

TECHNATION Health Strategic Plan 2026-2028

Vision

Canada's health systems are strengthened through trusted, interoperable, and AI-enabled digital solutions that improve outcomes, expand access, and drive sustainable and productive care delivery, while advancing a globally competitive and secure Canadian health technology ecosystem.

Mission

TECHNATION Health advances the interests of Canada's health technology ecosystem by serving as the trusted industry advocate and convenor, shaping policy, standards, and procurement environments through solutions-led, evidence-based advocacy that accelerates adoption of digital and AI-enabled solutions, strengthens health system performance, and enables companies operating in Canada to compete and scale globally.

Operating Principles

- Leverage the approved Strategic Plan to guide TECHNATION Health's priorities and activities, with a clear focus on execution, measurable outcomes, and accountability for progress.
- Engage, consult, and actively represent the interests of TECHNATION Health members and the broader health technology ecosystem, reflecting the diversity of companies operating in and contributing to Canada.
- Ensure broad and inclusive engagement with health technology stakeholders across Canada, including public and private sector organizations, Canadian-founded firms, and global companies with a meaningful presence in Canada.
- Ensure transparency in decision-making and operations, supported by evidence-based positions, clear policy rationales, and open communication with members and stakeholders.
- Promote fair, ethical, and sustainable business practices that support trusted digital and AI-enabled health markets, responsible innovation, and long-term health system sustainability and economic productivity.

Strategic Goals

Aligned with TECHNATION Canada's strategic direction, TECHNATION Health advances its mission and vision through a sustainable, execution-focused platform that prioritizes advocacy, collaboration, and measurable impact across priority digital health domains, including cybersecurity, cloud, data, interoperability, and AI-enabled solutions. This will be accomplished by focusing on the following strategic goals:

- Effectively influencing public policy by advancing clear, evidence-based industry positions that support trusted adoption of digital and AI-enabled health solutions.
- Shaping provincial and federal standards, regulatory frameworks, and assurance models to enable interoperability, security, data trust, and alignment with international norms.
- Growing and sustaining a diverse membership that reflects Canada's health technology ecosystem, delivers clear value to members, and strengthens TECHNATION Health's collective voice and impact.
- Advocating for procurement and market access reforms across public and private sectors that accelerate adoption of proven digital and AI-enabled solutions, strengthen Canadian capability, and support fair, competitive markets.

Strategic Objectives

- Deliver direct and measurable benefits to patients, providers, and health systems by improving outcomes, access, experience, and system performance through effective use of digital and AI-enabled solutions.
- Align with international trends, standards, and best practices to strengthen global competitiveness, support economic development, and enable companies operating in Canada to access and succeed in global markets.
- Demonstrate clear value by improving patient outcomes and experience, enhancing convenience for consumers, and delivering return on investment, productivity, and sustainability for health systems.

Strategic Priorities

Advocacy: As the trusted and authoritative voice of Canada's health technology ecosystem, TECHNATION Health advances clear, evidence-based policy positions that reflect member priorities and influence decision-making across governments, health systems, and political leadership.

Relationships and Access: TECHNATION Health creates meaningful access for members to senior government, health system, and industry leaders by convening forums that bring industry and government together on an equal footing to enable collaboration, alignment, and informed action.

Industry Insights and Knowledge Transfer: TECHNATION Health delivers timely, actionable insights drawn from public and private sector leaders across Canada to help members understand policy direction, funding priorities, procurement signals, and emerging standards that shape market opportunities and adoption pathways.

International Opportunities: TECHNATION Health supports members in building global readiness and expanding international opportunities by aligning with global standards, fostering international partnerships, and positioning Canada as a credible reference market for trusted digital and AI-enabled health solutions.

Imperatives for Success

To achieve these goals, TECHNATION Health will prioritize execution through its committees and member engagement by focusing on the following imperatives:

- Strengthen TECHNATION Health's advocacy capabilities and influence as the representative and authoritative voice of Canada's health technology ecosystem.
- Increase adoption of proven digital and AI-enabled health solutions by identifying and addressing policy, regulatory, procurement, and operational barriers.
- Influence procurement transformation to support fair, competitive markets, accelerate adoption, improve productivity, and strengthen Canadian health technology capability across public and private sectors.
- Support innovation across the health technology lifecycle by enabling pathways from innovation to scaled adoption, commercialization, and global competitiveness.

TECHNATION Health Advocacy Committee

To advance the interests of Canada's health technology ecosystem by serving as a coordinated industry voice to government, decision-makers, and opinion leaders, promoting policies, investments, and market conditions that enable trusted adoption, system performance, and ecosystem growth.

- Advance clear, evidence-based policy positions aligned with the Strategic Plan and member priorities.
- Engage federal and provincial health, digital, and procurement leaders to promote investment in digital and AI-enabled health solutions.
- Support alignment across jurisdictions by facilitating dialogue between governments, health system leaders, and industry.
- Create structured opportunities for members to engage decision-makers through targeted advocacy initiatives, briefings, and forums.

TECHNATION Health Interoperability and Standards Committee

To advance adoption of interoperable, secure, and trusted standards for data, technology, and AI-enabled health solutions, aligned with international norms and regulatory expectations, to enable scale, trust, and global competitiveness.

- Represent member interests in standards, interoperability, and emerging regulatory frameworks at federal and provincial levels.
- Develop industry-informed positions on data governance, interoperability, AI assurance, privacy, and security.

- Support member understanding and adoption of standards through knowledge exchange and practical guidance.
- Promote national approaches to conformance, certification, and assurance that enable fair competition and market trust.
- Enable secure, consent-based data sharing across systems using Canadian and international standards to support care delivery and innovation.

TECHNATION Health Membership Commitment

The Health Division is committed to advancing, strengthening, and growing TECHNATION Health's membership as a core driver of the association's impact. Success in this area is measured by building a diverse, engaged, and representative membership that reflects the full Canadian health technology ecosystem. By delivering clear, differentiated value through programs, insights, and engagement, the Health Division ensures members can grow their influence, connect with key decision-makers, and participate fully across advocacy, standards, and policy initiatives.

Key actions include:

- Growing and retaining a diverse membership that represents the full spectrum of companies operating in Canada's digital health ecosystem.
- Developing programs, events, and services that enhance member visibility, business development opportunities, and policy influence.
- Engaging members as active contributors to committees, advocacy, and thought leadership, ensuring their perspectives drive Health Division priorities.
- Supporting domestic and international business development aligned with strategic objectives, helping members navigate market access and global opportunities.
- Positioning TECHNATION Health as the national convener and trusted advocate for the health technology ecosystem, reinforcing the value of membership as central to the division's success.

Through this commitment, the Health Division ensures that membership growth and engagement remain a strategic priority, enabling TECHNATION Health to deliver on its broader mission of strengthening Canada's health technology ecosystem, supporting adoption of digital and AI-enabled solutions, and improving outcomes across the health system.