

# Executive Summary Part One

## Part One: Online Panel of Experts

Facilitated by Dr. Michael Gardam

The panelists discussed the vision for a health system where the HHR workforce in Canada is fully engaged and supported. They emphasized the need to address a variety of small issues to create a supportive and inclusive environment for all healthcare workers, focusing on long-term sustainability and adapting to the evolving needs of the population. Deborah Gordon envisioned an ideal workforce that delivers superior care at optimal costs, with a focus on equity, comprehensive education, and robust support for health leaders. She highlighted the importance of mentorship and collaborative initiatives to nurture emerging leaders, emphasizing the well-being, growth, and development of the healthcare workforce. Dr. Ivy Bourgeault stressed the need for an inclusive approach that involves all stakeholders, considering the gendered nature of healthcare work and planning for future needs with a focus on retention over recruitment.

In Ontario, Dr. Karima Velji highlighted efforts to address healthcare shortages through long-term planning, education expansion, expedited registration pathways, enhanced scopes of practice, and improved workforce retention and distribution. Gordon and Bourgeault discussed current measures to tackle the HHR crisis, including significant investments, streamlined processes for internationally trained professionals, and improved data collection and modeling. They emphasized the importance of programs that support worker wellness and leadership development. The conversation also touched on the need for a cultural shift within the healthcare system to meet the expectations of new generations, with a focus on inclusivity, interdisciplinary collaboration, and addressing early career challenges. Gardam underscored the importance of using high-level approaches as guiding principles for developing solutions and highlighted the urgency for bold actions to address the healthcare crisis, leveraging successful strategies from other contexts.

## Summary of Participant Comments

Participants comments provided highlights of key elements needed for a cultural shift in healthcare in four areas:

- Cultural Transformation
- Professional Practice and Leadership
- Work-Life Balance and Wellness
- Education and Inclusivity
- Mentorship

These elements collectively aim to create a more supportive, inclusive, and effective healthcare environment that values the well-being and development of its workforce.