

Building Stronger Canadian Healthcare Systems

The Right Honourable Mark Carney
Prime Minister of Canada
Office of the Prime Minister
80 Wellington Street
Ottawa, Ontario
K1A 0A2

Dear Prime Minister,

We are writing to you today as members and allies of the Resilient Healthcare Coalition (RHC), a collaborative of health system partners committed to providing the leadership, insights, and solutions required to make Canadian health systems stronger and more resilient.

The RHC brings together a diverse group of health system leaders from industry, research, and patient groups across the not-for-profit and private sectors. Our mission is to create Canadian healthcare systems that **improve patient care and health outcomes** by evolving to become faster, nimbler, and better able to absorb future shocks.

To increase the resilience of Canadian health systems, the RHC is committed to working with a wide range of partners to accomplish two fundamental goals: **First, optimizing the use of healthcare data to better-inform healthcare decisions; and second, expanding and accelerating access to innovative health technologies – from vaccines and diagnostics to therapeutics and medical devices.**

Following the last federal election In October 2021, the RHC authored a hypothetical **Joint Mandate Letter (JML)** to the incoming Ministers of Health and Innovation, Science and Economic Development (ISED). Four years later, we have updated the JML to capture 10 bold, compelling and essential policy recommendations that can only be accomplished through the collaborative efforts of your new Ministers of Health and Industry.

Please find our Mandate Letter attached to this letter. We are confident that its recommendations will help your government help support not only more resilient health but also a vibrant life sciences sector that advances the health and wealth of all Canadians.

The RHC would appreciate the opportunity to meet and consult with officials from your office to not only expand on our recommendations, but also explore how the Coalition can best share ideas, insights and advice from across the broader healthcare and life sciences ecosystem.

We look forward to your reply, and we thank you in advance for your time and consideration.

Sincerely,



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Co-Chair, Resilient Healthcare Coalition



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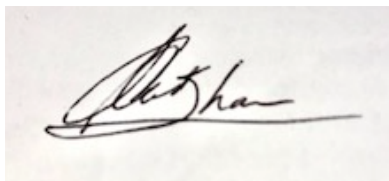
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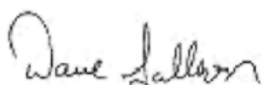
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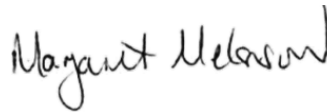
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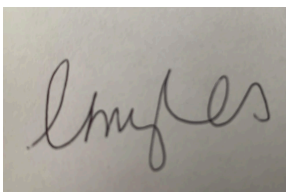
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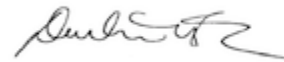
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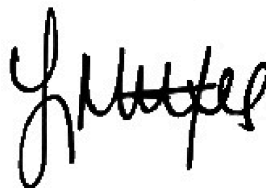
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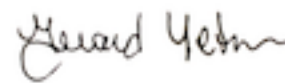
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Joint Mandate Letter 2025

The Honourable Marjorie Michel, Minister of Health
The Honourable Mélanie Joly, Minister of Industry
House of Commons
Ottawa, ON
K1A 0A6

May 27, 2025

Dear Ministers Michel and Joly,

Thank you for agreeing to serve Canadians as, respectively, Minister of Health and Minister of Industry.

On April 28, 2025, Canadians made a collective choice about the future of this great country. They chose to embrace a vision focused on (I) uniting this country from sea to sea to sea; (II) securing this country against emerging and established threats; (III) protecting Canada and its distinctive values; and (IV) building Canada into an economic superpower and one of the most prosperous countries in the world.

Achieving those goals will be neither simple nor easy. They will require an unprecedented degree of collaboration and commitment, which is why I am charging you both with prioritizing the objectives and recommendations laid out in this **Joint Mandate Letter**.

During the new government's mandate, it will be imperative for you to collaborate to make Canadian healthcare systems more responsive to future challenges, better connected to each other – and our pan-Canadian life sciences ecosystem – and agile and open enough to incorporate new solutions and attract new investments.

Building a Canada “Fit for Purpose”

Canada sits at a crossroads.

In one direction is a country weakened by regionalism and self-interest and burdened by processes and programs too slow, too unresponsive and too siloed to support the very real needs of all people living in Canada. In the other lies a Canada whose leaders at all levels are clear-eyed enough to identify both risks and opportunities and nimble enough to

effectively respond to both. By tearing down the barriers and silos that have impeded our ability to act together – and by protecting the security and stability of the global drug and device supply chains that underpin health systems across the country – the federal government and its provincial and territorial partners will act with cohesion and clarity over the duration of our mandate.

Building a Canada defined by resilience and reinvestment can only take place if we adopt a new era of open, inclusive and collaborative leadership – one that takes calculated risks and moves decisively to action in a timely manner. In your respective roles, this means viewing the health of people living in Canada and the wealth of our country as mutually reinforcing, not mutually exclusive.

Making Canadian Healthcare Systems More Resilient

To accomplish this essential goal over the duration of this new government's mandate, it will be imperative for you to collaborate – along with partners from around the Cabinet table and your provincial and territorial peers – to make Canadian healthcare systems more responsive to future challenges and opportunities and agile and open enough to incorporate new solutions from a wide range of collaborators. You will also collaborate with Indigenous leaders to support their efforts to address the unique and persistent barriers to timely and culturally appropriate healthcare faced by Indigenous Peoples, and respect the principles of Ownership, Control, Access, and Possession of Indigenous health data (OCAP).

This task is neither simple nor an easy one. For this reason, I want you to focus your joint efforts on achieving three policy objectives I see as essential to improving the health and wealth of all Canadians:

1. *Strengthen Canada's Position as a World Leader in Life Sciences Research & Commercialization*
2. *Accelerate and Expand Access to Innovative Therapies, Diagnostics and Vaccines*
3. *Optimize the Impact and Interoperability of Health Data Across Canada*

1. Strengthening Canada's Position as a World Leader in Life Sciences Research & Commercialization

With a highly-skilled workforce, clinical research excellence, outstanding academic institutions and skilled and well-informed patient communities, Canada is a global life

sciences hub that has attracted leading biopharmaceutical and medical technology companies. Based on our legacy of success and our wide range of national assets – and aligned with our platform commitment to increase funding for research grants and infrastructure at our healthcare institutions – there is an immediate opportunity to grow this important sector by:

- I. **Delivering the funding required to keep Canada at the forefront of global science.** Although Canada's health research system is a national asset, investment in that system has been falling behind. Canada currently lags in health research spending with 1.5% of our GDP, compared to the US at 5.9% and Australia at 3.3% ([Source](#)). You will move quickly to boost Canada's standing as a leading health research hub among OECD peers, attract private sector investment, and advance research that is responsive to patient needs, priorities, and lived experience.
- II. **Becoming a magnet for more of the world's top research talent.** Including a specific focus on researchers committed to partnering with patients in shaping research questions, priorities and outcomes, you will help recruit these experts to leading Canadian institutions and provide the enhanced support required to deliver world class science and increase the commercialization of new and established research.
- III. **Strengthening Canada's place as a global leader in Artificial Intelligence (AI)** Canada currently has 10% of the world's top-tier AI researchers, the second most in the world ([Source](#)). Working with the Minister of Artificial Intelligence and Digital Innovation, you will target investments and implementation to expand and deepen the critical role that AI can play in clinical research, drug and medical device development and the optimization of patient pathways in real-world clinical practice.
- IV. **Creating a new "Front Door" for preclinical and clinical trials.** Canada has a wide range of impressive organizations focused on attracting and delivering trials and training the next generation of talent, but without better coordination, faster contracting, improved engagement with patients, patient access to innovative trials will suffer as Canada falls further behind its global peers.

2. Accelerating and Expanding Access to Innovative Therapies, Diagnostics and Vaccines

To effectively strengthen Canadian healthcare systems and our vibrant life sciences sector, we need to do more to ‘pull through’ innovative technologies in ways that meaningfully engage patients and deliver real-world benefits to them and their care teams. Our plan to invest \$4B in community healthcare infrastructure will help advance access to much-needed capital equipment like MRIs, but to meaningfully achieve our platform goal of reducing wait times for life-sustaining and life-saving medications, I ask that you focus your efforts on:

- V. Investing in Canada’s regulatory capabilities and protecting accelerated review mechanisms such as Project Orbis and the Access Consortium. Canada has an opportunity to highlight the importance of global regulatory partnerships by (I) reimbursing drugs recommended by Project Orbis and the Access Consortium through federal drug plans, working collaboratively with the Ministers of Indigenous Services (Non-Insured Health Benefits Program), Veterans Affairs (Veterans Treatment Benefits Program), and Public Safety (Correctional Services Canada Health Services Program); and (II) using its influence working with provinces and territories to help achieve the same accelerated listings in all Canadian public drug plans. These steps are essential to ensuring patients have timely and equitable access to innovative treatments.
- VI. Dedicating new funding and access support for NACI-Recommended Vaccines for all Canadians. In a time of increasing vaccine hesitancy and increases in incidence of vaccine-preventable diseases, you will increase federal efforts to promote vaccine uptake and work to make NACI-recommended vaccines funded for all who are eligible. Through collaboration with the provinces and territories and supported by the efforts of the Immunization Partnership Fund, we will make clear our commitment to prevention and public health.
- VII. Implementing a comprehensive Rare Disease Strategy that improves and accelerates the pathways to diagnosis, data collection, and access to treatments. You will build on the current strategy by providing increased and ongoing funding to cover (I) expanded pre-clinical research, clinical trials and studies leveraging real-world evidence (RWE); (II) improved screening, diagnostics and data collection – including through focused investment in molecular profiling; (III) reimbursement of additional innovative health technologies; and (IV) the infrastructure required to develop and deliver the next generation of cellular and gene therapies. You will also engage patients living with rare diseases – and the organizations that represent them – as co-developers of strategies, research priorities, and implementation plans. You will also capture the key learnings that emerge from this work and

embed them in federal efforts to better improve the healthcare of all Canadians, regardless of their condition or disease.

3. Optimizing the Impact and Interoperability of Health Data Across Canada

Healthcare providers, patient organizations, researchers and life sciences companies all play an important role in generating and utilizing data to deliver better patient outcomes. It is imperative that your ministries work together with these partners to optimize the pan-Canadian Health Data Strategy. Building on another core platform commitment, this work should be concentrated around three key priorities:

- VIII. Delivering the pan-Canadian Health Data Strategy. Foundational work on this Strategy has already been done by multiple anchor agencies and organizations – including the Canadian Institute for Health Information, Canada Health Infoway and the Canadian Institutes of Health Research – but it will take federal investment and leadership to build capacity and expertise and ensure appropriate and ethical data accessibility for patients and partner organizations leading clinical trials, gathering RWE and conducting outcome studies. With the UK recently announcing £600M in funding for health data research, Canada also needs to continue investing in our own health data initiatives to remain competitive with global peers ([Source](#)).
- IX. Providing Canada's Drug Agency (CDA) with the resources and support required to integrate RWE throughout its operations. CDA's Time Limited Recommendations (TLR) Framework is a promising pathway to accelerated access, but its full value will only be unlocked by expanding data eligibility to enable coverage with evidence development through outcomes-based agreements. Embedding patient-defined outcomes and RWE will ensure these decisions reflect the lived realities of those most affected.
- X. Finalizing the F/P/T "Working Together" agreements improving how health information is collected, shared, used and reported. Patients expect data to follow them, and to be interoperable nationally. A truly connected health system must enable relevant data to support timely, effective, and coordinated care. Finally, any pan-Canadian health data strategy for Indigenous populations must be led by them and built on a recognition of Indigenous data sovereignty.

Committing to Targets and Tracking Our Successes

I want to reiterate the significance of this joint mandate letter as a shared commitment to people living in Canada that their federal government will work diligently and consistently to strengthen the resilience of health systems across the country in partnership with provinces and territories, and leaders from patient organizations, the research and commercialization community and Canada's biomedical industry.

Actively working with these interested parties in a substantive and sustained way, you will provide all Canadians with a clear set of metrics and milestones that will be collected and presented in an annual report outlining this government's progress on the ten commitments outlined above.

I am energized by the power and potential of your collaboration to come, and eager to support you as best I can. This goal of health system resilience is too important for any of us to tackle on our own.

Yours sincerely,

The Hon. Mark Carney
Prime Minister of Canada