



Children's
Healthcare
Canada

Santé
des enfants
Canada

Tomorrow's Promise, Today's Plan

2026–2030 Strategic Plan

Introducing the Strategy

Children's Healthcare Canada is proud to launch Tomorrow's Promise, Today's Plan 2026–2030—an ambitious five-year strategy designed to accelerate progress for children's health in Canada. This plan is both visionary and practical: it reflects the aspiration of healthy, vibrant children and youth while setting out clear priorities to guide our work advancing health systems that improve experiences and outcomes of care. Informed by our members and partners, this strategy spells out our shared commitment toward transformative, systems-level change that will future-proof Canada, and measurably improve the health of children, youth and families.

Over the next five years, we will focus on three interconnected priorities: building future-ready and equitable child health systems, strengthening capacity for excellence in health service delivery, and championing science and evidence to drive better decisions and outcomes. As a trusted source of thought leadership and expertise in children's health and healthcare, the Association is well placed to drive meaningful progress across all three priorities.

At the heart of this strategy—and indeed our Association— are the healthcare organizations delivering care to children and youth. The vision, expertise, and lived realities of our members and the families they serve shape every element of this plan, ensuring that Children's Healthcare Canada moves in lockstep with their priorities. By uniting the voice of our diverse membership at a national, systems level, we amplify their local impact and strengthen our collective ability to influence the policies, practices, and investments that matter most for children, youth, and families.

Beyond our membership—and beyond the scope of this plan—is the work led by many partners. Children's Healthcare Canada understands that innovative, accessible, equitable, and integrated healthcare systems are necessary but insufficient to improve the health and wellbeing of children, youth, and families living in Canada. Children's Healthcare Canada is committed to amplifying the efforts of those who work to advance the social determinants of health.

Children's Healthcare Canada has earned a reputation as a trusted national voice for children's health. We will continue to strengthen that trust by convening members and partners to champion the needs of children, youth, and families at every level of decision-making. Collectively, we are embarking on a journey that is both ambitious and essential. Tomorrow's Promise, Today's Plan challenges Children's Healthcare Canada to mobilize knowledge, foster collaboration, and advocate with urgency and purpose. In partnership with our members and allies, we will advance a future where all children and youth in Canada can thrive.



Emily Gruenwoldt
President & CEO
Children's Healthcare
Canada



Dr. Krista Jangaard
CEO, IWK Health Centre
Board Chair, Children's
Healthcare Canada

Our Vision:

Healthy, vibrant children and youth



Children's
Healthcare
Canada

Our Mission:

To advance innovative, accessible, equitable, integrated, purpose-built systems of care for children, youth, and families through knowledge sharing, collective action, and advocacy.

Our Values:

Collaboration:

We work best when we partner with others.

Fresh Thinking:

We seek out novel opportunities to serve our members and advance our strategic priorities.

Courage:

We demonstrate leadership to make brave decisions.

Inclusiveness:

We celebrate and embrace the diversity of our membership and the children, youth and families they serve.

Focus:

We direct our resources to what matters most to our members.



Our Strategic Focus:

By gathering and sharing evidence, connecting members, uniting strategic partners, and advocating through collective action, Children's Healthcare Canada will work to advance:

Future-Ready and Equitable Children's Healthcare Systems

We will inform and influence the evolution of children's healthcare systems so that:

- Children's healthcare systems are integrated across the continuum of care
- Healthcare systems work actively to reduce inequities in access and outcomes
- The highly specialized healthcare workforce serving children is recognized, well-resourced, and sustainable
- Guided by robust data, capacity exists to meet the needs of every child, youth, and family

Excellence in Health Services Delivery

We will catalyze the translation of evidence across children's health services so that:

- Innovation, data, and research underpin and accelerate the implementation of high-quality child, youth, and family-centred care
- Models of care continuously evolve to meet the needs of a growing population of children, youth, and families
- Care responds to the emerging and unique needs of children and youth

Commitment to Science and Evidence

We will champion science, research, and innovation so that:

- Evidence is prioritized, supported, and widely accessible to the health workforce and families
- Evidence is incorporated into policy and practice
- Children, youth, and families achieve better experiences and outcomes of healthcare





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- Guided by robust data, capacity exists to meet the needs of every child, youth, and family

How we succeed:

- *Increased collaboration across healthcare systems to support integration*
- *Greater federal commitment to children's health reflected in funding, policy priorities, and data systems*

Our goal:

Integrated children's healthcare systems that reduce inequities and meet evolving population needs



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How we succeed:

- *Evidence-based models of care are implemented in children's healthcare organizations*
- *Sustained organizational efforts for continuous improvement, including reduced duplication of activities*

Our goal:

Members are supported to deliver high-quality child, youth, and family-centred care



Commitment to Science and Evidence

We will champion science, research, and innovation so that:

- Evidence is prioritized, supported, and widely accessible to the health workforce and families
- Evidence is incorporated into policy and practice
- Children, youth, and families achieve better experiences and outcomes of healthcare

How we succeed:

- *Increased uptake of high-quality evidence in policy and decision making*
- *Increased federal and philanthropic investments in science, research*

Our goal:

A culture of trust in science and research that improves outcomes for children and families

Working Together

Children's Healthcare Canada understands that innovative, accessible, equitable, and integrated healthcare systems are necessary but insufficient to improve the health of children, youth, and families living in Canada. Children's Healthcare Canada must amplify the work of partners to support healthy families, schools, and communities, and work together to ensure that governments prioritize children and youth through all policies and investments.

