



CIHI's Strategic Plan

2022 to 2027



Canadian Institute
for Health Information

Institut canadien
d'information sur la santé

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Land acknowledgement

As CIHI works toward better health for all people in Canada, we acknowledge that we live and work on the traditional territories of First Nations, Inuit and Métis Peoples. Our work is grounded in cultural safety and humility, respectful engagement, and Indigenous-driven processes and partnerships.

About this document

This document is a summary of the 2022 to 2027 strategic plan for the Canadian Institute for Health Information (CIHI). It represents our commitments for this period, but strategy is a dynamic process. We will continue to adapt our priorities as the needs of our stakeholders and the environment evolve.



Dr. Vivek Goel
Board Chair

David O'Toole
President and CEO

Message from CIHI's Board Chair and President

We're writing this plan at a crucial time for Canada's health care systems — 2 years into a global pandemic that has challenged and stretched not only our health care infrastructure, but all Canadians, in ways few of us could have imagined.

Big challenges lie ahead: health care workers — who have given so much of themselves to keep us safe — are tired; provincial health budgets have increased like never before; and as we have seen through the ongoing debate around COVID-19 vaccines, the need for quality, trusted health information has never been more important.

If you are reading this plan a few years into its lifespan, we hope that Canada has emerged from COVID-19 and is heading toward a bright future. We also hope that CIHI has played an important role in building it — that we have been a constructive contributor to the resilience and renewal of Canada's health care systems. The goals and priorities in this plan were set based on meaningful conversations we had with people working in health systems across the country.

The pandemic has showcased the urgent need for quality and credible health information in order to respond to the crisis of the day and help solve issues for tomorrow. It has also highlighted gaps and areas that need our focus and attention. As we collectively work to improve the health and well-being of all people living in Canada, we are pleased to present our commitments to you.

Over the next 5 years, our focus will be on 3 strategic goals:

1. A comprehensive and integrated approach to Canada's health system data
2. An expanded offering of analytics, indicators and tools to support health system decision-making
3. Health information users who are better equipped and enabled to do their jobs

We will vigorously monitor our progress throughout the next 5 years to ensure that we continue to bring value to Canada's health systems and are ready to respond to emerging needs. We are proud of the contributions we have made during the pandemic so far, and we want to continue delivering value in the years ahead. That means maintaining strong relationships with the people who rely on our data and listening to their needs. It also means being a champion for and leader in producing quality health data at a time when misinformation spreads with the click of a mouse.

CIHI's amazing team of data experts is up for the challenge and sees the opportunities ahead of us. We are ready to roll up our sleeves, to build on our past successes and to continue serving the people of Canada through our contributions to health care improvement across the country.

Our strategic plan is new, but our core purpose is the same: **Better Data. Better Decisions. Healthier Canadians.**



David O'Toole
President and CEO



Dr. Vivek Goel
Board Chair



Strategic drivers — what's shaping our direction

All our priorities are shaped through deep consultation with our stakeholders, as well as by our own assessment of health information trends, technologies and opportunities.





What we heard: Federal, provincial, territorial and Indigenous priorities

The federal, provincial, territorial and Indigenous health leaders with whom we work look to us to ensure that health information and related insight will be available to help manage the effects of the pandemic and to inform renewal of health systems for the future.

They've asked us to build on the partnerships we have formed to advance the state of health information across Canada and to work closely with diverse communities to ensure that local needs are met — all while optimizing technology and supporting CIHI's commitment to privacy and security.

Other key points of direction from stakeholders include the following:



Help build capacity to use data more effectively, aligned with the needs of each jurisdiction.



Provide more provisional and contextualized data to aid in localized decision-making.



Build on the successes of our pandemic response and maintain our ability to pivot or adapt to unplanned events and needs.



Recognize the environment of pressure and restraint under which health systems are operating and assist stakeholders in meeting new demands with limited resources.



Support insight into inequalities in health systems, as spotlighted by the pandemic.



Help ensure the sustainability of Canada's health ecosystem and its ability to anticipate and manage system challenges.



Ensure that our work is informed by a patient perspective and a patient-impact mindset.



What we see: Forces of pan-Canadian and global change

| Both CIHI's role and the needs of our stakeholders are changing to respond to the rapidly evolving environment for health system information.



Here are the trends that are shaping new opportunities for our organization:



The need for a consistent approach to health data. Health systems in Canada are entering a new era of health information management and governance. The proliferation and fragmentation of health data is raising the need for a new commitment to responsible data governance standards, practices and responsibilities. More than ever, we need to remove barriers to responsibly sharing and connecting data, while ensuring that Indigenous data governance rights are upheld. CIHI has an important role to play here, and we are regarded as a leader with the knowledge and trusted reputation to drive advancement.



The emergence of third-party health data participants. Private providers are emerging with new health care value propositions that complement public services. The data collected by these organizations is an important part of the health data ecosystem.



Technological advancements. The evolution of technology to support data collection, analysis and distribution is creating new opportunities but also challenges — namely related to adoption, cost and complexity.



Improved access to data for the research community. While not a research organization, CIHI is a vital source of data for health-related researchers across Canada in academe and the institutional sector. Reliable, standardized and accessible data is crucial for these stakeholders.



Implications for CIHI: A renewed imperative to partner

Taken together, these strategic drivers will require CIHI to collaborate more extensively than ever to achieve our goals.

We will work with complementary pan-Canadian and international health and data organizations on data standards, indicator development and governance, and with federal, provincial, territorial and Indigenous partners on targeted solutions to their most pressing health data needs. Partnership is a process that comes naturally to us — given our deep commitment to being stakeholder-driven. We look forward to the leverage and impact that greater collaboration can bring to the challenge of delivering on our mandate.



The strategic plan —
our biggest goals and
how we'll reach them



The plan, in summary: Resilience and renewal

We are experiencing a transformation in how health system information is managed, used and valued.

The pandemic has required decision-makers in every aspect of health to rely on data and information in unprecedented ways. This shared experience has accelerated change and altered perceptions in everything from virtual care to health equity. It has also caused us all to consider the resilience of health systems in Canada, our collective ability to respond to crises and the need to keep an eye on a vision for the future.

Our plan revolves around 3 results-based goals that build on what we have achieved since the previous plan. We have refined the health system information priorities and set an agenda for transformation in our own operations.

This ambitious plan is about what we will — and must — do, in collaboration with others, to ensure the resilience and renewal of Canada's health systems, and to achieve our vision of better data, better decisions and healthier people living in Canada.



Strategic goals: Committing to impact we can measure

I We believe that focusing on these goals for the next 5 years will allow us to support decision- and policy-makers, researchers and others in Canada to provide safer and better-quality health care.

Bringing value to health systems through data and evidence is at the heart of what CIHI does, because we know that the well-being of people living in Canada depends on it. Through rigorous performance management, we will monitor our progress toward these goals, as well as our reach in and impact on health systems.

1

A comprehensive and integrated approach to Canada's health system data



2

An expanded offering of analytics, indicators and tools to support health system decision-making



3

Health information users who are better equipped and enabled to do their jobs





1 **A comprehensive and integrated approach to Canada's health system data**

Lead the way in a transformation of health system data for the benefit of all people who live in Canada

Being a trusted source of standards and quality data has always been core to our mission. In this plan, we will advance these aims through a new, powerful approach to managing and accessing health system data.

Over the next 5 years, we will

Collaborate effectively with partners to improve health system data and governance infrastructure

Because of the nature of this challenge, CIHI cannot do this alone. To be effective, we will form new relationships with peer and complementary organizations and Indigenous partners, and will work with jurisdictions to advance the responsible and effective management and use of health information in Canada.

Continuously improve performance in the creation, validation and accessibility of health system data

Our unique pan-Canadian vantage point on health system data gives us a vital responsibility in getting the right data into the right hands at the right time and in the right way. We will build on our core strengths in data, health data standards and indicator development to continue to bridge information gaps in key areas.

What will success look like?

- We see widespread adoption of pan-Canadian health data standards.
- Key pan-Canadian indicators are more consistent, leading to improved data comparability and integrated analyses.
- Data governance is improved within and across jurisdictions.
- Vital private-sector health system players are participating in the data ecosystem.
- CIHI is seen as the first/single point of contact on health information standards and data.
- We are a proactive and results-driven partner on pan-Canadian initiatives.





2



An expanded offering of analytics, indicators and tools to support health system decision-making

Provide the insight needed to drive better health outcomes across Canada's health systems

Our stakeholders have told us they want to get more practical use from the data we provide and want our support in making that happen. We'll use emerging technologies, our advanced analytics abilities and our knowledge of health systems to increase the insight value of the data we share, especially in the priority information areas defined below.

Over the next 5 years, we will

Ensure that our advanced analytics capabilities and tools support discovery and decision-making

Our knowledge of the latest analytical techniques, combined with developments in health information systems and active collaboration with stakeholders, will allow us to offer an increasingly powerful slate of tools and measures to aid rapid and long-term decision-making. We'll focus attention on delivering insight about the data and information we provide.

Provide tailored analysis with relevant context to health systems and jurisdictions

Health systems and providers across Canada have many common health information needs, but they also have their own unique needs for the populations they serve. New for this plan is an emphasis on analyses, models and tools that can be customized to local context and differences.

What will success look like?

- Our stakeholders have more locally relevant and contextualized indicators and information.
- CIHI is providing timely metrics in key priority areas.
- Our data can be connected to public and population health data to provide broader insights about health outcomes and health systems.
- We are adapting effectively to the diverse information needs of federal, provincial, territorial and Indigenous health leaders.
- Our stakeholders tell us that CIHI's data and analytics are making a difference to health outcomes in their communities.
- We continue to be a valued source of information that is relevant, useful and trustworthy.





3



Health information users who are better equipped and enabled to do their jobs

Place a new emphasis on equipping and enabling users

Health information can only make a difference if it's accessible and usable by the stakeholders who are making vital health decisions every day. This strategic goal commits CIHI to a new level of impact with users — equipping, connecting and supporting them to make the best use of the data we provide.

Over the next 5 years, we will

Ensure that users have access to the right information at the right time to address health system priorities in their jurisdictions

We will enhance and upgrade the methods we use to stay in tune with the needs, data usage and barriers of our health ecosystem partners. We'll take a responsive approach to capacity-building by equipping stakeholders to effectively use data and analytical products and services to support decision-making. And we'll rely on our strong network of regional offices to deepen the dialogue with local health system decision-makers and to support local needs.

Convene regular discussions across Canada to facilitate the sharing of best practices related to health data

Our stakeholders tell us that they welcome the opportunity to interact with their peers across Canada who experience the same challenges — whether that is a hospital administrator in a smaller community or a team advising a deputy minister. They also tell us that they look to CIHI as a trusted pan-Canadian organization to convene and connect on topics of health information and its impact.

Work with First Nations, Inuit and Métis partners on what matters to them

Over the course of the previous strategic plan, CIHI deepened its journey of listening, learning, and collaborating with Indigenous Peoples. In this planning horizon, we commit to stepping up this priority and to working with Indigenous partners to better understand and respond to their health information and data governance needs, as they define them.



What will success look like?

- Our products and services continue to respond to the diverse needs and capabilities of those relying on them.
- Our stakeholder engagement practices are seen as relevant, timely and meaningful.
- We have built strong relationships with Indigenous partners that enable us to address the health system issues most important to them.
- We have contributed to deeper knowledge among our stakeholders of how best to use health data analytical tools.
- We see governments and health systems using data to make fact-based decisions.
- CIHI is welcomed as a convenor and leader of innovative ways to share insight and practices across the country.



Refining our health information priorities

CIHI maintains an extensive foundational base of health system information.

We place particular emphasis on near- and longer-term priorities expressed by the federal, provincial, territorial and Indigenous partners with whom we work.

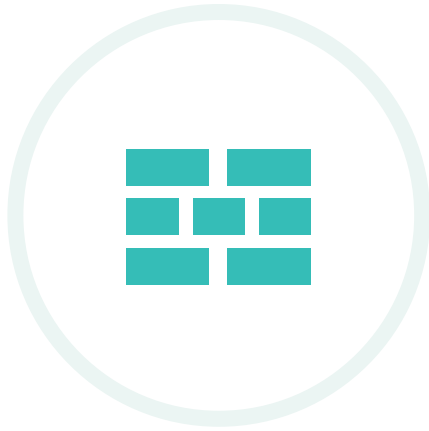


Through rigorous research into needs, we have identified and validated the following areas of priority for data collection, analysis and dissemination over the course of this plan:

- ✓ Children and youth
- ✓ Community and primary care
- ✓ Equity
- ✓ First Nations, Inuit and Métis Peoples
- ✓ Health systems and public health links
- ✓ Health workforce
- ✓ Mental health and substance use
- ✓ Seniors and aging
- ✓ Virtual care

These priority areas reflect the needs of our health system leaders, who have asked that we

- **Continue** with our Shared Health Priorities commitment, providing insight into access to mental health and substance use services and to home and community care across the country;
- **Provide** information that supports their understanding of the impact and lingering effects of the pandemic;
- **Work** with them to plan for more resilient and sustainable health systems, including looking at health workforce considerations and building on advancements in virtual care;
- **Work** with Indigenous health leaders on their information priorities, which may involve measures of cultural safety and humility; and
- **Connect** health system data and equity measures with public and population health data for a broader view of social determinants and outcomes.



Building CIHI's foundational capacity

Our ability to reach the goals we've set in this plan rests on the sustaining strength of our foundation. It consists of 4 key areas, which are described below.

These are strategic assets for CIHI — all of which move forward in a constant process of challenge and improvement.





Our people

The CIHI community is made up of highly talented and committed individuals. We have set bold goals for this planning horizon to step up our diversity and inclusion culture and to ensure we're building an organization that will attract the high-performing people we need to reach our goals.



Privacy and security

Excellence in privacy and security is more than an initiative at CIHI. It is foundational to our culture as a steward of health data. We will continue to raise our game in this area as new technologies, participants and risks emerge.



Stakeholder engagement and partnerships

CIHI is respected and valued for the importance we place on the voice of our stakeholders. In this planning horizon, we will elevate our most strategic partnerships as critical to our mission. We'll work with stakeholders and partner with complementary organizations to drive coordinated responses to Canada's health data challenges.



Information technology

The bedrock of our ability to deliver on our mandate is information technology. CIHI is investing for the future to improve the digital experience for users and to improve access to information at all stages of the information value chain.



About CIHI — Canada's
leader in health system
information and insight

The Canadian Institute for Health Information (CIHI) is an independent, not-for-profit organization that provides essential information on Canada's health systems and the health of people living in Canada.





Vision, mandate and values



Vision

Better data. Better decisions. Healthier Canadians.

Mandate

Deliver comparable and actionable information to accelerate improvements in health care, health system performance and population health across the continuum of care.





Values

Inclusion

We welcome diversity, celebrate uniqueness, and work to create an inclusive and respectful environment where all employees feel a sense of belonging.

Integrity

We hold ourselves accountable to adhering to strong moral and ethical principles in what we do and how we do it.

Collaboration

We believe that our best work comes through collaboration and through the experience, expertise and creativity of our stakeholders and partners.

Excellence

We strive for the highest standards when integrating, analyzing and disseminating health data and information in a way that provides value to our stakeholders.

Innovation

We are committed to fostering a culture of innovation to deliver the highest-quality analytical products and services.



Our areas of leadership and where we fit in the health information ecosystem

CIHI has evolved over the years to adapt to a changing field of players contributing to and using health system data.



CIHI is an important part of Canada's health data ecosystem, which includes other pan-Canadian and jurisdictional health organizations, decision- and policy-makers, researchers and persons with lived experiences of health systems. Our stakeholders use our broad range of health system databases, measurements and standards, together with our evidence-based analyses, in their decision-making. We are also proud to take on the role of trusted convener, facilitating connections between and among those who work in health systems, policy and research.

New players mean new opportunities but also new demands for coordinated leadership. Together, we need to optimize the capacity of health systems and avoid duplication. We must collaborate to achieve the greatest possible impact and see that there are patient care and fiscal benefits from the innovation taking place in health systems.

Our commitment



Lead in areas where our mandate and capacity give us the advantage.



Build innovative partnerships where we complement the strengths of others.



Be an advisor and mentor to health system players in the ecosystem.



Bringing the patient perspective to CIHI

As an outcome-oriented organization, we value the perspective of patients and families. We incorporate this important context into the design of our processes and products.

In our last planning horizon, we initiated a program of patient involvement at CIHI. Building on successes and learnings, we are committed to embedding patient and family voices in more of our work through meaningful and authentic partnerships. We will expand our patient networks to include more diversity, nurture trust-based relationships and dialogue, and implement an evaluation model to measure impact and success as we continue our journey.



In closing

This ambitious plan will succeed only with the full involvement of our stakeholders and partners throughout Canada's health systems.

We are here to help inform the decisions and choices that will lead to a healthier Canada. We look forward to working with you on this important mission.

Acknowledgements

This plan was developed with input and advice from key leaders, partners and patient advisors. Many conversations were held when participants were actively involved in addressing urgent matters regarding the pandemic. We are immensely thankful to everyone who took time to share their perspectives and expertise to help us chart a course for CIHI and ultimately fulfill our mandate.

Pan-Canadian and federal organizations

- Canada Health Infoway
- Canadian Agency for Drugs and Technologies in Health
- Canadian Centre on Substance Abuse and Addiction
- Canadian Foundation for Healthcare Improvement and Canadian Patient Safety Institute (now amalgamated as Healthcare Excellence Canada)
- Canadian Institutes of Health Research
- Canadian Partnership Against Cancer
- Health Canada
- Innovation, Science and Economic Development Canada
- Mental Health Commission of Canada
- Public Health Agency of Canada
- Statistics Canada

Jurisdiction-specific organizations

Newfoundland and Labrador

- Central Health
- Eastern Health
- Labrador–Grenfell Health
- Newfoundland and Labrador Centre for Health Information
- Newfoundland and Labrador Department of Health and Community Services
- Western Health

Prince Edward Island

- Health PEI
- P.E.I. Department of Health and Wellness

Nova Scotia

- IWK Health Centre
- Nova Scotia Department of Health and Wellness
- Nova Scotia Health Authority

New Brunswick

- Horizon Health Network
- New Brunswick Department of Health
- New Brunswick Health Council
- Vitalité and Horizon Health Networks

Quebec

- Commissaire à la santé et au bien-être
- Institut national d'excellence en santé et en services sociaux
- Institut national de santé publique du Québec
- Ministère de la Santé et des Services sociaux

Ontario

- AdvantAge Ontario
- Association of Local Public Health Agencies
- Canadian Mental Health Association Ontario

- Health Quality Ontario
- ICES
- Ministry of Health and Ministry of Long-Term Care
- Mount Sinai Hospital
- Ontario Health
- Ontario Hospital Association
- Ontario Long Term Care Association
- OntarioMD
- Public Health Ontario
- University of Ottawa
- University of Toronto
- University of Waterloo

Manitoba

- Manitoba Health, Seniors and Active Living
- Northern Regional Health Authority
- Shared Health Manitoba
- Winnipeg Regional Health Authority
- Wellesley Institute

Saskatchewan

- eHealth Saskatchewan
- Health Quality Council
- Saskatchewan Health Authority
- Saskatchewan Ministry of Health

Alberta

- Alberta Health
- Alberta Health Services

British Columbia

- B.C. Ministry of Health
- Fraser Health
- Northern Health
- Population Data BC

Yukon

- Department of Health and Social Services
- Yukon Hospital Corporation

Northwest Territories

- Health and Social Services
- Northwest Territories Health and Social Services Authority

Nunavut

- Department of Health

First Nations, Inuit and Métis organizations

- Assembly of First Nations
- B.C. First Nations Health Authority
- First Nations Health Managers Association
- First Nations Information Governance Centre
- First Nations of Quebec and Labrador Health and Social Services Commission
- Inuit Tapiriit Kanatami
- Métis National Council
- National Association of Friendship Centres
- Pauktuutit Inuit Women of Canada
- Thunderbird Partnership Foundation
- Tungasuvvingat Inuit

In addition to representatives from these groups, we also received input from trusted Indigenous leaders with whom we work.

CIHI advisory groups

- Advisory Council on Population Health
- Atlantic Strategic Advisory Collaborative
- Interjurisdictional group for patient-reported experience and outcome measures (PREMs and PROMs)
- Sparsely Populated Regions Advisory Group
- Strategic Analytical Advisory Committee
- Western Strategic Advisory Collaborative

We also extend our gratitude to the patient advisors who participated in the consultations and shared their perspectives on the impact of health data and information for patient care and outcomes.

Our Strategic Plan | 2022 to 2027



About CIHI

- The Canadian Institute for Health Information (CIHI) is an independent, not-for-profit organization that provides essential information on Canada's health systems and the health of people living in Canada.

- **Mandate**

Deliver comparable and actionable information to accelerate improvements in health care, health system performance and population health across the continuum of care.

- **Vision**

Better data.
Better decisions.
Healthier Canadians.

- **Values**

- Inclusion
- Integrity
- Collaboration
- Excellence
- Innovation



Strategic goals

- **A comprehensive and integrated approach to Canada's health system data**
Collaborate with partners to continuously advance the creation, validation and accessibility of health system data

- **An expanded offering of analytics, indicators and tools to support health system decision-making**
Provide the insight needed to drive better health outcomes across Canada's health systems

- **Health information users who are better equipped and enabled to do their jobs**
Help build users' capacity by equipping them to make the best use of data, and by convening forums where they can explore solutions together and share best practices



Health information priorities

- Children and youth
- Community and primary care
- Equity
- First Nations, Inuit and Métis Peoples
- Health systems and public health links
- Health workforce
- Mental health and substance use
- Seniors and aging
- Virtual care



Our foundation



Our people



Stakeholder engagement and partnerships



Privacy and security



Information technology

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