

# CORPORATE STRATEGY 2017-2022

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The Pharmaceutical Society NI will be recognised and trusted as a leader for modern and effective healthcare regulation with a key role in ensuring pharmacy services are safe and meet high standards.

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## FOREWORD

The Pharmaceutical Society NI is the Regulatory body for pharmacy in Northern Ireland. The organisation's primary role and powers are set out in The Pharmacy (Northern Ireland) Order 1976. In 2012 an amendment was made to this legislation by the Department of Health, establishing significant new regulatory powers in areas such as Fitness to Practise, Continuing Professional Development and Governance. These modifications have enabled us as the Regulator to better protect the public, delivering modern, proportionate and fair regulation of pharmacy. 'A New Era', our Corporate Strategy for the period 2013-16, was aimed at embedding those legislative changes in regulatory practice.

Since then there have been emerging new challenges and pressures across the health and social care system in Northern Ireland, many of which have implications for the Pharmaceutical Society NI. In addition, while the legislative changes in 2012 have significantly improved the regulatory capabilities, performance and purpose of the organisation, there remains much to be done to further modernise and refocus our business of regulation. The Council has identified clarity of purpose, agility, independence and accountability as priorities for the future.

In order to deliver these priorities, this new Corporate Strategy for the period 2017-2022 seeks to secure policy agreement with the Department of Health on the professional leadership function and regulatory function within the organisation, along with the introduction of simplified regulatory powers and clear objectives. It is acknowledged that changes to the broader regulatory landscape are being considered on a UK-wide basis and we have been playing an active part in

those discussions. There remains, however, significant uncertainty about both the capacity to deliver change and the speed at which any such change could be introduced.

The new Corporate Strategy reinforces the significant value of an accessible and locally accountable regulator for pharmacy in Northern Ireland.

In Northern Ireland, as elsewhere in the UK, there are changing needs and pressures facing health and social care services. An aging population and constrained budgets require that new and innovative approaches to service delivery be developed. Structural and policy reforms have been proposed and it is currently envisaged that the pharmacy profession will play an increasingly important role in any changes to service delivery, such as proposals to have more pharmacists providing collaborative support in GP surgeries.

On a UK wide basis live proposals to devolve many powers currently reserved to Ministers to the regulatory bodies, in particular around governance, further emphasise the need for agility and accountability as the pharmacy profession adapts to meet the local health and social care needs.

Regulatory developments must be focused on ensuring the public is adequately protected whilst providing the ability for professional and service development through innovation. Thus a changing health and social care service, and pharmacy profession in particular, require a regulator that is flexible, agile and focused on continuous improvement.

Modern health and social care regulators must be focused on helping to promote high standards among all regulated professionals

as well as protecting the public if and when things go wrong. Preventing things from going wrong requires modern regulators to focus on education, standards and encouraging the profession to be focused on continuous improvement. Ensuring that wrong doing is detected and appropriate actions are taken to protect the public, is a vital role of a modern regulator, but it must become increasingly balanced with regulatory steps which can drive prevention.

For this reason it is crucial that the Pharmaceutical Society NI works closely with its counterparts across the UK and partner organisations in Northern Ireland. Sharing regulatory excellence and experience as well as resources and information is crucial to ensuring that improvement and development can take place; and that that improvement is delivered in a cost effective and efficient manner.

The strategy, which follows, details our key objectives and associated goals, which are designed to better protect the public by

improving performance, reducing reliance on government, seeking to effectively manage regulatory costs and improve value for money, whilst also improving engagement with the public and the profession.



**Dr Jim Livingstone**  
**President**



The Vision statement of the Pharmaceutical Society NI concisely defines the overall aim to be achieved through the implementation of this Corporate Strategy. It should provide the public and other stakeholders with a clear sense of direction as to what we as an organisation want to achieve and deliver.

## **VISION**

### **A LEADING REGULATOR PROTECTING PATIENTS AND PUBLIC**

The Pharmaceutical Society NI will be recognised and trusted as a leader for modern and effective healthcare regulation with a key role in ensuring pharmacy services are safe and meet high standards.

# **VISION**



The Mission statement informs the organisation, the public and other stakeholders of the core activities we will undertake as a regulator and the purpose of those activities. The mission will act as the foundation for our activities throughout the duration of this Corporate Strategy period.

## **MISSION**

**TO SAFEGUARD PATIENTS AND PUBLIC THROUGH HIGH QUALITY PHARMACY**

We will safeguard patients and public, as well as promote their health and wellbeing, by delivering high quality, cost-effective regulation of pharmacy that is locally supportive and accessible, and which sets appropriate standards for pharmacy, dealing fairly and efficiently with those who fail to meet the standards.

# **MISSION**



The Values provide a framework of principles for how we will go about achieving our Vision and Mission. The public and other stakeholders should expect that, as we work to deliver our objectives, the Values outlined below will define our behaviour.

## **VALUES**

### **WHAT'S MOST IMPORTANT TO US**

#### **SAFETY**

We make patient and public safety the key focus of all that we do

#### **LISTENING**

We listen to the public, pharmacy professionals and Government

#### **INTEGRITY**

We act honestly and independently, openly and transparently

#### **JUSTICE**

We ensure fairness, proportionality and effectiveness in all that we do

#### **IMPROVEMENT**

We are dedicated to being informative and improving all we do

# **VALUES**



# STRATEGIC OBJECTIVES AND GOALS

## OBJECTIVE 1

To deliver high quality pharmacy regulation that is proportionate and cost-effective.

### GOALS

- a. We will meet all performance standards in annual PSA appraisals in at least 4 of the next 5 years
- b. We will secure policy agreement with DOH to make legislative and non-legislative changes required to modernise pharmacy regulation
- c. We will secure policy agreement with DOH for the statutory regulation and registration of technicians
- d. We will employ a financial strategy (to be reviewed annually) to increase efficiency and cost-effectiveness
- e. We will collaborate with other relevant Regulators and PSA to effect change designed to maximise use of shared principles and practices
- f. We will deliver reforms developed as a consequence of Rebalancing Medicines Legislation and Pharmacy Regulation, including the issue of criminal prosecution for dispensing errors

# OBJECTIVE 1



## OBJECTIVE 2

To set pharmacy standards that are evidence-based, output-focused, achievable and necessary for patient and public safety.

### GOALS

- a. We will review and, where appropriate, enhance the current set of pharmacy standards
- b. We will test the on-going efficacy of pharmacy standards in context of the newly emerging HSC reform programme
- c. We will test and report on the feasibility of developing and applying new standards over and above Minimum Standards designed to encourage improved service quality

# OBJECTIVE 2



## OBJECTIVE 3

To conduct fitness to practice processes that are robust, timely and fair.

### GOALS

- a. We will improve timeliness, efficiency and cost of Fitness to Practise processes and report on progress made
- b. We will ensure regular reports on learning from Fitness to Practise cases are effectively disseminated to pharmacists and other interested parties
- c. We will develop Fitness to Practise processes for Pharmacy Technicians

# OBJECTIVE 3



## OBJECTIVE 4

To ensure that pharmacy education and professional development is fit for purpose.

### GOALS

- a. We will review the Pre-Registration Framework and implement necessary improvements
- b. We will review and improve undergraduate and accreditation standards with our partners
- c. We will explore the feasibility of developing a joint education strategy with both NI Universities and GPhC
- d. We will review CPD processes and develop a strategy for the establishment of a Continuing Fitness to Practice regime

# OBJECTIVE 4



## OBJECTIVE 5

To be an accountable organisation with effective governance and operations.

### GOALS

- a. We will establish effective deputising arrangements for the Registrar
- b. We will secure policy agreement with DOH on resolving the current Pharmacy Professional Leadership linkage with the Regulatory function
- c. We will annually review audit schedules, risk management processes, and performance measurement organisationally and implement necessary changes for improvement
- d. We will develop a new ICT strategy
- e. We will review and improve organisational governance
- f. We will formulate and implement a new HR strategy to improve organisational resilience, efficiency and effectiveness
- g. We will work with government and other relevant agencies to ensure robust arrangements are in place to manage the effects upon pharmacy regulation in NI resulting from the UK's exit from the EU, including the provision of suitable transition arrangements

# OBJECTIVE 5



## OBJECTIVE 6

To communicate effectively, be accessible and responsive.

### GOALS

- a. We will improve and report on communications effectiveness
- b. We will develop a new strategy designed to enhance the public, pharmacy, media and political profile of the organisation
- c. We will develop a 'Reach Out' programme to better engage with the public and pharmacists on regulation (What, Why, When and How)
- d. We will review our current public consultation protocols
- e. We will review and improve external and internal complaints processes

# OBJECTIVE 6



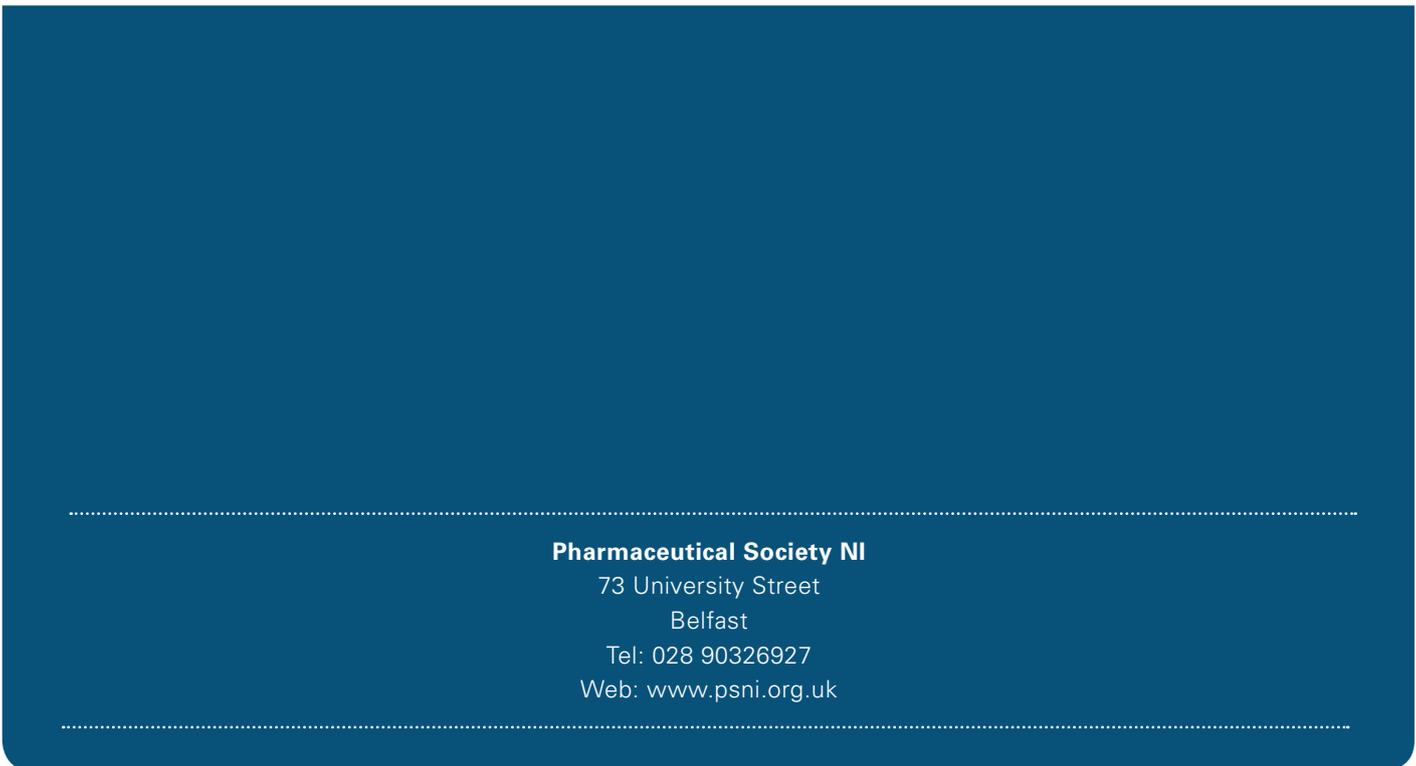
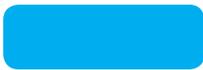
# STRATEGY IMPLEMENTATION

This Strategy is supported by a series of implementation plans. Each plan relates to a specific goal and contains a narrative setting out the background and any key drivers for change, any dependencies from external bodies or across the goals, identification of obstacles and strategies for dealing with them and a high level programme with key milestones and target completion dates. These plans will be used to report progress to Council and will be reviewed at least annually to ensure they remain current.

Detailed implementation plans , identifying key processes and activities, will be used by the Executive team in the management of the delivery of the goals.

These plans will also inform annual budgetary activity ensuring that adequate resources are available to deliver the strategic goals.

Council will report progress against the Corporate Strategy each year in the annual report and will carry out a mid-term review in 2020, to ensure that it remains relevant.



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