



Ontario College
of Pharmacists
Putting patients first since 1871

Strategic Plan

2012-2015

MISSION:

The Ontario College of Pharmacists regulates pharmacy to ensure that the public receives quality services and care.



VISION:

Lead the advancement of pharmacy to optimize health and wellness through patient-centred care.

VALUES:

Transparency - Accountability - Excellence

STRATEGIC DIRECTIONS:

1. Optimize the evolving scope of practice of our members for the purpose of achieving positive health outcomes.
2. Promote the use and integration of technology and innovation to improve the quality and safety of patient care, and to achieve operational efficiency.
3. Foster professional collaboration to achieve coordinated patient-centred care and promote health and wellness.
4. Build and enhance relationships with key stakeholders, including the public, the government, our members, and other health care professionals.
5. Apply continuous quality improvement and fiscal responsibility in the fulfilment of our mission.

STRATEGIC DIRECTION #1

Optimize the evolving scope of practice of our members for the purpose of achieving positive health outcomes.

Outcomes

Outcomes	KPIs
Long Term Outcome – 2015 Pharmacy professionals provide increased access to health care services. Pharmacists are primarily engaged in patient-centered care and the appropriateness of medication therapy. Regulated technicians are primarily recognized and accountable for drug distribution.	Documented evidence of increased engagement in patient centred care provided by the majority of pharmacy professionals. (e.g. Data from E-health, surveys, claims)
Intermediate Outcome – 2014 Core group engaged in patient-centered care. Core group accountable for drug distribution.	Documented evidence of increased engagement in patient centred care provided by the 25% of pharmacy professionals. (e.g. survey's, claims data)
Short Term - 2013 A clear understanding of the evolving scope of practice.	Tools, that help self-direct change, are available. Monitor for number and nature of questions regarding scope.

Outputs/KPIs/Activities/Resources &Inputs

Activities 1. Identify and, develop regulations	Output/KPI <ul style="list-style-type: none"> Regulations are submitted for approval 	Leader Della	Financial/ Resources Legal - \$50,000	Start Date: ongoing End Date: ongoing
Activities 2. Review and develop policies (including guidelines, standards etc.) as necessary	Output/KPI <ul style="list-style-type: none"> Existing policies regarding scope are reviewed and revised as needed Required new policies regarding scope are developed as needed 	Leader Anne	Financial/ Resources	Start Date: ongoing End Date: ongoing

Activities 3. Develop a comprehensive communication strategy for evolving scope of practice (including identification of barriers and enablers) and implement it	Output/KPI <ul style="list-style-type: none"> Comprehensive communication strategy in place 	Leader Lori	Financial/ Resources Province wide meetings, interactive web modules, etc. \$100,000	Start Date: March 2012 End Date: plan develop by Sept. 2012 Implementation ongoing
Activities 4. Explore partnerships (universities, learning institutions, associations, change agents, public health)	Output/KPI <ul style="list-style-type: none"> Appropriate partnership opportunities are enacted 	Leader Marshall	Financial/ Resources	Start Date: March 2012 End Date: ongoing
Activities 5. Evaluate and research strategies (e.g. practice surveys, field reps, annual renewal etc.) to gather data	Output/KPI <ul style="list-style-type: none"> Data elements are defined and tracked. (data elements defined and tracked by December 2012) 	Leader Della	Financial/ Resources	Start Date: March 2012 End Date: ongoing
Activities 6. Integrate expanded scope into all College programs (registration, QA etc.)	Output/KPI <ul style="list-style-type: none"> All aspects of scope of practice are reflected in all College programs 	Leader Della	Financial/ Resources	Start Date: March 2012 End Date: ongoing

STRATEGIC DIRECTION #2

Promote the use of and integration of technology and innovation to improve the quality and safety of patient care and to achieve operational efficiency

Outcomes

Outcomes	KPIs
Long Term Outcome – 2015 Pharmacies are utilizing available technologies (e-health solutions) to support expanded scope of practice/improved patient care	All practice advice to members includes support for use of technology in patient care Electronic documentation and record keeping are integrated into <u>all</u> pharmacies
Intermediate Outcome – 2014 Respective scopes of practice are being optimized through the effective use of technology	The workflow in pharmacies supports the use of technology and pharmacies are using the technology.
Short Term – 2013 Technology solutions identified	Technology solutions for medication management including scanning of patient records are developed and tested against established criteria

Outputs/KPIs/Activities/Resources & Inputs

Activities 1. Participate in National Pharmacy think tanks/working groups focused on development of regulatory statements about the functionality of “pharmacy management systems” to enable members to meet standards of practice	Output/KPI <ul style="list-style-type: none"> Regulatory Statements concerning “Pharmacy Management Systems” are communicated to appropriate stakeholders and members 	Leader Anne	Financial/Resources Technology consultant \$30,000	Start Date: ongoing End Date: Dec 31, 2012
Activities 2. Develop the requirements and meet with the stakeholders to communicate policy on the use of technology	Output/KPI <ul style="list-style-type: none"> Pharmacies use systems that comply with the College’s regulatory requirements 	Leader Anne	Financial/Resources	Start Date: March 2012 End Date: March 2013

Activities 3. Participate and influence e-health committees and working groups to ensure regulatory requirements and standards of practice are addressed	Output/KPI <ul style="list-style-type: none"> Provincial solutions recognize and accommodate safe and appropriate pharmacy practice; map functionality to standards 	Leader Anne	Financial/ Resources	Start Date: ongoing End Date: ongoing
Activities 4. Review existing and develop new guidelines and policies to promote best practice in the use of technology; communicate best practices through practice advisory, inspectors, practice guide	Output/KPI <ul style="list-style-type: none"> Polices/guidelines in place to support the use of technology in patient care 	Leader Anne	Financial/ Resources	Start Date: March 2013 End Date: March 2015
Activities 5. Integrate practice technology into all College programs (Registration, QA, etc)	Output/KPI <ul style="list-style-type: none"> All aspects of practice related technologies are reflected in all college programs 	Leader Anne	Financial/ Resources	Start Date: 2014 End Date: ongoing

STRATEGIC DIRECTION #3

Foster professional collaboration to achieve coordinated patient centered care promoting health and wellness

Outcomes

Outcome	KPIs
Long Term Outcome – 2015 1. Intra Professional: There are high performing intra professional pharmacy practices (pharmacy and pharmacy technicians) that are well established. 2. Inter Professional: There are high performing inter professional health team practices that are well established.	Evidence of increased access to patient centered care through inter and intra professional teams
Intermediate Outcome – 2014 1. Intra Professional: Models of intra professional (pharmacy and pharmacy technicians) pharmacy teams are developed. 2. Inter Professional: Models of high-performing inter professional teams are developed.	<ul style="list-style-type: none"> Documented evidence of existing models in pharmacy practice that are utilizing the principles of inter and intra professional collaboration Documented evidence of inter professional teams where a pharmacist is a member that are utilizing the principles of inter and intra professional collaboration. (e.g. (sampling, inspections)
Short Term – 2013 Members have an understanding and awareness of the principles of inter and intra professional collaboration.	<ul style="list-style-type: none"> The College has developed and published principles of inter and intra professional collaboration for the membership. Documented evidence of the membership's understanding and awareness of the principles

Outputs/KPIs/Activities/Resources & Inputs

Activities	Output/KPI	Leader	Financial/ Resources	Start Date: Jan 2013 End Date: Sept 2013
1. Develop the principles of inter and intra professional collaboration and publish them	<ul style="list-style-type: none"> Published principles 	Della		

Activities 2. Develop a comprehensive Communication strategy which promotes inter and intra professional collaboration	Output/KPI <ul style="list-style-type: none"> Comprehensive communication strategy in place for inter-professional collaboration which aligns with communication strategy for optimizing the scope 	Leader Lori	Financial/ Resources	Start Date: March 2012 End Date: Plan develop by Sept 2012 Implementation ongoing
Activities 3. Communicate to the membership the common principles developed with other health professions for overlapping scope	Output/KPI <ul style="list-style-type: none"> Develop communication strategy 	Leader Lori	Financial/ Resources Meetings and interactive web modules \$100,000 (combined with SD#4, 1.)	Start Date: June 2012 End Date: Sept 2012
Activities 4. Maintain collaboration with other regulators to support inter professional practice	Output/KPI <ul style="list-style-type: none"> Partnerships are in place with other regulators 	Leader Marshall	Financial/ Resources	Start Date: March 2012 End Date: ongoing
Activities 5. Identify practice sites with integrated pharmacy technicians in order to share and promote best practice models	Output/KPI <ul style="list-style-type: none"> Have identified and communicated best practice models to the membership 	Leader Tina	Financial/ Resources	Start Date: ongoing End Date: ongoing
Activities 6. Integrate professional collaboration into all College programs (Registration, QA, etc.)	Output/KPI <ul style="list-style-type: none"> All aspects of professional collaboration are reflected in all college programs 	Leader Della	Financial/ Resources	Start Date: March 2012 End Date: ongoing
Activities 7. Evaluate and research strategies to gather data	Output/KPI <ul style="list-style-type: none"> Data elements are defined and tracked 	Leader Della	Financial/ Resources	Start Date: March 2012 End Date: ongoing

STRATEGIC DIRECTION #4

Build and enhance relationships with key stakeholders, including the public, the government, our members, and other health care professionals.

Outcomes

Outcomes	KPIs
Long Term Outcome- 2015 Relationships with key stakeholders are well established and functioning at a high level.	Sought out for consultation regarding healthcare issues. At the table when healthcare policy is developed. Other healthcare professionals are supportive (i.e. not resistant, no complaints, more collaborative practice)
Intermediate Outcome - 2014 Communication strategy is implemented and relationships are cultivated.	Regular meetings with key stakeholder groups. Public awareness campaign to drive public to utilize pharmacy professionals expanded scope of practice..
Short Term - 2013 Communication strategy is developed for each of the key stakeholder groups (public, government, members, other healthcare professionals)	Government is enabling expanded scope for pharmacy professionals. OCP has a communication strategy for each stakeholder group.

Outputs/KPIs/Activities/Resources &Inputs

Activities	Output/KPI	Leader	Financial/ Resources	Start/End Date
1. Develop communication strategies for each of the key stakeholder groups (public, government, members, other healthcare professionals) Identify additional communication vehicles for members; explore use of social media	<ul style="list-style-type: none"> Communication strategy for each of the key stakeholder groups exists 	Lori	Meetings and interactive web modules \$100,000 (combined with SD#3, 3.) Social Media - \$25,000	Start Date: March 2012 End Date: Dec 2012

Activities 2. Meet regularly with key stakeholders	Output/KPI • Meetings held	Leader Marshall	Financial/ Resources	Start Date: ongoing End Date: ongoing
Activities 3. Develop public awareness campaign	Output/KPI • Public awareness campaign launched	Leader Lori	Financial/ Resources	Start Date: March 2012 End Date: Dec 2013
Activities 4. Ongoing use of government relations agency	Output/KPI • Regular GR reports to Council.	Leader Marshall	Financial/ Resources	Start Date: ongoing End Date: ongoing
Activities 5. Explore collaborative communication strategies with other healthcare professionals (Narcotics Strategy, Expanded Scope of Practice, e-health, e-drug)	Output/KPI • Appropriate collaborative communication strategies are in place.	Leader Marshall	Financial/ Resources	Start Date: ongoing End Date: ongoing

STRATEGIC DIRECTION #5

Apply continuous quality improvement and fiscal responsibility in the fulfillment of our mission.

Outcomes**Long Term Outcome - 2015**

A disciplined approach with measurable results
Continuous quality improvement and fiscal responsibility

Systemic implementation as part of all we do

The scorecard/dashboard consisting of the 'critical few' indicators is operational

Intermediate Outcomes - 2014

Council/Public able to College performance based on reports/data compiled and reported.
All we do is wired to continuous quality improvement and fiscal responsibility

Framework is incorporated College wide

Short Term - 2013

Develop a quality structural framework to uphold the legislative requirements.

We have a framework, which measures the performance of each program area.

Outputs/KPIs/Activities/Resources & Inputs**Activities**

1. Define quality structure framework
 - Review and rate activities as related to legislative requirements: must do's vs. nice to do's (develop a screening tool)
 - External environmental scan
 - How do we identify critical key indicators
- Prioritize activities.

Output/KPI

- There is a Defined Framework

**Leader
Marshall**

**Financial/
Resources**

Start Date: March 2012
End Date: Sept 2013

Activities 2. Develop implementation and ongoing communications plan for the new framework <ul style="list-style-type: none"> • Build report framework for strategic planning 	Output/KPI <ul style="list-style-type: none"> • Plans are in place 	Leader Marshall	Financial/ Resources	Start Date: June 2013 End Date: March 2014
Activities 3. Complete operational reviews & mine lessons learned	Output/KPI <ul style="list-style-type: none"> • Operational review 'should be's' are defined 	Leader Connie	Financial/ Resources	Start Date: ongoing End Date: Sept 2012
Activities 4. Secure enabling technologies to support 'should be's' and new framework	Output/KPI <ul style="list-style-type: none"> • Enabling technology is secured and operationalized 	Leader Wendy	Financial/ Resources \$ included in SD#5,5.	Start Date: Sept 2012 End Date: March 2015
Activities 5. Develop and/or enhance existing programs, e.g. -Impact of IPG Gateway project - ADR Program for complaints - Technician QA Program - JP Curriculum on-line - Transition from PHP - Enhance Inspection programs	Output/KPI <ul style="list-style-type: none"> • Priorities identified through the business process review are systematically developed and operationalized 	Leader Leadership Team	Financial/ Resources \$200,000 - \$500,000 in consulting and or internal resources. \$140,000 already provided in 2012 budget	Start Date: Sept 2012 End Date: March 2015