



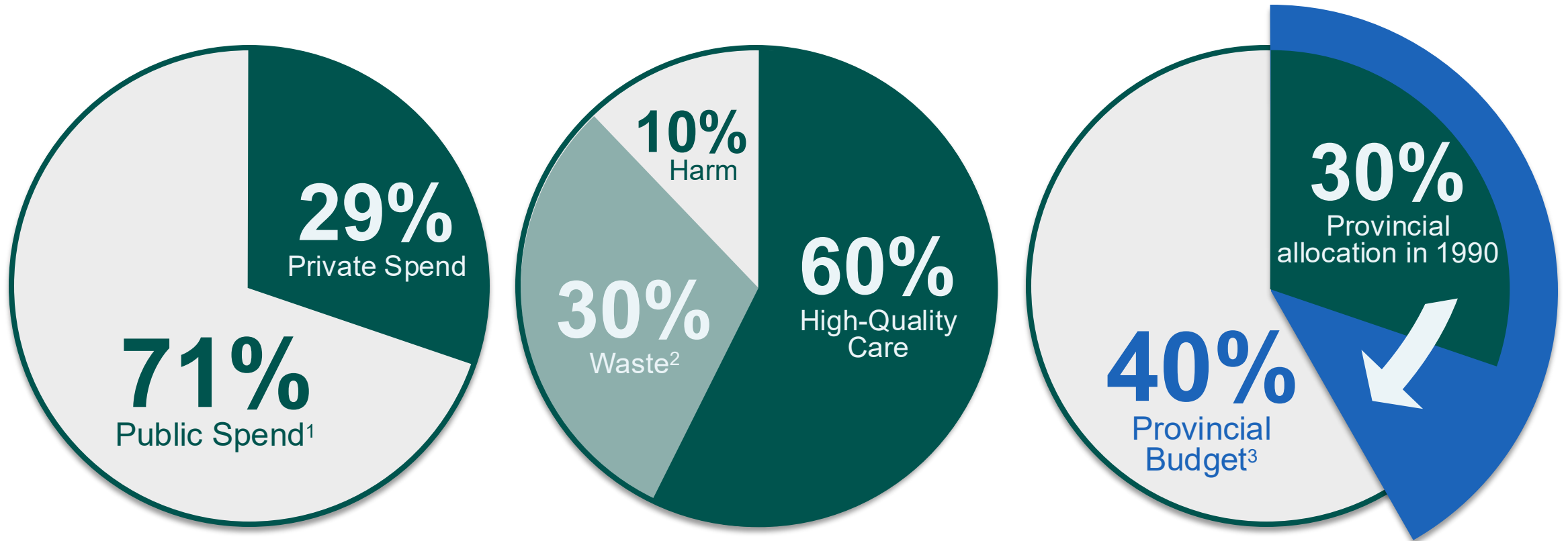
Engine of Impact: Driving Health Outcomes through Strategic Clinical Integration

Healthy Outcomes Conference 2025

Dr. Andrew Bond, SVP & Chief Medical Officer



Canada's Healthcare Fragmentation Problem

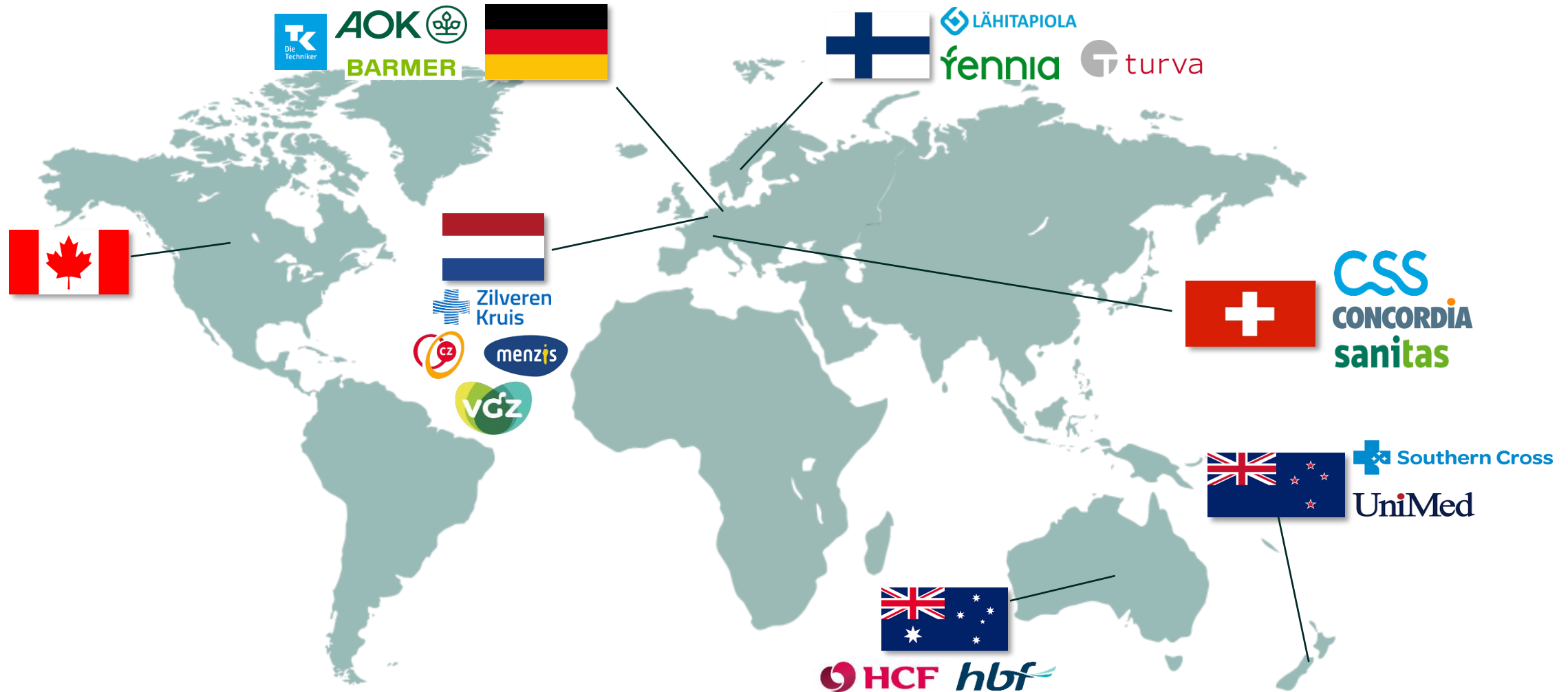


¹ <https://www.cihi.ca/en/national-health-expenditure-trends-2024-infographics>

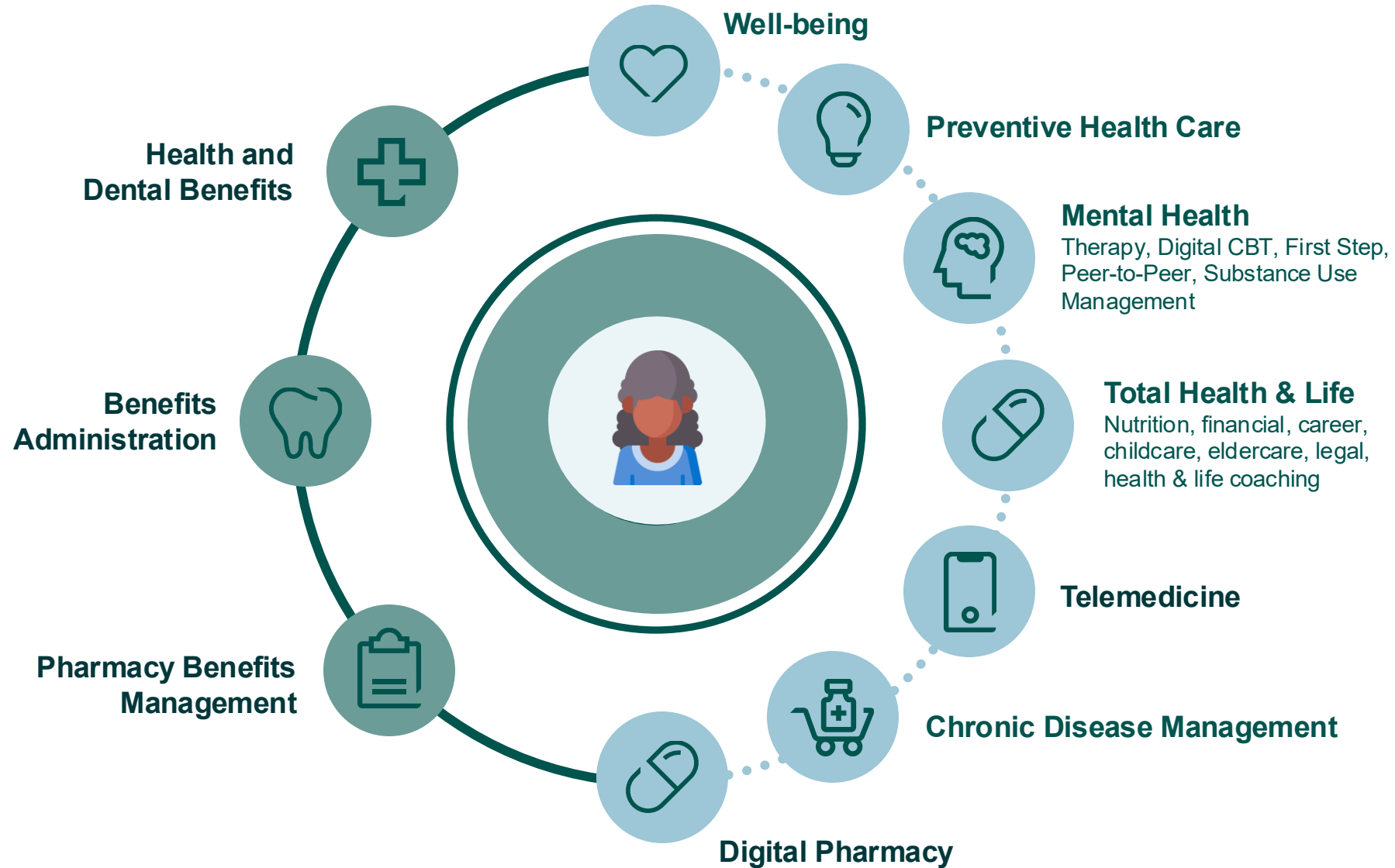
² <https://bmcmmedicine.biomedcentral.com/articles/10.1186/s12916-020-01563-4>

³ 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

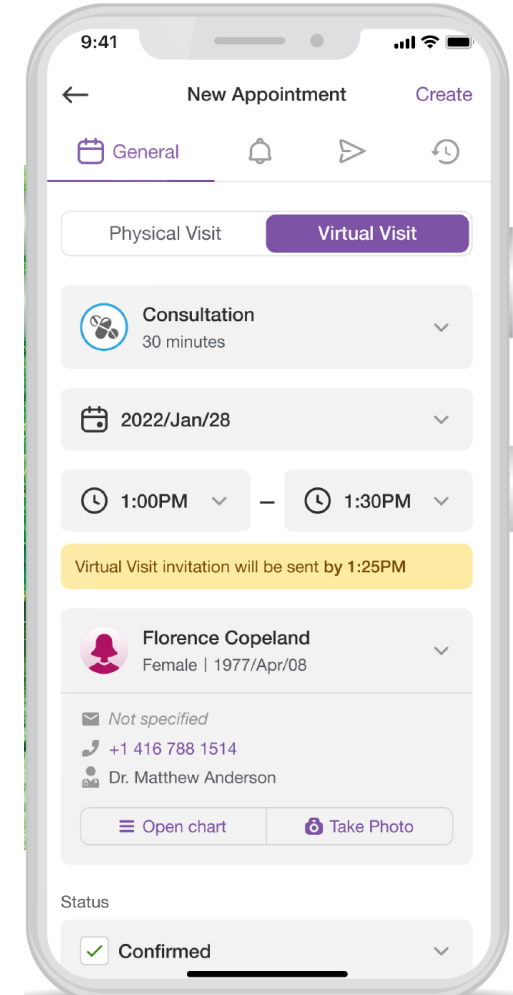
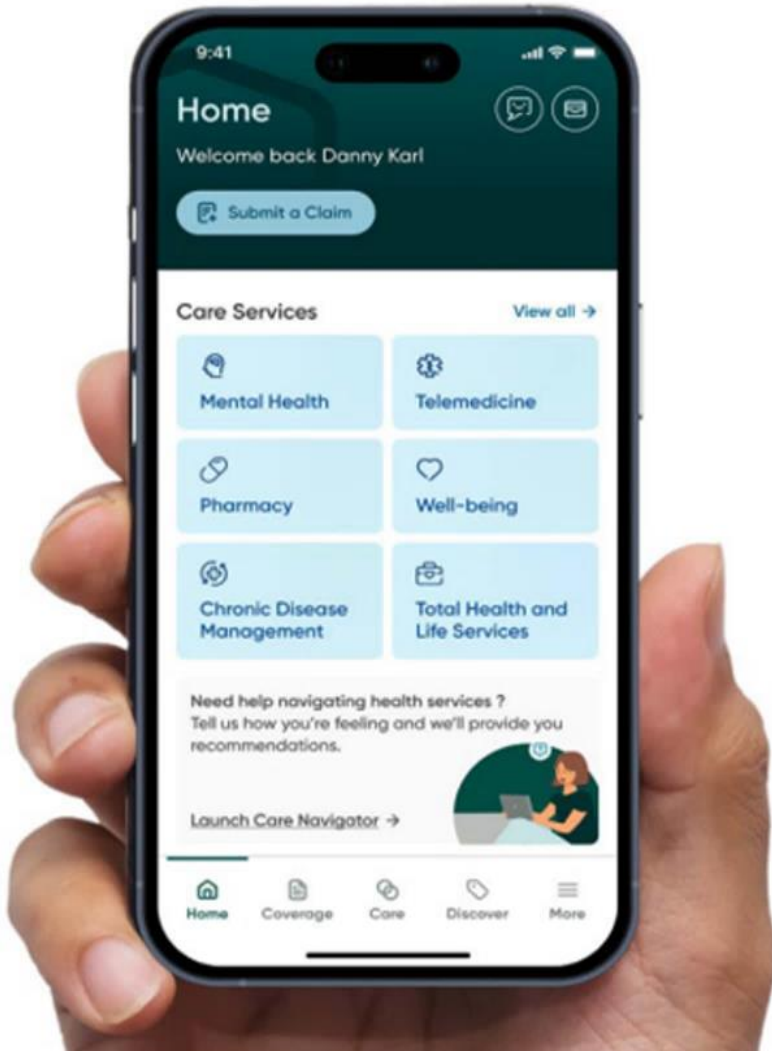


Financial Value

- 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

8.5-9.5 mins

Average session duration

97%

return within the month

48%

of users are cross utilizing
services

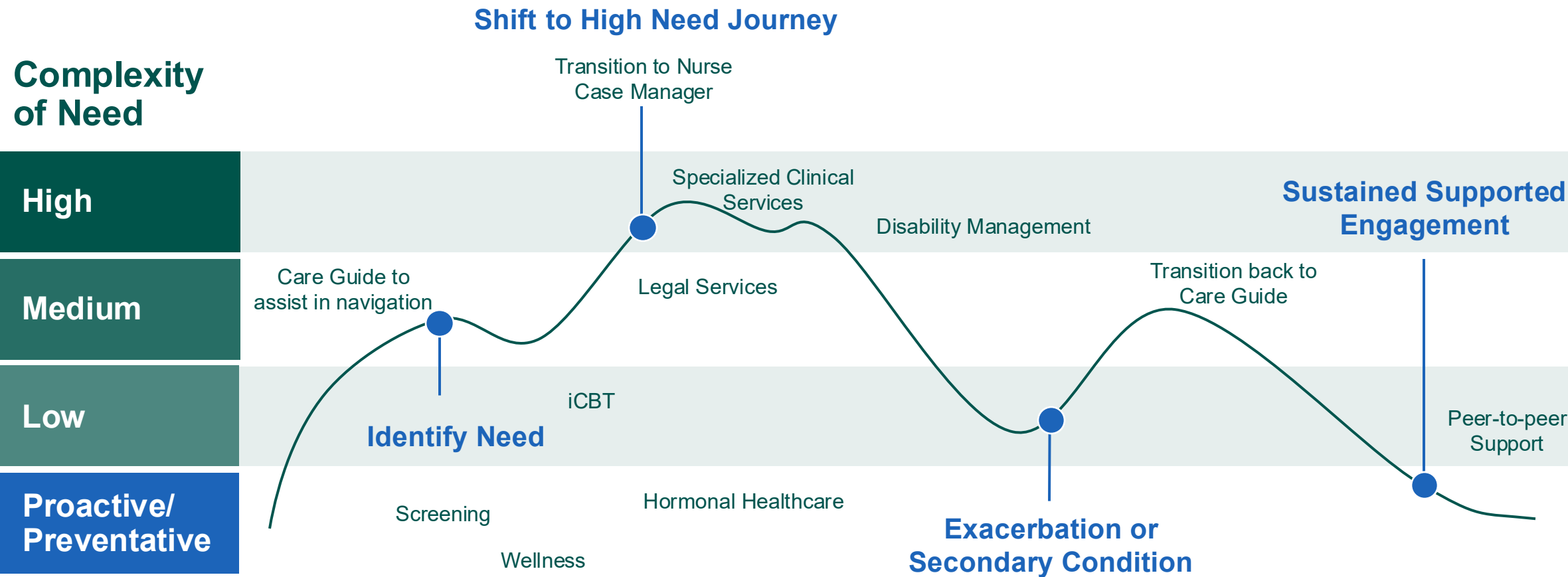
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average of times those
members return

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

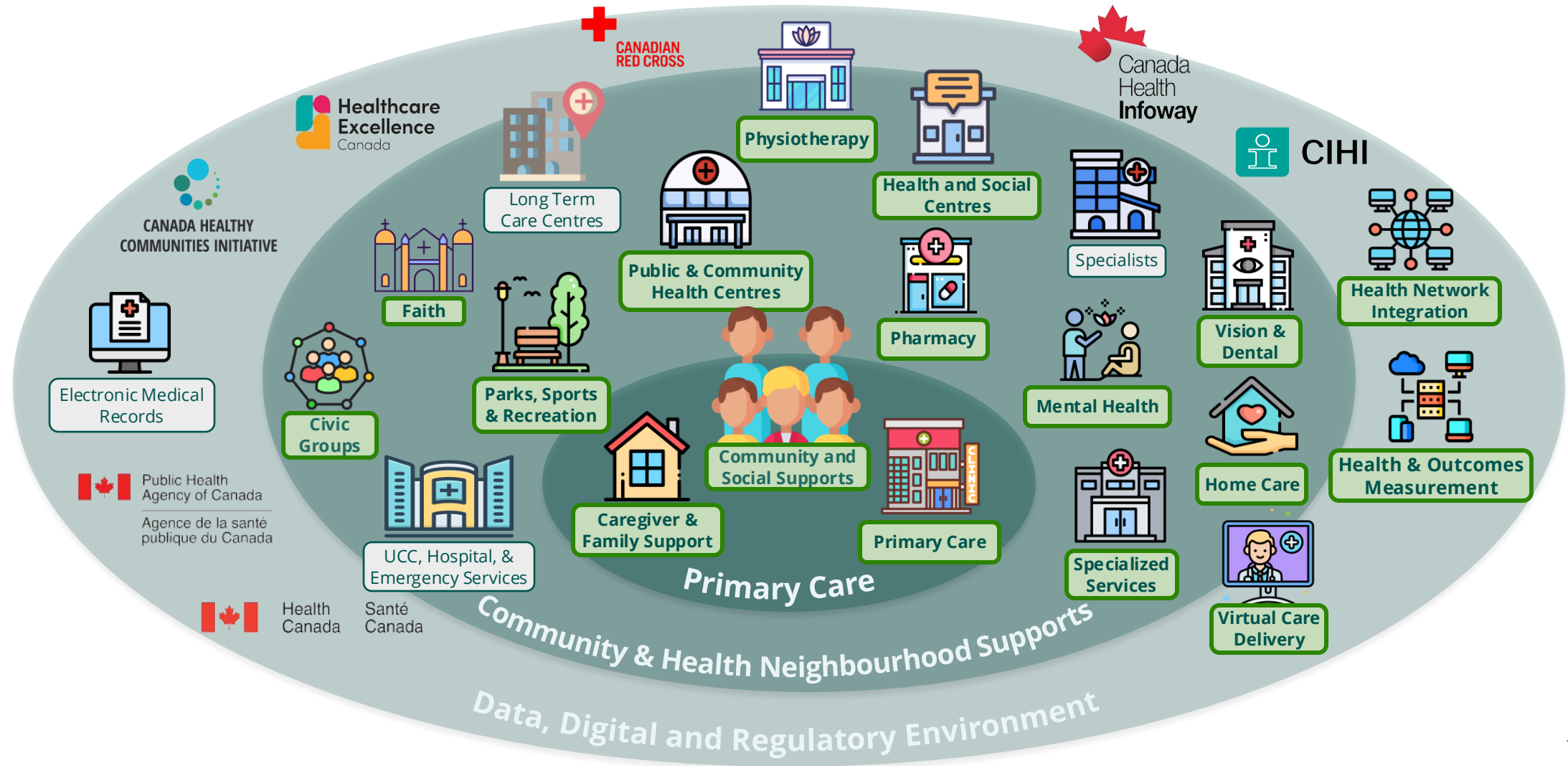


- **'A Generation at Risk'**: more than one million young people need support each year, yet **almost six in ten aren't receiving the care they need**, and only about **one in five accessed a service last year** (MHRC)
- **Youth Mental Health Data Hub**: Canada's most comprehensive resource to aggregate 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