



Strategic Planning Policy and Guidelines

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NOVA SCOTIA PRESCRIPTION MONITORING PROGRAM

SECTION I

STRATEGIC PLANNING POLICY

1. Policy Objective

The development, approval, implementation and ongoing evaluation of a strategic plan are essential for the continued growth and success of the Prescription Monitoring Program. The purpose of this policy is to provide a framework for these important activities.

2. Policy Statement

2.1 Strategic Planning Cycle

The Prescription Monitoring Board will undertake a comprehensive strategic planning process every three (3) years that will result in the adoption by the Board of Directors of a strategic plan to guide the Program for a period of three (3) years.

2.2 Responsibilities

The Board is responsible for ensuring that a strategic planning policy is adopted by the organization. It also approves the strategic plan and monitors the Program's progress in relation to that plan. The Board also has a role to play in the development of the strategic plan, which role will be described more specifically below.

The Administrator is responsible for initiating the strategic planning process. The Administrator is responsible for developing, implementing and evaluating the strategic plan. Finally, the Administrator is responsible for reporting to the Board on the Program's progress in relation to the plan.

2.3 Strategic Planning Process

In general terms, the Prescription Monitoring Program's strategic planning process may be described as follows:

1. The Administrator initiates the strategic planning process by advising the Board that the time has arrived to renew the Program's long-term plan.
2. Input regarding the Program's future directions will be sought from the Program's stakeholders.
3. The Board and the Administrator participate in an environmental scanning exercise so that as many different perspectives as possible can contribute to identifying the Program's probable context over the next three years.
4. The Administrator presents initial options for paths that could be pursued by the Program over the next three years. The opportunities and risks associated with each option will be outlined as part of the Administrator's presentation to the Board.

5. After full discussion and consideration, the Board will then be asked to provide direction to the Administrator in relation to which option(s) should be emphasized in the strategic plan.
6. Following the environmental scan and preliminary direction-setting, the Administrator will develop a draft strategic plan. The plan will include measurable outcomes and desired targets. It will also identify the performance indicators that will be used to track the Program's progress against the targets.
7. The draft strategic plan will then be submitted to the Board for consideration and approval.

2.4 Annual Evaluation and Report

The Administrator will evaluate the Program's progress in relation to the goals and targets set out in the strategic plan at least semi-annually. The Administrator will present the results of that evaluation to the Board semi-annually in the Spring and Fall of each year.

3. Legislative Framework

The Prescription Monitoring Act refers to the objects of the Program, the requirement to evaluate the effectiveness of the Program in furthering its objects, the expectation that the Board will make recommendations regarding regulations for ongoing improvements to the Program, the requirement to monitor prescribing and dispensing practices over time, reports from the Administrator on new and emerging prescribing patterns for monitored drugs in all of part of the Province and other jurisdictions, potential changes to the list of monitored drugs covered by the Program. These and other elements reinforce the need to have a long-term plan in place to guide the activities of the Program.

4. Principles

The following principles relating to strategic planning will guide the development of a long-term plan for the Program:

- (a) Solid research relating to the Program's experience and external trends will be used as a foundation for planning;
- (b) The engagement of our stakeholders in contributing to our information base and future priorities is essential to developing a relevant and successful Program;
- (c) The strategic plan must have clearly defined outcomes, annual targets and measurable progress indicators to enable the Board to monitor the Program's ongoing achievements under the plan.

5. Definitions

In this policy:

- (a) "Administrator" means the agency or person designated by the Minister to administer the Program, and for the purposes of this Policy includes the Manager appointed by the Administrator or any other person employed by the Administrator.
- (b) "Board" means the Nova Scotia Prescription Monitoring Board established by the Prescription Monitoring Act.

- (c) "Manager" means the person appointed by the Administrator pursuant to s. 12(4) of the Prescription Monitoring Act.
- (d) "Program" means the prescription-monitoring program established by the Board.

6. Scope

This Policy applies to:

- (a) the Board,
- (b) the Administrator, and
- (c) the Program.

7. Accountability

The Administrator and the Board Chair have responsibility for the ongoing monitoring and enforcement of this Policy.

8. Challenging Compliance

Any challenge to the Program's compliance with this Policy shall be provided in writing to the Manager.

NOVA SCOTIA PRESCRIPTION MONITORING PROGRAM

SECTION II

GUIDELINES

A. Timetable

The strategic planning process described in the Policy will normally follow the following timetable:

- April – Initiation of strategic planning process by Administrator
- May- June – Consultations with stakeholders
- Sept. – Environmental scan and preliminary direction-setting by Board and Administrator
- Sept. - Nov. Development of draft strategic plan by Administrator
- December - Consideration and approval of the strategic plan by the Board; submission of approved plan to the Minister
- January - Meeting with Minister to present/review the strategic plan