

Prescribing Excellence: A Strategic Blueprint for Advancing Pharmacy Education, Practice & Research

School of Pharmacy 2023–2027

**INSPIRED
LEARNING**

**DYNAMIC
RESEARCH**

**COMMUNITY
ENGAGEMENT**

**ENABLING
SUCCESS**



PHARMACY

· We acknowledge that the lands on which Memorial University's campuses are
· situated are in the traditional territories of diverse Indigenous groups, and we
· acknowledge with respect the histories and cultures of the Beothuk, Mi'kmaq,
· Innu, and Inuit of this province.

A Prescription for Excellence: Dean's Message



Strategic planning is about taking stock of what you have accomplished and trying to set a course for where you want to go. We have accomplished a great deal over the past five years of our last strategic plan. The aptly named Foundation for the Future ran from 2018–2022 and really did create a solid foundation for us to build on for this strategic plan. The plan could not and did not anticipate a global pandemic and its disruption to healthcare, education and life. We also could not fully anticipate the boost it would give to pharmacy practice innovation or the creative impact it would have on everything from teaching delivery to meetings and conferences. It feels like there has been as much change in pharmacy practice in Canada in the last two years as there was in the previous two decades. It is in this vibrant environment of change that we seek to set a strategic direction with our Prescribing Excellence document. As we aim to be leaders in pharmacy education, practice and research, we hope to have real impact on the healthcare system and the health of the people of Newfoundland and Labrador and beyond. To accomplish this goal, we have reaffirmed our commitment to four strategic directions.

Teaching and Learning remains at the core of what we do. In our last strategic plan, our entry level and working professional PharmD programs were in their infancy. These programs have grown up, produced graduates, with the entry level program receiving full accreditation from the Canadian Council for Accreditation of Pharmacy Programs (CCAPP) in 2022. Our goal now is to make our programs even better. How do we use evaluation to generate the evidence to continually improve our programs? Likewise, how can we improve our graduate studies programs and can we reach farther to support practising pharmacists in professional development in a changing clinical and regulatory environment.

We have experienced considerable growth in our research program and now have more than a million dollars a year in grant funding supporting our research. We are confident that our research in pharmaceutical sciences and health outcomes can improve our healthcare system. Our efforts in the scholarship of teaching and learning can help guide our efforts in the continuous quality improvement of our programs. We look to leverage our strategic advantage in key areas along with key strategic partnerships to enhance our research capacity during the tenure of this strategic plan.

We look to interact with our community through engagement with the public, the profession and a wide range of stakeholders. Community engagement is essential to our goal of enhancing the health of the people of Newfoundland and Labrador. Communication is a key skill for pharmacists, and it will be the key to the impact of the School of Pharmacy.

Lastly, we need the people, infrastructure, and finances to make it all happen. Enabling our success in a time of fiscal restraint is going to require innovative, creative solutions and likely a little help from our friends.

As we look to the future, the only thing certain is that there will be further change. In these pages, we have written a prescription for the strategic future development of the School of Pharmacy. We will adapt (prn). While it is important to set a direction, the journey is of equal importance. I look forward to working with students, faculty, staff, the profession, and all of stakeholders as we take this journey together.

Our Vision

To be the leader in pharmacy education, practice, and research to strengthen the healthcare system and improve the health and well-being of the people of Newfoundland and Labrador.

Our Mission

Empowering the future of pharmacy through a commitment to exceptional education, innovative practice, and groundbreaking research in collaboration with our wider communities.

Cultivating visionary graduates, equipping them to lead, innovate, and engage effectively as inter-professional collaborators.

Our Values

Excellence

We encourage excellence through innovation and creativity, critical thinking, and problem-solving.

Integrity

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

Collaboration

We engage in respectful, cohesive collaborations that promote success in education, research, practice, and community engagement.

Leadership

We exemplify leadership in education, practice, and research, engaging with others to create and share knowledge and skills.

Inclusion & Equity

We strive to be a place where all people are accepted.

Care & Well-being

We support each other, helping us all to thrive.

Achievement

We acknowledge that dedicated commitment is required to achieve our common goals and objectives.

Service

We are committed to providing excellent service to students, the healthcare system, patients, and pharmacists.

Sustainability

We act in an environmentally, economically, and socially sustainable manner in administration, academic, practice, and research programs.



Executive Summary

This Prescribing Excellence document will serve as our guide over the next five years. It is intended to be a living document and will adapt to the unexpected changes in our environment as they arise. We have maintained four vital strategic directions (Inspired Learning, Dynamic Research, Community Engagement, and Enabling Success). The School of Pharmacy developed its plan under the umbrella of the university's overall strategic plan (Transforming Our Horizons 2021–2026).



Figure 1. The School of Pharmacy's four main pillars of the Strategic Plan 2023–2027.

Inspired Learning

The pharmacy profession is evolving rapidly, and our pharmacy programs are dedicated to equipping our graduates to become visionary leaders who adapt to change and drive innovation. We aim to attract a diverse group of qualified students and cultivate a student-centered, supportive learning environment where our students can truly thrive.

Our commitment to excellence is evident in our continuous quality improvement approach, where we consistently assess our programs to ensure they meet the highest standards. Additionally, we extend our educational impact by offering a high-quality graduate program. We look to further support the profession and practicing pharmacists as they navigate the evolving landscape of pharmacy practice.

Dynamic Research

The School of Pharmacy continues to expand our research program that has a meaningful impact on people's health and well-being across our three areas of research focus. In the area of Pharmaceutical Sciences, we strive to advance the science that supports the development of future medical treatments. In Health Outcomes, we seek to improve the health of people through the optimal use of medication and pharmacist care. Our research in teaching and learning will add to our understanding of how students learn and strengthen our knowledge of teaching processes.

Community Engagement

We look to engage with our community, the pharmacy community, and other key stakeholders in our efforts to fulfill our vision and mission. In our engagement, we seek to highlight and celebrate our impactful work as a School of Pharmacy. Engagement is also integral in our efforts to strengthen the healthcare system and improve the health of the people of Newfoundland and Labrador through our support of the profession and our outreach to the public.



Enabling Success

In order to be successful, the School of Pharmacy needs to secure essential human, infrastructure, and financial resources. In times of fiscal constraints, we must actively seek creative solutions to ensure our students have the necessary physical facilities and human resources to underpin their learning. We welcome donor support and endeavor to leverage their contributions to elevate the quality and accessibility of our programs.

We are committed to working collaboratively with the university, other health faculties, and our partners in the profession of pharmacy. We will monitor our progress through a series of key performance indicators (KPIs) developed for each strategic direction.

In developing these KPIs, we have integrated recommendations from the Canadian Council for Accreditation of Pharmacy Programs (CCAPP) report and our Academic Program Review to ensure a coordinated response on all fronts. We hope all these efforts come together to produce quality pharmacists who effectively work to keep our population healthy.

Strategic Directions

1. Inspired Learning: Goal

Provide a student-centered pharmacy education that prepares graduates to use their skills to improve the health of the population and excel as visionary leaders. Our programs for pharmacists empower them to readily assume active leadership roles within collaborative healthcare practices, and our programs for graduate students to lead groundbreaking research endeavors.

Objective 1. Provide a supportive learning environment for students.

Objective 2. Integrate equity, diversity, inclusion, anti-racism (EDI-AR), AND Indigenization in our educational programs.

Objective 3. Use evaluation and continuous quality improvement to enhance the quality and effectiveness of our educational programs.

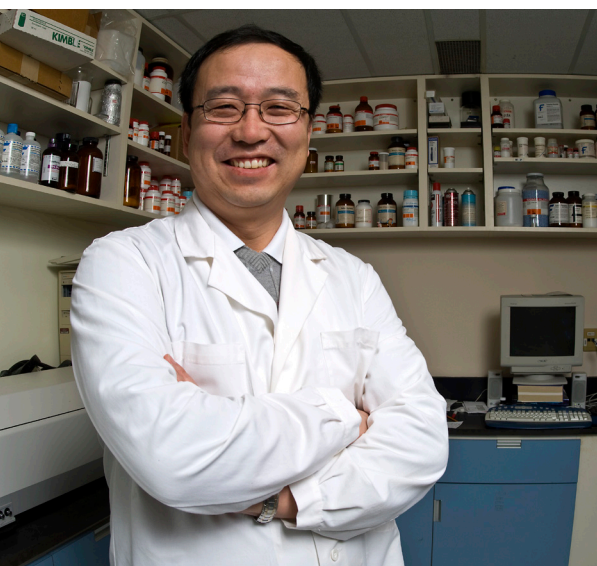
Objective 4. Strengthen our support for experiential education through the Medication Therapy Services Clinic and the Experiential Learning Office.

Objective 5. Strengthen the graduate education program.

Objective 6. Provide educational support for the pharmacy profession through professional development that addresses the evolving full scope of pharmacy practice.

2. Dynamic Research: Goal

Harness our expertise to enhance the impact of our research in focused areas of Teaching and Learning, Pharmaceutical Sciences, and Health Outcomes.



Objective 1. Evaluate and leverage areas of strength where the School of Pharmacy can take the leading role in research.

Objective 2. Cultivate and nurture strategic partnerships to bolster our research capacity.

Objective 3. Broaden and elevate our research in focused areas of Teaching and Learning, Pharmaceutical Sciences, and Health Outcomes.

Objective 4. Expand and enhance the graduate research program.

Objective 5. Promote and support the School of Pharmacy's contribution to practice innovation.

3. Community Engagement: Goal

Foster enduring, responsive, and coordinated community engagement partnerships that leverage the School of Pharmacy's work in pharmacy education, practice, and research.

Objective 1. Seek key stakeholder engagement in processes related to pharmacy education.

Objective 2. Promote the School of Pharmacy's contributions to healthcare and improve patient outcomes.



Objective 3. Expand the use of the School of Pharmacy's expertise in medication therapy.

Objective 4. Develop a communication strategy to promote the efforts and achievements of the School of Pharmacy.

4. Enabling Success: Goal

Sustain the ongoing success of the School of Pharmacy by ensuring the availability of human, infrastructure, and financial resources.

Objective 1. Strengthen collaboration and cooperation across the health disciplines and beyond

Objective 2. Develop a human resource and succession strategy that addresses the School's present and future needs.

Objective 3. Provide physical facilities to enhance the quality and capacity of our teaching and research.

Objective 4. Ensure the school has adequate financial resources to meet standards and fulfill its obligations to students.

Objective 5. Enhance the development strategy to better support the needs of the school for both undergraduate and graduate students.

Objective 6. Optimize recruitment initiatives to attract a diverse pool of qualified applicants.

