



Strategic plan

2022-2026



The pan-Canadian Pharmaceutical Alliance (pCPA) is comprised of the provincial, territorial, and federal governments and collaborates on a range of public drug plan initiatives to increase and manage access to clinically relevant and cost-effective treatments.



The pCPA was created in 2010 by the Premiers of Canada through the Council of the Federation’s Health Care Innovation Working Group. One of the pCPA’s key roles is to conduct joint negotiations for brand and generic drugs in Canada to achieve greater value for publicly funded drug programs and patients through its combined negotiating power.

The pCPA member jurisdictions include public drug plans from: British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Québec, New Brunswick, Nova Scotia, Prince Edward Island, Newfoundland & Labrador, Yukon, Northwest Territories, Nunavut, Non-Insured Health Benefits, Correctional Services of Canada, Veterans Affairs Canada and Department of National Defence.

Ten years after its creation, the pCPA has evolved from a start-up to a more formal organization, facing new challenges and a changing pharmaceutical environment. In 2019 an organizational review was conducted to assess

the pCPA’s current and prospective future roles. The findings of this evaluation highlighted how the pCPA is a rare collaboration of provincial, territorial, and federal governments that has enabled the sharing of resources and expertise to achieve its objectives, however, more can be done to improve governance, strategic planning, and operational management.

The findings of the pCPA organizational review have informed our strategic revitalization, which includes the creation of our first strategic plan, a key milestone in the evolution of the pCPA. This plan, which has been developed based on the findings of the evaluation including the feedback received from patient and public representatives, pharmaceutical industry representatives, and clinicians, will set the direction for the pCPA from 2022 through 2026 as we work to address some of the gaps that have been identified.

Our vision

To demonstrate collective leadership through value-driven investments in effective treatments that improve the health of Canadians and preserve a sustainable publicly funded health system in Canada.

Our mandate

To conduct collective, expert-informed negotiations and achieve the pCPA objectives

- Increase ACCESS to clinically relevant and cost-effective treatments
- Achieve consistent and lower drug COSTS
- Improve CONSISTENCY in funding decisions
- Reduce DUPLICATION and optimize resource utilization

Our guiding principles

- We maintain accountability for our decisions.
- We demonstrate integrity in how we work.
- We strive for quality in all that we do.
- We foster inclusion and diversity in all our collaborations.
- We encourage openness and transparency with our colleagues, partners, and community while respecting confidentiality of negotiations.

Our strategic priorities

Operational excellence

This priority is related to our daily operations, such as negotiations, and will be achieved through the following goals:

Goal 1: Improve productivity

- Introduce techniques that drive consistency in the way negotiations are conducted
- Formalize pathways to expedite negotiations

Goal 2: Increase data analytics

- Utilize additional indicators to track progress towards our objectives
- Produce standard reports related to negotiation metrics

Goal 3: Increase capacity planning

- Develop an operational plan to manage business based on available resources
- Conduct a needs assessment to optimize resource utilization

Working better together

This priority is related to our internal collaboration with our pCPA colleagues and will be achieved through the following goals:

Goal 1: Improve communication

- Identify best practices to promote an efficient exchange of information
- Introduce leadership dialogue sessions to drive cohesion within the alliance

Goal 2: Strive to thrive

- Promote practices that encourage wellness and personal connections
- Introduce ways to recognize talent and achievements

Goal 3: Enable leadership

- Implement methods to support effective governance and collective decision making
- Introduce techniques to build consensus towards what is best for the collective

Purpose driven partnerships

This priority is related to our external collaboration with our partners and community and will be achieved through the following goals:

Goal 1: Enhance community engagement

- Communicate organizational updates regularly
- Consider ways to boost our responsiveness

Goal 2: Build relationships

- Support coordination with regulatory and health technology assessment bodies
- Exchange best practices on drug pricing models with international organizations

Goal 3: Seek practical synergy

- Collaborate with industry partners on initiatives that align with our strategic priorities

Organizational resilience

This priority is related to our readiness for change and will be achieved through the following goals:

Goal 1: Bounce forward stronger

- Continue to monitor COVID-19 and manage negotiations as capacity allows
- Evaluate measures taken during the pandemic to inform business continuity plans
- Utilize innovation and technology to modernize business activity

Goal 2: Improve foresight

- Conduct horizon scanning with a holistic lens to identify change drivers
- Maintain a risk report card to detect and track early warning signals

Goal 3: Increase agility

- Advance innovative opportunities to manage complexity and uncertainty
- Apply scenario planning techniques that enable timely and flexible response



Factors for success

As we move forward with our strategic plan, we will overcome challenges through

- Leadership that encourages positive organizational transformation
- Information exchanges that build awareness about our priorities
- Coordination and collaboration that delivers results
- Clear and timely communication that generates common understanding

Next steps

The implementation of this strategic plan is targeted for early 2022. The plan will be reviewed by the pCPA semi-annually and guide our annual operational planning. As our first strategic plan, the pCPA considers this to be a foundation for further organizational development. We appreciate the collaboration within our network and with our partners in the community, as we continue to serve the needs of patients and strengthen publicly funded health care delivery across Canada.

