

APPENDIX TO THE 2025 BUSINESS PRESSURES SURVEY REPORT

This appendix accompanies the [2025 Business Pressures Survey Report](#) produced by the Ontario College of Pharmacists. It is intended to provide further detail on the findings shared in the report.

Statistical analysis was provided by Epicore (362 Heritage Medical Research Centre, University of Alberta).

When reviewing the data, please note the following:

N values: N values vary based on the table. N values are based on the number of respondents for each of the combined questions for the table. N values vary when data is missing e.g. respondents skipped questions.

Percentages greater than 100%: For some table total responses are greater than 100 %. This occurs when the question allows respondents to choose all that apply, so there are more responses than number of respondents.

p-values indicate whether there is a significant difference between results. A p-value of <0.05 is considered significant.

For the purposes of this report, community pharmacies were divided into two categories:

Corporate/Franchise: Pharmacies that operate under a central corporate ownership or franchise agreement where key operational decisions — including staffing, workflow, and policy — are largely directed or significantly influenced by a head office or franchisor. Examples of Corporate/Franchise pharmacies include, but are not limited to, Costco, Food Basics/Metro, Loblaw/Drugstore Pharmacy, Rexall, Shoppers Drug Mart, Sobeys/Freshco/Safeway, and Walmart.

Independent/Banner: Pharmacies that are independently owned and retain primary autonomy over staffing, policies, and day-to-day operations, even if they are part of a banner primarily for group buying or branding purposes. Examples of Independent/Banner pharmacies include, but are not limited to, Pharmasave, IDA, Guardian, Whole Health and PharmaChoice.

In the survey, business pressures were defined as “including the use of activities or tactics in your place of practice, such as operational plans, financial pressures, or volume targets, that impede your autonomy to make decisions in the best interests of your patients”.

Please see the [2025 Business Pressures Survey Report](#) for additional discussion regarding the limitations of the survey and results.

Table 1. Registration status of respondents

Registration Status	Frequency
Pharmacist	840
Pharmacy technician	52
Pharmacy student / Pharmacy intern	9
Pharmacy technician student / Intern technician	10
Other	5
Did not respond to registration status question	343
Total	1259

Note: There were 1317 responses, with 1259 participants providing a valid response regarding primary place of practice (where they provide patient care the most).

Table 1a. Percent of pharmacist respondents' place of practice

Place of practice	Primary place; N (%)
	(n = 840)
Shoppers Drug Mart	319 (37.98)
Independently owned pharmacy	211 (25.12)
Loblaw / Drugstore Pharmacy	69 (8.21)
Rexall	63 (7.50)
Walmart	58 (6.90)
Hospital / healthcare facility	32 (3.81)
Corporate or community chain pharmacies not listed above	23 (2.74)
Costco	18 (2.14)
Other	18 (2.14)
Food Basics / Metro	14 (1.67)
Long-term care pharmacy	7 (0.83)
Sobeys / Freshco / Safeway	7 (0.83)
Jean Coutu	1 (0.12)

Table 1b. Percent of pharmacist respondents' place of practice by types of community pharmacy

Type of Community Pharmacies	Primary place; N (%)
Corporate / Franchise	572 (73.05)
Independent / Banner	211 (26.95)
Total	783

Table 1c. Percent of pharmacist respondents' place of practice at a Corporate / Franchise pharmacy

Place of practice	Primary place; N (%)
Shoppers Drug Mart	319 (55.77)
Loblaw / Drugstore Pharmacy	69 (12.06)
Rexall	63 (11.01)
Walmart	58 (10.14)
Corporate or community chain pharmacies not listed above	23 (4.02)
Costco	18 (3.15)
Food Basics / Metro	14 (2.45)
Sobeys / Freshco / Safeway	7 (1.22)
Jean Coutu	1 (0.17)
Total	572

Table 2. Percent of pharmacist respondents currently experiencing business pressures

	Primary place; N (%)
Number of pharmacist respondents experiencing business pressures; N (%)	542 (64.52) (n = 840)

Table 3. Percent of pharmacist respondents experiencing business pressures by place of practice categories

Place of practice	Primary place; N (%)
Community	520 (66.41) (n = 783)
Hospital / Healthcare Facility	12 (37.50) (n = 32)
Long-term Care	3 (42.86) (n = 7)
Other	7 (38.89) (n = 18)
Total	542 (64.52) (n = 840)

Table 4. Percent of pharmacist respondents experiencing business pressures by types of community pharmacy

Types of Community Pharmacies	Primary place; N (%)
Corporate / Franchise	454 (79.37) (n = 572)
Independent / Banner	66 (31.28) (n = 211)
Total	520 (66.41) (n = 783)
P-value*	<0.0001
Adjusted P-values^	0.0001

Note: *P-values were calculated using the Chi-square test; ^adjusted P-values for multiple comparisons were computed using the Benjamini & Hochberg method.

Table 5. Percent of pharmacist respondents impacted by business pressures often or always in meeting standards of practice by place of practice

Type of practice (Primary)	Number indicating that business pressures always impact patient care	Number indicating that business pressures often impact patient care	Number indicating that business pressures impact patient care always or often	Total
Community	204	196	400 / 783 (51.09)	783
Hospital / Healthcare Facility	2	8	10 / 32 (31.3)	32
Long-term Care	0	1	1 / 7 (14.3)	7
Other	5	5	10 / 18 (55.6)	18
Total			421 / 840 (50.1)	840

Table 6. Percent of pharmacist respondents impacted by business pressures often or always in meeting standards of practice by type of community pharmacy

Type of community pharmacy for pharmacists (Primary)	Number indicating that business pressures always impact patient care	Number indicating that business pressures often impact patient care	Number indicating that business pressures impact patient care always OR often	Total number in this type of pharmacy
Corporate / Franchise	186	172	358 / 572 (62.6)	572
Independent / Banner	18	24	42 / 211 (19.9)	211
Total			400 / 783 (51.1)	783

Note: p-value comparing combined Corporate/Franchise vs Independent/Banner <0.0001; p-value comparing primary Corporate/Franchise vs Independent/Banner <0.0001 (p<0.05 is considered significant)

Table 7. Percent of pharmacist respondents reporting considerable or extreme difficulty in meeting the standards of practice (by domain) as a result of business pressures by type of community pharmacy

Primary place	Patient Assessment	Decision Making	Documentation	Communication and education
Type of Community Practice for Pharmacists				
Corporate / Franchise	176 / 449 (39.20)	160 / 449 (35.63)	251 / 452 (55.53)	160 / 450 (35.56)
Independent / Banner	15 / 65 (23.08)	15 / 65 (23.08)	34 / 65 (52.31)	13 / 65 (20.0)
P-values*	0.0175	0.0633	0.7224	0.0192
Adjusted P-values^	0.0384	0.0844	0.7224	0.0384
Total for Community – Primary Place	191 / 514 (37.16)	178 / 514 (34.63)	285 / 517 (55.13)	173 / 515 (33.59)

Note: *P-values were calculated using the Chi-square test; ^adjusted P-values for multiple comparisons were computed using the Benjamini & Hochberg method.

Table 8. Percent of pharmacist respondents reporting business pressures by type of working conditions experienced and by type of community pharmacy

Type of Other working conditions (multi-selection)	Independent / Banner	Corporate / Franchise	p-value
Primary place			
	(n = 66)	(n = 454)	
Understaffing (in order to meet labour targets)	40 (60.61)	361 (79.52)	0.0006
Lack of breaks and / or lack of mealtimes	45 (68.18)	309 (68.06)	0.9844
Lack of overlap in professional staff	29 (43.94)	286 (63.0)	0.0031
Lack of staff training / competent staff	37 (56.06)	253 (55.73)	0.9593
Lack of appropriate technology / computer systems	15 (22.73)	125 (27.53)	0.4108
Lack of facilities / space (e.g. for professional services, compounding)	17 (25.76)	104 (22.91)	0.6086
Other	8 (12.12)	60 (13.22)	>0.999

Table 9. Percent of pharmacist respondents indicating level of support received from Designated Managers / direct supervisors to manage business pressures by type of community pharmacy

Level of support	Independent / Banner	Corporate / Franchise	p-value
Primary place			
	(n = 64)	(n = 453)	0.0346
Extensive support	7 (10.94)	37 (8.17)	
Considerable support	7 (10.94)	57 (12.58)	
Moderate support	14 (21.88)	90 (19.87)	
Minimal support	14 (21.88)	151 (33.33)	
No support	6 (9.38)	97 (21.41)	
Unsure / Not Applicable	16 (25.0)	21 (4.64)	

Table 10. Percent of pharmacist respondents indicating degree to which they feel burnt out because of their work

Feel burnt	Frequency (%)
	(n = 828)
Always or to a very high degree	248 (29.95)
Often or to a high degree	196 (23.67)
Sometimes or somewhat	174 (21.01)
Seldom or to a low degree	121 (14.61)
Never or to a very low degree	89 (10.75)

Table 11. Percent of pharmacist respondents indicating degree to which they feel burnt out because of their work by type of community pharmacy

Feel burnt	Independent / Banner	Corporate / Franchise	p-value
	(n = 209)	(n = 565)	<0.0001
Always or to a very high degree	35 (16.65)	204 (36.11)	
Often or to a high degree	33 (15.79)	156 (27.61)	
Sometimes or somewhat	41 (19.62)	118 (20.88)	
Seldom or to a low degree	51 (24.40)	58 (10.27)	
Never or to a very low degree	49 (23.44)	29 (5.13)	