Discussion Document

Toward an Optimal Future: Priorities for Action

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2016 PHARMACY THOUGHT LEADERSHIP SUMMIT

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Introduction

The pharmacy profession in Canada and internationally has undergone significant change. Pharmacists and pharmacy technicians are now working in advanced roles, improving patient outcomes and providing value to the larger healthcare system. Despite this progress and the championing of advanced practice in Canada, many pharmacy professionals still lag behind in terms of scope of practice and the provision of patient care services. It is clear that unique barriers exist in different settings and the integration of advanced practice varies greatly between jurisdictions, practices and/or places of employment in Canada.

PURPOSE

The aim of this Discussion Document is to provide pharmacy leaders with a foundation for thought and reflection in advance of the Pharmacy Thought Leadership Summit. This Discussion Document summarizes the results of the Thought Leadership Summit Research Report with regards to key barriers and enablers to role evolution and potential ideas/solutions for change and action. At the Summit, pharmacy leaders will seek to identify, agree upon and communicate goals, actions and responsibilities to move the profession forward and enable optimal scopes and practices in consideration of the aspirations of pharmacy professionals and healthcare needs of Canadians.

What follows is the framework for the research (Figure 1 below), which maps the needs of the healthcare system and presents a snapshot of the pharmacy profession today and goals for the future. The framework identifies key system, institutional and practice level enablers for role evolution toward an optimal future for the pharmacy profession in Canada.
PHARMACY PROFESSION — WHERE DO WE NEED TO BE?

**At the system level:**
Pharmacy professionals leading and working with other health professionals to ensure a safe and effective medication-use system that enhances access to care and optimizes costs of care for Canadians.

**At the institution level:**
Enabling practice settings where pharmacy professionals can use their full scope of practice and where pharmacy professionals feel supported and positive about their evolving roles.

**At the practice level:**
Pharmacy professionals providing proactive, interprofessional or team-based, patient-centered care that optimizes drug therapy outcomes.

PHARMACY PROFESSION — WHERE ARE WE NOW?

- Significantly expanded scopes of practice in most provinces
- Many new services remunerated by public and private payers
- Patient-centered care still not provided by all pharmacists to all patients
- Dispensing still consumes majority of pharmacist time
- Limited interprofessional collaboration
- Limited public understanding of expanded pharmacy services
- No process for recognizing specialization
- Workplace environment that may not support new services

SYSTEM CHALLENGES AND HEALTHCARE NEEDS

- Unsustainable healthcare spending, including spending on drugs
- Lengthy wait times
- Accessibility - access to care
- Patient safety
- Public health – emergency preparedness
- Chronic disease prevention and management
- Aging population
- Need for expanded homecare services
- Patient engagement
- Aboriginal health
- Transition care

STRUCTURE/SYSTEM LEVEL ENABLERS

- Regulations to expand scopes of practice
- Reimbursement mechanisms for new services
- Specialty certification and recognition
- Intergovernmental collaboration
- Entry to practice doctor of pharmacy programs
- Admission requirements for pharmacy students
- Residency programs, including community settings
- Expanded IPE and CE
- Clinical skills development
- Leveraged health and informatics technology
- Public awareness, communications and marketing
- High quality pharmacy practice research

INSTITUTION LEVEL ENABLERS

- Business models and work structures that support role evolution
- Workflow and workplace resources to facilitate integration of expanded scope
- Leveraged health and informatics technology
- Support for IPC
- Communications and marketing of new and existing services
- High quality pharmacy practice research

PRACTICE LEVEL ENABLERS

- Patient engagement
- Inter-professional collaboration
- Team composition
- Diverse clinical, business and soft skills
- Team goals and aspirations
- Personal satisfaction
- Collaborative patient-centred care
- Expanded clinical care and services
- Role clarification

Legend: CE = Continuing Education, IPE = Interprofessional Education, IPC = Interprofessional Collaboration
Priorities To Optimize Pharmacy Practice in Canada

Draft Priorities for Action

What follows is a list of draft priorities that have emerged from this research, including the results from the Expert Advisory Panel survey (i.e., registered Summit participants) and of the broader pharmacy profession. The drafting of these priorities is intended to inform the discussion at the upcoming Pharmacy Thought Leadership Summit. **Note to the Reader:** these draft priorities are not presented in any order of priority. They can be developed concurrently and may be mutually dependent in order to fully achieve expected results.

1. Education

*Support the evolution of the education system and continuing professional development programs for pharmacists and pharmacy technicians to improve the development of the required skills, knowledge and attitudes to support professional role evolution.*

**Possible Solutions:**

- Influence pharmacy faculties to expand entrance requirements and enhance curricular content related to the skills, knowledge and attitudes (confidence) necessary to support new clinical services, business skills, collaborative and patient-centered care, counseling, and emerging IT systems and programs.
- Influence technical training programs to expand the skills, knowledge and attitudes of pharmacy technicians to better position them to take an expanded role in all pharmacy settings.
- Expand experiential clinical opportunities for pharmacy students (beginning in year 1) similar to the medical model, which could facilitate graduated responsibility and would provide patient-care experiences appropriate to the level of the students' abilities.
- Expand pharmacy residency programs, particularly in community settings.
- Increase openness and supports for interprofessional education, including more clinical rotations for pharmacy students in collaborative team settings.
- Create bridging programs for those pharmacists with a Bachelor's degree who wish to obtain a PharmD degree.

2. Regulatory

*Remove regulatory barriers to pharmacy role evolution.*

**Possible Solutions:**

- Create a pan-Canadian partnership between provincial regulators and Ministries of Health to develop a common plan to support pharmacy role evolution.
- Develop a common/harmonized national pharmacist scope of practice.
• Agree on definitions for advanced practice and specialization.
• Develop a national certification process and formal recognition of specialty and advanced practice.

3. Payer/Policy Makers

Payers and policymakers should explore ways to leverage pharmacists’ accessibility in the community to provide health and preventive care services, especially within alternative payment and delivery models.

Possible Solutions:
• Implement appropriate reimbursement and payment mechanism models to support role and service evolution.
• Provide continuity across both public and private payers for reimbursement of pharmacist cognitive services, including a standardized documentation platform.
• Harmonize the types of services that are remunerated across Canada, to reduce patient confusion regarding the role of pharmacy professionals.

4. Awareness among Key Stakeholders (excluding the public)

Increase key stakeholders’ awareness of their role in supporting pharmacy role evolution.

Possible Solutions:
• Government: promote inter-governmental collaboration; support and promote IPC; demonstrate system and public health benefits of pharmacy professionals’ working at full/optimal scopes of practice.
• Other healthcare professionals: promote support for interprofessional education and collaboration.
• Employers: encourage the establishment of required business models, new models of practice including interprofessional collaboration, infrastructure, and cultural and workplace supports for the integration of expanded scope into daily practice.
• Pharmacists: encourage the profession to embrace their expanded roles and drive innovation in order to improve health outcomes for Canadians.

5. Public Awareness and Education

Increase public awareness of pharmacy services. Increase understanding in order to increase demand.

Possible Solutions:
• Implement a public awareness campaign around pharmacists’ education and variety of service offerings.
• Educate the public on the value of patient-centred care and how the provision of services offered by pharmacists can help reduce overall healthcare costs, improve access to care and improve quality of care.
6. Workplace Environment

Assess the impact role evolution is having on pharmacists and pharmacy technicians. As shifts in pharmacy professional roles occur, capacity, deployment of resources and workplace settings must meet the requirements of changing business and service models.

Possible Solutions:

- Develop an inventory of workplace requirements (adequate staffing, resources, infrastructure, dispensary design, space, etc.) required to support advanced pharmacy service offering.
- Work with employers to remove barriers to integrating expanded scope into daily practice and delivering advanced pharmacy services.
- Identify models to balance community pharmacy’s need for financial sustainability and security with the desire to provide patient-centred care and advanced pharmacy practice.

7. Technology

Ensure that all available technology and health informatics solutions are used to support role evolution.

Possible Solutions:

- Assess how advances in information technology that supports health information exchange may facilitate patient care for pharmacy professionals.
- Adopt electronic health records in all pharmacy settings and allow pharmacists to complete electronic health records.

8. Collaborative Care

Expand opportunities for pharmacy professionals to work as members of interprofessional teams.

Possible Solutions:

- Develop and adopt business and funding models that allow existing interprofessional teams to directly involve pharmacists in collaborative care activities (e.g., models could include transitions in care, Primary Care Networks such as those found in Alberta, etc.).
- Utilize technology to support virtual interprofessional healthcare teams.

9. Support Evidence-Based Research

Utilize evidence-based research to understand the return on investment for professional pharmacy services. Ensure that remunerated pharmacy services are supported by evidence demonstrating positive health, societal and economic outcomes. Evaluation plans should be in place to measure outcomes following service design and implementation.

Possible Solutions:

- Conduct economic modeling, including calculation of the return on investment for all pharmacy services from both a public and private payer perspective.
- Obtain seed funding for innovative pharmacy service pilot projects and study the clinical, economic and societal outcomes of these services.
- Provide funding for research that evaluates key barriers to implementation of advanced pharmacy practice, including the integration of expanded scope into daily practice.
- Support knowledge translation for widespread dissemination of pharmacy practice research and results.
Reflective Questions

1. What additional priorities might be required to achieve the vision for the pharmacy profession?
   • What have we missed?
   • What would you add to this list?

2. Rank your top three priorities based on their potential impact on the health system / society and feasibility of implementation. The following matrix might help you rank the priorities. Scores of 2 or 3 are highly feasible and should be the focus for the profession.

   To help you identify your top three priorities, please consider the following questions:
   • What are the preferred solutions?
   • Where does pharmacy need to be in ten years? (Strategic goal)
   • What, in broad steps, needs to happen to achieve the strategic goal? (Action plan)
   • Which actors need to be engaged in making this happen? (Organizations and individuals)