



**2018**  
ANNUAL  
REPORT

To be a trusted partner  
in health and wellness

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# BLUE CROSS CANASSURANCE

THE CANASSURANCE HOSPITAL SERVICE ASSOCIATION  
("BLUE CROSS CANASSURANCE" OR "BLUE CROSS"),  
WHICH OPERATES UNDER THE NAMES ONTARIO BLUE CROSS® (1941)  
AND QUÉBEC BLUE CROSS® (1942), IS A LEGALLY INDEPENDENT  
CORPORATION WITHOUT PECUNIARY GAIN.

It is licensed by the Canadian Association  
of Blue Cross Plans to operate in Ontario and Québec.  
Its relationship with other Blue Cross organizations in Canada  
and the United States is based on the exchange of information  
and services, and compliance with high-quality standards. The  
mandate of Blue Cross Canassurance is to offer quality health  
insurance, travel insurance, and assistance services.



# MESSAGE

from management

CREATING  
THE BLUE EXPERIENCE



2018 began with the implementation of our new mission that the Canassurance Hospital Service Association (CHSA) Board of Directors adopted at their meeting in late 2017: "To be a trusted partner in health and wellness".

While our clients are the focus of that new mission, its reach is much broader. Last year, we began to lay the foundation for a transformation program that is centered around our mission. Our aim is to develop simple and innovative client-focused solutions; to provide assistance and support to clients wherever they may be; to be committed to disease prevention, education and awareness, by serving our communities. We are confident that we will become a true engine of positive change in our interactions with our clients, our employees, our communities and our partners.

In 2018, we established a 3-year plan entitled "Creating the Blue Experience". The plan is structured around five priorities: to be an organization that inspires confidence; to guarantee quality client experiences that are simpler and personalized; to improve the organization's agility and performance; to generate profitable growth; and, to enhance the organization's presence across communities.

Many changes are essential to achieving such an ambitious transformation. Our organizational structure evolved significantly and we undertook an important revitalization of our leadership and management teams.

Our leadership thus saw notable changes in 2018. To start, there was the appointment of Sylvain Charbonneau as President and CEO. Louis Gosselin, who had been interim President and CEO, resumed his role as CHSA Chairman of the Board.

## GOVERNANCE

Insofar as governance is concerned, 2018 was marked by several changes and improvements. Among the more important changes, three new vice-presidencies were created to help ensure the efficient implementation of the new 3-year plan, "Creating the Blue Experience":

- Vice-Presidency, Client Experience tasked with moving the organization from its products and services focus to one centered on client experience.
- Vice-Presidency, Talent and Culture tasked with providing leadership, strategy and healthy management of all human resources operations, internal communications and change management.
- Vice-Presidency, Technologies and Transformation Office tasked with overseeing the execution of various initiatives and projects designed to transform and modernize the organization to be aligned with the strategic direction of our new mission.

We also created a new management structure for our CanAssistance subsidiary and completed its management team.

Given the extent of these changes, we reviewed and updated the roles and responsibilities of Canassurance Hospital Service Association Board of directors, its subsidiaries, as well as their committees and members.

To help us update our governance and ensure the adoption of industry best practices, we turned to ICO (Institute for Trust in Organizations) which specializes in issues of governance, ethics and trust. ICO is helping us ensure that we lay the proper foundation on which to execute our program.

Further to that end we created two new internal committees, one dedicated to our product and service offering, the other to investments. Our product and service offering committee, which reports directly to the leadership team, is tasked with approval of product pricing and evaluating the profitability and appropriateness of current products. The committee also approves and prioritizes product related projects coming from within the organization. This allows us to make sure that projects are aligned with our strategic plan.

As for the internal investment committee, it was created to optimize the management and governance of our investments.

In 2018 we also created an internal auditor role to complete initial reports on improving the organization's processes and oversight. The recommended tools will enhance compliance and improve governance.

Finally, we initiated important work to implement upcoming IFRS 17 accounting rules. We also maintained excellent solvability ratios in conformity with the Capital Adequacy Requirements for Life and Health Insurance (CARLI)–Insurance of persons. Blue Cross was again awarded a credit rating of "A steady" from A.M. Best Ratings Services Inc.

## INSURANCE OPERATIONS

We scored an impressive first in the North American world of travel insurance in 2018. We are enormously proud to have launched our Serenity Service™, providing travellers with exclusive services at their fingertips—should their flights be delayed. This unique product is provided at no extra cost to Blue Cross travel insurance holders. The launch of the Serenity Service was a first step into the innovative world of insurtech for our organization and was favorably received by our clients and business partners.

Another achievement last year was the launch of our transactional website for our *snowbird* clientele. With it, we hope to improve the client experience for these travellers who are increasingly at ease with new technology. This site provides this clientele with an easier way to purchase insurance and reduces wait times for those who prefer to continue purchasing through our call centers.

We saw significant growth in our online sales, especially for the travel insurance sector. We also grew our distribution partnership base in Ontario in both health and travel insurance. Overall, our 2018 growth came largely from the Ontario market and this across all business lines. It should be noted that there were important gains in Ontario on account of our unique SME health insurance product.

Throughout the year we tightened our relationship with our natural allies and maintained ongoing dialogue with the other members of the Canadian Association of Blue Cross Plans. These will further build on synergies shared by the different teams.

## FINANCIAL RESULTS

Our net profit was \$19.2 million for the 2018 fiscal year. As of December 31, 2018, consolidated assets stood at \$681.2 million. The consolidated surplus was \$409.3 million, representing 60.1% of consolidated assets. Consolidated revenues from insurance subscriptions and premiums was \$222.4 million.

We paid out 62.9% of gross earnings from insurance subscriptions and premiums to our policyholders in the form of claims. Operating expenses were \$66.5 million and net commissions were \$20.1 million corresponding to 38.9% of gross insurance revenue for fiscal year 2018.

## AWARDS AND DISTINCTIONS

Our efforts through 2018 allowed Blue Cross Canassurance to shine on several levels. We received many awards and accolades from consumers, the business world and the travel insurance industry.

- We are among the 2018 winners of the Readers' Digest 2018 Most Trusted Brand™ survey where we are number one in the travel insurance category. The survey was conducted with more than 4,000 Canadians to determine their most trusted brands.
- We are also among the Best Employers of Montréal, 2018 – an award presented by Canada's Top 100 Employers.
- We were awarded three Baxter Awards. These are given out by the travel industry based on a survey conducted by Baxter Media of Canada's travel agencies.
  - 1<sup>st</sup> place in Québec in the Insurance category.
  - 3<sup>rd</sup> place in Canada in the Insurance category.
  - Joseph Russo, Director of Sales and Business Development and Daniel Ouellet, Regional Sales Manager, were named most favorite representatives in their regions.

## ACKNOWLEDGEMENTS

This year was marked by major changes and for that we wish to recognize all our employees for their excellent work, loyalty and exceptional commitment. We thank them most sincerely for their openness and enthusiasm in embracing our transformation efforts.

We also thank the leadership team, the members of the Board and the governors for their ongoing support and their contributions to our successes. We wish to thank the following administrators for their important contribution to the organization:

**M. Normand Laurin** (who joined on March 18, 1998), **M. Daniel Savard** (who joined on February 26, 2014), and **M. Nelson Ward** (who joined on March 19, 2014 but sadly passed away in 2018).

Finally, we offer our heartfelt thanks to our clients and to each of our partners for their loyalty and the trust they have in us.

## LOOKING TO THE FUTURE

Now, more than ever before, our mission "To be a trusted partner in health and wellness" guides us in everything we do. This year, we are committing to a five-year partnership with the Fondation OLO, and a new partnership with the Dr. Clown Foundation. Alongside those commitments to the community, we also took the vital decision on behalf of the organization's future to move our Montréal offices into a new work space that will align perfectly with our mission to be a trusted partner for the health and wellness of our employees. In 2019, we will move to new offices in downtown Montréal, in the heart of the business district. This demonstrates our long-term commitment as we provide ourselves with the means to achieve our ambitious goals.



Louis Gosselin  
Chairman of the Board



Sylvain Charbonneau  
President and Chief Executive Officer

# YOUR TRUSTED

health partner

“Maintaining good health is important for everyone. That is why Blue Cross offers a vast array of products for families, individuals, and employees, to help improve overall wellness.”



People are increasingly aware that a healthy lifestyle is based on balancing several life factors. That is why we choose to eat healthy and be active. It is also why people know the importance of protecting themselves against the unexpected. We offer a vast array of health insurance products, including supplemental health insurance for which additional coverage is available, for example insurance for hospitalization, disability, prescription drugs, dental care or critical illness care. Our plans are designed to offer peace of mind that contributes to an overall better quality of life.

A Blue Cross health insurance policy offers our clients exclusive access to our assistance program. The full program provides free legal advice, access to health care professionals who are qualified to answer questions of concern to the insured individual, as well as home care assistance. Thanks to our unique Blue Advantage program, clients are entitled to discounts on health and wellness related products and services like medical care, vision care, fitness facilities and other products and services available through suppliers across the country.

With unemployment at record lows in the country, SMEs have to compete to retain their workforce. This contributed to our SME plan showing very strong growth. The plan lets small and medium business owners offer employees alternatives to traditional group insurance plans and helps them retain their workers long-term.

Finally, 2018 saw our network of brokers and consultants continue to grow. Through our roadshows, we worked to inform and promote our partners about our health insurance programs and the SME market in Ontario. Our business revenues showed continued growth, especially in the Ontario market as more and more people are made aware of the range of insurance solutions Blue Cross can provide.

# YOUR TRUSTED

travel partner

At Blue Cross, we take our role as a trusted travel partner very seriously. We are committed to offering more than travel insurance for all sorts of travellers, from students studying abroad to *snowbirds*, to families enjoying a summer vacation. Ultimately, we are looking to create a new way of doing business by providing personalized travel insurance products geared to the individual and covering the overall wellness of our clients. We want them to embark on their trip knowing they can trust us and rely on our assistance should they need it.

As Readers' Digest Most Trusted Brand in travel insurance, we will continue providing the best care for our travellers, all the time, wherever they are, and whatever their emergency.

From the outset, our goal has been to offer travellers peace of mind. That is why we launched our Serenity Service in 2018, exclusively available free of charge to all Blue Cross travel insurance policy holders. Included in the benefits available in the event of a flight delay, there is access either to an airport lounge or access to a hotel room, depending on the length of the delay.

Last year we also simplified online purchase of travel insurance, rendering it easier for both our partners and our clients. Travellers who are over 55 and in good health can now buy their insurance online even if they plan to be away for more than 32 consecutive days. We are also proud to note that the satisfaction rate of our clients to our call centre service hit new highs in 2018.

**“Every trip is different. Some are full of adventures, others of rest and relaxation. Choosing the right insurance is the key to leaving with peace of mind.”**

Over the coming years we intend to continue on the same path, to develop new solutions that help our clients wherever their travels may lead them.

CanAssistance

# EXPERTISE



CanAssistance provides both medical and non-medical travel assistance to Blue Cross clients wherever they may be around the globe. The CanAssistance team of nurses, doctors and experienced agents, arranged medical consultations, hospitalization and emergency evacuations for over 40,000 Blue Cross clients through our 24hr telephone service.

In 2018, CanAssistance was restructured around a new management team and a 3-year strategic plan focused on client experience. In modernizing both its methods and technology, CanAssistance continues to be an industry leader among Canadian travel assistance providers.

*Fabien Navet*

# Digital TRANSFORMATION

As we begin our transformation, our ways of doing things evolve for the benefit of our clients. The implementation of Serenity Service, created through a completely different framework and delivered in record time, stands as a good example. This undertaking was one of many led by the Project Office, a new team that has enhanced our capacity to deliver corporate and technological solutions. We also laid the foundation for a progressive modernization of our digital capabilities for document management and process management as we are on the cusp of an accelerated digitization phase of our transformation.

There have been several other important initiatives undertaken to support our development: growth of our transactional capabilities online (web), simplifying the issuance of travel insurance contracts for our partners, and upgrading a significant portion of our treatment centre assets. Maintaining a robust information security posture to protect our clients' and our partners' data continues to be a priority.

# PARTNERING

with our employees



## A place to flourish

The appointment of our new President, along with the creation of the new Vice-Presidency, Talent and Culture, will contribute to further solidifying our vision of work culture that places the wellness of our employees at the very heart of our concerns. We strive to recognize and value the contribution of each and everyone. To that end, we actively promote continual improvement through subsidizing employees' education and training.

## An inspiring future

We look to the future with optimism. Our employees in our Montréal office are clearly engaged in our move and we hope the new facilities will enrich their work experience. Moreover, the loyalty of our entire workforce contributes to knowledge transfer and the integration of new talent within our teams who remain united and respectful of each other.

*Éric Levac  
Isabeau Normandin  
Denis Belliard*

## PARTNERING with our employees

“We are very proud that a number of our employees have been with us for a long time. That’s a real sign of confidence and helps us keep our history and mission alive.”

“The announcement of our move onto beautiful McGill College Avenue, in the heart of downtown Montréal, energized our entire Montréal staff.”

**Marina Linda Chhe**  
*Actuarial consultant, Pricing and product development*

I love travelling to discover new cuisines. →

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**Gilles Mainville**  
*Project Controller Officer*

↓ I like to be on two wheels, whether a motorcycle or a bike!







↑ **Louise Bouchard**  
*Specialist, Contract Management System*

I love to snowshoe.

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**Nectaria Dimopoulos**  
*Quality assurance specialist*

I love learning new languages and discovering new cultures. →

**Philippe Robitaille**  
*Material Resources Coordinator*

I love travelling and camping. →

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**Sasha Opacic**  
*Vice President, Sales – Brokerage Channel, Individual Health Insurance, Ontario*

↓ I love the outdoors, especially at the beach in the sun.







↑ **Émilie Bolduc**  
*Talent Acquisition Advisor*

I love travelling and discovering new microbreweries.

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**Benoit Rodrigue**  
*Project Manager, Information Systems*

I’m passionate about playing the guitar. ←



**Cassandra Dorcilorme**  
*Info-Partners Health, Contract Administration*

I like helping people in need by doing charity work. ←



# PARTNERING with our employees

“We provide a generous comprehensive benefits package as well as a fixed rate pension plan, which is very rare these days.”

**Paul Bachnivsky**  
Regional Sales Manager,  
Travel Insurance

I'm a fitness enthusiast who likes to travel the world.



**Jose-Ricardo Gaston**  
Team Leader -  
Customer Contact Center

I have a running shoes collection.

**Solange Descoteaux**  
Receptionist, Human  
Resources Assistant

I knit for babies.  
It's my passion!

**Marketa Sedlackova**  
Sales and Marketing Assistant,  
Health Brokerage Sales

I love to travel and enjoy art and photography.



**Nicolas Guayasamin**  
Quality assurance  
specialist

I take part in ultra-trails.

**Manon Tessier**  
Accountant Technician

I love being out in nature.



**Natalie Correia**  
Sr. Marketing Coordinator

I'm a foodie, who's into fitness and family time.



**Max Mahardi**  
Business Development  
Manager  
Health Brokerage Sales

I enjoy a good meal and good company.

**Stella Roy**  
Business analyst

Between music festivals, I love to renovate!

# PARTNERING

with our communities

Blue Cross's mission goes well beyond our day-to-day business. The health and wellness of our communities is at the very core of our corporate responsibilities. We look after the health and happiness of children and families and improve the quality of life for those less fortunate.



## Children's Wish Foundation

It has been a great privilege for us to work hand-in-hand with the Children's Wish Foundation. At Blue Cross, we are deeply aware of the how vitally important and unique this organization's charitable work is in Canada. Our contribution is just one reason we have often been recognized for our social engagement, which is a natural extension of our philosophy of promoting the wellness of people.



*Nothing is more rewarding than the smile of a child who has had their dream come true.*

The mission of the Children's Wish Foundation is to help children suffering from life-threatening illnesses, or with serious genetic or neurological health problems, see their fondest dreams come true. Blue Cross assists the foundation by providing free travel insurance to the children and their families for their cherished dream trip.

We are honoured to provide these travellers with the peace of mind of knowing they are protected against something unforeseen while they travel. Part of the dream is to open to possibility of hope, and for Blue Cross a step on the path to the future begins with a concrete gesture today.

*Helping a child fulfill a dream can contribute to recovery.*



*Equal opportunity starts at the beginning of a child's life.*



## Fondation OLO

Blue Cross supports the Fondation OLO to ensure today's children get a good start on their way to becoming the society of tomorrow. Our purpose, our business structure, everything that represents us, all point in one direction: the health and wellness of people. We believe health insurance relies on strong beginnings, healthy habits and on-going close collaboration between care-givers and participants.

The Fondation OLO has been working with vulnerable families for close to 30 years, providing them with food—such as eggs, milk and orange juice—and prenatal multivitamins, as well as nutritional advice and tools and services that promote the parents' own agency. By targeting the period from pregnancy through the child at age 2, the Fondation OLO emphasizes the importance of early care.

Blue Cross is actively engaged in helping the Fondation OLO amass the funds it needs for its work. When it often seems that everything has become virtual, concrete, physical support for a humanitarian cause is a strong message that needs to be heard. At Blue Cross we believe that when it comes to health and inequality, providing early assistance to people allows them to build a healthier, stronger and more effective future.



*OSM in Salzburg, under the direction of conductor Kent Nagano.*



## OSM

The support of Blue Cross for the OSM (Orchestre symphonique de Montréal) resonates with our values. The OSM is among our great cultural ambassadors, aligning Montréal and the province of Québec with the community while being a stellar player in our creative ecosystem.

Music moves and unites people. Blue Cross is proud to accompany the musicians and staff of the OSM while they are on tour by providing travel insurance protection.

## PARTNERING with our communities



### CHU Sainte-Justine Foundation

Whether you think of the children's hospital centre or its rehabilitation centre, of its research teams or its specialized programs, the Sainte-Justine University Hospital Centre (CHU Sainte-Justine) is among one of our cherished charitable causes. Its cutting-edge infrastructure, its support for innovation and medical teaching, its commitment to excellence, its doctors, researchers and caregivers all contribute to the wellness of the children.

For these reasons, Blue Cross has offered free travel insurance to young patients undergoing haemato-oncology treatment since 2014. In 2018, we enhanced the scope to include young neurology patients. These gestures are a reaffirmation of our philanthropic values and of our solidarity with families in our communities.



Photo credit: Catherine Desautels



### Dr. Clown Foundation

Body and soul are inseparable. When one is unwell, the other feels the pain, and that's what the mission of the Dr. Clown Foundation is all about: reinvigorating mental wellness to help improve physical health. The benefits that therapeutic clowns can bring to patients has been well documented and Blue Cross is proud to support their work.

The Dr. Clown Foundation, by bringing joy to children and teens who are hospitalized, really does improve their quality of life. The clowns' inspired interventions combine to reduce stress and anxiety. Laughter really can alleviate feelings of pain while boosting the body's immune responses.

Our multiyear financial aid to the organization helps support various projects and allows for long-term programming. Our involvement stands as a constant reminder of the human values on which our business rests. Promoting wellness is our purpose.



The health of families and children has always been one of our greatest priorities.

Our corporate donation of insurance products to the CHU Sainte-Justine Foundation allows Blue Cross to offer some peace of mind to those who need it the most.



It is essential to contribute to the wellness of those less fortunate.



### HealthPartners

HealthPartners is an association of Canadian health care charities whose values reflect those of Blue Cross. Working on the various campaigns of its member organizations, HealthPartners encourages workplace donations through its activities and supports investment in research targeting new cures and treatment for specific diseases.

In addition to these, HealthPartners has created personalized programs to improve health outcomes for patients as well as awareness, prevention and healthy lifestyle promotion initiatives.

These efforts align perfectly with the values of Blue Cross. We believe firmly in improving the health of Canadians, because a healthy society symbolizes social cohesion, progress and economic wellness.



### Centraide

Poverty, exclusion, vulnerability. The faces of people in need who are all around us are varied, and it is from this stark reality that the Centraide network was born. Centraide is a federation of groups engaged in tackling the needs of people in their communities. They share a common desire to work to improve the quality of life and a deep belief that there is strength in being united.

We believe that too. Our role as a socially responsible corporate citizen means that we are actively engaged across a range of initiatives to help contribute to society's wellness.

Every link is vital to the strength of the network. At Blue Cross the belief in the idea of mutual support is at the heart of our commitment taking care of one another.



Through various charities, we aim to improve the quality of life for generations to come.

# FINANCIAL INFORMATION

## Management's Report

The financial information of Canassurance Hospital Service Association (the "Company") presented in this annual report is the responsibility of management. They are derived from the audited consolidated financial statements as at and for the year ended December 31, 2018, in accordance with International Financial Reporting Standards (IFRS).

Some financial information may include amounts that are based on best judgments and estimates, as the final determination of these amounts is based on events subsequent to February 21, 2019.

Management believes that the accounting policies used are appropriate and that the financial information presented is sufficiently comprehensive and properly reflects the Company's significant aspects to enable the reader to assess its performance and overall financial position.

In their report dated February 21, 2019, the independent auditors expressed an unmodified opinion on the Company's consolidated financial statements. Furthermore, the Appointed Actuary believes that the amounts recorded for insurance contracts liabilities net of reinsurance recoverables make an appropriate provision for all insurance contracts obligations.

The Company has an adequate system of internal controls. These mechanisms are intended to provide a reasonable degree of certainty that financial transactions are properly recorded and carried out in accordance with the required approvals, that the consolidated financial statements are prepared properly, and that assets are well protected.

The Board of Directors fulfills its responsibilities regarding the financial information contained in this annual report primarily through its Audit and Risk Management Committee, which is composed of three Board members who are not officers of the Company.

The Audit and Risk Management Committee meets periodically with management as well as with the independent auditors. The main duty of this Committee is to analyze the consolidated financial statements and recommend their approval to the Board of Directors. The independent auditors may, at their discretion, meet with the Audit and Risk Management Committee to discuss auditing and financial reporting matters, in the presence or absence of management.



**Sylvain Charbonneau, FCIA, FSA**  
President and Chief Executive Officer



**Nicholas Royer, CPA, CA**  
Vice-President, Finance

# FINANCIAL HIGHLIGHTS

(IN MILLIONS OF DOLLARS)

	2018	2017	2016	2015	2014
<b>TOTAL REVENUE</b>	243.5	239.1	252.7	266.0	272.6
<b>NETS EXCESS ASSETS</b>	19.2	21.2	24.5	22.4	26.7
<b>TOTAL SURPLUS</b>	409.3	395.2	380.1	358.6	341.6

The highlights shown above are taken from the consolidated financial statements of Blue Cross Canassurance, which are compliant with International Financial Reporting Standards.

# GOVERNORS AND DIRECTORS

**Florian Brissette**, CPA, CA  
Saint-Sauveur, Québec

**Louis Cyr**  
Lac Supérieur, Québec

**Serge De Gagné**, MBA, CRHA  
Montréal, Québec

**Michèle Desjardins**  
Montréal, Québec

**Gérard Douville**  
Dorval, Québec

**Sheldon Elman**, MD, CM  
Montréal, Québec

**Jacques Fontaine**, CPA, CA  
Montréal, Québec

**Maurice Hébert**  
Montréal, Québec

**Barry E. Katsof**  
Montréal, Québec

**Gilles Lagacé**, MD,  
CSPQ, FRCPC  
Québec, Québec

**Léo-Paul Landry**, MD  
Boucherville, Québec

**Jean Laurin**  
Montréal, Québec

**Gilles Marcil**, MD, CSPQ, CRCS,  
FRCSC  
Montréal, Québec

**Edmond D. Monaghan**, MD, CD,  
FRCSC, FACS  
Mont-Tremblant, Québec

**Jacques Nolet**  
Montréal, Québec

**Philip M. O'Brien**, CM  
Montréal, Québec

**Louise Piché**  
Sainte-Adèle, Québec

**Claude Robitaille**, LL. L.  
Québec, Québec

**Daniel Savard**, MD, CSPQ, FRCPC  
Sainte-Julie, Québec

**Hugh M. Scott**, MD  
Montréal, Québec

**François Sestier**, MD, PhD, FACC  
Montréal, Québec

**Catherine Sévigny**, MBA  
Montréal, Québec

**Jocelyn Tremblay**, FCIA, FSA  
Montréal, Québec

**Louis Gosselin**, FCIA, FSA  
Chairman of the Board  
Saint-Jean-Baptiste, Québec

**Françoise P. Chagnon**, MD  
Montréal, Québec

**Suzanne Landry**, PhD, M.Fisc.,  
FCMA, FCPA, FCA, ASC  
Montréal, Québec

**Normand Laurin**, CPA, CA  
Mont-Saint-Hilaire, Québec

**Louise Proulx**  
Mansonville, Québec

**Michel Robillard**, CPA, CA  
Secretary-Treasurer  
Terrebonne, Québec

**André St-Onge**  
Bromont, Québec

**Guy Tremblay**, LL. L., AD. E.  
Vice-Chairman  
Montréal, Québec

■ Board of Directors 
 ■ Executive Committee 
 ■ Investment Committee 
 ■ Audit and Risks Management Committee 
 ■ Ethics and Conformity Committee 
 ■ Human Resources and Remuneration Committee 
 ■ Governance and Nominating Committee

## CANASSURANCE INSURANCE COMPANY

# BOARD OF DIRECTORS

**Guy Tremblay**, LL. L., AD. E.  
Chairman of the Board  
Montréal, Québec

**Louis Cyr**  
Lac Supérieur, Québec

**Michèle Desjardins**  
Montréal, Québec

**Louis Gosselin**, FCIA, FSA  
Vice-Chairman  
Saint-Jean-Baptiste, Québec

**Jean Laurin**  
Montréal, Québec

**Michel Robillard**, CPA, CA  
Secretary-Treasurer  
Terrebonne, Québec

**Daniel Savard**, MD, CSPQ, FRCPC  
Sainte-Julie, Québec

■ Investment Committee 
 ■ Audit and Risks Management Committee 
 ■ Ethics and Conformity Committee

# MANAGEMENT

**Sylvain Charbonneau**, FCIA, FSA  
President and Chief Executive Officer

**Denis Belliard**, ASA, AICA, M.Sc.  
Vice President  
Client Experience

**Christopher Crombie**, FCIA, FSA  
Vice President  
Chief Compliance Officer & Chief Risk Officer

**Marc Lamirande**, M.Sc., FLMI,  
FLHC, ACS  
Vice President  
Corporate Projects

**Éric Levac**, MBA, PMP  
Vice President  
Technology and Chief Transformation Officer

**Fabien Navet**, MBA  
General Manager  
CanAssistance

**Isabeau Normandin**, CHRP  
Vice President  
Talent and Culture

**Nicholas Royer**, CPA, CA  
Vice President, Finance

**Sasha Opacic**, B.A. Econ.  
Vice President  
Sales, Brokerage Channel, Individual Health Insurance, Ontario

**Joanne Parent**  
Regional Vice President  
Business Development, Health Insurance Québec and Travel Insurance

**Yannick Bell**, CPA, CA, MBA  
Director, Finance

**Patrick Collette**  
Director  
Business Development  
CanAssistance

**Sean Collins**  
Director, Direct Sales

**Josiane Cousineau**, BBA  
Director, Marketing

**Éric Duval**, AICA, ASA  
Director  
Pricing and Product Management

**René Fleury**, ASA  
Director  
Project Office

**Jean-Pierre Fortin**, B.A.  
Director, Information Technologies

**Yvan Fortin**, FLMI  
Director, Compliance

**Mathieu Labourée**  
Director  
Financial Performance  
CanAssistance

**Fabienne Lavoie**, RN  
B.Sc., M.Sc.  
Senior Director  
Operations  
CanAssistance

**Anne-Gaëlle Le Henaff**, BBA, MBA  
Director  
Client Experience  
CanAssistance

**Nicole Nguyen**, ASA, AICA  
Director  
Contract Administration

**Josée Roy**, AALU, ALMI  
Director  
Underwriting

**Joseph Russo**  
Director  
Sales and Business Development,  
Travel Insurance

# CONSULTANTS

**François Sestier**, MD  
PhD, FACC  
Cardiologist  
Medical Director

**Jay Banerjee**, MD

**Élizabeth Bergeron**, DDS  
Dentist

**Denys Contant**, MD  
Emergency Medicine Specialist

**Tuong Minh Nguyen**, MD  
Emergency Medicine Specialist  
Family Medicine  
Medical Advisor

**Marco Percque**  
Medical Advisor

**QUÉBEC BLUE CROSS®**  
**ONTARIO BLUE CROSS®**  
**CANASSURANCE INSURANCE COMPANY**  
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Ce rapport annuel est disponible en français.



A photograph of a man in a light blue shirt carrying a young boy on his shoulders. They are both smiling and looking upwards against a clear, bright blue sky. The man's hands are holding the boy's hands, and the boy's arms are extended forward.

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