Moving CNIA into the Future

STRATEGIC PLAN 2020-2023

CNIA
Canadian Nursing Informatics Association

Prepared by Sue Ness BN, MHS

Foreword

In a remarkable leap of faith, the CNIA embarked on a strategic planning session of a different kind. In June 2020 participants from across the country were invited to a video conferencing meeting (Zoom) to set the direction of the organization for the next 3 years. I am not aware of another organization that have solely used an electronic platform and tools to move into their preferred future. The document before you is the result of many people's vision, hard work and dedication to make this organization more visible and proactive in advancing research, seeking collaborative and advocacy opportunities, improving health outcomes and setting a new direction for informed health care.

I would like to thank Glynda Rees, Tracie Risling and Karen Furlong for their help in planning how to advance CNIA and for the chance to facilitate the meeting. I wish them every success in implementing it over the next 3 years.

It truly is a pleasure to present the report "Moving CNIA into the Future: Strategic Plan 2020 – 2023". It reflects the words, the input and the experience shared at the facilitated session in order to move the organization forward. I believe it meets the fundamental elements of an effective strategic plan by articulating a memorable mission, an achievable vision and inspirational guiding principles based on the feedback from engaged and expert participants at the grass roots. From these components, 6 priorities emerged. For the next three years this organization will use the following strategic directions to move forward in a constructive and meaningful way.

1. Engagement of membership
2. Knowledge through technology and digital transformation
3. Partnerships and influence
4. Marketing and communication
5. Funding and Sustainability
6. Research

Mark Twain once said, "The secret to getting ahead is to get started." That, I believe is the value of this strategic plan. It will change and evolve as the people and the organization change and evolve, but it does provide a guidepost to set your sights on. Good luck and thank you for the opportunity to work with your organization.

Sue Ness, B.N., M.H.S, Facilitator

Table of Contents

Overview of the project

In the spring of 2020 the Canadian Nursing Informatics Association identified the need to come up with some longer-term solutions to the challenges they were facing....lack of recognition and visibility of informatics within the nursing profession and the health system in general, financial uncertainty, minimally engaged membership , global pandemic impact, lack of human resources and no clear plan for the future. A planning committee consisting of Glynda Rees, President, Tracie Risling, Vice president, Karen Furlong, Past president and Sue Ness, facilitator was formed, and met three times to decide on how to approach a strategic planning session that would meet the desired goals. June 16, 2020 a national virtual meeting of the board was convened with 16 available participants. They represented the pan Canadian nature of the organization, the historical perspective but included members who can continue to be the drivers and change agents for CNIA into the future.

At the start of the session the group introduced themselves and were asked to identify the domain of nursing they were most closely involved in. Researchers were number one, with educators and administrators a close second and third. The group did note the absence of those involved in direct patient care/practice was an obvious gap. Using a Mentimeter scale, a popular interactive software, they also shared that they were excited but pensive as to how the process would unfold.

The group was actively engaged and provided significant feedback on what the mission, vision, guiding principles and strategic priorities of the newly revised strategic plan should include, again using Mentimeter. We agreed that further refinement and clarifications would take place at our second session. Getting the ideas and key concepts out on the table was our primary focus and a more time efficient approach.

The facilitator would provide the first draft of the updated mission, vision and guiding principles statements as well as defined strategic directions to the planning committee.

The second session did in fact clarify intent and refine the language for the strategic planning document. The final report provides consensus on the mission, vision and guiding principles of the CNIA and consolidates the relevant information into 6 strategic priorities with stated goals and objectives. The timelines will be populated with the group's input over the next few months.

Mission, Vision and Guiding Principles

The real time robust feedback provided by the participants as to the mission, vision and guiding principles content was exceptional. Although all the words were not used verbatim, the following items captured the intent of the concepts discussed.

Mission

The mission needs to describe succinctly what we do, why we do it and how. The following mission statement combines various viewpoints emerged during planning sessions. The group came to consensus on the following mission statement.

"Positively impacting health outcomes by advancing nursing informatics leadership."

Vision

A vision statement articulates where we want to go/be in the future. The vision statement for CNIA will be:

"Every nurse, every setting, optimizing informatics and digital health for all.

Values/Guiding Principles

After significant discussion on values the group decided "guiding principles" was a broader concept that better suited their purposes. The guiding principles agreed on are:

Research, continuous learning, knowledge generation, evidence informed practice and development of new technology and strategies will be the foundations underpinning CNIA's work.

CNIA will continue to demonstrate inclusion, excellence, fairness, accountability and integrity in it's work as it moves forward.

CNIA will seek out collaborative opportunities with relevant stakeholders to advance common goal and expertise that will improve health outcomes.

Strategic directions, objectives, initiatives, and timelines

Strategic direction 1: Engagement of membership

Goal: All domains of nursing practice will understand and be involved in the advancement and utilization of nursing informatics.

Objectives	Initiatives	Ownership/Timeline
• Increase the engagement of Canadian nurses involved in informatics/digital health work	• Identify key groups and individuals who need to be involved in membership recruitment (ie: CNA, jurisdictional regulatory bodies, CASN, students, specialty nursing groups, project teams) • Embark on some highly visible activities that are value-add for nurses (ie : webinars, one-to-one interactions) • Develop an international presence and strategies to enhance CNIA's visibility	• • •

Strategic direction 2: Knowledge through technology and digital transformation

Goal: Excellence and innovation will be the distinguishing characteristics for work CNIA is involved in.

Objectives	Initiatives	Ownership/Timeline
• Increase opportunities for the engagement of nurses in informatics/digital health initiatives across Canada • Increase visibility by profiling the work of CNIA and nurses in informatics/digital health (e.g. regular column in Canadian Healthcare Technology, Canadian Nurse)	• Develop an inventory of pan-Canadian projects that CNIA could be valuable contributors to or are already involved in • Identify national network and research opportunities • Offer education sessions from nursing informatics (CNIA) experts • Explore possibility of simulated EHRs within Canadian schools of nursing	• • •

Strategic direction 3: Partnerships and influence

Goal: We will continue to develop and strengthen our relationships with stakeholders to advance our effectiveness in digital health and nursing informatics.

Objectives	Initiatives	Ownership/Timeline
• Develop 1-2 strategic partnerships annually to extend CNIA's reach (e.g. other interest groups, vendors, associations)	• Develop an expert panel in conjunction with CASN to provide input on digital health initiatives	• • •

Strategic direction 4: Marketing and communications

Goal: We will have a multifaceted strategy that informs people who we are and what we do in a clear and consistent manner.

Objectives	Initiatives	Ownership/Timeline
• Increase CNIA profile within the nursing community • Increase CNIA profile within the broader health informatics community	• Develop a comprehensive communications and multimedia plan that targets difference audiences and is shared multiple ways • Branding exercise to enhance visibility and credibility • Does logo fit? • Develop podcasts for relevant nursing topics • Regular contributions to nursing journals (ie: regular column in Canadian Nurse "Ask a Digital Health expert" • Work to make CNIA a voice to facilitate connections to clinical organizations • Establish a Facebook/other page • Communicate often! Conveying the value of a membership in CNIA • Market Nursing Informatics as a continuing competency idea	• • •

Strategic direction 5: Funding and sustainability

Goal: The organization will demonstrate leadership and sound stewardship in the use of human and financial resources.

Objectives	Initiatives	Ownership/Timeline
• Ensure the fiscal health of CNIA for the long term • Provide appropriate stewardship of CNIA funds • Grow CNIA membership by 10-15% per year	• Prepare a long term fiscal plan that includes an annual budget and revenue generating ideas • Explore a part-time Executive Director being implemented with a cost benefit/risk analysis and job description development • Consider research funding opportunity through CNIA • Virtual presence • Enhance audience for webinars. Consider charging if not a member	• • •

Strategic direction 6: Research

Goal: Research capacity within the organization will be developed.

Objectives	Initiatives	Ownership/Timeline
• Develop a clear research mandate for CNIA • Provide nursing leadership and participation in national health/nursing informatics research initiatives • Identify 1-2 research priorities for the next 3 years	• Fund small research projects • Student thesis projects could be included	• • •

Conclusion

As the strategic plan process for CNIA nears completion, it is clear that the organization is facing many challenges and also world of opportunity!

Virtual strategic planning is not simple and may have some limitations, however the group persevered. At this time only refinement of the document and populating the ownership/timeline column in the strategic directions section remains. The wisdom to complete this action will come from the board.

The organization now has a road map for the next 3 years. It will require thoughtful reflection, agility and commitment to meet the objectives that have been set out.

Be confident that your purposeful leadership will make it happen. All the best!

Sue Ness BN, MHS

Facilitator

Appendices

Power point session 1

CNIA Strategic Planning

(ON STEROIDS!)

JUNE 16, 2020

Agenda:

- Welcome   Glynda Rees
- Facilitator's comments   Sue Ness
- Introductory exercise   All
- Building on our foundation – where are we headed?
1. Mission – what we do, what is our purpose?
2. Vision – what is the end goal for the CNIA?
3. Values – guidelines as to how we behave
- Break
- Strategic Priorities

Goals	Objectives/Action plan	By who?	By when?

Getting to know you!

- Name

- Role

- Domain of nursing you work in (practice, admin, education, research, policy)

- One word to describe how you're feeling about today's session

Getting To Know You
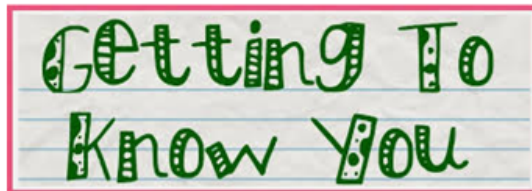
To be successful...

What you need from me?

- Get ideas on the table

- Keep it moving!

- Fun! (or at least no headaches!)

What I need from you?

- Your knowledge and perspective

- Your active participation

- Your support and commitment to the end product

Why strategic planning? Why now?

- There is a world of opportunity in this "next normal" we are living in

- Clarity of mission, vision, values and strategic priorities that are achievable, relevant and clear

- An "anchor" document is produced

Mission Statement Exercise

Current mission:

As the voice for nursing informatics in Canada, CNIA partners with jurisdictions, nursing and health informaticians and health informatics organizations across Canada to ensure that nursing informatics informs clinical practice, education, research, administration and policy.

What we do! Why it's important we are here!

-
-
-
-

Vision: What does CNIA need in their vision statement?

Current:

Leaders shaping the future of nursing informatics in Canada.

Vision statement for 2020 and beyond

-
-
-
-
-
-

"When your values are clear, making decisions becomes easier."

-Roy E. Disney

(Businessman and co-founder of the Walk Disney Corporation)

Values

- Openness
- Knowledge
- Cooperation
- Adaptability
- Stewardship
- Credible
- Teamwork
- Integrity
- Trustworthy

- Patient/client focused
- Collaboration
- Diversity
- Respect
- Resourceful
- Efficient
- Professional reliable
- Ethical
- Excellence

Strategic Priorities (Big Picture)

- What?
- How?
- Who?
- When?

Power point session 2

Moving CNIA into the Future
STRATEGIC PLAN 2020-2023

Agenda

1. Welcome and Introductory Remarks

2. Facilitator comments

3. Consensus : Mission, Vision, Values

Break

4. Discussion regarding strategic priorities

5. Next steps

Success today will be based on...

- Active, respectful and reflective dialogue (and listening)

- Shared knowledge and perspective

- Commitment to move forward

Vision

A vision statement articulates where we want to go/be in the future. The following options represent ideas that surfaced during the planning sessions.

Option 1: "Nursing informatics supporting better health outcomes"

Option 2: "Leaders shaping the future of nursing informatics (in Canada)"

Option 3: "Every nurse, every setting, maximizing nursing informatics and digital health to improve health outcomes.

Option 4: "Ensuring nurses voices are heard in the informatics world."

Mission

The mission needs to describe succinctly what we do, why we do it and how. The following are two possible mission statements that combine various viewpoints that emerged during planning sessions.

1. Providing leadership to advance nursing informatics and digital health by educating, supporting and engaging nurses as essential participants.

2. Using our expertise in nursing informatics and digital health positively impact health outcomes.

Values

Values within an organization provide clear expectations of how the organization will proceed to conduct its business. The following 4 defined values mean the organization can hold themselves accountable to them.

Innovation: We will explore and develop new or refreshed strategies to meet challenges of the evolving healthcare system.

Collaboration: We will look for opportunities to cooperate with relevant stakeholders in order to leverage and advance common goals and expertise that will improve health outcomes.

Inclusivity: We are committed to apply principles of diversity, transparency, equity and fairness and be ethical in our interactions and practices in order to build trust within our circle of influence.

Excellence: The work of CNIA and the projects we undertake will be characterized by knowledge, integrity, professionalism and adherence to standards.

Strategic direction 1: Membership and engagement

Goal: All domains of nursing practice will understand and be involved in the advancement and utilization of nursing informatics.

Objectives	Initiatives	Ownership/Timeline
• Increase the engagement of Canadian nurses involved in informatics/digital health work • Grow the CNIA membership by at least 10-15% annually	• Identify key groups and individuals who need to be involved in membership recruitment • Embark on some highly visible activities that are value-add for nurses (ie : webinars, one-to-one interactions)	• • •

Strategic direction 2: Knowledge through technology and digital transformation

Goal: Excellence and innovation will be the distinguishing characteristics for work CNIA is involved in.

Objectives	Initiatives	Ownership/Timeline
• Increase opportunities for the engagement of nurses in informatics/digital health initiatives across Canada • Increase visibility by profiling the work of CNIA and nurses in informatics/digital health (e.g. regular column in Canadian Healthcare Technology, Canadian Nurse)	• Develop an inventory of pan-Canadian projects that CNIA could be valuable contributors to	• • •

Strategic direction 3: Partnerships and influence

Goal: We will continue to develop and strengthen our relationships with stakeholders to advance our effectiveness in digital health and nursing informatics.

Objectives	Initiatives	Ownership/Timeline
• Develop 1-2 strategic partnerships annually to extend CNIA's reach (e.g. other interest groups, vendors, associations)	• Identify networking and research opportunities where our national voice in important	• • •

Strategic direction 4: Marketing and communications

Goal: We will have a multifaceted strategy that informs people who we are and what we do in a clear and consistent manner.

Objectives	Initiatives	Ownership/Timeline
• Increase CNIA profile within the nursing community • Increase CNIA profile within the broader health informatics community	• Develop a comprehensive communications and multimedia plan that targets difference audiences and is shared multiple ways • Branding exercise to enhance visibility and credibility	• • •

Strategic direction 5: Funding and sustainability

Goal: The organization will demonstrate leadership and sound stewardship in the use of human and financial resources.

Objectives	Initiatives	Ownership/Timeline
• Ensure the fiscal health of CNIA for the long term • Provide appropriate stewardship of CNIA funds	• Prepare a long term fiscal plan that includes an annual budget and revenue generating ideas • Explore a part-time Executive Director being implemented with a cost benefit/risk analysis and job description development	• • •

Strategic direction 6: Research

Goal: Research capacity within the organization will be developed.

Objectives	Initiatives	Ownership/Timeline
• Develop a clear research mandate for CNIA • Provide nursing leadership and participation in national health/nursing informatics research initiatives • Identify 1-2 research priorities for the next 3 years	• • •	• • •

Next Steps!

A good plan today is better than a perfect plan tomorrow.
-General George Patton, US Army