

# NEWFOUNDLAND AND LABRADOR PHARMACY BOARD



## Strategic Plan 2011 - 2013

Developed April 8, 2011  
Approved by the Board June 10, 2011  
Timelines and Action Plan Approved July 27, 2011

## Mission Statement

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*To protect the citizens of Newfoundland and Labrador by setting, governing, and advancing the standards and scope of pharmacy practice and service.*

## 2009-2011 Successes

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### Leadership

- Office and Board

### Medication Management

- Ahead of some other Provinces
- Achieved without an Act change
- Completed within a year

### Office Restructuring

- New hires
- Renovated space
- Performance reviews
- Biweekly staff meetings
- Document standardization
- Common file network
- Basement and Library cleanup
- Pleasant and efficient office

### Evaluation Process for Board

- Members' self-evaluation
- Committee evaluation

### Pharmacy Network Implementation

- Double abuse identified
- Ahead of required logistics

### Improved Relations with PANL

- AGM taking place at PANL Conference

### Professional Practice Committees on Track

- Standards of Practice updated

### Regular Review of Strategic Plan

- At every Board meeting

#### Improved Communications

- With pharmacists: newsletters, email, facebook
- With technician group: newsletters, email
- Increased website usage

#### Increased Public Awareness

- Perceived in a positive light

#### Website

- Developed in house
- Easy to use; high functionality
- No private section: transparency
- Regular updates

#### Progress Technician Regulation

- Delegation Standards
- Plan in place; approved by Board

#### Continuing Professional Development

- Progress on making process smoother
- Committee is functioning well

## Current Challenges

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#### Changing Role of the Pharmacist

- No united vision
- Extremes pushing for and against
- Issues around expanding the role: delegation to technicians
- Low understanding of the role of the technician: resistance due to fear
- Comfort level with required skill set
- Views of other professions
- Public understanding of the new role
- Timing issues
- Questions on how to transition
- New graduate expectations
- Preparation of new pharmacists
- Inadequate reimbursement model

#### Legislative and Regulatory Changes

##### Public Reaction

- Increased media awareness
- Requires more of staff's time
- Increased complaints
- More pressure on the Board office

- More pressure on the profession; leads to more inquiries to the Board office
- Increased communication/promotion of what we do as a profession and a Board
- May settle down over time

#### Communication with Pharmacists on Patient Safety

- Determine how we do that
- Competency/quality assurance is critical
- Audits every two years are critical

#### Access to Information

- Pharmacy Network
- To ensure public safety, need to ensure access to right information
- Need to continue to be involved with the Network

#### Registration

- Database limitations
- No on-line registration or tracking capabilities
- Manual reporting
- Adding technicians: need to determine how many and how

#### Technology

- Internet pharmacy and telepharmacy: inter-jurisdictional issues
- Remote dispensing
- Fast paced
- Software, network
- Pharmacist's ability to control technology
- Privacy legislation control: independent versus chain

#### Practice Environment

- Mega stores: workflow
- Control that pharmacists have over their environment when don't own the pharmacy
- Ownership of the pharmacy

#### National Initiatives

- Keeping up with changes; NAPRA
- Resources
- Timing

#### Continuing Competency Assessment

- Not mandated to assess competency
- International issue
- How would competency be evaluated
- How to define minimum standards to continue

## Strategic Goals & Actions

<b>1.0 REGULATE AND GOVERN THE PROFESSION SO THAT THE PUBLIC RECEIVES QUALITY PHARMACY CARE AND SERVICES</b>	
	<b>TIMELINE</b>
<b>1.1 Update Inspection Process</b>	<b>Immediate</b>
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>• Update form templates to move to more of a "Practice-based" Focus</li> <li>• Determine if additional (permanent or temporary) resources are required</li> </ul> <p><b>Responsibility:</b> Deputy Registrar</p>	
<b>1.2 Reactivate the Legislative Committee</b>	<b>Immediate</b>
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>• Review Terms of Reference for the committee</li> <li>• Review membership of committee</li> <li>• Begin review of issues related to Act / Regulation changes</li> <li>• Determine if additional (permanent or temporary) resources are required</li> </ul> <p><b>Responsibility:</b> Secretary Registrar</p>	
<b>1.3 Revise Documents as Required to Reflect Changes in Pharmacy Practice (Acts &amp; Regulations, Standards of Practice, By-Laws)</b>	<b>Ongoing</b>
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>• Commence process to have Act and Regulations changed</li> <li>• Ensure Standards, Guidelines, etc. continue to be reviewed and updated as needed</li> </ul> <p><b>Responsibility:</b> Professional Affairs Coordinator</p>	
<b>1.4 Identify Issues Related to Use of Technology in Pharmacy Practice</b>	<b>Two Years</b>
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>• Keep the following issues in mind: <ul style="list-style-type: none"> <li>Paperless prescribing</li> <li>Patient safety, quality assurance</li> <li>Scan-based technology</li> <li>Computer logins</li> <li>Corporate requirements</li> <li>Standards of practice for labelling</li> </ul> </li> </ul> <p><b>Responsibility:</b> Professional Affairs Coordinator, Professional Practice Subcommittee on Pharmacy Technology Standards</p>	

1.5 Review Access and Safety Issues Related to Methadone Therapy	One Year
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>Formalization former Special Interest Group to discuss the issues: <ul style="list-style-type: none"> <li>Involve community and hospital pharmacists</li> <li>May want to pull in other health-care professionals</li> <li>Review recent updates in other provinces and determine if changes to our Standards are needed</li> </ul> </li> </ul> <p><b>Responsibility:</b> Secretary Registrar; Deputy-Registrar; Professional Affairs Coordinator</p>	

<b>2.0 OPTIMIZE THE PRACTICE OF PHARMACY TO ENHANCE PATIENT CARE</b>	
	<b>TIMELINE</b>
2.1 Define and Pursue Advanced Pharmacy Practice	One Year
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>Continue work on collaborative practice</li> <li>Work on Pharmacist's administration of Injections</li> <li>Consider place of Minor Ailments program</li> <li>Incorporate legislative changes where necessary</li> <li>Determine if additional (permanent or temporary) resources are required</li> </ul> <p><b>Responsibility:</b> Professional Affairs Coordinator, Professional Practice Subcommittee on Advanced Practice</p>	
2.2 Pursue Regulation of Pharmacy Technicians	Two Years
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>Continue participation in National groups and committees</li> <li>Engage and educate our profession on the role of the technician (face-to-face dialogue, survey?)</li> <li>Address education gaps as identified from PANL survey</li> <li>Incorporate legislative changes where necessary</li> </ul> <p><b>Responsibility:</b> Professional Affairs Coordinator, Professional Practice Subcommittee on Pharmacy Technician Regulation</p>	
2.3 Develop a Standard of Practice on Patient Safety	Two Years
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>Consider: <ul style="list-style-type: none"> <li>ISMP membership for all pharmacists</li> <li>Incorporate into Pharmacy Network</li> <li>Practice environment effects</li> <li>Medication reconciliation (PANL to lead)</li> <li>Mandatory Incident Reporting</li> </ul> </li> </ul> <p><b>Responsibility:</b> Professional Affairs Coordinator, Professional Practice Subcommittee on Safe Medication Practices &amp; Professional Practice Subcommittee on Pharmacy Technology Standards</p>	

<b>3.0 GUIDE AND DIRECT CONTINUOUS PROFESSIONAL DEVELOPMENT OF PHARMACISTS AND OTHERS INVOLVED IN THE PRACTICE OF PHARMACY</b>	
	<b>TIMELINE</b>
<b>3.1 Review the Continuing Professional Development Process</b>	<b>Three Years</b>
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>• Evaluate the current process of the Board</li> <li>• Review outcomes of Provincial Advisory Committee on CPD for Pharmacists (when completed)</li> <li>• Determine a process to go forward</li> </ul> <p><b>Responsibility:</b> Deputy-Registrar, Registration &amp; Licensing Committee</p>	
<b>3.2 Dialogue with Provincial Advisory Committee Regarding Accreditation of Professional Development Programs</b>	<b>Three Years</b>
<b>Responsibility:</b> Deputy-Registrar	
<b>3.3 Liaise with Provincial Advisory Committee in Terms of Educational Requirements to Support Scope of Practice Changes</b>	<b>Three Years</b>
<b>Responsibility:</b> Deputy-Registrar	
<b>4.0 PROMOTE AND ADVANCE THE PROFESSION THROUGH COLLABORATING AND BUILDING PARTNERSHIPS WITH THE PUBLIC AND OTHER STAKEHOLDERS</b>	
	<b>TIMELINE</b>
<b>4.1 Support PANL on their Education of Public on the Changing Role of the Pharmacist</b>	<b>Ongoing</b>
<b>Responsibility:</b> NLPB Board	
<b>4.2 Educate Public on the Role of the Board and the Steps in Place for Ensuring that the Public Receives Quality Pharmacy Care</b>	<b>Three Years</b>
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>• Consider development of a program to put in place in pharmacies (decal, pamphlet, etc.)</li> </ul> <p><b>Responsibility:</b> NLPB Staff</p>	
<b>4.3 Liaise with PANL Staff to Support Day-to-Day Initiatives</b>	<b>Ongoing</b>
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>• In addition to Joint Executive Meetings, consider regular (monthly?) Staff Meetings</li> </ul> <p><b>Responsibility:</b> NLPB Staff</p>	
<b>4.4 Build Better Relationships with Pharmacy Students</b>	<b>Ongoing</b>
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>• Consider formation of a NLPB / PANL / MUPS committee</li> </ul> <p><b>Responsibility:</b> NLPB Staff</p>	

4.5 Liaise and Interact with Government and Regional Health Authorities to Ensure the Involvement of the Board in all Relevant Health Issues	Ongoing
Responsibility: Secretary Registrar, NLPB Board	
4.6 Collaborate with Other Regulatory Authorities, Advocacy Groups and Education Institutions	Ongoing
Responsibility: Secretary-Registrar, NLPB Board	

<b>5.0 OPTIMIZE RESOURCES AND PROCESSES TO IMPROVE EFFICIENCIES IN BOTH PRESENT AND FUTURE BOARD ACTIVITIES</b>	
	<b>TIMELINE</b>
5.1 Purchase and Implement Database for Registration and Licensing	Immediate
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>• Develop "Request for Proposals" (RFP) to specify our requirements (including on-line registration and payment of fees, support for on-line PD documentation, tracking of discipline cases, documentation of studentship and internship evaluation and feedback)</li> <li>• Review proposals and select product</li> <li>• Determine implementation timeline</li> </ul> <p>Responsibility: NLPB Staff</p>	
5.2 Review Efficiencies of Pharmacy Inspection/Investigation	One Year
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>• Review job descriptions for Assistant Registrar and Deputy-Registrar</li> <li>• Assess ability to meet two-year inspection requirement in addition to timely investigation of allegations and complaints</li> <li>• Determine if additional (permanent or temporary) resources are required</li> </ul> <p>Responsibility: Secretary-Registrar, Deputy-Registrar</p>	
5.3 Review Staff Functions	One Year
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>• Determine if issues facing staff are short term or long term</li> <li>• Encourage use of time management strategies and proper delegation of tasks</li> <li>• Review all job descriptions to evaluate if allocation of roles and responsibilities is appropriate and working efficiently</li> <li>• Consider reassignment of tasks if necessary</li> <li>• Determine if additional (permanent or temporary) resources are required as indicated throughout the Strategic Plan. If so, prepare proposal to Finance Committee and Board</li> </ul> <p>Responsibility: NLPB Staff</p>	
5.4 Review Governance Structure for Professional Practice Committee	Immediate
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>• Further Discussion Required by Board</li> </ul> <p>Responsibility: Professional Affairs Coordinator, NLPB Board</p>	

## Actions by Timeline

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### **IMMEDIATE**

- 1.1 Update Inspection Process
- 1.2 Reactivate the Legislative Committee
- 5.1 Purchase and Implement Database for Registration and Licensing
- 5.4 Review Governance Structure for Professional Practice Committee

### **ONE YEAR**

- 1.5 Review Access and Safety Issues Related to Methadone Therapy
- 2.1 Define and Pursue Advanced Pharmacy Practice
- 5.2 Review Efficiencies of Pharmacy Inspection/Investigation
- 5.3 Review Staff Functions

### **TWO YEARS**

- 1.4 Identify Issues Related to Use of Technology in Pharmacy Practice
- 2.2 Pursue Regulation of Pharmacy Technicians
- 2.3 Develop a Standard of Practice on Patient Safety

### **THREE YEARS**

- 3.1 Review the Continuing Professional Development Process
- 3.2 Dialogue with Provincial Advisory Committee Regarding Accreditation of Programs
- 3.3 Liaise with Provincial Advisory Committee in Terms of Educational Requirements to Support Scope of Practice Changes
- 4.2 Educate Public on the Role of the Board and the Steps in Place for Ensuring that the Public Receives Quality Pharmacy Care

### **ONGOING**

- 1.3 Revise Government Documents as Required to Reflect Changes in Pharmacy Practice (Acts & Regulations, Standards of Practice, By-Laws)
- 4.1 Support PANL on their Education of Public on the Changing Role of the Pharmacist
- 4.3 Liaise with PANL Staff to Support Day-to-Day Initiatives
- 4.4 Build Better Relationships with Pharmacy Students
- 4.5 Liaise and Interact with Government and Regional Health Authorities to Ensure the Involvement of the Board in all Relevant Health Issues
- 4.6 Collaborate with Other Regulatory Authorities, Advocacy Groups and Education Institutions

## Next Steps

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### Next Board Meeting (June 2011)

- Review and Approve 2011-2013 Strategic Plan at next Board Meeting
  - Agree on timelines
  - Decide who does what
  - Balance expectations with current resources and staff workload

### Fall Board Meeting (November 2011)

- Deliver Session on Board Orientation and Governance

### "About the Board" Section on Website

- Revisit and update – (done)

### Values

- Consider appropriateness of identifying core values for Board operations