



Measuring Better Health for All

Health Outcomes Report | APRIL 2025





Measuring Better Health for All

GreenShield's Quarterly Health Outcomes Report offers ongoing assessments of Canada's healthcare landscape, providing actionable insights into how care is accessed and delivered, and the pivotal impact of integrating coverage and care on the improvement of health outcomes.

Drawing on the experiences of the seven and a half million Canadians served by GreenShield, the outcomes of GreenShield's integrated health and benefits offerings are detailed, as are opportunities to innovate, improve and reimagine healthcare to deliver better outcomes for individuals, workplaces and communities across Canada.

At its core, this report underscores GreenShield's mission of Better Health for All, which starts with measurable impact. As Canada's only national non-profit health and benefits company, GreenShield integrates insurance with care delivery across mental health, pharmacy, telemedicine and chronic disease management. By addressing systemic barriers to access, effectiveness and equity, GreenShield is leading the way with innovative solutions designed to improve the health of individuals and their communities.

This report captures that journey. It demonstrates how innovative, outcomes-driven care at GreenShield bridges gaps, delivers measurable value, and sets a new standard for what integrated health and benefits can achieve, all in pursuit of Better Health for All.



William Wilkinson,
GreenShield Founder

Contents

Supporting Resiliency in the Face of Adversity	3
Executive Insights	4
GreenShield+	5
Spotlight on GreenShield+ Care Navigation	7
Mental Health	8
Telemedicine	13
Pharmacy	15
Spotlight on Women's Health	18
GreenShield Cares	19





Building a strong, free and resilient Canada

Canadians entered 2025 facing heightened adversity. Global political, trade and economic uncertainty were quickly added to the daily challenges of housing affordability and the strain from increased costs of living.

These new, unrelenting challenges come at a time when health systems across the country are facing unprecedented strain, with 2.5 million Canadians¹ unable to access the mental health care they need and 6.5 million Canadians without access to primary care.²

While our troubling present state defies simple solutions, extensive research on human resilience and mental health informs the responses Canadians need. Resilience is born out of the impact of access to resources to meet basic needs, authentic and caring connection, orientation through reflection, and support for navigating and problem solving the social environment.³ When resiliency comes under strain, as is increasingly the case for



many, having access to highly personalized care that is easily accessible and intuitive to use is the difference between recovery and avoidable prolonged suffering and disability.

As Canada's national non-profit health and benefits company, GreenShield has always known that the solutions for good health and resiliency exist at the intersection of professional excellence, innovation, social connection, and community purpose. It is in the face of the greatest adversities that we must refine and reflect who we are, and we are proud to support and stand with Canadians as all rise to meet the moment and regain our good health.

Key issues

Completed in partnership with Mental Health Research Canada (MHRC), a survey of Canadians⁴ demonstrated just how profound the impacts of economic and political uncertainty have already been.



42%

report the economic downturn is **negatively affecting their mental health.**



39%

worry about the possibility of **not being able to pay their bills.**



50%

report **increased anxiety** in the past month, with concerns highest among **lower-income households and women.**



Executive insights

We live our lives as whole people; it is time health systems cared for everyone this way.

The future of health is emerging at the intersections of personalized care, technology-enabled access to information and connection, measurement-based performance, and human-centred product design for impactful experience.

At GreenShield, this means improving care access, convenience and integration to drive meaningful health outcomes and deliver Better Health for All.

Our First Quarter Impact includes:



Simplified coverage and care with GreenShield+

800,000⁵ coverage and care journeys simplified through the GreenShield+ platform, with **six to seven** interactions per person⁶



Rapid access to medical care

Timely access to healthcare professionals with **91 per cent** problem resolution in the first appointment⁷



Mental healthcare anytime, anywhere

Nearly **50 per cent symptom recovery** from symptoms of anxiety and **40 per cent** recovery from symptoms of depression after three digital cognitive behavioural therapy (CBT) modules⁸



Personalized counselling on time and task

Appointments available within **24 hours** via advanced therapist matching to get the fit right quickly with **93 per cent client satisfaction⁹**



Customized clinical solutions supporting recovery for complex conditions

Over **25 per cent** recovery from complex anxiety and over **33 per cent** recovery from complex depression among patients who began counselling in January¹⁰



Improving treatment performance with GreenShield Pharmacy

High medication adherence rates nearly **10 per cent** greater than other pharmacies, with **86 per cent** adherence rates for diabetes and **91 per cent** adherence rates for cardiovascular medications¹¹

...All while advancing Better Health for All

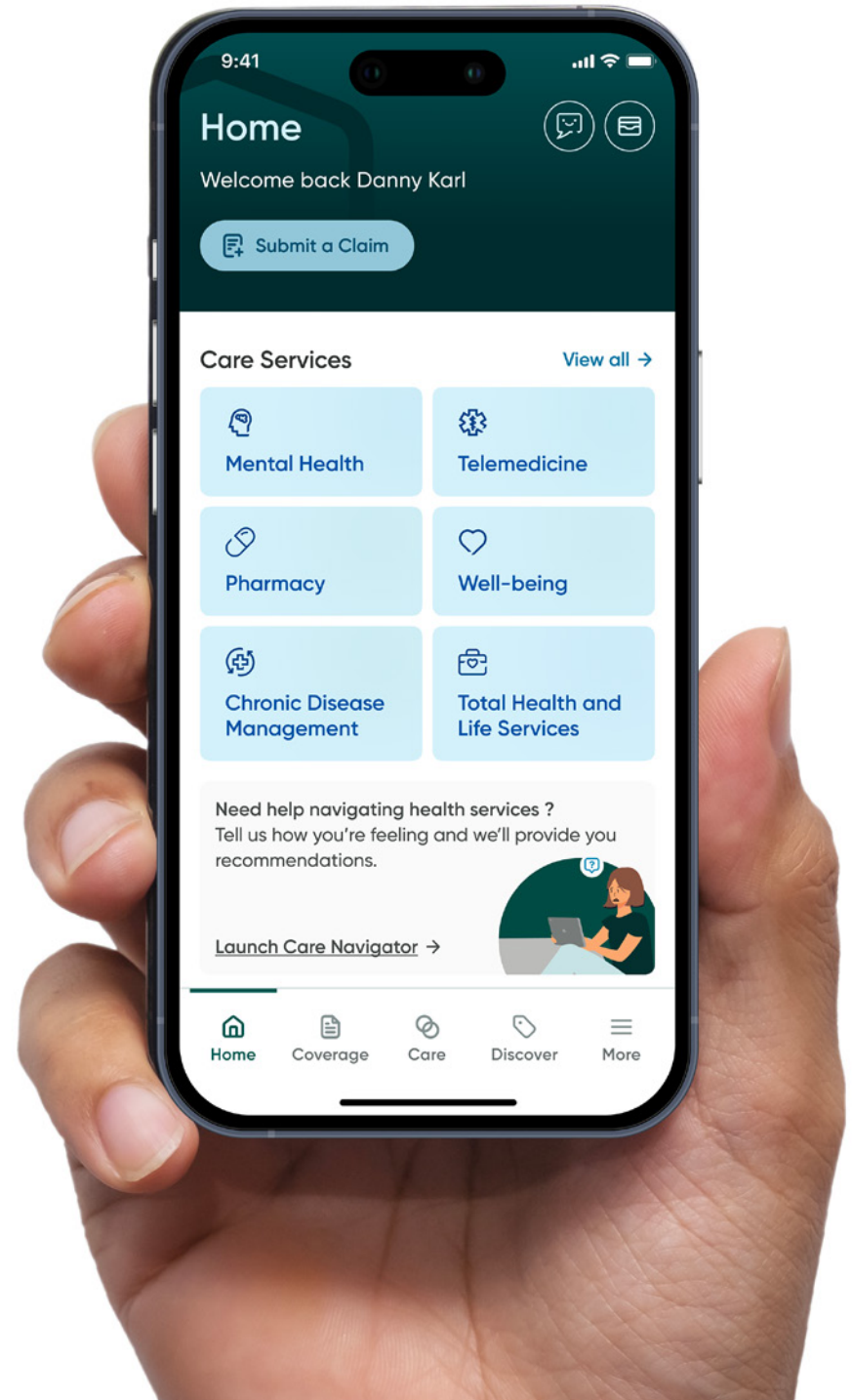
As a purpose-driven non-profit health and benefits company, GreenShield is dedicated to improving health outcomes, driving systemic change, and fostering a more equitable society. Through GreenShield Cares, the company's excess earnings are reinvested, and its services are redeployed to support underserved equity-seeking communities.

- In 2024 alone, GreenShield Cares reinvested more than **\$12.7 million** and positively impacted more than **308,000 lives across Canada**, advancing health equity through social impact initiatives in mental health, oral health and essential medicines.¹²
- GreenShield is on track to reinvest **\$75 million**, positively impacting the lives of more than **one million** Canadians by the end of 2025.¹²



Key insight

GreenShield+ is transforming fragmented health services and benefits into an integrated experience that improves access, convenience and health outcomes, enabling more than 800,000 coverage and care journeys since the start of January 2025.



Keeping it simple: great care without the hassle

Fragmented care is confusing, overwhelming and ineffective. Problems caused by fragmented care include innumerable disconnected providers, health information stored across many data systems, and coverage separated from care.

Canadians want and deserve better, and it doesn't need to be this way. It just requires listening carefully to what people say they need and relentlessly designing solutions that bring that to life.

Launched in 2023, GreenShield+ is the first digital health and benefits platform offering integrated, high-quality coverage and care anytime, anywhere.

GreenShield+ from launch to lasting impact



With **800,000** coverage and care journey steps enabled since January 1, 2025, GS+ is quickly overtaking the immensely successful launch with more than **3 million** in 2024¹³



Nearly **four in five** individuals return to GreenShield+ monthly, reflecting high engagement and retention¹⁴



Individuals have logged in **six to seven times** per user since January 1, 2025¹⁵

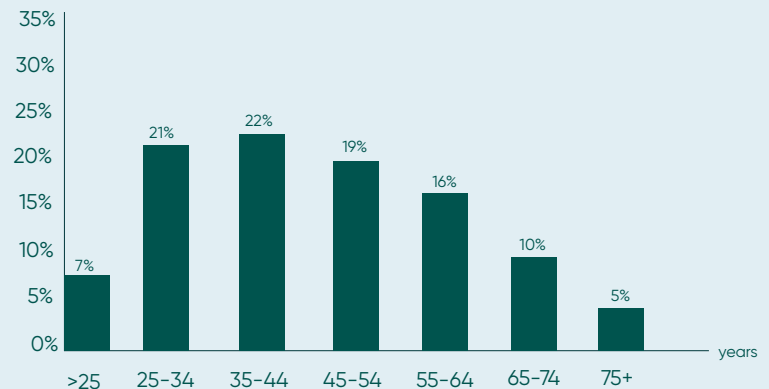
Access + convenience + integration = better health outcomes

By bringing together health benefits, mental health, telemedicine, chronic disease management, pharmacy and more into a single fully integrated platform with web and mobile applications, GreenShield+ ensures that coverage and care work together to enable individuals to understand their benefits, connect with care, and take charge of their health effectively.

The numbers show that GreenShield+ is in high demand

Age breakdown

GreenShield+ registered individuals (Q1 2025)¹⁶



Gender breakdown

GreenShield+ registered individuals (Q1 2025)¹⁷

49%

identify
as women

49%

identify
as men

2%

identity
not disclosed



During challenging times, we're here to ease your way

Bringing coverage and care together in an intuitively designed platform is just the beginning of truly accessible and convenient care. Utilization and positive health impacts depend on the ability of people to seamlessly search and navigate to find what they want when they need it.

Since we know people have different preferences for how they search and want support, we designed three distinct wayfinding tools.



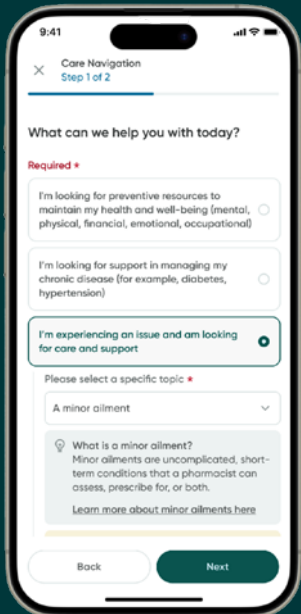
AI Support Chat



Live Guide Calling



Self-Guided Search



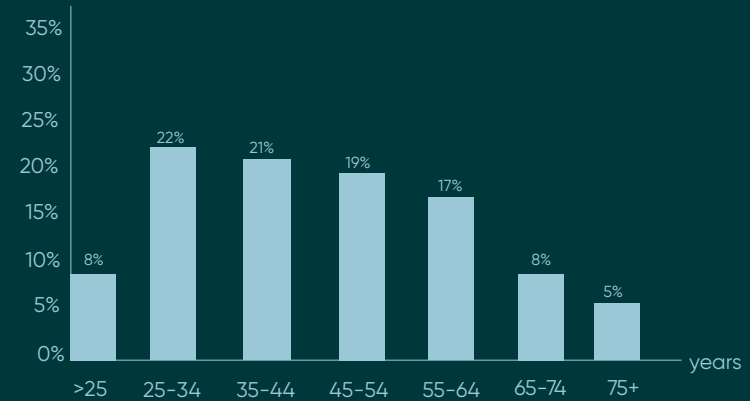
Together, GreenShield's new Care Navigation options provide:

- Clear insights into insurance benefits and offerings through a self-service care navigation engine, chatbot assisted navigation or live care guide.
- Easy access to health services and providers.
- Tailored resources and tools for individual needs and preferences.
- Personalized recommendations for more informed decisions.

With nearly **12,000 care navigation journeys**¹⁸ supported since January 2025, and nearly 90 per cent of users¹⁹ indicating that they valued how the feature empowered their health journey, there is a clear desire for greater opportunities to drive personal healthcare journeys with flexible guidance.

Age breakdown

GreenShield+ Care Navigation registered individuals by age¹⁹



Gender breakdown

GreenShield+ Care Navigation utilization by gender¹⁹



Top support needs among users of GreenShield+ Care Navigation¹⁹





Mental Health

Key insight

"Mental health, addictions and substance use health care isn't the priority it should be . . ."

- The State of Mental Health in Canada (CMHA, 2024)



Care that meets people wherever they are and stays with them

GreenShield offers the fullest continuum of mental health services, from self-guided digital CBT to specialized counselling, tailored to individual health, language, culture and care goals.¹⁹



Digital CBT



Counselling



Specialized Clinical Services

Mental health by the numbers Q1 2025²⁰

 **27,000+**
total hours of counselling completed

 **4,000+**
mental healthcare professionals across the country

 **800+**
users engaging with digital CBT

 **14,000+ +**
Employee Assistance Program (EAP) cases completed

 **93%**
user satisfaction rate with EAP services

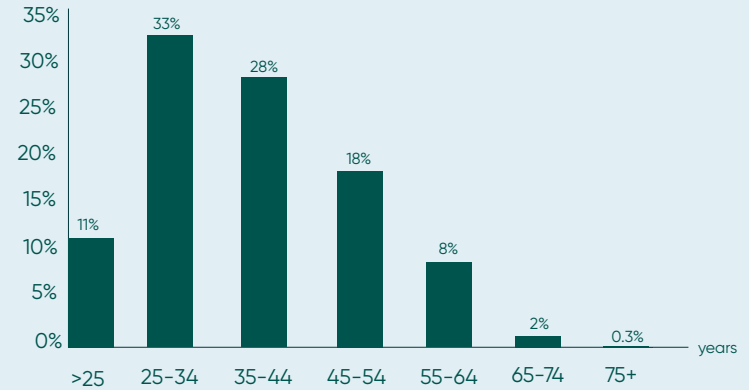
79% focused on individual counselling
14% on couples counselling
7% on total health and life services

 **3 hours**
average EAP case length

Mental health demographics²¹

Age breakdown

GreenShield mental health counselling and digital CBT



Gender breakdown

GreenShield mental health counselling and digital CBT

67% identify as women
32% identify as men
0.5% identify as non-binary
0.5% identify as other

Most-selected mental health stressors²²

15% Stress
13% Anxiety
12% Depression
7% Family Issues
5% Financial



Building mental health resilience anytime, anywhere

Digital health transformation has provided purpose-built tools to democratize access to professional, evidence-based mental healthcare wherever and whenever Canadians need it. Digital Cognitive Behavioural Therapy (CBT) offers rapid support for mild to moderate stress, anxiety and depression through self-guided or coach-supported programs.²³ Integrated within GreenShield+, digital CBT connects individuals to support and recovery anytime, anywhere.

Our data shows that mental health support leads to measurable improvements. After just three treatment sessions:

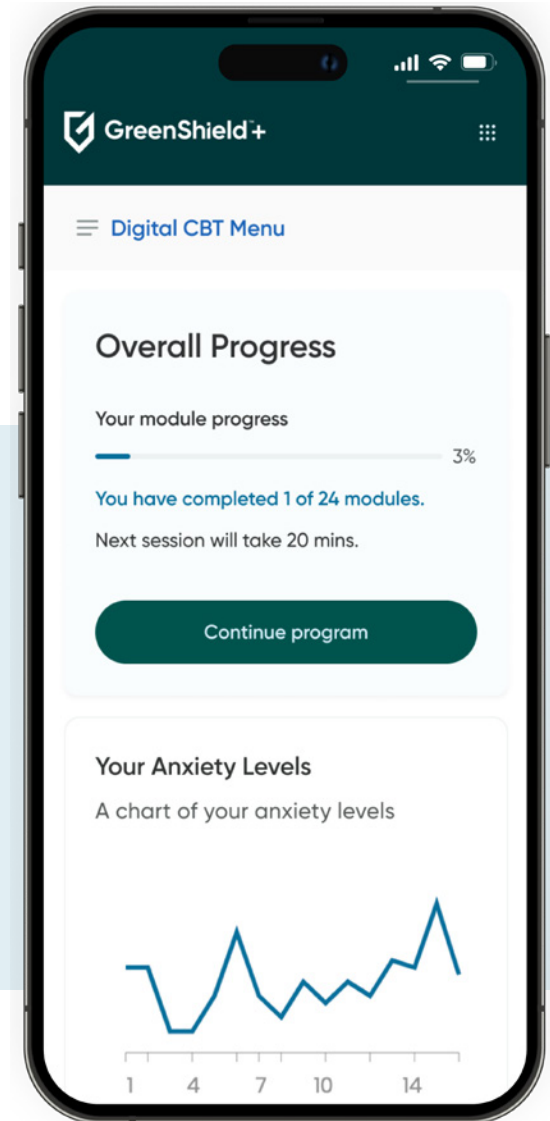
40%

of those **experiencing depression** (PHQ-9) experience significant clinical improvement.²⁵

48%

of individuals **with anxiety (GAD-7)** see a reliable reduction in symptoms.²⁴

Based on findings from the December 2024 Health Outcomes Report, we anticipate continued improvement. These early outcomes reflect the strength of our care model – evidence-based therapy, personalized care and seamless access to support when it’s needed most.





The standard bearer in personalization and timely access to counselling

Optimizing the accessibility and impact of mental healthcare requires a hybrid and integrated approach that draws from a continuum of digital health guided self-care, virtual counselling and more direct care when serious and complex.²⁵

GreenShield's individual and couples counselling focuses on personalization, autonomy and precise matching of therapists to individuals based on their specific needs and goals. Research shows this approach enhances the experience for the individual, strengthens therapeutic relationships, increases therapy completion rates, and drives better health outcomes.²⁶



Using a personalized matching algorithm, GreenShield connects individuals to one of 4,000 therapists nationwide, ensuring alignment with the client's mental health needs, preferences and cultural values.

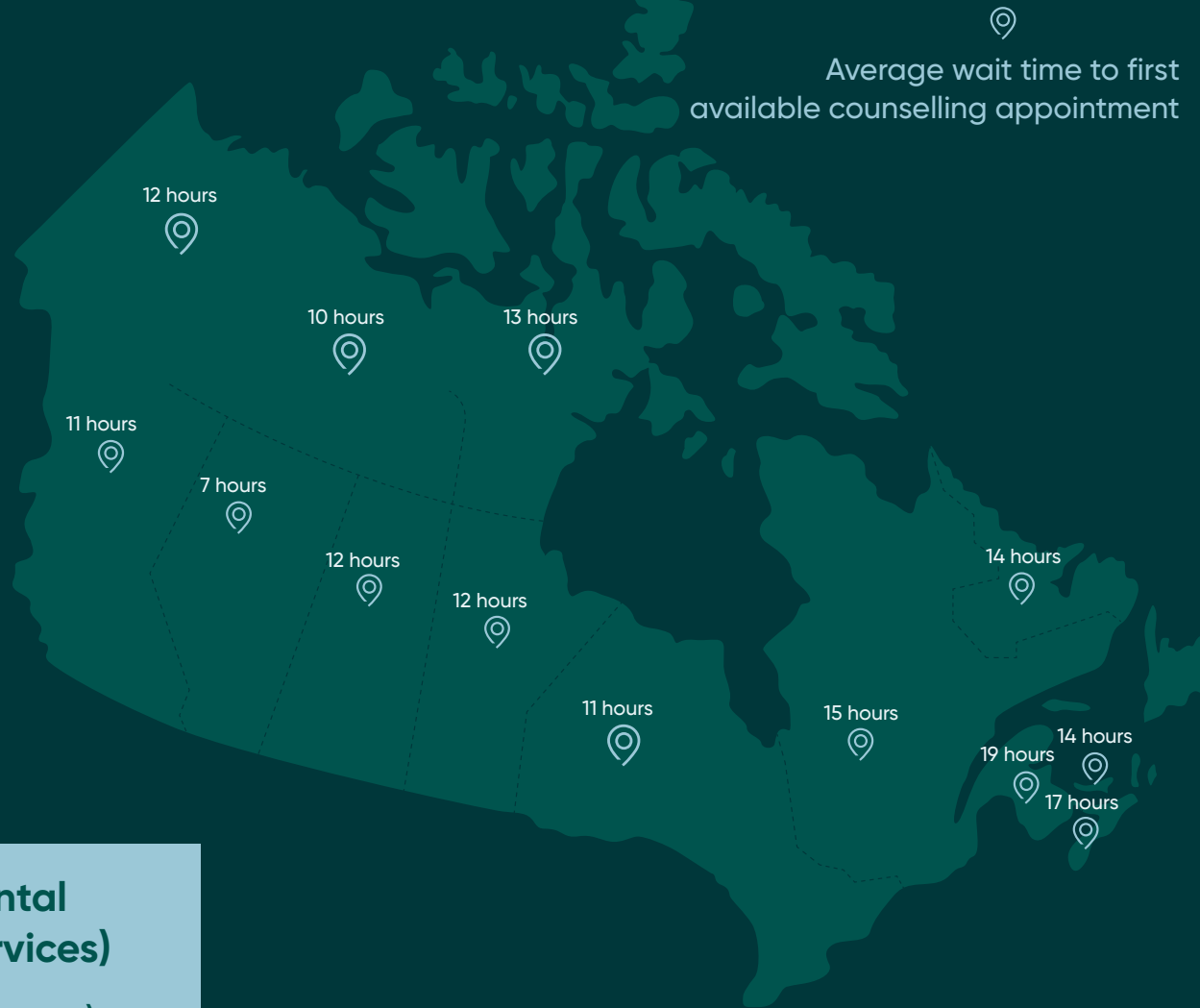
This matching process helps build a strong "therapeutic alliance," a critical factor for therapeutic success.^{27 28} Clients also have the option to meet their therapist at no cost before starting, because finding the right fit is key to meaningful progress in therapy.

For more complex mental health challenges, consistency and continuity of care are essential. GreenShield therapists support individuals throughout their journey, transitioning seamlessly from EAP-sponsored support to insurance benefits, healthcare spending accounts or personal funds, as needed.^{29 30}



A commitment to timely mental healthcare from coast to coast

Nationally, GreenShield ensures an average wait time of less than 24 hours between registration and the first available counselling appointment, with a 93 per cent satisfaction rate,³¹ and 21 per cent improvement in outcome rating (ORS) between first and most recent session in 2025.³²



High-impact results for complex mental health cases (specialized clinical services)

- **94%** therapeutic alliance rates (BR-WAI) driving clinical effectiveness.³³
- **25%** recovery from anxiety (GAD-7), and **33%** recovery from depression (PHQ-9).³⁴

National average: 10 hours 30 minutes



Telemedicine

Key insight

Telehealth is key to ensuring convenient access to care.

- The Commonwealth Fund (2024)



Scaling access to care

Access to a primary care provider is the foundation of strong health systems. Yet, more than one in five Canadians (6.5 million Canadians) lack access to a family doctor or nurse practitioner.³⁵ Those who do have access face significant barriers to care, with 40 per cent waiting four days or more for minor concerns, leading to stress, emergency department use, and avoidable illness progression.³⁶ After-hours care remains a major concern, with 77 per cent of Canadians experiencing challenges accessing primary care outside traditional office hours.³⁷

GreenShield Telemedicine provides timely, readily accessible and effective care by licensed physicians and nurse practitioners in minutes, directly on the GreenShield+ platform without extra portals, channels or confusing steps with a sequence of hand-offs fragmenting and delaying care further.

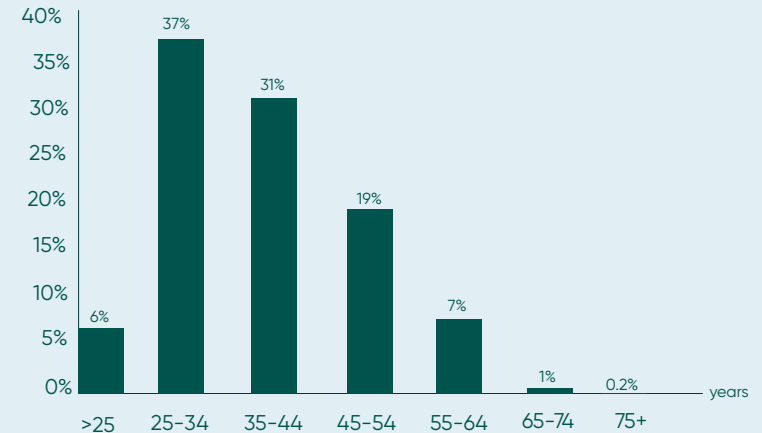
GreenShield Telemedicine utilization patterns reflect its impact exactly where the need is greatest for Canadians: the platform has strong adoption among younger working Canadians, with nearly 70 per cent of individuals between 25-44 years old.³⁸

GreenShield Telemedicine is also helping tackle the challenge of gaps in after-hours care in Canada and unnecessary emergency department utilization. Of GreenShield's telemedicine consultations, **46 per cent** occur **outside traditional office hours**³⁹ and **77 per cent of virtual consultations prevented an in-person visit** to an emergency department, family doctor or walk-in clinic.⁴⁰

GreenShield telemedicine demographics³⁹

Age breakdown

Telemedicine utilization by age



Gender breakdown

Telemedicine utilization by gender



GreenShield telemedicine by the numbers (Q1)⁴⁰

 **7,000+**
virtual consultations completed

 **91%**
satisfaction rate reported, with an average rating of **4.6 out of 5**

 **5,000+**
prescriptions issued

 **18 minutes**
average consultation duration

 **750**
remote lab tests ordered



GreenShield Pharmacy: partners in care

Key insight

A digital pharmacy solution is essential for improving health outcomes, particularly as chronic diseases and medication complexity continue to rise.





Digital pharmacy

More than 40 per cent of Canadians experience chronic illness and 20 per cent use five or more medications.⁴¹ Chronic illnesses, whether treated with specialty or non-specialty medications, are the primary drivers of healthcare costs, with specialty medications continuing to account for nearly 30 per cent of total drug costs.⁴²

Continuing GreenShield's tradition of pharmacy leadership since our founding in 1957, the professional skill, judgment and support of pharmacists are integrated into our care and services in our fully modernized digital pharmacy. GreenShield Pharmacy simplifies the process of getting medication by integrating with benefits plans, removing paperwork, and offering automatic reimbursement for covered expenses.

GreenShield's digital pharmacy means expert medication guidance, effortless access, and free delivery to the doorstep.

GreenShield Pharmacy by the numbers 2025 (January to March)

Note: The data excludes the province of Quebec.



98% of plan sponsors with GreenShield+ have adopted our digital pharmacy solution.⁴³



Drivers of claims⁴⁴

15%

Depression, Anxiety & Sleep Disorders

15%

Hypertension

10%

Diabetes

7%

Obesity

6%

Cholesterol

5%

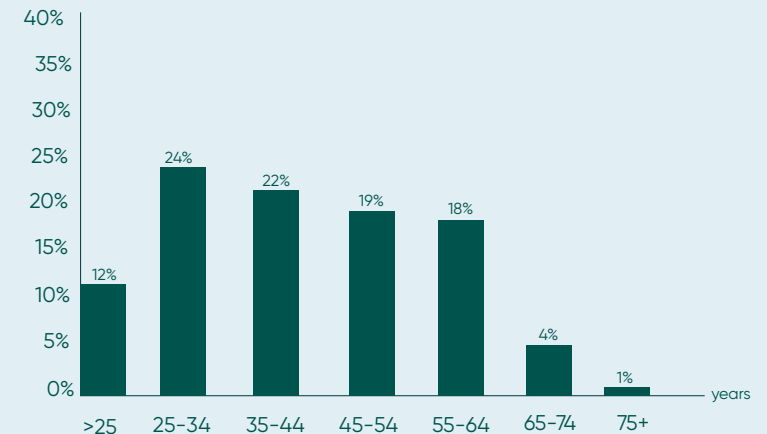
ADHD

The data demonstrates **strong engagement among core working-age demographics, with the 25-34 age group** emerging as the **largest segment at 24 per cent**, highlighting the platform's alignment with the needs of working professionals.

GreenShield pharmacy demographics 2025 (January to March)⁴⁵

Age breakdown

Digital pharmacy utilization by age



Gender breakdown

Digital pharmacy utilization by gender

57%

identify as women

42%

identify as men

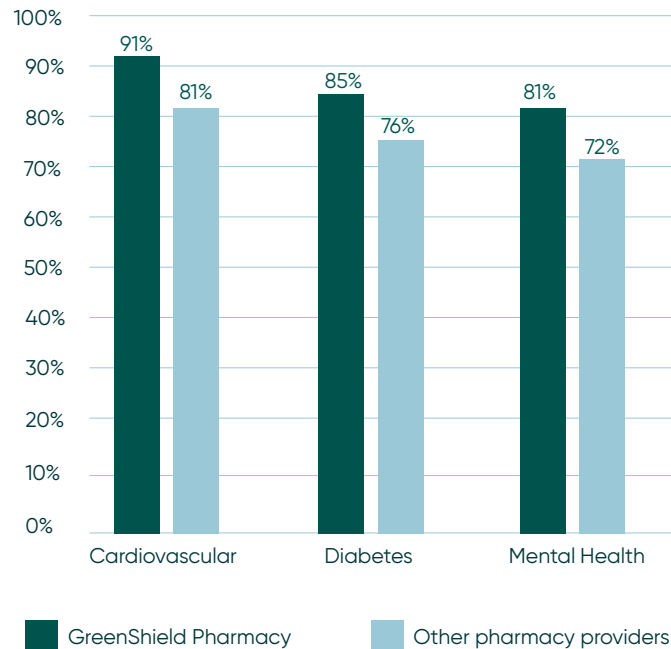
1%

identify as Non-binary

Unmatched medication adherence: the difference of digital pharmacy

Medication adherence plays a crucial role in overcoming adversity, particularly for individuals dealing with chronic health conditions, mental health challenges, or recovery from illness. Consistently following prescribed medication regimens can significantly improve health outcomes, reduce symptoms, and prevent complications, which in turn enhance an individual's ability to manage everyday challenges and stressors. For example, people with mental health conditions such as depression or anxiety often face increased adversity without proper medication adherence, as untreated symptoms can escalate, further impacting their emotional resilience and daily functioning.⁴⁶

Rates of high medication adherence⁴⁷



GreenShield Pharmacy streamlines medication management with simplified claims, auto-fill reminders, delivery services, and personalized clinical consultations. This approach enhances accessibility and improves health outcomes.

By leveraging advanced digital pharmacy solutions, proactive pharmacist engagement, and focused strategies, we're driving measurable improvements in health outcomes.

Innovation with impact



GreenShield Pharmacy delivered **9% greater rates of high medication adherence** than other pharmacy providers (% greater than 80% proportion of days covered)⁴⁸



Cardiovascular disease medications saw high adherence rates of 91%⁴⁸



Diabetes medications achieved high adherence rates of 85%⁴⁸



Advancing women's health through targeted, evidence-based interventions

Women face a distinct set of physiological and life-stage health needs that are often under-addressed. With our data showing that women represent a disproportionate share of engagement across our health services, there is a clear opportunity to improve outcomes for women through tailored and personalized care.

Introducing GreenShield Hormonal Health

We are launching an expert-led program focused on improving outcomes during key hormonal life stages, such as menopause, with evidence-based treatments and lifestyle interventions.



A personalized, data-driven approach to hormonal health

Hormone Screening	Blood work and assessments offer a clear snapshot of hormone levels, helping identify imbalances that affect overall health.
Whole-Person Care	A personalized care plan that addresses all aspects of health – lifestyle changes, nutrition, supplements, medications, etc.
Ongoing Expert Support	Hormonal health experts guide meaningful change and provide ongoing support through personalized care and progress tracking.

We're redefining women's health by addressing the full spectrum of physiological and life factors that impact well-being.

From mental health to menopause, we are proud to be building a system of care that supports women across every stage of life. By integrating personalized care and evidence-based solutions, we are empowering women to take control of their health.

Women's health spending is rising

In 2024 alone,



\$13 million

paid on menopause treatments

The impact of unmet needs

- **Three out of four women experience** menopausal symptoms that impact daily life.⁴⁸
- **One out of three working women say** menopause symptoms directly impact their ability to perform at work, with implications for productivity, absenteeism and retention.⁴⁹



Key insight

At GreenShield we fundamentally believe healthcare is a right, not a privilege. As a non-profit, every dollar beyond what's needed to support our business and people gets reinvested directly into underserved communities.

GreenShield is on track to achieve our goal of investing \$75 million to positively impact at least one million Canadians by the end of 2025.





How GreenShield is making an impact

GreenShield Cares' Essential Medicines program helps Canadians like Nina. Nina is one of the one million Canadians who don't have access to vital medications. Due to a concussion and its complications, it can be difficult for Nina to get out of the house. Living in a rural location, the program's home delivery feature through GreenShield's Pharmacy makes it much easier for Nina to get her medication.



"I don't have to run to town, which is pretty big," she says. GreenShield's Essential Medicines program allows her to **access what she needs at home** so she can focus on her recovery.



At GreenShield, impact is in our DNA

As a purpose-driven non-profit health and benefits company, we are guided by our social mission of Better Health for All. We focus our efforts and prioritize investments in areas where our services and funding can have the greatest impact, especially for the populations too often left behind.

In 2024 alone, GreenShield reinvested \$12.7 million and positively impacted 308,000 individuals.¹² The company is on track to reinvest \$75 million, positively impacting the lives of more than one million Canadians by the end of 2025.¹²

We use a data-driven approach to identify and refine GreenShield Cares' signature initiatives, focusing on the most pressing health needs of Canadians, particularly among women, low-wage workers, youth, racialized communities, and 2SLGBTQ+ individuals. We prioritize areas where we can drive sustainable impact: mental health, access to essential medicines, chronic disease management and oral health.

GreenShield Cares about...


Women's Mental Health

The Women's Mental Health program offers free culturally sensitive, trauma-informed virtual therapy and a complimentary digital CBT to individuals aged 18+ in Canada who identify as women, non-binary and gender non-conforming.

By the numbers⁵⁰

 **120,000+**
women positively impacted since 2022

 **51%**
identify as under 34 years old

 **55%+**
seek support for stress, depression or anxiety

Essential Medicines

Recognizing that one million Canadians do not have prescription drug coverage, we launched our Essential Medicines pilot program in 2023 to fill the gaps for those who can't afford the medicines they need. In 2024, we expanded beyond Ontario into Nova Scotia, positioning ourselves to extend this program to more provinces in 2025.

By the numbers⁵⁰

 **4,000+**
lives positively impacted since 2023

 **100+**
community partners

 **5,000+**
prescriptions filled

 **78%+**
of individuals have more than one chronic disease

Oral Health

The Oral Health program helps close gaps in Canadian dental care by collaborating with academic institutions and front-line community health providers as the Canadian Dental Care Plan is rolled out.

By the numbers⁵⁰

 **63,000+**
lives positively impacted

 **24+**
community partners involved

 **11**
academic partnerships at universities and clinics across Canada



Ensuring no youth is left behind

We're expanding our mental health focus

With nearly 60 per cent of young people in need not receiving care, Canada is facing a youth mental health crisis. Recognizing this urgent need, our new youth mental health signature initiative will transform support for youth mental health across Canada.

In collaboration with leading youth mental health organizations, we will be launching a comprehensive youth mental health solution to

reach young people facing barriers to care, ensuring that no youth is left behind. Delivered through GreenShield+, this initiative is designed to address key barriers young people face to youth mental health support: care navigation, equitable access and affordability.

Partnerships are crafted to reach communities facing distinct barriers to care. These partnerships include:



YWHO

In partnership with CAMH, GreenShield is committed to enhancing youth mental health and well-being through support for Youth Wellness Hubs Ontario (YWHO), the province's Integrated Youth Services initiative. This collaboration will help expand access to mental health, substance use, and primary healthcare supports, ensuring youth across Ontario receive culturally appropriate services tailored to their unique needs. Together, GreenShield and CAMH aim to make mental health resources more accessible, impactful and inclusive for all young people.



Jack.org

GreenShield is partnering with Jack.org to champion better access, affordability and convenience for student mental health solutions across Canadian university and college campuses. Combining forces with GreenShield, Jack.org will expand its Chapter model across campuses with tailored programs and services to meet the unique needs and experiences of equity-deserving youth. The partnership will co-create a youth-driven, end-to-end mental health solution, leveraging Jack.org's expertise in contact-based education, peer-to-peer support, and mental health promotion, alongside GreenShield's clinical services in treatment and assessment.



Strongest Families

Strongest Families delivers evidence-based, accessible and personalized mental health services for children, youth, adults and families. In collaboration with Strongest Families Institute, GreenShield supports the "Indigenous Classroom Calm & Care" initiative, a culturally contextualized mental health promotion program delivered to Indigenous young people where they are – in school. Equipping youth with valuable coping skills early can promote good mental health and well-being. Together, GreenShield and Strongest Families are committed to making mental health care accessible, ensuring Indigenous youth receive the support they need, building healthier futures.



About GreenShield

As Canada's only national non-profit health and benefits company, GreenShield believes healthcare is a right, not a privilege. We're dedicated to improving health outcomes, driving systemic change, and building a future where every Canadian can reach their full health and well-being potential.

We are revolutionizing the health and benefits experience with coverage and care in one place. Through our unique integrated payer-provider ("payvider") model, we offer insurance, administer benefits and pay claims as a "payer," while offering health services

such as mental health, pharmacy, telemedicine and chronic disease management as a "provider."

As a non-profit social enterprise, we don't have shareholders. That allows us to prioritize and reinvest our excess earnings to directly support underserved communities. Through GreenShield Cares, we are well on track to achieve our goal of investing \$75 million to positively impact at least one million Canadians by the end of 2025, focusing on essential medicines, mental health, and chronic disease management. Our scalable initiatives deliver meaningful change in pursuit of Better Health for All.



GreenShield Health is one of Canada's fastest growing digital health providers. With vast offerings in mental health, pharmacy, telemedicine and chronic disease management, and 5,000+ clinicians, we are empowering millions of Canadians to take control of their health from the comfort of home. In addition to supporting the health of individual Canadians, GreenShield Health offers holistic well-being solutions for public and private organizations of all sizes. Our innovative, tech-forward approach brings together telemedicine, mental health, disease management, well-being, and pharmacy services and our group and individual health insurance and administration services to integrate healthcare for our customers.



For nearly 70 years, GreenShield has led the way as one of the country's largest health and dental benefits providers, with innovation as our driver and a social mission at our core. We support clients across the country with flexible and automated administration of dental, drug, extended health, travel benefits, and health spending accounts. From forward-thinking claims management strategies to a unique brand of service, we have always focused on making the GreenShield experience valuable for our clients. GreenShield has earned a reputation for exceptional adjudication and administration of pharmacy, dental and extended health claims, serving over seven million Canadians.



GreenShield Administration is at the forefront of total health benefits management across pharmacy benefits management, claims adjudication, and benefits administration, advancing our payer-provider model. Our capabilities provide access to proprietary information, invaluable insights, and an enhanced healthcare experience, all while effectively managing and controlling costs of all health and dental benefits with a focus on specialty drug costs. We are the only partner able to offer an end-to-end suite of integrated health and benefits technology and services tailored to customers of all sizes, from large organizations to small businesses and entrepreneurs.



- ¹ Lowe, L., Fearon, D., Andenwala, A., & Harris, D. W. (2024). The state of mental health in Canada 2024: Mapping the landscape of mental health, addictions and substance use health. Canadian Mental Health Association. <https://cmha.ca/wp-content/uploads/2024/11/CMHA-State-of-Mental-Health-2024-report.pdf>
- ² Duong, D., & Vogel, L. (2023). National survey highlights worsening primary care access. CMAJ : Canadian Medical Association journal = journal de l'Association medicale canadienne, 195(16), E592–E593. <https://doi.org/10.1503/cmaj.1096049>
- ³ Southwick, S. M., Litz, B. T., Charney, D., & Friedman, M. J. (Eds.). (2011). Resilience and Mental Health: Challenges Across the Lifespan. Cambridge: Cambridge University Press.
- ⁴ Mental Health Research Canada. (2025). The Impact of Economic and Political Strain on Canadians' Mental Health. Mental Health Research Canada. <https://www.mhrc.ca/omni-report>
- ⁵ GreenShield. (2025). GreenShield+ Insights, Jan - March 2025 [Internal data].
- ⁶ GreenShield. (2025). GreenShield+ Insights, Jan - March 2025 [Internal data].
- ⁷ GreenShield. (2025). Health Services Data (Telemedicine): Jan - March 2025 [Internal data].
- ⁸ GreenShield. (2025). Health Services Data (Mental Health): Jan - March 2025 [Internal data].
- ⁹ GreenShield. (2025). GreenShield Health Services Data (Mental Health): Jan - March 2025 [Internal data].
- ¹⁰ GreenShield. (2025). GreenShield Health Services Data (Mental Health): Jan - March 2025 [Internal data].
- ¹¹ GreenShield. (2025). Claims Data: Jan - March 2025 [Internal data].
- ¹² GreenShield. (2025). Number of Lives Impacted Data (GreenShield Cares). January 2024 – March 2025 [Internal data].
- ¹³ GreenShield. (2025). GreenShield+ Insights: Jan - March 2025 [Internal data].
- ¹⁴ GreenShield. (2025). GreenShield+ Insights: Jan - March 2025 [Internal data].
- ¹⁵ GreenShield. (2025). GreenShield+ Insights: Jan - March 2025 [Internal data].
- ¹⁶ GreenShield. (2025). GreenShield+ Insights: Jan - March 2025 [Internal data].
- ¹⁷ GreenShield. (2025). GreenShield+ Insights: Jan - March 2025 [Internal data].
- ¹⁸ GreenShield. (2025). GS+ Digital Behaviours – Care Navigation: Jan - March 2025 [Internal data]
- ¹⁹ GreenShield. (2025). GreenShield Health Services Data (Mental Health): Jan - March 2025 [Internal data].
- ²⁰ GreenShield. (2025). GreenShield Health Services Data (Mental Health): Jan - March 2025 [Internal data].
- ²¹ GreenShield. (2025). GreenShield Health Services Data (Mental Health): Jan - March 2025 [Internal data].
- ²² GreenShield. (2025). GreenShield Health Services Data (Mental Health): Jan - March 2025 [Internal data].
- ²³ Young, C., Campbell, K., & Dulong, C. (2018, September 5). Internet-delivered cognitive behavioural therapy for major depression and anxiety disorders: A review of clinical effectiveness [Internet]. Canadian Agency for Drugs and Technologies in Health. <https://www.ncbi.nlm.nih.gov/books/NBK538735/>
- ²⁴ GreenShield. (2025). Health Services Data (Mental Health): Jan - March 2025 [Internal data].
- ²⁵ Chen, K., Huang, J. J., & Torous, J. (2024). Hybrid care in mental health: A framework for understanding care, research, and future opportunities. NPP—Digital Psychiatry & Neuroscience, 2, 16. <https://doi.org/10.1038/s44277-024-00016-7>
- ²⁶ Boswell, J. F., Constantino, M. J., Coyne, A. E., & Kraus, D. R. (2022). For whom does a match matter most? Patient-level moderators of evidence-based patient-therapist matching. Journal of consulting and clinical psychology, 90(1), 61–74. <https://doi.org/10.1037/ccp0000644>
- ²⁷ Baier, A. L., Kline, A. C., & Feeny, N. C. (2020). Therapeutic alliance as a mediator of change: A systematic review and evaluation of research. Clinical psychology review, 82, 101921. <https://doi.org/10.1016/j.cpr.2020.101921>
- ²⁸ Constantino, M. J., Boswell, J. F., Coyne, A. E., Swales, T. P., & Kraus, D. R. (2021). Effect of Matching Therapists to Patients vs Assignment as Usual on Adult Psychotherapy Outcomes: A Randomized Clinical Trial. JAMA psychiatry, 78(9), 960–969. <https://doi.org/10.1001/jamapsychiatry.2021.1221>



- ²⁹ Tschuschke, V., Koemeda-Lutz, M., von Wyl, A., Cramer, A., & Schulthess, P. (2022). The impact of clients' and therapists' characteristics on therapeutic alliance and outcome. *Journal of Contemporary Psychotherapy: On the Cutting Edge of Modern Developments in Psychotherapy*, 52(2), 145–154. <https://doi.org/10.1007/s10879-021-09527-2>
- ³⁰ Stanhope, V., Barrenger, S. L., Salzer, M. S., & Marcus, S. C. (2013). Examining the Relationship between Choice, Therapeutic Alliance and Outcomes in Mental Health Services. *Journal of personalized medicine*, 3(3), 191–202. <https://doi.org/10.3390/jpm3030191>
- ³¹ GreenShield. (2025). GreenShield Health Services Data (Mental Health): Jan – March 2025 [Internal data].
- ³² GreenShield. (2025). GreenShield Health Services Data (Mental Health): Jan – March 2025 [Internal data].
- ³³ GreenShield. (2025). GreenShield Health Services Data (Mental Health): Jan – March 2025 [Internal data].
- ³⁴ GreenShield. (2025). GreenShield Health Services Data (Mental Health): Jan – March 2025 [Internal data].
- ³⁵ Canadian Institute for Health Information [CIHI]. (2024, November 26). Better access to primary care key to improving health of Canadians. <https://www.cihi.ca/en/taking-the-pulse-measuring-shared-priorities-for-canadian-health-care-2024/better-access-to-primary-care-key-to-improving-health-of-canadians>.
- ³⁶ Statistics Canada. (2023). Health of Canadians: Access to health care. (Report No. 82-570-x). Government of Canada. <https://www150.statcan.gc.ca/n1/pub/82-570-x/2023001/section3-eng.htm>.
- ³⁷ Canadian Institute for Health Information [CIHI]. (2024, 5 Dec.). Access to primary care: Many Canadians face challenges. <https://www.cihi.ca/en/primary-and-virtual-care-access-emergency-department-visits-for-primary-care-conditions/access-to-primary-care-many-canadians-face-challenges>
- ³⁸ GreenShield (2025). GreenShield Health Services Data (Telemedicine): Jan – March 2025 [Internal data].
- ³⁹ GreenShield. (2025). GreenShield Health Services Data (Telemedicine): Jan – March 2025 [Internal data].
- ⁴⁰ GreenShield. (2025). GreenShield Health Services Data (Telemedicine). Jan – March 2025 [Internal data].
- ⁴¹ Statistics Canada. (2023). Statistics Canada releases new Health of Canadians report to summarize the current state of health in the country (Report No. 82-570-x). Government of Canada. https://www.statcan.gc.ca/en/about/smr09/smr09_142.
- ⁴² GreenShield. (2024). 2024 Drug Trends Report. https://greenshield-cdn.nyc3.cdn.digitaloceanspaces.com/perm/2024/doc/adm_dtr_DrugTrendsReport_nov_7_en_v1.pdf
- ⁴³ GreenShield. (2025). GS+ Profile Insights and Utilization – Utilization Overview: Jan – March 2025 [Internal data].
- ⁴⁴ GreenShield. (2025). Claims Data: Jan – March 2025 [Internal data].
- ⁴⁵ GreenShield. (2025). Claims Data: Jan – March 2025 [Internal data].
- ⁴⁶ Ahad, A. A., Sanchez-Gonzalez, M., & Junquera, P. (2023). Understanding and Addressing Mental Health Stigma Across Cultures for Improving Psychiatric Care: A Narrative Review. *Cureus*, 15(5), e39549. <https://doi.org/10.7759/cureus.39549>
- ⁴⁷ GreenShield. (2025). Claims Data: Jan – March 2025 [Internal data].
- ⁴⁸ Menopause Foundation of Canada. (2025). Key Stats. <https://menopausefoundationcanada.ca/#:~:text=The%20average%20Canadian%20woman%20will,ages%20of%2045%20and%2055>.
- ⁴⁹ Menopause Foundation of Canada. (2023). Menopause and Work in Canada. https://menopausefoundationcanada.ca/pdf_files/Menopause_Work_Canada_2023EN.pdf
- ⁵⁰ GreenShield. (2025). Number of Lives Impacted Data (GreenShield Cares). Jan 2020 – March 2025 [Internal data].



[greenshield.ca](https://www.greenshield.ca)

