

YEAR IN REVIEW

APRIL 1, 2025 – MARCH 31, 2026



A MESSAGE FROM OUR CHAIR

This past year has been one of meaningful progress and transition for the Canadian Association of Provincial Cancer Agencies (CAPCA). As we reflect on 2025–26, I would like to sincerely thank Dr. Sri Navaratnam for her dedicated leadership over the past three years as Board Chair. Her stewardship strengthened collaboration across jurisdictions and supported CAPCA's growth and influence. I am honoured to step into the role of Chair, having previously served as Vice Chair, and I am pleased to welcome Deb Bulych as CAPCA's new Vice Chair.

This year, we completed a progress review of CAPCA's 2023–2026 Strategic Plan. The assessment confirmed strong progress across all three strategic pillars: Enhancing Access and Quality; Supporting Innovation and Research; and Promoting Person-Centred Care and Outcomes. There was activity and progress across all initiatives, with a clear consensus that CAPCA's strategic initiatives remain relevant and the work we are doing in support of advancing access to new therapies and technologies, supporting a sustainable oncology workforce, strengthening research and innovation, and improving quality, safety, and access to radiation therapy is meaningful and impactful across pan-Canadian cancer programs.

This Year-in-Review highlights:

Enhancing Access & Quality

- The *Pan-Canadian Cancer Genomics Community of Practice* has played a key role in informing the development of a consensus-based Biomarker Assessment Framework, as well as a national biomarker inventory, led by Canada's Drug Agency (CDA-AMC).
- The *Pan-Canadian Quality Assurance in Radiopharmaceutical Therapy (pCQRT) Advisory Committee* is advancing awareness of the Quality Assurance Guidelines for Canadian Radiopharmaceutical Therapy Programs. It is also developing a pan-Canadian model for outpatient release criteria and conducting an environmental scan of the current state of radiopharmaceutical care delivery in Canada to inform future quality improvement initiatives.
- The National Immune Effector Cell (IEC) Therapy Consensus Advisory Committee has reviewed and updated the *Immune Effector Cell Therapy for Adult Patients in Canada: Consensus Statement* resulting in expanded eligibility criteria.

Supporting Innovation & Research

- The Health Services and Policy Research (HSPR) team has identified promising innovations that are well-positioned for spread and scale across jurisdictions.

Promoting Person-Centered Care & Outcomes

- The *Canadian Partnership for Quality Radiotherapy (CPQR)* has advanced several key initiatives, including an Emergency Preparedness Framework, a web-enabled Self-Audit Tool, and efforts to support radiotherapy data harmonization.

As we approach the final year of our current strategic plan and continue to advance identified priorities, we are reflecting on our approach to strategic planning, priority setting, and operational alignment. This will help ensure that our future work remains grounded in our mandate while continuing to respond to emerging opportunities and system needs.

I would like to thank our Board members, partners, and system collaborators for their ongoing commitment and engagement. Together, we are advancing a more coordinated, sustainable pan-Canadian cancer system that improves access, quality, and outcomes for people in Canada.

Brenda Hubley, CAPCA Board Chair

CAPCA BOARD OF DIRECTORS 2025/2026

Jurisdiction	Member
British Columbia	<ul style="list-style-type: none">• Kim Chi, CAPCA Internal Director (2019 to June 2025); Executive Vice President & Chief Medical Officer, BC Cancer• Paris-Ann Ingledeew, CAPCA Internal Director (joined June 2025); Executive Vice President & Chief Medical Officer, BC Cancer• Tracy Irwin, CAPCA Alternate; Chief Operating Officer, BC Cancer
Alberta	<ul style="list-style-type: none">• Brenda Hubley, CAPCA Board Chair (Sep 2025 to present); Chair and Managing Director, Cancer Care Alberta
Saskatchewan	<ul style="list-style-type: none">• Deb Bulych, CAPCA Vice Chair (Nov 2025 to present); President & Chief Executive Officer, Saskatchewan Cancer Agency
Manitoba	<ul style="list-style-type: none">• Sri Navaratnam, CAPCA Chair (2014 to Dec 2025); President & Chief Executive Officer, CancerCare Manitoba• Kent Stobart, CAPCA Internal Director (joined Mar 2026); President & Chief Executive Officer, CancerCare Manitoba
Ontario	<ul style="list-style-type: none">• Elaine Meertens, CAPCA Internal Director; Vice President, Cancer Programs, Ontario Health (Cancer Care Ontario)• Jonathan Irish, CAPCA Alternate; Vice President, Clinical, Cancer Programs, Ontario Health (Cancer Care Ontario)
Quebec	<ul style="list-style-type: none">• Jean Latreille, CAPCA Internal Director; Directeur nationale, Direction oncologie, Ministère de la Santé et des Services sociaux• Mélanie Morneau, CAPCA Alternate; Direction générale adjointe, Programme québécois de cancérologie, Ministère de la Santé et des Services sociaux
New Brunswick	<ul style="list-style-type: none">• Eshwar Kumar, CAPCA Internal Director; Co-Chief Executive Officer, New Brunswick Cancer Network
Nova Scotia	<ul style="list-style-type: none">• Kelli O'Brien, CAPCA Internal Director (2023 to May 2025); Vice President, Quality and Learning Health Systems, Newfoundland and Labrador Health Services• Bruce Colwell, CAPCA Internal Director (joined June 2025); Senior Medical Director, Cancer Care Program, Nova Scotia Health Authority• Jill Flinn, CAPCA Alternate; Senior Director, Nova Scotia Cancer Care Program, Nova Scotia Health Authority
Prince Edward Island	<ul style="list-style-type: none">• Colin Brown, CAPCA Internal Director; Medical Director, PEI Cancer Treatment Centre• Marla Delaney, CAPCA Alternate; Provincial Cancer Coordinator, PEI Cancer Treatment Centre
Newfoundland and Labrador	<ul style="list-style-type: none">• Kelli O'Brien, CAPCA Internal Director; Vice President & Chief Operating Officer for the Western Zone, Newfoundland and Labrador Health Services• Teri Stuckless, CAPCA Alternate; Senior Medical Director, Newfoundland and Labrador Health Services
pan-Canadian	<ul style="list-style-type: none">• Craig Earle, External Director, Chief Executive Officer, Canadian Partnership Against Cancer

A special thank you to Kim Chi, Sri Navaratnam, and Kelli O'Brien who concluded terms in 2025/2026.

A YEAR OF IMPACT: HIGHLIGHTS



Strategic Direction 1: Enhancing Access and Quality

ADVANCING ACCESS TO NEW THERAPIES & TECHNOLOGIES

In response to ongoing variability in the 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), continues to advance the **Pan-Canadian Cancer Genomics Community of Practice (CoP)**. The CoP remains focused on enabling a coordinated, transparent, and evidence-informed approach to cancer genomic testing to support equitable access across Canada.

Over the past year, the CoP convened three meetings, bringing representatives from jurisdictions across Canada together alongside national partners. These meetings supported knowledge sharing, alignment on priorities, and discussion of system challenges and opportunities.

The CoP has played a key role in informing the development of a consensus-based Biomarker Assessment Framework, led by CDA-AMC, to support consistent decision making on the funding and adoption of biomarkers in cancer care. The framework incorporates extensive public and stakeholder feedback, with implementation planning underway in FY2026-27, including proof-of-concept coordinated assessments.

In parallel, the CoP has advanced priority areas for future work, including an environmental scan and partner mapping to expand membership and align efforts nationally. Work is also underway to develop a shared pan-Canadian biomarker inventory to support system planning, improve visibility into testing capacity, and enable greater coordination across jurisdictions.

In 2025–26, CAPCA's **National Immune Effector Cell (IEC) Therapy Consensus Advisory Committee** continued to advance pan-Canadian alignment on

the use and funding of CAR T-cell therapies. Building on prior work, the Committee undertook further review and refinement of the *Immune Effector Cell Therapy for Adult Patients in Canada: Consensus Statement*, with updates informed by member feedback and evolving clinical evidence.

The Advisory Committee had comprehensive discussions on emerging evidence, funding gaps and unmet clinical needs. Work is underway to identify appropriate next steps, including liaising with existing provincial and pan-Canadian partners.

Ongoing discussions have also highlighted system capacity considerations and the need for planning related to potential expansion into non-malignant indications.

These efforts support more consistent, evidence-informed decision making and aim to improve equitable access to IEC therapies across Canada.

In 2025–26, CAPCA's **Pan-Canadian Quality Assurance in Radiopharmaceutical Therapy (pCQRT) Advisory Committee** advanced a coordinated approach to strengthening quality and safety in radiopharmaceutical therapy across Canada through the development of a multi-year workplan. This work is guided by key strategic directions, including promoting collaboration and partnership, embodying person-centred care, and embedding continuous quality improvement.

Year 1 priorities focus on increasing awareness and uptake of the *Quality Assurance Guidelines for Canadian Radiopharmaceutical Therapy Programs*, available here: <https://capca.ca/wp-content/uploads/2025/06/PCQRT-Quality-Assurance-Guidelines-2025-04-01-v2.pdf>

The Committee also initiated development of a pan-Canadian survey to better understand the current state of radiopharmaceutical therapy programs. Planned for dissemination in 2026–27, the survey will assess variation in practices, capacity, and challenges across jurisdictions to inform workforce planning, infrastructure development, and quality

improvement initiatives, while supporting collaboration and shared learning.

In parallel, the Committee is advancing a pan-Canadian model for outpatient release criteria, including convening a technical working group and developing standardized guidance with input from clinical experts. This work will continue in 2026–27.

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

Amid growing demand for cancer services, driven by population growth, aging, and advances in treatment, Canada continues to face significant workforce pressures, including shortages, burnout, and retention challenges.

The release and promotion of the *Pan-Canadian Strategic Oncology Workforce Report: A Focus on Key Oncology Professions* (May 2025) was a focus of CAPCA’s work in 2025-26 to support coordinated, system-level action to ensure sustainable access to high-quality cancer care.

Through presentations at the Canadian Association of Medical Oncologists Wellness and Workforce Strategy Summit, the Canadian Cancer Research Conference, and the Canadian Global Oncology Network Conference, where the report was shared in reference to workforce sustainability and its impact on equitable care, the report has become a catalyst for dialogue and action among partners.

CAPCA has also supported Health Workforce Canada in co-developing a Pan-Canadian Health Workforce Data Strategy and informed workforce planning efforts led by the Canadian Association of Psychosocial Oncology.

These efforts position CAPCA and its partners to advance coordinated, evidence-informed solutions to strengthen Canada’s oncology workforce.



Strategic Direction 2: Supporting Innovation and Research

ESTABLISHING NEW PARTNERSHIPS THAT ADVANCE CANCER RESEARCH & INNOVATION

Health Services & Policy Research (HSPR) continued to guide pan-Canadian efforts to improve cancer care delivery and strengthen the oncology workforce. CAPCA, with funding from the Canadian Partnership Against Cancer (CPAC), led a national research project with Dalhousie University, BC Cancer, Simon Fraser University, University of Manitoba and CancerCare Manitoba to identify and evaluate innovations in cancer care across Canada and internationally.

The research, grounded in implementation science and guided by an equity lens, focused on practical and innovative solutions that improve patient access, enhance care quality, support healthcare teams, and sustain the system – all with a view to strengthening the oncology workforce and enhancing workforce capacity.

Through an evidence-based review of Canadian and international innovations and insights from key informants, promising models were identified and prioritized to assess alignment for pan-Canadian scaling that could improve cancer care access, coordination, patient experience and provider well-being while stabilizing workforce capacity.

The full report will be published in 2026–27 and includes findings and recommendations that can inform broader efforts to drive sustainable, equitable and innovative models of care with pan-Canadian impact.

Next steps are being explored and aim to translate these findings into action.



Strategic Direction 3: Promoting Person-Centred Care and Outcomes

IMPROVING QUALITY, SAFETY, AND ACCESS TO RADIATION THERAPY

In 2025–26, the Canadian Partnership for Quality Radiotherapy (CPQR), a standing committee of CAPCA, achieved several milestones to enhance the quality, safety, and resilience of radiation therapy across Canada.

The **CPQR Self-Audit Tool** was refreshed and web-enabled, providing radiation treatment centres with an interactive platform to assess compliance with Technical Quality Control (TQC), Programmatic Quality and Patient Engagement guidelines. The tool delivers immediate feedback, real-time reporting, and certification of completion.

The **Pan-Canadian Radiotherapy Emergency Preparedness & Cybersecurity Framework** was developed to strengthen centre-level readiness for system disruptions, cyberattacks, and infrastructure failures. The framework outlines detailed action measures across lifecycle domains, supported by a resource manual with practical tools and templates for local implementation. This initiative supports planning for continuity of life-saving radiotherapy treatments, protection of sensitive patient data, and alignment with national quality and safety standards.

CPQR also worked with the Canadian AI and Data Radiotherapy Alliance (CADRA) and the Canadian Partnership Against Cancer (CPAC) to advance adoption of TG-263 and O3 **radiotherapy data standards**, supporting harmonized and phased clinical implementation. Knowledge-sharing webinars and jurisdictional engagement continue to facilitate learnings from early adopters in Ontario and Nova Scotia.

CPQR also supported solutions to address radiation therapy workforce challenges by convening an in-person meeting with partners. Guided by CAPCA's *Pan-Canadian Strategic Oncology Workforce Report* and its Health Services & Policy Research (HSPR) initiative examining innovative cancer care models that strengthen the workforce, participants prioritized models of care and new or expanded roles as a focus of work for CPQR. Discussion included how emerging roles could be integrated into a team-based model, and alignment of training, education, and regulatory frameworks.

Next steps include detailing a prototype for a multidisciplinary radiotherapy model of care, mapping roles and responsibilities along the cancer care journey, and continued engagement with CPQR partners and jurisdictions to translate this work into practical supports.

LOOKING FORWARD: Concluding Remarks from CAPCA's Executive Director

The past year has been marked by continued momentum and growing influence of the Canadian Association of Provincial Cancer Agencies (CAPCA) as we strengthen our role as a pan-Canadian convener, collaborator, and catalyst for cancer system improvement. Central to this progress has been a renewed focus on enhancing how we communicate, engage, and share our work with partners across the country. Through an expanded presence on LinkedIn, more intentional and timely reporting, and the release of focused publications such as the Cancer Genomics Community of Practice Annual Report and the National System for Incident Reporting – Radiation Treatment (NSIR-RT) Bulletins, CAPCA is strengthening visibility, transparency, and impact.

We have also prioritized meaningful engagement with partners through national conferences and forums, where we have actively shared and advanced key initiatives including the Pan-Canadian Strategic Oncology Workforce Report and our Health Services and Policy Research on innovative models of cancer care. These efforts are contributing to important system-level conversations on workforce sustainability, patient and caregiver access, and the delivery of high-quality, safe cancer care.

CAPCA's impact continues to be grounded in collaboration. The strength of our work reflects the dedication of hundreds of subject matter experts from across jurisdictions who contribute their time and expertise to CAPCA's Advisory Committees and Working Groups. Their insights ensure our work remains relevant, practical, and responsive to system needs.

As we look ahead, we remain committed to advancing shared priorities by bringing together leaders of Canada's provincial cancer programs, and creating space for collaboration, shared learning, and collective problem-solving on issues that directly impact how cancer care is delivered in Canada. Ultimately, this collective effort contributes to more timely access to care, improved quality and safety, and a more coordinated cancer system, helping to ensure better experiences and outcomes for people living with cancer and their families across the country.

Kristi MacKenzie, Executive Director

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