



HealthCareCAN's 2023 Annual Report



Our values

Healthcare in Canada is first and foremost a people business. Similarly, HealthCareCAN's greatest resource is our dedicated and professional staff who are committed to advancing health system improvement and supporting the health system and its people. We strive to exhibit our values (Community, Collaboration, Curiosity and Agility) every day to each other, our members, partners, students, and broader health system stakeholders.



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HealthCareCAN is headquartered in Ottawa on the unceded and unsurrendered land of the Anishinaabe Algonquin Nation. As a national organization with member institutions located across Canada, HealthCareCAN honours and respects all First Nations, Inuit and Métis peoples, their valuable past and present contributions to this land, and the important role they play in Canada's future. HealthCareCAN is committed to advancing and supporting efforts to ensure fair and equitable access to quality and culturally safe healthcare services for all Indigenous Peoples from coast to coast to coast.



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



Our member institutions are our greatest strength and HealthCareCAN is building on that strength as we champion issues of sustainability and equity in the health system.

For HealthCareCAN, the only national advocacy voice uniting and representing health authorities, hospitals, health research institutes and healthcare organizations across Canada, 2023 was a year of engagement, of action and of galvanizing our work on behalf of our member institutions.

The COVID-19 pandemic laid bare the persistent and debilitating shortcomings of Canada's health system and underscored the imperative for health system transformation to build a sustainable, equitable, and research-informed health system. Addressing that challenge was a key consideration for HealthCareCAN during 2023 as we developed the new 2024-2029 HealthCareCAN Strategic Plan.

Creation of the new Strategic Plan was driven by extensive consultation led by a subcommittee of the Board of Directors, which saw engagement and discussion with members, staff, policymakers, and partners to determine how HealthCareCAN can be a force for positive change in the healthcare system. What we heard was that there is a critical need for HealthCareCAN to unite and convene healthcare organizations to advance bold change for Canada's health system and to bring about a new level of collaborative partnership to secure meaningful change and improve access to care.

HealthCareCAN, on behalf of – and working with – its members is also answering the call for change by pressing for sustainable support from the federal government to support health research. At the core of this effort is our work to ensure members of Parliament and other policymakers understand and commit to unlocking the economic benefits of health research, and to leverage the excellent work of Canadian health researchers to improve health outcomes in Canada.

HealthCareCAN is a member association and everything we do is done through a membership lens, including health advocacy, health research, and learning and development. Our member institutions are our greatest strength and HealthCareCAN is building on that strength as we champion issues of sustainability and equity in the health system.

HealthCareCAN is committed to collaborating with our members, governments and both public and private health sector partners to lead the transformation of health systems in Canada, while advancing the best ideas to better serve the people of Canada and offer them a bright and healthy future.

A critical factor in securing that brighter future will be to address the health workforce challenges that are hindering patient care. Healthcare is a people business and we are committed to supporting Canada's dedicated health workforce, both through advocacy efforts and by expanding our learning and education efforts to better reach our health system partners and members.

We are pleased to share the 2023 HealthCareCAN Annual Report highlighting initiatives undertaken in support of our member institutions throughout the year. None of this work could have occurred without our dedicated staff, the extraordinary work of our Board of Directors in providing us with their guidance, and the staunch support of our members. HealthCareCAN looks forward to continuing to serve and work with you in 2024.

Dr. Michael Gardam
Chair, Board of Directors

Paul-Émile Cloutier
President and CEO



Our 2023 Board of Directors



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Yukon Hospital Corporation
Yukon



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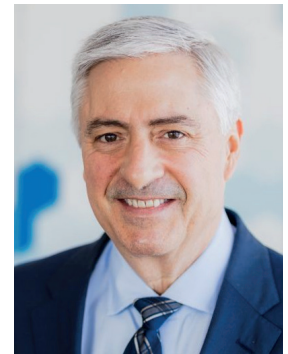
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Director-at-large



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



Our 2024–2029 Strategic Plan

HealthCareCAN is embarking on our 2024–2029 strategic plan at a time when health care systems across the country are facing significant disruptors. These include: Pandemic recovery, financial pressure, health human resource challenges – including the need to better support resilience and emotional health – and responding to an aging population with more complex and chronic conditions requiring increasing healthcare support. The lack of increased, long-term funding for health research and the need for more creative approaches to addressing health system reform in Canada are other major issues requiring urgent attention.

It is in this daunting environment that all of those working in the health care system – including those working in our member institutions – have been navigating hurdles and supporting Canadians every single day, rising to and overcoming every challenge, working to make our system better in the process.

As the national voice of hospitals, health authorities, healthcare and health research organizations across Canada, HealthCareCAN's focus in the coming years will be to drive the evolution of our health system to champion health research as a federal government priority, support system sustainability and equity, empower leadership and professional development, provide the tools for our members to be able to address change, and unite, support and serve our members. We will also strive to better integrate and coordinate the various levels of care across the system.

HealthCareCAN commits to answering the call for change in four key pillars.



**Champion
the Canadian
Health Research
Ecosystem**



**Advocate for a
Sustainable and
Equitable Health
System**



**Empower
Leadership and
Professional
Development**



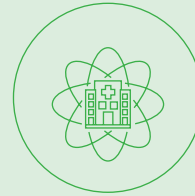
**Unite,
Support and
Serve Members**



Champion the Canadian Health Research Ecosystem

STRATEGIC OBJECTIVES

- 1 Champion investments in health-related research.
- 2 Partner with members in innovation, knowledge exchange and implementation of the research ecosystem.
- 3 Promote and leverage our member excellence to demonstrate the value of health research.



Advocate for a Sustainable and Equitable Health System

STRATEGIC OBJECTIVES

- 1 Convene health system leaders to reform the health system, and drive quality improvement and people-centered care.
- 2 Be the go-to voice for government and public on time-sensitive health system issues including strengthening our health workforce.
- 3 Advance innovative solutions that transform the health system through inter-sectoral partnerships.



Empower Leadership and Professional Development

STRATEGIC OBJECTIVES

- 1 Grow our professional development division to meet the needs of membership and the health system.
- 2 Increase awareness and use of our various learning programs and services.
- 3 Reinforce the value of our learning programs and services to enable health system transformation.



Unite, Support and Serve Members

STRATEGIC OBJECTIVES

- 1 Retain, expand and diversify our membership to represent the full continuum of care.
- 2 Strengthen engagement with member organizations.
- 3 Respond to both current and future member needs.
- 4 Continually demonstrate our value to current and future member organizations.

Our advocacy in action

HealthCareCAN's is dedicated to advancing federal action in areas such as health research, health human resources and more.



Representatives from HealthCareCAN member organizations Nova Scotia Health Authority, IWK Health Centre, and Saskatchewan Health Authority joined HealthCareCAN for a **wide-ranging virtual discussion on health issues with the Honourable Sean Fraser, Minister of Immigration, Refugees and Citizenship**. Topics discussed included how the federal government could streamline the immigration and credentialing processes to address health workforce challenges and enhance funding and support for health research and innovation in Canada. [READ MORE](#).



Representatives from HealthCareCAN member organizations Nova Scotia Health, London Health Sciences Centre, St. Joseph's Healthcare London, and St-Boniface Hospital joined HealthCareCAN for a virtual discussion on health system issues with member of Parliament and Shadow Minister of Health for the Conservative Party of Canada, Dr. Stephen Ellis. The conversation covered a wide range of topics, including **how the federal government could better support health system transformation, enhance health research and innovation, and bolster the health workforce**. [READ MORE](#).



The Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities' (HUMA) much anticipated report on Labour Shortages, Working Conditions and the Care Economy was tabled in the House of Commons in early 2023. HealthCareCAN was pleased to see that **several of the recommendations outlined in our submission to the Committee were included in its final report**. [READ MORE](#).



HealthCareCAN wrote to members of the federal cabinet highlighting the fact that Canada continues to lag other OECD countries in terms of investing in health research. As has been heard from member institutions engaged in health research activities from across the country, **the need for investment is both critical and urgent**. HealthCareCAN further advanced this message in discussions with representatives from Innovation, Science and Economic Development Canada (ISED) as part of our ongoing outreach with that department and on issues such as restrictions of research activity linked to China. [READ MORE](#).



The Standing Committee on Health's (HESA) long-awaited report on addressing Canada's health workforce crisis was tabled in the House of Commons and **included many of the recommendations Paul-Émile Cloutier, president and CEO of HealthCareCAN, and Elaine Watson, Executive Director, Health Workforce Strategies at Alberta Health Services (then Chief Human Resources Officer at Covenant Health) presented to the Committee earlier in the year.** [READ MORE.](#)



HealthCareCAN was pleased to see the federal government heed our recommendation to increase investment in healthcare. In a press release and media interviews, HealthCareCAN said the funding announced on Feb. 7, 2023 was urgently needed to help healthcare institutions address the serious backlogs and waits for care across Canada. HealthCareCAN also cautioned, however, that an urgent focus on breaking down the barriers and silos that impede the effective and efficient delivery of care, where patients need it was needed. [READ MORE.](#)



In the lead up to Budget 2023 being released, HealthCareCAN was actively meeting with key decision-makers to continue advocating for health system transformation, improved health workforce supports, and increased investments in health research and innovation.

On March 2, 2023, HealthCareCAN member representatives from the Provincial Health Services Authority and Alberta Health Services joined HealthCareCAN for a virtual discussion on health system issues, including HHR, system transformation, and a vision for healthcare in Canada, with **member of Parliament and NDP Health Critic, Don Davies.**

On March 21, 2023, HealthCareCAN, along with member organizations McGill University Health Centre, Montfort Hospital, and Vitalité Health Network met with **member of Parliament and Innovation and Science Critic for the Bloc Québécois, Maxime Blanchette-Joncas.** The discussion centred on health system funding and health research and innovation.

On March 28, 2023, representatives from HealthCareCAN and its member organizations London Health Sciences Centre, St. Joseph's Healthcare London, and IWK Health Centre, met with **member of Parliament and NDP Science and Research Critic, Richard Cannings.** The conversation touched on a variety of priority areas, including health system funding and transformation, health human resources, and health research and innovation. [READ MORE.](#)

Our advocacy in action (cont'd)



To mark Canada's National Day for Truth and Reconciliation, HealthCareCAN, as the national voice of hospitals and healthcare organizations, released a statement acknowledging that there is still much work to be done towards healing, understanding, and creating a brighter future for all the people of Canada, and to reaffirm its commitment to fostering positive change within the healthcare system, ensuring it is a beacon of inclusivity, equity, and cultural respect. We celebrate the courage and determination of Indigenous communities as they work towards reclaiming their traditions and healing from historical trauma. [READ MORE.](#)



Following the Council of the Federation Health Summit HealthCareCAN eagerly awaited concrete outcomes on health system improvement and though we were heartened that climate change and infrastructure were discussed, the lack of forward movement to address the many urgent and complex challenges that patients, healthcare workers, and healthcare organizations face was disappointing. In response, HealthCareCAN released a statement **calling for urgent action in the form of government leaders at all levels working together to implement transformative solutions stemming from radical thinking.** [READ MORE.](#)



In October 2023, The Coalition for Canadian Research, made up of organizations representing post-secondary institutions, research hospitals, leading life sciences companies, university and hospital-based researchers, university faculty, health charities, student leaders, graduate students, post-doctoral fellows and early career researchers across Canada have convened on Parliament Hill to call on the federal government to increase funding for Canadian research.

Dr. Brad Wouters, executive vice president of Science and Research at HealthCareCAN member organization the Univesity Health Network, delivered remarks on behalf of HealthCareCAN. [READ MORE.](#)



The return of HealthCareCAN's Advocacy Day

On October 17, 2023, HealthCareCAN's 2023 Advocacy Day "A strong future for health and health research in Canada", was held in Ottawa, Ontario, uniting healthcare leaders, professionals, stakeholders, and policymakers to champion increased investments and federal support for health research, health infrastructure, and health human resources. Throughout the day, HealthCareCAN members participated in a series of meetings where they engaged with federal representatives to discuss critical issues, share insights and provide evidence-based recommendations that underscore the potential for transformative change that can strengthen Canada's healthcare system. Below are some photos taken during that day. For additional photos from the day, with captions, [CLICK HERE](#)



NEW: A national standard for cybersecurity in healthcare



HealthCareCAN and the Digital Governance Council (DGC) with support from Public Safety Canada's Cyber Security Cooperation Program, have jointly published the first national standard on cybersecurity uniquely tailored to the healthcare sector. Entitled *Cybersecurity: Cyber Resiliency in Healthcare*, the standard is the culmination of a three-year project and another tool in HealthCareCAN's efforts to secure government funding to help address critical gaps in healthcare cybersecurity at our member organizations and beyond.

The standard is to be revised every five years and will continually evolve to meet the needs of healthcare organizations across Canada. HealthCareCAN and the DGC will continue to disseminate key findings and lessons learned from this project with health leaders across Canada and encourage all healthcare organizations and our members to implement the standard. **Below are a series of materials released related to the standard, including the standard itself.**



[CAN/DGSI 118: Cyber Resiliency in Healthcare.](#)



[Brief: A national standard for cybersecurity in healthcare.](#)



[Press Release: Securing patient data in the digital age.](#)



[Let's make 2024 the year of cybersecurity in Canadian healthcare - Hospital News](#)



[Enhancing patient safety: A national standard for cyber resiliency in healthcare - Healthcare Management Forum](#)



HealthCareCAN spotlight on mental health



A webinar, entitled *Toward Quality Mental Health Care* and dedicated to providing insights on quality mental health care, with a focus on structural stigma, was developed jointly by HealthCareCAN and the Mental Health Commission of Canada. The webinar delved into the concept of structural stigma as expert panel members offered practical strategies for effectively addressing this key aspect of the framework. Speakers included Bill Hill (Ro'nikonkatste), co-CEO of Noojimo Health and founder of Biigajiiskaan, Indigenous Pathways to Mental Wellness; Jodi Younger, vice-president of patient care and quality at St. Joseph's Health Care London; Samaria Nancy Cardinal, patient partner for Patients for Patient Safety Canada; and Stephanie Knaak, senior research consultant for the Mental Health Commission of Canada. [LEARN MORE.](#)



To help HealthCareCAN members and healthcare providers provide patients with the resources and support needed to maintain good health and manage their desired wellness, CHA Learning, HealthCareCAN's professional development division, in partnership with the Mental Health Commission of Canada, has developed a free course entitled *Mental Health Structural Stigma in Healthcare eLearning Course*. This course is intended for health system leaders and influencers, as well as any healthcare professional, who want to better understand and identify structural stigma in their organization and how it contributes to inequity and poorer experiences and health outcomes for those experiencing mental health and substance use concerns. [LEARN MORE.](#)

Tackling Structural Stigma with Dr. Javeed Sukhera

Dr. Javeed Sukhera, Chair of Psychiatry at the Institute of Living and Chief of Psychiatry at Hartford Hospital in Hartford, Connecticut, shared invaluable insights on “The HQ” Podcast concerning structural stigma in the healthcare system, as it relates to those who live with mental health and/or substance use challenges. [LEARN MORE](#)



In 2023, CHA Learning, the professional development division of HealthCareCAN, launched two free online micro-eLearning courses designed to provide nurses and family physicians with a firm understanding of suicide prevention, assessment, intervention, safety planning, local resources, and how to make effective referrals. These free courses are delivered in partnership with the Mental Health Commission of Canada and are certified by the Canadian Nurses Association, the College of Family Physicians of Canada and La Fédération des médecins omnipraticiens du Québec (FMOQ). [LEARN MORE](#)



Canada's Healthcare System Needs Urgent Transformation

In early November, the C.D. Howe Institute and HealthCareCAN partnered to bring together presenters and participants from both the private and public sectors, in a discussion focused on challenges in our nation's healthcare system, including health workforce shortages, data availability, improving quality and efficiency, and addressing governance and systemic reform questions.

The event led to publication of a Special Policy Conference Report "Better Health Outcomes: What's Holding Canada Back?" that states that bold action is urgently needed to transform Canada's healthcare system to better meet the needs of citizens across the country. The report offers a summary of the presentations, discussions and recommendations made during the C.D. Howe Institute's conference on Canada's health outcomes held in partnership with HealthCareCAN.

"Despite significant debate, participants and panelists agreed that successful healthcare reform requires strong and empowered leadership with an increased and sustained focus on improving healthcare outcomes and meeting the needs of the population," notes the report.

Key takeaways and priorities for action to improve health outcomes include:

- Engaging Canadians on how to transform healthcare systems to better incorporate competition in healthcare systems and more effectively and equitably integrate private healthcare delivery, insurance and financing options;
- Health policymakers designing a system to create a culture that rewards innovation and aligns incentives across with improved health outcomes;

- Moving to a citizen-centric approach instead of a politician-centric, bureaucratic-centric and doctor-centric approach by empowering Canadians to demand the changes that improve the outcomes that matter most to them;
- Increasing prevention efforts and improving accessibility and equity to enhance population health and reduce demand for more advanced healthcare services over the long-term; and
- Addressing staff shortages, improving retention and reducing burnout by proactively addressing major points of dissatisfaction and inefficiency such as administrative work to improve the capacity to provide care and implement improvements.

A critical challenge in addressing various health priorities highlighted by the report was balancing the tension between experimentation with new innovations and the need to scale successful models across Canada. Additionally, the report noted there was a consensus among presenters that successful innovation requires an iterative approach and appreciation that no single solution will be appropriate across all settings without adaptation. To find the appropriate balance that leads to a high-quality and innovative healthcare system and address the critical challenges of Canada's system, conference participants specified action items such as improving data accessibility and transparency; health workforce; and system administration.



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BETTER HEALTH OUTCOMES: WHAT'S HOLDING CANADA BACK?

February 2024

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THE REPORT](#)

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2023 brings exceptional growth for CHA Learning

HealthCareCAN's professional development division expands new programs and services to reach more members and students

CHA Learning had another superlative year in 2023 as enrolment continues to increase with expanded new programs and services. More importantly, as exemplified by its strategic work with the province of Nova Scotia, it is also having a great impact at the system level.

Since the launch of its first courses in 1951, CHA Learning has continued to adapt, evolve and set its sights on the future by developing innovative new programs that respond to the needs of the health system. In so doing, it is diversifying revenue sources and developing strong relationships with our member organizations and other health system leaders. CHA Learning's focus continues to be to provide highly-tuned professional development solutions and consulting services that support the successful career advancement of health professionals across Canada.

An example of this is the Canadian Patient Safety Program, a comprehensive program for those wanting to work as patient safety specialists or significantly boost patient safety capability. This

unique, practical online program is the only one of its kind in Canada and has been extremely popular with individual learners and organizational cohorts, with tremendous learner engagement and impact.

CHA Learning works very closely with HealthCareCAN member leaders to address training and professional development gaps within the healthcare system. By doing so, we support the development of capable, visionary leaders who can contribute to the system transformation required in Canada. CHA Learning is thereby true to our mandate to enable healthcare excellence through translation of critical knowledge, skills and innovations.

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.

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.



“The HQ” Podcast Series

CHA Learning’s “The HQ” podcast series engages listeners through insightful conversations with thought leaders and experts from throughout healthcare. Each episode delves into a current, relevant issue facing Canadian healthcare, unpacking the topic and providing healthcare leaders with new perspectives and practical takeaways. In 2023, “The HQ” saw steady listenership growth, with individuals tuning in across all social media platforms, and draw new audiences through social sharing on LinkedIn. As a result of the popularity of “The HQ”, listeners are more aware of the programs and services available to them and their staff through CHA Learning, and the impact continues with episodes like:

- [Canada’s health research crisis and why you should care: A panel discussion with 3 champions of Canadian health discovery](#)
- [Why are We Discussing Models of Care as Part of a Reshaping of Healthcare: In Conversation with Suzanne Madore, COO and CNE at The Ottawa Hospital](#)

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.



Canadian Healthcare Leadership Academy

This year CHA Learning also developed a remarkable new strategic partnership with Nova Scotia’s health system team, creating the “Health System Leadership Academy.” While this is a massive multi-year project, we and our partners are incredibly positive about the impact this will have in both the province of Nova Scotia and across Canada in 2024 and beyond. As such, work is also underway to share this with other organizations seeking to explore this model. [Learn more about the Canadian Healthcare Leadership Academy and its potential to support leadership development across Canada.](#)



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



Towards better mobility of doctors and nurses between provinces – Radio-Canada interview with Paul-Émile Cloutier (French).

January 26, 2023

[READ NOW](#)



Canada promised to fix health care almost 20 years ago. It's looking to get things right once more – Interview with Dr. Michael Gardam, HealthCareCAN Board Chair.

February 4, 2023

[READ NOW](#)



Lasting health-care system change requires national human resource strategy, say health experts – Interview with Paul-Émile Cloutier, president and CEO of HealthCareCAN.

February 6, 2023

[READ NOW](#)



Here's what Canadians want as high-stakes health summit begins: 'A significant shift' – Interview with Dr. Michael Gardam, Chair, HealthCareCAN Board of Directors.

February 7, 2023

[READ NOW](#)



Dr. Michael Gardam, Chair of HealthCareCAN's Board of Directors discusses the federal health funding announcement on CPAC.

Watch @15:45

February 8, 2023

[WATCH NOW](#)



Will More Money Fix Canada's Health Care System? HealthCareCAN Board Chair, Dr. Michael Gardam on TVO's The Agenda with Steve Paikin

February 10, 2023

[LISTEN NOW](#)



Cloutier and Hill: The budget must boost Canadian health research

March 15, 2023

[READ NOW](#)



Experts call on Health Minister Duclos to rise to challenge of health-care system transformation – Interview with Paul-Émile Cloutier, President & CEO.

April 24, 2023

[READ NOW](#)



Improving access to palliative care starts with better data collection – HealthCareCAN op-ed in the Hill Times

May 11, 2023

[READ NOW](#)



ERs across Canada likely to face rolling closures, long wait times, doctors, nurses warn – iPolitics interview with Paul-Émile Cloutier, president & CEO

June 22, 2023

[READ NOW](#)



Health care leaders urge premiers to take action now to fix system – Interview with Paul-Émile Cloutier, president & CEO of HealthCareCAN

July 10, 2023

[READ NOW](#)



Research, human resources, infrastructure: Three hospital execs weigh in on where the feds should step in – Article in Hill Times Research

October 17, 2023

[READ NOW](#)



Prevention key to cutting cyberattacks in hospitals, protecting patients: researchers

November 20, 2023

[READ NOW](#)



"The health-care system needs a complete makeover" – Sage Magazine interview with Dr. Michael Gardam, chair of HealthCareCAN's Board of Directors. (Winter 2023, pg. 14)

December 4, 2023

[READ NOW](#)



The LEGACY *of* LEADERSHIP *Award*

“ Bill continues to be a driving force in the widespread adoption of the LEADS framework in Canada as he truly believes leadership really matters. Though his philosophy of giving back and volunteerism, he continues to mentor the next generation of leaders and build collective action for change in our health system. He is highly deserving of this prestigious award. ”

Kelly Grimes, Chief Executive Officer
Canadian Healthcare Leadership Network (CHLNet)



HealthCareCAN is proud to announce one of Canada's most influential healthcare leaders, Bill Tholl, as the recipient of its 2023 Legacy of Leadership award.

Presented at HealthCareCAN's 2023 Annual General Meeting (AGM), 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.

For over 40 years, Mr. Tholl has influenced the development of national health policy and practice in roles that extend from public servant and CEO to advisor. In 1995, Bill stepped into the role of CEO for the Heart and Stroke Foundation of Canada and, since then, has held leadership and advisory roles in multiple national health sector organizations, including the Canadian Medical Association (CMA), HealthCareCAN and the Canadian Health Leadership Network (CHLNet).

“I am honoured and delighted to present this award to my long-time friend and colleague, whose wisdom I have often sought and deeply value,” added Paul-Émile Cloutier, HealthCareCAN President and CEO. “Bill has dedicated his entire career to supporting and improving Canada's health system and the health research ecosystem – no one knows this sector better than him – and I hope this award demonstrates how appreciative we are of his many contributions over the years.”

In 2022 Bill was awarded Officer of the Order of Canada to recognize his extraordinary contribution to this country. Mentor to many, he is a sought-after speaker, with CHLNet calling him a “leader of leaders” on the Canadian health scene. He is also a Certified Corporate Director and currently serves as a trustee on several for-profit and not-for-profit Boards, including the Royal College of Physicians and Surgeons of Canada and Royal College International.



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 2023, two institutions have decided to become members, please join us in welcoming the Centre hospitalier universitaire de Montréal and Greenshield. Engaging our members and creating a sense of connection is paramount to our mutual successes.





Affiliate members



Associate members





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.



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



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

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

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
President of the IMHR and VP of
Research
The Royal

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

Ron Johnson
Vice-President, Chief Operating
Officer
NL Health Services

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 and
Innovation
IWK Health

Natalie McMurtry
Interim Vice President, Provincial
Clinical Excellence
Alberta Health Services

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

**Dr. Robert Ohle**

Vice President, Academic & Research
Impact
Health Sciences North

Dr. Rulan S. Parekh

Vice President, Academics
Women's College Hospital

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

Vice-President of University
Mission, Performance and Quality
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 and
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. Teresa Tsang

Professor
Executive Director, Research
Institute (VCHRI)
Associate Dean, Research, Faculty
of Medicine, University of British
Columbia
Vancouver Coastal Health

Dr. Aristotle Voineskos

Vice President of Research
Centre for Addiction & Mental
Health (CAMH)

Dr. Kumanan Wilson

Vice-President, Research &
Academic Affairs / CEO & Chief
Scientific Officer, Bruyère Research
Institute
Bruyère Continuing Care

Dr. Bradly Wouters

Executive Vice-President, Science &
Research
University Health Network

Dr. Brandy Winquist

Executive Director, Academics &
Learning
Saskatchewan Health Authority



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.

Mike Northcott (co-chair)

Chief Human Resources Officer
Saskatchewan Health Authority

Kristen Winter (co-chair)

Executive Vice President, Programs,
People & Leadership
Sunnybrook Health Sciences Centre

Steve Ashton

Vice-President, People & Organization
Development
IWK Health

Sarah Cameron

Chief Human Resources Officer
Covenant Health

Ann Clancy

Chief Talent Officer
Children's Hospital of Eastern Ontario

Sarah Dougherty

Director, Learning and Development
The Royal Mental Health Centre

Frédéric Finn

Vice-President, Employee Experience
Vitalité Health Network

Christie Harper

Director, People Services and Culture
Yukon Hospitals

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
CIUSSS West-Central Montréal –
Jewish General Hospital

Jane MacKay

Chief Human Resources Officer
Winnipeg Regional Health Authority

Suzanne Madore

Executive Vice President, Chief Clinical
Officer and Chief Nursing Officer
The Ottawa Hospital

Julia Marchesan

Vice President of Human Resources
London Health Sciences Centre

Anna Marenick

Vice-President, People, Culture and
Belonging
Nova Scotia Health

Susan McGillivray

Senior Program Officer, HR Talent and
Workforce Strategies
Alberta Health Services

Debbie Molloy

Vice-President, Human Resources
Newfoundland & Labrador Health
Services

Indira Naraine

Chief Human Resources Officer
Kingston Health Sciences Centre

Conne Newman

Provincial Lead, Health Workforce
Shared Health Manitoba

Jacqueline Per

Executive Director Learning, Research,
and Innovation
Fraser Health

Caroline Roy-Egner

Senior Vice-President, Strategic
Planning, Transformation and Chief
Human Resources Officer
Montfort Hospital

Matthew Snyder

Vice President, Talent and Employee
Experience and CHRO
SE Health

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

David Williams

Vice President, Human Resources
Northern Health

Tracy Wolbaum

Chief Human Resources Officer
Health PEI



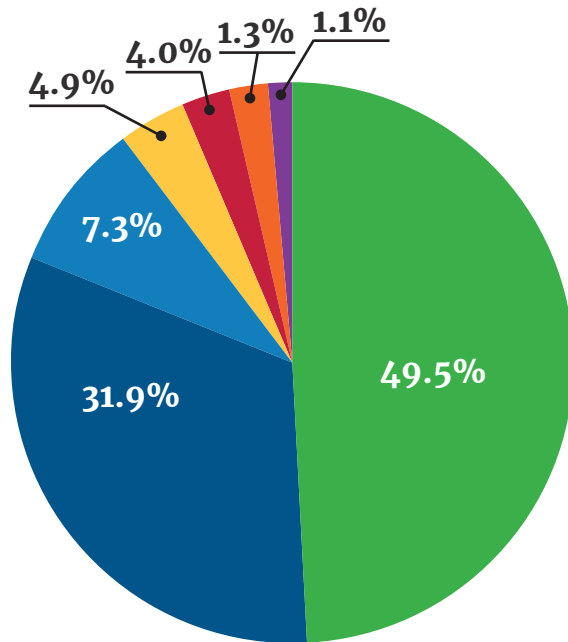
People and Culture Leaders from healthcare institutions across Canada gathered in Ottawa in June 2023 at the first-ever in-person meeting of the HealthCareCAN Health Human Resources Committee





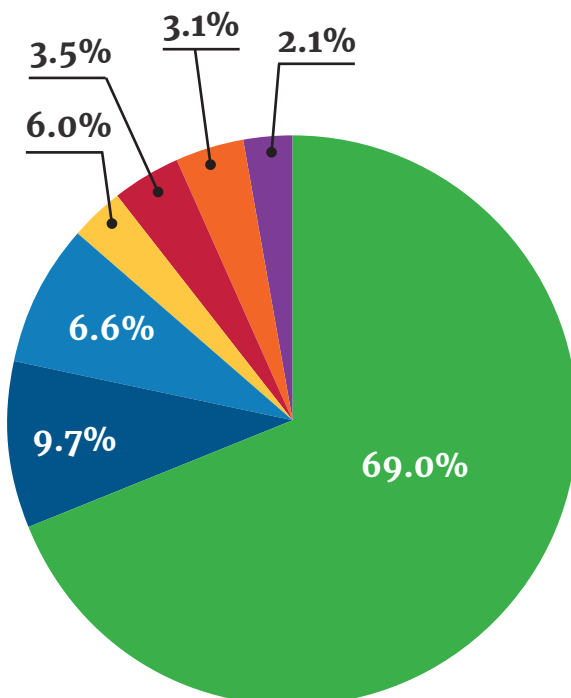
Financial highlights (YEAR ENDED DECEMBER 31, 2023)

The information below is derived from the 2023 audited financial statements



Revenue

Professional development	1,939,384
Membership fees	1,251,692
Rental revenue	287,822
Other income	193,606
Contributions	157,607
Conferences & Sponsorships	50,000
Service Bureau	41,575
Total Revenue	\$ 3,921,686



Expenses

Human resources	2,570,940
Professional development	359,905
Research, policy & communications	244,027
Property management	223,024
Administration	130,665
Corporate affairs	114,674
Information technology & other	79,403
Total Expenses	\$ 3,722,638



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