TECHNATION^CA

2019 – 2021 TECHNATION Health Strategic Plan

Task Force Group:

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Vision:	To improve the health and wellness of Canadians, and support an effective and sustainable healthcare system through the use of innovative digital technologies. To provide value to our members through the advocacy of a Canadian digital health economy.
Mission:	As the trusted and authoritative voice of the Health Technology Industry, TECHNATION Health's mission is to promote and enhance the significant contribution that digital technology can make to Canada's economic prosperity, and to the health and wellness of Canadians. TECHNATION Health will strive to influence policy and advocate for the adoption of innovative technologies that: • Align with international trends to maximize economic development and export opportunities for our members, • Have a direct benefit to patients, providers, and the health system, • Create an ROI, improve patient outcomes and convenience for consumers.
Operating Principles:	TECHNATION Health will: • Leverage the approved *Strategic Plan* to guide TECHNATION Health priorities and activities and report on progress on a regular basis. • Engage, consult, and represent the interests of the vendor community, balancing any one or group members interests with the interests of the broader community/industry. • Ensure broad engagement & consultation with all Canadian healthcare ICT players, public or private, individual, or corporate, TECHNATION members or others. • Ensure transparency of process & decision making in its operations. • Promote fair, ethical & sustainable business practices in the digital health industry. • Balance our activity between emerging issues and longer-term strategic objectives

Strategic Goals:	TECHNATION Health's Vision & Mission will be achieved through the following strategic goals:
	1. **Effectively influence public policy** to support TECHNATION Goals**.**
	2. **Shape provincial & federal ICT standards/regulation** to support TECHNATION Goals.
	3. **Grow our membership** to maintain relevance, fund priority activities, and achieve long term financial sustainability.
	4. I**mprove public & private sector procurement** to enable innovation, while maintaining transparency and fairness.
	5. **Increase the adoption of new & innovative digital solutions** that add value to Canadian Health Sector and deliver new economic opportunities for our membership.
	6. **Increase the size of the digital health market** for our membership – focusing on both domestic & international markets, grow alliances and partnerships with organizations that help advance TECHNATION Health's vision, mission, and goals.

Specifically, for 2019 – 2021

Imperatives for Success:	To achieve these goals TECHNATION Health will prioritize activity that:
	• Strengthens its advocacy capability & influence (Goal 1&2)
	• Develops a stronger representative and authoritative voice of the Digital Health Industry (Goal 3&4)
	• Increases adoption and removal of barriers to adoption for new digital technology (Goal 6)
	• Influences procurement transformation (Goal 5)
	• Stimulates technology innovation (Goal 7)
Objectives:	1. Resolve TECHNATION Health funding, operating capacity, and leadership to align with vision, mission, and goals
	2. Define TECHNATION health membership and implement tools and processes to engage members and potential members in achieving the TECHNATION Health Goals
	3. Develop tools and indicators to measure progress and value of TECHNATION to the industry
	4. Develop multiple points of contact and engagement with member corporations
	5. Explore mechanisms to leverage member activity and material and amplify through TECHNATION rather than be source of origin.
	6. Strengthen and formalize TECHNATION capabilities and evaluation of its advocacy activity

Committee Structure:	The current committee structure will be reviewed and focused to ensure it effectively supports TECHNATION Health Objectives:
	
	• The Board should conclude its discussions with TECHNATION and its assessment of partner/ competitive associations in 2019.
	• The Membership Committee should review its mandate to ensure it can address objectives 2 – 3 by fall 2019
	• Advocacy Committee should review its mandate by fall 2019 to ensure it can address objectives 5 & 6
	• Review and propose changes that evolve other priority activity into working groups or ad hoc task forces:
	    a. Interoperability and Standards - linkage with other working groups in the industry and development of positions for Advocacy Cttee
	    b. Procurement Task Force - linkage with other working groups in the industry and development of positions for Advocacy Cttee
	    c. Innovation & entrepreneurial – seek forums to get input from non-members and develop potential members for membership Cttee

TECHNATION Health Services	TECHNATION Health prioritizes the following services to their membership: 1. **Advocacy:** As the voice of the Canadian Health ICT vendor community, TECHNATION Health can influence policy and thinking within the broader health sector based on the priorities of the membership. This includes meeting with senior healthcare, government and political leaders, and establishing TECHNATION Health positions on key topics. 2. **Relationships and Access:** TECHNATION Health provides our membership the opportunity to network, partner and build relationships with key political, government, health system and private vendor executives. For example, 2016's Queen's Park Days offered the opportunity for TECHNATION Health's members to industry challenges with the Members of Parliament from ON. Partnerships with organizations like COACH offer a collaborative environment for TECHNATION to liaise with senior leaders from provincial eHealth organizations, hospitals and health systems. 3. **Industry Insights & knowledge transfer:** Our relationships, seminars and round tables include public and private sector executives from across Canada and provide our members with information about major federal, provincial, and institutional priorities and initiatives. This includes client funding/business priorities that are critical to shaping our membership's sales and marketing efforts and enables our members to stay current with the latest technologies, trends, and standards. 4. **International Opportunities:** Through participation in international events and forums, TECHNATION Health helps its membership develop global relationships and international trade opportunities.

Membership and Program Development Committee
 	
(to be reviewed and updated by committee members in 2019)
	Mandate
	
	To ensure the association provides increasing value to members by facilitating the involvement of TECHNATION Health members as vital stakeholders in the move to digital health care in Canada. Maintain and grow the membership to achieve financial sustainability and generate revenues to support membership-driven priorities.
	
	1. Grow the membership, by continuously adding membership value and providing valuable communication to Canada's vendor community
	2. To provide TECHNATION Health members with information about and/or providing valuable opportunities for domestic and international business development
	3. Provide TECHNATION Health with contacts, suggestions and ideas for actively engaging members as key stakeholders and vital contributors in Canada and Internationally.
	4. Ensure that TECHNATION Health provides increasing value to members and is recognized as "the
	   leading voice of the healthcare vendors in Canada" or "the national coalition of healthcare vendors in Canada
	5. Create programs (networking events, seminars, webinars, briefings etc.) that add value to the existing membership, and to new target member communities (i.e. start-ups).
	
	2019-2021 Objectives:
	
	1. **Maximize market development opportunities**:
	
	   a. Develop and execute on a strategy to attract "start-up" community as TECHNATION Health
	      members.
	   b. Establish partnerships and programs with key "accelerators" and innovation groups across Canada (MARs, Mohawk etc.)
	   c. Representation and promotion at key national and international events that will create demonstrable opportunities for Canadian companies (Trade Commissions, National and International Health IT events)
	
	2. **Increase the adoption of new & innovative ICT solutions**:
	
	   a. Creation of the **Innovation and Emerging Technologies Task Force** to drive a focused agenda. The goal of the task force is to target key innovative solutions, build TECHNATION Health positions and remove critical blockers to adoption.
	   b. Build awareness by delivering educational seminars, webinars, roundtables targeting members <u>and</u> the broader Health and Public Sectors on the following innovative technologies:
	      i. Virtual Care
	      ii. Cloud Computing
	      iii. Advanced Analytics/AI/ML
	      iv. Consumer Health v. IOT/Mobility

3. Build value-added partnerships:
   a. Target key partnerships that will support TECHNATION's objectives in the market. Execute on meaningful partnership agreements that advance our membership interests.
   b. Currently identified targets include: COACH/CHIEF, MEDEC

4. Grow our membership and grow revenues:
   a. **Expand into start-up community and adjacent markets (devices, genomics, etc.)** Develop specific membership –drive campaigns to attract new members
   b. Deliver more revenue generating (profitable) events

Measurement:
- Maintain existing membership base (metrics: # of members)
- Membership satisfaction (metrics: survey results)
- Attract new members (metrics: # of new members)
- Maintain and grow revenues through membership-drives and programs (metrics:
- revenue growth YoY)
- Execution of value-added programs (metrics: # of events, # of attendees, profitability)

Advocacy Committee

(to be reviewed and updated by committee members in 2019)

Mandate

To promote investment in health ICT and represent the interests of the Canadian health ICT industry to government, key decision makers and opinion leaders.

1. Execute on specific advocacy activities to promote the interest of the broader membership aligned to the priorities identified in the strategic plan.
2. Meet one-on-one with Ministers of Health (Federal and Provincial) to promote investment in health ICT.
3. Support the provincial Ministers of Health through collaboration and information sharing with other Ministers, government officials, decision-makers, and opinion leaders to promote the TECHNATION Health's priorities.
4. Open up channels for dialogue between senior public servants, decision-makers in the broader health sector (e.g. regional CEO's and CIO's), opinion leaders (e.g. medical and hospital associations), and the Health ICT industry
5. Organize opportunities for the membership to engage directly with key decision makers and politicians (e.g. Queen's Park Days, Provincial eHealth Briefings etc.)

2019-2021 Objectives:

6. **Effectively influence public policy:**
   a. Deliver 'Queen's Park Day' style events in BC, AB and ON – others?
   b. Target advocacy work on advancing the adoption of TECHNATION Health's priority innovative technologies:
      i. Virtual Care
      ii. Cloud Computing
      iii. Advance analytics/AI/ML
      iv. Consumer Health
      v. IOT/Mobility
   c. Create TECHNATION Health positions on each of the five areas. Positions could over areas such as: patient/provider/system benefits, ROI, facts/myths, practical steps, blockers, recommendations etc.
   d. **Identify policy blockers and barriers** and address at political and senior decision-making levels.

7. I**mprove public & private sector procurement**:
   a. Continued work of the **Procurement Taskforce** to collaborate with the Public Sector to seek methods of procurement innovation.
   b. Develop TECHNATION Health positions on large-scale EMR refresh strategies and procurement – having a large-scale viewpoint
   c. Collaboration with Advocacy committee to elevate the procurement conversation to political layers.

Measurement
- Identify influence plan (metric: documented strategy)
- Execute on stated influence activity (metrics: # of sr. level meetings, completion of "Queens Park Days")
- Creation of position papers (metrics: # of papers)
- Influence outcomes – when possible to report on the how the activities of the committee moved the needle on policy decisions

Interoperability and Standards Committee
 	
(to be moved to a task force under the advocacy Committee – maintaining its own specific mandates and goals by the task force members)
	Mandate
	
	To promote the adoption of internationally accepted standards for technology, nomenclature, data, and interoperability in health sector. To ensure the membership's interests are being represented in key areas related to standards and emerging Provincial and Federal regulation.
	
	• To present a unified industry voice and consultation vehicle for government, associations and policy makers and standard setting bodies.
	• To assist the vendor community to become more knowledgeable about standards and interoperability issues and solutions and to share this knowledge and expertise.
	• Develop skills and knowledge exchange amongst the members and the wider informatics
	- community.
	• To formulate positions on issues that may arise with respect to standards and regulations and undertake work to establish how best to address and resolve these issues.
	• To promote and facilitate the establishment of national functionality standards, conformance testing and certification processes, including privacy and security issues, to facilitate a "level playing field" for all vendors predicated on quality assurance for the marketplace.
	• To ensure the development of secure electronic sharing of patient information (with appropriate patient and physician consent) between vendor systems through the use of Canadian and international interoperability standards.
	• To help members adopt internationally accepted standards to allow Canadian companies to sell abroad.
	
	2019-2021 Objectives:
	
	1. **Shape provincial & federal ICT standards/regulation**:
	    a. ISC to follow through on national survey recommendations to advance TECHNATION's
	       position on Canadian Interoperability Standards.
	    b. Grow the relevance of ISC through additional members and partnerships with other standards bodies.
	    c. Other areas to target include consumer health, certification, patient safety, credentialing initiatives, devices, personalized medicine etc.
	
	Measurement:
	    • Identify ISC priorities and plan (metric: documented strategy)
	    • Execute on stated activity (metrics: # of events)
	    • Creation of position papers (metrics: # of papers)
	    • ISC outcomes – when possible to report on the how the activities of the committee moved the needle on standards and regulatory decisions