

**The Path Forward:
Expand, Enhance and Connect**

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STRATEGIC
PLAN
P 2020-2023

Taking Bold Steps

Earlier this year we asked for feedback from several CMEPP Participants, key partners, internal staff and our Board of Directors. The goal was to evaluate CMEPP'S current operating environment, capabilities and outside influences. As a result of those discussions, we identified three key strategic priorities and an action plan to support those priorities.

We are pleased to present CMEPP'S 2020 – 2023 Strategic Plan. Our new plan revolves around three key strategic priorities:

- 1 – Cultivate Growth and Expansion**
- 2 – Enhance Customer Focus with Participants and Suppliers**
- 3 – Unleash the Power of Our Technology**

The plan is ambitious and inspired by our history of taking the pain out of managing medical equipment service contracts and doing it in a way that delivers value and hard dollar savings for our Participants.

In order to continue to deliver on this promise, we are taking bold steps. We know that successful implementation of this strategy is going to mean investing in our core resources – our people and our technology – and deepening our relationships with Participants, Suppliers and collaborative partners for enhanced and expanded service delivery.

The CMEPP reputation over the past 24 years has been built on improving collaboration, transparency and knowledge-sharing across the medical equipment community. Our commitment to those values has become even more crucial as our Participants face new pressures in the form of cost-cutting, consolidation of services, and as we've experienced in the past few months, heightened demand for fast and reliable services.

This plan presents a new path for CMEPP. It gives us the flexibility to pursue future growth opportunities, react quickly to changes experienced by our Participant hospitals, and invest in innovation.

Thank you to the many people who helped shape this plan and the many others who support CMEPP every day. We are privileged to serve and partner with you.

Nils Clausen
General Manager, CMEPP

Mark Fam
Board Chair, CMEPP



MISSION:

Creating strategic partnerships that reduce equipment risk, leverage purchasing power, and enable reinvestment in healthcare.



VISION:

To be the leader of innovative equipment management services.



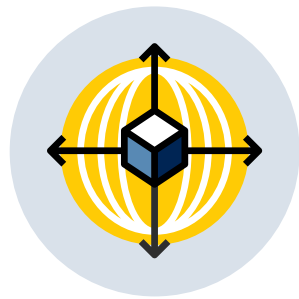
VALUES:

Customer-centric
Collaborative
Accountable
Innovative

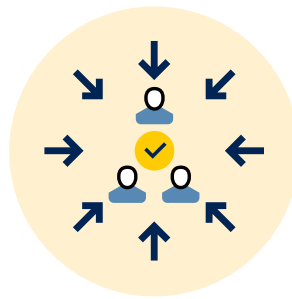


CMEPP's Strategic Priorities

Our new plan revolves around three key strategic priorities. These priorities build on and leverage our core offering which is to be a trusted advisor and centre of excellence in the management of medical equipment service contracts.



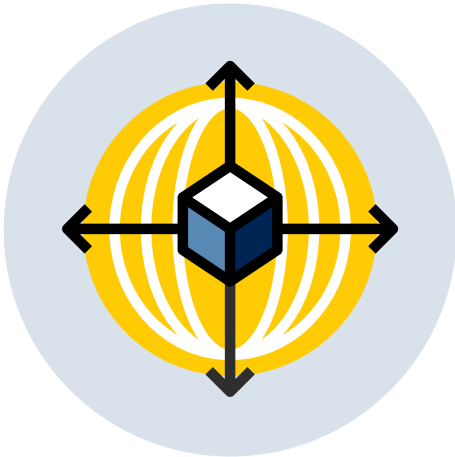
**CULTIVATE
GROWTH AND
EXPANSION**



**ENHANCED
CUSTOMER FOCUS
WITH PARTICIPANTS
AND SUPPLIERS**



**UNLEASH THE
POWER OF OUR
TECHNOLOGY**



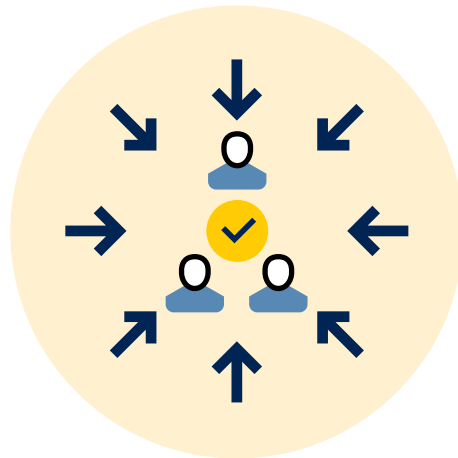
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Cultivate Growth and Expansion

A growing list of hospitals and healthcare organizations across the country rely on CMEPP's specialized knowledge and expertise around negotiating and managing medical equipment service contracts. From 2020-2023, we will leverage our core strengths and capabilities to expand our core business through new partners, products and services.

EXPLANATION: From 2020-2023, we will expand into different parts of Canada, grow our member participation in areas like medical imaging, laboratory and biomedical engineering, and partner with Participants to research and pilot new equipment categories. A focus on growth will reduce our fixed costs, resulting in greater savings and value for Participants.



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Enhance Customer Focus with Participants and Suppliers

There is no success without the active involvement and contributions of our Participants, Suppliers and partners. Over the next three years we will look for new ways to promote meaningful interactions that unite our shared expertise and deepen Participant understanding of the unique value of the CMEPP model.

EXPLANATION: We're glad we can celebrate moving from being the "best kept secret in the healthcare community" to having productive relationships with Participants, Suppliers and collaborative partners. From 2020-2023, we will communicate across new modalities so all our stakeholders are empowered to champion the CMEPP value proposition.



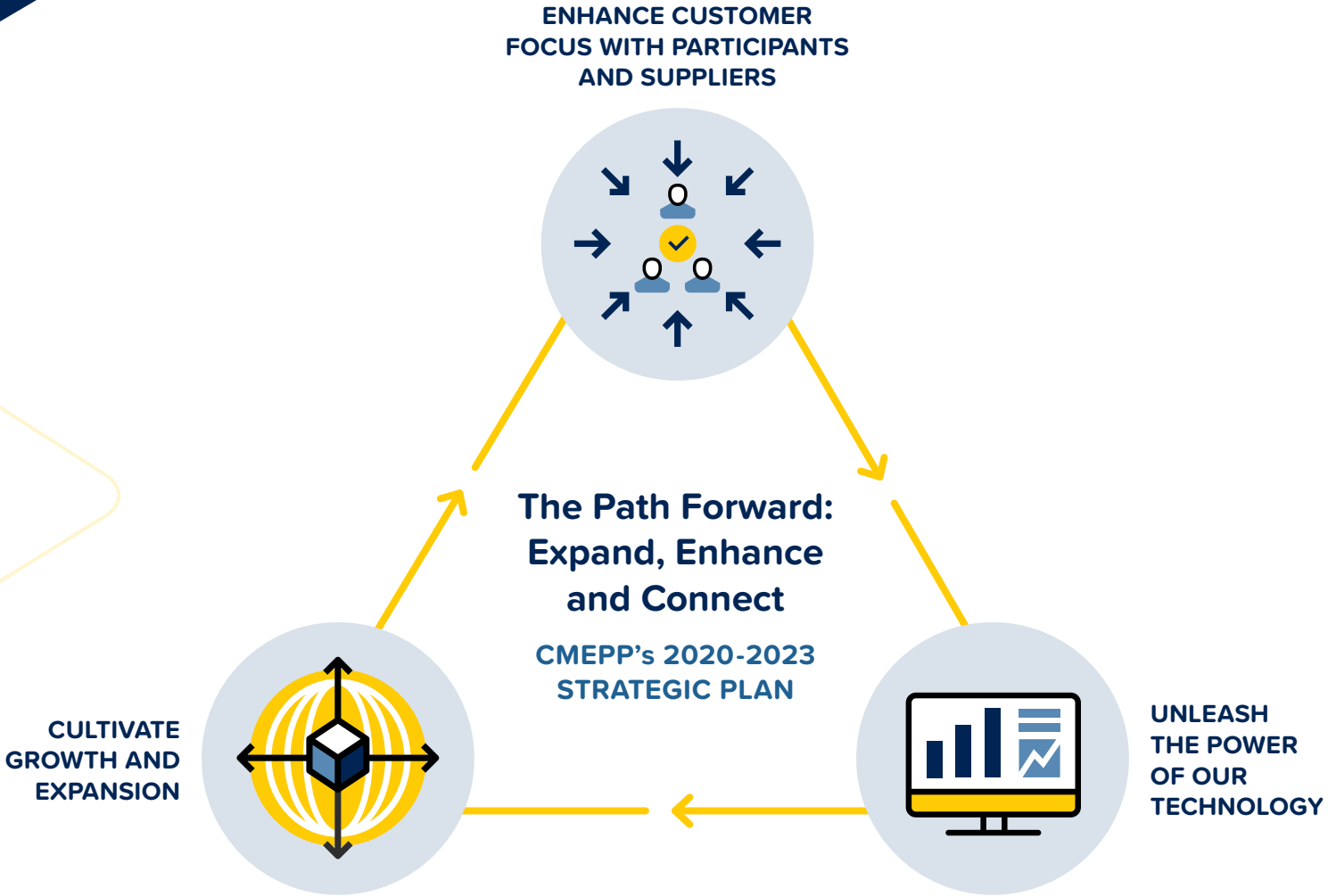
UNLEASH
THE POWER
OF OUR
TECHNOLOGY



Unleash the Power of our Technology

The full implementation of our new information system will enable **CMEPP** to uncover emerging trends, streamline and improve organizational capacity, and provide Participants and Suppliers with valuable insights they can leverage for faster and better decisions.

EXPLANATION: Our investment in technology is actually an investment in safer care and the financial well-being of our Participants. Over the next three years, we'll focus on automating even more processes for advanced analytics and data-sharing that will improve outcomes and generate tangible benefits for Participants.



What's Next?

These strategic priorities refocus CMEPP's efforts on our core mission to enable reinvestments in healthcare through Participants. Our capacity to deliver on Strategy 2020-2023 is strengthened by the commitment of the CMEPP Board and the dedication of the expert CMEPP team, who consistently go the extra mile for our Participants.

We look forward to working with our Participants, Suppliers and partners on Strategy 2020-2023. Together, the achievement of this plan will bring CMEPP closer to our bold ambition, "To be the leader of innovative equipment management services."

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CMEPP

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