

ONTARIO PHARMACISTS ASSOCIATION

STRATEGIC PLAN 2026–2029

Advancing Pharmacy.
Strengthening Healthcare.



ONTARIO
PHARMACISTS
ASSOCIATION

Advocating Excellence
in Practice and Care

A Message from OPA Leadership

Pharmacy in Ontario is evolving faster than ever, new scope, new expectations, and an expanded role in front-line healthcare. With this change comes opportunity: to lead with purpose, to modernize how we serve, and to amplify the voice of every pharmacist and pharmacy technician across the province.

Over the past year, we've listened to members, collaborated with partners, and reflected deeply on how OPA can evolve to deliver even greater impact. The Ontario Pharmacists Association's 2026–2029 Strategic Plan is the result of that shared effort, a focused, forward-looking roadmap that connects advocacy, innovation, and member value in meaningful ways.

This plan reflects your voices and our shared belief that pharmacy's best days are ahead. It sets a bold direction for the future, one built on collaboration, confidence, and care. Thank you for being part of this journey and for your continued trust in OPA's leadership.

The next chapter begins now, bold, united, and future-focused.

Signed,
Hitesh Pandya, *Chair, Board of Directors*
Justin Bates, *Chief Executive Officer*



OUR VISION

A modern, financially sustainable, and unified Association that positions pharmacy as an essential pillar of healthcare.

OUR MISSION

To advance and advocate for the pharmacy profession in Ontario, strengthening its influence, sustainability, and impact on patient care.



WHAT THIS PLAN MEANS FOR PHARMACISTS, TECHNICIANS, PATIENTS, AND PARTNERS

This plan is designed to make a real difference, not just for OPA as an organization, but for everyone connected to pharmacy and patient care in Ontario. It outlines practical steps that will improve how the profession works, how care is delivered, and how the system supports those who make it all possible.

For Pharmacists and Pharmacy Technicians

- A stronger, more unified voice for the profession.
- Advocacy that drives fair compensation, supports full-scope practice, and builds modern systems to help you do your best work.

For Patients and Communities

- Better access to care through expanded pharmacy services.
- Stronger collaboration across the health system, leading to more consistent, connected, and equitable healthcare experiences.

For Partners and Government

- A trusted, data-driven ally in advancing healthcare transformation.
- A professional association that brings practical solutions, evidence-based insight, and innovation to the table.

This plan strengthens the profession, supports the people it serves, and ensures pharmacy continues to be one of Ontario's most accessible and valued healthcare resources.



OUR STRATEGIC GOALS

1. FUTURE-PROOFING THE ORGANIZATION

OPA will evolve into a modern, financially sustainable, and tech-enabled Association that delivers lasting value for members and the profession.

Key Priorities:

- Modernize the membership and business model
- Diversify revenue streams through innovation and partnerships
- Strengthen CO-PIL as a signature offering for members and partners
- Invest in digital infrastructure and systems to enhance communication and access

What Success Looks Like:

A financially resilient, data-informed, and nationally recognized Association leading with innovation and impact.

2. CHAMPIONING A SUSTAINABLE AND UNIFIED PROFESSION

OPA will strengthen pharmacy's collective voice, advocating for fair compensation,

sustainable practice models, and full recognition as an essential part of Ontario's healthcare system.

Key Priorities:

- Lead bold, visible advocacy for fair reimbursement and prescribing authority
- Amplify pharmacy's story through public awareness and PR campaigns
- Engage staff pharmacists, early-career professionals, and diverse practice settings
- Collaborate with partners to advance unified policy and system-wide solutions

What Success Looks Like:

A cohesive, respected profession recognized for leadership in patient care, innovation, and accessibility.

3. ENABLING SUCCESS FROM WITHIN

Strong systems and culture enable great strategy. OPA will continue building the internal capacity and leadership needed to execute with excellence.

Key Priorities:

- Strengthen governance and board development
- Modernize communication and engagement tools
- Embed mentorship, diversity, and professional growth opportunities
- Build transparent, consistent, and collaborative operations

What Success Looks Like:

A confident, trusted organization that models the professionalism, innovation, and teamwork it champions across the sector.

WHY THIS MATTERS

Pharmacists are among the most accessible healthcare professionals in Ontario. As the healthcare landscape shifts, pharmacy's voice and leadership are essential to improving access, reducing system strain, and driving better outcomes for patients.

This plan ensures OPA is not only equipped to respond to that change, but to lead it.



WORKING TOGETHER FOR A HEALTHIER ONTARIO

Pharmacy plays a critical role in creating a more accessible, efficient, and sustainable healthcare system. The Ontario Pharmacists Association (OPA) is committed to collaborating with government, healthcare leaders, and professional partners to advance solutions that improve care for patients and strengthen the health system as a whole.



THROUGH THIS STRATEGIC PLAN, OPA WILL CONTINUE TO:

Support Healthcare Accessibility

Expand pharmacy's role in front-line care, helping to reduce barriers and ensure that Ontarians can access timely health services in every community, from urban centres to remote and rural areas.

Contribute to Policy Development

Bring the voice and expertise of pharmacy to the policy table—advocating for fair and sustainable funding models, supporting innovation in service delivery, and shaping legislation that enables the profession to work to its full potential.

Share Insights Through Research and Data

Leverage OPA's reach, data, and relationships to inform decision-making, track outcomes, and demonstrate pharmacy's measurable impact on system performance and patient care.

By working together with government and healthcare partners, OPA is helping build a future where pharmacists and pharmacy technicians are fully recognized as integral members of Ontario's healthcare team, and where patients benefit from accessible, collaborative, and high-quality care.

LOOKING AHEAD: OUR NEXT THREE YEARS

Year	Our Focus
2026 – Foundation	Modernize systems, strengthen member engagement, and launch new advocacy and communications campaigns.
2027 – Growth	Expand partnerships, implement the revised membership model, and amplify OPA’s voice nationally.
2028 – Sustainability	Reinvest surpluses into innovation, publish the first State of the Profession report, and continue building the future of pharmacy together.

OUR COMMITMENT

OPA’s strength lies in its members, the pharmacists, technicians, and healthcare partners who show up for their patients and communities every day. This strategy is our promise to show up for you.

Together, we’ll continue to build a profession that’s unified, valued, and ready for the future of healthcare.

JOIN US IN SHAPING THE FUTURE OF PHARMACY

This plan is just the beginning.

The Ontario Pharmacists Association is committed to building a stronger, more connected, and more sustainable profession, one that continues to evolve alongside the healthcare system it supports. We invite you to be part of that journey.

Stay involved. Share your ideas. Join the movement to strengthen pharmacy in Ontario.

Visit www.opatoday.com to learn more, follow our progress, and be part of the conversation.

Ontario Pharmacists Association
Leading the evolution of pharmacy in Ontario.





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