

# 2018 ANNUAL REPORT

## SETTING A NEW DIRECTION



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# 2018 ANNUAL REPORT

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**David Diamond**  
CHAIR, BOARD OF DIRECTORS

## Message from the Chair of the Board of Directors and the President and Chief Executive Officer of HealthCareCAN

The year 2018 was a defining year for HealthCareCAN, a year where our young organization strengthened its advocacy voice and enhanced its innovative CHA Learning offerings. Of course, the centerpiece of our work in 2018 was the development of our new 2019-2021 HealthCareCAN Strategic Plan, which focuses on building a strong, engaged membership, a sound financial foundation and a clear vision for the future.

The frontline health organizations and health researchers that comprise our membership give HealthCareCAN the critical perspective needed to seize collaborative and innovative opportunities to drive change. Our dedicated members separate us from the many competing organizations and help raise our voice above the din to ensure we are heard by policymakers and government. In short, members are our *raison d'être*.

As the national voice of Canada's health organizations, HealthCareCAN champions issues such as increasing federal funding for health research, improving access to infrastructure funds for health institutions, addressing antimicrobial resistance, supporting indigenous health, and many others. As we bring forward the voice of our members whose diverse expertise and experience represents the full continuum of care in Canada, we remind our policymakers and elected representatives that the health system is an impressive economic contributor to Canada's growth. That benefit must be protected, supported and encouraged to grow even more.

As we continue to advocate for our members we also remain committed to providing for their unique education and leadership development needs. We know that in today's fast-moving technological environment the leader of today who fails to adapt and grow will be left behind. That is why HealthCareCAN is focused on developing the next generation of health leaders through CHA Learning, our innovative professional development division.

With our strong and engaged membership we are looking to a bright future, one focused on ensuring healthy Canadians supported by a world-leading health system.



**Paul-Émile Cloutier**  
PRESIDENT & CEO

# OUR BOARD OF DIRECTORS



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*Newfoundland and Labrador*



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RESEARCH INSTITUTE  
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MEMBER-AT-LARGE



**Ms. Denise Lewis Fleming**  
CHIEF EXECUTIVE OFFICER  
HEALTH PEI  
*Prince Edward Island*



**Mr. George Weber**  
CHAIR, "GOVERNANCE &  
HUMAN RESOURCES" COMMITTEE  
MEMBER-AT-LARGE



# WELCOME OUR NEWEST MEMBERS IN 2018!



**Covenant Health**

## **PRESIDENT & CEO: PATRICK DUMELIE**

Covenant Health is one of Canada's largest Catholic healthcare providers, with a rich history in the province spanning 150 years. Covenant Health serves Albertans through all life stages, supporting individuals and families across Alberta through a broad range of services in communities, health centres, hospitals, seniors facilities and hospices.



**Saskatchewan Health Authority**

## **PRESIDENT & CEO: SCOTT LIVINGSTONE**

The Saskatchewan Health Authority is the largest organization in Saskatchewan, responsible for the delivery of high quality and timely health care for the entire province. Driven by the commitment to improve frontline patient care for Saskatchewan people, they are working together to better coordinate health services across the province to ensure patients receive high quality, timely health care, wherever they live in Saskatchewan.



**SE Health**

## **PRESIDENT & CEO: SHIRLEE SHARKEY**

SE Health is one of Canada's largest diversified home health companies, advancing home care and health solutions to make lives better. They have the largest health care innovation team in Canada. SE Health draws from over a century of diverse health care expertise to deliver excellence in home care, build capacity through education, create new models of care, and accelerate digital health and wellness technologies.



## **PRESIDENT & CEO: CAROL LAMBIE**

Waypoint Centre for Mental Health Care is located in Penetanguishene, Ontario, and is home to the Waypoint Research Institute. The hospital boasts Ontario's only high secure forensic mental health program for clients served by both the mental health and justice systems.



## **PRESIDENT & CEO: CATHERINE GAULTON**

HIROC (Healthcare Insurance Reciprocal of Canada) is Canada's leading provider of healthcare liability insurance. They provide a full range of insurance coverages, healthcare risk management consultation and expert claims management services.

***"We are extremely pleased to welcome these new member-organizations to the HealthCareCAN family and look forward to working together to advance health transformation in Canada."***

—David Diamond, Board Chair



# HealthCareCAN

*Leading. Innovation. Together.*

# 2019 - 2021

## STRATEGIC PLAN

### TOWARD A NEW DIRECTION FOR HEALTHCARECAN

A key focus in developing the new 2019-2021 HealthCareCAN Strategic Plan was to include the input and perspective of members throughout the process. Throughout 2018, the organization reached out in an inclusive effort to gather input and ideas from members, stakeholders and the public to create a new vision, mission and value proposition for HealthCareCAN.

Health care in Canada is changing rapidly and the leader of today who fails to adapt and grow will be left behind. That is why the HealthCareCAN 2019-2021 Strategic Plan commits to uniting health leaders to build a world-leading health system in Canada. HealthCareCAN believes that now more than ever there must be a clear, united call with the help of Canadians, for political action at the federal, provincial and municipal levels to transform health in Canada. Together, the voices of our members from across the continuum of care constitute an important political force – one that cannot be easily ignored.

#### VISION

Healthy Canadians supported by a world-leading health system.

#### MISSION

To deliver high-quality products and services to members in support of health system innovation and transformation.

# WE'RE COMMITTED TO ADVANCING KNOWLEDGE AND SKILLS

CHA Learning – HealthCareCAN's professional development division – is Canada's only *national* online healthcare learning provider. Our program areas focus on the unique and evolving needs of hospital and health organization staff, as well as health leaders. In 2018 alone, we had over 1100 enrollments in CHA Learning programs and courses, as professionals increasingly choose us to help advance their career. These engaged and dedicated individuals are helping lead the innovative transformation of our health system and 2019 promises to be another exciting year with new courses coming and more learners taking advantage of CHA Learning's offerings.

## MEMBER SCHOLARSHIP *EVOLVING TO MEET YOUR NEEDS*

Each HealthCareCAN member organization has its own needs and challenges, so in 2018 we decided to open up the CHA Learning Member Scholarship so it could be applied to our full list of program offerings. Members have indicated that they are pleased to see this change and some have taken the opportunity to spur the creation of an annual "call for nominations" process in their organization to engage staff in their professional development. We encourage all members to explore the breadth of learning options offered by CHA Learning at [www.chalearning.ca](http://www.chalearning.ca), and we invite members to contact us to learn more about implementing a "call for nominations" system within their own organization.

Take advantage of your membership with HealthCareCAN by using your annual CHA Learning Scholarship for any program or course enrolment. Use this benefit to increase staff satisfaction and engagement.



## NEW IN 2018: LEADERSHIP EXPRESS *SUPPORTING NEW & EMERGING HEALTH LEADERS*

In late 2018, CHA Learning launched an exciting new Leadership Express program designed to bridge a gap in frontline leadership development. The program consists of 2 courses:

1. **Engage to influence change**, which identifies the behaviours, styles, and engagement skills needed to be an effective healthcare leader.
2. **Time Management**, which teaches how to use Lean concepts to manage their time and workload effectively to enhance performance in delegating, prioritizing and increasing efficiency.

The program has seen considerable uptake, and we are working on developing additional courses within this program to continue meeting the needs of our members as they emerge.





# CHAMPIONING HEALTH AND HEALTH RESEARCH INNOVATION



***“By 2025, Canada will double the size of the health and biosciences sector and become a top-three global hub by: leveraging and advancing innovative technologies; attracting and retaining capital, skills and talent; and ensuring a vibrant ecosystem that will unleash the full potential of the sector and lead to improved health outcomes.”***

— Health and Biosciences Strategy Table Vision

In 2018, HealthCareCAN commended the federal government for injecting much-needed financial resources in science and research through Budget 2018. While these investments were deeply needed, the fact remains that Canada still needs a long-term national strategy to support and maintain the impressive value being delivered by Canada's health and life sciences sector.

HealthCareCAN's focus on the need for strategic support for innovation in health was echoed in a report from Canada's Health and Biosciences Economic Strategy Table (HBEST), one of six tables formed in 2017 by the federal government to support innovation in six key areas: advanced manufacturing, agri-food, clean technology, digital industries, health/biosciences and resources of the future.

The HBEST group has set the goal that Canada will double the size of the health and biosciences sector and become a top-three

global hub by 2025. Accomplishing this goal will involve leveraging and advancing innovative technologies, attracting and retaining capital, skills and talent and ensuring a vibrant ecosystem that will unleash the full potential of the sector and lead to improved health outcomes.

Throughout 2018, HealthCareCAN underscored the importance of recognizing and acting to support health and health research as a key economic driver in Canada in meetings with Ministers, Parliamentary Secretaries and key senior officials in these ministries:

- Health;
- Innovation, Science and Economic Development;
- Finance
- Science and Sport;
- Infrastructure and Communities;
- Seniors;
- Environment and Climate Change Canada.

As the national voice of Canada's research institutions, healthcare organizations and community hospitals, HealthCareCAN also continued to press for the federal government to extend eligibility for infrastructure and innovation funding to research hospitals; ensure research funding accounts for the full costs of the research effort; and to provide stimulus funding to drive growth in the development and adoption of digital technologies in health.

HealthCareCAN remains focused on raising awareness of the critical role research and community hospitals play in economic growth. Enhanced government relations efforts undertaken in 2018 with members of all political parties have set the stage for HealthCareCAN's enhanced advocacy efforts leading up to the 2019 federal election in October.



# “H ON THE HILL” MAKES CASE FOR HEALTH AND LIFE SCIENCES

On Oct. 30, HealthCareCAN Member CEOs and Vice Presidents of Health Research (VPRs) from across the country descended on Parliament Hill to meet with over 30 Ministers, Members of Parliament, Senators, and senior officials including the Ministers of Health, Crown-Indigenous Relations, and Seniors. HealthCareCAN representatives reinforced recognition of Canada's health and life sciences sector as a driver of economic growth and innovation.

Meeting participants stressed the need for action on key HealthCareCAN policy recommendations, specifically:

- Setting a minimum 25% funding floor for the indirect costs of research under the Research Support Fund;
- Granting eligibility to federal infrastructure funding competitions to healthcare organizations, and;
- Investing in digital health platforms to support care, training, and research in healthcare organizations.



**1 Day**



**3 Ministers & 1 Parliamentary Secretary**



**18 Member Organizations**



**33 Meaningful Connections**



Don Davies (Vice-Chair Standing Committee on Health), Dr. Allison Sekuler (Baycrest), Dr. Heidi Sveistrup (Bruyère), Ellen Chesney (Provincial Health Services Authority), Dr. Joanne Bezzubetz (The Royal)



The Honourable Ginette Petitpas Taylor (Minister of Health), Karen MacMillan (Covenant Health), Dr. Krista Jangaard (IWK Health Centre)



Jean Bartkowiak (Thunder Bay Regional Health Sciences Centre), Elizabeth May (Leader, Green Party), Dr. Alex Mackenzie (CHEO Research Institute)



Peggy Taillon (Bruyère Foundation), The Honourable Michael Chong (MP - Wellington—Halton Hills), Dr. Gail Tomblin Murphy (Nova Scotia Health Authority), Karen MacMillan (Covenant Health)



Dr. Zul Merali (The Royal), The Honourable Filomena Tassi (Minister of Seniors)



Dr. Gail Tomblin Murphy (Nova Scotia Health Authority), The Honourable Geoff Regan (Speaker of the House of Commons), Dr. Krista Jangaard (IWK Health Centre)



Robert Rivers (Senate of Canada), Nour El Farouk (Senate of Canada), Ellen Chesney (Provincial Health Services Authority), Peggy Taillon (Bruyère Foundation) Alisha Tharani (Baycrest)



Dr. Duncan Stewart (The Ottawa Hospital), Jean Bartkowiak (Thunder Bay Regional Health Sciences Centre), The Honourable Judy Sgro (Chair, Infrastructure Committee), Domonic Giroux (Health Sciences North), Dr. Krista Jangaard (IWK Health Centre)

# AN INNOVATIVE FEDERAL APPROACH TO HEALTH CARE

## A

### ADDRESS THE TRUE COSTS OF HEALTH RESEARCH

To help drive Canada's competitiveness in the global economy, health researchers need to be supported for the full costs of research. Canada's Research Support Fund helps researchers cover indirect research costs, such as for maintaining modern labs and equipment, hiring administrative support, and paying other administrative expenses.

Over time the support provided by this fund has eroded. Canadian researchers are at a severe competitive disadvantage relative to our peers.

### How can you help?

Support Canadian researchers by establishing a minimum floor of 25% funding from the Research Support Fund to cover the indirect costs of research.

### Falling behind



**80%**

OF OPERATING COSTS  
ARE REIMBURSED



**40-60%**

OF OPERATING COSTS  
ARE REIMBURSED



**18-22%**

OF OPERATING COSTS  
ARE REIMBURSED

Unlocking the economic  
potential of the health  
and life sciences sector

HealthCareCAN's Submission for the Pre-Budget  
Consultations of the 2019 Federal Budget

August 3, 2018

HealthCareCAN  
Leading. Innovation. Together.

## LEARN MORE

For more details on HealthCareCAN's recommendations for transforming Canada's healthcare system, see our 2019 Pre-Budget submission at [www.healthcarecan.ca](http://www.healthcarecan.ca) or contact us at 713-241-8005 x 205



## RENEW COMMITMENT TO HEALTHCARE INFRASTRUCTURE

The federal government used to play a key role in building and maintaining healthcare infrastructure. But for the last decade, Canadian health infrastructure, including hospitals and healthcare institutions, have been excluded from federal infrastructure funding, even as they have been transforming to meet the evolving needs of patients.

If Canada is to continue providing safe, innovative, high-quality healthcare for its citizens, we must update and upgrade our aging hospital infrastructure.

### How can you help?

Allow healthcare organizations to apply directly for federal infrastructure, innovation, and research funding support, per FINA's recommendation in 2017.

## Hazards of aging health infrastructure



### Weakened Disaster Responsiveness

DECREASED ABILITY TO RESPOND TO DISASTERS (E.G. EXTREME WEATHER)



### Risks to Patient Safety

INCREASED PROBABILITY OF ACCIDENTS OR HAZARDS (E.G. HOSPITAL-ACQUIRED INFECTIONS)



### Costs to the Environment

INABILITY TO DEPLOY CLEAN ENERGY SOLUTIONS



## UNLOCK THE POWER OF DIGITAL HEALTH

The future of Canada's healthcare system depends on our ability as a nation to seize the possibilities presented by digital health. The healthcare community needs stimulus funding to drive growth in the development and adoption of digital technologies in health.

### How can you help?

Invest \$100 million over five years through Canada's hospitals to help clinicians and patients develop, evaluate, and deploy innovative digital health platforms.

## Benefits of investing in digital health



### Cost savings

BETTER USE OF DATA AND ANALYTICS COULD SAVE THE HEALTH SYSTEM

**\$10 BILLION A YEAR**



### Increased productivity

DIGITAL HEALTH SYSTEMS COULD ACT AS A CATALYST, BOOSTING PRODUCTIVITY BY UP TO

**\$408 MILLION**



### Improved health

TREATMENTS HAVE BEEN **RADICALLY IMPROVED** AS A RESULT OF ADOPTING DIGITAL TECHNOLOGIES

## WHO WE ARE

HealthCareCAN is the national voice of Canada's healthcare organizations, community and research hospitals across Canada. We represent over 600,000 employees, 8,000 scientists, 60,000 research staff and students, and 45,000 volunteers in the healthcare setting.



# IMPROVING POLICY, IMPROVING HEALTH



## INDIGENOUS HEALTH

Canadian health leaders, and their organizations, have a critical role to play in helping to close the Indigenous health gap, one of our greatest national challenges.

The HealthCareCAN report “Bringing Reconciliation to Healthcare in Canada: Wise Practices for Healthcare Leaders”, co-authored by Dr. Lisa Richardson and Tracy Murphy, provides advice and importance guidance from the HealthCareCAN Indigenous Health Steering Committee.

The report presents wise practices for health leaders and organizations to address the health-related Calls to Action of the Truth and Reconciliation Commission of Canada (TRC) based on a literature review, interviews with key stakeholders, and case studies of several health care organizations.

The document also recognizes the broader need for health care transformation, highlights wise practices that Canadian health leaders can undertake within their own institutions and at a systems level, and discusses critical issues facing Indigenous Peoples in Canada. There is much work to do and Indigenous peoples' rights to self-determination (including for health and wellness programming) must be recognized.

## WORKING TO ADDRESS CANADA'S OPIOID CRISIS

Canada's opioid crisis continues to be one of the biggest public health threats facing our nation. As the national voice of hospitals and health organizations, HealthCareCAN is committed to contributing to the collaborative response and developing solutions to mitigate the devastating effects of Canada's opioid crisis. HealthCareCAN has aligned its advocacy efforts to address the crisis with its organizational commitments to the Joint Statement of Action to Address the Opioid Crisis in Canada.

In 2018, HealthCareCAN coordinated with the Canadian Centre of Substance Use and Addiction (CCSA) to create a webinar featuring innovative solutions from HealthCareCAN members to mitigate the crisis. Two leading Canadian experts directly involved in combatting the crisis, Dr. Jeffrey Turnbull of Ottawa Inner City Health and Dr. Victoria Lee, President and CEO of Fraser Health Authority, spoke to their experience and the challenges and opportunities to reducing opioid-related harms in Canada.

## ANTIMICROBIAL RESISTANCE AND STEWARDSHIP

HealthCareCAN continues to play a leadership role in promoting Antimicrobial Stewardship (AMS) programming and advocating for increased resources to move the needle on AMS in Canada. In 2018, HealthCareCAN participated in a host of advocacy meetings with Ministers, senior civil servants, and Canada's Chief Public Health Officer advocating for a focus on stewardship as part of a pan-Canadian approach to mitigating antimicrobial resistance. We also partnered with professional organizations and civil society to marshal resources and seed the soil for an ambitious AMS agenda in the years to come. We are hopeful that our efforts will be borne out with the release of the pan-Canadian Action Plan on Antimicrobial Resistance, which is currently slated for release in Fall 2019.





## A CYBER-SECURE HEALTH SYSTEM

Protecting critical infrastructure systems and data against cyber threats in Canadian healthcare organizations is an urgent and critical need in today's world of fast-paced technological growth. The number, significance, and complexity of cyberattacks is increasing, with important implications for Canada's health sector. In order to help our members prevent, prepare for, and respond to these attacks, HealthCareCAN led several initiatives. These initiatives include publishing a brief that shares considerations for Canada's health sector, hosting a cyber security summit, attended by health leaders and cyber security experts from around the world, and developing a declaration for healthcare organizations to sign and commit to fostering a robust, safe, and effective health system. In the course of our work, we were struck by how much of the battle must be fought on familiar territory, addressing issues of leadership and culture. All of us have stakes and a role to play in these matters. Our goal in this work is to give our partners the tools to do so. HealthCareCAN will encourage the federal government to invest further in this area.

## MENTAL HEALTH

Our country's healthcare providers are essential to ensuring the efficient, effective and safe delivery of healthcare services to all Canadians. It is critical to protect the health and safety of this incredibly important workforce. Although there has been progress in addressing the physical health and safety of healthcare workers and workplaces, there is an equally important and urgent need to safeguard their psychological health and safety.



### BY HEALTH, FOR HEALTH COLLABORATIVE

HealthCareCAN and the Mental Health Commission of Canada co-lead the By Health, For Health Collaborative, a group of healthcare organizations committed to advancing psychological health and safety, and is aligned with the principles of the National Standard of Canada for Psychological Health and Safety in the Workplace (the Standard). We are very pleased to report that through the Collaborative's System Transformation Working Group, implementing the Standard within healthcare organizations is now recognized as a Leading Practice by Health Standards Organization / Accreditation Canada.



### NATIONAL DEMENTIA STRATEGY

At the start of 2018, HealthCareCAN was very pleased to provide a letter of recommendation endorsing Dr. William Reichmann, President and CEO of Baycrest Health Sciences to serve as co-chair of a new Ministerial Advisory Board on Dementia to guide development of a National Dementia strategy for Canada. Dr. Reichmann was officially appointed on May 15, 2018, and continues to co-lead work on this important strategy.



### FEDERAL ACTION IN SUPPORT OF CHILD AND YOUTH MENTAL HEALTH

In late 2018, Dr. Zul Merali, President and CEO of The Royal's Institute of Mental Health Research represented HealthCareCAN before the Senate Committee on Social Affairs, Science and Technology as it embarked on a Youth and Mental Health Study. During his presentation, Dr. Merali underscored HealthCareCAN's concerns about the need for federal action in support of child and youth mental health, with a focus on investing in early intervention and prevention.



# 2018 NATIONAL HEALTH LEADERSHIP CONFERENCE

## Creating winning conditions for change

Presented each year by HealthCareCAN and the Canadian College of Health Leaders, the National Health Leadership Conference (NHLC) is the largest national gathering of health system leaders and decision-makers in Canada. Each year this sentinel event provides a forum to enrich health leadership practices and innovations and showcase leading practices and the many successes of HealthCareCAN members.

The overall theme of NHLC 2018 – Creating winning conditions for change – saw important discussions of key health issues such as: addressing the social determinants of health; improving digital health; strengthening the voice of patients in the system; creating a culture of engagement with front-line health staff and many more.





## THE GREAT CANADIAN HEALTHCARE DEBATE

Each year, the Great Canadian Healthcare Debate – a marquee feature of the NHLC – unites health leaders in discussion about the key health issues facing Canadians.

In 2018, the debate delved deeper into the top motions from the last three years, specifically: mental health, Indigenous health and seniors' health. The resolution – that universal mental health care must be a top priority for Canada – debated by Nicholas Watters, Director of the Knowledge Exchange Centre at the Mental Health Commission of Canada, emerged as the top priority with the support of 59% of health leaders.

## 2018 LEGACY OF LEADERSHIP AWARD

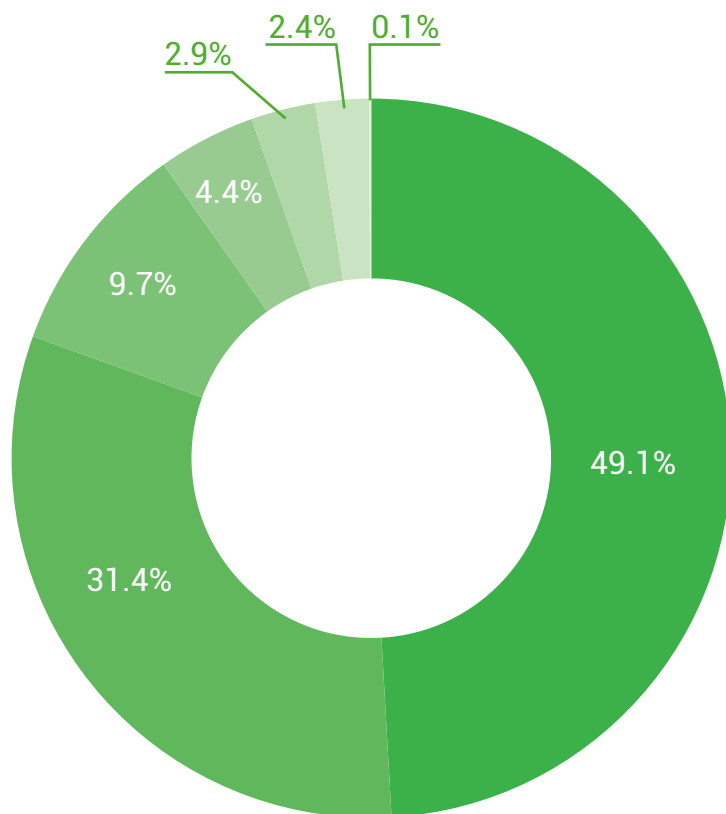
The 2018 NHLC in St. John's was the occasion for HealthCareCAN to recognize Wendy Nicklin with the 2018 Legacy of Leadership award for her decades of service to the health of Canadians in various leadership roles.

The prestigious award – presented each year at the NHLC – 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.

A valued active partner in discussions about improving the quality of health care, Wendy Nicklin is a recognized health care leader across Canada and internationally. Ms. Nicklin has extensive experience as a critical care nurse and in progressive leadership positions and has participated in many provincial and national initiatives, such as the National Steering Committee for Patient Safety. She was also a founding Board member on the Canadian Patient Safety Institute Board of Directors for 8 years.

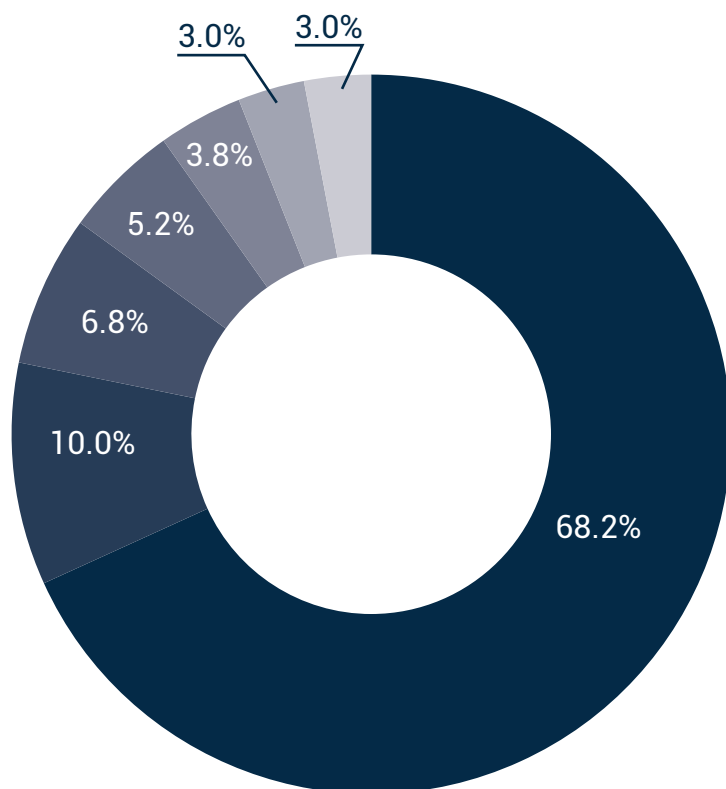


# FINANCIAL HIGHLIGHTS



**REVENUE: \$3,249,823**

Item	\$
CHA Learning	1,595,149
Membership fees	1,021,201
Rental revenue	315,764
Conferences	141,532
Service Bureau	95,475
Other income	78,702
Contributions & Sponsorships	2,000



**EXPENSES: \$3,185,049**

Item	\$
Human resources	2,174,801
CHA Learning	316,926
Property management	215,548
Administration	165,660
Corporate affairs	119,810
Research, policy & communications	96,914
Information technology & other	95,390





# Learning

a division of  HealthCareCAN

## LEARNING SOLUTIONS FOR HEALTHCARE ORGANIZATIONS

Prepare **front-line managers** to navigate daily challenges and opportunities



Enable **people-centred care** and engagement that improves experience



Enhance **long-term care** leadership and transform **cultures**



Build capacity to **improve** quality and patient safety



Address **succession planning** needs and skill shortages in **health information management**



Develop your people into **effective leaders** at all levels



**Contact Us**

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 @CHA\_Learning

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