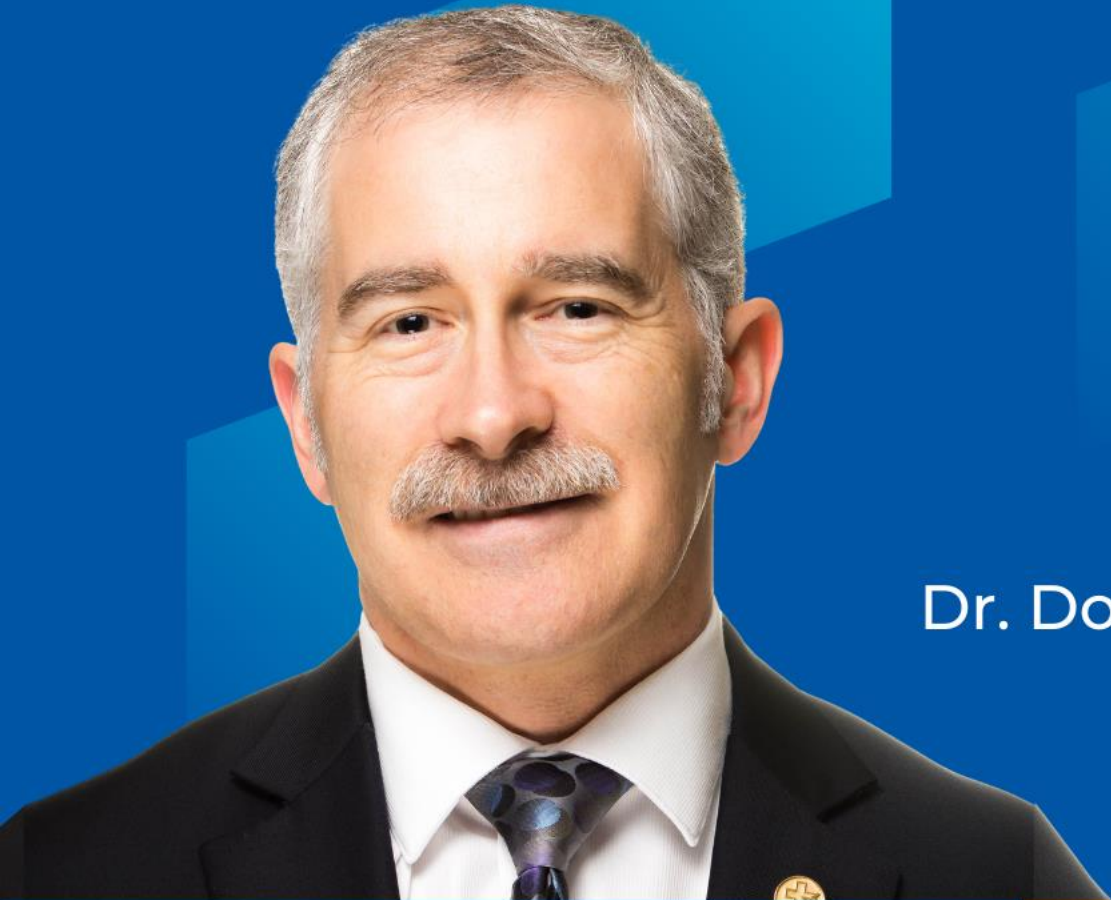


CSHP  SCPRS
Webinar Series

MAPPING THE LANDSCAPE: DEMOGRAPHIC INSIGHTS SHAPING HOSPITAL PHARMACY PRACTICE IN CANADA

May 20 @ 1 pm ET



Dr. Doug Doucette



2023/24
Hospital Pharmacy
in Canada **Survey**

Sondage sur les pharmacies
hospitalières canadiennes

Presenter Personal Disclosures

Presenter's Name: **Douglas Doucette**

- I have no current or past relationships with commercial entities
- I have received no speaker's fee for this learning activity

Commercial Disclosures

- This survey report has received sponsorship from *Pfizer, Apotex and Pharmascience*.
- No Board member has received funding for their contribution to the Report.
- The Managing Editor is contracted by CSHP to perform the duties of the role.
- Editorial direction, survey design, analyses and interpretation are the sole purview of the HPC Survey Board.

Acknowledgements

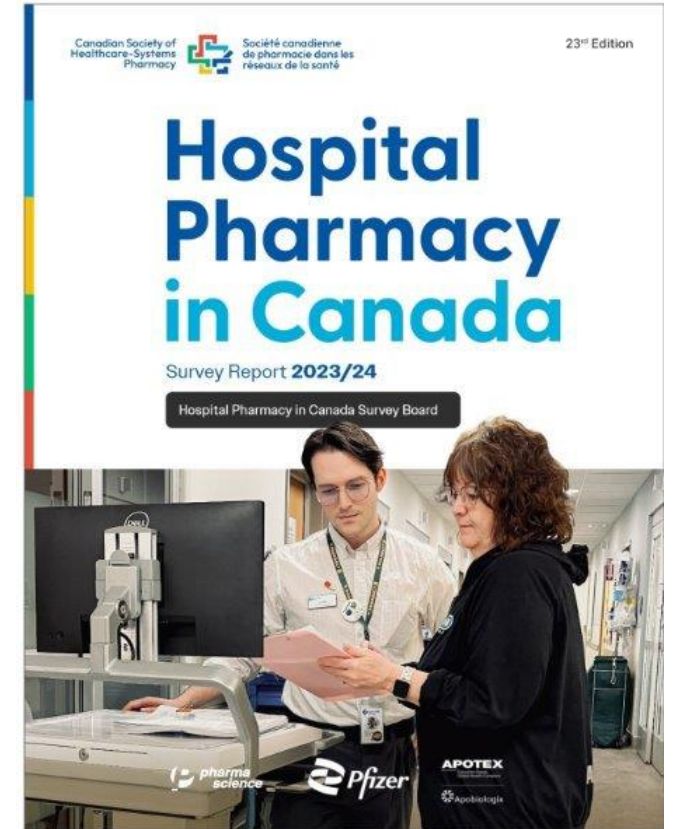
The HPC Survey Board would like to extend special thanks to:

- the staff of hospital pharmacy departments across Canada who provided data from their respective facilities and committed the time to complete the survey, and
- the Canadian Society of Healthcare-Systems Pharmacy (CSHP), its Board, and its staff for their support of this survey.

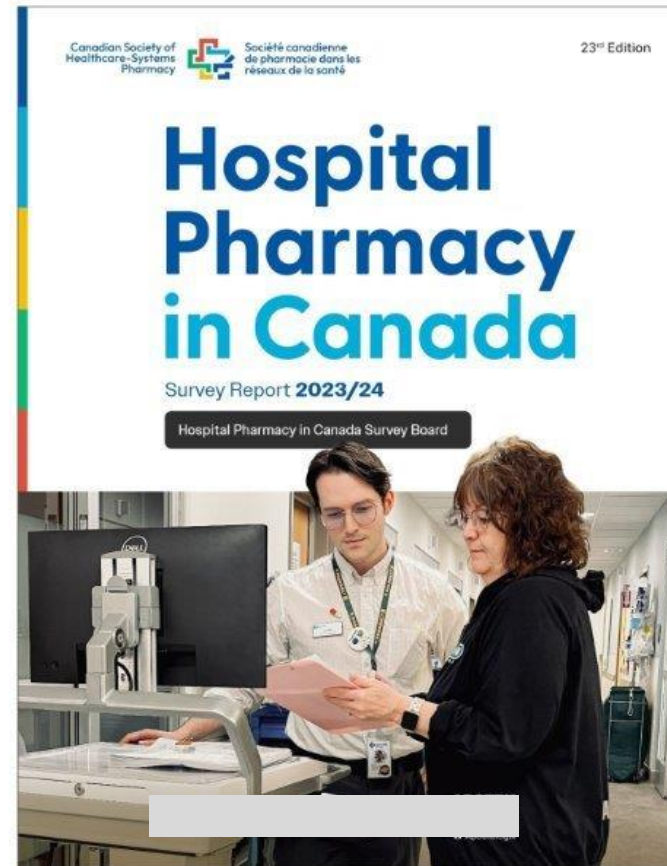
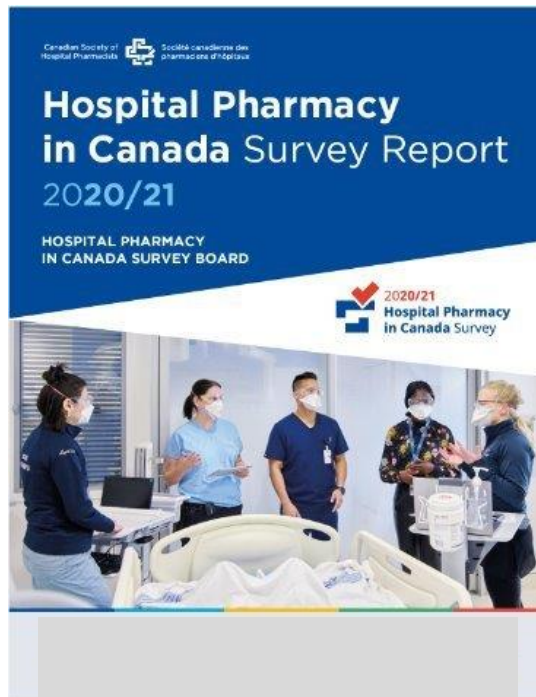
Some content in this presentation appeared in a session given by Bal Dhillon, HPC Survey Board Editor, at the CSHP Harrison Pharmacy Management Seminar, February 2026

Learning Objectives

- By the end of this session, participants will be able to:
 1. Describe results from the Demographics section of the Large Hospital Survey 2023/24
 2. Explain how these results may reflect trends in Canadian pharmacy practice.



Canada's Pharmacy Research Resource Since 1985



Hospital Pharmacy in Canada Survey Board. Hospital Pharmacy in Canada Survey Report 2023/24. Ottawa, ON: Canadian Society of Healthcare-Systems Pharmacy; 2025.

HPC Survey Board Members 23rd Edition



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About The Survey

Two-track design:

- Large Hospital Survey (≥ 50 beds) – **125** questions in 8 sections (A to H)
- Small Hospitals Survey (< 50 beds) – **39** focused questions

A	B	C	D	E	F	G	H
Demographics	Clinical Pharmacy Practice	Drug Distribution Systems	Human Resources	Benchmarking	Pharmacy Technician Practice	Technology	Hot Topics in 2023/24
<i>Overview of respondent characteristics and trends</i>	<i>Insights into utilization of current clinical practices</i>	<i>Methods and systems used for medication delivery</i>	<i>Workforce data and staffing challenges</i>	<i>Staffing ratios and drug costs across clinical programs</i>	<i>Current trends in practice and scope of technicians and assistants</i>	<i>Digital integration and innovation</i>	<i>New risks and opportunities</i>

About The Survey

- **Leger 360**
 - Contracted to develop online survey tool and compile results for the Survey Board
- **Survey dates (2024)**
 - Soft launch – Sep 15-Oct 16 for 9 sites in LHS and 20 sites in SHS
 - Full launch – Oct 16-Nov 29. Extended to Dec 11 then Dec 20 (unofficially open until Jan 6)
- **Results by Bed Size and Hospital Type**
 - Beds – 50-200, 201-500, >500
 - Type – Teaching, Non-teaching, Pediatric

About The Survey

- **Results by Region**

- Return of Alberta (AB) to 2023/24 survey as its own region
- SK+MB reported together in many areas of the Report (formerly part of Prairie Region)
- No respondents from facilities in territories (YK, NT, NU)
- No change for BC, ON, QC and ATL (NB, PE, NS, NL)

- **Survey procedures** also included

- Verification of selected organizational parameters by a third-party dataset (e.g. Canadian Institute for Health Information (CIHI) for teaching status)
- Use of standard definitions
- Data cleaning to remove outliers

Value of The Report: So What Factor

CEO and Executive Teams

- National view of healthcare-systems pharmacy performance to support system-level planning and strategic decision-making.
- Identify strengths and gaps, supports evidence-informed decisions on workforce, technology, safety, and capacity.

Pharmacy Managers and Directors

- Enables benchmarking against peers and practical opportunities to improve staffing, workflow, and service delivery.

Value of The Report: So What Factor

Pharmacists and Pharmacy Technicians

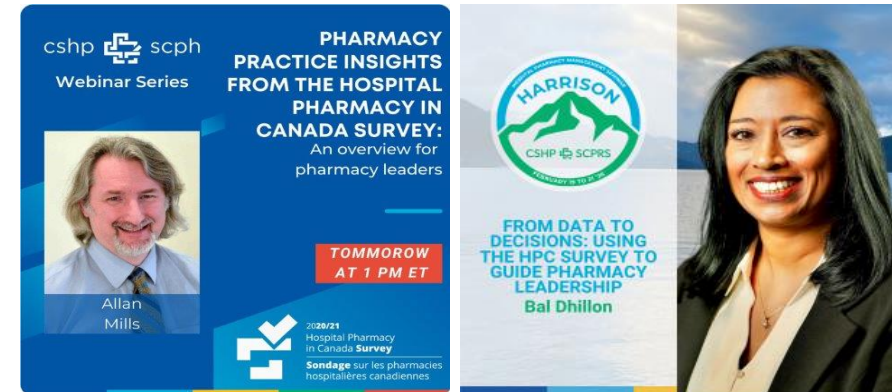
- Highlights trends in practice, scope, and patient safety to support professional practice advancement.
- Demonstrates optimization of workforce, reinforces value and impact of technicians.

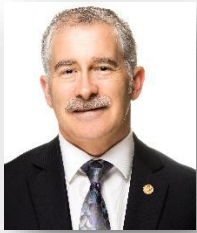
Hospital Healthcare Professionals

- Strengthens understanding of pharmacy's role in interdisciplinary care, safety, and system outcomes.

Knowledge Mobilization

- **Distribution** of full Report to 600 Pharmacy Directors and Hospital CEOs in Canada, regardless of participation
- **Harrison Management Seminar 2026** - presented Report highlights with interactive cases
- **Professional Practice Conference 2026** – highlights of Large Hospital Survey and Small Hospital Survey
- **Executive Summary** – key findings of 2023/24 report
- **National webinars** – series of open-access modules, live and recorded, starting in May 2026
- **Interactive workshops** - scheduled for regional management seminars in 2026/27
- **Advertisements** in The CJHP, Interactions, e-Newsbrief, etc.

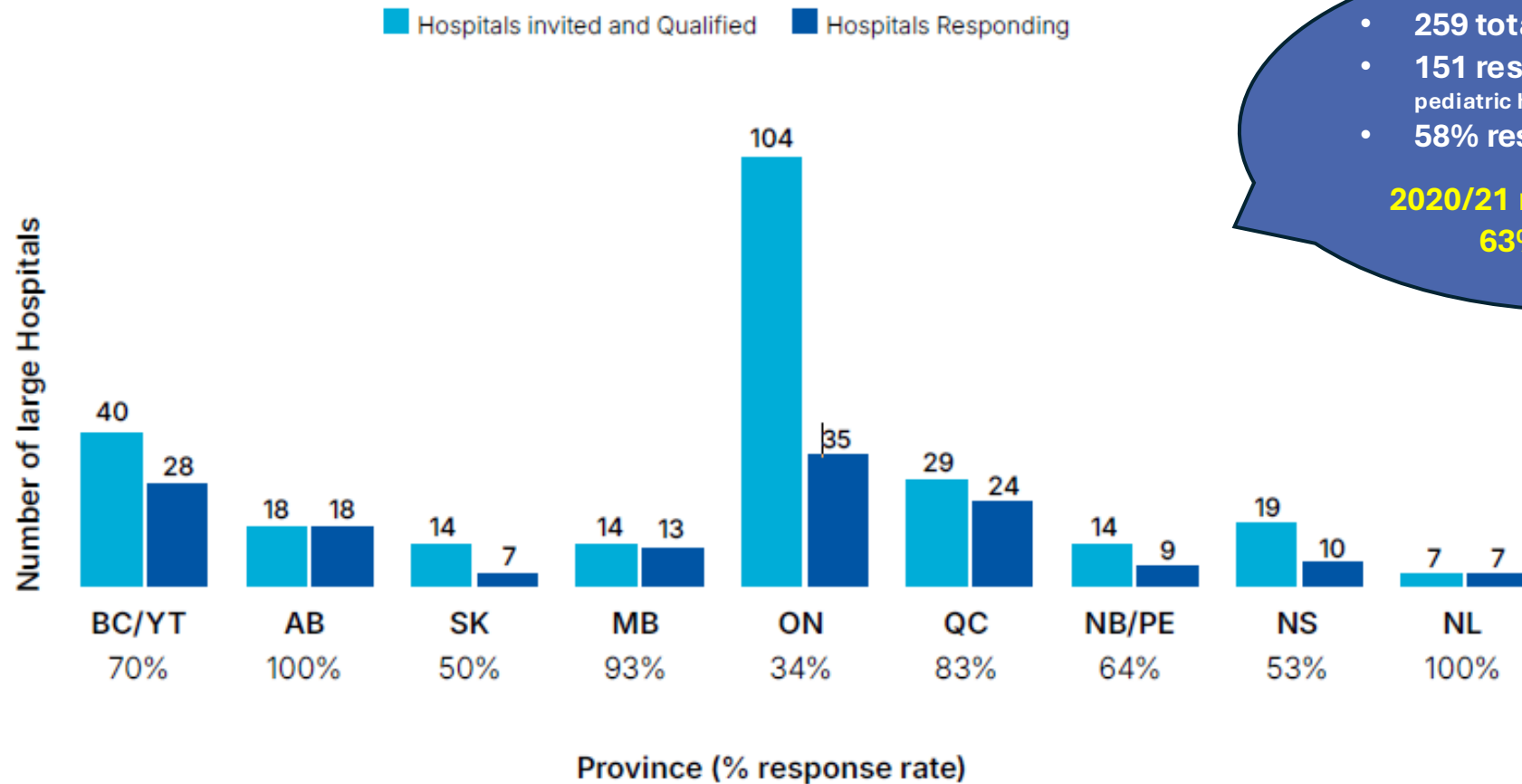




Douglas Doucette,
Executive Editor
Horizon Health Network
NEW BRUNSWICK

A - Demographics

Figure A-1. Response to the Survey by Province, 2023/24



- 259 total large hospitals
- 151 respondents (Including 6 pediatric hospitals)
- 58% response rate

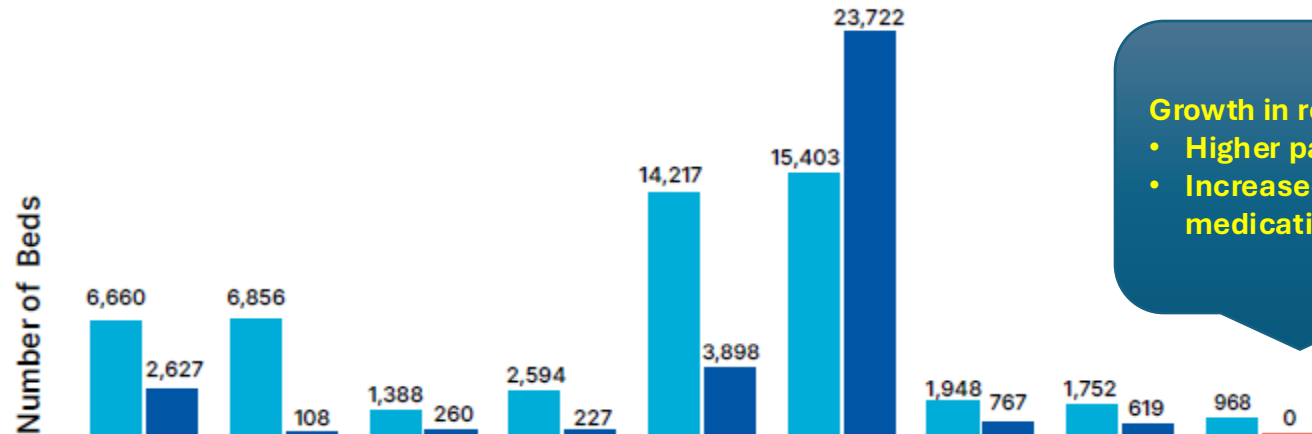
2020/21 response rate was 63% (144/228)

Figure A-2. Respondents' Number of Acute Care and Non-Acute Care Beds by Province, 2023/24

Total Acute Beds=51,786
Total Non-Acute=32,228

+22%

+14%



Growth in reported beds means:

- Higher patient volumes
- Increased demand on staffing, medication use & supply chain

	BC	AB	SK	MB	ON	QC	NB/PE	NS	NL
● Acute care beds	6,660	6,856	1,388	2,594	14,217	15,403	1,948	1,752	968
● Non-acute care beds	2,627	108	260	227	3,898	23,722	767	619	0
Acute care beds % of province	72%	98%	84%	92%	78%	39%	72%	74%	100%
Non-acute care beds % of province	28%	2%	16%	8%	22%	61%	28%	26%	0%
Acute care beds % of total	13%	13%	3%	5%	27%	30%	4%	3%	2%
Non-acute care beds % of total	8%	0%	1%	1%	12%	74%	2%	3%	0%
TOTAL BEDS	9,287	6,964	1,648	2,821	18,115	39,125	2,715	2,371	968

Note: Data in this chart include beds in pediatric facilities

A – Respondents for Multiple Facilities

- Introduced in 2016/17 survey to track changes in governance
- 35% of respondents reported for multiple facilities as a combined entity (up from 29% in last report)

Table A-1 Respondents Reporting for More than One Facility, 2023/24

	All	Bed Size			Hospital Type			Region					
		50-200	201-500	>500	Teaching	Non-teaching	Pediatric	BC	AB	SK/MB	ON	QC	ATL
(n=)	(151)	(52)	(49)	(50)	(48)	(97)	(6)	(28)	(18)	(20)	(35)	(24)	(26)
Yes	(53)	(10)	(13)	(30)	(21)	(29)	(3)	(6)	(2)	(5)	(15)	(18)	(7)
	35%	19%	27%	60%	44%	30%	0	21%	11%	25%	43%	75%	27%
No	(98)	(42)	(36)	(20)	(27)	(68)	(3)	(22)	(16)	(15)	(20)	(6)	(19)
	65%	81%	73%	40%	56%	70%	0	79%	89%	75%	57%	25%	73%

Base: All respondents to this question, n = 151
Whenever the n value was less than 10, percentages were not calculated to avoid potentially misleading comparisons

A – Hospital Occupancy & Average Length of Stay (ALOS)

	All	Bed Size			Hospital Type			Region					
		50-200	201-500	>500	Teaching	Non-teaching	Pediatric	BC	AB	SK/MB	ON	QC	ATL
Hospitals (n=)	(151)	(52)	(49)	(50)	(48)	(97)	(6)	(28)	(18)	(20)	(35)	(24)	(26)
Totals													
Beds - acute care	51,786	5,246	13,149	33,391	25,653	24,884	1,249	6,660	6,856	3,982	14,217	15,403	4,668
Beds - non-acute care	32,228	955	3,102	28,171	11,730	20,385	113	2,627	108	487	3,898	23,722	1,386
Averages													
Beds – acute care	343	101	268	668	534	256	208	238	381	199	406	642	180
Beds - non-acute care*	336	42	94	704	419	319	28	119	36	61	144	1186	87
*The average for non-acute care beds was calculated for only those hospitals that reported having non-acute care beds, n = 96													
Occupancy rate (n=)	(150)	(52)	(49)	(49)	(48)	(96)	(6)	(28)	(18)	(20)	(34)	(24)	(26)
Occupancy rate (acute care)**	94%	93%	96%	93%	95%	95%	64%	99%	98%	86%	99%	84%	95%
**Base: Respondents who provided patient days, n = 150													
Occupancy rate (n=)	(92)	(22)	(32)	(38)	(27)	(62)	(3)	(20)	(3)	(7)	(26)	(20)	(16)
Occupancy rate (non-acute care)***	91%	86%	90%	95%	88%	96%	26%	106%	85%	86%	99%	78%	80%
***Base: Respondents with non-acute care beds who provided patient days, n = 92													
Average length of stay (n=)	(150)	(53)	(48)	(49)	(48)	(96)	(6)	(28)	(18)	(20)	(34)	(24)	(26)
acute care (days)	7.6	7.4	7.5	7.9	7.4	7.9	4.5	6.9	7.5	9.6	6.5	8.7	7.3

Base: n = 151 respondents



A – Occupancy & ALOS

Occupancy

- 94% acute & 91% non-acute, both increased from 2020/21

ALOS

- Admitted patients are staying longer
- ALOS: 7.6 days – was 6.9 days in 2020/21
- Patterns align with CIHI findings linking ALOS to patient complexity and access to alternate levels of care

Significance

- Increased demand on patient flow, staffing & medication usage

A – ED Visits

- Average annual visits to ED – 50% increase from 2020/21 report
- Consistent with pressures on acute care services

Table A-3 Average Annual Patient Visits to Emergency Department (ED), 2023/24

	All	Bed Size			Hospital Type			Region					
		50-200	201-500	>500	Teaching	Non-teaching	Pediatric	BC	AB	SK/MB	ON	QC	ATL
(n=)	(140)	(52)	(49)	(50)	(48)	(97)	(6)	(28)	(18)	(20)	(35)	(24)	(26)
Average	74,956	33,541	61,886	128,558	83,687	71,361	58,689	70,960	58,904	36,497	107,288	123,718	36,093
Standard deviation (SD)	64,785	14,274	65,544	57,983	56,006	70,776	20,147	92,152	24,399	24,746	62,893	61,000	14,850

Base: All respondents who reported ED visits, n = 140

A – Ambulatory Clinic Visits

- Since 2020/21, 15% increase in average ambulatory clinic visits
- System shift towards ambulatory care & primary care services

Table A-4 Average Annual Patient Visits for All Ambulatory Clinics Combined, 2023/24

	All	Bed Size			Hospital Type			Region					
		50-200	201-500	>500	Teaching	Non-teaching	Pediatric	BC	AB	SK/MB	ON	QC	ATL
(n=)	(124)	(40)	(41)	(43)	(45)	(73)	(6)	(18)	(17)	(15)	(30)	(20)	(24)
Average	175,423	39,950	141,170	334,103	264,011	120,193	182,977	73,973	48,554	61,988	302,589	340,629	115,644
Standard deviation (SD)	205,908	43,280	119,541	253,798	237,742	171,142	92,727	69,676	66,526	123,553	232,597	261,108	96,669

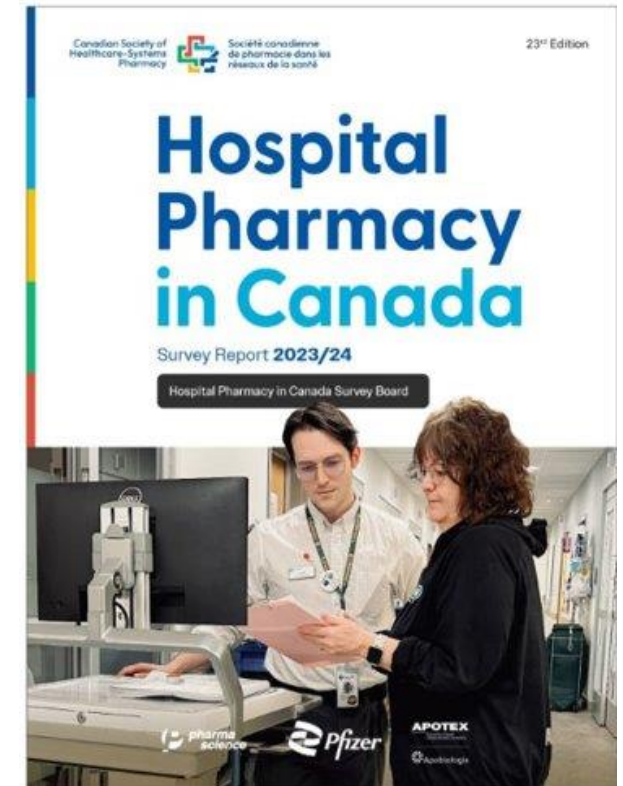
Base: All respondents who reported ambulatory clinic visits, n = 124

A – Leadership Takeaways

Theme	What the data indicates	Implications for pharmacy planning
System pressure is intensifying	Higher occupancy, longer length of stay, and sharp increases in ED and ambulatory visits signal sustained demand across care settings.	Plan for persistently high throughput; prioritize flow, surge strategies, and medication-use efficiencies across inpatient and outpatient areas.
Capacity growth is unevenly distributed	Québec and large hospitals hold a disproportionate share of beds and services, influencing national averages and benchmarks.	Interpret benchmarks in context; adjust targets for local size/teaching status to avoid over- or under-estimating needs.
Multi-site service models are expanding	Over one-third of respondents now report for multiple facilities.	Strengthen governance, standardize policies, and right-size staffing/workload measurement across sites.
Strategic planning must reflect post-pandemic realities	Utilization metrics now exceed pre-COVID levels.	Reassess resource allocation, clinical coverage, and service prioritization to align with the new baseline.
Overall System Implications	Summary: Sustained high-utilization; declining resilience; need for integrated strategies	Significance / Implications <ul style="list-style-type: none"> • System resilience is declining. • Workforce, capacity, and care coordination pressures are intensifying. • Highlights the need for integrated strategies to improve patient flow, capacity optimization, and pharmacy/clinical operational support.

CSHP HPC Survey Report 2023/24: Summary

- The 2023/24 Report continues the legacy of this comprehensive resource of hospital pharmacy practice in Canada
- Stay tuned for more webinars diving into the latest CSHP Hospital Pharmacy in Canada Report throughout 2026!



References

- Hospital Pharmacy in Canada Survey Board. Hospital Pharmacy in Canada Survey Report 2023/24. Ottawa, ON: Canadian Society of Healthcare-Systems Pharmacy; 2025.

Thank you!