



Community-Owned Pharmacy Partnerships:

MEDO Care and Norway House Cree Nation

September 25, 2014



Metis Economic Development Organization

MEDO is a for-benefit business investment and management firm, making key business decisions based on generating revenue and building economic sustainability for the Metis Nation within Manitoba. As an investment company, MEDO:

1. Invests in and manages – through ownership or joint ventures – profit generating businesses.
2. Supports the Metis people in Manitoba through access to business opportunities.
3. Creates a motivated, aligned and cohesive business network by marketing and promoting businesses, particularly Metis-owned companies.
4. Leverages opportunities to build capacity (i.e. employment) for Metis people.



In December 2012 MEDO established MEDO Care Pharmacy in Winnipeg MB.

VISION – to raise the bar of pharmaceutical care.

- Specialized knowledge
- Extensive health care networking and resources
- Highly personalized services to clients.



Core Values and Business Goals

MISSION – provide high quality health care and excellent customer service to help achieve the best health outcomes for clients.

VALUES – professionalism, personalized customer care, and integrity.

GOALS – Become the pharmacy provider of choice for the Metis community.



Business Opportunity

Canadian Pharmaceutical Market Trend

- In 2012 Canadians spent an estimated \$27.2 billion on prescription pharmaceuticals or \$795 per Canadian.

Manitoba Pharmaceutical Market Trend

- Total retail pharmaceutical expenditures were worth approximately \$620.6 million in 2012.

Manitoba Aboriginal Pharmaceutical Market

- Metis market projection: \$57 million.
- First Nations market projection: \$80 million.





Aboriginal Pharmacy Service Provision

- Highly under-serviced sector.
 - Primarily a distribution-focused approach by pharmacy service providers.
 - Almost no focus on health outcomes themselves (i.e. programming and outreach).
- First Nations and Metis prescription drug needs are some of the highest of all population subgroups in Manitoba.
 - Utilization continues to trend upward, further illustrating the business opportunity in this market sector.
 - This market is predominantly third party payer (NIHB-FNIB)



Foundation – Establishing MEDO Care

- Experience in the business sector.
 - Creating MEDO Care established:
 - Infrastructure
 - Location
 - Vendor relationships
 - Private sector partnerships developed with pharmaceutical industry stakeholders for outreach and improving overall health for community members.
 - Supply chain
 - Use of technology
 - Development of innovative health care programs.
- = VISIBILITY in the market space





Key Learnings

- Understanding of pharmacy markets.
- Understanding of customer base and what they need.
- Focusing on long term results.
- Experience working in this market segment.
- Ensuring contingency planning.
 - Always have a back up plan.





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Phase II – Norway House Cree Nation

- Limited Partnership with Kinosao Sipi Business Development Corporation (KSBDC).
- Community-owned pharmacy. MEDO provides operational control for the business.
- Moves Norway House toward ownership of their own health outcomes while creating direct economic benefit to the community.



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Partnership Values



COMMUNITY



COLLABORATION



RESPECT FOR PEOPLE



INTEGRITY



LEADERSHIP



INNOVATION



QUALITY



PERFORMANCE



CUSTOMER FOCUS



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Key Accomplishments



- Physically constructed a new pharmacy at the community shopping mall within two months.
- Recruited a full staff complement.
- Developed and initiated a marketing campaign emphasizing community ownership and excellence in care.
- Established a full slate of systems and procedures governing operations.
- Created a program for NHCN citizens living in Winnipeg.



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Key Success Factors

- Active community engagement and pharmacy service utilization.
 - Financial commitment to build brand equity and achieve profitability in the intermediate term.
 - Retain highly qualified, motivated, customer-focused and accessible professional pharmacy staff that promote and advance the business.
 - Implement professional health consultation and services targeted to the needs of Norway House citizens – both First Nations and Metis – to provide customers with health care solutions.
- Effective execution of a focused marketing strategy.
 - Implementation and strict adherence to best practice performance and risk management strategies.





- Marketing and outreach.
- To enhance the market buying power of its users: NHCN citizens – living in the community and outside of it.
- The pharmacy in Norway House will offer points and redemption similar to how the Shoppers Optimum card functions.
 - The difference lies in how the points that are accumulated can be redeemed at other businesses in the community and elsewhere.



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Phase III – A Refined Model

- Actively engaged in building partnerships with other First Nations communities for access to pharmacy services.
- Quickly building capacity to access and deliver on Federal and Provincial government pharmacy services and medication supply contracts in Manitoba and eventually other Canadian jurisdictions.



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Summary of Key Accomplishments

- Financial profitability in 24 months.
- Significant business experience in the market space.
- Balanced profitability with health outcomes
- Sustainable business model in the pharmacy market segment.
- Able to replicate model in other geographic locations.
- Established a competitive presence against other pharmacy providers.
- Successfully won service contracts for Norway House Hospital, personal care home and home care service away from previous contract holder.



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Key Learnings

- Health outcomes vision must be complemented with a strong business plan.
- Necessary to challenge the status quo.
- Focus on community needs before profit.
- Maintain a long term focus.
- Strong leadership.
- Excellent execution.
- Implement a phased-in approach.



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Thank You

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