

# Strategic Plan

2019 and Beyond

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 pharmacycouncil

Te Pou Whakamana Kaimatū o Aotearoa

# From the Chair and Chief Executive

## Tēnā koutou

Council is pleased to present its refreshed Strategic Plan (the Plan). The Plan is critical to guiding and directing all of Council's work today and into the future. We are passionate and committed to ensuring we play our regulatory role effectively and efficiently. This Plan provides clarity to what we believe a successful regulator of a profession delivering pharmacy services, and what we will continue to do to ensure our success.

We have an existing five-year strategic plan that has now served its purpose. Our refreshed Plan is effective from July 2019 and is not limited by a time horizon of five years. It is a Plan that we believe will guide and direct our regulatory work programme, as the environment the profession operates in continues to grow and adapt to help ensure better health outcomes for all New Zealanders.

Our Vision and Mission reflect our statutory purpose as articulated within the Health Practitioners Competence Assurance Act 2003, that we are tasked to administer. You will see that we have set two objectives to meet these:

- Minimise risk of harm to public from pharmacist practice
- Maximise pharmacists' competence and fitness to practise.

The work programme of the Council is then guided by the strategies which state how we will deliver the two objectives. The strategies essentially require us to: understand what is happening from a risk of harm and competency perspective; develop and maintain proactive regulatory tools; develop and maintain the reactive regulatory tools; and, sustain our capacity and capability to be a successful regulator.

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As you will appreciate the Plan forms part of a suite of planning and monitoring activities to guide and direct Council. On an annual basis, Council will detail the deliverables and the level of performance we can be measured against to meet the strategic objectives set in the Plan. The Annual Financial Report will then provide the monitoring of how we have performed against the annual business measures and how we are tracking in terms of the longer-term Plan.

We are confident that our refreshed Plan will enhance our ability to do our part in protecting the public, as pharmacists continue to help achieve better health outcomes for New Zealanders.

*“Mā whero, mā pango, ka oti ai te mahi.”*

Different people, working together, can combine their efforts to achieve a common goal.

**Ngā mihi**

**Jeff Harrison and Michael Pead**

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## Our Vision

Through skilled and safe practice, pharmacists contribute to better health outcomes for New Zealanders.

## Our Mission

To protect the health and safety of members of the public through mechanisms that ensure pharmacists are competent and fit to practise in their profession.

## Our Values

### Tikanga

Correct processes

### Rangatiratanga

Leadership

### Whaioranga

Pursuit of wellbeing

### Ōritetanga

Equity in partnership

## Context of the Pharmacy Council's Strategy

**The Pharmacy Council regulates the profession of pharmacy in New Zealand in accordance with the Health Practitioners Competence Assurance Act 2003. It sets scopes of practice, qualifications and professional standards, and manages registration, recertification, notifications and complaints.**

The Pharmacy Council assures public wellbeing through safe pharmacist practice by applying regulatory tools to ensure pharmacists' fitness and competence to practise, and responds proportionately when pharmacists do not comply with the expected professional standards. We will work in partnership with the profession to ensure that we safeguard pharmacists' practice whilst professionalism prospers.

Pharmacists work within a wider health sector with increasing demands on resources arising from financial pressures, population changes and public health challenges. New Zealand is adopting healthcare models that optimise and integrate the contribution of all health professionals and make best use of technological advances. Pharmacy practice is therefore evolving beyond core dispensing services, elevating the profession's medicines expertise, pharmaceutical knowledge and consultation skills to optimise treatment outcomes for patients<sup>1</sup>.

The Pharmacy Council will prioritise identifying and understanding the risks of harm<sup>2</sup> to patients from current and emergent practice and ensure that pharmacists maintain their competence to care for patients effectively. We will be guided by best-practice regulatory principles to understand problems, quantify risks, determine the type of solution required and, where necessary, apply regulation that is proportionate to the risks.

**See the UK Professional Standards Authority Right-touch regulation principles here.**

See **Appendix 1** for Context of the Pharmacy Council's Strategy in greater detail.

### What do consumers want?

- A health system that is simple to navigate, accessible, affordable and 'joined up';
- Increased access to digital health initiatives;
- Continuity of their care and collaboration between health care providers;
- AND SAFE!!!



<sup>1</sup> Patient refers to anyone accessing a health service.

<sup>2</sup> Including harm that may result from inequity of service.

# Objectives and Strategies



## Strategic Objective 1: (SO1)

### FOCUS: THE PUBLIC

Minimise risk of harm to public from pharmacist practice.

**SUCCESS:** The regulator minimises risk to the public when:

- » Standards of professional practice are maintained at a high level.
- » Pharmacists are registered in scopes of practice that reflect clearly defined levels of risk.
- » Regulation is responsive to changes in risk from pharmacist practice as part of the wider health system.
- » The regulator is responsive to indications and notifications.



## UNDERSTANDING

### Strategy 1 (S1.1)

Council will develop and maintain a comprehensive understanding of the work of pharmacists in relation to its impact on patients to identify and quantify risks of harm.

#### Measures:

- » Risks are identified and quantified within different types of practice.
- » A comprehensive risk vs competence model is developed and kept current for an evolving profession.

### Strategy 1 (S1.2)

Council will develop and maintain a comprehensive understanding of the work of pharmacists in relation to its impact on patients to update competencies required for effective practice.

#### Measures:

- » Identifying competencies that have the greatest likelihood of improving patient health outcomes.
- » A comprehensive risk vs competence model is developed and kept current for an evolving profession.



## Strategic Objective 2: (SO2)

### FOCUS: THE PHARMACIST

Maximise pharmacists' competence and fitness to practise.

**SUCCESS:** Pharmacists are competent and fit to practise and able to make the greatest contribution to health outcomes when regulation ensures they:

- » Undertake education programmes that prepare them to practise in a range of settings and roles.
- » Maintain competence in the context of their own practice (including changing models of care).
- » Demonstrate professionalism and ethical practice (including cultural competency).



## PROACTIVE REGULATORY TOOLS

### Strategy 2 (S2.1)

Council will apply regulatory tools proactively to mitigate identified risks of harm.

#### Measure:

- » Competence standards, scopes, codes of practice and Council guidelines remain appropriate for current and emerging practice.

### Strategy 2 (S2.2)

Council will apply regulation proactively to strengthen pharmacist competencies.

#### Measure:

- » Education programmes, registration pathways and recertification requirements provide assurance that pharmacists are competent and fit to practise at registration and throughout their careers.

## REACTIVE REGULATORY TOOLS

### Strategy 3 (S3.1)

Council will deliver an appropriate regulatory response to notifications about pharmacists that present risk to the public.

#### Measure:

- » Complaints and compliance processes that prioritise public safety, are timely and support public trust in the profession.

### Strategy 3 (S3.2)

Council will deliver an appropriate regulatory response to notifications of pharmacist competence and fitness to practise at the expected professional standard.

#### Measure:

- » Council identifies a pathway for pharmacists to return to the expected standard of practice where possible.

## Strategy 4 (S4.0) Organisational

Council will ensure it is effective and efficient, with the skills and capability to meet its regulatory obligations.

#### Measures:

- » Council operates to best-practice standards of governance.
- » Council resources are deployed efficiently and effectively.
- » Risk is managed appropriately.
- » Business process capability is enhanced.
- » Organisational self-review is conducted and a quality improvement cycle implemented.
- » High calibre employees are attracted and retained.
- » Pharmacists and other stakeholders engage positively in the work of Council as a result of effective engagement activities.



## Context of the Pharmacy Council's Strategy

### Why and how is the Pharmacy Council formed – what is our role?

The Pharmacy Council is the health practitioner regulator of pharmacists in New Zealand. We were formed in accordance with the Health Practitioners Competence Assurance Act 2003 (the Act). The Act states our purpose is to “protect the health and safety of members of the public by providing for mechanisms to ensure that health practitioners are competent and fit to practise their professions” (section 3(1) of the Act).

The functions the Pharmacy Council is expected to undertake in respect to pharmacists include:

1. Prescribe qualifications
2. Authorise the registration of health practitioners
3. Consider applications for annual practising certificates
4. Review and promote the competence of health practitioners
5. Recognise, accredit, and set programmes to ensure the ongoing competence of health practitioners
6. Receive and act on information from any person (including health practitioners, employers, and the Health and Disability Commissioner) about the competence of health practitioners
7. Notify employers, the Accident Compensation Corporation, the Director-General of Health, and the Health and Disability Commissioner that the practice of a health practitioner may pose a risk of harm<sup>1</sup> to the public
8. Consider the cases of health practitioners who may be unable to perform the functions required for the practice of the profession
9. Set standards of clinical competence, cultural competence, and ethical conduct to be observed by health practitioners of the profession
10. Liaise with other authorities appointed under the Act about matters of common interest
11. Promote and facilitate inter-disciplinary collaboration and co-operation in the delivery of health services
12. Promote education and training in the profession
13. Promote public awareness of the responsibilities of the Council
14. Exercise and perform any other functions, powers, and duties that are conferred or imposed on it by or under this Act or any other enactment.

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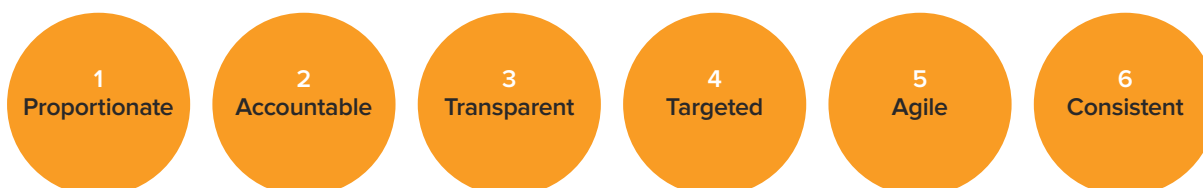
<sup>1</sup> Including harm that may result from inequity of service.

## Council's safety role is broad – what principles clarify Council's role?

As the health practitioner regulator of the pharmacist the Pharmacy Council must constantly adapt to ensure its regulation is fit for purpose.

We apply the following principles to help guide Council's role:

- Patient<sup>2</sup> and/or public safety. What is the source of impact and likelihood of patient harm?  
The Pharmacy Council exists first and foremost for the public.
- Regulating health professionals. The assumption is that, as professionals, pharmacists have the capability to assess and determine the level of risk of their practice, and maintain or enhance their competence in order to protect the public from harm.
- The Pharmacy Council provides its assurance to the public through working closely with the profession.
- Regulation will only be applied as a “last resort” (i.e. if guidance and support is existing within the profession that is sufficiently protecting the safety of the public, regulation may not be necessary). Regulation will be proactive and enabling.
- Enables and supports safe innovation initiated by the profession. It reviews and participates in service design from the perspective of patient safety.
- Regulation will be developed in partnership with the profession but the Pharmacy Council will exercise its authority to apply the necessary regulatory measures if consensus cannot be reached with the profession.
- Applies the six right touch regulatory principles in developing any regulatory approach. These are:



<sup>2</sup> Patient refers to anyone accessing a health service.



## Health Sector Changing

The health sector of New Zealand (and internationally) is on a significant path of change as the public and consumers place different and greater demand pressures on health services. The changes in demand and the drive for greater efficiency as a result of limited resources, is providing opportunities for process enhancement, and growing practitioners' roles and responsibilities. Technology throughout healthcare processes is also having a significant impact on the quality of service provision and is perhaps escalating the demands of consumers with greater health literacy.



### Core skills of pharmacists in a changing environment

As the health sector changes and pharmacists' role in it grows, the pharmacists' core skills will be even more critical.

*"Pharmacists' knowledge of drugs will become more important as the number and sophistication of newer, more formidable drugs and biologicals enter the market. The scientific knowledge pharmacists possess will become more valuable.*

*Knowledge, however is not enough. All the expertise pharmacists have is useless if they cannot communicate it to the patient, the prescriber, or the caregiver. The future of pharmacy is in the art of communications<sup>3</sup>."*

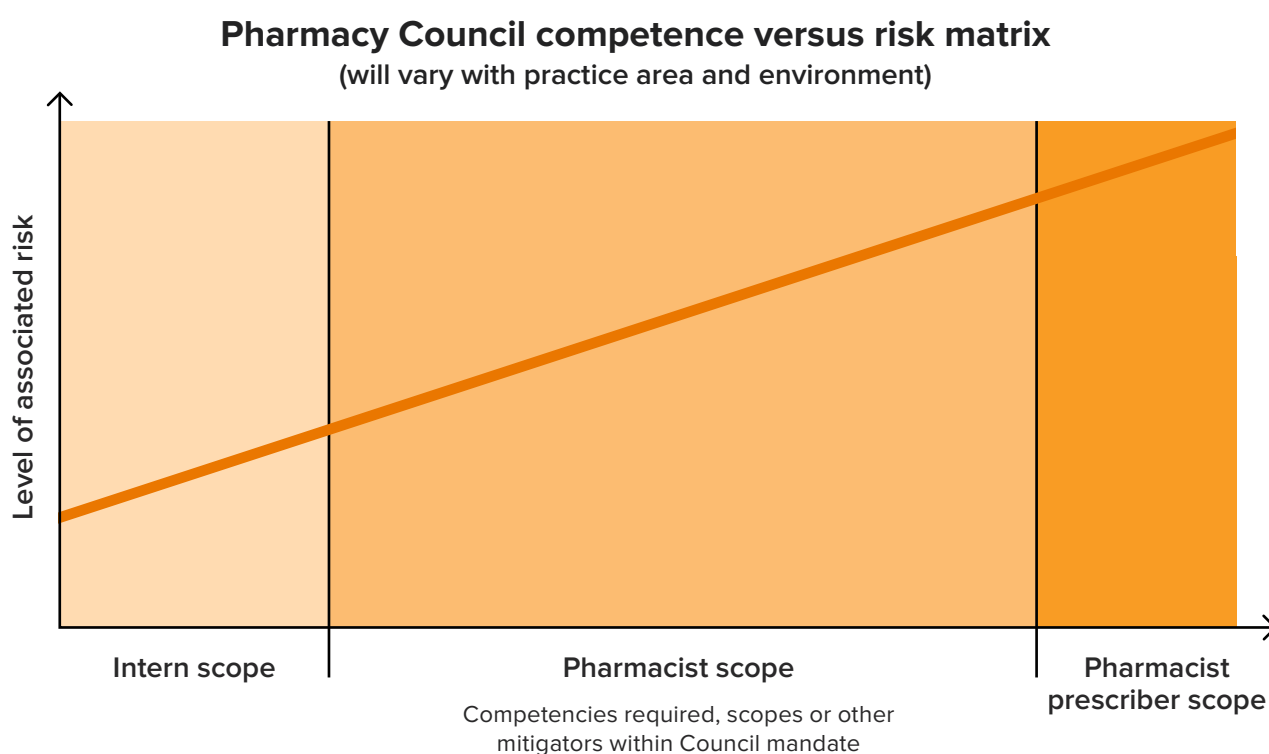
3 Two Crucial Skills Pharmacists will need to Succeed in the Future. Kenneth R Baker, BS Pharm, 10 March 2018

## Council's regulatory focus is twofold

The Pharmacy Council will maintain its understanding of current and future pharmacy practice and will ensure its regulation remains fit for purpose through constantly evaluating and reassessing the roles and practice of pharmacists from the perspective of the:

1. Risk of patient harm<sup>4</sup>, versus
2. Competency of pharmacists to effectively manage the care of the patient

The framework of environmental consideration for Council can be depicted as follows:

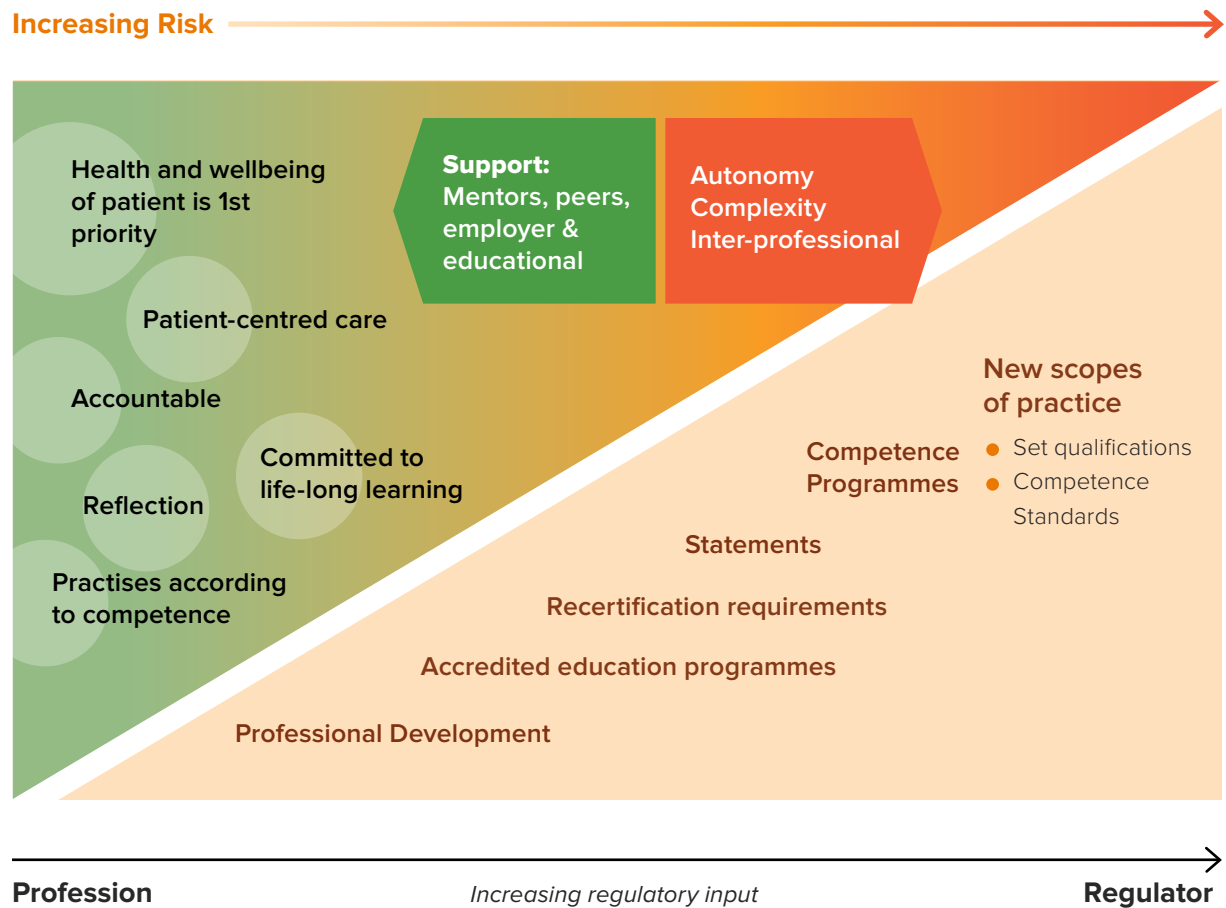


More specific changes or drivers that will cause reconsideration of the various regulatory tools (in the foreseeable future) include:

- Therapeutic Product legislative changes. Less about the premise, more about patient outcome
- Health and Disability System Review
- Purchasing contract arrangements changing
- Workforce pressures

<sup>4</sup> Including harm that may result from inequity of service.

## Safety of New Roles and Services





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