

Corporate Strategy Addendum

The Council of the Pharmaceutical Society NI Corporate Strategy 2017-2022 came into operation on 01 June 2017 and was due to conclude on 31 May 2022. That Corporate Strategy set out Council's Vision of being 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. The Strategy also set out Council's Mission along with six key high level strategic objectives and related Goals which set the course for the specified five-year planning cycle from 2017-2022:

- 1. To deliver high quality pharmacy regulation that is proportionate and cost-effective;**
- 2. To set pharmacy standards that are evidence-based, output-focused, achievable and necessary for patient and public safety;**
- 3. To conduct Fitness to Practise processes that are robust, timely and fair;**
- 4. To ensure that pharmacy education and professional development is fit for purpose;**
- 5. To be an accountable organisation with effective governance and operations; and**
- 6. To communicate effectively, be accessible and responsive.**

A number of issues have impacted progress on the Strategy. The most significant are around delays by the Government in bringing forward legislative reform (consulted upon in 2016), Brexit and the emergence of the pandemic in March 2020 which diverted resources from lower-priority strategic goals.

At its May 2021 meeting, Council agreed, following consideration by a Task and Finish Group, that the next long-term Strategy would benefit from a complete renewal

reflecting the changing environment within which the organisation operates as a regulator and the changing environment within which pharmacy operates. It was noted that four new members, joining Council in August 2021, would need to be adequately inducted and supported to make a full contribution to the Strategy. The ongoing effects of the pandemic and staff shortages also impacted upon the resources available to fully redesign the Strategy and to ensure that the Risk Register remained aligned to it.

At its September 2021 meeting, taking note of existing pressures, rather than conduct an immediate major review of the Strategy, Council agreed that a more limited but timely review of the existing Strategy be conducted. It was intended that this review would focus on reviewing the objectives and identifying goals that have been achieved or are no longer relevant, considering emerging activities and priorities that would benefit from inclusion as goals over the next year only and updating the Risk Register to reflect any changes. This would have the effect of creating a one-year Addendum to the original Strategy timeline, transforming the Corporate Strategy from being focused on 2017-2022 to 2017-2023.

Following the November 2021 Council Meeting, a Task & Finish Group was established to review the current Corporate Strategy with the object of producing the 12-month Addendum designed to extend the life of the current Strategy and taking account of critical demands to be met and goals to be set for this additional 12-month period. The Group had input from the Senior Management Team, the Chair of the Post-Registration Education and Training Task and Finish Group and the Chair of the Council Learning and Development Task and Finish Group providing guidance on anticipated changes to Goals following on from their respective reviews. The final report takes cognisance of the continued ongoing effects of the pandemic together with staffing and resourcing issues arising from this and other circumstances. Additionally, in some areas, progress within the 2022-2023 extension period will continue to be dependent on Government progress in bringing forward relevant legislation.

The attached Excel Spreadsheet and accompanying Note show any revisions and or modifications to Objectives or Goals (marked in red) with accompanying RAG status/forecast ratings. For the most part, the original Objectives and Goals have

remained relevant and fit for purpose with, in most cases, no adjustment or only minor adjustments necessary to reflect Goal completion or ongoing implementation.

Having considered resource requirements and continued pandemic-related challenges, a Project Manager has been recruited to assist in the delivery of the modified Strategic Objectives and Goals during the lifetime of the Addendum which is in operation for the period up to 31 May 2023. It is anticipated that a new Task & Finish Group will soon be established to take forward a fuller review and make recommendations to Council in time for a new Strategy to be in place for 01 June 2023 covering the subsequent five years.

Note to Addendum Spreadsheet

The main revisions to the 2017-2022 Strategy are summarised as follows:

- **Objective 1: To deliver high quality pharmacy regulation that is proportionate and cost-effective**
 - Continued progress with implementing modernised pharmacy regulation will be dependent upon achieving policy agreement with DOH;
 - Progress with consultation on entry routes to the register for pharmacy technicians will be dependent upon achieving policy agreement with DOH on the introduction of statutory regulation and registration; and
 - Completion of delivery of standards and guidance around RPs and SPs will be dependent upon passing of the relevant legislation.

- **Objective 2: To set pharmacy standards that are evidence-based, output-focused, achievable and necessary for patient and public safety**
 - A full review of The Code for Pharmacists in Northern Ireland will be completed by May 2023;
 - It is anticipated that a five-year rolling review of Standards will be operating throughout and subsequent to the timeframe of the next Strategy; and
 - The extent to which the efficacy of Pharmacy standards can be tested and the feasibility of developing and applying new standards over and above minimum standards will depend on how HSC reform progresses and continuing pandemic-related pressures on Registrants.

- **Objective 3: To conduct Fitness to Practise processes that are robust, timely and fair**
 - The introduction of Fitness to Practise processes for Pharmacy Technicians will not start ahead of legislative reform as the required processes will flow from the legislation necessary to register Pharmacy Technicians.

- **Objective 4: To ensure that pharmacy education and professional development is fit for purpose**
 - Having reviewed the Pre-Registration Framework, necessary improvements are being implemented including developing a plan for, and commencing transition to, a Foundation Training Year with NICPLD running the Foundation programme for the 2021 intake.;
 - Work will continue on the delivery of the implementation plan for undergraduate and accreditation standards;
 - PSNI will lead on the development of the new IET Standards and their implementation;
 - PSNI will undertake to engage with stakeholders in relation to the development of a Continuing Fitness to Practise Strategy;
 - As a new Goal, a PSNI policy position and implementation strategy will be developed for Post-Registration Education and Training arrangements for pharmacists and pharmacy technicians, when registered, operating within Northern Ireland;

- **Objective 5: To be an accountable organisation with effective governance and operations**
 - PSNI will agree a plan to deal with the link between the leadership and regulatory functions;
 - Having completed development of a new ICT Strategy, PSNI will report on delivery, against relevant goals, to the Performance and Finance Committee at least twice per year;

- Having formulated and implemented a new HR Strategy to improve organisational resilience, efficiency and effectiveness, PSNI will deliver against relevant goals, with clarity around reporting to the Performance and Finance Committee following the governance review, at least twice per year; and
 - Following the UK's exit from the EU, key issues around recognition of qualifications and development of guidance on medicines use in N.I.(NIMAR) remain and will continue to be managed.
- **Objective 6: To communicate effectively, be accessible and responsive**
 - Having developed a new Communications Strategy designed to enhance the public, pharmacy, media and political profile of the organisation, PSNI will implement this Strategy and report on its effectiveness including the response to and effectiveness of the Reach Out programme; and
 - Goal 6c “We will develop a "Reach Out" Programme to better engage with the public and pharmacists on regulation (What, Why, When and How)” will be removed and subsumed within Goal 6b.