

The Digital Health Canada Professional Career Matrix clearly identifies career paths and opportunities across nine unique domains and five proficiency levels within the digital health sector. The Career Matrix highlights potential roles within each domain and the level of expertise each role may require. Individuals can map out their current position on the Career Matrix and understand the skills and experience required to chart a career path vertically or horizontally through the Career Matrix as desired. The Career Matrix domains and proficiency levels are based on internal operational reviews and high-level job scans conducted by Digital Health Canada Faculty Members and digital health industry leaders with extensive sector experience. Please note:

- A range of education (e.g. degree, diploma, certification) can be combined with the Traits and Abilities and Professional Experience presented below to navigate through the Career Matrix
- Achieving the Certified Professional in Healthcare Information and Management Systems–Canada (CPHIMS-CA) credential is useful for moving through the matrix at the proficient, expert, and master levels
- Titles listed in the Career Matrix represent a sample of possible roles available within the domain; the education and skills outlined here are suggestions and do not guarantee achievement of any particular role, job, or title.

MASTER LEVEL	EXPERT LEVEL	PROFICIENT LEVEL	COMPETENT LEVEL	EMERGING PROFESSIONAL (EP) LEVEL
<b>10+ years of professional experience*</b>	<b>10+ years of professional experience</b>	<b>5+ years of professional experience</b>	<b>3+ years of professional experience</b>	<b>1+ years of professional experience</b>
<p>Mastery is about designing the future and leading change</p> <p>Tend to be senior leadership positions in organizations</p> <p>Leadership ability and other personal characteristics differentiate between Master and Expert</p>	<p>Optimal performance becomes second nature</p> <p>Draws on experience to immediately produce an intuitively appropriate action to any situation</p>	<p>Understanding of skill or domain is an instinct or intuition</p> <p>Perceives a complete system instead of a set of different parts</p> <p>Understands that multiple competing solutions exist for each problem</p> <p>Can make correct decisions based on instinct</p>	<p>Sees patterns and principles rather than a discrete set of rules</p> <p>Decisions are based on experience and active decision-making</p> <p>Accountable for decisions</p> <p>Considerable experience coping with real situations</p>	<p>Rules-based, but able to selectively apply different rules as needed</p> <p>Can follow instructions containing decision points</p> <p>Limited experience, especially in the health informatics sector</p>

\*Also depends on previous roles and individual capabilities.

DOMAIN

	Clinical & Health Services	Canadian Health System	Project Management	Healthcare Transformation	Analysis and Evaluation	Information Management	Information Technology	NEW! Product Management/ Emerging Tech <sup>1</sup>	NEW! Patient Related
MASTER	Chief Clinical Information Officer	Chief Information Officer	Vice President Project Services	Chief Transformation Officer	Chief Knowledge Officer Chief Information Officer	Chief Privacy Officer Chief Data Officer Chief Information Officer Chief Medical Information Officer Chief Nursing Information Officer VP HIM Chief Risk Officer Chief Compliance Officer Chief Data Officer	Chief Technology Officer Chief Digital Officer Chief Information Security Officer Chief Digital Operations Officer Chief Artificial Intelligence Officer	Product Owner Chief Innovation & Engagement Officer Vice President Product Management Chief Quality Officer	Chief Innovation & Engagement Officer Chief Patient Experience Officer
	Clinical Informatics Director Research Director Executive Director	Digital Health Program Director Digital Health Strategist Executive Director	PMO Director Project Director Executive Director	Process Improvement Analyst Change and Transformation Specialist	Senior Methodologist Research Director	Standards Director Information Management Director Privacy Director	IT Director Enterprise Architecture Director Security Director Procurement Officer	Data Scientist	Quality and Patient Safety Director
	Clinical Informatics Manager Clinical Informatics Specialist Policy Specialist Compliance Manager	eSafety Manager Senior Business Analyst Business Development Specialist Policy Specialist Compliance Manager	PMO Manager Program Manager Project Manager	Change Manager Process Improvement Specialist Engagement Manager Change & Transformation Specialist	Senior Information Analyst Outcomes Specialist Data Manager Terminologist	Privacy Manager Data Architect Standards Manager Database Manager Risk Manager Compliance Manager	Security Specialist Service Manager Solutions Architect User Experience Specialists Digital Designers Application Manager Requirements Specialist Asset Manager	User Experience Designer Patient Behaviour Change Designer Outcomes Specialist Quality Assurance Specialist Data Engineer	Patient Engagement Manager Patient Experience Manager Patient Safety Manager Quality and Patient Safety Specialist
COMPETENT	Clinical Informatics Analyst Policy Analyst Research Analyst Research Coordinator	Business Analyst eHealth Analyst eSafety Analyst Policy Analyst	Project Analyst	Trainer Product Specialist Process Improvement Analyst	Information Analyst Benefits Evaluation Analyst Quality Analyst Data Analyst Data Steward Data Librarian Data Scientist Data Architect Data Administrator Research Analyst Research Coordinator Taxonomist	Data Analyst Privacy Analyst Standards Analyst HIM Analyst Data Steward Data Librarian Data Scientist Data Architect Data Administrator Taxonomist	Senior Testing Analyst Technical Lead Apps Analyst Systems Analyst Testing Analyst Procurement Lead Requirements Analyst	Product Specialist Business System Analyst	Patient Navigator Patient Safety Lead
	EP	Clinical Informatics Coordinator	Junior Business Analyst Program Coordinator Project Coordinator	Training Coordinator Product Analyst	Data Coordinator Junior Data Scientist	Privacy Coordinator Data Coordinator Junior Data Scientist Health Records Coordinator	Service Desk Analyst Testing Analyst Apps Analyst Tech Analyst	Product Analyst	Patient Flow Coordinator Patient Safety Coordinator

<sup>1</sup> Roles in this domain can help vendor organizations understand and respond to the needs of the market

<sup>2</sup> Most common in large regional authorities