

CHIMA | *Canada's
Health
Information
Team*

Canadian Health Information Management Association
Canadian College of Health Information Management

STRATEGIC PLAN

2006-2009

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revised Oct/07

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CHIMA

STRATEGIC PLAN

2006-2009

INTRODUCTION:

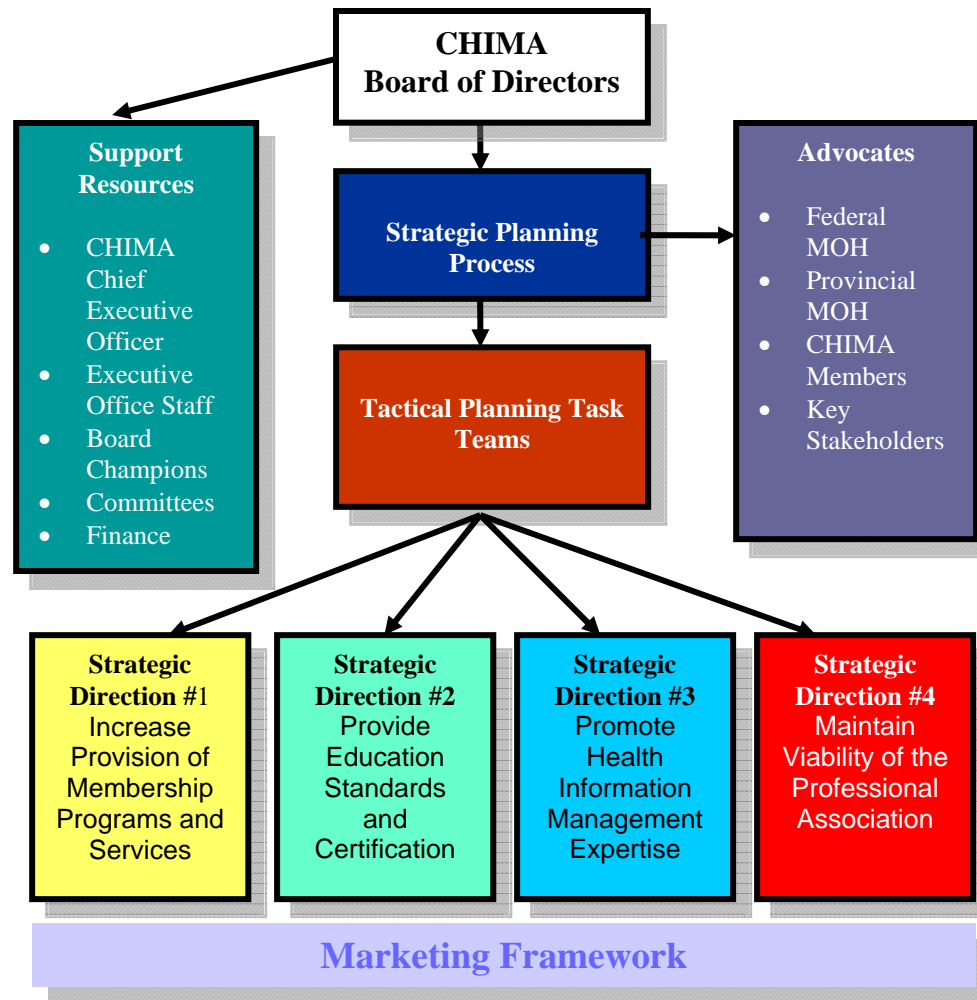
The Board of Directors for the Canadian Health Information Management Association (CHIMA) undertook a Strategic Planning exercise in March 2001. This exercise included a detailed review of the Association's previous strategic directions and realignment with today's realities, as Canada undergoes extensive Health Care Reform. The Strategic Planning review process continues to describe, and will help us understand, the complexities of the health care system and identify the fiscal challenges the CHIMA faces today and in the future. The CHIMA has spent considerable time and resources over the last ten (10) years on Education Reform and it is now time to assess the impact this has had on the Association and Profession. Renewed strategic planning at this time will ensure the CHIMA is capitalizing on its future, while meeting member expectations and ensuring ongoing viability of the Association and Profession.

The CHIMA Board of Directors (the Board) completed another Strategic Planning process in March 2005 and a "Blue Sky Session" in November 2005. The CHIMA Board have confirmed that there are four (4) Strategic Directions which need to be supported and championed. As well, the Board have developed a new Mission, Vision & Value Statements and three (3) Domains of Practice. A new portfolio called Strategic Alliances has been developed, with an infrastructure supported by a Strategic Alliance Council. The work of this Council will place the CHIMA in a strategic position with major healthcare stakeholders in Canada and North America.

ACCOUNTABILITY:

It will be the responsibility of the Board of Directors and Executive Office staff to develop and implement a fiscally responsible Tactical Plan that is consistent with the direction the Association needs to take. The CHIMA staff and Board Champions will validate the strategic direction and the Tactical Plan, and develop an appropriate operational framework to ensure implementation of this plan [Figure 1, pg. 4].

Figure 1: CHIMA Strategic Planning Structure



CHIMA STRATEGIC DIRECTIONS:

STRATEGIC DIRECTION 1

Increase Provision of Membership Programs and Services

STRATEGIC DIRECTION 2

Provide Education Standards and Certification & Professional Practice

STRATEGIC DIRECTION 3

Promote Health Information Management Expertise

STRATEGIC DIRECTION 4

Maintain Viability of the Professional Association

IMPLEMENTATION PROCESS:

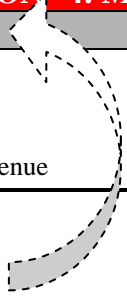
In order to succeed, the Tactical Plan must result in achieving or exceeding the targets established in the Strategic Plan. The approach that is used in achieving these outcomes is critical to success. Key to our success will be:

- **Commitment:** A strong Board will and desire to achieve our objectives and renew our Association.
- **Persuasive Leadership:** Individuals who have a strong desire to see the Association thrive and survive.
- **Collective Knowledge:** Individuals who can facilitate achieving the desired outcome – including Board Directors, Committee Chairs, the CHIMA staff and members from across the country.
- **Focus:** A few selective initiatives need to receive the concentrated effort and intense energy of the Board and the CHIMA Executive staff.
- **Alignment:** Initiatives need to be consistent with the CHIMA's Strategic Directions.
- **Participatory but Structured Approach:** Project committees and task teams for strategic initiatives, accountable to the CHIMA Board.
- **Teamwork:** Board, Executive Office and Provincial Association collaboration, co-operation and clear authority to make decisions.
- **Supporting Resources:** Alignment of corporate resources to priority initiatives and specific tasks.
- **Communications:** Keeping our Association members and key stakeholders apprised of our progress, our challenges and our achievements – and celebrating our successes.

A design of work teams and supporting resources will provide the structure for the process. [Table 1, pg. 7]

Table 1: Strategic Framework – Leadership and Tactical Model

STRATEGIC FRAMEWORK – LEADERSHIP & TACTICAL MODEL			
STRATEGIC DIRECTION 1: Increase Provision of Membership Programs and Services			
Product, Programs and Services		E-CHIMA	
<ul style="list-style-type: none"> • Publications • Annual Conference • Pre/Post Conference Workshops • Product and Service Development • Existing Products and Services 		<ul style="list-style-type: none"> • New Website • e-Commerce • Member e-Services 	
STRATEGIC DIRECTION 2: Provide Education Standards and Certification			
Continuing Professional Learning	Professional Programs	Certification	Program Recognition
<ul style="list-style-type: none"> • Continuing Professional Education (CPE) • Mandatory CPE Credit Program 	<ul style="list-style-type: none"> • Program Relations Management • Colleges and Universities (LOHIM) 	<ul style="list-style-type: none"> • Examination Sub-Committee • Sub-specialty Certificates • International Credentials Recognition 	<ul style="list-style-type: none"> • Recognized Programs • Pending Programs
STRATEGIC DIRECTION 3: Promote Health Information Management Expertise			
Marketing		Strategic Alliance Council	
<ul style="list-style-type: none"> • Membership Drive (All Types) • Communications Strategy • Health Information and Technology Events (HITE) 		<ul style="list-style-type: none"> • Associations and Affiliations • The Canadian Institute for Health Information (CIHI) • Canada Health Infoway (Infoway) 	
STRATEGIC DIRECTION 4: Maintain Viability of the Professional Association			
Finances	Leadership	Human Resources	Professional Conduct
<ul style="list-style-type: none"> • Budget • Grants/Research Revenue • Advertising Revenue • Corporate Sponsorship Revenue 	<ul style="list-style-type: none"> • Leadership Recruitment Committee • Pinnacle Awards Committee • Volunteer Management 	<ul style="list-style-type: none"> • Staffing • Human Resources Management 	



CHIM REVENUE

THE STRATEGY INCLUDES:

- Board Leadership and Sponsorship.
- Reliance on Executive Office portfolio staff to coordinate the strategy on behalf of the Board.
- Assessing status and functions of existing committee and task teams - creating new task teams as necessary.
- Appointing Board Champions or Chairs of task teams to each major initiative.
- Providing the tools, people and data required – identifying key internal and external resources.
- Using the CHIMA-Continuous Quality Improvement Model [Figure 2, pg. 13] and Balanced Score Card [Table 2, pg. 15] methodologies for the implementation process.
- Developing a formal summary of areas of focus, targets, methodology, ownership, timelines and process to plan.
- Developing annual targets and performance measures.
- Accountability – achieved through monitoring and review of task team progress by the Board, via a standard reporting process.
- Leadership in diagnosing and correcting problems, disseminating learning and recognizing and celebrating progress.

STRATEGIC FRAMEWORK:

The Board and CHIMA staff have adopted a Strategic Framework to guide planning and establishment of priorities for the Association. The Framework provides a structure to the four dimensions of strategy:

- **Missions, Vision and Values**
- **Strategic Directions**
- **Domains of Practice**
- **Organization Structure [Figure 3, 3.1-3.4, pp. 17-21]**

MISSION STATEMENT

Professionals contributing to health and wellness by leading, promoting and ensuring excellence in information and knowledge management.

VISION

Innovative Leaders in Health Information Management.

VALUES

- Integrity
- Respect
- Ethical Conduct
- Accountability

STRATEGIC DIRECTIONS

- Increase Provision of Membership Programs and Services
- Provide Education Standards and Certification
- Promote Health Information Management Expertise
- Maintain Viability of the Professional Association

DOMAINS OF PRACTICE

- Data Quality
- Privacy
- Electronic Health Information Management (e-HIM)

PROCESS:

This Strategic Planning exercise will be one of several major areas of strategic focus for the Association over the next several years. The 2006-2009 Strategic Plan developed at the March 2006 Board Retreat, now becomes the overriding context in which all initiatives proceed. Each of the Strategic Directions has been aligned with elements described in the Strategic Framework.

The Framework therefore becomes the tool that describes the key activities and priority initiatives in which we will engage through this process.

The Board of Directors have determined that these initiatives will require the priority attention of our Association in the ensuing months. Each quarter the Board will re-affirm the priority initiatives for the next quarter based on progress of each project and an assessment of competing demands and new requirements.

PRIORITIES FOR THE FIRST QUARTER OF FISCAL 2006-2007 INCLUDE:

- **Alignment:** A process for determining the key initiatives and task teams, and identifying key objectives that are consistent with the CHIMA mission.
- **Operating/Capital Plan:** The development and approval of the 2006-2007 Operating and Capital budgets based on the Board's expectation for a balanced budget and fiscal accountability.
- **Roles and Responsibilities:** A process to clearly define leadership and management roles and the characteristics, nature, and level of responsibilities and accountabilities, including a review and redefinition of major committees (purpose, objectives, membership, reporting relationships and accountability).
- **Portfolio Services:** Following from the Alignment and Roles and Responsibilities processes, Executive Office and Board Champions will be structured to facilitate implementation of the Strategic Plan.

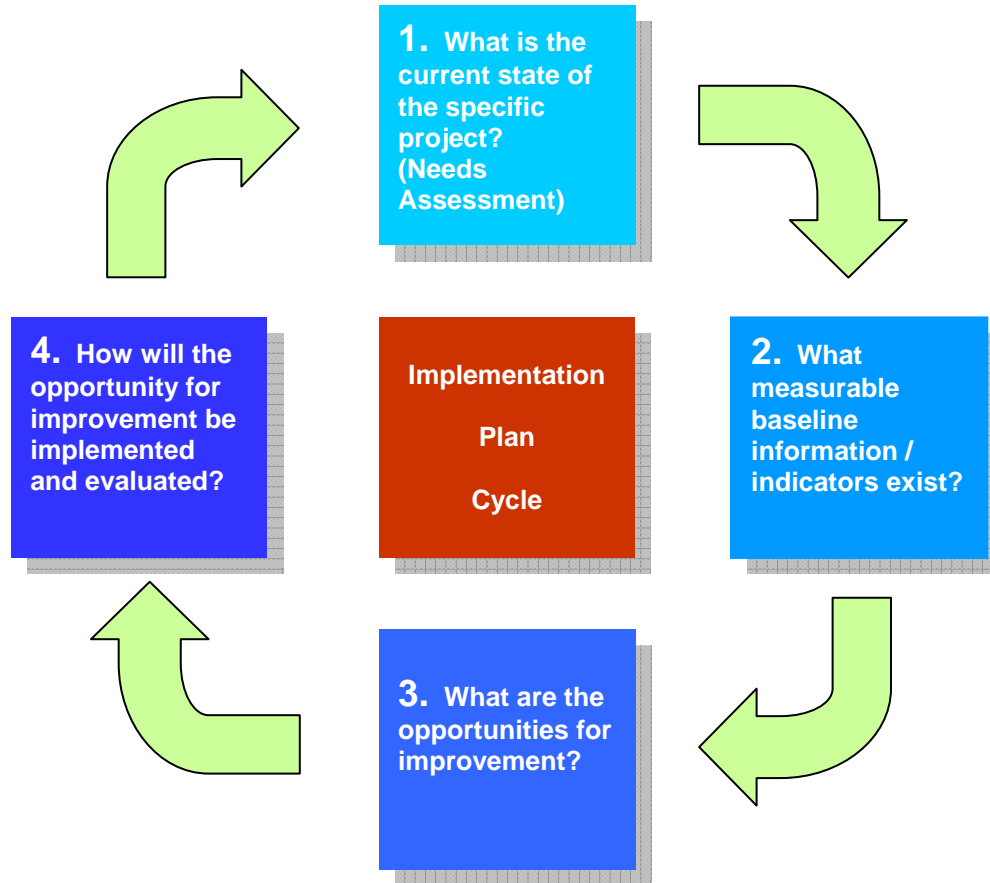
Each of these projects has a targeted date for completion:

- Approval of Strategic Directions March 2005
- Alignment September - December 2005
- Operating/Capital Plan January - February 2006
- Roles and Responsibilities June 2006
- Portfolio, Services September 2006
- Continuous Quality Improvement Model 2006 - 2009
- Balanced Score Card (Quarterly Reports) 2006 - 2007

SUMMARY:

Our Association, through a collective will and commitment to succeed, will achieve the revised CHIMA Strategic Directions and Tactical Plan. The collaborative process of planning will fundamentally change how we work together, make decisions and how we fulfill our responsibilities and accountability to our members and key stakeholders.

Figure 2: CHIMA - Continuous Quality Improvement Model: Development of a model that defines processes and expectations for measurement evaluation, identifies key resources, and facilitates continued performance improvement.



BALANCED SCORECARD

THE SCORECARD TRACKS THE KEY ELEMENTS OF A COMPANY'S STRATEGY – FROM CONTINUOUS IMPROVEMENT AND PARTNERSHIPS TO TEAMWORK AND GLOBAL SCALE.

KAPLAN & NORTON

Table 2: CHIMA Balanced Scorecard:

CHIMA - Balanced Scorecard													
<i>“Measures That Drive Performance & Outcomes”</i>													
Element	Maintain Viability (Finance)					Promote Health Information Management Expertise (Business)							
Measures	% Membership Increase (Decrease)	% Revenue Increase (Decrease)			# Formal Partnerships	# Formal Projects (CHIMA & CHIM IC Inc.)	# Corporate Sponsors						
		CHIMA	CHIM IC Inc.	Combined									
2003-2004													
2004-2005													
2005-2006													
2006-2007													
Element	Provision of Membership Programs & Services (Satisfaction)					Provide Education Standards & Certification (Learning/Innovation)							
Measures	# Publications	# CPE's	# Website Visits	# by * Membership Status						# Candidates Challenged Examination	% Successful Examination Candidates	# New Program Recognitions	# Program Re-Recognitions
				A	I	RI	AT	AF	S				
2003-2004													
2004-2005													
2005-2006													
2006-2007			%		% Increase (Decrease)				#				#

* Membership Status Legend		
A - Active	RI - Re-Instatement	AF - Affiliate
I - Inactive	AT - Attrition (Resigned-Retired)	S- Student

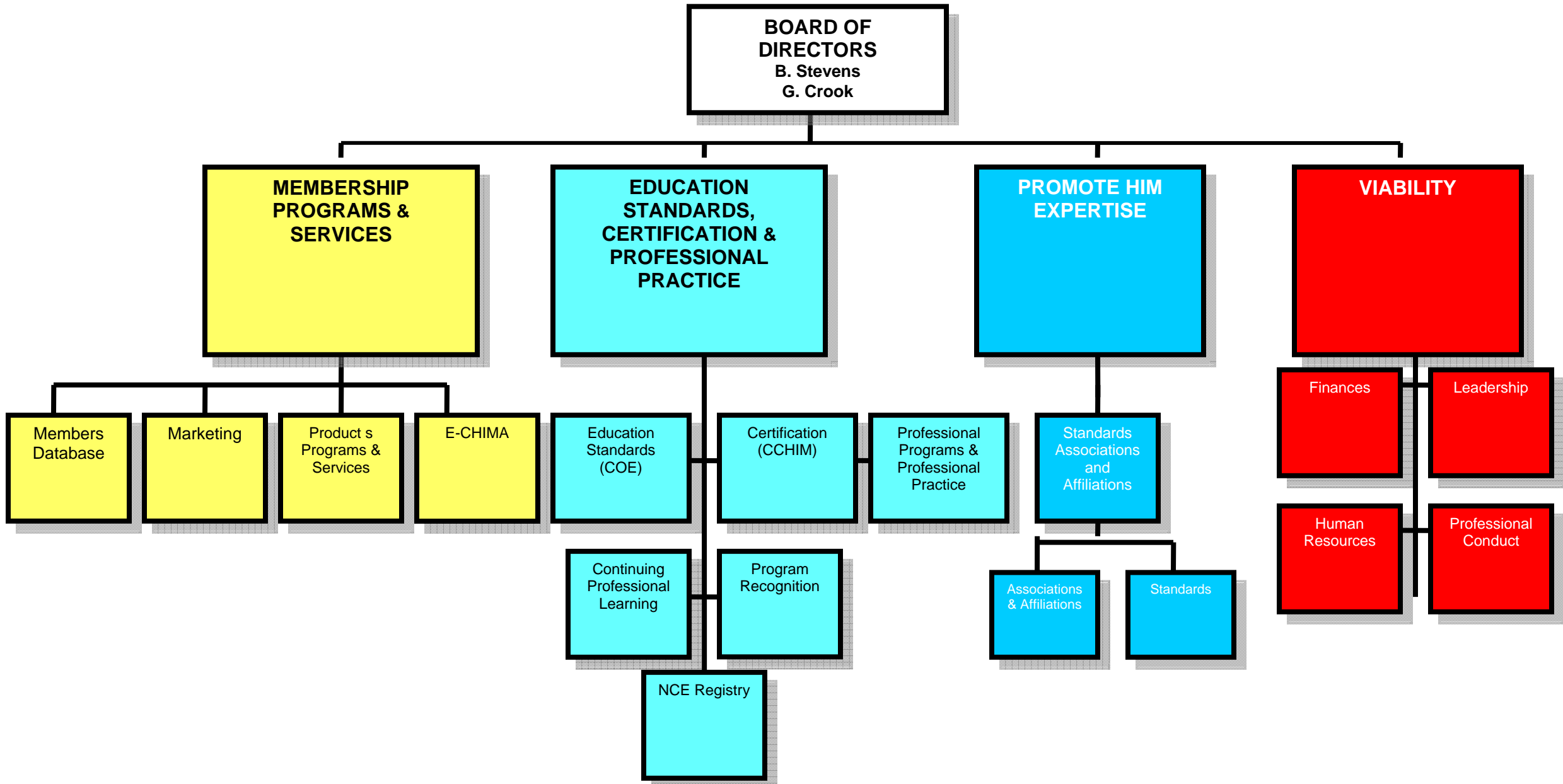
CHIMA

STRATEGIC FRAMEWORK

ORGANIZATION STRUCTURE

Figure 3

**CHIMA - STRATEGIC FRAMEWORK
LEADERSHIP AND TACTICAL MODEL 2007/08**



CHIMA – MEMBERSHIP PROGRAMS AND SERVICES

Figure 3.1

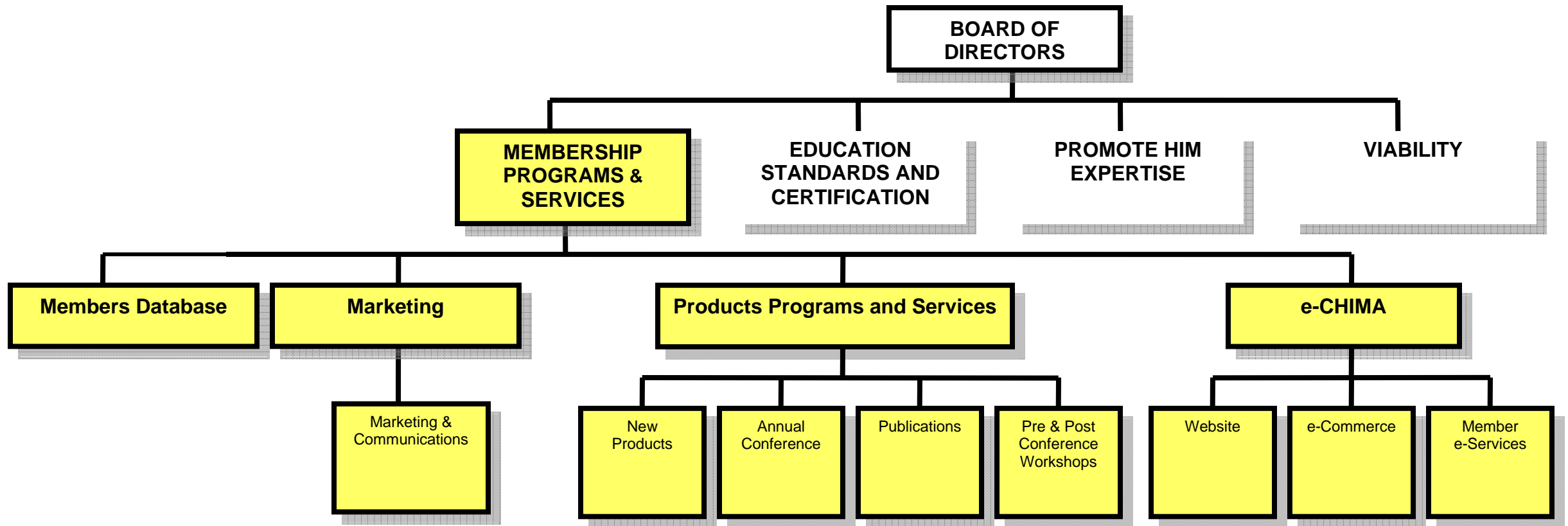
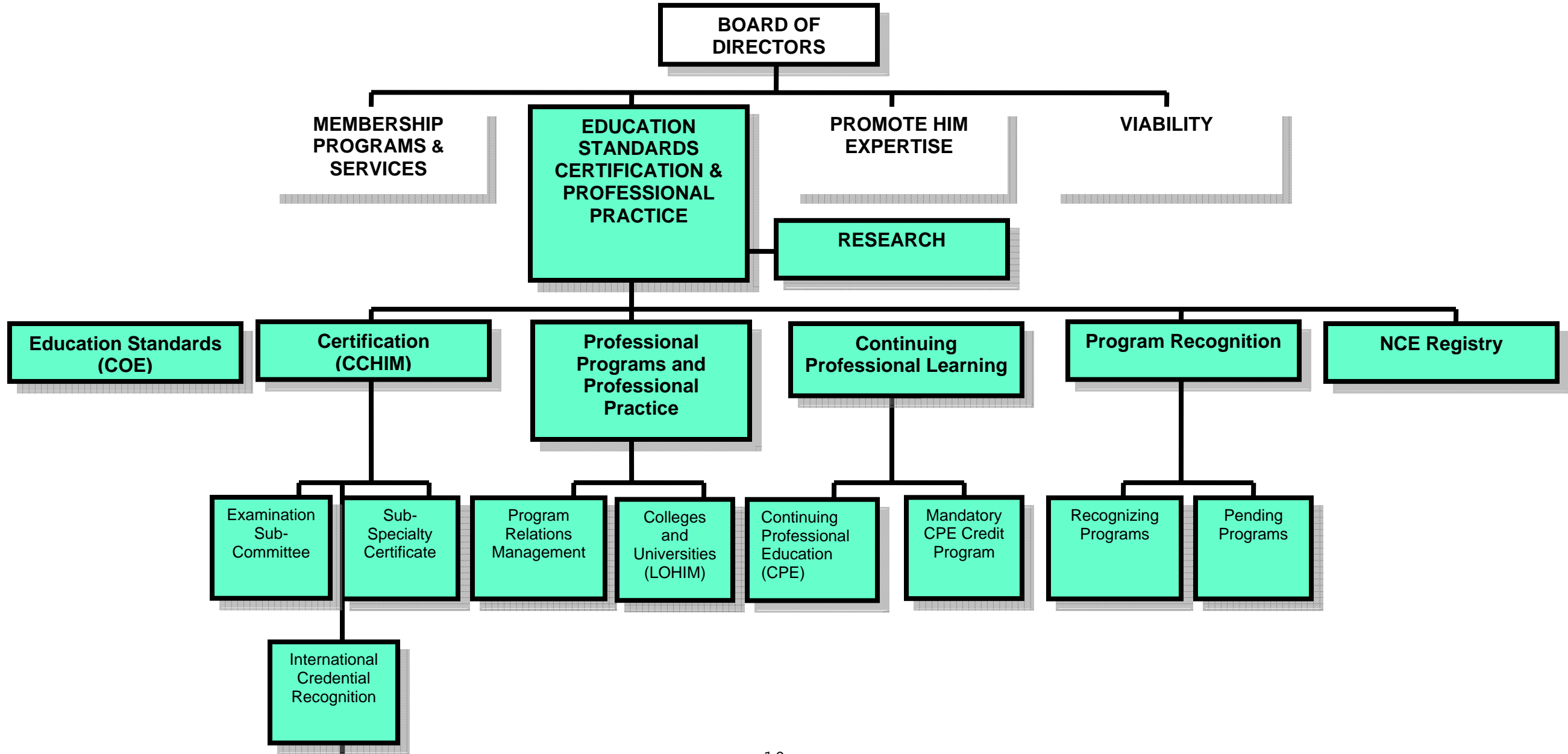


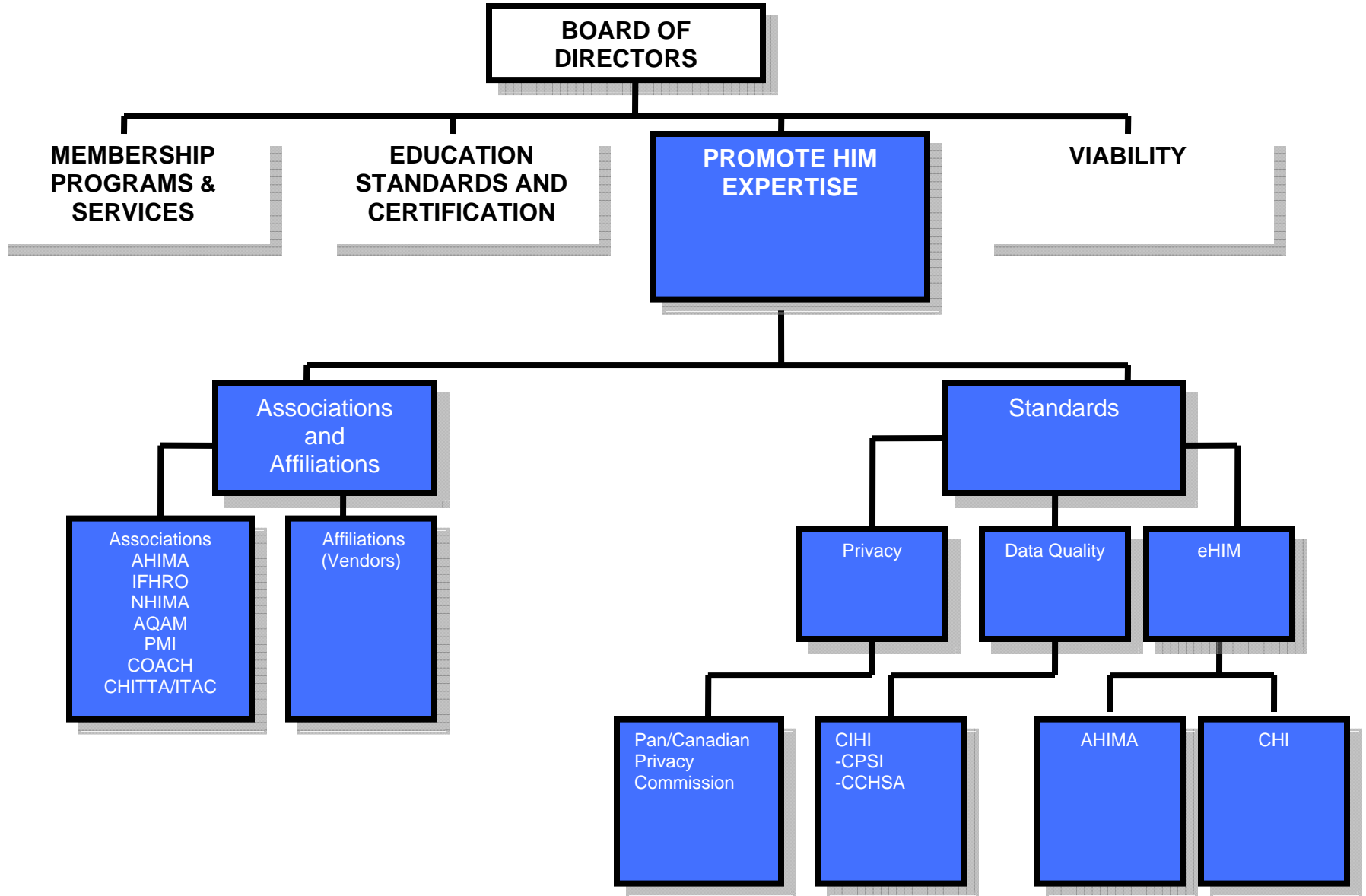
Figure 3.2

CHIMA - EDUCATION STANDARDS AND CERTIFICATION



CHIMA Promote HIM Expertise

Figure 3.2



Promote HIM Expertise
Appendix

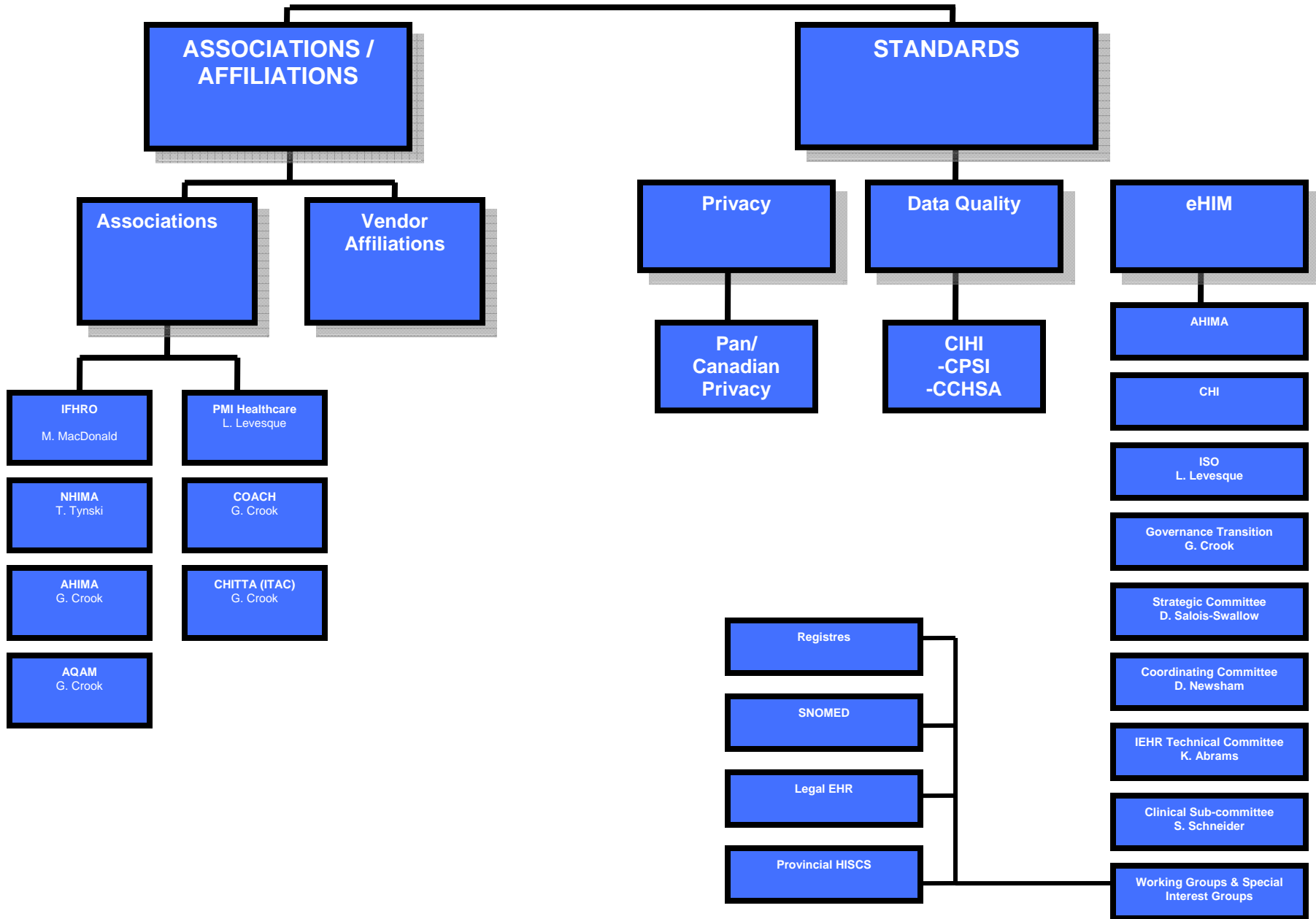
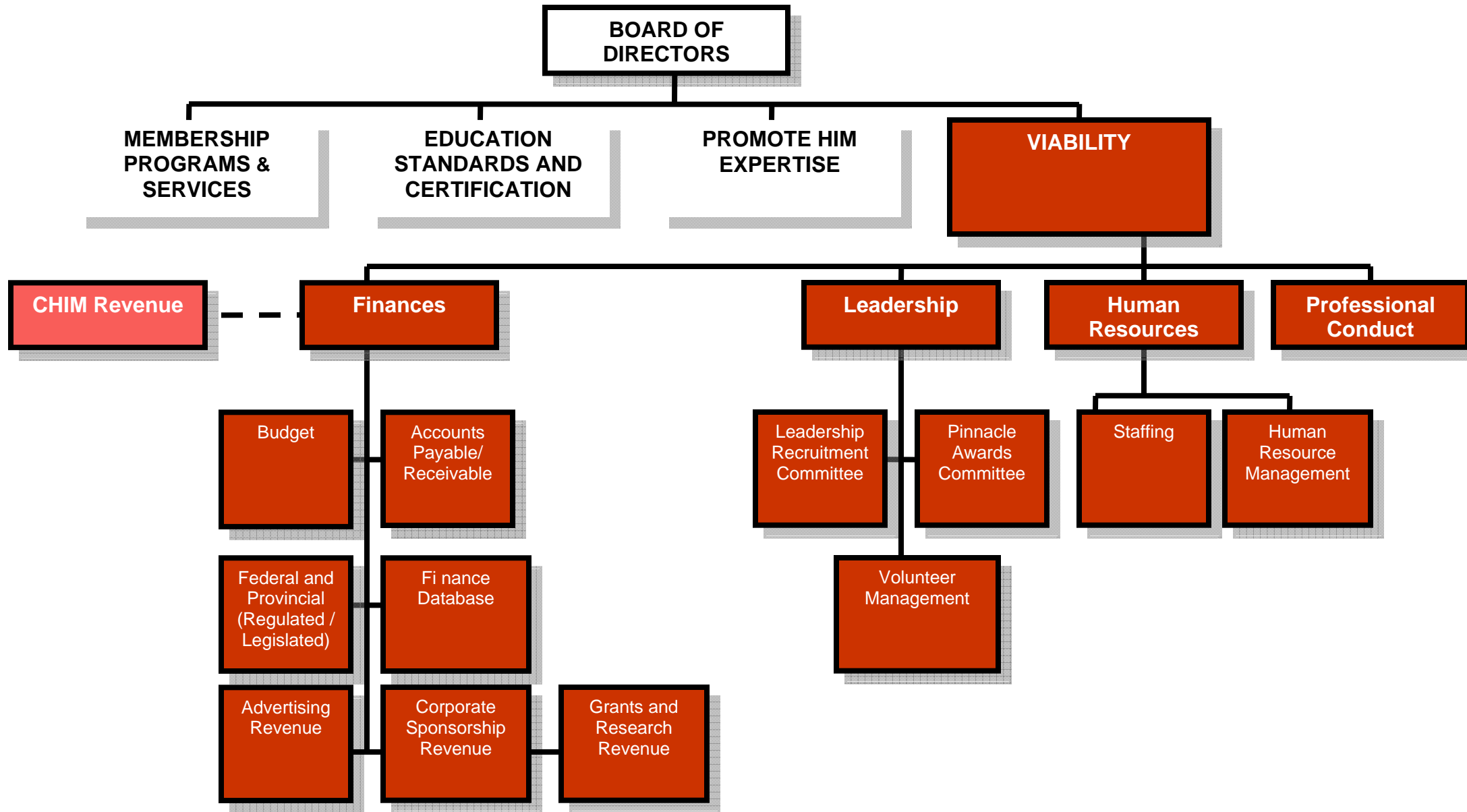


Figure 3.4

CHIMA – VIABILITY



CHIMA CONTACT INFORMATION

ADDRESS	TELEPHONE	FAX	WEBSITE
148 Fullarton Street Suite 1404 London, ON N6A 5P3	519-438-6700 1-877-3ECHIMA (1-877-332-4462)	519-438-7001	http://www.echima.ca