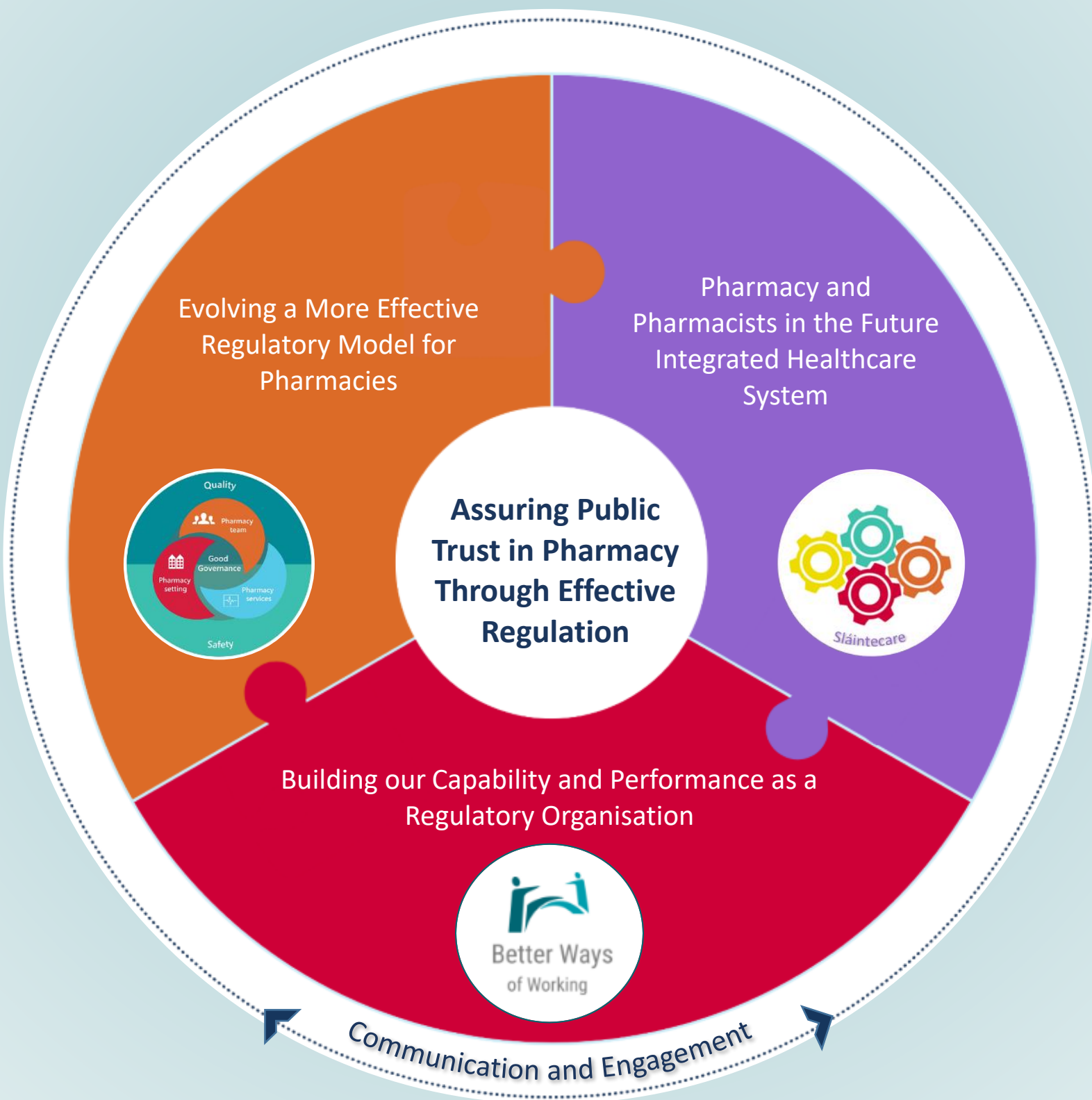


# PSI Corporate Strategy 2021 – 2023

Draft for Public Consultation, July-August 2020



## Introduction

The Pharmaceutical Society of Ireland (PSI) sets out its strategic programme every three to five years. Our current [Corporate Strategy for 2018-2020](#) will come to an end in December 2020. Since earlier this year, we have been developing our next strategy. This will provide the details about what we, as the pharmacy regulator, want to achieve over the three-year period of 2021 to 2023. The new strategy is intended to build on our achievements under the current strategy and to identify the key areas where we will focus our activities over the coming three years. It will see us continuing to meet our core responsibilities, as well as setting out the direction for the next three years in terms of how we work and the priority areas where we wish to develop and effect change.

The **draft** strategy proposes a central strategic goal and three key areas of focus for us over the next three years. We are proposing various strategic objectives which, together, will help ensure that PSI has a real impact on pharmacy practice through effective regulation, and that our work contributes to assuring safe care for patients and the public.

## About this Consultation

As part of our strategy development, we encourage feedback from members of the public and stakeholders on the **draft** Corporate Strategy 2021-2023. We welcome your views on the future direction of PSI as statutory regulator. This will help ensure that the final strategy (to be approved by the PSI Council in December 2020) considers the full range of our work and how we can bring value to the public and all of our other stakeholders, including, very importantly, registrants.

The consultation will run from 30 July to 21 August 2020.

After this public consultation closes, our next steps will be to analyse all the responses and update the strategy taking account of the views provided. The PSI Council will consider the consultation feedback on this **draft** strategy and will then make a revised version available to the Minister for Health for his observations. Following this, the PSI Council will finalise the strategy and will approve the final version at its meeting in December 2020.

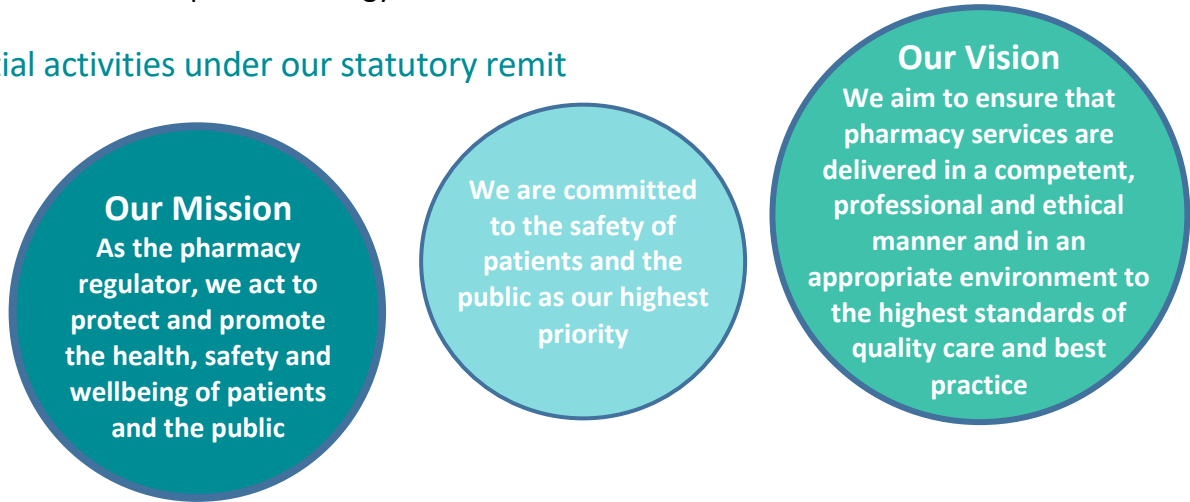
## Background and Context

### Role and Function of the PSI

The PSI is the pharmacy regulator in Ireland. We protect the health, safety and wellbeing of patients and the public by regulating pharmacists and pharmacies in Ireland.




The Pharmacy Act 2007 establishes the roles and responsibilities of the PSI. You can read more about the PSI on our website [www.psi.ie](http://www.psi.ie), and find further information about the work we have been doing under our current Corporate Strategy for 2018-2020.

## Essential activities under our statutory remit



As a statutory regulator, the PSI has a range of essential activities which we are required to carry out as part of our statutory remit. While working to support and facilitate change across our areas of responsibility, we must also ensure that all of our statutory functions are discharged to a high standard of quality and reliability.

- ✓ operate fair, transparent and efficient registration procedures for all registrants, and maintain the statutory registers,
- ✓ evaluate, for accreditation purposes, programmes of education leading to qualifications appropriate for practice as a pharmacist in the State,
- ✓ oversee the effective implementation of the mandatory system of continuing professional development (CPD) for pharmacists,
- ✓ assure the public of the quality and safety of pharmacies services through programmes of inspection, quality assessment and ongoing review,
- ✓ undertake investigations into matters of serious concern and initiate enforcement actions, including prosecutions, where appropriate,
- ✓ manage the statutory complaints procedure in accordance with the law, natural justice and fair procedures,
- ✓ promote good professional practice by pharmacists and share information for the benefit of patients and the wider health system,
- ✓ contribute to the ongoing development of new and existing legislation and public policy relating to our regulatory remit,

-  comply with our own external compliance obligations and with the Code of Practice for the Governance for State Bodies which provides assurance that we are acting in accordance with best practice in the management and governance of public bodies,
-  operate prudent financial management practices and continue to steward all PSI resources to maximise the resources available to deliver on PSI's statutory functions, and
-  communicate and engage with the public, the pharmacy profession, and our many other stakeholders to ensure our work is understood and informed by these stakeholders.

### Developing the draft Corporate Strategy 2021-2023

This draft Corporate Strategy 2021-2023 has been developed in consultation with the PSI Council and with input from the management of PSI. It has also been developed against the background of the Covid-19 global pandemic and its impact in Ireland, including on pharmacists and on pharmacies. The PSI recognises the contribution that has been made, and continues to be made, by pharmacists as healthcare professionals. Also, the contribution of all who work as part of the team in pharmacies across Ireland. Part of our intention in this new strategy is to work with stakeholders to help make the pharmacy sector as resilient as possible for the future and to ensure that the learning from confronting the pandemic informs our objectives over the coming years.

As part of the development of the new strategy we have reviewed the actions we have taken over recent years, and particularly under our "Corporate Strategy 2018-2020", to develop an effective system of public-interest regulation covering both pharmacists and pharmacies. This system is designed to ensure public confidence in pharmacists and in the services provided through retail pharmacies. We have also considered how we have developed as an organisation and what we still need to do to become the most effective kind of regulator.



The key themes and objectives that have been considered in the process so far reflect our review of both our external and internal environments, our purpose as set out in legislation, our organisation values, our mission and our vision. As a public body involved in healthcare regulation, we also seek to align our strategy and objectives with those of the Department of Health, particularly as regards the continued implementation of *Sláintecare* and the priorities set out in the recently published *Programme for Government*.



It is important that we listen to feedback from those we engage with in our work and from the broader public and so this public consultation is an important step in the process of developing a strategy that reflects the importance of pharmacy to the health of the public. We are also mindful of our statutory public sector duty to quality and human rights in the conduct of our functions and in our strategic planning (Section 42 of the Irish Human Rights and Equality Commission Act 2014), and as we evolve the strategy we will review it again from this perspective.

## Objectives and Outcomes 2021-2023

The draft Corporate Strategy consists of four elements:

-  a central **organisational goal**, which provides the focus for our work over the next three years – we remain focused on *assuring public trust in pharmacy through effective regulation*, and
-  three **strategic objectives**, each with defined actions designed to advance achievement of our central goal over the next three years.



## Strategic Objective 1: Pharmacy and Pharmacists in the Future Integrated Healthcare System

Working with others to help ensure pharmacy and pharmacists play a full role in the future integrated healthcare system



The development of an integrated healthcare system through *Sláintecare* is a core policy objective of healthcare reform in Ireland. As in previous years, and compounded by the impact of Covid-19, there will continue to be demands placed on the health service, and on the provision of care by pharmacists and in pharmacies. The means of providing safe healthcare and services will evolve in the face of opportunities and challenges, and the impact and changes already implemented in the face of Covid-19, will inform future healthcare delivery. We will continue to work with others to ensure pharmacy plays a full role within an integrated healthcare system. We will work to

ensure that pharmacists' education and practice standards evolve to meet these changes. We will ensure that changing approaches to pharmacy practice will continue to be underpinned by regulatory safeguards that are proportionate while also assuring public confidence. We will utilise our knowledge

and research to inform policy development and support legislative changes relating to pharmacy and healthcare reform into the future.

### Actions

- ✓ Engage with Department of Health on Sláintecare implementation
- ✓ Engage and collaborate with Department of Health on other developments relating to pharmacy such as COVID-19 and the development of a new community pharmacy contract
- ✓ Work with the HSE on the development and implementation of the pharmacy component of community healthcare networks
- ✓ Collaborate with stakeholders on patient safety & quality initiatives, e.g. medicines supply into residential care, benzodiazepine supply, etc.
- ✓ Review our CPD Model to ensure it supports future pharmacist practice
- ✓ Address risks to the continued availability of the professional community pharmacy workforce
- ✓ Implement a rolling patient experience programme to ensure we hear patient voices and understand key patient needs to help improve the quality and safety of pharmacy services provided to patients in Ireland
- ✓ Collaborate with any third-party initiative to develop a professional leadership framework for pharmacy

## Strategic Objective 2: Evolving a More Effective Regulatory Model for Pharmacies

### Assuring the public by evolving a more effective regulatory model for pharmacies

Pharmacies are a highly assessable part of the healthcare system. There are 20+ million visits to pharmacies each year and 80+ million items are dispensed annually. In addition, other important healthcare services are provided through pharmacies such as vaccinations as well as the provision of professional advice by pharmacists. As the regulator of retail pharmacies, PSI is concerned to ensure that all of this important activity is regulated to a high and consistent standard. We are keen to see further and ongoing change and development in the model of regulation in use in pharmacies. Also, to see necessary changes in legislation and to support pharmacists in evolving their practice in keeping with their Code of Conduct. We want to increase the information that is gained in the





course of our work so that everyone can learn from the regulatory process, both pharmacists and the public. We want to help build a collective approach to protecting the integrity of pharmacy practice in Ireland and to increase awareness of the standards that should be expected by all who receive care, advice and treatment in a pharmacy.

## Actions

- ✓ Develop a standards-based regulatory model for pharmacies supported by revised Regulations
- ✓ Support those in key pharmacy governance roles leaders to operate to high standards during the COVID-19 pandemic
- ✓ Adopt transparency and public reporting as key principles in the effective regulation of pharmacies
- ✓ Propose a prioritised programme of reform of the current Pharmacy Act to the Department of Health
- ✓ Adopt our regulatory risk policy as a key tool for managing risks to patient safety and quality of pharmacy services
- ✓ Promote positive understanding by pharmacists of the Code of Conduct
- ✓ Engage with other regulators on developing a community of practice for regulators in Ireland

## Strategic Objective 3: Building our Capability and Performance as a Regulatory Organisation

### Building our capability and performance as a regulator by investing in the organisation, its people and its processes

Like all organisations, we must constantly strive for improvement and innovation, and work in a co-ordinated fashion to make the most beneficial use of our resources, our people and our time. We are placing a focus here on building our capability and performance as a regulator. This will see us completing our current programme of business transformation and moving to utilise new systems, data and digital tools to support our regulatory purposes. We also remain committed to ongoing organisation development and to building on our work to date in this area which includes creating a positive work





environment for staff and creating an organisation structure that really works to help us achieve our mission and our strategic change objectives. Taken together, all of these initiatives will ultimately benefit all the people that we have a responsibility to, and all who engage with us.

### Actions

-  Complete our programme of business transformation
-  Utilise our new digital systems to support our regulatory purpose and mission
-  Implement revised organisation and management structures to support achievement of our strategic goals
-  Complete our strategic financing review
-  Invest in our website and social media communication channels
-  Take actions to be a workplace of choice
-  Improve our current 4-star recognition with the European Foundation for Quality Management (EFQM)
-  Ensure we continue to be a safe and caring employer, and in particular, in the face of COVID-19

## Communications and Engagement

Underpinning our strategy will be our commitment to communicate widely and to work extensively with others. We will engage regularly with the Department of Health, government agencies, regulators, pharmacy service users, the public and our registrants, providing opportunities to learn from others and inform our work. This will include partnering with others to advance our mission and to achieve efficiencies in regulatory functions. We also want to build greater awareness of our role as the pharmacy regulator, so that people know the standards they can expect from pharmacists and pharmacies and where to turn to if they have a concern about the pharmacy care they receive. We want to ensure that we contribute effectively to the patient and public health safety network and the efficient provision of care.

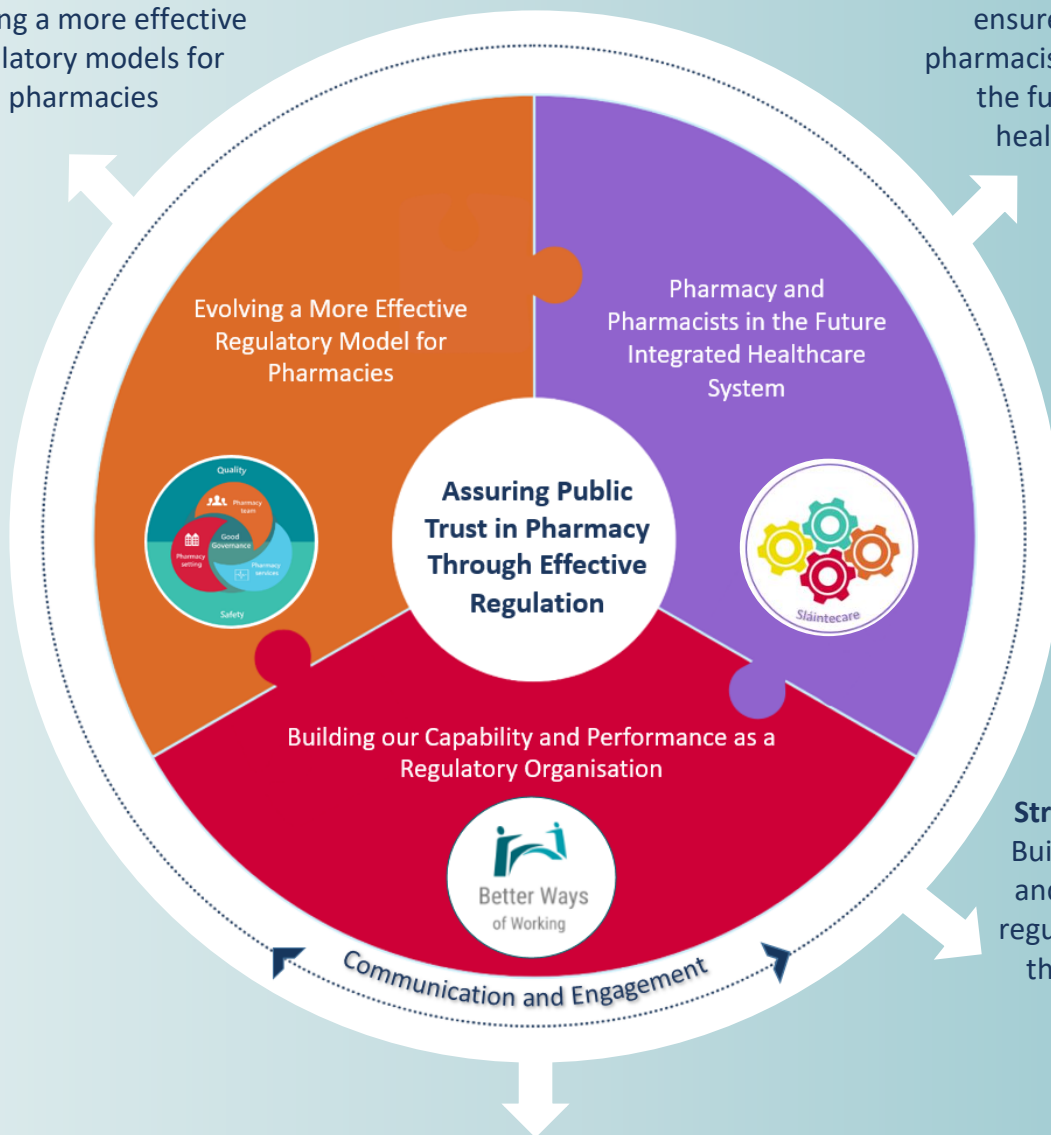
## Strategy Overview

Our **Strategic Goal** remains to assure public trust through in effective regulation

We plan to advance achievement of this Goal through actions under **three objectives**

**Strategic Objective 2:**  
Assuring the public by  
evolving a more effective  
regulatory models for  
pharmacies

**Strategic Objective 1:**  
Working with others to help  
ensure pharmacy and  
pharmacists play a full role in  
the future integrated  
healthcare system



**Strategic Objective 3:**  
Building our capability  
and performance as a  
regulator by investing in  
the organisation, its  
people and its  
processes

**Communication and engagement will underpin all our work**

## What do you think about our priorities for the next three years?

Consider the strategy objectives and activities that we are proposing in this consultation document and send us your feedback.

- A quick and straightforward way to provide us with your input is to complete the questions in our [online survey](#).
- Or send an email to [consultation@psi.ie](mailto:consultation@psi.ie)



Due to the Covid-19 restrictions, there may be a delay if you send us post. If you want to talk to us about providing your feedback in a different way, please phone 01 218 4000 and one of our team will assist you.

All responses should be received by Friday, 21 August 2020.

## Use of your information

The information you send us will be used to develop and inform the new PSI Corporate Strategy and will be used for that purpose only. After each public consultation, we make available a consultation report on our website that contains a summary of the comments received and how we have considered them. The report also lists the names of organisations that have given feedback. Please note that submissions made to the PSI during its public consultations are subject to the provisions of the Freedom of Information Act 2014.

You will find more information on our [website](#) about data protection and freedom of information.

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