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Matthew Anderson
President and CEO,
William Osler Health System

Osler is among the largest community hospital systems in Canada, serving a population of over 1.3 million people living in one of the fastest-growing and most culturally diverse regions in the country. Amalgamated in 1998, Osler

comprises three sites: Etobicoke General Hospital, Brampton Civic Hospital and Peel Memorial Centre for Integrated Health and Wellness (opening in 2015/16), besides a number of off-site health centres that together provide a comprehensive range of acute care, ambulatory and ancillary health services.

Matt previously served as the CEO of the Toronto Central Local Health Integration Network (LHIN), a Crown corporation that is responsible for the local planning, measuring and funding of 177 health provider organizations that serve more than 1.15 million Ontarians. Prior to that role, Matt held the position of Senior Vice-President of Performance and Technology, University Health Network (UHN), where he led the information, quality management and technology portfolios and has been the Chief Information Officer for a number of healthcare agencies across the continuum of care.

In 1998, Matt became one of the youngest CIOs of a Canadian academic health sciences centre, where he helped establish a five-year, \$50-million capital plan to move UHN to a completely electronic patient record. He has been recognized nationally as a recipient of Canada's prestigious "Top 40 Under 40" award, received the "Who's Who in Healthcare" award through the Canadian College of Health Service Executives and was named Canada's CIO of the Year in 2005.

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Helen Angus
Associate Deputy Minister,
Transformation Secretariat,
Ministry of Health and Long-Term Care

The newly created Transformation Secretariat of the MOHLTC provides leadership for health system transformation and is intended to improve the organization, tracking and reporting of work within the Ministry as well as transformation-related stakeholder engagement and change management supports.

Helen previously held a number of executive positions in the health sector and was most recently Vice-President responsible for the Ontario Renal Network at Cancer Care Ontario, where she led a number of quality- and funding-related initiatives aimed at transforming the organization and quality of renal services across Ontario. She was Vice-President of Research and Analysis at the Canadian Institute for Health Information, where she was responsible for the development and execution of a high-impact program of research and analysis using CIHI's data stores. Helen has also held senior roles at Cancer Care Ontario and in the Government of Ontario in planning, policy and strategy.

Helen, who holds a Master of Science degree in Planning from the University of Toronto, continues to publish on important issues in healthcare such as quality improvement, performance management and access to care.

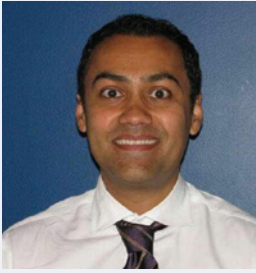


Mary Atkinson, RN, BSc, MBA, CHE
Executive Director,
North Perth Family Health Team

Mary brings a varied background to her position, from mental health nursing to managing community home services agencies and now primary care. In her current role, she has focused on quality improvement initiatives,

including supporting the implementation of a strong, integrated healthcare system in the communities of North Perth and North Huron. Mary is committed to providing strong leadership and support in the delivery of high-quality healthcare services to our communities.

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R. Sacha Bhatia, MD
Cardiac Imaging Fellow,
Massachusetts General Hospital
and Harvard Medical School
Incoming Director, Women's College
Hospital Institute for Health System Solutions
and Virtual Care

Sacha advises hospitals and other healthcare organizations on various health systems issues, including strategic planning and quality improvement. With significant experience in health policy, he was health and research and innovation policy adviser to the Premier of Ontario from January 2008 to December 2009.

As a health policy researcher, Sacha has published in such peer-reviewed journals as *The New England Journal of Medicine* and *CMAJ* and has presented at national and international meetings, including the American College of Cardiology and American Heart Association Scientific Sessions. He has been invited to speak at conferences held by the Ontario Hospital Association, the Institute for Clinical Evaluative Sciences (ICES), various Local Health Integration Networks, law firms and hospitals.

Sacha sits on the Mission Committee of the Heart and Stroke Foundation and on the Cardiovascular Working Group of the Ontario Health Study. He is also a Research Fellow at Harvard University, where he is currently engaged in medical imaging, health systems and quality-of-care research, and at ICES in Toronto.

Sacha received his medical degree and MBA from McGill University and his Internal Medicine and Cardiology training in Toronto.

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Edward M. Brown, MD
Founder and CEO,
Ontario Telemedicine Network

OTN is one of the largest and most active integrated telemedicine networks in the world.

An emergency physician who studied mathematics and engineering before embarking on his medical career, Edward has won numerous awards for his work in telemedicine. Most recently in 2010, he was chosen as one of 25 Living Transformational Canadians by a national media panel sponsored by The Globe and Mail, CTV and La Presse.

Edward is currently President-Elect of the American Telemedicine Association and a Director of OntarioMD. He remains a passionate advocate for the advancement of telemedicine as an important tool to improve access to care, quality of care and the sustainability of healthcare systems.



Stacey Daub
Chief Executive Officer,
Toronto Central CCAC

Toronto Central Community Care Access Centre is one of the city's largest community-based healthcare providers, known for its unique case management approach focused on the care needs of its diverse populations.

Stacey holds a Master's degree in Business Administration from the University of Western Ontario and is a graduate of the Advanced Health Leadership Program at the Rotman School of Business. As a passionate and dynamic healthcare leader who is committed to community-based healthcare and transforming the experience of clients and caregivers, she provides leadership to an organization that delivers care to over 230,000 people of all ages, cultures and backgrounds in their homes or community annually.

With more than 16 years' extensive leadership experience in the health and community sectors and a powerful vision for Toronto Central CCAC, Stacey spearheaded the most significant changes that home care has seen in Toronto in the last 50 years with the launch of the Population-Focused Model of Care. She is Co-Chair of the ED/ALC Expert Panel of the Ministry of Health and Long-Term Care, Co-Chair of the Toronto Central LHIN Primary

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Care Steering Committee, a member of the MOHLTC Health Links Advisory and a member of the Ontario Hospital Association Board of Directors.



Irfan Dhalla, MD, FRCPC
Scientist & Staff Physician,
St. Michael's Hospital
Adjunct Scientist, ICES
Assistant Professor, General Internal Medicine,
Institute of Health Policy, Management
and Evaluation

Irfan's research focuses primarily on evaluating complex health service interventions and policy changes that are intended to improve health outcomes for these patients.

He is the founder of the Toronto Virtual Ward, a multi-organizational initiative designed to improve post-hospital care, and is leading a CIHR-funded randomized controlled trial comparing the Virtual Ward with usual care. His research has been recognized with a CIHR Rising Star award, a CIHR New Investigator award and a Canadian Society of Internal Medicine New Investigator award. He was also recognized as one of the Toronto Star's "Twelve to Watch in 2012."



William Falk (Co-Chair)
Managing Partner,
Healthcare, PwC Canada

Will has spent 20 years as a strategist and consultant in New York and Toronto advising top academic centres, governments, public companies and healthcare innovators in the private sector.

He started with APM Management Consultants (later CSC Healthcare) in New York in 1997, rising to Senior Partner in 2000. Will joined Capgemini in 2003, returning to Canada to build the national practice that was acquired by Accenture, where he became Managing Partner for Health and Life Sciences and a member of the firm's global health and life sciences leadership team.

Over his career, Will has had several formal advisory roles within government, including the Ontario Expert Panel on Adoption and Infertility and the Working Group on Adoption (Co-Chair, 2008/9), External Adviser to the

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Minister for the Treasury Board Strategic Review of Health Canada (2008) and Adviser to the PM and federal Minister of Health during the 2004 First Ministers' Meeting.

Will has academic appointments at the University of Toronto as an Adjunct Professor at the Rotman School of Management (since 2008) and as an Executive Fellow in Residence at the Mowat Centre for Policy Innovation (since 2010). In 2002/3 he was a Visiting Research Fellow at Yale's School of Management. He is a frequent speaker and author on health policy and innovation.

Will is a graduate of University of Toronto with a Baccalaureate degree in Science and a Master's degree in Public Policy and Management from Yale University.



Cathy Fooks
President and CEO,
The Change Foundation

Cathy joined The Change Foundation in January 2007, bringing with her proven leadership skills at the national level and more than 20 years' experience in health policy research. She assumed the task of working with the Board of Directors to implement its ambitious strategic plan and transform the Foundation from a granting agency into a respected health policy think tank focused on health integration and patient outcomes.

Previously, Cathy was the first Executive Director of the Health Council of Canada, where she implemented the Council's mandate of reporting to Canadians about healthcare renewal. She has also served as Director of the Health Network with Canadian Policy Research Networks, and in senior roles with the College of Physicians and Surgeons of Ontario, the Institute of Clinical Evaluative Sciences (ICES), the Premier's Council of Health, Well-Being and Social Justice, and the Premier's Council on Economic Renewal. She was a senior policy adviser to two Ministers of Health and has served on a number of government healthcare committees.

The author of numerous articles and reports on the Canadian health system, Cathy holds a Master's degree in Political Science from Queen's University and a Baccalaureate degree in Political Science and Economics from Trent University. She has also completed an Executive Program in Change Management at the Rotman School of Management, University of Toronto

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and the Executive Program in Strategic Perspectives in Nonprofit Management at Harvard Business School. Cathy is a member of the Board of Governors of The Michener Institute.



Heather Fraser
(Keynote Speaker)
Co-Founder of Rotman DesignWorks,
Professor of Business Design,
Rotman School of Management,
University of Toronto
Founder and CEO,
Vuka Innovation, Inc.

A seasoned strategist, entrepreneur and educator, Heather is a global thought leader in Business Design with a passion for healthcare innovation. She co-founded Rotman DesignWorks with Roger Martin in 2005 and served as its Executive Director through 2012. She has cultivated Business Design as a discipline, designed and delivered MBA student curricula and led innovation programs for over 3,000 executives internationally. Her clients include Procter & Gamble, Nestlé, General Electric and Target, and healthcare teams at Pfizer, University Health Network, Princess Margaret Hospital and Medtronic.

Heather's work builds on her 25-year track record for insight, innovation and results that combine business acumen and creativity with designing new ways to create value. Her book, *Design Works: How to Tackle Your Toughest Innovation Challenges through Business Design*, gives a balanced and pragmatic view of how organizations committed to innovation and value creation can infuse design principles and practices into planning and development. Endorsed by Dr. Robert Bell, President and CEO, University Health Network, Business Design "teaches leaders how to engage these principles in tackling chronic problems and initiating change in the public or private sector... and...discusses why these methods are important."

These principles have been successfully applied to solving a wide range of strategic and tactical challenges, including the redesign of the patient experience at Princess Margaret Hospital's Chemotherapy Day Unit. In the words of Sarah Downey, Vice-President of PMH at the time, "Business Design allowed us to unlock the creativity of staff and to empower our patients – not just in designing a space – but rather in developing a new patient and staff experience."

In 2012, Heather founded Vuka Innovation to expand this work beyond

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the academic realm. As the driving force behind Vuka, she ensures that organizations push their thinking and realize their full capacity to innovate. She continues to be active in public education as Adjunct Professor, Researcher and Business Design Expert in Residence at the Rotman School of Management, University of Toronto.



Kelly Gillis
Senior Director, System Design and Integration, South West LHIN

Kelly has more than 15 years of leadership experience in the healthcare sector in southwestern Ontario, focusing on strategic planning and system integration.

Prior to joining South West LHIN over seven years ago, Kelly worked for London's hospitals as Director of Medical Affairs. She has also worked as the systems integration leader for the Huron Perth Hospitals Partnership and as a Senior Health Planner with the Huron Perth and Thames Valley District Health councils.

Before joining the District Health Council system, Kelly worked in the long-term care, mental health and addictions sectors.



Brian Golden, PhD
Professor, Health Sector Strategy, Rotman School of Management, University of Toronto and University Health Network

Brian's research encompasses strategic change and implementation, health system integration and sustainability, hospital boards, organizational strategy and leadership. He has published in *CMAJ*, *Strategic Management Journal*, *Harvard Business Review* and other peer-reviewed journals.

From 2005 to 2010, he was Board Chair of the Institute for Clinical Evaluative Sciences (ICES). He is currently Chair of Rise Asset Management, a non-profit micro-finance organization providing business development loans for individuals with mental health and addiction challenges.

In 2006, Brian became founding Executive Director of the Collaborative for Health Sector Strategy, a policy, research and leadership development

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institute funded by the Ministry of Health and Long-Term Care. In this role, he was a member of the select advisory committee that led to the creation of Ontario's Excellent Care for All Act. He also co-authored the province's report on Primary Care Governance and sits on the Ministry's Hospital Funding Formula committee.

Brian has been a faculty member at INSEAD, the Richard Ivey School of Business, University of Western Ontario, University of Texas and Northwestern University's Kellogg Graduate School of Management, where he earned his Doctoral degree. Among his teaching and education awards are Canada's Ted Freedman Innovation in Healthcare Education award and the CMA's first Eureka Award for Innovation in Physician Education.



Danielle Martin, MD
Vice-President, Medical Affairs
and Health System Solutions,
Women's College Hospital

Danielle has established herself as a leader in the debate over the future of Canada's healthcare system. She is Chair of Canadian Doctors for Medicare, was a member of the Health Council of Canada and is a recipient of the Canadian Medical Association Award for Young Leaders.

Danielle honed her public speaking skills while on the debating team at McGill University, where she earned a Baccalaureate degree in Science. From there, she secured a job at Queen's Park as an assistant to Liberal Health Critic Gerard Kennedy, before enrolling in medical school at the University of Western Ontario. After medical school, she worked for five years as a family doctor in underserved areas in northern Ontario.

Danielle has recently completed a Master's degree in Public Policy from the University of Toronto.

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Frank Martino, MD
Corporate Chief of Family Medicine,
William Osler Health System
President, The Ontario College of
Family Physicians
Primary Care Lead, Central West LHIN

Frank has been practising comprehensive Family Medicine in Brampton for 22 years. He is a graduate of the Family and Emergency Medicine Residency Program at the University of Toronto. He is still active in Obstetrics, inpatient care and the Emergency Department at Brampton Civic Hospital. In 2008, he received the Reg Perkins Award as Ontario Family Physician of the Year.

Currently an Associate Clinical Professor at McMaster University, Frank has taught Family Medicine residents and medical students for over 15 years. He was instrumental in bringing a Family Medicine teaching program to Osler through McMaster University in 2007. The program now has 20 residents training at both of Osler's campuses.

In January 2012, Frank was appointed Primary Care Lead for Central West LHIN, mandated to improve primary care engagement and integration into the healthcare system. He is currently serving as Board Chair of the Ontario College of Family Physicians and continues to be active in Medical Practice Guidelines generation and implementation, having presented on this topic at local, provincial and national conferences.

Frank serves as President of the Ontario College of Family Physicians (2012/13) and also sits on various committees that seek to improve quality and the delivery of primary care in Ontario.



Barry A. McLellan, MD, FRCPC
President and CEO
Sunnybrook Health Sciences Centre

Dr. McLellan provides leadership for one of Canada's largest academic health sciences centres with 10,000 staff and physicians, 1,300 beds and an annual budget of more than \$900 million.

Each year, the hospital conducts more than \$100 million in research, provides educational opportunities for 4,000 students and cares for over one million patients. The Hospital provides a

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broad range of tertiary regional programs and services including specialities in cancer, cardiovascular disease, neurological disorders, high-risk obstetrics and gynaecology, orthopaedic and arthritic conditions, trauma and critical care, rehabilitation, and community care. In addition, Sunnybrook is Canada's largest facility caring for the country's war veterans.

Prior to his position as President and CEO at Sunnybrook, he was the Chief Coroner for Ontario.

Dr. McLellan graduated from the University of Toronto with a Medical Doctorate in 1981 and subsequently trained in emergency medicine, receiving a Fellowship in 1985 (Specialist in Emergency Medicine). Dr. McLellan was the Director of the Trauma Program and Vice President of Specialty Services at Sunnybrook. He was also the Director of the hospital's Emergency Department, Base Hospital Program (paramedic program) and Trauma Research.

Dr. McLellan is a Professor in the Department of Surgery at the University of Toronto. He has published more than 70 scientific papers, written a textbook on trauma care and lectured extensively, including international presentations in the fields of trauma care and forensic investigation.



Michael Schull, MD
Deputy CEO and Senior Scientist,
Institute for Clinical Evaluative Sciences (ICES)

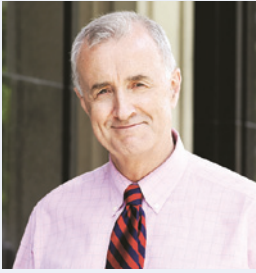
In addition to his work at ICES, Michael is a Professor in the Department of Medicine, University of Toronto, and Director of the Division of Emergency Medicine at the University of Toronto.

Michael's research focuses on health services utilization, quality of care and patient outcomes as they relate to emergency care. His studies use administrative data sets and linkages with clinical and qualitative data, and have examined the causes and consequences of Emergency Department overcrowding, variations in patient waiting times and pre-hospital care.

He was previously Co-Chair of an Expert Panel advising the Ontario Ministry of Health and Long-Term Care on health policies relating to its ER Wait Time Strategy. He has over 100 publications and has received numerous national and international honours, including a Canadian Institutes of Health Research Applied Chair in Health Services and Policy Research.

Michael practises as a specialist in Emergency Medicine at Toronto's Sunnybrook Health Sciences Centre.

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John L. Semple, MD, FRCSC, FACS
Surgeon-in-Chief,
Women's College Hospital

Upon graduating from high school, John studied at the Ontario College of Art and Design (OCAD). He then completed a Baccalaureate degree in Medical Illustrating (art as applied to medicine) in the Faculty of Medicine at the University of

Toronto. John received his medical degree at McMaster University and his surgical training in Plastic Surgery at the University of Toronto.

He is currently Chair in Surgical Research for the Canadian Breast Cancer Foundation (Ontario Chapter) and Past President of the Canadian Society of Plastic Surgeons. He is a Professor in the Department of Surgery at the University of Toronto, and was recently appointed to the Board of Governors of OCAD University.

John has a special interest in converging disciplines and their potential to act as a novel research platform. As well as his work in breast cancer, John's research interests include advancing ambulatory surgical innovation and new models of care using appropriate and affordable mobile technology.



Duncan G. Sinclair, PhD, DVM
Emeritus Professor of Physiology and Fellow,
School of Policy Studies, Queen's University

Duncan retired in 1996 as Vice-Principal (Health Sciences) and Dean of Medicine at Queen's. He had served previously in a number of senior administrative roles at Queen's including Vice-Principal (Institutional Relations), Vice-Principal

(Services) and Dean of Arts and Science.

He chaired Ontario's Health Services Restructuring Commission from 1996 to its sunset in 2000 and served subsequently from January to June, 2001 as founding Chair and acting CEO of Canada Health Infoway/Inforoute Santé du Canada. Since then, Duncan has served as a member of the Audit Committee of Health Canada and as a Director on the boards of a number of organizations including Associated Medical Services, Inc., the Institute for Clinical Evaluative Studies (ICES) and the Canadian Physiotherapy Association.

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Samir K. Sinha, MD, DPhil, FRCPC
Expert Lead, Ontario Seniors Strategy
Director of Geriatrics, Mount Sinai and the
University Health Network

Samir is a passionate and respected advocate for the needs of older adults. He is currently Director of Geriatrics at Mount Sinai and the University Health Network Hospitals in Toronto. He is also an Assistant Professor of Medicine at the University of Toronto and Johns Hopkins University School of Medicine. Samir further serves as Chair of the Health Professionals Advisory Committee of the Toronto Central LHIN and is a Medical Adviser to the Toronto Central CCAC.

A Rhodes Scholar, after completing his undergraduate medical studies at the University of Western Ontario, Samir obtained a Master's degree in Medical History and a Doctorate in Sociology at Oxford University's Institute of Ageing. After returning to pursue postgraduate training in Internal Medicine at the University of Toronto, Samir went to the United States, where he most recently served as the Erickson/Reynolds Fellow in Clinical Geriatrics, Education and Leadership at Johns Hopkins University School of Medicine.

Samir's breadth of international training and expertise in health policy and the delivery of services related to the care of the elderly have made him a highly regarded expert in the care of older adults. He has consulted with and advised hospitals and health authorities in Britain, Canada, the United States and China on the implementation and administration of unique, integrated and innovative models of geriatric care that reduce disease burden, improve access and capacity and ultimately promote health.



Kevin P.D. Smith, DPhil, ICDD
President and CEO,
St. Joseph's Health System

St. Joseph's spans the full continuum of care from community-based to tertiary academic acute care. An Associate Professor in the Department of Medicine, Faculty of Health Sciences, McMaster University, Kevin remains active in academic

programs at McMaster, the University of Toronto and York University.

Educated in Canada, the United States and Britain, Kevin began his career in medical education, followed by leadership roles in university

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administration prior to assuming senior management roles in academic hospitals and health systems. His continuing education has focused on governance in the public and private sectors. He is professionally certified by the Institute of Corporate Directors and has completed the Harvard Program in Effective Governance.

A frequent adviser to the Ontario Government and the Government of Canada, Kevin has served in numerous roles and led a number of initiatives. In 2011 he became Chair of Home Capital Group, one of Canada's most successful financial services companies, highly rated for its governance practices. In 2012 he joined the Healthcare of Ontario Pension Plan, a fully funded plan, rated among the world's top performers.

As a volunteer, Kevin participates in numerous initiatives, including the Association of Canadian Academic Healthcare Organizations, the Council of Academic Hospitals of Ontario, the Cardiac Care Network and The Change Foundation. He is past Chair of the Ontario Hospital Association and present Chair of the Canada Foundation for Innovation (CFI), a \$6-billion independent organization founded by the federal government, to fund research infrastructure.



Leslee J. Thompson, ICDD (Co-Chair)
President and CEO,
Kingston General Hospital

Leslee has over 25 years of healthcare experience that extends from the bedside to the boardrooms of some of Canada's largest and most innovative public and private sector organizations. A graduate of Queen's University School of Nursing,

Leslee started her career as a critical care nurse.

In the private sector, Leslee was Vice-President of Health System Strategies Canada for Medtronic, a global medical devices company, where she had national and international responsibilities in areas of strategy, health policy and strategic account management. She was also on the Board of Directors at Shoppers Drug Mart for six years and is a Certified Corporate Director.

In the public sector, Leslee has led numerous large-scale, complex changes within and across organizations going through mergers, amalgamations and system-level restructuring. She was Vice-President of Cancer Care Ontario, Executive Vice-President and Chief Operating Officer of Sunnybrook and Women's Health Sciences Centre, Chief Operating Officer of Toronto

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Western Hospital at University Health Network and Senior Operating Officer of Royal Alexander Hospital at Capital Health, Alberta.

Leslee has an MBA from University of Western Ontario and a Master's degree in Nursing from University of Toronto. She has delivered hundreds of presentations on healthcare system trends, and has published articles on health system restructuring and change. She has also won awards for her contributions to the nursing profession, her leadership of a national public service program and the advancement of best practices in healthcare management. In 2012, Leslee received the Facing Cancer Together Award of Honour for her commitment to empowering women with cancer by helping to pioneer the Look Good Feel Better program in Canada.



Walter P. Wodchis, MAE, PhD
Associate Professor,
Institute of Health Policy, Management and
Evaluation, University of Toronto

In addition to his position at the University of Toronto, Walter is a Research Scientist at the Toronto Rehabilitation Institute, an Adjunct Scientist at the Institute for Clinical Evaluative Sciences (ICES) and Principal Investigator for the Health System Performance Research Network. His main research interests are health economics and financing, healthcare policy evaluation and long-term care. Other research projects include identifying and developing performance measures for complex populations with chronic conditions who transition through multiple healthcare sectors, health system performance measurement and measuring return on investment for interventions in the health system.

Past significant publications include quality-of-life measurement for older populations, incentives and government payment for physicians and long-term care including pay for performance, and the relationship between quality and cost.

Walter holds a Baccalaureate degree in Mathematics (Waterloo), Master's degrees in both Gerontology (Waterloo) and Economics (Michigan) and a Doctorate in Health Services Organization and Policy (Health Economics) from the University of Michigan.