

Health
Workforce
Canada

Effectif
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Canada



Strategic Plan

2025 - 2028



Land Acknowledgement and Recognition

We acknowledge that we live and work on the traditional territories of many diverse First Nations, Inuit and Métis peoples. We are grateful to the people who have cared for the land for centuries and the current stewards who care for it today. We recognize and celebrate the strength and resilience of Indigenous health workers, and we embrace the opportunity to work closely together to advance cultural safety for all those who provide care and those they care for.



Message from our Chair

I am pleased to launch Health Workforce Canada's first strategic plan, which will guide our collective work from 2025 to 2028.

Our plan comes at a time when Canada's health workforce faces daunting challenges. Vacancy rates for health workers are high and health care organizations struggle with retention and recruitment. Health workers are fatigued and stressed due to a growing, aging population and the prolonged effects of the pandemic.

To build a stronger, healthier workforce for the future, we need data-informed planning, innovative models of care, and strategies to ensure worker wellness.

Health Workforce Canada was created in November 2023 to unite individuals and groups in the health and education sectors, to strengthen health workforce data and planning and to ensure decision-makers have the right information for evidence-informed decisions.

We have come a long way in a year. We established a new organization with a Board of Directors representing health sector leaders across Canada. Working with partners, we launched a series of interactive dashboards to make data available for decision-makers, employers, policymakers, researchers and the public to support planning and policy. We are creating opportunities to identify and resolve key health workforce challenges and are taking steps to support improvement of First Nations, Inuit and Métis health workforce data, data capabilities and planning.

No organization can do this alone. We are humbled and motivated by the support for Health Workforce Canada and the partnership and input offered by federal, provincial and territorial governments, regions, employers, professional associations, researchers, unions, patients, caregivers and others. Building a solid foundation of collaboration is key to embedding sustainable change in our health system.

Together, we strive for a Canada where health workforce challenges are addressed collaboratively and decision-makers have the tools and information for evidence-informed health workforce planning and policy across the country.

Glenda Yeates

Chair, Health Workforce Canada

Our Vision

Together, planning, building and supporting a strong, healthy workforce to enhance health outcomes for all people in Canada.



Our Mission

To benefit Canada's health workforce, patients and Canadians through better, broader and connected data and planning.

Our Guiding Principles

1. We value and respect Canada's health workforce, striving to enhance their wellness and well-being.
2. We balance flexibility, innovation, and accountability with sound governance, incorporating the interests of diverse partners.
3. We are independent in conclusions and advice based on sound analysis.
4. We actively address the health workforce challenges faced by both workers and patients from socio-cultural groups who, by virtue of their identity, experience disadvantages and institutional barriers, including but not limited to women, racialized groups, persons with disabilities and LGBTQIA2S+ individuals.
5. Through partnerships, we expand our collective contributions to the health and well-being of the people in Canada.
6. We build and enhance networks, bringing together the people with the best possible knowledge and experience to maximize impact, efficiency and effectiveness.
7. We leverage the trusted positions of Canada's data stewards, such as Canadian Institute for Health Information (CIHI) and Statistics Canada, through strong relationships with these organizations and their data providers.
8. Our work is rooted in respectful engagement and strong relationships with First Nations, Inuit, Métis and urban Indigenous leaders, organizations and governments to address their health workforce needs while honouring self-determination.
9. We acknowledge the historical and ongoing impact of colonial practices and policies on the well-being of generations of First Nations, Inuit and Métis peoples and commit to respecting the Indigenous rights of self-governance and data sovereignty, while minimizing harm.



Building Partnerships with First Nations, Inuit and Métis

We are committed to building respectful and trusting relationships with First Nations, Inuit and Métis organizations, guided by a distinctions-based approach. Recognizing the inherent rights of these communities to health and wellness, we acknowledge the unacceptable health disparities and resulting poorer health outcomes they face, rooted in colonial practices and policies. We also recognize the strengths and resilience of generations of First Nations, Inuit and Métis peoples and intend to work from strengths as we build forward.

Our commitment includes respecting Indigenous rights to self-governance, Indigenous data sovereignty and minimizing unintended consequences or harm. We aim to support the enhancement of Indigenous health workforce data and planning capabilities, always in alignment with the needs and priorities defined by First Nations, Inuit and Métis organizations.

We approach our work with humility and are dedicated to an ongoing learning journey grounded in a commitment to cultural safety as an outcome both in the development of meaningful partnerships and in our growth as an organization.

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“As a new organization, we are beginning the important journey of being open, listening, and learning how we can respond to the health needs of Indigenous Peoples and Indigenous health workers.”

Dr. Marcia Anderson, Vice-Dean, Indigenous Health, Social Justice and Anti-Racism,
Rady Faculty of Health Sciences, University of Manitoba

Strategic Plan At-a-Glance

Strong governance practices

Effective collaboration

Convening the Networks

Advancing Data

Sharing What Works

Modelling and Forecasting

Stewarding resources

Operational excellence

Health Workforce Canada’s Strategic Plan 2025 to 2028 is dedicated to understanding the needs of Canada’s health workforce and fostering collaboration with those already leading vital work in this area. The plan aligns with the major health workforce initiatives underway across Canada. It actively engages with diverse formal and informal organizations, networks, associations and communities of practice that are driving innovative solutions.

Our four strategic priorities, supported by key enablers, are at the core of our plan to strengthen and sustain Canada’s health workforce.



Turn the pages to explore how each priority will be addressed through key initiatives and how we will achieve success in collaboration with our partners.



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“A strong well-supported health workforce is central to delivering the highest level of care for people across the country. Health Workforce Canada’s collaborative, data-driven approach is already making a difference through better, broader and connected data and planning.”

Dr. Karima Velji, Chief of Nursing & Professional Practice and Assistant Deputy Minister for the Province of Ontario



Convening the Networks

We are bringing partners together to collaborate on health workforce priorities through two key initiatives:

A. Advance Health Workforce Priority Needs Through Engagement

Work with our partners to:

- Identify emerging priorities and advancing technologies and develop and implement strategic, practical and innovative solutions.
- Contribute to a research agenda that is timely and relevant to policy.
- Foster innovative and adaptive engagement and knowledge exchange.
- Create opportunities for networks to connect, including in-person and virtual symposia.

B. Enable Connection of Networks and Collaborators

Apply collective impact principles to:

- Leverage and involve diverse networks and groups.
- Ensure patient and caregiver voices are integral to discussions.
- Promote representation from underrepresented groups, including LGBTQIA2S+ persons, racialized groups and those in rural and remote areas.
- Engage with First Nations, Inuit and Métis organizations and support a response to their health workforce needs.
- Facilitate collaboration through task-based and subject area working groups.
- Focus on foundational workforce issues including but not limited to those in Primary Care, Community Care, Aged Care and Team Based Care.

Advancing Data

We are innovating and leading to advance access to enhanced health workforce data and information through three key initiatives:

A. Lead the Development of a Canadian Health Workforce Data Strategy

Work with our partners to:

- Align the data strategy with health system priorities and pan-Canadian workforce actions.
- Enhance data access, align standards, and link and expand health and education datasets with a population-based approach.
- Respond to the needs of federal, provincial and territorial governments, regions, employers, and health professions.

B. Implement Digital Data and Information Dashboards

Work with an advisory group to:

- Create an intuitive, user-friendly health workforce data and information hub.
- Identify and leverage existing data sources across Canada’s ecosystem, building toward improved standards and future metrics.
- Integrate population health data to better align workforce planning with the evolving health needs of the population.
- Explore the use of generative AI and other machine learning to merge and analyze datasets for more comprehensive insights.

C. Collaborate with Indigenous Partners to Improve First Nations, Inuit and Métis Data and Data Capabilities

Work in humility with First Nations, Inuit and Métis organizations to:

- Support data capabilities within First Nations, Inuit and Métis organizations, while respecting Indigenous data sovereignty.





Modelling and Forecasting

We are catalyzing Canada’s capacity for health workforce planning, modelling and implementation through three key initiatives:

A. Evolve the Foundation of Health Workforce Forecasting and Planning

Partner with modelling experts to:

- Co-develop solutions to common methodology and modelling challenges.
- Leverage expertise from effective and leading domestic and international models.
- Facilitate pan-Canadian capacity building.

B. Align Data to Support Health Workforce Modelling

Work with our partners to:

- Co-develop data requirements for novel, high-value datasets.
- Facilitate the connection of education data with health workforce data to support supply and demand modelling.

C. Support the Development of Scenarios as a Fundamental Tool for Planning

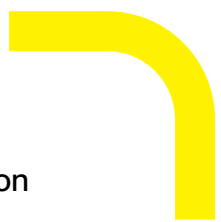
Collaborate:

- To identify high priority scenarios, such as the impacts of increased reliance on team-based care, which can then be used to direct modelling efforts and enable better decision-making.
- To explore options for model advancement and scenario planning.
- With federal, provincial and territorial partners to make meaningful progress on an advanced health workforce warning system and planning tool for the country.

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“Data and planning to support interdisciplinary team-based care is critical to support a strong health workforce for the future.”

Dr. Joss Reimer, President, Canadian Medical Association



Sharing What Works

We are identifying and sharing innovations and leading practices, and support evaluation through two key initiatives:

A. Collaborate to Share What Works and What Doesn't

Connect networks, driving agile innovation forward to:

- Explore emerging and effective innovations in areas like leadership, rural & remote strategies, retention, interprofessional competencies and the impact of AI on health care.
- Facilitate action-oriented knowledge sharing on effective practices, products, projects, emerging research, community-based approaches and tools including working groups and toolkits.
- Partner with international organizations to share and adopt best practices in health workforce data and planning.
- Share with the public how these collective efforts are leading to tangible improvements in the health workforce.

B. Develop Innovative Methods to Connect Health Workforce Networks

Work with networks and groups, including patients and caregivers to:

- Centralize and share knowledge about innovations in data, leadership strategies or other practical tools.
- Create a platform for knowledge exchange, facilitating the scale and spread of successful practices and avoiding duplication of efforts.

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“Regulators can benefit from the perspectives of healthcare professionals that are on the front lines of care delivery. By collaborating with a wide range of people, across a wide range of disciplines, we can develop innovative solutions together.”

Tamara Richter, Executive Officer, College of Licensed Practical Nurses of Alberta



Our Enablers

- 1. Effective Collaboration:** We nurture strong relationships with federal, provincial and territorial governments, regions, employers and professional associations to advance shared priorities and advance impact.
- 2. Governance Integrity:** We are committed to good governance practices underpinned by accountability, leadership, integrity, stewardship and transparency.
- 3. Responsible Resource Stewardship:** We optimize available resources to ensure operational efficiency and effectiveness as we work with partners across Canada.
- 4. Inclusive Organizational Excellence:** We aim to be an employer of choice by fostering a culture of equity, diversity and inclusion, with a commitment to Truth and Reconciliation.



What Success Looks Like

We will add value for provincial and territorial governments, health regions, employers, professional associations, frontline health workers, patients and caregivers by:

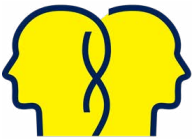
- **Effectively Convening Partners:** Successfully bringing together partners across the health workforce to collaborate on shared priorities and drive collective impact.
- **Enhancing Data Collaboration:** Strengthening access to and use of data, leading to more informed decision-making and innovative solutions.
- **Building a Robust Data Foundation:** Improving the quality, timeliness, and accessibility of health workforce data, laying a stronger foundation for future planning and analysis.
- **Supporting Methodologies:** Enhancing tools and methodologies to better address supply and demand.
- **Advancing Modelling and Forecasting:** Supporting dynamic scenario building that offers innovative solutions to health workforce challenges.
- **Scaling Effective Solutions:** Facilitating the scale and spread of practical, proven solutions across jurisdictions, ensuring that best practices are widely implemented.
- **Contributing to Knowledge and Innovation:** Expanding the body of knowledge, tools and resources needed to shape the health workforce of the future, fostering continuous growth, learning and adaptation.



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“Comprehensive, data-driven strategies are needed to ensure a robust, well-supported health workforce. Health Workforce Canada is a critical hub for health organizations to access workforce data, information and support.”

Mike Northcott, Chief Human Resources Officer, Saskatchewan Health Authority



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About Us

Health Workforce Canada is an independent organization created in 2023 and funded by Health Canada. Supported by the Federal, Provincial, and Territorial Ministers of Health, its creation arose from a shared desire to strengthen health workforce data and planning. Working in partnership with the Canadian Institute for Health Information and others, Health Workforce Canada is bringing together health workforce experts and those in the health care field to learn from each other and strengthen health workforce data and planning. The ultimate goal is to help ensure health workers are there to provide the care people in Canada need.



[Learn more](#)



Acknowledgements

We are grateful to our health workforce partners, key leaders in Canada and globally, as well as frontline health workers, patients and caregivers for sharing their perspectives and expertise to help us develop this Strategic Plan.

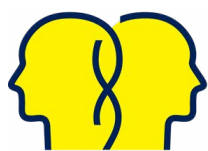
We would like to acknowledge the time, commitment and support provided by Health Canada and the Canadian Institute for Health Information (CIHI) as we were setting the foundations in place for our organization.



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“The collaboration fostered by Health Workforce Canada is pivotal to developing practical solutions-based approaches that both support and empower frontline health workers.”

François Couillard, CEO, Canadian Association of Optometrists and Chair, Extended Healthcare Professionals Coalition



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