



Memo

Date: November 16, 2010

To: NHIMA Provincial President Representatives

From: Gail Crook, CHE, CHIM
CEO & Registrar, CHIMA

Subject: Transforming Health Information Management – Focus Group
Questions

Action Required: For Information and Follow Up

In follow up to the NHIMA meeting held November 10, 2010, please find attached a package of material to share with your Executive and provincial membership. Materials include:

- Introduction to New CHIMA
- Powerpoint presentation, including Speakers Notes (please note that if you require the native document (ppt) for presentation to your Executive, please contact the Executive Office – cathy.brooks@echima.ca);
- Focus Group Questions for review and feedback;
- Consolidated responses to the Focus Group Questions from the NHIMA meeting November 10, 2010 ; and
- The CHIMA Source – Article regarding the Transformation of Health Information Management.

As individuals and as a collective voice, we can influence the evolution and indeed be a change leader in health information management.

CHIMA wants your responses to help shape the New CHIMA and the new profession. Please forward your responses to Strategic.Plan@echima.ca no later than December 17, 2010.

Thank you for your valuable input.

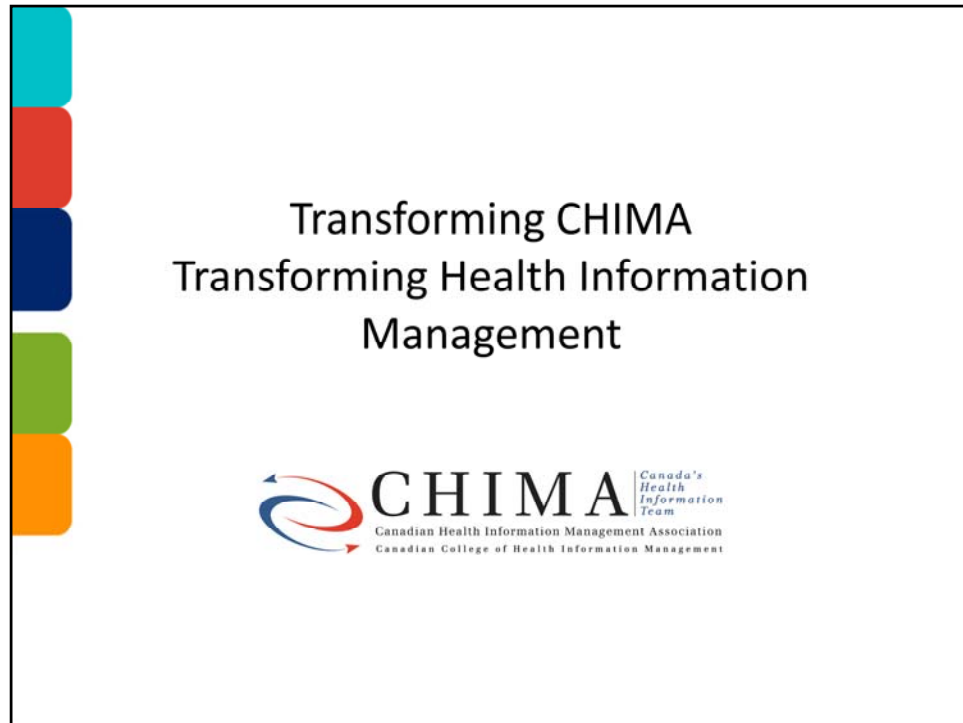


The New CHIMA: Transforming Health Information Management

As health information management rapidly evolves to adopt the electronic health record, we are redefining our organization and shaping the future Health Information Management profession. The New CHIMA strategic plan will transform our national association and enrich the HIM profession by focusing on the following strategic directions:

- Strengthen Member Relations
- Evolve the College
- Focus on Knowledge, Research and Business Development
- Increase capability in Marketing and Communications

Thank you for allowing CHIMA to present our new strategic directions, mission and vision. We are very excited about our strategy for New CHIMA, and wish to engage you in a key Focus Group to assist us in developing the operational plans for the new strategic directions.




In this presentation, we outline the comprehensive strategic planning process of the Board of Directors and CHIMA Staff that led us to the realization and subsequent action plan for a 'new CHIMA', and a new future profession. These changes impact YOU the members AND your profession as a whole. We want you to understand, to ask questions, and to challenge our vision of the future; we need YOU to be engaged.



Agenda

- Overview of how CHIMA got to here
- Future goal
- Strategic Directions
 - Action plans
 - Indicators of success



To set the context, we will review recent activities which have culminated into today's presentation.

From all of the background work, a new future goal has been articulated. This is the unveiling of the new profession.

Our new strategic directions are the result of a formal strategic planning process.

These strategic directions should resonate with you. If they don't, CHIMA Board and staff need to know. YOU are the profession, and we need you to not only understand but also to enthusiastically embrace the opportunities a new CHIMA offers.

Recap of Important Events

- Membership Survey in 2008
- Long Range Scenario Planning 2009
- Sector Study 2009
- Board Strategic Planning 2010



Recap of events resulting in strategic planning to create a New CHIMA and new profession:

Membership Survey in 2008

You told us the environment was changing and so should the profession

Long Range Scenario Planning 2009

Our stakeholders (internal, external, national and international) said the profession needs to adapt to new realities

Sector Study 2009

Confirmed a growing demand for new skills

Board Strategic Planning 2010

CHIMA is a viable association, and the profession is strong, but change was inevitable

Sector Study Report

Significant Findings

- Serious risk of labour and skill shortages
- An additional 6,320 to 12,330 HI and HIM professionals are needed by 2014
- HI and HIM professionals who require broader skills will increase from 8,880 in 2009 to between 13,690 and 32,170 by 2014.



CHIMA partnered with Canada Health Infoway, COACH, Information and Communications Technology Council of Canada (ICTC), the Canadian Institute for Health Information (CIHI), and ITAC Health (vendors) on the 2009 HI/HIM Sector Study. This partnership provided detailed metrics on the supply of professionals in the HI and HIM occupations with forecasts for future industry demand.


Significant Findings:

There is a serious risk that labour shortages and skills shortages will constrain the successful implementation of Electronic Health Information Systems (EHIS) technologies in Canada. System-based, human resources planning measures should be a priority to ensure that the substantial investments that governments at all levels are making in EHIS technologies deliver the promised benefits.

Current vacancy rates of over 10% exist for six of the 27 occupational groups studied.

HI and HIM professionals who require broader skills will increase from 8,880 in 2009 to between 13,690 and 32,170 by 2014.

To read the full Sector Study Report please click on the attached link:
https://www.echima.ca/media/documents/HHIM_report_E_web.pdf



Implications of the Sector Study Report

Recommendations:

1. A national initiative to monitor the human resources implications of implementing EHIS.
2. Forecast of HI/HIM human resource requirements supported by expert consultations, strengthened data sources, and systematic industry validation.
3. Strategies to address skills shortages through education, professional development, co-op and internship and the integration of international HI/HIM professionals.



The recommendations from the Sector Study Report include:

A national initiative to monitor the human resources implications of implementing EHIS.


Forecast of HI/HIM human resource requirements supported by expert consultations, strengthened data sources, and systematic industry validation.

Strategies to address skills shortages through education, professional development, co-op and internship and the integration of international HI/HIM professionals.

Next Steps:


Knowing the size and seriousness of the skills and labour shortage, all Partners in the study agreed on the need to act collaboratively and to devise a comprehensive human resource strategy to address the issue.

The partners have developed a Strategic Action Plan and Workplan that will be shared with each agency Board of Directors for approval in October/November 2010. Following this, CHIMA will share this information with our members.



Why we need to change

- Rapid changes in health care industry
- Accelerated Electronic Health Record
- Credibility of HIM in decision making process
- Sustainability



All of the feedback from all sources agreed:

1. The health care industry is changing and CHIMA needs to influence the change process
2. The pan-Canadian interoperable Electronic Health Record is moving forward, and CHIMA needs to be more responsive to new demands
3. The HIM professional is not always perceived as essential to decision making process so our credibility is in question
4. CHIMA and the profession must evolve to stay relevant

“ As the voice for the HIM professional, CHIMA must redefine an essential role for the organization and appropriately represent HIM into the future.”



Board Directives

- Describe the new vision
- Identify the initiatives to reach the vision
- Assess capabilities and identify resource requirements



Following a facilitated Board Strategic Planning day, CHIMA executive were tasked to:

-Describe the new vision for CHIMA

-Identify the strategic initiatives that will need to be undertaken to move toward the vision

-Assess current capabilities of the organization and implications for the future

-Establish priorities and timelines for implementation

-Identify the resource requirements (leadership, staff and financial)

-Determine responsibilities, performance measures and oversight for deliverables

-Identify the communication strategy to support strategic implementation



Strengths

- Longevity of CHIMA
- Certification standards and HIM curriculum
- Membership (4500+) base
- Leadership potential



The first step in describing a new vision is understand who/what you are at the present.

We undertook a SWOT analysis and these are our findings.



Weaknesses

- Visibility and recognition of HIM role
- Ability to move forward and give up the past
- Insufficient human and financial resources



Opportunities

- To redefine ourselves
- Be dynamic and responsive to today's EHR reality
- Seek new and appropriate partners
- Be a change leader



Threats

- Can we stay ahead of other changes in the industry?
- Value of the credential to those outside the profession
- Membership support for plan



The Future is...

A Health Informatics enabled Health
Information Management Professional

Defining the Strategic Directions

The following slides identify CHIMAs new Strategic Directions.



Strategic Directions

1. Strengthen Member Relations
2. Evolve the College
3. Focus on Knowledge, Research and Business Development
4. Strengthen Capability in Marketing and Communications



Each strategic direction is part of the evolutionary transition to the new CHIMA. Each is important, and is essential to maintaining the vibrancy of the organization and profession.

Please note: As we progress, the terminology used to identify or label the strategic directions may change, but the essence or intent of the direction will remain.

01.

Strengthen Member Relations



Strengthen Member Relations

01.

- Grow and strengthen the profession
- Understand member needs and expectations - for CHIMA and for the profession
- Identify value-add for members and focus program development accordingly
- Develop strategy for member engagement



During the planning process with the facilitators, we went through a rather lengthy discussion and we all agreed that our very existence for CHIMA/CCHIM, BoD and staff are 100% dependent on the membership.

This means an engaged membership, and a satisfied membership. Based on this, as we move forward, this strategic direction will become pivotal to how the new CHIMA might look.



Strengthen Member Relations

- How?
 - Survey
- When?
 - Fall /Winter 2010
- Your role?



CHIMA is the members, and therefore it is imperative that we understand what the members want and need. Once these are known, then CHIMA Board and Executive staff can begin the delicate balancing of required or desired services against the costs of offering these services. Each and every action has an associated cost; it is the Board and Executive that work to provide the breadth of services within fiscal realities.

How will we do this? To truly understand the needs of members, the best way to do this would be to interview every member. As this is not possible, the approach CHIMA has chosen is to survey the membership.


The survey will be: on-line; it will be anonymous; it will be done by an outside agency further protecting the privacy of respondents; it will be time limited (that is, about 20 min to answer); it will ask a number of multiple-choice and/or ranking questions. The key point: the survey will drive the actions of CHIMA and therefore it is imperative that members complete the survey!

When? The survey will be offered in the fall/winter of 2010. The results of the survey will be analyzed and presented to the Board of Directors in the first quarter of 2011, and following that, posted on our website.

Your role? It is imperative that each and every CHIMA member complete the survey. CHIMA's future directions will be guided by the response so we depend upon member participation. There will be an announcement when it is available for completion and email reminders during the duration of the survey. Please complete the survey and encourage your HIM co-workers, peers and friends to complete the survey.


02.

Evolve the College



Evolve the College

- Provide for the future generation of HIM professionals
- Identify future certification requirements and opportunities for current members
- Describe the new roles and responsibilities of the College
- Define specialty certification



The CHIMA Board of Directors have reaffirmed that we must continue to support the College.

The workplan for the College over the next five (5) months will be to take an in-depth review of College activities today, and what they might be in the future.

Evolve the College

Three task teams will be created to investigate and bring forward recommendations:

1. Identify future certification requirements and opportunities
2. Describe the new roles and responsibilities of the College including new areas of focus and/or divestment
3. Define certification levels within HIM and create specialty designations



Three task teams will be created to investigate and bring forward recommendations.

1. Identify future certification requirements and opportunities. As technology changes and new jobs are introduced in healthcare, many in HIM roles, the requirement for more certified professionals also increases. What are the future requirements and opportunities for HIMs? How will we fill the current and future gaps? These questions need to be answered.
2. Describe the new roles and responsibilities of the College including new areas of focus and/or divestment – What is the college doing? What is the college not doing but should be? CHIMA has developed a “roadmap” for HIM professionals. Is the college responsible for “fleshing out” the pathways? Is provision of continuing education a college responsibility and, if so, how do we incorporate this into the work plan?
3. Define certification levels within HIM and create specialty designations –in long range scenario planning and focus group meetings, the issue of certification levels and HIM specialties came through loud and clear. Do we need two levels of certification – diploma and degree? How do we distinguish between diploma and degree level of learning? What about graduate programs? For those HIMs currently working and beyond the entry level certification, what types of specialties are needed? Is CHIMA certification in the specialty required or do we direct HIMs to other groups? Or do we provide the information on the education component and provide a specialty certification examination?

These are not easy questions but they must be asked and answered. The task teams will include HIM professionals, employers, and other professionals such as educators, legal experts, etc. The timeline for the feedback is January 2011.

03.


Focus on Knowledge, Research
and Business Development



Focus on Knowledge, Research and Business Development

- Increase profile and presence of CHIMA as thought leaders
- Formulate a knowledge, research and business development portfolio
- Leverage business opportunities, respond to identified industry needs
- Capitalize on CHIM Information Consulting work





Knowledge, Research and Business Development

Objective is to identify and implement an infrastructure and processes to support:

- new business development (market research/business plan);
- enhancement of consulting services;
- development and/or improvement of product and service offerings; and
- new sustainable revenue streams.



Key points:

Success here means:

- we clearly become the “go to “ organization and/or professional for HIM knowledge and expertise; and
- increase the profile of the association, the profession and therefore the members.

Heightened awareness offers more opportunities for the individual professional: the more employers (present and future) know about the profession, our skill-sets and competencies, the more likely we are to be involved and invited to lead or participate in HI IM including EHR activities and initiatives.

Ultimately success means being justly recognized for our professional skills and a valued contributor/stakeholder in the Health Care industry. We need to roll off the general public’s tongues much like Physicians, Nurses, Physiotherapists, etc. do today.

04.

Strengthen Capability in Marketing
and Communications Development



Marketing and Communications

- Provide Marketing and communication support to each of CHIMA strategic directions and portfolios
- Identify and communicate key messages with key stakeholders
- Identify resource requirements
- Ongoing measurement and evaluation



The BoD and senior leadership have in the past discussed the need for a professional association and college to have a marketing and communications strategy. Historically though, any monies optimistically dedicated to marketing have always had to be deleted to ensure a positive bottom line.

It is extremely important that our communication and marketing efforts are professional, relevant, succinct, clear, timely and powerful ...using effective tools and techniques.



Success Indicators

- Increase recruitment, retention and member involvement
- Improve scope, quality and uptake on products and services
- Grow business revenues
- Increase number of programs and graduates
- Employer recognition of certification



For each of the 4 strategic directions, we developed success indicators, and an evaluation process to ensure the success.



Transforming CHIMA

- Develop new organizational model and governance structure
- Create 'new' CHIMA, being sensitive to the membership and existing staff
- Determine expectations, performance measurement and evaluation
- Target March 2011 for transition plans to be complete



The transformation process for the “new” CHIMA will occur for the remainder of this year with completion of the PLANNING being targeted for March 2011. Once the planning is completed, CHIMA (March 2011) will embark on implementation of the strategic directions to create a new profession, a new association, and a new and exciting future.

Through this presentation, we have identified and described the 4 strategic directions that will result in a New CHIMA and the new professional. It is imperative that CHIMA hear the feedback from you, the members. The future directions and actions of CHIMA will be shaped by the input received from you. We encourage you to complete the member survey, participate in any focus groups if invited, and use the email address to submit your questions and concerns.

This is YOUR/OUR future.



Vision

Advancing the health care system as the
change leader in
health information management





Mission

CHIMA is the national organization that represents leadership and excellence in health information management.

As a national association, we:

- support continuing education and professional practice of HIM professionals
- develop strategic partnerships to advance the development and integration of electronic HIM
- advocate for and strengthen the HIM role in health care settings across the continuum of care



Mission

As a federally chartered college, we:

- are the single source of credentialed Health Information Management Professionals
- partner with educational institutions, our members, industry, and employers to develop the competencies, skills and knowledge for the HIM profession
- provide essential research and expertise in health information standards and best practice



Mission

As a profession, we:

- contribute to client care, outcomes and safety through the provision of accurate, complete, timely and accessible health information
- support the Canadian public by advocating for and monitoring the privacy, security and confidentiality of personal health information

The New CHIMA

and the future profession

Comments and Questions?

What do you think?



Contact Us

Strategic.plan@echima.ca



We really do want to hear from you. Your constructive criticism and suggestions on how to move forward are imperative to this process. I encourage you to respond to us at the email address above.

Focus Group Questions

1. Does the Mission Statement of the 'New' CHIMA resonate with you?
2. Within each Strategic Direction; which objective or strategy would you rate the highest, and why?
3. What does a Health Informatics (HI) enabled Health Information Management (HIM) professional mean to you?
4. What products and services do you need from CHIMA to ensure you're successful in the new profession?
5. What do you see as the benefits of membership – individually, provincially and nationally?
6. From your perspective, how can CHIMA engage and communicate with the members to move forward the message of the 'New' CHIMA and profession?
7. What strategies would you suggest for CHIMA and your provincial association to engage external stakeholders?

The NATIONAL HEALTH INFORMATION MANAGEMENT ASSOCIATIONS in CANADA

Health Record Association of British Columbia	New Brunswick Health Information Management Association
Health Information Management Association of Alberta	Nova Scotia Health Information Management Association
Saskatchewan Health Information Management Association	Newfoundland & Labrador Health Information Management Association
Manitoba Health Information Management Association	Canadian Health Information Management Association
Ontario Health Information Management Association	

Summary of Focus Group Questions/Discussions

NHIMA – November 10, 2010

1. Does the Mission Statement of the 'New' CHIMA resonate with you?

NHIMA representatives agreed that the new mission was meaningful and did resonate with them, and gave a clear sense of vision. Participants remarked that it is an exciting time to be in the profession.

2. Within each Strategic Direction; which objective or strategy would you rate the highest, and why?

Strengthen Member Relations, and Evolve the College were seen as the highest priority, particularly regarding setting direction for new graduates as well as those already in the workforce. Participants acknowledged that it is important to be more technically savvy and be able to support the full implementation of EPR.

Strengthen Member Relations - A resounding comment included the need for CHIMA to connect with the provincial members – i.e. by attending and speaking at provincial conferences.

Evolving the College - It was noted that defining certification levels within HIM and the creation of specialty designations should be a key objective. In responses to questions raised it was noted that CHIMA will be creating three (3) task teams to investigate and bring forward recommendations in this regard, one of which will be surrounding specialties. Those who are interested in participating in these task forces were encouraged to put their names forward.

3. What does a Health Informatics (HI) enabled Health Information Management (HIM) professional mean to you?

The following responses were gathered:

- someone who would be fully enabled to assist health regions with the implementation the EHR
- someone with both technical education and traditional HIM skill sets - a HIM professional with technical savvy

- there is a disconnect between informatics and information management, therefore there is a need to cross-train (HI to be taught HIM and HIM to be taught HI skills)
- an HI/HIM professional that knows and understands project management, and has the skill set to generate and collect information regardless of the system and the information

It was noted that under Evolve the College consideration is being made with respect to a blended HI/HIM model in the future.

4. What products and services do you need from CHIMA to ensure you're successful in the new profession?

Suggestions included:

- ensure members are more technically savvy
- loss of commitment of members as they are not positioned within their organizations to articulate their readiness to be involved in the transition to EHR, therefore members feel disempowered. It was suggested that CHIMA should spend time on the soft skills to help develop the leadership skills of its members through the development of a communication package to assist those individuals; create mentoring programs; bolster website information; member awareness and e-Learning.
- it was also felt it was important to reach out and touch/engage potential members

5. What do you see as the benefits of membership – individually, provincially and nationally?

Value of membership:

- certification / value to having credentials, in order to remain employable
- education is a challenge, particularly in small sites/areas, where there might only be one participant covering the costs of the session. There is a desire for CHIMA to provide a resource to members to help them understand where they are going with their careers and wondering how to keep on top of everything.

6. From your perspective, how can CHIMA engage and communicate with the members to move forward the message of the 'New' CHIMA and profession?

In general, use of the website was deemed to be a great tool for communication. Other strategies include web seminars; CHIMA to travel/speak in-person to provincial members; email blasts and content in provincial association newsletters to share information with members.

7. What strategies would you suggest for CHIMA and your provincial association to engage external stakeholders?

- Meet and greet – executive leaders should visit health records department, to dialogue and make inquiries with the membership, as well as other departments. The meet and greet should also be extended to external stakeholders as well:

- expand the scope of leaders/presenters through the creation of a standard presentation for communication by other key leaders in various areas
- Education Fairs – communication packages should be developed for distribution to provincial Work/Education Fairs, or health science conferences.
- Marketing was considered a major strategy – need to sell ourselves better.
- Most sponsors/vendors recognize the importance of having HIM professionals at the table when developing/launching new initiatives. One suggestion included inviting sponsors/vendors to write articles for newsletters, highlighting the role of an HIM professional in their project.
- The use of the website to provide awareness of the profession – with access for all, not just members.



TRANSFORMING HEALTH INFORMATION MANAGEMENT (HIM)

As Health Information Management (HIM) evolves in response to new technologies, new professions, and new information demands, so must CHIMA transform. In recognition of this, the Board of Directors and the CHIMA staff initiated a comprehensive strategic planning process; this article is an overview of the progress to date and the vision for the future. These changes will impact you the members and the profession as a whole. As you read this, remember you are CHIMA, and CHIMA needs you to be engaged, ask questions, and to challenge the vision of the future. Let us know what you think!

To set the context you will recall important events such as:

1. **The Membership Survey in 2008**, in which you told us that you were working in a rapidly changing environment in health care and how new skills were needed.
2. **Long-Range Scenario Planning (LRSP) 2009** where both internal and external stakeholders, nationally and internationally indicated that the profession needs to adapt to new realities.

The Sector Study 2009 – which confirmed a growing demand for new skills.

CHIMA partnered with Canada Health Infoway, COACH, Information and Communications Technology Council of Canada (ICTC), the Canadian Institute for Health Information (CIHI), and ITAC Health (vendors) on the 2009 HI/HIM Sector Study. This partnership provided detailed metrics on the supply of professionals in the HI and HIM occupations with forecasts for future industry demand.

Significant Findings:

There is a serious risk that labour shortages and skills shortages will constrain the successful implementation of electronic health information systems (EHIS) technologies in Canada.

An additional 6,320 to 12,330 HI and HIM professionals are needed by 2014, primarily due to the growing investment and adoption of EHIS.

Current vacancy rates of over 10% exist for six of the 27 occupational groups studied.

HI and HIM professionals who require broader skills will increase from 8,880 in 2009 to between 13,690 and 32,170 by 2014.

Knowing the size and seriousness of the skills and labour shortage, the Partners agreed on the need to act collaboratively and to devise a comprehensive human resource strategy to address the issue. The partners developed a Strategic Action Plan and Workplan that will be shared with each agency Board of Directors for approval in October/November 2010. Following this, CHIMA will share this information with our members.

(For more information please click on the attached link:
<https://www.echima.ca/sector-study-report>)

3. **The CHIMA Board of Directors Strategic Planning Process - Change is inevitable!**

In planning for the next 3-5 years, CHIMA recognized the rapidly changing health care environment, the impact of technology and the dynamics of the work force and used these factors as they engaged in shaping and creating the future HIM profession and CHIMA.

As the voice for the HIM professionals, CHIMA must redefine an essential role for the organization and appropriately represent HIM into the future.

Strategic Directions

As a result of all these activities, strategic directions, action plans, and milestones to achieve those directions have been developed. The new Strategic Directions are:

1. **Strengthen Member Relations:**

An engaged and satisfied membership will be pivotal to the new CHIMA.

It is imperative that CHIMA understands the members' wants and needs. Once these are further understood then we can begin the delicate balancing of required or desired services against the costs, within our fiscal realities.

To better understand the needs of members, CHIMA has chosen to develop a membership survey. This survey will be on-line, time-limited, anonymous, and the results analyzed by an outside agency. The survey will contain multiple choice and/or ranking questions. The results will drive the activities and services of CHIMA, therefore it is imperative that members complete the survey!

2. **Evolve the College:**

The College will do an in-depth review of the College's activities today, and in the future.

Over the next five (5) months an in-depth review of the College activities and what they might look like in the future will be developed. Three task teams will be created to investigate and bring forward recommendations with respect to:

- identification of future certification requirements and opportunities;
- description of the new roles and responsibilities of the College including new areas of focus and/or divestment; and
- definition of certification levels within HIM and create specialty designations.

These task teams will include not only HIM professionals working in the system, but also educators, employers, legal expertise, and other professions as required.

3. **Focus on Knowledge, Research and Business Development: Increase the profile of CHIMA; formulate a business line to advance knowledge and develop HIM best practices; and leverage business opportunities and respond to identified industry needs.**

CHIMA needs the public recognition to be the "go to" organization and/or profession for HIM knowledge and expertise. This strategic direction will increase the profile of the association, the profession and therefore its members. The more employers know about the profession, and our skill-sets/competencies, the more likely we will be involved in EHR activities and initiatives. Membership dues pay for ongoing operational activity, advocating for the HIM profession and the work of the College, including curriculum reviews, continuing education and development. We recognize that we cannot continue to rely on membership dues as the sole revenue

source to complete the necessary work. Therefore this strategic direction has an objective to investigate and develop additional revenue streams.

4. **Strengthen Capability in Marketing and Communications: Provide marketing and communication expertise to communicate key messages and critical information using timely, effective and accessible strategies, tools and techniques.**

It is extremely important that our communication and marketing efforts are professional, relevant, succinct, clear, timely and powerful, using the most effective tools and techniques available. Effective marketing and communication is critical if the association and profession are to be well-known and become a presence in the health sector.

Each strategic direction is part of the evolutionary transition to the new CHIMA. Each is important, and essential to maintaining the vibrancy of the organization and profession.

How will we know we are successful?

For each of the four (4) strategic directions, CHIMA has developed success indicators, and an evaluation process to ensure the success. These include:

- Increase recruitment, retention and member involvement
- Improve scope, quality and uptake on products and services
- Grow business revenues
- Increase number of programs and graduates
- Employer recognition of certification

Mission, Vision, and Values

Supported by the strategic directions, a Board Task Team reviewed and updated the Mission and Vision of the association. The new Mission and Vision are included in this newsletter. I encourage you to review these important fundamental components of our profession. They should resonate with you. The Task Team continues to work on the Values; these will be shared once completed.

As the Strategic Plan continues to evolve, a number of initiatives have been planned including:

- » membership survey (Fall/Winter, 2010), and
- » focus group discussions (Fall/Winter, 2010) **Watch for these and get involved!**
- » A series of videos posted on the echima website which will provide more detail on the transformation process, and details on the strategic directions.

The future?

The new HIM profession recognizes the importance of health information technology; it is the application of informatics to the management of health information.

This transformation to an enriched, highly recognized, and valued association and profession is an exciting development for CHIMA. The strategic plans will be directed by the newly developed mission, vision and values, and supported by four key strategic directions. We will create a new governance and organizational structure, strengthen member relations, develop our research and business portfolio, and evolve the college; all of these activities will be supported by an overarching multi-faceted effective marketing and communications strategy.

Over the next few months I encourage you to be involved in this process by completing the survey, and attending focus groups, if possible. We need to hear your voice. Please get involved!

Respectfully
submitted by,

Gail Crook, CHE, CHIM
CEO & Registrar

