

INVESTING IN ACCESS

2022-2024

STRATEGIC PLAN



Neighbourhood
Pharmacy
Association of Canada

Association canadienne
des pharmacies
de quartier

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A MESSAGE FROM OUR CEO

Canada is known globally for having a strong, accessible healthcare system, with pharmacies and pharmacy teams as critical links and healthcare hubs, providing uninterrupted care in communities across the country.

Designated by government as an essential service, Canada's pharmacies offer critical support, create capacity in public health and primary care, safeguard the medication supply, and provide equitable access to medicines and services - all while serving as community health hubs in neighbourhoods across the country.

Canada's 11,000 pharmacies are often the first and most frequent point of contact Canadians have with the healthcare system. For many communities, just like the town where I practice, pharmacies are open for extended hours, offering the convenience, accessibility, and familiar relationships Canadians want and need. In addition to providing medication therapies, pharmacies are increasingly involved in vaccinations, disease screening and management, and serve as a trusted resource for information on preventive healthcare and wellness solutions.

The COVID-19 pandemic further unlocked pharmacy's potential as a healthcare partner with unique pressure applied to an already overburdened healthcare system. Time and again, pharmacy has been called upon to deliver, and our sector steadfastly performs with incredible poise, formidable strength, and inspiring dedication. Pharmacy connects the dots across the public and private systems with the infrastructure to provide virtual care, daily interactions with patients, and an expansive network of allies in our growing community of stakeholders.

The value, ingenuity, and commitment of pharmacy have never been more evident. Yet challenges remain when confronting the persistent concerns of reimbursement, drug shortages, and price compression.



Sandra Hanna, RPh.
Chief Executive Officer
Neighbourhood Pharmacy Association
of Canada

These complex issues continually evolve and require the focus, expertise, and distinct voice our Association brings to the healthcare conversation – leveraging our mandate, the representation of our diverse members and partners, and our work at both provincial and national tables.

We're launching this 3-year Strategic Plan at such a pivotal juncture in the global health landscape. The COVID-19 pandemic highlighted the strengths and exposed the weaknesses of all health systems. This historical moment allowed us to build on the success of our sector at filling gaps and playing a prominent, integral role in public health and primary care. We also perceive this moment as a strategic opportunity for the pharmacy sector to identify emerging consumer and healthcare trends across the globe that will impact the way Canadians expect to receive care.

Pharmacy is poised to play a greater role than ever. Neighbourhood Pharmacies will continue our leadership in advancing pharmacy's business interests, expanding, and solidifying pharmacy's role as an integral, integrated healthcare hub and informing a policy landscape that enables pharmacies to continue meeting Canadians where they're at in their healthcare journey. Working with industry stakeholders and federal and provincial governments, we are an outcomes-focused partner demonstrating how pharmacy is an accessible solution to meet the healthcare needs of Canadians.

We're launching this 3-year Strategic Plan at such a pivotal juncture in the global health landscape. The value, ingenuity, and commitment of pharmacy have never been more evident.

WHO WE ARE

The Neighbourhood Pharmacy Association of Canada (Neighbourhood Pharmacies) is a national, not-for-profit trade association that delivers insights and solutions as a knowledgeable, experienced stakeholder and sought-after thought leader in public health, primary care, and policy development.

With a distinct, pan-Canadian perspective on the frontlines of healthcare and a high-performing leadership role in community health, we are the voice of the pharmacy business in Canada, representing our member organizations as a trusted partner to government within and across jurisdictions.

35,000

There are over 35,000 pharmacy professionals working in Canada's 11,000 community pharmacies.



95%

95 per cent of Canadians live within five kilometres of a community pharmacy.



9.5B

Pharmacies directly generate \$9.5 billion in GDP for the Canadian economy. The total economic footprint of the pharmacy sector (direct, indirect and induced effects) is \$18.7 billion.



185,000

The pharmacy sector employs more than 185,000 Canadians and directly generates \$6.6 billion in labour income.



1.9B

The pharmacy sector generated \$1.9 billion in fiscal benefits to all levels of government in 2020.



750M

Community pharmacies dispense more than 750 million prescriptions in Canada every year¹.



¹ IQVIA, Rx Premium, Moving Annual Total August 2021

We represent pharmacy organizations with varied business models, including chain, banner, grocery, specialty, long-term care, and mass merchandisers with pharmacies. We leverage the diverse strength of our members and partners, including the pharmaceutical supply chain and manufacturers, and work together with the common policy objective to improve access to healthcare. Our Association represents the delivery of care through close to 11,000 pharmacies, where pharmacy teams serve as integrated healthcare hubs, creating capacity in local communities across Canada.

Our purpose is to advocate for community pharmacy's potential to improve Canadians' health and contribute as sustainable partners to the shared vision of a robust, resilient health system.

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ADDRESSING THE FUTURE

The last two years have demonstrated that healthcare in this country faces tremendous pressures. These challenges have also uncovered new opportunities to better integrate pharmacy into public health and primary care, with a shared goal of providing patients with the choice to receive care closer to home, including in community pharmacies all over the country.

With a total economic footprint of over \$18 billion, the pharmacy sector directly employs over 185,000 Canadians² and dispenses over 750 million prescriptions per year³. Now more than ever, there is a heightened awareness by policy-makers and the public alike of the role pharmacies can play beyond medication management. We have seen unprecedented gains in scope and service in the pharmacy sector. Neighbourhood Pharmacies continues to strategically partner with decision-makers and stakeholders to offer innovative and sustainable, outcomes-focused solutions that meet the needs of Canadians in urban, rural, remote and First Nations communities, who are demanding new and better ways to receive care. The infrastructure and accessibility of Canada's 11,000 community pharmacies and over 35,000 pharmacy professionals can further be leveraged to support our health system partners through point-of-care testing services for disease screening and monitoring; immunization and harm reduction services to meet public health targets; patient support services for Canadians undergoing specialty and complex care; and as a preferred destination for health and wellness.

Yet, to continue offering and advancing the high quality of care Canadians are accustomed to receiving from their community pharmacy, we advocate for a regulatory environment that



² Neighbourhood Pharmacies' economic update of Conference Board of Canada's 2018 Report

³ IQVIA, Rx Premium, Moving Annual Total August 2021

recognizes and invests in the value of the broader pharmacy sector. We ensure pharmacy is at the table for discussions relating to drug pricing and access, in everything from focusing on pharmacy's critical role in maximizing patient outcomes and protecting product integrity to achieving the best value-for-money spent on pharmaceuticals. We advocate for fair reimbursement for the valuable services we provide our patients and the health system at large. We will continue to advocate for the removal of red tape and regulatory hurdles that restrict the ability of our members to meet the evolving needs of Canadians.

As pharmacy's role in healthcare continues to evolve and expand, engaging healthcare partners and other stakeholders to align on common advocacy goals becomes even more critical. Together with our members, associate partners, and other strategic partnerships, we will identify and prioritize opportunities, mitigate risks, create value, and develop innovative solutions that improve access and build capacity across the healthcare system by unlocking pharmacy's potential. We are committed to establishing and fostering these relationships and working on behalf of our diverse members to identify areas of alignment that advance our advocacy work.

Against this backdrop, Neighbourhood Pharmacies' 2022-2024 Strategic Plan is a roadmap for building and securing the long-term sustainability and growth of Canada's community pharmacy sector. We are committed to evidence-based advocacy that emphatically and unequivocally demonstrates why pharmacy is ideally, effectively situated to support diverse patient needs and strengthen local healthcare systems.

As pharmacy's role in healthcare continues to evolve and expand, engaging healthcare partners and other stakeholders to align on common advocacy goals becomes even more critical.



VISION AND MISSION

Neighbourhood Pharmacies' 2022-24 Strategic Plan begins with our Vision and Mission and is founded on our Core Values.



ASSOCIATION SUCCESS FACTORS

Strategic Outcomes and Initiatives

The Success Factors represent four areas of focus for Neighbourhood Pharmacies to successfully achieve our Vision and Mission.



Success Factor #1

PROACTIVE ADVOCACY

Neighbourhood Pharmacies will be at the forefront of change, working with key stakeholders and decision-makers to influence pharmacy business decisions. We will advocate for the sustainability and growth of the community pharmacy sector as a partner in improving healthcare delivery.

This Means

In a changing pharmacy landscape, advocacy is a critical function of Neighbourhood Pharmacies' role. As we continue to see convergence and alignment of the needs of the pharmacy and broader distributor and pharmaceutical stakeholders, we remain committed to engaging key stakeholders to inform policy positions on the issues that matter most to the sustainability and future growth of the pharmacy business model. Through strategic partnerships, we are viewed as an evidence-informed and strategic thought leader. We leverage the strength of our stakeholder network, including community pharmacies and industry partners, to inform health policy decisions.

How this will be Achieved:

Strategic Initiative 1

Create and execute an advocacy strategy that will leverage the strength of our membership and partnerships.

Strategic Initiative 2

Develop and execute a framework that supports areas of direct and indirect advocacy in all jurisdictions, and maps to key advocacy priorities.

Strategic Initiative 3

Evaluate the future state of the pharmacy sector and develop new partnerships to support our advocacy for the growth of the community pharmacy business model.

We leverage the strength of our stakeholder network, including community pharmacies and industry partners, to inform health policy decisions.



Success Factor #2

STRATEGIC COLLABORATION AND PARTNERSHIPS

We will leverage the strength of our membership to support and advance our advocacy. By strategically finding common ground between our members and other stakeholders, we will amplify and strengthen our advocacy and advance mutual initiatives.

This Means

As the Association representing the business of pharmacy, we have a distinct voice from other pharmacy stakeholders; we will identify how and where our voice is unique and different to advance the position and perspectives of our members. Neighbourhood Pharmacies will develop a stakeholder framework to support our advocacy on key priorities, with streamlined messaging and an aligned voice.

How this will be Achieved:

Strategic Initiative 4

Identify our distinct voice and strategically prioritize and collaborate with stakeholders to maximize the impact of our advocacy efforts.

Success Factor #3

OUTCOMES-FOCUSED THOUGHT LEADERSHIP

Neighbourhood Pharmacies will focus thought leadership activities around its key pillars and share insights and best practices on pharmacy-related issues. We will continue to drive value while being nimble, by delivering on key initiatives to help member organizations grow their business. We will help identify trends and insights to support evidence-informed advocacy.

This Means

We will leverage the distinct strengths of our membership to help inform the pharmacy and broader healthcare sectors. As the critical influencer on the business of pharmacy, our members, partners and stakeholders come to us first for insights on navigating the sector and its impact on the health system.

How this will be Achieved:

Strategic Initiative 5

Build evidence-informed, comprehensive, outcomes-focused assets to support our members' business and the Association's advocacy on key priorities.

Strategic Initiative 6

Evolve the thought leadership communication strategy that supports the sector's growth as a vital healthcare partner while supporting the business needs of our members.

Strategic Initiative 7

Activate a broad communications strategy to inform and mobilize the external stakeholder community on our key priorities.



The distinct strengths of our members help inform the pharmacy sector and broader healthcare sector.

Success Factor #4

VIABLE SUSTAINABILITY

Neighbourhood Pharmacies will ensure the viability and financial sustainability of the Association for years to come while maintaining optimal use of resources.

This Means

We will evaluate partnership opportunities with stakeholders to share resources on key collective priorities. We will continue our steady growth and expansion while ensuring the organization's financial sustainability and delivering value to members and partners.

How this will be Achieved:

Strategic Initiative 8

Develop a recruitment and retention strategy for members and partners to maximize value, support the best interests of members and partners and align with our Association's strategic pillars.

Strategic Initiative 9

Develop an event strategy to maintain and grow event engagement to ensure it supports the interests of members and partners and is aligned with the key pillars.

Strategic Initiative 10

Continually evaluate the talent strategy that bolsters longevity, succession planning and fosters a culture of learning and growth.

Strategic Initiative 11

Continually evaluate partnership opportunities with stakeholders to share resources on key collective priorities.

Strategic Initiative 12

Explore diversified revenue opportunities.

We will continue our steady growth and expansion while ensuring the organization's financial sustainability and delivering value to members and partners.



MOVING FORWARD

The Neighbourhood Pharmacy Association of Canada has established a clear strategic direction and priorities while adapting to a rapidly changing industry. Building on the momentum the sector has seen over the past two years and on the increased trust and reliance of government and the public alike on pharmacy's integral role in public health and primary care, we are ready for continued growth. However, as the country moves towards economic recovery, we expect cost-containment measures to be a focus, posing an ongoing threat to the sustainability of the business of pharmacy.

We are confident that our strategic plan, informed by evidence and founded in strategic partnerships, will position us for success as we 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 engage members and partners to better inform, align and expand the reach of our advocacy. The Neighbourhood Pharmacy Association of Canada will represent an aligned membership that helps contribute to a more resilient future for healthcare.



We are confident that our strategic plan informed by evidence and founded in strategic partnerships will position us for success as we prepare for upcoming trends while building the foundation for a sustainable and successful future.

MEASURING OUR PROGRESS

Neighbourhood Pharmacies recognizes the importance of developing specific and relevant deliverables and ensuring transparency around how we measure and track the progress of the goals established in this 2022-2024 Strategic Plan.

We are committed to leveraging the resources and expertise of our Association to be a leading, definitive voice in discussions on health policy, health system transformation and pharmacy's role in the post-pandemic landscape.

Over the next three years, we will activate the strategic initiatives identified in this plan. We will be accountable to members and partners and monitor and report on the progress achieved. Neighbourhood Pharmacies will regularly communicate the results of our actions related to this plan to our members and our partners. We commit ourselves to press forward vigorously and strive to continue providing value and meaningful outcomes.

We will report the results to our Association, including our progress as it relates to:

- Assets developed to support members and partners
- Multi-pronged advocacy plans developed and executed
- Policies influenced through our direct or indirect advocacy
- Strategic member and partner engagements
- Collaborative frameworks with key stakeholders
- Public relations activities on key priorities
- Maintaining, growing and diversifying event attendance and value

Each year of the strategic plan will be supported by a detailed operational plan defining the critical path towards achieving strategic initiatives, including milestones, metrics and key performance indicators, staff accountabilities, and resources. This approach will ensure a transparent and accountable process with staff, members, partners, and stakeholders in executing our strategic plan.

Neighbourhood Pharmacies will regularly communicate the results of our actions related to this plan to our members and our partners.





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