



CIHI's

Strategic Plan, 2016 to 2021



Canadian Institute
for Health Information

Institut canadien
d'information sur la santé

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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 Canadians.



We provide comparable and actionable data and information that are used to accelerate improvements in health care, health system performance and population health across Canada. Our stakeholders use our broad range of health system databases, measurements and standards, together with our evidence-based reports and analyses, in their decision-making processes. We protect the privacy of Canadians by ensuring the confidentiality and integrity of the health care information we provide.

Message from CIHI's Board chair and president



Dr. Brian Postl
Board Chair



David O'Toole
President and CEO

The Canadian Institute for Health Information (CIHI) is embarking on an ambitious journey to help transform and accelerate improvements in health care, health system performance and population health across the continuum of care. We are delighted to present you with *CIHI's Strategic Plan, 2016 to 2021*, which sets out our renewed direction.

We based this new direction on our stakeholders' and partners' priorities. Over the next 5 years, we will focus on priority populations and health system performance themes:

Populations

- Seniors and aging
- Mental health and addictions
- First Nations, Inuit and Métis
- Children and youth

Health system performance themes

- Patient experience
- Quality and safety
- Outcomes
- Value for money

Goals

- To be a trusted source of standards and quality data;
- To expand our analytical tools to support measurement of health systems; and
- To produce actionable analysis that will accelerate improvements in population health outcomes and health system performance.

CIHI will champion pan-Canadian health data and information that is timely and accessible, and we will provide products and services that are relevant to our stakeholders' priorities, to enable and accelerate improvements to health systems across the country.

We are proud of the work we do and look forward to working with you to achieve our vision: Better data. Better decisions. Healthier Canadians.



Dr. Brian Postl
Board Chair



David O'Toole
President and CEO

Introduction

The Canadian Institute for Health Information (CIHI) was established in 1994, by agreement between the federal, provincial and territorial governments, to improve the “deplorable state of health information”¹ in Canada.

Since that time, CIHI has established a unique and respected position in Canada’s health sector. Working in partnership with federal, provincial and territorial ministries of health, we have become the leading source of high-quality, unbiased, comparable information about the delivery of health care in Canada, the performance of our health systems and the factors that affect Canadians’ health.

Our core strengths include

Identifying health information needs and priorities;

Coordinating and promoting standards and data quality;

Developing and managing health system databases and registries;

Developing comparable measures of health system performance;

Conducting analyses in the areas of population health and health services; and

Building capacity and conducting education sessions.

1. Wilk M; National Health Information Council. *Health Information for Canada, 1991: A Report by the National Task Force on Health Information*. 1991.

The health information landscape has changed significantly since 1994, and data-driven decision-making has become increasingly important. CIHI recognizes that the strengths that have contributed to our success in the past are not necessarily sufficient in and of themselves to maintain our relevance and to ensure our success in the future.

Throughout 2015, our Board of Directors, our executive leadership and our employees considered the role our organization should play in the health sector in Canada over the next 5 years. We consulted extensively with our colleagues and collaborators across Canada to develop a renewed mandate and vision for CIHI — one that reflects the dynamic evolution of health information needs in this country and that will take us into the next decade.

This document summarizes the renewed mandate, goals and priorities for CIHI that were approved by our Board of Directors. These will direct our business and operating plans to 2021.



We are committed to meaningful engagement with our stakeholders. We will contribute to the critical appraisal of health care in Canada by providing our stakeholders with pertinent, timely and meaningful products, information and services.

Our commitment to stakeholders

To fulfill our mandate and goals, CIHI works closely with a broad range of stakeholders, including governments, data providers, policy- and decision-makers, clinicians, researchers and the public. Our collaboration enables us to deliver comparable, actionable data and information that drive improvements in Canada's health care systems and the health of Canadians.

To ensure that stakeholders' needs are at the core of everything we do, CIHI will

Listen to you and adapt to your changing needs.

We will listen to you and strive to understand your priorities and business needs, and we'll work collaboratively to deliver the best products and services to meet those needs.

Deliver value and relevance to support you in your work.

In our analytics and reporting, we will advance thinking about new ways of improving health systems and health care. We'll focus on work that is relevant and of strategic importance to you and to health care across the country.

Make it easier for you to work with us.

We will be timely, responsive and collaborative by improving your access to data, products and services and by framing information in ways most relevant to your needs.

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.

We have reflected on who we are and our unique role in Canada's health sector, and we continue to believe that better data contributes to better decisions, ultimately improving the health of Canadians. Thus our vision remains the same.

CIHI is an international leader in health data and information, and we're committed to providing stakeholders with the information they need to ensure the health of all Canadians.



Our renewed mandate reinforces our commitment to our stakeholders and ensures that we will respond to their needs rapidly with innovative tools and approaches.

CIHI's responsibility is to provide and publicly report on health data and information that improve outcomes in health system performance and population health across the country.

Values

Our values guide us in our day-to-day work and in our relationships with others. They are at the core of our culture.



Respect

Our approach to our work is rooted in respect for our stakeholders and colleagues — for their experience, expertise, creativity and well-being



Integrity

Integrity and trust are the foundation of what we do and how we do it — our relationships with stakeholders and colleagues; the data collection, analysis and research we undertake every day; and our commitment to privacy, confidentiality and security of information.



Collaboration

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



Excellence

We strive for the highest ethical, professional and statistical standards when integrating, analyzing and disseminating health data and information.



Innovation

We are committed to fostering a culture of innovation in order to deliver the highest-quality service, advice and analytical products.



Our strategic plan, 2016 to 2021

Foundation, priority themes and population.

Foundation

The following 4 foundational elements are essential for the success of our strategic plan:



Our people

Our people underpin our success. We know that engaged, motivated employees are productive and committed to the organization. That's why we strive to be an employer of choice, with hiring practices, compensation, and learning and development opportunities that encourage staff recruitment and retention.



Stakeholder engagement and partnerships

We collaborate with a broad range of health organizations and governments throughout the country and internationally. This enables Canadians to benefit from the country's collective expertise while avoiding duplication of effort and cost. We also convene discussions on important health information issues — facilitating dialogue, increasing knowledge translation and advancing thinking for the health systems in Canada.



Privacy and security

We maintain the privacy and security of the data we hold and monitor the privacy landscape across the country to ensure that our policies are in keeping with best practices.



Information technology

Our information technology infrastructure ensures that data is accurate, secure and available for use. Well-supported applications yield analyses that are produced efficiently and effectively, allowing our clients to readily and easily access our products and services.

Priority themes and populations

As a pan-Canadian health information organization, we aim to produce data and analytical products that reflect the priorities of our stakeholders. To that end, we have specific priorities in the areas of population health and health system performance that we will emphasize in our reporting over the next 5 years:

Themes

Patient experience
Quality and safety
Outcomes
Value for money

Health system
performance



Populations

Seniors and aging
Mental health and addictions
First Nations, Inuit and Métis
Children and youth



These themes and populations reflect the priorities of our stakeholders.

They have told us to

- Link data across sectors to better understand how health systems can be improved and the impact of social and economic determinants of health;
- Ensure that both patient-reported experiences and outcomes are integral aspects of our work;
- Focus on quality and safety, as well as on value for money, to help compare systems across Canada and improve the care that is delivered;
- Measure health status and determinants of health, by using a broad range of data sources (e.g., social services, financial information) and linking them to health status and determinants of health data; and
- Focus on vulnerable populations, including seniors; recipients of mental health services; First Nations, Inuit and Métis; and children and youth.

Strategic goals and priorities

The strategic goals and their corresponding priorities are mutually reinforcing. We understand that the work we do contributes to the ability of our stakeholders to provide better-quality, safer health care. Quality data also leads to better information and analysis, which in turn leads to improved system performance and health outcomes.

Guided by our mandate and informed by our pan-Canadian consultations, we have developed 3 key strategic goals to focus our efforts and actions over the next 5 years:



Be a trusted source of standards and quality data.



Expand analytical tools to support measurement of health systems.



Produce actionable analysis and accelerate its adoption.



Be a trusted source of standards and quality data

Deliver more timely, comparable and accessible data across the health continuum.

Over the next 5 years, CIHI will

Increase the use of health data standards to achieve quality data.

We will drive consensus on health information standards in priority areas and support their adoption and implementation to ensure data quality. We will streamline quality assurance efforts to add efficiencies to the system and improve data timeliness.

Make data collection easier and improve timeliness.

We will capitalize on opportunities to auto-source data from digital health solutions and use more flexible data collection tools. We will streamline the breadth and depth of collection, where appropriate.

Close the data gaps in priority areas.

We will extend data collection to priority areas such as person-centred data and vulnerable populations, with an emphasis on services provided outside of hospitals (e.g., home care, community mental health). We will enhance our ability to understand costs of care, the health workforce and other system inputs and how they relate to health outcomes. Also, we will continue work to expand the coverage of our existing data holdings.

Make data more accessible.

We will implement a new open data strategy. We will also integrate the health data we hold with data from other organizations and other sectors.



Goal 1 will ensure that we have the right data for our work and for our stakeholders. We will collect data in priority areas, driven by our priority themes. We will look systematically at the data we hold and at how it is collected to improve efficiencies and reduce the burden of data collection for our stakeholders. We will work with our existing data sets and our partners, linking to other sources of information to help inform decisions.

CIHI will monitor and publicly report on our progress through a performance measurement strategy. Through these measures and indicators, we will know we are making progress on goal 1 when

- Data quality is improved due to increased adoption of data standards for emerging data sources;
- Important health research questions, focused on priority themes and populations, are being answered by linking CIHI's data to other data sources;
- Data collection is made easier and less costly through increased uptake of automated data collection solutions; and
- Stakeholders are more satisfied with their ability to access our data through open data efforts.



Expand analytical tools to support measurement of health systems

Deliver reporting tools, methods and information that enable improvements in health care, health system performance and population health.

Over the next 5 years, CIHI will

Compare health systems in priority areas.

We will further develop our existing tools and expand our health system performance efforts across the continuum of care, outside hospitals. We will also continue to participate in and contribute to international health system performance comparisons.

Expand our analytical products using innovative approaches, including data linkage and predictive modelling.

We will make greater use of predictive analytics and modelling to support system and policy decision-making. We will also continue to improve our data linkage capability.

Enrich the information infrastructure, grouping methods and decision-support tools.

We will provide enhanced case mix methods and decision-support tools. We will also upgrade our infrastructure to support our analytical tools.

Transform CIHI's digital presence into a core strategic asset.

We will redesign CIHI's public website, creating a more intuitive user experience that improves access to content and data, and that provides a new way of engaging with our stakeholders.



Goal 2 is about delivering reporting tools, methods and information that will help prompt our stakeholders to make improvements in health care, health system performance and population health.

CIHI will monitor and publicly report on our progress through a performance measurement strategy. Through these measures and indicators, we will know we are making progress on goal 2 when

- CIHI's Your Health System web tool is expanded to include priority health system performance themes, sectors and populations;
- CIHI's infrastructure, tools and processes are responsive, innovative and nimble, allowing clients to access and consume information in the way they want; and
- Stakeholders are able to easily access relevant and high-quality data and information through CIHI's improved digital presence.



Produce actionable analysis and accelerate its adoption

Collaborate with stakeholders to increase their ability to use data and analysis to accelerate improvements in health care, health systems and the health of populations.

Over the next 5 years, CIHI will

Produce analyses that contribute new information and insights, working with external partners and with intended end-users to create a culture of co-development.

We will develop an analytical program of work that is focused on priority themes and populations and that includes analyses, indicators and capacity-building initiatives. We will ensure that the new work is client-friendly, adapted to various audiences, actionable and relevant. We will also examine emerging data sources and take on complex questions.

Engage with stakeholders to enable better use of health data and information.

We will continue to bring people together to address issues on the horizon and learn from each other. We will engage our stakeholders early in the process when developing new indicators, tools and analyses. We will reach out to the public and the media to engage with them and create opportunities for health system change.

Provide customized products and services to support local decision-making needs.

We will support decision-making partners to help drive change at a local level. We will collaborate with them to combine CIHI's information with their own local data. And we will explore the development of local supplements, when appropriate, to pan-Canadian reports.



Goal 3 is about producing actionable analysis, organized around themes identified by our stakeholders. It's about working with stakeholders so they can put our products and services into action. It's about building capacity. It's about engaging the public to help drive improvements. And, where it makes sense, it's about providing customized products and services to meet specific needs.

CIHI will monitor and publicly report on our progress through a performance measurement strategy. Through these measures and indicators, we will know we are making progress on goal 3 when

- Analytical products effectively address critical health system questions in priority areas;
- Stakeholders are satisfied that they know how to use CIHI's products and services to initiate health system change; and
- CIHI is able to add value by adapting pan-Canadian products to meet local needs.

Looking ahead

Our revised mandate, goals and priorities set out our direction for the next 5 years and will form the basis of our business and operating plans. We are confident that this direction reflects the compelling priorities of the health systems across Canada and the factors that will affect the health of Canadians.



Inevitably, the priorities of our partners will shift, the availability of resources will fluctuate, and the technologies of health care and health information will evolve. But the essential themes and direction set out here will continue to guide our thinking and decisions as we manage those developments.

We look forward to working with our stakeholders as we take action and deliver this plan.

CIHI's strategic plan at a glance

2016 to 2021

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

Strategic goals



Be a trusted source of standards and quality data

Deliver more timely, comparable and accessible data across the health continuum



Expand analytical tools to support measurement of health systems

Deliver reporting tools, methods and information that enable improvements in health care, health system performance and population health



Produce actionable analysis and accelerate its adoption

Collaborate with stakeholders to increase their ability to use data and analysis to accelerate improvements in health care, health systems and the health of populations

Priority themes and populations

Themes

Patient experience
Quality and safety
Outcomes
Value for money

Health system performance



Populations

Seniors and aging
Mental health and addictions
First Nations, Inuit and Métis
Children and youth



Foundation



Our people



Stakeholder engagement and partnerships



Privacy and security



Information technology

Values

Respect • Integrity • Collaboration • Excellence • Innovation

Talk to us

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