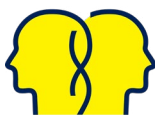


Transforming Health Workforce Planning



Health
Workforce
Canada

Effectif
de la santé
Canada

2025-2026 Annual Report
Healthy Workforce. Healthy People.



Artwork Title: Cycle of Life
Miranda Lane

.....

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, knowledge and resilience of Indigenous health workers and communities. We embrace the opportunity to support the advancement of cultural safety for all those who provide care and those they care for. We are committed to ongoing learning and to strengthening our role in supporting Indigenous-led and distinctions-based health workforce planning.

Acknowledgements

Health Workforce Canada is grateful for the continued support of Health Canada and our many partners, including the Canadian Institute for Health Information (CIHI), Statistics Canada, and others. Their contributions support our shared efforts to strengthen health workforce planning across the country, grounded in high-quality data.

We would also like to extend our sincere thanks to our partners across Canada and internationally, including governments, health professions, regulatory bodies, employers, researchers, Indigenous organizations and communities, frontline health workers, patients and caregivers. Your insight, passion, collaboration and commitment are helping transform how Canada plans for its health workforce.

Message from the Board Chair

This past year marked an important period of growth and momentum for Health Workforce Canada. As we moved beyond our initial establishment, the Board remained focused on supporting more coordinated, evidence-informed health workforce planning across Canada and we are encouraged by the momentum and engagement building across the country.

This year marked a leadership transition for the organization. Following Deb Gordon's departure, the Board undertook an extensive national search for Health Workforce Canada's next CEO and was pleased to appoint Sean Chilton effective December 1, 2025. Sean brings to the organization both front-line experience and extensive executive health system leadership.

On behalf of the Board, I would like to sincerely thank Deb for her leadership in establishing Health Workforce Canada and guiding its early development. We are confident that with Sean at the helm the organization is well positioned for its next chapter.



Glenda Yeates
Board Chair

Message from the CEO

A major milestone this year was the release of the Pan-Canadian Health Workforce Data Strategy. Developed with partners across jurisdictions and sectors, the data strategy provides a shared direction for strengthening how workforce data is collected, connected and used. It reinforces that data is an enabler of better planning, policy choices, and sustainable workforce solutions.

Throughout the year, we built networks, increased capacity, and improved how evidence is used in decision-making. From Health Workforce Canada Connects 2025, to the AI-powered Digital Front Door, enhanced dashboards, and new microsimulation models, our work is helping leaders move from insight to action by connecting people with trusted planning tools.

This work would not be possible without the stewardship of our Board, and the collaboration between our team, advisory groups, and partners to shape and strengthen everything we do. I look forward to continuing this progress in the year ahead.



Sean Chilton
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.



Transforming Health Workforce Planning

> Connecting data, people and planning

With a growing and aging population and increasingly complex care needs, Canada's health workforce is under pressure. Leaders are adapting to balance immediate workforce gaps with longer-term sustainability, making decisions within a context shaped by many interdependent factors and moving parts. While the context continues to evolve, the need for care, and for a well-supported health workforce, remains constant.

At the same time, there is real momentum and a recognition that more coordinated planning grounded by quality data, forecasting models, and knowledge sharing is essential if we want to sustain our healthcare system and enhance the wellness and wellbeing of Canada's health workforce.

Health Workforce Canada is helping the system respond to these pressures. As convenors, collaborators and partners, our role is to strengthen how health workforce planning

happens today and in the future, so that healthcare workers are able to provide timely care people need, when and where they need it.

Our inaugural Strategic Plan 2025-2028 outlined ambitious strategic priorities designed with the goal of strengthening Canada's health workforce through better, broader and connected planning.

We continue to work towards this goal by:

- Convening the networks that shape workforce decisions
- Advancing more connected, timely and accessible data
- Strengthening modelling and forecasting capacity
- Sharing what works across jurisdictions and sectors

This report outlines our progress in 2025-26 as we continued our work with federal, provincial and territorial governments, as well as health system partners including health professions, patients and caregivers, building foundations for more coordinated, evidence-informed health workforce planning across Canada.

Who We Are

Health Workforce Canada was formed in November 2023 as a not-for-profit organization. We are governed by an independent Board of Directors that brings a wide array of expertise from across the health system, including government, health professions, academia, research and policy. With their governance and strategic oversight, we remain focused on impact and aligned with pan-Canadian priorities that are helping to transform how we support our health workforce.

The Health Workforce Canada Board



Glenda Yeates



Dr. Zubin Austin



Marion Crowe



**Dr. Carl-Ardy
Dubois**



**Jeannine
Herritt**



**Dr. Arika
Lafontaine**



**Dr. Linda
McGillis Hall***



Norman Rees



Greg Orencsak**



**Dr. Karima
Velji**



Kristen Winter



**Dr. Verna
Yiu**



Our People

As of March 31, 2026, we have a total of 37 employees who, like our Board members, live and work in communities across Canada. Together they contribute extensive expertise, diverse perspectives, and professional experiences that advance our mission.

“What makes this work transformative isn’t just the tools, it’s the people behind them who show up every day to learn, innovate, and make a difference. Across Health Workforce Canada there is a shared belief that better data and planning can enhance the health and well-being of healthcare providers and all people in Canada. That shared purpose is what drives us to do our part.”

Amanda Tardif, Program Lead, Data and Planning, Health Workforce Canada

Convening the Networks

➤ Advancing transformation through collaboration

Canada's health workforce challenges are interconnected and complex. Improving health workforce planning requires us to bring together the leaders who shape policy, as well as educators, regulators and service delivery professionals to address these issues collectively. This year, Health Workforce Canada convened national and international partners to begin to advance work on these shared challenges.

Health Workforce Canada Connects 2025

In October 2025, we hosted [Health Workforce Canada Connects 2025: Tackling System Complexity](#), convening leaders from across the country and internationally, including federal, provincial, and territorial governments, employers, healthcare providers, educators, regulators, researchers and Indigenous organizations, to explore real workforce challenges and solutions.

➤ Through the symposium, we explored system complexity, the idea that workforce challenges cannot be solved in isolation, and highlighted how:

- System complexity can influence and impact health workforce planning and action
- Harmonized credentialling can facilitate cross-jurisdictional workforce mobility and capacity
- Team-based primary care and rural/remote workforce solutions can drive efficiency
- Bridging health and education systems and exploring AI and digital innovations can transform workforce planning

Participants left with a shared understanding of the interdependencies that shape workforce decisions, and opportunities for future collaboration.

International Health Workforce Innovation Lab

In partnership with the Government of Australia and CIHI, we hosted the [2025 International Health Workforce Innovation Lab](#). A virtual, multi-session event held in June 2025, the Lab explored innovative, data-driven approaches to modelling and forecasting workforce supply and demand through shared international case studies. Through this series, we reinforced the importance of collaborative action to address global and local workforce challenges.

Health Workforce Canada as Convenor

Sustaining engagement beyond and between meetings, Health Workforce Canada convened expert groups, dialogues and forums to shape our [Data Strategy, dashboards, and modelling](#) efforts. Our newsletter, [The Pulse](#), expanded our knowledge mobilization efforts, connecting planning communities with practical insights and tools.

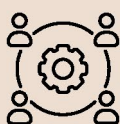
By the Numbers



300+ people engaged in Health Workforce Canada Connects 2025, with over **90%** having gained new insights



190+ meetings, webinars and conferences engaged in across the health workforce community



100+ experts from **11** countries and global organizations collaborated in the Innovation Lab, with **100%** reporting new insights applicable to their work



100+ people and **40+** organizations, across Canada were involved in advisory groups



100+ organizations engaged across the health workforce ecosystem, including federal partners, provinces and territories

“The health workforce challenges of rural communities need clear and direct attention now more than ever. The Health Workforce Canada Connects symposium shone a bright, bold light on those needs, and spread successful innovation. We support these efforts and look forward to future partnered work.”

Sarah Newbery MD FCFP FRRMS CCPE, Society of Rural Physicians of Canada and
Co-Chair Rural & Remote Health Workforce Canada Connects Committee

Advancing Data

➤ Building foundations for improved planning

Strong health workforce planning depends on connected data. In Canada, health workforce data has often been fragmented, with inconsistent datasets, housed across multiple organizations and jurisdictions. It has not always been easy to access in a cohesive way, making it difficult to develop a clear picture of Canada’s health workforce, and to support coordinated planning.

In 2025-26, Health Workforce Canada focused on strengthening data foundations, improving how information is accessed, connected and used to inform decision-making. We continued investing in our [data and information dashboards](#), updating our [Policy Tracker](#), and [Data Catalogue](#), and most significantly launching the [Pan-Canadian Health Workforce Data Strategy](#).

Through this work, we are helping to strengthen how data is used, shifting from information that is primarily collected and reported, to evidence that actively supports planning, collaboration, and more informed decision making.

Pan-Canadian Health Workforce Data Strategy

In March 2026, Health Workforce Canada released the [Pan-Canadian Health Workforce Data Strategy](#), an important step toward strengthening how workforce data is collected, connected and used across the country.



The data strategy reflects our extensive engagement with jurisdictions, data stewards, health system partners and experts, and sets out a shared vision to transform Canada’s health workforce data ecosystem into one that is more coordinated, connected and responsive to planning needs. It outlines key principles and actions to:

- Improve the consistency, quality and timeliness of data
- Support Indigenous data sovereignty principles through collaboration with First Nations, Inuit and Métis organizations
- Enhance interoperability across data systems
- Better align data with workforce planning needs to support more coordinated evidence-informed decision-making across jurisdictions

No single organization can do this work alone. The data strategy emphasizes collaboration and creates real opportunity for federal, provincial and territorial partners to come together to advance shared priorities. This makes the data strategy more than a framework, but a practical, feasible and useful plan.

• **“As a 21-year-old patient from Nova Scotia living with fibromyalgia, arthritis, mental health challenges, and life after septic shock, I know care depends on healthy providers. Strong workforce data such as tracking real workloads, patient complexity, and invisible after-hours work helps leaders prevent burnout, plan smarter systems, and ensure patients receive compassionate, high-quality care.**

• **A pan-Canadian health workforce data strategy can support this by bringing the data together in a more coordinated and connected way.”**

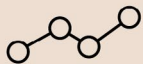
• Jenna Kedy, Canadian Medical Association
• Patient Voice Member from Nova Scotia

Expanding Workforce Dashboards

Health Workforce Canada's dashboards continue to evolve as a centralized access point for health workforce data. This year we expanded dashboard functionality by adding new modules for [Provider Wellness](#) and [Internationally Educated Health Professionals](#).

Through these modules, we bring together multiple data sources, including jurisdictional, national, and international datasets, as well as profession-, and hospital-based information, creating accessible and interactive platforms that support real-world planning needs. Through ongoing engagement, we continued to refine these tools based on user feedback and evolving priorities, supporting evidence-informed health workforce planning across Canada.

By the Numbers



90+ system leaders and partners contributed to the Pan-Canadian Health Workforce Data Strategy



9,990+ users accessed dashboards featuring collated data from 9 different data stewards



800+ health workforce policy interventions across Canada were captured in the dashboards



30+ datasets from 5 data stewards were indexed in the Data Catalogue

Making Data More Usable

Keeping data current and accessible is critical to effective planning. In 2025-26, Health Workforce Canada introduced quarterly updates to key tools, including the [Policy Tracker](#), [Data Catalogue](#) and [Workforce in View](#). We also added new highlights to help users quickly interpret and apply complex information.

“Health Workforce Canada dashboards provide consistent, comparable workforce data across jurisdictions, enabling meaningful benchmarking and stronger interpretation of provincial trends. The integration of multiple national data sources, combined with the policy tracker, offers valuable insight into workforce strategies across Canada and supports more informed planning and policy discussions at the provincial and care setting level.”

Jide Babalola, Executive Director,
Provincial Health Human Resource Planning,
Shared Health, Manitoba

Modelling & Forecasting

➤ Strengthening health workforce planning for the future

Effective health workforce planning requires anticipating future needs, testing scenarios and understanding how policy and system changes may impact the supply of health workers and the demand for them over time.

In 2025-26, Health Workforce Canada focused on strengthening modelling and forecasting capacity across Canada. We advanced novel models, brought together modellers across jurisdictions to share approaches and learn from one another, and contributed to international dialogue on workforce modelling and forecasting.

Our work is helping to move workforce planning from a static, point-in-time view toward a more dynamic and forward-looking approach where policy makers can test different scenarios to support future health workforce planning.

Connecting Data, Modelling and Planning

Strong data, evidence-informed modelling and decisions based on real-world needs are critical elements of workforce planning. By advancing the priorities in our strategic plan, we are improving access to data, enhancing modelling approaches, and connecting partners across disciplines and jurisdictions to support more forward-looking planning.

Advancing Workforce Modelling

In 2025-26, Health Workforce Canada undertook further development of the **Personal Support Worker (PSW) microsimulation model**, designed to support long-term planning for one of Canada's most in-demand workforce groups. PSWs play a critical role in home and community care, long-term care and hospital settings, supporting patients and easing pressure across the health system. Through this simulation, we enabled users to explore how different factors, such as population growth and care delivery models, may impact future PSW supply and demand. The tool supports more informed and proactive decision-making by empowering planners to test different policy scenarios and examine potential outcomes.

In February 2026, we released our **Education-to-Workforce** prototype, which shows how medical radiation technologists move from education into the workforce, providing insight into the education pipeline, workforce entry and geographic distribution. These efforts will help us better understand how education and workforce supply are connected. This work also provides additional insight into how health workforce supply aligns with population needs across jurisdictions and care settings.



“The modelling activities provided significant value by offering high-quality results that informed our internal work. Beyond the data, we gained deep insights into cutting-edge Canadian forecasting methodologies and benefited from learning how the working group navigated complex project challenges and technical requirements.”

Mengzhe Wang, Manager, Health Information Analysis, Health Analytics Branch,
Alberta Ministry of Primary and Preventative Health Services and Hospital and
Surgical Health Services

By the Numbers



1800+ users
accessed modelling and
forecasting tools



30+ contributors across
19 provinces, territories,
and organizations engaged
through the Modelling
Advisory Group



“The Modelling Advisory Group has provided a welcome forum to connect with my counterparts in other provinces and territories to talk about the challenges we have in common and learn from each other’s efforts to solve them. It’s been encouraging to see the progress being made across the country in our field.”

Adrian MacKenzie, Project Executive, Health Workforce Planning,
Office of Healthcare Professionals Recruitment, Nova Scotia
Department of Health and Wellness

Sharing What Works

➤ Transforming knowledge into action

Strengthening health workforce planning requires better data and modelling and the ability to identify, share and apply what is working across jurisdictions and professions.

In 2025-26, Health Workforce Canada continued to expand its role as a strategic connector, bringing together people, evidence, tools and applied insights to support decision-makers, planners and partners.

This included advancing knowledge-sharing tools and platforms, expanding webinars and publications, and continuing to build partnerships that enable broader access to trusted health workforce information. Together we are helping improve how knowledge is accessed and applied, making it easier for partners to learn from one another, and build on existing solutions.

Digital Front Door

Health Workforce Canada's **Digital Front Door** continues to evolve as a centralized, AI-enabled access point for health workforce information. By simply asking a question through the Digital Front Door, users can find health workforce related content.

Our platform connects users to resources from trusted partner organizations such as CIHI, the Mental Health Commission of Canada, HealthCareCAN and Healthcare Excellence Canada. By bringing this information together in one place, our **Digital Front Door** has helped consolidate knowledge of the many innovations taking place across the country making it easier for planners to find relevant and credible information to support their work.

In 2025-26 we continued to expand the platform, growing to a total of 10 contributors, enhancing functionality and integrating new data sources.



This included adding curated quantitative data and refining the user experience based on feedback. The wide range of health workforce materials will help users find, interpret, and contextualize health workforce information.

Our Digital Front Door is helping to establish a new approach to accessing health workforce knowledge, one that is connected, responsive and aligned with planning needs.

“The Digital Front Door has been a valuable tool in quickly synthesizing complex evidence on internationally educated health professionals, enabling our team to efficiently identify key barriers and support more informed, evidence-based policy analysis.”

Jacob Schultz, Assistant Director, Strategic and Horizontal Policy, Immigration, Refugees and Citizenship Canada

Sharing Knowledge Through Webinars and Publications

Health Workforce Canada continued to support knowledge exchange through targeted webinars and communications.

Sessions such as our **IEHPs in Focus**: Tackling Integration Barriers for Internationally Educated Health Professionals in Canada and **From Data to Insight**: Rural and Remote Health Workforce Planning brought together partners to explore

key challenges and share practical approaches and will support more coordinated efforts to address health workforce pressures.

Our newsletter, **The Pulse**, and leadership series, **The Workforce Lens**, continued to provide regular updates, insights and analysis on emerging workforce issues. These resources are helping to connect partners with relevant information and perspectives.

By the Numbers



4500+ users connected to **1400+** documents from 10 partners through the Digital Front Door



240+ participants engaged in webinars



900+ subscribers to *The Pulse*, up **38%** from 2024-25

“The webinar **From Data to Insight: Rural and Remote Health Workforce Planning** presented a valuable perspective of local analytical resources provided by **CIHI**, the importance of needs-based planning demonstrated by **Nunavut** and the practical utility of **Health Workforce Canada** dashboards. Health workforce planning is an ongoing, iterative process that requires collaboration and creativity. It is a reminder that sharing best practices is a critical component to optimize success.”

Daria Parsons, Senior Advisor,
Society of Rural Physicians of Canada

First Nations, Inuit and Métis

Health Workforce Canada is committed to building respectful and trustworthy relationships with First Nations, Inuit and Métis organizations, guided by a distinctions-based approach that upholds Indigenous rights and data sovereignty.

In 2025-26 we continued to engage with First Nations, Inuit and Métis organizations, including the Assembly of First Nations, Inuit Tapiriit Kanatami, Métis National Council, and the First Nations Information Governance Centre (FNIGC),

to better understand Indigenous priorities related to health workforce data and planning, and to identify opportunities to contribute in ways that are appropriate and aligned. This included participation in forums such as the FNIGC Data Clearinghouse Table, which brings together Indigenous and non-Indigenous organizations to share data-related activities and explore opportunities for collaboration.

As the **Pan-Canadian Health Workforce Data Strategy** is implemented across Canada, it is expected to support more consistent, comparable and accessible data and we look forward to continuing these efforts in collaboration with First Nations, Inuit and Métis partners.



Across our broader work, we sought to ensure that First Nations, Inuit and Métis perspectives were reflected and respected. This included **Health Workforce Canada Connects 2025**, where Indigenous speakers and participants contributed perspectives on topics of importance to their communities, including rural and remote health workforce challenges.

We continue to be on a learning journey to better understand our role, opportunities and limitations in supporting Indigenous health workforce planning.

Over the past year, we have made progress in strengthening our capacity to understand our role and in identifying opportunities to contribute in meaningful and appropriate ways. This included focused cultural capability development across the organization to strengthen our ability to engage respectfully and effectively with First Nations, Inuit and Métis organizations, and to better respond to their priorities in health workforce planning.

Building on our 2024-25 commitments, we will continue to strengthen our capacity and to take advantage of opportunities while navigating limitations in supporting Indigenous-specific and Indigenous-led health workforce planning. This work continues to be guided by the [Truth and Reconciliation Commission's Calls to Action](#) and the priorities identified by First Nations, Inuit, and Métis partners.



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“The First Nations Information Governance Centre was pleased to collaborate with Health Workforce Canada in the development of the Pan-Canadian Health Workforce Data Strategy, particularly in relation to First Nations data sovereignty and information governance. This collaboration reflects the importance of working in partnership with First Nations to support data sovereignty and ensure that related data approaches for health workforce planning reflect First Nations-led priorities. We look forward to continuing this work together.”

Jonathan Dewar, Chief Executive Officer, First Nations Information Governance Centre

Looking Ahead



Health workforce challenges in Canada remain complex, interconnected and evolving. Addressing them will require a coordinated, system-wide approach that connects data, modelling, knowledge and the people working across the system.

Through our four strategic priorities, we are bringing together those who shape workforce decision-making, improving how information is accessed and used, strengthening our understanding of future workforce needs through modelling and forecasting, and expanding access to tools and insights that support planning in real time.

Although set out as distinct priorities, this work is highly connected. Data supports planning and enables more sophisticated modelling, while knowledge sharing and convening bring people together to turn evidence into action. Looking ahead, our focus will be on strengthening engagement across networks and partners, while focusing on specific challenges to support action. Engagement with equity-deserving groups, and building respectful, distinctions-based relationships with First Nations, Inuit and Métis organizations, will continue to be an important part of that work.

We will work collaboratively to advance the **Pan-Canadian Health Workforce Data Strategy** and continue to enhance the tools and platforms that support planning, including our dashboards and modelling tools. With senior provincial and territorial government leaders, we will also advance work in priority areas such as rural and remote workforce planning and education-to-workforce pathways, using approaches grounded in engagement and co-development.

Transforming how health workforce planning is done in Canada will take time. With strong foundations in place and growing engagement across the country, we are well positioned to continue this work in the year ahead, bringing partners together to support meaningful change.



“Health workforce planning is extremely complex and challenging. Working with Health Workforce Canada, alongside all provinces and territories, enables us to plan ahead and learn from one another. It provides a strong foundation to build a more cohesive, pan-Canadian health workforce approach – one that better supports the people who provide care and those who rely on it.”

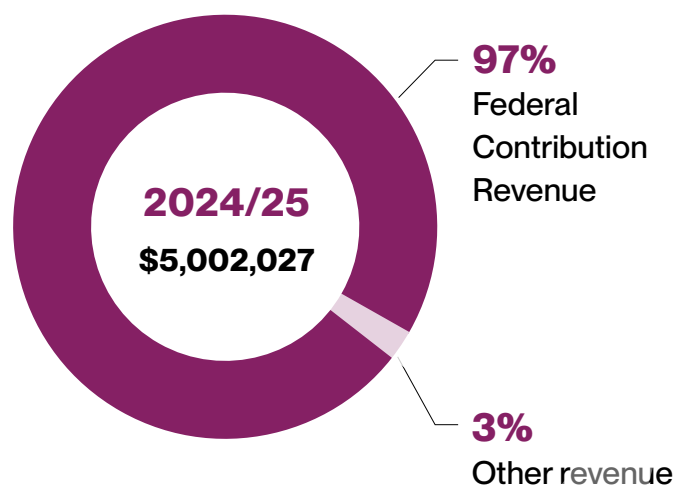
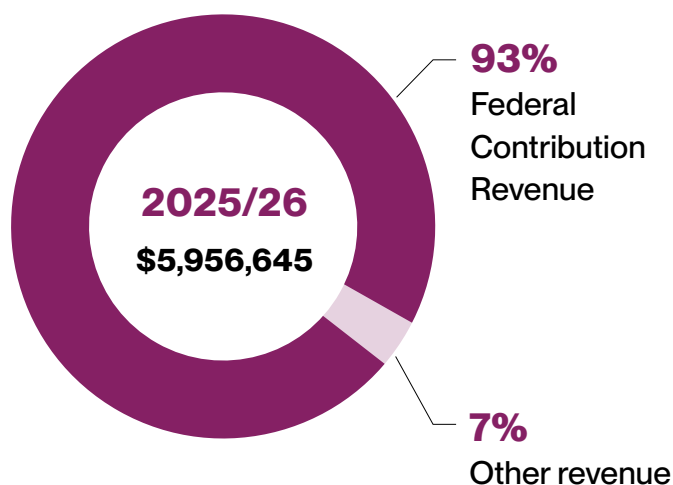
Sean Brygidyr, Executive Director, Workforce Branch, Manitoba Health, Seniors and Long Term Care

Financial Summary

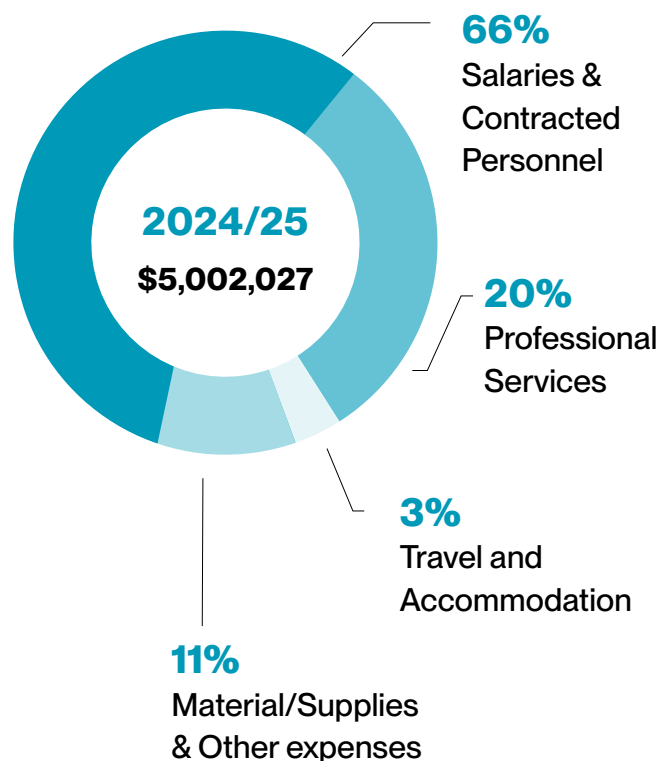
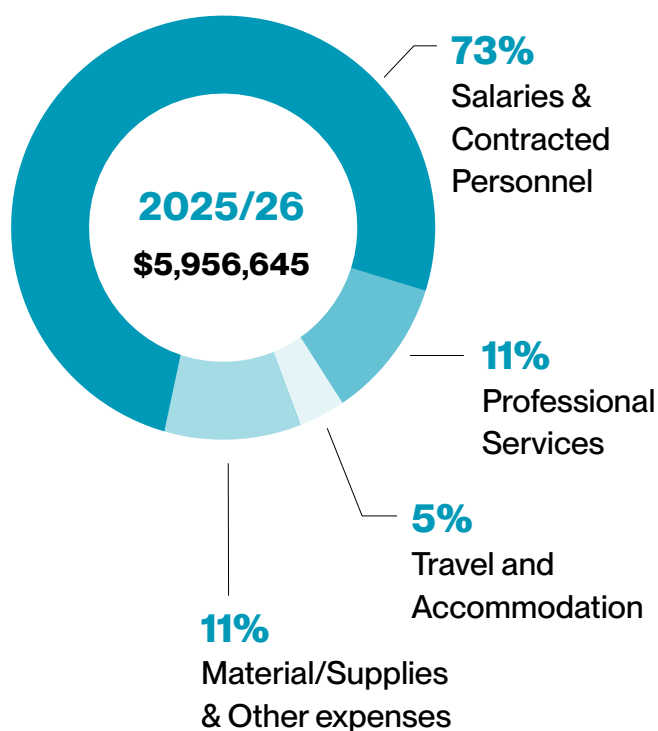
Statement of Operations

April 2025 - March 2026

Revenue



Expenses



Statement of Financial Position

At March 31, 2026

	As at March 31, 2026	2024/2025
Assets		
Cash	\$ 91,175	\$ 416,071
Short term Investments	380,000	330,000
Accounts Receivable	167,092	31,093
	\$ 638,267	\$ 777,163
Capital Assets	21,907	32,861
Total Assets	\$ 660,174	\$ 810,024
Liabilities & Net Assets		
Accounts Payable & Accrued Liabilities	\$ 413,598	\$ 501,429
Government Remittances	-	6,822
Deferred Contributions	224,668	268,912
Deferred Capital Contributions	21,907	32,861
Total Liabilities	\$ 660,174	\$ 810,024
Net Assets	—	—
Total Liabilities and Net Assets	\$ 660,174	\$ 810,024

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