



# Consultation Report:

## Consultation on the PSI's Draft Corporate Strategy 2021-2023

Version 2

29 September 2020

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## Introduction

This report summarises the feedback received during the public consultation (30 July – 21 August 2020) process on the PSI's Draft Corporate Strategy, for the period 2021-2023.

## Background

The Pharmaceutical Society of Ireland (PSI) sets out its strategic programme every three to five years. The current Corporate Strategy for 2018-2020 will come to an end in December 2020, and since earlier this year, we have been developing our next strategy.

Our new Corporate Strategy will provide detail as to what the PSI, as the pharmacy regulator, intends to achieve over the three-year period of 2021 to 2023. Our new strategy is intended to build on the achievements under the current strategy and to identify those key areas where we believe change and development should happen, in the public interest, over the coming three years.

Our draft strategy proposes a central organisational goal and three strategic objectives, each with defined actions. (The draft Corporate Strategy is included at Appendix A.)

The draft strategy will be updated following the public consultation process and will then be submitted to the Minister for Health for his consideration. After this, the final draft will be presented to the PSI Council in December 2020 for final consideration and approval.

## About the consultation

The public consultation opened on 30 July 2020 and closed on 21 August 2020.

The consultation was notified to PSI registrants by email on 30 July 2020 and notified more broadly to the public through notices on the PSI's website and social media channels.

Over two hundred particular stakeholders, individuals and organisations, were made aware of the consultation through email from PSI on 30 July 2020. The targeted stakeholders were chosen on the basis that they were deemed to be particularly affected by PSI's strategic decisions, or would have relevant and particular contributions to make which would assist PSI in developing a comprehensive Corporate Strategy.

A reminder email was also sent to registrants and stakeholders on 13 August 2020.

## Targeted Consultation

In total eight targeted stakeholders responded to the consultation (see appendix B). Three of these responded by email.

## About the Survey

Prior to completing the survey, respondents were asked to review the draft PSI Corporate Strategy 2021 – 2023 (appendix A).

The online survey comprised of 14 questions. Responses are anonymous, except where the respondent wished to be identified. Responses were also accepted by email to [consultation@psi.ie](mailto:consultation@psi.ie).

## Response to the consultation

In total **n=149** responses were received to the public consultation through the online survey. The response rate dropped to 80 replies for the second and third questions in the survey, and to between 40 and 50 responses for the remaining 11 questions.

A further eight responses were received by email. The responses sent by email are responded to on page 14 of this report.

## Themes identified in the consultation

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The following themes were identified in the consultation:

1. A lack of clarity as to where responsibility for the regulation of hospital pharmacy departments lies and what would be an appropriate model of regulation.
2. The desire for advanced training in key areas of pharmacy practice, which would enable pharmacists to deliver a wider range of services, such as prescribing, as part of the integrated healthcare system as envisaged in Sláintecare
3. The impact of working conditions on the long-term sustainability of both the community pharmacy and hospital pharmacy workforces.
4. The regulatory challenges posed by a post COVID-19 world, arising from increased online sale and supply, e-prescribing, and on-line patient consultation.
5. The need for continued improvement in levels of stakeholder engagement, and methods of communication between the PSI and the pharmacy profession.
6. The need for a leadership body to be established for the profession.

The PSI's response to these themes and the particular points made by respondents is set out in more detail in the following sections.

## Survey Question 1

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Respondents were required to answer this question before progressing through the remainder of the survey as it pertained to data protection and freedom of information.

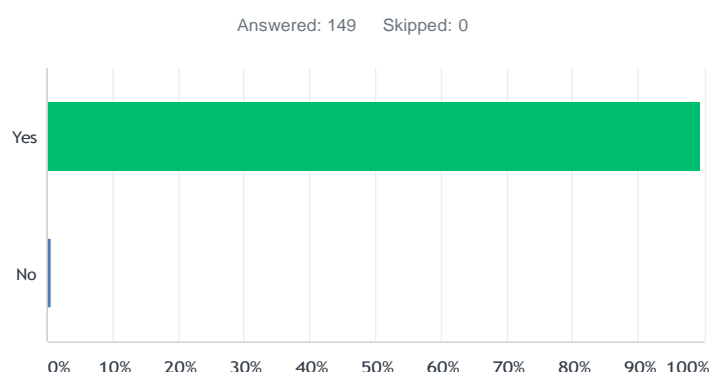
***This survey is voluntary. By completing it you are agreeing to allow your responses to be processed and analysed by the PSI for the purpose of seeking feedback on the proposed amendments to PSI (Registration) Rules 2008 as amended. A consultation report will be compiled and will be published on the PSI website in due course. The information you***

***provide to this survey will be stored in a secure and confidential manner by the PSI, it will only be used for the purposes outlined above and it will be deleted in line with the PSI's record retention policy. The PSI uses SurveyMonkey to gather feedback to our public consultations. Full details of how your information is processed via SurveyMonkey is documented in this privacy policy. Submissions made to public consultations carried out by the PSI are subject to the provisions of the Freedom of Information Act 2014.***

***Do you agree to the terms above? By selecting 'Yes' you are confirming you consent to providing your answers to the questions in this survey***

There were **149** answers to this question.

n = 149



ANSWER CHOICES	RESPONSES	
Yes	99.33%	148
No	0.67%	1
TOTAL		149

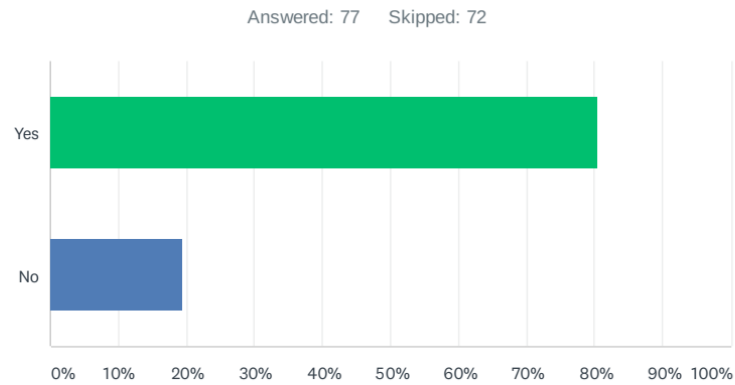
## Survey Question 2

***Are the PSI's three strategic objectives for the next 3 years clear to you from reading the draft Corporate Strategy?***

There were **77** answers to this question.

81 % of the respondents found the strategic objectives for the next 3 years to be clear.

n = 77



ANSWER CHOICES	RESPONSES	
Yes	80.52%	62
No	19.48%	15
TOTAL		77

**Nine** respondents provided a comment to this question. The main themes and suggestions from the comments are described and responded to below.

Comments included recommendations to provide more detailed explanations of the objectives; to focus more on the development of the pharmacy profession; to include consultation with pharmacists as an objective, and to make community pharmacy a more attractive career option by improving work conditions. Concerns were expressed as to whether all roles of pharmacists (hospital, industry, etc) were fully covered in the strategy, and in the revision of the CPD model which it was suggested was too community pharmacy focused, to the exclusion of other areas of pharmacy practice, particularly hospital pharmacy departments.

## PSI Response

The suggestions are noted. The draft strategy includes a commitment to review our CPD model (included under Objective 1 of the Strategy) to ensure it supports future pharmacist practice and also a commitment to address risks to the continued availability of the professional community pharmacy workforce. The PSI regulates all pharmacists as practising healthcare professionals and promotes engagement with the professional Code of Conduct. The PSI also regulates all registered Retail Pharmacy Businesses (RPBs). However, formal regulation of the wide range of services provided through hospital pharmacy departments is outside the PSI’s remit for RPBs. Hospitals will, in line with Department of Health policy, be regulated through a hospital licencing regime to be introduced under specific legislation. The PSI will continue to support the Department of Health’s work in this regard.

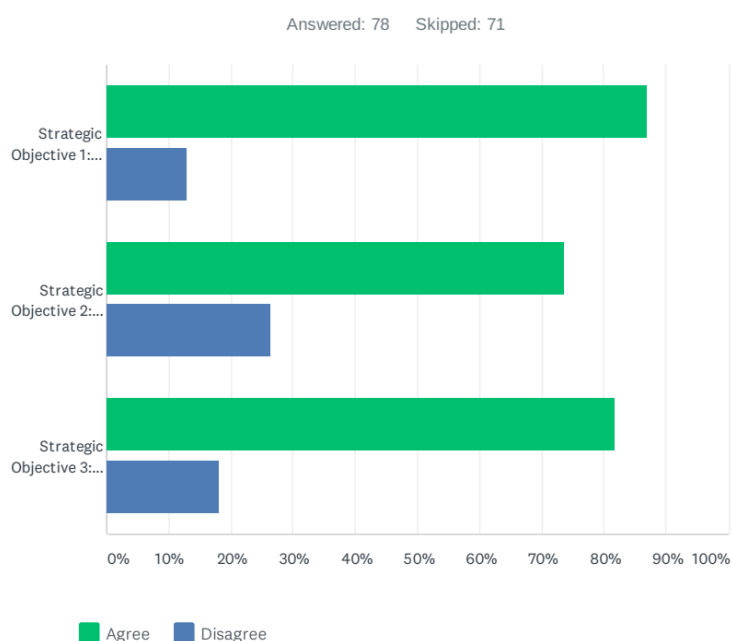
## Survey Question 3

***Do you agree overall with the actions that are proposed under each of the three key objectives for the next three-year period?***

There were **78** answers to this question.

Respectively 87, 74 and 82 % of the respondents agreed with the proposed actions under each of the three key objectives.

n = 78



	AGREE	DISAGREE	TOTAL	WEIGHTED AVERAGE
Strategic Objective 1: Working with others to help ensure pharmacy and pharmacists play a full role in the future integrated healthcare system	87.01% 67	12.99% 10	77	1.13
Strategic Objective 2: Assuring the public by evolving a more effective regulatory model for pharmacies	73.68% 56	26.32% 20	76	1.26
Strategic Objective 3: Building our capability and performance as a regulator by investing in the organisation, its people and its processes	81.82% 63	18.18% 14	77	1.18

**19** respondents provided a comment to this question. The main themes and suggestions from the comments are described and responded to below.

More than half of the comments expressed concern over the non-inclusion of hospital based pharmacists in the key actions listed in the Corporate Strategy, and its potential impact on the numbers of new entrants into the hospital pharmacy workforce. It is suggested to change the phrase, 'assure the public' to, 'continue to assure the public'. A new objective is proposed to be added: to ensure more involvement of pharmacists in PSI initiatives, as well as using language that reflects more positively on the public's trust in

pharmacists. A specific suggestion from the IPU in this regard concerned publication of inspection reports in a changed format, which would acknowledge good pharmacy practice.

## PSI Response

Concerning regulation of hospital pharmacy departments, please refer to the PSI's response to question 2. The PSI is fully committed to continuous involvement of pharmacists in PSI initiatives, using methods such as the advisory working group that was set up for the drafting of the COVID-19 Operational Standards. The PSI acknowledges the high degree of trust which pharmacists enjoy and how this has been evidenced during the current pandemic. The overarching concern of the PSI is to assure the public, on an ongoing basis, that this trust is well-founded and that the PSI takes action to support trust building as well as taking action where this trust is placed at risk. The concerns expressed over some of the other language used and other suggestions are noted.

## Survey Question 4

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***What do you see as the most significant factors and developments in the broad health, pharmacy, patient safety, political, social, technological and economic environments that the PSI needs to address in the next Strategy period?***

**49 respondents provided** an answers/comment to this question. The main themes and suggestions of the comments are described and responded to below.

n = 49

About a third of the comments are highlighting the resource challenges in the health sector, and points to the implementation of Slàintecare and recommends giving powers to pharmacists to prescribe in primary care and non-community pharmacy settings, as well as training for this, and long-term illness management of patients. This will require a new regulatory model. It is suggested that it should be a requirement to have a pharmacist role as part of the team overseeing in-patient care in hospitals. It is stated that new technological opportunities must be embraced, and regulation put in place to facilitate remote consultations, electronic prescribing, as well as ensuring data management and protection challenges, and the need for training relating to this, to be met. The difficult working conditions during COVID-19 and the need to support pharmacists in this regard is emphasized. Finally, there is a request for a more prominent and clearer understanding of the pharmacists' role in the healthcare system, supported by a more prominent role for the profession in the Department of Health.



## PSI Response

The PSI is actively seeking reform of the Pharmacy Act, and this will continue to be a key strategic objective for the organisation, as stated in Strategic Objective 2 in the draft strategy. The draft strategy also already includes a commitment to A) engage with the Department of Health on Slàintecare implementation, B) to engage and collaborate with the Department of Health on other developments relating to pharmacy, such as COVID-19 and the development of a new community pharmacy contract, and C) work with the HSE on the developments and implementation of the pharmacy component of community healthcare networks (all of which are included under Objective 1 of the Strategy). The PSI is fully committed to help inform the future development of the profession of pharmacy to meet patient needs. Working with stakeholders on the implementation of the ambitious Slàintecare programme will be an important aspect of this in the coming three years. The response of the profession to the challenges of COVID-19 has been impressive and the PSI too has played a full role in the national response. Under our new Strategy we will continue this work including facilitating policy initiatives and responses from the Department of Health. All this said, it is also important to recognise that the PSI is a public interest regulator and that it is not appropriate that the PSI act as an advocate for the profession. However, and as is clear from our draft strategy, the PSI is open to engaging with third-party initiatives which might lead to the establishment, by the profession, of an independent professional body.

## Survey Question 5

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***Have you suggestions about how the PSI can enable or facilitate strategic change in the development of pharmacy practice for the benefit of patients and the pharmacy profession?***

46 respondents provided an answer/comment to this question. The main themes and suggestions from the comments are described and responded to below.

n = 46

More than half of the responses are advocating engagement and collaboration with the Department of Health and HSE, and with professional bodies representing the sector, as well as with pharmacists and patients. Several comments are asking for better representation for pharmacists, and again it is suggested that pharmacists should be allowed to prescribe, and UK is mentioned as a benchmark. It is suggested to develop an advanced competency framework to support clinical specialisation within hospital pharmacy, and the integration of pharmacists into multidisciplinary clinical teams.

## PSI Response

The PSI is fully committed to engage and collaborate with the Department of Health and the HSE, as well as with relevant third-party initiatives. The other suggestions are noted and some of our response under Question 4 (above) is also relevant here. The PSI is also willing

to support initiatives designed to meet patient need, some of which may involve more advanced forms of practice. The PSI will support any proposals brought forward by the Department and the HSE which would better serve the needs of patients. However, it should also be noted that not all desirable changes require regulatory approval by the PSI and that it is open to healthcare providers to be innovative in how pharmacists are deployed in their services.

## Survey Question 6

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***What do you think the barriers are to the PSI achieving its core strategic and regulatory objective to “assure public trust in pharmacy through effective regulation”?***

44 respondents provided an answer/comment to this question. The main themes and suggestions from the comments are described and responded to below.

n = 44

A considerable number of responses state that the public already trusts pharmacy, and a number of responses proposes more communication to the public about the role of pharmacists and also to seek feedback. It is suggested that the lack of engagement with pharmacists is a barrier, and inclusion of hospital pharmacists in the remit of the PSI is suggested.

### PSI Response

This is noted. The draft strategy includes the implementation of a rolling patient experience programme to ensure that patients voices are heard. The PSI is also fully committed to continuous involvement of pharmacists in PSI initiatives, using methods such as the advisory working group for the COVID-19 Operational Standards. Please refer to the PSI’s response to previous questions regarding regulation of hospital pharmacy departments and the important issue of trust.

## Survey Question 7

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***Have you any feedback on the PSI’s strengths and achievements that we should consider as we plan for our next strategy period?***

45 respondents provided an answer/comment to this question. The main themes and suggestions from the comments are described and responded to below.

n = 45

It is suggested to build on the ways of working during COVID-19, and also to continue and broaden our engagement with pharmacists. The high standards of pharmacy due to legislation is mentioned, and concrete useful tools such as the Pharmacist Assessment Tool are recommended. Inclusion of hospital pharmacists in the remit of PSI is again suggested. Some responses are critical towards PSI and do not recognise any strengths or achievements.

### PSI Response

These responses are noted and many of the comments are addressed by our responses to previous questions. While it is disappointing that some respondents see no positives arising from the work of the PSI, we will continue our work to engage all registrants and other stakeholders over the coming three years. We are confident that the results of our planned work will continue to make a positive impact for the public and for the profession.

## Survey Question 8

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***Have you any feedback on areas for improvement for the PSI for this next organisation development phase?***

**43** respondents provided an answer/comment to this question. The main themes and suggestions of the comments are described and responded to below.

n = 43

Recognition of the pharmacy practice sectors outside of the traditional community model is suggested, as well as focus on pharmacist roles outside of retail pharmacies. Also, the level of fees are criticised and more communication and acknowledgement of pharmacists are recommended.

### PSI Response

These comments are noted. As stated in our previous responses, the PSI is supportive of enhancing the role of pharmacy in the healthcare system in order to meet patient needs and as stated in Objective 1 of the draft strategy. Retail pharmacies are a central focus for the PSI because we are the statutory regulator for these important and vital healthcare settings. This focus will continue and develop under our next strategy, but this is not to suggest that pharmacists in other settings are not respected by the PSI as the professional regulator. On the matter of fees, these are set by the Minister for Health following an extensive process of analysis and consultation. All fee income is invested by the PSI in building and maintaining an effective and relevant system of regulation, which assures the

public that pharmacists are competent and safe practitioners and that pharmacies operate to a high standard of quality.

## Survey Question 9

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***How can the PSI engage broad input and perspectives to ensure we identify the key regulatory challenges we face and how can we better collaborate to find innovative solutions to these challenges?***

41 respondents provide an answer/comment to this question. The main themes and suggestions from the comments are described and responded to below.

n = 41

The following suggestions are proposed: target focus groups; cooperation with professional representative bodies; surveys; build engagement with pharmacists in inspections; encouraging dialogue with all pharmacist roles; ensure easy access to PSI staff; increase use of social media; increase the use of panels when drafting the Operational Standards for Pharmacies; encourage involvement in pilot projects; set up an online suggestion box for pharmacists and patients; benchmark international developments; and increase information to the public.

### PSI Response

These comments and suggestions are noted and appreciated. We will consider these as part of the review of the current draft Strategy.

## Survey Question 10

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***Are there any additional areas which should be considered for inclusion in the PSI Corporate Strategy 2021-2023?***

38 respondents provided an answer/comment to this question. The main themes and suggestions from the comments are described and responded to below.

n = 38

The following suggestions are proposed: the inclusion of the challenges brought on by Brexit; online PSI query services for pharmacists; inclusion of hospital pharmacists in the remit of PSI; an advanced Core Competency Framework for specialisation; electronic prescribing and increased role in vaccinations in the primary care sector; increase support for pharmacists due to difficult work conditions during COVID-19; increase cooperation

across regulators of the health sector and create a role for pharmacists in the implementation of Slàintecare.

## PSI Response

These responses and suggestions are noted. Many relate to points already addressed in our answers above. We will consider these as part of the review of the current draft Strategy.

## Survey Question 11

*Please select the group you most strongly identify with/belong to*

**48** respondents provided an answer/comment to this question. A total of 77 % were PSI registered pharmacists, assistants or pharmacy owners.

n = 48

ANSWER CHOICES	RESPONSES	
I am a pharmacy service user/patient	0.00%	0
I am a patient/public advocate	8.33%	4
I am a pharmacist/assistant/pharmacy owner registered with the PSI	77.08%	37
I am a healthcare professional (non-pharmacist)	0.00%	0
I work in regulation or policy	4.17%	2
Other	10.42%	5
TOTAL		48

## Survey Question 12

*Are you replying on your own behalf or on behalf of an organisation?*

**48** respondents provided an answer/comment to this question. A total of 85 % of respondents answered on their own behalf.

n = 48

ANSWER CHOICES	RESPONSES	
On my own behalf	85.42%	41
On behalf of an organisation	14.58%	7
TOTAL		48

## Survey Question 13

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***Have you participated in previous PSI public consultations or other opportunities to engage with us?***

**47 respondents provided an** answer/comment to this question. A total of 64 % of respondents have participated in previous consultations or other opportunities to engage with PSI.

n = 47

ANSWER CHOICES	RESPONSES	
Yes	63.83%	30
No	36.17%	17
TOTAL		47

## Survey Question 14

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***How did you find out about this consultation?***

**47 respondents provided an** answer/comment to this question. A total of 95 % of respondents found out through an email from the PSI. Other sources mentioned was the PSI website.

n = 47

ANSWER CHOICES	RESPONSES	
Email from the PSI	95.45%	42
Email from someone else	9.09%	4
Newspaper/ magazine article	2.27%	1
Total Respondents: 44		

## Email responses

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A total of eight email responses were received.

The following themes and proposals were put forward:

- To prioritise an action to include pharmacists in the 'conscientious objection' section of the Health (Regulation of Termination of Pregnancy) Act 2018, stating that the Public Sector Equality and Human Right Duty places a statutory obligation on public bodies to eliminate discrimination, promote equality and protect human rights, and that this includes the human rights to freedom of conscience.

- To include hospital pharmacists in the remit of the PSI to meet the objective of protecting public health, for example, through inspections and consider the provision of education and CPD for pharmacists working in hospitals.
- More emphasis on engaging with representative groups of pharmacy professionals.
- Incorporate more concern over the welfare of pharmacists.
- The need to strengthen systems for exchange of information between different stakeholders, and to promote a structure and methodology for system-wide responses to important health issues.
- Support for the PSI's commitment to communication, engagement and cooperation, not least among regulators, including a patient experience programme.
- General welcome that the PSI is committed to address ongoing changes within pharmacies (such as additional services, technological developments, etc.)

### **PSI Response**

These responses are noted and appreciated. The majority are covered by our responses to earlier questions. The others will be considered as part of our review of the current draft Strategy 2021-2023.

## **Conclusion**

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We have noted all responses with thanks. It is acknowledged that these are difficult times for everyone, and the PSI is grateful to our stakeholders who took the time to make thoughtful and considered responses to the consultation.

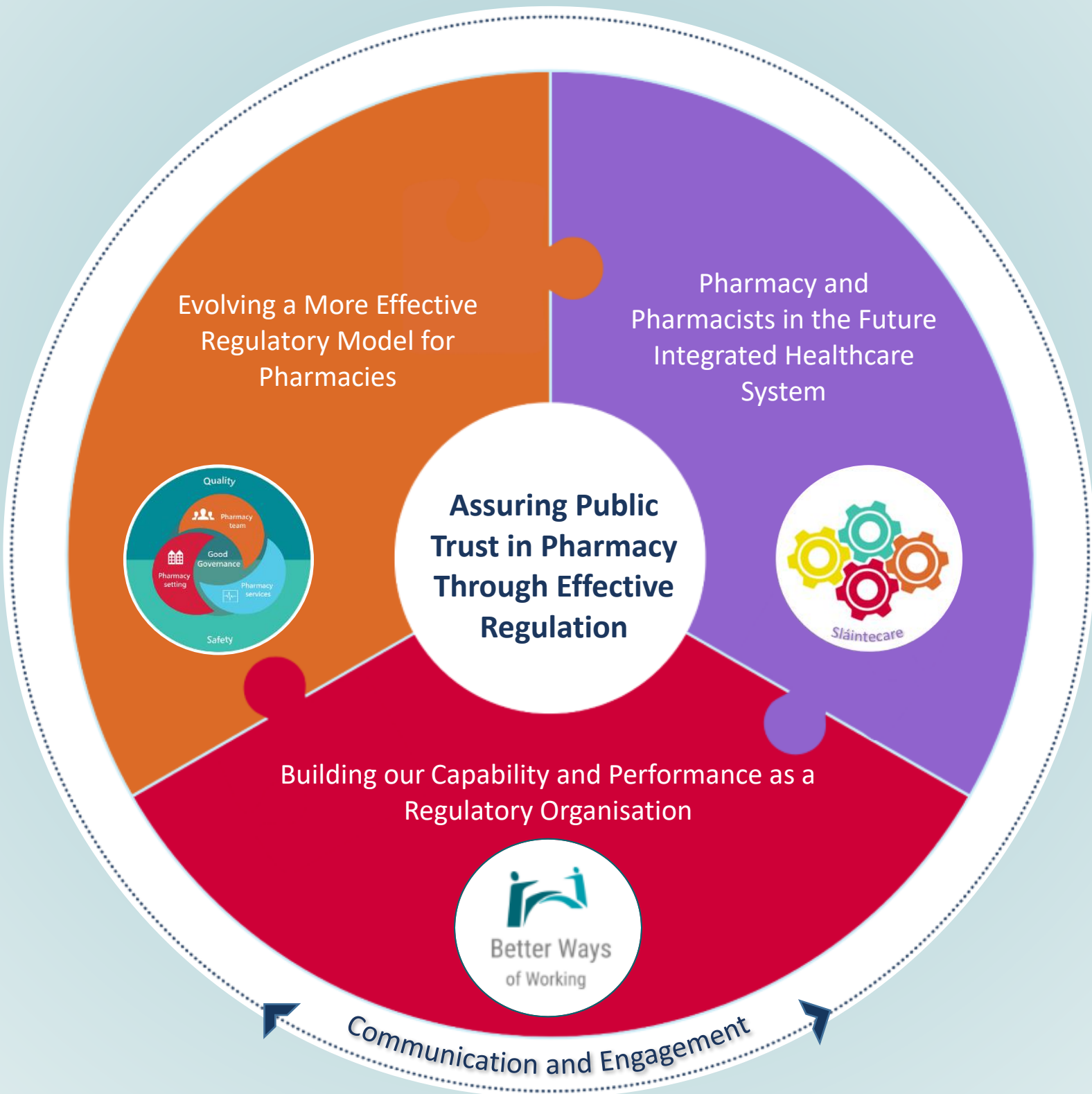
The feedback and comments will be provided to the PSI Council for its consideration.

## *Appendices*

- A The PSI's Draft Corporate Strategy 2021-2023
- B Targeted stakeholders that submitted responses to the consultation

# PSI Corporate Strategy 2021 – 2023

Draft for Public Consultation, July-August 2020





## Introduction

The Pharmaceutical Society of Ireland (PSI) sets out its strategic programme every three to five years. Our current [Corporate Strategy for 2018-2020](#) will come to an end in December 2020. Since earlier this year, we have been developing our next strategy. This will provide the details about what we, as the pharmacy regulator, want to achieve over the three-year period of 2021 to 2023. The new strategy is intended to build on our achievements under the current strategy and to identify the key areas where we will focus our activities over the coming three years. It will see us continuing to meet our core responsibilities, as well as setting out the direction for the next three years in terms of how we work and the priority areas where we wish to develop and effect change.

The **draft** strategy proposes a central strategic goal and three key areas of focus for us over the next three years. We are proposing various strategic objectives which, together, will help ensure that PSI has a real impact on pharmacy practice through effective regulation, and that our work contributes to assuring safe care for patients and the public.

## About this Consultation

As part of our strategy development, we encourage feedback from members of the public and stakeholders on the **draft** Corporate Strategy 2021-2023. We welcome your views on the future direction of PSI as statutory regulator. This will help ensure that the final strategy (to be approved by the PSI Council in December 2020) considers the full range of our work and how we can bring value to the public and all of our other stakeholders, including, very importantly, registrants.

The consultation will run from 30 July to 21 August 2020.

After this public consultation closes, our next steps will be to analyse all the responses and update the strategy taking account of the views provided. The PSI Council will consider the consultation feedback on this **draft** strategy and will then make a revised version available to the Minister for Health for his observations. Following this, the PSI Council will finalise the strategy and will approve the final version at its meeting in December 2020.

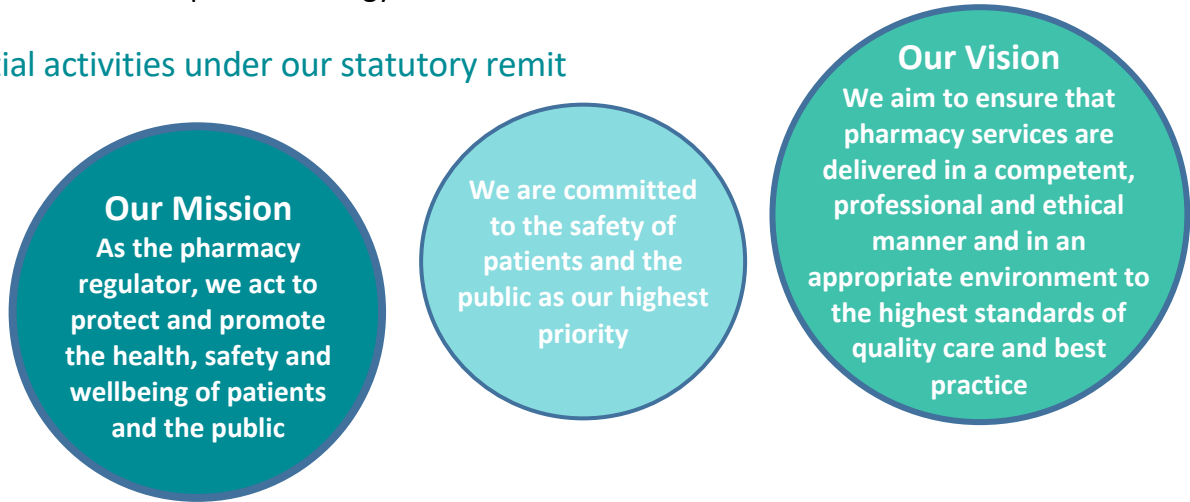
## Background and Context

### Role and Function of the PSI

The PSI is the pharmacy regulator in Ireland. We protect the health, safety and wellbeing of patients and the public by regulating pharmacists and pharmacies in Ireland.




The Pharmacy Act 2007 establishes the roles and responsibilities of the PSI. You can read more about the PSI on our website [www.psi.ie](http://www.psi.ie), and find further information about the work we have been doing under our current Corporate Strategy for 2018-2020.

## Essential activities under our statutory remit



As a statutory regulator, the PSI has a range of essential activities which we are required to carry out as part of our statutory remit. While working to support and facilitate change across our areas of responsibility, we must also ensure that all of our statutory functions are discharged to a high standard of quality and reliability.

- ✓ operate fair, transparent and efficient registration procedures for all registrants, and maintain the statutory registers,
- ✓ evaluate, for accreditation purposes, programmes of education leading to qualifications appropriate for practice as a pharmacist in the State,
- ✓ oversee the effective implementation of the mandatory system of continuing professional development (CPD) for pharmacists,
- ✓ assure the public of the quality and safety of pharmacies services through programmes of inspection, quality assessment and ongoing review,
- ✓ undertake investigations into matters of serious concern and initiate enforcement actions, including prosecutions, where appropriate,
- ✓ manage the statutory complaints procedure in accordance with the law, natural justice and fair procedures,
- ✓ promote good professional practice by pharmacists and share information for the benefit of patients and the wider health system,
- ✓ contribute to the ongoing development of new and existing legislation and public policy relating to our regulatory remit,

-  comply with our own external compliance obligations and with the Code of Practice for the Governance for State Bodies which provides assurance that we are acting in accordance with best practice in the management and governance of public bodies,
-  operate prudent financial management practices and continue to steward all PSI resources to maximise the resources available to deliver on PSI's statutory functions, and
-  communicate and engage with the public, the pharmacy profession, and our many other stakeholders to ensure our work is understood and informed by these stakeholders.

### Developing the draft Corporate Strategy 2021-2023

This draft Corporate Strategy 2021-2023 has been developed in consultation with the PSI Council and with input from the management of PSI. It has also been developed against the background of the Covid-19 global pandemic and its impact in Ireland, including on pharmacists and on pharmacies. The PSI recognises the contribution that has been made, and continues to be made, by pharmacists as healthcare professionals. Also, the contribution of all who work as part of the team in pharmacies across Ireland. Part of our intention in this new strategy is to work with stakeholders to help make the pharmacy sector as resilient as possible for the future and to ensure that the learning from confronting the pandemic informs our objectives over the coming years.



As part of the development of the new strategy we have reviewed the actions we have taken over recent years, and particularly under our "Corporate Strategy 2018-2020", to develop an effective system of public-interest regulation covering both pharmacists and pharmacies. This system is designed to ensure public confidence in pharmacists and in the services provided through retail pharmacies. We have also considered how we have developed as an organisation and what we still need to do to become the most effective kind of regulator.

The key themes and objectives that have been considered in the process so far reflect our review of both our external and internal environments, our purpose as set out in legislation, our organisation values, our mission and our vision. As a public body involved in healthcare regulation, we also seek to align our strategy and objectives with those of the Department of Health, particularly as regards the continued implementation of *Sláintecare* and the priorities set out in the recently published *Programme for Government*.

It is important that we listen to feedback from those we engage with in our work and from the broader public and so this public consultation is an important step in the process of developing a strategy that reflects the importance of pharmacy to the health of the public. We are also mindful of our statutory public sector duty to quality and human rights in the conduct of our functions and in our strategic planning (Section 42 of the Irish Human Rights and Equality Commission Act 2014), and as we evolve the strategy we will review it again from this perspective.

## Objectives and Outcomes 2021-2023

The draft Corporate Strategy consists of four elements:

-  a central **organisational goal**, which provides the focus for our work over the next three years – we remain focused on ***assuring public trust in pharmacy through effective regulation***, and
-  three **strategic objectives**, each with defined actions designed to advance achievement of our central goal over the next three years.



## Strategic Objective 1: Pharmacy and Pharmacists in the Future Integrated Healthcare System

Working with others to help ensure pharmacy and pharmacists play a full role in the future integrated healthcare system



The development of an integrated healthcare system through *Sláintecare* is a core policy objective of healthcare reform in Ireland. As in previous years, and compounded by the impact of Covid-19, there will continue to be demands placed on the health service, and on the provision of care by pharmacists and in pharmacies. The means of providing safe healthcare and services will evolve in the face of opportunities and challenges, and the impact and changes already implemented in the face of Covid-19, will inform future healthcare delivery. We will continue to work with others to ensure pharmacy plays a full role within an integrated healthcare system. We will work to

ensure that pharmacists' education and practice standards evolve to meet these changes. We will ensure that changing approaches to pharmacy practice will continue to be underpinned by regulatory safeguards that are proportionate while also assuring public confidence. We will utilise our knowledge

and research to inform policy development and support legislative changes relating to pharmacy and healthcare reform into the future.

### Actions

- ✓ Engage with Department of Health on Sláintecare implementation
- ✓ Engage and collaborate with Department of Health on other developments relating to pharmacy such as COVID-19 and the development of a new community pharmacy contract
- ✓ Work with the HSE on the development and implementation of the pharmacy component of community healthcare networks
- ✓ Collaborate with stakeholders on patient safety & quality initiatives, e.g. medicines supply into residential care, benzodiazepine supply, etc.
- ✓ Review our CPD Model to ensure it supports future pharmacist practice
- ✓ Address risks to the continued availability of the professional community pharmacy workforce
- ✓ Implement a rolling patient experience programme to ensure we hear patient voices and understand key patient needs to help improve the quality and safety of pharmacy services provided to patients in Ireland
- ✓ Collaborate with any third-party initiative to develop a professional leadership framework for pharmacy

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

### Assuring the public by evolving a more effective regulatory model for pharmacies

Pharmacies are a highly assessable part of the healthcare system. There are 20+ million visits to pharmacies each year and 80+ million items are dispensed annually. In addition, other important healthcare services are provided through pharmacies such as vaccinations as well as the provision of professional advice by pharmacists. As the regulator of retail pharmacies, PSI is concerned to ensure that all of this important activity is regulated to a high and consistent standard. We are keen to see further and ongoing change and development in the model of regulation in use in pharmacies. Also, to see necessary changes in legislation and to support pharmacists in evolving their practice in keeping with their Code of Conduct. We want to increase the information that is gained in the



course of our work so that everyone can learn from the regulatory process, both pharmacists and the public. We want to help build a collective approach to protecting the integrity of pharmacy practice in Ireland and to increase awareness of the standards that should be expected by all who receive care, advice and treatment in a pharmacy.

### Actions

- ✓ Develop a standards-based regulatory model for pharmacies supported by revised Regulations
- ✓ Support those in key pharmacy governance roles leaders to operate to high standards during the COVID-19 pandemic
- ✓ Adopt transparency and public reporting as key principles in the effective regulation of pharmacies
- ✓ Propose a prioritised programme of reform of the current Pharmacy Act to the Department of Health
- ✓ Adopt our regulatory risk policy as a key tool for managing risks to patient safety and quality of pharmacy services
- ✓ Promote positive understanding by pharmacists of the Code of Conduct
- ✓ Engage with other regulators on developing a community of practice for regulators in Ireland

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

### Building our capability and performance as a regulator by investing in the organisation, its people and its processes

Like all organisations, we must constantly strive for improvement and innovation, and work in a co-ordinated fashion to make the most beneficial use of our resources, our people and our time. We are placing a focus here on building our capability and performance as a regulator. This will see us completing our current programme of business transformation and moving to utilise new systems, data and digital tools to support our regulatory purposes. We also remain committed to ongoing organisation development and to building on our work to date in this area which includes creating a positive work



environment for staff and creating an organisation structure that really works to help us achieve our mission and our strategic change objectives. Taken together, all of these initiatives will ultimately benefit all the people that we have a responsibility to, and all who engage with us.

### Actions

-  Complete our programme of business transformation
-  Utilise our new digital systems to support our regulatory purpose and mission
-  Implement revised organisation and management structures to support achievement of our strategic goals
-  Complete our strategic financing review
-  Invest in our website and social media communication channels
-  Take actions to be a workplace of choice
-  Improve our current 4-star recognition with the European Foundation for Quality Management (EFQM)
-  Ensure we continue to be a safe and caring employer, and in particular, in the face of COVID-19

## Communications and Engagement

Underpinning our strategy will be our commitment to communicate widely and to work extensively with others. We will engage regularly with the Department of Health, government agencies, regulators, pharmacy service users, the public and our registrants, providing opportunities to learn from others and inform our work. This will include partnering with others to advance our mission and to achieve efficiencies in regulatory functions. We also want to build greater awareness of our role as the pharmacy regulator, so that people know the standards they can expect from pharmacists and pharmacies and where to turn to if they have a concern about the pharmacy care they receive. We want to ensure that we contribute effectively to the patient and public health safety network and the efficient provision of care.



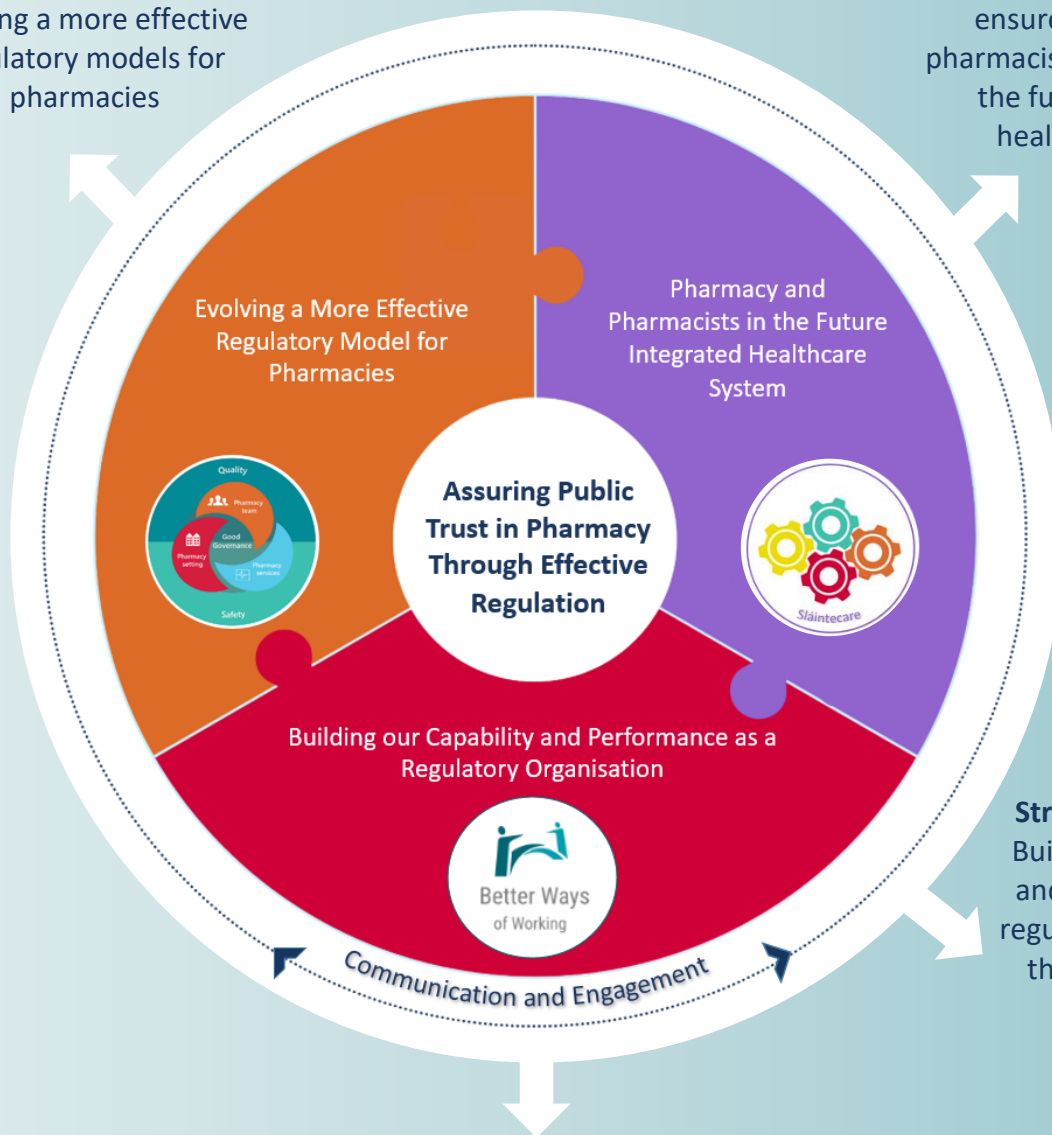
## Strategy Overview

Our **Strategic Goal** remains to assure public trust through in effective regulation

We plan to advance achievement of this Goal through actions under **three objectives**

**Strategic Objective 2:**  
Assuring the public by  
evolving a more effective  
regulatory models for  
pharmacies

**Strategic Objective 1:**  
Working with others to help  
ensure pharmacy and  
pharmacists play a full role in  
the future integrated  
healthcare system



**Strategic Objective 3:**  
Building our capability  
and performance as a  
regulator by investing in  
the organisation, its  
people and its  
processes

**Communication and engagement will underpin all our work**



## What do you think about our priorities for the next three years?

Consider the strategy objectives and activities that we are proposing in this consultation document and send us your feedback.

- A quick and straightforward way to provide us with your input is to complete the questions in our [online survey](#).
- Or send an email to [consultation@psi.ie](mailto:consultation@psi.ie)



Due to the Covid-19 restrictions, there may be a delay if you send us post. If you want to talk to us about providing your feedback in a different way, please phone 01 218 4000 and one of our team will assist you.

All responses should be received by Friday, 21 August 2020.

## Use of your information

The information you send us will be used to develop and inform the new PSI Corporate Strategy and will be used for that purpose only. After each public consultation, we make available a consultation report on our website that contains a summary of the comments received and how we have considered them. The report also lists the names of organisations that have given feedback. Please note that submissions made to the PSI during its public consultations are subject to the provisions of the Freedom of Information Act 2014.

You will find more information on our [website](#) about data protection and freedom of information.

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## Appendix B - Targeted stakeholders that submitted responses to the consultation

Organisation	Email or survey submission
Food Safety Authority of Ireland	Email
Health Products Regulatory Authority	Email
HSE	Email
Hospital Pharmacist Association of Ireland	Survey
Irish Pharmacy Union	Survey
Rare diseases Ireland	Survey
Care Alliance Ireland	Survey
Shine Supporting People affected by Mental ill Health	Survey