

Canadian Society of
Healthcare-Systems
Pharmacy



Société canadienne
de pharmacie dans les
réseaux de la santé

Strategic Plan 2024-2028

Shaping the future of
healthcare-systems pharmacy



FOREWORD FROM THE PRESIDENT AND CEO

There are moments in an association's life when everything aligns—when purpose, possibility, and clarity converge. This is one of those moments for CSHP.

For more than 75 years, we were known as the Canadian Society of Hospital Pharmacists. That name served us well. It grounded us in excellence in hospital pharmacy practice and helped shape generations of leaders, researchers, educators, and frontline practitioners. But it also reflected a narrower view—one defined by physical settings and professional boundaries.

The reality today is different. Pharmacy is no longer confined by four walls or historical practice demarcations. Our members – now pharmacists and pharmacy technicians – are embedded across healthcare systems: in primary care and long-term care, in virtual clinics and remote communities, in public health and policy offices, and yes, in hospitals too. Wherever patients need safe, evidence-based medication care, pharmacy professionals are there.

That's why we've evolved—not just in name, but in our revised Mission, Vision, and Values. Together, these signal a broader focus – one that's more diverse, inclusive, outward-facing, forward-looking and, above all, aspirational.

Now, we are the national voice for **healthcare-systems pharmacy**—a concept grounded in the understanding that pharmacy excellence is essential to system design, access, equity, and transformation.

The 2024-2028 Strategic Plan lays out our commitment to supporting that excellence across five key result areas: professional leadership, identity, community, advocacy and organizational excellence.

The plan was shaped by countless conversations with our members, students, partners, and peers. It is rooted in the values that define us—integrity, inclusivity, leadership, and collaboration—and in a shared belief that pharmacy must lead boldly in this time of healthcare system change.

To our members: thank you for the trust you place in us. This is your Society, and this plan is your future.

To our partners and collaborators: we invite you to walk with us, challenge us, and build with us.

Let's move forward—together.



Katie Hollis
President (2024-2025)



Jody Ciufo
CEO (2018-2025)

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WHY A NEW STRATEGIC PLAN:

From restructuring to repositioning

The Past (2020–2023)

Our last strategic plan marked a period of necessary internal transformation. Like many professional associations, CSHP was facing significant headwinds: declining membership, shrinking revenues, and disruptive shifts in pharmaceutical sponsorship models. We recognized that meaningful, foundational changes were needed to put CSHP on a more stable and sustainable path.

The 2018–2022 Strategic Plan was built with a clear inward focus:



Reverse declining membership trends



Stabilize and grow revenue



Rebuild engagement with our members and Branches

This work required a complete organizational restructuring. It meant rethinking our governance, renewing our operations, and reestablishing our value proposition as a national society. That inward focus wasn't a step back—it was a **necessary** and **intentional** investment in strengthening CSHP for the long term.

The Future (2024–2028)

Because that strategic focus returned CSHP to stability and growth, we enter this next strategic cycle from a position of strength: our membership has grown, our financial position is solid, and our connection to members is stronger than it has been in years. The stage is set to shift from sustainability to impact.

The 2024–2028 Strategic Plan turns our focus upward and outward:



From internal restructuring to **external influence**



From member recovery to **system advocacy**



From rebuilding identity to **amplifying leadership**

This is a strategy designed for an **evolving profession** within an **evolving healthcare system**.

STRATEGIC PLAN: AT A GLANCE

MISSION

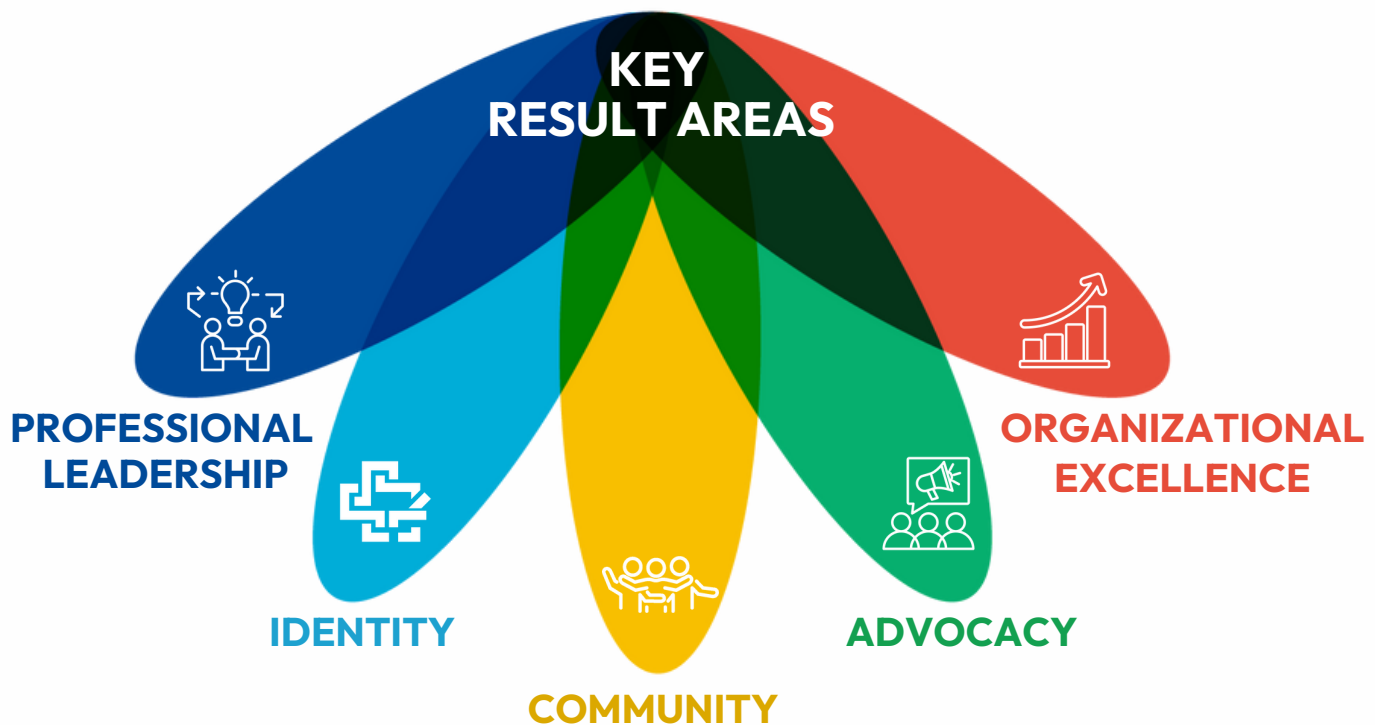
To optimize patient outcomes by advancing excellence in pharmacy practice and being the voice of pharmacy within healthcare systems.

VISION

For all people in Canada, to receive the best pharmacy care - when, where and how they need it - across our healthcare systems.

VALUES

Patient Centred | Inclusive
Sustainable | Knowledge Sharing | Innovative



OUR JOURNEY TO THE PLAN:

A process grounded in engagement and shaped by members

The development of CSHP's 2024–2028 Strategic Plan followed a deliberate and inclusive process, guided by the Board and informed by members and partners across the country.

Over a six-month period, the Board undertook a comprehensive planning approach that included:



An environmental scan
of national and international trends
affecting healthcare systems,
professional practice, and the
pharmacy workforce



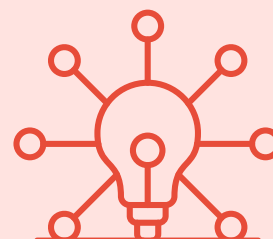
A review of past member surveys
highlighting persistent needs and
emerging opportunities



**Structured input from
Board members and
Branch executives**
gathered through
written submissions and
facilitated discussions



**In-person outreach
at PPC 2024**
including live response
boards, broadcast
segments, and
interactive digital
engagement



**Two strategic
workshops**
where the Board worked
through facilitated
exercises to debate,
refine, and prioritize the
elements of the plan

The resulting Strategic Plan reflects both evidence and the lived experience of pharmacy professionals. It incorporates diverse perspectives and responds to the current and emerging realities of practice. The Board of Directors unanimously approved the Plan on June 27, 2024.

This process was not about creating an abstract vision—it was about setting direction and priorities that are grounded, actionable, and aligned with the needs of our members and Canada's healthcare systems.

OUR STRATEGIC FRAMEWORK

The Strategic Plan is anchored by a revised mission, an updated vision, and a refreshed set of values.

These statements reflect CSHP's expanded role and commitment to supporting healthcare-systems pharmacy across Canada.

Our Mission

To optimize patient outcomes by advancing excellence in pharmacy practice and being the voice of pharmacy within healthcare systems.

Our Vision

For all people in Canada, to receive the best pharmacy care - when, where and how they need it - across our healthcare systems.

Our Values



Patient-Centred: We shape our practice to incorporate patients' values, needs, identity and preferences and advocate for collaborative responses within healthcare systems to meet patients where they are.



Inclusive: Diversity, equity, inclusion, accessibility and belonging form the basis of patient care and the composition of the profession.



Sustainable: We prioritize the future by making decisions that are financially sound for patients, healthcare systems and the Society and environmentally sound for us all.



Knowledge Sharing: Each of us is at once a teacher and learner with an obligation to train for excellence and to mentor peers, patients, students and other healthcare professionals.



Innovative: We embrace forward-thinking ideas from incremental improvements to transformative change to shape the future of pharmacy practice, the profession and the Society itself.

OUR KEY RESULT AREAS

The Strategic Plan is structured around five Key Result Areas (KRAs). These areas reflect the domains where CSHP will focus its efforts to deliver value to members, support the profession, and influence healthcare systems over the next four years.



Understanding the Plan: What’s included in each KRA

Each Key Result Area (KRA) is supported by a consistent set of elements that guide planning, implementation, and evaluation.

Component	What It Is
Goal	A broad, long-term outcome CSHP aims to achieve in this area
Desired Outcomes	An aspirational statement of what the future would look like once the goal is accomplished.
Strategies	The approaches and actions CSHP and Branches may take to reach the goal
Related Vision Statements	Statements adopted by the Board to provide an aspirational vision for excellence in the hospital pharmacy profession
Annual Objectives	Specific, actionable priorities identified for the current planning year
Ultimate Deliverables	Tangible outputs or milestones expected by the end of the plan cycle

National-level work is developed and implemented by CSHP staff, committees, working groups, Affiliated Boards and the Board. Branches determine their own specific focus based on local needs and capacity using strategies recommended by the Board and their own Branch Councils.

PROFESSIONAL LEADERSHIP



GOAL: To advance knowledge and elevate the practice of pharmacy professionals in healthcare-systems settings in alignment with the Vision for Hospital Pharmacy.

NATIONAL STRATEGIES

- We develop professional standards that support members in advancing patient care.
- We establish new and optimize existing training programs for all members.
- We leverage existing metrics to monitor progress.
- We integrate evidence into policy and standard development.
- We engage key collaborators in other organizations for co-development and endorsement of advances in practice

DESIRED OUTCOME

CSHP and its members lead and advance pharmacy practice in healthcare systems.

VISION OF PHARMACY PRACTICE STATEMENTS*

- Undertake quality improvement and research initiatives (10)
- Collaborate to address patients' medication needs across the continuum of care (3)
- Engage in formal training opportunities including, specialization and credentialling (7)

BRANCH STRATEGIES

Highly recommended strategies

Recruit senior health-system pharmacy leaders as CSHP members, encouraging their involvement in branch leadership and/or activities.

Strategies for consideration

Recruit members from branches to participate in national committees and working groups on practice standards, policy development, course development, etc.

Participate in provincial consultations that touch on healthcare-systems pharmacy practice.

Disseminate/highlight CSHP developed policies and standards to membership, and provide provincial/local context to any nationally developed documents to Branch members.

Seek other health professions for collaboration, co-development and/or endorsement of advances in practice.

ULTIMATE DELIVERABLES

Suite of Professional Standards for Healthcare-Systems Pharmacy

Advanced Leaders Program

Introduction of specialty/credential program for practice area

Pharmacy Technician advanced training program



IDENTITY



GOAL: To prioritize the development of a diverse profession and pharmacy practice through forward-looking actions, policies and competencies.

NATIONAL STRATEGIES

Our name reflects our diverse membership.

Our membership and board reflect the diversity of our country.

We have a cohesive identity for CSHP that embodies our mission, our vision and our core values.

We promote diversity, equity, inclusion, accessibility, belonging and decolonization in our Society.

We co-develop culturally appropriate pharmacy practices and integrate these across the profession.

DESIRED OUTCOME

Inclusive and representative of people who live in Canada, the profession of healthcare-systems pharmacy provides medicine management that is culturally and individually appropriate for all people.

VISION OF PHARMACY PRACTICE STATEMENTS*

Share decision making with patients (1)

Provide equitable, culturally appropriate care (2)

Provide care that incorporates patients' values, needs, and preferences (4)

Innovate to improve access & provide care where patients need it (9)

BRANCH STRATEGIES

Highly recommended strategies

Create opportunities for sharing knowledge about culturally appropriate pharmacy practices via Branch-led educational sessions, newsletter/web/social media content, etc.

Increase outreach to, programming for and recruiting of Pharmacy Technicians.

Strategies for consideration

Ensure branch award winners are inclusive of the range of diversity across the profession.

Ensure Branch council reflects the diversity of the membership.

Seek out sponsorship for scholarships for diverse groups to participate in programs.

ULTIMATE DELIVERABLES

Develop and begin to implement a strategy to increase diversity within CSHP board and staff

EDI Integration into Professional and Residency Standards

Development of knowledge base for emerging "beyond-hospital" healthcare pharmacy roles

Formal relationships with patient partner groups



COMMUNITY



GOAL: To foster a sense of belonging, engagement, and purpose among members throughout their professional journey.

NATIONAL STRATEGIES

We offer programs for professionals throughout their career journey.

We create effective opportunities for members with shared interests and expertise to advance their technical and clinical practices.

We create a culture where volunteers feel valued and are recognized for their essential contributions to the Society.

We develop a shared understanding of how Branches and National collaborate to further the goals of the Society and the profession.

We engage industry and hospital supporters to create shared value which enhances CSHP and healthcare systems.

DESIRED OUTCOME

By virtue of the strong relationships established among practitioners, branches and volunteers, CSHP is the home of healthcare-systems pharmacy professionals.

VISION OF PHARMACY PRACTICE STATEMENTS*

Develop & maintain leadership skills (6)

Engage in the education & mentorship of peers, students & other professionals (8)

Promote diversity, equity, inclusion, accessibility, and belonging (12)

BRANCH STRATEGIES

Highly recommended strategies

Create frequent opportunities for member and potential member interaction both in person and online.

Foster strong relationships with university pharmacy and college pharmacy technician programs in the province.

Strategies for consideration

Feature social connectivity and experience as part of the member benefits.

Be active participants in national forums such as basecamp, PPC, national meetings and annual orientation sessions.

Opt-in to national services sharing when appropriate and help suggest and pilot new shared services as possible elements for the new Corporate Services Package being developed.

ULTIMATE DELIVERABLES

Communities of practice (the full expression of PSN Potential including but not limited to the Platform)

National support for administrative and advocacy capacity at Branches

Formalized volunteer recognition program



ADVOCACY



GOAL: To be the voice of healthcare-systems pharmacy to the public, governments and other healthcare professionals and within the pharmacy sector

NATIONAL STRATEGIES

We provide a clear, consistent, unified voice on Canadian pharmacy issues.

We build and maintain relationships with external organizations with similar interests to the Society.

We effect systemic change within the pharmacy sector to improve quality of practice in healthcare-systems pharmacy for better patient outcomes.

Our advocacy is evidence-based, solution oriented and primarily focused on contributions that can be made by healthcare-systems pharmacy professionals.

We thoughtfully inform the public of the role of pharmacy professionals in the healthcare system.

DESIRED OUTCOME

Healthcare-systems pharmacy professionals inform the development of public healthcare policy, legislation and resources to optimize patient-centered care.

VISION OF PHARMACY PRACTICE STATEMENTS*

Optimize patient care by practicing to the full & expanding scope of responsibilities (5)

BRANCH STRATEGIES

Highly recommended strategies

Collaborate with provincial pharmacy association, hospital association, other professional associations, etc on issues of shared concern for more effective advocacy.

Encourage local activities for Pharmacy Appreciation Month, targeting pharmacy team members, other healthcare-systems departments and external groups for awareness.

Strategies for consideration

Monitor the level of pharmacists practicing with their full scope of responsibilities, promote greater uptake of new authorities and advocate for expanded scope.

Establish relationships with College of Pharmacy to allow for involvement in standard settings and provincial professional regulations.

Take advantage of media opportunities when offered and be willing to be interviewed to provide expert advice on issues when they arise.

ULTIMATE DELIVERABLES

Policy change by standard-setting pharmacy bodies with respect to advancing practice excellence in healthcare-systems pharmacy

Full advocacy campaigns for key issue – e.g. pharmacist/patient ratios; Drug Shortages policies/programs



ORGANIZATIONAL EXCELLENCE



GOAL: To be a thriving, financially and environmentally sustainable Society through innovation and best practices in governance, management, and operations.

NATIONAL STRATEGIES

We develop an engaged, diverse, and representative board and governance committees that guide and support staff to operationalize the Society's strategy and achieve results.

We diversify revenue generation and judiciously manage expenses to deliver on the mission within a challenging, complex and changing environment.

We develop and adopt practices that protect the planet, and we prioritize environmental considerations in decision making.

We attract and retain the majority of healthcare-systems pharmacy professionals by offering professionally relevant experiences and fostering strong connections.

Our programs and services are informed by member needs.

DESIRED OUTCOME

CSHP realizes the collective goals and aspirations of its members and fulfills our mission and vision through the quality of its leadership.

VISION OF PHARMACY PRACTICE STATEMENTS*

Lead and implement rational medication use practices that are fiscally and environmentally sustainable. (11)

BRANCH STRATEGIES

Highly recommended strategies

Factor environmental considerations into the planning of branch programs and activities by consulting resources from Cascades, which was prepared with input of the CSHP Sustainability Task Force.

Construct budgets that balance prudent spending and reinvesting in local member-centred programs.

Review the branch results of CSHP's Annual National Membership Survey to understand member needs and tailor programs; consider supplementing with branch's own survey.

Strategies for consideration

Take advantage of internal and external opportunities to improve literacy and competence in governance issues.

Maintain positive sponsor relations and structure sponsorship elements to increase revenues available and reduce the cost burden on members.

ULTIMATE DELIVERABLES

A full review of governance structure to consider different models to incorporate inclusion and representation objectives for the Board (reflective of EDI, Patients, Pharm/PT, places of work) with a proposal to change or maintain the current system.

Augmented Marketing/ Communications, Professional Practice and Finance staff

Diversified revenue to reduce reliance on educational sponsorship and increase funding



* View complete list of Vision for Pharmacy Practice Statements in Appendix

ACCOUNTABILITY

A strategic plan is only useful if it leads to action. CSHP's accountability process ensures that this plan guides meaningful work across the organization—and that progress is tracked, reviewed, and refined over time.

National Accountability

At the national level, CSHP sets annual objectives aligned with the Strategic Plan. These are developed each year for Years One, Two, and Three of the plan's cycle. Objectives are presented to the Board for review and direction. Each objective includes clearly defined deliverables that guide staff and volunteer activity.

Using a standardized Progress Report, the CEO reports monthly to the Executive Committee and quarterly to the Board on current year deliverables.

As work unfolds, strategic priorities may evolve. Objectives that are completed, revised, or discontinued are documented and discussed to ensure that the plan remains responsive and relevant.



Branch Accountability

Branches play a key role in advancing the Strategic Plan at the provincial level. Each KRA includes highly recommended and suggested strategies for Branches to consider.

Branches determine their own priorities based on local needs, capacity, and context. These plans are shared at the annual Fall Board Meeting, creating opportunities for Branches to learn from one another and identify areas for collaboration.

This structure allows for national coordination while respecting regional autonomy—recognizing that leadership happens across the organization.

APPENDIX

Vision for Pharmacy Practice Statements

The Vision for the Hospital Pharmacy Profession Task Force crafted 12 outstanding vision statements unanimously approved by the Board at the Fall 2023 Meetings. They are as follows:

The care we provide

- #1 - Pharmacy professionals engage in shared decision-making to provide evidence-informed care that incorporates patients' values, needs, and preferences.
- #2 - Pharmacy professionals provide equitable, culturally appropriate care tailored to the populations they serve.
- #3 - Pharmacy professionals collaborate to address patients' medication needs across the continuum of care.
- #4 - Pharmacy professionals engage patients and their caregivers in managing the patient's health and wellness.

The competencies we show

- #5 - Pharmacy professionals optimize patient care by practicing with their full and expanding scope of responsibilities.
- #6 - Pharmacy professionals develop and maintain leadership skills to benefit their patients, themselves, and the profession.
- #7 - Pharmacy professionals meet complex practice needs in healthcare systems by engaging informal training opportunities, including specialization and credentialing.
- #8 - Pharmacy professionals are engaged in the education and mentorship of peers, future hospital pharmacy professionals, and other health care providers.

The system we build

- #9 - Pharmacy professionals pursue innovative solutions to improve access and provide care to patients in the most appropriate location, which may include their homes or local communities.
- #10 - Pharmacy professionals lead quality improvement and research initiatives with a focus on medication use, pharmacy practice, and resource allocation.
- #11 - Pharmacy professionals lead and implement rational human resource allocation and medication use practices that are fiscally and environmentally sustainable.
- #12 - Pharmacy professionals promote diversity, equity, inclusion, accessibility, and belonging, both within the pharmacy profession and the broader healthcare system.

The 12 Vision Statements

Concrete, measurable practice objectives and inspirational / motivational activities created to support practitioners' journey toward excellence.

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