



# Connecting People and Care



Health  
Workforce  
Canada

Effectif  
de la santé  
Canada

**2024-2025 Annual Report**

## **Acknowledgements**

In the early days when we were getting our organization up and running, we received invaluable support from Health Canada and the Canadian Institute for Health Information. We are also grateful for the funding we receive from Health Canada.

In addition, we are grateful to our health workforce partners, key leaders in Canada and globally, as well as to frontline health workers, patients and caregivers for sharing their perspectives and expertise. Thanks to you all, we are off to a great start.

## **Land Acknowledgement & 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. We embrace the opportunity to support the advancement of cultural safety for all those who provide care and those they care for.



# Message from Board Chair and CEO

We are pleased to present Health Workforce Canada's 2024-25 Annual Report. This is our first annual report, covering our first full year working to help build a stronger health workforce – one in which health workers are there to meet the care needs of people living in Canada.

Across the country, our health workforce faces significant shortages, coupled with a rising need for healthcare services from a growing and aging population. Health Workforce Canada was created to help address these challenges by enhancing health workforce planning. And we are very proud to say that we have made a good start.

From the release of our strategic plan to the creation of our dashboards to the convening of the first-ever Health Workforce Canada Connects symposium, we are uniting the people who support the health workforce behind a common goal – stronger data and planning in order to ensure that decision-makers have the right information for evidence-informed decisions. We are also helping build a culture of innovation and sharing promising practices, to support health worker wellness, retention and recruitment.

Our young organization has proudly come together behind four priorities, which are Convening the Networks, Advancing the Data, Modelling and Forecasting and Sharing What Works. All of which support our one overarching objective: to work with all of our partners in connecting people and care.

**Glenda Yeates**  
Board Chair

**Deb Gordon**  
CEO





## 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 Values

Agile

Bold

Connector

Purpose driven

Engaged, trusted partner

Inclusive

## Governance



**Health Workforce Canada was formed in November 2023.**



**We are a not-for-profit organization, with an independent Board whose members come from across Canada.**

..... **The Health Workforce Canada Board:** .....



**Glenda Yeates**



**Dr. Kimberlyn  
McGrail**



**Dr. Marcia Anderson**



**Dr. Zubin Austin**



**Janet Davidson**



**Dr. Carl-Ardy Dubois**



**Jeannine Herritt**



**Dr. Alike Lafontaine**



**Dr. Linda McGillis  
Hall**



**Greg Orencsak**



**Dr. Karima Velji**



**Dr. Verna Yiu**



## Our People

### ➤ **Health Workforce Canada is a virtual organization.**

Our people range from data and modelling specialists, epidemiologists and health leaders with clinical backgrounds to finance, information technology and communications specialists. What they have in common is a high level of expertise and an equally high level of commitment to our mission.

“**Health Workforce Canada is an exciting place to be right now. We have a supportive and agile work environment, where people aren’t afraid to try new things. And we all really care about supporting Canada’s health workforce to ultimately meet the needs of all Canadians.**”

Lynn McNeely, Director, Data and Planning, Health Workforce Canada



As of March 31, 2025, **we have a total of 27 employees who, like our board members, live in and represent different regions across the country.**

# Connecting People and Care

**Health Workforce Canada** was established in response to a problem that has long plagued governments and healthcare leaders in Canada. We have a growing and aging population. We face increasing demands for health services. And there is a shortage of healthcare workers in this country and around the world.

The World Health Organization estimates that there will be a global shortfall of **11 million healthcare workers by 2030**

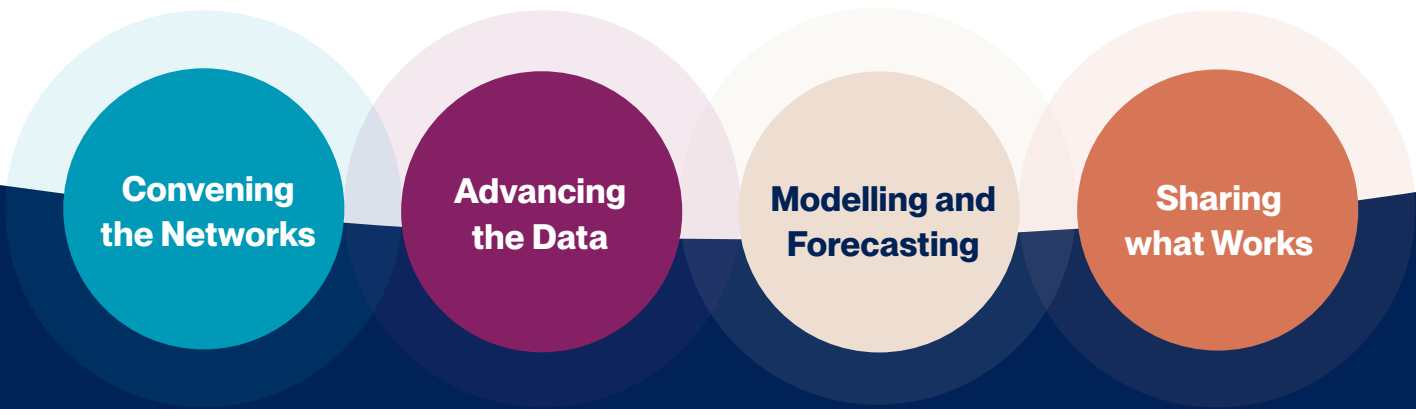
Canada is focusing on addressing workforce shortages, **with more than 480 health workforce policies and measures**, implemented between July 2022 and December 2024, focused on recruitment and/or retention

Our job at Health Workforce Canada is to help plan for a health workforce that will be there to provide the care people need.

How? By fostering collaboration with people and organizations already pursuing health workforce initiatives across the country. By helping to ensure that they have the tools and information they need to conduct the best possible evidence-informed health workforce planning.

➤ **Simply put, we want to make it easier to connect people and care.**

Our approach is outlined in the Health Workforce Canada **Strategic Plan**. It charts a course for our organization from 2025 to 2028, and outlines four strategic priorities to guide us in our mission to strengthen and sustain Canada’s Health Workforce. Those priorities are:



**In 2024-25, Health Workforce Canada took significant steps forward in all four.**



# Convening the Networks

During its first year, Health Workforce Canada brought diverse networks together to work on identifying emerging priorities and advancing technologies, and to develop and implement strategic, practical and innovative solutions. We did this in several ways.

## Health Workforce Canada Connects Symposium

**“We heard from patients and the public about personal experiences of racism and discrimination within the system. Patients and the public deserve a healthcare system that is culturally safe and they told us that one way to support cultural safety is to ensure that the workforce reflects the diversity of the people it serves.”**

Symposium Keynote Speaker Dr. Tara Kiran, St. Michael’s Hospital

An early milestone for this organization was the Health Workforce Canada Connects symposium, held in October 2024.



**More than 350** health system leaders, employers, policymakers, health professionals, researchers, caregivers and patients took part, representing all 13 provinces and territories

Participants worked together on a range of issues facing Canada’s health workforce, looking for ways to drive improvements in health workforce data, planning, care delivery and worker wellness.



**96%** of participants reported that they had **gained new insights**



**96%** agreed or strongly agreed that they had **found the experience valuable**





## Expert Advisory Groups

In 2024-25, we established three expert advisory groups to help us inform three critical streams of work:

Health Workforce  
Data Strategy

Dashboards

Modelling

These three groups comprise **more than 50 members, from across the country**, representing government, employers, health professions, regulatory colleges, unions, researchers and more.

## Ongoing Engagement

Health Workforce Canada is firmly committed to improving engagement with key stakeholders, including:

- provincial/territorial governments
- employers
- Indigenous groups
- hard-to-reach communities
- the education sector

This past year we met with **more than 100 organizations** that have a vested interest in improving health workforce issues.

# Advancing the Data

## A Pan-Canadian Health Workforce Data Strategy

Strong, timely data is essential for good health workforce planning. For that reason, we need to strengthen Canada’s health workforce data foundation. Only then can we get a clear, consistent picture of the health workforce we have now, and what we need to do to plan for the future.

Through engagement with data collectors, stewards, users and those who receive care,

we will co-design a pan-Canadian Health Workforce Data Strategy that pulls together a collective vision, a set of guiding principles and recommendations to help build a strong data foundation for tomorrow.

Our first step was developing a [Primer](#) outlining what the current state is, including work that’s been done across the country and work that needs to move forward.

With this line of sight, we’re now able to move on to tackle the full Pan-Canadian Health Workforce Data Strategy.



## Data Dashboards

“The Health Workforce Canada dashboards have quickly become a go-to resource for workforce trends and information. They bring together the best of many information sources, saving us time by integrating different sources of data. They allow us to gain insights as we compare our experiences to the rest of Canada. Health Workforce Canada has done some great work, thanks to some fantastic people.”

Tony Bennett, Executive Director, HR Analytics & Planning, Human Resources, Alberta Health Services

One of the highlights of our first year was the early launch in July of our data and information dashboards, a visual, interactive one-stop-shop for information about Canada’s health workforce and the populations they serve.

We currently have three dashboards – Workforce in View, Policy Tracker, and the Data Catalogue – which connect data about Canada’s health workforce to provide a more complete picture.

They will increase our understanding of the workforce and the care Canadians need, and support planning for future workforce needs.



**Between September and the end of March, the dashboards had nearly 7,000 active users**



### **Workforce in View:**

This dashboard provides statistics that show indicators and trends. These are organized by priority topics such as: Provider Profiles; Employment; Recruitment and Retention; Primary Health Care; Long-Term Care Continuum.



### **Policy Tracker:**

This dashboard tracks health workforce policy interventions by federal, provincial and territorial governments across the country. Used in conjunction with the workforce statistics, the Policy Tracker allows users to monitor the impact of policy interventions in different jurisdictions.



### **Data Catalogue:**

This dashboard helps users locate where relevant health workforce data exists across a number of sources, including [CIHI](#) and [Statistics Canada](#). It will grow as we work with other organizations to connect users to other important sources of data and information.

## **Taking the Dashboards on the Road**

Health Workforce Canada undertook a “dashboard roadshow” in 2024. Our experts went across the country, showing planners how the dashboards can be used. They also heard from these planners about their needs and priorities, which will support our broader health workforce data strategy and modelling work.



**In all, they held 10 meetings** with eight different provinces, territories and employers



# Modelling & Forecasting

Modelling the health workforce is a critical part of successful health workforce planning. For example, it's not enough to simply count how many workers we have today, we need to know how many we will need for tomorrow and beyond. Modelling – a mathematical representation of a real-world situation – allows us to explore future scenarios and predict possible outcomes.

➤ **Health workforce modelling and forecasting can facilitate innovation and planning, and create system transformation**

In our first year, we took several important steps towards improving health workforce modelling and forecasting in Canada.



## Understanding Where We Are

In the spring of 2024, we commissioned an environmental scan to assess existing health workforce forecasting models across the country. The findings, available [here](#), revealed significant challenges relating to inconsistent data sharing and a lack of standardized definitions and modelling methods. But they also highlighted significant opportunities to enhance health workforce modelling and forecasting in Canada.



## Planning For Where We Want To Be

➤ In October 2024, we hosted **55 experts from across the country** to explore innovative approaches to health workforce modelling and planning.

Participants detailed current successes, broke down challenges and opportunities, and pointed us in the right direction for future planning and policy development. The group reaffirmed the value of developing pan-Canadian modelling tools through inter-jurisdictional collaboration and connection. A report summarizing those discussions is available [here](#).



## What We're Working On

We are in the early stages, but in 2025 we will be launching the first iteration of a microsimulation model that will be refined and grow over time.

➤ Our first version of the model will be focused on predicting the supply and demand of personal support workers in different sectors of care, which will **support health planners as they work to meet population health needs across the country.**

# First Nations, Inuit and Metis Engagement

As an organization, we are committed to a distinctions-based approach to building relationships grounded in meaningful, uniquely focused engagement with First Nation, Inuit, and Métis organizations. This year, we began with the important step of relationship building by listening and learning about the health workforce priorities of First Nation, Inuit, and Métis people.

We have begun discussions with the Assembly of First Nations (AFN), Inuit Tapiriit Kanatami (ITK), Métis National Council (MNC). We have also begun to forge relationships with the First Nations Information Governance Centre (FNIGC), Indigenous health professional associations and others and look forward to continued collaboration.

By end of 2025, we hope to have made progress in our continuous learning journey. We envision strengthening our capacity to understand our role, and taking advantage of opportunities and navigating limitations in supporting Indigenous-specific and Indigenous-led health workforce planning.



# Sharing What Works

The success of the Health Workforce Canada mission depends on collaboration and engagement with people and organizations across the country who are working in this area. Even in these early days, we are developing an increasingly clear picture of what works. And so the next step is to share that picture with our partners and stakeholders.

By sharing what works, we can foster and spread innovation in health workforce data and planning.

➤ **In 2024-25 we made progress, in several ways, on our commitment to share what works**



We hosted four informative and thought-provoking webinars focused on key issues around the health workforce. Approximately **500 people** attended these webinars. The four topics covered were:



**Retaining New Graduates**



**Supporting Family Caregivers**



**Guide to Health Workforce Canada Dashboards**



**Data and Planning in Aged Care**

## Launching a Digital Front Door

Very much in line with our commitment to using innovation to connect people and care, we released a pilot version of a digital front door that allows users to ask questions and find health workforce-related information such as initiatives, training, reports, etc. across a variety of sources. We will expand on this as we iterate and improve upon the generative AI technology.



## Connecting Networks to Evidence-based Initiatives

The Health Workforce Canada [website](#) has been designed as a critical evolving tool for healthcare leaders seeking to strengthen Canada's health workforce.



By linking to our Dashboards, workshops and webinars, as well as to important reports and research, **we are putting the information our partners need online where it is easily available.**

### Newsletter

We launched “**The Pulse**” newsletter in February 2024. In it, we share updates on our work – the progress we are making with our partners in planning, building and supporting a strong, healthy workforce.

# Looking Ahead

With a productive and successful first full year under our belt, we are looking to further advance our four core priorities in the coming year.



## Convening the Networks

### We will:

- Participate in relevant virtual and in-person conferences and events
- Connect with health professions, researchers, decision-makers and international partners
- Create new opportunities for networks to connect by hosting events of our own
- Support First Nations, Inuit and/or Métis organizations in their own health workforce-led conferences and meetings



## Advancing the Data

### We will:

- Lead the development of a Canadian health workforce data strategy
- Continue the important work of updating our digital data and information dashboards
- Work with our Indigenous partners to support First Nations, Inuit and/or Métis data and data capabilities



## **Modelling and Forecasting**

### **We will:**

- Produce a demonstration project on modelling and forecasting
- Establish a Community of Practice to develop solutions to common methodology and modelling
- Establish an open-source sharing tool to house coding, data and outputs established through the community of practice
- Work with other countries on sharing health workforce modelling innovations

## **Sharing what Works**

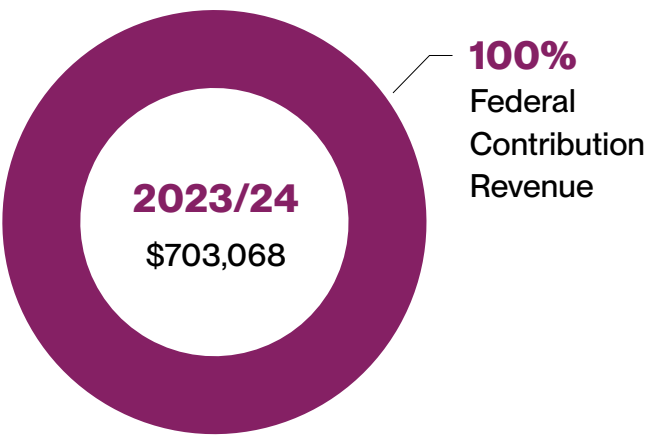
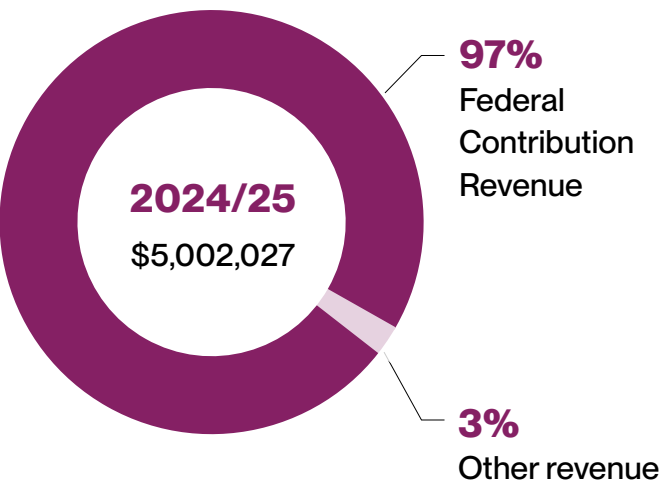
### **We will:**

- Coordinate discussion and disseminate local and international knowledge about workforce issues such as retention, rural/remote primary care, aged care, team-based care, and internationally educated health professionals
- Innovate online ways of helping our partners acquire needed information about the health workforce
- Help ensure health workers are there for people who need them by strengthening health workforce data and planning

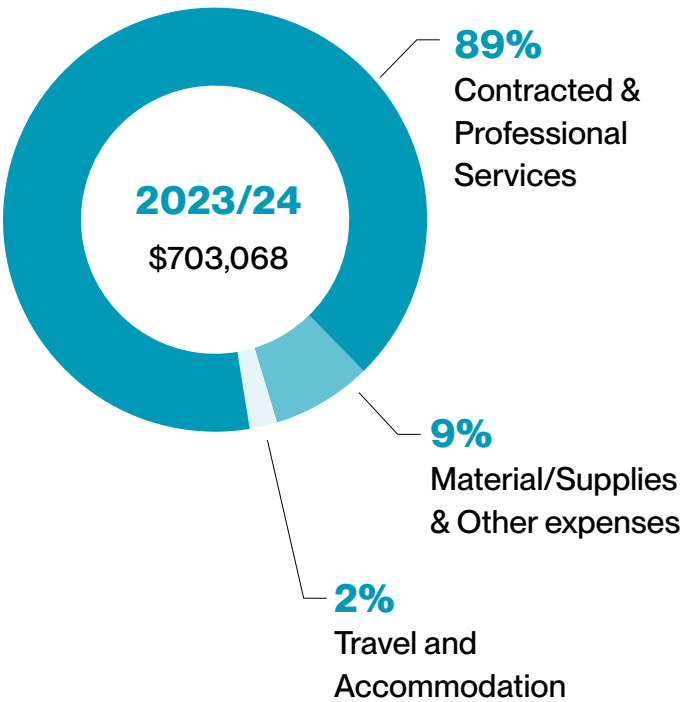
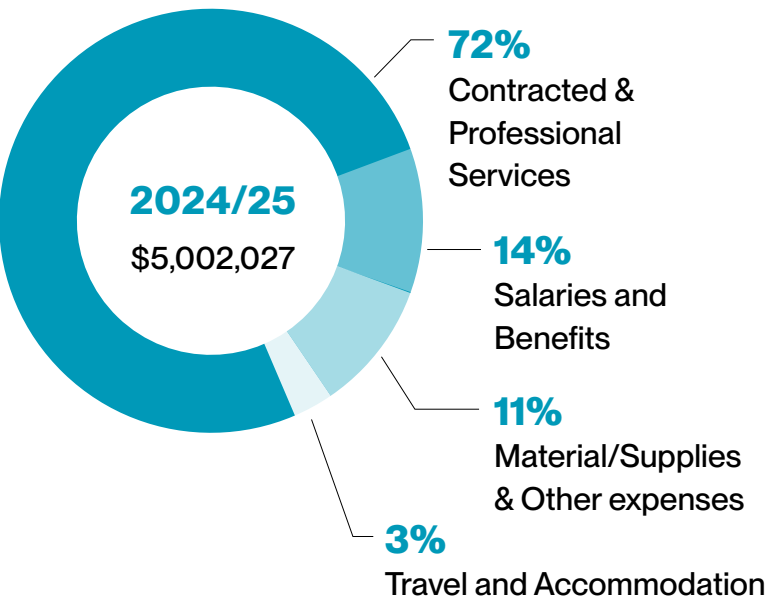
# Financial Summary<sup>1</sup>

April 2024 - March 2025

## Revenue



## Expenses



<sup>1</sup> Contracted and Professional services includes staffing hired on contract or through secondment agreements.



# Statement of Financial Position<sup>2</sup>

At March 31, 2025

	As at March 31, 2025
<b>Assets</b>	
Cash	\$ 416,071
Short term Investments	330,000
Accounts Receivable	31,092
	<b>\$ 777,163</b>
Capital Assets	32,861
<b>Total Assets</b>	<b>\$ 810,024</b>
<b>Liabilities &amp; Net Assets</b>	
Accounts Payable & Accrued Liabilities	\$ 501,429
Government Remittances	6,822
Deferred Contributions	268,912
Deferred Capital Contributions	32,861
	<b>\$ 810,024</b>
<b>Total Liabilities</b>	<b>\$ 810,024</b>
<b>Net Assets</b>	<b>—</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 810,024</b>

<sup>2</sup> For the 23/24 year there is no statement of financial position as this was all managed by CIHL.

The views expressed herein do not  
necessarily represent the views of Health Canada.



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