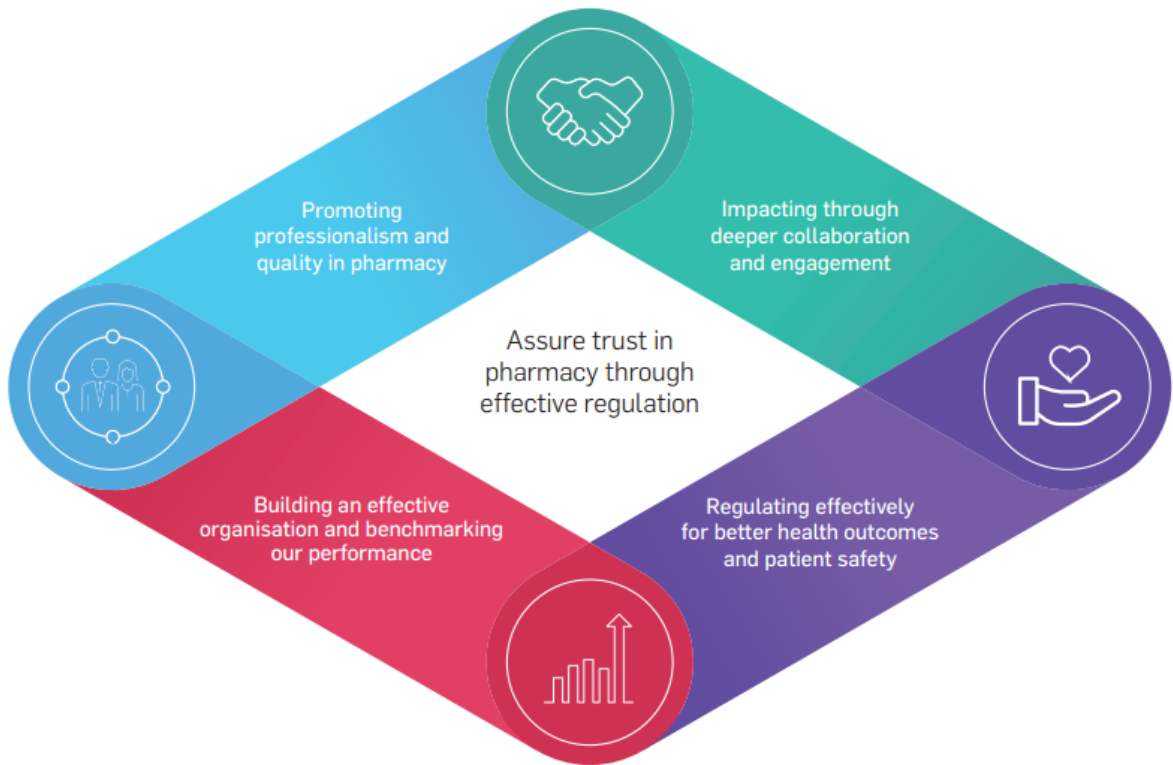


Service Plan 2020



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



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Approved by PSI Council, 12 December 2019

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 2020 provides an overview of the main projects and operational activities that will be carried out by the PSI during 2020, which is the third and final year of our current Corporate Strategy 2018 -2020.

The Corporate Strategy 2018-2020 sets out the strategic goals of the PSI and the objectives we are pursuing 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 during 2018 and 2019, we have made ongoing progress as we seek to enhance public trust in pharmacy. We have done this 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. We have also worked to encourage improvement and ongoing quality development within the professional practice of pharmacy and in the provision of retail pharmacy services in Ireland. Further details on our delivery under the Strategy are set out in our published annual reports for 2018 and 2019 (forthcoming).

We will continue this programme of change and development in 2020. The key strategic projects and activities which we will undertake in 2020, and the supporting budget allocations, are set out later in this Service Plan document. All of 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 are 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 (2016). This Service Plan has been developed through a process of consultation within PSI and through ongoing engagement with various stakeholder groups and interests.

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 at meetings of the PSI Council and of its Advisory Committees. 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.

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 2020

During 2018 and 2019, which were the first two years of our current 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 2020, we will further advance these activities, as well as initiating additional actions of a strategic nature. This 2020 Service Plan should be read in conjunction with the PSI Corporate Strategy 2018-2020 which sets-out the overall strategic agenda for PSI and provides the broader context of the programme of organisational change and development which we currently have underway.

Our ongoing regulatory work in 2020

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, together with its supporting secondary legislation and related medicines law, places clear responsibilities on the PSI in respect of its regulation of the pharmacy profession and of retail pharmacies in the interests of patient safety. Critical to our work,

and central to our mission, are our ongoing areas of activity which we will continue to deliver upon in 2020.

During 2020, we will continue to:

- 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.

An overview of our strategic development projects for 2020

In addition to our core and ongoing work above, the following tables provide a summary of the strategic development projects which we will also deliver upon during 2020. We indicate which of the four strategic results areas in our Corporate Strategy will be impacted by each project.

Given that we are committed to an extensive programme of organisational transformation, including a major 2-year digital transformation project which commenced in November 2019, our resources for other major projects in 2020 will be significantly constrained.

Hence, we have given careful consideration to what other projects can be prioritised in 2020. We have identified **eight priority projects**, including our digital transformation project, which we are committing to progressing in 2020. These are shown in Table 1.

We have several projects to continue, embed and/or complete in 2020. We have listed these, and other projects, in a second table. Subject to the overriding commitment to the eight priority projects in Table 1, we will use our best endeavours to progress the additional **twelve continuous improvement projects**, as shown in Table 2. Each of these is a project with clear public value which we wish to see progressed and across which we expect to make progress during 2020, including collaborating with other agencies where this supports achievement of the objective. However, given clear and expected resource constraints arising from our priority projects, we are not in a position to commit to their full delivery in 2020.

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
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TABLE 1 – PRIORITY PROJECTS FOR 2020

Project description	Strategic Results Area(s) impacted by this project				Planned timeframe	Principal outcomes in 2020
	SRA 1	SRA2	SRA3	SRA4		
Deliver the year one objectives of our Business Transformation Programme	✓	✓	✓	✓	2020	<ul style="list-style-type: none"> Delivery of a new registration system, within a Single Customer View, providing a technology platform that: <ol style="list-style-type: none"> facilitates our staff to work in better ways enables the organisation to continue its programme of business transformation enables our registrants and applicants to engage with the PSI in a more efficient and streamlined manner
Implement an organisational and people development programme to underpin transformation				✓	2020 & ongoing under next Corporate Strategy	<ul style="list-style-type: none"> Structured support in place that is supporting our people through the transformation programme over 2020 and 2021.
Advance reform of the Pharmacy Act	✓		✓	✓	2020 & ongoing under next	<ul style="list-style-type: none"> A review of models of regulation of pharmacy and other relevant healthcare services will be scoped

					Corporate Strategy	and conducted to inform our progress and next steps
Assess emerging risks to the continued availability of a professional pharmacy workforce within community pharmacy in Ireland	✓	✓	✓		2020 & ongoing under next Corporate Strategy	<ul style="list-style-type: none"> • Scale and extent of this emerging risk scoped • Proposals as to necessary next steps brought to PSI Council
Publish Governance & Accountability Standards for Retail Pharmacy Businesses		✓	✓		2020	<ul style="list-style-type: none"> • Standards development process completed • Standards brought to PSI Council for approval • Engagement with the community pharmacy sector in the adoption of the Standards
Develop the Future Funding Strategy for PSI				✓	2020 & ongoing under next Corporate Strategy	<ul style="list-style-type: none"> • Proposal approved by PSI Council for an agreed expenditure model, to be developed under the next Corporate Strategy, that will allow PSI to identify its core funding requirements and its future financial needs
Review the CPD Model for pharmacists	✓		✓		2020 & ongoing under next Corporate Strategy	<ul style="list-style-type: none"> • Scale and extent of the necessary review scoped • Proposals as to necessary next steps brought to PSI Council
Develop the PSI's next 3-year Corporate Strategy		✓		✓	2020	<ul style="list-style-type: none"> • A clear and comprehensive strategy developed that is created in consultation with a wide range of internal and external stakeholders.

						<ul style="list-style-type: none"> A strategy that builds on existing strategic development objectives and sets appropriate and challenging expectations for the organisation for the next strategic period
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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
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TABLE 2 – CONTINUOUS IMPROVEMENT PROJECTS FOR 2020						
Project description	Strategic Results Area(s) impacted by this project				Planned timeframe	Principal Outcomes in 2020
	SRA 1	SRA2	SRA3	SRA4		
Patient safety objective 1: Examine how PSI can contribute to reducing the overuse of benzodiazepine medicines	✓	✓			2020 & ongoing under next Corporate Strategy	<ul style="list-style-type: none"> Collaboration with national agencies and other stakeholders to develop strategies to reduce the overuse of benzodiazepine medicines
Patient safety objective 2: Assure the safe supply of medicines from pharmacies into residential care settings	✓	✓			2020	<ul style="list-style-type: none"> The regulatory requirements falling on pharmacists and pharmacies involved in this area of supply are clear Engagement with other relevant regulatory bodies to ensure the overall model of supply to people living in residential care is safe.

Redesign and update the PSI Website		✓			2020	<ul style="list-style-type: none"> • Implementation of a contemporary and flexible PSI website that supports and facilitates all PSI digital offerings. • Enhanced and increased visitor engagement with improved opportunities for awareness-raising about our role for all our customers.
Operationalise the PSI Regulatory Risk Statement			✓		2020	<ul style="list-style-type: none"> • The analysis and review processes under the Regulatory Risk Statement are implemented.
Review the Core Competency Framework for Pharmacists	✓				2020	<ul style="list-style-type: none"> • Comprehensive review of the Core Competency Framework for Pharmacists completed • Revised CCF approved by Council by Q4 2020.
EFQM – Embed the discipline and approaches underpinning Excellence throughout PSI				✓	2020	<ul style="list-style-type: none"> • Action the recommendations of our EFQM assessment report • Adopt the revised EFQM Model
Manage Brexit impacts and revise PSI’s third country qualification route	✓				2020	<ul style="list-style-type: none"> • Monitoring of the evolving Brexit situation as it pertains to extrinsic and intrinsic risk for PSI • Collaboration with national agencies and other stakeholders to develop strategies to address risks and impacts on an individual and collaborative basis • Revised and streamlined Third Country Route to Recognition fully operationalised.
Complete the review of the regulation of the retail pharmacy			✓		2020	<ul style="list-style-type: none"> • Current analysis of nature and extent of medicine supply via hospital RPBs completed.

business (RPB) element of hospital pharmacy departments						<ul style="list-style-type: none"> Report and recommendations made to PSI Council
Develop methodology to underpin how PSI will regulate for quality and safety in retail pharmacies	✓		✓		2020 & ongoing under next Corporate Strategy	<ul style="list-style-type: none"> Review conducted of relevant methodologies used by other healthcare regulators A suitable methodology for RPBs, including judgement framework and other supporting documentation developed, using a co-design approach.
Engage with the pharmacy profession around the revised Code of Conduct and professionalism	✓	✓			2020	<ul style="list-style-type: none"> A strategic communication and engagement plan will support and define our continued, pro-active engagement with PSI registrants and others in the pharmacy sector in 2020
Complete the review of the PSI Council's "Guide to Sanctioning"			✓		2020	<ul style="list-style-type: none"> Revised Guide presented to Council for approval by end Q2 2020
Fully implement PSI's HR Strategy 2018-2020			✓		2020	<ul style="list-style-type: none"> A new performance model and L&D Framework that support all our people to achieve the best of their potential in pursuit of our shared vision and mission A collaborative working environment where the employee voice is involved in all matters impacting on our staff Enhanced transparency and consistency through a full suite of revised and new policies for our staff

How we will deliver on our strategic projects for 2020

Communication and engagement play a vital part in all aspects of our work. We will continue to ensure that our work priorities and our decisions are based on 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 2020

Strategic Direction

During 2020, 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 2020

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 2020, as outlined in this Service Plan.
- 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.

The total operational expenditure for 2020 is budgeted at €8.486M. This includes expenditure on projects and other work amounting to €0.400M 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 €0.354M for the year.

Overview of 2020 Budget Main Components

1) Income (€7.732M)

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 2020, up to an amount of €0.600M.

2) Total Expenditure (€8.486M)

The projected expenditure in the 2020 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 2020.

a) Pay Budget (€3.848M)

The total pay budget for 2020 is € 3.848M. 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 expected to come on stream during 2020. Staffing levels are projected to be 55 by year-end. The budget for pay in 2020 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 (€4.637M)

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 2020 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 its Corporate Procurement Plan.

- **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 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.

- **Treasury Management**

The PSI invests its funding as per its approved Treasury 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, trending towards minus rates, 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 2020, the PSI will be entering its eighth 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. 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 building infrastructure begin to age.

Summary Budget 2020

Summary of 2020 Budget for Service Plan

	€M	€M
INCOME 2020		
Registration of Pharmacists	2.552	
Registration of Retail Pharmacy Business (RPB)	4.483	
Administration charges and other registration costs	0.098	
Bank Interest Received	0.000	
Department of Health Funding to the IIOP	0.600	
	<hr/>	
Total Income		7.732
EXPENDITURE 2020		
Pay Costs	3.848	
Operational Costs	3.249	
Irish Institute of Pharmacy (IIOP)	1.284	
Organisation-wide projects	0.105	
	<hr/>	
Total Expenditure		8.486
Operating Surplus/(Deficit)		(0.754)
Add Back Projects Funded from Reserves		0.400
		<hr/>
Adjusted Surplus/(Deficit) for the Year		(0.354)
		<hr/> <hr/>