YEAR IN REVIEW

APRIL 1, 2024 - MARCH 31, 2025



Mission Vision

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

Advance world-class cancer control in Canada

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.

A MESSAGE FROM OUR CHAIR

With the conclusion of CAPCA's 2024-25 fiscal year, I want to take a moment to reflect on the remarkable progress we have made together and to express my sincere appreciation for the collective commitment of our Board and pan-Canadian partners.

This year marked the halfway point of CAPCA's 2023-2026 Strategic Plan, and we are seeing strong momentum across all our priorities:

Enhancing Access & Quality

- To advance a sustainable, pan-Canadian oncology workforce, we have identified opportunities to help address Health Human Resources (HHR) challenges outlined in the Pan-Canadian Strategic Oncology Workforce Report.
- O We launched the Pan-Canadian Cancer Genomics Community of Practice, in collaboration with the Canadian Partnership Against Cancer (CPAC), and Canada's Drug Agency (CDA-AMC). Multi-disciplinary experts from across Canadian jurisdictions are working together to coordinate a pan-Canadian approach to cancer genomic testing to improve equitable access and standardization of care.

Supporting Innovation & Research

We launched Health Services and Policy Research to explore innovative, technology-enabled models of cancer care that are already having a positive impact on care delivery and the workforce itself. By staying grounded in our collaborative engagement approach, which brings together provincial cancer programs, national associations, researchers, subject matter experts, and patient and family advisors, CAPCA has demonstrated our greatest strength: uniting diverse partners around shared goals.

Promoting Person-Centered Care & Outcomes

 We revitalized the Canadian Partnership for Quality Radiotherapy (CPQR) to advance work on Radiotherapy Quality and Access. At the September 11, 2024 Think Tank, radiotherapy partners helped identify strategic priorities that will shape CPQR's next phase of work.

In the upcoming year, opportunities being explored with partners includes a sustainable approach to cancer drug costs, and a pan-Canadian health equity focused initiative in cancer care.

As I prepare to transition from my role as CAPCA Board Chair in the coming year, I am incredibly proud of what we have accomplished. CAPCA is firing on all cylinders, and as we look ahead to the 2025-26 fiscal year, I am confident that progress on our priorities will continue to raise CAPCA's profile, strengthen its voice, and expand its influence within the Canadian and international cancer control communities.

Dr. Sri Navaratnam, CAPCA Board Chair

CAPCA BOARD OF DIRECTORS 2024/2025

Jurisdiction	Member
British Columbia •	Kim Chi , CAPCA Director; Executive Vice President & Chief Medical Officer, BC Cancer
/ / / •	Tracy Irwin, CAPCA Alternate Delegate; Chief Operating Officer, BC Cancer
Alberta •	Brenda Hubley, CAPCA Board Vice Chair (Jan 2024 to present); Chief Program Officer, Cancer Care Alberta
Saskatchewan •	Deb Bulych , CAPCA Director; President & Chief Executive Officer, Saskatchewan Cancer Agency
Manitoba •	Sri Navaratnam, CAPCA Board Chair ; President & Chief Executive Officer, CancerCare Manitoba
Ontario •	Elaine Meertens , CAPCA Director; Vice President, Cancer Programs, Cancer Care Ontario
•	Jonathan Irish , CAPCA Alternate Delegate; Vice President, Clinical, Cancer Programs, Cancer Care Ontario
Quebec •	Jean Latreille, CAPCA Director; Directeur nationale, Direction cancérologie Mélanie Morneau, CAPCA Alternate Delegate; Direction générale adjointe, Programme québécois de cancérologie
New Brunswick •	Eshwar Kumar , CAPCA Director; Co-Chief Executive Officer, New Brunswick Cancer Network
Nova Scotia ●	Helmut Hollenhorst, CAPCA Board Vice Chair (Sep 22 to Dec 2024), Senior Medical Director, Cancer Program; Nova Scotia Health
•	Jill Flinn , CAPCA Alternate Delegate ; Senior Director, Nova Scotia Cancer Care Program
Prince Edward ● Island	Philip Champion , CAPCA Director Medical Director (2015 to Aug 2024); PEI Cancer Treatment Centre
•	Colin Brown , CAPCA Director (joined Sep 2024); Medical Director, PEI Cancer Treatment Centre
•	Marla Delaney , CAPCA Alternate Delegate; Provincial Cancer Coordinator, PEI Cancer Treatment Centre
Newfoundland •	Kelli O'Brien , CAPCA Director; Vice President, Quality and Learning Health Systems, Newfoudland and Labrador Health Services
•	Teri Stuckless , CAPCA Alternate Delegate; Clinical Chief, Newfoundland Cancer Care Program

External Director Member

• Craig Earle, Chief Executive Officer; Canadian Partnership Against Cancer

A special thank you to the following members who concluded terms in 2024/2025:

- Helmut Hollenhorst, Senior Medical Director, Cancer Program; Nova Scotia Health (2021 to 2024)
- Philip Champion, Medical Director; PEI Cancer Treatment Centre (2015 to 2024)

A YEAR OF IMPACT: KEY HIGHLIGHTS



Strategic Direction 1: Enhancing Access and Quality

ADVANCING ACCESS TO NEW THERAPIES & TECHNOLOGIES

In response to the current varied approaches to adoption and implementation of genomic testing across jurisdictions, CAPCA, in partnership with Canada's Drug Agency (CDA-AMC), and the Canadian Partnership Against Cancer (CPAC), have formed a *Pan-Canadian Cancer Genomics*Community of Practice. The Community of Practice (CoP) aims to advance a coordinated pan-Canadian approach to cancer genomic testing to improve equitable access and standardization of care.

The CoP held its inaugural all-day meeting on December 3, 2024 in Toronto, bringing together multidisciplinary experts from across the country. Participants emphasized the value of convening to enhance understanding of best practices, evaluation, funding mechanisms, quality standards and guidelines, and diverse implementation experiences. There was strong support for ongoing engagement of a CoP, with clear goals and regular meetings to help ensure innovations in genomic testing are shared across jurisdictions, and reach patients more consistently across Canada.

To strengthen this initiative, CAPCA and its partners are formalizing a governance structure and establishing a Steering Committee to guide the CoP's activities. Future steps include the development of a consensus-based assessment framework for cancer biomarkers, led by CDA-AMC, with advisory input from the CoP on both the framework and its implementation plan.

In 2024-25FY, CAPCA's *National Immune Effector Cell (IEC) Therapy Consensus Advisory Committee* undertook a review of the Immune Effector Cell Therapy for Adult Patients in Canada: Consensus Statement. The purpose of this

document is to provide guidance on the application of Health Canada Notice of Compliance (NOC) indications, which are publicly funded, and clarify criteria that were not covered in the CDA-AMC's (formerly CADTH's) recommended reimbursement criteria for adult patients being considered for CAR T-cell therapy.

During the review, the Committee agreed that the Consensus Statement should be updated to now include second-line large B-cell lymphoma (2L LBCL) and third-line follicular lymphoma (3L FL), broadening access to these life-extending treatments. This guidance is intended to support standardized use of this therapy in Canada and assist clinicians, policy makers, and payers responsible for treatment and funding decisions. Consensus on the use of CAR T-cell therapy will also support alignment in access between the provinces.

The updated statement is publicly available at Immune Effector Cell Therapy for Adult Patients in Canada: Consensus Statement, September 2024 — Canadian Association of Provincial Cancer Agencies.

In addition, in 2024-25, CAPCA worked to establish a governance structure and advisory membership to support the maintenance of the consensus-based Radiopharmaceutical Therapy programmatic quality guideline document developed in the previous year. These consensus-based guidelines serve as a benchmarking tool for sites providing radiopharmaceutical therapy across Canada.

Through the *Pan-Canadian Quality Assurance in Radiopharmaceutical Therapy (pCQRT) Advisory Committee,* pan-Canadian expert collaborators will come together to advance a culture of quality and safety in radiopharmaceutical therapy among Canadian cancer agencies and programs through quality improvement initiatives. The Committee will meet quarterly starting in Q1 2025-26.

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

The Health Human Resource (HHR) crisis poses a significant challenge to Canada's healthcare system, marked by a dwindling workforce supply, low retention rates, and challenging workplace conditions. This challenge is particularly acute in cancer care, where specialized skills are crucial, patient populations are increasingly complex, and treatment modalities are advancing rapidly. With cancer incidence and prevalence increasing due to population growth and aging, there is an urgent need for expanded cancer-related services and workforce capacity.

CAPCA, with financial support of the Canadian Cancer Society, and guided by a collaborative, pan-Canadian engagement strategy, undertook a priority initiative to qualitatively and quantitatively assess the current state of the oncology workforce in Canada, and identify practical strategies to help address oncology workforce challenges that may be adaptable across Canadian jurisdictions.

This work, conducted throughout 2024, has demonstrated the impressive commitment from system partners, including provincial cancer programs, national professional associations, government agencies, researchers, workforce experts, and patient and family advisors, all of whom collaborated to share best practice perspectives and data.

One of the main challenges identified is the absence of a standardized, pan-Canadian oncology workforce minimum dataset. While provincial oncology workforce data exist, there is not a unified view of workforce supply and demand across the country, which is necessary for informed, pan-Canadian workforce planning.

In addition, the project identified that critical workforce challenges, including staff shortages, recruitment and retention pressures, outdated training systems are straining the oncology workforce.

The report outlines six opportunities and promising practices that can be leveraged and scaled across provinces to support oncology workforce sustainability. These include:

- Strengthening models of care and new roles:
- 2. Leveraging digital innovation and AI;
- 3. Fostering healthy workplaces;
- 4. Enhancing education and regulatory alignment;
- 5. Engaging patients and caregivers; and
- 6. Improving workforce data and planning.

Next steps will focus on translating findings into action, with CAPCA and partners working collaboratively to scale promising practices, share knowledge across jurisdictions, and advance coordinated planning.



Strategic Direction 2: Supporting Innovation and Research

ESTABLISHING NEW PARTNERSHIPS THAT ADVANCE CANCER RESEARCH & INNOVATION

Health Services and Policy Research (HSPR) plays a foundational role in advancing Canada's cancer control strategies by improving the efficiency and effectiveness of health systems and practices. In response to pressing oncology workforce challenges, and in recognition of the need for research systems to adapt to rapidly evolving healthcare challenges, CAPCA launched an HSPR initiative in 2024 called Enhancing access and health outcomes, and addressing health workforce challenges in cancer care using innovative models of care. This work was financially supported by the Canadian Partnership Against Cancer and Health Canada, and was conducted in collaboration with researchers at Dalhousie University and BCCancer. It builds on the pan-Canadian consultative process led by Shift Health in 2023 that identified a common set of tangible pan-Canadian challenges with heighted opportunities for collaboration that would benefit from HSPR investment.

Phase 1 of this research took place in fall/winter 2024, and included a scoping review and environmental scan of innovative models of cancer care implemented in Canadian and comparable international jurisdictions over the last five years. Through a robust, mixed-methods approach, several promising innovations in cancer care were identified that have been successful in enhancing access, improving care efficiency, and addressing workforce shortages. They include:

- Virtual Care and Digital Health: Significant progress has been made in integrating teleoncology services, mobile health applications, and Al-driven remote monitoring, particularly in rural, remote and Indigenous communities.
- 2. Artificial Intelligence (AI) in Cancer Care: Al is revolutionizing cancer care by improving diagnostic precision and operational efficiencies. Al-based radiology and pathology tools show promise in early cancer detection, while Al-driven platforms for patient monitoring and decision-making have enhanced multidisciplinary collaborations.
- 3. Team-Based Care: Models that promote collaboration among oncologists, nurse practitioners, advanced radiation therapists (ARPTs), and other providers have shown improvements in diagnostic accuracy, treatment coordination, and patient care.
- 4. Enhanced Scopes of Practice: Expanding the roles of nurses, radiation therapists, and allied health professionals through task-shifting models has helped to alleviate workforce shortages.
- 5. At-Home and Community-Based Care:
 Home-based and community-led cancer
 care models offer increased convenience
 for patients, reduced healthcare costs, and
 improved patient experiences.

- 6. Scaling Successes and Key Enablers: Over 30 initiatives in virtual care, AI, team-based care, and enhanced scopes of practice have successfully scaled across Canada. Key enablers of successful implementation include strong policy leadership, dedicated funding streams, robust provider training programs, technology infrastructure investment, early engagement, and change management support.
- 7. International Insights: Lessons from international models in Australia, the UK, and Germany underscore the importance of centralized funding models, regulatory standardization, and competency-based workforce expansions. These countries have successfully integrated digital health and Aldriven solutions, providing valuable insights for scaling and adapting these innovations in Canada.
- 8. Equity Considerations in Cancer Care Innovation: Disparities in access to cancer care remain a critical concern, particularly for rural, Indigenous, and marginalized populations. Innovative models, such as virtual care and Indigenous-led navigation programs, have been successful in addressing some of these inequities. Ensuring equitable access to care across all populations is an ongoing priority.

Phase 2 of the of research will focus on the in-depth evaluation and real-world implementation of the identified models to assess long-term sustainability and scalability.



IMPROVING QUALITY AND ACCESS TO RADIATION THERAPY

The Canadian Partnership for Quality Radiotherapy (CPQR) marked a year of renewed focus and strategic alignment since becoming a standing committee of CAPCA in 2021. Building on nearly 15 years of promoting radiotherapy quality and access across Canada, CPQR has played a pivotal role in fostering excellence in radiotherapy through national guideline development, quality improvement initiatives, and strong partnerships within the pan-Canadian radiotherapy community.

A highlight of the year was the CPQR Think Tank, held September 11, 2024 in Vancouver. With more than 40 participants attending in person and virtually, the event brought together experts and collaborators from across jurisdictions to inform the next phase of CPQR's work. This forum helped shape a clear, actionable multi-year plan and reinforced a shared allegiance to strategic goals and priorities.

The newly developed CPQR Strategic Work Plan (2025 – 2027) will guide CAPCA's efforts over the coming years. This plan emphasizes priorities that promote collaboration and leadership, embody person-centered care, and optimize innovation and technology to enhance the quality and safety of radiotherapy care delivery. Together with our partners, we will explore emerging technologies that can transform cancer care, ensuring that all patients benefit from the best available treatment options.

CPQR is also pleased to welcome new leadership:
Dr. Teri Stuckless and Dr. Jean-Pierre Bissonnette
have been appointed as Co-Chairs of CPQR, while
Dr. Eshwar Kumar and Brian Liszewski have taken
on Co-Chair roles for the National System for
Incident Reporting – Radiation Treatment (NSIR-RT)
Advisory Committee, a sub-committee of
CPQR. Their experience and vision will be
instrumental in guiding CPQR forward and helping
to move the multi-year work plan from strategy to
action.

LOOKING FORWARD: Concluding Remarks from CAPCA's Executive Director

The past year has been one of revitalization and renewed momentum for the Canadian Association of Provincial Cancer Agencies (CAPCA). As we moved through the second year of our three-year strategic plan, we not only continued to advance the priorities we had set, but also began to identify emerging areas that will shape our next strategic plan. These reflections underscore our commitment to remain forward-looking and responsive to the evolving cancer control landscape across Canada.

One of our most significant achievements this year has been the breadth and depth of engagement from our partners and collaborators. By aligning around shared priorities in strategic work, we have been able to build a strong foundation for collective impact. We have seen this impact in strategic initiatives including the Canadian Partnership for Quality Radiotherapy, the Pan-Canadian Strategic Oncology Workforce Project, Health Services and Policy Research in innovative models of cancer care, as well as the Pan-Canadian Cancer Genomic Community of Practice, where partners have come together to drive meaningful progress in areas of common concern. Our ability to bring interested parties together to collaborate across jurisdictions and organizations remains one of CAPCA's greatest strengths.

As we close this fiscal year, we are proud to have launched our refreshed website, www.capca.ca. Our website serves as a dynamic communication tool to showcase our work, highlight shared challenges and opportunities, and elevate CAPCA's profile across the health system. It will continue to evolve with our initiatives and priorities, reinforcing our role as a connector, collaborator, and catalyst in advancing cancer control in Canada.

We look forward to building on this year's momentum as we head into the last year of our strategic plan.

Kristi MacKenzie, Executive Director

Canadian Association of Provincial Cancer Agencies

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