



Health
Workforce
Canada

Effectif
de la santé
Canada



Pan-Canadian Health Organizations: Health Workforce in Action

May 2025



Introduction to the Slide Deck

The Pan-Canadian Health Organizations (PCHOs) meet regularly to facilitate collaboration and alignment on shared healthcare system priorities. PCHOs are federally funded, independent, non-profit organizations that support Canada's health systems through data, evidence, innovation, and coordination, working alongside provinces, territories, and other partners to address pan Canadian priorities.

Building towards a strong resilient health workforce in Canada is a key health system priority at federal, provincial/territorial, and local levels. The health workforce forms the backbone of Canada's health system, and ensuring we have a solid foundation of data and modelling to support health workforce planning and policy in Canada is essential for the future.

The PCHOs have coordinated an overview of the range of health workforce activities and projects underway to create a map for users to leverage the breadth of work across the country.

The PCHOs' activities are organized around the four pillars of Health Workforce Canada's strategic plan: *Convening the Networks*, *Enhancing and Accessing Data*, *Modelling and Forecasting*, and *Sharing What Works* – each grounded in a foundation of Equity, Diversity, and Inclusion, and a commitment to Truth and Reconciliation.

Acknowledgements

We would like to thank the following Pan-Canadian Health Organizations (PCHOs) for their support in creating this document of key activities:

- [Canadian Centre on Substance Use and Addiction \(CCSA\)](#)
- [Canadian Drug Agency \(CDA\)](#)
- [Canadian Institute of Health Information \(CIHI\)](#)
- [Canadian Partnership Against Cancer \(CPAC\)](#)
- [Canada Health Infoway](#)
- [Healthcare Excellence Canada \(HEC\)](#)
- [Mental Health Commission of Canada \(MHCC\)](#)

Health Workforce Canada's Strategic Plan At-a-Glance



1. Convening the Network

PCHO	Activities to Support Health Workforce Planning
HWC	<ul style="list-style-type: none">• Annual <i>Health Workforce Canada Connects</i> symposiums focused on advancing solutions in health workforce data, modelling, planning and policy. *Upcoming <i>Health Workforce Canada Connects</i> event planned for October 15-16, 2025*• Ongoing advisory groups with key Canadian experts on Modelling, Data Strategy, Dashboards to guide and support our strategic organizational objectives• Ongoing international collaboration on health workforce data and planning with Australia, New Zealand, United States, United Kingdom, the Netherlands, Norway, and others
HEC	<ul style="list-style-type: none">• Leading workforce working groups in collaboration with the Thunderbird Partnership Foundation and First Peoples Wellness Circle• Partnership with First Nations Health Managers Association (FNHMA) to support Health Leaders• Support Métis leaders and governments to enhance strategies for the Métis health workforce• Collaborate with CIHI on co-hosting annual gatherings for Canadian Northern and Remote Health Network and other networks• Hosted a Policy Lab with Nova Scotia Health on retention strategies for internationally educated healthcare workers
CDA	<ul style="list-style-type: none">• Convening multi-stakeholder groups with senior decision-makers across jurisdictions on specific topics to include diverse perspectives (e.g., Watch List workshop)• Working closely with Choosing Wisely on reducing unnecessary tests, interventions and treatments, enabling clinicians to focus on more appropriate care

1. Convening the Network

PCHO	Activities to Support Health Workforce Planning
CPAC	<ul style="list-style-type: none">• Convene and collaborate with partners across Canada through 10+ networks (e.g., Pan-Canadian Screening Networks; Palliative and End-of-Life Care National Network) and other forums (e.g., First Nations, Inuit and Métis Knowledge Transfer and Exchange Meetings) to share cancer prevention and care best practices, reduce duplication of efforts and identify opportunities for collective action
CIHI	<ul style="list-style-type: none">• Conducting ongoing engagement with data providers through established Physicians Advisory Group and Data Providers Advisory Groups to identify data priorities and assess feasibility
CCSA	<ul style="list-style-type: none">• Convened representatives of jurisdictional and community harm reduction services to validate indicators of well-being in the sector and to identify opportunities for system change to support their needs• Facilitates meetings amongst a national group of pediatric experts that support youth substance use health• With partners, hosting symposium to develop a National Agenda for Measurement-Based Care in spring 2025 which can support practitioners in delivering effective care
MHCC	<ul style="list-style-type: none">• Co-lead the Quality Mental Health Care Network with HealthCareCAN, uniting health-sector leaders across the country to remove access barriers to high-quality mental health-care services. One key initiatives is the Quality Mental Health Care Framework.

2. Enhancing and Accessing Data

PCHO	Activities to Support Health Workforce Planning
HWC	<ul style="list-style-type: none">• Health workforce data and information dashboards offering visually interactive and consolidated views of pan Canadian health workforce statistics in Canada• Building an analytical insight layer to add additional contextual information to key findings from the existing dashboard data assets• Developing a pan-Canadian <i>Health Workforce Data Strategy</i>, aligned with health system priorities and health workforce actions nationally to drive improvements in health workforce data for the future
MHCC	<ul style="list-style-type: none">• Developing validated <i>App Libraries</i> to enable provinces and territories to provide additional access points and reduce burden on in-person services
CPAC	<ul style="list-style-type: none">• Co-lead implementation of the <i>Pan-Canadian Cancer Data Strategy</i> with partners to ensure more timely, accessible and integrated cancer system data, enabling effective healthcare service planning and delivery• Monitor and report on cancer system performance (e.g., via the development of tools/reports; convening pan-Canadian tables and working groups) as a key input into health human resource planning• Support the advancement of First Nations, Inuit and Métis-specific, self-determined priorities for data and data governance through partner funding, convening knowledge translation events and co-developing knowledge products• Identify opportunities to work with partners to advance community data governance (e.g., Evidence in Governance and Politics) so that race-based data can be used to advance health equity

2. Enhancing and Accessing Data

PCHO	Activities to Support Health Workforce Planning
Infoway	<ul style="list-style-type: none">• National Surveys of Physicians, Pharmacists and Nurses on Digital Health include themes around burden, burnout and opportunities for improvement• Reduce systematic clinician burnout by championing interoperability advancements that prioritize digital health solutions (e.g., streamlining eReferral/eConsult processes)• Infoway is launching an AI Scribe program, intended to reduce administrative burden and accelerate interoperability in primary care
CCSA	<ul style="list-style-type: none">• National Survey quantified the magnitude of the emotional toll placed on harm reduction services providers during dual public health emergencies in Canada
CIHI	<ul style="list-style-type: none">• Data discovery and development initiatives to fill key health workforce data gaps, including PSWs and use of alternate data sources (e.g., payroll/human resources data)• Expanded access to the Physician Resource Planning (PRP) tool to support planning• CIHI’s reporting, including developing new metrics (e.g., vacancy, full-time equivalents methodology, overtime, etc.) will support system’s ability to monitor trends and impacts of new programs

3. Modelling and Forecasting

PCHO	Activities to Support Health Workforce Planning
HWC	<ul style="list-style-type: none">• <i>International Modelling Innovation Lab</i> (June 2025) with 6 countries focused on sharing health workforce modelling and forecasting methodologies and applications to planning globally• Modelling Communities of Practice to focus on advancing 1) population-needs-based demand methodologies and 2) creating an evergreen matrix healthcare professions modelled by Canadian jurisdictions• Publicly available interactive Personal Support Worker supply and demand microsimulation model• Special study on health professional student trajectories through postsecondary education, including enrollment patterns, academic progression, and outcomes.
CPAC	<ul style="list-style-type: none">• Conduct forecasting and modelling analyses (leveraging CPAC’s cost/benefit analysis tool, <u>OncoSim</u>), enabling provincial, territorial and federal decision-makers to predict the health and economic impact of cancer-related policy changes
CIHI	<ul style="list-style-type: none">• Beginning to plan and develop model expansion to include other health professions, team-based care, in collaboration with Health Workforce Canada• Assess feasibility to fill key data gaps needed for workforce planning and modeling, including expanded Education/Training data, establishment of a National Unique Identifiers, legislated scopes of practice, expanded data set for aggregate data collection, etc.
Infoway	<ul style="list-style-type: none">• The Shared Pan-Canadian Interoperability Roadmap contributes to a more coherent, accessible and interconnected health data ecosystem which enables timely workforce analysis and proactive health data-informed system planning
CDA	<ul style="list-style-type: none">• Exploring evidence and issues related to AI-solutions for improving patient flow, including volume forecasting to support appropriate health workforce deployment

4. Sharing What Works

PCHO	Activities to Support Health Workforce Planning
HWC	<ul style="list-style-type: none">• <i>Health Workforce Canada Digital Front Door</i> - a generative, AI-powered intelligent search tool designed to become a one-stop shop to access health workforce-related information from across Canada• Ongoing virtual learning webinars to support capacity building and knowledge translation
HEC	<ul style="list-style-type: none">• Launched Rethinking Patient Safety (a discussion guide) in Fall 2023• Led the Health Workforce Innovation Challenge• Collaborated with CIHI to share practices on retaining health professionals in northern, rural and remote communities• Work with Canadian Medical Association to provide quality improvement support for Healthcare Unburdened Grant Program• Policy Considerations: Optimizing the Use of Staffing Agencies in the Health System released March 13, 2025
MHCC	<ul style="list-style-type: none">• Psychological Health and Safety Toolkit for Primary Care Teams and Training Programs offers resources to improve team learning, performance, and promotes continuous quality improvement• The Working Mind (TWM) Healthcare provides healthcare workers with tools to promote workplace mental health• Working to scale and spread Stepped Care 2.0 to reduce wait lists and utilize resources more efficiently• In partnership with CHA Learning, offering Mental Health Structural Stigma in Healthcare; a free online training to help health system leaders become more aware of structural stigma and identify opportunities for improvement in their own organization.
CPAC	<ul style="list-style-type: none">• Gather and share evidence to fuel cancer care innovation, including strategies to strengthen cancer system capacity (e.g., Models of care toolkit; Road to recovery: Cancer in the COVID-19 era report)• Collaborate with jurisdictions to implement innovative approaches to cancer prevention and care (e.g., HPV self-screening, innovative diagnostic and treatment models of care) to improve care access and reduce health system pressures long-term• Support health services research evaluating relevant care models (telemedicine, AI, etc.)

4. Sharing What Works

PCHO	Activities to Support Health Workforce Planning
Infoway	<ul style="list-style-type: none">The Centre of Clinical Innovation in Digital Health (CIDH) focuses on knowledge translation of interoperable digital health solutions aimed at reducing clinician burnout and improving collaboration and communication at the point of care
CDA	<ul style="list-style-type: none">Evaluation of health technologies to understand effectiveness and to support decision making about appropriate health care resource use (e.g., evaluating technology impact on health human resources)The 2025 CDA Watch List focuses on AI and will include perspectives related to workforce issues such as automating administrative tasks among others
CIHI	<ul style="list-style-type: none">Developed and maintains the quarterly Policy Intervention Scan to monitor and report on Annual State of the Health Workforce Report and 1-2 Snapshot reports annually to share current and emerging trends, practice patterns in the health workforce
CCSA	<ul style="list-style-type: none">Workforce Competencies for prescribers in the Mental Health and Substance Use Health workforce helps providers perform effectively in their role by providing shared language, clear job expectations, and value alignment throughout an organizationCompetencies specifically for Non-Expert Prescribers to support Substance Use Health increase the base of providers who view substance use as part of their scope of care and are competent to address concerns in a humanizing, decolonized, anti-racist mannerNational Guidelines to Support Youth Substance Use Health concerns in pediatric hospital settings are currently in development to be released in Fall 2025Developing and providing industry-specific evidence, supports, resources, and training to reduce workplace-related substance use risks and improve protective factors for people working in Canada