



**MedMatch**

---

# 2026 Healthcare Workforce & Leadership Trends Report

2026-2027 OUTLOOK

Prepared by **MedMatch Recruitment** — Connecting healthcare organizations with the leaders shaping the future of care.



# About MedMatch Recruitment

## Who We Are

MedMatch Recruitment is a **specialized healthcare recruitment firm** dedicated to identifying and placing exceptional leaders and clinical professionals across Canada's most complex care environments.

Founded by **Crystal Arsenault**, MedMatch brings deep sector expertise and a rigorous, relationship-driven approach to every search mandate.

## Long-Term Care

Leadership & clinical placement in regulated LTC environments

## Retirement Living

Executive and operational talent for senior living communities

## Home Care

Field leadership and care coordination professionals

## Community Health

Clinical and administrative leaders across public and private sectors

# Healthcare Workforce Landscape in Canada

Canada's healthcare sector is navigating a **generational workforce crisis**. Demand for care continues to outpace the supply of qualified clinical and operational professionals — a gap that is accelerating.

**1.8M**

**Healthcare Workers  
Needed**

Projected shortage of  
healthcare workers in Canada  
by 2030

**25%**

**LTC Vacancy Rate**

Average vacancy rate in Long-  
Term Care across several  
provinces

**10K**

**Canadians Per Day**

Number of Canadians turning  
65 every day, driving rising  
care demand

**40%**

**Burnout Rate**

Of frontline healthcare  
workers reporting high or  
severe burnout post-  
pandemic

❏ Labour shortages are no longer a future risk — they are the present operational reality for most Canadian healthcare organizations.

# Senior Care Workforce Trends

## Key Pressures in LTC & Retirement Living

### → Chronic Staffing Shortages

Ongoing gaps in PSW, RPN, and RN roles are stretching care teams beyond capacity in both LTC and retirement communities.

### → Regulatory Complexity

Evolving provincial standards and accreditation requirements are placing increased demands on clinical leadership and compliance oversight.

### → Leadership Burnout

Directors of Care and Executive Directors report elevated rates of fatigue, with many considering early retirement or career transitions.

### → Operational Complexity

Managing acuity levels, technology adoption, and family expectations simultaneously has elevated the skill requirements for all leadership roles.



# Clinical Workforce Demand (2026–2027)

Aging demographics and systemic healthcare pressures are driving **unprecedented demand** for experienced clinical professionals and leaders across all care sectors.



## Advanced Clinical Roles

- Nurse Practitioners (NPs)
- Registered Nurses (RNs)
- Registered Practical Nurses (RPNs)
- Clinical Educators



## Clinical Leadership

- Director of Care
- Director of Wellness
- Clinical Managers
- Assistant Directors of Care



## Coordination & Support

- Specialized Care Coordinators
- RAI Coordinators
- Case Managers
- Transition Care Specialists

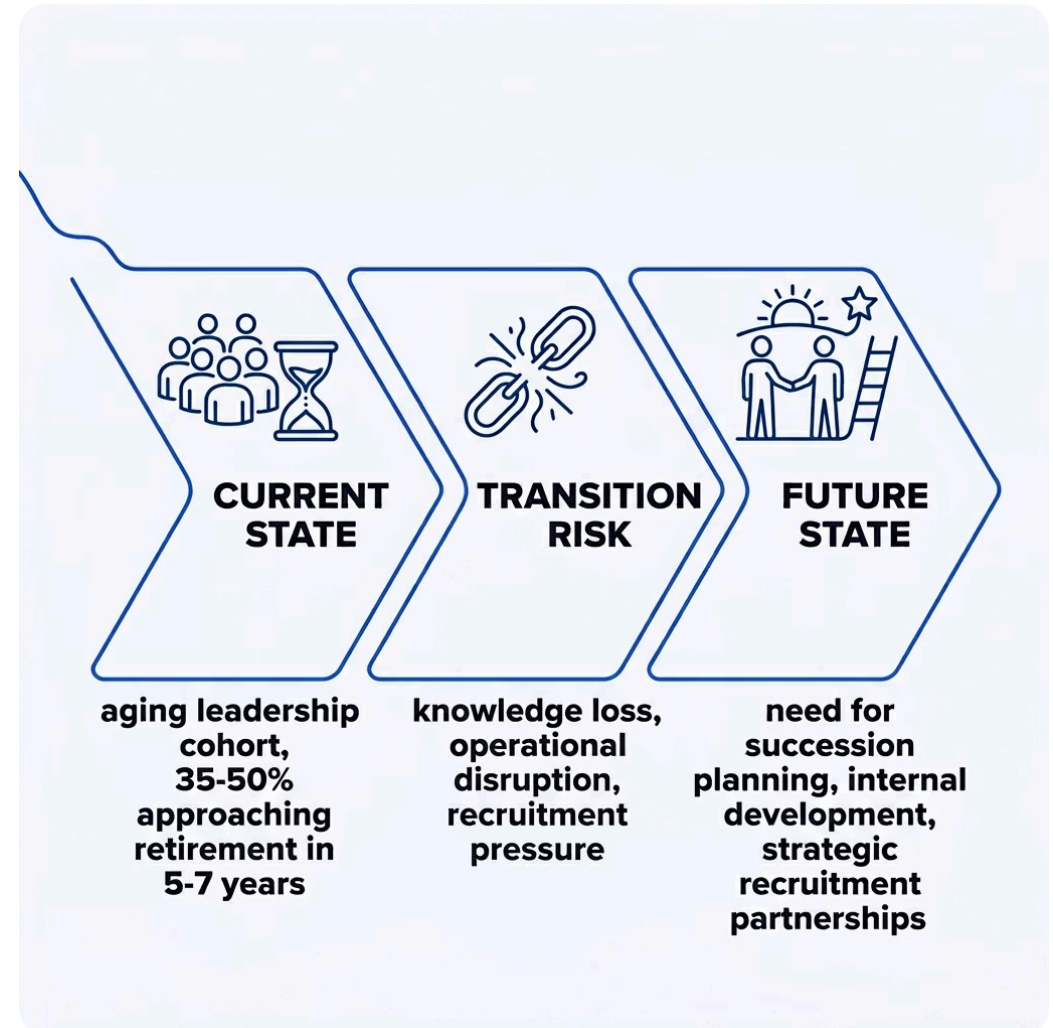
# Leadership Pipeline & The Retirement Wave

## A Critical Succession Gap

A significant cohort of Canada's most experienced healthcare leaders — Executive Directors, Directors of Care, and Regional Operations leaders — are **approaching retirement within the next 3–7 years**.

Without intentional succession planning, organizations risk losing decades of institutional knowledge and operational continuity at the most critical time in the sector's history.

- ❏ **Key risk:** Many organizations have no formal succession plan in place for their most senior clinical and operational leadership roles.





# Recruitment Trends in Healthcare (2026–2027)

## Intensifying Competition

Healthcare organizations are competing more aggressively than ever for a shrinking pool of experienced clinical and operational leaders — particularly in LTC and home care.

## Rising Compensation Expectations

Candidates are increasingly well-informed about market rates. Below-market offers are being declined swiftly, and organizations slow to adjust are losing top talent to competitors.

## Retention as Strategy

Organizations that invest in leadership culture, flexibility, and professional development are achieving significantly higher retention — reducing costly recruitment cycles.

## Hybrid Leadership Profiles

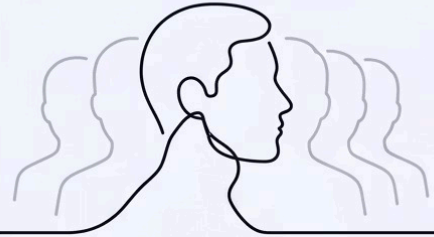
The most sought-after leaders combine **clinical expertise with operational acumen** — a profile that is rare and increasingly commanding premium compensation.

# Salary Benchmark Insights

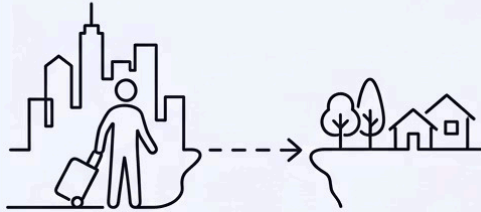
The following ranges reflect **2025–2026 Canadian market data** across LTC, Retirement Living, Home Care, and Community Health sectors. Regional variation applies — urban centres and underserved markets command premiums.

Role	Salary Range (CAD)	Market Trend
Executive Director / Administrator	\$110,000 – \$160,000+	↑ Rising
Director of Care / Director of Wellness	\$95,000 – \$135,000	↑ Rising
Assistant Director of Care	\$80,000 – \$105,000	↑ Rising
Regional Director of Operations	\$120,000 – \$175,000+	↑ Rising
Nurse Practitioner (NP)	\$110,000 – \$145,000	↑ High Demand
Registered Nurse (RN)	\$70,000 – \$95,000	→ Stable / Competitive
Registered Practical Nurse (RPN)	\$55,000 – \$75,000	→ Stable
RAI Coordinator	\$72,000 – \$92,000	↑ Increasing
Senior Living Sales Consultant	\$65,000 – \$90,000 + commission	↑ Growing Role
Food Services Manager	\$58,000 – \$78,000	→ Stable
Environmental Services Manager	\$55,000 – \$72,000	→ Stable

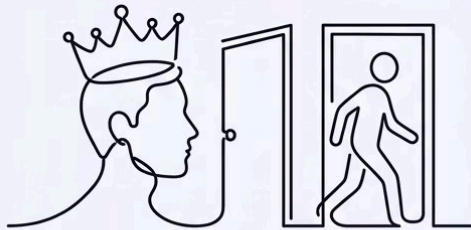
# Challenges Healthcare Operators Are Facing



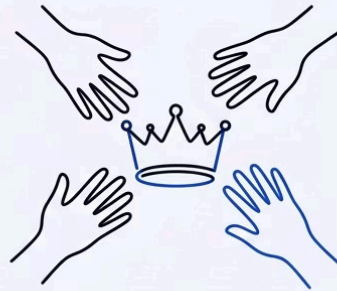
**Limited Talent Availability**  
(rare leaders)



**Rural Recruitment Gaps (non-urban difficulty)**



**High Leadership Turnover**  
(burnout/competition)



**Intensifying Competition**  
(aggressive recruiting)

## What We Hear From Operators

“

"We post a Director of Care role and receive three applications — none of them qualified."

”

“

"Recruiting to our rural location is nearly impossible through general job boards."

”

“

"We've had three DOC changes in two years. The cost and disruption is significant."

”

# Strategic Hiring Recommendations

Organizations that take a **proactive, structured approach** to talent strategy will be far better positioned to attract and retain the leaders they need.



## Build Leadership Pipelines

Identify high-potential internal candidates early and invest in structured development pathways before vacancies arise.



## Strengthen Employer Brand

Define and communicate your organization's culture, values, and leadership story to attract mission-aligned candidates.



## Benchmark Compensation

Regularly review salary structures against current market data to remain competitive and avoid losing candidates at offer stage.



## Develop Clinical Leaders Internally

Create mentorship and advancement programs that convert high-performing clinicians into capable operational leaders.



## Partner with Specialists

Work with healthcare-specific recruitment firms who bring deep networks, sector knowledge, and passive candidate access.