



Annual Address 2012

Opening Remarks

Carl V. Braun, PhD, Chairman of the Board of Directors

This past year has been one of the most exciting and dynamic in HICL's 45 year history. We welcomed a new Chief Executive Officer, developed a more aggressive strategic plan, and started the process of updating our information technology systems. The Board believes that these moves have set the foundation for our future growth.

An undoubted highlight of the year was the Board's appointment of Kris Bailey as CEO. Kris brings management experience with large and small organizations including acute care hospitals, government health agencies, Ontario homecare, and private sector and commercial organizations in Ontario, Canada, the United States and around the globe. Most recently she was Integrated Vice President of Clinical Support Services for the hospitals in Windsor, Ontario.

The Board also endorsed a new strategic plan that focuses on expanding services and products, growing our market, diversifying our client base, and using e-commerce to enable transactions. This plan founded on having the right people in the right positions, backed by high-performing information technology systems.

We were pleased to welcome Mary Catherine Lindberg to the Board. Mary Catherine's experience as Assistant Deputy with the Ministry of Health Services in Ontario's Ministry of Health and Long-Term Care brings an important perspective to the Board's deliberations. She is also Chair of the Patented Medicines Prices Review Board and a member of the Board of Directors of Green Shield of Canada and the Hamilton Health Sciences Centre.

All of these changes ensure that HICL can continue to play its important role in the healthcare system, providing an alternative to for-profit private laboratories and helping extend the value of the taxpayers' healthcare dollars. We look forward to contributing in even more creative ways in the years ahead. In closing, I extend thanks on behalf of the entire Board to all the managers and staff at HICL for their ongoing commitment to serving our partners and the patients who rely on us for timely and professional services.

CEO Report

Ms. Kris Bailey, MLT, BA, MBA, Chief Executive Officer

Focus on those needing access to Medical Laboratory Diagnostics

Hospitals In-Common Laboratory Inc. has been in the business of brokering laboratory tests for the past 45 years. HICL does not perform lab testing, but rather provides an accredited, consolidated test referral system, working in the spirit of collaboration, with hospital-based reference labs across Canada and into the United States.

When I joined HICL in February 2012, I spent several weeks meeting with clients, reference labs, competitors and staff to assess the positioning and value of HICL. Clearly, there were issues that needed immediate attention, and there were others that focused on achieving better value for money and access. Based on the feedback and the dynamics of the industry, our collective vision is to **provide a consolidated referral system, managed with quality and integrity, to healthcare professionals and others needing comprehensive lab services.** A Board approved, impactful strategic plan now provides us with our beacon for the improvements needed for physicians and their patients.

While I do enjoy reflecting upon and sharing some of the highlights of the past year, I am most excited about what lies ahead as we continue to strive to provide the very best possible service to our clients and their patients. As we continue our journey, we will be looking at how our services, systems and expertise can be used to fill existing voids. For our clients, providing a one-stop source for all referral testing is necessary to ensure value for money and high quality of service. This is the HICL value proposition! To achieve this, we will expand our products and services portfolio to provide clients with a single referral system; grow the market and diversify our client base to extend the reach of the HICL product and service portfolio; and, do so by connecting our clients via e-commerce using dynamic, flexible, web-enabled systems.

Recently we have worked to modernize our brand as "In-Common Labs", developing a new website and video, which we are extremely proud of. Check us out online at www.hicl.on.ca.

The Way Forward – 2013 and Beyond!

Into 2013 and beyond we will continue to work alongside our partners to make the most of resources while adding real value to the health care system. Most importantly, we will continue to strive to make progress that is meaningful not only in our eyes, but in the eyes of our direct clients and the physicians and patients we are all here to serve and support.

We look forward to working with you!

We have made great strides in 2012 and have created organizational momentum, both internally and with our valued reference lab partners and clients. The future is bright, we are ambitious and encouraged that our brokerage model continues to play an instrumental role in supporting public labs in Ontario and across the country.

Here are some of the exciting milestones to watch for in 2013:

- We are moving! By the summer of 2013 we will be in a new space which will be more conducive to facilitating specimen and logistics management, while providing better accommodations for our staff in order to help them continue to perform at high-levels. Our new location will not be far away, just down the street!
- We are looking forward to delivering an enhanced client care experience through new connectivity options and our updated CRM system complete with trained support personnel.
- Our strategic planning process resulted in a renewed impetus towards better, more sustainable, partnerships with our reference labs. We look forward to continuing to search for opportunities to create value with our public laboratory partnerships.
- Internally, we will be recognizing staff who have made significant contributions in terms of organizational commitment over the long-term as well as professional milestones. We have many achievements to celebrate in 2013. Also, we are starting a lunch-and-learn series led by Dr. Tilak aimed at continuous quality improvement in our systems and across our people.

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