

ORGANISATIONAL STRATEGY | 2016  
2020



## FROM THE CHAIR AND CHIEF EXECUTIVE

We are delighted to present our five-year organisational strategy (2016-2020), which aims to enhance patient safety, health outcomes and public wellness through excellence in pharmacy practice.

This is our second five-year strategy with the first one commencing in 2010. Our first strategy has served us well and helped to successfully guide the development of our strong operational and governance foundations. It is now time to build on these by adopting a broader approach to the regulation of the pharmacy sector.

The heart of the strategy is to ensure we adapt to the changing health needs of New Zealanders in ways that maintain and improve professional standards and assure the public safety. Put simply, we have recognised that the profession and healthcare environment in which pharmacists operate is changing, meaning we must too.

The new strategy is an evolution of our vision, mission and goals. This document outlines how we will achieve our goals by defining six key strategic themes. These themes focus on current and evolving models of care, sound operational management and best practice governance. They are supported by our operating principles, organisational values, attributes, behaviours and measures of success.

In order to achieve our goals, we believe effective regulation recognises the importance of leadership and collaboration with others. Through our work we aim to gain the support of the profession, our partners and the New Zealand public, while earning the respect and trust of those we regulate and serve. By doing so, we will make a significant difference to the health and wellbeing of the New Zealand public.

We trust you find this document valuable and we look forward to sharing our progress with you.



A handwritten signature in black ink, appearing to read 'M Bedford'.

Mark Bedford  
Chair



A handwritten signature in black ink, appearing to read 'M Pead'.

Michael Pead  
Chief Executive



## OUR VISION

Our vision is to promote enhanced wellbeing through excellence in pharmacy practice.

## OUR MISSION

Our mission is to improve health outcomes by ensuring pharmacists are competent, fit to practise and progressive in the delivery of pharmacy practice.

## OUR STRATEGIC THEMES

Our strategic themes are underpinned by our functions under the Health Practitioners Competence Assurance Act and aim to:

- ensure pharmacists are skilled, educated and qualified to practise safely within current models of practice and are adequately prepared for evolving models of care
- promote and support collaboration and integration within the New Zealand health system
- strengthen our engagement with stakeholders and enhance confidence in Council
- support safe innovation in pharmacy practice in response to New Zealand's changing health landscape
- drive operational excellence
- deliver best practice governance

## OUR MEASURES OF SUCCESS

We know we have been successful when we meet the following targets:

- we increase collaborative opportunities and engagement with our stakeholders
- standards, guidelines and policies are responsive to current practice and consider evolving models of care
- we have no successful legal challenges to our decisions or processes
- our strategic initiatives are achieved in line with the annual business plan and budget



# OUR FUNCTIONS

Our purpose is to protect the health and safety of the New Zealand public by making sure pharmacists are competent and fit to practise. The functions we provide to fulfil this purpose are:

## REGISTRATION AND PROFESSIONAL STANDARDS

- defining the ongoing standards and competencies required of pharmacists including – clinical and cultural competence, and ethical conduct
- setting scopes of practice within which pharmacists may practise and prescribing qualifications for each scope of practice
- issuing annual practising certificates to pharmacists who have maintained their competence and fitness to practise
- maintaining a public register of all registered pharmacists, including those who are not currently practising
- investigating the conduct or health of pharmacists where there are concerns about performance, and taking appropriate action to protect public safety
- working with pharmacists suffering from health issues which affect their practice
- reviewing and remediating the competence of pharmacists, where concerns have been identified
- placing and reviewing conditions or restrictions (at appropriate intervals) on a pharmacist's scope of practice, or suspending the practising certificate, if it is appropriate to protect the health and safety of the public

## ASSESSMENT, EDUCATION AND CONTINUING PROFESSIONAL DEVELOPMENT

- setting and monitoring accreditation standards and professional competencies to ensure that the quality of education and training is appropriate
- recertifying all practising pharmacists annually and overseeing the continuing professional development programme
- setting standards for entry to the Register of Pharmacists – including overseeing the formative and summative assessment processes

# OUR VALUES

What is important to us is:

- **respectfulness** – we are professional, considerate and recognise and value the perspectives, cultures and contributions of others
- **collaboration** – we enter into, and maintain, effective partnerships which embrace diversity so the best outcomes are achieved
- **fairness** – we are measured in our approach and treat others in a consistent and balanced way
- **accountability** – we are responsive and take ownership of our actions and enhance organisational value through our performance
- **excellence** – we strive for excellence in health regulation and continually challenge ourselves to keep getting better

# OUR OPERATING PRINCIPLES

Everything we do will:

- **enable optimal health outcomes** – we influence health outcomes by strategically leveraging our skills, experience and regulatory mechanisms
- **raise pharmacy practice to the highest standards** – we are focussed on continuously enhancing the quality of pharmacy practice and ensuring pharmacists are safe, professional and responsive to public needs
- **enable ongoing innovation in the delivery of healthcare services** – our approach to health regulation is forward thinking, fit for purpose and will support innovation within safe frameworks and environments
- **be fair and transparent** – we aim to be trusted and respected by our stakeholders by setting clear expectations, providing rationale for our decisions and engaging honestly
- **be proportionate and consistent** – we use our resources efficiently and where we have the greatest impact, striking the right balance between risk and regulatory compliance

## MISSION

### ENHANCED HEALTH OUTCOMES IS OUR MISSION

WE DO THIS BY ENSURING PHARMACISTS ARE COMPETENT AND FIT TO PRACTISE.

## VISION

### IMPROVED WELLBEING IS OUR VISION

WE'LL ACHIEVE THIS THROUGH SAFE, EFFECTIVE PHARMACY PRACTICE.

## STRATEGIC OUTCOMES

### WE'LL ACHIEVE THIS THROUGH OUR STRATEGIC THEMES

OVER THE NEXT FIVE YEARS WE WILL:

- ensure pharmacists are skilled, educated and qualified to practise safely within current models of practice and are adequately prepared for evolving models of care
- promote and support collaboration and integration within the New Zealand health system
- strengthen our engagement with stakeholders and enhance confidence in Council
- support safe innovation in pharmacy practice in response to New Zealand's changing health landscape
- drive operational excellence
- deliver best practice governance

## MEASURES

### WE'LL KNOW WE'VE SUCCEEDED THROUGH THESE MEASURES

- we increase collaborative opportunities and engagement with our stakeholders
- standards, guidelines and policies are responsive to current practice and consider evolving models of care
- we have no successful legal challenges to our decisions or processes
- our strategic initiatives are achieved in line with the annual business plan and budget

## VALUES

### THESE ARE OUR VALUES

RESPECTFULNESS | COLLABORATION | FAIRNESS | ACCOUNTABILITY | EXCELLENCE

STRATEGIC PLAN  
2016 – 2020

## OUR SIX STRATEGIC THEMES – IN DETAIL

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**THEME ONE** – Ensure pharmacists are skilled, educated and qualified to practise safely within current models of practice and are adequately prepared for evolving models of care

**THIS MEANS:**

Education and continuing professional development programmes assist pharmacists to practise safely and effectively, and to adapt to evolving models of care.

We aim to achieve this by:

- ensuring that education programmes are fit for purpose and responsive to evolving pharmacy practice
- exploring methods for assuring competence in delivering safe and effective pharmacy practice
- working collaboratively with the sector to build a strong sense of ownership of pharmacy standards, guidelines and best practice approaches
- using examination data and results to continuously improve learning outcomes

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**THEME TWO** – Promote and support collaboration and integration within the New Zealand health and social systems

**THIS MEANS:**

We look for opportunities to collaborate with sector stakeholders to advance pharmacy practice by supporting pharmacists to work at the peak and breadth of their scopes.

We aim to achieve this by:

- ensuring the Intern Pharmacist, Pharmacist and Pharmacist Prescriber scopes of practice are understood by sector stakeholders
  - creating and supporting initiatives with sector partners that advance capability and capacity to deliver safer, more effective pharmacy services
  - supporting greater insights into the New Zealand pharmacy workforce to improve workforce planning
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## **THEME THREE** – Strengthen our engagement with stakeholders and enhance confidence

### **THIS MEANS:**

Our role as a regulator requires us to engage with a wide range of stakeholders. Through our interactions we will gain support from pharmacists and our stakeholders while earning the respect and trust of those we regulate and serve.

We aim to achieve this by:

- improving our digital presence and making it easier to interact with us
- enhancing our organisational profile and ensuring our communications strategy improves our stakeholder engagements
- implementing a stakeholder engagement strategy that clearly identifies our stakeholders, associated objectives and communication channels

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## **THEME FOUR** – Support safe innovation in pharmacy practice in response to New Zealand's changing health landscape

### **THIS MEANS:**

Properly targeted effective regulation that supports the profession to implement safe, innovative pharmacy practice to improve health outcomes for New Zealand.

We aim to achieve this by:

- raising the profile of safe innovative pharmacy practice through our communication channels and stakeholder interactions
- ensuring our policies and frameworks remain adaptable to evolving models of care
- proactively engaging with other stakeholders to ensure proportionate regulation, focusing our resources where the risk to the public is greatest

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## THEME FIVE – Drive operational excellence

### THIS MEANS:

We will drive operational excellence by constructively challenging the way we do things and using our learning to shape the organisation so we become more efficient and effective at what we do.

We aim to achieve this by:

- regularly reviewing our operational policies, processes and procedures to identify areas for improvement
- implementing our 2015 –2018 Information Technology Strategic Plan which will streamline business operations and improve stakeholder experience
- Investing in human resource activities to ensure we have the capability and expertise to meet our collective goals safely

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## THEME SIX – Best practice governance

### THIS MEANS:

Through sound strategic and financial stewardship, we will ensure Council effectively and efficiently supports excellence in pharmacy practice and delivers on our mandate of ensuring the safety of the New Zealand public.

We aim to achieve this by:

- ensuring clarity of purpose by maintaining a clear vision, mission, values and an organisational strategy that is progressive and responsive to Council's role under the Health Practitioners Competence Assurance Act
- holding the organisation to account by continually monitoring and evaluating organisational performance and drive for excellence
- maintaining and enhancing organisational compliance and risk management
- fostering an effective governance culture that reflects our social responsibility and positively influences our internal and external engagements



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Te Pou Whakamana Kaimatu o Aotearoa