



Strategic Plan 2003

Ontario College of Pharmacists

Approved by Council

June 17, 2003

STRATEGIC DIRECTION #1

Address the Impact of Technology on the College's Regulatory Role

STATEMENT OF RATIONALE:

Because of technological advances affecting the practice of pharmacy, there is a need to examine the following issues:

- Relationships at the national level
- Internet commerce
- Compliance with existing legislation
- Information management

GOAL STATEMENT/EXPECTED OUTCOME:

1. Commence discussions at the national level in order to initiate common solutions and standards for technology in pharmacy practice.
2. Through the Professional Practice Committee or sub committee, examine issues and develop clear guidelines respecting technology in professional practice. These issues include but are not limited to:
 - a) Internet commerce practice
 - b) Central fill
 - c) Electronic health record
 - d) E-pharmacy
 - e) Privacy issues with respect to upcoming legislation

MEASURABLE OUTCOMES:

- Registrar and President to report to Council with regard to discussions at the national level
- Professional Practice/Accreditation to determine terms of reference, priorities and timelines to develop the above guidelines

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	<ul style="list-style-type: none"> • Develop/Draft Guidelines on selective issues as appropriate • Obtain feedback from relevant groups • Publish guidelines <p>PPC to follow through with the already identified priorities to ensure that they are effectively addressed</p> <ul style="list-style-type: none"> • Long Term Care Standards • Standards for pharmacy software • Education Program MMT 			2005 2004 Summer 2004		
5.	<p>Examine existing resources to determine what additional supports may be required to address</p> <ul style="list-style-type: none"> • changing role/skills of inspections and investigations • interpretation of privacy issues/concerns 	Staff	Summer 03	Ongoing		

STRATEGIC DIRECTION #2

Continue to communicate the value of the pharmacists and the services they provide to the following groups:

- Public
- Government
- Healthcare Professionals

STATEMENT OF RATIONALE:

Effective communication initiatives will enhance and improve pharmacy services to the public and promote appropriate use of pharmacy services in “Primary Care Reform”.

GOAL STATEMENT/EXPECTED OUTCOME:

1. Continue the “Point of Care Program”, and enhance or improve where appropriate.
2. Consider mandatory participation in “Point of Care Program”.
3. On-going legislative review and revision to support the activities of the OCP.
4. Re-examine the role of the OCP Primary Health Care Committee respecting the inclusion of pharmacists in “*Primary Health Care*” models.
5. Communicate with other health care professionals with a view to achieving a better understanding of the pharmacist’s role.¹

MEASURABLE OUTCOMES:

- Primary Health Care Committee to provide progress reports to Council with respect to activities related to pharmacist’s role in “Primary Health Care Reform” and related activities
- Communications Committee to report to Council on the effectiveness of the communications initiatives

¹ Examples discussed at retreat included: emergency contraception; diabetes; oncology and limited pharmacy prescribing.

IMPLEMENTATION PLAN – STRATEGIC DIRECTION #2

	Steps to Implementation	Committee/ Person(s) Responsible	Begin Date	End Date	Support s Require d	Financial Implicatio ns
1.	<p>Proceed with planned research to determine impact of current communication strategies and possible ways to increase message penetration</p> <ul style="list-style-type: none"> • public • members 	Communications Committee/Staff		Summer 03		\$20,000 (in 2003 budget)
2.	<p>Examine the advantages and disadvantages of mandatory participation in Point of Care Program (POCP)</p> <ul style="list-style-type: none"> • work with chains and owners to encourage voluntary participation • enforce all trademark violations immediately to minimize erosion of trademark value 	Communications/ Staff				
3.	<p>Hire a lobbyist to assist in moving OCP legislative/regulatory amendments through government</p> <ul style="list-style-type: none"> • examine areas where changes need to be made; e.g. fee signs • explore ways to link the POC with pharmacy regulation 	Executive/ Communications Accreditation	Fall 2003	Ongoing	Contract Lobbyist	\$10,000 - \$20,000 (in 2003 budget)
4.	<p>Define precisely what is expected of the Primary Health Care Committee and determine what, if any changes are required to the committee composition or if other committee can undertake the function</p> <ul style="list-style-type: none"> • invite D. Hindman to present to Exec/Council on MOH initiatives re PHC • examine current OCP activity respecting Standards of Practice and Scope of 	President/ Registrar	Fall 2003			

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	Practice					
5.	Continue liaison with other health professions through direct meetings and through Federation activity <ul style="list-style-type: none"> • solicit feedback on OCP Scope of Practice initiatives or PHC submissions • actively participate in multi-disciplinary conferences • maintain/strengthen relationship with CPSO through periodic meetings • target other professions with POC education/advertising 	President/Registrar Staff/Communication	Immediately	Ongoing		
6.	Proceed with POCP and other communication initiatives that support the POC message <ul style="list-style-type: none"> • continue to air commercials, and explore other methods for message penetration • target selected stakeholder groups e.g. physicians 	Communications/Staff	Fall 2003	Ongoing		\$300,000 (2004) \$325,000 (2005)

STRATEGIC DIRECTION #3

Explore and implement strategies to assist in the optimum supply of pharmacy human resources.

STATEMENT OF RATIONALE:

The use of regulated pharmacy technicians and the more efficient licensure of foreign graduates would alleviate time pressures on existing pharmacists and increase public access to the full range of pharmacy services, supporting the enhanced role of the pharmacist.

GOAL STATEMENT/EXPECTED OUTCOME:

1. Continue to pursue initiatives for the regulation of pharmacy technicians as well as explore and implement all strategies of changing the legislation to allow for the registration of pharmacy technicians.
2. To achieve economies of scale, develop strategies to fully utilize the International Pharmacy Graduate Program, including increasing employers' awareness of IPG program and applicants.
3. Encourage the development of national standards for internationally trained applicants and National IPG Program.
4. OCP to consider guidelines on human resource issues, which act as a barrier to expanding the pharmacists' role.²

MEASURABLE OUTCOMES:

- Registration Committee to provide progress reports to Council with respect to activities related to licensure of international graduates
- Working Group to provide status reports to Council on the regulation of pharmacy technicians

² Examples discussed at the strategic retreat included: pharmacist/technician/Rx ratio; maximum recommended hours/week; encouragement to use lock and leave; rotation of Sunday hours/day; and registration to see if licensing of international graduates can be temporary.

IMPLEMENTATION PLAN – STRATEGIC DIRECTION #3

	Steps to Implementation	Committee/ Person(s) Responsible	Begin Date	End Date	Supports Required	Financial Implications
1.	<p>Continue with existing strategy to regulate Pharmacy Technicians</p> <ul style="list-style-type: none"> • finalize competencies for Council Approval • develop standards of practice/scope of practice • examine all relevant legislation and submit proposed changes • develop entry to practice criteria and enabling legislation (national licensing exam, community college accreditation process) • review of current certification process and examine transition for certified techs to become registered • develop multi-year marketing strategy for members, public and other professions and stakeholders 	Pharmacy Technician Working Group/Staff	In progress	2008	<p>Consultants and Legal</p> <p>Possible Faculty Professorship Project</p>	<p>\$100,000 (2004)</p> <p>\$100,000 +/-yr (2005 through 2007)</p> <p>depending on involvement of PEBC and CCAPP</p>
2.	<p>Consider impact of Regulated Pharmacy Technicians on existing colleges programs and infrastructure (QA, Complaints/Disc, Professional Practice)</p> <ul style="list-style-type: none"> • composition of various statutory committees as well as council • administrative/procedural changes of another Class of Registration <p>Liaison with national/provincial bodies to collaborate on technician initiatives nationwide</p>	Council/Committees/staff	2004	2008	Unknown	<p>Unknown</p> <p>(Potential growth in infrastructure 20%)</p>

STRATEGIC DIRECTION #4

To consider an enhanced and expanded role for pharmacists.

STATEMENT OF RATIONALE:

- Trend towards more specialized practice
- General public is taking more responsibility for their healthcare and demanding greater freedom and increased access to specialists
- Pharmacists are very accessible, highly trained and underutilized
- Pharmacists want increased job satisfaction (expanded role)
- “*Best person for the job*” concept

GOAL STATEMENT/EXPECTED OUTCOME:

1. Continue to ensure all members are aware of and in compliance with current pharmacy scope of practice/standards of practice through such activities as field visits, district meetings, QA, Pharmacy Connection (Communication)
2. Explore risks and benefits of various methods of enhancing the pharmacist’s role, including credentialing, classes of pharmacists and collaborative arrangements between pharmacists and MDs or any other prescribing health care professional:
 - Explore specialty practice standards as required
 - Consult regarding membership needs and public needs respecting the enhanced role of pharmacist
 - Consult with other health care professionals with regard to the enhanced role of the pharmacist
1. Identify areas where pharmacists could enhance patient care and work to expand the scope to fill the gap
4. To gather information from other pharmacy jurisdictions and to liaise with other pharmacy organizations in Ontario with the goal of presenting a unified direction for an expanded scope of practice for pharmacy in Ontario.

MEASURABLE OUTCOMES:

- Standards of Practice or other committees to provide progress to Council with respect to activities related to the development of enhanced role of the pharmacist.

IMPLEMENTATION PLAN – STRATEGIC DIRECTION #4

	Steps to Implementation	Committee/ Person(s) Responsible	Begin Date	End Date	Supports Required	Financial Implications
1.	<p>Explore new ways to promote the Standards of Practice</p> <ul style="list-style-type: none"> • hold district meetings in 2004 – consider new ways to deliver messages • examine communication channels and explore new approaches; e.g. quality of decisions • evaluate Field Services process to ensure effective use of visits • introduce regularly scheduled breakfast series • consider ways to use the CE Coordinators as satellite links to members in the regions 	<p>Exec/Council/Staff</p> <p>Staff</p> <p>Accred/Staff</p> <p>Staff</p> <p>Communication/Staff</p>	Immediately			<p>\$60 – 70,000 (2004)</p> <p>\$6,000</p>
2.	<p>Examine present scope of practice to</p> <ul style="list-style-type: none"> • determine how to maximize the role of the pharmacist within the current scope limitations • develop resources to support /promote remediation and professional development • gather information from other pharmacy jurisdictions and to liaise with other pharmacy organizations in Ontario with the goal of presenting a unified direction for an expanded scope of practice for pharmacy in Ontario 	<p>Standards of Practice Working Group (SOPWG)</p> <p>Quality Assurance/Staff</p>				
3.	Elicit feedback on the expectations/opinion relating	SOPWG/Communications Staff			Survey (possible)	

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	<p>to an enhanced role for pharmacists from:</p> <ul style="list-style-type: none"> • public • members (consider using the district meetings to obtain) • other health care professions <p>Explore risks/benefits of various approaches to enhancing the pharmacists role including:</p> <ul style="list-style-type: none"> • credentialing • classes of pharmacists • collaborative arrangements between pharmacists and MDs or other health care professionals • explore specialty practice standards 	SOPWG			<p>Professorship Project)</p> <p>Consultant (Possible Professorship Project)</p>	\$25,000 (2004 & 2005)
4.	Work with CPSO and OMA as well as OPA and CPhA to secure an acceptable solution on the emergency contraception issue	Pres/Exec/Staff		2004	Legal	\$5-10,000 (2004)
5.	Review the current status of discussions of the Scope of Practice Working Group and build on the progress to date	SOPWG/Scope of Practice	2003	Ongoing		

STRATEGIC DIRECTION #5

Continue to effectively meet core mandate of self regulation, including exploring new approaches, in a fiscally responsible manner.

STATEMENT OF RATIONALE:

- While external evaluation of OCP's effectiveness in regulation (in conjunction with a review of the RHPA) ranks the OCP in the top two among 21 Health Professional Regulatory Colleges in Ontario, the OCP needs to continue to pursue excellence in regulation
- The OCP is accountable to public and membership for expenditures

GOAL STATEMENT/EXPECTED OUTCOME:

1. Continue existing education and communication initiatives through ongoing membership feedback and:
 - a. More efficient utilization of Pharmacy Connection
 - b. Expanded role to reflect views/ideas/opinions of membership as well as College
 - c. Pharmacy Connection should "listen as well as speak"
2. District Meetings – role of the district representative and the content of DMs to be revisited to become more effective and professional friendly
3. Surveys
4. Consider Communication strategy to include appearances on community TV and various media.
5. Monitor initiatives with respect to strengthening accreditation regulations.
6. Continue to examine professional regulation of the workplace.
7. Explore the strategic allocation of resources for non-routine investigations with a view to controlling costs.
8. Explore feasibility of an Ombudsman.
9. Continue on-going review of complaints and discipline procedures.
10. Ongoing evaluation and measurement of all OCP programs and initiatives (internal and external).
11. Commence discussions with provincial regulatory authorities respecting effecting national liaison.
12. Continue to improve effectiveness of our IT system to support our regulatory role and relationship management with OCP stakeholders.

MEASURABLE OUTCOMES:

- Report to Council with respect to activities related to the above-mentioned initiatives.

IMPLEMENTATION PLAN – STRATEGIC DIRECTION #5

	Steps to Implementation	Committee/ Person(s) Responsible	Begin Date	End Date	Supports Required	Financial Implications
1.	<p>Increase/improve membership communication</p> <ul style="list-style-type: none"> • conduct a readership survey of PC to solicit opinion/feedback • report results of membership outreach activities more frequently • use district meetings to gather as well as give information 	Staff				N/A
2.	<p>Increase/Improve communications between Council and Staff</p> <ul style="list-style-type: none"> • highlight achievements/activities to Council on a routine basis e.g. progress reports and updates 	Staff/Council				N/A
3.	<p>Refer to Communications Committee the suggestion that community TV appearances, as well as other media, be considered as part of the POCWK campaign</p>	Communications				
4.	<p>Continue with efforts to strengthen accreditation requirements and professional control of the work place</p> <ul style="list-style-type: none"> • report to council on the consultations re the DPRA redrafting undertaken in early 	<p>Accreditation/Staff</p> <p>Staff</p> <p>Staff/Accreditation</p> <p>Staff</p>	<p>Immediate</p>	<p>2003</p> <p>Ongoing</p>	<p>Legal</p>	<p>\$15,000 (in 2003 budget)</p>

	<p>2002</p> <ul style="list-style-type: none"> • proceed with the development of regulations for issuance and renewals of certificates of accreditation • monitor and report on the outcome of pharmacy investigations (resulting from differentiation of DPRA (pharmacy) vs. RHPA (member) complaints) • liaise with corporate owners with regard to accreditation issues • monitor efficacy of accreditation/discipline and other resolutions <p>Report progress to Council on accreditation/control of the workplace initiatives on a bi-annual basis</p>	<p>Staff/Accred/Discipline Staff/Accred</p>	<p>Immediate</p>	<p>Ongoing</p>		
5.	<p>Develop a process/protocol for assessing the steps to be taken on non-routine investigations (decision tree for Staff/Exec/Council action)</p> <ul style="list-style-type: none"> • continue to explore partnerships/other sources of funding for non-routine investigations • liaise with Ministry of Health – Consolidated Fund to get fines redirected to OCP 	<p>Exec/Staff Exec/Staff Registrar/President</p>				
6.	<p>Research the feasibility of an Ombuds office and report back to</p>	<p>Staff</p>				

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	Council					
7.	<p>Address the image perception of the complaints/discipline processes</p> <ul style="list-style-type: none"> • communicate changes that have been made to Council and members • identify and review cases which are controversial or inconsistent with industry trends; • hold conjoint meetings of the Complaints and Discipline committees to ensure a common understanding of processes, resolution alternatives, etc. • explore the Professions Health Program as a means to re-mediating members who are deemed to be incapacitated • review the professional misconduct regulations 	<p>Staff</p> <p>Discipline/Staff</p> <p>Disc/Complains/Staff</p> <p>Exec/Fitness to Practice</p> <p>Discipline/Staff</p>	Immediate	Ongoing	Legal	<p>\$25,000 (2003)</p> <p>\$50,00/yr onward</p> <p>\$5-10,000 (2004)</p>
8.	<p>To ensure a high level of effectiveness/efficiency, seek opportunities for evaluation and measurement of College programs and initiatives</p> <ul style="list-style-type: none"> • consider proposal from the Faculty re: a professorship • identify areas for review/evaluation and explore options for undertaking 	<p>Executive/Council Committees/Staff</p> <p>Committees/Staff</p>			<p>External Reviews Consultants (Possible Faculty Professorship Projects)</p>	<p>\$80-120,000/yr (2004 onward)</p>

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	<p>such review –</p> <p>internal/external – (Individual Programs)</p> <ul style="list-style-type: none"> report annually to Council the action and results of all Program and administrative review 					
9.	<p>Consider action necessary to effect appropriate national liaisons</p>	<p>Executive/President Registrar</p>				
10.	<p>Explore opportunities for effective use of technology at the College to support the regulatory role and relationship management</p> <ul style="list-style-type: none"> fully implement existing plan for Operations Management System and common infrastructure platform address feedback from members and staff and adjust system as necessary maintain a comprehensive inventory system of hardware/software to ensure utility is fully exploited evaluate staffing requirements to ensure appropriate skills are available assess need for ongoing development of operations system to increase effectiveness 	<p>Staff</p> <p>Staff</p>	<p>Immediate</p>	<p>Ongoing</p>	<p>Annual Hardware Refresh</p> <p>Development and refinement of OMS – Software Consultants</p> <p>Wireless & Video Conferencing Consulting/Training</p>	<p>\$100-\$150,000 /yr</p> <p>\$30-\$50,000/ yr</p> <p>\$30-\$50,000 (2004 or 2005)</p> <p>TBA</p>

	<p>Examine opportunities for technology in program delivery, including but not limited to</p> <ul style="list-style-type: none">• supporting CE Providers by assisting in interpreting rules and helping them understand technology issues• explore on-line testing of clinical knowledge exam• explore distance learning opportunities and "Virtual QA"• online preceptor training					
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