

**NATIONAL PHARMACEUTICAL CONGRESS INSTITUTE PRESENTS****NPC END-OF-SUMMER WEBINAR****THIS HOUR HAS 20 YEARS****AN HOUR WITH THE ARCHITECTS OF CANADIAN PHARMA—SETTING THE STAGE
FOR THE 20TH ANNIVERSARY NATIONAL PHARMACEUTICAL CONGRESS**

SEPTEMBER 9, 2026 | 11 AM ET

This report has been prepared for the exclusive use of registrants to the 2026 End-of-Summer Webinar, and provides an overview of the Webinar

With change accelerating at an unprecedented pace, it's increasingly clear that today's current commercial pharmaceutical model will not be enough for the years ahead. But what will take its place?

In this White Paper, some veteran leaders of Canadian pharma draw on decades of lived experience to offer the next generation of leaders a road map for what's ahead—and how to prepare for it. This topic will be further discussed during the NPC "This Hour Has 20 Years", End-of-Summer Webinar on Wednesday, September 9, 2026 at 11 a.m. ET.



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Why is it so important to review the experiences of the past two decades?

“Commercial pharma is typically the last and slowest industry to adapt to and adopt change,” said Colleen Coxson, Country General Manager at Alnylam Pharmaceuticals and moderator of this webinar. “For example, when consumer brands, banks, and airlines moved toward online/digital engagement, pharma was the last to capitalize on these channels—and honestly it has not been done effectively.”

Her concerns were echoed by a [2025 Deloitte survey](#), which showed that while leaders see AI as crucial for future commercial models, 76% are still hindered by siloed and outdated data infrastructures.

“Acting in an outdated modality gives permission to regulators, payers, and systems to act in the same way,” she said. “Now that AI has landed on our doorstep, transforming everything we do, we can’t take another 20 years to figure out how best to use it.”

What milestones over the past 20 years shaped our current industry?

Kevin Leshuk, President and CEO of FORUS Therapeutics, pointed to the expanding roles of the Patented Medicine Prices Review Board (PMPRB), Canada’s Drug Agency (CDA), and pan-Canadian Pharmaceutical Alliance (pCPA) as among the most significant developments of the past two decades—developments that have placed the industry in a very challenging position.

“Now that AI has landed on our doorstep, transforming everything we do, we can’t take another 20 years to figure out how best to use it.”

COLLEEN COXSON
COUNTRY MANAGER
ALNYLAM CANADA





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“Bureaucratic delays and our efforts to continue to bring therapies to Canada have created massive growth in the Patient Support Program industry, with costs borne by the industry,” he said. In doing so, he believes pharma has increasingly assumed responsibilities traditionally held by the healthcare system without gaining recognition for their value.

“By trying to do the right thing for Canadian patients, we have created limited to no perceived value.”

What are the most pressing challenges facing the pharma industry today?

John McKendry, President and CEO of Kye Pharmaceuticals, singled out global volatility as a major challenge. While volatility affects most industries, he pointed out that it can be even more destructive for industries that are as embedded as pharma in the social contracts between governments and electorate—particularly in countries with high reliance on public healthcare systems.

“Given the volatility, it becomes more important that the pharma industry effectively conveys its scientific, economic, and strategic value,” he said. “Historically, we have not done this very well.”

In Canada, however, he sees a growing openness to that conversation as the country re-establishes its priorities around greater economic independence. “The quality of our science, talent, and highly respected institutions can provide the foundation for Canada to take a greater leadership role in life sciences than we have in a generation.”

“Bureaucratic delays and our efforts to continue to bring therapies to Canada have created massive growth in the Patient Support Program industry, with costs borne by the industry.”



KEVIN LESHUK
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Is the blockbuster era over?

For decades, pharma's blockbuster model focused on developing drugs for large patient populations and scaling them globally. As a recent [PMC report highlighted](#), healthcare is moving away from one-size-fits-all medicine and toward more precise, patient-centred care.

According to Jonathan Ross Goodman, Executive Chairman, Knight Therapeutics and Co-Founder and former CEO of Paladin Labs, the traditional blockbuster model is dead.

"With the rise of biomarkers and faster, less expensive genetic sequencing, we now must think of a 'house buster,'" he said. "Despite Big Pharma spending tens of billions annually on R&D, about half of what Big Pharma sells was acquired or in-licensed."

Leshuk noted the changing commercial equation raises another fundamental question: Is Canada still a market where companies want to launch new therapies?

"I think the core question, greater than ever, is: 'Do we or do we not launch this new therapy into Canada? How do we stop the cycle of 'pushing' into the system and create a 'pull' market?'"

"The quality of our science, talent, and highly respected institutions can provide the foundation for Canada to take a greater leadership role in life sciences than we have in a generation."

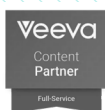
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What else is going the way of the dodo?

For Coxson, one of the biggest shifts has been the relationship between manufacturers and HCPs.

“No more golf, no more tickets, no more buy one, get two free,” she said. “Now we invest in system efficiency, quality improvements, increased education. In many ways, this has led some therapeutic areas to depend on manufacturers to fund staff, which is not our role. However, I still believe it is better to fund a nurse than a golf tournament.

How can pharma regain public trust?

“Step toward the microphone,” McKendry advised. “We need to find new ways to speak with the public, and not be restricted behind the guardrails of a highly regulated industry.”

That means sharing more stories of real people benefiting from therapy, dedicated healthcare workers using new treatment options to improve outcomes, and cases where therapies were not available but could have made a difference.

“Sadly, most people only realize the gaps in our healthcare system when they or their family are in immediate need,” he said. “By then, it may be too late to advocate for change.”

“Despite Big Pharma spending tens of billions annually on R&D, about half of what Big Pharma sells was acquired or in-licensed.”



JONATHAN ROSS GOODMAN
EXECUTIVE CHAIRMAN,
KNIGHT THERAPEUTICS AND CO-FOUNDER
AND FORMER CEO OF PALADIN LABS

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What will the CEO of 2030 need to know?

Navigating the next 20 years may require leaders to be as deliberate about what they choose not to do as what they do.

AI proficiency will be essential according to Coxson. “Looking back to the ‘90s and early 2000s, typing was a mandatory course in high school, but now we just assume people will figure it out. Moving forward, everyone will need to know how to use AI to maximize efficiency and effectiveness. I don’t know how this will be taught or integrated, but this is the reality.”

Another priority for leaders will be creating a pharma culture that encourages more open dialogue between teams. For McKendry, that starts with being clear about the purpose behind what you are doing—for yourself, your team, your company, and your community.

“This clarity can strip away the noise during periods of volatility, and helps you prioritize the big stuff,” he said. “Be bold—the old adage that “people who say they can and those who say they can’t are usually both right” and that has never been truer than it is today in today’s fast, paced competitive world.”

Finally, Leshuk advised future leaders to stay very lean. “Have a work-capacity mindset,” he said. “Fewer full-time equivalents is a more sustainable approach. As an industry, we need to say ‘no’ more.”

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COLLEEN COXSON
COUNTRY MANAGER
ALNYLAM CANADA

Colleen Coxson brings 27 years of pharmaceutical business experience including marketing, sales, market access, analytics, and commercial oversight. Through her experience at Alnylam Canada, and previous roles at Boehringer Ingelheim Canada as a Business Unit Director and Director of Marketing, Colleen has and continues to make an impact for patients across Canada seeking innovative treatment options.

A key member of the founding leadership team of Alnylam Canada, Colleen successfully launched the company in Canada and established Alnylam as a leader in rare disease, leading all aspects of commercialization with a focus on Market Access and Patient Support Programs. Under Colleen's leadership, Alnylam initially launched the first siRNA in Canada (Onpattro) and has now expanded the company's portfolio to include four approved products thanks to the growth and success of Onpattro. The availability of these new treatments fills a need where there were no previous options for patients, and continue to make a difference for the rare disease community across Canada.

In addition to her Alnylam responsibilities, Colleen is a Vice Chair of BIOTECanada, advocating for advancement in policy and regulatory frameworks that ensure the economic growth of our sector.



JONATHAN ROSS GOODMAN

EXECUTIVE CHAIRMAN, KNIGHT THERAPEUTICS — CO-FOUNDER & FORMER CEO, PALADIN LABS

Jonathan founded Knight in February 2014 and was Knight's CEO until August 31, 2021. He was cofounder of Paladin Labs Inc. and was President and Chief Executive Officer until its acquisition by Endo Health Solutions Inc. in 2014 for \$3.2 billion. Under Jonathan's leadership, Paladin grew to be a leading Canadian specialty pharmaceutical company with sales of over \$150 million in Canada. Prior to co-founding Paladin in 1995, he was a consultant with Bain & Company and also worked in brand management for Procter & Gamble. Jonathan serves on the board of directors of POINT Biopharma Global Inc. He holds a BA with Great Distinction from McGill University and the London School of Economics with 1st Class Honours. He also has an LLB and an MBA from McGill University.



JOHN MCKENDRY

PRESIDENT & CEO
KYE PHARMACEUTICALS

As a healthcare executive with over 25 years of experience in the pharmaceutical and health tech sectors, John has held leadership positions in Canada and across 15 different countries in the Asia-Pacific. John has a deep knowledge of healthcare systems and the pharmaceutical industry stemming from 19 years with Pfizer in Canada and overseas. He began his career as a sales representative for Searle/Pharmacia and progressed through roles of increasing commercial responsibility, including leadership roles such as Country Manager and pharma industry association president for Malaysia, and later Regional Vice-President roles across both developed and emerging markets in Asia.

While living in Singapore during the Covid crisis, John founded and led Lateral Line Consulting—an independent advisory firm focused on assisting the growth and commercial development of seed and Series-A stage health tech startups across Southeast Asia.

In returning to Canada in 2022 to take the helm at Kye Pharmaceuticals in its first full year of revenue, John sought to apply his senior international experience from a leading big pharma with his passion for working with early-stage health tech founders.

John is the President, CEO, and member of the Board at Kye Pharmaceuticals, a growing specialty pharma company founded in Canada and headquartered in Toronto. Kye partners globally to bring medicines to Canada that are not otherwise being made available to Canadian patients.



KEVIN LESHUK
PRESIDENT & CEO
FORUS THERAPEUTICS INC.

Kevin Leshuk, a graduate of McMaster University, has over 25 years of Canadian-based biopharmaceutical experience having held executive level leadership roles within Pharmacia, Pfizer, Roche, and Celgene.

Kevin is recognized as being a commercialization expert within the Life Sciences community having built and led teams that have launched some of the most successful medicines introduced into Canada within the last two decades. He has held significant corporate leadership roles at Pfizer and Celgene and was an active Executive Board member with BIOTECCanada.

In 2021, he founded FORUS Therapeutics Inc., a Toronto-based commercial stage specialty pharmaceutical company. Since the company's launch, the FORUS team has successfully launched XPOVIO for patients living with Multiple Myeloma. FORUS looks to expand on this recent success and is actively sourcing additional novel therapeutics for Canadians living with cancer.

Kevin is a passionate champion for the Canadian Life Sciences Industry and for access to medicines for all Canadians.



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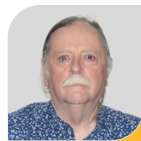


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11:00 AM	WELCOME	BEN PARRY & MITCH SHANNON
11:10 AM	PANELIST INTRODUCTIONS & PRESENTATIONS	COLLEEN COXSON, JONATHAN ROSS GOODMAN, JOHN MCKENDRY & KEVIN LESHUK
11:40 AM	LIVE PANEL DISCUSSION	
11:55 AM	CONCLUSION	BEN PARRY & MITCH SHANNON

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