

2026–29 strategic plan

Driving Change, Delivering Impact



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Message from Leadership

The pCPA's 2026–29 strategic plan, *Driving Change, Delivering Impact*, marks a period of intentional growth and transformation.

Robert Shaffer

Robert Shaffer
Board Chair



Canada's health environment continues to evolve. Pharmaceutical innovation is accelerating, fiscal constraints remain constant, and expectations for timeliness, value, and transparency are rising. These forces are not temporary. They are reshaping the context in which publicly funded drug programs operate — and they require the pCPA to continue evolving.

Since its creation by Canada's Premiers in 2010, the pCPA has grown from a coordination mechanism into a mature, pan-Canadian organization with a clear mandate, established governance, and a strong record of successful collective negotiation. Through sustained collaboration and alignment across jurisdictions, the pCPA generates meaningful value across brand-name and generic drugs and has become a trusted and integral part of the Canadian health system.

This strategic plan represents the next stage in our evolution. It builds on the organization's strengths while intentionally positioning the pCPA to adapt and lead in an increasingly complex environment. The focus is not "change for change's sake," but rather, transformation that

strengthens core capabilities, sharpens execution, and enhances the organization's ability to deliver consistent savings for reinvestment.

Our strategy has been shaped by engaging with a wide range of voices across the health system. The insights gleaned through engagement have reinforced the need for us to evolve, internally and collectively, while remaining grounded in real-world experience and shared priorities.

The plan is organized around 4 strategic dimensions: People, Process, Performance, and Strategic relationships. Together, they form a framework for sustained growth.

We acknowledge and thank the pCPA Board of Directors, the leadership team, and our staff for their expertise and commitment, which are central to the pCPA's ongoing transformation.

Looking forward, this strategic plan provides direction for the pCPA's continued evolution. It translates priorities into action, supports adaptability in a changing environment, and keeps the focus on outcomes that matter to Canadians.

Mauro Chies

Mauro Chies
Chief Executive Officer



Land acknowledgement

The pCPA recognizes the inherent and treaty rights — as well as the history, strengths and diversity — of First Nations, Inuit and Métis Peoples, and we acknowledge the ancestral and unceded territories of Canada's Indigenous Peoples. Our team is located across the country on several traditional territories, and we are grateful to stand, live and work on these lands.

We also acknowledge and recognize the many challenges and harms, past and present, experienced by First Nations, Inuit and Métis communities when accessing, or trying to access, Canada's healthcare system. The pCPA works toward improving health outcomes for all Canadians.



Recognizing the collective contributions that shaped this plan



Our 2026–29 strategic plan reflects the collective effort and input of individuals within the pCPA and across the broader Canadian pharmaceutical ecosystem. Insights shared through consultations, focus groups, workshops, and surveys have helped shape a strategy grounded in shared priorities and collaboration.

Our engagement process identified priority opportunities, system challenges, and potential risks. We explored where strategic connections can drive impact, to help ensure our way forward is based on both current realities and future needs.

This collaboration reflects the pCPA's core value of unity, bringing diverse perspectives together in pursuit of common goals. It also reflects a shared commitment to excellence, to doing the work carefully, rigorously, and with integrity.

The ideas and insights contributed throughout this process also speak to innovation, a core value that challenges us to think differently about how we work, adapt, and respond in a changing environment. Taken together, these values reinforce a focus on impact, ensuring that our collective efforts translate into meaningful benefits for publicly funded drug plans and the Canadians they serve.

As we move forward, the pCPA remains committed to continued collaboration, learning, and improvement. Grounded by our core values, we can strengthen sustainability and work together to support a publicly funded drug system that meets the needs of Canadians now and into the future.

We are grateful for the time, expertise, and thoughtful feedback from:

- patient groups
- clinicians
- policy experts
- ethicists
- drug manufacturers
- drug plan leads
- pCPA Board members and staff

Strategic plan at a glance



As part of our strategic planning, we have taken the time to carefully review and renew our mission, vision, and core values. Our strategic plan builds on this strong foundation while enabling the pCPA to evolve and grow within a changing pharmaceutical landscape.

Our mission

To negotiate the best drug prices and to support publicly funded drug plans.

Our vision

To support the sustainability of publicly funded health care systems through world-class drug price negotiations.

Strategic dimensions

People

Cultivating a high-trust, high-performance culture where people belong, excel and grow.

Process

Building a trusted environment that drives strong core processes, leverages collective negotiation strength, and supports expansion of the value-added proposition.

Performance

Making informed decisions that lead to system-level impact.

Strategic relationships

Fostering trust and transparency to support strong relationships.

Organizational enablers

Agility

Embedding capabilities that anticipate change, enable rapid adaptation, and support informed decisions.

Operational excellence

Driving results through strong operational systems focused on efficiency, quality, and consistent execution.

Core values

All of our actions are aligned and guided by these core values:

Unity

We are stronger together, and we harness the power of the collective. Our team and partners are our best asset.

Excellence

We are guided by evidence. We maintain high standards in everything we do.

Impact

We make a meaningful difference for the Canadian healthcare system.

Innovation

We are future-focused and responsive to the needs of today and tomorrow.

A strategy built for impact

The strategy wheel shows how the pCPA connects people, priorities, and actions across jurisdictions, the organization, and system partners to achieve its mandate. It shows how purpose, values, strategy, and operations are interlinked, ensuring alignment from intent to impact.

Like a wheel in motion, this strategy is designed to move forward, turning direction into action and action into impact. Even while moving forward with purpose, it will be important for the pCPA to remain adaptable as the environment evolves.



Core values

Organizational enablers

Strategic dimensions

Mission

A case for change

Where we are today

The pCPA has evolved into an established pan-Canadian organization with a clear mandate and a central role in supporting publicly funded drug programs across Canada. Founded by Canada's Premiers in 2010, the pCPA brought jurisdictions together under a shared governance model to strengthen drug price negotiations.

Today, the pCPA plays a central role in allowing Canada's public drug plans to align their efforts to negotiate with drug manufacturers. Through initiatives and processes such as negotiation guidelines and a structured pricing framework for generic drugs, we are able to leverage collective negotiating power consistently and fairly. This approach continues to deliver sustained value for publicly funded drug programs and the Canadians they serve. Our work to date has positioned the pCPA to build on progress and to advance its mandate with purpose as the health environment evolves.

The changing landscape

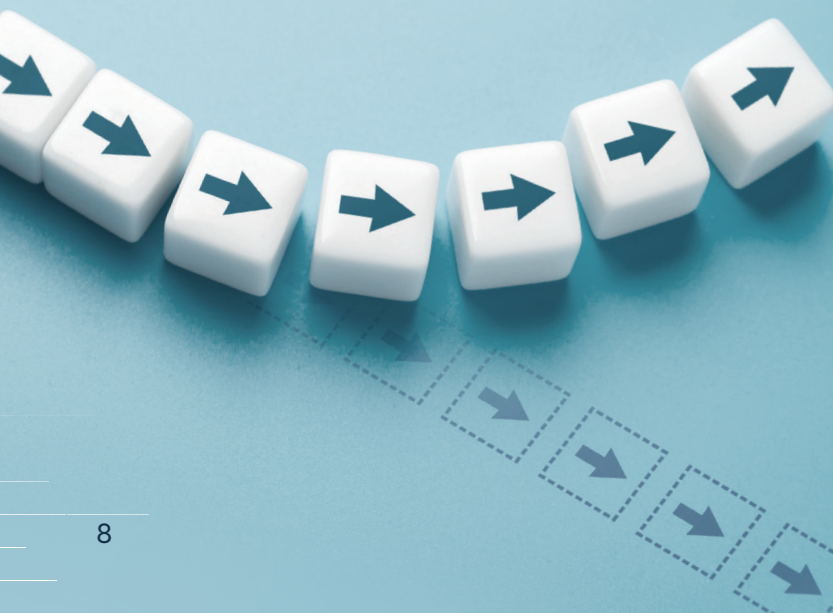
The pCPA is entering a period where progress must be both deliberate and adaptive. Pharmaceutical innovation is advancing rapidly, with increasingly specialized therapies and novel technologies emerging. Affordability pressures are intensifying as high-cost treatments and demographic trends place sustained pressure on public drug budgets. These forces are reshaping how publicly funded drug programs operate and reinforcing the importance of a strong, coordinated pan-Canadian negotiating function.

Against this backdrop, the pCPA's role is not only enduring but increasingly critical. As this complex landscape continues to evolve, so must we.

The way forward

Our strategic plan for 2026–29 sets a clear direction forward. It recognizes the complex and uncertain environment in which we operate and articulates ways we can anticipate change, be more agile, and bring renewed focus to the way we work. Our core purpose remains unchanged: to support public drug plans to better deliver value for Canadians

Guided by renewed core values, and in this time of change, our plan positions the pCPA to sustain progress already achieved and execute our purpose with strength and resilience.





Strategic dimension: People

Cultivate a high-trust, high-performance culture where people belong, excel and grow

Why it's important

People are at the heart of the pCPA's ability to deliver impact. As the landscape becomes more complex, a workforce that reflects diverse identities, lived experiences, backgrounds, and perspectives is essential to sustain high-quality negotiations, collaboration, and decision-making.

Our approach

Investing in people supports our capacity to adapt, grow, and continue to provide value. This extends to integrating the many voices and perspectives of the people the pCPA engages. The pCPA will operate in a flexible and effective way that best supports staff, public drug plans, system partners, and those who rely on our work.

Goals

- Build and sustain a high-performing workforce with the skills, capacity, and leadership needed to deliver on the pCPA's mandate in a complex and evolving environment.
- Enable ongoing learning to foster curiosity and help build a future-ready workforce able to adapt to evolving demands and complexity.
- Foster a positive culture of trust that recognizes individual identities, values diversity of thought and experience, and promotes inclusion, both within the organization and beyond.

Focal points

Workforce planning

The pCPA will take a proactive and future-focused approach to workforce planning to attract, develop, and retain a diverse and highly skilled workforce aligned with current and emerging needs.

Workplace culture

By investing in leadership and team development, the pCPA will foster an inclusive and equitable culture in which people feel a sense of belonging. Sustaining a high-performing, high-trust culture will empower excellence, encourage shared accountability, and support people to contribute meaningfully to shared objectives.



Strategic dimension: Process

Building a trusted environment that drives strong core processes, leverages collective negotiation power, and supports expansion of the value-added proposition

Why it's important

Effective and reliable processes are foundational to how the pCPA delivers impact. Strengthening our processes will help us to leverage our negotiation pathways and pricing mechanisms.

Our approach

Alignment and coordination across jurisdictions will support shared objectives, timely decisions, and a sustained collective commitment. Investing in our internal processes will allow for continuous improvement and enable us to operate with greater adaptability in a rapidly evolving environment.

Goals

- Enhance end-to-end processes to achieve intended outcomes and mitigate risk.
- Optimize ways of working using continuous quality improvement across the organization to support transparency, consistency, predictability, inclusivity, and effective delivery of the pCPA's mandate.

Focal points

Continuous quality improvement

Priority processes will be identified based on strategic importance, operational risk, and system impact, and will be reviewed on a regular cycle.

Security and governance

The pCPA will establish an enterprise security and governance framework — embedded in processes, technologies and decision-making — to ensure that security of data, privacy, and regulatory and risk considerations are integrated across the organization.

Scope

The pCPA will identify and evaluate opportunities to expand its value-added proposition. Decisions will be aligned with organizational readiness and the needs of jurisdictions. Decision-making will be evidence-informed through activities such as partner engagement and environmental scanning.

Collective negotiation

Through our established processes, negotiation pathways, and pricing mechanisms, we will leverage the negotiation power grounded in the collective strength of all publicly funded drug plans.



Strategic dimension: Performance

Making informed decisions that lead to system-level impact

Why it's important

Strong performance practices allow the pCPA to translate evidence and insights into impact.

Our approach

As complexities increase and expectations evolve, measuring our performance using reliable data will help us stay focused, responsive, and aligned with needs.

Goals

- Optimize data, analytics, and insights to support accountable, timely, and evidence-informed decision-making across the organization.
- Build a strong and adaptable foundation of infrastructure, processes, and capabilities to address evolving needs and ever-increasing complexity.

Focal points

Data and analytics

The pCPA will strengthen its approach to data and analytics by continually evaluating and improving our capabilities and standards. This will help ensure information is reliable and used consistently to inform decision-making across the organization.

Organizational performance measurement

We will leverage improved and increased analytics from performance measurement to inform decision-making, identify trends, and support continuous improvement.



Strategic dimension: Strategic relationships

Fostering trust and transparency that support strong relationships

Why it's important

Strong relationships position the pCPA to work effectively with partners across the health system. Investing in these relationships supports our collective ability to navigate complexity and improve health outcomes.

Our approach

By continuing to strengthen and increase connections with peer organizations and system partners, we can support meaningful collaboration toward shared goals.

Goals

- Strengthen relationships with a variety of voices, to broaden the perspectives that inform our work and to foster alignment and partnerships on initiatives in keeping with strategic priorities.
- Enhance awareness and sharing of best practices with partners within Canada and internationally, to support learning, foresight, processes, and evidence-informed decisions.
- Strengthen the pCPA's voice and presence, so partners in Canada and abroad can better understand our role, work, and impact.

Focal points

Engagement across Canada

The pCPA will develop partnerships across drug and health systems to support implementation objectives and enable ongoing feedback.

International engagement and insights

The pCPA will take a purposeful approach to exchanging insights with international organizations, using new information to inform the way we approach and do our work, while remaining grounded in the Canadian context.

Proactive communication

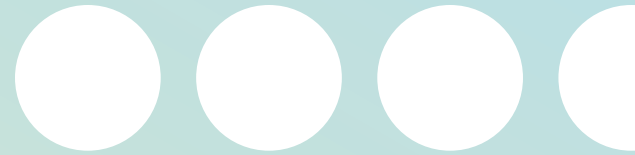
Communication approaches will be aligned with strategic priorities and designed to reinforce and encourage understanding of the pCPA's value. By being transparent and proactively sharing our work, decisions, and impact, the pCPA will reinforce its position as a trusted partner.

Looking ahead

The next step is to put our strategic plan into action.

Progress on our goals and initiatives will be monitored to assess growth, support continuous improvement, and ensure the plan remains responsive to a changing environment.

We appreciate the ongoing commitment of jurisdictions and system partners as we work together to support patients and strengthen publicly funded healthcare delivery across Canada.





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