

Reclaiming the 20-Year Vision: Neighbourhood Pharmacies' Strategic Shift



The Neighbourhood Pharmacy Association of Canada leads the integration of innovative pharmacy business models within the healthcare system, enhancing access to care and driving business success.

Problem

Caught in a competitive landscape and looking for ambitious growth, Neighbourhood Pharmacies wanted to address long-term challenges, such as integrating pharmacies into the healthcare ecosystem and creating sustainable reimbursement models. These “wicked problems” demand visionary leadership.

Approach

Neighbourhood Pharmacies adopted a strategic planning process designed for long-term impact. Key steps included:

- Engaging the board, stakeholders, and members to gather diverse insights on the problems most impacting business success
- Defining the association's north star – why members do what they do – before tackling other strategy components
- Aligning leadership around unified advocacy and long-term goals

The biggest shift was embracing a bold conversation about business in healthcare, reinforcing Neighbourhood Pharmacies' role as a leader in pharmacy business innovation.

Outcome

A future-ready organization that:

- Has a 20-year vision for the profession via a north star, providing purpose and answering the question, “In 20 years, what problems do you want the graduating class of 2024 to no longer face?”
- Focuses strongly on members' business needs, creating differentiation and unique value
- Unifies members, board, and staff around clear, long-term objectives

This strategic renewal ensures that Neighbourhood Pharmacies can clearly differentiate its role and tackle the sector's most significant problems while remaining adaptable to the needs of its members today.

Strategic Planning Update
PROGRESS REPORT FOR THE BOARD

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What's the point?
What do thriving Pharmacies look like in a patient focused healthcare system? - Your North Star

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

Aligning the Problems and the Ideas
We'll dig deeper in the strategy document, but here's what we are hearing so far

The problem you need to solve	How you could go about it
Theme 1: Strength and effectiveness of Neighbourhood Pharmacies' voice and pharmacies	Focus your issues on areas where NP can provide unique value. Leverage website better for advocacy efforts.
Theme 2: Evolving role of pharmacists – and influencers	Prepare pharmacy business owners for the future through education. (See inspiration model, next slide.)
Theme 3: Evolving relationships and influencers	Define the unique value you bring to the table. Focus on the issues that will bring best value to members and avoid overlap with others at the table.
Theme 4: Pharmacy Business Models	Consider shared services that would create non-class revenue for NP, and drive efficiency and effectiveness for pharmacies.

PRESCRIPTION FOR SUCCESS
STRATEGIC PLAN: 2025-2029

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