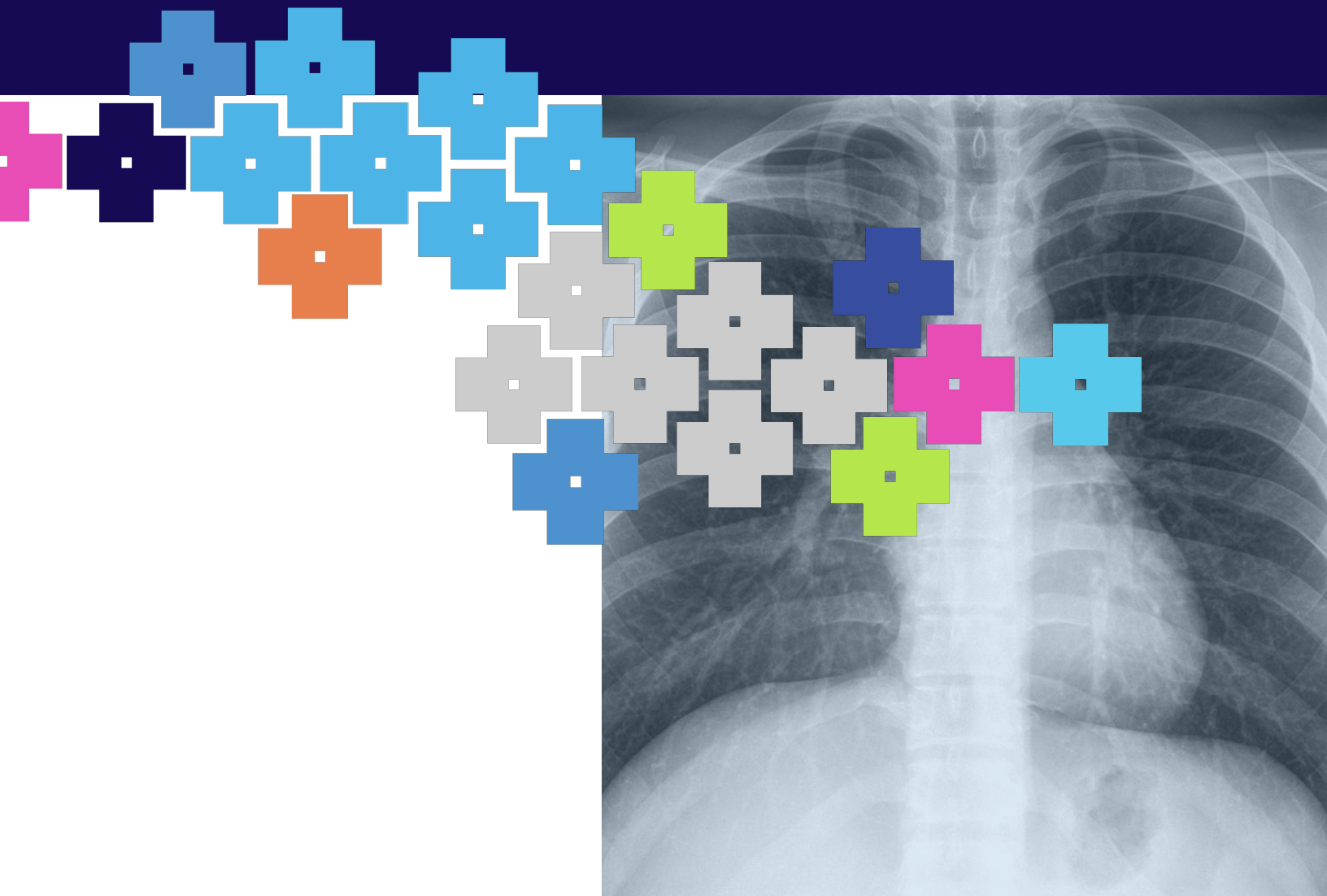


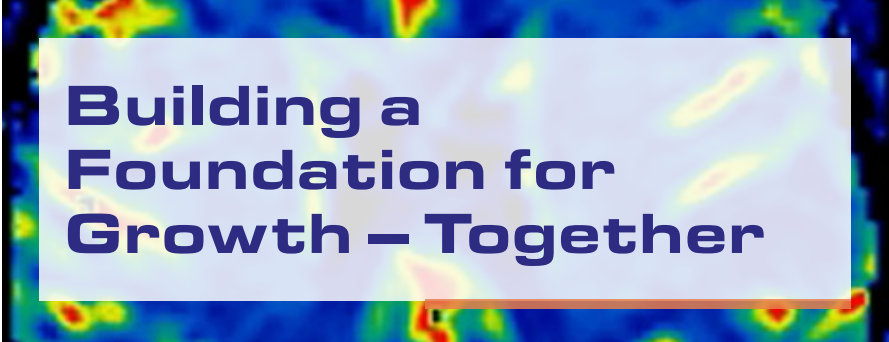


Ontario Clinical Imaging Network (OCINet)

Annual Report

June 2023





Building a Foundation for Growth – Together

This annual report from Ontario Clinical Imaging Network (OCINet) follows the first full year of operations for the pan-provincial organization since it was established on April 1, 2022. OCINet consolidated the three legacy, regional imaging organizations: Hospital Diagnostic Imaging Repository Services (HDIRS), Southwestern Ontario Diagnostic Imaging Network (SWODIN), and Northern and Eastern Ontario Diagnostic Imaging Network (NEODIN).

This merger was undertaken at the request of Ontario Health via a letter from Matthew Anderson, President and CEO of Ontario Health, to create a consolidated organization with a pan-provincial scope to serve as Ontario Health’s primary delivery partner for regional and provincial imaging services.

OCINet’s creation was both the culmination of years of effort on the part of the regional imaging partner organizations, as well as serving as a key strategic response to the global pandemic, which underlined the need for integrated, seamless access to digital health information.

A Shift from Regional to Provincial

This year’s report documents a tremendous amount of effort to formalize the new OCINet organization and ensure all the fundamental building blocks are firmly in place for program expansion. As expected, the initial area of focus has been on the administrative and structural consolidation of the three organizations, including staff transfers, harmonization of policies and processes, assignment of 30+ vendor contracts, and updating 200+ member agreements. In moving to a single TPA with Ontario Health (OH), the focus of OCINet’s financial group over the last year has been on consolidating financial reporting and accounting processes; financial updates are provided later in this report.

While the initial focus has been on completion of the administrative merger, planning for consolidation and expansion of clinical services has also been a high priority. Currently, OCINet operates three Diagnostic Imaging Repositories (DIRs), the provincial Emergency Neuro Image Transfer System (ENITS), three regional Picture Archiving and Communications Systems (PACS) services, and other regional imaging-related services across six datacentres. While there is much detailed strategic planning work to be done, our vision, in alignment with Ontario Health’s mandate, is to provide access to imaging information to care providers and patients when and wherever it is required, supporting the existing and emerging care pathways in response to patient needs.



“...the purpose of this ... consolidation is to ensure that effective FY 2022-23, we will be moving forward with one operational transfer payment agreement (TPA) to a single entity that will cover your respective DI-r operations while ensuring alignment with the broader transition strategy to achieve a target state vision. This structure should have a clearly defined membership, scope, and overall approach.”

**Matthew Anderson,
Ontario Health**

DIR Evolution

The current three regional DIRs together create an amalgamated provincial image archive and the backbone of regional image sharing with 11 petabytes of data and 150 million imaging exams available. Work began over the last year to consolidate and simplify the legacy technology solutions, laying the groundwork for further transformation in the future. This year, OCINet signed an agreement to move the Central/East (formerly HDIRS) platform onto the same technology as the South/West (formerly SWODIN) as well as the North/East (formerly NEODIN) regions. This not only marks the first time that all three regional DIRs are on the same technology platform but also allows for enhancement of current services as a transitional step.

PACS Growth

Fiscal year (FY) 2022-23 also marked the selection of our first cloud-based PACS offering (from Change Healthcare) for the Central/East region, with six hospitals signed up to implement this new service in the coming year. Regionalization of PACS continues to be a strong, general trend provincially, across the country, and around the globe. Currently, OCINet provides PACS services to 42 hospitals, with several hospitals making plans to join an OCINet-managed PACS service in the future.

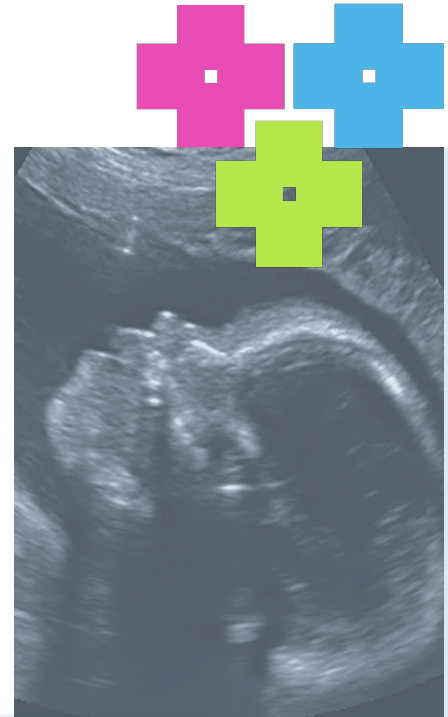
ENITS Continuity

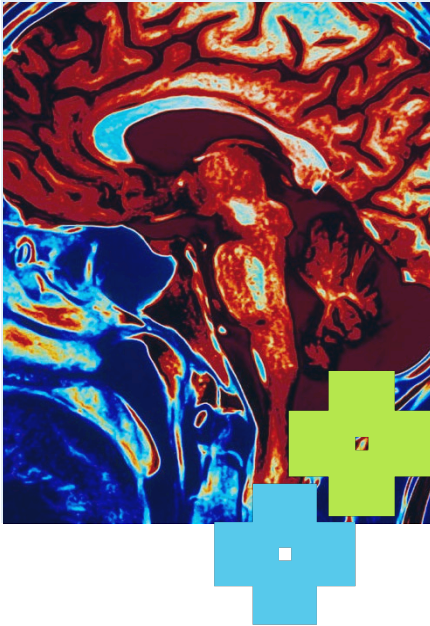
ENITS is a pan-provincial service that creates the ability to make critical imaging (primarily CT and MRI imaging) instantly accessible across the province. It was originally implemented to support emergency neurological workflow to allow for provincial consultation and emergency patient transfer decision-making. With over 535 devices connected in 114 hospitals, ENITS delivered over 20,000 neurology/neurosurgery consults and prevented over 16,000 unnecessary patient transfers in 2022-23. ENITS is a digital health success story, and OCINet is proud to collaborate with several provincial agencies (e.g., CritiCall, CorHealth, Ontario Telemedicine Network) to provide this valuable service.

Progress Through Partnerships

Indeed, OCINet's success would be impossible without a number of important partners — particularly, Ontario Health (OH). OCINet and OH have been working closely over the last year to respond to emerging challenges and initiatives, such as the need to support the imaging portion of the new Integrated Community Health Services Centres strategy. Provision of required imaging services to the new Integrated Community Health Services Centres is a high priority for OCINet, as is continued integration of existing independent health facilities (IHF).

In 2022-23, OCINet was also involved in the OH Medical Imaging Digital Landscape Study, a province-wide survey of the current state of digital technologies and systems in use for medical imaging across Ontario. Preliminary findings have been received and will provide guidance for further refinement of the provincial medical imaging strategy. We will continue to work with OH on this evolving strategy and are grateful for OH's collaborative approach and continued guidance.





Other notable partners include leading hospital organizations, such as London Health Sciences Centre (LHSC) and Health Sciences North (HSN), which host the datacentres for the South/West and North/East services, respectively. Scarborough Health Network (SHN) has provided administrative support over many years and, finally, The Ottawa Hospital (TOH) has become a critical partner to host the new ocinet.ca domain, as we have joined their Regional Security Operating Centre (RSOC). We are very grateful to these member hospital organizations.

We are also very thankful for the individuals who have volunteered their time to participate in OCINet’s many governance and advisory groups, such as the Board of Directors to the Clinical Advisory Committee, Joint Operations Committee, and Privacy Advisory Committee. As a member-driven, shared service organization, OCINet could not function as effectively without their dedication.

A Promising Future for Provincial Imaging

As we look to the year ahead, we will continue to work collaboratively with our partners, keeping the needs of our member organizations, the broader health-care landscape, and the needs of the citizens of Ontario foremost in our minds. Our focus will be on completing the administrative consolidation with the former NEODIN group of hospitals, on continuing to consolidate and expand imaging services, and on supporting OH priorities (e.g., finalizing the strategy for IHFs). More broadly, we anticipate the coming year will see the initiation of a new, overarching strategic plan for OCINet, which is expected to include expansion of value, as well as the increased use of data analytics, cloud, and other technologies that members identify as critical for the health system of the future.

In the last few years, Ontario’s medical imaging community has seen a sizable amount of change, with unprecedented challenges brought on by the global pandemic. The future will bring more change and new challenges, as we build the foundation for the services required to meet the complex, evolving needs of healthcare in Ontario. We face this future with optimism and an unwavering commitment to making the relevant digital images available to those that need them, and thereby improving healthcare for Ontarians.



Sincerely,
Dr. Gary Newton
OCINet Board Chair

President & CEO,
Sinai Health
System



Sincerely,
Shafique Shamji
OCINet Board
Secretary

President & CEO,
OCINet



OCINet in the Larger Digital Health Context

Ontario Health's digital goals continue to be anchored to a clinical vision that ensures the right images, reports, data, and toolsets are available to clinicians and patients in a technology-efficient manner and that results in a more streamlined workflow, better patient care, and adoption of innovative technologies.

Ontario Health looks to strong partnerships in healthcare delivery to achieve its goals. OCINet, with deep experience in healthcare delivery and a system view of providing provincial services, is our primary delivery partner to make our medical imaging provincial vision a reality. My team is eager to co-design the future of medical imaging digital strategy with OCINet, as we value their advice on the teams, technologies, and processes that will transform Ontario's diagnostic imaging (DI) program into a cohesive, standardized, equitable, and collaborative medical imaging (MI) system.

It has been a delight to watch the OCINet journey unfold over the past several years. In addition to advising the OCINet Board and leadership team as they consolidated the former regional DI organizations (HDIRS, SWODIN, NEODIN) over the past year, we have been fortunate to be able to provide one-time funding to support the necessary technology refresh requirements for the DIRs.

Looking forward, we are motivated by the recent government announcement for the further expansion of Integrated Community Health Service Centres to ensure the expansion is designed to achieve our goals of integration of these images into the provincial solution. Investments in this area will not only provide some much-needed capacity support for the hospital sector, but it will also create an opportunity to incorporate more of the images from these independent health facilities (IHF) into the provincial DIRs. This integration initiative will finally eliminate the need for patients to obtain and submit CDs — or redo their imaging — and will lead to faster service and improved quality.

This has been a great first year for the OCINet team, and I am looking forward to our continued progress in the coming years.



Sincerely,
Angela Tibando
Senior Vice President, Digital Excellence
Ontario Health



“Ensuring the DIRs remain fully operational while transitioning to one platform and a wider medical imaging scope is a massive undertaking that tangibly helps to bring the overall Provincial Health Strategy to fruition.”

Interim Imaging Priorities

Strategies for Connected, Convenient, Patient-Centred Care

A new OCINet President and CEO, Shafique Shamji, joined the organization in September 2022. After collaborating with staff, members, board directors, and partners, as well as completing a thorough review of the OCINet landscape, he embraced the existing strategic priorities of the former, regional DIR organizations. Working collaboratively with all stakeholders, Shafique has led the development of six broad, interim, strategic priorities for the OCINet organization, as listed below.

OCINet will ensure sustainable, ongoing DIR and shared service operations

- Ensuring the secure management and maintenance of the 150M patient imaging exams
- Containing operating costs by sharing and maximizing the utility of existing imaging assets
- Improving quality of care with expanded longitudinal access to imaging records

OCINet will consolidate the DIRs administratively and technologically

- Serving as the single, coordinated delivery partner of Ontario Health for imaging strategy
- Enabling image sharing across the entire province, not just regionally
- Establishing the best and most cost-effective method of technical consolidation long term

OCINet will grow regional PACS services

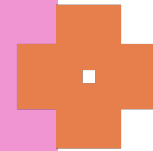
- Offering hospitals with end-of-life PACS an opportunity to reduce cost through PACS sharing
- Evolving the OCINet-managed PACS to ensure great benefits for patients and clinicians
- Working with hospitals already sharing a PACS to maximize the utility of the shared asset

OCINet will increase IHF-originated image sharing

- Working with Ontario Health to try to increase the number of contributing IHFs
- Reducing hospital workloads and patient impact by minimizing reliance on CDs, repeat imaging
- Reducing the burden on patients to ensure their records are transferred from IHFs to hospitals

OCINet will incorporate other imaging types into the repositories

- Consulting with member hospitals to determine interest in adding “other 'ologies”
- Evaluating early proof-of-concept sites for lessons learned
- Working with vendors to on-board hospitals’ preferred modalities



OCINet will explore potential applications of AI and analytics

- Supporting research and decision making for population health
- Exploring the appetite and means to provide access to deidentified data as legislation allows
- Identifying, with vendors and members, how workflows may be improved via ML, AI, automation

With the administrative consolidation of the regional DIRs nearing completion, and as the Board of Directors is evolving to reflect a truly provincial organization, the Board Chair has instructed management to initiate a new strategic planning cycle. The consultation, analysis, and alignment work to create a new OCINet strategic plan is expected to occur throughout the summer and fall of 2023, with an anticipated release later in the 2023-24 fiscal year.

A Strong, Active Board

OCINet is governed by a Board of Directors that includes Ontario-based hospital chief executives and leaders from other industries with complementary skillsets.

OCINet follows a skills-based approach for an effective Board, while remaining mindful of the urban and rural, size, and hospital type balance (e.g., acute academic, community, complex and continuing care).

The OCINet Board typically includes 12 members but will temporarily expand during the regional consolidations to include 14 members and ensure adequate geographic representation.

When making impactful decisions, voting board members aim to consider the collective interests of contributing hospitals, independent health facilities and, ultimately, all patients served.



OCINet Board Chair:
Gary Newton
President & CEO
Sinai Health System



OCINet Board Vice-Chair:
Janice Skot
President & CEO (Retired)
Royal Victoria Regional
Health Centre



OCINet Board Treasurer:
Cathy Szabo
President & CEO
Providence Care



OCINet Director:
Ann Ford
Executive Vice President
William Osler Health System



OCINet Board Vice-Chair (Nominated):
Roy Butler
President & CEO
St. Joseph's Healthcare,
London



OCINet Board Treasurer (Nominated):
Soumya Ghosh
GSI Partner Business Leader
Amazon Web Services (AWS)



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



OCINet Director:
Todd Stepanuk
President & CEO
Norfolk and West Haldimand
General Hospitals



OCINet Director:
Elizabeth Buller
President & CEO
St. Joseph's Healthcare,
Hamilton



OCINet Director:
Ali Mir
Chief Operating Officer
Sentrex Health Solutions



OCINet Director:
Sheryl King
Managing Director, IC&B Strategy
and Business Management,
Bank of Montreal



OCINet Director:
Eric Whaley
Chief Information Officer
Wolseley Canada



OCINet Director:
Peter McLaughlin
President & CEO (Retired)
Peterborough Regional
Health Centre



OCINet Director (Nominated):
Cameron Love
President & CEO
The Ottawa Hospital



OCINet Director (Nominated):
Jeanette Despatie
President & CEO
Cornwall Community Hospital



OCINet Director (Nominated):
Mike Baker
President & CEO
Temiskaming Hospital

OCINet's Raison D'Être: Better Patient Outcomes

Recent Retiree Benefits from Urban Specialty Care While Convalescing Rurally

When Terry's bloodwork indicated the potential for cancer, he and his wife travelled from their home near Georgian Bay to Princess Margaret Hospital for a PET scan. On one of the worst days of his life, the Princess Margaret specialists diagnosed Terry with multiple myeloma. He needed a stem cell transplant, and he faced months of treatment. His retirement would be far, far from relaxing.

In the autumn, Terry received his stem cell transplant at Princess Margaret. The treatment decimated his immune system but stopped the growth of the cancer. The transplant was followed by bone hardening treatments and more follow-up blood work and imaging.

Luckily, there was an advanced cancer centre at the Royal Victoria Regional Health Centre (RVH) in Barrie. The local health team could seamlessly exchange Terry's imaging records with Princess Margaret, along with his full medical record.

Terry also had access to a patient portal, so his medically trained wife could help in reading and monitoring progress.

The ability to share and easily access records locally meant that Terry had to go to fewer appointments out of town while feeling under the weather. It meant he could minimize his exposure to contagions when he was immunocompromised. It meant that his wife needed to take less time off from her work in healthcare to join him at appointments.

With a caring clinical team, a wife who could help him navigate the system, and access to his patient records, Terry benefitted from several of the province's positive investments in healthcare. He is back to enjoying his retirement, his kids, and life near the water. Terry and his wife are grateful that the teams at both hospitals could seamlessly access the images they needed at such a stressful time.

Sharing imaging exams is good for patients, physicians, and the healthcare system.





Enhanced Capacity to Deliver Value to the Healthcare System

The regional imaging programs historically not only operated somewhat differently, they also had different organizational structures, with two of the regions structured essentially as hospital departments and one of the regions established as an independent, not-for-profit organization. In prioritizing and preserving the best of the three legacy organizations, the team has made significant progress. Leadership and staff alike have been becoming acquainted, discovering the unique ways of “doing” in each region, and working together on projects to amplify the most efficient and effective learnings, standards, and techniques.

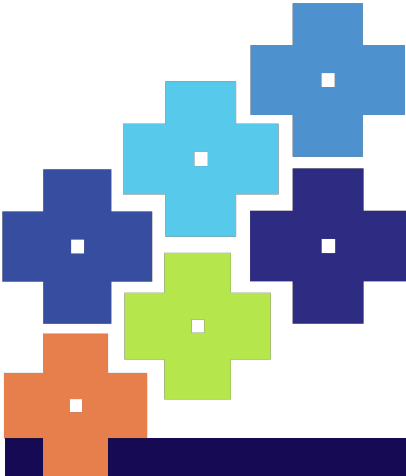
While not without challenges, a remarkable amount of progress has been achieved this year, which is a testament to the professionalism of all. Service delivery has not only continued, but major internal and external projects have moved forward and begun to provide value.

Inter-hospital Image Sharing Improvements

As a prime example of the synergistic benefits of consolidation, a new regional image sharing solution (to allow for foreign exam management, which imports images from systems that are outside of the local hospital) that had initially been procured by the OCINet Central/East team is being leveraged in the OCINet South/West region to deliver this functionality to hospitals in Hamilton-Niagara region. On April 26, 2023, St. Joseph’s Healthcare Hamilton, Hamilton Health Sciences Centre, and West Haldimand General Hospital went live with this sharing functionality for the first time! Continued expansion of this clinically essential functionality is planned throughout 2023-24 for the remaining hospitals in the province that do not yet have this capability.

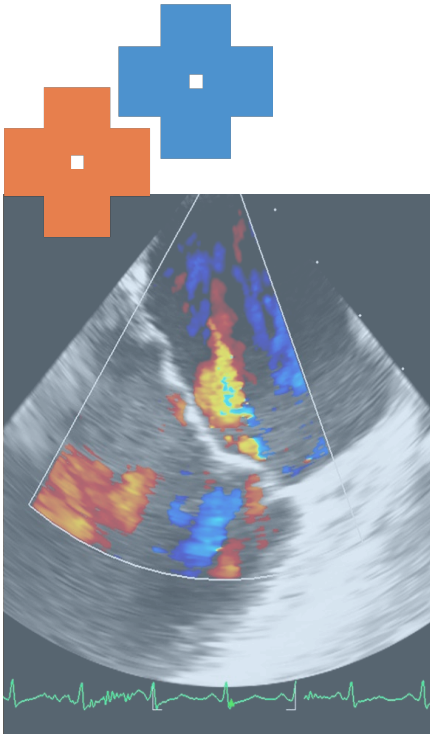
Contract Rationalization and Alignment

A major benefit that can be directly attributed to the consolidation is being realized through the assignment and harmonization of the many contracts held with several vendors by the three legacy DIR organizations. With many vendors in common, OCINet can leverage the best aspects from each legacy contract, while having the negotiating influence to further improve on other components. An example of this is the recently completed contract with one of OCINet’s major vendor partners, GE Healthcare. The newly executed contract is more robust than any legacy organization was able to negotiate independently.



Externally, the consolidation of the three disparate regional imaging programs was met with incredible positivity within the imaging community.

Internally, OCINet employees have been working to try to unify processes for Ontario’s hospitals and IHFs and transitioning through the enthusiastic, initial phases of consolidation.



The new Central/East GE platform will be hosted at the same datacentre used by Ontario Health, enabling a tighter integration with provincial assets. Full value realization will require a migration to a single, pan-provincial repository of imaging information that serves as a foundation of a variety of clinical services. In addition to streamlining the patient journey and increasing efficiency of care providers through seamless access to information, the GE platform will also simplify the underpinning technology, allowing for the optimization of investments, operational costs, and overall cybersecurity posture.

PACS Services Expansion

Rapidly expanding to rival the scope of OCINet’s DIR services, the past 12 months have seen significant developments with regional PACS sharing services. The innovative contract with Change Healthcare was executed to bring the first cloud-based PACS to a core group of OCINet Central/East hospitals, with the initial hospitals planned to go live this fall.

June 2022 also saw the successful go-live of Chatham Kent Healthcare Alliance (CKHA) on the OCINet PACS in the South/West, bringing the total number of hospitals sharing the instance to 24 physical sites. With 40% of CKHA patients with relevant prior imaging in the South/West PACS, clinical benefits were immediate and significant.

The OCINet South/West team was also involved in pilot projects to incorporate cardiology and endoscopy imaging in the South/West PACS. Inclusion of these imaging types effectively creates a regional, enterprise imaging solution, paves the way to the usage of OCINet-managed resources by other ‘ologies and specialties beyond radiology, and offers the potential to save even more money for the province by eliminating the need for other departments to purchase systems independently.

OCINet North/East has provided a regional PACS option for many years. In March 2023, Lake of the Woods District Hospital joined the North/East PACS, representing an increase to 28 North/East physical hospital sites sharing a singular system!

ENITS Services Growth

The Emergency Neuro Image Transfer System (ENITS), a province-wide service originally managed by South/West region, continues to see growth in the number of modalities that are connected, the number of physicians with access, and the number of consults supported every year. Initially designed to support remote neuro consults for patients with head trauma, the system has evolved to additionally support paediatric cardiology, vascular protocols, and the Ontario Telestroke Program. In December 2022, in celebration of Telestroke’s 20th anniversary, the ENITS program was recognized by Dr. Leanne K Casaubon, Provincial Physician Lead, for its lifesaving contributions.

Privacy Program Focus

Through this period of transition, privacy of health information remains a primary area of focus for OCINet. Activity over the last year has included integrating the privacy and security programs of our legacy organizations, expanding our Privacy Advisory Committee to a pan-provincial level, and targeting privacy as an area for



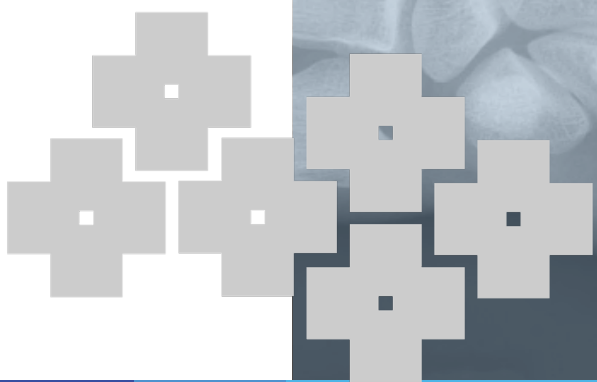
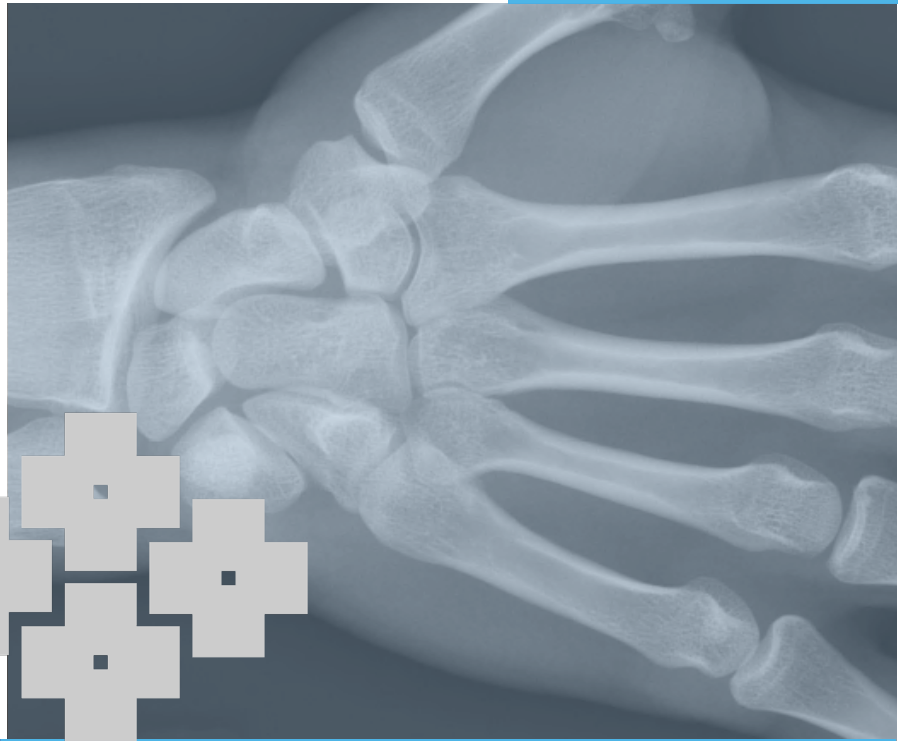
increased investment to ensure we continue to expand and mature our program to meet the challenges in this ever-changing landscape.

A New, Secure OCINet Domain

A newly formed partnership with The Ottawa Hospital (TOH) is providing access to several Regional Security Operations Centre (RSOC) services. Among the first to be realized is the Microsoft 365 (M365) services hosted by TOH under the ocinet.ca domain. Providing a secure means for the new OCINet organization to meet, collaborate, store, and share files, the new M365 tenant also provides an unexpected benefit — a strong sense of pride for the staff who are now able to communicate under a program-specific email domain for the first time since the DIR programs were established in 2007! The secure migration of business information from the legacy programs of NEODIN, SWODIN, and HDIRS is currently underway, with completion slated for later this year.

Ongoing Relationship Building

In addition to these operational highlights, OCINet has begun to evolve as Ontario Health’s primary partner in the delivery of the provincial imaging strategy. Leveraging individual strengths, relationships, and perspectives, OCINet and Ontario Health have recently collaborated on the Medical Imaging Terminology Registry, planned for the implementation of the Provincial Electronic Health Record (EHR) (or SMILE CDR), and co-developed the Medical Imaging Provincial Landscape Survey.





Retention of Specialized Human Resources

As with the rest of the healthcare field, the specialized human resources at OCINet are scarce and valuable.

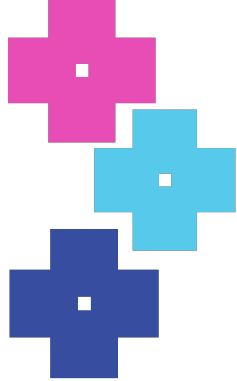
The creation of OCINet has brought together IT and imaging experts from three different geographical regions, three organizations, and three cultures. While regional employees have some of the same skillsets and many experiences in common, in 2022-23, the team began moving inevitably through the four phases of new team development identified by psychologist Bruce Tuckman: *Forming, Storming, Norming, and Performing*. Even when employees brought conflicting ideas and experiences to bear, they were united in the knowledge that these differences in opinion were temporary and a normal part of the team-building process.

Fortunately, with a new Executive Management team and an expanded commitment to continually improve medical image sharing in the province, the new OCINet organization has a unique opportunity to cultivate a new culture that draws on the positives from each region to develop an organization of which all staff can be proud.

New Organization, Unwavering Staff Commitment

The OCINet organizational structure strategically remained regionally based in 2022-23, largely to minimize the amount of change for staff and “customers,” and to align with the current technical infrastructure design. Contributing hospitals and independent health facilities have been able to work with the same knowledgeable imaging informatics and program specialists that they have come to rely on over the past several years.

There has been very low turnover through the consolidation, which usually reflects a high level of employee engagement — many OCINet team members are very passionate about enabling hospitals and IHFs to provide convenient and connected care! High levels of retention at OCINet are also a result



“My transition from a hospital-type environment to OCINet has been a truly enriching experience. OCINet offers opportunities for everyone to learn and grow both professionally and personally. Through our collective knowledge, broad experiences, and cooperation, our healthcare customers receive an unmatched level of support. I am very proud to be part of a team whose objective is to streamline patient care and create efficiencies across Ontario every day. I am continually amazed at this small team’s accomplishments and I look forward to seeing what the future holds with OCINet.”

**S. Walker, Business Systems Analyst,
OCINet (formerly SWODIN)**



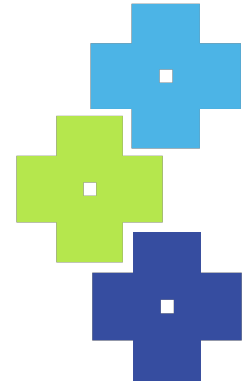
of the proactive efforts of the senior management team to meet with each staff member prior to their respective transition to OCINet. These meetings fostered transparency and provided an opportunity to reassure employees about job security, recognize contributions and service, and confirm continuing, comparable compensation.

New Scope, Broader Ways of Thinking and Working

As with any new company, policies needed to be discussed and developed. With OCINet’s now-provincial scope, regional alignment and a shift in decision-making and approval processes was required.

Senior managers collaborated to share and evaluate how their teams were operating, what policies were priorities for employees, and how compliance policies could be implemented. Together, the managers have been working with HR to ensure everyone’s voice is heard. With OCINet’s anticipated growth, the development of recruitment, onboarding, and performance review processes is under way to ensure consistency, equity, and inclusivity. Plans for mandatory staff training will be communicated in the coming months.

The goal for the OCINet team is to operate as one organization, not three regional offices and, in 2023-24, the organizational structure will undergo changes to provide further cohesion, role clarity, and collaboration. With any new structure, leadership expects some level of discomfort, tweaking, review, and adjustment. However, after years of planning, one could say that the province’s medical imaging shared services team, OCINet, is finally together and moving forward.



“I am likely the only team member at OCINet who has had the privilege of working for two of the initial four DIRs established for the province. My favourite phrase? "It's never a dull moment in the DIR business!" Professionally, the variety of design, integration, and support work to converge many vendors into one repository, just to start over again and build the reversed dataflow, is both challenging and rewarding. Now, with a larger and very talented team consolidated under OCINet, I'm looking forward to working on the next quantum leap in patient care.”

**C. Tanase, Integration Lead and Architect,
OCINet (formerly NEODIN)**

“As a professional, the healthcare field was uncharted territory for me, but the warm and empathetic OCINet team has supported me on my learning curve. Today, I work on software and hardware projects that enhance patient care and promote networking and security, but I see plenty of other opportunities for improving my skills and growing my career, especially now that HDIRS, SWODIN, and NEODIN have consolidated. I can think of many reasons why I choose to work at OCINet, but the joy of helping physicians better serve their patients and the flexibility to learn and work on rewarding projects are at the top of the list.”

**N. Prabath, System Administrator,
OCINet (formerly HDIRS)**



Streamlined Financials for Ontario's Medical Imaging Program

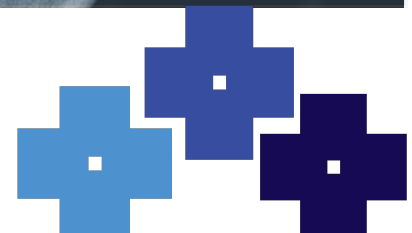
OCINet acknowledges the funding received from Ontario Health and has managed its resources in a prudent and careful manner ending the year in a balanced operating position and having fully utilized all of the \$26.8 million funding received in respect of the 2022-23 fiscal year.

A new funding agreement with Ontario Health is in place until March 31, 2024, and includes full operational funding for the coming year. Further funding for capital items is expected to be negotiated later in the year. No additional contributions from members for operations are budgeted or planned for fiscal 2023-24.

Many of the OCINet's 2022-23 financial objectives were met, including:

- The administrative work to bring together the former HDIRS, SWODIN, and NEODIN entities continued in the year, including bringing all OCINet employees onto one payroll and HR system.
- Many operational contracts were assigned or realigned within OCINet, taking advantage of economies of scale where possible.
- The Transfer Payment Agreement (TPA) with Ontario Health covering the consolidated entity for 2022-23 was successfully renegotiated twice to include additional funding for the refresh of the aging, former HDIRS infrastructure and for the preparations for transition to a new GE platform and datacentre move early in the 2023-24 year.
- The PACS service for OCINet Central/East members progressed, with six participating member hospitals finalizing their agreements and being invoiced to start the implementation process. The PACS and Speech Recognition programs for OCINet South/West members also added a new participant in the year, improving economies of scale for those programs.
- The established and approved financial framework and reporting structure, including the expansion necessary to report transparently to all members, was successfully maintained.
- Revenue sources for operations and special projects were successfully managed with no collections issues encountered. Beginning in January 2022, payments from Ontario Health have been received monthly, providing a more stable and predictable source of funds.

Deloitte LLP were appointed auditors for the year ended March 31, 2023. In 2019, the Board of Directors approved their appointment for seven years to benefit from their experience while the initial regional consolidation (the HDIRS and



Management has continued to seek ways to reduce costs to members and stakeholders for operating expenditures, special projects, and storage.



GTA-West DIR consolidation) took shape. OCINet has continued to benefit from this experience as the HDIRS, SWODIN, and NEODIN consolidations took place this year.

The Board approved the 2023-24 budget for OCINet in April 2023, which financially consolidated the former HDIRS, SWODIN and NEODIN entities.

Financial Results — 2022-23

The audited financial statements for 2022-23 were prepared using Canadian Accounting Standards for Not-For-Profit Organizations. There were no changes in the standards that impacted the organization's financial statements this year.

Financial statement highlights

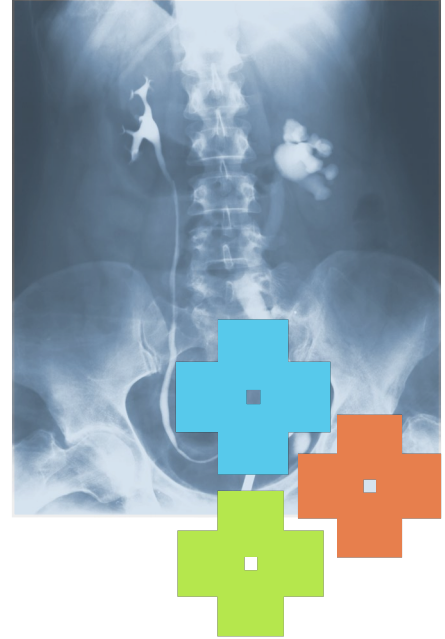
Significant funding from principal sources:

- Ontario Health - \$26.8 million was received under the Transfer Payment Agreement. Of this amount, \$17.5 million was used to fund operations, and \$9.3 million contributed to the purchase of capital assets.
- Amortization of deferred contributions from project participants of \$2.2 million significantly increased this year, with the addition of the existing South/West PACS and Speech Recognition programs and the new Central/East PACS service. These amounts are recognized in revenue as the related expenditures are incurred.
- Contributions from NEODIN and SWODIN members of \$1.6 million represent these members' one-time contributions to the operations fund to support operational cashflow. No new amounts were requested of existing members this year.

Significant expenses:

- Datacentre expenses represent the cost of operating six locations in 2023 as opposed to two (for HDIRS) in 2022. In addition, the expenses include new costs related to the PACS and Speech Recognition programs and the new inter-hospital image sharing solution (foreign exam management) initiative.
- Compensation costs similarly include staff and contractors from all three legacy entities as well as resources required to assist with the consolidation and new initiatives.

Deloitte LLP issued a clean unmodified opinion on the financial statements. The year-end communications report did not include any material matters of note or concern for the Board.



Sincerely,
Cathy Szabo
OCINet Treasurer
President & CEO,
Providence Care



Sincerely,
Eileen Gaspirc
Chief Financial
Officer,
OCINet



About OCINet

Formed in April 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 image records, supports hospitals and independent health facilities (IHF), 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.

Beyond the repositories, OCINet is a shared services partner and service innovation hub for Ontario hospitals. OCINet offers regional picture archiving and communication systems (PACS), the Emergency Neuro Imaging Transfer System (ENITS), peer review technology, speech recognition, and is actively working with IHFs to include additional imaging in the DIRs.

Continually working to add value, contain costs, and enrich care, OCINet is much more than a health information network provider (HINP).

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