in a recommendation to the Board, reinforced the organization's commitment to independent oversight and financial accountability.

OCINet enters the next fiscal year with a stable financial foundation and a clear sense of purpose. Management remains focused on building a healthcare system that is connected, convenient, and equitable — one that serves the people of Ontario not just through the technologies it maintains, but through relationships and expertise.



Sheryl King

Board Treasurer
Managing Director
Strategy & Business Management
Bank of Montreal

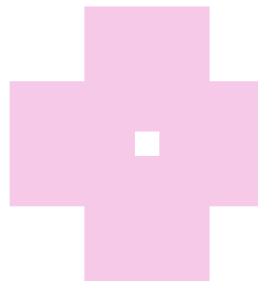


Eileen Gaspirc

Chief Financial Officer
OCINet

Our audited financial statements for fiscal 2025/26 are available at:

<https://ocinet.ca/about-us/about-ocinet/accountability/>





About OCINet

Connecting Clinicians, Enriching Care

Formed in 2022 with the consolidation of three diagnostic imaging repository programs (i.e., HDIRS, NEODIN, SWODIN), OCINet was created to execute Ontario's medical imaging digital health strategy.

Building on regional efforts of the past decade, OCINet enables the secure storage and retrieval of imaging records, supports hospitals and integrated community health services centres (ICHSCs), and connects radiologists, referring physicians, and specialists with their patients' images province-wide.

The seamless, authorized sharing of imaging records supports the movement and treatment of patients, reduces repeat scans and harmful radiation exposure, reduces healthcare costs, and decreases wait times.



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OCINet
ONTARIO CLINICAL
IMAGING NETWORK