



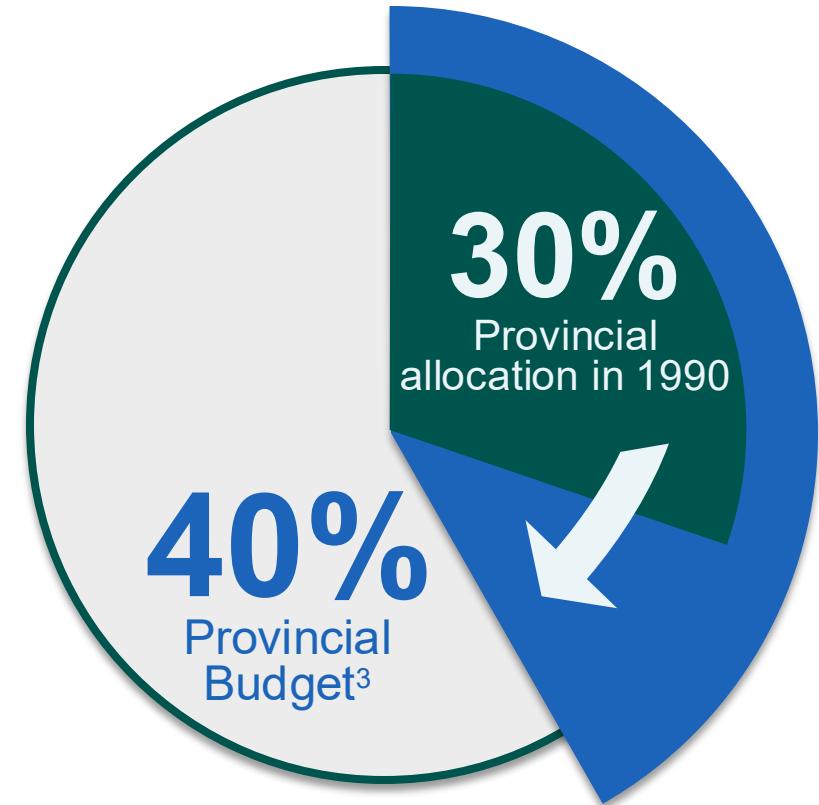
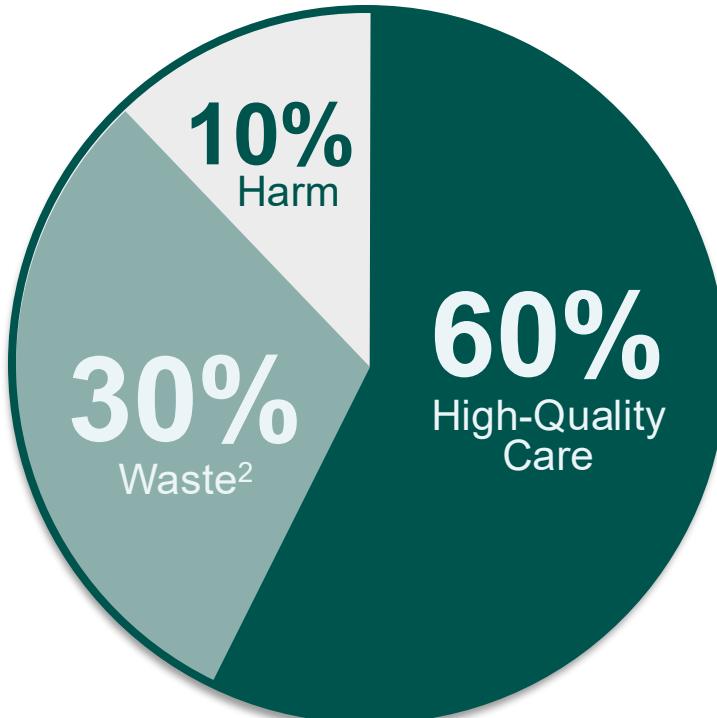
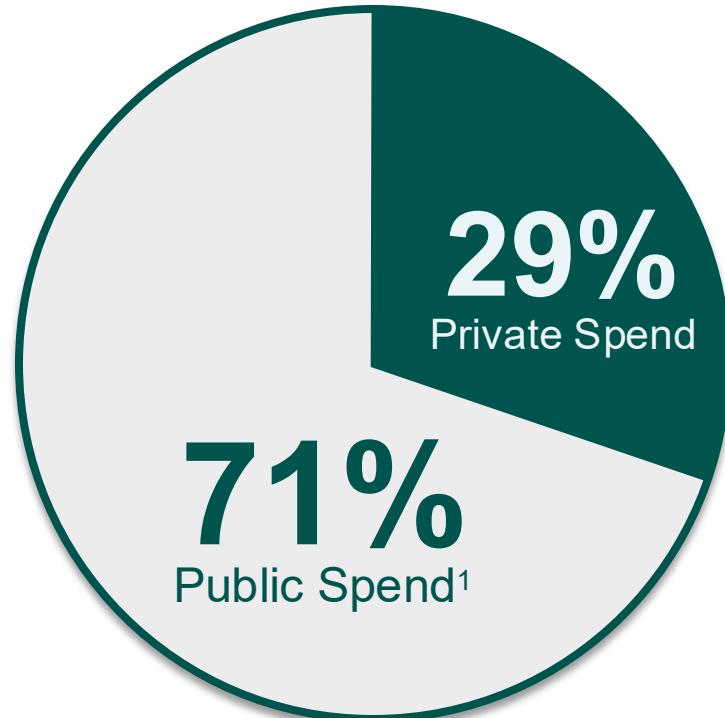
# Engine of Impact: Driving Health Outcomes through Strategic Clinical Integration

Healthy Outcomes Conference 2025

Dr. Andrew Bond, SVP & Chief Medical Officer



# Canada's Healthcare Fragmentation Problem



<sup>1</sup> <https://www.cihi.ca/en/national-health-expenditure-trends-2024-infographics>

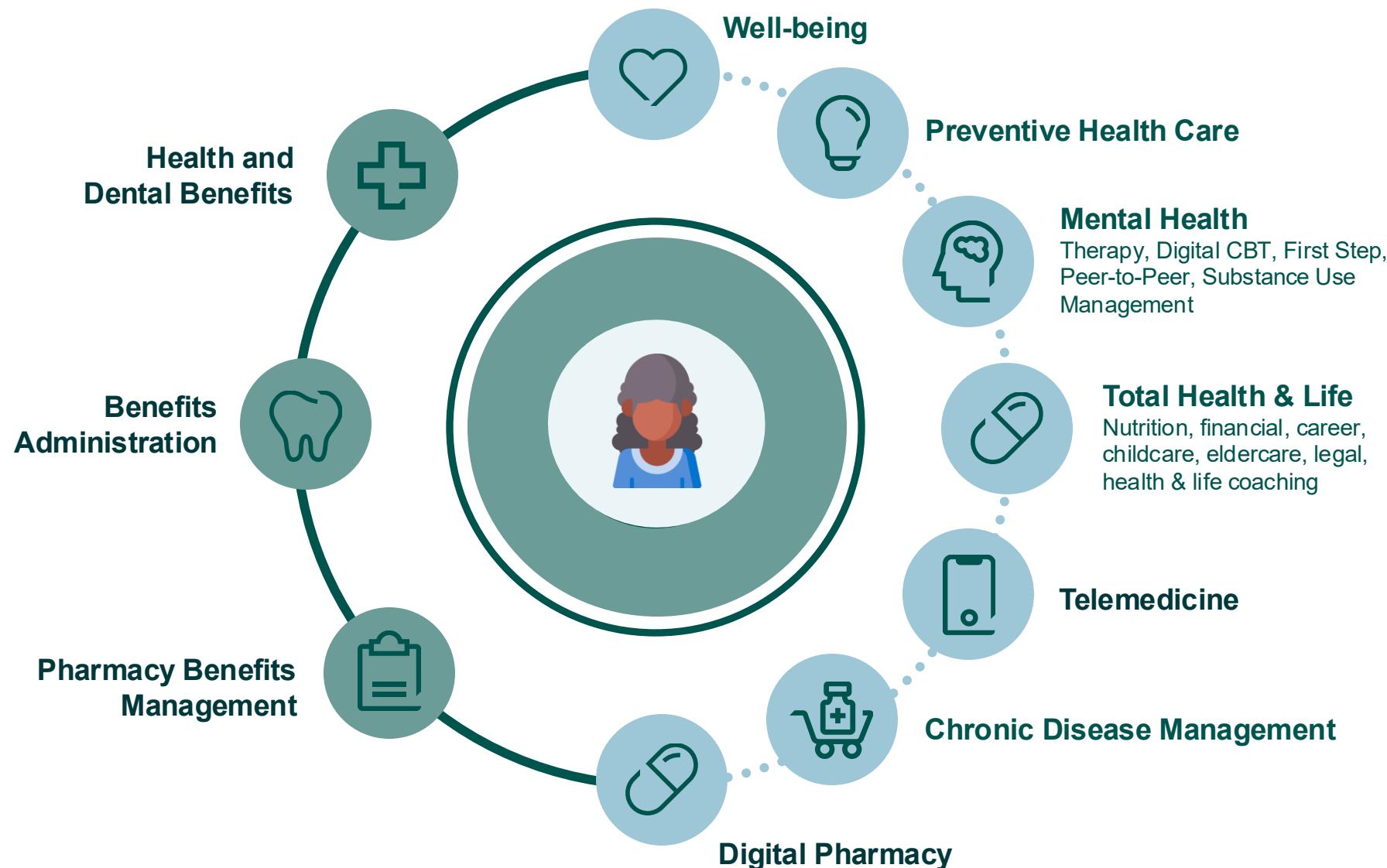
<sup>2</sup> <https://bmcmedicine.biomedcentral.com/articles/10.1186/s12916-020-01563-4>

<sup>3</sup> [https://www.cia-ica.ca/app/themes/wicket/custom/dl\\_file.php?p=35353&fid=15070](https://www.cia-ica.ca/app/themes/wicket/custom/dl_file.php?p=35353&fid=15070)

# High-Performing Countries Solve Fragmentation through Integrated Insurance and Health Benefits



# Functional Integration: Payer + Provider



# The Power of Payer-Provider Integration



## Fragmentation

Separate  
Insurance & EAP

Year 0



## Return on Health

- Access 7 times per month
- 91–95% satisfaction
- 50% improvement GAD-7/PHQ-9
- Nearly 50% cross-utilization

Payer provider integration

Year 1

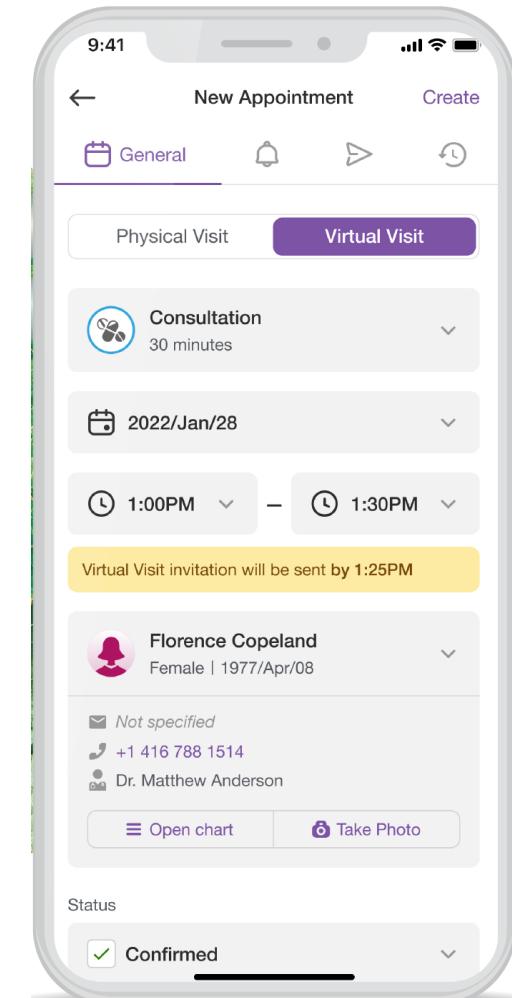
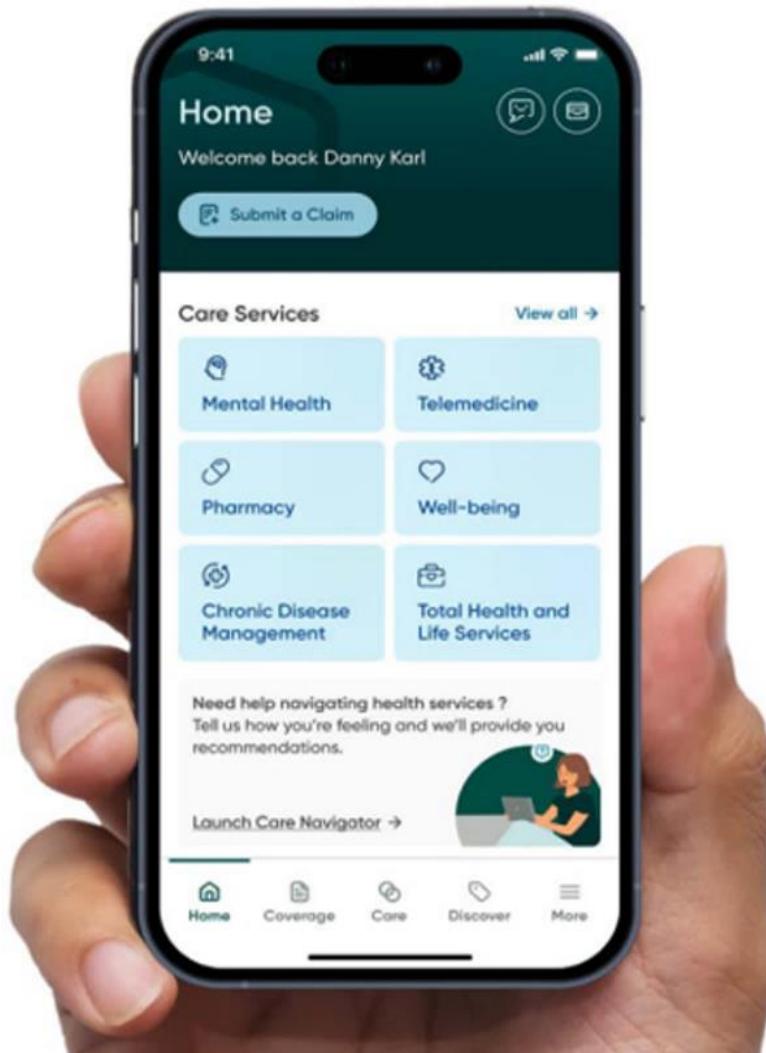


## Financial Value

- Return on Health + **11+% total reduction in claim costs**

Year 2+

# Platform Technology Integration of Products



# Platform Technology Integration: Overcoming Fatigue

## Platform

**1.09 m**

*Registered Members*

**65%**

Mobile users  
(up 40% since January)

**1 m**

Page visits per month

## Engagement

**25%**

of members are  
logging in monthly

**97%**

return within the month

**7**

average of times those  
members return

**8.5-9.5 mins**

Average session duration

**48%**

of users are cross utilizing  
services

**92%**

App satisfaction rate

# Integrating the Care Journey: Team-based Care



# Team-Based Care: Measuring the Difference



## Mental Health

**50%**

*Of users experiencing anxiety (GAD-7) see reliable reduction in symptoms. 52% in youth and young adults*

**42%**

*Of users experiencing depression (PHQ-9) see reliable reduction in symptoms. 51% in youth and young adults*



## Telemedicine

**92%**

*Health concerns resolved in first appointment*

**92%**

*Satisfaction rate*

**19 mins**

*Average consultation duration*



## Digital Pharmacy

**92%**

*Asthma medication adherence*

**86%**

*Diabetes medication adherence*

**84%**

*Mental health medication adherence*



## Specialized Clinical Services

**76%**

*Health issues resolved in first appointment*

**28%**

*Recovery from anxiety (GAD-7)*

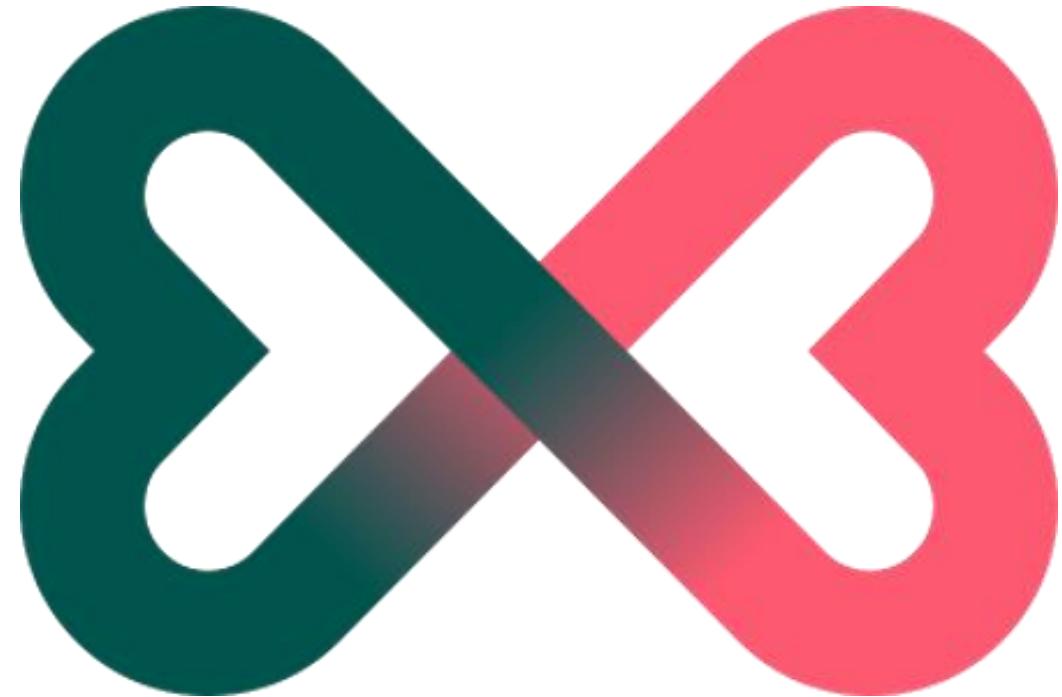
**29%**

*Recovery from depression (PHQ-9)*

# Creating Shared Value Integrates Business and Social Impact

When businesses align their growth with social impact, leveraging their expertise to support the communities they serve, they embody the essence of Creating Shared Value.

It's where purpose and performance seamlessly work together.



## BUSINESS IMPACT

We actively build our payer-provider capabilities with the patient at the centre, combining coverage and care



## SOCIAL IMPACT

We leverage our service capabilities and financial capacity to democratize access to care for equity-deserving Canadians

# Social Impact Outcomes: Degrees of Depth



## Level 1: Increased Knowledge or Connection to Services

 **Focus:** Individuals gain new knowledge or understanding about health or healthcare

 **Impact:** Enables access to services or programs



## Level 2: Improved Health Outcomes

 **Focus:** Knowledge leads to measurable health improvements

 **Impact:** Positive behavior changes or direct interventions (e.g., treatment, counseling)



## Level 3: Improved Overall Health and Well-being

 **Focus:** Holistic improvement in physical, mental, emotional, and social functioning

 **Impact:** Enhanced life roles, reduced stress, increased community belonging

# Youth Mental Health: Mobilizing Data for Collective Impact

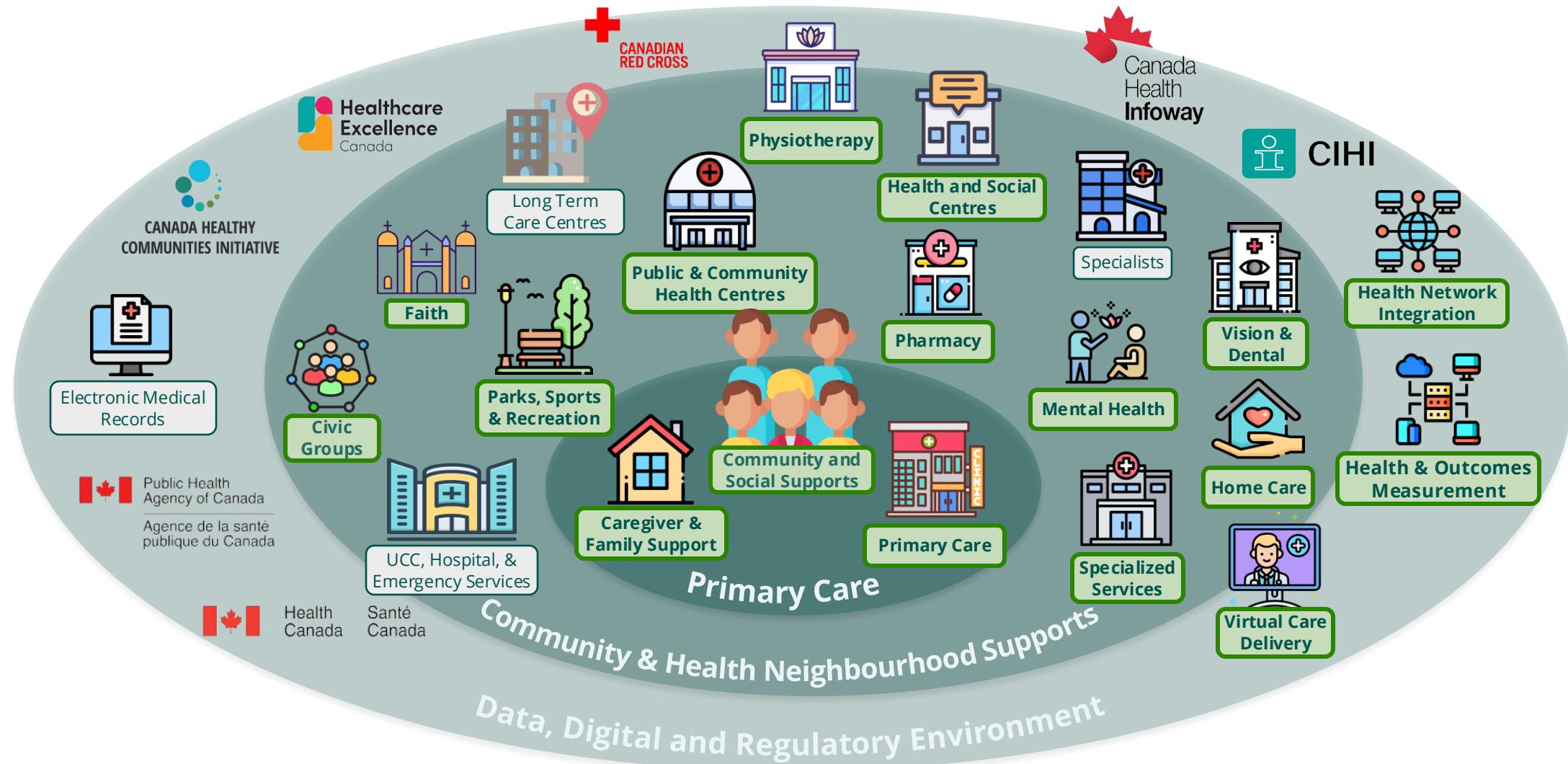
- **'A Generation at Risk':** more than one million young people need support each year, yet **almost six in ten aren't receiving the care they need**, and only about **one in five accessed a service last year** (MHRC)
- **Youth Mental Health Data Hub:** Canada's most comprehensive resource to aggregate data on the diverse mental health needs of youth
- **Investments in Community Partners:** Accelerated leading youth organizations' outcomes and scale
- **Cross-sector Convening:** Engaged youth, executive leaders to co-create solutions
- **National Ecosystem of Care:** Created a centralized digital ecosystem to simplify care navigation and connect youth

## Current impact

- ✓ **30,000+ Canadians** engaged to power the Youth Data Hub and democratize access to mental health insights
- ✓ **6+ community organizations** as partners to co-create digitally accessible mental health programs, designed by youth, for youth
- ✓ **24 hours or less** to connect youth with culturally relevant, best-in-class therapists



# Building from Strength: Solving Canada's Fragmentation Problem for Healthy Outcomes



# Key Takeaways: Integration as Engine of Impact

- 1 **Integration is an engine driving healthy outcomes at all levels.**
- 2 **Fragmented services result in marginal outcomes, are low-value and cause harm.**
- 3 **The most potent impacts of integration remain unrealized: payor-provider, CSV, and private-public.**

# Q&A