

NEIGHBOURHOOD PHARMACY ASSOCIATION OF CANADA

# STRATEGIC PLAN OVERVIEW

2019-2021



Neighbourhood  
Pharmacy  
Association of Canada

Association canadienne  
des pharmacies  
de quartier

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<b>Success Factor 1: Enhanced Collaboration and Partnerships</b>	<b>Success Factor 2: Solution-focused Thought Leadership</b>	<b>Success Factor 3: Proactive Advocacy</b>	<b>Success Factor 4: Viable Sustainability</b>
<p>1. Create a partnership strategy that outlines the who, how and why, and expected value, of our collaboration activity to ensure our partnering efforts support the success of Pharmacy in Canada. Proactively identify and prioritize the continuum of stakeholders, to efficiently target stakeholders to maximize the impact of our advocacy efforts.</p>	<p>3. Produce a thought leadership communication strategy that leverages our Association's industry knowledge and experience. This strategy will continue to bolster the expertise of our members and allow them to remain competitive in the business of pharmacy.</p> <p>4. Create a data and analytics strategy to build capacity for an evidence based approach to anticipate industry trends. This strategy will analyze readily available data around quality and outcomes.</p> <p>5. Develop a new committee framework that consolidates the current committee structure resulting in an efficient, streamlined process for committee members.</p>	<p>6. Develop an industry analysis strategy to communicate monthly insights for members. This strategy will enrich our membership with the knowledge and tools to keep up to date on the industry.</p> <p>7. Identify priority regions that will be the target areas for our Association to accelerate growth and sustainability.</p> <p>8. Create a focused advocacy strategy that will outline our future advocacy efforts and develop relevant new partnerships in the sector.</p>	<p>9. Develop and implement an augmented revenue model that looks at both diversification of revenue and value for money for members and associates.</p> <p>10. Evaluate the Association events, in consultation with members and associates, to determine a new events framework that supports the interests of members in alignment with the Strategic Plan success factors.</p> <p>11. Develop a talent strategy for the Association that bolsters longevity, plans for the future and assists staff in maximizing their professional development.</p>



## A Message from our CEO

The pharmacy business is poised to be more disrupted than ever before. Over the past 10 years, our members have successfully navigated several headwinds to their operating and regulatory environments, including price compression, regulatory changes, the introduction of caps and restrictions on commercial terms between business partners, and the reduction of professional dispensing fees. Some of these changes have undervalued patient-focused care and services, including the complexity of managing medications for an aging and complex patient population. Added to that have been more frequent product recalls and shortages, which constrain pharmacy's contribution to Canadians' health.

Nevertheless, Canada's pharmacy sector is holding strong. Today, we're gaining more traction with strategies to play a greater role in the circle of care, and ensure that governments, private payers, and other stakeholders better understand that investments in pharmacy's products and services can lead to more efficient care delivery and improved health outcomes, when and where Canadians need it. Pharmacy can become an even more integral player in the wider health care landscape. Our ability to make it happen starts with a recognition by provincial and federal governments and private payers that their publicly funded drug plans are dependent on the more than 10,500 pharmacies across Canada that make the very delivery of this vital public health service possible.

Our 3-year Strategic Plan marks a turning point for Neighbourhood Pharmacies as we serve a key leadership role in advancing pharmacy's business interests across the broader pharmaceutical, distribution and pharmacy ecosystems. Our goal is to resolve the challenges confronting the pharmacy industry, from the consequences of governments' race to the bottom on pricing to limits on reimbursement for high-cost drugs in the private insurance sector and regulatory initiatives that stifle legitimate competition, among other issues. Our members are increasing health care capacity in primary care by increasing their assessments and prescribing for common ailments, and they are becoming the preeminent location for vaccinations.

It is vital that our association continues to advocate for the business of Canadian pharmacy, given the vital role our members play in creating capacity in our health care system, accessible care in our communities, and ensuring policies and regulations foster the highest quality and efficiency of care is delivered to improve the wellbeing of Canadians. Neighbourhood Pharmacies remains the indispensable national voice working to establish a sustainable operating environment for all our members' specialty pharmacy models of care delivery.

## Who We Are

Neighbourhood Pharmacies represents Canada's leading pharmacy organizations who deliver high value, quality care to Canadians in all models including chain, banner, long-term care, specialty, and independent pharmacies as well as grocery chains and mass merchandisers with pharmacies. Our members are home to the most trusted providers of drug therapies, pharmacy-based patient services, and innovative healthcare solutions. We advocate for community-based care through our members' high accessibility and proven track record of providing optimal patient care closer to where patients live, work and play. By leveraging the over 10,000 points of care with pharmacies conveniently located in every neighbourhood across Canada, Neighbourhood Pharmacies aims to advance sustainable healthcare for all stakeholders.

## Our Association by the Numbers



## **Addressing the Future**

Healthcare in Canada faces many opportunities and challenges: patients want new, and better ways of receiving services to manage their health; providers are looking for innovative models of care that improve quality of services, and governments increasingly need to find cost-effective solutions to manage healthcare to best meet the needs and demands of patients and families. Within this context, it is important for all partners in healthcare to look for the role they can play, including industry partners. Local pharmacies, the many members and partners of the Neighbourhood Pharmacy Association of Canada, represent a key part of the healthcare system. We connect daily with patients, work collaboratively with clinicians and provide access to services in all parts of the country. More importantly, as we look to the future, we are a committed and innovative partner in the delivery of community-based care within a sustainable healthcare system.

Our local pharmacies across the country are helping patients receive exemplary care from knowledgeable healthcare professionals. By providing patients with additional points of care, we play a crucial part in an evolving healthcare system that sees the scope of our pharmacists and pharmacy technicians continue to grow. Additional points of care increase the opportunity for Canadians to consult their pharmacists and receive health-related services in a convenient, quality access to care, and cost-effective manner at their local pharmacy.

Furthermore, community pharmacies are a major contributor to the Canadian economy. A report by the Conference Board of Canada found that in 2016, pharmacies across Canada contributed over \$16 billion in GDP and provided over 247,000 jobs across Canada<sup>1</sup>. The direct output of the pharmacy industry rivals that of Canada's motor vehicle industry. Pharmacy-related business supports our economy and helps Canadians make the right choices to live healthier, longer lives. Our new strategic plan outlines how our Association will continue to influence and navigate the ever-changing business of pharmacy. It emphasizes our leadership, staff, and industry knowledge, which are pivotal tools to transition our Association into industry leaders. Our Association wants to collaborate with healthcare partners across the sector to provide Canadians with accessible and affordable care across the country. To help our Association navigate the complex healthcare system, we have outlined three major areas in our strategic plan that we will be addressing over the next three years:

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<sup>1</sup><https://www.conferenceboard.ca/press/newsrelease/2018/07/12/community-pharmacies-make-significant-contributions-to-canada's-economy>

## *Evolving healthcare landscape*

The Canadian healthcare ecosystem continues to evolve as governments, providers, Regulatory Colleges, and associations work to address issues of access, affordability, and quality of healthcare services. Major concerns for Canada's population include our growing older adult population (65+), acquiring appropriate care from our healthcare professionals, and increased scrutiny around health-related funding decisions. Additional responsibilities for healthcare providers and access points for health will be essential in addressing how Canada's pharmacies contribute solutions to these challenges. Pharmacies play a deliberate and proactive role in how patients access their healthcare. Increased scope of practice and additional responsibilities for pharmacists can help Canadians stay healthier for longer. As governments and decision-makers continue to base their decisions on the value for money spent, our Association will need to anticipate this change in healthcare spending and seek potential opportunities for better ways to access and receive care. As this shift becomes more apparent, understanding and preparing for it will be an essential pillar of our strategic plan. We will support a competitive business environment for the benefit of our patients.

## *Changing business models*

Over the last five years many industries, particularly those with private-public relationships, have changed their business models to remain competitive. The competitive nature of remaining profitable in these industries results in companies seeking creative ways to ensure long-term sustainability, such as becoming more vertically integrated, and seeking innovative methods of using technology. Using these tools, companies are looking for ways to disrupt the industry and gain a competitive edge in the market. The increased innovation and structural changes can result in drastic changes to pricing across the country. This results in unpredictable inventory as it becomes difficult to estimate the number of purchases over a prolonged period of time.

Pharmacy is no different than other industries, and changing business models have made the importance of public-private partnerships much more significant to achieving success in the last five years. There is now a need for our Association to create more sustainable business relationships that foster a competitive landscape. Creating a sustainable industry that favours payors and governments will assist all parties and the sector to continue having a sustainable and viable business environment. Successfully collaborating with industry professionals is important for us to address funding gaps and contribute to a more sustainable healthcare system. Canadians will be the benefactors of these changes by saving money on healthcare spending, leading to a healthier environment for all.

## *Increasing need for collaboration*

Pharmacists and pharmacy technicians across the country have seen an increase in their roles and responsibilities over the last several years. As our pharmacists' scope continues to grow, there becomes a need for collaboration with other healthcare partners to focus on the growing healthcare requirements of Canadians. Associations, Regulatory Colleges, and governments now need to work collaboratively to address challenges in the healthcare sector using a joint approach. It is no longer reasonable for associations in the healthcare sector to advocate for their issues alone. Many of the issues faced by these associations are similar and there is a common ground when advocating to create change. A common approach will reduce overlap and increase the effectiveness of efforts to deliver better healthcare services. To strengthen the sector and deliver affordable healthcare for Canadians, it has become necessary to partner with other organizations and deliver a unified approach involving all parties.

## *How will we do this?*

The healthcare landscape will continue to evolve over the next three years with changing business models that will require a need for collaboration between associations. There is a lot of opportunity ahead for how pharmacies can help our healthcare system and the Association's role in this process. The Neighbourhood Pharmacy Association of Canada's strategic plan will provide a roadmap for how to build the foundation for long-term success. Our plan will guide the Association, and support members, partners, and decision makers in a constructive way to support change. Together, we will deliver a healthier Canada for patients, and families.

## *What will the future look like?*

Changing landscapes in the pharmacy industry will require our Association to tackle issues and challenges head-on with proactive engagement and innovative thinking. We will be preparing for these challenges and will supply our members with the right knowledge and tools to be successful in their futures. As we implement the strategies contained in this plan, we envision an organization that has:

- Played a key role in the development of a new reimbursement model that will be created with input from decision makers and Association members. This model will benefit all Canadians and improve access to their neighbourhood pharmacy.
- Generated collaboration amongst industry members and advocacy groups to reach mutually beneficial goals. By working together and joining resources, our Association along with our peers will be able to efficiently work in unison.

- Assisted members to deliver value for money towards Canada's healthcare system resulting in healthcare savings.
- Enabled Canadians to receive more care at their neighbourhood pharmacies, limiting a reliance on ER visits, better managing chronic conditions, and complex healthcare cases.

## Vision and Mission

Our Strategic Plan begins with our Vision and Mission.

### *Vision*

**Trusted thought leaders in healthcare successfully partnering to shape a healthier tomorrow**

Our Vision defines our desired future state. It sets an aspirational focus for our Association to guide our actions. We will be a pivotal collaborator in the decision making process around pharmacy related issues to provide the best outcome for Canadians. Key elements that went into creating our vision included:



### *Mission*

**We are solution-focused partners working collaboratively for a sustainable and competitive pharmacy industry serving the best interests of patients**

Our Mission outlines the mandate of the Neighbourhood Pharmacy Association of Canada. The Mission defines what is ours to do with and for our members and represents what we will accomplish to make our Vision a reality. We will have an aligned voice that represents the diverse views and perspectives of the Association's membership. We will ensure our Association's long-term sustainability to better serve Canada's health needs. Key elements that support our mission statement include:



## Association Success factors

The Success Factors represent the areas of focus for the Neighbourhood Pharmacy Association of Canada to successfully achieve its Vision and Mission.



## Strategic Outcomes and Initiatives

### Enhanced Collaboration and Partnerships



Canada's healthcare sector has multiple stakeholders continuously seeking to improve the lives of Canadians. It can be difficult for industry members, who have a multitude of interests, to find common ground with other industry associations. The dynamic environment this presents can sometimes leave payors and decision makers confused and unclear on how they can best help industry members. Leading to a potential backlog of inquiries and longer wait times for industry members to have their issues heard. Our Association can work with partners and collaborators in the sector to unify and deliver a common voice. There is an opportunity to work together and find areas of alignment that will provide government decision makers with simplified access to key industry stakeholders. By finding common ground between our members and other stakeholders, we can reduce redundancies and speed up the decision making process through our collaborative efforts. Partnering with other stakeholders and aligning their advocacy efforts with our own, we can more efficiently advance mutual concerns with decision-makers. Our Association can be the ideal archetype of how industry associations can streamline their messages to government decision makers.

#### This Means:

To increase partnerships and collaboration, our Association will develop a proven framework that we use when collaborating with partners. This will let our Association deliver a clear message to Canadians with a truly aligned voice in an efficient manner. Our Association will support a positive business environment for pharmacy while being recognized as a partner in healthcare.

#### How this will be achieved:

##### **Strategic Initiative 1:**

Create a partnership strategy that outlines the who, how and why, and expected value, of our collaboration activity to ensure our partnering efforts support the success of Pharmacy in Canada.

##### **Strategic Initiative 2:**

Proactively identify and prioritize the continuum of stakeholders, to efficiently target stakeholders to maximize the impact of our advocacy efforts.

## Solution-Focused Thought Leadership



Possessing a breadth and depth of knowledge about a complex industry such as pharmacy is one of our greatest strengths. Our Association has the expertise and understanding to assist members to better understand the complex business of pharmacy. We offer insightful analysis, proactive solutions, guidance, and assistance when navigating the world of pharmacy. We look to expand on that trust and industry leadership to benefit our members and patients.

### This Means:

Our Association will focus our thought leadership activities around our mandate. We will share insights and best practices on models of pharmacy to become the national Association to consult for pharmacy-related issues. We will become a critical influencer in the industry and be consulted by government decision makers for our expertise. Our Association will ensure that we continue to provide value for our members and stakeholders through our member and industry engagements. Using innovative and disruptive thinking, we will change the way our Association handles challenges resulting in positive outcomes and resolutions. Our Association will become a go-to stakeholder for decision makers seeking insights on navigating and understanding the impacts of their decisions in the business of pharmacy.

### How this will be achieved:

#### **Strategic Initiative 3:**

Produce a thought leadership communication strategy that leverages our Association's industry knowledge and experience. This strategy will continue to bolster the expertise of our members and allow them to remain competitive in the business of pharmacy.

#### **Strategic Initiative 4:**

Create a data and analytics strategy to build capacity for an evidence-based approach to anticipate industry trends. This strategy will analyze readily available data on quality and outcomes.

#### **Strategic Initiative 5:**

Develop a new committee framework that consolidates the current committee structure resulting in an efficient, streamlined process for committee members.



## Proactive Advocacy

In a changing pharmacy landscape, advocacy is a crucial factor that any association with partners in public and private positions, requires to maintain a competitive edge. Being able to understand issues and influence key decision makers helps deliver successful advocacy efforts and improve the business environment. Our Association will be on the forefront of change by initiating dialogue with key decision makers. By informing the public about how their local neighbourhood pharmacies can save Canadians money and expand access to healthcare, we can effectively advocate to provide additional healthcare solutions that will benefit patients. Our Association will also search for opportunities to be involved in conversations that will help the competitive landscape of pharmacy. Using our vast network to our advantage, we will advocate for a positive change in pharmacy to help shape health policy and provide proactive solutions to advance patient care opportunities and improve health outcomes.

### This Means:

We will advocate to be at the right decision making tables and positively influence pharmacy related decision making with relevant stakeholders. Using our network of industry leaders, provider partners, and sector experts, we will advocate for a positive change in pharmacy to improve the healthcare landscape. Using a targeted approach, we will represent the business of pharmacy in a way that reflects the best interests of our diverse members and healthcare system. We will become a go to stakeholder when government and decision makers are discussing new policies and will find alternative methods to influence decisions that positively affect our Association.

### How this will be achieved:

#### **Strategic Initiative 6:**

Develop an industry analysis strategy to communicate monthly insights for members. This strategy will enrich our membership with the knowledge and tools to keep up to date on the industry.

#### **Strategic Initiative 7:**

Identify priority regions that will be the target areas for our Association to accelerate growth and sustainability.

#### **Strategic Initiative 8:**

Create a focused advocacy strategy that will outline our future advocacy efforts and develop relevant new partnerships in the sector.

## Viable Sustainability



To successfully achieve the goal of our strategic plan, our Association needs to meet the expectations of our industry, partners, and patients. Due to the continuous changes in our current business environment, the sector requires a strong, responsible Association with a respected reputation to represent the need for a healthy and competitive business environment. To achieve successful business environment and be responsible representatives of our industry, we need to ensure that our people, revenue and operations are effective, efficient and responsive. To accomplish this, a core part of our strategic plan focuses on our operations and looks to diversify our revenue streams to create fiscal stability for the years to come.

### This Means:

To ensure a viable Association for the years to come, we look to achieve a steady rate of growth and expansion ensuring the financial sustainability of the organization while also being recognized as an employer of choice. We will provide our talent with a supportive environment that promotes the skillsets required to successfully deliver on the mandate of the organization. To continue these actions into the foreseeable future, we will retain our staff by offering a unique and collaborative workspace for our employees to build their careers and strengthen their skillset. Additionally, we will outline a fiscally responsible plan for the next three years by ensuring an efficient use of our resources.

### How this will be achieved:

#### **Strategic Initiatives 9:**

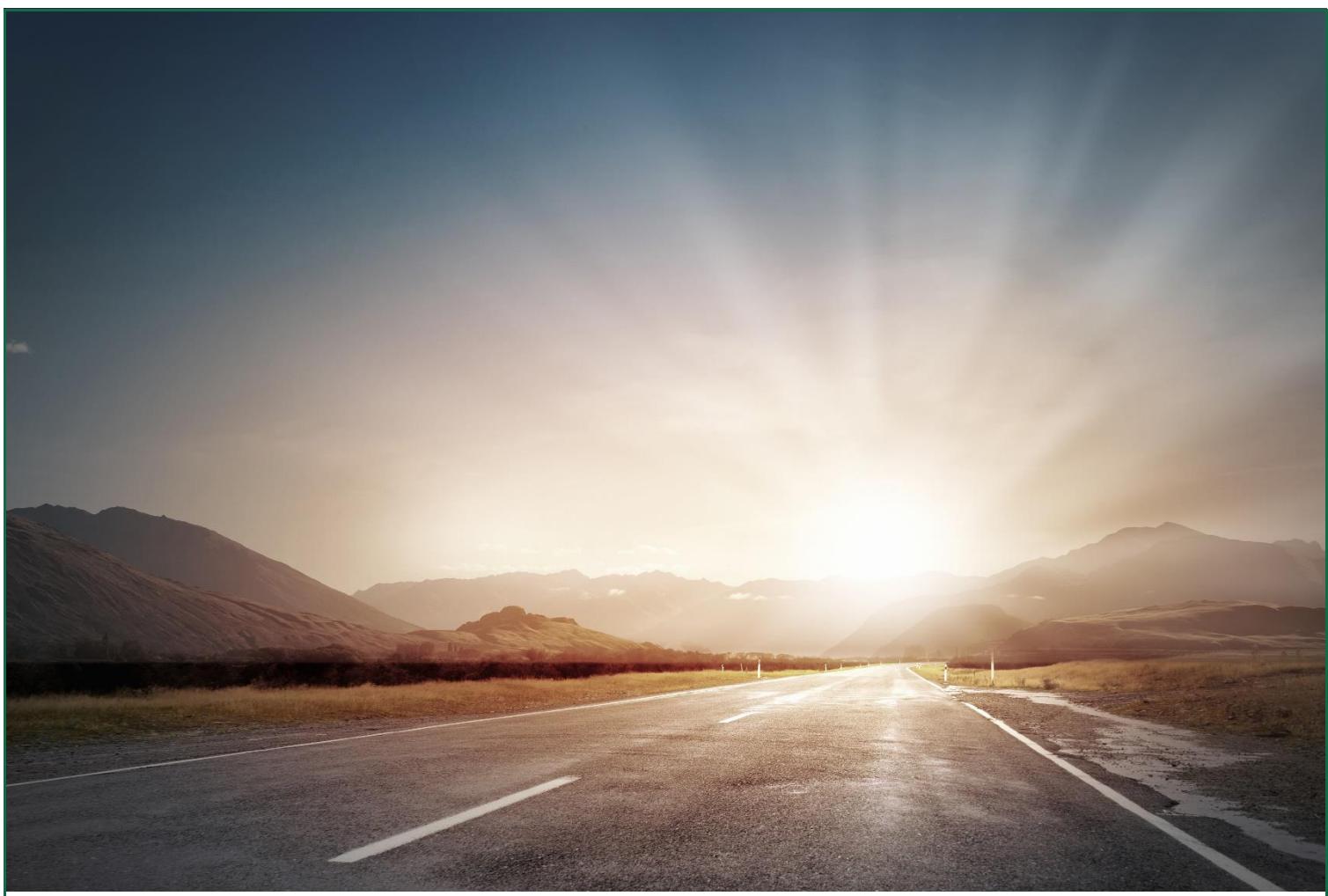
Develop and implement an augmented revenue model that looks at both diversifications of revenue and value for money for members and associates.

#### **Strategic Initiative 10:**

Evaluate the Association events, in consultation with members and associates, to determine a new events framework that supports the interests of members in alignment with the Strategic Plan success factors.

#### **Strategic Initiative 11:**

Develop a talent strategy for the Association that bolsters longevity, plans for the future and assists staff in maximizing their professional development.



## Moving Forward

The Neighbourhood Pharmacy Association of Canada has established a clear strategic direction and priorities while adapting to a rapidly changing industry. With even more uncertainty on the horizon, our Association remains concerned about the erratic nature of the industry. However, we are confident that our strategic plan has addressed key points to prepare for upcoming trends while building the foundation for a sustainable and successful future. We will ensure that our Association will be held accountable to our members by measuring the success of our initiatives. We will actively accept a role that works closely with members and partners for a better healthcare ecosystem. Moving forward, the Neighbourhood Pharmacy Association of Canada will represent an aligned membership that helps create healthier actions for all Canadians.



## Measuring our Progress

Our Association acknowledges the need to be transparent about how we will achieve the goals set out in this document. We will continuously improve to reach the strategic initiatives created and will monitor and report our progress over the next three years. The Association is committed to being able to communicate these results to our members and ensure that we are providing value.

We are committed to delivering clear and defined results for our Association such as:

- Providing our members with more frequent and targeted knowledge and expertise
- Accelerate growth and sustainability of the Association through the execution of key priorities
- Increasing the number and quality of engagements with decision makers
- Developing a new strategy for our events structure to maximize the benefits for our membership
- Ensuring the Association maintains a high level of employee engagement and is recognized as one of the top places to work in Canada

Measuring success on an ongoing basis will be critical to ensure we remain on track to accomplish our goals. Our Association has developed a comprehensive Action Plan with Key Indicators to guide the initiatives outlined in this Strategy and will report progress to key stakeholders.