MESSAGE FROM THE DEAN

It is our pleasure to share the 2014-2017 Strategic Plan for Memorial University’s School of Pharmacy. This plan builds on our previous accomplishments and revitalizes our commitment to leadership in pharmacy education, research, and practice.

In July 2014, faculty, staff and key community partners came together over two days in strategic planning retreats to develop our strategic directions and goals. Now, with our plan fully developed, our internal strategic planning committee will provide ongoing support to ensure we stay on track to realize the full potential of our plan.

This is a critical time for the School of Pharmacy and the pharmacy profession, as significant effort is required to ensure that pharmacists’ education keeps pace with a changing health system. Nationally, pharmacists are fulfilling a broader scope of practice in patient care through an entry-to-practice Doctor of Pharmacy (PharmD) program - a critical component of developing practice-ready pharmacists who are well equipped for their new roles. Our strategic plan also guides us in research and public engagement to advance knowledge and improve patient outcomes.

A strategic plan focuses on the “make or break” issues. The responses to these issues are referred to as strategic directions. Through our planning process, we have determined there are three strategic directions we must pursue. These are rooted in Memorial University’s frameworks of teaching and learning, research, and public engagement. Our three strategic directions are:

1. To admit, in fall 2017, the first class to the School of Pharmacy’s innovative and student-focused entry-to-practice PharmD program.
2. To be recognized within five years for the School of Pharmacy’s research in health outcomes, drug discovery and delivery, and the scholarship of teaching and learning.
3. To generate greater interaction of the School of Pharmacy with stakeholder needs and opportunities.

Carefully crafted plans help propel success and unity of action: this is the purpose of our strategic plan. I very much look forward to harnessing its potential.

Sincerely,
Dr. Carlo Marra,
Dean and Professor
School of Pharmacy
VISION

To be a distinguished and innovative experienced-based pharmacy education program that fosters excellence in practice, professionalism, scholarship and research to improve our citizens’ health and well-being.

MISSION

Cultivates programs of distinction in pharmacy education and research, engages the broader community and offers innovative programs that are destinations of choice for undergraduate and graduate students, employers and funding agencies, and provides leadership in pharmacy practice and research.

VALUES

Excellence: We encourage and promote excellence through innovation and creativity, rigour and pragmatism.

Integrity: We are honest and ethical in all our interactions, maintaining the highest moral standards in teaching and learning, research, and public engagement.

Collegiality: We engage others with respect, openness, and trust in pursuit of a common purpose, and hold regard for individuals, ideals and the institution as a whole.

Accountability: We accept responsibility for achieving common goals and objectives.

Leadership: We individually and collectively embrace our leadership role to continuously improve our programs and to positively contribute to knowledge that improves patient care and the health status of our citizens.

Sustainability: We act in a manner that is environmentally, economically and socially sustainable in administration, academic and research programs.
ENVIRONMENTAL SCAN

Changes and challenges in health-care economics and demographics bring a need for change in pharmacy professional practice.

The rapidly aging population is placing increasing pressures on the health care system. A large landmass, settlement patterns and harsh weather conditions pose challenges to health care delivery in rural and remote areas. This has implications for both patients and health professionals. It is sometimes a challenge to meet the needs of all citizens.

The traditional pharmacist role has been largely medication-focused with emphasis on distribution systems. Pharmacy practice today is shifting toward:

- Increased patient-centred models to ensure they receive optimal benefits from their medication(s); and
- A more active role in practice and health-care innovation and outcomes-based research.

The current provincial model of pharmacy practice, especially at the community pharmacy level, has become more challenging. This requires discovery of new models to ensure pharmacy services are economically sustainable. The school has the opportunity to conduct research that supports appropriate reimbursement of pharmacy services in all settings and to develop new roles for highly professionalized pharmacists.

To support the changing role of the pharmacist the Association of Faculties of Pharmacy of Canada (AFPC) recommends that all Canadian universities offer an entry-to-practice Doctor of Pharmacy (PharmD) program as the industry standard degree, by 2020. This requirement reflects the evolution of formal pharmacy curriculum and training in relation to the expanding scope of practice, the changing health-care system and the competencies required for entry-level professionals - competencies that can no longer be met through the current baccalaureate professional program within Canadian pharmacy schools. This change will involve significant preparation and ongoing leadership in pharmacy curriculum, education, and training.

Pursuit of innovative research activities in drug discovery and delivery will benefit society in areas related to medications and health. New research in teaching and learning will help inform the school’s understanding of student learning. The focus is to embed an enduring research mindset within the entry-to-practice PharmD program.

To be leaders in the field of pharmacy education and research, the School of Pharmacy is compelled to identify external issues and trends, to seize existing opportunities, and to engage stakeholders with information that is timely and relevant. Leveraging capabilities and leadership roles to set the stage for change and support is a priority.
STRATEGIC DIRECTIONS

1. TEACHING AND LEARNING

To admit, in Fall 2017, the first class to the School’s innovative and student-focused, collaborative entry-to-practice PharmD (EPPD) Program.

Goal One: Develop the curriculum and assessment methods for the EPPD program.

Goal Two: Engage internal and external stakeholders in the consultation and approval process for the EPPD program.

Goal Three: Identify and secure the required space, personnel and financial resources for the EPPD program.

Goal Four: Support and expand a pool of structured practice opportunities that meet the needs of the EPPD program.

Goal Five: Launch a Medication Therapy Services Clinic affiliated with the School of Pharmacy as a means of enriching teaching and learning and providing high quality Structured Practice Experiences.

Goal Six: Develop a communications plan that will promote major advancements in teaching and learning to key stakeholders on a tri-annual basis.
2. RESEARCH

To be recognized within five years for the School of Pharmacy’s research in health outcomes, drug discovery and delivery, and scholarship of teaching and learning.

**Goal One:** Increase the number of graduate students.

**Goal Two:** Increase research productivity and total research funding.

**Goal Three:** Retain and expand human resources and research infrastructure.

**Goal Four:** Launch a Medication Therapy Services Clinic affiliated with the School of Pharmacy as an avenue to pursue outcomes related research.

**Goal Five:** Develop communications tools to increase stakeholder and community awareness of the pharmacists’ role in improving health outcomes/expanded scope of practice, community based research initiatives, partnerships with the pharmacy and health care sector and beyond.

Dr. John Weber
3. PUBLIC ENGAGEMENT

To generate greater interaction between the School of Pharmacy and stakeholders to address needs and opportunities.

**Goal One:** Support the advanced educational needs of pharmacy preceptors and alumni.

**Goal Two:** Support the development of innovative pharmacy practice initiatives.

**Goal Three:** Increase stakeholder and community awareness of pharmacists’ role in improving health outcomes.

**Goal Four:** Develop a communications plan to promote the involvement of the School of Pharmacy and its faculty in public engagement activities.
MONITORING OUR PROGRESS

The School of Pharmacy is operating in a rapidly changing environment. Monitoring and modification of the plan as a means of addressing new realities in the external environment, within Memorial University, the health-care system, and the School of Pharmacy is to be expected. Just as faculty and staff participated fully in the preparation of this strategic plan, the school is expected to be diligent in helping to make sure the plan stays on track to succeed. This will be achieved through the leadership of the school’s Strategic Planning Committee.

A communications vehicle (e-publication) will be developed to ensure that stakeholders are kept up to date on how the school is living the plan.
NOW, OUR WORK TOGETHER BEGINS.

WWW.MUN.CA/PHARMACY