

IT TAKES A TEAM

Advancing the Foundation
for Integrated Care





MESSAGE FROM THE CHAIR OF THE BOARD

Dear AFHTO Members, Partners, and Stakeholders,

This past year has been one of acceleration and renewal for AFHTO. Following a period of transition in leadership, 2024 pushed us into high gear, clarifying our priorities and strengthening our foundation for the future.

“Primary care is at a critical juncture in Ontario, and AFHTO’s role has never been more important.”

As a Board, our focus has been on positioning AFHTO to meet the moment. That has meant recruiting new directors who bring diverse skills and perspectives, sharpening our focus on operational excellence, and supporting the onboarding of our new CEO. Just as our members across Ontario are working to build resilient primary care teams, we’ve been committed to strengthening AFHTO’s own capacity to ensure our staff have the tools, clarity, and support they need to serve you with impact.

Primary care is at a critical juncture in Ontario, and AFHTO’s role has never been more important. By strengthening our own governance and operations, we are better equipped to champion our members’ needs, amplify your voices, and drive the changes needed for teams to thrive in their communities.

On behalf of the Board, I want to thank you for your commitment to AFHTO and to one another. Together, we are building a stronger, more united primary care system and AFHTO will continue to be there to support, advocate, and lead alongside you.

Sincerely,

A handwritten signature in cursive script, appearing to read "Crystal Holly".

Dr. Crystal Holly, President and Chair

MESSAGE FROM THE CEO

Dear AFHTO Members, Partners, and Stakeholders,

When I joined AFHTO in October 2024, it was at a pivotal moment for primary care in Ontario. The appointment of Dr. Jane Philpott to lead the Primary Care Action Team marked a renewed focus on increasing attachment and addressing the needs of Ontarians. At the same time, it was a turning point for AFHTO as an organization. It was a chance to reunite around our mission, re-engage our members and stakeholders, and strengthen our collective voice.

This past year, we've listened deeply, advocated strongly, and celebrated important wins. We stood up for our diverse, hardworking, and resilient primary care teams across the province, while keeping our sights firmly on the work ahead. Recruitment and retention funding, operational support, and policy changes to contracts remain critical to ensure teams can thrive, lead with pride, and meet the needs of their communities.

I want to thank you, our members, for your commitment to one another and to AFHTO. Your dedication fuels our advocacy and strengthens our impact. I have truly enjoyed visiting many of your teams and look forward to continuing these conversations across the province in the year ahead.

Together, we are shaping a stronger future for primary care in Ontario.

Sincerely,



Jess Rogers, CEO, AFHTO



**“Together,
we are
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Ontario.”**

ADVANCING OUR STRATEGIC GOALS

At the Association of Family Health Teams of Ontario (AFHTO), we're on a mission to make primary care better for everyone in Ontario - including patients, healthcare professionals and staff.

Who We Are

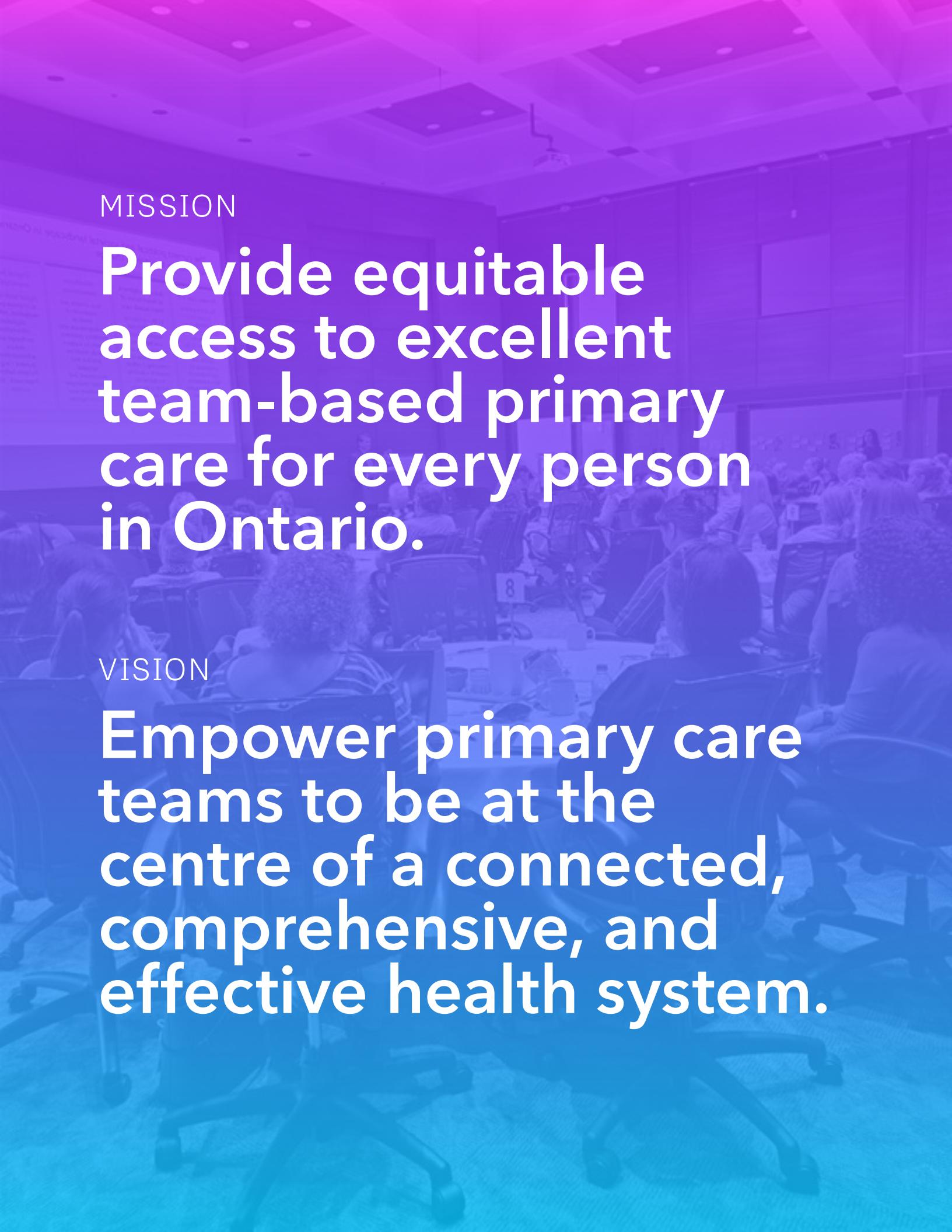
We're a hub for collaboration in care, where evidence-based practice is shared and a community of innovators unite to transform the system.

We fight for fair, sustainable funding to ensure primary care teams have the resources needed to deliver top-tier care. Through regular communication, professional development opportunities, and a strong network, AFHTO fosters a sense of community and collaboration among our members - who remain at the heart of our work. Together, with nearly 200 organizations of over 5,000 multi-disciplinary healthcare professionals, we're leading the charge to create a stronger, more equitable healthcare system for Ontario.

We've taken our 2024 - 2027 Strategic Plan even further over this past year, working hard to define a powerful and clear message across our members and to our external partners and collaborators.

AFHTO, TOGETHER WITH ITS MEMBERS, WILL:

- ✓ Collaborate more closely than ever before to speak with one voice.
- ✓ Prioritize the health and well-being of Ontarians as the leading outcome we deliver as primary care teams.
- ✓ Work together and leverage investments to standardize and measure our collective impact.
- ✓ Work together to strengthen governance across primary care teams.



MISSION

Provide equitable access to excellent team-based primary care for every person in Ontario.

VISION

Empower primary care teams to be at the centre of a connected, comprehensive, and effective health system.

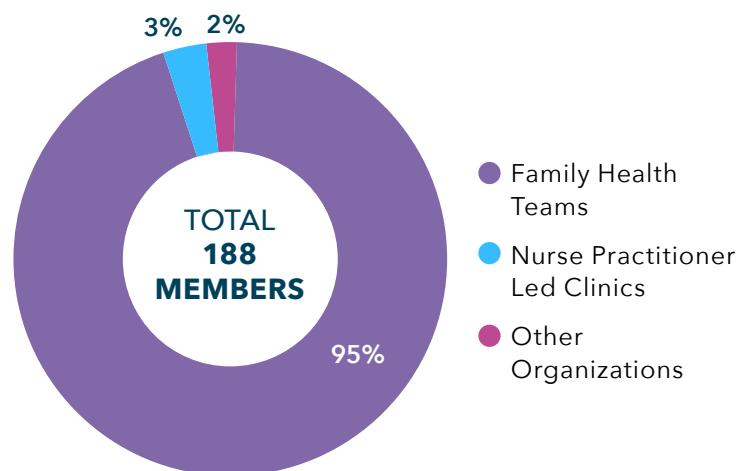
Who Can Be an AFHTO Member?

An organization is eligible to become an AFHTO member if it:

- ✓ Provides comprehensive primary care
- ✓ Is interprofessional and team-based
- ✓ Has an administrative structure/agreement that coordinates the relationship among team members
- ✓ Operates in and is primarily funded by the Province of Ontario

AFHTO's membership includes Family Health Teams, Nurse Practitioner-Led Clinics and other interprofessional primary care organizations.

United As One



Overall membership has remained stable **10 YEARS**

27% of all individuals attached to primary care in Ontario are served by our members.

Across Ontario, members of AFHTO have served **>3.6 MILLION**

Across our members, there are:

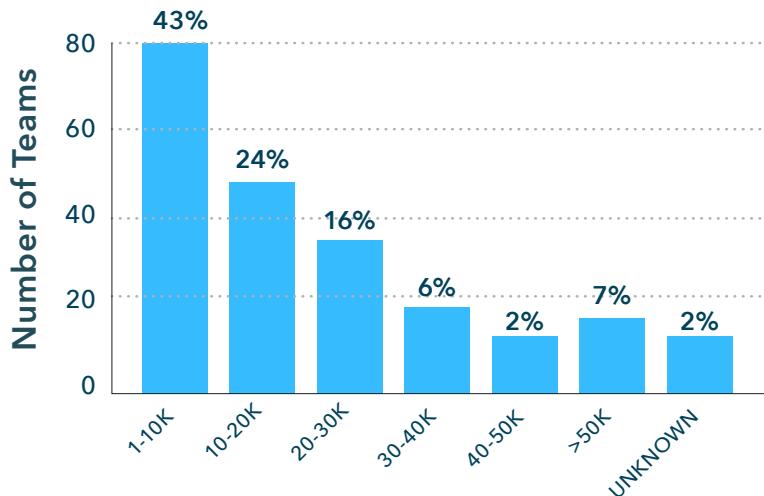
>2,800 PHYSICIANS

>500 NURSE PRACTITIONERS

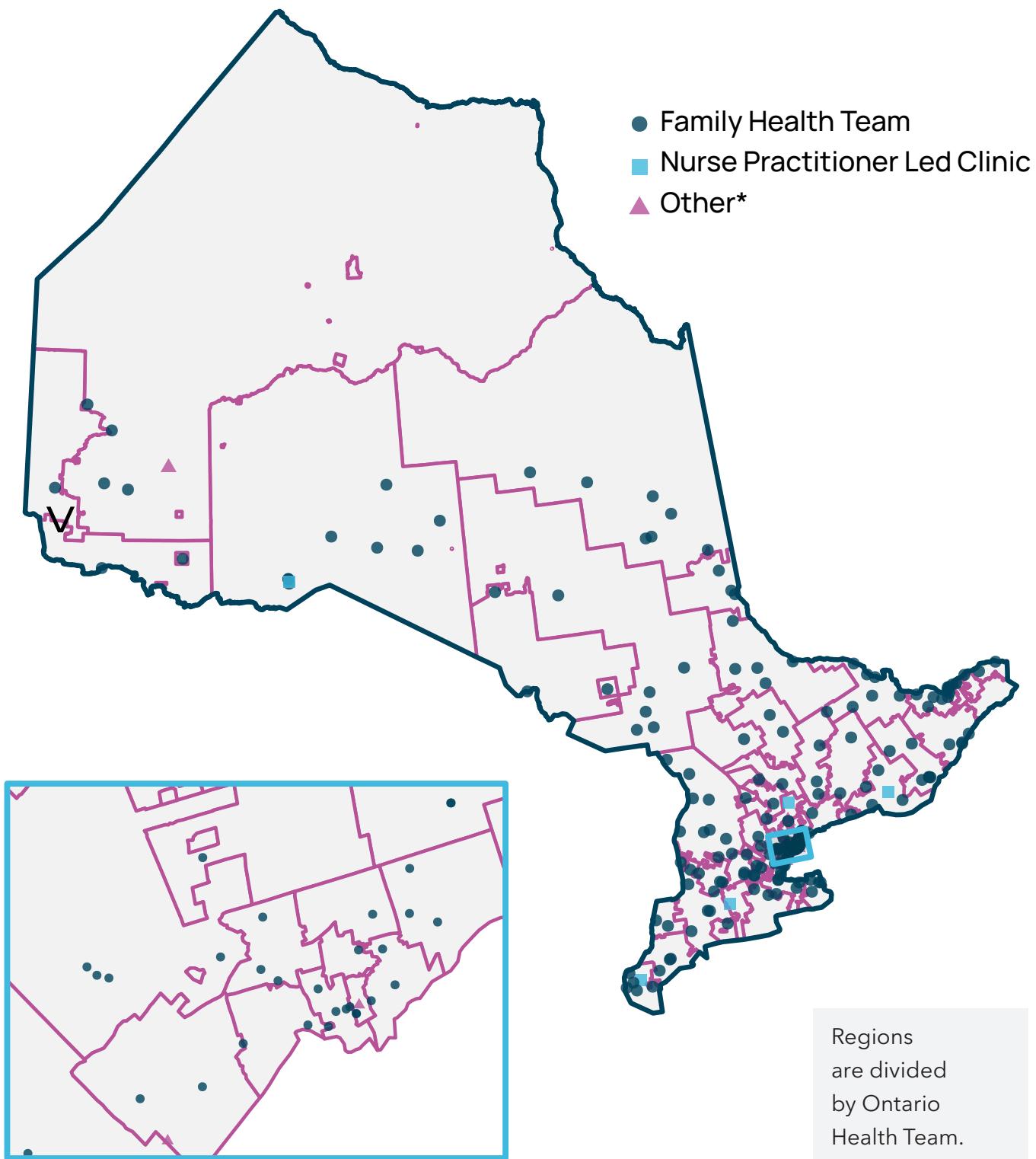
>500 NURSES

>1300 OTHER INTERDISCIPLINARY HEALTH PROVIDERS

AFHTO Members by Roster Size 2025



Where are our Teams?



CELEBRATING OUR COLLECTIVE ACHIEVEMENTS

This year's recipients of our Bright Lights Awards stood out for their innovative approaches and commitment to improving access to team-based primary care, making a lasting difference in their communities and the broader health system.

2024 Bright Lights Awards Recipients

During our annual conference, AFHTO recognized the winners of the 13th Bright Lights Awards:



BOARD AWARD

DR. JANE PHILPOTT

Dr. Jane Philpott, recipient of the 2024 AFHTO Board Award, has had a distinguished career as a family physician, former federal Health Minister, humanitarian with Médecins Sans Frontières, and academic leader. She has advanced primary care through initiatives like Periwinkle, which provides team-based care to thousands without a family doctor, authored Health Care for All, and co-authored the Taking Back Health Care report. Dr. Philpott is recognized for making complex healthcare issues understandable, championing evidence-informed policy, and inspiring healthcare leaders at local, provincial, and national levels.



SPOTLIGHT AWARD

PRINCE EDWARD FAMILY HEALTH TEAM

The 2024 Spotlight Award is presented to the Prince Edward Family Health Team, who launched the "No Resident Left Behind" project to meet the unique challenges of an older population, long waitlists for family doctors, and heavy seasonal tourism pressures on local healthcare.

Central to this effort is a twice-weekly Community Clinic, staffed by a nurse practitioner with physician and nursing support, designed to serve residents without a primary care provider but now providing care to all who need it. Operated with no additional funding, the clinic helps reduce ER use and hospital admissions, with plans to expand to seven days a week and after-hours service as resources allow.



THEME AWARD

HURON PERTH & AREA ONTARIO HEALTH TEAM

We are celebrating the Huron Perth & Area Ontario Health Team for their work in revolutionizing heart-failure care through an innovative team-based approach. Their Heart Harmony program transforms heart failure care through a team-based Spoke-Hub-Node model connecting primary care and specialists.

In four years, it has reduced hospital admissions and ER visits, provided education and protocols for providers, and improved patient self-management with timely, coordinated care. The program now serves as a model for other teams, offering resources, mentorship, and hope to patients—one noting, "The program inspires me to be better. It gives me hope."



THEME AWARD

CITY OF LAKES FAMILY HEALTH TEAM

The City of Lakes Family Health Team is recognized for their outstanding achievement in leveraging digital health to reduce administrative burdens and improve patient care. The team piloted AI scribe technology to ease the 19 hours per week providers spend on administration, freeing time for better patient interactions and reducing burnout from after-hours charting.

The team customized the tool for primary care workflows, ensured privacy and consent, and addressed equity considerations like French-language accessibility. Following its success, they partnered with the regional Ontario Health Team to expand the pilot to 70 providers across 11 organizations, improving both provider and patient experience.



THEME AWARD

NORFOLK FAMILY HEALTH TEAM

The Norfolk Family Health Team provided equitable and timely access to brief counselling services and case management/systems navigation. The team launched Talk-In, a free, no-referral, no-waitlist service offering single-session therapy and system navigation support for people without a doctor.

In its first year, it helped nearly 200 patients of all ages and backgrounds facing challenges such as grief, anxiety, trauma, and food insecurity, with most scheduled within a week. Many said they would have otherwise turned to their doctor, the ER, or gone without support, but instead reported relief, empowerment, and renewed hope. The program demonstrates how single-session therapy can be integrated into existing counselling services, and Talk-In staff are sharing lessons learned to help other providers create similar programs.

ADVOCACY IN ACTION: ADVANCING PRIMARY CARE IN ONTARIO

This past year marked a turning point for primary care advocacy in Ontario.

A Major Milestone

AFHTO, alongside our members and partners, helped set the stage for long-awaited action with the appointment of Dr. Jane Philpott to lead the Primary Care Action Team (PCAT) and the introduction of the Primary Care Act. These milestones signal a government commitment to strengthen primary care and expand access for Ontarians - and AFHTO has been at the center of shaping what comes next.

Our advocacy focused on the most urgent issue facing teams: health human resources (HHR) funding.

AFHTO amplified members' voices, submitting its own pre-budget submission as well as leading joint submissions with the Primary Care Collaborative and nine other provincial associations, pressing for solutions to wage gaps, recruitment, and retention. The "For Us, For You" campaign built from the Eckler Report, data, and messages were leveraged as a united effort of 10 community organizations

demanded action from the government to address wage gaps across professionals working in community and primary care.

We also drove grassroots impact. For the first time ever, AFHTO members achieved 100% participation in local pre-budget consultations, ensuring that every region had a voice. Together, we built power through the **#ForUsForYou** campaign, securing more than 10,000 petition signatures calling for wage parity.



▲ AFHTO's "For Us, For You" Campaign.

Our Successes

The momentum is paying off. The government announced **historic investments in team-based primary care** and confirmed **contract extensions through 2027**, with an acknowledgement that global budgets could be considered – a long-standing AFHTO priority.

The Government of Ontario has made **historic investments** in expanding primary care teams – more than **\$1.8 billion** through the Primary Care Action Plan to connect over **2 million people** to a family doctor or primary care team within four years. Among the key investments:

- Over **\$546 million** over three years (starting 2024-25) to create and expand interprofessional primary care teams, aiming to connect about **600,000 more people**.
- \$235 million allocated for 2025-26 to establish up to **80 new or expanded primary care teams**, alone responsible for connecting **300,000 people** this year.

These investments reflect a deepening recognition of **primary care as foundational** – and create opportunities to address gaps in access, support team-based care, and build toward greater equity across regions.

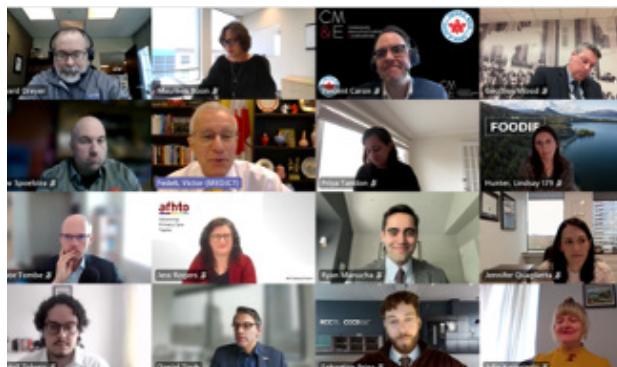
Member Impact and Engagement

Your local advocacy made a difference. From appearing before the Standing Committee on Finance and Economic Affairs to securing coverage in local media, members across Ontario elevated primary care's importance at every level.

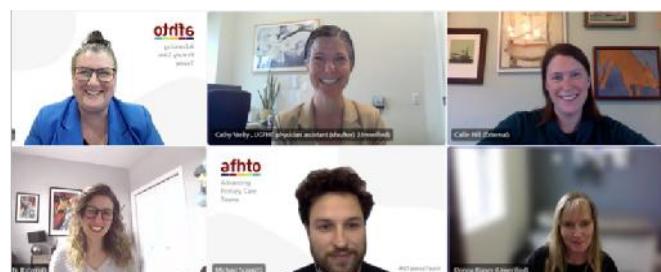
AFHTO coordinated, supported and celebrated the advocacy efforts of members across the province, including:

- East End FHT (Timmins-James Bay)
- Timmins Academic FHT (Timmins-James Bay)
- Northeastern Manitoulin FHT (Algoma-Manitoulin)
- Manitoulin Central FHT (Algoma-Manitoulin)
- Municipality of Assiginack FHT (Algoma-Manitoulin)
- Sunset Country FHT (Kenora-Rainy River)
- STAR FHT (Perth-Wellington)
- Minto-Mapleton FHT (Perth-Wellington)
- Clarence-Rockland FHT & Équipe de santé communautaire de l'Est d'Ottawa (Champlain)
- Erie Shores FHT (Chatham Kent-Essex)
- Windsor FHT (Windsor West)
- Hamilton FHT (Hamilton Centre)
- Beamsville FHT (Niagara West-Glanbrook)
- Peterborough FHT (Peterborough)

...and many others whose leadership has been recognized in local media and at Queen's Park.



▲ AFHTO meeting with MPP Fedeli on Interprovincial Trade, including opportunities for healthcare workers, supplies, and equipment.



▲ AFHTO meeting with the Canadian Association of Physician Assistants.

Primary Care Collaborative

AFHTO continues to play a leading role in the Primary Care Collaborative (PCC), which recently confirmed updated terms of reference to strengthen coordination and collective influence. The PCC serves as a unified voice to advance equitable, person-centred primary care in Ontario by addressing systemic barriers that prevent primary care from being the true foundation of the health system. Together with our partners we engage regularly with policymakers at the Ministry of Health, Ontario Health, regional leads, and the Primary Care Action Team.

Through this collaboration, we have provided direct input on expansion efforts to increase attachment, pressed for stronger resourcing, and advanced a cohesive vision for primary care transformation that reflects the evolving needs of patients, providers, and communities across the province.

The Road Ahead

These successes are only the beginning. As Ontario rolls out its Primary Care Act and makes new investments, AFHTO will continue to press for the resources, policy changes, and contract modernization needed to help teams thrive. Our collective voice, powered by your local advocacy, ensures that government not only listens but acts.

Thank you to every member who engaged in this work. Your commitment, from grassroots action to provincial leadership, continues to shape the future of primary care in Ontario.

MEMBERS OF THE PRIMARY CARE COLLABORATIVE (PCC) INCLUDE:

- ✓ AFHTO
- ✓ Ontario College of Family Physicians
- ✓ Section of General and Family Practice
- ✓ Nurse Practitioner-Led Clinic Association
- ✓ Alliance for Healthier Communities
- ✓ The Indigenous Primary Health Care Council



▲ AFHTO meets in-person with the Ministry of Health, Primary Care Action Table, and Ontario Health.

LEADING THE WAY: TRANSFORMING PRIMARY CARE IN ONTARIO

AFHTO's core programming provides our members critical support, builds core competencies and ensures funding is leveraged to have the greatest impact on the team's ability to deliver high quality care.

Governance and System Leadership Program

This longstanding program continues to strengthen the capacity of our members' boards and executive leaders. This ongoing education and training initiative is designed to support both Executive Directors and/or CEO's in developing the leadership skills, governance practices, and operational strategies needed to navigate today's complex health system.

The program includes:

- **Executive Director Mentorship** - connecting new and experienced EDs to build lasting relationships, share strategies, and provide practical support on operations, policy, HR, team building, and governance.
- **Governance Training** - tailored sessions for Boards, EDs, and Board Chairs to strengthen accountability, decision-making, and system leadership.

- **Virtual Training Series** - timely and focused learning opportunities on key issues such as contract implementation, policy changes, and system reforms.
- **Toolkits and Resources** - curated and practical guides that consolidate knowledge and support consistent application across members.
- **Shared Services** - collaborative solutions that help reduce costs, increase efficiency, and free up resources for direct investment in leadership and operational improvements.

Through this program, AFHTO ensures our members are not only supported in the day-to-day but are also equipped to lead with confidence, resilience, and vision - building stronger organizations and stronger primary care for Ontario.

Quality Improvement Decision Support and Data Capacity

Building and maintaining the capacity to use data for decision-making is essential for strong primary care. Across AFHTO member organizations, more than **30 Quality Improvement Decision Support Specialists (QIDSS)** play a vital role in ensuring teams have the tools, expertise, and insights to drive meaningful improvements.

Through AFHTO's **QIDSS Community of Practice (over 80 individuals across our teams and partner organizations)**, these specialists remain connected and united in their work – advancing quality improvement (QI) and data use within individual teams and across the province. From reducing administrative burdens for providers to updating EMRs, enhancing functionality, working with vendors and Ontario Health on data collection, and automating processes, QIDSS are on the front line of making system expectations workable for teams. They also execute full QI approaches, enabling data-driven planning and supporting Ontario Health Teams in their development.

Despite their impact, QIDSS capacity remains underfunded and limited. This year, AFHTO re-engaged with the QIDSS community and advanced proposals to Ontario Health for additional roles and clearer role definitions. AFHTO continues to raise the profile of QIDSS role to advocate for funding to support capacity for data, reporting and quality improvement as a sustainable function of primary care teams.

Looking ahead, the QIDSS team will lead a session at the **2025 Power of Primary Care Conference**, sparking a focused conversation on strengthening and expanding this critical function.

By supporting and amplifying the work of QIDSS, AFHTO is helping teams use data not just to meet system demands, but to meaningfully improve care for the communities they serve.



▲ *Prescott Family Health Team created a positive workplace environment and better quality patient care through their Workplace Wellness Program.*

Our Impact

UNITING OUR MEMBERS

This year, AFHTO's **concerted effort to re-engage our members** was highly successful. Through frequent consultations, co-development of our new internal position statements, the creation and execution of a new communication plan for members, and hosting our first - of many - member retreats, we've instilled a renewed sense of confidence from our teams.

LAUNCHING THE SCIENTIFIC PLANNING COMMITTEE

This year, AFHTO launched a **new Scientific Planning Committee** to strengthen the educational rigour and relevance of our annual conference. By bringing together representatives from diverse audiences, our committee expertly guided topic selection, speaker recruitment, and program design to ensure the content will be evidence-based, balanced, and responsive to member needs.

KEEPING MEMBERS CONNECTED

This year, we delivered **25 newsletters to our members**, achieving an impressive average open rate of over 50% - well above sector benchmarks. We also hosted our **first ever Lunch & Learn Webinar series** in partnership with INQ Law, designed to enhance members' knowledge about information management and retention best practices, and our signature Governance 101 training to support strong leadership.

2 PEER-REVIEWED PUBLICATIONS

This year marked the final year of our **three-year research partnership with the Ontario College of Family Physicians and the Section on General and Family Practice** to collectively advance the primary care team research agenda. Under Dr. Monica Aggarwal's leadership, the collaboration delivered significant outputs, including two major publications solidifying the evidence base for strengthening primary care systems in Canada. Download [here](#) and [here](#).

RE-CHARGING OUR OTHER COMMITTEES

This year, we **revitalized the Leadership Advisory Council and Independent Healthcare Professional Advisory Council** with updated terms of reference and new members. These changes are strengthening their role as strategic advisors, enhancing the Board's understanding of key issues, and ensuring diverse perspectives inform organizational priorities.

OVER \$2.1 BILLION INVESTMENTS

This year, the province announced **over \$2.1 billion in new investments** to strengthen primary care. AFHTO played an active role as a key partner in shaping and supporting this historic investment, helping to ensure that funding priorities reflect the needs of teams and the communities they serve.

Where we go from here....

In the 2024/25 year, AFHTO and its members made a strong impact. Our focus is on sustaining the momentum we've built together as Ontario's leading voice for team-based primary care. The challenges before us - workforce shortages, funding constraints, and system complexity - demand collective leadership, clarity of purpose, and the courage to drive meaningful change.

In the year ahead, we will continue to advance thought leadership through our annual conference and policy webinar series, bringing together diverse voices to shape the future of team-based care. These platforms will help translate insight into action, turning local innovations into system-wide solutions.

We will also launch the AFHTO Leadership and Advocacy School, a cornerstone initiative to build capacity across our membership for influence and impact. By equipping leaders at every level with the skills to engage, advocate, and collaborate, we are ensuring that primary care remains the foundation of Ontario's health system transformation.

Our top policy priorities remain clear:

- **Health Human Resources (HHR):** advocating for sustainable recruitment and retention strategies across all team roles.
- **Operational Funding:** securing stable, equitable investment to enable teams to deliver comprehensive, connected care. This includes investment to capital planning and expediting the process to have space available for teams to grow and care for their communities.
- **Accountability and Data Standards:** helping to inform practical, meaningful measures that reflect the true impact of team-based care.

AFHTO will continue to serve as a trusted convener and catalyst - amplifying the collective expertise of our members to shape a primary care system that is equitable, resilient, and patient-centered. Together, we are charting the path forward - turning momentum into movement, and possibility into progress.



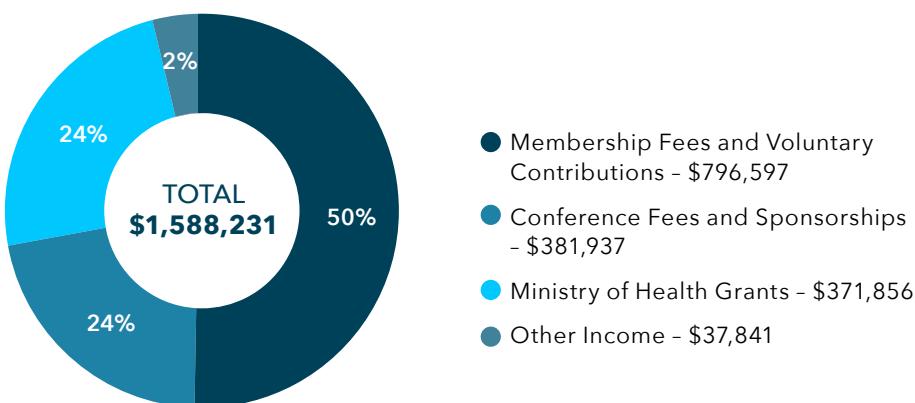
◀ In July 2025, over 100 senior leaders from 100+ Primary Care Teams came together to support the future of primary care.

FINANCIAL REPORT

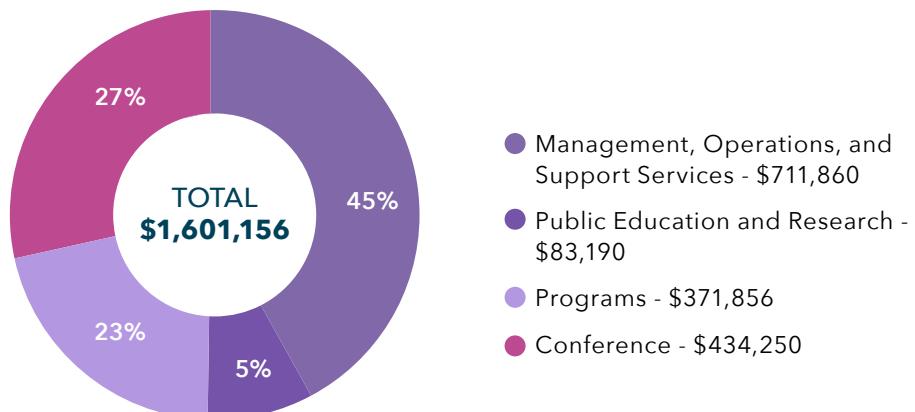
Our careful stewardship of resources has enabled us to invest in key areas that support our mission while ensuring long-term sustainability.

We are pleased to report that AFHTO remains on solid financial footing. We are committed to maintaining this strong financial position as we navigate the challenges and opportunities ahead. Our financial health not only reflects our current success but also lays a strong foundation for future growth and impact.

Revenue



Expenses



ACKNOWLEDGING OUR COLLECTIVE EFFORT

Our achievements this year would not have been possible without the active involvement of our members.



Crystal Holly,
President and Chair
Clinical and Health Psychology, Équipe de santé familiale académique Montfort Family Health Team - Ottawa



Rakib Mohammed,
Vice-Chair and Secretary
Executive Director, Credit Valley Family Health Team - Mississauga



Michael Dickin,
Treasurer
Executive Director, Dorval Medical Associates - Oakville



Kevin Samson,
Past President
Family Physician, East Wellington Family Health Team - Rockwood



Sara Dalo
Executive Director, Tilbury District Family Health Team - Tilbury



Adam Steacie
Lead Family Physician, Upper Canada Family Health Team - Brockville



Paul Moreau
Chair Governance Committee
Community Member - Board Chair, Petawawa Centennial Family Health Centre - Petawawa



Hunter Brockbank
Community Member - Accountant - Hamilton



Stephen Beckwith
CEO, South East Toronto Family Health Team, Toronto



Jessie Rumble
Clinical Director and Lead NP, Ingersoll Nurse-Practitioner Led Clinic - Ingersoll



Pam Delgaty
Nurse Practitioner, Thunder Bay



Jillian Fernandez
Community Member - Lawyer



Francine Janiuk,
Chair Membership Committee
Nursing Manager, Queen's Family Health Team - Kingston

Leadership Advisory Council

Lynn Laidler, Rapids FHT
 Heather Raymond, Essex County NP Led Clinic
 Jenna Foley, Erie Shores Family Health Team
 Frank Minardi, Amherstburg Family Health Team
 Paula Kroll, Bluewater Area FHT
 Stephanie Nevins, Ingersoll NPLC
 Mike McMahon, Thames Valley FHT
 Gary Gurbin, Kincardine FHT
 Jenn Metzloff, Centre for Family Medicine FHT
 David Schieck, Guelph FHT
 Rabia Khan, East Wellington FHT
 Andrea Stevens, Summerville FHT
 Andrew Bilton, CarePoint Health
 Stephen Beckwith, South East Toronto FHT
 Camille Lemieux, Toronto Western FHT
 Allan Grill, Markham FHT
 Kim English, Trent Hills Family Health Team
 Dinny Mathew, Prescott FHT
 Kevin Loughlin, Maple FHT
 Vela Tadic, Bruyere Academic FHT
 Fok-Jee Leung, ByWard Family Health Team
 Janine van den Heuvel, Algonquin FHT
 Paul Mazurkiewicz, Barrie and Community FHT
 Melanie Ciccone, Timmins FHT
 Mary Lynn Dingwell, North Shore FHT
 Howard Meshake, Sioux Lookout First Nations Health Authority/Sioux Lookout Area Primary Care Team
 Shannon Wiebe, Sunset Country FHT
 Elliot Halparin, Ex-Officio

Independent Healthcare Professionals Advisory Council

Jessie Rumble, Ingersoll Nurse Practitioner Led Clinic
 Crystal Holly, Montfort FHT
 Heather Raymond, Essex County NP Led Clinic
 Angela Lamothe, Barrie & Community FHT
 Anuja Panditrapo, Queen Square FHT
 Bryanna Tibensky, Central Brampton Family Health Team
 Kelly Morris, Loyalist Family Health Team
 Kathleen Homiak, Health for All FHT
 Shavonne Wood, Peterborough Family Health Team
 Cailin Hill, Minto Mapleton FHT
 Ewa Ceccon, City of Lakes FHT
 Colleen Snyder, Sunset Country FHT
 Carolyne Kostynuk, Red Lake FHT

Your AFHTO Team

Jess Rogers, CEO
 Jennifer Hyde, Executive Assistant and Office Manager
 Sahba Eftekhar, Director, Health System Data, Research and Quality Improvement
 Naomi Abegunde, Director, Member Partnerships and Program Excellence
 James Wilkie, Coordinator, Member Partnerships and Program Excellence
 Kristiann Man, Senior Manager, Strategic Initiatives and Health System Transformation
 Dale Clement, Executive Lead, Governance and Shared Services



THE ASSOCIATION OF FAMILY HEALTH TEAMS OF ONTARIO (AFHTO)

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- Twitter:** [@afhto](https://twitter.com/afhto)
- LinkedIn:** Association of Family Health Teams of Ontario
- Instagram:** AFHTOPrimaryCare

The Association of Family Health Teams of Ontario (AFHTO) is a not-for-profit association representing Ontario's interprofessional primary health care teams. Team-based primary care is composed of family doctors, nurse practitioners, nurses, dieticians, social workers, pharmacists and other health care providers who work together to provide seamless and connected care to patients. AFHTO's 189 member organizations represent over 5,000 multi-disciplinary healthcare professionals. Our members operate in every region of the province, providing primary care services and supports to more than 3.6 million Ontarians through every step and stage of life.

AFHTO envisions a health care system where every Ontarian will have access to equitable, high-quality, comprehensive, cost effective, integrated team-based primary care, leading to better health outcomes for patients and the communities in which they live, while reducing the burden on hospitals and emergency departments across the province.