

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
10+ years of professional experience*	10+ years of professional experience	5+ years of professional experience	3+ years of professional experience	1+ years of professional experience
<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.

DOMAINS	Clinical & Health Services	Canadian Health System	Project Management	Healthcare Transformation	Analysis & Evaluation	Information Management	Information Technology	NEW Product Management/ Emerging Technology ¹	NEW Patient Related
MASTER LEVEL CAREERS	Chief Clinical Information Officer	Chief Information Officer	Vice President Project Services	Chief Transformation Officer	Chief Knowledge Officer	Chief Privacy Officer	Chief Technology Officer	Product Owner	Chief Innovation & Engagement Officer
	Chief Medical Information Officer	Chief Medical Information Officer	Chief Information Officer	Chief Operations Officer	Chief Information Officer	Chief Data Officer	Chief Digital Officer	Chief Innovation & Engagement Officer	Chief Patient Experience Officer
	Chief Nursing Information Officer	Chief Nursing Information Officer	Chief Operations Officer ²	Chief Innovation Officer		Chief Information Officer	Chief Information Security Officer	Vice President Product Management	
				Chief Innovation & Engagement Officer		Chief Medical Information Officer	Chief Digital Operations Officer	Chief Quality Officer	
						Chief Nursing Information Officer	Chief Artificial Intelligence Officer		
						VP HIM			
						Chief Risk Officer			
						Chief Compliance Officer			
						Chief Data Officer			

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

² Most common in large regional authorities



DOMAINS	Clinical & Health Services	Canadian Health System	Project Management	Healthcare Transformation	Analysis & Evaluation	Information Management	Information Technology	NEW Product Management/ Emerging Technology	NEW Patient Related
EXPERT LEVEL CAREERS	Clinical Informatics Director	Digital Health Program Director	PMO Director	Process Improvement Analyst	Senior Methodologist	Standards Director	IT Director	Data Scientist	Quality and Patient Safety Director
	Research Director	Digital Health Strategist	Project Director	Change & Transformation Specialist	Research Director	Information Management Director	Enterprise Architecture Director		
	Executive Director	Executive Director	Executive Director			Privacy Director	Security Director		
							Procurement Officer		



DOMAINS	Clinical & Health Services	Canadian Health System	Project Management	Healthcare Transformation	Analysis & Evaluation	Information Management	Information Technology	NEW Product Management/ Emerging Technology ¹	NEW Patient Related
PROFICIENT LEVEL CAREERS	Clinical Informatics Manager	eSafety Manager	PMO Manager	Change Manager	Senior Information Analyst	Privacy Manager	Security Specialist	User Experience Designer	Patient Engagement Manager
	Clinical Informatics Specialist	Senior Business Analyst	Program Manager	Process Improvement Specialist	Outcomes Specialist	Data Architect	Service Manager Solutions Architect	Patient Behaviour Change Designer	Patient Experience Manager
	Policy Specialist	Business Development Specialist	Project Manager	Engagement Manager	Data Manager	Standards Manager	User Experience Specialists	Outcomes Specialist	Patient Safety Manager
	Compliance Manager	Policy Specialist		Change & Transformation Specialist	Terminologist	Database Manager	Digital Designers	Quality Assurance Specialist	Quality and Patient Safety Specialist
		Compliance Manager				Risk Manager	Application Manager	Data Engineer	
						Compliance Manager	Requirements Specialist	¹ Roles in this domain can help vendor organizations understand and respond to the needs of the market	
							Asset Manager		



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COMPETENT LEVEL CAREERS	Clinical Informatics Analyst	Business Analyst	Project Analyst	Trainer	Information Analyst	Data Analyst	Senior Testing Analyst	Product Specialist	Patient Navigator
	Policy Analyst	eHealth Analyst		Product Specialist	Benefits Evaluation Analyst	Privacy Analyst	Technical Lead	Business System Analyst	Patient Safety Lead
	Research Analyst	eSafety Analyst		Process Improvement Analyst	Quality Analyst	Standards Analyst	Apps Analyst		
	Research Coordinator	Policy Analyst			Data Analyst	HIM Analyst	Systems Analyst		
					Data Steward	Data Steward	Testing Analyst		
					Data Librarian	Data Librarian	Procurement Lead		
					Data Scientist	Data Scientist	Requirements Analyst		
					Data Architect	Data Architect			
					Data Administrator	Data Administrator			
					Research Analyst	Taxonomist			
					Research Coordinator				



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EMERGING PROFESSIONAL LEVEL CAREERS	Clinical Informatics Coordinator	Junior Business Analyst	Program Coordinator	Training Coordinator	Data Coordinator	Privacy Coordinator	Service Desk Analyst	Product Analyst	Patient Flow Coordinator
			Project Coordinator	Product Analyst	Junior Data Scientist	Data Coordinator	Testing Analyst		Patient Safety Coordinator
						Junior Data Scientist	Apps Analyst		
						Health Records Coordinator	Tech Analyst		

