

Ontario College of Pharmacists

2006 Strategic Plan

June 2006

Strategic Direction #1

Maximize the role of the pharmacist and optimize patient medication safety

Rationale

- increased specialized practice
- gap in access to primary care provider
- pharmacists are trained and accessible and under-utilized
- gap in integration and seamless care across the continuum which compromises patient safety
- documented adverse events related to medication incidents
- expectation from government and public that pharmacists will fill this role
- aging population, increasing medications/patient and overall increase in total meds
- increased life expectancy due to chronic meds
- avoid ER visits and decrease utilization of acute care services
- improve health outcomes

Outcomes

- pharmacists will have access to EMR/patient information
- increased/enhanced labeling to reflect use of medication
- guideline statements of medication reconciliation
- joint best prescribing guidelines (with CPSO/NP)

Strategic Direction #1 – Operational Plan

	Steps to Implementation	Committee/Person Responsible	Begin date	End Date	Support required	Financial
A.	Maximize Role of the Pharmacist					
1.	Medication Consultation <ul style="list-style-type: none"> Finalize the framework Promote and facilitate implementation 	Task Force On Optimizing the Role of the Pharmacist (Task Force)	In Progress	Summer 06 Ongoing		
2.	Continuing Care Prescriptions <ul style="list-style-type: none"> Liaise with government prescribers and members Develop, implement and promote policy Interim policy for emergency planning 	Task Force/Staff	In Progress Summer 06	Dec 07 Dec 06		
3.	Medical directives/delegation/ collaborative practice <ul style="list-style-type: none"> Continue to work with health colleagues re: authorizing mechanisms Develop protocol template Facilitate and promote role of pharmacists in FHT's 	Task Force/Staff	In Progress	Continually evolving		
4.	Medication Reconciliation <ul style="list-style-type: none"> Develop tool for best possible medication profile for consistent application by institution and community pharmacists Promote and facilitate implementation 	Task Force/Staff	Spring 06	Dec 07		

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5.	<p>Pandemic/emergency planning</p> <ul style="list-style-type: none"> Liaise/consult with external subject matter experts to assist and inform the College in anticipation of emerging trends , eg. Katrina experience, blackout, etc. 	Staff/Professional Practice/Exec	Immediate	Spring 07		\$30,000(06)
6.	<p>Consider preparation of pharmacists for the expanded role at Entry to Practice for domestic grads and IPG's</p> <ul style="list-style-type: none"> Discussion with faculty Consider mandatory IPG <p>Facilitate/provide leadership for best practice</p> <ul style="list-style-type: none"> Mine available data to identify gaps for pharmacists currently practicing to enable them to assume the expanded role 	Registration/QA Staff		Ongoing		
7.	<p>Review and consolidate practice standards</p> <ul style="list-style-type: none"> Consolidation /identification of standards, guidelines, policies Develop new standards or rewrite <ul style="list-style-type: none"> Sterile Preparations Others as appropriate <p>Pharmacy Operations</p> <ul style="list-style-type: none"> Review and revise all aspects of pharmacy operating processes to consider and promote safe pharmacy systems and practices 	Professional Practice PPC Accreditation	Fall 06 Spring 07 In Progress	Fall 07 Spring 08 Spring 07	Legal / Communications Drafting Addition to staff	\$50 - \$60,000 (07) \$100-\$120,000 (07)

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B.	Optimize patient medication safety: safety of drug distribution system					
1.	<ul style="list-style-type: none"> • Continue to ensure safety and effectiveness of the drug distribution system in Ontario through stronger enforcement tools to protect the public <ul style="list-style-type: none"> • criteria for wholesalers • importation regulations with HC • Network provincially, nationally and internationally 	Exec/ Mgmt/Staff	In Progress	Ongoing		
2.	<ul style="list-style-type: none"> • Work with ISMP on utilization of MSSA (Med safety self assessment tool) and other initiatives 	Accred./Complaints				
3.	Joint guidelines on prescribing <ul style="list-style-type: none"> • Develop joint guidelines with CPSO and NP's re: prescribers 	Staff				
4.	Support technology in practice by facilitating: <ul style="list-style-type: none"> • Electronic health records • Electronic transmission of prescriptions • Electronic signatures • Continue to work with other health professions, governments, other stakeholders on technology assisted delivery of pharmaceutical services 	PPC/ Exec/ Staff	In Progress	Ongoing		

Strategic Direction #2

To promote the value of the profession to the following groups: public, government, health care professionals, and to educate members on the role of the College and the value of self regulation

Rationale

Create awareness and expectations of value which pharmacists provide

Outcomes

- Increased integration and utilization of pharmacists in interdisciplinary teams (eg: LHINs)
- Increased demand of comprehensive pharmacy services by public
- Legislative changes and recognition of alternative compensation models
- Measured attitudinal changes in the members' perception of the College

Strategic Direction #2 – Operational Plan

	Steps to Implementation	Committee/Person Responsible	Begin date	End Date	Support required	Financial
1.	Promotion of pharmacist role to public <ul style="list-style-type: none"> • Conduct research to understand public perception • Continue to build upon existing POC Explore other in-pharmacy media to promote and get feedback from the public 	Communication Committee	In Progress	Ongoing	Agency & TV Broadcasts	Ongoing cost of \$350,000 + per year
2.	Promoting pharmacist role to government <ul style="list-style-type: none"> • Continue to leverage all opportunities <ul style="list-style-type: none"> ○ to affect change in legislation that recognizes value pharmacists appropriately (eg: lobbyists, bureaucracy) ○ Encourage MOHLTC recognition that pharmacists need to be a member of all family health teams as the expert in drug therapy 	Executive/Staff	In Progress	Ongoing		\$50,000 - \$75,000 per year
3.	Promoting pharmacist role to health care professionals <ul style="list-style-type: none"> • Using formal and informal approaches to build the need for pharmacist inclusion in collaborative FHT's • Involvement and support in Federation activity to raise the profile of the profession • Attendance/participation in provincial/national/ international conferences/ events to promote the role of the pharmacist 	Communication Committee/ Members/ Exec/Staff	2007			

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4.	<p>Educate members of the role of the College and the value of self regulation</p> <ul style="list-style-type: none"> • District/Regional meetings (webcast or other) on the benefits of self-regulation • Promotion in publication and other media of all non-punitive positive activities offered/ presented by the College <ul style="list-style-type: none"> ○ Eg: the P.D. side of QA ○ Remediation as an option to complaints resolution 	Executive/ Staff	Fall 06			\$50,000 -\$100,000 (06) + (08)
		Executive/ Staff	In progress	Ongoing		

Strategic Direction #3

To regulate and integrate Pharmacy Technicians

Rationale:

Regulated Pharmacy Technicians would alleviate time pressures on existing pharmacists and increase public access to pharmacy services, supporting the (enhanced/maximized) role of the pharmacist.

Outcomes:

- All legislative and policy/by-law changes will be in place to regulate pharmacy technicians and integrate technicians into the College
- Accreditation process for pharmacy technician programs will be established
- A licensing exam will be in place
- Regulated technicians will be registered with the College

Strategic Direction #3 – Operational Plan

	Steps to Implementation	Committee/Person Responsible	Begin date	End Date	Support required	Financial
1.	<p>Entry to Practice considerations</p> <ul style="list-style-type: none"> • Exam Development • Develop bridging programs, PLAs, JP, Accreditation process for institutions, etc. • Legislative changes, <ul style="list-style-type: none"> ○ Rewrite registration regulations considering classes of registration, Phcy Students, Interns, IPGs, Pharm D, technicians, etc. ○ changes to DPRA, RHPA and Pharmacy Act ○ Council /committee composition ○ Quality Assurance • Communications Plan • Stakeholder consultations 	<p>Staff</p> <p>Staff/Registration Committee/ PTWG</p> <p>Staff,/Exec.</p> <p>Staff/ PTWG/Registration</p>	<p>June 06</p> <p>June 06</p>	<p>Sept 09</p> <p>Sept 09</p>	<p>Project Director</p> <p>PEBC Shared cost</p> <p>Legal Counsel</p>	<p>\$80-120,000/yr (07-09)</p> <p>\$75,000 (06)</p> <p>\$150,000/yr (07-09 inclusive)</p> <p>\$50-\$100,000 (06&07)</p> <p>\$30,000 /yr(06-08)</p>
2.	<p>Transitional plan – from certification to regulation</p> <ul style="list-style-type: none"> • Impact on certified technicians • Status of certification exam <p>PTWG membership – technicians/educators</p>	<p>Staff/PTWG</p> <p>Registration/ Executive/Finance</p>	<p>Council approval Dec 06</p> <p>Start June 06</p>		<p>Redistribute costs for maintaining existing voluntary program to regulatory initiative</p>	<p>(-\$200,000) (08) * (Certification exam; refer to note page 16)</p>

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3.	Integration of Regulated Technicians into College Processes <ul style="list-style-type: none"> • QA/CE • Investigations and resolutions • Practice Issues • Ongoing development and approval for standards of practice • Code of ethics 	Staff Various committees Code of Ethics WG	2007/08 In Progress	2009 Sept 06		
4.	Provincial/National Context <ul style="list-style-type: none"> • Keep stakeholders informed and continue to consider national landscape issues 	Staff	In Progress	2009		

Strategic Direction #4

To Continue to Maintain and Build Effective Relationships with Key Stakeholders

Rationale:

Maintaining and building relationships with key stakeholders will help achieve the other strategic goals of the college and allow others to benefit.

Outcome:

Attainment of College goals and objectives

Strategic Direction #4 – Operational Plan

	Steps to Implementation	Committee/Person Responsible	Begin date	End Date	Support required	Financial
1.	Continue involvement with the following organizations/groups for the purposes of promoting or furthering the College's mandate: <ul style="list-style-type: none"> • Regulators & Associations, pharmacy and non pharmacy and Provincial/National • Governments at all levels • Health and regulatory organizations – national & international 	Staff/Exec	In Progress	Ongoing		
2.	<ul style="list-style-type: none"> • Attendance/participation in provincial/national/ international conferences/ events 	Exec./Staff	In Progress	Ongoing	Travel/ Conference Costs	\$30- \$50,000/yr.

Strategic Direction #5

To Continue to Effectively Meet Core Mandate of Self Regulation through Ongoing Evaluation and Improvement of Programs (in a fiscally responsible manner)

Rationale:

- Continue to pursue excellence in regulation
- To continue to be fiscally responsible
- To be proactive in embracing technology

Outcomes:

- Quality Assurance
 - Increase number of people experiencing QA for the first time
 - Develop QA program for techs in concert with their integration into the College
- Critical Practice
 - Be aware and adapt to critical practice issues as they develop to ensure effective regulation
- Council Composition
 - Create appropriate representation in Council composition
- Ensure effective use of technology in both the practice and regulation of the profession

Strategic Direction #5 – Operational Plan

	Steps to Implementation	Committee/Person Responsible	Begin date	End Date	Support required	Financial
1.	<p>Practice Issues</p> <ul style="list-style-type: none"> Be aware and adapt to critical practice issues as they develop to ensure effective regulation (counterfeit medications, telepractice, etc) Pursue opportunities to strengthen regulation of pharmacy operators (eg. proprietary misconduct) 	<p>Staff/Exec</p> <p>Accred./Staff</p>	<p>In Progress</p> <p>In Progress</p>			
2.	<p>Investigations and resolution</p> <ul style="list-style-type: none"> Continue to ensure investigation processes resolves matters in a timely and efficient manner considering increased complexity and changing landscape Continue to explore suitable re-mediative outcomes 	<p>Complaints/ Accred., Discipline/Staff</p> <p>Staff</p>	Fall 06	Ongoing	Potential for additional /different investigative skills	<p>\$80 - \$100,000 (07)</p> <p>\$100,000 (08)</p>
3.	<p>Emergency Preparedness planning for College operations</p> <ul style="list-style-type: none"> Operational security Communications strategy Safeguarding Technology Work interruption, staffing, etc. 	Staff	Fall 06	Spring 07	External Consultant	\$30,000 (07)
4.	<p>Registration</p> <ul style="list-style-type: none"> Mutual Recognition – liaise with other PRA's to update/review and standardize entry requirements (fluency, SPT, part A/B re-entry, IPG education) Evaluate/examine entry to practice requirements, eg. non-exemptible, entry level Pharm-D, techs Examine use of technology (SPT, JP, 	Staff//Registration	<p>June 06</p> <p>June 06</p> <p>In Progress</p>	Ongoing	Legal (provided for under SD#3)	

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	<p>preceptor training for submission of materials and registration)</p> <ul style="list-style-type: none"> Integrate new faculty (and grads) 		Jan 07			
5.	<p>Continuing Competence</p> <ul style="list-style-type: none"> Evaluate, review self-assessment survey Development of on-line SA Evaluate/investigate options for increased number of participants in QA annually Promotion of learning portfolio to enhance practice Identify learning needs and liaise with CE providers re CE programs for professional development Develop CE/QA program for techs 	Staff, QA committee, consultants	In Progress	Spring 08		\$30-\$50,000 (07)
6.	<p>Health Human Resource Planning</p> <ul style="list-style-type: none"> Continue to support development of provincial & national human resources database (CIHI, AHHRDB, CPhA, MoED) Providing data/input to external sources (MCI, MOHLTC, OPA, Etc) re: human resource planning, fair practices 	Staff	In Progress	Ongoing		
7.	<p>Evaluate and expand use of technology for:</p> <ul style="list-style-type: none"> Council, committees Communication with members Assessment and evaluation Program area support, Member self-services Annual hardware/software refresh License and Manage Web Services in-house 	<p>Staff</p> <p>Exec Communications</p> <p>Staff Staff</p>	<p>June 06</p> <p>Annually 2008</p>	Ongoing	<p>Technology & IT Consulting (scanning of docs existing)</p> <p>Additional servers and security</p>	<p>\$25-\$50,000 (06)</p> <p>\$40-\$100,000 (07) onward</p> <p>\$125-175,000/yr \$100,000 (08)</p>

Summary of Financial Impact

Strategic Plan 2006

New Spending	Remainder of 2006	2007	2008	2009
Consultants				
• Practice Issues	\$30,000	\$80-90,000		
• Evaluation / Examinations	\$75,000	\$180 – 200,000	\$150,000	\$150,000
• Technology	\$25- 50,000	\$140 – 240,000	\$40 – 100,000	\$40 – 140,000
Legal	\$50,000	\$50 – 100,000		
Member/Stakeholder Outreach	\$30,000	\$60 – 80,000	\$110- 190,000	\$60 – 80,000
Staffing		\$260 – 340,000	\$160 – 240,000	\$160 – 240,000
TOTAL	\$210-\$235,000	\$770-\$1,050,000	\$460-\$680,000	\$410-\$610,000

***Note: The Plan takes into account that the costs of administering the “certification” exam will no longer be expended as of 2008.**