

Patented Medicine Prices Review Board 2026–2030 Strategic Plan

Towards a bright and productive future



Patented
Medicine Prices
Review Board

Conseil d'examen
du prix des médicaments
brevetés

Canada

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Message from the Chair



It has been nearly forty years since the Patented Medicine Prices Review Board (PMPRB) was formed in 1987, and once again, we find ourselves at a turning point—guided by the momentum and insight gained over the past four decades.

Since the release of our last Strategic Plan, the PMPRB has seen a decade of reform, including direction from the courts that clarified our mandate and the jurisdiction we hold to make decision as a quasi-judicial Board. The reforms have culminated in this year's release of new Guidelines to direct Staff in their review of prices and recommendations to the Board for hearings to be held under the *Patent Act*.

As we reaffirm our commitment to our mandate and to Canadians through this Strategic Plan, we want to assure all those who follow and support our work that we are looking forward with confidence to a bright and productive five years ahead. This Strategic Plan lays out our core guiding principles as an organization, as well as four clear commitments for 2026 to 2030. These commitments come directly from our mandate and the needs of our environment. We share strategies that will feed these commitments, as well as how we plan to achieve them and how we will know whether we have succeeded.

The PMPRB is also an important source for pharmaceutical information. We publish an [Annual Report](#), where we track our price monitoring and trends in the pharmaceutical market, as well as [reports to the Minister of Health](#) on pricing, utilization, and cost trends. For more on our internal operations, the PMPRB's [Departmental Plans](#) and [Results Reports](#) provide details on our objectives, results, and the resources entrusted to us in a given fiscal year. We welcome you to join us on [X](#) and [LinkedIn](#), and in our [NEWSletter](#), where you will receive updates on the PMPRB as soon as they come out.

With new leadership and a clear path forward, we are firmly committed to providing trustworthy, expert services to our community and fostering meaningful working relationships. As we move ahead with these commitments, you can expect to hear from us regularly—and we look forward to hearing from you as well.

With gratitude,

Anie Perrault, LL.L, ASC
Acting PMPRB Chairperson

Our vision



The PMPRB contributes positively to the biopharmaceutical ecosystem in Canada by:

- acting as an effective check on the prices of patented medicines and intervening where a hearing panel of the Board determines a price to be excessive;
- reporting annually on trends in pharmaceutical sales and pricing and on research and development spending by rights holders; and
- providing neutral and timely ad hoc analysis built on sound and credible data at the Minister's request.

Our mandate



The PMPRB is an independent, quasi-judicial body with the mandate to monitor the price at which rights holders sell their patented medicines in Canada to ensure that it is not excessive. The PMPRB is also responsible for reporting annually to Parliament through the Minister of Health on its activities for the previous year, pricing trends of all patented medicines, and research and development expenditures reported to the PMPRB by pharmaceutical rights holders.

The PMPRB is part of the Health Portfolio, which includes Health Canada, the Public Health Agency of Canada, the Canadian Institutes of Health Research, and the Canadian Food Inspection Agency. The Health Portfolio supports the Minister of Health in maintaining and improving the health of Canadians.

At the request of the Minister of Health under section 90 of the *Patent Act*, the PMPRB also analyzes price, utilization, and cost trends for patented and non-patented medicines under the National Drug Utilization Information System (NPDUIS) research initiative and shares reports resulting from these analyses on its website.

Because of its quasi-judicial responsibilities, the PMPRB carries out its mandate at arm's length from Health Canada and from the Minister, who is responsible for the sections of the *Patent Act* pertaining to the PMPRB.

Our guiding principles



Credibility	Being impartial and reliable in our work allows us to be a trustworthy source for valuable decisions and information.
Excellence	Making good use of our growing expertise means applying rigour and efficiency to produce high-quality adjudicatory and analytic work.
Engagement	A proactive, committed, and responsive approach makes us more resilient and more relevant to the needs of the healthcare ecosystem.
Collaboration	Developing respectful relationships helps open up silos within our teams and with other organizations in the ecosystem as we work towards parallel priorities.
Transparent communication	Frequent and consistent communication, both internally and externally, allows for greater understanding of the PMPRB's mandate.

Our commitments



Commitment #1: Provide organized and efficient administrative services

The PMPRB has responded to the past decade of change with efforts to review and strengthen our systems and processes. As a result, we are well-equipped to respond as the new Guidelines come into effect in January 2026. These non-binding Guidelines help Staff efficiently triage medicines for review and make recommendations to the Board Chairperson on which potentially excessive prices to raise to a hearing.

Strategy: Support a smooth and effective implementation of new Guidelines

Why is this important?

A longer period of price reviews conducted under Interim Guidance has created some uncertainty around the implementation of the new Guidelines. For the PMPRB to return to the full exercise of its mandate and to ensure that Rights Holders have clear expectations, the transition needs to be organized, predictable, and forward-looking.

How will we do it?

- Provide support and communicate what to expect from the transition to new Guidelines, internally and externally.
- Engage and communicate frequently with Rights Holders and other interested parties throughout the transition.
- Develop resilient internal tools and processes.
- Monitor and assess Guidelines on a regular basis going forward.

How will we know we have succeeded?

We will review feedback from Rights Holders to ensure they have access to information that enables them to understand the potential effect of their pricing decisions on the level of scrutiny PMPRB Staff will exercise on their pricing. We will have discussions with Staff to ensure they are equipped with the tools,

capacity, and resources they need to handle each stage of the transition. We will also monitor whether the new Guidelines are applied consistently, resulting in an efficient system to identify potential cases to recommend for hearings, and conduct assessments of the Guidelines regularly to bring issues forward for decision-making.

Strategy: Hold efficient hearings

Why is this important?

The PMPRB's mandate is specific and delineated by both its empowering legislation and the court decisions that have interpreted this legislation. In order for decisions at the hearing level to be effective, they must be timely and apply the highest standards of procedural fairness.

How will we do it?

- Provide resources to Board panels to increase capacity and support timely hearing decisions.
- Make use of modern tools to streamline and modernize processes.
- Proactively communicate hearings procedures and responsibilities, including any changes, to Rights Holders.

How will we know we have succeeded?

We will be tracking the time from Notice of Hearing to a decision issued by the Board to ensure that hearings are conducted in a timely and efficient manner. We will also review feedback from Rights Holders to ensure they are aware of the hearings procedures and their role in the process.

Commitment #2: Solidify role as a credible source for analytic information on pharmaceutical trends

The PMPRB has access to a diverse range of databases and the analytic expertise to aggregate, analyze, and share valuable information. We are empowered to prepare and deliver these analyses to the Minister of Health through our Annual Report and, pursuant to section 90 of the *Patent Act*, through the reports to the Minister under the National Prescription Drug Utilization Information System (NPDUIS) initiative.

Strategy: Prioritize relevant, objective, and reliable analytics

Why is this important?

Analytic information on pharmaceuticals is most valuable when it is relevant to current issues in the ecosystem. To give interested parties the information they need when they need it the most, reported findings need to be topical and timely and presented objectively, factually, and on a regular schedule.

How will we do it?

- Make use of our data resources and in-house expertise to identify key areas of interest for analysis of pharmaceutical trends.
- Continue to build expertise to prepare thorough and neutral reports.
- Deliver requested reports to the Minister of Health in a timely manner.
- Provide information on methodology and supporting data, where feasible.
- Explore new tools, such as those driven by AI, for processing data.

How will we know we have succeeded?

We will monitor to ensure that published analytic reports are timely, covering results for recent years, and that annual analysis is presented neutrally and consistently year-to-year. We will also be watching for an increase in citations of our work from researchers and other interested parties. We will track new and ad hoc requests from the Minister under section 90 of the *Patent Act* to ensure that the PMPRB is providing rapid, fact-based, and responsive reporting on current issues.

Strategy: Bridge silos to build collaborative, unbiased relationships

Why is this important?

Partnerships and collaboration can minimize redundancy and make the most of valuable resources in Canada's complex healthcare ecosystem. The PMPRB has a specific role to play and can help support the work done in this ecosystem by proactively connecting, listening, and sharing expertise in a non-partisan capacity, while remaining within the limitations of its mandate.

How will we do it?

- Clearly champion our mandate and its limitations.
- Stay connected with the ecosystem to promote mutual awareness and understanding of roles.
- Engage and participate in productive dialogues to share knowledge more effectively and maximize the impact of our subject matter experts.

How will we know we have succeeded?

We will monitor communication with external organizations to ensure that it is regular and responsive. We will also track submissions, invitations, and participation in conferences, panels, and other collaborative discussion forums.

Strategy: Disseminate our analytics to a wider audience

Why is this important?

The PMPRB has developed a library of valuable historical and current information on the biopharmaceutical market in Canadian and global markets. This information has relevance for many corners of domestic and international public, private, and independent research. To ensure the findings are landing in the hands of those who need them the most, the PMPRB can focus on amplifying its distribution.

How will we do it?

- Provide multiple levels of technical and accessible interpretations of analytic findings.
- Explore and implement new formats and platforms for reporting findings to the Minister, ensuring that all materials are accessible to diverse audiences.
- Seek out opportunities to submit to conferences, accept invitations to participate, and join panel discussions to share the results of relevant analysis to the extent that we are able.

How will we know we have succeeded?

We will watch for greater engagement on reports and related webinars, more interactions on our social media, and an increase in citations of our work in outside research.

Commitment #3: Manage change and foster resiliency

The PMPRB has a dedicated and expert workforce strengthened by resourceful hiring, high retention rates, and a collaborative approach to problem-solving. However, as a small department, corporate knowledge can be less secure and changes in our operational environment can be more disruptive. Developing our resiliency as an organization can help support our Staff and allow us to meet our mandate in more efficient ways.

Strategy: Make efficient and sustainable use of our resources

Why is this important?

As the federal government prioritizes efficient operations and results, the PMPRB is responsible for balancing new demands with good stewardship of the resources entrusted to us. With the development of new data processing technologies, there may be an opportunity to streamline our processes, with careful consideration to the risks of adopting these tools.

How will we do it?

- Collaborate on organizational planning and clearly communicate objectives and expectations.
- Ensure internal decision-making is informed by the availability of resources and the sustainability of demands on Staff.
- Explore the use of new data processing tools, such as those driven by AI, to improve the efficiency of our program delivery.

How will we know we have succeeded?

We will use the Public Service Employee Survey, among other tools, to confirm that Staff have the flexibility and resources they need to succeed at work and feel supported by the technology available to them.

Strategy: Develop a resilient environment that copes with uncertainty

Why is this important?

Concurrent operational changes and refreshed policy priorities can create uncertainty around

roles and responsibilities and stunt or slow down decision-making. As we support Staff by managing change in the organization, we can work towards more stability by fostering a work environment that is more flexible, adaptable, and resilient.

How will we do it?

- Support Staff with active and thoughtful change management practices.
- Prioritize a regular, deliberate practice of interbranch engagement with a view to it becoming reflexive.
- Foster healthy work-life balance and equip managers with the tools they need to balance workloads.
- Proactively identify risks on a regular basis and develop strategies to address them.
- Review policies, programs, and procedures to ensure they are relevant and robust.

How will we know we have succeeded?

We will review planning and delivery outcomes to assess whether new uncertainties or changes within the organization are confidently met with familiar approaches. We will also evaluate whether Staff feel that they have the resources and support they need to take on new projects and pivot to new priorities.

Strategy: Invest in our employees

Why is this important?

Our employees are our greatest strength as a department. However, as a micro-organization, the PMPRB has little redundancy, fewer junior positions, and scarcer opportunities for career growth. To maintain a resilient and expert workforce, we need to provide Staff with the support they need to succeed, through conscious and equitable management and by providing opportunities to develop.

How will we do it?

- Actively work to eliminate barriers to inclusion, diversity, equity, and accessibility at all levels and in all facets of our workplace.
- Continue to recruit expert talent and develop strategies to maintain strong retention.
- Recognize strengths and identify opportunities to improve performance with talent management strategies.

- Offer relevant training opportunities to help develop expertise and capacity, especially for managers.
- Foster mentorship and sponsorship relationships, especially for employees in equity deserving groups.

How will we know we have succeeded?

We will assess whether Staff are aware of the career opportunities available to them and motivated to develop their skills to reach these goals. Management will work proactively to support Staff, identify barriers, and manage performance. We will track employee retention rates and conduct reviews to ensure that new hires are well suited to their roles.

Commitment #4: Promote modern and transparent communications

Underpinning the previous three commitments is the opportunity to open clear lines of dialogue, internally and externally. The past decade of reform has generated some misunderstandings or misrepresentations of what the PMPRB does and can do as a quasi-judicial body. It is a priority for us to ensure our mandate and jurisdiction, along with their limitations, are actively communicated to those invested in our work.

Strategy: Clearly communicate the PMPRB's mandate and role

Why is this important?

Taking accountability for our mandate includes tending to how our role and its limitations are presented and understood within the biopharmaceutical ecosystem, by the general public, and by PMPRB Staff. We can use clear and plain language communication to help manage expectations and protect the interests of those who rely on our work. This, in turn, will promote more stability and increase the value we can offer in our working relationships.

How will we do it?

- Address and debunk misunderstandings of the PMPRB's mandate.
- Communicate with transparency, consistently and frequently, using with efficacy multiple modern channels and formats, internally and externally.
- Work to set appropriate expectations of the PMPRB's role with an unswerving adherence to our mandate and jurisdiction.

How will we know we have succeeded?

We will monitor communications from interested parties, individual researchers, and news media to verify whether the PMPRB's mandate is more clearly reflected and interpreted. We will also watch whether requests being made to the PMPRB fall more within the scope of our work and whether the PMPRB's relationships are more collaborative and beneficial.

Strategy: Cultivate a responsive and engaged approach to communications

Why is this important?

The technical and legal nature of the PMPRB's work has often created challenges in how we communicate. There are important legislated limitations to what we share publicly with respect to the secure handling of protected and privileged information filed with us, as well as confidential portions of quasi-judicial hearings. While we cannot offer a fully transparent view of our operations, we are committed to offering an open door to actively engage with our colleagues, members of the biopharmaceutical ecosystem, and the Canadians we serve.

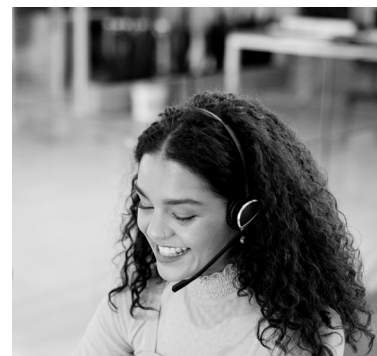
How will we do it?

- Proactively share organizational updates that are relevant and important to interested parties.
- Explore the use of modern communications tools and platforms to maximize our reach and flexibility.
- Engage Staff by developing a strong internal dialogue, including open channels for feedback at every level.
- Integrate feedback into decision-making with regular internal checkpoints.

How will we know we have succeeded?

We will review feedback from interested parties to ensure they are aware of updates and where to direct questions, and that responses are provided in a timely manner. We will evaluate whether key decisions made within the PMPRB are informed by feedback from internal and external sources. We will also monitor for more engagement and interactions with our communications on social media.

Departmental contacts



Email (for all enquiries): PMPRB.Information-Renseignements.CEPMB@pmprb-cepmb.gc.ca

Website: <https://www.canada.ca/en/patented-medicine-prices-review.html>

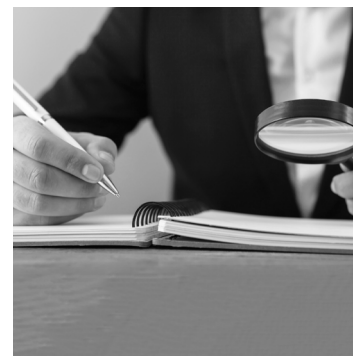
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At a glance



Commitment	Provide organized and efficient administrative services	Solidify role as a credible source for analytic information	Manage change and foster resiliency	Promote modern and transparent communications
	Support a smooth and effective implementation of new Guidelines	Prioritize relevant, objective, and reliable analytics	Make efficient and sustainable use of our resources	Clearly communicate the PMPRB's mandate and role
	Hold efficient hearings	Bridge silos to build collaborative, unbiased relationships	Develop a resilient environment that copes with uncertainty	Cultivate a responsive and engaged approach to communications
	—	Disseminate our analytics to a wider audience	Invest in our employees	—