

From Adaptability to Action

Operating Plan
2026/2027

Today the Ontario Hospital Association operates on land that has been the traditional territory of many Indigenous Nations over thousands of years – including the Huron-Wendat, the Haudenosaunee Confederacy and the Mississaugas of the Credit. This land is covered by Treaty 13 with the Mississaugas of the Credit.

We also acknowledge that the land where OHA staff may currently work, and the land on which hospitals across Ontario operate, is home to diverse First Nations, Inuit and Métis. We are grateful and humbled to have the opportunity to live, work and come together on these lands.

The OHA is taking responsibility to respond to the Calls to Action of the Truth and Reconciliation Commission of Canada. We're committed to addressing health inequities, fostering improved health access and outcomes, and supporting the wellbeing of Indigenous Peoples.

We continue to listen, learn and reflect with humility. We continue our work to become a trusted ally of Indigenous communities, and to support the health priorities defined by Indigenous Peoples.

President and CEO's Message

New Thinking for Health Care in Ontario

Health care is one of the fundamental underpinnings of Canadian society — a shared expression of our values, compassion, and collective responsibility. Ontario's hospitals have built one of the most efficient and high-performing hospital systems in the world, improving access and quality while operating with the lowest per capita funding in Canada. Through a prolonged public health crisis, persistent workforce challenges, and unpredictable funding, hospitals demonstrated extraordinary adaptability, leadership, and commitment to the communities they serve.

As we look ahead, hospitals once again stand at a turning point. Broader economic and geopolitical uncertainty — including ongoing trade tensions with the United States — have reshaped the province's financial outlook and sharpened government focus on deficit reduction and expenditure control. While the government has reaffirmed its objective to balance the provincial budget by 2027–28, hospitals are increasingly bearing the impact of this new fiscal reality, even as demand for care continues to grow in volume and complexity.

Over the past several years, hospitals have managed these pressures within a funding and accountability framework grounded in local governance, operational autonomy, and responsiveness to community needs. But in today's environment, hospitals are experiencing new and changing dynamics. Persistent underfunding relative to cost pressures and the depletion of hospital balance sheets are eroding financial resilience across the sector.

Hospitals need far greater certainty over their financial outlook in order to adapt and plan to meet the needs of the communities they serve.

The Ontario Hospital Association (OHA) recognizes the toll these dynamics are taking on hospital leaders, boards, and frontline teams. Hospitals are facing difficult decisions in an environment where funding growth is uncertain; in-year deficits persist, and multi-year planning assumptions remain unclear.

In this context, hospitals are facing a period of continued financial uncertainty that requires proactive planning and decisive action. While additional one-time funding for some hospitals provides temporary relief, it does not fully address the underlying pressures on the sector. Hospitals must explore different scenarios based on a range of financial planning assumptions, while continuing to innovate, coordinate services, and implement new models of care. Hospital boards and leaders remain responsible for

stewarding public resources, managing labour and operational risks, and ensuring quality care, even as the funding and policy environment grows more complex and less predictable.

Over the year, the OHA has turned the vision outlined in the previous Operating Plan into tangible steps: advancing system-wide financial analysis and scenario planning, strengthening data and evidence to inform decision-making, and deepening collaboration across regions and sectors.

Without timely, decisive direction, the sector must be empowered to plan responsibly and independently within its legal authorities, while maintaining transparency and collaboration with funders.

Our 2026-27 Operating Plan reflects this reality. It sets out how the OHA will support hospitals to navigate the current environment by aiming to re-establish greater certainty in planning, reinforcing reciprocal accountability between hospitals and their funder, and enabling responsible operational decision-making grounded in evidence and local need. This includes providing hospitals with practical guidance and resources to assess financial risk, plan within uncertain funding assumptions, and engage communities and partners in difficult but necessary conversations about access.

The OHA will continue to advocate for predictable, multi-year funding and a more transparent approach to managing system-wide deficits. We will deepen our engagement with hospital boards and leadership teams, recognizing their critical role in stewarding public resources and maintaining trust. Our work will also continue to advance data integration, innovation adoption, Indigenous health, applied research, and rights-based, culturally informed approaches to care.

Ontario’s hospitals are more than health care providers. They are the drivers of change and innovation in their communities, major employers, and essential contributors to social well-being and economic stability. As the province navigates a prolonged period of uncertainty, hospitals will continue to lead and contribute to local growth and scale innovations across the sector to benefit all communities. However, they cannot do so without clear expectations, predictable funding, and respect for the governance structures that have long underpinned Ontario’s health system.

The OHA remains committed to uniting and supporting hospitals through this transition. Through the priorities and actions outlined in this plan, we will continue to provide leadership and advocacy to help hospitals move from adaptability to action. The path ahead will be challenging, but with clarity and principled decision-making, Ontario’s hospitals will continue to deliver on the promise of care for every Ontarian.



Anthony Dale
President and CEO
Ontario Hospital Association

Member Engagement and Knowledge Transfer

We will modernize the ways in which we convene our members and support them in the application of knowledge to their unique environments.

Our members are at the heart of our work. They inspire us to innovate and drive change in pursuit of a healthier Ontario. As the increasing complexity of health care demands change, we continue to explore new and innovative ways to empower and embolden hospitals to lead and influence health care priorities and ensure they have the system knowledge needed to drive positive change.

The OHA will continue to advance knowledge transfer and engagement initiatives that support health care professionals. We will build on the strong foundation of our offerings by enhancing accessibility, inclusiveness, and relevance for members across diverse professional roles.

We will also focus on enhancing the learner experience by convening members around key issues, offering professional development opportunities, and expanding artificial intelligence (AI) education for executives to support the advancement of strategic priorities.

OUR MEMBERS

OUR SYSTEM

Member Engagement and Knowledge Transfer

OUR ORGANIZATION

IN 2026/27, WE WILL:

- Implement knowledge transfer offerings that enhance the learner experience and inclusiveness by leveraging the OHA’s new Learning Management System and connecting resources with opportunities for member engagement on key issues.
- Deliver elevated learning offerings related to Ontario Healthcare Reporting Standards (OHRS), hospital physician leadership, hospital governance essentials for new directors, and funding fundamentals.
- Convene members and experts in the OHA’s new office space for forward-looking and solutions-oriented discussions on the role of hospitals as anchors in their communities, the diversity of Ontario’s hospital leadership, and other areas of the OHA’s health policy and applied research work.
- Foster collaboration and engagement across Ontario hospitals and the broader innovation ecosystem, convening the sector through learning opportunities and events.



We will build on the momentum of the AI executive program delivered in collaboration with the University of Waterloo/WatSPEED by deepening engagement across the sector and accelerating collective readiness. We will mobilize hospitals and health leaders to adopt AI responsibly and at scale.

Our Pillars

Our members, system and organizational mandates form the strategic pillars of the OHA's plan to serve hospitals to build a better health system for Ontarians.



[OUR MEMBERS >](#)



[OUR SYSTEM >](#)



[OUR ORGANIZATION >](#)

- > Policy and Advocacy
- > Labour Relations
- > Data and Analytics

Our Members

Our direct services to members are anchored in enhancing our core mandates of advocacy, labour relations and benefits, and data and analytics.



PICTURED: Staff at St. Joseph's Healthcare Hamilton.

Policy and Advocacy

We will ensure that hospitals have a strong and respected voice in their relationship with the Ontario government, partners, and the public.

All levels of government are balancing a wide range of complex priorities and grappling with the most serious threat to the economy and our prosperity in recent history. As the provincial and federal governments navigate this challenging time, Ontario's hospitals are stepping up to do their part by working to minimize impact on frontline care.

Ontario's health system is a tremendous asset. To transform and adapt to the challenges facing us now and, in the future, we need ongoing certainty in investment and innovation to ensure public health care remains accessible to everyone. We will continue to equip decision-makers with a full perspective on the issues and pressures facing our members. Our advocacy for certainty in provincial budgets, legislative and regulatory changes and a range of policy issues will focus on the needs of hospitals today, while we lay the groundwork for new approaches and thinking to address the health system needs of tomorrow.

Our policy and advocacy recommendations are rooted in research, data, and evidence that are guided by insight from member consultations. We will continue to engage all members in dialogue to better understand the unique needs of the sector and proudly represent the strong, independent and collective voice of hospitals, encouraging action in the best interests of patients, caregivers, and the health system.

The OHA will continue to promote scientific, technological, and clinical advancements and is focused on positioning Ontario's hospitals as anchor institutions empowered to redesign care, building a better health system for tomorrow.



PICTURED: Image from OHA's *Here to Care* campaign created to remind Ontarians that against adversity and beyond challenges, Ontario's hospitals have and will continue to be there for their communities.

IN 2026/27, WE WILL:

- Co-develop new governance supports for the sector and advocate for changes that address unique member needs and focus on underlying causes of capacity challenges. This includes issues related to care in emergency departments, hospital-physician relationships, and supporting population growth and aging across the continuum.
- Champion new applications for hospital-based research and innovation advancements to support the evolving care needs of future Ontarians. We will continue to support initiatives aiming to improve the clinical trials landscape and advocate for hospital-based research, innovation and commercialization support with federal and provincial governing bodies and funding agencies.
- Provide analysis, advice and resources to members on emerging legal, policy and regulatory issues, including community surgical care, privacy, artificial intelligence, cyber security, governance and broader legislative and regulatory compliance and accountability.
- Continue working closely with the Ministry of Health and Ontario Health to secure targeted multi-year investments for essential maintenance, technology, and modernization of Ontario hospitals.
- Continue to demonstrate strong financial performance and accountability of the sector through standardized reporting, sector analyses, and actionable insights on efficiency and value for money. We will build on this foundational work by advancing a solutions-focused engagement strategy.
- Position Ontario hospitals, in the context of today's turbulent economic and social conditions, as constructive civil society leaders, here to care for their communities while capable of driving change to meet the demands of the future.
- Continue to advocate for increased investment for hospital-based research through Canada's tri-agency granting councils, recommending that hospitals independently hold grants through all granting agencies and ensuring that research, innovation, and commercialization remain a key priority for the Government of Canada in its economic growth strategy.
- Advocate for an increase to the Federal Health Transfer Payment as negotiations between the provinces and Government of Canada begin in 2026/27.

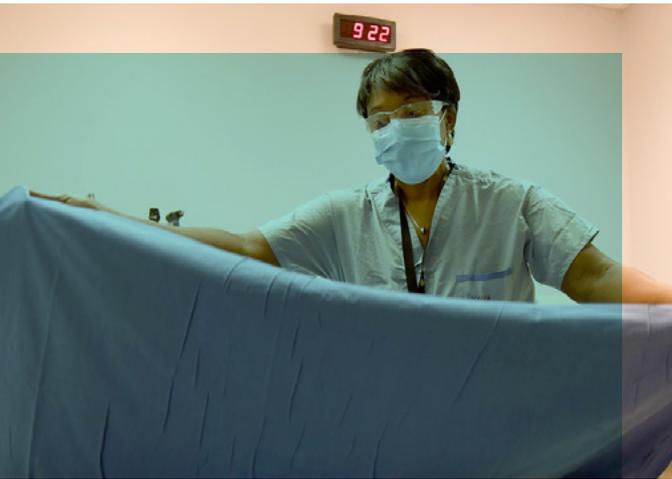


We will enhance engagement opportunities for Board members and expand resources to ensure hospital boards have the tools they need to excel in local, independent, voluntary governance. This includes further support for governance-related learning and networking.

We will engage closely with the Health Sector Governance and Oversight (HSGO) Office seeking to co-develop policy development and objectives, to further strengthen the culture of continuous improvement and adaptation in governance.

Labour Relations

We will deliver sector-wide labour relations solutions that help hospitals support employees and meet their health human resources needs.



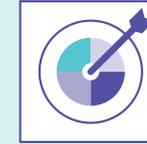
PICTURED: William Osler Health System staff. Photo courtesy of William Osler Health System's Annual Report.

Hospitals rely on a skilled and dedicated workforce. Funding realities have long necessitated hospitals be as agile as possible, using efficient health human resources models while maintaining high standards of care.

The OHA will continue to serve the health system by supporting hospitals in province-wide labour relations. Guided by the Board's Standing Committee for Labour Relations, our work will focus on preparing for and leading key collective bargaining processes, as well as coordinating arbitration where required, to achieve outcomes that promote stability, fiscal responsibility, and hospitals' ability to adapt and innovate. The OHA's recent freely negotiated collective agreement with CUPE demonstrates this approach and is expected to influence negotiations with other unions in the years ahead.

IN 2026/2027, WE WILL:

- Conduct arbitration hearings to conclude the 2026 round of negotiations with OPSEU.
- Respond to ONA's application for judicial review of the 2026 arbitration decision.
- Prepare for and commence the 2027 round of negotiations for a renewal collective agreement with the ONA.
- Coordinate the arbitration process to resolve disputes arising from local bargaining processes on behalf of participating hospitals for the 2024 round of negotiations with CUPE and SEIU, and the 2026 rounds of negotiations for Unifor and OPSEU.
- Commence the 2026 round of negotiations for a renewal collective agreement with Unifor.



We will continue to coordinate development of a central pay equity plan for the ONA and support hospitals with ongoing maintenance of the OPSEU central pay equity plan, with the assistance of the Steering and Job Evaluation Committees.

Data and Analytics

We will support hospitals with accurate, timely and insightful data and tools to enable evidence-informed decision-making.

Our Data and Analytics solutions empower hospitals to harness valuable insights from a suite of foundational data and benchmarking platforms in finance, health human resources, and patient experience. Building on progress in data integration and user experience, we will enhance the sophistication and utility of the Data and Analytics platform to help members extract deeper insights and make evidence-informed decisions. Accurate, timely, and actionable data are essential to advancing hospital performance and strengthening Ontario's health system.

Innovation will be a central focus. We will explore artificial intelligence-driven tools to simplify data discovery and analysis, while expanded education and knowledge-transfer opportunities to help members translate insights into informed decisions. By deepening the sector's analytical capacity and refining benchmarking and performance tools, the OHA will continue to empower hospitals to drive improvement and elevate patient experience measurement across the province.



PICTURED: William Osler Health System's Operational Command Centre. Photo courtesy of William Osler Health System's Annual Report.

IN 2026/27, WE WILL:

- Elevate the user experience on the Data and Analytics platform by exploring AI-driven solutions to make data discovery and retrieval more intuitive.
- Strengthen member capacity and knowledge transfer by expanding training opportunities to help members extract, interpret, and act on data-driven insights. This includes learning modules for the Ontario Healthcare Reporting Standards (OHRS) and engagement through the patient experience community of practice championing research and case studies.
- Enhance the rigour and confidence of the peer benchmarking outputs through wider participation and refined use of statistical methods to foster greater collective accountability for care experience measurement and improvement across the sector.
- Support hospitals with understanding and evaluating emerging technologies (e.g., AI) that support efficient analysis of qualitative patient responses.
- Collaborate with members to enhance the survey library and expand patient experience data intake for benchmarking. We will also work to refine survey administration guidelines and expand requirements to foster greater standardization across hospital practices.



We will build on the initial release of the OHA's Performance Monitoring Dashboard by adding comparative analytics that explore the relationship between financial measures, such as efficiency and funding, and outcome measures, such as quality, access and patient experience.

- > High-Performing Health Care System
- > Indigenous Health
- > Hospital-Enabled Research and Education
- > Integrated Health Data

Our System

Building on the leadership of the hospital sector, the OHA works with our partners to improve the broader health system.



PICTURED: Client and staff member at the Geriatric Assessment and Rehabilitative Care Unit of St. Joseph's Care Group, St. Joseph's Hospital, Thunder Bay.

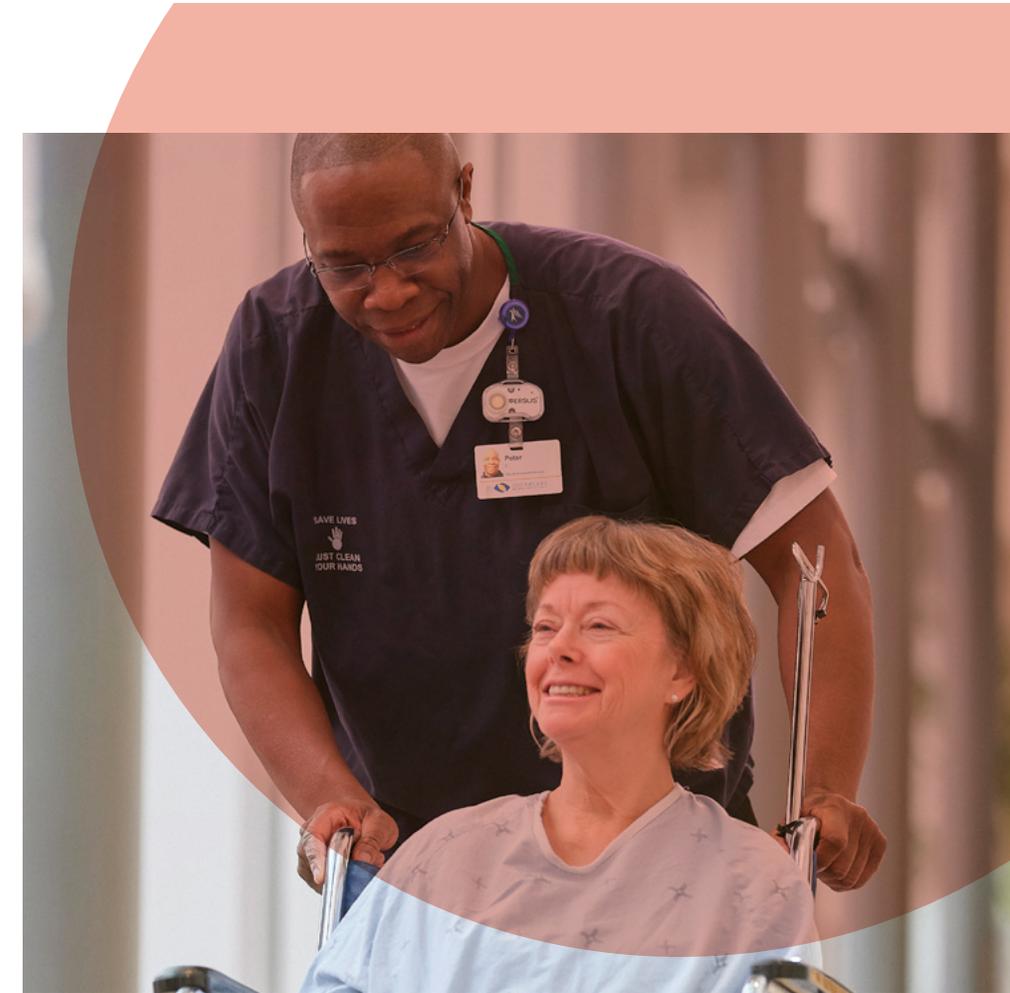
High-Performing Health Care System

We will collaborate with our members and partners to build a reliable, high-performing health care system with enough health services capacity to serve all Ontarians.

Building a high-performing health care system requires hospitals to serve as both innovators and collaborators across every level of care. The OHA will deepen its work to position hospitals as anchor institutions — leaders that not only deliver care but strengthen their communities, advance equity, and shape the future of the health system.

While hospitals are facing significant financial and operational pressures, they can collectively accelerate proven innovations that help improve patient outcomes, increase capacity, and reduce resource pressures across the system to benefit every community. We aim to empower this collective effort in the year ahead.

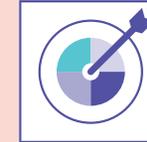
Through new research, resources, and practical supports, the OHA will help members apply evidence-informed models that enhance collaboration and system integration. By strengthening connections between hospitals, primary care, and other partners, the OHA will continue to foster a culture of shared learning and continuous improvement that enables better outcomes for patients and communities across Ontario.



PICTURED: Southlake Regional Health Centre staff transports patient.

IN 2026/2027, WE WILL:

- Develop an anchor institution toolkit to help members apply the anchor model locally, supported by new research, publications, and knowledge translation tools shaped through engagement with stakeholders and experts in Ontario and abroad.
- Leverage findings from the 2025 diversity in leadership survey to engage members in best-practice exchanges. We will continue to deepen our understanding of the findings to inform sector-wide strategies that embed equity, diversity, and inclusion at the executive and governance levels.
- Engage with hospitals and primary care partners to identify and research effective collaboration models that enhance care coordination, improve patient outcomes, and reduce inefficiencies to better inform practices across Ontario.
- Conduct further research on high-performing health systems and develop practical tools and supports that foster member engagement and drive solution-oriented approaches.
- Engage members and stakeholders to identify and champion innovations that improve patient outcomes and address system challenges, such as virtual hospital care and personalized/precision medicine and robotics.
- Accelerate and scale selected proven solutions by supporting Ontario hospitals in adopting innovative models, including Hospital at Home and artificial intelligence.
- Advance the OHA's emerging strategy to explore mechanisms for the development of evidence-based approaches to modernize health system funding methodologies.



We will continue to drive the innovation and transformation mandates focusing on accelerating proven innovations, empowering the innovation ecosystem, and using funding methodology to advance value-based care across the sector.

Indigenous Health

We will work to become a trusted ally of Indigenous communities to address inequities in the health system and foster improved health access and outcomes for Indigenous Peoples.

The OHA is committed to responding to the Truth and Reconciliation Commission of Canada's (TRC) calls to address health disparities and support the wellbeing of Indigenous peoples. We continue in our commitment of listening, learning, and reflecting, with humility. We are working to establish respectful relationships with Indigenous communities and leaders, support member hospitals as they engage at all stages of this work and build our own internal capacity.

IN 2026/27, WE WILL:

- Undertake consultations and deliberative dialogues, in collaboration with Indigenous Health leaders, to co-develop a report on implementing rights-based approaches in

hospitals, with a focus on advancing and upholding the distinct rights of Indigenous Peoples in the health care system.

- Support the Indigenous Hospital Leadership Committee (IHLC), a new group of senior Indigenous hospital leaders, to guide the OHA's emerging Indigenous health strategy.
- Facilitate sector-wide reflection and commitments on TRC health-related Calls to Action and socialize themes with sector leaders, informed by Indigenous-led advisory groups and partners.
- Introduce a new standardized measure to capture impact of anti-Indigenous racism on hospital care.



PICTURED: Smudging ceremony for staff and attendees during a National Indigenous Peoples Day celebration at Thunder Bay Regional Health Sciences Centre.



We will deliver a relationship-centred, strategically aligned foundation for transforming Indigenous health across Ontario's hospital system. Reporting to the President and CEO, the OHA's new Executive Director for Indigenous Health will establish a strong relational, strategic, and governance foundation for the OHA's long-term Indigenous Health Strategy. This work will be guided by Indigenous Elders and the IHLC and is endorsed by the OHA, rooted in truth, and designed for long-term systemic impact.

Hospital-Enabled Research and Education

We will elevate Ontario's health system by more deeply integrating hospital-enabled research and education.

The OHA's strategic plan embeds a focus on academic matters to support members through sector-wide collaboration in health research and education. The OHA continues to reinforce the position of Ontario's hospitals as leaders who identify and advance diverse approaches to health services integration. Ontario hospitals are embracing change and leading the way by reimagining care. This includes an integrated health research and care delivery system, along with a well-supported network of learners, preceptors, and training environments across Ontario's hospitals.

Research

Ontario hospitals are the engine that drives health research in Canada. The OHA's research vision is to demonstrate that hospital-based health research is health care – it's how we discover, test, and deliver better solutions. This system will facilitate sustainable and transformational science, clinical excellence, health equity, and an agile, diverse workforce of scientists and innovators.

IN 2026/27, WE WILL:

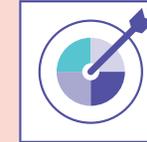
- Ensure greater awareness and understanding of the role hospitals can play in strengthening our economy as independent contributors to both Ontario's research and commercialization sectors.
- Position Ontario's health research hospitals as leaders in research and innovation embedded in health care delivery.
- Enhance hospital-based research capacity and equity through clinical trial readiness.
- Strengthen data and impact metrics to provide greater insight into the value of investments in hospital-based research in Ontario.

Education

The OHA's education vision is to collaborate within and beyond hospital walls to educate and train the health professionals Ontario needs to deliver exceptional patient care and build a high-performing health care system.

IN 2026/27, WE WILL:

- Influence policy development and advocate for resources and supports required to train health care professionals across the hospital sector.
- Support health human resources through education by identifying advances in teaching modalities and supporting their spread and scale.



We will communicate the intrinsic link between a strong and prosperous ecosystem for hospital-based education and hospital-based research.



PICTURED: Post-doctoral research fellow in a Princess Margaret Cancer Research Tower lab at University Health Network.

Integrated Health Data

We will optimize the ways in which health data is shared and used by the health provider community to enable collaboration in support of integrated care solutions for patients.

The OHA will continue to advance Integrated Decision Support (IDS) as a cornerstone of data-driven decision-making across Ontario's health system. Priorities will focus on modernizing the IDS platform through cloud migration and enhanced analytics capabilities, strengthening client relationships and data literacy, expanding awareness and adoption among current and new participants, and supporting population health management through integrated, cross-sector insights.

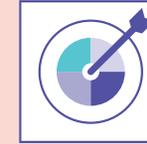
In addition, IDS will leverage artificial intelligence (AI) applications to enhance user experience, adapt submission processes to evolve reporting requirements, and proactively position itself to respond to provincial and national changes in the health data landscape.



PICTURED: Staff and student collaboration. Photo courtesy of Holland Bloorview Kids Rehabilitation Hospital.

IN 2026/27, WE WILL:

- Leverage IDS's rich hospital data to equip the OHA to develop comparative analytics tools that express hospital performance across a range of balanced indicators.
 - Strengthen client relationships by helping subscribers learn how to access, interpret and use insights from IDS data.
 - Increase awareness and understanding of IDS products and features to drive new growth and help current subscribers get the most out of the tool.
- Support participants' population health management efforts with analytics as they work together in a more integrated health system.
 - Enable regions to collaborate by improving how health information is shared between sectors.
 - Explore AI tools to enhance customer service and help subscribers navigate the IDS platform more easily and effectively.
- Update IDS' submission process to align with the Canadian Institute for Health Information's change in reporting requirements for complex care hospitals and long-term care homes, moving from quarterly Continuing Care Report System submissions to near real-time Integrated interRAI Reporting System submissions.



We will complete the IDS Platform migration to the OHA's Microsoft Azure Canadian Cloud environment, enhancing capacity, advanced analytics, privacy and security best practices, while finalizing Tableau integration with OHA's Data Analytics platform to implement new content management and identity management products.

- > People
- > Practices
- > Relationships

Our Organization

Embedding equity, diversity, inclusion, and anti-racism into our core organizational strengths equips the OHA to deliver on our mandates most effectively.



PICTURED: Ontario Hospital Association staff celebrating the launch of their 2023-2027 Strategic Plan.

People

We will strengthen our highly engaged culture with a strong commitment to care for our people while fostering a positive employee experience.

IN 2026/27, WE WILL:

- Explore key drivers of employee engagement to support a culture that remains meaningful, valuable, and adaptive to demographics shifts.
- Evolve OHA's work structure, including programs and practices, to complement the new office design, focused on an enhanced employee experience that is human centric and future ready.
- Support artificial intelligence (AI) adoption and provide emotional intelligence learning opportunities to support human and AI interactions.



PICTURED: Ontario Hospital Association staff.

Practices

We will be responsive to the evolving work environment as we continue our relentless pursuit of business-planning excellence.

IN 2026/27, WE WILL:

- Collaborate with Healthcare of Ontario Pension Plan (HOOPP) and continue to refine the membership application process as the OHA experiences an increasing interest from Medicine Professional Corporations (MPCs) and other non-hospital entities.
- Continue making enhancements of the OHA's member facing virtual infrastructure to optimize member experience, engagement, and knowledge transfer. This includes a complete refresh of the OHA's website and associated infrastructure.
- Commence subsequent steps in close collaboration with the Board regarding the forthcoming phase of strategic planning. This coordinated endeavor will ensure the continuity and advancement of the OHA's strategic mandates and objectives into the future.



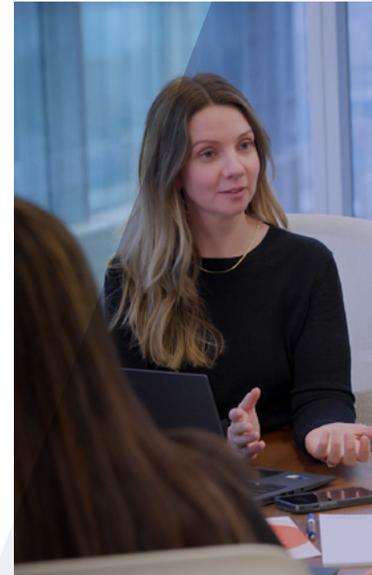
PICTURED: Ontario Hospital Association staff.

Relationships

We will continue to cultivate and nurture healthy relationships with our related entities and strategic partners.

IN 2026/27, WE WILL:

- Continue to exercise stewardship of an independent Healthcare of Ontario Pension Plan (HOOPP) in an environment of heightened attention to the mandate of public sector pension plans and engage with the other Settlers to support robust governance of HOOPP emphasize the commitment to governance stewardship.
- Ensure stability of OHA's investment resources by conducting a review of the OHA Legacy Fund's global equity manager and evaluating opportunities for the investment portfolio to support and advance strategic initiatives.
- Continue our collaboration with the Proximity Institute and commit to continuously exploring new opportunities to jointly serve the sector while respecting our distinct roles and mandates.



PICTURED: Ontario Hospital Association and Proximity Institute staff working together.

The OHA partnered with Healthcare Insurance Reciprocal of Canada (HIROC) Management Limited to create Healthcare Collaborative Benefits Inc. (Co.) to support hospitals through an innovative province-wide model for the delivery of hospital employee group benefits. In just two years, the value of this program is clear, which has grown to include 70 hospitals of all sizes and types from across the province. As hospital cost pressures intensify even further, this system-wide approach to long-term cost management and innovation will become even more critical and the OHA will continue to demonstrate leadership by supporting the governance and continued growth of Co.

Budget and Performance

The 2026/27 budget will drive a strategic shift in our advocacy efforts, positioning hospitals as leaders in reimagining and redesigning health care for the future. It will intensify support for the development of key OHA priority areas, with a heightened focus on applied hospital-based research, forward-thinking long-term policy, advanced data analytics, and breakthrough health care innovations.

- > **2026/2027 Budget and Three Year Forecast**
- > **How We Track Our Performance**

2026/27 Budget*

REVENUES	2026/27
Membership Dues	11,381,000
Partnership Revenue	3,640,000
Investment Income	2,435,000
Program Revenues	4,357,000
Member Engagement and Knowledge Transfer	802,000
Other Revenue	2,030,000
Total	24,645,000

EXPENDITURES	2026/27
Salaries and Benefits	17,367,000
Staff Travel & Education	585,000
Board and Governance	125,000
Committee & Networks	343,000
Rent and Occupancy	3,541,000
Office Expenses	2,870,000
Professional Fees	3,770,000
Direct Member Engagement Expenses	1,011,000
Total	29,612,000

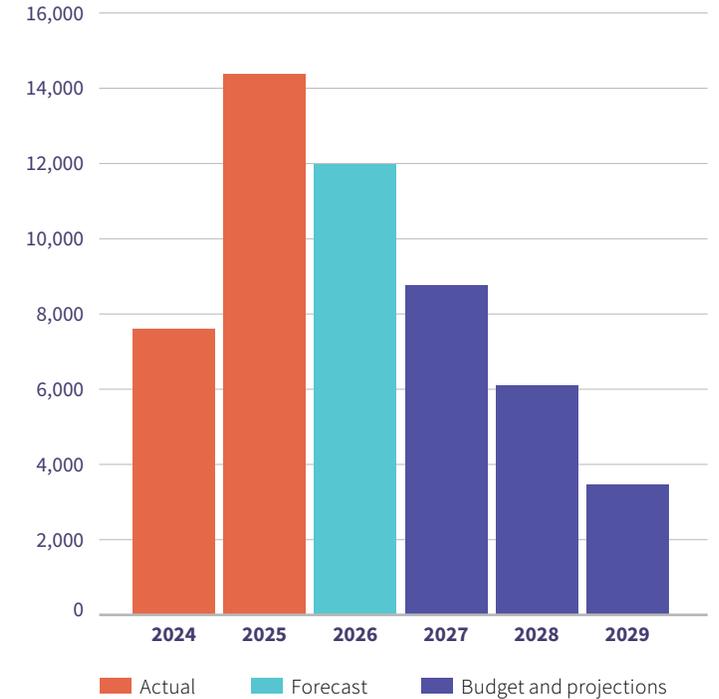
Multi-Year Projections

REVENUES	2026/27	2027/28	2028/29
Unrestricted	18,890,000	17,779,000	18,144,000
Internally Restricted	3,320,000	3,510,000	3,610,000
Externally Restricted	2,435,000	2,435,000	2,440,000
Total	24,645,000	23,724,000	24,194,000

EXPENDITURES	2026/27	2027/28	2028/29
Salaries and Benefits	17,367,000	17,834,000	18,371,000
Staff Travel & Education	585,000	592,000	581,000
Board and Governance	125,000	132,000	144,000
Committee & Networks	343,000	377,000	333,000
Rent and Occupancy	3,541,000	2,190,000	2,220,000
Office Expenses	2,870,000	2,134,000	2,154,000
Professional Fees	3,770,000	2,725,000	2,689,000
Direct Member Engagement Expenses	1,011,000	575,000	578,000
Total	29,612,000	26,559,000	27,070,000

**Subject to change via new opportunities or events*

Reserve Balance



The 2026/27 operating plan continues the commitments made last year including the expansion of health system innovation, exploring the potential of AI, and enhancing advocacy work during an upcoming period.

The 2026/27 budget is expected to draw on OHA reserves and investments to support these strategic projects. The OHA reserve is used to enhance the value to hospitals for strategic initiatives and targeted work, preserving our autonomy and limiting the financial impact on members. The projected reserves are subject to change as opportunities arise, strategic decisions and as the circumstances become more certain.

*Non-consolidated
The OHA will finalize its office transition in 2026/27. Related transition costs are expected in the year with savings and efficiencies captured in the future projections.

How We Track Our Performance

Our strategic indicators provide opportunities to regularly measure and evaluate progress as it relates to achieving the goals of the strategic plan.

Over the past several years, the OHA turned to a modified balanced scorecard approach to capture performance across many facets of the organization, in two streams:

- **Core indicators:** a set of sentinel indicators that includes metrics such as the annual member satisfaction score, employee engagement, and net actual over budget.
- **Developmental indicators:** a set of indicators focused on targeted areas of growth to show progress on key strategic projects identified in the strategic plan over a multi-year horizon.

This structure has been an effective way for the OHA to measure progress and clearly report back to members. The current set of performance indicators were developed with the guidance and support from the OHA's Board of Directors and align directly with the member, system and organization pillars and priorities of the Strategic Plan 2023 – 2027. The OHA Board reviews performance on an annual basis and must approve any changes to the indicators.



Key Successes 2025/26

93%

satisfaction with the OHA's overall performance

11 consecutive years over 90%

90%

satisfaction with the OHA's effectiveness as an advocate to the provincial government on core priorities of operational and financial stability

8 consecutive years over 80%

90%

satisfaction with opportunities to have voice heard at the OHA

9 consecutive years over 80%

93%

satisfaction with opportunities to engage with the OHA

9 consecutive years over 90%

92%

satisfaction with the value of being an OHA member

11 consecutive years over 80%

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