

2017 – 2019 ITAC Health Strategy

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<p>Vision:</p>	<p>To improve the health and wellness of Canadians, and support an effective and sustainable healthcare system through the use of innovative technologies. Drive value to our members through the promotion of domestic and international trade development.</p>
<p>Mission:</p>	<p>As the trusted and authoritative voice of the Health Technology Industry, ITAC 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.</p> <p>ITAC Health will strive to influence policy and advocate for the adoption of innovative technologies that:</p> <ul style="list-style-type: none"> • 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.
<p>Operating Principles:</p>	<p>ITAC Health will:</p> <ul style="list-style-type: none"> • Leverage the approved <i>Strategic Plan</i> to guide ITAC Health priorities and activities and report on progress on a regular basis. • Represent the interests of the vendor community as a whole, 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, whether ITAC members or members-in-waiting.

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	<ul style="list-style-type: none"> • Represent the needs of larger established companies and multi-nationals, and smaller regional players and start-ups. • Ensure transparency of process & decision making. • Promote fair, ethical & sustainable business practices among the industry & our clients. • Balance our activity between emerging issues and longer term strategic objectives – establish “Special Committees” when required. • Rely on the good judgement of Committee documented mandate. Leaders to make informed recommendations & to guide board efforts. • Delegate & rely on dedicated ITAC staff (ITAC Health President & Executive Director) to provide direction & support to all board initiatives. Manage & guide their priorities.
<p>Strategic Objectives:</p>	<p>ITAC Health will advocate on behalf of the entire industry at the guidance of our members to achieve the following:</p> <ol style="list-style-type: none"> 1. Maximize market development opportunities for our membership – focusing on both domestic & international markets. 2. Increase the adoption of new & innovative ICT solutions that add value to Canadian Health Sector and deliver new economic opportunities for our membership. 3. Improve public & private sector procurement to enable innovation, while maintaining transparency and fairness. 4. Effectively influence public policy related to priority issues and opportunities as defined by the membership. 5. Shape provincial & federal ICT standards/regulation where it’s an identified priority to the vendor community. 6. Build alliances and partnerships with organizations and can help advance ITAC Health’s mission and objectives. 7. Grow our membership and increase revenues (retained earnings) to maintain relevance, fund priority activities, and achieve long term financial sustainability.
<p>Committee Structure:</p>	<p>The committee structure will be designed to evolve as necessary to effectively support ITAC Health’s Strategic Objectives:</p> <ul style="list-style-type: none"> • Membership Committee • Advocacy Committee • Interoperability and Standards Committee • Taskforces - Procurement Task Force (<i>Innovation and Emerging Technologies Task Force (proposed)</i>)

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	<ul style="list-style-type: none"> Working groups
Industry “Call to Arms”	<p>Burning platform issues / opportunities that ITAC Health will prioritize:</p> <ul style="list-style-type: none"> Increase cloud computing adoption and removal of barriers to adoption Influence procurement transformation Align with Health Sector on consumer health trends Overcome key blockers to technology innovation Have a voice in private healthcare delivery options
ITAC Health Services	<p>ITAC Health offers the following services to their membership:</p> <ol style="list-style-type: none"> Advocacy: As the voice of the Canadian Health ICT vendor community, ITAC 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 ITAC Health positions on key topics. Industry Insights: Our relationships with public and private sector executives from across Canada 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. International Opportunities: Through participation in international events and forums, ITAC Health helps its membership develop global relationships and international trade opportunities. Relationships and Access: ITAC Health provides our membership the opportunity to access and build relationships with key political, government and health system executives. For example, 2016’s Queen’s Park Days offered the opportunity for ITAC Health’s members to industry challenges with the Members of Parliament from ON. Partnerships with organizations like COACH offer a collaborative environment for ITAC to engage with senior leaders from provincial eHealth organizations, hospitals and health systems. Networking and Partnerships: Assembling Canada’s leading Health ICT companies (from start-ups to multi-nationals) provides our member with greater opportunities for networking and partnerships to advance their go-to-market strategies. Knowledge Transfer: ITAC Health’s industry seminars and roundtables offer our members the benefit of staying current with the latest technologies, trends and standards. Committees, Task-forces and Working groups: ITAC Health offers members the opportunity to collaborate to shape standards, influence direction and overcome specific industry challenges.

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<p>Membership and Program Development Committee</p>	<p>Mandate</p> <p>To ensure the association provides increasing value to members by facilitating the involvement of ITAC 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.</p> <ol style="list-style-type: none"> 1. Grow the membership, by continuously adding membership value and providing valuable communication to Canada’s vendor community 2. To provide ITAC Health members with information about and/or providing valuable opportunities for domestic and international business development 3. Provide ITAC Health with contacts, suggestions and ideas for actively engaging members as key stakeholders and vital contributors in Canada and Internationally. 4. Ensure that ITAC 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). <p>2017-2018 Objectives:</p> <ol style="list-style-type: none"> 1. Maximize market development opportunities: <ol style="list-style-type: none"> a. Develop and execute on a strategy to attract “start-up” community as ITAC 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: <ol style="list-style-type: none"> 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 ITAC 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: <ol style="list-style-type: none"> i. Virtual Care ii. Cloud Computing
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	<ul style="list-style-type: none"> iii. Advanced Analytics/AI/ML iv. Consumer Health v. IOT/Mobility <p>3. Build value-added partnerships:</p> <ul style="list-style-type: none"> a. Target key partnerships that will support ITAC’s objectives in the market. Execute on meaningful partnership agreements that advance our membership interests. b. Currently identified targets include: COACH/CHIEF, MEDEC? <p>4. Grow our membership and grow revenues:</p> <ul style="list-style-type: none"> 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 <p>Measurement:</p> <ul style="list-style-type: none"> • 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)
<p>Advocacy Committee</p>	<p>Mandate</p> <p>To promote investment in health ICT and represent the interests of the Canadian health ICT industry to government, key decision makers and opinion leaders.</p> <ul style="list-style-type: none"> 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 ITAC 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

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	<p>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.)</p> <p>2017-2018 Objectives:</p> <p>6. Effectively influence public policy:</p> <ol style="list-style-type: none"> a. Deliver ‘Queen’s Park Day’ style events in BC, AB and ON – others? b. Target advocacy work on advancing the adoption of ITAC Health’s priority innovative technologies: <ol style="list-style-type: none"> i. Virtual Care ii. Cloud Computing iii. Advanced Analytics/AI/ML iv. Consumer Health v. IOT/Mobility c. Create ITAC Health positions on each of the five areas. Positions could cover 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. <p>7. Improve public & private sector procurement:</p> <ol style="list-style-type: none"> a. Continued work of the Procurement Taskforce to collaborate with the Public Sector to seek methods of procurement innovation. b. Develop ITAC Health positions on large-scale EMR refresh strategies and procurement – having a large scale view point c. Collaboration with Advocacy committee to elevate the procurement conversation to political layers. <p>Measurement:</p> <ul style="list-style-type: none"> • Identify influence plan (metric: documented strategy) • Execute on stated influence activity (metrics: # of sr.-level meetings, completion of “Queen’s Park Days”) • Creation of position papers (metrics: # of papers) • Influence outcomes – when possible to report on the how the activities of the committee actually moved the needle on policy decisions
<p>Interoperability and Standards Committee</p>	<p>Mandate</p>

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	<p>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.</p> <ul style="list-style-type: none"> • 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, so as 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. <p>2017-2018 Objectives:</p> <ol style="list-style-type: none"> 1. Shape provincial & federal ICT standards/regulation: <ol style="list-style-type: none"> a. ISC to follow through on national survey recommendations to advance ITAC’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. <p>Measurement:</p> <ul style="list-style-type: none"> • 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 actually moved the needle on standards and regulatory decisions
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