

Service Plan

2023



“Assuring public trust in pharmacy through effective regulation”

PSI Corporate Strategy 2021 - 2023

Our mission, vision and values

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 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 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 provide evidence as to our commitment to equality and human rights in how we fulfil our role.

Our values ensure that we meet with the high standards expected of public bodies and of the public servants who work within them.



Serve the public

The safety of the public is at the heart of everything we do, and we act to ensure that safety.



Everyone Counts

We value, appreciate and respect everyone we engage with.



Work Together

We work in partnership with our colleagues and all our stakeholders.



Lead by example

We behave with integrity and objectivity. Our actions are evidence-based and timely.



Embrace Change

We are innovative and we adapt to achieve results and continuously improve.

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1. Introduction

In December of each year, in accordance with applicable legislation,¹ and in compliance with the provisions of the *Code of Practice for the Governance of State Bodies*,² the PSI Executive develops a Service Plan which, in the context of our current Corporate Strategy, sets out the work programme and priority activities for the coming year. The proposed Service Plan is considered for approval by the PSI Council in December of each year. The approved Service Plan is a public document and is published on the PSI website.

Our Service Plan for 2023 provides an overview of our strategic development agenda for the year. It details the projects that will be carried out by the PSI during 2023, together with details of the supporting budget for the year.

In 2023, we are commencing the third and final year of our Corporate Strategy 2021-2023. This strategy, which follows on from our previous strategy for 2018-2020, defines our central organisational goal to be **'Assuring public trust in pharmacy through effective regulation'**. This is the key goal by which we will assess our decisions and actions during 2023 and is a measure against which the public and our stakeholders can hold us to account as a public body.

Our strategic agenda and projects in 2023 are intended to deliver concrete results under each of the three strategic areas in our Corporate Strategy. These are:

- Advancing the Role of Pharmacy and Pharmacists in the Future Integrated Healthcare System
- Evolving a More Effective Regulatory Model for Community Pharmacies³
- Building our Capability and Performance as a Regulatory Organisation

Looking back – Progress made during year two of our 2021-2023 Corporate Strategy

We commenced 2022 facing into lockdown conditions necessitated by the COVID-19 pandemic. Throughout the year, and as we emerged from the pandemic, the PSI continued to play a full part in the ongoing public health response and supporting the HSE's national vaccination programme, in particular the services provided via the network of community pharmacies across the country. Indeed, vaccination availability, training, and management were a significant focus throughout 2022 with pharmacy involvement in ensuring both influenza and COVID-19 vaccinations and boosters were available as vital protections for the public. The PSI has continued to approve all required new vaccination training programmes

¹ Article 22 of Schedule 1 to the Pharmacy Act, 2007.

² As published by the Department of Public Expenditure and Reform (2016/2020)

³ The Pharmacy Act refers to "Retail Pharmacy Businesses". In this document, we are using the term "Community Pharmacy" to refer to all pharmacies registered with PSI that provide medicines and other pharmacy services **directly to the public**, whether at community level or via hospital pharmacy departments.

for pharmacists and to make available information to our registrants across a range of topics, including access to guidance and updates to support their practices and compliance with legislative provisions. We are cognisant of the extensive efforts of pharmacists and pharmacy teams to remain available to provide their patients and the public with appropriate care and treatment despite COVID-19 and other challenges.

As we face into 2023, we are aware of the ongoing workforce challenges being experienced within the pharmacy sector. During 2022, we established a project to deliver on our strategic commitment to examine and assess the emerging risks to the future pharmacy workforce, so that pharmacy may continue to evolve and meet public and patient needs and play a full and active role in the development of an integrated healthcare system. We are collaborating with our registrants and other key stakeholders in this work and this project will run through 2023.

Our digital transformation agenda, which commenced with the launch of the new registration portal for PSI applicants and registrants in Autumn 2021, has demonstrated its significant value to the organisation throughout 2022. It has streamlined the application process for applicants and users and has improved the processing times for applications in the system. Staff are committed to the ongoing enhancement and development of our digital offerings in the interest of efficiency for all and in line with the Government's and PSI's 'digital first' policy.

As restrictions were lifted, PSI recommenced in-person disciplinary inquiries at our offices in Dublin city centre. Assessing compliance continued through visits to pharmacies, much more of which has been in-person in 2022 than was possible over the previous two years.

We continued our engagement and collaborative activities with the Department of Health, the HSE, other health and social care regulators, Schools of Pharmacy, representative bodies and others throughout 2022 to support the healthcare system, in line with our regulatory role and functions. We appreciate the input and feedback we receive across the range of our regulatory work, such as in the redevelopment of the Core Competency Framework for pharmacists and across our compliance activities.

Our role in the public interest is extensive. This Service Plan reaffirms PSI's purpose and commitment to deliver on our strategic objectives for the third and final year of the Corporate Strategy 2021-2023.

Implementation and oversight

The PSI's Executive Leadership Team develops detailed implementation and project plans for the work outlined in our Service Plan and keeps the delivery of the Service Plan under regular review. Progress towards achieving the objectives in the three-year Corporate Strategy and against this annual Service Plan are reported at the regular meetings of the PSI

Council and of its Advisory Committees.⁴ Recognising that risk is a constant in today's world, and a critical governance concern, the PSI's Executive Leadership Team also ensures that the organisation is responsive to risk by reviewing and appropriately managing our organisational risks and, via the PSI Audit and Risk Committee, providing ongoing assurance to the Council in this regard.

Implementation of the Corporate Strategy 2021-2023

In 2023, PSI will continue its organisational development and business transformation journey. We will also renew our focus on strategic human resources management and ensure we build our organisation infrastructure in critical functions. Critical to the success of the strategy is that sufficient resources and support are maintained over the lifetime of the strategy. The PSI Council undertook a mid-term review of the current Corporate Strategy in 2022 and determined that it remained relevant to current health system needs.

Our commitment to quality development through embedding the European Foundation for Quality Management (EFQM) Model in our ways of working will continue throughout 2023. Having been independently assessed with reference to the EFQM criteria in 2019, at which time we received our four-star recognition, work will continue for our next submission for accreditation in 2023. We strive to continuously improve by inculcating a culture of excellence, creating opportunities for creativity and innovation and improving results.

Communication and engagement play a vital part in all aspects of our work. We recognise the need to assess and evolve our consultation and engagement processes to ensure that our work priorities and our decisions are based on consultation with PSI registrants, pharmacy students, higher education institutions, patients, the healthcare sector, and the general public. In 2023, through the ongoing implementation of our Communications Strategy 2021-2023 and the launch of a new website, 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.

As part of our goal of *assuring trust in pharmacy through effective regulation*, we will 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.

Promoting legislative reform to enable improved regulatory models is a key concern of the PSI Council under its Corporate Strategy 2021-2023. Significant effort will continue to be invested during 2023 in making progress on this objective and in dialogue with the Department of Health. As with all regulators, there is a stewardship responsibility on PSI to

⁴ The Performance & Resources Committee and the Regulatory & Professional Policy Committee.

ensure that our grounding legislation remains relevant to current circumstances and fit for purpose. It is essential that the legislation responds to emerging and evolving pharmacy service delivery models, underpins an effective regulatory model for community pharmacies, supports a risk-based model of regulation, and promotes a strong culture of safety and learning in community pharmacies. We look forward to ongoing positive engagement with the Department of Health on this important agenda during 2023.

We acknowledge the exceptional dedication of pharmacists, and wider pharmacy teams during 2022 and their essential role in delivering healthcare in Ireland. We look forward to working with our registrants in 2023 in achieving the strategic objectives outlined in the Corporate Strategy 2021-2023 in our shared patient safety and public protection endeavours.

Dr Lorraine Horgan
Interim Registrar & Chief Officer
December 2022

2. Planned activities and priorities for 2023

This 2023 Service Plan should be read in conjunction with the PSI [Corporate Strategy 2021-2023](#), which provides the broader context for our programme of strategic change and ongoing development.







This plan contains an overview of our priorities for 2023, including:

- a. **our ongoing regulatory work**
- b. **our policy priority initiatives, and**
- c. **our strategic development projects.**

a. Our ongoing regulatory work

As well as pursuing a clear strategic agenda and envisioning new projects and fresh ways of working, the PSI must, ensure that we 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 a clear responsibility on the PSI to regulate the pharmacy profession and community pharmacies in the interests of patient safety. Critical to our work, and central to our mission, are our ongoing areas of regulatory activity which we will continue to deliver to a high standard during 2023.

During 2023, we will continue to:

-  operate fair, transparent, and efficient registration procedures for all registrants (pharmacists, pharmaceutical assistants, and retail pharmacies), and maintain the statutory registers,
-  evaluate, for accreditation purposes, programmes of education leading to qualifications appropriate for practice as a pharmacist in Ireland
-  oversee the effective implementation of the mandatory system of continuing professional development (CPD) for pharmacists,
-  promote and support professional practice by pharmacists and share information for the benefit of patients and the wider health system,
-  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,
-  assure the public of the quality and safety of community pharmacy services through ongoing programmes of quality assessment and oversight of compliance with essential safety requirements,

undertake investigations into matters of serious concern regarding the actions of pharmacists and/or pharmacies and initiate enforcement actions, including



prosecutions, where appropriate,



manage the professional complaints process in accordance with the law, natural justice, fair procedures, and the requirement for accountability on the part of the profession,



contribute to the ongoing review of new and existing pharmacy/medicines legislation and contribute to public policy developments 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 the PSI acts in accordance with good practice in the management and governance of public bodies, and



operate prudent financial management practices and continue to steward all PSI resources to maximise the resources available to deliver on PSI's statutory functions.

Ongoing regulatory work programmes in 2023

In particular, our ongoing regulatory work in 2023 will feature the following broad work programmes:

Activity	Outputs
A. Development of PSI's next Corporate Strategy	<ul style="list-style-type: none"> Strategy approved by Council by year-end with a clear focus on the PSI's development and future direction
B. Operationalise the revised Third Country Qualification Recognition (TCQR) route process leading to registration as a pharmacist	<ul style="list-style-type: none"> Revised route commenced by end Q2
C. Implement the revised Core Competency Framework (CCF) for pharmacists	<ul style="list-style-type: none"> Roadmap in place for implementation of the revised CCF by end Q1 Engagement throughout the year with key stakeholders impacted by revised CCF, including registrants, Schools of Pharmacy (incorporating APPEL), the Irish Institute of Pharmacy (IIOP)
D. Revise the Accreditation Standards for CPD Programmes and Courses for Pharmacists and commence the revision of the MPharm Accreditation Standards	<ul style="list-style-type: none"> Accreditation Standards for CPD Programmes and Courses for Pharmacists reviewed and approved by Council by Q4

	<ul style="list-style-type: none"> Project plan in place for MPharm Accreditation Standards review and inputs identified by Q4
E. Advance our actions to contribute to Ireland's second National Action Plan on Antimicrobial Resistance 2021-2025 (known as iNAP2) to address antimicrobial resistance (AMR) and help advance Ireland's response to AMR by improving awareness and knowledge of AMR amongst the pharmacy profession, including pharmacy students, to ensure that it is an integral part of the delivery of pharmacy services	<ul style="list-style-type: none"> Participation of pharmacists in continuing professional development (CPD) and education on AMR, infection prevention and control (IPC) and antimicrobial stewardship (AMS) encouraged by the promotion of resources and increased awareness of the importance of these areas for practice. Accreditation standards review (see D. above) and relevant guidance documents for RPBs to be reviewed in 2023 will be informed by HSE's Antimicrobial stewardship: Guidance for all healthcare settings
F. Operationalise our regulatory risk statement as a key tool in managing incoming information, intelligence, and strategic learning to help identify, and respond to risks to patient safety and/or serious concerns as to the quality of community pharmacy services	<ul style="list-style-type: none"> New risk reporting mechanisms developed and operating by year-end Continued development of the joined-up approach to identifying and addressing regulatory risk

Our regulatory activities will include the following outputs:

Regulatory activity	Task	Additional information	KPI*
Registration (individuals)	First-time registration of pharmacists	National route	160
		EU route	85
		Non-EU (including UK)	183
	Continued registration	Pharmacists	7060
		Pharmaceutical Assistants	229
	Processing of cancellations		140
	Processing of applications to restore to register		34

	Processing of applications for Certificates of Current Professional Status	Pharmacists	60
Registration (pharmacies)	First-time registration of pharmacies	New openings	20
		Relocations	7
		Transfers of ownership	60
	Continued registration		1985
	Processing of cancellations		20
	Processing of nominations of superintendent pharmacists and supervising pharmacists		500
Internet Supply List	Processing of applications for the Internet Supply List	Registered pharmacies	200
		Other entities	180
Oversight of CPD engagement by pharmacists	E-Portfolio review	Pharmacists to be selected to submit an extract from their ePortfolio to the Irish Institute of Pharmacy (IIOF) for review	1400
	Practice review (limited to patient-facing pharmacists)	Pharmacists to be invited to participate in Practice Review events in April and October run by the IIOF	140
Customer Relations	Respond to pharmacy practice queries		350
Pharmacy inspection, quality assessment and investigations	Inspections	Onsite (themed, risk-based, etc.)	160
		Registration-related Virtual	20
	Investigations	Will be commenced	7
		Will be concluded	7
Management of concerns ^[1]	Receipt and review of concerns	100	

^[1] Expressions of concern arise where a person does not wish to make a formal complaint but wants to bring something to the attention of the PSI

Fitness to practise	Processing and management of formal complaints process	Receipt of new complaints	50
		Review and progress of complaints in train	100
		Fitness to practise inquiries to be held	14

*Figures are based on an illustrative sample calculation

b. Expected policy context in 2023

As a public health regulator, we operate within the broader health policy context. In planning for 2023, we are also very aware of these key aspects of our current operating environment to which we will input, participate or respond as required:

- The priorities and actions outlined in the Sláintecare Implementation Strategy and Action Plan 2021-2023. Key elements of the plan where PSI may play a role are:
 - The eHealth Programme, which is a critical enabler of the Sláintecare Reform Programmes, and ePharmacy which has been identified as a key element that will support better healthcare integration.
 - Opportunities for innovation arising from the shift of care to the community; and,
 - Streamlining of care pathways from prevention to discharge. Pathways that are agreed between GPs, primary/community care providers, community specialist teams and hospital-based specialists can provide better links across these care settings and will ensure that resources are used to provide the best care for patients and that services are provided in a more timely way.
- The post-pandemic world and the need to adapt to new ways of working.
- The ongoing need to engage with initiatives sponsored by Government, other public bodies, and our other stakeholders, where these are appropriate to our role as the public interest regulator of pharmacists and pharmacies.

c. Our strategic development projects for 2023

We are committed to advancing a number of strategic development projects during 2023. Many of these will build upon work commenced in previous years.

These projects for 2023 are organised under the three key strands of our Corporate Strategy.

Strategic Objective 1: Advancing the Role of Pharmacy and Pharmacists in the Future Integrated Healthcare System

Corporate Strategy Actions	2023 Activities	Outputs
1.1 Review our model of CPD to ensure it supports future pharmacist practice in all settings, that it is agile, adaptive and sustainable, and that it delivers value for money.	<p>Two models in development:</p> <p>1) The review of the model for pharmacists will be concluded with an implementation plan developed and agreed to advance outcomes of the review. Revised rules to underpin any changes to the CPD model to be developed.</p> <p>2) A CPD model for pharmaceutical assistants will be developed and agreed. Rules to underpin this new model to be developed.</p>	<p>1) Pharmacist CPD model review concluded by end Q2 with report and recommendations on future CPD model presented to PSI Council Revised CPD rules developed by Q4 Plan developed regarding how to procure services of a suitable provider to operationalise future model by Q4</p> <p>2) Recommendations on proposed CPD model for pharmaceutical assistants presented to Council by end Q2 Agreement on roadmap for implementation of new model in Q3 Dedicated CPD rules developed by Q4 Process developed to procure services of a suitable provider procured, if required, to operationalise the agreed model by end Q4</p>
1.2 Take steps to identify and mitigate risks to the continued availability of the professional pharmacist workforce,	1) Conclude the research to inform development of a workforce intelligence report, purpose of which is	<ul style="list-style-type: none"> • Workforce Intelligence Report agreed by Council by end Q2 • Presentation of the report to the Minister for Health in Q3

<p>particularly within the community pharmacy sector.</p>	<p>to provide clarity on the baseline view of the pharmacist workforce, and an understanding of the future likely challenges and health system opportunities in sustaining the future workforce</p> <p>2) Progress the recommendations that come from the Workforce Intelligence Report that are within the PSI’s remit.</p> <p>3) Engage with other stakeholders on advancing the recommendations.</p>	<ul style="list-style-type: none"> • Implementation plan in place end Q3 on agreed actions identified for PSI to address future workforce challenges • Template workforce survey developed that will be adapted and administered annually by end Q3
<p>1.3 Research and design a rolling patient experience programme to ensure we hear patient voices and understand key patient needs so that the PSI can help improve the quality and safety of pharmacy services provided to patients in Ireland.</p>	<p>1) Commence the review and engagement process that will help inform PSI on the most appropriate and effective approach to designing a patient experience programme, whereby the experiences of the patient can be monitored, analysed, and those insights used to inform improvements to the quality and safety of pharmacy services in Ireland.</p> <p>2) Inform the design taking into consideration the priority data required by PSI to inform our work, and how we will best utilise patient experience insights in the public interest.</p>	<ul style="list-style-type: none"> • Report of review and targeted engagement on what patient experience would look like end Q3 • Patient experience programme roadmap developed: Q4 • Plan by year-end for full Patient Experience Programme to commence in 2024 and as part of PSI’s next strategy
<p>1.4 Engage with the Department of Health on Sláintecare implementation with a focus on actions to facilitate evidence-based practice by pharmacists and</p>	<p>1) Development of a stakeholder engagement plan for 2023 to support progression of strategic actions.</p>	

advanced practice, where this is required by patient need and public policy.	<ol style="list-style-type: none"> 2) Support Department of Health policy proposals with focused research and evidence-based regulatory frameworks to advance national health policy planning 3) Continue our engagement with the HSE-led Community Pharmacy Planning Forum and member stakeholders. 	<ul style="list-style-type: none"> • Quarterly reporting on engagements undertaken and outcomes/actions • Evidence-based regulatory framework proposals developed as required
1.5 Work with the HSE to ensure that pharmacy at community level is integrated into the work on developing community healthcare networks.		
1.6 Collaborate with pharmacists, pharmacies and other stakeholders on patient safety and quality initiatives, including ensuring positive work environments for pharmacists	<ol style="list-style-type: none"> 1) Advance consideration and consultation on any necessary legislative changes for proposed revisions to support our regulatory approach. 2) Provide clarity to the pharmacy sector on the legislative interpretation of 'wholetime charge' with respect to requirements on supervising pharmacists. 3) Development of guidelines on acceptable delineation in Retail Pharmacy Businesses (RPBs) to isolate medicines from other non-clinical services in pharmacies e.g. shuttering systems. 	<ul style="list-style-type: none"> • Quarterly update on engagement activity • Guidance on 'wholetime charge' for supervising pharmacists issued in Q1 • Guidelines on delineation in RPBs approved by Council in Q2

In relation to the action in the Corporate Strategy to 'Stand ready to engage with any feasible and sustainable initiative to develop a professional and independent leadership framework or body for Ireland's pharmacy profession.', PSI is available to engage as and when required with parties wishing to present a proposal or feasibility study on the development of any such independent professional leadership framework or body for Ireland's pharmacy profession.

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

Corporate Strategy Actions	2023 Activities	Outputs
2.1 Develop a standards-based regulatory model for community pharmacies that, subject to Department of Health agreement, will be supported by revised and updated Retail Pharmacy Regulations and/or amendments to the Pharmacy Act, 2007.	<ol style="list-style-type: none"> 1) Ongoing engagement with the Department of Health on incorporating a standards-based approach into PSI's regulatory approaches, which will enhance the range of regulatory options available to PSI. 2) Establishment of a standards-based regulatory framework 3) Engagement with registrants and wider stakeholders on standards development. 	<ul style="list-style-type: none"> • Standards-based regulatory framework approved by Council by year-end • Programme of engagement with stakeholders undertaken
2.2 Further develop regulatory standards to support those in key governance roles across the community pharmacy sector (owners, superintendent pharmacists and supervising pharmacists) to deliver safe and reliable services, particularly during the COVID-19 pandemic.	The establishment of a standards-based regulatory framework (2.1) will support this action. Further actions will be dependent on the outputs of the framework and engagement with wider stakeholders.	Activities under 2.1 above will inform the developments required under actions 2.2 and 2.3, and these will be taken forward into the next corporate strategy and the plan for 2024
2.3 Develop new ways to report to stakeholders on the learnings and data gathered through our regulatory work in pharmacies and inform the public as to how pharmacies are performing against the PSI standards.	This strategic action is connected to the establishment of an agreed standards-based regulatory framework and will be dependent on the outputs of the framework and engagement with wider stakeholders.	
2.4 Propose a prioritised programme of reform of the current Pharmacy Act	<ol style="list-style-type: none"> 1) Continued discussions with the Department of Health (DOH) on areas for reform 	<ul style="list-style-type: none"> • Project approach with the Department of Health agreed and developed by end Q1

to the Department of Health and work on its progression over the life of this Strategy.	<p>identified in the PSI Position Paper on the Need for Reform of the Pharmacy Act submitted in June 2022</p> <p>2) Prioritised areas for evidence reviews to be progressed and reported on to Council and the DOH.</p>	<ul style="list-style-type: none"> • In-depth evidence review(s) commissioned on agreed prioritised areas by end Q2 • Outputs from the evidence review stage will inform the development of evidence-based policy proposals for reforming the current Pharmacy Act – progress report on this stage by year-end to Council
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In relation to the action in the Corporate Strategy to ‘Engage with other regulators on developing a community of practice for regulators in Ireland.’, of note is that PSI is already an active participant in the Forum of Health and Social Care Regulators that was established by the Department of Health and is currently chaired by CORU. The community of practice learning initiative would be led by a number of regulators and a formal structure would be established. PSI would be involved in discussions on any such structure.

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

Corporate Strategy Actions	2023 Activities	Outputs
3.1 Complete our current programme of business transformation.	<ol style="list-style-type: none"> 1) Work will continue towards completing the next phase of the registration system and development of the complaints and concerns digital management phase by the end of 2023. 2) Progress to be made on the requirements gathering for the quality assessment/inspection module of the PSI’s platform. 3) Ongoing development of greater data analysis and insight derived from new platform’s analytics capabilities. 	<ul style="list-style-type: none"> • Next registration system phase delivered in Q1. • Concerns and complaints phase delivered by end Q3. • Requirements gathered for quality assessment and inspection phase by Q2.
3.2 Utilise our new digital systems to support our regulatory purpose and mission.	<ol style="list-style-type: none"> 1) Develop the new ICT strategy for consideration by Council 2) Evaluate the efficiencies and benefits realisation from 	<ul style="list-style-type: none"> • ICT Strategy approved by Council by end Q2 to underpin the next corporate strategy

	earlier phases of the digital transformation project	<ul style="list-style-type: none"> • Evaluation of the first phase of digital transformation conducted by year-end
3.3 Implement revised organisation and management structures to support the achievement of our strategic goals.	<ol style="list-style-type: none"> 1) Implement the people supports contained in the HR Strategy to deliver on the Organisation Development Project 2) Work with the Department of Health to progress the sanction of all new posts contained in the new operating model to ensure its effective implementation 3) Advance the blended model of operating and new ways of working. 	<ul style="list-style-type: none"> • Roll-out of manager learning and development (L&D) programme and supports by end Q2. • L&D plan for all grades in place by Q3 • Recruitment campaigns ongoing to fill open positions and the new posts submitted to the Department of Health for sanction. • Blended model implementation plan in place and ongoing monitoring with regular feedback sought from staff.
3.4 Complete our strategic financing review.	<ol style="list-style-type: none"> 1) Commission a review of the infrastructure of the building to determine the lifecycle of plant and machinery and to include a consideration of how to ensure building optimisation under the new blended working model and the most efficient use of resources with the aim of reducing energy costs. 2) Determine core funding required to run the organisation 3) Finalise detailed cash flow to underpin new strategy development 	<ul style="list-style-type: none"> • Infrastructure and building optimisation review completed by end Q2 • Strategic Financing Review report updated to include core funding requirements by year-end • Detailed cash flow developed for Q3 • Next steps for consideration by Council in Q4
3.5 Invest in our website and social media communication channels.	<ol style="list-style-type: none"> 1) Develop new website 2) Continued development of all our social media channels to supplement PSI communications. 	<ul style="list-style-type: none"> • New PSI website developed and launched in Q3 • Quarterly reports on social media analytics

3.6 Take actions to be a workplace of choice.	<ol style="list-style-type: none"> 1) New HR information system (HRIS) to be rolled-out to all staff 2) Ongoing implementation of HR Strategy 2021-2023 (learning and development pathways, knowledge management, Wellbeing Strategy) 3) Progress initiatives relating to equality, diversity and inclusion (EDI) from a staff perspective 	<ul style="list-style-type: none"> • Go-live of new HRIS in Q1 • L&D framework rolled out in Q3. • Staff Wellbeing Strategy rolled out in Q2 • Recommendations from PSI's EDI Working Group implemented by Q3
3.7 Maintain our current 4-star recognition with the European Foundation for Quality Management (EFQM)	<ol style="list-style-type: none"> 1) Work with staff to further embed the EFQM model within the PSI and into our ways of working. 2) Develop submission to be made to EFQM to maintain EFQM recognition before the end of 2023 	<ul style="list-style-type: none"> • Regular and ongoing engagement with staff via various fora regarding EFQM model implementation • Submission drafted and submitted to EFQM in Q4
3.8 Ensure we continue to be a safe and caring employer, particularly, in the context of COVID-19.	Combined with 3.3 and 3.6 above and full delivery of the HR Strategy and development and implementation of a Wellbeing Strategy will address this objective.	

Our Communication and Stakeholder Engagement

Underpinning our strategy is our commitment to communicate widely and to work extensively with others. This is a necessary and fundamental part of our role, which requires extensive work and partnership with others in health, regulation, and those who provide and receive pharmacy services. This engagement is central to the PSI's remit in providing opportunities to learn from others and to inform our work.

We recognise that the following strategic actions will require and involve focused engagement and partnership activity during 2023 and we believe it is important to name these as we seek to advance the role of pharmacy and pharmacists in the future integrated healthcare system (strategic objective 1) and in evolving a more effective regulatory model for community pharmacies (strategic objective 2).

Corporate Strategy Actions

Strategic Objective 1: Advancing the Role of Pharmacy and Pharmacists in the Future Integrated Healthcare System

- Engage and collaborate with the Department of Health on other policy developments relating to pharmacy, such as the national response to COVID-19, national patient safety strategies, national policy on anti-microbial resistance and the forthcoming strategic review of the current community pharmacy contract.
- Work to identify and respond to new risks and challenges for pharmacists as emerging service delivery models bring about potential new pharmacy services using new technologies.

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

- Recognising the importance of supporting a strong culture of safety and learning across the community pharmacy sector, work with stakeholders to ensure a clear focus on the role of incident management, quality audit and inter-professional communication in providing safe and reliable services to patients.
- Promote positive understanding among pharmacists of the Code of Conduct and work to ensure that pharmacists adopt the essential principles set out in the Code in their routine practice

To respond to and address these strategic communication and engagement actions, the following activities and outputs are envisaged:

- Development of a stakeholder engagement plan for 2023 to support the progression of strategic actions.
- Partner and collaborate with other regulatory and public authorities to plan, prepare, and implement legislative and policy changes.

- Outreach and awareness-raising activities will be held to support registrants and to ensure clarity about roles and responsibilities, including matters relating to the Code of Conduct.
- Continue our engagement with the HSE-led Community Pharmacy Planning Forum and member stakeholders.
- Partner and collaborate with our registrants to inform and promote our work, promote patient safety initiatives and any necessary practice changes.

3. Expected financial position and summary budget 2023

Funding direction

During 2023, 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 implement the objectives of the Corporate Strategy 2021-2023 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 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.

The 2023 budget has been drafted with a view to meeting, to the optimum level, the statutory obligations of the PSI within the constraints of resources available. In summary, the income budget for 2023 is **€8.310m** and the total proposed expenditure budget for 2023 is **€9.403m** of which it is proposed that **€693k** is eligible to be funded from the reserves, thereby projecting a deficit arising from operating activities of **€400k**.

Overview of principal components of 2023 budget

The following sections set out a brief description of the activities covered in the 2023 budget.

- **Income**

The total income from registration fees and other related fees is expected to be €7.650m, an increase of €225k above the 2022 budget.

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 2023, up to an annual amount of €600k.

- **Expenditure**

The projected expenditure in the 2023 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 2023.

- Pay budget (€4.537m)

The total pay budget for 2023 is €4.537m, an increase of €0.176m or 4% on the 2022 budget. This increase of 4% in payroll, year-on-year, is a result of the new public sector pay agreement for the period 2021–2022 – Building Momentum – and the associated public sector pay restoration implications, which are to be awarded to all public service staff, including PSI staff, in March (2%) and October (1.5%) 2023. The full-year implications of other adjustments applied in 2022, a 4% increase in February 2022 and a 1% increase in October 2022 are also contributing to the increase in the pay budget. The staffing and pay levels are in line with public sector pay policy and include the workforce matters approved by Council in 2021. The total pay budget also reflects the phased hiring of staff as approved in the Target Operating Model (TOM) adopted in July 2021 and the costs associated with temporary staff, pending the approval and recruitment of the above staff. It is the intention that the PSI will have the full complement of employees in post by the end of 2023.

- Non-pay budget (€4.866m)

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 required to run the organisation's operations and agreed development projects to be funded from the reserves.

Management of the 2023 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, wherever possible. 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 in PSI is responsible for managing their own budget. The Finance and Support Services Team will issue regular reports to the Heads of Business Areas and Team Managers. Quarterly 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, which will also be reviewed by the Performance and Resources Committee and 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 arise. PSI funds are currently invested with Ulster Bank, AIB Bank, Bank of Ireland, and the National Treasury Management Agency (NTMA). Following the announcement of the withdrawal of Ulster Bank from the Irish market, we expect to have completed the transition and close our account in early 2023. In the Irish deposit market, there is a return to positive interest rates and we will endeavour to maintain the value of the PSI reserves as far as possible, and as per the PSI Treasury Management Policy.

- Property/facilities management

In 2023, the PSI will enter its eleventh year of residency in PSI House. The premises continues to provide efficiency of resources with the ability to hold all meetings, fitness to practise inquiries, and events in-house, as well as the potential to make modern meeting facilities available to other regulators and stakeholders. In 2023 we will undertake a building optimisation exercise, to ensure the efficient use of our resources with the aim of reducing energy usage and obtaining cost savings due to ongoing energy price increases.

The PSI 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. Options regarding this aspect of PSI House are being examined as part of the Strategic Financing Review. A PSI House life-cycle review will examine the life-cycle costs of PSI House and make recommendations regarding future costs.

Summary budget 2023

	€M	€M
Income 2023		
Registration of Pharmacists	2.985	
Registration of Retail Pharmacy Business (RPB)	4.504	
Administration charges and other registration costs	0.161	
Bank interest receivable	0.060	
Department of Health funding to the Irish Institute of Pharmacy (IIOP)	0.600	
Total Income		8.310
Expenditure 2021		
Pay costs	4.537	
Operational costs	3.377	
IIOP	1.230	
Organisation-wide projects	0.259	
Total expenditure		9.403
Operating Surplus/(Deficit)		(1.093)
Add back projects funded from Reserves		0.693
Adjusted Surplus/(Deficit) for the year		(0.400)