



# CMEPP Strategic Plan 2026-2030

*Evolving Together for  
Future-Ready Healthcare*

# Who Are We?

## *Our Identity Statement*

CMEPP is Canada's premier Participant-owned, not-for-profit centre of excellence dedicated to medical equipment management.

# Our 2026-2030 Strategy: A Unified Approach to Healthcare's Complex Challenges

## *Joint Message from the Chair and CEO*

For thirty years, CMEPP has been a stable force in Canadian healthcare, driving value and efficiency through excellence in medical equipment management. But the sector is facing a "perfect storm" of fiscal constraints, aging demographics, human resource challenges and supply chain volatility. These factors don't just affect hospitals; they affect the manufacturers and service providers who support them.

We've asked ourselves and our stakeholders how we can best leverage our unique position now and in the future. We believe the solution lies in stronger collaboration and relationships - **moving from Transactional to Transformational**. This Strategic Plan (2026–2030) outlines our evolution from a service provider to a **Strategic Ecosystem Partner**.

For our **Participants**, this means we are moving beyond maintenance savings to help enhance your team's capacity to manage the total lifecycle of your assets more efficiently and effectively - using data to predict needs and optimize capital planning as well as provide complete equipment lifecycle solutions.

For our **Supplier Partners**, we're building a more predictable, data-rich community. This means improving foresight around equipment needs, reducing administrative burdens, and creating opportunities for sustainable long-term partnerships.

### **Our Commitment**

We are building a future where hospitals have the equipment they need, and suppliers have the clarity they need to deliver. This is about doing more with our collective resources to strengthen the quality and sustainability of the Canadian healthcare system.

# The Strategic Context

## *Navigating a Shifting Landscape*

Our Participants and Supplier Partners are operating in an environment characterized by unprecedented complexity and competing priorities:



### **Rising Patient Needs**

The growing, aging population and increasing patient acuity is putting relentless demand on clinical infrastructure and frontline staff.



### **Fiscal Constraints**

Funding restrictions mean that "doing more with less" is no longer a temporary measure – it is the new normal. Organizations must stretch every dollar and maximize the value of every asset.



### **Rapid Innovation**

Medical technology advancements have the potential to transform patient care and outcomes. However, they also introduce significant risk and complexity. Managing expensive, sophisticated equipment and making “value” decisions requires specialized expertise.



### **Unpredictability and Volatility**

From global supply chain disruptions to economic shifts, healthcare leaders are forced to navigate constant uncertainty, making long-term capital planning incredibly difficult.

# The Strategic Context

*Navigating a Shifting Landscape*

## The Imperative for Change

In this high-stakes environment, medical equipment cannot simply be treated as a reactive operational expense; it is a critical enabler of patient care. The traditional, siloed approach to buying, fixing, and replacing equipment is no longer sufficient.

## Our Response

CMEPP is stepping up to meet this moment. We are maturing our internal capabilities and sharpening our operational agility to bring clarity to this complexity. By transforming from a transactional maintenance partner into a strategic force – fueled by data, national scale, and collaboration – we will support our partners with the clarity and resilience required to navigate today's healthcare challenges.

# About Us: Our Mission and Vision



Delivering insights, solutions, and services that unlock the full value of medical equipment across Canada's healthcare ecosystem.

**MISSION**  
*Our Core Purpose*



A trusted partner, elevating excellence in Canadian healthcare.

**VISION**  
*Our North Star*

# About Us: Our Values



## People

We recognize people as our greatest strength, empowering every individual to grow, contribute, and thrive in a culture built on trust, respect and collaboration.

## Trust

We act with transparency, integrity, and reliability in every interaction.

## Collaborative Partnership

We work together, sharing risk and expertise with all stakeholders to achieve common goals and create mutual impact.

## Forward-Thinking

We anticipate future trends and evolve our solutions to meet the ever-changing needs of the healthcare system.

**VALUES | *Our Cultural DNA***



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People  
Trust  
Collaborative Partnership  
Forward-Thinking

**VALUES | *Our Cultural DNA***

## Pillar 1: Become an Indispensable Partner

*What it means: Deepening our value proposition to support the full equipment lifecycle.*

### Key Objectives:

- Deliver Actionable Insights
- Co-Design Flexible Service Offerings
- Bridge the Lifecycle Gap (Planning – Replacement)

## Pillar 2: Amplify National Impact

*What it means: Scaling our insights to benefit the wider Canadian healthcare ecosystem.*

### Key Objectives:

- Champion the National Conversation
- Execute Targeted Growth Strategy
- Explore Non-Traditional Markets

## Pillar 3: Enhance Organizational Capacities

*What it means: Building the internal engine to support our ambition.*

### Key Objectives:

- Strengthen Team Alignment and Culture
- Invest in Specialized Skills
- Harness AI and Automation

# Pillar 1: Become an Indispensable Partner

*Innovating our offerings to deliver more value throughout the equipment lifecycle.*

In a resource-constrained environment, organizations need more than transactional vendors; they need partners deeply vested in their success. CMEPP will act as a trusted strategic partner, moving beyond transactional service delivery to co-design flexible solutions that optimize the entire equipment continuum. By connecting the dots between procurement, maintenance, and replacement, we help our partners save time, free up capacity and direct funding back into patient care.

## Strategic Objectives:

1. **Deliver Actionable Insights:** We will collaborate with Participants and Suppliers to identify and bridge data gaps, optimizing the utility of our collective data to deliver predictive insights that drive evidence-based decisions.
2. **Co-Design Flexible Service Offerings:** We will adopt a consultative approach to listen to Participant needs and innovative ideas from Suppliers to co-design a "menu of services" – from specific contracts to total solution partnerships – that meets them where they are.
3. **Support the Entire Equipment Lifecycle:** We will support our Participants at each step of the equipment lifecycle, from capital planning and procurement to servicing and replacement.

## What Success Looks Like:

- Organizations move from reactive to proactive decisions driven by total cost of ownership.
- CMEPP is a trusted strategic partner, embedded with teams in ways that work best for them.

# Pillar 2: Amplify National Impact

*Scaling our insights to benefit the wider Canadian healthcare ecosystem.*

Medical equipment management is highly siloed, making it hard to share insights and scale solutions. CMEPP will tackle this challenge head-on, leveraging our unique insights to be a trusted centre of excellence and executing on a targeted business development strategy supported by a clear articulation of our offerings and value proposition.

## Strategic Objectives:

1. **Champion the National Conversation:** As a subject matter expert, we will work with our Participants to leverage collective insights and lead and convene discussions on innovative equipment management.
2. **Scale our National Presence:** We will strategically build relationships and identify opportunities to scale our presence with new Participants and Suppliers across the country. This will enhance value for both new and existing Participants.
3. **Explore Non-Traditional Markets:** We will apply a mission-driven lens to assess high-potential strategic growth opportunities beyond the public healthcare system.

## What Success Looks Like:

- CMEPP is recognized as a trusted expert, authority and advocate for sustainable equipment management.
- Richer data and stronger purchasing power reinforces value for our Participants.

# Pillar 3: Enhance Organizational Capacities

*Inspiring and empowering our people with the culture and capabilities to support growth.*

Delivering on our ambition requires more than administrative efficiency. It requires new skill sets, new ways of working, and a robust infrastructure that handles complexity and volumes to distill meaningful insights. This means investing in the talent and technology to serve our community with operational excellence and agility.

## Strategic Objectives:

1. **Strengthen Team Alignment and Culture:** We will evolve our internal structures and processes to ensure our growing team remains connected, supported and collaborative.
2. **Invest in Specialized Skills:** We will proactively invest in cultivating and attracting the diverse expertise required to sustain our growth and advance in priority areas, deep equipment knowledge, sourcing, sales, marketing, relationship-management, data, and analytics.
3. **Harness AI and Automation:** We will innovate our internal workflows, utilizing automation to reduce administrative overhead and deliver timely, high-value service and insights.

## What Success Looks Like:

- A workforce equipped to solve the healthcare system's most complex equipment challenges.
- An organization capable of scaling efficiently to handle increased volume and complexity.
- A culture that attracts and retains top-tier talent by supporting their professional development and well-being.

# Moving Forward

## *A Future Built on Partnership*

**The Trajectory:** This plan is not just a document; it is a roadmap for us to support a more resilient healthcare ecosystem.

- **For Participants:** It means peace of mind. Knowing your equipment is managed by a partner and centre of excellence who understands your clinical and fiscal reality.
- **For Suppliers:** It means a trusted channel. A partner who brings data, clarity, and fair practices to the table.
- **For our Team:** It means empowerment. A dynamic, collaborative environment where we are equipped with the specialized skills and modern tools to drive meaningful impact.
- **For Patients:** It means safety and quality. The assurance that the technology needed for their care is available, reliable, and ready.

**We invite you to join  
us as we evolve  
together.**

**CMEPP**  
Trust. Flexibility. Savings