

Service Plan 2019



“*Assuring trust in pharmacy through effective regulation*”
- PSI Corporate Strategy 2018-2020



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This Service Plan was approved by the PSI Council on 6 December 2018.

1. Introduction

In December of each year, and in accordance with legislation, the PSI Executive proposes an annual work programme and priority activities for the coming year in a Service Plan. This proposed Service Plan is considered by the Council of the PSI and, when approved, its implementation by the PSI Executive is overseen by the PSI Council. The Service Plan is a public document and is published on the PSI website.

Our Service Plan for 2019 provides an overview of the main projects and operational activities that will be carried out by the PSI during 2019, which is the second year of our current Corporate Strategy 2018 -2020.

The Corporate Strategy 2018-2020 sets out the strategic goal of the PSI and the objectives we will pursue to ensure our work provides ongoing assurance to the public as to the safety and reliability both of pharmacists' practice and of retail pharmacy services. Through our implementation of this Strategy, we will enhance public trust in pharmacy by ensuring that our regulatory activities, across the areas of pharmacist registration and qualification recognition, education, professional development and the oversight of retail pharmacies, serve to protect the public and to encourage improvement and ongoing quality development within pharmacy practice and in the provision of retail pharmacy services in Ireland.

The key strategic projects and activities we will undertake in 2019, and the supporting budget allocations, are set out in this Service Plan document. All our strategic projects are intended to deliver concrete results under one, or more, of the four strategic results areas as set-out in our Corporate Strategy:

- **Promoting professionalism and quality in pharmacy**
- **Impacting through deeper collaboration and engagement**
- **Regulating effectively for better health outcomes and patient safety**
- **Building an effective organisation and benchmarking our performance**

Our decisions and actions in the period 2018 – 2020 are intended to contribute to achieving our central organisational goal, to ***“Assure trust in pharmacy through effective regulation”***. This is the key measure against which we will assess ourselves, and against which the public and our stakeholders can hold us accountable.

Implementation and oversight

The PSI Service Plan is prepared on an annual basis in compliance with the Pharmacy Act 2007 (Schedule 1, paragraph 22) and in line with the provisions of the *Code of Practice for the Governance of State Bodies*, as published by the Department of Public Expenditure and Reform in 2016. This Service Plan has been developed through a process of consultation across the PSI and has been approved by the PSI Council.

PSI management, under the leadership of the Registrar, keeps the delivery of the Service Plan under regular review. Progress towards achieving the objectives set out in the three-year Corporate Strategy, and progress against this annual Service Plan, are reported on regularly to the PSI Council. Recognising that risk is a constant in today's world and is a critical governance concern, PSI management also ensures that we remain responsive to risk by reviewing and appropriately managing our organisational risks throughout the year and, via the PSI Audit and Risk Committee, providing ongoing assurance to the Council in this regard. Overall progress and outcomes for each year are provided in the PSI's Annual Reports, which are published each summer.

Our Vision

That the public has access to trusted pharmacy services and that the PSI makes a clear and demonstrable contribution to the availability and quality of those services.

Our Mission

We protect and promote the health, safety and wellbeing of patients and the public by taking timely and effective action to ensure that pharmacists in Ireland are competent and that pharmacies are operating to high standards of safety and reliability.

Our Organisation Values



Our values underpin how we deliver on our mission. They guide our behaviour, the expectations we set ourselves, and the experience of others who engage with us. They evidence our commitment to equality and human rights in the way we fulfil our statutory role.

Attachment to our values will ensure that we achieve the objectives we set, that we are accountable and that our actions meet with the high standards expected of public bodies and of the public servants who work within them.

2. Planned activities and priorities for 2019

During 2018, which was the first year of our new Corporate Strategy, we initiated, and delivered, various activities to enhance how our regulatory policy and functions contribute to the wider health and patient safety agenda. During 2019, we will further advance some of these activities, as well as initiating additional actions of a strategic nature. This 2019 Service Plan should be read in conjunction with the Corporate Strategy 2018-2020 which sets-out the overall strategic agenda for PSI and provides the broader context of organisational change and development within the organisation.

As well as pursuing a clear strategic agenda and envisioning new projects and fresh ways of working, we must also continue to fulfil our primary statutory functions. The Pharmacy Act 2007 provides for a system of statutory regulation of pharmacists and of retail pharmacies in Ireland. The Act, and its supporting secondary legislation, places clear responsibilities on the PSI in respect of its regulation of the pharmacy profession in the interests of patient safety. Critical to our work, and central to our mission, are ongoing areas of activity which we will continue to deliver upon in 2019. This includes improving and making as effective as

possible how we operate those processes, as well as meeting our responsibilities as an employer and a public service agency.

We will:

- operate fair, transparent and efficient registration procedures for all registrants and we will 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,
- perform our statutory role in ensuring compliance by pharmacies with pharmacy legislation through programmes of inspection and review,
- undertake investigations 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 we will 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 statutory obligations and with the Code of Practice for the Governance for State Bodies to demonstrate that we act in accordance with best practice in the management and governance of public bodies,
- operate prudent financial management practices and carefully 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.

[An overview of our strategic projects for 2019](#)

In addition to our core and ongoing work as a professional regulator, the following table shows a summary of the key strategic projects which we will deliver upon during 2019. We also indicate which of the four strategic results areas in our Corporate Strategy will be impacted by each project.

SRA1: Promoting professionalism and quality in pharmacy	SRA 2: Impacting through deeper collaboration and engagement		SRA 3: Regulating effectively for better health outcomes and patient safety		SRA 4: Building an effective organisation and benchmarking our performance	
Project description	Strategic Results Area(s) impacted by this project				Planned timeframe	Principal Deliverables in 2019
	SRA 1	SRA2	SRA3	SRA4		
Roll-out of new Code of Conduct for pharmacists	Yes	Yes			Q1 to Q3	<ul style="list-style-type: none"> Code of Conduct launched and published National roadshows promoting the newly published Code of Conduct completed with pharmacists Dedicated resources and tools specific to the Code published on the PSI website to promote professional judgement and good professional practice by pharmacists
Assure fair and effective recognition and registration procedures	Yes	Yes		Yes	Q1 to Q4	<ul style="list-style-type: none"> Revise the third country route of recognition Prepare for the implications of Brexit and ensure suitable recognition processes are in place Co-host in Dublin the Healthcare Professionals Crossing Borders Conference 2019

Complete a strategic review of best options to establish a pharmacy leadership and/or professional body	Yes	Yes			Q1 to Q4	<ul style="list-style-type: none"> • Procurement project for a review scoped, managed and concluded • Report setting out possible options for a future professional leadership body • Any resulting proposal(s) made to Council
Commence review of the MPharm Accreditation Standards and the Core Competency Framework for pharmacists	Yes	Yes	Yes		Q1 to Q4	<ul style="list-style-type: none"> • Develop a project proposal defining the scope and purpose of the review(s) • Ensure effective and timely engagement with stakeholders • Operationalise project plan and determine, approve and publish reviewed standards and Core Competency Framework
Continue the process to develop Standards for Governance & Accountability in Retail Pharmacy Businesses	Yes	Yes	Yes		Q1 to Q3	<ul style="list-style-type: none"> • Engage with stakeholders in scoping and research exercise • Develop draft Standards for consultation • Standards approved by PSI Council
Contribute to the national response to the 3rd WHO Global Patient Safety Challenge - <i>Medication Without Harm</i>		Yes	Yes		Q1 to Q4	<ul style="list-style-type: none"> • Engagement with the Department of Health and HSE on the national response • Safety project(s) identified and project partners engaged
Redesign and modernise the PSI website		Yes			Q1 to Q3	<ul style="list-style-type: none"> • Launch new PSI website which supports our mission and meets stakeholder needs

Work with key stakeholders on policy to underpin reform of the Pharmacy Act 2007	Yes		Yes		Q1 to Q4	<ul style="list-style-type: none"> • Develop an outline policy proposal for reform of the current Act • Discuss the outline policy proposal with the Department of Health • Participate in a reform process
Implement a programme of themed reviews of key areas of safety and quality within retail pharmacy services		Yes	Yes		Q1 to Q4	<ul style="list-style-type: none"> • Publish a methodology for conducting and reporting publicly on themed reviews • Conduct two pilot reviews and publish the overview reports
Develop a clear strategy as to how PSI defines and manages regulatory risk across all our regulatory functions	Yes	Yes	Yes	Yes	Q1 to Q4	<ul style="list-style-type: none"> • Develop and publish a comprehensive PSI regulatory risk strategy • Embed the regulatory risk strategy within our Business Transformation Programme
Commence a strategic review of the future financing of PSI			Yes	Yes	Q3 to Q4	<ul style="list-style-type: none"> • Develop a project proposal defining the scope and purpose of the review • Procure the expertise, as required as per the project proposal, to assist with the review
Advance our programme of Business Transformation across the organisation's activities			Yes	Yes	Q1 to Q4	<ul style="list-style-type: none"> • Developments from the 'Better Ways of Working' work stream are tested and established • First phase of the Digital Transformation programme of work delivered through the new online continued registration platform
Implement our future HR Strategy				Yes	Q1 to Q3	<ul style="list-style-type: none"> • New performance and learning, and development frameworks in place

						<ul style="list-style-type: none"> Action to address key recommendations from Staff Engagement Survey Enhanced transparency through implementation of clear, concise policies and procedures in revised staff handbook
Implement new organisation and management structures				Yes	Q1 to Q3	<ul style="list-style-type: none"> Structures are in place which clearly support delivery of the Corporate Strategy
Submit for recognition under the European Foundation for Quality Management's "Excellence Model"	Yes	Yes	Yes	Yes	Q1 to Q2	<ul style="list-style-type: none"> Prepare a detailed submission document and apply for external assessment by EFQM
SRA1: Promoting professionalism and quality in pharmacy	SRA 2: Impacting through deeper collaboration and engagement			SRA 3: Regulating effectively for better health outcomes and patient safety		SRA 4: Building an effective organisation and benchmarking our performance

How we will deliver on our strategic projects for 2019

During 2018, our Service Plan saw us laying significant groundwork by way of organisational development, stakeholder consultation and policy review. The intention was to put us in a position to realise our objectives more effectively in the subsequent years. During 2019, we will build on this work to help ensure PSI is in a position to meet the regulatory challenges of 2019 and beyond.

Communication and engagement plays a vital part in all aspects of our work. We will continue to ensure that our work priorities and our decisions are based on wide consultation with PSI registrants, pharmacy students, patients, the healthcare sector and the general public. We will continue to develop our channels of engagement so that we are learning from a broad community, and gaining from their input, as well as finding new ways of raising awareness about our role and that of pharmacists and of pharmacy services in Ireland. We will also continue to work closely with other regulators and public bodies to ensure that we share relevant information, achieve ongoing efficiencies in service delivery, support quality improvement within healthcare and play a full part in safeguarding public health and welfare.

3. Expected financial position and budget for 2019

Strategic Direction

The PSI will continue to operate in a prudent manner to ensure its resources are fully, and properly, utilised to meet its statutory functions. We will continue to implement the objectives of the Corporate Strategy 2018-2020 within the context of Government policies for healthcare regulation and the management of public bodies in the health sector.

The PSI will continue to manage its resources carefully and will ensure it has the funding and reserves available to meet its expenditure commitments. Reserve funds will also be managed and invested appropriately and in line with Council policy to ensure that future liabilities can be funded as they arise.

Operational Expenditure Plan 2019

The operational expenditure plan is shaped by the constraints of resources available and the operating deficits agreed by the Council. Details of the proposed expenditure areas are outlined in the Service Plan. The plan includes a budget drafted on the following basis:

- Activities for 2019, as outlined in this Service Plan.

- Professional Registration Examination funding payable to RCSI for the next academic year of the contracted service of €34k.
- The roll-out of the Business Transformation Programme and several other development initiatives as outlined in the Service Plan based on the Corporate Strategy 2018-2020.
- Effect of all approved and appointed staff during 2019.
- Full-year contract costs of €1.301m for the Irish Institute of Pharmacy outsourced service following the procurement process conclusion in 2018.
- Implementation of a new Corporate Procurement Plan with procurement activities identified for 2019 and incorporating the impact of concomitant efficiencies.

The total operational expenditure for 2019 is budgeted at €8,477,536. This includes expenditure on projects amounting to €517,000 which are classified as exceptional expenditure items and agreed by Council to be funded from PSI Reserves (accumulated surpluses) as provided for in paragraph 12(2) of Schedule 1 of the Pharmacy Act 2007. This results in an adjusted budgeted operating deficit of €349,911 for the year.

Overview of 2019 Budget Main Components

1) Income (€7.611m)

As per previous years, registration income is expected to remain relatively static, with small increases in the number of pharmacists and retail pharmacy businesses registered. It is expected that the Department of Health will continue to fund the operation and further development of the Irish Institute of Pharmacy's services in 2019, up to an amount of €600k.

2) Total Expenditure (€8.478m)

The projected expenditure in the 2019 budget provides for the continuation of the core functions and services as in previous budgets, any continued cost of projects commenced in prior periods, as well as newly planned activities for the year 2019.

a) Pay Budget (€4.085m)

The total pay budget for 2019 is €4.085m. The staffing and pay levels are in line with Public Sector Pay Policy and include the workforce developments approved by Council at its 21 September 2017 meeting, based on the additional new posts coming on stream during 2019. Staffing levels are projected to be 55 by year-end. The budget for pay in 2019 incorporates the continued unwinding of the Haddington Road Agreement through the Lansdowne Road Agreement and its extension and the associated public sector pay restoration implications which are due to conclude in 2020.

b) Non-pay Budget (€4.393m)

The non-pay budget covers the costs of all goods and services expected to be incurred by the PSI during the year. It includes the regular contracted services and agreed development projects funded from the reserves.

Management of 2019 Budget

- **Procurement planning**

The PSI will continue to search for efficiencies, value for money and use ICT solutions and Office of Government Procurement (OGP) frameworks where feasible. The PSI will ensure that its procurement policies and procedures are implemented, and that competitive tendering is undertaken for goods and services procured. The PSI will carry out its annual procurement activity in line with the new Corporate Procurement Plan to be established in early 2019.

- **Financial Management**

Each budget holder is responsible for managing their own budget. Regular reports will be issued to the Heads of Departments and Unit Managers by the finance team. Monthly meetings will take place with each budget-holder and a PSI accountant to discuss progress and any resulting variances. All variances will be considered by the Executive Leadership Team and remedial actions taken as required. The Council will review quarterly financial reports, and these will also be reviewed by the Audit and Risk Committee.

- **Investment Management**

The PSI invests its funding as per its approved Investment Management Policy. The PSI will continue to manage its funding and cash flows to ensure availability and access to funding in order to service the requirements placed on it in legislation and any future developments that may so arise. PSI funds are currently invested with Ulster Bank, AIB Bank, Bank of Ireland and KBC bank. Bank interest rates continue to remain very low and this trend is expected to continue for the medium term.

The contributions collected and held for the Pharmaceutical Society Superannuation Scheme 2016 (statutory pension scheme) are currently held on fixed-term deposit. Interest rate quotes for re-investment will be sought as these monies mature.

- **Property/Facilities Management**

In 2019, the PSI will be entering its seventh year of residency in PSI House. The premises continue to provide efficiency of resources with the ability to hold all meetings, fitness to practise inquiries, and events in-house, as well as the ability to support regulatory

colleagues and other stakeholders in the provision of modern meeting facilities. Our facilities management contract ends during 2019, and we will be tendering for a new contract under Office of Government Procurement and legal guidelines. We will continue to maintain the property to a high standard and deal promptly with maintenance issues as they arise. Nonetheless, it must be recognised that future provision is required for additional and proactive maintenance as the premises and facilities begin to age.

Summary Budget 2019

	€M	€M
INCOME 2019		
Registration of Pharmacists	2.499	
Registration of Retail Pharmacy Business (RPB)	4.395	
Administration charges and other registration costs	0.102	
Bank Interest Received	0.015	
Department of Health Funding to the IIOP	0.600	
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Total Income		7.611
EXPENDITURE 2019		
Pay Costs	4.085	
Operational Costs	3.067	
Irish Institute of Pharmacy (IIOP)	1.301	
Organisation-wide projects	0.025	
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Total Expenditure		8.478
Operating Surplus/(Deficit)		(0.867)
Add Back Projects Funded From Reserves		0.517
		<hr/>
Adjusted Surplus/(Deficit) for the Year		(0.350)
		<hr/> <hr/>