



# Consultation Report

Consultation on the PSI's Draft Corporate Strategy 2025-2028

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## Introduction

This report summarises the feedback received during the public consultation on PSI's Draft Corporate Strategy 2025-2028, which ran from the 3 July to 25 July 2024.

## Background

The Pharmaceutical Society of Ireland (PSI) sets out its strategic programme every three to five years. The current Corporate Strategy for 2021-2024 will come to an end in December 2024, and since earlier this year, we have been developing our next strategy.

In May, the PSI held a half-day workshop and invited our key stakeholders, including the Department of Health, HSE, other regulators, and pharmacist representatives. Following engagement and consultation with our Council, PSI staff and key stakeholders, the PSI undertook the preparation of a draft Corporate Strategy. This draft strategy was carefully developed, incorporating the insights and feedback gathered during the earlier engagements.

Our new Corporate Strategy will provide details as to what the PSI, as the pharmacy regulator, intends to achieve over the four years from 2025 to 2028. Our new strategy aims 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 four years.

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

The draft strategy will be updated following the public consultation process, considered by the PSI Council, and then submitted to the Minister for Health for his consideration. After this, the final draft will be presented to the PSI Council in December 2024 for their consideration and approval.

## About the consultation

The public consultation opened on 3 July and closed on 25 July 2024.

The consultation was notified to PSI registrants by email on 3 July 2024 and notified more broadly to the public through notices on the PSI's website and social media channels.

One hundred and forty-five particular stakeholders were made aware of the consultation through an email from PSI on 3 July 2024. These 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 that would assist PSI in developing a comprehensive corporate strategy.

A reminder email was also sent to registrants on 15 July 2024 and to our stakeholders on 17 July 2024.

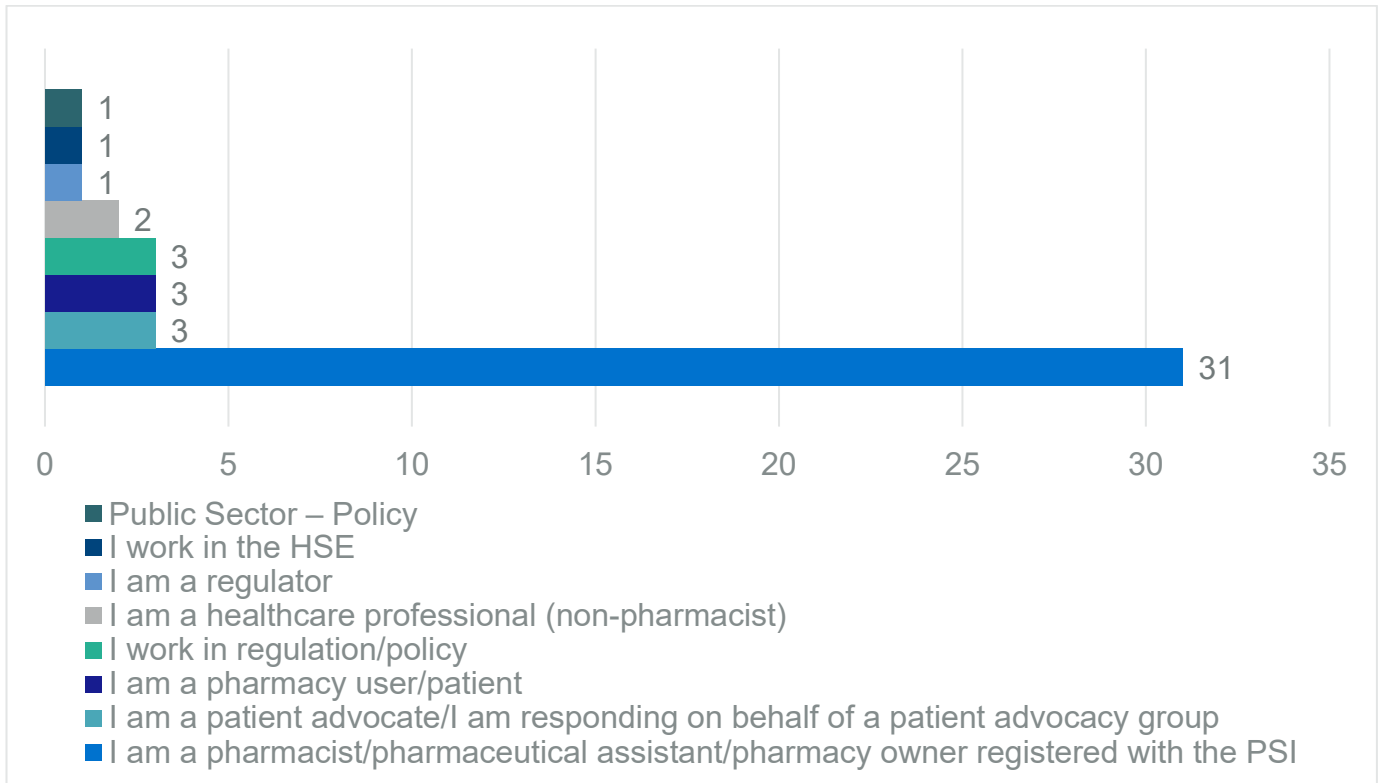
The survey consisted of ten main questions, with additional questions to provide respondents with the opportunity to explain the reasoning behind some of their responses. All responses were anonymous. Responses were also accepted by email.

In total, the survey received 46 responses, with a further three responses received via email.

Note that the sample size covered by this survey (n=46) is small, and the number of responses to a number of questions is even smaller. Consequently, the results of this survey should not be considered representative.

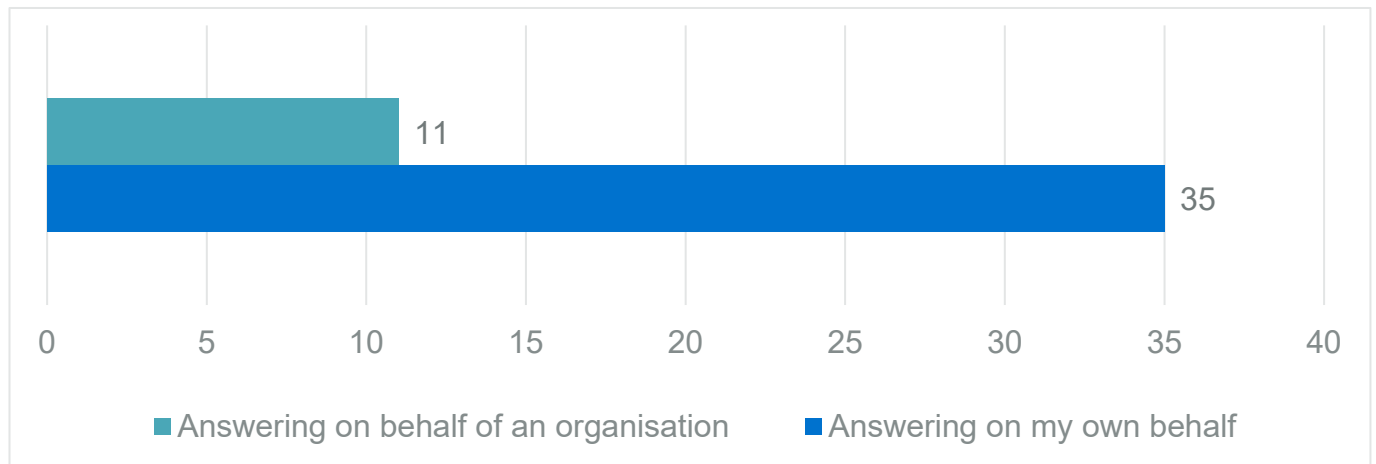
### Survey question 1

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



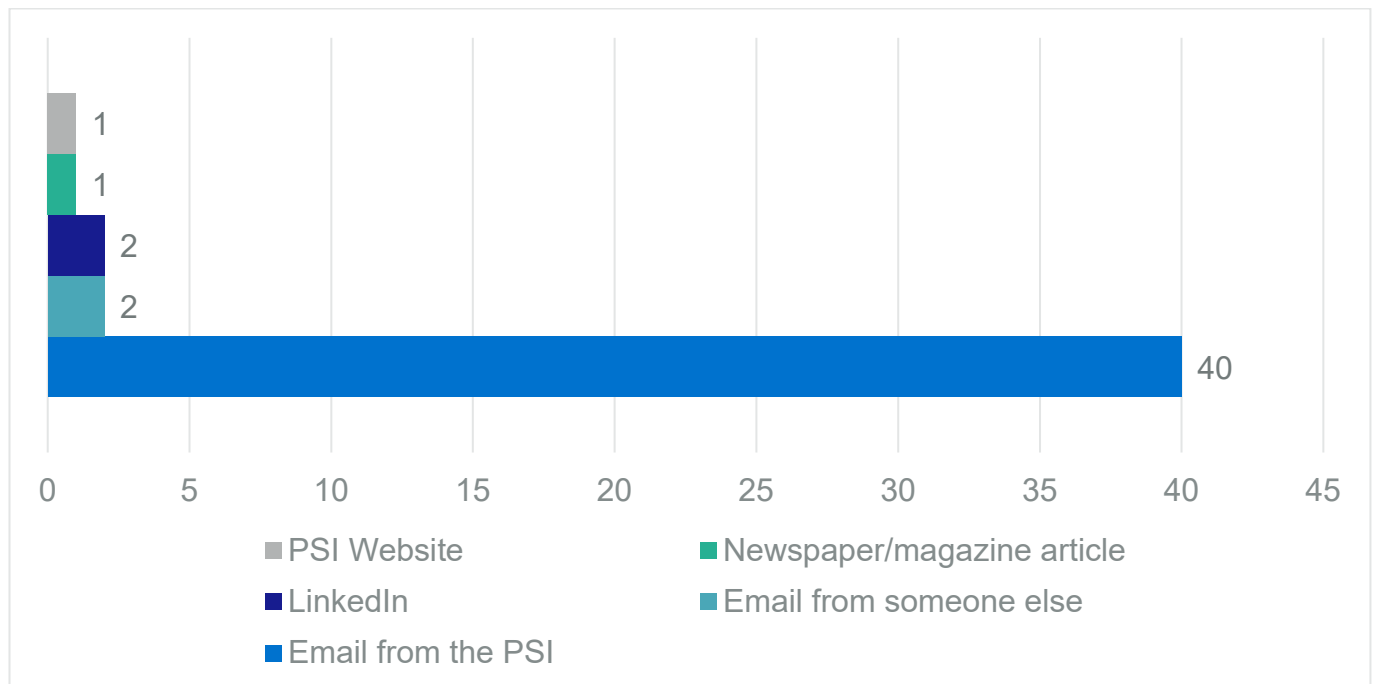
## Survey question 2

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



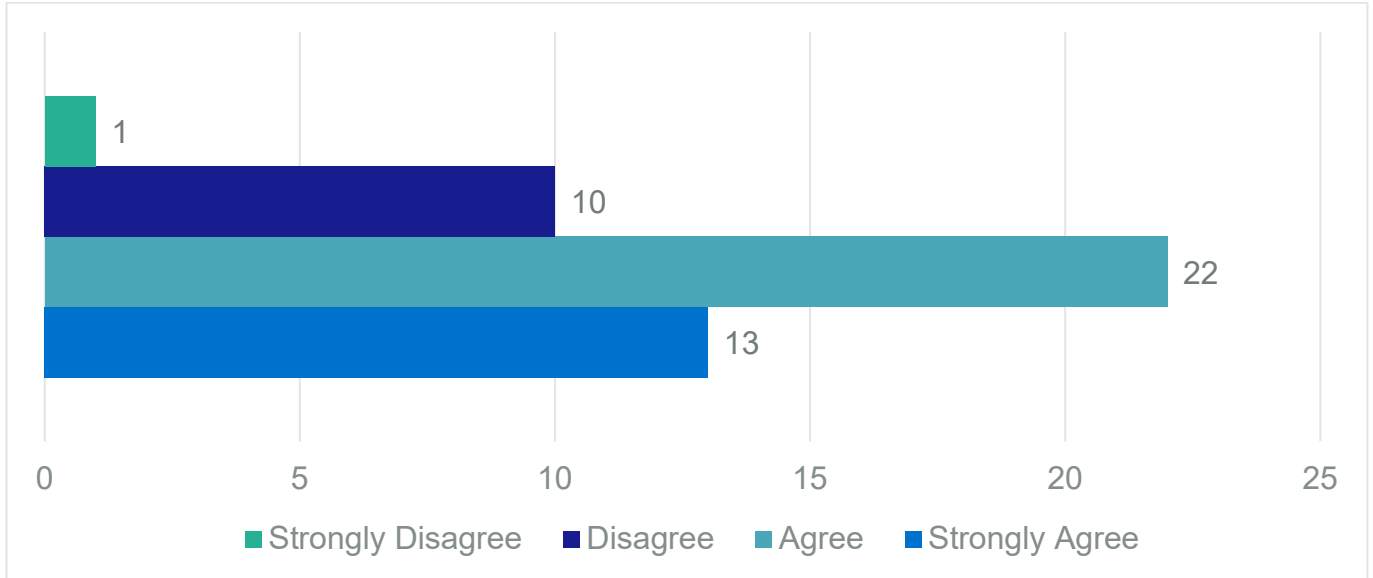
## Survey question 3

How did you find out about this consultation?



## Survey question 4

Do you agree that the draft Corporate Strategy accurately aligns with the PSI's roles and responsibilities?"



### Reasons for disagreement

Of the eleven respondents who answered disagree or strongly disagree, nine provided reasons for disagreement.

Stakeholders expressed concerns that the draft Corporate Strategy placed too much emphasis on regulation and, consequently, that pharmacists would face an increased administrative burden arising from the actions outlined in the strategy. One response expressed concern that the draft Corporate Strategy did not sufficiently cover hospital pharmacies. Stakeholders also recommended that the draft Corporate Strategy include reference to PSI supporting pharmacists in the delivery of pharmacy care.

### PSI Response

The suggestions and comments are welcomed and noted.

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.

We understand that administrative burden is a key concern for pharmacists. The Pharmacy Workforce Working Group, established by the Department of Health and PSI, is focused on addressing the recommendations and actions of the [PSI Workforce Intelligence Report](#),

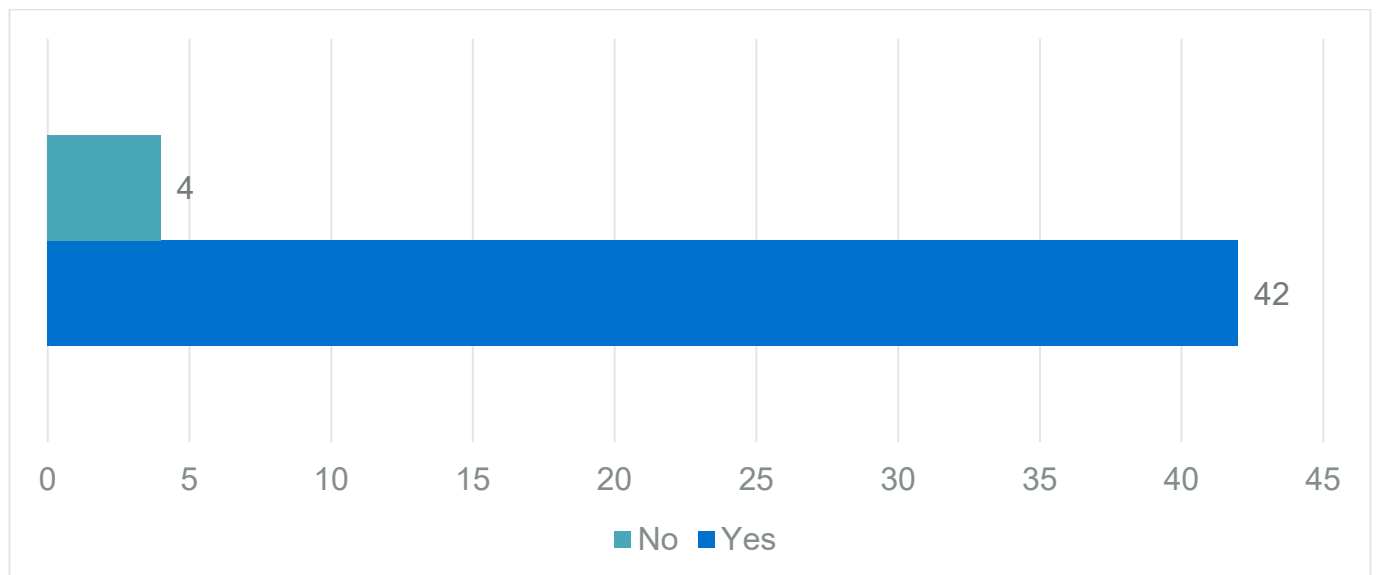
including developing and implementing solutions, including digital solutions, aimed at reducing the regulatory burden associated with manual and paper-based processes.

The PSI will engage with all relevant stakeholders to seek to minimise the administrative burden associated with the expansion of the role of the pharmacist, and it is hoped that increasing digital enablement will help to reduce the administrative burden faced by registrants.

While the PSI is committed to supporting registrants, it is important to recognise that the PSI is a public interest regulator, and it is not appropriate that the PSI act as an advocate on behalf of the profession.

## Survey question 5

Are the PSI's three proposed strategic objectives clear to you from reading the draft Corporate Strategy?



### Reasons for disagreement

Of the four respondents who answered no to this question, two provided reasons for their answer.

One respondent expressed concern that two of the three objectives did not clearly align with PSI's obligation to ensure patient safety. Additionally, the respondents felt that the tone of the document was not supportive of registrants, though they found the patient focus of the document to be understandable.

### PSI response

The three draft strategic objectives, as outlined in the draft strategy document, are designed to complement one another and reinforce PSI's core mission. All the actions, including work internal to PSI, aim to ensure that the PSI can continue to fulfil its core mission in a sustainable, fair and appropriate manner. We note the concerns raised about the language used in the draft

Corporate Strategy, and these concerns will be considered as we continue to develop the Corporate Strategy.

## Survey question 6

Do you have any comments on the activities proposed under each strategic objective? Please state the strategic objective(s) you are referring to.

### Themes and suggestions

Seventeen respondents provided comments on the proposed strategic objectives. Their comments, broken down by strategic objective, are summarised here.

#### Objective 1

A number of respondents noted the need for expanded education (including CPD). The reasons given for this included the expected expansion in the role of the pharmacist on foot of the Expert Taskforce report as well as other policy developments with the potential to impact pharmacists, including the Assisted Decision Capacity Act 2015 (amended in 2022). One response suggested that the Health Information Bill and *Digital for Care: A Digital Health Framework for Ireland 2024-2030* ought to be called out explicitly in this section as they will affect the precise implementation of the European Health Data Space (EHDS) in Ireland. Responses also highlighted a desire for a reduction in the administrative burden associated with paper-based documents and suggested that PSI work with the Department of Health to facilitate greater digitisation of paper-based records. One stakeholder expressed concern that the current wording of this objective and associated action does not envisage the PSI working with the Department of Health to propose a policy aimed at improving the profession of pharmacy.

#### Objective 2

The PSI's commitment to moving towards a more proportionate, compassionate model of regulation as outlined in the draft Corporate Strategy was recognised by respondents, with one response suggesting that this evolved regulatory model should be supported by a risk-based approach along with other regulatory tools, such as guidance and advice. One response suggested that this objective contain specific mention of reform to governance roles, and the supervising pharmacist in particular, in the context of reform of the Pharmacy Act. The comments related to this objective also highlighted a lack of clarity surrounding the degree to which the actions under this objective related to community pharmacies or included other settings such as hospital pharmacies. Other comments suggested slight wording changes to the objective and associated actions.

#### Objective 3

Objective 3 received the least number of comments from respondents. Comments from respondents included ensuring that PSI's ICT strategy and the implementation of electronic health records are done in compliance with the EU Web Accessibility Directive, as well as a



number of phrasing suggestions. One comment suggested that cost-effectiveness reporting and value for money be built into the actions section.

## General comments

General comments on the objectives included suggestions that the objectives could better support registrants in delivering safe pharmacy care. A number of respondents also highlighted the need for reform of PSI's Fitness to Practice processes, while many emphasised the importance of stakeholder engagement in the rollout of all three strategic objectives.

## PSI Response

The PSI welcomes comments related to digital health as covered by Strategic Objective 1 and will review the wording around this objective to include reference to the *Health Information Bill and Digital for Care: A Digital Health Framework for Ireland 2024-2030*, where appropriate. With regard to stakeholder's concerns regarding paper-based records, please see our response to Question 4.

The PSI continues to engage with the Department of Health on advancing reform of the Pharmacy Act 2007 in the public interest, including consideration of the eligibility criteria that supervising and superintendent pharmacists must meet when fulfilling these important governance roles. Furthermore, the PSI is seeking a reformed regulatory framework based on revised, broader regulations supported by outcomes-focused healthcare regulatory standards to enable the PSI to monitor broader aspects of the provision of pharmacy services.

Please refer to the PSI's response to Question 4 concerning the regulation of hospital pharmacy departments,

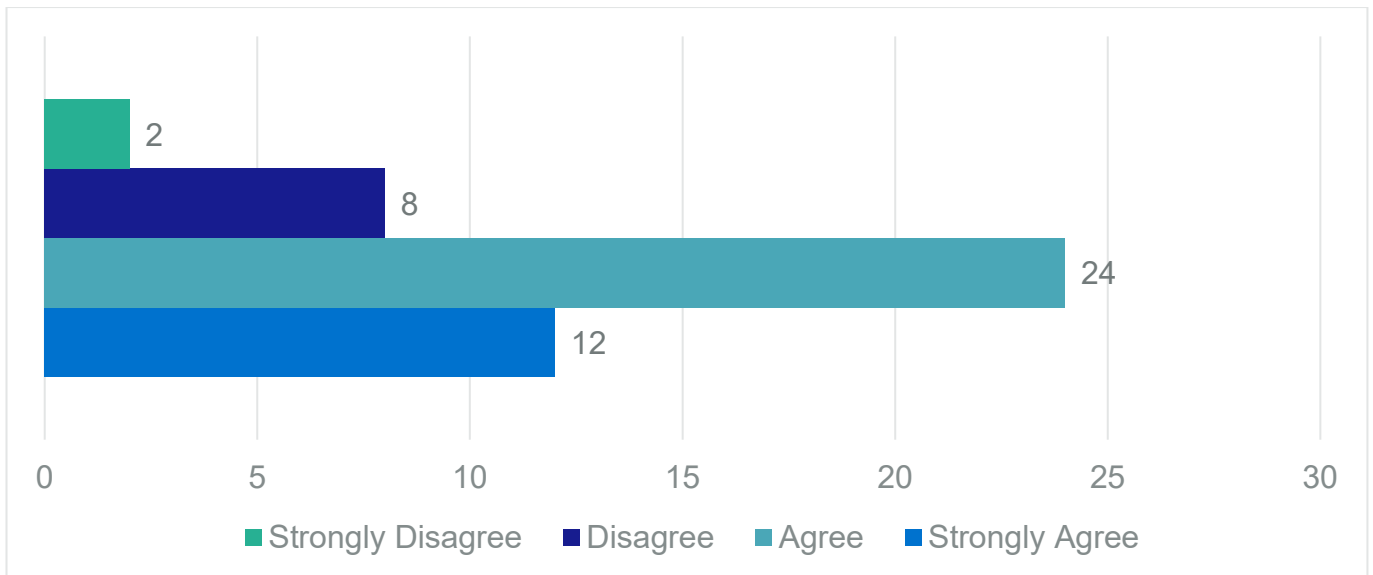
The PSI is committed to reforming our current Fitness to Practice processes as outlined in Objective 2, and the PSI will engage with all relevant stakeholders in pursuing this programme of reform.

The suggestion around cost effectiveness and value for money reporting will be considered in the context of the PSI's annual service plans.

The PSI welcomes the many thoughtful wording suggestions provided across the three strategic objectives and will consider them while we continue the development of our Corporate Strategy.

## Survey question 7

It is proposed that PSI's mission statement be updated to state: 'We assure patient safety and public trust in pharmacy through effective regulation'. To what extent do you agree or disagree with this statement?



### Reasons for disagreement

Of the 10 respondents who selected either disagree or strongly disagree, 8 provided reasons for their answer or suggested changes to the proposed mission statement.

Many suggestions included adding a reference to proportionality and fairness, while others suggested including a reference to supporting pharmacists to deliver high standards, thus supporting patient safety. Another response suggested that pharmacy technicians should be included.

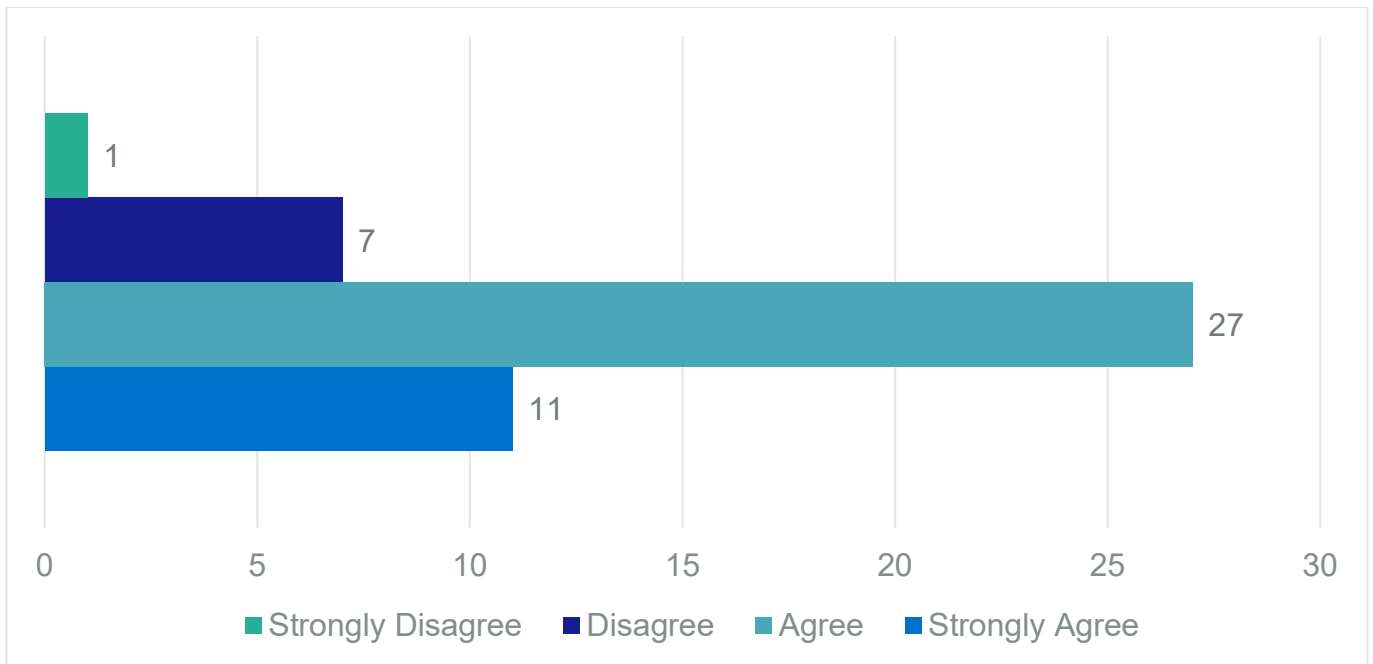
### PSI Response

PSI is committed to evolving a more proportionate model of regulation and will consider including a reference to proportionality in our mission statement, as suggested by a number of respondents.

One of the recommended actions of the PSI Workforce Intelligence Report identifies the need to develop a national strategy for the future role of pharmacy technicians within the health system. The PSI will continue to support the Department of Health's work in this regard and recognise the valuable role played by pharmacy technicians within the health system and will continue to engage with representatives of pharmacy technicians to address issues of shared interest.

### Survey question 8

It is proposed that PSI's vision statement be updated to state: 'Safe and Effective Pharmacy Care supporting the Health of our Communities.' To what extent do you agree or disagree



### Reasons for disagreement

Of the eight respondents who responded disagree or strongly disagree, seven gave reasons for their answers.

A number of these respondents felt that the PSI has a role in supporting registrants in delivering high professional standards and quality care, while one respondent felt that the statement did not cover all the areas in which pharmacists practice.

### PSI Response

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

### Survey question 9

Are there any additional areas of priority you think should be considered for inclusion in this Corporate Strategy?

### Themes and suggestions

Sixteen respondents provided feedback for this question across a range of areas.

These responses included increasing engagement with registrants and the public (including patients and family carers), including reference to hospital pharmacies and pharmacy technicians, reducing the administrative burden faced by pharmacists, including an action related to the establishment of a leadership body for the pharmacy profession and ensuring fairness in the FtP process.

## PSI Response

These responses and suggestions are noted, and many of the comments are addressed in our responses to previous questions.

PSI is committed to maintaining regular engagement with our registrants. We are fully committed to the continuous involvement of pharmacists in PSI initiatives, and in 2023, we established a Pharmacist Panel to collaborate with PSI and inform our work.

We are committed to delivering on the short and medium-term recommendations and actions of the [PSI Workforce Intelligence Report](#), including commissioning a feasibility study tasked with proposing a suitable and viable approach to addressing the need for professional leadership in pharmacy.

## Survey question 10

Do you have any other comments or suggestions?

### Themes and suggestions

Eleven respondents provided comments for this section. Some of this was a continuation of comments from earlier in the survey.

The comments for this section included making changes to the visual aspects of the draft document and working with stakeholders in the rollout of the strategy, including collaboration with other regulators. General comments related to medicine management and unlicensed medicines, funding, and inspections of pharmacies.

## PSI Response

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

## Email responses

PSI received three responses via email. Issues raised by email included:

- Ensuring that PSI's Public Sector Duty obligations are met in the context of the increasing digitalisation of the pharmacy sector, including support for those who struggle with literacy and live predominantly offline.
- Pharmacies should take proactive measures to verify that prescribers based outside of Ireland adhere to the most recent policies on puberty-suppressing hormones, including careful assessment of prescriptions issued by private clinics or those originating outside of Ireland.

## PSI Response

PSI is committed to meeting our obligations under the Public Sector Equality and Human Rights Duty as outlined in Strategic Objective 3. We will work with all relevant stakeholders to ensure that we continue to meet our obligations in the context of the increasingly digitally-enabled nature of pharmacy in Ireland. We welcome this feedback and will consider it as we continue to develop our Corporate Strategy.

## **Conclusion**

The PSI is grateful to our stakeholders who took the time to make thoughtful and considered responses to the public consultation on our draft Corporate Strategy 2025-2028.

The PSI will incorporate the feedback received during the consultation process and will continue to refine the draft Corporate Strategy before presenting it to the Council in December 2024.

We will continue to engage with and work closely with our stakeholders in the implementation of the strategy.

## **Appendix 1 – Draft Corporate Strategy 2025-2028 for public consultation**

# Corporate Strategy 2025-2028

Draft for Public Consultation  
July 2024



# OUR MISSION

We assure patient safety and public trust in pharmacy through effective regulation

## OBJECTIVE 1

Regulate Pharmacists and Pharmacies to Deliver Essential and Expanded Pharmacy Services in the Healthcare System

## OBJECTIVE 2

Modernise our Regulatory Approach to Drive Safe Patient Outcomes in the Delivery of Pharmacy Care

## OBJECTIVE 3

Enhance and Align Our Organisation and People to Successfully Achieve Our Strategic Priorities and Core Responsibilities



# Introduction

In accordance with its obligations, the PSI is required to prepare and submit a strategy statement to the Minister for Health. The strategy should cover a period of 3 to 5 years, set out appropriate objectives and goals and identify relevant indicators against which performance can be clearly measured. It should also be aligned with specific objectives in the Department of Health's Strategy and consistent with any Government policies for the reform and modernisation of the public service.

Our current strategy concludes at the end of 2024. Earlier this year, we commenced the process of developing our next strategy, which will outline our goals and objectives as the pharmacy regulator for the years ahead. The 2025-2028 strategy builds on our past achievements and identifies key areas of focus. These areas include continuing to meet, modernise, and advance our core responsibilities, responding to external developments in pharmacy practice, and further developing our organisation and its resources so that we can carry out our work efficiently and effectively.

We anticipate that the 2025-2028 period will be one of significant change across pharmacy in Ireland, marked in particular by the expected recommendations by the Department of Health's Expert Taskforce to Support the Expansion of the Role of Pharmacy in Ireland, the outcomes of our own Workforce Intelligence Report, and advancements in national and European digital and e-health initiatives, including e-prescribing.

This **draft** document proposes three strategic objectives for us to achieve over the next four years. These objectives will enable us to respond to the rapidly evolving pharmacy landscape while keeping patient safety at the core of what we do.

## About this Consultation

As part of our strategy development, we encourage feedback from members of the public and other interested stakeholders on the draft objectives of the Corporate Strategy 2025-2028. Feedback from our stakeholders will help ensure that the final strategy (to be approved by PSI Council in December 2024) incorporates and considers a broad spectrum of perspectives relevant to our work in the current context. The consultation will run from 3 July to 24 July 2024. Upon the conclusion of this public consultation, we will analyse the responses and update the strategy to reflect the feedback received. The PSI Council will review the consultation feedback on the draft strategy and subsequently present a revised version to the Minister for Health for his observations. The PSI Council will finalise the strategy and approve the final version at its meeting in December 2024.



# The Role of PSI

The Pharmaceutical Society of Ireland (PSI), the pharmacy regulator, is a public body established under the Pharmacy Act 2007 to protect the health, safety and wellbeing of patients and the public by regulating pharmacists and pharmacies in Ireland. Our principal purpose as a regulator is to ensure patient safety and public protection. Further information on our role and our current strategy can be found on our website.

We must ensure that we fulfil our primary statutory functions. The Pharmacy Act, together with its supporting secondary legislation and related medicines law, places a clear responsibility on us to regulate the pharmacy profession and community pharmacies in the interests of patient safety. Critical to our work and central to our mission are our ongoing areas of regulatory activity which we will continue to deliver to a high standard throughout the next strategy. These include that we:

- ▶ 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 pharmacy 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.
- ▶ Meet our external compliance obligations, including the code of practice for the management and governance for state bodies.
- ▶ Operate prudent financial management practices and continue to steward all PSI resources to deliver on our statutory functions.
- ▶ Communicate and engage with the public, the pharmacy profession, and others to ensure our work is understood and informed by these and all our stakeholders.

## Our Mission

We assure patient safety and public trust in pharmacy through effective regulation

## Our Vision

Safe and effective pharmacy care supporting the health of our communities



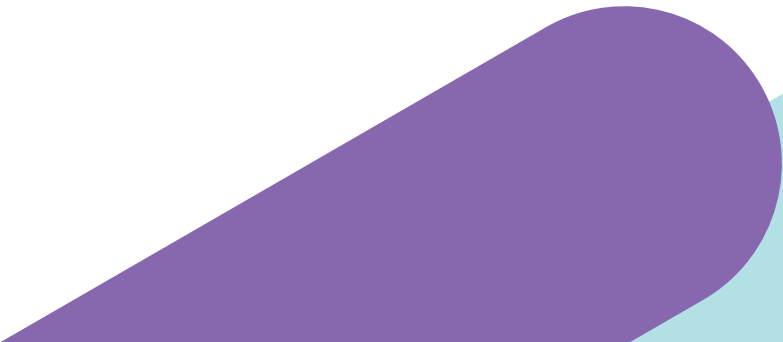
# Developing our Draft Corporate Strategy 2025-2028

This **draft** strategy has been developed in consultation with the PSI Council, incorporating insights from the PSI leadership team and staff and engaging with diverse stakeholders from pharmacy, healthcare, education, and regulation. Through surveys and meetings held in April and May, we interacted with key stakeholders to identify and establish several focal points for our activities in the upcoming years.

Our draft Corporate Strategy for 2025-2028 sets the development agenda for PSI over the next four years. It outlines the various actions that we will take to provide ongoing assurance to the public regarding the safety and reliability of pharmacists' practice and the operation of pharmacy services.

Our work as a public interest regulator is influenced and affected by many political, economic, social, technological, legal, and environmental factors. In developing this new strategy, we have considered various current and future challenges and opportunities, as well as their implications, using information emanating from consultations and other forms of stakeholder engagement. We have completed a detailed review of the actions undertaken in our current strategy and have identified the necessary activities that will carry over into the new strategy. As a public body involved in healthcare regulation, we must also ensure that our strategy and objectives align with those of the Department of Health, particularly regarding the continued implementation of the Sláintecare reform programme, the anticipated recommendations of the Expert Taskforce to Support the Expansion of the Role of Pharmacy and the priorities set out in the recently published *Digital for Care: A Digital Health Framework for Ireland 2024-2030*.

Listening to and receiving feedback from those we work with and the wider public is crucial. This public consultation provides us with an additional opportunity to receive feedback and hear from our stakeholders, which is an important step in the process of developing our new strategy. We are also mindful of our statutory public sector duty to equality and human rights in the conduct of our functions and 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.



# Overview of Strategy: How we will deliver on our mission

Our goal for this strategic period centres on a commitment to assuring patient safety and public trust in pharmacy through effective regulation. We will continue to deliver, modernise, and advance our core statutory responsibilities, respond to external developments in pharmacy practice and further develop our organisation and its resources so that we can carry out our work efficiently and effectively.

This draft strategy outlines three proposed strategic objectives that will help us deliver on our mission over the duration of the strategy.

Below, we set out a short description of these objectives, together with the actions that describe how we will deliver each objective and the outcomes through which we will know we have succeeded.

## **OBJECTIVE 1**

Regulate Pharmacists and Pharmacies to Deliver Essential and Expanded Pharmacy Services in the Healthcare System

## **OBJECTIVE 2**

Modernise our Regulatory Approach to Drive Safe Patient Outcomes in the Delivery of Pharmacy Care

## **OBJECTIVE 3**

Enhance and Align Our Organisation and People to Successfully Achieve Our Strategic Priorities and Core Responsibilities



# Objectives and Actions



## Objective 1:

### Regulate Pharmacists and Pharmacies to Deliver Essential and Expanded Pharmacy Services in the Healthcare System

Ireland's healthcare landscape is entering a period of significant change, which will inevitably shape and influence the evolution of the pharmacy sector and the pharmacy profession. In 2023, the Minister for Health established an Expert Taskforce to support the expansion of the role of pharmacy in Ireland. The remit of the Taskforce is to identify and support the delivery of specific objectives, which will serve to align services and practices that can be delivered by pharmacists and pharmacies with the needs of the health service and patients. The role of the pharmacist is expected to expand significantly on foot of the Expert Taskforce recommendations, including the probability of pharmacists being authorised to prescribe within certain limits.

In addition, advances in digital health and the European Health Data Space (EHDS), including a patient health app, a national shared care record and ePrescribing, are set to transform health services in Ireland. We will work to identify and respond to potential new risks and challenges for pharmacists and pharmacies as these emerging changes develop and evolve, and we will act to ensure that changes in practice are implemented without compromising patient safety.

Additionally, we have made a number of commitments under our Workforce Intelligence Report<sup>1</sup>. Through active collaboration with our stakeholders, we will realise a number of the report's recommendations to ensure that the public continues to have access to safe and effective pharmacy care into the future and that pharmacists are equipped and supported to perform within the full scope of their practice.

This objective sets out the work we will carry out over the lifetime of this strategy to ensure patient safety remains paramount in the context of a changing pharmacy environment. Many of the actions under this strategic objective cannot be carried out by us alone. To this end, we will continue to proactively work in partnership with our stakeholders – the Department of Health in particular – throughout the duration of this strategy.



1 [https://www.thepsi.ie/tns/Publications/Publications/Workforce\\_Intelligence\\_Report.aspx](https://www.thepsi.ie/tns/Publications/Publications/Workforce_Intelligence_Report.aspx)



## Actions:

### How we will deliver this objective

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- ▶ Safely and effectively implement the recommendations of the Expert Taskforce to support the expansion of the scope of pharmacy within our regulatory remit.
- ▶ We will effectively implement agreed policy changes with the Department of Health.
- ▶ Deliver the regulatory frameworks, tools and supports required by pharmacists and pharmacies to implement the expected outputs associated with advances in digital health and the EHDS.
- ▶ Proactively engage with and support higher education providers to deliver pharmacy education in the State.
- ▶ Continue our own work and our collaboration with others in delivering the recommendations of the Workforce Intelligence Report.



## Intended Outcomes:

### How we will know if we are successful

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- ▶ We have fulfilled our particular role in implementing the recommendations of the Expert Taskforce to support the expansion of the role of pharmacy to meet patient and public health needs.
- ▶ Policy changes relating to pharmacy have been implemented as required by way of continuous, effective engagement with the Department of Health.
- ▶ Pharmacists and pharmacies can safely and effectively utilise advances in digital health to deliver safe pharmacy services and improve patients' health and wellbeing.
- ▶ We have managed and progressed all applications for the accreditation of new and existing pharmacy training programmes in the State, in line with our accreditation policy.
- ▶ Collaboratively, we have executed both the short and medium-term actions outlined in the Workforce Intelligence Report, as well as laid the groundwork for the essential long-term actions.



## Objective 2:

### Modernise our Regulatory Approach to Drive Safe Patient Outcomes in the Delivery of Pharmacy Care

In the rapidly changing landscape of pharmacy in Ireland, we believe that there is a strong imperative to update our regulatory model. In modernising our approach, we will strive to deliver effective, consistent and proportionate regulation. We will do so while efficiently utilising PSI resources to ensure that our regulatory actions and activities promote sustainability, enhance patient safety and continuously improve the quality of pharmacy practice in all settings.

The expansion of the scope of practice of pharmacists and pharmacies is best supported by a move towards an adaptable, standards-based approach to regulation that meets patient and professional needs in a quickly evolving landscape.

Standards provide concise, outcome-focused statements against which a pharmacist or pharmacy establishes and delivers their service and which the regulator can use to assess performance. Standards empower the pharmacist or pharmacy to meet the requirements of the standards in a range of different ways, i.e., it is not a prescriptive, one-size-fits-all approach.

We will leverage our data, intelligence, and insights to shift our focus to adopting a more anticipatory, proportionate, and tailored approach to regulating pharmacy. We will use this information to inform our decision-making and proactively protect patients and the public.

This objective outlines the actions we will undertake throughout this strategy to implement a more modern regulatory approach. To achieve this objective, we will focus on reforming and improving our Fitness to Practise processes, ensuring they are transparent, effective, and consistent while embedding a kinder, more compassionate<sup>2</sup> approach. To achieve this strategic objective, we will collaborate closely with our partners, including the Department of Health, to facilitate necessary legislative or regulatory changes. Additionally, we will maintain regular engagement with our registrants and strengthen our interaction with patients and the public. We will continue to ensure that the way we regulate is grounded in equality, diversity, and inclusivity, and that we adopt and instil a person-centred approach across all of our activities.



<sup>2</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9271881/>





## Actions:

### How we will deliver this objective

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- ▶ Embed a person-centred approach across our regulatory processes, commencing with the reform of our Fitness to Practise processes to support enhanced communication, transparency, and efficiencies in our processes.
- ▶ Develop a standards-based regulatory model for community pharmacies to effectively oversee pharmacy services while supporting the evolving needs of both the public and pharmacists.
- ▶ Collaborate with the Department of Health to develop a programme of reform to the Pharmacy Act aimed at modernising our regulatory approach.
- ▶ Practice a more strategic approach to the regulation of pharmacists and pharmacies that is increasingly driven by intelligence, data, and strategic learning.
- ▶ Collaborate with patients and the public to identify effective engagement methods that support a patient-centred approach and make certain the patient's voice is heard.



## Intended Outcomes:

### How we will know we are successful

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- ▶ We have reformed our Fitness to Practise approach to be more person-centred, ensuring our processes and decisions are understood by the public, registrants, and all stakeholders. Legislative reform of the Pharmacy Act has modernised this process, ensuring our actions and outcomes are proportionate.
- ▶ We have designed and implemented standards to ensure safe and effective pharmacy practice. These standards are understood and supported by patients, the public, pharmacists, and pharmacy owners. They operate on a statutory basis and are reinforced by revised legislation.
- ▶ Our regulatory activities are guided by data-driven insights with our responses becoming increasingly tailored and co-ordinated based on issues and context.
- ▶ Patients and the public are active partners in our regulatory model.



### Objective 3:

## Enhance and Align Our Organisation and People to Successfully Achieve Our Strategic Priorities and Core Responsibilities

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To deliver on our strategic objectives while continuing to carry out our core functions in accordance with good practice in the management and governance of public bodies, we must ensure that we have the right people, skills, structure, and culture in place. Furthermore, in common with all organisations, we must continuously strive for improvement, innovation and efficiency.

Our people are our most important asset, and we strive to create a culture where staff feel empowered and supported in achieving their and PSI's shared objectives. We are committed to fostering a positive environment and agile structure that supports our mission and strategic priorities. We also commit to ongoing professional development and a healthy work/life balance for all employees.

We are dedicated to advancing the actions from our previous strategy, which includes completing our Business Transformation Programme and integrating new systems, data, and digital tools to support our regulatory mission. We will implement the recommendations of our Strategic Financing Review to ensure a sustainable financial position and appropriate funding.

We will continue to implement our ICT strategy to support our core functions in a blended working environment, leveraging Artificial Intelligence (AI) where appropriate to enhance our operations. This includes ongoing strengthening of cybersecurity protection and awareness, as well as improving our business continuity and incident response procedures.

As a public sector organisation, we will continually evaluate the legislative landscape to ensure full compliance with Irish and European legislation. We are committed to actively playing our part in meeting key national initiatives, including climate action, sustainability, eliminating discrimination, promoting equality and protecting human rights relevant to our functions and purpose.

These initiatives will ensure that we have the capabilities needed to deliver our strategic priorities and core responsibilities throughout this strategy and beyond.





## Actions:

### How we will deliver this objective

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- ▶ Implement, monitor and review the recommendations of the organisational and strategic workforce review carried out in 2024.
- ▶ Implement our ICT strategy, ensuring agility and innovation in the use of technology, digitisation and integration of services and data to increase efficiency, better user experience and quality of service.
- ▶ Complete our current programme of Business Transformation.
- ▶ Complete and implement the findings of our Strategic Financing Review Project.
- ▶ Develop and implement a new HR People Strategy to attract, organise, align and develop our people.
- ▶ Set out the policies, plans, and actions to address the human rights and equality issues relevant to our functions and purpose, as required under Section 42 of the Irish Human Rights and Equality Commission Act 2014.
- ▶ Proactively implement our Climate Action Roadmap, aligned to the Government's Climate Action Plan 2021 and the Public Sector Climate Action Mandate.



## Intended Outcomes:

### How we will know we're successful

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- ▶ We are organised for success. The right people, skills, culture and sustainable structures are in place to support the delivery of our strategic goals.
- ▶ We are a digital-first regulator with a single customer view, make decisions based on data insights and offer enhanced services that support our corporate objectives, in particular, improving our capability and performance as a regulatory organisation.
- ▶ Our financial position is sustainable, and we are appropriately funded.
- ▶ We are a workplace of choice, evidenced by our ability to retain and attract a skilled, diverse, and competent workforce to deliver on our strategic priorities.
- ▶ We are aligned with all relevant legislation, both Irish and European and we have implemented our public sector duty action plan
- ▶ We have met our targets in line with our Climate Action Roadmap.

## Implementing the Strategy and Monitoring Progress

**This strategy will be implemented over four years, from January 2025 to December 2028.**

As the strategy has been designed in an integrated four-year programme, some of the actions outlined in this document will be implemented over more than a single year. The specific actions for each year will be set out in our Annual Service Plans, and as the strategy progresses, we will also outline the actions being carried out over multi-annual periods.

PSI Advisory Committees will oversee the strategy implementation process and will provide progress reports to the PSI Council at each of its public meetings. Full details will be included in each year's Annual Report.

## What do you think about our priorities for the next four 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)

All responses should be received by Wednesday, 24 July 2024.

## Use of your information

The information you send us will be used to develop and inform our new 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 us during our 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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