

2020 VISION

FIP'S VISION, MISSION AND STRATEGIC PLAN

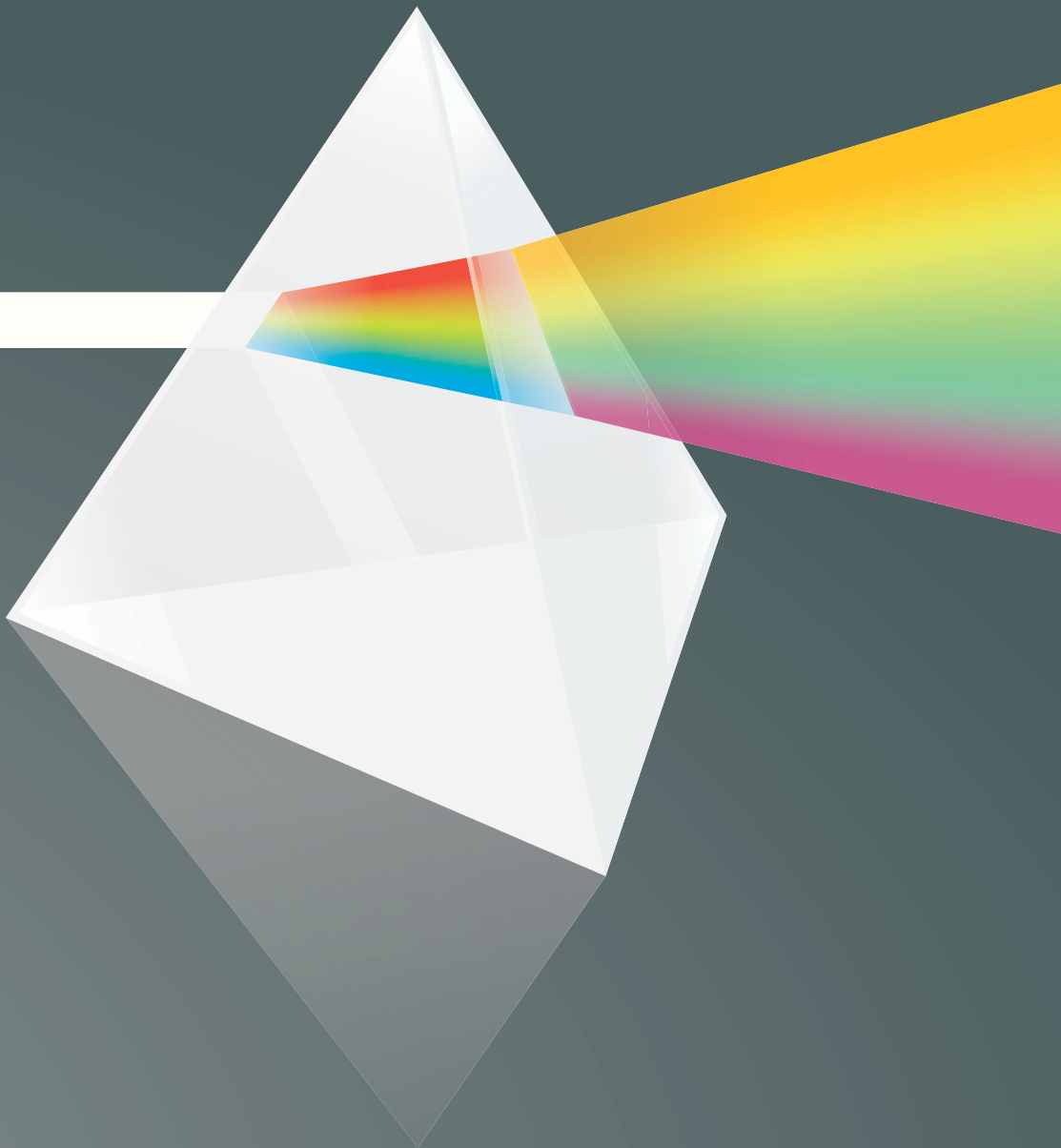


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INTRODUCTION

Founded in 1912, the International Pharmaceutical Federation (FIP) is the global federation of national associations of pharmacists and pharmaceutical scientists in official relations with the World Health Organisation (WHO). Through its 120 Member Organisations, FIP represents and serves almost two million practitioners and scientists around the world.

the beginning

Over the years, FIP's priorities have shifted in both focus and content to meet the needs and expectations of the profession in expanding healthcare services and integrating emerging scientific developments. At the time of its inception in 1912, the Federation was primarily focused on the pharmaceutical sciences. FIP executed its Mission through Congresses and events mainly by gatherings of European participants and leaders.

Throughout its almost 100 year history, FIP has expanded both literally and figuratively. Changes in pharmacy and the emergence of Pharmacy Practice as a cornerstone of the profession have lead FIP to become globally visible for its advocacy on behalf of the role of the pharmacist in the provision of healthcare, while still maintaining its grounding in the pharmaceutical sciences. In addition to its Congresses, the membership of FIP has evolved to become the most extensive global pharmacy and pharmaceutical sciences network. This network is continuing to expand its presence and influence through partnerships with some of the world's leading healthcare, educational and scientific institutions.

the evolution

The motivation for developing and implementing a new strategic plan comes from the desire to build upon several significant accomplishments of the past several years. The most significant of these is the increased awareness and reputation of both FIP and the role of the pharmacist and pharmaceutical sciences. This has resulted from the work FIP has done internally and through mutually beneficial partnerships with key global players, such as, the World Health Organisation (WHO). The creation of the FIP Regional Pharmaceutical Forums has facilitated a stronger relationship between FIP's Member Organisations and the WHO Offices in their respective countries and regions. This collaboration has served to promote the role of pharmacists in the WHO healthcare agenda. In addition, as a founding partner of the World Health Professions Alliance (WHPA), FIP has played a key role in bringing together pharmacists, nurses, physicians and dentists in initiatives that focus on the mutual needs of each health profession, while recognizing the unique values and distinctive contributions that each profession brings to patient care. Looking forward, FIP is focused on further cultivating these current partnerships and initiating new opportunities with other global stakeholders.

accomplishments

partnerships

FIP's goal of increasing the status of the pharmacist is supported by the success of past and ongoing initiatives. The WHO-FIP Good Pharmacy Practice pilot projects implemented in Thailand and Uruguay in 2005 reported not only measurable successes, but also tangible changes in pharmacy practice, leading to better patient care. In the fight against counterfeit medicines, FIP's work is evident in its contribution to the WHO IMPACT working groups and meetings. FIP's contributions in the devel-

**professional
successes**

opment of Multisource Pharmaceutical Products: WHO Guidelines on Registration Requirements, have been duly acknowledged by WHO.

**scientific
successes**

FIP has also been successful with the Pharmaceutical Sciences World Congresses. These have served as global platforms for the exchange of information related to the pharmaceutical sciences. The parallel development of numerous FIP initiatives within pharmacy practice and the pharmaceutical sciences has demonstrated that the Federation is able to grow with concurrent streams of interest without losing ground. This has exceptionally promising implications for the growth of new branches of FIP in areas such as pharmacy education and the human resources for health.

**preparing for
the future**

It is with this philosophy of growth that FIP is headed into the future: the changing tides of healthcare, its delivery and the role of pharmacists and pharmaceutical scientists demand that the Federation not only keep pace but also provide solid leadership to its Members, thereby empowering them to positively influence global health.

The aim of this Strategic Document is to present the frameworks and tools to enable FIP's Mission. First discussed will be the External and Internal Situational analyses, followed by the articulation of FIP's Vision and Mission. The strategic objectives and approaches will explain how FIP's Vision and Mission are expected to be effectively implemented.

SITUATIONAL ANALYSIS

EXTERNAL AND PROFESSION-WIDE

In order for FIP to make a significant impact on the decisions governing global health, an awareness of factors affecting global healthcare must be established. Therefore, an external analysis was conducted to review current and profession-wide concerns that are and will be of importance in the development and improvement of healthcare. A full report of this extensive fact-finding mission is attached (SEE ANNEX 1). This document was exclusively developed for FIP and is offered as a benefit to FIP Member Organisations.

From this document, the following issues have been determined as KEY factors that FIP must consider when deciding upon future strategies and resulting actions:

- 1. Population factors** – both the population of the world and its economy will continue to grow, however, in unequally distributed patterns. This affects the prevalence of poverty, aging of populations and health distribution in urban/rural developments.
- 2. Disease burden factors** – leading causes of disease burden continue to include a mix of communicable and non-communicable diseases. However, much variation exists between high-, low- and middle-income countries, with the latter continuing to experience much higher morbidity and mortality due to communicable disease, coupled with an increased burden from non-communicable disease factors.
- 3. Health system factors** – cost, accessibility and the ability to provide high quality healthcare with best possible outcomes are escalating concerns worldwide. This challenge is increasingly hampered by growing healthcare worker shortages, affecting healthcare delivery around the world.
- 4. Pharmacy profession factors** – it is speculated that the number of trained and competent pharmacists may be either unavailable or inadequately distributed to meet population needs. This is a result of varying education and training processes of pharmacists and pharmaceutical scientists around the world. These processes are currently being scrutinized in light of the needs of healthcare systems which are realising the imperative role of the pharmacist through both experience and research evidence.

global trends

population

diseases and their burden

health systems

pharmacy profession

**industry and
innovation**

5. Pharmaceutical industry and innovation factors – public confidence in pharmaceuticals is perceived to be decreasing as the questions of efficacy, safety and counterfeiting become more prominent. In parallel, incentives for innovation are evolving and diversifying with increased support from public-private partnerships.

**public-private
partnerships**

6. Collaboration factors – in building on current partnerships, opportunities exist for further collaborative efforts with various global organisations that are playing increasingly greater roles in shaping healthcare systems of the future.

SITUATIONAL ANALYSIS

INTERNAL

In July 2007, FIP solicited the help of an outside agency to assess and draw conclusions about the internal functioning of the Federation. The resulting internal situational analysis gave a wide view of the ongoing activities of FIP, the roles and limitations of the staff and volunteers who serve the Federation and the needs and wishes of its exceptionally diverse Membership pool.

The following are six key points illustrating the complexity of the internal functioning of FIP that have been taken into account in the development of a long term strategic plan:

- » FIP serves a diverse membership of Member Organisations and Individual Members, encompassing both practicing pharmacists and pharmaceutical scientists. These unique groups can, at times, have “varied” expectations from FIP and its services. **varied expectations**
- » FIP’s current governance structure is both complex and expansive which requires specific approaches to ensure timely, efficient and effective decision-making. **complex governance**
- » FIP’s future success will be driven, in part, by its ability to attract and cultivate new generations of volunteer leaders with vision and commitment. **cultivating new generations**
- » At present, FIP’s income streams are predominantly from two sources (membership dues and Congress income). **vulnerable income stream**
- » The Congress is a dominant focus for FIP – in its member service role, as a venue for governance participation and as a revenue generator. **congress focus**
- » In its provision of services to Individual Members, FIP must ensure that it does not inadvertently “compete” with the initiatives and roles of Member Organisations. **respecting member initiatives**

CONCLUSIONS FROM SITUATIONAL ANALYSES

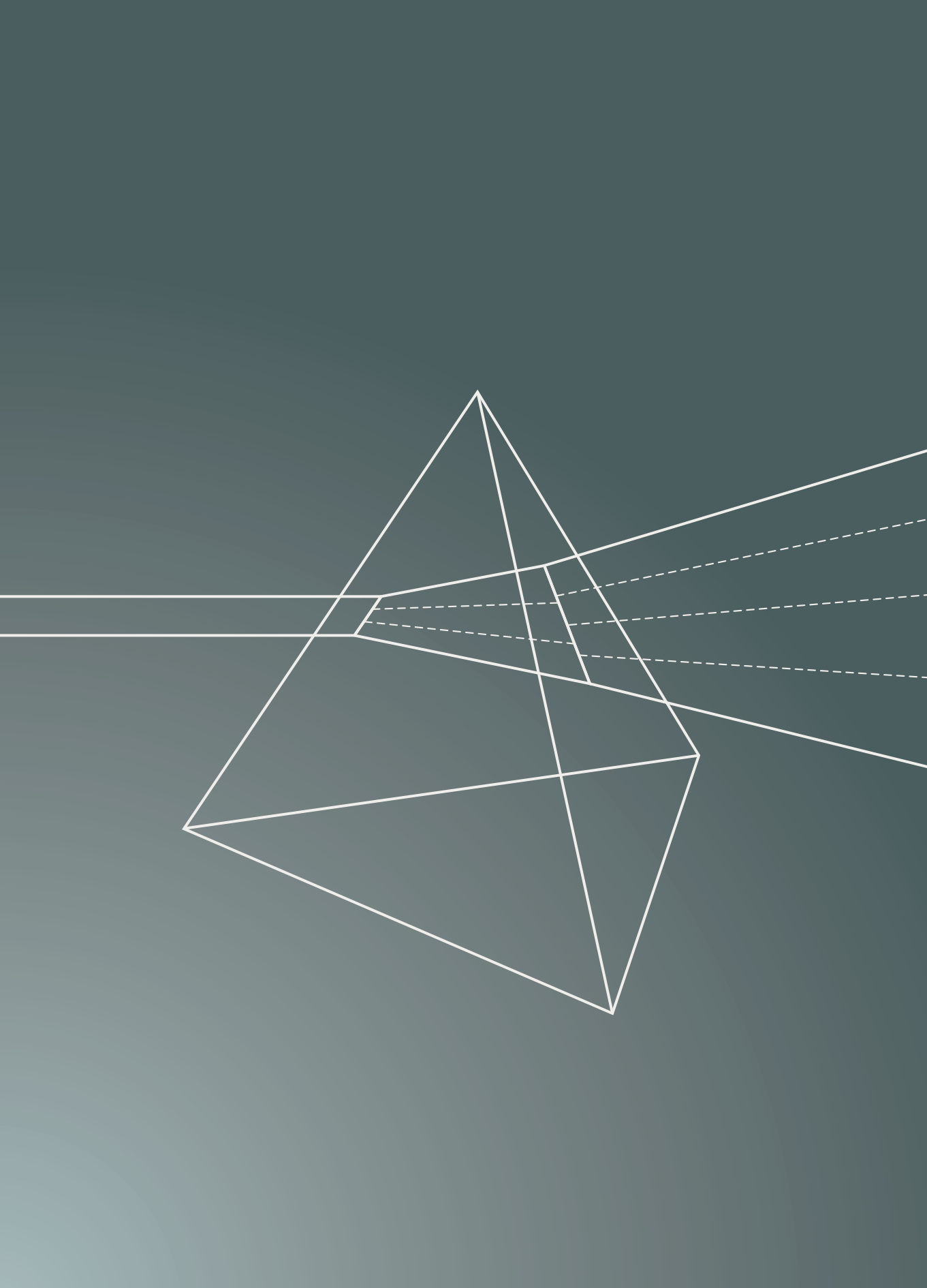
The External and Internal Situational Analyses presented above are invaluable tools to guide FIP in its future actions. They lead to the following key conclusions:

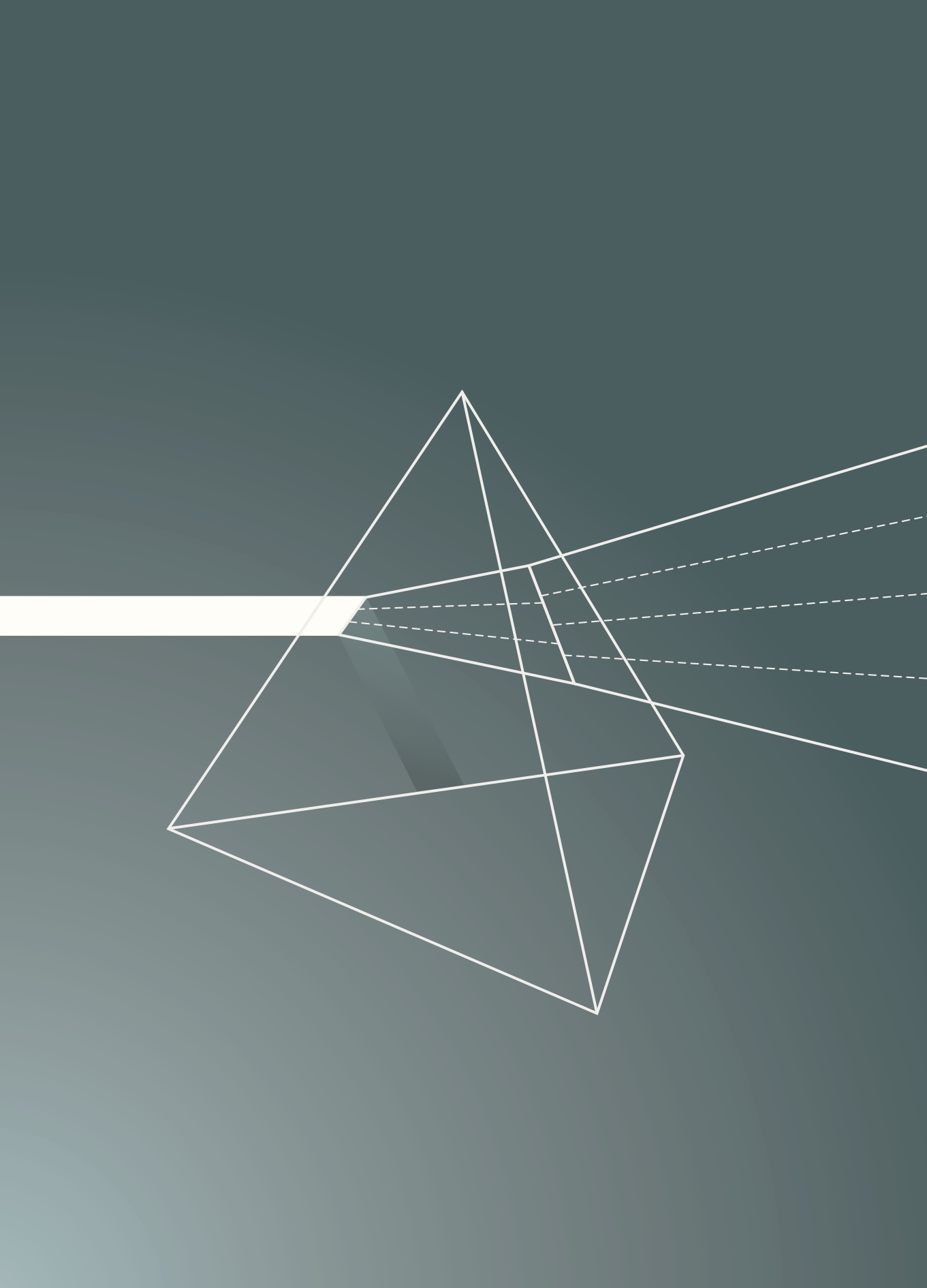
- » **There is an increasing globalisation of healthcare;**
- » **Healthcare is becoming more and more patient-focused;**
- » **The gap in healthcare services between developing and developed countries needs to be urgently addressed;**
- » **The demand on limited resources, both human and financial, within FIP is growing.**

taking up responsibility

As the global network of pharmacists and pharmaceutical scientists, FIP and its Member Organisations have an inherent obligation to be at the table wherever – globally, regionally and locally – and whenever medicine is being discussed. This obligation requires pharmacists and pharmaceutical scientists to look at healthcare worldwide using their know-how and expertise in medicines and medication management to improve healthcare everywhere.

From these commitments stem the future vision of FIP, and the mission adopted to bring it to fruition.





FIP'S VISION FOR 2020

Unlike the 20th century which might have been the century of physical sciences, the 21st century will become the century of the life sciences, where people will live longer and healthier lives. In less than 100 years, there has been a doubling of the average life expectancy, with a great emphasis on 'quality of life' issues.

**the century of
life sciences**

Living productive, meaningful and satisfying lives depends on good health in body, mind, and spirit. This fundamental and constant human yearning for good health is the foundation for the vision FIP holds and shares with healthcare professionals, with their organisations, and with persons worldwide.

**yearning for
good health**

Access to quality healthcare is a human right. It should not depend on the contingencies of a person's economic, social, cultural, or geographical circumstances. In this vision, ensuring persons' good health requires the knowledgeable, compassionate, and collaborative responses of healthcare professionals and professions.

**healthcare is a
human right**

For pharmaceutical scientists, the vision means dedication to discovering, developing, testing, manufacturing, and making available safe and necessary medicines and instruments effective in disease intervention and control. For pharmaceutical professionals, such a vision involves and evokes a wide range of responses and commitments: establishing and meeting high standards of professional practice, identifying and taking on significant responsibilities in pharmacy practice research, initiating and building relationships to ensure sustainable quality healthcare systems based on efficacious and safe uses of medicines worldwide. For pharmacists, the vision means a dedication to advancing patient-focused, medicine-centred healthcare practices for all.

**expectations for
the profession
and science**

All of these aspects further emphasize the grounding commitments of pharmacists and pharmaceutical scientists as the world's medication experts, and their professional and ethical responsibility to use their skills and knowledge to better patient care, and in turn patient health. As such, the vision for FIP is clear and unambiguous:

**Wherever and whenever decision
makers discuss any aspects of
medicines on a global level,
FIP is at the table.**



FIP'S MISSION

Preamble

Over the past 25 years, Pharmacy Practice has been moving from its original “product focus” to a “patient focus” at least in the developed countries of the world. Now the pharmacist is increasingly playing a key role in assuring a safe and effective supply of medicines and pertinent information directly to the patient. Moreover, the pharmacist participates in patient education, and works collaboratively with prescribers to assure that practice is based on the best available evidence for optimal therapeutic benefits. However, in many public policy circles, the role of the profession of pharmacy and its contributions are too often unrecognised and even misunderstood. This is because many in the public policy domain work on the misperception that pharmacists have a limited role that only involves the dispensing and selling of medicinal products. Perhaps this misperception is driven by the environment or historical legacy, What is being neglected and overlooked, however, is what is happening “behind the scenes” at the point of patient care both in ambulatory and in-patient settings.

**medicines centred,
patient focused**

The pharmacist is now a direct provider of services, from primary prevention of disease to therapeutic monitoring. The role of the pharmacist includes providing accurate and relevant information about health. Ultimately the modern pharmacist is a provider of patient care. The pharmacist's role – to ensure that the patient's drug therapy is appropriately indicated, the most effective available, the safest possible and most convenient – should now be recognised. Pharmacists are currently key players in promoting wellness, preventing disease and contributing to disease management, in close collaboration with other healthcare professionals, so that patients enjoy the best possible results from their medicines.

**providing
patient care**

FIP is doing yeomen service to make pharmacists' global face more visible and voice better heard, but much more needs to be done to make the pharmaceutical profession better known and respected worldwide. One half of the FIP membership is in developing countries. These pharmacists carry the heaviest burden, facing inadequate infrastructure and limited resources with which to resolve public health issues. FIP needs to stress the importance of quality services offered by practitioners both in community and in hospital pharmacies. It could achieve this by increasing its advocacy to governments and international bodies for greater recognition and appreciation of the responsible role of pharmacists. FIP also needs to increase its efforts in assisting colleagues in developing countries.

**the global
advocacy role**

FIP must also focus on patients and their right to safe and effective drug therapy for all medical needs. This involves dealing with contemporary issues such as counterfeit medicines, the legitimacy of internet pharmacies, weak practice of regulations in developing countries, epidemics and pandemics – HIV/AIDS, TB, malaria, avian-flu and SARS, which respect no borders.

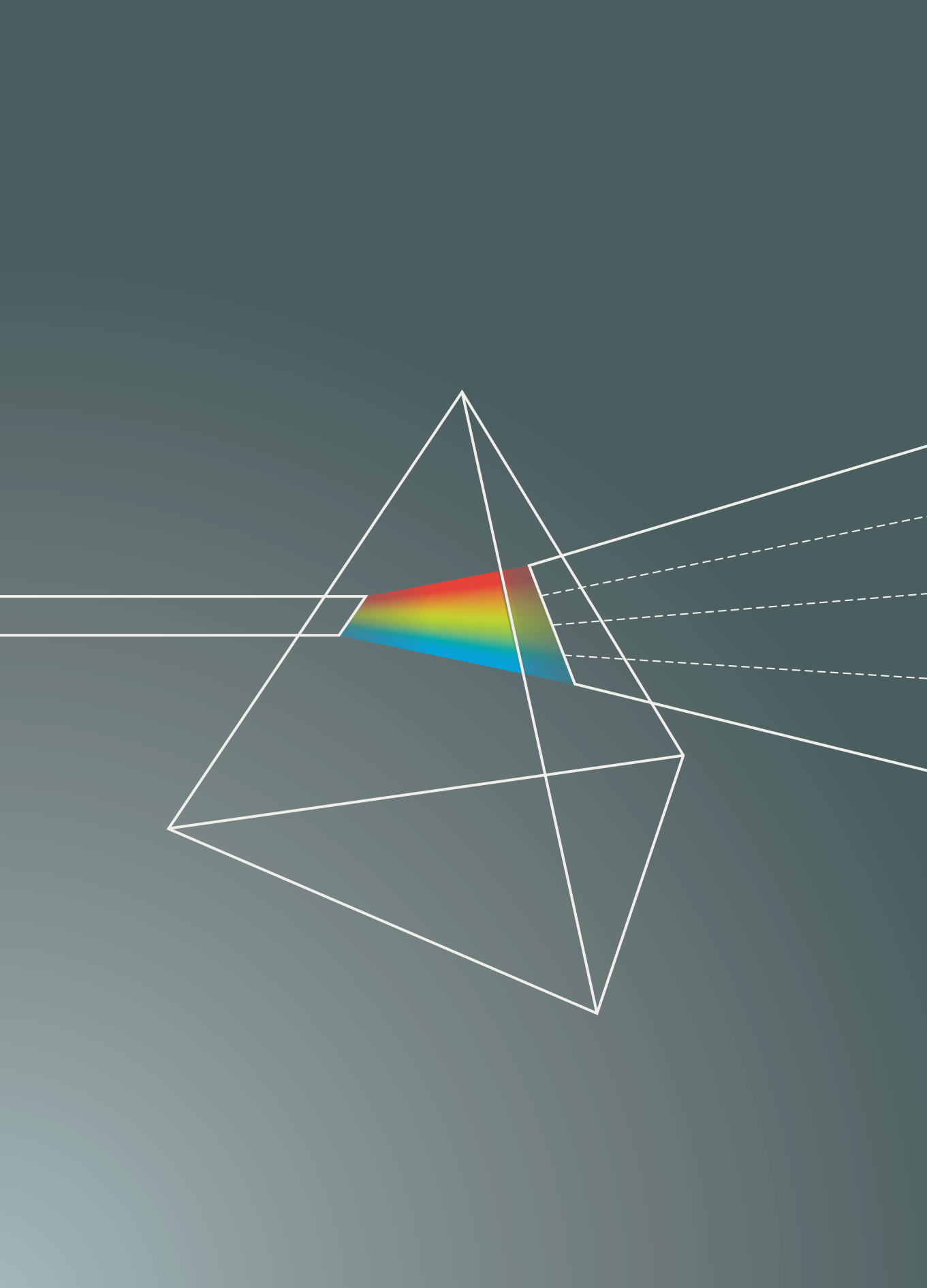
Medicines of the future will require greater clinical pharmacy input to maximize their safety and effectiveness. Unless the education of clinical pharmacists is fully developed and continually updated, the benefits from advances in the pharmaceutical sciences resulting in new medicines will be suboptimal.

FIP Mission

improving global
health

In light of the above and FIP's Vision, FIP has evolved its Mission to create both action and outcome.

FIP's Mission is to improve global health by advancing pharmacy practice and science to enable better discovery, development, access to and safe use of appropriate, cost-effective, quality medicines worldwide.



FIP'S THREE STRATEGIC OBJECTIVES

Traditionally, FIP has been well grounded in its focus on serving pharmaceutical practice and sciences. However, in order to fulfil FIP's renewed Mission and to address the rapidly changing environment, FIP should have an additional strategic focus on education. This leads to FIP's three primary strategic objectives:

**additional
strategic focus
on education**

1. ADVANCE PHARMACY PRACTICE IN ALL SETTINGS

This is to be achieved by emphasising its role in healthcare and its benefit to the patient through continuous work and communication with FIP's Member Organisations and guided by the strategies set out in the FIP Board of Pharmaceutical Practice Mission and Strategic Plan.

practice

2. ADVANCE THE PHARMACEUTICAL SCIENCES

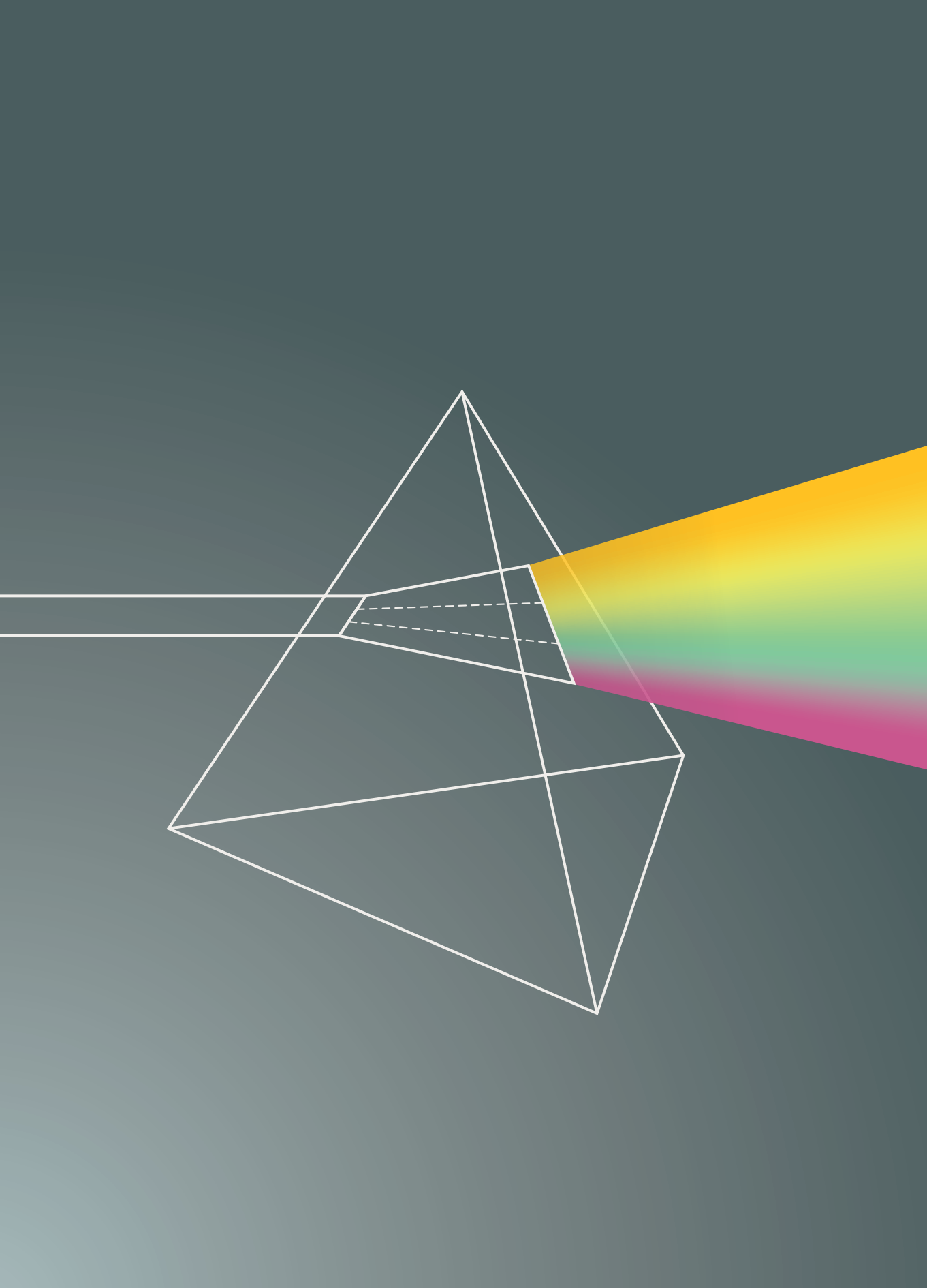
This is to be achieved through continuous work and communication with the predominantly scientific Member Organisations and guided by the strategies set out in the FIP Board of Pharmaceutical Sciences Mission and Strategic Plan.

science

3. INCREASE FIP'S ROLE IN REFORMING PHARMACY AND PHARMACEUTICAL SCIENCES EDUCATION

This entails the joint effort of FIP and national and regional educational organizations in developing appropriate framework and quality standards for educational curricula development in Science and Practice to meet present and future workforce needs and expectations.

education



FIP'S FOUR TACTICAL APPROACHES

FIP's three Strategic Objectives cannot be achieved without well-designed approaches. The following four Tactical Approaches define how FIP should achieve the three Strategic Objectives outlined above:

strategic objectives

1. BUILD CONSTRUCTIVE PARTNERSHIPS

In order to increase its effectiveness, FIP must construct sustainable partnerships with other organisations whose values and interests are congruent with and supportive of those of FIP. The quality and availability of future effective healthcare worldwide depends on the full integration of pharmacy practice within healthcare. This means partnerships which appreciate, advocate, and incorporate pharmacy practice and the pharmaceutical sciences and the values that FIP represents must be sought out, developed, and established. Central to the effectiveness of such partnerships is the highest standard of professional education of pharmaceutical practitioners and scientists based on local and regional needs. Such education allows us as a profession to bring to such collaborative partnerships our own expertise, value, and efficiency which are both needed and respected. Such partnerships allow FIP to be in conversations at important tables and thus expand the base for advocacy for the rational use of medicine. Partnerships provide FIP with leveraging relationships to accomplish its mission and objectives.

building partnerships

Guidelines for Implementation

- » Define criteria for the selection of partners who are most aligned with and supportive of FIP's Mission, Core Objectives, and Priorities.
- » Identify a broad array of potential partners and evaluate each using an appropriate selection criteria.
- » Define a set of attributes which are recognized as beneficial to potential partners.
- » Create and implement communication and other strategies to initiate and build interfaces with key current and potential new partners; and to collaborate in such relationships for the accomplishment of FIP's Mission.

2. INCREASE THE VISIBILITY OF FIP IN THE GLOBAL ENVIRONMENT

Under the rubric of "they should know us," FIP must increase its visibility on a global basis as an organisation which is respected based on its capacity to represent and influence all aspects of pharmacy practice and the pharmaceutical sciences. Such global visibility means that others will look to FIP and pharmaceutical professionals – practitioners and scientists – as necessary and integral

increasing visibility

to the provision of healthcare worldwide. By developing and effecting the highest standards for pharmacy education, FIP raises the profile of pharmaceutical professionals in worldwide healthcare and sets the highest standards in the provision of quality healthcare. Through its increased visibility, FIP will influence global health policy and the achievement of health goals, especially those in which medicines are critical.

Guidelines for Implementation

- » Establish a set of key messages.
- » Develop and implement communication strategies to build FIP's presence and recognition as a key player within its global community of interest.
- » Strengthen the FIP website as a global presence of FIP.
- » Evaluate the concept and activities of the Forums in enhancing the impact of FIP at the regional offices of WHO and FIP's member organisations in the region.
- » Consider co-organising international events with credible partners, like WHO. e.g. counterfeit medicines (IMPACT)
- » Evaluate the feasibility of organising a global summit in 2012 to gain broad stakeholder focus, attention, and support for the accomplishment of FIP's Mission.
- » Determine how other approaches – like the Annual Congress themes, events, and program components – can be used as a catalyst or focal point in 2012 to focus broad stakeholder attention and support for the accomplishment of FIP's Mission.
- » Determine how FIP's centennial year in 2012 can be used as a platform to gain additional member support and other forms of support for the Federation's Mission.

3. INCREASE REVENUES FOR FIP TO ACCOMPLISH ITS GLOBAL MISSION

increasing revenues

Advancing pharmacy practice and the pharmaceutical sciences and reforming pharmacy and pharmaceutical sciences education require significantly expanded resources, human and financial. To accomplish these objectives in the scope, standards of quality and urgency of time, FIP must increase the number and type of sources of revenue, such as congresses, membership, products, services and other revenue generating activities. All revenue generation must be undertaken and driven by the primacy of our objectives in serving our Membership, in relationship to our partners, and based on who FIP is as a "not for profit" organisation (e.g., status with WHO). We have much to offer of great value to our Membership and partners.

Yet because the pressing demands of achieving our major objectives continue to exceed our present revenues, increasing FIP revenues is critical to that success.

Guidelines for Implementation

- » Create and implement a process to identify and evaluate a broad array of innovative approaches through both brainstorming sessions and utilization of

“best practices” from other global organisations and from our Members Organisations.

- » Select and develop detailed objectives and tactics for approaches that appear to provide the greatest potential including expanding Membership through sound business planning.

4. INCREASE EFFECTIVE COMMUNICATIONS

A strong communication network needs to be developed among the FIP headquarters, FIP's internal structures (i.e., Boards, Forums, etc.), the Member Organisations, Individual Members, and the public. Such infrastructure is critical to the rapid, comprehensive, and timely exchange and provision of knowledge regarding developments and trends in pharmaceutical practice and science, and in reforming pharmacy and pharmaceutical education. In a knowledge society, such a worldwide, effective, accessible, reliable and secure communication infrastructure is the necessary condition for the diffusion of new knowledge, for strengthening professional standards of practice, and for making available reliable pharmaceutical knowledge as a public service. Effective communication through FIP makes possible the collective sense of identity of pharmacists and pharmaceutical scientists worldwide in meeting the highest ideals and standards of practice, science, and education.

**increasing
communication**

Guidelines for Implementation

- » Structure and implement a comprehensive FIP communications strategy to achieve targeted outcomes in the following areas within FIP:
 - a) increasing** the Federation's overall visibility and presence in FIP's global community of interest;
 - b) ensuring** that current and potential members understand FIP's roles, benefits, and accomplishments;
 - c) enhancing** member and non-member participation in FIP activities and events;
 - d) securing** increased membership in the Federation.
- » Develop with each member organisation an effective two-way communications strategy for the effective dissemination of information.
- » Devise a set of incentives to recognize those member organisations which regularly respond to FIP initiatives and communications.
- » Strengthen the website as a central and effective vehicle for effective communication worldwide.

SIX CORE OPERATING PRINCIPLES

FIP aims to undertake its Vision, Mission, three Strategic Objectives and four Tactical Approaches through ethical guidance and careful adherence to the following six core operating principles:

values

PROFESSIONALISM

The staff and officers who serve FIP will conduct the work of the Federation in a way that exemplifies those standards of professionalism demanded within Pharmacy Practice and Pharmaceutical Sciences.

COST EFFECTIVENESS

FIP will endeavour to ensure that the financial resources raised by FIP will be used in the most efficient and effective manner.

CREATIVITY

The staff and officers of FIP are encouraged to work in a way which encompasses many thought processes, possibilities and alternatives.

ENTHUSIASM

Those who serve and promote FIP will do so with enthusiastic and dedicated efforts in order to ensure the successful completion of projects and initiatives.

TRANSPARENCY

FIP will function in a way that is open and accessible to both internal and external scrutiny.

FLEXIBILITY

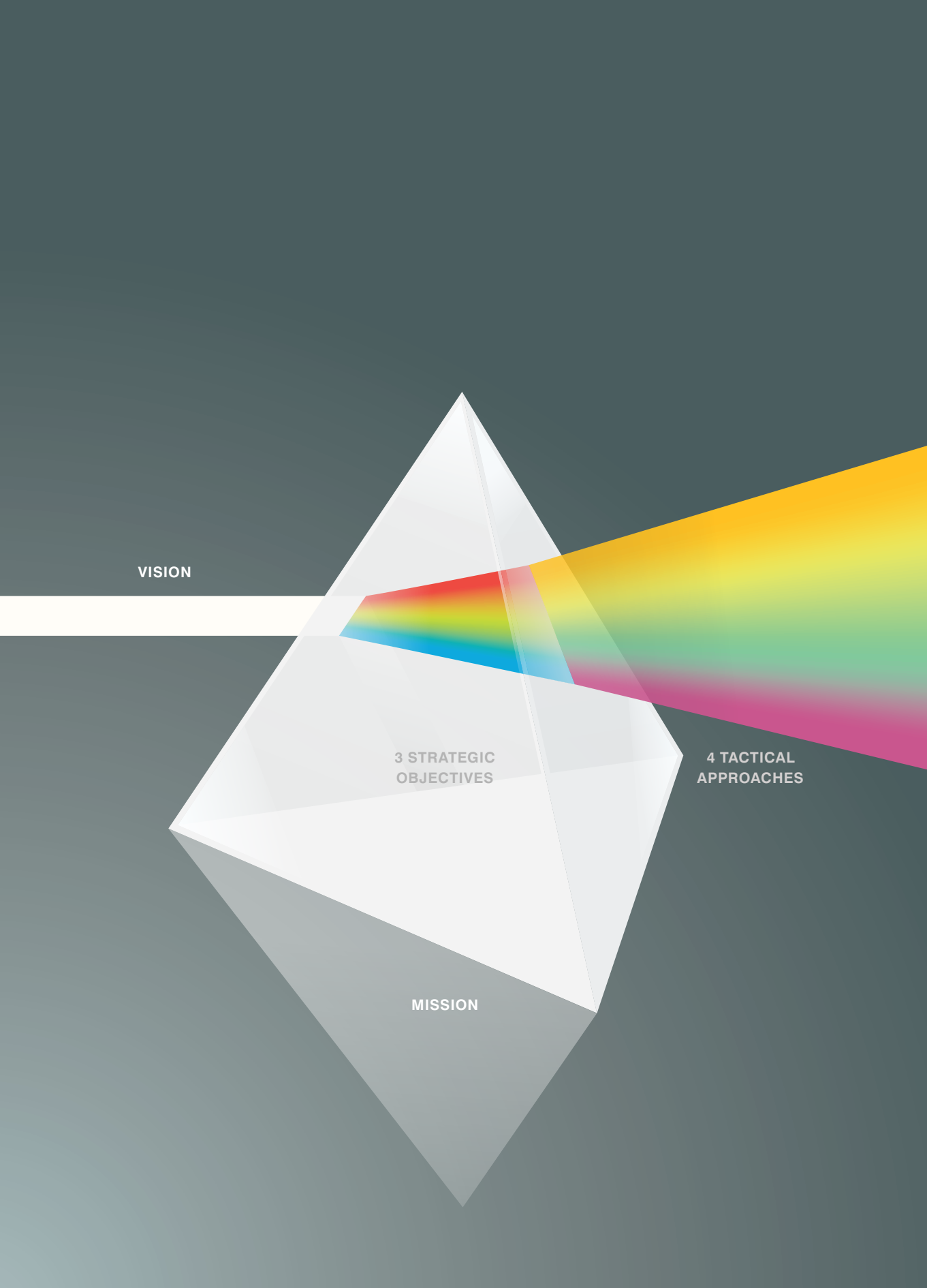
In light of the constant changes in global health, healthcare services and expectations of patients, FIP will work in a manner that is responsive to both current and future demands and challenges.

VISION

3 STRATEGIC OBJECTIVES

4 TACTICAL APPROACHES

MISSION



CONCLUSION

The light of the FIP Vision is refracted through the prism of the FIP Mission. The Mission is, in turn, displayed in the spectrum of the three FIP Strategic Objectives and their achievement through the four FIP Tactical Approaches.

With these Strategic Objectives and Tactical Approaches, coupled with vibrant organisation and governance supported by committed Member Organisations, FIP should realize its Vision 2020.



advancing pharmacy
and science to the
benefit of the patient