

2019 ANNUAL REPORT

PAVING THE WAY FOR TRANSFORMATION



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2019 ANNUAL REPORT

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Rob MacIsaac
CHAIR, BOARD OF DIRECTORS



Paul-Émile Cloutier
PRESIDENT & CEO

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

2019 has been an exceptional year for HealthCareCAN, thanks to the generous support of its members, for it is they who make what we do possible.

The October general election, which seems like an eternity ago, left the country with a minority federal government in place in Ottawa. We saw this as an important opportunity to secure federal action and investment in health and health research. HealthCareCAN's series of advocacy work throughout the election campaign, which included appearances in the media and at federal committee meetings, one-on-one meetings with key federal players, and a social media campaign blitz, called attention to the precarious position of Canada's health system and the resource challenges that prevent it from seizing opportunities to transform and innovate.

As 2019 drew to a close, and the COVID-19 pandemic was still limited to one region of the world, HealthCareCAN was preparing its post-election advocacy strategy. However, plans quickly changed. As the pandemic swept across the country, the cracks in Canada's health system and the dire state of our health research ecosystem were on full display, splashed across the front page of every newspaper in Canada. HealthCareCAN's mission to deliver high-quality products and services to members in support of health system innovation and transformation has never been more important.

Our enhanced collaboration with system leaders and partners has proven invaluable in leveraging the combined strengths of our membership and delivering on our mission. We are confident that together, we can further the cause of health research in Canada and will continue to press the federal government to provide support for frontline healthcare and health research in response to the COVID-19 pandemic.

HealthCareCAN's work in 2019 has laid a strong foundation for numerous opportunities of future collaboration with its partners and stakeholders in 2020, and we look forward to sharing the benefits of these connections with you in the year to come.

OUR BOARD OF DIRECTORS



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CHAIR, BOARD OF DIRECTORS
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RESEARCH INSTITUTE
ST. JOSEPH'S HEALTH CARE
& LONDON HEALTH SCIENCES CENTRE
Ontario



Dr. Alike Lafontaine
MEMBER-AT-LARGE



Mr. George Weber
MEMBER-AT-LARGE

WELCOME OUR NEWEST MEMBERS IN 2019!



Hôpital St-Boniface Hospital

LEADERSHIP: MARTINE BOUCHARD

St. Boniface Hospital, a work of charity of the Sisters of Charity of Montreal "Grey Nuns", and one of Manitoba's largest health care facilities, is a Catholic tertiary health care facility affiliated with the University of Manitoba. St. Boniface Hospital has been providing leadership in health care on behalf of Manitobans since it was first established by the Grey Nuns in 1871. It employs over 3,880 health care professionals & support personnel.



Canadian Patient Safety Institute

Institut canadien pour la sécurité des patients

LEADERSHIP: CHRIS POWER

Established by Health Canada in 2003, the Canadian Patient Safety Institute (CPSI) works with governments, health organizations, leaders, and healthcare providers to inspire extraordinary improvement in patient safety and quality. Its mission is to inspire and advance a culture committed to sustained improvement for safer healthcare.

THE COLLEGE OF
FAMILY PHYSICIANS
OF CANADA



LE COLLÈGE DES
MÉDECINS DE FAMILLE
DU CANADA

LEADERSHIP: DR. FRANCINE LEMIRE

The College of Family Physicians of Canada (CFPC) represents more than 38,000 members across the country. The College establishes the standards for and accredits postgraduate family medicine training in Canada's 17 medical schools. It reviews and certifies continuing professional development programs and materials that enable family physicians to meet certification and licensing requirements.



Newfoundland & Labrador
Centre for
Health Information

LEADERSHIP: STEPHEN CLARK

The Newfoundland and Labrador Centre for Health Information provides quality information to health professionals, the public, researchers and health system decision makers. Through collaboration with the health system, the Centre supports the development of data and technical standards, maintains key health databases, carries out analytics and evaluation and supports health research.



An Alliance for Health Discovery | Une alliance pour les découvertes en santé

LEADERSHIP: DEBORAH GORDON-EL-BIHBETY

Research Canada is a national, broad-based alliance dedicated to advancing health research through collaborative advocacy. Through Research Canada's strategic activities, it engages all sectors – including government – to build support for health research and bring greater attention to the critical importance of long-term, sustainable health research funding as an investment in Canada's future.



N2 NETWORK OF NETWORKS
RÉSEAU DES RÉSEAUX

LEADERSHIP: JIM PANKOVICH

The Network of Networks (N2) is an alliance of Canadian research networks and organizations working to enhance national clinical research capability and capacity. Bringing together trialists and clinical research professionals from across the country, N2 provides a common platform for sharing best practices, resources and research-related content to ensure efficient and high-quality research, integrity of clinical practices and accountability.

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.

STRENGTHENING PARTNERSHIPS TO MEET YOUR LEARNING NEEDS



LEADS INSPIRED LEADERSHIP PROGRAM

LEADS Inspired Leadership brings online the renowned LEADS Learning Series through an innovative partnership between CHA Learning and LEADS Canada (Canadian College of Health Leaders). Notably, the LEADS Inspired Leadership program meets the LEADS Learning Series requirement for the CHE Select Certification.

This interactive and dynamic program supports leadership capacity development in both formal and informal leaders by increasing their ability to tackle the complex challenges they face within their roles and their organizations every day.



QUALITY IMPROVEMENT LEADERSHIP PROGRAM

CHA Learning has partnered with The Ottawa Hospital (TOH) to co-develop the online Quality Improvement Leadership Program, launching in June 2020.

This innovative program, based on The Ottawa Hospital's innovative and renowned quality improvement methodology, the *TOH Innovation Framework*, combines the Model for Improvement, LEAN and Six Sigma principles.

The unique framework allows learners to apply their learning as they work through a real quality challenge or initiative, and will prepare any healthcare professional to lead quality improvement projects and initiatives in any healthcare environment.



PEOPLE-CENTRED CARE LEADERSHIP PROGRAM

Developed in partnership with Health Standards Organization (HSO), this program enables healthcare professionals at all levels to lead healthcare change and improvement in partnership with patients, families and staff.

This certificate provides hands-on learning to benefit the organization as well as the individual learners who will engage in organization-specific projects and self-reflection.

The program is uniquely supported by faculty teams, made up of a health system expert and a patient partner, both of whom will provide coaching and feedback in an experiential and learner-centred environment.

MORE TO CELEBRATE IN 2019

NEW COURSES & PROGRAMS DEVELOPED JUST FOR YOU!



CODING REFRESHER COURSE

Designed for HIM professionals who do not have recent coding experience, this new course refreshes coding knowledge and skills suitable for entry-level coding roles. Professionals currently working in health records/HIM departments may benefit from taking this course to move into coding roles, whether they are new or returning to coding roles and need to upgrade their skills.

The Coding Refresher Course is intended for certified Health Information Management (HIM) Professionals who do not have recent acute care coding experience and who wish to refresh their knowledge and skills in order to work in an entry-level coding role, or to prepare to take the Coding Specialist Program.

MANAGEMENT ESSENTIALS IN LONG-TERM CARE PROGRAM

The Management Essentials for Long-Term Care program was developed in collaboration with HealthCareCAN members and prepares students to effectively manage and lead within the ever-changing challenges in the long-term care environment.

This program builds upon CHA Learning's acclaimed Management Essentials Program. This comprehensive and innovative program uniquely weaves in the LEADS in a Caring Environment leadership framework throughout each course. Explore essential skills and techniques needed to ensure you are ready for your career in long-term care!



WENDY SCOTT, INSTRUCTOR & ADVISOR

CELEBRATING 40 YEARS WITH CHA LEARNING



CHA Learning is pleased to recognize Wendy Scott for 40 years of dedicated service as a valued instructor and advisor in the Food Service and Nutrition Management Program. Wendy has been a faculty member with CHA Learning since early in her career, and has supported hundreds of students over the years. She began as an instructor just after securing her first "big job" as Assistant Director of Dietetics at the Royal Columbian Hospital. Although busy with this new job, Wendy felt that connecting with future Food Service and Nutrition Managers through education would be a fulfilling venture. Above all, she found that she enjoyed the mentorship aspects of the instructor role. For her part, Wendy shared the following wisdom, which applies to us all:

"Continue to learn. Don't be afraid to think outside the box! Be flexible, experience different positions and locations, and work hard!"

Thank you, Wendy, for your many years of valued contributions to CHA Learning. We look forward to working with you for many more.



WESTERN HEALTH'S MEMBER SCHOLARSHIP STRATEGY

For many HealthCareCAN members, the annual CHA Learning Member Scholarship (used towards any CHA Learning program of a Member's choice) is one of the most valuable benefits of membership. More and more, members are further leveraging the value of this Scholarship by using it as part of a strategy to engage staff in their own professional development. When we heard how the the human resource leaders at Western Health (Newfoundland and Labrador) had turned this benefit into a regional success story, we invited them to share a synopsis of their approach for other HealthCareCAN members who may be inspired to take a similar approach.

"We were so excited to extend the CHA Learning Member Scholarship opportunity to our employees! At Western Health we value our employees and the steps they take to develop themselves both personally and professionally."

We wanted to ensure this opportunity was extended to our employees in the most fair, equitable and non-discriminatory manner and determined that a process similar to our hiring practices would help facilitate such.

We developed an "Expression of Interest" posting that provided information about CHA Learning and the scholarship opportunity. The posting also outlined the process for employees to apply. We asked that employees submit their resume and identify the CHA Learning course they were most interested in completing and how that would contribute to their professional development. Employees were also asked to outline how the completion of the chosen course would support the organization's strategic goals.

At Western Health we place great value on personal and professional development because we know it is important to our employees.

Providing our staff with learning opportunities helps them understand how much we value their work. We also want to empower our staff to provide safe and excellent care for people in our region," said Michelle House, Vice-President of Population Health/Human Resources.

Selecting the Scholarship recipient was a very thorough process. This included all members of the senior team at Western Health. Each application was reviewed individually to determine how the candidate and their chosen course would contribute to professional development and meeting our organizational goals.

This was the first time Western Health has applied such a process for internal opportunities. The process was engaging and supports a learning culture that we strive to foster every day here at Western Health.

Western Health executives believe this process has helped them deliver on their strategic plan and build a positive organizational culture. And because they have had such a positive response to this, both from their employees and from their senior leadership team, they have committed to doing this again in 2020.

SHARING BEST PRACTICES

EXCELLENCE IN PATIENT ENGAGEMENT FOR PATIENT SAFETY

HealthCareCAN, the Canadian Patient Safety Institute and Health Standards Organization, with support from Patients for Patient Safety Canada, have partnered to identify, celebrate and disseminate leading practices in patient engagement for patient safety. Each year, two teams, each consisting of a staff member and a patient partner, are selected to present at the National Health Leadership Conference (NHLC). HealthCareCAN was delighted to announce that the winning teams for 2019 were both HealthCareCAN member organizations, Eastern Health and St. Joseph's Health Care London. Both teams showed tremendous leadership and exemplary patient engagement in the redesign of care and service to reduce or eliminate suicides in patients receiving mental health care.



Eastern Health was recognized for the work its teams did to redesign its mental health and addictions service on the Burin Peninsula, to be a recovery-focused, walk-in service. As a result of the collaborative redesign efforts, wait lists have been largely eliminated and no lives have been lost to suicide since 2017.

"By engaging with patients and those with lived-experiences, our team developed a common understanding and a shared vision for improving quality care. This exceptional achievement demonstrates the type of meaningful outcomes that can be achieved when health organizations partner with clients, families and other stakeholders to enhance health care."

– David Diamond, President and CEO
Eastern Health



St. Joseph's Health Care London was recognized for its work on the Zero Suicide initiative, an ongoing implementation of screening, assessment, risk and safety planning processes that aims to prevent all suicides for those receiving mental health care within the health system.

"The Zero Suicide Initiative at St. Joseph's Health Care London brings people together and provides standardized training, tools and processes to support conversations around suicidal thinking. This systematic, quality improvement approach sets a bold goal of reducing suicide to a never-event by wrapping care around the individual so that fewer people fall through gaps in their care journey."

– Jodi Younger, Vice President, Patient Care and Quality
St. Joseph's Health Care London.

In partnership with:



CHAMPIONING HEALTH AND HEALTH RESEARCH INNOVATION



The 2019 election resulted in a Justin Trudeau-led minority government as the Liberals relinquished their majority in the House of Commons but still managed to retain 157 seats.

For HealthCareCAN and our members from across the country, the campaign was about pressing the [federal government to provide national leadership for the future of health in Canada](#) and ensure that health care is affordable, accessible, vital, and innovative in the 21st century.

Healthcare organizations are the bedrock of the communities they serve and a key driver of economic activity, [but they are crumbling](#). This issue has been further exacerbated as institutions struggle to fund and implement

new technology. As a basic issue of fairness, Canadian hospitals and research institutes must be allowed to apply directly for infrastructure funding, something that is not currently the case.

Canada's national policy must recognize the value of health infrastructure and its importance to delivering on broader goals in the economy and in Canadian life. Achieving that fundamental goal will require more than words, more than promises it will require a federal government willing to champion health as the foundation for wealth.

We must also understand that [Canada can be a global leader in health innovation and research](#) by embracing the promise of technology and data platforms in the delivery

of health care. Reaching our potential also requires that the federal government make strategic and sustained investments in health research and innovation.

That is why HealthCareCAN has recommended that the federal government grow investments in science to cover the full cost of research enabling Canada's research hospitals to generate new breakthroughs, including on the health impacts of climate change.

HealthCareCAN has worked hard to strengthen our advocacy efforts and will continue to advance the interests of our members with the 43rd Parliament. This work, as always, will be driven by our goal of building a sound and healthy future for all Canadians.

Tell your MP that Health & Biosciences Innovation Will Lead to Economic Growth

The Government of Canada created and tasked the Health & Biosciences Economic Strategy Table to develop sector-wide actions to unleash Canadian innovation in our industry. Send a letter now and tell your MP that you support these recommendations.

[SEND A LETTER NOW](#)

HEALTHCARECAN'S HBEST CAMPAIGN

HealthCareCAN advocacy efforts helped convince the federal government to create and task HBEST to develop sector-wide actions to unleash Canadian innovation in our industry. These recommendations are critical for boosting innovation and growth in the Canadian health and biosciences space. Now, the Government needs to hear from Canadians directly in life sciences industries that they support the HBEST recommendations. To date over 250 letters have been sent urging that the federal government adopt the recommendations.



ENGAGING EMERGING RESEARCH INSTITUTES

At the beginning of 2019, HealthCareCAN reconvened a sub-committee focusing on the challenges faced by emerging research hospitals and institutes. The sub-committee offers an opportunity for emerging research institutes to identify common issues and initiatives that would assist their organizations in building their research capacity and to identify ways for HealthCareCAN to offer support.

ELECTION ADVOCACY CAMPAIGN ON SOCIAL MEDIA

While the SNC-Lavalin affair dragged on, preoccupying federal politicians, HealthCareCAN continued to press for sustained federal leadership to support the innovation and transformation underway to improve the health of Canadians. Below is a snapshot of our pre-election social media blitz



AN INNOVATIVE FEDERAL APPROACH TO HEALTH CARE

Canada's healthcare organizations are proud to offer world-class care, training, and research. Yet without increases to federal health transfers, we won't be able to meet the challenges on our doorstep: an aging population, stagnation in supports for health research and innovation, and a growing need to develop a new generation of expert health leaders, clinicians and researchers. Canadians deserve a renewed federal commitment to health.

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, putting Canadian researchers at a severe competitive disadvantage relative to our peers and contributing to our national brain drain.

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 in health research



80%

OF OPERATING COSTS
ARE REIMBURSED



40-60%

OF OPERATING COSTS
ARE REIMBURSED



18-22%

OF OPERATING COSTS
ARE REIMBURSED



LEARN MORE

For more details on HealthCareCAN's recommendations for transforming Canada's healthcare system, see our 2020 Pre-Budget submission at www.healthcarecan.ca or contact us at 613-241-8005 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. This only requires a policy change, not additional funding.

Hazards of aging health infrastructure



Weakened Disaster Responsiveness

DECREASED ABILITY TO RESPOND TO DISASTERS (E.G. OUTBREAKS)



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 in digital health and data platforms in Canada's research hospitals and health organizations to improve patient care and support climate mitigation efforts.

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



ENDING WORKPLACE VIOLENCE

After studying violence faced by workers in a health care setting, the House of Commons Standing Committee on Health (HESA) released a report recommending federal government action to address this serious problem. HealthCareCAN reviewed HESA's recommendations to address violence faced by health care workers in hospitals, long-term care facilities and in home care settings, and provided members with a summary of the report in the Fall 2019, entitled "Not Part of the Job". The summary report also detailed implications for member organizations.

For several years, HealthCareCAN has partnered with the Mental Health Commission of Canada (MHCC) in the "By Health, For Health Collaborative" to promote a vision for health institutions to be leaders and role models in providing psychologically healthy and safe work environments for all Canadians.

HealthCareCAN continues to champion the issue of enhancing the safety of health care workers with the Government of Canada and keep members informed of progress on the issue.



COLLABORATING TO ADDRESS CANADA'S OPIOID CRISIS

HealthCareCAN is committed to doing everything it can to contribute to the collaborative response to one of the biggest public health threats facing Canada. In April 2019, we co-hosted Research Canada's Parliamentary Health Research Caucus (PHRC) Reception on the opioid crisis, entitled *The Opioid Crisis: How Can Research Inform Solutions?* and invited Dr. Jeffrey Turnbull to help underscore the urgent need for parliamentarians to act on this critical issue.

During the event, HealthCareCAN highlighted our recent participation on a Canadian Society of Hospital Pharmacists working group to update important guidelines for opioids and controlled substances. The updated *Controlled Drugs and Substances in Hospitals and Healthcare Facilities: Guidelines on Secure Management and Diversion Prevention* document advises Canadian healthcare facilities on how to develop a system to prevent, detect and respond to diversion of controlled substances. The guidelines also describe ways to continuously improve such systems once established.



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 2019, HealthCareCAN participated in the Antimicrobial Resistance (AMR) Fighters campaign (#AMResistanceFighters), led by the Antimicrobial Resistance Fighter Coalition. HealthCareCAN President and CEO, Paul-Émile Cloutier, has been featured on the coalition's website advocating for patients to get the right drug, at the right time, at the right dose and only when necessary.

On the federal front, HealthCareCAN has been advocating for greater public attention to AMR with a focus on antimicrobial stewardship. After years of deliberations between federal and provincial/territorial governments, a pan-Canadian Action Plan on AMR was released the fall of 2019. In advance of the release, HealthCareCAN provided members with a brief outlining the potential implications for their organizations and advise members on how to prepare for the release of the Action Plan and contribute to national efforts in antimicrobial surveillance and stewardship.

US IMPORTATION OF PHARMACEUTICALS



In 2019, the United States' federal government took steps to legalize bulk importation of Canadian pharmaceuticals in order to ease costs. This provoked widespread concerns that such importation would cultivate or exacerbate drug shortages here in Canada. In recognition of these concerns, HealthCareCAN signed-on to a letter to the Health Minister, requesting that the Minister take steps to prevent drug shortages arising from exports of Canadian drug products and sought input from members on any concerns arising from these recent events. HealthCareCAN and partners from across the spectrum of health advocacy organizations met with federal Minister of Health Ginette Petitpas Taylor to highlight the implications and underscore our members' concerns at the growing movement and subsequently attended a technical briefing with Health Canada. HealthCareCAN remains concerned notwithstanding these events and have conveyed our concerns to the government. In December, A Health Canada spokesperson confirmed that the federal government will protect Canada's supply of medication. HealthCareCAN and our partners remain committed to our advocacy on this front.

MANDATORY REPORTING FOR ADVERSE EVENTS

Since Vanessa's Law was passed in 2014, Health Canada has been consulting with stakeholders to assist in developing regulations that will define the mechanics of the new mandatory reporting regime. In 2015, HealthCareCAN convened a group of national advocacy organizations called the Vanessa's Law Ottawa Working Group to discuss the merits of Health Canada's approach and to share information on our organizations' responses to it. Based on these deliberations and consultations with members, HealthCareCAN provided written feedback to Health Canada on two occasions. Health Canada published its final regulations governing Severe Adverse Drug Reactions (SADRs) and Medical Device Incidents (MDIs) in June 2019. HealthCareCAN released a member-only summary report to advise members on these revisions to federal regulations and to help member organizations prepare for the transition to a regime of mandatory reporting. HealthCareCAN remains attentive to developments as they relate to Vanessa's Law and will keep members apprised of any changes in the landscape.



HEALTHCARECAN'S CONTINUED WORK IN POLICY & ADVOCACY

HealthCareCAN continues to work on several additional policy fronts in 2019 in the interest of our members.



PHARMACARE



DRUG PRICING



**DISTRIBUTION OF
CONTROLLED SUBSTANCES
IN HOSPITALS**



CYBERSECURITY



**NATIONAL DEMENTIA
STRATEGY**



**CANADIAN ARMED FORCES
REIMBURSEMENT RATES**



2019 NATIONAL HEALTH LEADERSHIP CONFERENCE

Healthcare Innovation: Advancing better outcomes and economic growth

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 2019 – *Healthcare Innovation: Advancing better outcomes and economic growth* – saw health leaders, patients, providers and government officials from across Canada examine conference issues on how to prepare and adapt in medical landscape facing disruption innovation through technological advances and artificial intelligence.



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. Building on the success of the past four years, the 5th annual Great Canadian Healthcare Debate engaged Canadians across the country beyond the four walls of the conference. With the 43rd Canadian federal election looming as an important opportunity to drive health policy, the 2019 Great Canadian Healthcare Debate was informed by a public opinion poll on Canadians' greatest healthcare concerns, offering an opportunity for patients, patient care providers, health leaders and the general public to weigh in on the issues that matter most to them. Debaters from across Canada represented various perspectives including patients, clinicians, health leaders and politicians. A lively debate engaged conference delegates on the innovation and action needed now to transform health in Canada.

2019 LEGACY OF LEADERSHIP AWARD

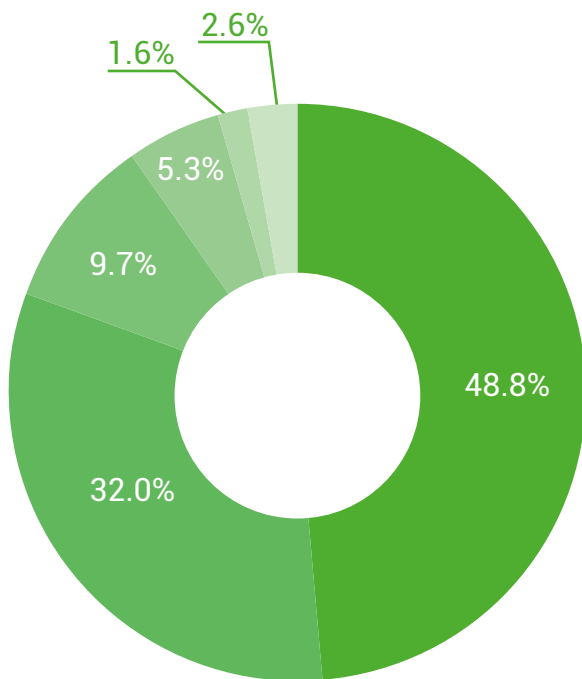
The 2019 NHLC in Toronto was the occasion for HealthCareCAN to recognize internationally-respected surgical educator, Dr. Richard Reznick, as the recipient of the 2019 Legacy of Leadership award.

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.

Dr. Reznick has contributed greatly to the field of medical education, his globally-recognized work in improving the quality of health care reflects a rich and powerful set of skills and talent that personify this award.

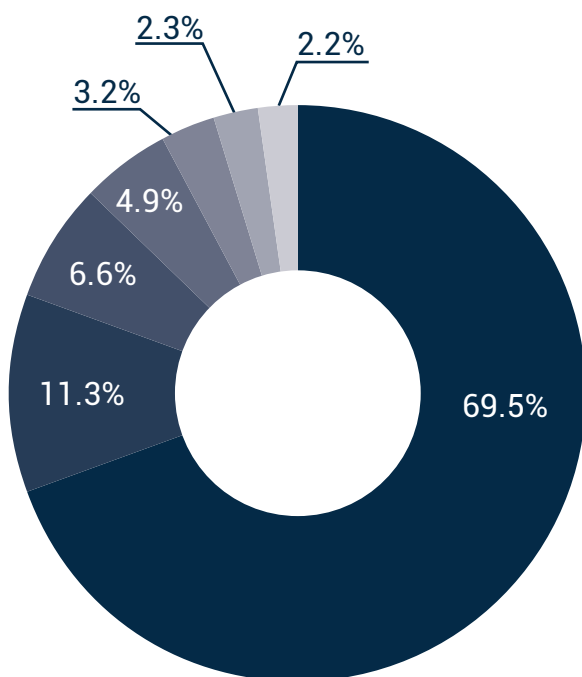


FINANCIAL HIGHLIGHTS



REVENUE: \$3,387,053

Item	\$
Professional development	1,654,058
Membership fees	1,083,067
Rental revenue	329,297
Conferences	178,301
Service Bureau	55,271
Other income	87,059



EXPENSES: \$3,344,081

Item	\$
Human resources	2,326,873
Professional development	378,592
Property management	220,462
Administration	162,385
Corporate affairs	106,604
Research, policy & communications	76,354
Information technology & other	72,811



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



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HealthCareCAN
Leading. Innovation. Together.