



# HealthCareCAN's 2022 Annual Report







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Pictured left to right: Paul-Émile Cloutier, Dr. Michael Gardam

# Message from the Chair of the Board of Directors and the President & CEO of HealthCareCAN



**HealthCareCAN contends that Canada can build a world-class health system—one that rivals the pride Canadians have in it—but that shift requires thinking bigger and taking strategic action.**

Throughout 2022, the phrase “crisis in healthcare” was a popular refrain in political and media discussion across the country. While the COVID-19 pandemic certainly didn’t help matters, the truth is that Canada’s health system has struggled for decades, something that those relying on it or working in it have known for some time.

Yet, even amidst the turmoil, HealthCareCAN contends that Canada can build a world-class health system—one that rivals the pride Canadians have in it—but that shift requires thinking bigger, challenging long held assumptions, and taking strategic action.

Over the course of the past year HealthCareCAN has worked to advocate on behalf of our member institutions and their dedicated team members. We have pressed for desperately needed federal investment to shore up health research, deal with rising costs, an aging population, and decades of under-resourcing. We have also stressed the need for a new vision for healthcare in Canada, one that truly transforms how health care is delivered in this country so that it better meets the needs of people across Canada.

Canadian health care is built on a 65-year-old foundation that provides public coverage for hospital and physician services. While this approach served Canada well when it had a young, healthy population, Canada’s population is much older now, with the number of people aged 65 and up set to make up 23 per cent of Canada’s population by 2031.

Canada is also dealing with multiple health crises. There’s the havoc that COVID-19 and other respiratory viruses are wreaking on our health system and peoples’ health, the ongoing mental health and opioid crises, and a worldwide health workforce shortage.

To truly tackle the challenges that our health system is facing, governments need to boost investments in health care and health research, but they also need to spend health dollars differently. Canadian healthcare is very expensive compared to almost all other countries yet we don’t have the results to show for it. This requires a shift in mindset and a move towards increased collaboration to deliver better health care for people across Canada.

HealthCareCAN is committed to helping break down the silos in Canada’s health system, adjust our delivery models, modernize physical and digital infrastructure, and support a better flow of data, information, and resources across institutions and jurisdictions.

We are pleased to share the 2022 HealthCareCAN Annual Report highlighting initiatives undertaken in support of our member institutions throughout the past year. None of this work could have occurred without the staunch support of our members.

Going forward, HealthCareCAN will be redoubling its efforts to raise the collective voice of our members even higher to secure sustained, strategic investment to advance the work of Canada’s health research institutions and help build a strong, sustainable and equitable health system for the people of Canada.

**Dr. Michael Gardam**  
**Chair, Board of Directors**

**Paul-Émile Cloutier**  
**President and CEO**



# Our 2022 Board of Directors



**Dr. Michael Gardam**  
CHAIR, BOARD OF DIRECTORS  
Chief Executive Officer  
Health PEI  
Prince Edward Island



**Nicole Aminot**  
President & CEO  
St. Boniface Hospital  
Manitoba



**Jason Bilsky**  
CHAIR, FINANCE, AUDIT  
& RISK COMMITTEE  
President & CEO  
Yukon Hospital  
Corporation  
Yukon



**Dr. France Desrosiers**  
President & CEO  
Vitalité Health  
Network  
New Brunswick



**Patrick Dumelie**  
President & CEO  
Covenant Health  
Alberta



**David Diamond**  
Transition CEO  
Provincial Health  
Authority  
Newfoundland and  
Labrador



**Dr. Pierre Gfeller**  
President & Executive  
Director  
McGill University  
Health Centre  
Quebec



**Dr. David Hill**  
CO-CHAIR, VICE PRESIDENTS  
OF RESEARCH COMMITTEE  
Integrated Vice President,  
Research & Scientific  
Director, Lawson Health  
Research Institute, St.  
Joseph's Health Care &  
London Health Sciences  
Centre  
Ontario



**Rob MacIsaac**  
PAST CHAIR, BOARD OF  
DIRECTORS  
**President & CEO**  
**Hamilton Health**  
**Sciences Centre**  
*Ontario*



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**Vice Dean, Research**  
**University of BC**  
*British Columbia*



**Karen Oldfield**  
**Interim President & CEO**  
**Nova Scotia Health**  
*Nova Scotia*



**Dr. Andrew Smith**  
**President & CEO**  
**Sunnybrook Health**  
**Sciences Centre**  
*Ontario*



**Cathy Ulrich**  
CHAIR, GOVERNANCE  
& HUMAN RESOURCES  
COMMITTEE  
**President & CEO**  
**Northern Health**  
*British Columbia*



**Andrew Will**  
**Chief Executive Officer**  
**Saskatchewan Health**  
**Authority**  
*Saskatchewan*



**Dr. Alike**  
**Lafontaine**  
**Chair, Indigenous**  
**Health Alliance**  
*Director-at-large*



**John Yip**  
**President & CEO**  
**SE Health**  
*Director-at-large*



# Our member committees

## Vice Presidents of Health Research

Health researchers in Canada work hard to advance understanding and apply new knowledge and HealthCareCAN benefits greatly from the input of its Vice Presidents of Research Committee. This dedicated group, comprising representatives from leading health institutions across the country, provides a critical front-line perspective on the strategic policy issues related to the health research, innovation and commercialization enterprise.

Ellen Chesney (co-chair)  
Chief Administrative Officer –  
Research  
Provincial Health Services Authority

Dr. David Hill (co-chair)  
Integrated Vice President, Research  
& Scientific Director, Lawson Health  
Research Institute  
St. Joseph's Health Care & London  
Health Sciences Centre

Dr. Evdokia Anagnostou  
Vice President, Research and Director  
of the Research Institute  
Holland Bloorview Kids  
Rehabilitation Hospital

Dr. Paul Beaudin  
Director of Research and Innovation  
Shared Health Manitoba

Mr. Fraser Bell  
Vice President, Planning, Quality &  
Information Management  
Northern Health

Dr. Jason Berman  
CEO & Scientific Director, Research  
Institute  
Children's Hospital of Eastern  
Ontario

Dr. Michael Czubryt  
Executive Director, Research  
St. Boniface Hospital

Dr. Florence Dzierszynski  
Interim Chief Operating Officer &  
Director, Research Development &  
Partnerships, IMHR  
The Royal

Dr. David Granville  
Vice President, Research & Executive  
Director, Research Institute  
Vancouver Coastal Health Authority

Dr. Paul Holyoke  
Executive Director, SE Research  
Centre  
SE Health

Dr. Kullervo Hynynen  
Vice President, Research &  
Innovation  
Sunnybrook Health Sciences Centre

Dr. Marc Jeschke  
Vice President, Research  
Hamilton Health Sciences

Dr. Sharon Johnston  
Scientific Director and Associate  
Vice-President of Research  
Montfort Hospital

Kate Keetch  
Director, Department of Evaluation  
and Research Services  
Fraser Health

Marc Leduc  
Senior Provincial Director, Health  
Evidence and Innovation  
Alberta Health Services

Dr. Bernard Le Foll  
Vice President, Research and  
Academics, Chief Scientific Officer  
Waypoint Centre for Mental Health  
Care

Dr. Stephen Lye  
Director of Research, Lunenfeld-  
Tanenbaum Research Institute  
Sinai Health System

Dr. Frank MacMaster  
Vice President, Research &  
Innovation  
IWK Health Centre

Dr. Christopher Mushquash  
Interim Executive Vice-President of  
Research & Chief Scientist, Research  
Institute  
Thunder Bay Regional Health  
Sciences Centre



Dr. Robert Ohle  
Vice President, Academic & Research  
Impact  
Health Sciences North

Judy O'Keefe  
Vice-President, Research  
Eastern Health

Dr. Rulan S. Parekh  
Vice President, Academics  
Women's College Hospital

Mr. Tim Pauley  
Director, Research & Academics  
Ontario Shores Centre for Mental  
Health Sciences

Dr. Serge Rivest  
Director, Research Institute  
CHU de Québec-Université Laval

Dr. Stephen Robbins  
Director, Lady Davis Institute  
Jewish General Hospital

Dr. Ori Rotstein  
Vice-President, Research &  
Innovation  
Unity Health Toronto

Rosa Rudelich  
Vice President & Chief Operating  
Officer  
Covenant Health

Dr. Stephen Scherer  
Chief of Research, Research Institute  
The Hospital for Sick Children

Dr. Allison Sekuler  
Vice-President, Research & Director  
of the Rotman Research Institute  
Baycrest

Dr. Steven Smith  
Vice President, Health Sciences  
Research & President and CEO,  
Kingston General Health Research  
Institute (KGRI)  
Kingston Health Sciences Centre

Brigitte Sonier-Ferguson  
Senior Vice-President of  
Performance, University Mission  
and Strategies  
Vitalité Health Network

Dr. Duncan Stewart  
CEO & Scientific Director, Research  
Institute  
The Ottawa Hospital

Dr. Lehana Thabane  
Vice-President, Research  
St. Joseph's Healthcare Hamilton

Dr. Gail Tomblin Murphy  
Vice President, Research &  
Innovation  
Nova Scotia Health

Dr. Rhian Touyz  
Executive Director and Chief  
Scientific Officer, Research Institute  
McGill University Health Centre

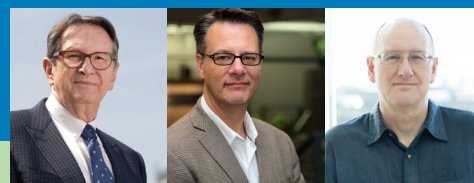
Cindy Trytten  
Director, Research & Capacity  
Building  
Island Health

Dr. Aristotle Voineskos  
Vice President of Research  
Centre for Addiction & Mental Health

Dr. Kumanan Wilson  
Vice-President, Research & Academic  
Affairs and CEO & Chief Scientific  
Officer, Bruyère Research Institute  
Bruyère Continuing Care

Dr. Brandy Winquist  
Executive Director, Academics &  
Learning  
Saskatchewan Health Authority

Dr. Bradly Wouters  
Executive Vice-President, Science &  
Research  
University Health Network



## Did you know...?

On October 1, 2022, Paul-Émile Cloutier, HealthCareCAN President and CEO, alongside Dr. David Hill, Integrated Vice President of Research at St. Joseph's Health Care and London Health Sciences Centre, Scientific Director of Lawson Health Research Institute, and co-chair of HealthCareCAN's Vice Presidents of Health Research Committee, and Dr. Michael Czubryt, Executive Director of Research, St. Boniface Hospital, were invited to meet with the Advisory Panel on the Federal Research Support System to discuss ideas to modernize the federal system supporting research. [READ MORE](#)

# Health Human Resources Advisory Committee

The greatest resource in Canada's healthcare system is its people. The HealthCareCAN Health Human Resources Advisory Committee (HHRAC) unites healthcare People and Culture leaders from across Canada in a national network to provide critical advocacy and strategic direction and counsel on policy issues based on the health sector's needs as well as advice for future leadership and development programs to be offered by HealthCareCAN's professional development division, CHA Learning.

Steve Ashton (co-chair)  
Vice-President, People &  
Organization Development  
IWK Health Centre

Kristen Winter (co-chair)  
Executive Vice-President, Programs,  
People and Leadership  
Sunnybrook Health Sciences Centre

Cameron Brine  
Vice President, People and  
Organization Development  
Fraser Health

Leah-Anne Brown  
Chief Talent Officer, Human  
Resources, Labour Relations,  
Occupational Health & Wellness and  
OD&L  
Children's Hospital of Eastern  
Ontario

Sandra Carlton  
Joint Vice President & Chief Human  
Resources Officer  
Kingston Health Sciences Centre &  
Providence Care

Frédéric Finn  
Vice-President, Employee  
Experience  
Vitalité Health Network

Sarah Gilchrist  
Director, Learning and Development  
The Royal Mental Health Centre

Demetrios Kalantzis  
Vice President, People and Chief  
Human Resources Officer  
Waypoint Centre for Mental Health  
Care

Joni Kent  
Executive Vice President, Corporate  
Services & Chief Human Resources  
Officer  
Baycrest Health Sciences

Beverly Kravitz  
Director of Human Resources,  
Communications, Legal Affairs and  
Global Security  
Jewish General Hospital

Susan Madore  
Chief Operating Officer and Chief  
Nursing Executive  
The Ottawa Hospital

Julia Marchesan  
Interim Vice President of Human  
Resources  
London Health Sciences Centre

Mike Northcott  
Chief Human Resources Officer  
Saskatchewan Health Authority

Caroline Roy-Egner  
Vice-President, Strategic Planning,  
Transformation and Chief Human  
Resources Officer  
Montfort Hospital

Donnie Sampson  
Vice President, People &  
Development and Chief Nursing  
Officer  
Labrador-Grenfell Health

Collette Smith  
Vice President, Clinical Services and  
Human Resource/Chief Nursing  
Officer  
Eastern Health

Matthew Snyder  
Vice President, Talent and Employee  
Experience and CHRO  
SE Health

Tanya Solberg  
Executive Director, Allied Health  
Programs  
Yukon Hospitals

Maria Tassone  
Executive Director, School of  
Continuing Education  
University Health Network &  
Michener Institute

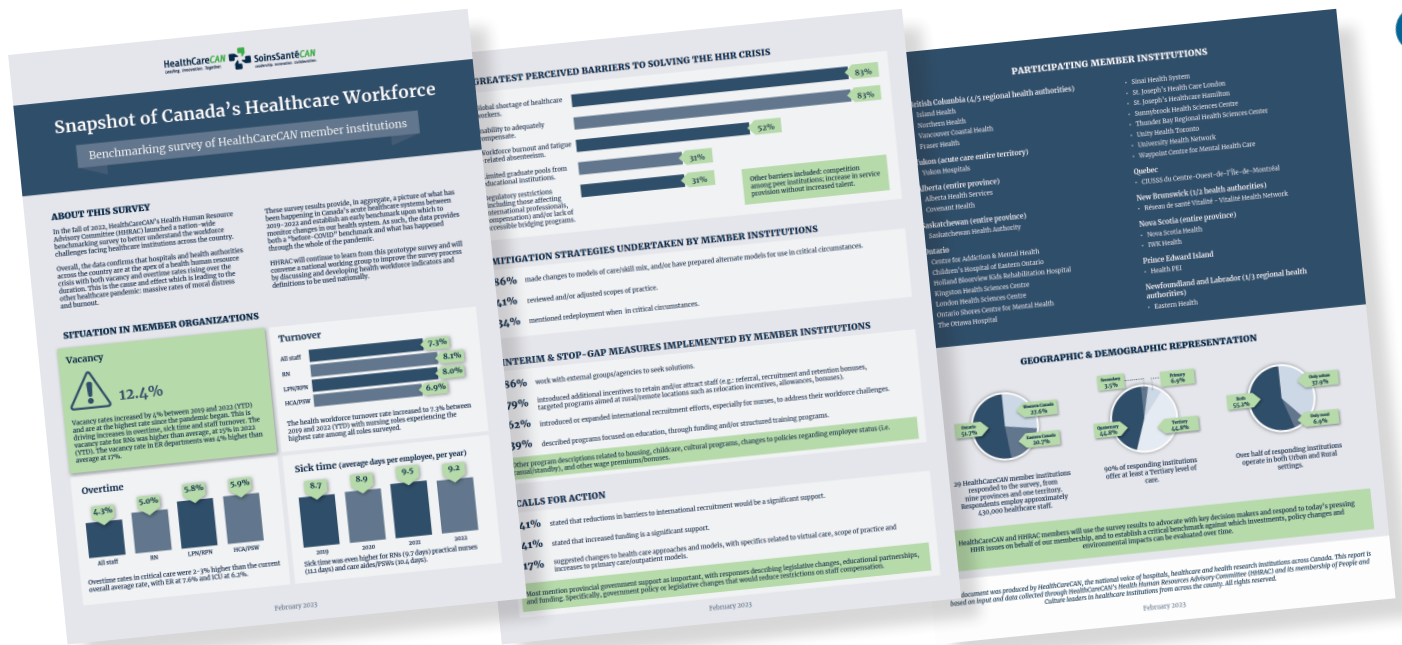
Sharon Torgerson  
Vice President, People  
Island Health

Jeannine Verdenik  
Vice President, People and Culture  
Thunder Bay Regional Health  
Sciences Centre

Elaine Watson  
Executive Director, Health Workforce  
Strategies  
Alberta Health Services

David Williams  
Vice President, Human Resources  
Northern Health

Tracy Wolbaum  
Executive Director, Human  
Resources  
Health PEI



## Snapshot of Canada's Healthcare Workforce

### Benchmarking survey of HealthCareCAN member institutions

In the fall of 2022, HealthCareCAN's Health Human Resource Advisory Committee (HHRAC) launched a nation-wide benchmarking survey to better understand the workforce challenges facing healthcare institutions across the country.

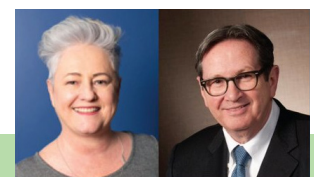
Overall, the data confirms that hospitals and health authorities across the country are at the apex of a health human resource crisis with both vacancy and overtime rates rising over the duration. This is the cause and effect which is leading to the other healthcare pandemic: massive rates of moral distress and burnout.

HealthCareCAN and HHRAC members will use the survey results to advocate with key decision makers and respond to today's pressing HHR issues on behalf of our membership, and to establish a critical benchmark against which investments, policy changes and environmental impacts can be evaluated over time.

29 HealthCareCAN member institutions, from nine provinces and one territory, responded to the survey. These respondents employ approximately 430,000 healthcare staff. Additional information on the respondents and their demographics can be found on page 3 of the survey, [available here](#).

### Did you know...?

On February 16, 2022, HealthCareCAN President and CEO, Paul-Émile Cloutier, and Alberta Health Services' Executive Director of Health Workforce Strategies, Elaine Watson (then chair of HealthCareCAN's Health Human Resources Advisory Committee), were invited to present ideas to support Canada's healthcare workforce before members of the House of Commons Standing Committee on Health. [READ MORE](#)





# Our advocacy in action

HealthCareCAN's unwavering dedication to advancing federal action in areas such as health research, health human resources and more, has led to numerous achievements in 2022.

## Influencing actions to shore up healthcare and health research in Canada

Several of the recommendations put forward by HealthCareCAN in its appearances and written submissions were endorsed in House of Commons Standing Committee reports, including:



The House of Commons Standing Committee on Science and Research **endorsed three of HealthCareCAN's recommendations** in its study on the Successes, Challenges and Opportunities for Science in Canada. Specifically, to create a pan-Canadian health research data repository to centralize health research data from across Canada and facilitate health research and innovation across institutions and jurisdictions; to evaluate federal and tri-council funding programs with the objective of making them less restrictive and more flexible to foster partnerships; and to re-invest in fundamental science through the Tri-Council. [READ MORE.](#)



The House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities **endorsed eight of HealthCareCAN's recommendations** in its study on the impacts of COVID-19 on the well-being of seniors. Among the eight recommendations endorsed were the need to develop and implement a global immigration strategy to attract health care professionals, including through improvements to the recognition of foreign credentials, training incentives and other professional development opportunities, and a path to permanent residency for immigrant workers and their families. [READ MORE.](#)



## Shoring up Canada's healthcare system

HealthCareCAN's relentless advocacy, alongside that of our partner organizations, for urgent support to address increased demand on the healthcare system and to shore up the system to meet emerging and future challenges, led to the federal government's announcement of \$2 billion in funding to clear backlogs and support additional surgeries in March 2022. [READ MORE.](#)



## Representing members at federal tables



Following HealthCareCAN's tireless advocacy work on highlighting the need for a pan-Canadian health workforce strategy, **HealthCareCAN was invited to join the Minister of Health's Coalition for Action for Health Workers**, to advise the federal government on actions needed to bolster Canada's health workforce. HealthCareCAN is informing the federal government's approach, including the development of the Centre of Excellence on health workforce data announced in the February 2023 health deal. [READ MORE.](#)



As a result of HealthCareCAN's increased calls for more streamlined immigration and licensing and credentialing processes, in September 2022, **HealthCareCAN was invited to contribute to the Federal, Provincial and Territorial Deputy Ministers of Health Workplan for internationally educated health professionals**. To learn more about HealthCareCAN's involvement and the scope of this work, contact us at [govtrelationsgouv@healthcarecan.ca](mailto:govtrelationsgouv@healthcarecan.ca).

## Bringing member challenges to the forefront of federal discussions



Based on input from its Health Human Resources Advisory Committee (HHRAC), HealthCareCAN pressed the Minister of Health, the Deputy Minister of Health, the Minister of Immigration, Refugees, and Citizenship, and the Minister of Employment, Workforce Development and Disability Inclusion, for the streamlining of the immigration process for healthcare workers. **This resulted in adjustments to the National Occupational Classification (NOC) codes to make more healthcare roles**, such as nurse aides, LTC aides, and hospital attendants, eligible for permanent residency through Express Entry.

Further changes to the immigration process to be implemented in 2023 will allow the Minister of Immigration to conduct targeted draws for specific healthcare roles to align with the health system's needs, another solution advanced by HealthCareCAN.



HealthCareCAN was [invited to present](#) to the Advisory Panel on the Federal Research Support System and provided [a written submission](#), developed with input from the Vice Presidents of Health Research Committee, resulting in **many of our recommendations being included in the final report**, including the need for a bold vision for research and innovation in Canada; a more streamlined research ecosystem; more sustainable, long-term funding for fundamental science; and better supports for trainees. [READ MORE.](#)



## Connecting members with key federal champions & decision-makers

Throughout the year, HealthCareCAN and its member committees meet with countless key federal decision makers to spread knowledge on the challenges faced by leaders in healthcare and health research and the long-ranging impacts of their work, with the goal of creating an network of health system champions within the federal government to help advance action on issues important to our members.

 HealthCareCAN  
@HealthCareCAN

Great discussion today with HealthCareCAN members and Minister @Carolyn\_Bennett on spreading and scaling innovative solutions to improve mental health and addictions care in 🇨🇦 #mentalhealth



The Royal Mental Health Centre and 8 others

3:50 PM · Jan 20, 2022

 HealthCareCAN  
@HealthCareCAN

Thank you to @CPHO\_Canada and @PHAC\_GC for excellent discussion on collaborating to build a more agile public health agency to deliver better health outcomes, and the need for centralized, national data sharing to support health #research and #clinicaltrials .



Nova Scotia Health and 3 others

7:09 PM · Jan 20, 2022

 HealthCareCAN  
@HealthCareCAN

Excellent discussion today with @JennyKwanBC on ways to support health #research , #healthcareworkers and older adult care in 🇨🇦 Time to shore up the continuum of care and fill the gaps in #health and social systems besieged by #CovidPandemic



Steve Ashton and 3 others

3:14 PM · Jan 25, 2022

 HealthCareCAN  
@HealthCareCAN

Many thanks to @StanKutcher for today's engaging discussion with #healthcare workforce leaders from across the country on ideas to address #HCW issues in Canada.  
Learn more: [bit.ly/3HtmzXh](https://bit.ly/3HtmzXh)



4:15 PM · Feb 3, 2022



Thank you @seancaseyLPC for joining today's @CanadaHEAL roundtable discussion on healthcare issues affecting CDNs – #health workforce, mental health, children's health, and long COVID.



12:43 PM · May 31, 2022

TY to @jyduclos for the opportunity to lay out actions needed to improve #healthsystem's #climate resiliency as part of the National Adaptation Strategy Roundtable on Health and Wellbeing. More on this issue: [bit.ly/3NIIOMD](https://bit.ly/3NIIOMD)

#infrastructure #cdnhealth #cdnpoli



1:45 PM · Jul 4, 2022

Thank you to @GordJohns for discussion today on need for gov't action on the promised \$4.5B federal #mentalhealth transfer; mental health parity legislation; supportive and affordable housing; better data; and #research to ID and implement innovative solutions in mental health



Jodi Younger and 5 others

3:35 PM · Sep 20, 2022

Pleased to welcome Eric Costen and Nipun Vats of @ISED\_CA today at a HealthCareCAN meeting of VPs Health Research from across 🇨🇦 to discuss supports for #healthresearch and Biomanufacturing and Life Sciences Strategy



Dr Allison Sekuler and 3 others

6:07 PM · Jun 2, 2022

Thank you @Steve\_B\_Lucas for important discussion today on work underway at @GovCanHealth to address #healthcare workforce shortages, supporting healthcare workers and ensuring access to quality care for all CDNs.



Kristen Winter and Steve Ashton

4:51 PM · Sep 15, 2022

HealthCareCAN and @ResearchCda were pleased today to meet with members of the new panel advising the federal gov't on modernizing the federal system supporting research. Looking forward to further collaboration and to support your work! #research #healthcare

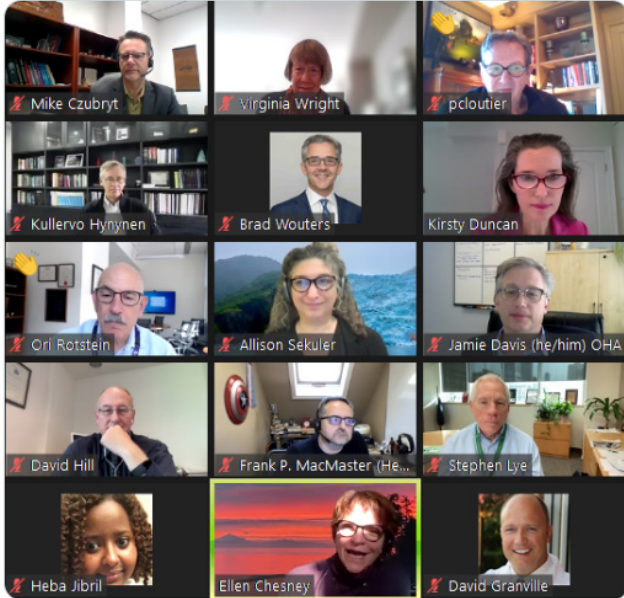


Frédéric Bouchard and 4 others

2:48 PM · Oct 21, 2022



Thank you so much to [@KirstyDuncanMP](#) for meeting today with our VPs of [#Research](#) Committee to discuss strategies and action to advance [#Health](#) research in Canada!



Kullervo Hynynen and 2 others

1:23 PM · Oct 28, 2022



Thank you MP [@BonitaZarrillo](#) for discussion today on funding for [#healthcare](#), health [#research](#) [#mentalhealth](#) and supporting [#hwc](#). Look forward to collaborating further to elevate the care economy in Canada and advance gender and equity issues in healthcare.



Steve Ashton and 3 others

1:44 PM · Nov 24, 2022



Thank you to MP [@jwaldag](#) for discussion today on the importance of increased [#health](#) funding that leads to better health outcomes, more home and community care and enhancing mental health and substance use care across [#Canada](#)



3:48 PM · Nov 21, 2022

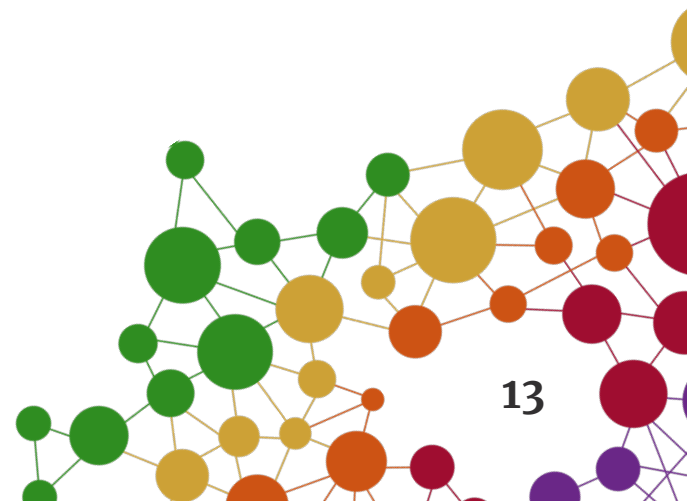


Thank you [@mflalonde](#) for excellent discussion on federal funding for [#healthcare](#) / health [#research](#) and ways streamlining immigration and credentialing processes to help IEPs fill vacancies and address [#HCW](#) shortages.



Bernard Leduc and 3 others

5:54 PM · Dec 5, 2022





# Thought leadership to advance healthcare and health research in Canada

We remain laser-focused on our goal to champion the voice of Canada's healthcare system and the role of health research to improve access to high-quality care and achieve better outcomes for the people of Canada.

## The Urgent Obligation to Stabilize Canada's Health Care System.

*Published in Policy Magazine*

There's always a temptation, in formulating public policy, to wait until a situation has moved beyond crisis management to make systemic changes; or, in health care terms, until the patient stabilizes before a comprehensive examination of the symptoms and well-informed diagnosis can be reached. Canada's health care system is now the patient in this scenario, and our political leaders have not just an interest but an obligation to devise an effective intervention to stabilize the system so that it doesn't become the biggest, costliest casualty of this pandemic. [READ MORE.](#)

## HealthCareCAN and HealthPRO: Pandemic heightens urgency for Canada Health Transfers reform.

*Published in The Hill Times*

All levels of government demonstrated over the past two years that, when push comes to shove in a crisis, they are willing to step in with extraordinary measures and increased spending to protect the health of Canadians. But every year we have a political shell game about whether the federal government should increase the provincial spend on health care. Now is the time to look at how we change the CHT framework for the better. [READ MORE](#)

## Mental health is health: it's time we act like it.

*Published in The Hill Times*

The availability and accessibility of mental health and substance use services across Canada was severely limited before COVID, but the pandemic has been the equivalent of pouring gasoline on a fire. Mental health needs have exploded during the pandemic, a situation that requires urgent action by the federal government. No more rhetoric. We need urgent action from the federal government now to ensure no one who needs mental health and substance use care and support is left out or left behind. [READ MORE.](#)

## For a world-class health system, Canada needs to think bigger.

*Published in The Hill Times*

To truly tackle the challenges that our health system is facing, governments need to boost investments in health care and health research, but they also need to spend health dollars differently. This requires a shift in mindset and a move towards increased collaboration to deliver better health care for people across Canada. Canada must break down the silos in our health system, adjust our delivery models, modernize physical and digital infrastructure, and support a better flow of data, information, and resources across institutions and jurisdictions. [READ MORE](#)



## A history of political inertia has contributed to today's healthcare challenges. It's time that changed.

The current widespread difficulty in getting timely access to care due to health workforce shortages across the country are a direct result of the political and jurisdictional divides that have hindered the evolution of our archaic health system and kept it from truly putting patients first. Canada's healthcare system needs a bold vision of what a 21st century healthcare system should look like. This vision needs to break down healthcare's silos and outdated infrastructure that hinder the flow of information and resources across the system and it must address ineffective health research funding models that hamper innovation and discovery. [READ MORE.](#)

## HealthCareCAN to first ministers: put politics aside, we need concrete action now.

It is beyond time for our political leaders at all levels to come together in collaboration with health leaders for an adult conversation that will lead to concrete, realistic, and achievable solutions that can address the challenges our health system is facing, including putting an end to the health workforce shortages and medical procedure backlogs. The health of people in Canada hangs in the balance. Addressing these challenges requires more than just money; it requires taking steps right now to relieve pressure on the system. [READ MORE.](#)



## How HealthCareCAN is helping to address critical system challenges

Catherine Gaulton, CEO of the Health Insurance Reciprocal of Canada (HIROC) and Paul-Émile Cloutier, president and CEO of HealthCareCAN, offer their perspective on the health sector's most pressing issues, and what organizations like HealthCareCAN are doing to overcome the challenges. [READ MORE.](#)



# Improving policy, improving health outcomes

HealthCareCAN's policy briefs provide members with impact assessments and recommended actions related to emerging issues and federal policies in healthcare, health research and innovation in Canada.



## Fostering inclusion of healthcare providers with disabilities

Healthcare providers with disabilities are valued members of healthcare institutions in Canada. Unfortunately, systemic and institutional barriers exist that prevent meaningful inclusion. In this brief, we explore some of the research examining the importance of promoting equal opportunities for healthcare providers with disabilities in hospitals and academic health sciences centres. [READ MORE](#)



## Canadian Blood Services: A Partner in Health Research

Research conducted by, done in collaboration with, and supported by Canadian Blood Services is in jeopardy. The number of Canadians who donate regularly has decreased by 31,000 donors since the start of the pandemic, resulting in the smallest donor base in a decade. Fewer donors mean the supply of research products is reduced, putting advancements in transfusion medicine, cell therapies and transplantation at risk. [READ MORE](#)

## Building a National Standard for Cyber Resiliency in Healthcare

While HealthCareCAN continues to advocate for greater attention and investment in cybersecurity in the healthcare sector, the lack of clear standards has been recognized as a barrier to achieving cyber resiliency in facilities across Canada. To correct this, HealthCareCAN has been working with the Digital Governance Council (formerly the CIO Strategy Council) to develop a National standard for cyber resiliency in healthcare. The draft standard is now available for public review, and further consultations with HealthCareCAN members are scheduled for Summer 2023 in advance of the standard's publication, set for Fall 2023. [READ MORE](#)



### Newcomer Access to Professional Interpretation Services in Healthcare

Clear communication between patient and provider is a key factor in ensuring safe and effective medical care and when language barriers hinder clear communication quality care may be compromised. Even though language interpretation services help to overcome this challenge, existing systemic barriers prevent these services from being widely used across health systems. The National Newcomer Navigation Network published a position paper examining access to interpretation services in healthcare for newcomers in Canada. [READ MORE](#)



### A Federal Framework for Diabetes in Canada

The federal government's Framework for Diabetes in Canada provides direction for government and partners in healthcare and research to ensure better health outcomes for people living with diabetes in Canada. But, to drive innovation in diabetes research, the federal government needs to commit to strengthening the federal research support system. [READ MORE](#)



### Building a climate-resilient healthcare system: The importance of adaptation & health infrastructure

The impact of climate change on our society and our healthcare system more specifically is no longer tomorrow's problem, but one healthcare leaders are being forced to grapple right now. Health and wellbeing and the effects of a changing climate are intricately linked. If governments are serious about action to fight the climate crisis, they must urgently invest in the infrastructure necessary to build a climate-resilient health system. [READ MORE](#)





# CHA Learning: A leader in e-Learning program design & delivery

Since 1951, CHA Learning has had the mandate and privilege to support healthcare organizations and health professionals from across the country in critical areas of professional development.

CHA Learning was created to not only fill the gaps in training and development identified in the Canadian healthcare system by our members but also to prepare transformative leaders capable of building the healthcare organizations and systems inspired by our policy makers and advocates. Through the years, we have prided ourselves as being not “just a school” providing learning to healthcare, but rather as being part of healthcare: a healthcare organization serving healthcare professionals by delivering relevant, quality, and leading healthcare education so that our healthcare system is better able to deliver on its own mission.

CHA Learning is unique in its sole purpose to make healthcare better by developing future-thinking, visionary people. Our focus is to develop accessible, leading, professional-development programs that are relevant today and will make a difference for tomorrow. Since its beginnings, CHA Learning has been committed to being a leader in distance

education and with the rise of technology and the internet, that includes flexible, online delivery; and for the past decade, we have embraced new instructional technologies and evolved to be a leader in elearning ... long before COVID made virtual learning and Zoom a necessity.

We are constantly evolving, adding innovative new courses, responding to the changing needs of our students and healthcare writ large, and integrally attuned to the pressures and needs of our members, the broader health sector and the health policy landscape. Indeed, it is why we created The HQ podcast: to engage all those who call healthcare their profession in the conversations that matter most to the people that give healthcare its heart.

CHA Learning priorities are led by and connected with our members, Canada's leading healthcare organizations, who both govern our organization and provide us with direction and insight. We find numerous opportunities to seek input from these beacons, individually and collectively. This includes forming new and sustaining existing advisory committees for all of our thought-leadership areas.



Our newest and largest advisory group to the Board of Directors – the Health Human Resources Advisory Committee (HHRAC) – comprises VPs of People and Culture and Chief Human Resource Officers from across the country. Individuals who collectively are responsible for the ongoing professional development of almost one-million healthcare workers across Canada. These passionate and dedicated executives keep us on the leading edge of what is happening in healthcare and the knowledge, skills and relationships needed to lead health system improvement.



### NEW – "The HQ" Podcast Series

CHA Learning's podcast series "The HQ" focuses on the people that make up and lead our complex, adaptive system of healthcare. The series invites thought leaders and experts from throughout HealthCareCAN's membership, and the health system at large, to explore a wide range of topics relevant to healthcare today. Some of the many notable episodes to date include:



- [Band-aids or a new healthcare system: The necessary conditions for transforming healthcare in Canada](#), with Dr. Michael Gardam, Chair of HealthCareCAN's Board of Directors, and CEO of Health PEI.
- [The psychological wellness of leadership](#), with Kristen Winter, Vice President of Human Resources, Workforce Optimization and Leadership at Sunnybrook Health Sciences Centre.
- [Workforce planning and Canada's HHR crisis](#), with Andrée Robichaud, President and CEO of Central Health in Newfoundland and Labrador.

As HealthCareCAN turns its sights to the future, CHA Learning is a critical, foundational support in our efforts to work hand-in-hand with healthcare leaders and experts who help deliver our curricula. This "by health for health" focus to learning and leadership development will be a key factor as we work to not only address Canada's current health workforce crisis, but also build a safe, sustainable, diverse and inclusive health system that advances reconciliation and equity and effectively serves the people of Canada.



### NEW – Coaching & Professional Services

CHA Learning has launched a series of services for individuals, groups and teams to enhance leadership potential, team effectiveness, skills and knowledge and culture. In working with members and their teams, CHA Learning can provide high-quality, personalized and effective learning and growth solutions, based on decades of experience in the healthcare learning space. New services include:

- [Individual Coaching](#)
- [Team & Group Coaching](#)
- [Customized Learning Solutions](#)





# HealthCareCAN: media's go-to advocate for Canada's health system



Solutions for Canada's healthcare crisis.

December 14, 2022

[WATCH NOW](#)



Doctors, nurses, health care advocates provide 'prescription for hope' to governments.

November 4, 2022

[READ NOW](#)



Pressures on Canada's health-care system continue to mount.

September 18, 2022

[WATCH NOW](#)



Health-care advocates, premiers calling for urgent first ministers' meeting to address challenges facing system's sustainability.

July 18, 2022

[READ NOW](#)



Avec chaque nouvelle vague de COVID-19, le système de santé « s'effondre autour de nous. » (French)

July 16, 2022

[READ NOW](#)



What's happening inside emergency rooms across Canada right now?

June 26, 2022

[READ NOW](#)



**Franco**presse

Newcomers: Filling the labor shortage in a “discouraging” system. (French)

June 10, 2022

[READ NOW](#)

» TORONTO STAR «

Pandemic ups and downs likely still compounding surgical backlogs.

May 11, 2022

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**THE HILL TIMES**  
Canada's Politics and Government News

‘A first step’: \$2B health-care top up welcomed, but better collaboration needed to tackle challenges, say experts.

May 11, 2022

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**CTV NEWS**

National standards would help track young Canadians’ mental health, experts say.

January 30, 2022

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**CTV NEWS**

Expanding the health-care safety net: Innovative resources for hospitals and their staff.

January 28, 2022

[READ NOW](#)

**CTV NEWS**

Critics stress health system capacity constraints as Trudeau speaks with premiers.

January 10, 2022

[READ NOW](#)



# The 2022 Great Canadian Health Policy Dialogue

## *Leveraging leadership and people capacity for better health outcomes*

The National Health Leadership Conference's (NHLC) signature session, the Great Canadian Health Policy Dialogue (GCHPD), was coordinated by HealthCareCAN and took place on the afternoon of June 7th. This year's Policy Dialogue, moderated by CBC's chief political correspondent, Rosemary Barton, focused on co-designing policy solutions with attendees to address the root causes of the health workforce crisis.

From the 2022 GCHPD came a clarion call to action. Hospitals, health organizations, health professionals and patients joined their voices together to call upon the federal government to implement five identified sustainable long-term solutions that address the key root causes of the health workforce crisis:

**Models of Care:** *We call upon the federal government to work with key health system stakeholders including provincial and territorial governments, professional associations, and regulatory bodies to implement and scale team-based care delivery models. These models should be supported by scope of practice standards and interprofessional education.*

**Recruitment and Retention:** *We call upon the federal, provincial, and territorial governments to take leadership in the development and coordination of a national HHR strategy. As part of the national strategy, focus should be placed on investing in making disciplines more attractive, improving working conditions, and clarifying career pathways, particularly for personal support workers / healthcare aides, physicians, and nurses.*

**Data and Workforce Planning:** *We call upon the federal government to fund and empower a body with input from the provinces and territories to build a standardized pan-Canadian minimum HHR data set to ensure better and more consistent information is used for proactive planning and decision-making around education, training, and models of care.*

**Equity, Diversity, and Inclusion (EDI):** *We call upon the federal government to provide funding supports to foundationally embed EDI curriculum within educational institutions in order to better equip our healthcare workers with the skills and knowledge required to serve Canada's diverse patient populations.*

**Wellness:** *We call upon the federal government to take leadership and fund province- and territory-wide strategies to address workload burden to improve the work-life balance of our healthcare workers. This should include the redesign of administrative tasks, scopes of practice, and models of care that can optimize workload and reduce burnout.*

The call to action also urged federal, provincial, and territorial governments to coordinate a First Ministers Conference on Health with healthcare stakeholders to begin meaningful discussions on how to implement these actions. This was shared on social media and through the NHLC, HealthCareCAN and CCHL websites.

# The LEGACY of LEADERSHIP Award

**HealthCareCAN is proud to present its 2022 Legacy of Leadership award to one of Canada's most dedicated healthcare leaders and former president and CEO of SE Health, Shirlee Sharkey.**

As one of Canada's foremost experts on home care, Shirlee's pursued her bold vision for healthy aging and life care over four decades as a registered nurse, health leader, community leader, author, mentor, and advocate. Under Shirlee's leadership, SE Health has facilitated transformative solutions in areas such as Indigenous health, end of life and healthy aging, and over the past decade, invested more than \$15 million into research, family caregiver supports and innovating for the future.

Shirlee has made an impressive career of empowering people, championing compassion, and advancing social innovation to improve how older Canadians live and age at home.

Shirlee's insights and belief in unleashing people's potential and creativity have generated achievements and accolades from across Canada and beyond. In 2018, she was recognized as one of Canada's Top Ten Women in Digital Health, and in 2012, she received both the Diamond Jubilee Medal of Queen Elizabeth II



Pictured: Shirlee Sharkey

and the Order of Excellence from Excellence Canada in organizational innovation, quality and wellness. Further, in 2010, Shirlee was honoured with the Innovation Award for Healthcare Leadership from the Canadian College of Health Leaders.

Additionally, she has received the University of Toronto's 2008 Graduate Leadership Award, Department of Health Policy, Management and Evaluation; was named Canada's 100 Most Powerful Women by the Women's Executive Network in 2007; and received the Award of Excellence in Nursing Leadership from the Ontario Hospital Association in 2005.

Presented at the 2022 National Health Leadership Conference, the award recognizes exceptional individuals who have made long-lasting and outstanding contributions to advancing Canada's health system and have demonstrated significant and sustained commitment toward the enhancement of the health of Canadians.

**“As one of Canada's foremost experts on home care, Shirlee has dedicated her career to empowering people, championing compassion, and advancing social innovation to forever impact how people live and age at home.”**

Nancy Lefebvre, Senior Vice President &  
Dr. Paul Holyoke, Executive Director, SE Research Centre  
SE Health



Health



# Our members

HealthCareCAN continuously strives to understand, adapt and develop its membership offerings and communications with a sense of responsiveness and value. We are pleased to share that, in 2022, four institutions have decided to become members, please join us in welcoming Alberta Health Services, Shared Services Manitoba, CIUSSS West-Central Montreal /Jewish General Hospital and Accreditation Canada/HSO. Engaging our members and creating a sense of connection is paramount to our mutual successes.





## Affiliate members



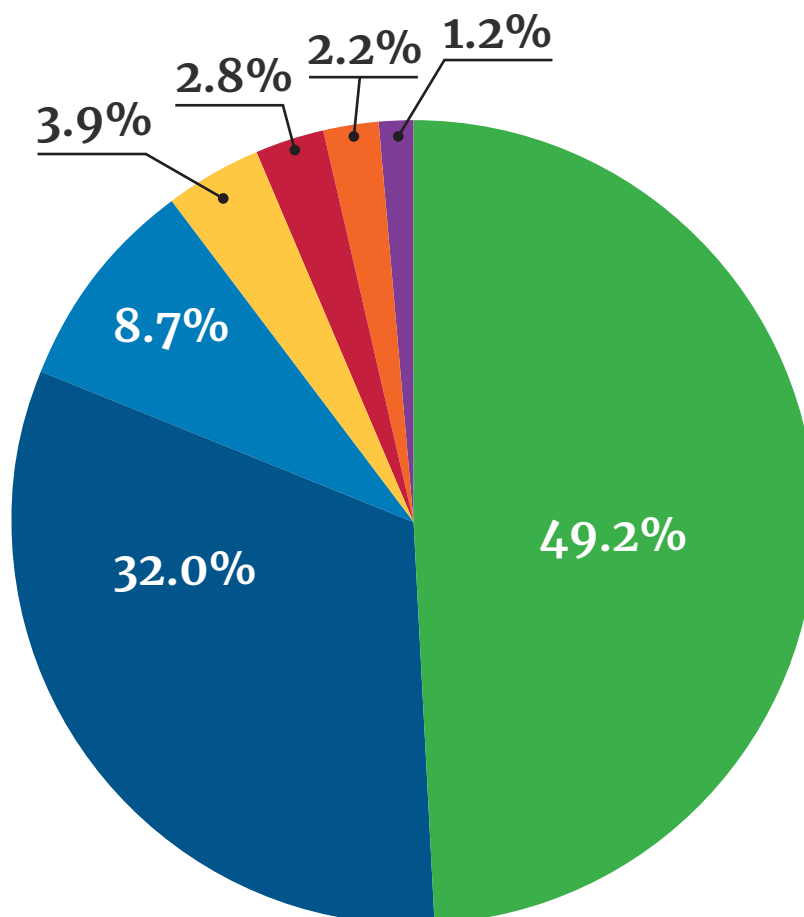
## Associate members





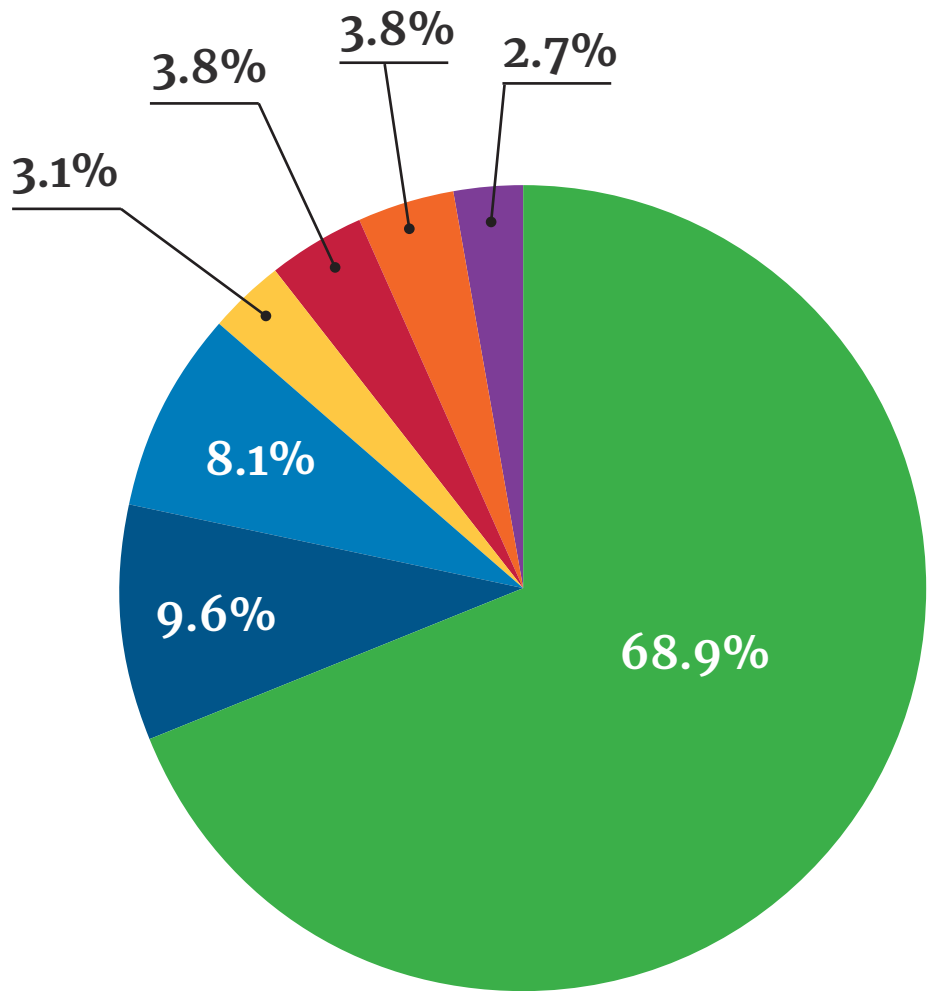
# Financial highlights (YEAR ENDED DECEMBER 31, 2022)

The information below is derived from the 2022 audited financial statements



## Revenue

Professional development	1,803,937
Membership fees	1,174,817
Rental revenue	318,002
Contributions & Sponsorships	143,500
Other income	100,941
Conferences	82,422
Service Bureau	42,925
<b>Total Revenue</b>	<b>\$ 3,666,544</b>



# Expenses

Human resources	2,462,207
Professional development	341,765
Property management	287,860
Administration	112,299
Corporate affairs	135,059
Research, policy & communications	134,014
Information technology & other	95,336
Total Expenses	\$ 3,568,540



17 York Street, Suite 100  
Ottawa, Ontario K1N 5S7

(613) 241-8005  
1 (855) 236-0213

[membership@healthcarecan.ca](mailto:membership@healthcarecan.ca)  
[www.healthcarecan.ca](http://www.healthcarecan.ca)