

**Category**

Best Incubator, Accelerator, Equity

**Program/Fund Name**

OROT - CONNECTED HEALTH INCUBATOR

**Corporate Name**

N/A

**Date Of Creation**

2020-07-09

**Indications (if applicable)**

N/A

**Therapeutic Categories (if applicable)**

N/A

**History of the development of the fund / Incubators**

The Canadian healthcare system is publicly funded, providing reasonable access to healthcare to all its citizens. The federal and provincial governments share the responsibility of the provision of healthcare, with the majority of healthcare spending managed at the provincial and territorial level.

The Quebec healthcare system is comprised of 34 CIUSSSs. The CIUSSS concept stands for "Centre intégré universitaire de santé et de services sociaux" (Integrated University Health and Social Services Center). It is an organizational model that brings together various healthcare and social services under a single administrative structure. Under the CIUSSS model, different entities that were previously separate, such as hospitals, long-term care facilities, clinics, and community health centers, are integrated into a unified organization. This integration allows for better coordination and collaboration among different healthcare professionals and service providers, resulting in improved continuity of care for patients.

The Canadian healthcare system, as well as healthcare systems around the world are facing many issues, including a growing aging population, a rise in chronic conditions and co-morbidities, and increasing constraints on the healthcare workforce. As healthcare organizations face unprecedented challenges to improve quality and access, reduce harm, increase efficiency, eliminate waste, and lower costs, innovation is becoming a major focus. Under the current circumstances, working harder is simply not enough. Indeed, it is only by fostering digital transformation through wide scale technology adoption that we will have a chance at sustaining the future health and social care systems.

The advent of digital health technology is undoubtedly a major transformation vector. Digital health involves the convergence of health technology, digital media, and mobile devices. These enable patients, caregivers, and healthcare professionals to readily access and provide care remotely while potentially enhancing the quality and outcomes of health and socially pressing issues. More specifically, technologies from data science, deep learning and artificial intelligence represent ground-breaking innovations in life sciences and digital health. The digital revolution is also disrupting the

ways health and social services are organized and delivered. Indeed, the benefits are numerous. These include:

- Streamlined communication among various disciplines and health care workers
- Ready access to specialized resources via telemedicine - particularly needed in remote areas
- Equipping patients and caregivers to manage their health more effectively

Yet, despite substantial investment of \$25.9 billion in 2022 globally and enormous potential, few companies have been able to develop and integrate technologies that truly transform healthcare. One of the reasons digital health innovations fall short is because they apply a strategy to healthcare that was developed and refined in the tech sector, an entirely different industry with its own normative and methodological framework.

Consumer technology startups often push quickly to get a minimum viable product to market and then iterate to improve that product based on what most resonates with consumers. Entrepreneurs and investors from the tech world mistakenly assume that this “lean startup” approach, which works well for products like photo-sharing tools and meal-delivery apps, should be equally successful for tackling any kind of problem. However, this strategy is ill-suited to healthcare, a much more complex and regulated industry.

Digital health products must meet the needs not only of users, but also of a diverse set of stakeholders—from physicians to patients to regulators and insurers—all of whom have a say in the adoption of new digital products. Products, especially those considered medical devices, may take years of jumping through complex clinical and regulatory hoops before they reach the market, and cannot always easily be iterated once they do.

A better approach for healthcare is needs-driven innovation. Rather than leaping to invent a technology and then searching for a challenge it can be used to address, innovators/entrepreneurs start by deeply understanding an important problem in healthcare and then design a technology that is uniquely suited to solve it.

## Focus

In this context, the Integrated University Health and Social Services Network of West Central Montreal (CIUSSS CCOMTL) and its hub the Jewish General Hospital (JGH) have launched OROT - the Connected Health Incubator. OROT (Hebrew for “illumination”) has a mission to transform the experience of healthcare through an integrated model of co-development, testing and evaluation and implementation that is user-centric and informed by large-scale data science.

OROT overcomes the issues of the past by giving entrepreneurs access to the vital insights, opinions and suggestions of healthcare users and professionals, in order to ensure that the product will meet everyone's requirements by the time it hits the market. This process also benefits members of staff who may have to modify their work habits when the new product is introduced. By involving staff in the co-creation process at an early point, we are managing change as we go along.

As such, OROT forms a supportive circle around innovators and entrepreneurs to keep them moving in a direction that maximizes their chances of succeeding as quickly as possible. After all, their success is ultimately ours, as well.

## How do you address your portfolio needs

The creation of innovative digital health technologies begins with an idea, which is tested and developed, and then commercialized. The process ends when the innovation—often in the form of a new tool or product—arrives in the hands of users, who may be clinicians, patients or caregivers.

However, the journey to the marketplace can be very treacherous as more than 95% of companies fail in the course of trying to serve the healthcare sector.

OROT offers a unique and integrated environment based on interdisciplinary collaboration and the process of co-creation and validation of new technologies, aiming to catalyze their development, commercialization and market launch and, ultimately, their adoption by users.

To do this, OROT facilitates access and collaboration between health professionals, users and entrepreneurs. OROT's incubation program supports companies throughout the cycle of innovation.

The cycle is split into five phases. These phases are:

- Phase 1: Validation of clinical needs and selection. During this phase, the unmet needs are used as the starting point for innovation. OROT relies on the experience of clinicians and users to define these needs. OROT then selects the companies best aligned with the needs and its philosophy of work.
- Phase 2: Co-development. During this phase, OROT helps companies develop or refine their solutions by focusing on methodologies and tools such as design thinking, Lean, value proposition, and business model canvas.
- Phase 3: Evaluation. During this phase, the effectiveness and feasibility of technologies are formally assessed via research or quality assurance studies. Tapping into its vast network, OROT helps match companies with researchers specializing in technology evaluation and implementation science. Of particular concern to the evaluation process is the aspect of value created via utilization of the proposed solution.
- Phase 4: Commercialization. During this phase, companies test the product with small groups of users to gather their suggestions and recommendations; refine their value-based business model and ultimately plan their market release. OROT assists companies during this phase by allowing them access to clinical coordinators and managers, as well as finance specialists thus enabling them to come up with a business model adapted for Quebec market.
- Phase 5: Integration in the Quebec healthcare system. During this phase, OROT works closely with the Office of Innovation of the MSSS to define the path of procurement and integration of new technologies across the health care system.

Figure 1. OROT and the cycle of innovation

OROT's primary strength is understanding the unmet needs and delivering access to end users, clinicians and researchers thereby allowing industry partners to co-create and validate their ideas and/or solutions throughout an ethnically and socio-economically diverse territory and a healthcare network that covers the entire continuum of care.

Our innovation platform includes the resources, facilities and systems of a vast healthcare and social services network, representative of the entire market of innovations – a distinguishing mark which sets us apart from other incubators. This includes:

- 13,000+ employees; 700 doctors,
- 34 sites, which make up the CIUSSS CCOMTL, covering the entire continuum of care including the Jewish General Hospital (cited as the #1 hospital in Quebec by Newsweek), two CLSCs (primary care services, including homecare), five rehabilitation centers, and seven elder-care residential centers,
- Direct access to clinical facilities and experts,
- Ability to take residence within our facilities,
- Technical infrastructure, data and integration of organizational healthcare applications
- Access to enterprise data warehouse and analytical tools
- Access to MD Clone technology for data synthetization
- Segal Cancer Centre
- Azrieli Heart Centre

- Affiliation with McGill University
- Lady Davis Research Institute and its clinical research axes:
  - o Cancer
  - o Clinical epidemiology
  - o Molecular and regenerative medicine
  - o Psychosocial
- The SHERPA University Institute, whose mission is to advance knowledge and develop best practices in front-line intervention in a multi-ethnic context.
- The Centre for Research and Expertise in Social Gerontology (CREGÉS)
- Karen Antony Lung Cancer Consortium
- The Centre de recherche interdisciplinaire en réadaptation du Montréal métropolitain (CRIR)
- The BRILLIANT- Rehab program (Biomedical Research and Informatics Living Laboratory for Innovative Advances of New Technologies in Community Mobility Rehabilitation), which aims to provide evidence-based research to improve the rehabilitation of people with acquired brain injury.
- Support from foundation community (Jewish General Hospital Foundation, Mount Sinai Hospital Foundation, Donald Berman Maimonides and Jewish Geriatric Centers Foundation)

Furthermore, OROT is currently in the process of converting the former JGH library into an Innovation Lab space which will afford the companies accepted into our program an opportunity to take residence within our facilities in order to foster an even closer collaboration with the milieu, as well as inter-industrial collaborations.

OROT is managed by a lean team possessing unique skillsets. They are imperative to OROT's functioning and support of companies as they navigate the various parts of the cycle of innovation. The complementary expertise that the OROT team possesses allows for high level and detail-oriented identification and assessment of needs, human-centered and interdisciplinary co-development, validation, commercialization, and guaranteed integration within the hospital ecosystem, with seamless project management and coordination to ensure the company's success. Each individual team member plays to their strengths in ensuring that all stakeholders' needs are managed, while always keeping the user at the center of the collaboration. The OROT team is comprised of:

Danina Kapetanovic is the founder and Head of OROT and also holds the Chief Innovation Officer position at the CIUSSS CCOMTL. Before joining the CIUSSS West-Central Montreal, Ms. Kapetanovic served as Executive Director of Hacking Health, a global, grass-roots network of innovators committed to creating digital health solutions to benefit citizens, support healthcare systems, and promote economic activity. This network organized 160 hackathons in 63 cities around the world, leading to more than 1,500 innovative projects. Previous to that, Ms. Kapetanovic served with the United Nations for close to two decades where she held various leadership positions, spearheading innovation and public-private partnerships resulting in positive and impactful change across the globe. Among her proudest accomplishments is the creation of community care centers across Northern Iraq; development and roll out of a global food assistance strategy aiming to prevent chronic malnutrition in pregnant and lactating mothers and children under two, and the establishment of public-private partnership which resulted in creation of specialized food products for treatment of acute, and prevention of, chronic malnutrition. Danina holds a M.Sc. in Communication Sciences and Disorders (Health Science) from Hunter College of City University of New York, a B.A. Honours in Neurolinguistics from McGill University in Montreal, a certificate in Healthcare Innovation from Duke University and a certificate in Development of Entrepreneurship in Life Sciences and Healthcare Technology from Concordia University.

Nioushah Noushi is the operations manager and head of OROT's operations cell, responsible for

oversight of OROT's operations and innovation project management. Nioushah holds a PhD in Education at McGill University and has successfully completed the Quebec Scientific Entrepreneurship Program. Nioushah has extensive expertise in medical sciences, person-centered health and dental care, and health innovation. Her experience also includes qualitative research, project management and teaching - skills that support the efficient completion of projects that prioritize human-centered approach. Entrepreneur in her own right, Nioushah is the co-founder and COO of Milieux Innovations Inc. - a social enterprise which seeks to build entrepreneurial skills among graduating scientists, as well as match them with private sector entrepreneurs. These experiences make her an asset in facilitating inter-sectoral communication and knowledge translation and transfer.

Stephen Segal is OROT's Entrepreneur-in-residence. Mr. Segal is a seasoned executive having led WPG AMERICAS, the American subsidiary of a \$25 billion publicly traded Taiwanese electronics distribution company. From 2009 to 2015, he was the Chief Operating Officer of Future Electronics worth \$3 billion. Mr. Segal received his law degree from McGill University in 1969 and was a member of the Bar of Quebec from 1970 to 2020, when he retired after an illustrious career.

Nayla Pallard is co-creation specialist. As the Head of OROT's co-creation cell, Nayla accompanies the innovation projects. Using "design thinking" and a human-centered approach, she collaborates with clinicians and patient representatives to understand and solve the critical needs of our CIUSSS. Nayla holds a BFA in Design Art from Concordia University and a master's degree in industrial design from L'École de Design Nantes Atlantique. She has broad international experience solving some of healthcare's toughest problems using design approaches. Some notable examples include infection prevention in public spaces; design of a radioactive drug injection unit; service improvement in hearing and optical care; as well as the use of technology in the autonomy of people and inclusive housing. A former entrepreneur, Nayla has fostered innovation through co-creation and user-centric design thinking.

Antoine Beauchesne is co-creation specialist. Antoine holds a Master of Design from Concordia University. As part of the co-creation cell, Antoine enables us to drive innovation through user centric co-design and interdisciplinary collaboration.

Eunice Théagène is operations coordinator. Eunice holds a joint Honours degree in public administration and political science from the University of Ottawa. She is currently pursuing graduate studies in project management student at HEC Montréal.

Ahmed Sadik is OROT's legal adviser. Ahmed is a law graduate of the University of Ottawa, the University of Sherbrooke and Harvard University. An integral part of the OROT team, he ensures that the team's projects and contracts are negotiated in the CIUSSS' best interests and respect the organization's legal, regulatory and other obligations. Ahmed also provides OROT and its partners with expertise in legal ethics surrounding AI, data sharing and patient privacy.

### **Impact / metrics to measure success**

OROT measures its impact across various metrics including the success of the companies, market penetration, investments raised, impact on local economy, adoption rate with our institution, improvement of the quality of care, as well as the culture of innovation inside the CIUSSS.

Since its creation in July 2020, OROT has accompanied 20 global companies at varied points within the cycle of innovation. Through these collaborations, 100% of solutions have been integrated within CIUSSS CCOMTL and nearly 90% have been more widely adopted within the broader national and

international ecosystems.

An important component of OROT's program is the provision of support in seeking out and applying for grants. Of the companies that have applied for grants to work with OROT, over 95% have successfully secured funding to develop and improve their solutions within the interdisciplinary and user centric OROT program. Moreover, 100% of more mature companies have obtained financing and secured investments.

A few concrete examples of how OROT benefited local as well as international companies:

Advosense is a German startup developing elder care technology solutions for clinicians and healthcare organizations starting with incontinence management. Of the partnership launched in 2021, the CEO and co-founder, Martina Viduka stated: "We are very excited for our collaboration with OROT as we are here to research and co-create solutions that empower our clinicians so that they can best care for their patients' needs. Through this partnership frontline staff become the real innovators in improving the quality of care and health of our societies." Having engaged in early co-development, their collaboration with OROT produced a minimally viable sensing technology which optimizes incontinence management. Since then, Advosense has been accepted into the prestigious TechStars 2023 cohort and has secured investor financing.

Eugeria is a Montreal-based startup which specializes in the distribution of age tech including Tovertafel – a mixed reality device used to stimulate cognitively impaired aging adults. Tovertafel was designed and marketed by the Dutch company Tover. With the help of OROT, Tovertafel was successfully introduced into the Quebec market in 2021, having been integrated at several residential facilities part of CIUSSS CCOMTL. The launch was preceded by user engagement and training, as well as a successful marketing campaign. The solution has since been adopted across Canada and the US.

Braver is a Quebec startup that developed and marketed an application for secure clinical communication. With the help of OROT, their platform has been enhanced to facilitate documentation and integration with the clinical information systems, thus aiding them in market penetration. Since the inception of partnership at the beginning of 2023, Braver has been procured and integrated at CIUSSS CCOMTL to facilitate the communication of the radiology department. An additional use case is currently under development, which will broaden the scope of the application to include communication between the clinicians and users. Braver has recently successfully completed a fundraising round having obtained a \$1-million injection from Investissement Quebec.

OROT has also made a significant impact on the CIUSSS CCOMTL by nurturing a culture of innovation through knowledge and best practices sharing. One of the vehicles for this is OROT's monthly community of practice and interest in innovation. This group of engaged individuals hail from all professions and levels and are united in their desire to deliver the best possible care. The monthly sessions are a unique opportunity for internal and external partners to present innovative ideas and projects that are underway within the international connected innovation ecosystem. The gathering is also an opportunity to foster further connection between the milieu and the companies, and encourage technology adoption. Since its inception in 2020, the community has grown to over 500 members, with increasing weekly membership requests and requests for collaboration.

Since its inception in 2020, OROT has seen a 10-fold increase in requests for its services across the

ecosystem, leading to over 20 past and present projects with companies at various phases of the cycle of innovation.

### **Why your model is innovative, and/or how it will improve the human condition?**

OROT, the Connected Health Incubator, is one of the first incubators in Canada established within the healthcare environment. It continues to lead the way in co-creation and interdisciplinary collaboration, with the aim of supporting digital health innovations that meet user needs and improve health for all.

OROT's foundation is based on the need to integrate solutions that are feasible and acceptable within the healthcare context. Companies are supported throughout the cycle of innovation where OROT also guarantees that by working with the Connected Health Incubator, their solution will be integrated within the CIUSSS. Moreover, through OROT's wide network of national and international healthcare institutions and various other organisations, companies are promoted for wider adoption. In fact, 100% of our partners have seen their technologies adopted in other healthcare systems in Canada and beyond. As such, OROT is internationally distinguished as the rarest of incubators that accompanies companies throughout the cycle of innovation supporting and coaching them until integration.

OROT makes the critical needs of the system known via its website ([www.orot-jgh.org](http://www.orot-jgh.org).) Companies aligned with those needs are invited to submit their expression of interest. OROT encourages early collaboration which allows companies to validate and hone their business proposition and engage in co-development from an early stage thus ensuring that the resulting technology is developed in close collaboration and input by the clinicians, users, patients and their families.

To ensure inclusivity and the integration of the best solutions possible, companies can approach OROT at any point within the cycle of innovation. This way, the companies that have developed a solution without validating their proposition within the healthcare setting have an opportunity to join OROT's incubation program to ensure its acceptability among users and integration within the digital health ecosystem of the institution. This facet often involves OROT's co-creation methodology, which is inspired by ethnographic research and design thinking methodologies that are relatively unknown and seldom employed in the healthcare sector. Not only is it a rarity for companies to have access to the clinical context where they can work with the users of their technologies, but it is even rarer that the entire process is facilitated and overseen by design/UI/UX specialists who ensure that the clinicians are an integral part of the design and creation of the technologies they will be using.

Beyond ensuring the integration, OROT facilitates the creation of a digital health ecosystem whereby companies are enlightened toward the importance and value of open data sharing, interoperability, and ecosystem cohesion of their solutions.

OROT is creating a risk-free environment for experimentation to better meet clinical needs and to enable innovations to flourish that support the ideology of "Care Everywhere" - the concept of the right care at the right time provided to the patient at the place most convenient for them.

Furthermore, in order to offer a more balanced approach to accelerating innovations and ensuring their success in the marketplace, OROT closely collaborates with complementary organizations such as MILA (world renown AI research institute), Transmedtech Institute, District 3 (Concordia University based incubator), CENTECH (École de technologie supérieure based incubator), Esplanade (incubator specializing in community health solutions) and CTS (incubator specializing in digital health technology), the promotional organization Montréal International (MI), Investissement Québec (IQ) International, Quebec's Ministry of Economy, Innovation and Energy and the Innovation Bureau of Quebec's Ministry of Health and Social Services. This coalition brings together existing players and infrastructures with highly complementary expertise around a common goal - the acceleration and implementation of innovation. Together, our activities reinforce Quebec's competitive advantages and

create a growing force in the economy.

OROT's ambition is to bring together two, thus far disconnected, objectives:

1. Improving the healthcare sector for the well-being of citizens, by
2. Positioning digital health innovation as a driver of economic growth.

The innovations and companies propelled by OROT and its partners are beneficial for citizens, attractive to businesses, profitable for healthcare services, and catalytic for new research and knowledge. By relying on the contributions of a wide range of innovation stakeholders, we create a true virtuous circle of healthcare innovation.

#### **Please provide appropriate references (Examples / Case Study)**

Virtual care or the provision of healthcare services using information and telecommunication technologies, is one area that has the potential to transform the relationship between provider and patient, and in the process improve outcomes and decrease unnecessary costs. By promoting patient-centered care, real-time monitoring of patients (RMP) in their homes reduces hospitalizations and readmission rates. As a result, RMP can help ensure that health care resources are deployed to those patients most in need.

In a new program that's the first of its kind in Quebec, certain patients are returning home from the Jewish General Hospital - the home of OROT - but are continuing to receive hospital care via digital technology. Known as HOSPITAL@HOME, the program allows specific patients to be discharged if their recuperation is progressing well. Their home becomes a virtual ward, where vital signs and other aspects of their recovery are regularly and remotely monitored by a hospital care team. To address this pressing need, OROT has initiated collaborations with three global and local companies, namely Scrub Chart AI, Greybox, and Biobeat, to either co-develop, evaluate/pilot and subsequently deploy a range of solutions permitting the creation and functioning of the HOSPITAL@HOME. As stated previously, OROT facilitates the creation of a digital health ecosystem approach whereby companies are guided to collaborate in order to secure sharing of data, interoperability, and ecosystem cohesion with the aim of creating the most efficient, usable, and seamless clinical workflows.

1) In collaboration with Scrub Chart AI, OROT has supported the co-development and integration of the C4 solution which allows clinicians to obtain situational updates, synchronize clinical operations, and support data-driven decision-making. This solution has contributed to the following:

48h - Average reduction in patient Length of Stay

25% - Reduction in admission delays from ED to hospital wards





35% - Percentage of patients no longer needing acute care

Scrub Chart AI is the Quebec subsidiary of the Israeli company MAISHA LAB. In order to pursue a close collaboration with CIUSSS CCOMTL and OROT, and in close cooperation with Montréal International (promotional agency), the company has incorporated in Quebec. According to Montreal International – OROT's partner that attracts investments in Montreal - since its incorporation, the company has injected nearly 20 million dollars into the local economy.





2) Greybox developed and distributes TAKECARE, a mature remote monitoring platform for patients with cardiovascular diseases, which aims to redefine the relationship between patients and their healthcare team. In its original form, TAKECARE platform was disease-centered. However, through the



collaboration with OROT, Greybox has transformed TAKECARE into a patient-centered digital platform that meets the needs of those living with multiple conditions, as well as the expectations of healthcare professionals. Integrated with the C4 platform, TAKECARE allows for patient communication and engagement. The platform is beneficial for clinicians, patients and caregivers alike. For clinicians it fosters:

-  Workload and time efficiency Better patient supervision
-  Patient empowerment
-  Automated management system
-  Engagement with the circle of care





For patients it provides:

-  Better access to care
-  Simplicity of use
-  Personalized care
-  Better outcomes

Whereby 83% of alerts are processed through remote monitoring; 78% increase in nurse/patient ratio; 0 additional resources needed for follow up; 40x saving per dollar invested; 100% of onboarded patients are at risk; 100% follow up calls made are targeted; 20% reduction in admission and ER visits; 86% patient compliance over 3 months with patients reaching their treatment objectives by using the platform minimum 3 times/week.

As a direct result of our partnership, the company successfully raised investment funds from Investissement Quebec. Furthermore, the solution is currently being rolled out across seven different networks in Quebec.

3) To further enhance the capabilities of the HOSPITAL@HOME, OROT pinpointed the need for a device capable of delivering near-continuous remote hospital-grade vital signs monitoring. To that end, OROT identified, partnered with and facilitated the market entry of an Israeli-based company, Biobeat. Biobeat has marketed a chest patch for adults that enables close monitoring of several important health measures, including continuous blood pressure, mean arterial pressure, pulse rate, respiratory rate, blood saturation, heart rate variability, stroke volume, cardiac output, cardiac index, on lead ECG, pulse pressure, systemic vascular resistance and temperature. The clinical benefits of Biobeat include:

-  The patient data collected via Biobeat's devices allows healthcare practitioners to adopt a data-driven approach to personalized medicine
-  Access to real-time patient data paired with AI capabilities to provide insights on trends and bring efficiency into the process of healthcare delivery
-  Providing an Early Warning Score with customized thresholds per patient and scenario, able to identify changes in vitals and alert on high risk patients
-  Optimization of data collection, providing medical staff the required clinical data instantly

The goal of our partnership was to validate the feasibility and accuracy of the technology in a real clinical setting and support its regulatory approval in Canada. To expedite the market launch of Biobeat technology, OROT also secured grant financing, facilitated access to distributors and promoted the quality of the partnership with public health authorities resulting in the successful regulatory approval, integration in clinical practice inside our network and an eventual wide spread

adoption of this technology across the healthcare systems in Canada.

The HOSPITAL@HOME concept - which relies on the combination of the above mentioned technologies - is currently being deployed across seven other networks in Quebec with plans to eventually cover the entire province. Furthermore, our award-winning virtual care model has quickly become an example for the wider market. The combined power of these technologies has helped us realize important savings that can be seen in the table below:

	Creation of 25-bed bedding capacity	Physical ward	Virtual ward	Savings
Project cost - creation of 25-bed bedding capacity	CAD\$1,300,000	CAD\$346,922	CAD\$953,078	
Annual operating costs for a 25 -patient care unit	CAD\$3,880,000	CAD\$2,558,104	CAD\$1,321,896	
Total	CAD\$5,180,000	CAD\$2,905,026	CAD\$2,274,974	

Furthermore, this approach has facilitated user access and improved experience while creating value and savings as can be seen in the table below:

Access creation	1454 days present, 207 patients
User experience	Care preference 100%
Physical comfort control	89%
Facilitate recovery	100%
Caregivers	86% would recommend
Human resources	3097 hours worked in salary insurance
	46% fewer staff required
Costs	CAD\$ 1.3 million in savings in recurring operations
	CAD\$70,000 in savings in nosocomial infections

The above example clearly demonstrates that OROT, through its innovative, novel, and structured approach, has the potential to create tangible and sustainable benefits for the population, health systems and local economy alike.