

HealthCareCAN 2015-2018 Strategic Plan



Leading. Innovation. Together.



October 2016

Who We Are:

HealthCareCAN is the national voice of healthcare organizations and hospitals across Canada. We foster informed and continuous, results-oriented discovery and innovation across the continuum of healthcare. We act with others to enhance the health of the people of Canada; build the capability for high quality care; and help ensure value for money in publicly financed, healthcare programs.

Our Vision:

Improved health for the people of Canada through an evidence-based and innovative healthcare system.

Our Mission:

To advance an integrated, innovative, sustainable and accountable healthcare system that provides the people of Canada with a world-leading health system by:

- Being the collective voice of Canada's healthcare organizations;
- Enhancing pathways to innovation;
- Supporting service excellence across the continuum of care; and,
- Developing the health leaders of today and tomorrow.

Our Values:

- **Unity** – we speak as one voice, on behalf of our members at the national and international level.
- **Excellence** – we support the generation, implementation and evaluation of evidence-based strategies.
- **Innovation** – we believe that investments in research and the adoption of innovative solutions are essential to a high performing health system.
- **Leadership** – we take a leadership role in identifying and disseminating solutions to the challenges facing the health system, and in educating and training the leaders of tomorrow.
- **Collaboration** – we value the importance of working in strategic partnership with others.
- **Accountability** – we support a transparent approach to decision-making, and the effective alignment of health system accountabilities with their authorities.

Where We Have Been:

HealthCareCAN is the result of the merger of the Association of Canadian Academic Healthcare Organizations (ACAHO) and the Canadian Healthcare Association (CHA). Each legacy organization had a rich history of advocacy and accomplishment - ACAHO through its representation of research hospitals and academic regional health authorities, and CHA, originally through its representation of Canada's acute care hospitals, and more recently, through its representation of provincial and territorial healthcare associations.

A rapidly changing policy environment, with the forces of centralization and decentralization playing out differently across the country, combined to create the need for a more concerted approach to advancing the healthcare agenda across Canada through "one voice". Both organizations have assets that can be leveraged. HealthCareCAN builds on the best of both of the two legacy organizations.

This background, along with the extensive consultations that were conducted to inform the new organization's direction, is captured in *Better Together: Moving From a Statement of Strategic Intent to a Multi-Year Strategic and Business Plan (June 2014) (Better Together)*, which provides the foundation of this Strategic Plan.

Where We Are:

We're ready to move forward and we have the necessary structures and mechanisms in place to do so. All of the requirements of the merger, including those of the *Canada Not-For-Profit Corporations Act*, have been met. Financial management and controls and policies are in place along with administrative and personnel policies and procedures. We have qualified and experienced staff, including a new President and CEO, and our organizational culture is one of ***helping, caring, and sharing***.

Board governance policies and structures are in place through the Transitional Board of Directors and associated Board governance policies. The Transitional Board of Directors, composed of seven members of each of the former organizations, was established to oversee the first year and a half of the new organization. It was replaced in June 2015, with a founding Board of Directors.

Our Aspirational Objectives:

Building on the operational strengths of the two legacy organizations, HealthCareCAN will continue to attract and retain talented people, operate with administrative efficiency and maintain a balanced budget.

Relevance to our current members is a priority for HealthCareCAN. Building from this strong base of existing members, we also intend to reach out to the full continuum of Canadian healthcare organizations from community health centres, to larger tertiary and quaternary healthcare facilities, to create a strong, collective voice for the sector.

Where We Are Going:

Based on the needs identified by the healthcare community of practice across Canada, HealthCareCAN will focus on three Key Result Areas (KRAs):

- Advancing Science and Technology in Service of Health;
- Supporting Service Excellence; and,
- Developing People.

These KRAs are represented below. They are interdependent. They support and influence one another. They show where HealthCareCAN intends to make an impact, while being flexible to allow HealthCareCAN to be responsive to system changes and emerging opportunities.



Several factors, which span the KRAs, are critical to realizing our vision and mission. They create a “lens” through which each KRA’s strategies are developed and enacted. Engaging patients and families is increasingly a focus of the healthcare system; continued attention and greater focus are at the heart of our work. Speaking with “one voice” on behalf of our members and other Canadian healthcare organizations lends more weight and power to our words; mechanisms to engage healthcare organizations are ongoing. Engagement with our members will help ensure that we remain relevant and increase the likelihood that, together, we can effect change; engaging and responding to our members is at the forefront of our work. These factors, combined with our organizational commitment to creating a culture of *helping, caring and sharing*, will help us grow from “40 to 60” members - and beyond - to reflect the full continuum of care.

Our Key Result Areas

Advancing Science and Technology in Service of Health

The ever-increasing complexity of both health and healthcare demands an ongoing focus on patients, a re-commitment to research and the acceleration of the spread and uptake of research results. HealthCareCAN is committed to expanding overall research capacity, supporting the spread of innovation and advancing research in support of overall service excellence in health by:

1. Advocating for sufficient funding, favourable policy for the generation and use of research and innovation, and effective research agency structure;
2. Expediting the spread and translation of research and innovation in collaboration with members and partners such as the Canadian Institutes of Health Research; and,
3. Advancing national recognition of the leadership, best practice, research excellence and enterprise of HealthCareCAN members.

Supporting Service Excellence

The people of Canada expect and deserve service excellence across the continuum of healthcare. In partnership with key stakeholders, HealthCareCAN is committed to driving healthcare innovation in support of overall service excellence to restore Canada's reputation as a top performing healthcare system by:

1. Securing strategic investments and policy support for healthcare innovations aimed at priority areas, including helping vulnerable people of Canada;
2. Advancing the generation, dissemination and adoption of knowledge and innovative practice by convening health stakeholders and by growing our service bureau role; and,
3. Creating one advocacy voice for the full continuum of healthcare delivery organizations across Canada, influencing federal, provincial and territorial governments and advisory bodies.

Developing People

An ever-evolving healthcare system requires that clinicians, managers, leaders, executives, and governors continue to develop their knowledge and skills throughout their careers. In support of this, HealthCareCAN is committed to delivering high quality, accessible professional development opportunities that will enable individuals and healthcare organizations to provide leadership that enables service excellence. In partnership, we are leading the way to better healthcare by:

1. Providing comprehensive management education programs that provide emerging health leaders and middle managers with the capabilities to manage the complexities of today's health system;
2. Fostering access to a broad array of high-quality, accessible, and relevant professional development products that support the highest standard of healthcare excellence at all levels of the health system, from functional manager, to emerging health leader, to governor; and,
3. Providing an education system and environment that is sustainable and learner-focused, that provides an exceptional experience and facilitates ongoing and continuous learning.

Closing

HealthCareCAN's inaugural 2015-2018 Strategic Plan builds on the strengths of its two legacy organizations and our exceptional partners. It has been informed and shaped by the Transitional Board of Directors and the many stakeholders and strategic partners consulted earlier this year as part of the strategic planning process. This three-year plan will be reviewed annually to assess whether the unpredictable, complex and highly charged nature of the healthcare system requires HealthCareCAN to adjust its priorities and plans.

"If you want to travel fast, travel alone.
If you want to travel far, travel together."
(N'gambai African Proverb)