



# Service Plan

## 2011

## Introduction

This is the second Service Plan that facilitates the implementation of the Corporate Strategy 2010-2012, in accordance with the Pharmacy Act 2007 (Schedule 1, Paragraph 22), and in line with the Code of Practice for the Governance of State Bodies published by the Department of Finance in 2009. It is clear that 2011 will be both a difficult and challenging year for the economy and also the pharmacy sector in Ireland.

This Service Plan has had to have regard to the policy and the Budget approved by the Government and the Oireachtas and has taken cognisance of the four-year National Recovery Plan 2011-2014 approved by the Government. Notwithstanding the continuing challenging and difficult times, all parts of the Pharmacy Act 2007 have now been commenced and the PSI is now in a position to meet all of its statutory obligations. This Service Plan sets out in detail the objectives of the PSI for 2011, with proposed expenditure plans.

The Service Plan was developed in consultation with the functional units of the PSI, external advisors, and with Council and its Advisory Committees. The implementation of the Service Plan will be monitored by Council and its Advisory Committees, in conjunction with the Registrar, to ensure that targets are met.

This Service Plan has been developed in the context of the current economic environment. It is imperative that the PSI ensures that patient safety and public protection are at the core of its work, whilst being mindful of making the best use of limited resources. In so doing, we will focus our resources on driving improvements that provide maximum impact and benefit for patients, members of the public and the pharmacy sector. The PSI will organise itself to maximise current use of resources and provide best value for money. We will also work with other statutory bodies to reduce duplication and, where possible, to deliver more cost-effective regulation.

## 1. Overview

Substantial work will be required across the PSI in 2011 to ensure that the organisation continues its progress on a range of strategic developments, whilst at the same time delivering its operational functions, many of which are only now increasing in scale as a result of the full implementation of the 2007 Act. Public finances are under severe strain and, as a statutory organisation, the PSI is subject to public sector funding restrictions, which impact on the amount of resources the PSI can apply to its activities. The work of the PSI is also constrained by the 2011-2014 Employment Control Framework for Non-Commercial State Agencies (NCSAs) in the health sector.

The evolution of the work of the PSI arising from the Pharmacy Act 2007 has resulted in a significant increase in the role and functions of the organisation, without a related increase in staff resources. This poses a significant challenge to the PSI in 2011 and beyond and has been included as a high risk item in the PSI's Risk Register. The PSI is therefore seeking to leverage the skills, expertise and services of other organisations so that benefits of collaboration are achieved.

### *Strategic Objectives Which Set Our Operational Direction*

The strategic objectives being pursued by the PSI in 2011 (and subsequently in 2012) are set out in detail in the Corporate Strategy 2010-2012. This Service Plan sets down the key operational objectives for the PSI for 2011, and outlines objectives that will continue in 2012 and beyond. At a strategic level, our key challenges are:

- To put in place a National Forum for Pharmacy Education and Accreditation and implement the recommendations of the pharmacy education and accreditation reviews (PEARs) report, in order to develop a system of education and training which conforms with international best practice;
- To put in place an Institute of Pharmacy to implement the recommendations from the report on the review of international continuing professional development (CPD) models, in order to create an effective CPD system which will support improvements in professional practice and patient care;
- To continue to progress the Pharmacy Ireland 2020 initiative through the establishment of a National Pharmacy Reference Group to explore the avenues by which pharmacy services and pharmacists roles can be developed, in line with international evidence and best practice, in order to deliver better outcomes for patients;

- To continue, in partnership with other key stakeholders, to encourage, facilitate and support the greater involvement of pharmacists in the delivery of integrated, patient-centred, cost-effective health services;
- To develop evidence-based standards of good pharmacy practice in all settings, in line with evolving changes in the delivery of healthcare services;
- To develop the organisation in order to enhance the flexibility of staff deployment within the organisation, in order to provide for effective succession planning and facilitate the development of PSI staff – organisational development will play a critical part in meeting the PSI’s objectives;
- For the PSI – its Council, its Committees and its executive staff – to operate, and be seen to operate, in an independent and objective manner, in the interests of the safety of patients and the public;
- To develop a clear series of messages regarding the PSI’s roles and responsibilities, and to continue to strengthen relationships with all stakeholders;
- To achieve greater synergy with other regulatory bodies and examine ways of working effectively together to increase cost efficiencies;
- To further enhance its working relationships with other regulators abroad, in order to further strengthen its services and regulatory functions in line with best international practice;
- To ensure that all aspects of the Pharmacy Act 2007 are implemented and working effectively, in the interests of patients, the public and the profession and are seen by the public and by the profession to be effective.

### ***Operational Challenges for 2011***

Aligned with the strategic objectives set out above, our key operational challenges for 2011 are:

- To maintain a cost-effective organisation in line with the Government’s National Recovery Plan 2011-2014;
- To ensure implementation of the Service Plan 2011 and Corporate Strategy 2010-2012 in an efficient and cost-effective manner with limited staff resources;
- Operating on two sites with a regular dependence on external facilities is a major challenge for the PSI and represents a serious risk from a financial and operational perspective;
- To effectively monitor the performance of the organisation and staff and ensure it is appropriately managed and measured with even greater accountability for results;
- To continue to evaluate the implementation of the Pharmacy Act 2007, identifying any issues and advising the Council and Minister for Health and Children as appropriate;

- To build solid and efficient working relationships with other regulators and statutory bodies both nationally and internationally and secure benefits for patients and the pharmacy sector in Ireland;
- To ensure implementation of the Corporate Governance Framework of the PSI and compliance with the Code of Practice for the Governance of State Bodies published by the Department of Finance in 2009.

## 2. Financial Position 2011

### *Strategic Direction*

The PSI will use its available funding to implement the measures detailed in the Corporate Strategy 2010–2012 and to meet its statutory responsibilities while adhering to the Government’s National Recovery Plan 2010-2014. We will also continue to monitor income to ensure it meets the costs associated with regulation, including enforcement of the Pharmacy Act 2007 and fitness to practise. We will aim to ensure that our reserves meet future liabilities which are inevitable and unavoidable as the full impact of the Pharmacy Act 2007 rolls out. At a practical level, this will entail the PSI having to incur costs associated with putting in place a new system of education, training and on-going professional development for pharmacists in Ireland. Irish pharmacy must be supported in conforming to international best practice through improvements in and the expansion of professional practice and patient care.

The schedule of registration fees has been set by the Minister for Health and Children.

There has been no reduction or increase to the fees applied in 2011, except the fee for the application to undertake the in-service practical training programme (National Pharmacy Internship Programme (NPIP)) provided by the Royal College of Surgeons in Ireland (RCSI) on an interim basis, for the three-year period 2009-2012, which will be increased from €1,500 to €2,000 for those joining the MPharm programme in the Autumn of 2011. The Minister for Health and Children has determined the fee for the MPharm programme in line with the service charge levied on all third level students.

In line with the National Recovery Plan 2011-2014, the PSI will continue to maintain close scrutiny over all of its expenditure in order to ensure that value for money is being maximised.

### ***Operational Expenditure Plan 2011***

The development programmes in this Service Plan are those outlined in the Corporate Strategy 2010–2012 and the roll forward of programmes already commenced. Some of these programmes will continue into 2012 and beyond.

Pay rates for all staff and fees for Council and Committee members are paid in line with Government decisions and Department of Health and Children directives. Non-pay costs will be reduced through the continued implementation of a robust procurement policy and negotiations with our suppliers and contractors. Travel and other expenses are paid in line with the directives of the Minister for Finance and the Department of Finance.

The PSI is currently operating with limited staff numbers which has been identified as a significant risk to the organisation. The PSI will be required to operate within the directives issued on behalf of the Secretary General of the Department of Health and Children and the Government. It is highly unlikely that the staffing resources available to the PSI will be increased in the short term.

The total expenditure proposed for 2011 is €6.154m, including the provision for the reserve fund. This reserve fund is essential to minimise the risk to the PSI arising from unforeseen circumstances; in particular legal challenges. Details of the proposed expenditure are outlined later in this report and a balanced budget is presented.

### ***Financial Review 2011***

The final financial results for 2010 are not yet available but the indication is that we will have a surplus of the order of €400,000. This is mainly due to the delay in receiving sanction from the Department of Health and Children to the additional posts requested in the business case submitted by the PSI. Subsequently the Council agreed to use the savings on the repairs of 18 Shrewsbury Road. Only some elements of the repair work were commenced due to a possible sale of the property which failed to materialise.

This Service Plan outlines a number of proposed developments for 2011. These have been costed and, together with the on-going operations, are included in the budget section of the Service Plan.

Income in 2011 is similar to 2010 as the registration fees have not been increased by the Minister for Health and Children.

In line with the Council decision in 2007 a reserve of €500,000 to meet future unexpected events or costs is again provided.

The PSI is obliged to implement the Pharmacy Act 2007 and it is clear that the resulting activities are increasing each year. The 2011 budget provides the resources to meet the expected costs this year.

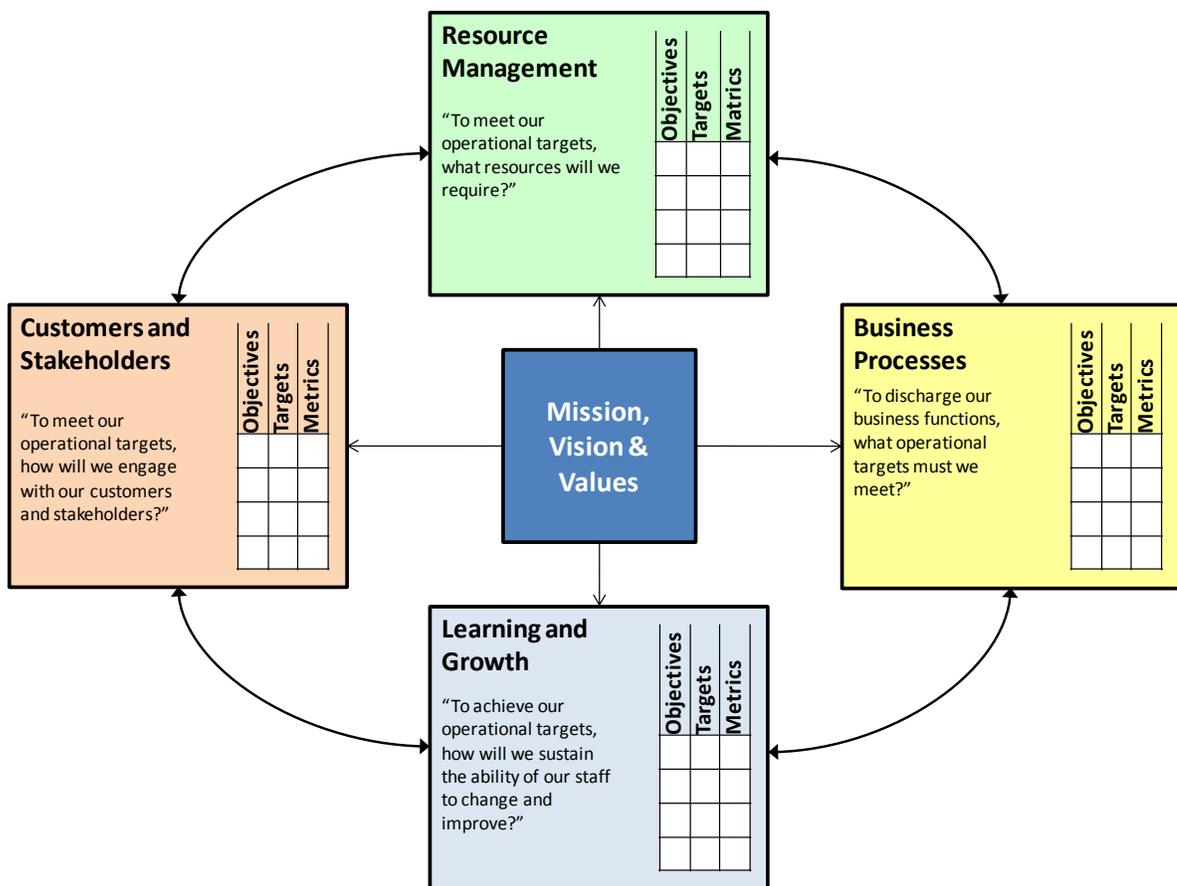
### *Summary*

The 2011 Budget is based on the following:

- A staffing level of 25 permanent whole-time staff;
- The aim of becoming a leaner and more effective organisation;
- Estimated costs of non-pay goods and services;
- Activity levels as required by the Pharmacy Act 2007;
- Full year costs of developments commenced in 2010;
- New developments outlined in PSI Corporate Strategy 2010 – 2012;
- Approved registration fees for 2011.

### 3. 2011 Operational Plans by Service Area/Unit

To measure its operational performance in 2011, the PSI is using a Balanced Scorecard which sets out our key objectives, targets and timescales over four quadrants, representing the main areas of the PSI’s operational focus: its main business processes; its plans for learning and growth within the organisation; its relationship with its customers and stakeholders; and its arrangements for resource management and governance. Use of the scorecard – which mirrors that used at a strategic level and set out in our Corporate Strategy – provides both the PSI and its external stakeholders with a clear and straightforward mechanism for measuring our performance in the areas which are of greatest importance.



The operational objectives to be addressed by each of the PSI’s organisational units have been grouped within the four quadrants (depicted above), with a short series of targeted actions identified against each objective, alongside clear timescales and performance metrics, in order to facilitate on-going monitoring of progress and measurement of the performance of each unit.

**PSI Office of the Registrar – Scorecard Objectives, Actions, Targets/Metrics**

<b>OFFICE OF THE REGISTRAR</b>			
<b>2011 Operational Objective</b>	<b>Actions</b>	<b>Target</b>	<b>Metrics</b>
<b>Business Processes</b>			
1. Use the balanced scorecard to ensure implementation of the Service Plan 2011 and Corporate Strategy 2010-2012 in an efficient and cost-effective manner	Design structured and systematic system for performance reporting at Council, Committee and Executive level	Provide updates on a weekly basis to Registrar and Senior Management Team (SMT)  Quarterly reports to Council	Reports on activities in line with the Corporate Strategy and Service Plan generated on time
2. Continue to keep under review the implementation of the Pharmacy Act 2007 and identify further training required by Council and Committee members	Identify any issues and professional advice the Council requires and provide guidance on major pharmacy policy initiatives	Provide training/team building to members of Council and Committees in Q2	Training provided
3. Ensure compliance with the Code of Practice for the Governance of State Bodies published by the Department of Finance in 2009	IPA to perform a review of compliance with the Code of Practice for the Governance of State Bodies	Provide report to Council in Q1	Recommendations implemented
4. Ensure efficient Risk management embedded into the organisation	Ensure that the Council, Committees of Council and the Executive comply with the risk management policy and guidelines approved by Council	Review the Risk Register on a regular basis and provide quarterly reports to the Audit Committee	Reports generated on time
5. Ensure preparation of an Annual Report in line with Schedule 1 paragraph 17 of the Pharmacy Act 2007	Produce an Annual Report in conjunction with the functional units of the PSI, Council and its Advisory Committees	Prepare an Annual Report and seek approval from Council in Q1  Submit to the Minister for Health and Children no later than 31 March 2011	Annual Report approved by Council and submitted to the Minister for Health and Children

## OFFICE OF THE REGISTRAR

2011 Operational Objective	Actions	Target	Metrics
6. Ensure preparation of a Service Plan in line with Schedule 1 paragraph 22 of the Pharmacy Act 2007	Prepare a Service Plan in conjunction with the functional units of the PSI, Council and its Advisory Committees	Prepare Service Plan Q4 and submit unapproved version to the Minister for Health and Children for comment 6 weeks in advance of seeking approval from the Council	Service Plan approved by Council and submitted to the Minister for Health and Children
7. Ensure adequate support and resources for the Audit Committee	Ensure compliance with the Internal Audit Plan approved by the Audit Committee	Produce four internal audit reports for review by the Audit Committee at their four scheduled meetings	Four reports produced and reviewed by the Audit Committee
8. Review the operation of Council and Committee business in order to streamline processes and procedures	Examine ways of using ICT to facilitate the work of Council and Committees	Report to Council in Q2	Report generated on time
9. Maintain the building and facilities of the property on Shrewsbury Road	In conjunction with the Administration and Finance unit, ensure the existing building is fit for purpose and fit for function	All works complete End of Q4	Report to Council
<b>Learning and Growth</b>			
1. Continue to ensure necessary business processes, systems, procedures and protocols to support the implementation of the legislation	Review processes and procedures  Release adequate funding to ensure sufficient ICT to underpin the process and procedures	Review processes in conjunction with the following units: <ul style="list-style-type: none"> <li>▪ Inspection and Enforcement (I&amp;E)</li> <li>▪ Registration and Qualification Recognition (RQR)</li> <li>▪ Administration and Finance (AF)</li> </ul>	Review completed Q4
2. Ensure there is effective succession planning in place, along with appropriate plans for the development of staff	In light of the Croke Park Agreement, commission a review of the PSI's organisational structure	Identify any necessary changes required to enhance flexibility of staff deployment within the organisation, to provide for effective succession planning, and to assist in the development of PSI staff	Review completed Q3

<b>OFFICE OF THE REGISTRAR</b>			
<b>2011 Operational Objective</b>	<b>Actions</b>	<b>Target</b>	<b>Metrics</b>
<b>Customers and Stakeholders</b>			
1. Develop Memoranda of Understanding with other Statutory bodies	Develop Memoranda	Memoranda agreed with: <ul style="list-style-type: none"> <li>An Garda Síochána</li> <li>Department of Agriculture</li> <li>The Medical Council</li> </ul>	Quarterly report to Council
2. Continue to build solid relationships with stakeholders and secure the presence of the PSI at national and international level	Attend meetings both nationally and internationally	Attend meetings of: <ul style="list-style-type: none"> <li>HealthCare Professionals Crossing Borders</li> <li>International Pharmaceutical Federation (FIP)</li> <li>Health and Social Care Regulators Forum</li> <li>EU institutions</li> <li>Council on Licensure, Enforcement and Regulation (CLEAR)</li> </ul>	Quarterly report to Council
3. On-going development and training of staff in unit	Review training requirements and update training schedule	Agree and implement training schedule with each member of staff	Training Initiated by Q4
<b>Resource Management</b>			
1. Manage activities in the Office of the Registrar within allocated budget	Manage budget	2011 Financial budget	€391,000 Pay costs €198,000 Project and operational costs
		Staff complement	4 Staff + project resources

**PSI Inspection and Enforcement Unit (I&E) – Scorecard Objectives, Actions, Targets/Metrics**

<b>INSPECTION AND ENFORCEMENT UNIT</b>			
<b>2011 Operational Objective</b>	<b>Actions</b>	<b>Target</b>	<b>Metrics</b>
<b>Business Processes</b>			
1. Assess compliance with and conduct inspections of retail pharmacy businesses under the Pharmacy Act and medicines legislation and the processes and procedures of the PSI	<ul style="list-style-type: none"> <li>▪ Conduct and complete inspections in line with PSI policy and procedures</li> <li>▪ Conduct inspections with other agencies</li> </ul>	Completed inspections	<ul style="list-style-type: none"> <li>▪ 4 pharmacy inspection visits per inspector/authorised officer (AO) per week (based on 44 week year)</li> <li>▪ 500 other visits (Specialist Surveyors)</li> </ul>
2. Conducted investigations in the following circumstances: <ul style="list-style-type: none"> <li>▪ Following inspection by an AO</li> <li>▪ Following receipt of information from another statutory body</li> <li>▪ On foot of information received from a member of the public</li> </ul>	Conduct investigations in line with PSI policy and procedures	Completed investigations	40 investigations per annum
3. Undertake enforcement action with regard to matters such as advertising, internet pharmacy, etc.	Conduct enforcement action as appropriate	Completed enforcement action	10 cases per annum
4. Prepare investigation files for prosecutions or fitness to practise	Prepare investigation files	Completed file	20 files completed per annum
5. Manage applications for registration, continued registration and changes to retail pharmacy businesses (RPB) in accordance with the pharmacy Act 2007, S.I. 495 of 2008 and the processes and procedures of the PSI (includes new openings, transfer of ownership and transfer of premises).	Manage applications for registration of RPB's in accordance with the Pharmacy Act 2007, S.I. 495 of 2008 and the processes and procedures of the PSI	Registered RPB's	<ul style="list-style-type: none"> <li>▪ 50 new applications</li> <li>▪ 20 applications for transfer of ownership or premises</li> <li>▪ 1,700 applications for continued registration</li> </ul>

<b>INSPECTION AND ENFORCEMENT UNIT</b>			
<b>2011 Operational Objective</b>	<b>Actions</b>	<b>Target</b>	<b>Metrics</b>
6. To maintain and audit the register of RPB's	<ul style="list-style-type: none"> <li>▪ Update database and records</li> <li>▪ Audit the database</li> </ul>	Database and records updated	<ul style="list-style-type: none"> <li>▪ 250 updates per annum</li> <li>▪ 250 changes to Supervising Pharmacist/Superintendent Pharmacists</li> <li>▪ 1,000 audit to be completed</li> </ul>
7. To manage the implementation of a case management system for I&E, including training	<ul style="list-style-type: none"> <li>▪ Implement the system</li> <li>▪ Train all I&amp;E staff</li> </ul>	Full Implementation by Q3	System implemented
8. To develop an in-house risk management system and a self-assessment system for RPB's to complete on continued registration	<ul style="list-style-type: none"> <li>▪ Develop scope</li> <li>▪ Business analysis</li> <li>▪ Statement of requirements</li> <li>▪ Business case approval</li> <li>▪ Contract</li> </ul>	Development and roll out of pilot system	<ul style="list-style-type: none"> <li>▪ Business case approved Q3</li> <li>▪ Pilot system developed and rolled out Q4 2011</li> </ul>
<b>Learning and Growth</b>			
1. Deliver training programme for Authorised Officers (Inspectors)	Commission training programme from outside agency by public tender	Contract awarded Q1	Training of all staff completed Q3
<b>Customers and Stakeholders</b>			
1. Answer queries in respect of inspection and enforcement and the registration of RPB's	Answer queries within 7 days	Completed/ recorded queries	1,050 queries answered per annum (with substantive response to 90% within 7 days)
<b>Resource Management</b>			
1. Manage Inspection and Enforcement activities within allocated budget	Manage budget	2011 Financial budget	€658,000 Pay costs €222,500 Project and operational costs
		Staff complement	7 Staff plus project resources for auditing

**PSI Fitness to Practise and Legal Affairs Unit (FTPLA) – Scorecard Objectives, Actions, Targets/Metrics**

<b>FITNESS TO PRACTISE AND LEGAL AFFAIRS UNIT</b>			
<b>2011 Operational Objective</b>	<b>Actions</b>	<b>Target</b>	<b>Metrics</b>
<b>Business Processes</b>			
1. Conduct disciplinary inquiries in compliance with the Pharmacy Act 2007 and fair procedures	<p>Develop and update processes and procedures and where required in light of experience in 2010</p> <p>On-going training of disciplinary committees and Council</p> <p>Finalise mediation guidelines</p>	<p>Meeting with legal advisers by end of each quarter to review processes</p> <p>Schedule induction training for new Council members</p> <p>Schedule training for existing Council and Committee members</p> <p>Mediation guidelines to be considered by Council by end Q1</p>	<p>Report to SMT at end of each quarter and update processes and procedures</p> <p>2 days training completed by Committee Members by the end of Q4</p> <p>1 day training completed by Council Members by the end of Q3</p> <p>Mediation Guidelines approved</p>
2. Process all complaints and concerns efficiently and in accordance with fair procedures	<p>Monitor complaints process and any feedback in relation to same</p>	<p>Liaise with Patient Advocates in relation to operation of complaints process</p> <p>All complaints will be considered by the Preliminary Proceedings Committee (PPC) within 10 weeks of receipt. Complaints sent for mediation or for hearing will be considered by Council within 6 months of advice to Council from PPC</p>	<p>Subject to legal advice implement recommendations regarding complaints process</p> <p>Achieve complaints processing within stated time scales</p> <p>Report to SMT at end of Q2 and Q4</p>
3. On-going liaison with other units in PSI to address issues highlighted through complaints process	<p>Ensure unit database captures issues highlighted and concerns raised in relation to registrants – liaise with ICT</p>	<p>Review effectiveness of database at end of Q2</p> <p>Review effectiveness of case management system at end of Q4</p>	<p>Database regularly updated</p> <p>Case management system operating efficiently</p>

## FITNESS TO PRACTISE AND LEGAL AFFAIRS UNIT

2011 Operational Objective	Actions	Target	Metrics
		Monthly meeting with ICT	
4. On-going liaison with healthcare and other regulators to ensure mutual learning in relation to fitness to practise matters	Continue to meet at regular intervals with appropriate representatives of other statutory bodies  Consider opportunities for cost synergies in fitness to practise processes	Four meetings per annum	Report to SMT at end of Q2 and end of Q4
<b>Learning and Growth</b>			
1. On-going liaison with regulators in other jurisdictions in relation to best international practice	Consult/meet with counterparts in other jurisdictions in relation to operation of complaints process	Two meetings per annum	Report to SMT every second quarter
2. On-going development and training of staff in unit	Review training requirements and update training schedule	Agree and implement training schedule with each member of staff	Report to SMT at end of Q4
<b>Customers and Stakeholders</b>			
1. Liaise with Communications and Public Affairs (CPA) Unit to inform the public and stakeholders in relation to fitness to practise matters	Work with CPA Unit to produce and update relevant materials (e.g. guidelines for participants in complaint process, reports on complaints and concluded inquiries)	Report to CPA Unit at regular intervals and promptly following the conclusion of inquiries	Guidelines, etc. updated on a timely basis
2. Report to Minister in accordance with provisions of the Act	Issue report to Minister where appropriate following conclusion of Part 6 process	Provide report to Minister within 10 days of conclusion of process	Ministerial reports completed and submitted within defined timeline
<b>Resource Management</b>			

## FITNESS TO PRACTISE AND LEGAL AFFAIRS UNIT

2011 Operational Objective	Actions	Target	Metrics
1. Manage unit within allocated budget	Manage budget	2011 Financial budget	€321,000 Pay costs €329,000 External and legal costs
		Staff complement	1 Staff plus project resources

## PSI Professional Development and Learning Unit (PDL) – Scorecard Objectives, Actions, Targets/Metrics

<b>PROFESSIONAL DEVELOPMENT AND LEARNING UNIT</b>			
<b>2011 Operational Objective</b>	<b>Actions</b>	<b>Target</b>	<b>Metrics</b>
<b>Business Processes</b>			
1. Project manage the effective operation of the implementation plan for the educational reform programmes	Monitor and assess progress against implementation plan	Regular meetings of the Project Implementation Steering Group	Quarterly reports to Council
2. Establish the National Forum	Formal appointment of Forum Chairperson and members	Q2 2011 and on-going	Appointment of Forum Chairperson and members in early Q2 2011 and first meeting held
3. Procurement process to appoint managing body, director and steering group to oversee the operation of the Institute of Pharmacy	<ul style="list-style-type: none"> <li>▪ Council decision following independent procurement process</li> <li>▪ Service level agreement agreed</li> <li>▪ Agreed director</li> <li>▪ Appointment of steering group</li> </ul>	Q2 2011	Institute of Pharmacy established and operating subject to formal decision of Council
4. Develop accreditation standards and related processes to underpin the delivery of accredited formal continuing professional development (CPD) programmes and accredited providers	<ul style="list-style-type: none"> <li>▪ Develop accreditation standards and processes</li> <li>▪ Engage in a public consultation on draft accreditation standards</li> </ul>	Q3 2011	New accreditation standards and process in place
5. Develop accreditation standards and related processes to underpin the delivery of the fully integrated, 5-year MPharm programme	<ul style="list-style-type: none"> <li>▪ Develop accreditation standards and processes</li> <li>▪ Engage in a public consultation on draft accreditation standards</li> </ul>	Q3 2011	New accreditation standards and process in place
6. Accredite the undergraduate pharmacy programmes delivered by RCSI, UCC and TCD	<ul style="list-style-type: none"> <li>▪ Finalise new standards following a public consultation</li> <li>▪ Carry out accreditation process</li> </ul>	Q3 2011	Programme accreditation in place for RCSI

## PROFESSIONAL DEVELOPMENT AND LEARNING UNIT

2011 Operational Objective	Actions	Target	Metrics
7. Develop guidance for the schools of pharmacy with regard to access to professional pharmacy programmes by students with disabilities	<ul style="list-style-type: none"> <li>▪ Establish an expert advisory group to assist the PSI in the development of guidance</li> <li>▪ Develop guidance via interim report (full report available in 2012)</li> </ul>	Q4 2011	Interim report submitted to Council
8. Commission an evaluation of existing pharmacy technician programmes of education and training	Evaluate programmes to be carried out	Q4 2011	Evaluation completed
9. Develop a centralised student placement application system to ensure national co-ordination of all work-based learning during the national pharmacy internship programme (NPIP)	<ul style="list-style-type: none"> <li>▪ Consideration of a feasibility study requested from RCSI.</li> <li>▪ Development of application process for early 2012 roll-out</li> </ul>	Q4 2011	Centralised student placement application system developed and piloted, subject to feasibility study outcome
10. Commence process to review and write new statutory rules for the education and training responsibilities of the PSI	Identification of sections of the statutory rules that require revision	Q3 2011	Revisions required to the rules identified
11. Ensure the effective operation of the statutory rules relating to education, training and third country qualification recognition (TCQR), including the operation of all appeals processes	Processing and approval of all applications in line with legislation and PSI policy and procedures	Monthly	<ul style="list-style-type: none"> <li>▪ Application and training establishment approval process carried out for pharmacy interns and adaptation period applicants</li> <li>▪ TCQR annualised forecasted figures: <ul style="list-style-type: none"> <li>◦ Stage 1 (Review of application and qualification assessment): 20</li> <li>◦ Stage 2 (Equivalence Examination and review by Panel of Independent Assessors): 35</li> <li>◦ Stage 3 (Adaptation period): 30 (does not include 26 pending from 2010)</li> <li>◦ Stage 4 (Professional Registration Examination): 8</li> </ul> </li> </ul>

## PROFESSIONAL DEVELOPMENT AND LEARNING UNIT

2011 Operational Objective	Actions	Target	Metrics
<b>Learning and Growth</b>			
1. Review and progress the training and development plan for staff of the unit in line with new work practices and new areas of responsibility	Review staff needs in conjunction with external HR consultant and the training needs analysis	Training needs analysis completed in conjunction with external HR consultant by Q2 2011	Quarterly reviews carried out with staff
2. Develop relationships with education/qualifications staff from other healthcare regulators at national and international levels	Facilitate attendance at appropriate events, including conferences, seminars and workshops	Effective network of working relationships in place	Participation by each member of staff in at least one major event
3. Put training plan and syllabus in place for members of accreditation panels	Development of training syllabus for PSI accreditors	Q2 2011	Completion of training programme by members of accreditation panels
<b>Customers and Stakeholders</b>			
1. Project manage the roll-out of a targeted marketing and engagement plan for the educational reform programme in conjunction with change management consultants, PR consultants and CPA Unit	Co-ordinate the implementation of the marketing and engagement plan and monitor the delivery of required activities within a defined budget	Project plan on target and within budget	Quarterly reports to Council
2. Manage the organisation of regional CPD information fora for registered pharmacists	Plan and manage the organisation of and content for CPD information events	Q2-3 2011	Events held
3. Ensure the delivery of an information campaign for prospective students entering a pharmacy degree programme in September 2012	Coordinate the timing and delivery of the information campaign	Q3 2011	Media reports
<b>Resource Management</b>			
1. Project manage the operation of the National Forum, its Chairperson and related budget	Project management and budgetary oversight	Project plan and budget on target	Quarterly reports to Council on progress

## PROFESSIONAL DEVELOPMENT AND LEARNING UNIT

2011 Operational Objective	Actions	Target	Metrics
2. Project manage the establishment of the Institute of Pharmacy	Project management and budgetary oversight	Project plan and budget on target	Quarterly reports to Council on progress
3. Manage PD&L activities within the allocated budget	Manage resources	2011 Financial budget	€209,000 Pay costs €766,000 Project and Institute of Pharmacy development costs
		Staff complement	3 Staff + project resources

PSI Registration & Qualification Recognition Unit (RQR) – Scorecard Objectives, Actions, Targets/Metrics

<b>REGISTRATION AND QUALIFICATION RECOGNITION UNIT</b>			
<b>2011 Operational Objective</b>	<b>Actions</b>	<b>Target</b>	<b>Metrics</b>
<b>Business Processes</b>			
1. Undertake a unit specific review of all processes to identify areas for revision in the operation of application to register procedures in respect of <ul style="list-style-type: none"> <li>▪ The National registration route</li> <li>▪ The EU registration route</li> <li>▪ The third country registration route</li> </ul>	Review and revise current procedures in line with legislation and PSI policy	For review by Q3 2011 meeting of the RQR Committee	Revised application processes and procedures
2. Partner with ICT in the development and roll-out of enhanced ICT systems for registration functionality	Provide business process and procedure input to the ICT Unit in line with legislation and PSI policy and procedures	Q3 2011	Significantly improved back-office functionality
3. Manage applications for registration, restoration and removal from the personal Registers in accordance with legislative provisions	Process all applications in line with PSI procedures	Current file reflective of individual practice status	Annualised forecast figures: <ul style="list-style-type: none"> <li>▪ National registration: 150</li> <li>▪ EU registration: 90</li> <li>▪ Third country registration: 4</li> <li>▪ Certificates of Current Professional Status issued: 90</li> <li>▪ Applications to restore: 12 (pharmacists); 2 (pharmaceutical assistants)</li> <li>▪ Applications to cancel: 150 (pharmacists); 10 (pharmaceutical assistants)</li> </ul>
4. Maintain, audit and update the Registers in line with legislation and policy	Update database and records and audit the data	Monthly	Applications for continued registration on an annual basis: circa 4,500 (pharmacists) circa 550 (pharmaceutical assistants)

## REGISTRATION AND QUALIFICATION RECOGNITION UNIT

2011 Operational Objective	Actions	Target	Metrics
<b>Learning and Growth</b>			
1. Identify training and development requirements for all staff of the RQR Unit that will facilitate and deliver skills for optimum and enhanced work practices	Discuss training needs with staff and with external HR consultant	Training needs identified – cyclical, having regard to current and on-going needs	Dynamic training programme in place
2. Liaise with regulators at a national and international level in relation to evidence based best practice and consider issues arising	Consult and engage with counterparts in equivalent organisations	Ongoing liaison with appropriate contacts	Reports to SMT as appropriate
3. Develop and enhance on-going relationships with registration-related staff from other healthcare regulators	Enable attendance at conferences, workshops and meetings, as appropriate	Network of contacts established	All staff to have attended at least 1 major meeting/ workshop/conference
<b>Customers and Stakeholders</b>			
1. Increase the use of online-based registration activities by registrants	In conjunction with the ICT Unit, promote the online environment to registrants for their interactions with the PSI	Continued focus on partnering with ICT and Communications and Public Affairs	50% adoption of online continued registration by end Q4 2011
2. Review operational process to include a service user experience review	Production of appropriate documentation and review of interaction with sample of customers	Liaison on delivery with ICT and Public Affairs Q4	Service user review complete
3. Continue engagement with the Health and Social Care Regulators' Forum and the Healthcare Professionals Crossing Borders initiative on the review of the Directive on Recognition of Professional Qualifications	Participate and engage in a combined approach with other healthcare regulators	End Q4	Attendance at international meetings and participation in generation of policy documents, questionnaires, etc.
4. Answer queries in respect of registration	Answer queries within 7 days	Completed/recorded queries	150 queries answered per month (with substantive response to 90% within 3 days)

## REGISTRATION AND QUALIFICATION RECOGNITION UNIT

2011 Operational Objective	Actions	Target	Metrics
<b>Resource Management</b>			
1. To partner in the development of web-based procedures for updating of the Registers that are integrated with the database	Implement appropriate ICT to support on-going and evolving operations	End Q4 2011	Online applications to restore, to cancel, for Certificates of Current Professional Status and to register (national graduates)
2. To manage RQR activities within allocated budget	Manage resources	2011 Financial budget	€260,000 Pay costs €112,500 Project and operational costs
		Staff complement	3 Staff + project resources

PSI Pharmacy Practice Development Unit (PPD) – Scorecard Objectives, Actions, Targets/Metrics

PHARMACY PRACTICE DEVELOPMENT UNIT			
2011 Operational Objective	Actions	Target	Metrics
<b>Business Processes</b>			
1. Further develop guidance to facilitate compliance with the Regulation of Retail Pharmacy Businesses Regulations 2008	<p>Draft guidelines on Sourcing, Storage and Disposal (SSD) finalised and published</p> <p>Supply and Counselling re non-prescription medicines (Reg 10)</p> <p>Scoping, research and initial drafting of:</p> <ul style="list-style-type: none"> <li>▪ Premises and Equipment (Reg 4(1-5))</li> <li>▪ Supply of Prescription Medicines (Reg 9)</li> <li>▪ Record-keeping (Regs 12 and 13)</li> <li>▪ Management and Supervision (Reg 5 (1-3))</li> </ul>	<p>SSD guidelines approved and published Q1</p> <p>Draft guidelines developed and issued for public consultation Q2 and finalised and approved by Council Q3</p> <p>Initial drafting of at least 2/4 documents completed by Q4 with a view to progressing in 2012</p>	<p>Final SSD guidelines published and implemented</p> <p>Draft guidelines progressed through public consultation and finalised</p> <p>Initial drafts of 2 guidelines ready for progression in 2012</p>
2. Develop and implement guidelines on good pharmacy practice to address medication and patient safety issues and integrate into CPD system	<p>Develop guidance on issues arising through Medication Safety Forum</p> <p>Develop further guidance on safe supply of medicines to patients in residential care settings and medication management in nursing homes</p> <p>Develop resources for superintendent forum</p>	<p>Guidance developed on key issues arising Q4</p> <p>Development of guidance resource through PSI/ICCPE taskforce Q2</p> <p>Video presentation on superintendent role developed Q1-Q2</p> <p>Scope online 'toolkit' project</p>	<p>Guidance published</p> <p>Guidance in place</p> <p>Video completed</p> <p>Project plan developed</p>

## PHARMACY PRACTICE DEVELOPMENT UNIT

2011 Operational Objective	Actions	Target	Metrics
3. Develop core competency framework (CCF) for pharmacists in conjunction with development of CPD system	Develop CCF based on global framework and issue for consultation to profession	Draft CCF for consultation Q2  CCF developed Q4	CCF in place
4. Develop guidance to support expanded roles of pharmacists in delivery of integrated health services to high standards of patient care and safety	Work with National Pharmacy Reference Group and the Pharmacy Institute in the development of guidance on the implementation of pharmacy roles within national clinical guidelines and integrate into CPD modules as appropriate  Identify emerging issues requiring guidance and protocols on 'pharmacist-recommended' supply of medicines, in conjunction with key stakeholders	Guidance developed in line with clinical guidelines implementation plan Q4  Guidance developed to meet emerging needs Q2-Q4	Guidance developed  Guidance developed
5. Conduct baseline survey of hospital pharmacy	Conduct survey and international comparator research and draft report to Council	Complete review Q3  Draft report Q4	Review completed  Report to Council
<b>Learning and Growth</b>			
1. Develop a training and development plan for staff of the unit in line with expanded role	Review staff needs in conjunction with external HR consultant and perform training needs analysis	Training needs analysis completed in conjunction with external HR consultant by Q3 2011	Staff review and training needs analysis complete
2. Develop structured arrangement with CPD Institute for development of modules to deal with patient safety and practice development issues arising	Establish liaison with PPD pillar in Institute and identify priority areas	Q3	Liaison arrangements in place

<b>PHARMACY PRACTICE DEVELOPMENT UNIT</b>			
<b>2011 Operational Objective</b>	<b>Actions</b>	<b>Target</b>	<b>Metrics</b>
3. Build on relationships with other regulators and agencies with a view to sharing best practice and learning	Facilitate attendance at appropriate events, including conferences, seminars and workshops	Effective network of working relationships in place	Participation by each member of staff in at least one major event
<b>Customers and Stakeholders</b>			
1. Streamline query-handling system	Implement new query management system  Develop structured process for dealing with practice issues arising via Part 6 or I&E  Develop FAQs for pharmacy practice resource on website	New system implemented Q4  FAQs published Q2	New system in place  FAQs in place
2. Ensure relevant guidance documents managed through public consultation process and communicated to all stakeholders once finalised	Work with CPA Unit on ensuring consultation and publication processes managed appropriately	Co-ordinate public consultations on draft guidelines and disseminate finalised publications	Processes managed appropriately
<b>Resource Management</b>			
1. Manage activities within the allocated budget	Manage resources	2011 Financial budget	€280,000 Pay costs €51,500 Project and operational costs
		Staff complement	2 Staff plus project resources

**PSI Communications and Public Affairs Unit (CPA) – Scorecard Objectives, Actions, Targets/Metrics**

<b>COMMUNICATIONS AND PUBLIC AFFAIRS UNIT</b>			
<b>2011 Operational Objective</b>	<b>Actions</b>	<b>Target</b>	<b>Metrics</b>
<b>Business Processes</b>			
1. Review and update communication strategy and relationship building with all stakeholders, including public consultations and communication of key PSI activities and issues	Review conducted and report provided to Council	Q4	Review conducted and updated strategy in place Q4
2. Redevelop official publication in line with new website	Develop e-newsletter to build on functionality of new website	Developed in Q1 and published in each Q in 2011	New publication published each Q in 2011
3. Develop implementation strategy for Framework for Public and Service User involvement in Regulation as appropriate to PSI	Development of strategy including consultation with other regulators	Research and consultation on strategy development completed Q4	Draft strategy developed
4. Develop strategy for organisation of FIP 2013	Formalised host committee established and work plan agreed	Q2	Committee established Outline marketing and work plan agreed
5. Finalise and promulgate patient safety information communication to public on 'what to expect' from pharmacy profession and services	'What to Expect' patient/public information material published under Patient Safety First logo after stakeholder consultation	<ul style="list-style-type: none"> <li>▪ Stakeholder consultation on draft document Q1</li> <li>▪ Publication and dissemination Q2</li> </ul>	Publication finalised Q2
<b>Learning and Growth</b>			
1. Develop a training and development plan for staff of the unit	Review staff needs in conjunction with external HR consultant and perform training needs analysis	Training needs analysis completed in conjunction with external HR consultant by Q3 2011	Staff review and training needs analysis complete

## COMMUNICATIONS AND PUBLIC AFFAIRS UNIT

2011 Operational Objective	Actions	Target	Metrics
<b>Customers and Stakeholders</b>			
1. Ensure public and patients are supported in requirements from PSI	Use range of communication activities, including website, public affairs and stakeholder engagement	Manage queries from public as priority  Positive feedback on 'what to expect' from stakeholder consultation	All queries dealt with promptly  Feedback analysis
2. Ensure communications to pharmacy profession and stakeholders on key activities and issues are effective	Use range of communication activities including website, meetings, public affairs	Communication of key issues through a variety of activities	Feedback analysis
3. Build on relationship and profile with media	Effective management of media queries and interaction, including press releases	Circa 20 press release on PSI activities and policy matters	Media coverage gained
<b>Resource Management</b>			
1. Manage activities within allocated budget	Manage budget	2010 Financial budget	€177,000 Pay costs €128,700 Publication and PR costs
		Staff complement	2 Staff

## PSI ICT Unit – Scorecard Objectives, Actions, Targets/Metrics

<b>ICT UNIT</b>			
<b>2011 Operational Objective</b>	<b>Actions</b>	<b>Target</b>	<b>Metrics</b>
<b>Business Processes</b>			
1. Implement integrated Case Management System for <ul style="list-style-type: none"> <li>▪ Complaints handling</li> <li>▪ Legal Affairs</li> <li>▪ Inspection and Enforcement</li> <li>▪ General query-handling</li> </ul>	Work with units on requirements	Q1. Detailed requirements analysis/workshops Q2. Design, development and implementation/training Q3. Monitor and refine	Implementation progress against agreed plan
2. Review registration processes and procedures based on experiences of operating Pharmacy Act and updated Regulations	Work with Registration and Qualification Recognition Unit and Administration and Finance Units on assessing any new ICT requirements	Q1. User planning Q2. Requirements analysis Q3. Specification/development	Implementation progress against agreed plan
3. Develop technical facilities for Council documentation including secure online access by Council members	Work with Registrar's office/FTPLA office	Q1. Documents electronically for Council by March 2011 Q2. Council Intranet	System operational
4. Continue to increase the use of new online facilities by registrants	Work with CPA Unit and RQR Unit on promotion of online facilities together with improvements to usability	Q1. Design and develop new online features for Registrants Q2. Implement and maximise use of online updates and Continued Registration applications	50% applying online by end of 2011
5. Enhance reporting levels across the PSI by installing an integrated management reporting system	Procure and implement system	On-going development	Further roll-out through 2011

<b>ICT UNIT</b>			
<b>2011 Operational Objective</b>	<b>Actions</b>	<b>Target</b>	<b>Metrics</b>
<b>Learning and Growth</b>			
1. Ensure users are appropriately trained in the use of ICT applications	Assess training needs	Training requirements analysis	Training provided
2. Enhance user skills on reporting and information extraction	Deliver training programme	Trained users	1 trained user per functional area
<b>Customers and Stakeholders</b>			
1. Provide ICT supports to the business functions of the organisation, the public and registrants	Maintain ICT infrastructure and systems	Functional and available systems	Available systems and ICT supports
2. Undertake new ICT initiatives to meet new functional requirements and support the implementation of new processes	Initiate ICT projects	Project management covering requirement specifications, procurement and implementation	Implemented systems on time and within budget
3. Provide strategic ICT inputs to PSI Council and Management	Work with PSI management on innovative approaches to organisational developments	ICT enabling organisational development	Innovative approaches to business requirements
<b>Resource Management</b>			
1. Ensure appropriate resources and skills are available for ICT developments	Source skills and resources	Mix of in-house and outsourced services in place as required	Skills and resources available
2. Manage ICT activities within allocated budget	Manage budget	2011 Financial budget	€138,000 Pay costs €640,000 Project and operational costs
		Staff complement	1 Staff plus project resources

PSI Administration and Finance Unit (AF) – Scorecard Objectives, Actions, Targets/Metrics

<b>ADMINISTRATION AND FINANCE UNIT</b>			
<b>2011 Operational Objective</b>	<b>Actions</b>	<b>Target</b>	<b>Metrics</b>
<b>Business Processes</b>			
1. Evaluate the on-going financial performance of the PSI	Ensure all relevant financial data is regularly inputted to reporting system and reports issued on time	Monthly management accounts to SMT.  Quarterly financial reports to Administration and Finance Committee and Council	12 Reports to SMT  4 Reports to Administration and Finance Committee and Council
2. Develop unit costing and financial reporting	Agree unit budgets and develop recording and reporting system	Quarterly reports for unit heads on period performance	4 reports to unit heads
3. Manage the PSI payroll systems for staff, Committees and Council	Ensure payroll details are accurate, properly approved and paid on time	Transfer correct data to bank on time Issue monthly reports to relevant bodies	12 monthly staff payrolls 5 Committee payrolls 1 Council payroll
4. Manage the PSI 's cash and monetary assets	Ensure appropriate authorisations are in place for the operation of PSI bank accounts  Develop and implement an approved investment policy	Ensure that bank accounts are managed in cost-effective way with the proper balance of security for the capital held	Investment values maintained  Bank accounts reconciled monthly
5. Prepare the 2010 Annual Financial Statements (AFS) for external audit and approval by Council	Preparation and reconciliation of all financial transactions for 2010  Work with external auditors to complete audit	Approved by Council in March 2011  Submitted to Minister for Health and Children by 31st March 2011	2011 AFS approved by Council and submitted to Minister for Health and Children
6. Manage and administer the PSI superannuation schemes	Deduct appropriate contributions from relevant staff  Transfer employer's contribution to fund	Ensure all staff required to join scheme are registered and make appropriate contributions  Ensure compliance with legal and reporting requirements	All relevant scheme members and the PSI are making appropriate contributions  Discussions on-going with DOHC regarding fund management

## ADMINISTRATION AND FINANCE UNIT

2011 Operational Objective	Actions	Target	Metrics
7. Review of Financial Reporting Systems	Upgrade financial system following review with ICT Unit	Q4 2011	Report to SMT
8. Manage fee collection and other receivables	To monitor, capture and reconcile fee income and other receivables  Co-ordinate with Registration and ICT Units on registration and database issues	Monitor daily and reconcile monthly	Monthly reconciliations
9. Manage the PSI creditor payment system	Process and pay on time all approved invoices  Ensure tax clearance certificates on record  Develop system by which thresholds are in place for invoice approvals  Deduct professional service withholding tax (PSWT) from payments made to accountable persons and enhance accounting system to deal with calculation of PSWT	All payments made are accurate and properly approved  Tax clearance certificates on record  Q2 2011  Finance Act 2011	All accounts paid within the 30 days allowed by law  Liabilities to Revenue are paid on time  Compliance with thresholds  PSWT deducted correctly and paid to revenue on time
<b>Learning and Growth</b>			
1. Develop staff in the unit	Arrange appropriate learning programmes for staff in unit	Two programmes for 2011	Completion of programmes
2. Enhance the understanding of financial issues by staff in non-finance units	Finance staff to liaise with other staff on financial recording, budgeting, spending and costing matters	Hold 3-4 sessions during year	Enhancement of financial reporting system

## ADMINISTRATION AND FINANCE UNIT

2011 Operational Objective	Actions	Target	Metrics
<b>Customers and Stakeholders</b>			
1. Enhance the use of electronic transactions in the business of the PSI	Liaise with and encourage all concerned to use electronic fund transfer (EFT) and similar systems	80% target for receipts 100% target for payments	Targets for 2011 met
2. Manage the procurement requirements of the PSI and review contracts	Ensure that proper procurement processes are in place	Develop a corporate procurement plan and annual procurement plan  Set up a value for money (VFM) team in the PSI	A procurement plan in place by Q3.  A VFM review of completed contracts within 3 months
<b>Resource Management</b>			
1. Manage the 2011 PSI Budget and ensure that targets are achieved where possible and that necessary adjustment are approved on time	Constant monitoring of budget and liaising with budget holders	At least a break-even position at 31/12/2011	Month end reviews of outturns  Agreed timely corrective actions
2. Manage PSI's property requirements	Review current usage of property and capacity requirements	Report to SMT and Administration and Finance Committee Q2	Satisfactory accommodation arrangements in place
3. Manage activities within the allocated budget	Manage resources	2011 Financial budget	€281,000 Pay costs €205,000 Project and operational costs
		Staff complement	2 Staff + project resources

## 4. PSI Budget for 2011

### *Introduction*

The PSI's projected income for 2011 is €6.154m. The budget 2011 in this Service Plan is balanced and shows planned expenditure also at €6.154m. Since nearly all the income of the PSI comes from the various registration fees approved by the Minister for Health and Children, the PSI has little scope to increase its income. The Minister made no adjustments to the PSI fees for 2011. Fees were reduced in 2010. The operational details of the various units are outlined in the Service Plan.

The 2011 budget provides funding for the core services as operated in 2010, the full year cost of developments commenced in 2010, and the new developments to commence this year as outlined in the Service Plan. In recent years, following a recommendation from PriceWaterhouse Coopers, Council has set aside each year a provision of €500,000 for a reserve fund to meet expected costs that will arise in Fitness to Practise (FTP) cases. This is a prudent measure and the indications are that we may have to draw on the reserve fund this year, due to the number of cases that will have to be dealt with. We have provided funds in the FTP budget for the 2010 level of activity only.

### *Pay Expenditure*

The pay budget is based on the 25 staff approved by the Department of Health and Children and those engaged in on-going projects. The pay rates are those approved by the Department of Health and Children. The full year cost for staff recruited last year is included. New staff members were appointed to the Inspection and Enforcement Unit and Pharmacy Practice Development Unit in 2010.

Changes to PRSI introduced in the National Budget will increase costs to both the PSI and its employees. The PSI contributes 25% of employee's gross pay to the superannuation fund. This fund is held in a separate bank account, pending a decision by the Department of Finance on the funding mechanism of the scheme.

The total pay budget for 2011 is €2.715m, inclusive of employers PRSI and superannuation contribution. This is 44% of the overall budget.

### *Operational Costs – Non-Pay*

Non-pay operational costs are budgeted at €1.998m or 32% of total costs. Each unit will control its own expenditure in 2011. The PSI procurement policy is followed in purchasing goods and services. A number of new contracts will be advertised in 2011.

### *Development Programmes*

The development projects which are planned for 2011 are shown in the table below. The Institute of Pharmacy project and the Case Management System project will continue until 2014, while the National Forum Project will continue to 2013.

#### **Development Expenditure Projected over 4 years**

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
National Forum Project	186,567	223,400	185,000		594,967
Institute of Pharmacy	437,533	563,000	527,000	527,000	2,054,533
Student Central Application System	47,500				47,500
Case Management System	<u>164,000</u>	<u>46,000</u>	<u>16,000</u>	<u>16,000</u>	<u>242,000</u>
<b>Total</b>	835,600	832,400	728,000	543,000	2,939,000

### *Management of the Budget*

Each unit will manage its budget as presented in the Service Plan. Managers will get regular financial reports to enable them to monitor expenditure. Monthly management accounts will be circulated to the Senior Management Team providing detailed information on activity and expenditure.

The Administration and Finance Committee will continue to receive reports at the end of each quarter and will report to Council. The quarterly reports will also be sent to the Audit Committee.

### *Cash Management*

On the advice of Council, the funds of the PSI have been invested with the National Treasury Management Agency and Ulster Bank and an investment policy is being developed. The current state of the banking sector is uncertain and difficult. We have to adopt a risk-averse approach in making our investments.

### *Asset Management*

The property market remains uncertain, with property values still falling. We have had no offers for Shrewsbury Road and it seems unlikely that one will come in the short term. The state of the building is deteriorating and now requires essential repairs and maintenance. To have the necessary work done both internally and externally, it will be necessary to vacate the building.

The PSI currently uses three buildings to provide its services:

- 18 Shrewsbury Road
- 37 Northumberland Road
- An Bord Altranais or other locations for Council and Committee meetings

This is a most inefficient manner in which to do our business and also increases the risks to the PSI. The volume of material which has to be moved from our offices to meeting locations is growing at a ridiculous rate. The likelihood is that this will increase into the future.

Clearly the ideal solution is to have combined premises where all functions of the PSI could be carried out. This option will be considered in 2011.

In the meantime the building at 18 Shrewsbury Road must be repaired. The old School of Pharmacy building in the grounds also requires upgrading. The boundary wall which was not completed to the proper standard must be finished properly. These works must be carried out whether we plan to use the building ourselves or hope to obtain a purchaser with a satisfactory price. The surplus of €400,000 available from 2010 is proposed to fund the necessary works and associated costs. Council agreed to have these works done in 2010 but due to the interest of a prospective purchaser the works were not progressed with. The recent bad weather has resulted in further deterioration of the premises.

## Summary

The budget is prepared on the basis of the current activity levels in the PSI, the current and anticipated costs in the market place, the approved salary scales and the planned costs for the development projects. This was a most difficult budget to assemble due to our increasing activity levels and the number of cases coming through Fitness to Practise. With careful management and on-going monitoring, 2011 can be a successful year for the PSI. The implementation of the budget will be a major factor in that success.

<b>Income 2011</b>	€	€
Pharmacist/Pharmaceutical Assistant Fees including late payment fees	1,913,636	
Retail Pharmacy Business Fees including late payment fees	3,898,548	
Registration Fees	153,290	
Recognition of Pharmacist Qualifications	27,320	
Voluntary Cancellation RPB	6,500	
Restoration of Registration	8,886	
Notification of Alterations to the Registers	25,565	
Administration Charges	15,920	
Rental Income	73,665	
Book Sales	6,000	
Bank Interest	25,000	
<b>Total Income</b>		<b>6,154,330</b>

<b>Expenditure 2011</b>	€	€
<b>Pay Costs</b>	2,103,705	
PRSI	164,879	
Superannuation Scheme-Employers Contribution	446,620	
<b>Total Pay Costs</b>	<b>2,715,204</b>	
<b>Operational Costs</b>	1,997,663	
<b>Development Projects</b>	671,600	
<b>Depreciation &amp; Taxes</b>	269,863	
<b>Reserve Fund (FTP)</b>	500,000	
<b>Total Expenditure</b>		<b>6,154,330</b>
<b>Capital Budget requirement (fund from Reserves)</b>		
ICT Development Costs		164,000
Renovate old school of pharmacy and insulate and enhance main house, 18 Shrewsbury Road and associated costs		400,000