



PHARMACEUTICAL SERVICES DIVISION
Ministry of Health Malaysia

PHARMACY PROGRAMME STRATEGIC PLAN

2017 TO 2020

FOREWORD

The Ministry of Health is pleased to present the Pharmacy Programme Strategic Plan which sets into motion a four-year programme mapping the way forward. The plan outlines their strategic vision supported by the core thrusts, strategies and initiatives that are synergistically moulded in order to achieve the mission and vision of the Pharmacy Programme.

The plan addresses the need to provide sustainable, high-quality pharmacy services in a complex and evolving environment. The plan clearly defines the direction of the Programme and sets priorities for action that can be implemented at national, regional and local levels.

The Pharmacy services play an integral role in the healthcare service delivery system. It offers a wide range of services spanning from primary and secondary care and enforcement of law that includes, but not limited to pharmaceutical products and cosmetics. The Pharmacy plan also supports the pharmaceutical industry by providing the regulatory backbone to ensure further growth and expansion of this vital and dynamic sector. Greater collaboration and cooperation between the various healthcare stakeholders will boost the country's economy and improve quality of life for all.

I wish to sincerely acknowledge the dedication and effort of all who have participated in the development of this plan under the leadership of the Senior Director of the Pharmaceutical Services for the formulation of the 2017-2020 Pharmacy Programme Strategic Plan. I am certain that the success of the plan will have a positive impact on our robust healthcare system. Together we will strive towards improving the country's healthcare needs.

DATUK DR. NOOR HISHAM BIN ABDULLAH

DIRECTOR GENERAL OF HEALTH
MINISTRY OF HEALTH MALAYSIA



HISHAM

FOREWORD

The Eleventh Malaysia Plan (2016-2020) has mapped the last leg of our path to reach Vision 2020. Accordingly, the Ministry of Health (MOH) has charted the way forward for the nation's health services through the MOH Strategic Plan 2016-2020 as well as the Health Transformation Plan to support the national agenda in achieving better health for the nation.

It is imperative for us to develop our strategic plan to guide the organisation towards achieving a common goal. With the overarching National Medicines Policy, key strategies are drawn up by analysing the current situation, our strengths and weaknesses and projecting the future needs.

As part of the team that will carry out this mission, the Pharmaceutical Services Programme MOH is focused on intensifying customer engagement in order to reach a wider population and increasing public awareness on their roles and responsibilities towards health. From the organisation aspect, we will improve operational excellence where resources will be used optimally to ensure responsive, efficient service and effective policy implementation.

The Pharmaceutical Services Programme is committed to stay ahead and keep up with changing times. Implementation of innovative pharmacy service delivery and the strengthening of ICT system readiness will create value for the customers and enhance the future delivery of healthcare to the nation. Innovation in pharmacy services will be supported mainly by initiatives in ICT-based systems such as PhIS, MyPharma-C and Quest 3+ by the National Pharmacy Regulatory Agency. Translation of research findings into the development of policy and practice are crucial for efficient organisation management and ensuring subsequent actions taken by the Programme are beneficial to the nation. We will also commit to boosting capability building by focusing on skills and knowledge enhancement in new areas as well as developing expertise in various pharmacy fields.

I believe, with the collaborated effort from all, we will implement this plan successfully and overcome the challenges and issues in the future. Let us work together as a team to achieve better health for the nation.

DR. SALMAH BINTI BAHRI, RPh 783

SENIOR DIRECTOR OF PHARMACEUTICAL SERVICES PROGRAMME
MINISTRY OF HEALTH MALAYSIA



FOREWORD

The Pharmacy Programme Strategic Plan (2017-2020) is an important document that determines the direction of the Pharmacy Programme in carrying out its role in accordance with the aspirations of the government. This strategic plan is an initial step to ensure the development of Pharmacy Programme which is in line with the government and the ministry's mission and vision in strengthening the health system transformation.

The Strategic Plan focuses on four main aspects, namely strengthening the governance of Pharmacy Programme, strengthening service delivery through innovation and technology, strengthening the skills, expertise and human resource capacity, and enhancing cooperation with stakeholders and empowering communities on quality use of medicines. The strategies and initiatives outlined in this plan will also have an impact on the development of pharmacy services in the future. In carrying out this mission, every member of Pharmacy Programme should instil and uphold the shared values and leadership practices identified in this document.

Finally, I would like to extend my earnest appreciation to all parties involved in the realization of this strategic plan. I hope that every member of the Pharmacy Programme is fully committed to the success of this plan.

DR. RAMLI BIN ZAINAL, RPh 1045

DIRECTOR OF PHARMACY POLICY AND STRATEGIC PLANNING DIVISION
MINISTRY OF HEALTH MALAYSIA



INTRODUCTION

The Pharmacy Programme of the Ministry of Health (MOH), established in 1951, is the lead agency that ensures the public gets access to safe, efficacious and quality pharmaceutical products, protecting their interest via enforcement of relevant legislations, and ensuring rational use of medicines by both healthcare providers and patients.

The Programme consists of five main divisions headed by a Senior Director of Pharmaceutical Services. These five main Divisions are Pharmacy Policy and Strategic Planning Division, Pharmacy Practice and Development Division, Pharmacy Enforcement Division, National Pharmaceutical Regulatory Agency (NPRA) and Pharmacy Board Malaysia. Each division plays important roles in different aspects and approaches with the same objective that is giving the best professional pharmacy service to the public.

Pharmacy Programme Strategic Plan 2017-2020 outlines the strategic directions of the Pharmacy Programme for a period of 4 years with four main focuses:



STRATEGIC PLAN ALIGNMENT

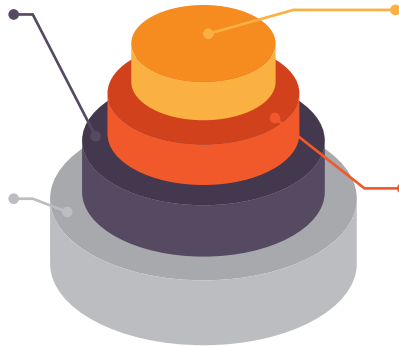
This strategic plan was developed with a view to the future direction of Pharmacy Programme in aligning with the needs and the current situation of the government's plans. The fundamentals of this strategic plan are based on:

MNMP

Equitable access & rational use of safe, effective & affordable medicines of good quality to improve health outcomes of the people

11th MALAYSIAN PLAN

Achieving universal access to quality healthcare



MOH

- Strengthen delivery of healthcare (primary care)
- Health system governance
- Empowering community
- Intensify collaboration

HSTP

- Revitalising capability building
- Re-engineering organisations
- Enhancing service delivery
- Intensify collaboration
- Enculturing corporate culture

A

B

C

D

Strategic Thrust 2 of 11th Malaysia Plan

Improving well being for all

- Priority focus area is to achieve universal access to quality healthcare

Health Services Transformation Plan (HSTP), Ministry of Health, Malaysia

- Developing talented health workforce
- Strengthening health policies and public organisational capacity
- Enhancing health services delivery
- Intensify health collaboration
- Inculcate corporate culture values

Ministry of Health (MOH) Strategic Plan 2016-2020

- Strengthening the healthcare service delivery especially in the primary healthcare
- Strengthening health systems governance and organisational capabilities
- Empowering individuals, families, the community toward better health awareness
- Intensify the collaboration between the public, private and NGO

Malaysian National Medicines Policy (MNMP), 2013-2020

Malaysian National Medicines Policy (MNMP) objective is to promote equitable access and rational use of safe, effective and affordable essential medicines of good quality to improve health outcomes of the nations. Five core components in MNMP are:

- Governance in Medicines
- Access to Medicines
- Quality, Safety and Efficacy of Medicines
- Quality Use of Medicines
- Partnership and Collaboration for the Healthcare Industry

DIVISIONS' OBJECTIVES

PHARMACY PRACTICE & DEVELOPMENT DIVISION

we will

- Ensure continuous access to the quality, safe and cost-effective medicines.
- Strengthen the quality and rational use of medicines towards the better health.
 - Enhance pharmaceutical care services in line with the good standards and practices.

NATIONAL PHARMACY REGULATORY AGENCY

we will

- Ensure that products approved for the local market are safe and of quality and also ensure that natural products and cosmetics are safe and of quality.

PHARMACY ENFORCEMENT DIVISION

we will

- Ensure all sales, supply, possession and advertising of substances, products and cosmetics are in compliance with the legal provisions.

PHARMACY POLICY & STRATEGIC PLANNING DIVISION

we will

- Develop policies for the pharmaceutical sector in line with the needs of national healthcare.
- Ensure excellent and efficient resources management.

PHARMACY BOARD OF MALAYSIA

we will

- Ensure the registration of pharmacists and bodies corporate complies with Registration of Pharmacists Act 1951 and its regulations.
- Set the standard for conduct, ethics, proficiency, education and training and Continuous Professional Development (CPD).

RELATED ACTS AND REGULATIONS

SALE OF DRUGS ACT 1952

- Control of Drugs and Cosmetics Regulations 1984

REGISTRATION OF PHARMACISTS ACT 1951

- Registration of Pharmacists Regulations 2004

POISONS ACT 1952

- Poisons Regulations 1952
- Poisons (Fees) Regulations 1983
- Poisons (Psychotropic Substances) Regulations 1989

MEDICINES (ADVERTISEMENT AND SALE) ACT 1956

- Medicine Advertisements Board Regulations 1976

POISONS (SODIUM HYDROXIDE) REGULATIONS 1962

SALE OF DRUGS (CERTIFICATE OF ANALYSIS) REGULATIONS 1997

PHARMACY PROGRAMME STRATEGIC PLAN 2017-2020

OUR VISION

To enhance the nation's health through excellence in the practice of pharmacy

OUR MISSION

- ▶ We aim to uphold legislations and improve policies to ensure quality of pharmaceutical products and services
- ▶ We aim to ensure effective and responsive organisational system towards sustainable quality services

- ▶ We aim to build capabilities and professionalism through talent development and workforce empowerment
- ▶ We aim to intensify collaboration towards best practices and standards

4 STRATEGIC THRUSTS

CUSTOMER ENGAGEMENT

The quality of the customer experience that emphasises the positive aspects of the interaction with our organisation.

- ▶ Enhance multi sector engagement towards better health awareness
- ▶ Enhance value proposition of pharmacy services

INNOVATION DRIVEN

Translating ideas and innovations into service that creates value for our customers.

- ▶ Implement innovative pharmacy service delivery
- ▶ ICT-based service innovation
- ▶ Enhance research and knowledge sharing
- ▶ Enhance business process and product safety

OPERATIONAL EXCELLENCE

The element of an organisational leadership that applies a variety of principles, systems towards a sustainable improvement of key performance matrix.

- ▶ Improve accessibility of pharmaceutical products
- ▶ Improve efficiency and optimise expenditure
- ▶ Strengthen monitoring activities of unregistered products
- ▶ Strengthen governance and regulatory control
- ▶ Enhance organisational efficiency

CAPABILITY BUILDINGS

Process of developing and strengthening the skills, abilities and resources that organisations need to adapt and thrive in a changing environment.

- ▶ Enhance human resource competency and performance
- ▶ Optimise human resource capacity to ensure continuous service delivery

SHARED VALUES

LEADERSHIP PRACTICES

PROFESSIONALISME

MODEL THE WAY

INTEGRITY

INSPIRE A SHARED VISION

CUSTOMER CARE

CHALLENGE THE PROCESS

TEAMWORK

ENABLE OTHERS TO ACT

EFFICIENT

ENCOURAGE THE HEART

STRATEGIC THRUSTS AND PLAN OF ACTIONS

CUSTOMER ENGAGEMENT				
THE QUALITY OF THE CUSTOMER EXPERIENCE THAT EMPHASISES THE POSITIVE ASPECTS OF THE INTERACTION WITH OUR ORGANISATION				
Strategy	Initiative	Strategy/Initiative Details	Performance Indicator	Target by Year 2020
STRATEGY 1: Enhance Multi Sector Engagement Towards Better Health Awareness			Number of Engagement	
	<u>Initiative 1:</u> Engagement with local council in reducing unapproved medical advertisement	To conduct dialogue sessions followed by joined operations to withdraw illegal medicine advertisements OPS 3B	Percentage of PBT covered	100%
	<u>Initiative 2:</u> Engagement with local media in reducing unapproved medical advertisement	Engagement with local RTM's radio station through dialogue session	Percentage of local RTM's radio station covered	100%
STRATEGY 2: Enhance Value Proposition of Pharmacy Services			Number of NGO/society/ government agency engaged (cumulative)	5
	<u>Initiative 3:</u> Engaging NGOs/professional society/ government agency to reach specific group towards quality use of medicines (QUM) & customer protection	This initiative is focusing on engagement with NGOs/ professional society/government agency as a collaborative effort to educate and increase awareness on Quality Use of Medicines		
			1. Customer Perception on profession and service 2. Service Uptake Rate	Increasing trend
	<u>Initiative 1:</u> Enhance promotion of pharmacy services	This initiative aims to promote the availability of pharmacy services in MOH facility in order to improve service uptake	Improve community perception towards pharmacy services and professional image	Increased community awareness towards pharmacy services

INNOVATION DRIVEN

TRANSLATING IDEAS AND INNOVATIONS INTO SERVICE THAT CREATES VALUE FOR OUR CUSTOMERS

Strategy	Initiative	Strategy/Initiative Details	Performance Indicator	Target by Year 2020
STRATEGY 1: Implementation of Innovative Pharmacy Service Delivery			Number of innovative pharmacy services delivery implemented by year 2020	2
	Initiative 1: Expansion of Integrated Drug Delivery System	This initiative aims to increase patient access to their medicine through value added service and ensuring continuity of their medication supply	Number of new centres established (increasing trend)	45 centres
	Initiative 2: Medicines Optimisation	This initiative focuses on patients and their experiences with the goals to help patients to improve treatment outcomes and avoid taking unnecessary medicines, reduce wastage as well as improve medication safety	Percentage of medical wards implementing Patient Own Medications (POMs) Programmes	75% of medical ward in State and Major Specialist Hospital 25% of medical ward in Minor Specialist Hospital
			Percentage of facilities implementing Program Bekas Ubat	All State hospital All Major Specialist Hospital 26 Minor Specialist Hospital 30% of Health Clinics
STRATEGY 2: ICT-based Service Innovation			No. of ICT-based system developed	19 independent systems developed
			No. of ICT-based system integrated	3 integrated systems



Strategy	Initiative	Strategy/Initiative Details	Performance Indicator	Target by Year 2020
	Initiative 1: Business Process Reengineering (BPR) of manual work process to ICT-based	This initiative aims to improve efficiency of service delivery through transformation of manual work process into online based services	Number of manual work process innovated	14 identified manual processes transformed to online based service
	Initiative 2: Integration of ICT-based systems	This initiative focuses to integrate 5 existing independent systems to improve systems efficiency and optimise data sharing. The systems are: - MyPharma-C - SPIKE - QUEST - MERS - PHIS/CPS	Integration of the system by year 2020	Integration of : 1. MyPharma-C + SPIKE 2. MyPharma-C + QUEST project 3. QUEST + Phis
	Initiative 3: Implementation of Pharmaceutical Track & Trace System	Pharmaceutical Track & Trace System is an initiative to improve patient safety and optimisation of logistic management	1st phase Pharmaceutical Track & Trace System implemented by the year 2019	1st phase Pharmaceutical Track & Trace System implemented by the year 2019
	Initiative 4: Optimisation of PHIS in MOH facilities	PHIS is a web-based drug management system to be fully utilised in all MOH facilities by the year 2020	Percentage of ARU (Availability, Reliability and Utilisation)	100% availability 95% reliability (Utilisation: incremental trend 2018-2020)
STRATEGY 3: Enhance Research and Knowledge Sharing			Number of articles/technical reports published	60 articles/technical reports (incremental trend 2017-2020)

Strategy	Initiative	Strategy/Initiative Details	Performance Indicator	Target by Year 2020
	<u>Initiative 1:</u> Intensify research based on priority area identified	This initiative aims to encourage pharmacists/pharmacy assistants to conduct researches based on Pharmacy Programme Research Priority Framework (Standard, Year 2015:50%)	Percentage of pharmacy facilities within MOH conducting research	95% pharmacy facilities conducting research
	<u>Initiative 2:</u> Intensify knowledge sharing in research through multiple platforms	This initiative aims to intensify knowledge sharing in research. Researches are encouraged to be presented in various platforms (local and international level)	Number of research presented	370 researches presented (incremental trend 2017-2020)
STRATEGY 4: Enhance Business Process and Product Safety			Number of private laboratories recognised	5 private laboratories recognised
	<u>Initiative 1:</u> Recognition of private laboratories (conducting test for traditional products)	This initiative aims to recognise private laboratories with the capacities to provide testing for; - Heavy Metal - Microbial Contamination - Uniformity of Weight - Disintegration	Number of private laboratories recognised	5 private laboratories recognised
	<u>Initiative 2:</u> Privatisation of pre-registration testing for traditional product	This initiative will enable NPRA to redeploy resources for new services	Registration testing for traditional products fully conducted by recognised private laboratories by 2020	All registration testing conducted by private laboratories by year 2020

OPERATIONAL EXCELLENCE

THE ELEMENT OF ORGANISATIONAL LEADERSHIP THAT APPLIES A VARIETY OF PRINCIPLES, SYSTEMS AND TOOLS TOWARD THE SUSTAINABLE IMPROVEMENT OF KEY PERFORMANCE METRICS

Strategy	Initiative	Strategy/Initiative Details	Performance Indicator	Target by Year 2020
STRATEGY 1: Improve Accessibility of Pharmaceutical Products	Initiative 1: Implementation of Price Setting mechanism	Price Setting for medicines will be done through the development of a mechanism for price setting in cooperation with relevant authorities	Implementation of Price Setting mechanism and patient access scheme	Both initiated and implemented
	Initiative 2: Improving access to affordable medicine through patient access scheme (PAS)	This programme is designed to improve patient access to high cost medicines	Price Setting mechanism is implemented Number of patient access scheme (PAS) implemented	Price Setting Mechanisms is implemented by 2019 Consumer Medicine Price is published by 2019 2 schemes implemented
STRATEGY 2: Improve Efficiency & Optimise Expenditure	Initiative 1: Utilisation of local Pharmacoeconomic [PE] data in the selection of medicines for formulary listing	This initiative aims to encourage pharmacoeconomic studies utilising local data through establishment of PE Centre	Percentage of dossier received with local PE study (10% by 2020)	10% of dossier received with local PE study
			Percentage of dossier received with local PE study (10% by 2020)	10% of dossier received with local PE study
STRATEGY 3: Strengthen monitoring activities of unregistered products			No. of licences premise and media platform monitored	

Strategy	Initiative	Strategy/Initiative Details	Performance Indicator	Target by Year 2020
	<p>Initiative 1: Expand the “Didik, Pantau and Serbu (DIPS)” approach to the hotspot areas</p> <p>Initiative 2: Monitoring sales of unregistered products and cosmetics in the social media and instant messaging platforms</p>	<p>DIPS: Didik, Pantau and Serbu is a systematic approach to reduce sales of unregistered products through awareness and surveillance amongst retailers</p> <p>A social media and instant messaging (IM) platform is a Web-based technology that enables the development, deployment and management of social media and instant messaging solutions and services</p>	<p>Percentage of targeted premises selling unregistered products</p> <p>The number of social media platforms and IM platforms monitored</p>	<p>Reduction of targeted premises selling unregistered products by 80% in year 2020</p> <p>25 platforms monitored</p>
STRATEGY 4: Strengthen Governance & Regulatory Control	<p>Initiative 1: Establishment of NPRA as a certified Conformity Assessment Body (CAB)</p> <p>Initiative 2: Enhance Regulatory Control of Vaccine in the Aspects of Laboratory Testing</p>	<p>This initiative aims to enhance regulatory control and governance of NPRA in medical device</p> <p>This initiative aims to enhance regulatory control in vaccine through collaboration with identified partner in developing vaccine testing method</p>	<p>Establishment of NPRA as a certified Conformity Assessment Body (CAB) by 2018</p> <p>Certification as a CAB</p> <p>Vaccine testing method developed</p>	<p>Certified as a CAB by Medical Device Authority by 2018</p> <p>Three (3) vaccine testing method developed by 2018</p>
STRATEGY 5: Enhance Organisational Efficiency			Establishment NPRA and LFM as Statutory Body	Finalisation of Bill by 2020

Strategy	Initiative	Strategy/Initiative Details	Performance Indicator	Target by Year 2020
	<u>Initiative 1:</u> Establishment of National Pharmaceutical Regulatory Agency (NPRA) as a statutory body	This initiative focuses on enhancing NPRA efficiency through establishment as statutory body	Finalisation of bill	Finalisation of bill as a statutory body by 2020
	<u>Initiative 2:</u> Establishment of Malaysia Pharmacy Board (LFM) as a statutory body	This initiative focuses on enhancing LFM efficiency through establishment as statutory body	Finalisation of bill	Finalisation of bill as a statutory body by 2020

CAPABILITY BUILDING

PROCESS OF DEVELOPING AND STRENGTHENING THE SKILLS, ABILITIES AND RESOURCES THAT ORGANISATIONS NEED TO ADAPT AND THRIVE IN A CHANGING ENVIRONMENT

Strategy	Initiative	Strategy/Initiative Details	Performance Indicator	Target by Year 2020
STRATEGY 1: Enhance Human Resource Competency and Performance			Capability building Framework developed	Framework completed by 2019
	<u>Initiative 1:</u> Develop capability building framework (technical & management)	This initiative aims to develop a framework that offer an overview of the various career options along with education and training	Capability building framework developed	Framework developed by year 2020

Strategy	Initiative	Strategy/Initiative Details	Performance Indicator	Target by Year 2020
	Initiative 2: Expansion of credentialing and privileging (C&P) activity	C&P is a program to credential qualified individuals in identified areas of practice Area of Practice: - Enforcement (Cyber Forensic) - Clinical - Pharmacy Practice - R&D - Regulatory	1. No. of identified areas of practice established 2. No. of qualified pharmacists being credentialed	C&P established for all identified area of practice 30 qualified pharmacists credentialed
	Initiative 3: Establishment of Subject Matter Expert (SME) Programme in pharmacy services	Subject Matter Expert is a form of recognition to an individual pharmacist who is an expert in a particular area/field	Establishment of Subject Matter Expert (SME) Programme in pharmacy	SME program established by 2020
	Initiative 4: Enhance officers' capability to carry out analysis of digital evidence (Cyber Forensic Laboratory)	To conduct a special training with accredited forensic agency	Number of officers undergo training and certified	100% officers certified in advanced level
STRATEGY 2: Optimise Human Resource Capacity to Ensure Continuous Service Delivery			Percentage of MOH facilities achieved more than 80% posts filled	80%
	Initiative 1: Develop Staffing Guidelines based on facility workload	Identifying the staffing needs using Workload Indicator for Staffing Needs (WISN)	Staffing guidelines developed	Staffing guidelines developed by 2020
	Initiative 2: Redeployment of pharmacy staff to achieve a balanced WISN ratio	To ensure number of facilities (hospital & health clinics) achieving balance WISN ratio of 1 or agreed ratio (WISN ratio of 1 indicates balanced workload and manpower)	Percentage of facility achieving the agreed ratio or WISN ratio of 1	More than 75% of facility achieved the agreed ratio or WISN ratio of 1

ACKNOWLEDGEMENT

Pharmacy Policy and Strategic Planning Division would like to express gratitude and appreciation to the following participants for their support and contribution in the preparation of this document. The success and final outcome of this document required a lot of guidance and assistance from many people and we were extremely fortunate to have this all along until the completion of the document.

- Pharmacy Practice and Development Division
- Pharmacy Enforcement Division
- National Pharmaceutical Regulatory Agency (NPRA)
- Pharmacy Board Malaysia
- Deputy Director (Pharmacy) State Health Department
- State Pharmacy Representatives





PHARMACEUTICAL SERVICES DIVISION

Ministry of Health Malaysia

Lot 36, Jalan Universiti

46350 Petaling Jaya

Selangor

T 03-7841 3200

F 03-7968 2222

www.pharmacy.gov.my