



Neighbourhood  
Pharmacy  
Association of Canada

Association canadienne  
des pharmacies  
de quartier

# PRESCRIPTION FOR SUCCESS

STRATEGIC PLAN: 2025-2029

[neighbourhoodpharmacies.ca](https://neighbourhoodpharmacies.ca)

# A MESSAGE FROM OUR CEO

**We are excited to present the Neighbourhood Pharmacy Association of Canada's Strategic Plan for 2025-2029: Prescription for Success.** This plan sets a bold course for the future of community pharmacy in Canada, and it reflects our deep commitment to enhancing healthcare and advancing the prosperity of our Members.

**Our North Star is clear:** integrating innovative pharmacy business models into the healthcare system, expanding Canadians' access to care while supporting your business success. This guiding purpose fuels every goal, action, and decision in our strategic plan.

Our Vision is of thriving pharmacy businesses that enable optimized patient outcomes nationwide. This is a future where community pharmacies play a central, impactful role in the healthcare continuum. Our new Mission keeps us focused on creating and supporting the necessary services, business solutions, and strategies to realize this vision.

In this document, you will see the three foundational strategies that will guide us in achieving our goals. Focused on bold, future-focused advocacy, financial and business success of Members, and strengthening our capacity as a centre of innovation and integration, these strategies will guide tactical activities and success metrics for the next five years.

We are inspired and driven by a culture of inclusivity and innovation. We pride ourselves on being catalysts for change and futurists focused on where the industry is headed, ensuring that community pharmacies continue to play an integral role in delivering care to Canadians. Together, these values empower us to support a sustainable future for pharmacy that embraces both Canadians' well-being and Members' business growth.

We look forward to advancing this journey alongside each of you, building a stronger, more impactful community pharmacy sector.

With appreciation,

**SANDRA HANNA,**

RPH., LLM, ICD.D

Chief Executive Officer

Neighbourhood Pharmacy Association of Canada



# OUR NORTH STAR

**How we help our Members achieve their ultimate goal.**

Integration of innovative pharmacy business models into the healthcare system, enhancing access to care for Canadians while driving business success.



## VISION

Thriving pharmacy businesses supporting optimized patient outcomes.

## MISSION

Driving innovation and integrated services for a sustainable future in community pharmacy.

## CORE VALUES

**INCLUSIVE INNOVATIVE CATALYSTS FUTURISTS**



# STRATEGIES

## 1

### Building value with our Members through leadership, advocacy, and research **Embolden our advocacy with a 20-year view**

Raise our voice, shine a light on issues, and convene stakeholders to help our Members tackle the complex systemic problems that prevent them from delivering the most value into Canada's healthcare system.

#### Strategic Initiative

Create and execute a proactive multi-pronged advocacy strategy focused on business success and enablers.

#### Strategic Initiative

Support the futurization of the business of pharmacy.

### HOW WE WILL MEASURE SUCCESS

Improve long-term economic viability of pharmacies through modernized funding and streamlined operations.

Policymakers, payors and other stakeholders recognize the need for a thriving pharmacy sector and engage Neighbourhood Pharmacies on issues impacting pharmacy business.

Identify, lead and mobilize trends for long-term success.

Map progress on identified trends for long-term business success.



# 2

## Building value for Members through tools, programming, and knowledge Focus on the financial and business success of Neighbourhood Pharmacies' Members

As vibrant pharmacies are vital for the best patient outcomes, intelligently and confidently bring the focus on the business success of our Members into balance with the future of Canada's healthcare.

### Strategic Initiative

Be recognized as the voice of pharmacy business and operations.

### Strategic Initiative

Be the source for evidence-informed assets to support our Members' business success.

## HOW WE WILL MEASURE SUCCESS

Members, Partners, governments, and other stakeholders seek out Neighbourhood Pharmacies as pharmacy business experts.

Members and Partner rely on Neighbourhood Pharmacies for resources that inform business strategies and advocacy efforts.





# 3

## Leading the sector through foresight and change management Become a centre of innovation and integration

Be a future-forward guide to the sector on its position in the Canadian healthcare system through the next 20 years.

### Strategic Initiative

Fuel long-term growth and resilience.

### Strategic Initiative

Drive operational excellence and transformation by bridging gaps between policy and practice.

## HOW WE WILL MEASURE SUCCESS

Sustain long-term growth through revenue diversification, expanded membership, and strategic execution.

Deliver innovative business solutions, supported by robust organizational structures and governance.



For more information on Neighbourhood Pharmacies, our strategic objectives, and our progress against them, visit [neighbourhoodpharmacies.ca](https://neighbourhoodpharmacies.ca).

