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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



# MESSAGE FROM OUR BOARD CHAIR AND PRESIDENT AND CEO

Canada's publicly funded healthcare system is considered to be a cornerstone of the Canadian identity and one that is often viewed as a point of pride. But today it faces unprecedented challenges – fiscal pressures, an aging population with complex health needs, a strained health workforce, and sweeping technological change – which are reshaping our healthcare system. Fortunately, Canada has world-class healthcare system leaders who are ready to meet this moment and in 2025 those leaders continued to speak with one voice under the HealthCareCAN banner to advance the work of healthcare transformation and the health research community.

This report tells the story of that work and the things that we accomplished together.

In 2025 HealthCareCAN was laser-focused on its role as a convener of health system and health research leaders, as an educator providing professional development for the healthcare workforce, and by virtue of its unique membership, as a strategic advisor to government decision-makers at the federal level.

At the heart of our work is a simple but powerful truth: our members are the healthcare leaders who direct our healthcare system and lead some of the most promising health research in Canada. With the benefit of a “whole system” vantage point, they have a unique understanding of both the needs and opportunities within healthcare

and health research. They are uniquely qualified to inform some of the largest decisions that the federal government will make in support of system transformation and growing our health research industry. And in 2025, we did just that.

In 2025, HealthCareCAN helped our members navigate a challenging political landscape in Ottawa and a change in government and political priorities. We helped to secure a dedicated \$5-billion health infrastructure fund in the federal budget, to protect health research funding from proposed cuts, and to advance a federal research talent acquisition strategy.

To complement our three Advisory Committees – Research, Innovation, and Health Human Resources – we launched four new expert working groups in AI, infrastructure, clinical trials, and rural, remote, and Northern care, bringing member expertise directly to bear on federal policy and investment decisions that matter to our sector. We placed healthcare at the centre of the government's work on AI by sharing our knowledge and expertise and we launched the Quality Mental Health Care Framework Implementation Toolkit in partnership with the Mental Health Commission of Canada.

Through CHA Learning, Canada's only national online healthcare learning provider, we continued to develop the leaders driving transformation from within the system, reaching health professionals in communities large and small across the country.

None of this work could happen without our members. Their trust, expertise and willingness to speak with a unified voice is what makes HealthCareCAN's work credible and its impact measurable.

As we look ahead, we remain committed to building a health system that is sustainable, equitable and world-leading. In 2026, we will work towards that goal with an even greater sense of urgency, deepening our partnerships, and bringing forward the policy recommendations that will shape federal efforts to support system transformation and the growth of the health research industry. Because this last year reminded us of the importance of the voices of health leaders in shaping the future of Canadian healthcare and health research, and reinforced our determination to create a better future – together.



**Michelle McLean**  
PRESIDENT AND CEO  
HealthCareCAN



**Dr. Robert McMaster**  
CHAIR, BOARD OF DIRECTORS  
HealthCareCAN

# ABOUT US

## Our story — A new direction

In 2025, renewed leadership sharpened HealthCareCAN's focus. Guided by our 2024–2029 Strategic Plan and our mission to unite and empower healthcare and health research leaders, we worked to ensure our members, who oversee the full continuum of care, were well positioned to inform and shape federal health policy conversations.

As Canada navigated a federal election and political transition, HealthCareCAN supported members with real-time election updates and transition analysis for CEOs, while also engaging directly with parliamentarians, CIHR leadership and the Minister of Health. We brought member expertise in research, digital health and AI to the national stage, and expanded learning opportunities through CHA Learning and the launch of the Quality Mental Health Care Framework Implementation Toolkit. The numbers on page 7 and the impact stories on pages 8 to 10 show how this work rippled across our membership and across the health system.

## Our values in action *Community · Collaboration · Curiosity · Agility*

*“HealthCareCAN creates a space where leaders can speak honestly, learn from each other and move forward together. That trusted community is rare and genuinely valuable.”*

— Kathy MacNeil, President and CEO, Island Health

*“Through HealthCareCAN, member organizations help build system-level perspectives. Our collective voice makes the difference in federal policy conversations.”*

— Dr. Jeannie Shoveller, Vice-President of Research, Nova Scotia Health

*“HealthCareCAN creates valuable opportunities to engage directly with elected officials and thought leaders, while bringing forward insight that helps inform our decisions and actions.”*

— Dr. Lucie Opatrny, President and Executive Director, McGill University Health Centre

*“During the federal election, HealthCareCAN kept our leadership informed in real time, so we were never caught off guard by developments affecting our organizations.”*

— Dr. Andy Smith, President and CEO, Sunnybrook Health Sciences Centre, Incoming Board Chair of HealthCareCAN

# OUR BOARD OF DIRECTORS\*



**Dr. Robert McMaster** (Chair)

Vice-Dean, Research  
Faculty of Medicine, University of BC  
British Columbia



**Dr. Andy Smith** (Vice-chair)

President and CEO  
Sunnybrook Health Sciences Centre  
Ontario



**Tiffany Boyd**

President and CEO  
Yukon Hospital Corporation  
Yukon



**Dr. Michael Czubryt**

Executive Director of Research  
St. Boniface Hospital  
Manitoba



**Dr. France Desrosiers**

President and CEO  
Vitalité Health Network  
New Brunswick



**Patrick Dumelie**

President and CEO  
Covenant Health  
Alberta



**Melanie Fraser**

Chief Executive Officer  
Health PEI  
Prince Edward Island



**Kathy MacNeil** (Chair, Governance  
and Human Resources)

President and CEO  
Island Health  
British Columbia



**Tracey MacArthur** (Chair, Finance,  
Audit and Risk)

President and CEO  
Hamilton Health Sciences Centre  
Ontario



**Karen Oldfield**

President and CEO  
Nova Scotia Health  
Nova Scotia



**Dr. Lucie Opatrny**

President and Executive Director  
McGill University Health Centre  
Quebec



**Andrew Will**

Chief Executive Officer  
Saskatchewan Health Authority  
Saskatchewan



**Dr. Brad Wouters**

Executive VP Science and Research  
University Health Network  
Ontario



**David Diamond**

Interim Chief Executive Officer  
Acute Care Alberta  
Director-at-large



**Marilee Nowgesic**

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



**John Yip**

President and CEO  
SE Health  
Director-at-large

\*As of December 31, 2025

# OUR MEMBERS\*

HealthCareCAN convenes senior leaders from healthcare and health research organizations across Canada in an engaged national network to build shared understanding, advance common research priorities and drive health system transformation through practical, scalable solutions to the country's most pressing challenges.



\*As of December 31, 2025

# A YEAR IN NUMBERS

The work of 2025 was built on connection. Connecting leaders to each other, connecting member expertise to federal decision-makers, and connecting health professionals to the learning they need to drive transformation.

## NATIONAL SOCIAL MEDIA REACH

**196,000**

Impressions

**8,810**

Engagements

**1,240**

Posts published

## LEADERS CONVENED

**190**

Individual members across  
8 committees and working groups.

[READ MORE >>](#)

*Click here to visit our  
Committees page to learn  
more or to get involved.*

**39**

Meetings held in 2025, translating member  
expertise directly into federal policy discussions.

[READ MORE >>](#)

*Click here to learn about  
our advocacy priorities.*

## HEALTH PROFESSIONALS DEVELOPED

**7,930**

Total enrolments through  
CHA Learning

[READ MORE >>](#)

*Click here to learn more about CHA Learning's courses and programs.*

**6,067**

Unique learners reached  
across Canada

**5,509**

Enrolments in mental health  
offerings with MHCC

# OUR IMPACT: CONVENER

*Bringing leaders together to speak with one voice*

## AI working group

Under the leadership of Dr. Muhammad Mamdani, HealthCareCAN convened an AI Working Group to bring member expertise into federal AI policy discussions. The group informed a submission to the federal AI Strategy Task Force and an op-ed by President and CEO, Michelle McLean, in *The Hill Times*, calling for healthcare to be placed at the centre of Canada's national AI strategy.

## Health infrastructure

A \$5-billion Health Infrastructure Fund in the 2025 federal budget prompted HealthCareCAN to stand up a dedicated working group. Member expertise shaped recommendations delivered directly to senior officials at Housing, Infrastructure, and Communities Canada and Health Canada, covering aging facilities, hospital capacity, diagnostics, and clinical training.

## A network for communicators

Toward the end of 2025, HealthCareCAN laid the groundwork for a Communications Community of Practice, a national network where communications leaders across member organizations can share best practices, collaborate on common challenges and amplify key messages together.

## Advisory committees and working groups



Through its advisory committees and working groups, HealthCareCAN continued to bring together leaders from across the country to identify shared priorities, surface emerging issues and strengthen collective action. From health workforce and rural, remote and Northern care to health research, innovation and clinical trials, these forums helped ensure member expertise informed HealthCareCAN's policy positions, submissions and engagement with government.

[READ MORE >>](#)

[Click here to visit our Committees page to learn more or to get involved.](#)

# OUR IMPACT: EDUCATOR

*Developing leadership capacity for health system transformation*



## System-wide leadership development

Now in its second year, the [Health System Leadership Academy](#) in Nova Scotia has supported nearly 200 multidisciplinary leaders to develop critical skills, deepen self-awareness and build the collaborative relationships that drive system change. Evaluation results show measurable impact and outstanding participant experience.

*“The Leadership Academy has strengthened my ability to drive meaningful change in healthcare with confidence and clarity.”*

– Dr. Aaron Smith, Provincial Medical Executive Director  
Nova Scotia Health

## Enhancing Access to Leadership Development

CHA Learning brought in-person leadership development to Renfrew Victoria Hospital and St. Francis Memorial Hospital in Ontario, delivering workshops for nearly 50 leaders on emotional intelligence, psychological safety, coaching skills and conflict management.

*“... Our entire management team has truly benefited from their expertise.”*

– Alison Green, Vice President, People, Diagnostics and Support Services, Renfrew Victoria Hospital

## Building confidence where it matters most

Developed with the Mental Health Commission of Canada and launched in June 2025, the [Talking About Suicide course](#) builds healthcare professionals' capacity to support clients at risk. With over 3,400 enrolments, learner confidence rose from 56% to 95% across all competency areas.



Mental Health Commission of Canada  
Commission de la santé mentale du Canada

# OUR IMPACT: STRATEGIC ADVISOR

*Translating member knowledge into federal policy*

## Federal outcomes grounded in member expertise

HealthCareCAN's pre-budget submissions and sustained federal engagement contributed to three concrete outcomes: a dedicated \$5-billion Health Infrastructure Fund, protected CIHR funding, and an advanced federal talent acquisition strategy. These results reflect the credibility of a membership that oversees the full continuum of care and lead some of the most important research in the country.

## Mental health care made actionable

In partnership with the Mental Health Commission of Canada, HealthCareCAN led the development of the Quality Mental Health Care Framework Implementation Toolkit, translating high-level principles into practical strategies grounded in nearly 70 interviews, including insights from more than 25 member organizations.

## Amplifying the member voice



In 2025, HealthCareCAN told the stories of more than 70% of its member organizations, gathering over 30 tangible examples of innovation to inform its federal policy contributions. Social media engagement grew 113% and post reach expanded 460%.

[READ MORE >>](#)

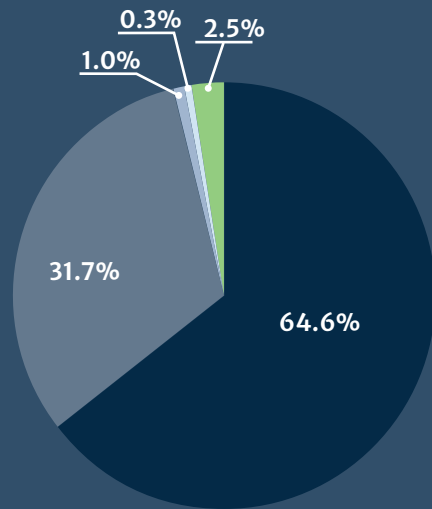
[Click here to visit our  
LinkedIn page to learn more.](#)

# FINANCIALS *Year Ended December 31, 2025*

The information below is derived from the 2025 financial statements which were audited by OHCD LLP

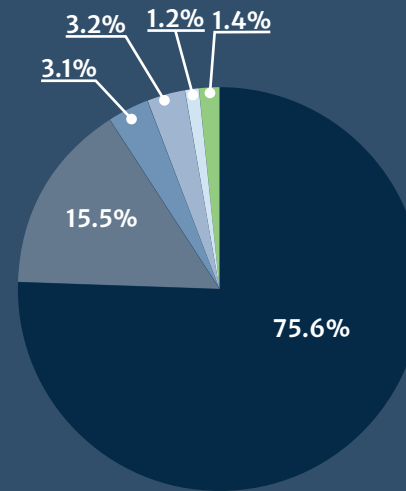
## Revenue

Professional development	\$ 2,308,873
Membership fees	1,132,639
Service Bureau	35,000
Conferences and Sponsorships	10,000
Other income	87,583
<b>Total Revenue</b>	<b>\$ 3,574,095</b>



## Expenses

Human resources	\$ 2,938,806
Professional development	601,537
Administration	121,337
Corporate affairs	124,141
Research, policy and communications	45,545
Information technology and other	55,432
<b>Total Expenses</b>	<b>\$ 3,886,798</b>





## HealthCareCAN

## CHA Learning

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[www.chlearning.ca](http://www.chlearning.ca)