LEARNING OUTCOMES FOR PHARMACY MANAGERS

Canadian Council on Continuing Education in Pharmacy

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Introduction

The development of the learning outcomes identified in this document arose from the identification of learning needs for pharmacy managers by the Provincial Pharmacy Regulatory Authorities.

The learning needs identified in this document are those related to the knowledge and skills needed to manage the pharmacy in compliance with legislation, regulations and standards relating to the management of the pharmacy.

The goal of pharmacy manager training is to:

- uphold and support patient safety within the pharmacy
- promote and maintain patient confidence in pharmacists and pharmacies
- ensure adequate pharmacy resources for quality patient care and services
- encourage collaboration and communication between pharmacy and other health care professionals and stakeholders in the circle of patient care
- ensure patient centered care is prioritized by leadership and the pharmacy team

Pharmacy Manager Outcomes

The purpose of the pharmacy manager program is to provide pharmacy managers with the information they need so that they are able to (bolded):

Pharmacy Operations
Outcome:

1. **Create and implement policies and procedures that support and guide staff in the operations of the pharmacy to ensure compliance with:**
    a. **provincial and federal legislation and regulations**
    b. **pharmacy professional standards of practice and guidelines**
    c. **provincial labor standards and worker's compensation**
    d. **pharmacy professional ethics**

Indicators:

1.1 Identify and interpret the legislative requirements, standards, and policies that govern the responsibilities of a pharmacy manager and the operation of a pharmacy in their jurisdiction

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1.2 Make, justify and support ethical decisions according to the professional code of ethics applicable to their province/ territory

1.3 Distinguish areas for which the pharmacy manager is responsible when pharmacy is located within a facility which provides other services (such as a grocery or department store)

1.4 Explain and interpret provincial employment/ labor standards, workers compensation and other relevant legislation to pharmacy staff

1.5 Ensure appropriate provincial employment/ labor standards have been implemented in order to encourage the just treatment of employees

Outcome:

2. **Create and implement policies and procedures that support and guide staff in the operations of the pharmacy to promote quality care and inspire public confidence.**

Indicators:

2.1 Support staff pharmacists and pharmacy technicians to prioritize patient care within their respective scopes of practice by evaluating and appropriately organizing staffing and workflow

2.2 Recognize and interpret key elements of quality patient care promotion

Communication

Outcome:

3. **Design and implement processes to effectively communicate with diverse pharmacy team members and the public (including websites and advertising).**

Indicators:

3.1 Respond effectively to conflict situations in the pharmacy using skills of conciliation and communication

3.2 Establish procedures to effectively communicate management issues, pharmacy operations, and important patient care notices to pharmacy staff

3.3 Develop guidelines for communicating to the public in a way that promotes quality care and inspires public confidence

4. **Design and implement processes to effectively communicate with other health care professionals, patients, family members, and other caregivers to ensure patient safety and continuous quality care.**

Indicators:

4.1 Evaluate pharmacy communication policies to guarantee patient confidentiality (including the use of social media, text messaging, and email) and cultural sensitivity

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4.2 Develop templates and guidelines for communicating to other health care professionals and patient caregivers that promote interdisciplinary teamwork, quality patient care, and increases patient care continuity and safety

Documentation

Outcome:

5. **Design and implement recordkeeping procedures and documentation in the pharmacy that meet legislative, regulatory, and professional requirements.**

Indicators:

5.1 Evaluate and adjust pharmacy documentation and recordkeeping strategies to ensure patient confidentiality and ease of retrieval

5.2 Explain and implement strategies to document any patient information, care decisions made (including rationale), and any important information that ensures continuity of quality patient care and safety within the pharmacy

Dispensing/ Evaluation Prescriptions

Outcome:

6. **Appraise and adjust pharmacy processes to ensure legal, accurate, appropriate, and complete prescription medication dispensing**

Indicators:

6.1 Periodically assess pharmacist patient care decisions to ensure optimal standard of care and patient safety

6.2 Evaluate and facilitate staff competence to apply professional and legal requirements for appropriate preparation, packaging, and labelling, of prescriptions

Human Resources/ Working Environment

Outcome:

7. **Establish a healthy, supportive pharmacy working environment that promotes professionalism, quality patient care, and professional development of staff member**

Indicators:

7.1 Develop a performance management system for all staff that includes regular staff performance planning and review, as well as discipline- related policies that are respectful and use a problem-solving approach

7.2 Model professionalism and mentor pharmacy staff to exemplify professionalism

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7.3 Identify strategies to motivate and engage pharmacy staff in order to provide optimal patient care, provide continuous patient safety, and inspire confidence in the profession of pharmacy

Patient Safety/ Error Management

Outcome:

8. **Prevent and manage medication errors and other incidents in order to promote patient safety**

Indicators:

8.1 Establish and maintain processes for proper disclosure of medication incidents to patients, patient agents and circle of care, to ensure effective and supportive communication

8.2 Document and discuss incidents and near misses with pharmacy staff while fostering a non-punitive culture which encourages voluntary reporting of incidents

8.3 Examine root causes of incidents and near misses and design system improvements to prevent similar incidents

8.4 Review and continually update policies and procedures to ensure workflows for pharmacy services promote safety and quality and a safe, supportive work environment for pharmacy staff

8.5 Establish a system for pharmacy assessment to review policies, procedures and practices to identify opportunities for continuous quality improvement