

YEAR IN REVIEW

APRIL 1, 2023 – MARCH 31, 2024



A MESSAGE FROM OUR CHAIR

Last year was a pivotal year for CAPCA. Much focus of our efforts was placed on activities that will help shape and inform our future direction.

In the 2023-2024FY, we launched our 4th strategic plan that takes us from 2023 – 2026. This strategic plan was developed following an engagement and planning process with CAPCA Board members and staff to inform the future of the association. It aims to focus our efforts and renew the organization’s commitment to pan-Canadian cancer system priorities in the coming years. Through the strategic planning process, we defined CAPCA’s first ever value proposition, and updated our vision and mission, as well as established strategic directions and initiatives to focus our activities. We have begun to see progress in achieving our strategic initiatives, especially in work to support a sustainable, pan-Canadian approach to health human resources.

Also last year, we embarked on a national recruitment effort to select CAPCA’s next Executive Director. In January 2024, we welcomed Kristi MacKenzie as Executive Director to CAPCA. Kristi joins CAPCA with over 15 years of extensive cancer system experience at provincial, regional and local cancer centre levels. As a systems thinker, Kristi will work collaboratively with CAPCA Board members and partners to translate our strategic plan into action.

I would like to thank all CAPCA members and partners for active participation and engagement in advancing CAPCA’s pan-Canadian cancer system priorities. During our strategic planning sessions, we learned that networking and information sharing is deemed an important strength of CAPCA. We are committed to continue facilitating sharing of knowledge across system partners to improve pan-Canadian cancer control on an ongoing basis. By working together, we are able to generate ideas and solutions to cancer control challenges across Canada, and implement innovations that improve system performance.

Dr. Sri Navaratnam, CAPCA Board Chair

CAPCA BOARD OF DIRECTORS 2023/2024

Internal Directors

- **Board Chair, Sri Navaratnam**, President & CEO; CancerCare Manitoba
- **Board Vice Chair, Helmut Hollenhorst**, Senior Medical Director, Cancer Program; Nova Scotia Health
- **Eshwar Kumar**, Co-Chief Executive Officer; New Brunswick Cancer Network
- **Kim Chi**, Executive Vice President and Chief Medical Officer; BC Cancer
- **Jean Latreille**, Directeur; Direction québécoise de cancérologie
- **Philip Champion**, Medical Director; PEI Cancer Treatment Centre
- **Brenda Hubley**, Chief Program Officer; Cancer Care Alberta
- **Kelli O’Brien**, VP Quality & Learning Health Systems; Newfoundland Health Services (joined July 2023)
- **Elaine Merteens**, Vice President; Cancer Programs, Ontario Health - Cancer Care Ontario
- **Deb Bulych**, President and Chief Executive Officer; Saskatchewan Cancer Agency

External Directors

- **Craig Earle**, Chief Executive Officer; Canadian Partnership Against Cancer

A special thank you to the following member who concluded her term in 2023/2024:

- **Debbie Walsh**, Vice President, Clinical Services and Chief Nurse; Eastern Health (2019 to 2023)

CAPCA 2023-2026 Strategic Plan Overview

Our Vision:

- Advance world-class cancer control in Canada

Our Mission:

- Champion a sustainable pan-Canadian cancer control system that enhances access and quality, fosters research and innovation, and improves cancer outcomes.

Our Value Proposition:

- We are the trusted voice in cancer control that supports provincial cancer programs to reduce the burden of cancer and improve outcomes for Canadians.
- We are cancer system leaders working with other healthcare partners to drive excellence in cancer control across Canada.
- We promptly and effectively gather and mobilize knowledge to address time sensitive pan-Canadian cancer control program and policy issues.

Strategic Directions & Initiatives:



Enhancing Access & Quality

- Advancing access to new systemic therapies & technologies by reviewing care guidelines that enhance coordination, access and support decision-making
- Developing a pan-Canadian health human resources plan by establishing a collaborative and sustainable approach between provinces that includes sharing different models of care and delivery, as well as best practices for recruitment and retention



Supporting Innovation & Research

- Establishing new partnerships that advance cancer research and innovation by developing a partnership strategy that enhances CAPCA's capacity and reach, and fosters research & innovation



Promoting Person-Centred Care & Outcomes

- Improving quality, safety and access to radiation treatment that relies on real-world evidence via multi-organizational collaboration and support

A YEAR OF IMPACT: KEY HIGHLIGHTS



Strategic Direction 1: Enhancing Access and Quality

ADVANCING NEW SYSTEMIC THERAPIES & TECHNOLOGIES

CAPCA remains an important partner of Canada's Drug Agency (formerly known as the Canadian Agency for Drugs and Technologies in Health - CADTH), playing a key role in advancing new systemic therapies and technologies, and supporting enhanced harmonization of cancer drug funding decisions across Canada.

Our ongoing work with Canada's Drug Agency includes:

1. CAPCA Board input on representatives participating in the pan-Canadian Oncology Drug Review (pCODR) Expert Review Committee;
2. CAPCA Executive Director acting as a non-voting member of the pCODR's Provincial Advisory Group (PAG), and;
3. Formal endorsement of provisional algorithm recommendations and provisional algorithms.

In 2023/24, CAPCA has supported the creation of three panels of clinical experts to provide implementation advice and subsequently endorsed panel algorithms for:

1. *RET* fusion-positive non-small cell lung cancer
2. Non-small cell lung cancer (NSCLC) without actionable oncologic alterations

3. HER+ HER2 – Breast cancer and triple negative breast cancer, with inclusion of HER2 low breast cancer

CAPCA has also contributed to the completion of thirteen algorithms total, of which ten were rapid algorithm development.

In 2023-24FY, CAPCA helped to establish a Pan-Canadian Expert panel convened to inform and develop Pan-Canadian Quality Assurance Guidelines in Radionuclide Therapy. The Canadian Partnership for Quality Radiotherapy (CPQR) quality assurance guidelines in radiation therapy form the basis for the creation of this parallel document specific to radionuclide therapy.

As a result of this work, a consensus-based Radiopharmaceutical Therapy programmatic quality guideline document has been created to serve as a benchmarking tool for sites providing radiopharmaceutical therapy across Canada. Sites can score themselves, share results, and re-score down the road, leading to the evaluation of change in quality over time, and variance of quality of radiopharmaceutical therapy in Canada.

DEVELOPING A SUSTAINABLE, PAN-CANADIAN APPROACH TO HEALTH HUMAN RESOURCES

The health human resource (HHR) crisis is currently one of the greatest challenges facing Canada's healthcare system, marked by dwindling supply of HHR, low retention rates, and challenging workplace conditions. The situation for cancer care is particularly acute, where specialized skills are crucial, patient populations are increasingly complex, and treatment modalities are advancing rapidly. Moreover, cancer incidence and deaths are

rising due to population growth and aging, adding to an urgent need for expanded cancer-related services and workforce capacity.

In February 2024, the Canadian Cancer Society and CAPCA signed an Agreement to embark on a joint initiative to develop information and knowledge products to support a sustainable, pan-Canadian approach to oncology HHR.

As an outcome of this collaboration, we will better understand:

1. The current state of the Canadian cancer care HHR landscape, including where there are current and/or projected gaps in the oncology workforce and the factors that have, or are, contributing to jurisdiction or discipline specific gaps, and;
2. Jurisdictional or pan- Canadian short-, medium-, and longer-term strategies and actions to ensure a sustainable cancer care workforce to meet the needs of patients and families now, and in the decades to come.

This collaboration is the first ever of its kind for CAPCA, and will be among our focused efforts throughout 2024-25FY.



Strategic Direction 2: Supporting Innovation and Research

ESTABLISHING NEW PARTNERSHIPS THAT ADVANCE CANCER RESEARCH & INNOVATION

In the summer and fall of 2023, a collaborative consultation, led by Shift Health in partnership with CAPCA and the Canadian Partnership Against Cancer, identified a shared set of tangible pan-Canadian challenges in HSPR. These challenges

create opportunities for fostering collaboration among stakeholders.

Four themes for pan-Canadian cooperation were recommended that would benefit from timely HSPR:

1. Evaluate and optimize virtual care;
2. Strengthen health human resources policies and practices;
3. Harness the value of breakthrough medicine, and
4. Optimize early detection and diagnostic models.

These initiatives were deemed to be of highest priority because expertise, investment and interest intersects with greatest and most urgent need. These findings will inform where CAPCA focuses future HSPR endeavours.



Strategic Direction 3: Promoting Person-Centred Care and Outcomes

IMPROVING QUALITY, SAFETY AND ACCESS TO RADIATION THERAPY

The Canadian Partnership for Quality Radiotherapy (CPQR) Steering is a standing committee within CAPCA that did not meet in 2023-24 largely due to a transition in CAPCA leadership. However, planning occurred in Q4 2023/24 to revitalize the work of the CPQR Steering and establish a multi-year CPQR strategic plan in 2024-25.

LOOKING FORWARD-A Final Word from CAPCA's NEW Executive Director

As we look ahead, I am inspired by the opportunities that lie before us, rooted in CAPCA's past achievements, rich history, and the insights gained from challenges the cancer system has faced, particularly during the pandemic.

Our strategic planning engagements with the Board have provided invaluable insights into our shared vision for the future of CAPCA. Central to our success is the cultivation of strong and enduring relationships with stakeholders across the cancer system, fostering a culture of knowledge-sharing and common growth. Together, we can leverage our collective experience and expertise to address the most pressing challenges facing cancer care in Canada.

In the forthcoming year, our workplan will detail how we move from strategic priorities to tangible actions that will drive meaningful impact for Canada's cancer control system. I am passionate about building, nurturing, and maximizing relationships with collaborators to inform and advance our work.

Moreover, we are poised to breathe new life into CAPCA's operational governance practices. This entails refreshing the Board of Directors Manual, amending CAPCA by-laws, and re-establishing standing CAPCA Board Committees that oversee operational functions. The bedrock of our endeavors lies in robust governance practices that not only instill confidence among cancer system stakeholders, but also ensure organizational efficacy and pave the way for sustained success.

I eagerly anticipate the opportunity to collaborate with you in the upcoming year!

Kristi MacKenzie, Executive Director



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