

2026 MID-YEAR REPORT



Neighbourhood
Pharmacy
Association of Canada

Association canadienne
des pharmacies
de quartier



As we reflect on the first half of 2026, I am proud of the meaningful progress we've made in bringing our Prescription for Success 2025–2029 Strategic Plan to life and

advancing our vision of thriving pharmacy businesses supporting optimized patient outcomes. While the challenges facing community pharmacy continue to evolve, so too does our collective ability to shape the future. This report reflects an organization that is not only responding to today's issues but also proactively positioning pharmacy businesses to succeed in the years ahead through bold advocacy, evidence-informed leadership, innovation and strategic collaboration.

The progress highlighted here demonstrates our commitment to delivering value across each of our strategic pillars. We have strengthened the evidence supporting pharmacy's role in Canada's economy and healthcare system, advanced policies that

improve the sustainability of pharmacy businesses, equipped Members with practical tools and business intelligence, expanded our influence with governments, payors and healthcare leaders, and invested in the organizational capabilities needed to lead through change. Just as importantly, we've continued to bring together Members, Partners and stakeholders around a shared vision for the future of community pharmacy.

None of this progress would be possible without the engagement, expertise and trust of our Members, Partners, Board of Directors and the many stakeholders who work alongside us every day. Thank you for your continued commitment to building a stronger, more sustainable future for community pharmacy. Together, we are turning strategy into action and creating the conditions for pharmacy businesses - and the patients and communities they serve - to thrive.

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

Building value with our Members through leadership, advocacy, and research

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



How we will measure success

- ✓ **Improve long-term economic viability** of pharmacies through modernized funding and streamlined operations
- ✓ **Policymakers, payors and stakeholders recognize** the need for a thriving pharmacy sector



Progress and impacts

- ✓ **Established community pharmacy as a nationally significant economic sector** through the landmark *Economic Footprint of Canada's Pharmacy Sector* report, strengthening the case for future investment and policy reform.

- ✓ **Supported the growth of sustainable pharmacy-led services in multiple jurisdictions across Canada** with measurable change in more than 25 individual policy areas, including expanded authorities and funding for prescribing, point-of-care testing, therapeutic substitution, and immunization activities.

- ✓ **Strengthened collaboration with pharmacy regulators** to advance operator perspectives on regulatory modernization, workforce mobility, digital enablement and outcomes-focused regulation.
- ✓ **Strengthened pharmacy's position within Canada's life sciences, pharmaceutical sovereignty and supply chain agenda**, reinforcing its importance as critical healthcare and economic infrastructure.



Strategic initiative

Support the futurization of the business of pharmacy



How we will measure success

- ✓ **Identify, lead and mobilize trends** for long-term success
- ✓ **Map progress on identified trends** for long-term business success



Progress and impacts

- ✓ **Strengthened the Association's digital foundation** to enhance sector intelligence, research, advocacy and Member engagement.
- ✓ **Positioned health and wellness as a strategic growth opportunity** for community pharmacy, mobilizing sector dialogue and connecting Members with emerging partners, technologies and ideas through Pharmacy EXPO.
- ✓ **Elevated innovation and business leadership** through the inaugural Sector Catalyst Award, recognizing trailblazing leaders shaping the future of community pharmacy.

Building value for Members through tools, programming, and knowledge

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



How we will measure success

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



Progress and impacts

✓ **Expanded our influence within Canada's payor community** through strategic relationships, speaking opportunities and collaborations that support solutions-focused policy dialogue.

✓ **Strengthened Neighbourhood Pharmacies' profile** as a trusted pharmacy business expert through sector insights and reports, keynote presentations and thought leadership across 11 national industry forums and publications.

✓ **Convened hundreds of Members and Partners** through webinars and closed-door policy roundtables, strengthening collaboration on key pharmacy business priorities.

✓ **Strengthened our position as a trusted national resource, with governments and pharmacy organizations** increasingly seeking out our business expertise, evidence and pan-Canadian insights.

✓ **Expanded the reach and influence of Neighbourhood Pharmacies' thought leadership** through sustained audience growth and engagement, including a doubling of Neighbourhood Pharmacy Gazette subscriptions, a 40% average email open rate, and a 17.5% increase in social media engagement.



Strategic initiative

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



How we will measure success

✓ **Members and Partners rely on Neighbourhood Pharmacies** for resources that inform business strategies and advocacy efforts



Progress and impacts

✓ **Expanded Members' access to timely market intelligence** through the Business Insights Hub, delivering evidence-informed resources that support more confident business planning and decision-making.

✓ **Equipped Members with practical business intelligence** through new Pharmacy Performance Benchmarks and Calculator tools, Drug Pipeline Insights and enhanced Pharmacy Services & Remuneration resources, supporting more informed business planning and decision-making.

✓ **Enabled Members and Partners to strengthen local advocacy** through practical campaign toolkits, presentations, webinars and communications resources.



19% growth in exhibitors
67% growth in health & wellness vendors
23 first time vendors
12% growth in attendance

Leading the sector through foresight and change management

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



How we will measure success

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



Progress and impacts

✓ **Strengthened the Association's long-term financial sustainability** through disciplined financial stewardship, diversified revenue growth, and continued investment in strategic priorities

Growth

- | 2 new Premium Partners
- | 13 new Associate Partners



Diversification

MEMBERS (BY CATEGORY):



- | 40% Corporate Retail
- | 30% Specialty
- | 30% Independent Banner

PARTNERS (BY CATEGORY):



- | 23% Brand Pharma
- | 22% Generic Pharma
- | 14% Operations
- | 14% Tech / Automation
- | 12% OTC
- | 4% MedTech
- | 11% Other



Strategic initiative

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



How we will measure success

✓ **Deliver innovative business solutions** supported by robust organizational structures and governance



Progress and impacts

✓ **Completed the Association's largest digital modernization initiative**, implementing a new Customer Relationship Management (CRM) platform that strengthens organizational infrastructure, enables data-driven decision-making and lays the foundation for enhanced member engagement and future digital services.

✓ **Advanced organizational innovation and modernization** through the adoption of AI-enabled tools that improve operational efficiency, strengthen Member engagement and build organizational capacity.

✓ **Advanced leadership succession** through the appointment of a new Board Chair, the election of two new Directors and strong Member interest in Board service, reflecting confidence in the Association's leadership and future direction.