

STRATEGIC PLAN

2014 – 2017

ASSOCIATION CANADIENNE
D'INFORMATIQUE DE LA SANTÉ



CANADA'S HEALTH
INFORMATICS ASSOCIATION

THE VOICE OF HEALTH INFORMATICS IN CANADA

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FOREWORD

COACH: Canada's Health Informatics Association undertakes formal strategic planning as part of effective Association governance and management. A full strategic planning process is completed every three years, supported by a corresponding three-year tactical plan, balanced scorecard and annual operating plans that focuses on specific objectives and targets for the given year.

The 2014 – 2017 Strategic Plan is a culmination of a comprehensive process featuring strong membership engagement through surveys and focus groups, Board-led assessments of all COACH's primary programs and services, input from COACH's e-Health and CEO Advisory Council, an internal program assessment and metrics report developed by our staff, facilitated Board workshop and review sessions, and strategy development – all culminating in this final Strategic Plan document.

Sincere thanks are due to the many members and friends of COACH who provided their input, insights and ideas into the future direction of COACH and in particular to the Board members of COACH for their diligence, leadership, vision and dedication. Thanks are also due to the management and staff of COACH for their major, thoughtful, detailed and valued contributions throughout this strategic planning process and ultimately to this 2014 – 2017 COACH Strategic Plan.

COACH

COACH is the “voice of health informatics (HI)” in Canada. Advancing the adoption, practice and profession on behalf of HI professionals brings a tangible, visible, understood and respected reality to advocating and promoting better information for better health outcomes.

Supporting Canadians in achieving good health and receiving quality care is at the heart of COACH's Strategic Plan. Empowering people with information about their own health, arming clinicians with information to better treat patients, providing medical care at a distance, supporting all health providers through mobile technologies and transforming the health system through evidence-based practices and effective data analytics will collectively improve the care for Canadians. HI is a path to those better health outcomes.

Healthcare is an information business and COACH is dedicated to the mainstreaming of effective information and technology integrated with the best clinical and management practices. HI is essential to assist clinicians and all healthcare workers in making the best decisions for patient care and for healthcare system sustainability.

In mainstreaming HI and advancing the adoption of HI, COACH promotes best practices in HI and strives for continued advancements and innovation in the adoption, use and clinical value of health information and technology for all users and stakeholders. While Canada has achieved significant levels of adoption for electronic health records (EHRs) and electronic medical records (EMRs), there is still much to do at the ‘coalface’ of healthcare. That includes meaningful involvement of consumers, patients and families in the development and use of health information and technology. HI and the use of digital solutions in healthcare are strategic and unstoppable. There is no turning back.

COACH, as the *voice of health informatics*, which includes being the voice of telehealth in Canada, is dedicated to representing the diverse community of accomplished, engaged and influential professionals working passionately to make a difference in advancing healthcare through information and technology. COACH's members are dedicated to realizing their full potential as professionals and advancing HI through access to information, talent, credentials, professional practices, recognition and a broad, innovative range of services and specialized resources.

COACH was formed in 1975 by several health professionals and vendors in the medical industry, who recognized that significant sharing of ideas and efforts must take place in order to enable Canadian health institutions to effectively use information technology and systems. The focus, almost 40 years later, has expanded to include not only the technology and systems, but also reflects the importance of health information, patient and provider engagement, and the new ways of enabling improved access, quality and delivery of health services through all the associated and emerging capabilities of telehealth, mobile health, personal health monitoring and virtual health.

COACH has a membership of over 1,800 individuals ranging from healthcare executives, physicians, nurses and allied health professionals, researchers and educators to CIOs, information managers, program managers and coordinators, technical experts, consultants, and information technology vendors. Organizational members of COACH similarly reflect the full range of the public and private health sector. This includes healthcare service delivery organizations from nursing stations, hospitals and physician clinics to community health centres and regional health authorities, government and non-government agencies, consulting firms, commercial providers of information and telecommunications technologies and educational institutions.

COACH recognizes that a promising new generation of younger professionals is and will be fulfilling leadership roles in HI and across our healthcare system in Canada. It is important that we foster the continuous learning, passion and energy of COACH's members, particularly our younger demographic and leaders of tomorrow, who are ready to engage in new roles, participate in mentoring and learning programs and contribute their skills and expertise to leading the way in HI. Applying the programs and services of COACH to this expanding community is essential to achieving our vision, mandate and strategies.

COACH also believes in the importance and value of strategic alliances with other organizations involved in the field of HI in Canada and internationally. It is committed to building a strong international network in HI through organizations such as the International Medical Informatics Association (IMIA), where COACH is pleased to be Canada's official representative. COACH also maintains strong and collaborative relations with other country-related associations such as the Health Information Management Systems Society (HIMSS), the Health Informatics Society of Australia (HISA) and the Sociedade Brasileira de Informática em Saúde (SBIS), Brazil's HI association, in areas which benefit COACH.

Nationally, COACH furthermore fulfills its mission through partnerships, alliances or collaborative relationships with Canada Health Infoway (Infoway), the Canadian Institute for Health Information (CIHI), ITAC Health, the Canadian Health Information Management Association (CHIMA) and the Canadian Nursing Informatics Association (CNIA), along with the many academic institutions with HI programs that together serve to build capacity and representation for the HI community. COACH also contributes to standards development and adoption through its members' involvement on ISO's Technical Committee on Health Informatics (TC 215), the HL7 and IHTSDO standards organizations and officially participates with Infoway Standards Collaborative committees.

COACH, the “Voice of Health Informatics” in Canada

HEALTH INFORMATICS

As a foundation to our COACH Association and to demonstrate Canadian leadership in the area of HI, COACH has developed the following definition.

Health Informatics

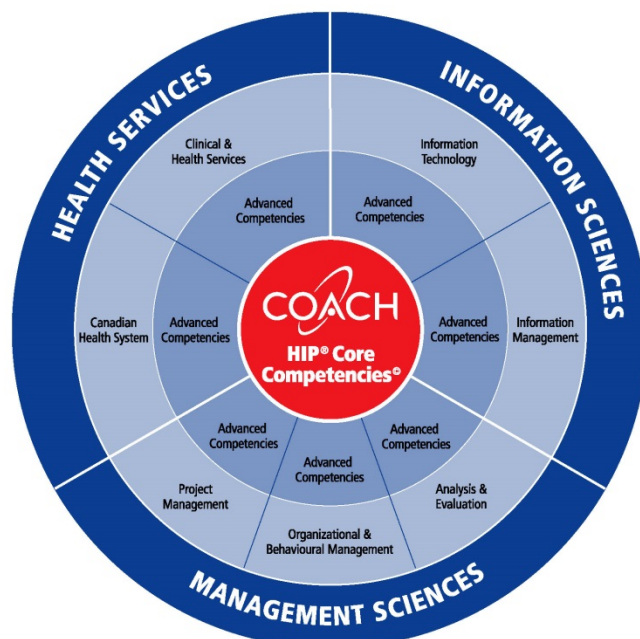
The intersection of clinical, IM/IT and management practices to achieve better health.

HI includes telehealth and is further described as follows, from the COACH document on *Health Informatics Professional Core Competencies* (V3.0 November 2012):

"Health informatics involves the application of information technology to facilitate the creation and use of health-related data, information and knowledge. HI enables and supports all aspects of safe, efficient and effective health services for all Canadians (e.g., planning, research, development, organization, provision, evolution of services, etc.)."

A list of example HI applications can be found in the *Core Competencies V3.0* document.

HI professionals design, develop, implement, maintain, deliver and evaluate information and systems applications and solutions, drawing on expert knowledge in the *health, information and management* disciplines. These three source disciplines intersect to bring together a core body of HI knowledge and expertise from diverse fields including information technology, information management, project management, organizational and behavioral management, analysis and evaluation, clinical and health services and health systems.



An HI Competency Framework that is supported by *Role Profiles* and the full set of Core Competencies undergirds a national and internationally accepted credential: the *Certified Professional in Healthcare Information and Management Systems – Canada* (CPHIMS-CA). This credential is increasingly becoming a hallmark of the HI professional.

COACH VISION, MISSION, VALUES AND MEMBERSHIP PROFILE

VISION

COACH is committed to achieving a vision that is a critical enabler for health system innovation, transformation and sustainability:

Taking health informatics mainstream

MISSION

COACH is dedicated to fulfilling a mission with the health of Canadians at our core:

Advance the adoption, practice and professionalism of health informatics to achieve better health for Canadians

VALUES

COACH's values are intended to depict the culture of the association, how we choose to interact with our stakeholders and to provide guidance on how COACH operates.

- Demonstrates **leadership** by introducing innovation that accelerates the transformation of health service delivery
- Values **collaboration** through sharing of health informatics knowledge and experience with others
- Recognizes the **diversity** of our membership
- Is committed to **continuous learning**
- Is guided by **professionalism**, integrity and ethics
- Is **responsive** to and serves the needs of the members and the health system

MEMBERSHIP PROFILE

The Vision and Mission of COACH are both founded in a growing, influential, accomplished and diverse membership from all health sectors and groups including public, private, clinical, operational, management and academic, all leading the way for better information for better health outcomes.

COACH members and the HI community are made up of:

Individuals engaged in advancing the adoption, practice and profession of health informatics in Canada.

STRATEGIC GOALS AND OBJECTIVES

COACH's 2014 – 2017 Strategies provide the overarching direction and foundation upon which COACH's plans, programs and resources will be focused for the next three years.

Goals may be thought of as *"what we wish to achieve"* and the objectives describe *"how we achieve the goal."* Goals and objectives are numbered only for reference.

1. ENGAGE AND GROW MEMBERSHIP

Advance the awareness, engagement and number of COACH members through strengthened networking, value and education products and services.

- 1.1. Enhance the marketing and promotion of COACH and HI to raise awareness.
- 1.2. Develop and deliver annual membership recruitment and retention campaigns.
- 1.3. Grow membership across our segments (including CHIEF, CTF, eHIP, CCF) and through advanced value, meaningful engagement and strong affinity with COACH.
- 1.4. Strengthen networking and education opportunities geographically and for member segments, including leveraging of existing programs and member assets.

2. STRENGTHEN USE AND IMPACT OF HI PROFESSIONALISM AND PRACTICE

Significantly grow the awareness, adoption and impact of health informatics (HI) professionalism and practices and of COACH's role in leading these efforts in Canada.

- 2.1. Continually increase the uptake of the CPHIMS-CA credential, advance and integrate credential supporting materials and assess enhancements to CPHIMS-CA program.
- 2.2. Promote and grow the availability, use and integration of COACH Guidelines programs and their associated or advisory services.
- 2.3. Assess opportunities and expand or create new COACH Guidelines in key strategic areas that are of the greatest value to our members.
- 2.4. Advance the supporting technical, education, renewal and process tools and services across HI professionalism and practices.

3. BROADEN THE IMPACT, INTEREST AND INNOVATION FOR FORUMS, CONFERENCES AND EVENTS

Strengthen and grow the participation, promotion and value of forums, conferences, events and communities of interest.

- 3.1. Develop a national and regional conference strategy, including COACH's 40th anniversary in 2015.
- 3.2. Leverage all forums, conferences, events and practices to incorporate innovative products, services, tools, education, cross-marketing and ongoing value.
- 3.3. Evolve and broaden the CTF: Canadian Telehealth Forum to reflect emerging technologies and directions.
- 3.4. Provide targeted and regional events for member segments and geographic regions.

4. STRENGTHEN INFORMATION, FINANCIAL AND CORPORATE SERVICES CAPACITY

Grow targeted HI information resources and COACH capacity to support our members, our HI community and the association's activities.

- 4.1. Develop information resources on HI practices and adoption and on industry, jurisdiction and international leading practices, including mHealth and analytics.
- 4.2. Advocate on issues within the COACH mandate as an integral part of our programs and services.
- 4.3. Grow COACH's financial capacity and revenue opportunities.
- 4.4. Enhance marketing services, planning, branding and resource capacity for all COACH programs and services.
- 4.5. Grow COACH's technology enablement and social media presence to increase channels of engagement with our members and HI community.
- 4.6. Enhance volunteer recruitment, onboarding, retention, recognition and linkage across all programs and services

CRITICAL SUCCESS FACTORS

Success in achieving the goals of this Strategic Plan is contingent on the following key factors:

- **Critical mass and diversity of membership.**
- **An engaged membership.**
- **Valued programs and services.**
- **Financial health and diversity of revenue.**
- **A strong association management and corporate capacity.**
- **A health informatics industry that continues strong and healthy.**
- **Effective governance of COACH.**

MEASURING COACH'S PERFORMANCE

COACH has identified four strategic goals to guide it into the future. The goals and associated objectives also give guidance to the creation of the COACH scorecard against which success will be measured and the ongoing tactical, operating and budget plans of the Association.

COACH measures its operational success against its Strategic Plan on an annual basis, using the scorecard and a regular assessment of strategic results. COACH's Strategic Plan is a living document, and may be amended according to the results of the annual assessment.

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