



Canadian Council for Accreditation of Pharmacy Programs

Strategic Plan 2023-2026

Vision

To be a recognized world leader in pharmacy and pharmacy technician program accreditation.

Mission

The Canadian Council for Accreditation of Pharmacy Programs sets standards for pharmacy and pharmacy technician education programs; grants accreditation awards to programs that meet the standards; and promotes continuous improvement of accredited programs.

Values

Integrity	<ul style="list-style-type: none">• We value and demonstrate professionalism, respect, equity, diversity, inclusion, and transparency.
Quality	<ul style="list-style-type: none">• We value, employ, and expect the use of scientific, evidence-based principles to ensure the programs we accredit provide quality education.
Continuous improvement	<ul style="list-style-type: none">• We recognize and value the need for continuous quality improvement in our work and in our accredited programs.
Collaboration	<ul style="list-style-type: none">• We recognize and value the support, collaboration, and participation of our member organizations and stakeholders.• We strive to maintain collaborative and supportive relationships with the educational programs we accredit.
Communication	<ul style="list-style-type: none">• We value transparent communication. We strive to be approachable and to communicate in a manner that is clear, focussed, and timely.

Strategic Goals

1. Standards for Accreditation are evidence-based, clear, current, and relevant.
2. CCAPP program evaluation processes are efficient and effective.
3. CCAPP maintains strong relationships with member organizations, educational programs, and other stakeholders.
4. CCAPP employs technology to enable operations and processes.
5. CCAPP provides timely, consistent, and transparent communication.
6. CCAPP operations are efficient, effective, and sustainable.

Strategic Goals and Objectives

1. Standards for Accreditation are evidence-based, clear, current, and relevant.

- Standards are supported by current evidence and aligned with current scope of practice and practice environment
- Educational programs understand what is expected of them
- Learners are provided with quality education
- Stakeholders have confidence in graduates of CCAPP accredited programs

Targeted Objectives	Metrics	Tactical/Operational Plan
<ul style="list-style-type: none"> • Create and implement a process and timeline for regular review and update of standards • Ensure standards reflect contemporary evidence pertaining to pharmacy practice • Ensure standards are aligned with current scope of practice and practice environment • Provide information and tools to assist educational programs to meet standards 	<ul style="list-style-type: none"> • Standards are reviewed on a regular cycle and revised as required • Current scope of practice and practice environment have been considered in standards • Relevant pharmacy practice evidence has been considered in standards • Educational programs are provided with clear and adequate information to understand what the standards require 	<ul style="list-style-type: none"> • Complete revision of standards, including scorecard revision as part of the process • Communicate/disseminate the revised standards • Develop a process to allow for relevant changes to the standards throughout the term that reflect changes in pharmacy education, pharmacy practice, and/or new evidence • Develop and implement standards for inclusion of use of technology in educational programs • Develop and implement standards that ensure integration of Equity, Diversity, and Inclusion (EDI) in educational programs • Match self-study documents to standards using the guidance document as a resource • Develop tools and encourage their use by educational programs in preparing self-study

2. CCAPP pursues program evaluation processes that are efficient and effective

- Evaluation processes are transparent, consistent, and timely
- Evaluation processes incorporate and promote continuous quality improvement (CQI)

Targeted Objectives	Metrics	Tactical/Operational Plan
<ul style="list-style-type: none"> Review site visit processes and consider ways to increase efficiency Increase feedback provided to educational programs between visits Review and standardize decision making process 	<ul style="list-style-type: none"> Evaluation processes provide value to CCAPP and to educational programs Educational programs are engaged with CCAPP Educational programs view accreditation as a continuing process 	<ul style="list-style-type: none"> Review processes for site visits and ongoing contact with educational programs <ul style="list-style-type: none"> consider if/how to incorporate learnings from remote visits during pandemic (possible hybrid visits) Review touch points with programs - how often and in what format Create templates for progress reports to be completed by educational programs, and provide clear direction on their completion Develop a process to provide response to annual report and strategic plan submissions from educational programs Facilitate sharing of best practices Develop a decision-making rubric for length of accreditation

3. CCAPP maintains strong relationships with member organizations, educational programs, and other stakeholders

- Member organizations, stakeholders (including students), and educational programs understand role and value the role of CCAPP
- Stakeholders have confidence in graduates of CCAPP accredited programs
- CCAPP is seen as approachable and supportive

Targeted Objectives	Metrics	Tactical/Operational Plan
<ul style="list-style-type: none"> Improve communication and collaboration with member organizations and stakeholders 	<ul style="list-style-type: none"> Stakeholders and educational programs understand and have confidence in the quality of 	<ul style="list-style-type: none"> Define an optimum relationship with regulators and develop a plan to achieve an optimum relationship

<ul style="list-style-type: none"> Improve support of and collaboration with educational programs 	<p>CCAPP's processes and procedures</p> <ul style="list-style-type: none"> CCAPP is seen as approachable and supportive CCAPP accreditation is seen by students as a desirable attribute of pharmacy programs 	<ul style="list-style-type: none"> Explore opportunities to increase engagement and collaboration with Pharmacy Examining Board of Canada (PEBC), National Association of Pharmacy Regulatory Authorities (NAPRA), and Canadian Pharmacists Association (CPhA) Develop a plan to create and maintain continuous engagement with educational programs Facilitate the sharing of best practices Engage with student groups (e.g., CAPSI) to grow awareness about CCAPP and program accreditation
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4. CCAPP employs technology to enable operations and processes

- Appropriate technology has been identified
- Technology has been implemented where practical

Targeted Objectives	Metrics	Tactical/Operational Plan
<ul style="list-style-type: none"> Identify technologies that can increase efficiency and timeliness of CCAPP processes and operations, and those of educational programs Implement appropriate technology 	<ul style="list-style-type: none"> Operations and processes where technology is appropriate have been identified Appropriate technology has been identified Technology has been implemented where practical 	<ul style="list-style-type: none"> Benchmark and leverage information from like organizations (e.g., Association of Accrediting Agencies of Canada) Investigate methods for standardized and efficient submission of self study documents and follow-up (possible standardized/electronic templates via a portal) Investigate technology opportunities for communication/document sharing for staff, board, committees, and accreditation teams within CCAPP and with faculties (internal and external communication)

5. CCAPP provides timely, consistent, and transparent communication

- Publicly available CCAPP documents are up to date and easily accessible
- Educational programs and stakeholders are informed regarding CCAPP’s current and upcoming initiatives

Targeted Objectives	Metrics	Tactical/Operational Plan
<ul style="list-style-type: none"> • Ensure the quality of public facing information • Ensure regular communication with member organizations, stakeholders, and educational programs 	<ul style="list-style-type: none"> • Up to date publicly available CCAPP documents are on the website • Educational programs and stakeholders are aware of CCAPP’s current and upcoming initiatives • Educational programs and stakeholders have or can access the information they need • Satisfaction questionnaire to stakeholders 	<ul style="list-style-type: none"> • Develop a communication plan that focuses on: who CCAPP is, what we do, what is going on and what is coming • Develop a plan for formalized regular communications to stakeholders (e.g., newsletter) • Investigate technology to promote and enable communication tools • Facilitate the sharing of best practices between accredited programs

6. CCAPP operations are efficient, effective, and sustainable

- CCAPP is financially and operationally stable
- CCAPP adheres to operational best practices

Targeted Objectives	Metrics	Tactical/Operational Plan
<ul style="list-style-type: none"> • Develop succession plans for staff, board, committees, and surveyors • Identify board policies to be developed and confirm a review cycle • Ensure optimal board performance 	<ul style="list-style-type: none"> • Succession plans are in place for staff, board, committees, and surveyors • Board has a mechanism for self-evaluation 	<ul style="list-style-type: none"> • Develop a staff succession plan • Develop and implement a plan to increase the pool of surveyors • Increase the number of bilingual surveyors • Develop a plan to regularly review fees and remuneration policies • Develop a plan for Board development and evaluation

Strategic Planning Process

The Canadian Council for Accreditation of Pharmacy Programs (CCAPP) was established in 1993. CCAPP sets standards for pharmacy and pharmacy technician education programs; grants accreditation awards to programs that meet the standards; and promotes continued quality improvement of accredited programs. CCAPP is composed of representatives of the Association of Faculties of Pharmacy of Canada, the Canadian Pharmacists Association, the Canadian Society of Hospital Pharmacists, the National Association of Pharmacy Regulatory Authorities, the Pharmacy Examining Board of Canada, and the Canadian Pharmacy Technician Educators Association. There is also a non-pharmacy academic member on the Council. The board of directors are responsible for establishing the accreditation standards, setting policy, and managing the accreditation process.

In 2022, the CCAPP Board of Directors engaged consultant Dale Cooney, BSP, MBA CEC, to facilitate the development of an updated three-year strategic plan. The board gathered in Toronto on June 15, 2022, to complete this work. In preparation for the strategic planning session, CCAPP partners and stakeholders were invited to provide feedback via an online survey. There were 49 responses to the online survey. The consultant conducted follow up interviews with ten of the survey respondents. Results of the survey and interviews were summarized and provided to Board members in advance of the June 15 meeting as part of an environmental scan to inform their work to review and update of the organizational vision and mission and identify strategic priorities and objectives.

During the process board members identified the following list of groups who benefit from the work of CCAPP and the needs of each of those groups:

Beneficiary Group	Need(s)
Patients and the public	<ul style="list-style-type: none"> ○ Knowledge of who we are and what we do ○ Clear information to be available
Member organizations	<ul style="list-style-type: none"> ○ Assurance regarding <ul style="list-style-type: none"> ○ Process ○ Procedures ○ Quality ○ Role clarity ○ Benefit
Regulators (PRAs)	<ul style="list-style-type: none"> ○ In addition to the needs listed above for member organizations, need content of standards for accreditation to be up to date
Universities and Colleges	<ul style="list-style-type: none"> ○ Clear and detailed standards ○ Understanding of which evidence demonstrates adherence to standards ○ Tools to assist them to meet the standards ○ Sharing of best practices
Educators	<ul style="list-style-type: none"> ○ Competencies to teach to and measurements of whether the program teaches to the competencies ○ Accountability ○ Standards (expectations) that outline what, not how ○ To identify gaps/compare with others

Beneficiary Group	Need(s)
	<ul style="list-style-type: none"> ○ Standardization
Professionals Employers	<ul style="list-style-type: none"> ○ Knowledge of who we are and what we do ○ Confidence in graduates
Learners (students)	<ul style="list-style-type: none"> ○ Quality education
Prospective learners	<ul style="list-style-type: none"> ○ Identification of programs that meet requirements for licensure

In the stakeholder survey and during Board discussion, several operational actions were identified. These have been itemized and provided for use in the development of a more detailed tactical/operational plan to achieve the identified goals and objectives.

Following the June 15 Board session, the consultant developed a draft strategic plan for review and consideration by the Board of Directors. The plan was approved by the Board on December 15, 2022.