Health Systems Area of Excellence - Strategic Direction Summary

**Vision**
Our desired future.
Driving health system improvements

**Mission**
Our distinctive identity and core purpose.
Advance health systems innovation through leadership and research relevant to practice and policy.

**Values**
 Fundamental principles and beliefs.
- Excellence
- Trust
- Collegiality
- Social Good
- Ethically and mutually beneficial relationships

**Goals**
Ideal states to be achieved at some time in the future.
1. Be recognized as international leaders in health systems research and knowledge translation.
2. Lead high impact health systems research that influences policy, decision making and practice.
3. Develop and sustain collaborative relationships that enable us to achieve our mission.
4. Create productive and supportive spaces that foster creativity, discovery and application.
5. Make a positive difference to the health systems that contribute to the health and well-being of citizens.

**HS AoE’s Strategic Issues and Action Priorities**
Factors which are expected to have significant impact and are drivers for action.
1. **Strategic Direction**
   - Need to establish a stronger sense of purpose, clearly stated goals and objectives.
2. **Business Model**
   - Create a sustainable business model; and develop revenue streams.
   - Build an action plan on what we can “do differently”.
3. **Action Implementation**
   - Implementing and maintaining a program of change.
4. **Reputation/Profile**
   - Nationally recognized as experts in knowledge translation and knowledge synthesis.
5. **Targeted Capacity Building**
   - Diversity of faculty/disciplines represented in our membership.

**Key Success Factors**
Those conditions that when properly maintained and managed will significantly support the organization in achieving its vision.
- **Relationship Management** Leverage strong relationships with stakeholders and maintain strategic partnerships.
- **Collaboration** Work together to create and achieve common objectives.
- **Relevance** Focus towards practice and policy settings, provincial priorities and funders.
- **Networks** Mutually beneficial transfers of knowledge and resources.
- **Work Ethic** Tenacity and perseverance to exceed expectations.
- **Capacity Building** Build on previous knowledge and research.
- **Scalable** Ability to apply research to larger situations.

**Performance Indicators**
Performance indicators are the measures used to gauge actual results against the goals and key success factors.
1. Impact Index
2. Collaborative Relationships
3. Publications
4. Grants and Funding
5. Invitations
6. Creative Space Index

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