

2017-2020

Strategic Plan







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Where we have been

Digital Health Canada was formed in 1975 by several visionary health professionals and vendors in the medical industry who recognized that significant sharing of ideas, exchange of emerging best practices, and collaborative work effort must take place to enable Canadian health institutions to effectively use information technology and systems.

Digital Health Canada founders highlighted health informatics as a separate healthcare industry challenge and created a platform for addressing its key issues. At the same time, the healthcare and health informatics (HI) industry evolved.

Where we are going



DECADE 1
Computers Advancing
Into Healthcare



DECADE 2
Hospital Information
Systems Everywhere



DECADE 3
Launching HI and the
Health Information HI-way



DECADE 4
Taking “e” Records and Health
Informatics Mainstream



DECADE 5
Connecting consumers
and care teams
Data, devices, digitization

Through the past decade, the discipline of health informatics gained momentum as a foundational element of an emerging industry. Today, the creation and consumption of electronic health information is growing exponentially—and moving quickly beyond the enterprise record and so must Digital Health Canada. We feel digital health better represents the market of creators and consumers of health information today. This is the group that Digital Health Canada must address.

YESTERDAY

- Health Informatics as industry and body of knowledge
- Digital Health Canada as the Voice of Health Informatics, with an aspiration of taking HI mainstream.

TODAY

- Digital Health as industry
- Health informatics as core discipline and requisite body of knowledge
- Digital Health Canada connects Canadian community, incubates knowledge and advocates for our profession to accelerate the positive change digital health can deliver.

Today, our industry is rapidly diversifying, with many sub-industries and domain areas involved in the evolution and challenges associated with creating new models of care delivery for Canadians. Digital health is a key enabler of success in this transformation. Digital Health Canada helps connect professionals, organizations, and communities and catalyzes the collaboration required to solve today's complex and challenging issues. Digital Health Canada brings together diverse sets of professionals to incubate knowledge that advances digital health, and advocates on behalf of the membership with stakeholders.

Digital Health Canada exemplifies the power of connections to create impact. We bring together stakeholders, organizations, communities, and networks from across many sectors and domains, and foster connections by creating opportunities for collaboration, shared learning, and working together to meet industry challenges.

Mission, Vision and Values

Through four decades, Digital Health Canada has met the growing needs of our members. Our mission has evolved along with the industry. Our mission describes why we exist, our vision is what we aspire to achieve and our values provide the framework for how we conduct ourselves as an organization.

Mission

Connect, inspire, and educate digital health professionals who are creating the future of health in Canada.

Vision

Catalyze the digital health community, incubate knowledge, and advocate for professional members and the industry.

Values

While our mission and vision are evolving to reflect changes in our industry, our values remain the same.

- Demonstrate leadership by introducing innovation that accelerates the transformation of health service delivery
- Value collaboration through sharing of health informatics and digital health knowledge and experience with others
- Recognize the diversity of our membership
- Remain committed to continuous learning
- Be guided by professionalism, integrity and ethics
- Respond to and serve the needs of the members and the health system

Members and Stakeholders

As the digital health industry continues to evolve and change, so must Digital Health Canada. In the future, there will be a shift away from health informatics professionals being employed primarily in large institutional care delivery settings (such as hospitals). Already, health informatics graduates (and other professionals e.g. allied health care) are taking on new opportunities and employment in consumer digital health and retail organizations. More digital health professionals are working in small- and medium-sized organizations such as start-up technology companies and specialty consulting firms. As we focus our mission on connecting, inspiring, and educating professionals who are creating the future of health in Canada, we have identified key groups of members and stakeholders that we currently serve or will serve in the future:



Stakeholders from some of these segments have been engaged with Digital Health Canada through the past few decades. However, as the industry has evolved, many new professionals (not Digital Health Canada-affiliated) have become engaged with digital health practices and products. This is particularly true for health technology innovation firms, technology disruptors, retail health organizations, insurance, connected care companies, and software startups.

Given the rapid expansion in variety and breadth of the digital health industry and professional roles, Digital Health Canada will focus on bringing together traditional and emerging industry sectors. Digital Health Canada will expand the body of knowledge and professional community by connecting current membership with new member segments (consumer health, retail health, insurance, innovation firms, digital health entrepreneurs, and consumer enthusiast). These connections will enable convergence, knowledge creation and professional practice sharing, cross-sector health informatics education and advocacy, and public-private innovation partnerships.

Strategic Priorities

Digital Health Canada direction and priorities for the next three years: what are we trying to achieve, how we will achieve it, and how we will know we have achieved it.

Three Key Components



Strategic Objectives

Aligned to these are the strategic objectives —what are we trying to achieve.

Five Strategic Objectives

Objective	Alignment		
	CONNECT	INCUBATE	ADVOCATE
1 Enhance Membership Value Through Network Growth and Connections	✓	✓	✓
2 Connect Communities (Digital and Physical)	✓	✓	✓
3 Empower Professional Development and Advocacy		✓	✓
4 Implement Digital Business Platform	✓	✓	✓
5 Build Brand Awareness and Brand Value	✓	✓	✓

OBJECTIVE 1

Enhance Membership Value Through Network Growth and Connections

Digital Health Canada will deliver high membership value through a large, integrated professional network that includes traditional sectors, new segments, and innovative service offerings.



Activities to Realize Objective

- Implement processes and systems to grow and diversify membership
- Develop an efficient process to identify and engage new member segments
- Provide a unique and valuable member experience that connects traditional stakeholders and new entrants
- Assess opportunities to adapt and deliver existing products and services to new segments and stakeholders
- Identify and create programs and services that will support members in delivering value to their stakeholders or constituents (e.g. partners, patients).



KPI to Measure Success

- # of members, # renewals
- # of members by stakeholder segment
- # of connections between members and network segments (network density)
- # of member-developed programs and services that enhance membership value
- Member and stakeholder experience ratings

OBJECTIVE 2

Connect Communities (Digital and Physical)

Digital Health Canada will deepen existing and build new relationships with partners to improve access to information, enhance value exchange, and develop regional infrastructure to support member activity.



Activities to Realize Objective

- Assess the digital health market annually and identify prospective regional and local opportunities to connect with members and stakeholders across Canada
- Develop and implement plan to engage new segments and other associations
- Provide a unique member experience to participate in co-creation of sharable content, and develop leadership experience
- Bring together ideas from across Digital Health Canada stakeholder segments for incubation and advocacy
- Expand and leverage frameworks for community management, content creation, quality assurance, member matching, volunteer engagement, and mentorship
- Develop regional infrastructure support (digital and physical) to engage members and connect and support regional communities and hubs across Canada
- Develop regional infrastructure support (digital and physical) to engage members and connect and support regional communities and hubs across Canada



KPI to Measure Success

- # of ideas in incubation (submitted and progressed)
- # of active digital communities
- # of active regional communities / chapters
- # of volunteers and leaders
- # of members involved in knowledge incubation
- quality and consumption of outputs / deliverables

OBJECTIVE 3

Empower Professional Development And Advocacy

Digital Health Canada will support members through professional development at the individual and organizational level and advocate for the Canadian digital health industry



Activities to Realize Objective

- Develop member engagement protocols to identify, understand, and deliver on high value professional development needs (individual and organizations)
- Assess opportunity to create a new tier of certification for emerging and established professionals
- Build awareness of value of CPHIMS-CA with employers, professionals, and students
- Advocate for health informatics body of knowledge (HIBOK) as key enabler for digital health
- Develop structured approach to identify, select, and prioritize topics for advocacy
- Cultivate relationships with industry sub-segments, associations, and government
- Identify opportunities for international advocacy (aligned with Canadian agenda)



KPI to Measure Success

- Market awareness of Digital Health Canada, CPHIMS-CA, HIBOK
- # of professionals trained
- # of organizations / individuals engaged through Digital Health Canada professional development programs
- # of employers seeking CPHIMS-CA professionals
- # external stakeholder requests for Digital Health Canada and CHIEF input and feedback

OBJECTIVE 4

Implement Digital Business Platform

Digital Health Canada will operate effectively and efficiently with technology enabled services to engage and support membership needs seamlessly.



Activities to Realize Objective

- Implement a platform that supports members across each of the key components (connect, incubate and advocate)
- Deliver a differentiated, superior member experience through personalized, convenient, and professionally relevant interactions – website, mobile, and in-person.
- Develop structured approach to design and introduce new digitally enabled programs and services to current and future members
- Provide an interface that is intuitive and easy to use for all types of users (digital natives / digital migrants)
- Develop strategy to create and capture member value through “connections” that link member digital and physical interactions (ex: participation in digital communities, physical conferences, virtual learning, etc)



KPI to Measure Success

- Customer feedback – accessibility, usability, and customer experience
- Use of business intelligence and analytics to monitor and evaluate Digital Health Canada operations
- # of personalized services available to members and prospective members

OBJECTIVE 5

Build Brand Awareness and Brand Value

Digital Health Canada brand is recognized, valued, and respected within the digital health industry.



Activities to Realize Objective

- Develop and implement plan for re-examination of identity, branding and marketing
- Strengthen brand position and awareness in market through regular engagement campaigns and member / volunteer empowerment
- Develop and execute an effective, innovative marketing and communications strategy
- Increase prospective member engagement and interaction, and deepen engagement level with existing members and volunteers
- Create strategic approach to identify co-branding opportunities and strategic alliances that leverage the Digital Health Canada brand value and provide value to members
- Identify and implement resources necessary to manage brand, and assess and evaluate brand awareness
- Cultivate relationships with industry sub-segments, associations, and government
- Identify opportunities for international advocacy (aligned with Canadian agenda)



KPI to Measure Success

- Market awareness via annual survey
- Social media metrics (audience size, reach, engagement, sharing)
- Qualitative and quantitative assessment based on prospective partners, members, media approaching Digital Health Canada on a quarterly basis
- New licensing opportunities, brand extensions
- Qualitative assessment of price / value perception

Appendix

Definitions

Government	Includes all levels of Canadian government; federal, provincial and municipal as well as international government agencies and organizations
Healthcare Delivery	Including but not limited to hospitals, long-term care/ nursing homes, home care agencies, community care access centres, health authorities, local health integrated networks, family health teams, primary care centres
Academia	Universities, colleges and researchers
Technology Companies / Disruptors	Companies that provide technology that is used in the healthcare industry
Insurance Companies	All insurance related companies involved in the healthcare value chain e.g. life insurance, brokers, claims handlers, etc.
Consulting, Innovation, & Design companies	Organizations that advise, design, provide and distribute information regarding digital health
Enthusiasts	Consumers with deep engagement and interest in the digital health domain (creator, super-user, etc)
Retail Health Providers	Organizations that provide private medical & health services and products (in home or out)
Consumer Health	Consumers of healthcare and digital health services
Digital Health Entrepreneurs	Includes entrepreneurs that are involved in healthcare industry and digital health.
HI	Health Informatics
KPI	Key performance indicator



Digital Health Canada connects, inspires, and educates the digital health professionals creating the future of health in Canada. Our members are a diverse community of accomplished, influential professionals working to make a difference in advancing healthcare through information technology. Digital Health Canada fosters network growth and connection; brings together ideas from multiple segments for incubation and advocacy; supports members through professional development at the individual and organizational level; and advocates for the Canadian digital health industry.

For more information, visit digitalhealthcanada.com.