

HealthCareCAN is the national voice of hospitals, health authorities, health research, and healthcare organizations across Canada.

HealthCareCAN  SoinsSantéCAN
Leading. Innovation. Together. Leadership. Innovation. Collaboration.

HealthCareCAN 2024 Annual Report



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EMERGENCY ENTRANCE ONLY

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Message from our BOARD CHAIR



Dr. Robert McMaster
Chair of the HealthCareCAN
Board of Directors

Dr. Robert McMaster is Vice Dean of Research in the Faculty of Medicine at the University of BC.

For HealthCareCAN, 2024 marked a time of transition and change as the association began the year with a new 2024-2029 Strategic Plan that set out clear priorities for action to generate meaningful impact in advancing healthcare and health research in Canada. Then, near the end of the year we saluted our President & CEO, Paul-Émile Cloutier, as he took his well-deserved retirement from the helm of the Association. HealthCareCAN was very pleased to have Chief Operating Officer Catherine Barton assume the Interim President and CEO role so ably. The Board of Directors appreciates and thanks Catherine for her efforts.

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 and unite, support and serve our members. We will also strive to better integrate and coordinate the various levels of care across the system.

We are pleased to share the 2024 HealthCareCAN Annual Report with you. This document showcases work undertaken with – and in support of – our member institutions across the country. None of this work would have been possible without our dedicated staff and the exemplary engagement and leadership of the HealthCareCAN Board of Directors.

We live in challenging times, but HealthCareCAN is committed to working with our members to build a strengthened healthcare system supported by world-class Canadian health research institutes, both of which are crucial elements that will enable our strong economic and social future.

Dr. Robert McMaster
Chair of the HealthCareCAN Board
of Directors

HealthCareCAN is headquartered in Ottawa on the unceded and unsundered 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

HealthCareCAN welcomes new PRESIDENT & CEO

Just weeks into 2025, the HealthCareCAN Board of Directors was very pleased to announce the appointment of Michelle McLean as the organization's new President & CEO, effective March 3, 2025.

An experienced lawyer, public affairs and communications professional in both the corporate and non-profit sectors, Ms. McLean's extensive career achievements encompass over 20 years as a senior leader in federal government relations and communications experience in the health sector.

"Michelle brings a wealth of expertise and experience to the role of HealthCareCAN President and CEO and we are ecstatic that she will be leading HealthCareCAN's

ongoing efforts to positively shape the evolution of the healthcare system in Canada" said Dr. Robert McMaster, Chair of the HealthCareCAN Board of Directors.

Prior to joining HealthCareCAN, Ms. McLean was Senior Vice President, Government Relations at Santis Health, a leading national public affairs, strategic advisory, policy and communications consultancy for clients in the health care and life sciences sectors. Previously she held senior roles at Hill + Knowlton Strategies, including National and Ottawa General Manager and leader of the agency's health care practice.

"Over the course of my career I have had the privilege to help advance the work of many



brilliant and dedicated Canadian health researchers and leading healthcare organizations, all working to create a healthy and vibrant society," said Ms. McLean. "I am extremely excited to be joining HealthCareCAN, a champion of health research, policy development in support of system innovation that also provides industry-leading learning and development programs for healthcare workers and leaders."

HealthCareCAN bids adieu to Paul-Émile Cloutier

In early November Paul-Émile Cloutier stepped down as President and CEO of HealthCareCAN to enjoy and take on new challenges in retirement.

Mr. Cloutier joined HealthCareCAN in June 2017 and led the organization in developing many successful initiatives and achieving outstanding results. Under his leadership, HealthCareCAN was able to secure \$457 million in special funding for researchers during the pandemic – a period of heightened stress, transformation, and challenges for our health

professionals. Together with other partners, he strenuously encouraged Health Canada to establish some form of a stakeholder coalition to address health human resources issues.

"Paul-Émile showed outstanding leadership throughout his tenure, particularly during the challenging times of the COVID-19 pandemic where he expertly brought together health care leaders throughout Canada for coordinated responses," said Dr. Robert McMaster, Chair of HealthCareCAN's Board of Directors, in marking Paul-Émile's



retirement. "We are very grateful for Paul-Émile's unwavering commitment to HealthCareCAN and to supporting Canada's healthcare system. On behalf of the Board of Directors, we wish him all the best for a well-earned retirement."

HealthCareCAN's BOARD OF DIRECTORS*



Dr. Rob McMaster
CHAIR, BOARD OF
DIRECTORS
Vice Dean, Research
Faculty of Medicine
University of BC
British Columbia



Nicole Aminot
CHAIR, FINANCE, AUDIT
& RISK COMMITTEE
President & CEO
St. Boniface Hospital
Manitoba



Tiffany Boyd
President & CEO
Yukon Hospital
Corporation
Yukon



Dr. Michael Czubryt
VICE PRESIDENTS OF
RESEARCH COMMITTEE
REPRESENTATIVE
Executive Director,
Research
St. Boniface Hospital
Manitoba



Patrick Dumelie
President & CEO
Covenant Health
Alberta



Melanie Fraser
Chief Executive Officer
Health PEI
Prince Edward Island



Tracey MacArthur
President & CEO
Hamilton Health
Sciences Centre
Ontario



Kathy MacNeil
CHAIR, GOVERNANCE
& HUMAN RESOURCES
COMMITTEE
President & CEO
Island Health
British Columbia



Karen Oldfield
President & CEO
Nova Scotia Health
Nova Scotia



Dr. Lucie Opatrny
President & Executive
Director
McGill University Health
Centre
Quebec



Dr. Andrew Smith
VICE-CHAIR, BOARD OF
DIRECTORS
President & CEO
Sunnybrook Health
Sciences Centre
Ontario



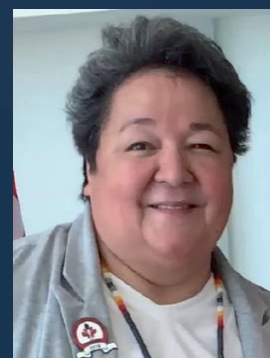
Andrew Will
Chief Executive Officer
Saskatchewan Health
Authority
Saskatchewan



Dr. Brad Wouters
VICE PRESIDENTS OF
RESEARCH COMMITTEE
REPRESENTATIVE
Executive Vice President,
Science and Research
University Health
Network
Ontario



David Diamond
Former Chief Executive
Officer
Newfoundland and
Labrador Health
Services
Director-at-large



Marilee Nowgesic
Chief Executive Officer
Canadian Indigenous
Nurses Association
Director-at-large



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

* as of December 31, 2024

From strategy to action

In early 2024, HealthCareCAN's released its [2024-2029 Strategic Plan](#), with a focus 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 and unite, support and serve our members.

HealthCareCAN's refreshed mission and strategic plan will allow us to strengthen our role as a key advisor to policymakers to drive change in the healthcare system. The plan will also enhance our role as the national convener of health system leaders united in the goal of developing and advocating for an equitable, resilient and sustainable health system able to meet the needs of the people of Canada and the health workforce. This plan is flexible and will be reviewed regularly to adjust to our changing environment.

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.

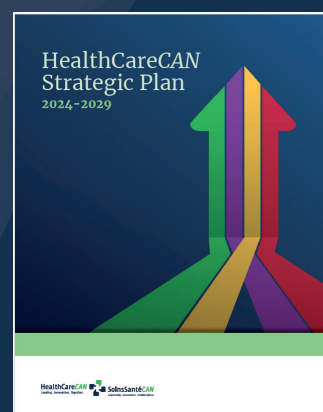
We strive to exhibit our values every day to each other, our members, partners, students, and broader health system stakeholders.

Our Vision

Healthy Canadians supported by a world-leading health system.

Our Mission

To unite and empower healthcare and health research leaders to build a better, more equitable health system for the people of Canada.



The strategic plan was launched on January 24, 2024



OUR VALUES

Community

We create safe and inclusive spaces and networks for dialogue, debate, advocacy, mutual support and learning.

Collaboration

We engage, listen, design and evolve together by combining strengths and voices to impact change.

Curiosity

We seek to learn and to understand other perspectives and needs to inform and guide our actions, services and products.

Agility

We are nimble and quick in anticipating, responding and adapting.



Champion the Canadian Health Research Ecosystem

In 2024, HealthCareCAN advocacy efforts helped secure a new, \$1.8 billion federal funding commitment to support the Canadian health research ecosystem

HealthCareCAN also launched a Health Research Campaign to highlight member achievements and released “A National Vision to Transform Health Research in Canada” to guide future advocacy efforts. Through collaborative efforts with other partner organizations and through joint campaigns such as the Coalition for Canadian Research, HealthCareCAN has continued to emphasize the importance of robust health research funding. HealthCareCAN’s ongoing action and efforts to engage members in government consultations to shape policy ultimately led to our recognition as a finalist for Research Canada’s 2024 Leadership in Advocacy Award.



Empower Leadership and Professional Development

In 2024, HealthCareCAN, through our professional development division, CHA Learning, focused on helping our member organizations empower leadership and advance professional development within the health sector. CHA Learning continues to grow based on strong interest in our educational programs from individuals and organizations throughout healthcare. Increased promotional efforts have led to significant growth in social media reach for CHA Learning, with a 164.7% increase in impressions and 31.5% growth in followers. Key initiatives, such as the Nova Scotia Health System Leadership Academy, are on track to evolve over the next three years, reinforcing HealthCareCAN’s commitment to transforming the health system and equipping leaders with essential skills for the future.



Advocate for a Sustainable and Equitable Health System

HealthCareCAN continues to deliver on its commitment to fostering a sustainable and equitable health system, while supporting person-centred care. Key initiatives included engaging health leaders through the Health Human Resources Advisory Committee and the newly formed Health Innovation Advisory Committee to inform advocacy efforts.

HealthCareCAN’s recommendations have been recognized in the Standing Committee on Health’s report on Children’s Health, contributing to significant funding commitments in Budget 2024. We remain dedicated to advancing our members’ top priorities in health policy, positioning HealthCareCAN as a leading voice on critical healthcare issues for all Canadians.



Unite, Support and Serve Members

HealthCareCAN remains dedicated to uniting, supporting, and serving its members by focusing on retaining, expanding, and diversifying its membership, which currently stands at 58 members as at the end of 2024. HealthCareCAN continues to focus on strengthening efforts to engage with member organizations as a means to support member retention and recruitment. Key objectives include increasing member engagement by 5% year-over-year, conducting a Board governance review for better representation, and optimizing communication strategies. HealthCareCAN also sought to improve the visibility of member initiatives and meet its social media engagement goals, achieving a 12% increase in impressions year-to-date. Through these efforts HealthCareCAN is committed to advancing the needs of its diverse membership and improving healthcare across Canada.

Championing the Canadian Health Research Ecosystem

Landing federal investment in health-related research

HealthCareCAN advocacy helped secure notable federal investment in Budget 2024 to bolster Canada's health researchers, including \$1.8 billion allocated over five years for the Tri-Council and \$825 million designated for enhancing scholarships for master's and doctoral students, as well as post-doctoral fellowships. Additionally, a thorough review of the Tri-Council's functions and relationships has been initiated to optimize its contributions to the research ecosystem.

Throughout 2024, HealthCareCAN provided a direct channel for members to provide numerous opportunities for members to provide key policy advice to government. These advocacy efforts included strong VPR committee participation in the SPOR refresh consultation with the Canadian Institutes of Health Research (CIHR), and during the capstone consultation with CIHR.

Partner with members in innovation, knowledge exchange and implementation of the research ecosystem

In addition to advocating for investments in research, HealthCareCAN fosters innovation and knowledge exchange within the health research ecosystem. The engagement of the VPR Committee and our

members has been crucial in these efforts. In 2024, we conducted a survey to assess member engagement and participation at committee meetings, noting committee member attendance rates regularly surpass 50%, indicating a strong interest in HealthCareCAN's work and value in participating in committee meetings.

Promote and leverage our member excellence to demonstrate the value of health research

HealthCareCAN aims to showcase member excellence to highlight the undeniable value of health research to decision-makers. Our Health Research Campaign, launched in early 2024, engaged various audiences through [opinion pieces](#), [digital advertisements](#), and a [dedicated webpage](#) that highlights health research successes from our member institutions.

In October, we released "[A National Vision to Transform Health Research in Canada](#)" (more on next page) which not only sets the groundwork for our advocacy going forward but also emphasizes our recommendations for establishing a pan-Canadian research vision.

In conjunction with other national advocacy groups, HealthCareCAN helped form the [Coalition for Canadian Research](#). In January, the coalition launched a digital advertising campaign, accompanied by social media outreach, culminating in [a joint news release](#) following the announcement of Budget 2024.

As part of the campaign to showcase the need for enhanced federal support for health research, Dr. David Hill (Interim Scientific Director, London Health Sciences Center Research Institute), Ellen Chesney (Former Chief Administrative Officer of Research at Provincial Health Services Authority), and Cindy Trytten (Director of Research and Capacity Building at Island Health) were [featured on "The HQ" podcast](#) produced through CHA Learning.

Our ongoing dialogue with decision-makers has illuminated the critical impact of health research and the need for increased federal funding, with support from partners such as the Toronto Academic Health Science Network. In recognition of these collective efforts, HealthCareCAN was nominated for Research Canada's Leadership in Advocacy Award in May 2024, underscoring our commitment to advancing the health research landscape in Canada.

HealthcareCAN's Vision to Transform Health Research in Canada

Leveraging and uniting the expertise and ideas from our Vice Presidents of Health Research and Emerging Health Research Institute committees, and other leading researchers working in the Canadian health research ecosystem, HealthCareCAN has developed a new [National Vision for Health Research in Canada](#).

The only truly national vision for health research in Canada, the document includes key urgent actions and recommendations to ensure Canadian health research is world-leading and helps improve health outcomes for people across the country. HealthCareCAN's National Vision to Transform Health Research in Canada contains a robust set of recommendations and actions under four key objectives:

1. Establish Canada as a Global Research and Innovation Hub
2. Accelerate the generation of new knowledge through Innovative Research
3. Empower a Diverse and Sustainable Research Workforce
4. Revolutionize Health Outcomes through Innovative Adoption, Translation and Implementation of Research.



Read our Op-Ed **"A national vision to raise Canadian health research up from down the rabbit hole"** published in CSPC Magazine.

By: Dr. David Hill, Ellen Chesney and Dr. Michael Czubryt.

Politics, the art of the possible and a new vision for health research in Canada: A HealthCareCAN reception



Throughout the fall of 2024, HealthCareCAN led an extensive advocacy effort with members of Parliament, government and department officials and other policymakers to showcase the research vision and its recommendations for action.

At this invitation-only event, attendees had the opportunity to network and hear more about HealthCareCAN's advocacy for an ambitious, strategic, and sustainable vision for health research and innovation in Canada.

In late October, representatives from across HealthCareCAN's member and partner organizations were joined by Dr.

Nipun Vats, Assistant Deputy Minister, Science and Research, Innovation, Science and Economic Development Canada (ISED) who presented on the future of health research and innovation in Canada and the ways in which Innovation, Science and Economic Development Canada is supporting Canada's health researchers.

Following the presentation, a panel discussion and Q&A session took place to provide further details on HealthCareCAN's *Vision to Transform Health Research in Canada*. Panel members included Dr. Vats, and the two co-chairs of HealthCareCAN's

Vice Presidents of Health Research Committee, Ellen Chesney, former Chief Administrative Officer of Research for Provincial Health Services Authority in Vancouver, British Columbia, and Dr. David Hill, Interim Scientific Director, London Health Sciences Center Research Institute in London, Ontario. The panel discussion was moderated by Catherine Clark, a nationally respected broadcaster, writer, emcee and the co-founder of the popular podcast The Honest Talk.

Advocating for a Sustainable & Equitable Health System

In our continued commitment to fostering a sustainable and equitable health system, HealthCareCAN has prioritized the engagement of health system leaders to drive meaningful reform, enhance quality improvement, and encourage person-centred care.

Convene health system leaders to reform Canada's health system, and drive quality improvement and people-centred care

To strengthen our advocacy efforts in 2024, HealthCareCAN convened and gathered input from key stakeholders within the health sector, including our Board members, the [Health Human Resources Advisory Committee \(HHRAC\)](#), and the [Health Innovation Advisory Committee](#).

In 2024, HHRAC members, alongside members of HealthCareCAN's [Vice Presidents of Research Committee](#),

[brought significant policy concerns related to the health workforce](#) to the Minister of Labour and Seniors, Steven MacKinnon – in his first meeting with a healthcare organization after being appointed minister – and Parliamentary Secretary to the Minister of Health, Yasir Naqvi.

Additionally, in September, HealthCareCAN organized two workshops with HHRAC members to collect insights, discuss emerging health workforce issues and identify policy ideas that could help address them. This collaborative approach enables us to better understand the landscape and drive effective advocacy efforts.

HealthCareCAN's HHRAC members worked extensively to refine and improve the "[Snapshot of Canada's Healthcare Workforce](#)" Benchmarking survey of HealthCareCAN member institutions

The survey was first developed in late 2022 and then refined in 2024 with the development of nationally comparable metrics and definitions to improve consistency and comparability of the data being collected.



L to R: Dr. Florence Dzierzinski (The Royal), Bianca Carlone (HealthCareCAN), Yasir Naqvi (Parliamentary Secretary to the Minister of Health)



L to R: Bianca Carlone (HealthCareCAN), Melissa Donskov (Bruyère Health), Suzanne Madore (The Ottawa Hospital), Cara Vaccarino (The Royal), Hon. Steve MacKinnon (Minister of Jobs and Families) Jonathan Mitchell (HealthCareCAN)

Be the go-to voice for government and public on time-sensitive health system issues including strengthening our health workforce

In 2024, HealthCareCAN provided the definitive policy voice for health system issues, garnering the attention of the Prime Minister's Office for our advocacy for health system modernization, workforce issues and action to support health research in Canada.

HealthCareCAN recommendations were also [endorsed by the Standing Committee on Health's \(HESA\)](#), which included several HealthCareCAN policy proposals in its report on Children's Health, published in May. These recommendations, which align with those made by our member organization Children's Healthcare Canada, contributed to a robust advocacy framework that received acknowledgment and adoption from the Committee.

Budget 2024 also included significant commitments that responded to needs identified by HealthCareCAN, including \$500 million for a Youth Mental Health Fund and \$77.1 million dedicated to

enhancing the integration of internationally educated healthcare professionals into Canada's health workforce, both of which were proposed in HealthCareCAN's [2024 pre-budget submission to the House of Commons Standing Committee on Finance](#).

Advance innovative solutions that transform the health system through inter-sectoral partnerships

HealthCareCAN continues to push for transformative and collaborative solutions to health system challenges through the development and presentation of policy recommendations to federal departments and other policymakers.

To garner support for our recommendations and further our advocacy efforts, we have cultivated partnerships across various stakeholders in health policy. Several federal departments, including the Canadian Institutes of Health Research (CIHR) and Health Canada, sought HealthCareCAN's expertise in [revising the Tri-Council governance model](#). Our contributions, informed by consultations with VPR Committee members, have shaped the foundational structure of health governance

as outlined in Budget 2024, specifically advocating for the maintenance of CIHR's existing relationship.

In collaboration with partners in mental health, we have co-lead the [Quality Mental Health Care Network](#), sharing findings at prominent conferences such as the Canadian Association for Health Services and Policy Research Conference and the 2024 Canada's Drug Agency Symposium, where we presented on topics including [cybersecurity standards](#) developed through our collaboration with the Digital Governance Council. Additionally, our involvement with the Palliative Care Coalition of Canada and co-organizing the Breakfast on the Hill event in April 2024 exemplifies our commitment to addressing pressing health policy challenges through strategic engagement and partnership.

Through these and other initiatives, HealthCareCAN remains steadfast in its mission to advocate for a sustainable and equitable health system that meets the needs of all Canadians, shaping a future where our healthcare infrastructure is equipped for both current challenges and future innovations.

HealthCareCAN's "Snapshot of Canada's Health Workforce"

The image displays several overlapping pages from the 'Snapshot of Canada's Health Workforce' report. Key sections visible include:

- About the Consultation:** Details the 2022-23 workforce survey and the HHRAC's role.
- Health Human Resource Advisory Committee (HHRAC):** Lists members and their expertise.
- Workforce Representation:** Shows a bar chart of workforce distribution by province/territory and a pie chart of staff types.
- Issues & Opportunities:** Lists key findings such as recruitment challenges, burnout, and the need for innovation.
- PARTICIPATING MEMBER ORGANIZATIONS:** Lists various health organizations across Canada.
- GEOGRAPHIC & DEMOGRAPHIC REPRESENTATION:** Includes a map of Canada and a pie chart showing the geographic distribution of respondents.

A red banner at the bottom of the collage contains the text: **Click here to view survey results** and *New results coming soon*.

Empowering Leadership and Professional Development



Canada's only national, fully online learning provider serving all of healthcare

For nearly 75 years, **CHA Learning** has supported the growth and transformation of Canada's healthcare workforce. As the professional development division of HealthCareCAN, we partner with member organizations, healthcare professionals, leaders and organizations to advance the quality, safety, and sustainability of healthcare in Canada by enhancing knowledge and skills, building team capacity, and driving system improvement.

Our online healthcare professional development offerings are designed for working professionals, ensuring flexible, accessible, and practical learning that meets the evolving demands of healthcare today.

Why Healthcare Leaders Choose CHA Learning

We understand healthcare: Built exclusively for healthcare, our programs reflect the real needs of the system and its workforce because we are continuously engaged with partners, members, and learners.

We ensure practicality, applicability and flexibility: Designed with working professionals and teams in mind, our

programs support work-life balance and enable immediate, local application of skills and knowledge.

Our Programs are cost-effective:

With a mandate to serve healthcare organizations, we offer affordable, fully managed programs that build capacity, reduce administrative burden, and scale to teams of any size.

With Healthcare

We collaborate and co-design with members and other health system partners to ensure our programs are relevant, current and support real system needs.

By Healthcare

Our programs are developed with industry experts and delivered with experienced faculty who work in the health system and support our learners in meaningful ways.

For Healthcare

We are a healthcare organization, and we specialize in serving and building capacity across Canada and the continuum of care.

Customized Learning Solutions & Cohort-Based Delivery

Whether your organization needs to fill skills gaps, develop future leaders, or embed learning into broader change initiatives, CHA Learning provides flexible

and practical options. Our experienced team can work with your organization to co-design or customize learning that responds to specific challenges and needs – such as skill gaps, onboarding needs, leadership succession planning, or to help address specific system and organizational priorities.

Through our extensive experience and expertise, we are also pleased to offer customized, closed **cohort programs**. Customized delivery further enhances organizational applicability and fosters collaboration, engagement, and discussion on complex or sensitive topics. CHA Learning is pleased to offer HealthCareCAN member and group discounts on our already affordable programs. [Contact us to learn more!](#)

CHA Learning's collaboration with our members across Canada provides a unique perspective on healthcare professional development. We understand every jurisdiction holds unique challenges, and we strive to co-design innovative solutions that successfully address those challenges. Our real-world, Pan-Canadian insights are built into our high-value programs.

The Canadian Health Leadership Academy

Transformational Leadership Development By Healthcare,
With Healthcare, For Healthcare.

About the Academy

The Canadian Health Leadership Academy is an innovative and holistic health leadership development program that has been co-designed with and for healthcare organizations. We don't only teach leadership knowledge, we build skillsets and mindsets by engaging participants in meaningful application to real-world challenges and opportunities.

The Academy develops individuals, teams, and entire organizations or systems to foster meaningful collaboration, transformation and culture change.

This is not a one-size-fits-all solution. The Canadian Health Leadership Academy leverages existing curriculum while being fully adaptable to the needs, goals, values and culture of each organization or system.

The Academy harnesses the power of both individual [or "personal"] and team learning and growth. It is impactful for any level of leader, from any role or

background and the multi-disciplinary emphasis advances psychological safety and respectful relationship-building.

Academy Components

The Canadian Health Leadership Academy multi-modal program can be scaled up or down based on organizational needs and budget. Components may include:

- Foundational eLearning
- In-person and/or virtual workshops
- Virtual discussion sessions
- Group coaching
- 360 leadership assessments
- Individual coaching

What Sets the Academy Apart

The Academy is a holistic leadership solution developed, by health, with health, for health. Highly adaptable to local needs, it equips individuals, teams and organizations with the skills, knowledge and relationships to foster transformation.

- Co-designed with healthcare organizations
- Adaptable to local needs, priorities and budget
- Fosters cross-disciplinary and system collaboration
- Integrates coaching and 360 leadership assessments
- Tackles real-world healthcare challenges
- Promotes sustainability
- Impacts leader capability, engagement and trust
- High affordability/low cost per learner

Picture taken at the Health System Leadership Academy Capstone event, hosted by Nova Scotia health system partners:





Unite, Support and Serve Members

HealthCareCAN is dedicated to uniting, supporting, and serving our members effectively, ensuring that we meet their diverse needs and reinforce the integral role of our organization in advancing healthcare in Canada.

Retain, expand and diversify our membership to represent the full continuum of care

HealthCareCAN is working to recruit new member organizations, to enhance diversity within our [membership](#) and increase representation of across the continuum of healthcare.

Two of our three new members, Peterborough Regional Health Centre and Oak Valley Health, introduce community health centre perspectives, while our new affiliate member, GE Healthcare Canada, brings insights as a technology provider focused on digital infrastructure and analytics that support patient diagnosis, treatment, and management.

Strengthen engagement with member organizations

Throughout the year, HealthCareCAN produced various engagement opportunities to connect members and showcase work on behalf of members, advocacy activities and learning opportunities through CHA Learning. Our goal was to achieve a 5% year-over-

year growth in member participation in HealthCareCAN activities, with 2024 engagement rates serving as the baseline from which this was to be measured. Additionally, HealthCareCAN has been working to enhance the engagement metrics related to the organization's communication materials, with a specific focus on improving open and click rates, which, in 2024, far exceeded non-profit sector average engagement rates.

Another important initiative involves undertaking a Board governance review to ensure greater representation across the continuum of care. This review is currently in progress, and implementation is scheduled for 2025.

Respond to both current and future member needs

A key area of focus for 2024 was to increase the visibility of our members' initiatives through the HealthCareCAN website, the organization's social media channels, and other platforms, aiming to profile at least one activity from each of our member institutions in 2024. As of the end of 2024, we highlighted over two dozen member institutions, with plans to continue this process into 2025.

Enhancing the impact and awareness of our media and marketing campaigns continues to be a priority, with a target of increasing social media impressions and followers by 10% annually. In 2024, we exceeded this goal, with a 12% increase.

Continually demonstrate our value to current and future member organizations

A planned member survey in 2025 will assess members' understanding and support of HealthCareCAN's value proposition, providing us with essential insights to guide our ongoing efforts and fostering a member-centric approach moving forward.

The LEGACY *of* LEADERSHIP Award

“ Leslee’s visionary and compassionate leadership have significantly impacted both Canada’s health system and health systems worldwide, her ability to inspire, combined with her groundbreaking work in patient-centred care, has been transformative and demonstrates her relentless pursuit of quality and safety in healthcare. She is highly deserving of this prestigious award. ”

Elizabeth Calder, Chief Operating Officer
Health Standards Organization & Accreditation Canada

HealthCareCAN is pleased to announce one of the health system’s most transformative and dedicated healthcare leaders, Leslee Thompson, as the recipient of its 2024 **Legacy of Leadership award**.

Presented at HealthCareCAN’s 2024 Annual General Meeting, 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.

Appointed CEO of Accreditation Canada and the Health Standards Organization in 2016, Ms. Thompson has demonstrated exceptional leadership, vision, and dedication to advancing quality health services for all. Dating back over 25 years, her clinical roots as a Registered Nurse continue to influence her relentless pursuit of quality and safety in health care.

Ms. Thompson’s ability to inspire and drive change is further evidenced by her frequent invitations to speak, write, and serve on influential boards and panels, including as Board Chair of the Canadian Foundation for Healthcare Improvement, Chair of Council of Academic Hospitals Ontario, Assistant Professor at Queen’s University and a member of Ontario Health Innovation Council to name a few.

Ms. Thompson’s leadership style has been the subject of many case studies and articles and Leslee has received numerous awards and honours including being named as one of Canada’s Top 100 Most Powerful Women. Today, she is an active volunteer on the Daughters for Life Foundation Board of Directors.



Pictured: Leslee Thompson

HealthCareCAN members

HealthCareCAN unites senior leaders from healthcare and health research organizations in an engaged, national network to form a common understanding and gather evidence on the most current and pressing healthcare challenges to develop, spread and advance solutions.

Full Members



“There is strength in numbers and membership in HealthCareCAN is a crucial way for health leaders at Sunnybrook to connect with colleagues from across the country to share best practices and advance solutions to improve healthcare, health research and the health system.”

– Dr. Andy Smith, President & CEO
Sunnybrook Health Sciences Centre



Affiliate Members



Associate Members



HealthCareCAN's Vice Presidents of Health Research Committee



Dr. David Hill (co-chair)

Interim Scientific Director, Research Institute
London Health Sciences Center

Ellen Chesney (co-chair)

Former Chief Administrative Office of Research
Provincial Health Services Authority

Dr. Evdokia Anagnostou

Vice President, Research and Director of the Research Institute
Holland Bloorview Kids Rehabilitation Hospital

Dr. Rebecca Auer

Executive Vice-President, Research and Innovation, CEO and Scientific Director, Ottawa Hospital Research Institute
The Ottawa Hospital

Dr. Gerald Batist

Deputy Director and Senior Investigator, Lady Davis Institute
Jewish General Hospital

Dr. Paul Beaudin

Director of Research and Innovation
Shared Health Manitoba

Dr. Jason Berman

CEO & Scientific Director, Research Institute
Children's Hospital of Eastern Ontario

Dr. Julia Bickford

Executive Director, Research Innovation and Evaluation
Northern Health

Dr. Michael Czubryt

Executive Director, Research
St. Boniface Hospital

Dr. Florence Dzierszynski

President of the IMHR and VP of Research
The Royal

Dr. Estelle Ethier

Chief Executive Officer, Institut du Savoir Montfort
Montfort Hospital

Dr. Anne-Claude Gingras

Vice President of Research
Sinai Health System

Dr. Justine Giosa

Scientific Director and 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 and Chief Operating Officer
NL Health Services

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. Frank MacMaster

Vice President, Research and Innovation
IWK Health

Greg Martyn

Chief Administrative Officer, Research
Provincial Health Services Authority

Dr. Robert McMaster

Vice Dean, Research
UBC Faculty of Medicine

Dr. Christopher Mushquash

Executive Vice-President of Research and Chief Scientist, Research Institute
Thunder Bay Regional Health Sciences Centre

Crisis has become the defining term of Canada’s healthcare system, but HealthCareCAN and our members believe strongly that our nation can build a robust health research and innovation ecosystem that will turn crisis into an opportunity to improve health outcomes for all Canadians.

Dr. Robert Ohle

Vice President, Academic & Research Impact
Health Sciences North

Dr. Rulan S. Parekh

Vice President, Academics
Women’s College Hospital

Dr. Kristen Pitzul

Director, Strategic Policy and Hospital-Enabled Research
Ontario Hospital Association

Dr. Lisa Porter

Vice President, Research and Scientific Director
St. Joseph’s Health Care London

Dr. Serge Rivest

Director, Research Institute
CHU de Québec-Université Laval

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

President and Chief Scientist,
Baycrest Academy for Research and Education, Baycrest Centre for Geriatric Care
Baycrest

Dr. Steven Smith

Vice President, Health Sciences Research & President and CEO,
Kingston General Health Research Institute (KGHRI)
Kingston Health Sciences Centre

Dr. Lehana Thabane

Vice-President, Research
St. Joseph’s Healthcare Hamilton

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)
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. Brandy Winquist

Executive Director, Academics & Learning
Saskatchewan Health Authority

Dr. Bradly Wouters

Executive Vice-President, Science & Research
University Health Network

Canada’s health research crisis and why you should care: A panel discussion with 3 champions of Canadian health discovery



Learn as our expert panel goes “beyond the lab” to explain the importance of maintaining a strong Canadian health research ecosystem as the foundation for high-quality clinical care, a wealth generator with a tremendous return on investment, and our nation’s best defense against the next, inevitable pandemic.

Panelists:

- Dr. David Hill, Interim Scientific Director, London Health Sciences Center Research Institute.
- Ellen Chesney, former Chief Administrative Officer of Research at Provincial Health Services Authority.
- Cindy Trytten, Director of Research at Island Health Authority.

HealthCareCAN's Health Human Resources Advisory Committee

Mike Northcott (co-chair)

Chief Human Resources Officer
Saskatchewan Health Authority

Susan McGillivray (co-chair)

VP People and Health Professions
(interim)
Alberta Health Services

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

Frédéric Finn

Vice-President, Employee
Experience
Vitalité Health Network

Joni Kent

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

James Low

Executive Director, People, Quality &
Strategy; Chief Privacy Officer
Yukon Hospitals

Laura MacDonald

Vice President, People and Culture
The Royal Mental Health Centre

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

Myfanwy Marshall

Vice President, People & Experience
Centre for Addiction and Mental
Health (CAMH)

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

Marie Nunziata

Vice President, People and Chief
Human Resources Officer
Oak Valley 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, UHN Education &
Professional Development
University Health Network

Sharon Torgerson

Executive Business Lead of Provincial
Human Capital Management
British Columbia Ministry of Health

Jeannine Verdenik

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

David Williams

Vice President, Human Resources
Northern Health

Kristen Winter

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

“I am honored to contribute as a member of the HealthCareCAN Health Human Resources Advisory Committee, a national network of healthcare leaders dedicated to advancing innovative strategies and solutions to address the complex challenges facing Canada’s health workforce. Through collaborative advocacy and strategic insight, this committee plays a vital role in shaping policies that ensure a skilled and diverse workforce, foster equity and inclusion, and prioritize the mental health and resilience of healthcare professionals. It is inspiring to work alongside such committed leaders to drive meaningful change for the future of our healthcare system and the communities we serve.”

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

HealthCareCAN’s HHRAC Steering Committee

Mike Northcott (co-chair)
Chief Human Resources Officer
Saskatchewan Health Authority

Susan McGillivray (co-chair)
VP People and Health Professions
(interim)
Alberta Health Services

Steve Ashton
Vice-President, People &
Organization Development
IWK Health

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

Debbie Molloy
Vice-President, Human Resources
Newfoundland & Labrador Health
Services

Conne Newman
Provincial Lead, Health Workforce
Shared Health Manitoba

Sharon Torgerson
Executive Business Lead of Provincial
Human Capital Management
British Columbia Ministry of Health

Kristen Winter
Vice President, Human Resources
& Organizational Development &
Leadership
Sunnybrook Health Sciences Centre

How Artificial Intelligence Can Be a Solution to our HHR Crisis and Transform the Future of Healthcare with Dr. Muhammad Mamdani



Dr. Mamdani’s expertise and groundbreaking work at the University of Toronto’s Temerty Faculty of Medicine Centre for Artificial Intelligence Research and Education in Medicine makes him the perfect guest to unpack the promises and challenges of AI in healthcare. As we ponder the potential of AI, we can’t ignore the pressing Health Human Resource crisis facing healthcare systems worldwide. Does AI innovation hold the promise to alleviate this crisis, offering solutions to ensure better healthcare access and delivery for all?

Key Discussions:

- Defining AI in Healthcare
- Addressing the Data Problem
- Impact on Clinicians and Health Services
- From Theory to Practice
- Translating AI into Practice
- Building AI Initiatives
- Navigating Risks and Ethical Considerations

NEW!

HealthCareCAN's Health Innovation Advisory Committee

Senior leaders from HealthCareCAN's membership across Canada are focusing on issues related to health innovation, health system transformation and health policy. HealthCareCAN's Health Innovation Advisory Committee, formed in 2024, informs and advances HealthCareCAN's policy positions and advocacy on issues related to health transformation in Canada.

Dr. Lawrence Rosenberg (co-chair)
President and CEO
Integrated Health and Social
Services University Network for
West-Central Montreal

Lanette Siragusa (co-chair)
Chief Executive Officer
Shared Health

Dr. Andrew Bond
SVP & Medical Director
Greenshield

Christine Donaldson
President and CEO
HealthPRO Canada

Sarah Downey
President and CEO
Centre for Addiction and
Mental Health

Vivian Eliopoulos
President and CEO
Vancouver Coastal Health

Madonna Gallo
Senior Vice-President and Chief
Strategy Officer
SE Health

Emily Gruenwoldt
President and CEO
Children's Healthcare Canada

Mike Hamilton
President and CEO
GE HealthCare

Dr. Chris Mushquash
Vice-President, Research and
Chief Scientist
Thunder Bay Regional Health
Sciences Centre

Marilee Nowgesic
Chief Executive Officer
Canadian Indigenous Nurses
Association

Dr. Ted Scott
Vice-President, Innovation
and Partnerships
Hamilton Health Sciences

Why HealthCareCAN?

HealthCareCAN unites senior leaders from healthcare and health research organizations in an engaged, national network to form a common understanding and gather evidence on the most current and pressing healthcare challenges to develop, spread and advance solutions.

Building Member Networks for Action

Healthcare CEOs

- Network with other CEOs on issues that matter to you and your organization – Member networking events, [Canada's Health CEO Forum](#)
- Health Innovation Advisory Committee – NEW! Action group of health CEOs driving system evolution

Canadian Health Research Leaders

- Dynamic committee of [Vice Presidents of Health Research](#) and of Emerging Health Research Institutes helped secure a \$1.8 billion federal funding commitment in 2024. [Read more about the funding commitment for health research in Canada.](#)

Chief Human Resources

- Active group of health leaders
- [Annual member health](#) of workforce trends



Leading a Learning Health System

HealthCareCAN's professional development division, [CHA Learning](#), delivers transformative leadership development programming to respond to members' expressed need to develop the next generation of capable health leaders who can tackle the issues of today.

- [Extensive catalogue of courses and programs](#) for health leaders on patient safety, executive leadership, system thinking and many other areas
- [Individual, group and team coaching services](#) to enhance leadership potential, team effectiveness, skills, knowledge and culture
- New [Healthcare in Canada Course](#) provides essential knowledge on understanding and navigating the challenges and opportunities within the system
- [Health System Leadership Academy](#) – Innovative leadership development program to develop individuals, teams, cohorts, organizations and systems to foster safe, inclusive cultures that enable meaningful collaboration, transformation and innovation

HealthCareCAN | 150 Elgin Street, 8th Floor, Suite 1078, Ottawa, ON K2P 1L4
Phone: 613-241-8005 | 1-855-236-0213
membership@healthcarecan.ca | healthcarecan.ca

KEEPING YOU CONNECTED

Stay up to date and in the know on current events related to health and healthcare across the country:

- Quick response notification of federal funding opportunities
- In-depth analysis of implications of federal policy announcements on health and research organizations
- [The HQ podcast series](#) engages with thought-leaders on matters related to Canada's health workforce
- [Job board](#) for health and research positions
- Daily e-newsletter featuring key healthcare and health research news

[Click to view our membership brochure](#)

ICES

in numbers and HealthCareCAN is a crucial leaders at Sunnybrook to colleagues from across the country to share best practices and advance solutions to improve healthcare, health research and the health system."

Dr. Andy Smith,
President & CEO, Sunnybrook
Health Sciences Centre



"HealthCareCAN provides the opportunity to meet with national colleagues to address the common issues facing healthcare and to effectively advocate for change and innovation. Learning from others and scaling successful initiatives allows for agile local response."

Dr. Krista Jangaard,
President & CEO, IWK Health
Centre



"I am honoured to contribute as a member of the HealthCareCAN Health Human Resources Advisory Committee. It is inspiring to work alongside such committed leaders to drive meaningful change for the future of our healthcare system and the communities we serve."

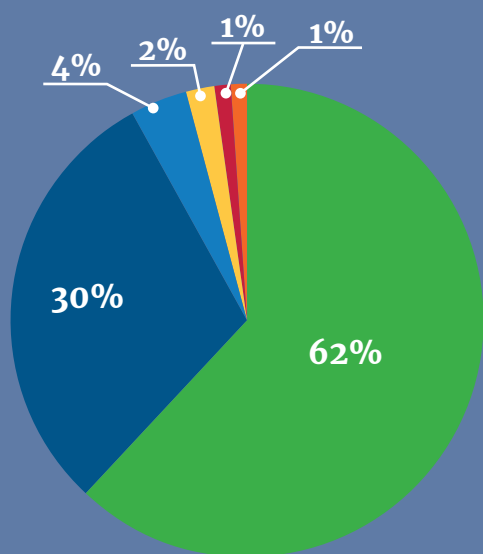
Kristen Winter, Executive Vice
President, Programs, People &
Leadership, Sunnybrook Health
Sciences Centre



FINANCIAL HIGHLIGHTS

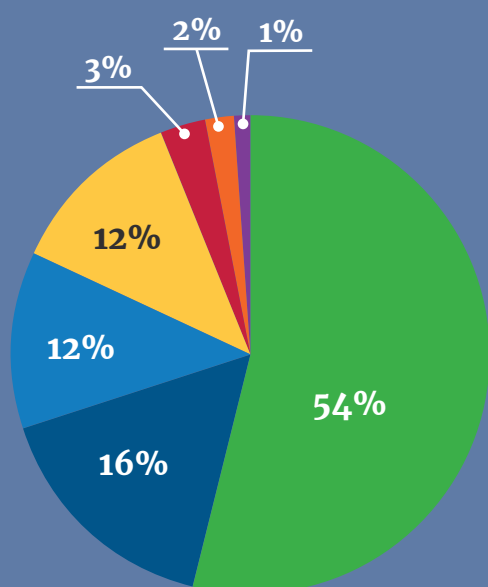
Year Ended December 31, 2024

The information below is derived from the 2024 financial statements which were audited by OHCD LLP



Revenue

Professional development	\$ 2,533,234
Membership fees	1,238,482
Other income	161,066
Rental revenue	73,686
Contributions	48,893
Service Bureau	42,050
Total Revenue	\$ 4,097,411



Expenses

Human resources	\$ 2,928,388
Property management	878,799
Professional development	659,061
Administration	610,079
Corporate affairs	180,450
Research, policy & communications	111,861
Information technology & other	68,913
Total Expenses	\$ 5,437,551

An operating deficit of \$1,340,140 was recorded for 2024, which is after deduction of one-time expenses related to the termination of a long-term building lease agreement and a one-time loss on disposal of building assets. Before deduction of these one-time expenses, operating revenue less expenses for the year resulted in a deficit of \$45,895.

2024 Annual Report



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