

Canadian Society of  
Healthcare-Systems  
Pharmacy



Société canadienne  
de pharmacie dans les  
réseaux de la santé

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Healthcare-Systems  
Pharmacy



NL  
BRANCH

# 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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# 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.

## 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)

## 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

## BRANCH STRATEGIES

### Highly recommended strategies

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

### Strategies for consideration

- 2) Recruit members from branches to participate in national committees and working groups on practice standards, policy development, course development, etc.
- 3) Participate in provincial consultations that touch on healthcare-systems pharmacy practice.
- 4) Disseminate/highlight CSHP developed policies and standards to membership, and provide provincial/local context to any nationally developed documents to Branch members.
- 5) Seek other health professions for collaboration, co-development and/or endorsement of advances in practice.

## AS A BRANCH, WE COMMIT TO...

- 1a) Sending targeted recruitment emails to all NLHS pharmacy managers, directors, and those in leadership positions in June during our annual membership drive.
- 1b) Continuing to meet with NLHS managers and directors semi-annually, and promoting CSHP products such as Hospital 101 and the Hospital Supporter membership.
- 1c) Including available Branch volunteer opportunities as part of the presentation in the CSHP-NL/NLHS semi-annual managers and directors meeting.
- 2) Sharing national committee and volunteer opportunities to the membership, and sending targeted emails to members whom Branch Council feels would be a good fit for an opportunity.
- 3) Sharing opportunities for pharmacy-related consultations to Branch members as they arise.
- 4a) Sharing national guidelines, tools, and other documents with Branch members.
- 4b) Broadening the information shared to Branch members to include events and documents related to leadership roles (ie., the Harrison Seminar, Pharmacy Leadership Academy).



# IDENTITY



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

## 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)

## 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.

## BRANCH STRATEGIES

### Highly recommended strategies

- 1) Create opportunities for sharing knowledge about culturally appropriate pharmacy practices via Branch-led educational sessions, newsletter/web/social media content, etc.
- 2) Increase outreach to, programming for and recruiting of Pharmacy Technicians.

### Strategies for consideration

- 3) Ensure branch award winners are inclusive of the range of diversity across the profession.
- 4) Ensure Branch council reflects the diversity of the membership.
- 5) Seek out sponsorship for scholarships for diverse groups to participate in programs.

## AS A BRANCH, WE COMMIT TO...

- 1a) Including culturally-important events in our Branch calendar and share relevant medication tools on our social media platforms at appropriate times throughout the year (such as Ramadan).
- 1b) Including one CE in Fall CE Day 2026 that is relevant to equity, diversity, and inclusion (EDI), and continue to explore future educational opportunities annually.
- 1c) Ensuring Branch educational sessions and communications are inclusive of pharmacy staff working in all settings.
- 1d) Sharing content from Indigenous Pharmacy Professionals of Canada and other EDI groups on our Branch social media platforms to drive awareness of their initiatives.
  - 2a) Adding a section for Pharmacy Technicians to our Branch website.
  - 2b) Increasing Pharmacy Technician content in our Branch newsletter and in Pharmacy Appreciation Month social media content.
  - 2c) Continuing to include Pharmacy Technician-related CEs at our Branch educational events, and advertise these events to RPT students.
- 3) Starting in 2026, updating Branch award descriptions to ensure inclusivity of Pharmacy Technicians.
- 4) Investigating the feasibility of using Branch reserve funds to add a Pharmacy Technician to Branch Council for one year as a pilot project (before the end of Strategic Plan 2024-2028).



# COMMUNITY



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

## 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)

## 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.

## BRANCH STRATEGIES

### Highly recommended strategies

- 1) Create frequent opportunities for member and potential member interaction both in person and online.
- 2) Foster strong relationships with university pharmacy and college pharmacy technician programs in the province.

### Strategies for consideration

- 3) Feature social connectivity and experience as part of the member benefits.
  - 4) Be active participants in national forums such as basecamp, PPC, national meetings and annual orientation sessions.
- 5) 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.

## AS A BRANCH, WE COMMIT TO...

- 1) Continuing to engage with non-members through membership drive, promotion of non-member attendance to education events, career mentorship program, and public social media pages.
    - 2a) Providing in-person welcoming sessions to classes at all pharmacy learner programs in the St. John's area each September, emphasizing Year 1 and 2 fee reductions.
    - 2b) Ensuring that CSHP information and promotional material is included in student orientation packages (eg, stickers), and investigating opportunities to sponsor Orientation Week activities.
    - 2c) Discussing opportunities to promote NLHS Pharmacist/ Pharmacy Technician student positions at semi-annual NLHS managers and directors meeting.
  - 2d) Investigating the feasibility of hosting a Pharmacy Technician Student Symposium, similar to what we currently do for Pharmacist students.
  - 2e) In 2026, making a recommendation to the National Board to re-evaluate Pharmacy Technician fees to be more in line with CAPT.
  - 2f) Requesting to be more involved in the MUN School of Pharmacy Annual White Coat Ceremony, with Branch Council coordinating an annual nomination for a hospital pharmacist for an Honorary White Coat.
- 4) Using Branch reserve funds to sponsor attendance of future PPC conferences.



# ADVOCACY



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

## VISION OF PHARMACY PRACTICE STATEMENTS\*

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

### 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.

### BRANCH STRATEGIES

#### Highly recommended strategies

- 1) Collaborate with provincial pharmacy association, hospital association, other professional associations, etc on issues of shared concern for more effective advocacy.
- 2) Encourage local activities for Pharmacy Appreciation Month, targeting pharmacy team members, other healthcare-systems departments and external groups for awareness.

#### Strategies for consideration

- 3) Monitor the level of pharmacists practicing with their full scope of responsibilities, promote greater uptake of new authorities and advocate for expanded scope.
- 4) Establish relationships with College of Pharmacy to allow for involvement in standard settings and provincial professional regulations.
- 5) Take advantage of media opportunities when offered and be willing to be interviewed to provide expert advice on issues when they arise.

### AS A BRANCH, WE COMMIT TO...

- 1a) Maintaining CSHP-NL Branch representation on PANL's Hospital Advisory Committee and the newly-established NL Pharmacy Leadership Forum.
- 1b) Considering advocacy opportunities for issues of common interest with other professional groups such as NLMA and RNUNL.
- 1c) Sending an advocacy letter on behalf of CSHP-NL Branch to the new Minister for Health and Community Services before the end of 2025.
- 2a) Continuing having an active social media presence for Pharmacy Appreciation Month.
- 2b) Continuing to plan PAM-specific events annually (such as the Pharmacy Student Symposium and CSHP-National Webinar series), while considering adding new events (eg, the Pharmacy Technician Student Symposium as mentioned in the Community pillar.
- 3) Considering scope of practice changes when planning our annual educational events to help support our Branch members in their practice.
- 4) Sharing any consultation opportunities from CPNL with Branch members via Branch email and our social media platforms, and maintain CSHP-NL representation on the CPNL Pharmacy Practice Advisory Committee.



# ORGANIZATIONAL EXCELLENCE



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

## VISION OF PHARMACY PRACTICE STATEMENTS\*

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

### 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.

### BRANCH STRATEGIES

#### Highly recommended strategies

- 1) 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.
- 2) Construct budgets that balance prudent spending and reinvesting in local member-centred programs.
- 3) 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

- 4) Take advantage of internal and external opportunities to improve literacy and competence in governance issues.
- 5) Maintain positive sponsor relations and structure sponsorship elements to increase revenues available and reduce the cost burden on members.

### AS A BRANCH, WE COMMIT TO...

- 1) Consulting the Cascades resource to increase environmental sustainability of CSHP-NL Branch events beginning with our May 2026 AGM.
  - 2a) Consulting CSHP board and other provincial branches before the end of 2026 to see what processes and standards are followed with respect to setting the branch reserve fund and appropriate spending of those funds.
  - 2b) Conducting an annual review of our Branch reserve fund for opportunities to invest in member experiences and programs, such as Branch member attendance at PPC events or funding out-of-town members to come to St. John’s for Branch in-person events.
- 3a) Conducting an annual review of the NL-specific data of the CSHP Membership Survey, with targeted program changes accordingly and with consideration of suggested topics for CE events.
  - 3b) Performing a survey specifically of members outside the St. John’s area once during the 2024-2028 Strategic Planning cycle, to ensure the needs and views of all our members across the province are being met and acknowledged.
- 4) Continuing to attend nationally-provided board education sessions on these topics.
- 5a) Requesting sponsorship from 1-2 new corporations per fiscal year.
  - 5b) Ensuring booth space availability and face-to-face membership engagement opportunities for sponsors at branch educational events.



# 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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