



IIOP

INSTITIÚID CÓGAIŚÍOCHTA NA hÉIREANN
IRISH INSTITUTE OF PHARMACY



SUPPORTING THE PHARMACY JOURNEY

THE IRISH INSTITUTE OF PHARMACY STRATEGY 2015-2018

THE ONLY
SOURCE OF KNOWLEDGE
IS EXPERIENCE

Albert Einstein

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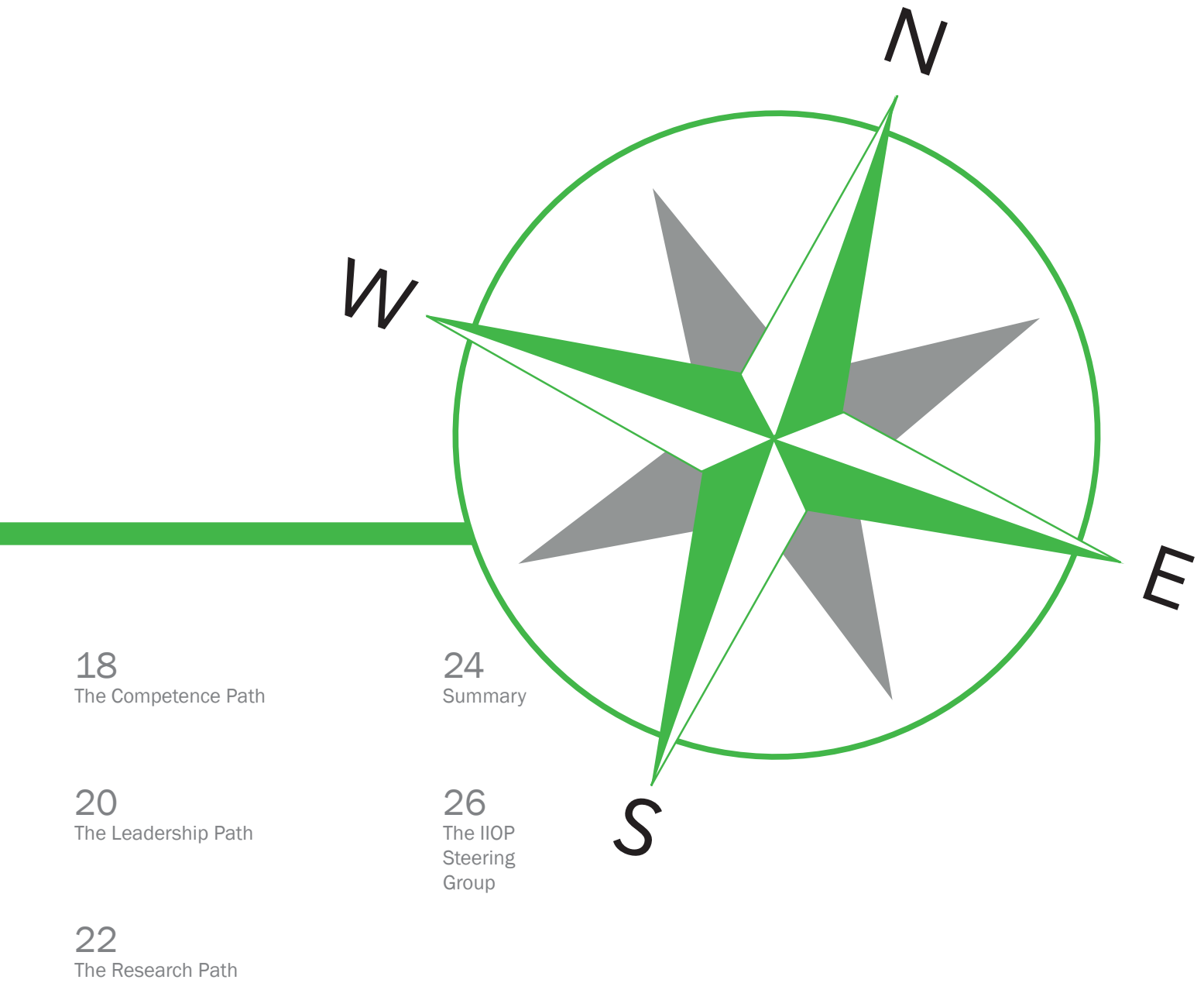
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FOREWORD

It is my pleasure and privilege to introduce the Irish Institute of Pharmacy's first strategic plan.

I am motivated and excited by the Institute's vision to help pharmacists realise their potential. Anyone who is aware of the skills and expertise of pharmacists will recognise that they are frequently an under-utilised resource within the health-sector, which can be a source of frustration for pharmacists. Simultaneously, there are plenty of examples where pharmacists have developed new and innovative services in the interests of enhancing patient outcomes. This innovation has resulted in changes in practice and changes in relationships with key stakeholders. The fact that we simultaneously have appetite and opportunity for development within pharmacy, at a time when we have some great innovators and leaders working within the profession, makes for a powerful and exciting combination.

It is against this backdrop that the Irish Institute of Pharmacy has been entrusted to support the continuing professional development (CPD) of Irish pharmacists. We believe that CPD should be interpreted in the broadest terms, encompassing any activities which will help pharmacists, and the profession as a whole, to develop. These activities extend beyond the narrow view of education, to supporting pharmacists as they develop soft skills, explore new possibilities and forge new partnerships. We recognise the existing expertise, capabilities and leadership within the profession and we hope to learn from, and align with, these. As an organisation, it is important that we seek out the bright spots within the profession and learn from them. The Irish CPD system for pharmacists will facilitate this by being robust yet flexible, and will be focussed on supporting the pharmacy journey in Ireland in an ambitious,

yet pragmatic and quality assured way.

We recognise that, whilst the profession as a whole is on a journey, individual pharmacists are also on their own professional journeys. Like any journey, there are many different paths that can be taken. Not everyone will want to travel on the same path or at the same speed. Some will be impatient to get to their destination whilst others will want to enjoy the experience of getting there. The Institute is cognisant of these differing needs and commits to supporting pharmacists at all stages of the journey. In this regard, we see the Institute's role as being analogous to that of a compass. We can provide support, irrespective of the starting point and irrespective of the mode or pace of travel. The path taken will be of pharmacists' choosing and will be guided by patient needs.

I'd like to thank all those who have contributed to this strategy; the team in the Irish Institute of Pharmacy; Dr. Kenneth McKenzie (Publicis); the staff of the PSI, particularly the Registrar, Ms Marita Kinsella and members of the senior management team; and the staff of RCSI, particularly the CEO, Professor Cathal Kelly, the President, Mr. Declan Magee, the members of the senior management team and the design team. I'd particularly like to thank the Steering Group for their tremendous work in developing this strategy. The strength of the Steering Group lies in the fact that all disciplines of pharmacy are represented. During the development of this strategy there were many interesting debates about the role of the Institute in Irish pharmacy. The end result is a strategy which, I hope you agree, will enable the Institute to provide clear and tangible support to individual pharmacists and to the profession as a whole, with the ultimate aim of enhancing patient care.



Dr Catriona Bradley
Executive Director
Irish Institute of Pharmacy

Dear Colleagues

When the Taoiseach first launched the establishment of the Irish Institute of Pharmacy, we knew that there would still be challenges ahead. It was clear however that all constituencies within the family of Pharmacy could see the value of a demonstrable quality assurance system that would enable the realisation of the profession's potential.

The Steering Group of the Institute is a unique gathering of all perspectives within pharmacy. The Institute Executive Director and her team have worked very hard to establish a firm foundation from which to grow. They have achieved over and above what could be expected at this stage in a fledgling organisation to reach out to Pharmacists, raising awareness and progressing the IIOP ePortfolio development.

As Chairperson, in relation to the overall thrust of the organisation, it was my role to ensure all members views could be heard and considered at the table. Through the facilitated workshops, significant effort was made to capture the various perspectives so that the Institute's first strategy would engender trust within the profession that individual and collective pharmacists' needs in all settings would be understood and supported.

I would like to take the opportunity to thank my fellow members of the Steering Group for their constructive engagement over the last two years. There were frank, robust exchanges at times, as one would hope to see in a healthy environment of mutual respect. It is only in such circumstances that substantial progress can be made

in harnessing various perspectives to a common good. All members were committed to the development of the profession as a whole. We believe that the strategy presented at this stage in the Institute's development builds on the considerable achievements to date and plots a course ahead that we recommend to the profession with confidence in the best endeavours of all concerned.

I believe we have managed to achieve a consensus from the differing strands of pharmacy practice so that we can all look forward together to better serving patients and the general public in whatever field we work today.



Ms Kate Mulvenna
Steering Group Chair,
Irish Institute of Pharmacy

OUR VISION

Our vision is for pharmacists, individually and collectively, to realise their potential in creating a healthy Ireland



Pharmacists play a unique and important role in healthcare in Ireland. Our training and accessibility mean that we provide first line care for Ireland's people, and thus are valuable partners for fellow healthcare professionals in the care pathway.

However, the IIOP recognises that pharmacists have the potential to make even greater contributions to the Irish healthcare system. Pharmacists' roles have evolved significantly in other jurisdictions resulting in improved patient outcomes in cost-effective ways at lower levels of complexity. Research evidence clearly demonstrates that the potential of pharmacists is not being fully realised within the Irish setting and our vision is that this potential be realised, in the interests of making greater contributions to patient care.

Our view is that pharmacists' potential is not a fixed point: that as healthcare systems and health science become ever more complex, the skill base needs to be differently configured in the interests of enhancing patient care. Where once it was sufficient to focus on technical competencies, we must now also look at 'upstream' concepts such as how to conduct different types of research, how to contribute to the changing face of inter-disciplinary care, how to work with policy makers and how to work with other organisations and disciplines including those working in areas such as economics and public policy.

One implication of this 'upstream' view is that we have fewer definitive answers. Whilst questions relating to pharmacy knowledge and skills will usually have

identifiable answers, questions relating to 'upstream' concepts can produce answers which are open to interpretation. The response, then, from a body charged with CPD (as the IIOP is), is to reframe CPD; broadening its definition so as to address soft skills, lateral thinking and motivational drivers, as well as covering the knowledge and skills one would expect pharmacists to update.

The IIOP commits to enhancing patient care by helping pharmacists realise their professional potential. The path taken to this realised potential, and the way to get there, will be different for everyone. The IIOP is here to help pharmacists, individually and collectively, to navigate their journey.

OUR MISSION

Our mission is to promote excellence in the areas of patient care, professional standards, education and research in pharmacy



The IOP was established by the Pharmaceutical Society of Ireland (PSI, the pharmacy regulator) with the primary aim of establishing and implementing a CPD system for pharmacists. Under the Pharmacy Act 2007, the PSI is required “to ensure that pharmacists undertake appropriate continuing professional development, including the acquisition of specialisation”. Whilst the PSI is responsible for setting standings and guidelines to ensure compliance with legislation, the IOP’s role is to support and enable pharmacists to meet these standards and to establish a quality assurance system relating to competence within the profession.

At the IOP, we have framed the challenge as one of establishing the bedrock of the CPD system, whilst also planting the seeds for future opportunities.

As we see it, CPD can be configured to become the vehicle for three tasks:

- Validate and maintain pharmacists’ competence
- Contribute to the development of a research culture within Irish pharmacy, and
- Boost the leadership potential of pharmacists in Ireland.

These provide us with three strategic paths: Competence, Research and Leadership. Our work within each path will always be underpinned by an ambition to enhance patient care.

The strength of the IOP lies in the easy alignment of a range of functions across these pathways. In other jurisdictions, the responsibilities for pharmacist

competence assessment, CPD, training and development, research and leadership are usually spread across multiple organisations. A strategy which spans across multiple functions within one organisation will allow for an agile and versatile approach. However, resources are limited, the team is small and there are operational complexities arising from the breadth of functions. We need to ensure that we develop and maintain a strong focus on our strategic goals; otherwise, we will find our resources dissipated, and as a result, our outcomes will be poorer.


We work from the assumption that we cannot flick a switch and make things change, nor can we be didactic and just tell people what to do. Instead, we see our task as one of helping to create a culture marked by an appetite to address complex issues and a capacity to tackle them more fruitfully.

There are green shoots of change in how pharmacy is practiced in Ireland: these shoots come from different organisations and groups within Irish pharmacy; from international models of pharmacy, and also from models in other professions. Our task is to identify such models, draw out the central components and use them to inform our work, with the consistent aim of enhancing patient care.

OUR VALUES

We will be a supportive and enabling organisation, creating synergies within the profession





All work undertaken in the IOP to date has been influenced by three key values. Living these values has been, and will continue to be, essential if we are to achieve our vision. These are the values which go beyond those naturally expected of any professional organisation, (such as respect, patient-focus, professionalism, integrity and ethics) and bring us closer to our vision through our daily actions.

- **SUPPORTIVE**

We are supportive, not punitive. We are here to help pharmacists maintain and update their skills in the interests of enhanced patient care, and we should not be seen as a sanctioning body.

- **ENABLING**

We are enabling, not restricting. It isn't our role to prescribe what everyone should do at every point of the journey. Instead, we will work with the profession to determine what additional skills, ways of thinking and ways of working should be included in CPD so that pharmacists can confidently meet the healthcare challenges of the future.


- **CREATING SYNERGIES**

We seek and create synergies, rather than maintain or encourage silos. It is perceived by some that the pharmacy profession is affected by enough silos already and to set up a CPD body that adds to the fragmentation would be disheartening. Instead we focus on building relationships and leveraging existing links which will advance our ambitions for enhanced patient care.

OUR RELATIONSHIPS

We work on behalf of patients, pharmacists,
the regulatory system and the healthcare
system





Focussing on relationships in a strategy document may seem strange, as people are more accustomed to focussing on stakeholders. However, we prioritise relationships.

Our work is *always* guided by patients' needs and our desire to generate improvements in patient outcomes. The needs of the Irish patient must underpin all activities engaged in by the IIOP.

We support all pharmacists through partnership, collaboration and assistance and seek their input and direction in our work. Whilst pharmacists are employed in a wide range of roles across the various disciplines of the profession, all are united in a common goal of protecting patient safety.

The PSI, the Pharmacy Regulator, has entrusted CPD functions to us. We recognise the gravity of this act and we work with them to establish and maintain a CPD system which supports our mutual ambition for enhanced patient care.

Finally, we recognise our place within a wider healthcare system. We work with the relevant organisations, professionals and agencies of the government, supporting their work in delivering effective healthcare for Ireland's people.

THE BIG PICTURE



2017

Commence practice review
Implement research strategy

2018

Develop next IIOP strategy

2016

Pilot practice review
Develop research strategy
Commence ePortfolio review

SUPPORT
RESEARCH

2015

Pilot ePortfolio review

SUPPORT
COMPETENCE

SUPPORT
LEADERSHIP

PATHS TO OUR VISION: THE COMPETENCE PATH

Validating and maintaining competence



S

“There is little point in developing a system which builds capacity within the profession but which cannot provide robust quality assurance measures about the competence of the profession as a whole.”

WHERE ARE WE GOING?

The Institute has two roles in relation to the competence of the pharmacy profession

1. Enhancing capability within the profession to meet the emerging needs of patients in an evolving and complex healthcare system
2. Providing quality assurance about the competence of the profession

Both roles are vital. There is little point in developing a system which builds capability within the profession but which cannot provide robust quality assurance measures about the competence of the profession as a whole. Conversely, a quality assurance system relating to competence will do nothing to develop advanced capabilities. Furthermore, both roles are redundant if no one engages with, or sees the value of, the work of the Institute. The IOP will establish and manage a CPD system which enables individuals to meet the needs of patients and the healthcare system and also provides quality assurance. Pharmacists should experience the value of engaging in this system, for their individual practice and for the profession's development.

HOW DO WE GET THERE?

The journey has already started, with the launch of the IOP website, the IOP virtual learning environment and the IOP ePortfolio system, all of which support pharmacists' development. We will continue to procure, accredit and deliver training for pharmacists which will cater for a range of interests and requirements. We will develop quality assurance processes relating to competence levels within the profession, and we will communicate clearly to the

pharmacists about what these involve. We will support pharmacists through partnership, collaboration and assistance.

COMPETENCE

Goal	Action	Timescale
Establish a CPD system for pharmacists	Establish the infrastructure required for a new CPD system, including Peer Support Network, Virtual Learning Environment and ePortfolio	Achieved
Support and promote a culture of CPD	Encourage peer support, engage with the profession, support the use of ePortfolio	Ongoing
	Deliver Information Events	Ongoing
	Establish communities of practice	2016
	Procure, accredit and deliver training courses as agreed in the annual work-plan	Ongoing
Establish Quality Assurance processes	Develop training accreditation systems	Achieved
	Establish peer review processes	2015/2016/2017
	Pilot ePortfolio review process	2015/2016
	Conduct ePortfolio reviews	2016/2017/2018
	Pilot practice review	2016
	Conduct practice reviews	2016/2017/2018
	Develop " Supporting practice" initiatives	2016/2017/2018

PATHS TO OUR VISION: THE LEADERSHIP PATH

Boosting the leadership potential of pharmacists in Ireland

“In line with our ethos of leadership, we commit to putting patient safety ahead of our own interests in our dealings with other bodies of whatever form.”



WHERE ARE WE GOING?

It would be naïve to think that any organisation can cultivate leaders through any one action, but the IOP can help to accelerate the development of leaders: through boosting the culture within which nascent leaders are formed; through exposing pharmacists to new ideas and models from within pharmacy leadership and elsewhere; through providing resources for leadership development; and through contributing to a more questioning environment where we debate the future direction of pharmacy and the possible trajectories for pharmacists. We recognise this is a long process and it would be dishonest to pretend otherwise.

We will contribute to and, where appropriate, lead conversations about potential future roles and tasks for pharmacists, within and outside of the profession and, in particular, with patient advocacy groups and the agencies of the state. In line with our ethos of leadership, we commit to putting patient safety ahead of our own interests in our dealings with other bodies of whatever form.

HOW DO WE GET THERE?

The IOP has the potential to make an important contribution to the leadership of the profession; through enablement, collaboration and facilitation of change. We will seek opportunities to build collaborations, support stakeholders and contribute to a positive leadership agenda within the profession. We will provide leadership training at all levels, encouraging new leaders and championing and supporting existing leaders. We will support pharmacists through partnership, collaboration and assistance, helping them

to navigate their professional journey. We will explore how a 'think tank' model could help to raise the human capital of pharmacists. We will look further at how inter-professional leadership lessons may be identified, and identify instructive models of leadership within the profession with the aim of disseminating them as a form of inspiration.

LEADERSHIP

Goal	Action/Initiative	Timescale
Support leadership within the profession	Deliver leadership training courses	Ongoing
	Establish networks for leadership support	2017
	Develop networks with other stakeholders	Ongoing
	Liaise with other healthcare professions	Ongoing
	Work with other CPD bodies internationally	Ongoing
	Encourage peer support networks	Ongoing
	Establish "think tanks"	2017



PATHS TO OUR VISION: THE RESEARCH PATH

Contributing to the development
of a research culture within Irish
pharmacy



“Facilitating pharmacy practice-based research in the Irish context is an important and necessary component of Health Research in Ireland more generally.”

WHERE ARE WE GOING?

The development of a research evidence base is essential. The research landscape has shifted: in order for it to have currency, research must be situated within the context of peer review, sophisticated methodology and highly trained researchers or research-practitioners. Facilitating pharmacy practice-based research in the Irish context is an important and necessary component of Health Research in Ireland more generally. It would be disingenuous to pretend that any one organisation could accomplish this alone. We commit to helping set out the journey and doing what we can to support pharmacists in building their capacity to conduct research. Enhancing patient care will be the primary motivation for any research activity.

HOW DO WE GET THERE?

The shaping of this path will be led by the Director of Pharmacy Practice Development in the second and third year of this strategy. It will be significantly shaped by the outputs of the PSI's Future of Pharmacy Practice Project. As with the Leadership path, we will explore how a 'think tank' model can draw on existing resources within the universities (who logically must remain as the primary site of skills and defined mission in this field) and other bodies, be they public or private, healthcare professional or otherwise. Again, the IOP can't be a solo runner in what is a team event. We are here to support, to enable and to find synergies, in the interests of enhancing patient outcomes.

RESEARCH

Goal	Action/Initiative	Timescale
Support pharmacy research	Appoint of Director of Pharmacy Practice Development	2016
	Contribute to PSI's Future of Pharmacy Practice project	2015/2016
	Develop the IOP Research Strategy	2016
	Deliver early objectives of the Research Strategy	2016/2017/2018

SUMMARY

At the IIOP, we acknowledge the unique skills of pharmacists and recognise the potential within the profession. We are eager to support pharmacists, individually and collectively, to realise that potential in the furtherance of patient benefits. We also recognise the needs of patients, the healthcare system and the regulatory system. We understand the importance of a system which provides quality assurance relating to pharmacists' engagement with CPD and the competence of the profession. We are committed to managing a CPD system which provides this quality assurance and which also supports the development of pharmacists across a broad span of knowledge, skills, attitudes and behaviours.

This is a journey that the profession needs to undertake together. However, we recognise there are inevitable differences: in starting points, in motivation, in diversity of thought and in openness to models from outside the immediate context of pharmacy in Ireland. Through acting as a compass, the IIOP can help all, by allowing pharmacists to set the course that is right for them and by helping them, individually and collectively, to realise their potential.





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