



NAPRA Principles of Professionalism (DRAFT)

Professionalism is fundamental to the delivery of quality healthcare. While no clear, agreed upon definition of professionalism exists, it is acknowledged that professionalism is multidimensional and extends well beyond the attributes of an individual person.

Professionalism can be viewed as a continuum from an individual's attributes to interpersonal interactions to societal responsibility. It extends through the entire profession, from the individual health professional to educators, examining bodies, employers, professional associations, accreditors, and regulators, among others

Given all the factors that shape the culture of professionalism, it is not surprising that different individuals and stakeholders, such as employers, educators and regulators, may have developed different concepts of professionalism. Thus, the culture of professionalism in pharmacy practice becomes misaligned, with different parties striving towards different goals. This leaves pharmacy professionals in a difficult position, as it is challenging to develop a strong professional identity and strong understanding of professional behaviour expectations, when different messages are being received from the regulator, their peers, their employers, other health professionals, and the public. In order to move forward, it is important that all parties come to a common understanding of professionalism in pharmacy practice in order to strengthen the culture of professionalism within pharmacy. It is only when all parties are embracing the same concept of professionalism that pharmacy professionals can be supported to move forward to share the full benefit of their expertise with patients.

It is with this approach that the National Association of Pharmacy Regulatory Authorities (NAPRA), an alliance of the pharmacy regulatory authorities across Canada, developed

the Principles of Professionalism in an effort to define professionalism as a first step towards enhancing the culture of professionalism in pharmacy practice.

Working with pharmacy professionals and pharmacy stakeholders across the country, NAPRA developed eight principles of professionalism, applicable to all those who work in and contribute to the profession of pharmacy.

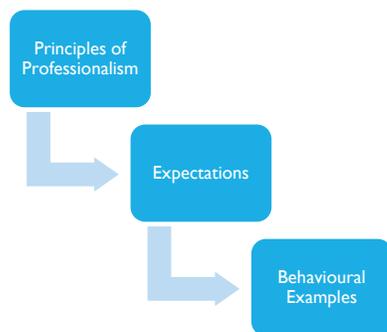
The principles of professionalism are distinct from other regulatory documents issued by NAPRA and its member pharmacy regulatory authorities, such as codes of ethics and standards of practice. This document does not replace the code of ethics or any standard of practice issued by a PRA. Rather, it builds on the minimum requirements outlined in such documents to define a common understanding of professionalism for the entire profession. While the connection between ethics, standards and professionalism is often overlapping, there are distinct differences. For example, not all issues within codes of ethics pertain directly to professionalism and not all issues within professionalism are matters of ethical concern. While codes of ethics and standards of practice generally outline minimum expectations that must be met by pharmacy professionals, this Principles of Professionalism goes beyond minimum requirements and outlines the expectations surrounding professionalism for the entire profession and not just for pharmacy professionals. Further, professionalism is a continuum; individuals generally fall somewhere on a scale of professionalism versus either meeting or not meeting a standard of practice. The goal is for all members of the profession, no matter their role, to strive towards embracing these principles of professionalism in all aspects of their day-to-day practice and their work environments. If the entire profession is

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striving towards embracing these common principles of professionalism, the hope is that this will lead to a strengthening in the culture of professionalism in pharmacy practice, to enable the profession to provide the full benefit of its expertise to patients and the healthcare system.

Structure of the Principles of Professionalism

To help guide the profession in adopting and implementing the principles, NAPRA has outlined what the expectations would be when applying the principles. Each expectation is then further described through behavioral examples that provide examples of conduct that would demonstrate the expectations and principles. Because the principles are linked, there can be overlap between the sections, but the context will be slightly different, depending on the principle under which a particular statement falls.



The principles of professionalism are relevant to the entire profession, and not just regulated professionals. Therefore, some statements may be more relevant to your role than others. It is important to consider the principles as they apply to your role in the profession of pharmacy. Conversely, it is not appropriate to immediately assume that a particular statement does not apply to your role. Rather, a reader is expected to consider the ways in which a particular statement may be interpreted for

their particular role before making such an assumption.

Framing professionalism by defining what pharmacy collectively (and not only individual pharmacists or pharmacy technicians) can do to enhance the culture of professionalism provides opportunities to integrate all arms of the profession and to strengthen the quality of care we, as the profession of pharmacy, offer to Canadians.

Next Steps

Enhancing the culture of professionalism does not end with simply providing a list of principles. It requires ongoing dialogue and engagement across all sectors of the profession including educators, employers, and professional associations. The social and workplace context within which individuals' practice is as important as the individual characteristics they demonstrate in defining a culture of professionalism. As such, this document represents the first step in enhancing the culture of professionalism in pharmacy practice. NAPRA will continue to engage the profession as we lead the work to guide pharmacy stakeholders in embracing and implementing the principles. This document is intended to be a living document that will be continually updated as new information and new learnings about professionalism emerge.

PRINCIPLES OF PROFESSIONALISM:

The profession of pharmacy¹

- 1. CARES FOR patients and their support networks as its primary motivation**
- 2. CARES ABOUT the community and the health system within which it practices**
- 3. COLLABORATES WITH other health professions in a patient-focused manner**
- 4. CARES ABOUT the quality and integrity of the profession**
- 5. IS a STEWARD of resources to support a sustainable healthcare system**
- 6. IS ACCOUNTABLE to patients, communities, and society for decisions made and actions taken**
- 7. IS TRUSTWORTHY and demonstrates fairness and honesty in all interactions**
- 8. IS CONSCIENTIOUS in fulfilling duties to the best of its collective abilities**

1. The profession of pharmacy includes all stakeholders related to pharmacy practice including, but not limited to: regulated pharmacy professionals, pharmacy support staff, pharmacy learners, pharmacy managers, pharmacy owners, pharmacy corporations and businesses, healthcare organizations (hospitals, multi-disciplinary clinics, compounding facilities, etc.) educational institutions, pharmacy researchers, pharmacy educators, pharmacy examiners and accreditors, pharmacy associations, and pharmacy regulators.

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Principle I: The profession of pharmacy

CARES FOR patients and their support networks as its primary motivation

Expectations:

- Places patient interest as the principle priority
- Promotes inclusion and equity in patient care
- Develops trusting professional relationships with patients
- Enables patient access to required care regardless of personal values
- Advocates for patients

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Principle 2: The profession of pharmacy

CARES ABOUT the community and the health system within which it practices

Expectations:

- Practices in alignment with evidence-based healthcare
- Engages in public health activities
- Creates work and learning environments that support quality pharmacy care
- Promotes fair, equitable and timely access to required care

Principle 3: The profession of pharmacy

COLLABORATES WITH other health professions in a patient-focused manner

Expectations:

- **Creates awareness of the role and the scope of practice of pharmacy professionals**
- **Communicates clearly and respectfully with other health professionals**
- **Facilitates effective transitions of care as patients move between healthcare settings and health professionals**

Principle 4: The profession of pharmacy

CARES ABOUT the quality and integrity of the profession

Expectations:

- Promotes positive working and learning environments
- Builds resilience within the profession
- Creates inclusive and equitable working and learning environments
- Practices to full scope² and empowers others to do the same

² Practising to full scope means practicing to the full extent of one's competencies, knowledge and skills, in alignment with the authorizations granted by the laws and regulations of their province or territory.

Principle 5: The profession of pharmacy

IS a STEWARD of resources to support a sustainable health care system

Expectations:

- **Applies clinical and scientific expertise to ensure appropriate and cost-effective therapy**
- **Uses scope of practice to support care by the most appropriate health professional**
- **Safeguards the drug and health product supply chain**

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Principle 6: The profession of pharmacy

IS ACCOUNTABLE to patients, communities, and society for decisions made and actions taken

Expectations:

- **Demonstrates transparency with respect to clinical decision making and practice**
- **Uses professional judgment and accepts responsibility for making decisions**

Principle 7: The profession of pharmacy

IS TRUSTWORTHY and demonstrates fairness and honesty in all interactions

Expectations:

- **Demonstrates transparency and openness in business practices**
- **Enables patients to provide informed consent and make informed decisions**
- **Ensures patient confidentiality and respects the right to privacy**
- **Promotes patient autonomy**
- **Fosters trust in the profession and the health system by holding each other accountable and responsible for actions and behaviours**

Principle 8: The profession of pharmacy

IS CONSCIENTIOUS in fulfilling duties to the best of its collective abilities

Expectations:

- **Contributes to a culture of Continuous Quality Improvement**
- **Engages in reflective practice**
- **Creates a culture of collaboration with colleagues across the profession**

Behavioural Examples: Understanding and applying the principles of professionalism to daily activities

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PRINCIPLE 1: CARES FOR PATIENTS AND THEIR SUPPORT NETWORKS AS ITS PRIMARY MOTIVATION

PLACES PATIENT INTEREST AS THE PRINCIPLE PRIORITY

- Prioritize patient interest, safety and well-being above self interest and business and financial interests

- Prioritize patient needs and safety in the formulation of business practices and policies

- Enable a supportive environment that allows pharmacy professionals to exercise professional judgement to ensure that individual patient needs are met

- Practice to full scope and exercise appropriate professional judgment to ensure individual patient needs are met

- Respectfully balance patient preferences, their needs, and values and required pharmacy care with health system constraints to optimize patient care

PROMOTES INCLUSION AND EQUITY IN PATIENT CARE

- Create spaces so that all patients feel physically, culturally, and emotionally safe when receiving care

- Engage in education and training around systemic racism, cultural safety, and cultural competency

- Be aware of and incorporate the Truth and Reconciliation Commission's Calls to Action, particularly with respect to health issues and health professional education

- Recognize and acknowledge personal biases and take steps to overcome these biases

DEVELOPS TRUSTING PROFESSIONAL RELATIONSHIPS WITH PATIENTS

- Respect professional boundaries with patients

- Engage patients and their support networks in shared decision making

- Respect and maintain patient confidentiality

- Enable and empower patients as partners in the delivery of their healthcare

ENABLES PATIENT ACCESS TO REQUIRED CARE REGARDLESS OF PERSONAL VALUES

- Be aware of and act upon one's responsibility to provide a non-judgmental and efficient referral in the event of conscientious objection

- Implement policies and procedures that address patient access and conscientious objection

- Recognize personal biases and take steps to ensure they do not affect fair and equitable patient access to quality care

ADVOCATES FOR PATIENTS

- Advocate on behalf of patients for their right to safe and effective medication

- Advocate for fair and equitable access to healthcare, to ensure that patient characteristics (e.g., finances, culture, language, ethnicity, sexual identity/orientation, etc.) do not serve as barriers to receiving quality care

- Help patients and their support networks navigate the health system

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PRINCIPLE 2: CARES ABOUT THE COMMUNITY AND THE HEALTH SYSTEM WITHIN WHICH IT PRACTICES

PRACTICES IN ALIGNMENT WITH EVIDENCE-BASED HEALTHCARE

- Act in accordance with professional standards and scientific principles
- Evaluate and use scientific literature and resources when providing patient care
- Make evidence-informed decisions
- Ensure access to resources to enable evidence-informed decision making

ENGAGES IN PUBLIC HEALTH ACTIVITIES

- Build public health-pharmacy partnerships
- Integrate *Determinants of Health* approaches in daily practice
- Work in partnership with other health professionals in the community to promote public health
- Engage in population-based research as appropriate

CREATES WORK AND LEARNING ENVIRONMENTS THAT SUPPORT QUALITY PHARMACY CARE

- Ensure workplace practices (e.g., staffing ratios, workflow) and environments (e.g., physical layout) provide sufficient support for individuals to practice to full scope in a sustainable manner, so that the health system receives the full benefit of pharmacy professionals' abilities
- Implement Continuous Quality Improvement programs to support workplace evolution and improvements that ensure the sustainable provision of quality care

- Respect professional autonomy and professional judgement so that patients and the health system receive the full benefit of pharmacy professionals' skills
- Implement managerial best practices that ensure that pharmacy professionals can fully contribute to ensuring optimal patient and health system outcomes
- Share examples of managerial practices that demonstrate the value of high-quality care in creating sustainable pharmacy practices
- Create opportunities for all team members to provide input regarding workplace conditions and design

PROMOTES FAIR, EQUITABLE AND TIMELY ACCESS TO REQUIRED CARE

- Recognize and take responsibility to understand systemic racism and discrimination, and its impact on communities, the health system and access to care
- Be aware of relevant terminology that addresses issues of systemic racism and discrimination
- Ensure fair, equitable and timely access to care regardless of patient characteristics (e.g., finances, culture, language, ethnicity, sexual identity/orientation, etc.)
- Prioritize patient access to required care in emergency or crisis situations

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PRINCIPLE 3: COLLABORATES WITH OTHER HEALTH PROFESSIONS IN A PATIENT-FOCUSED MANNER

CREATES AWARENESS OF THE ROLE AND THE SCOPE OF PRACTICE OF PHARMACY PROFESSIONALS

- Communicate and demonstrate pharmacy scope of practice to other health professionals
- Engage in inter- and intra-professional discussions around respective scopes of practice in order to determine the most efficient, effective and appropriate methods of collaboration
- Utilize full scope when collaborating with other health professions and only refer when the patient requires expertise outside of one's scope of practice or competency

COMMUNICATES CLEARLY AND RESPECTFULLY WITH OTHER HEALTH PROFESSIONALS

- Collaborate with other health professionals to ensure that quality care is provided to individuals and to the community at large
- Recognize and overcome barriers to communication and effectively manage conflict with other health professionals
- Ensure that documentation of pharmacy care can be easily understood by other health professionals to facilitate collaboration and continuity of care
- Strengthen relationships by being transparent and using your full name and title when communicating with other health professionals
- Foster trust by referring to scientific and clinical evidence that supports your decisions when communicating with other health professionals
- Show respect for other health professionals by using concise and efficient communication methods

FACILITATES EFFECTIVE TRANSITIONS OF CARE AS PATIENTS MOVE BETWEEN HEALTHCARE SETTINGS AND HEALTH PROFESSIONALS

- Partner with other health professionals and with patients to facilitate effective transitions of care
- Implement effective systems that support seamless care for patients

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PRINCIPLE 4: CARES ABOUT THE QUALITY AND INTEGRITY OF THE PROFESSION

PROMOTES POSITIVE WORKING AND LEARNING ENVIRONMENTS

- Lead by example and encourage others to develop and embrace professionalism
- Mentor learners and junior colleagues and provide opportunities for them to adopt the principles of professionalism through experiential learning
- Seek out mentors who demonstrate professionalism
- Maintain professional boundaries with colleagues and others in the work environment
- Make a personal commitment to support and promote a professional culture in working and learning environments
- Implement managerial practices that promote positive morale

BUILDS RESILIENCE WITHIN THE PROFESSION

- Safeguard the pharmacy workforce by implementing practices and initiatives that build system resilience and create resilient employees to prevent burnout and exiting of the profession
- Support colleagues in building their own resilience to guard against potential negative effects on professionalism and/or patient care
- Invest in one's own individual resilience by self-monitoring and self-managing stress and burnout to guard against potential negative effects on professionalism and/or patient care
- Identify and access supports to prevent burnout and enhance professionalism
- Communicate effectively with colleagues who may be experiencing signs and symptoms of stress and burnout to help them access available supports

CREATES INCLUSIVE AND EQUITABLE WORKING AND LEARNING ENVIRONMENTS

- Create safe spaces for all individuals participating in the working and/or learning environment
- Create inclusive, diverse and equitable working and learning environments
- Be fair, transparent, impartial, and open in working and learning environment practices
- Strive for representativeness in workplaces, boards, committees, and in other governance structures
- Demonstrate equity with regards to hiring, appointments and promotions
- Take a role in addressing systemic racism and discrimination when found to exist
- Treat others (co-workers, colleagues, employees, learners, stakeholders, other professionals) with respect and dignity
- Implement policies that address incidents of bullying and harassment

PRACTICES TO FULL SCOPE AND EMPOWERS OTHERS TO DO THE SAME

- Develop practice environments that include appropriate differentiation of work force to empower all individuals to practice to full scope
- Contribute to the continuing evolution of the profession
- Commit to regular collaboration across pharmacy sectors
- Contribute to the knowledge bank of the profession by sharing practice experience with colleagues from across the profession (e.g., submitting a letter regarding an unusual case, contributing to blogs or discussions, attending conferences)
- Support pharmacy practice research to showcase the contributions of the profession to patient care outcomes and health system objectives

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PRINCIPLE 5: IS A STEWARD OF RESOURCES TO SUPPORT A SUSTAINABLE HEALTHCARE SYSTEM

APPLIES CLINICAL AND SCIENTIFIC EXPERTISE TO ENSURE APPROPRIATE AND COST-EFFECTIVE THERAPY

- Only promote health care practices that have scientific evidence supporting their value

- Promote the application of scientific expertise in public discourse around safe and effective therapy

- Actively engage in adverse drug reaction reporting in accordance with professional standards and requirements to contribute towards the identification of safety signals that would affect a drug's risk-benefit profile

- Develop policies and procedures for adverse drug reaction reporting in alignment with professional standards and requirements

USES SCOPE OF PRACTICE TO SUPPORT CARE BY THE MOST APPROPRIATE HEALTH PROFESSIONAL

- Ensure the most efficient and cost-effective use of healthcare resources by discouraging unnecessary referrals where scope of practice supports pharmacy-led decision making

- Support future scope of practice changes that are in the best interest of the public and ensure the most efficient and cost-effective use of healthcare resources, based on the competencies of the profession

- Enable all pharmacy professionals to practice to their fullest possible scope

SAFEGUARDS THE DRUG AND HEALTH PRODUCT SUPPLY CHAIN

- Ensure that ordering practices safeguard against the introduction of counterfeit products into the supply chain

- Continuously monitor supply chain issues and shortages to ensure minimum disruptions for patients

- Minimize diversion of products to the illicit market

- Develop guidance to support clinical decision making where supply chain disruptions occur

- Lead advocacy to develop national strategies to mitigate supply chain issues

- Develop protocols to support continuity of care during times of emergency or crisis

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PRINCIPLE 6: IS ACCOUNTABLE TO PATIENTS, COMMUNITIES, AND SOCIETY FOR DECISIONS MADE AND ACTIONS TAKEN

DEMONSTRATES TRANSPARENCY WITH RESPECT TO CLINICAL DECISION MAKING AND PRACTICE

- Disclose the outcomes of clinical decision making to patients, other health professionals and other stakeholders as appropriate

- Accept responsibility for outcomes of clinical decision making

- Handle errors in clinical decision making according to professional standards and expectations, including disclosure to the patient and other health professionals as appropriate

USES PROFESSIONAL JUDGMENT AND ACCEPTS RESPONSIBILITY FOR MAKING DECISIONS

- Recognize the limits of scientific evidence and clinical guidance in addressing patient care needs

- Accept responsibility and accountability for decisions made, including when clear cut evidence is unavailable

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PRINCIPLE 7: IS TRUSTWORTHY AND DEMONSTRATES FAIRNESS AND HONESTY IN ALL INTERACTIONS

DEMONSTRATES TRANSPARENCY AND OPENNESS IN BUSINESS PRACTICES

- Communicate and freely share information with stakeholders regarding business practices that affect patients (e.g., drug pricing, short refills, supply chain issues, etc.)
- Commit to acknowledging and openly discussing business and operational practices that conflict with the exercise of professional autonomy and professional judgement in patient care decisions
- Implement business models that are aligned with professional expectations and address those that may conflict

ENABLES PATIENTS TO PROVIDE INFORMED CONSENT AND MAKE INFORMED DECISIONS

- Support patients' autonomy and right to know regarding decisions affecting their health and the dissemination of their personal health information
- Communicate effectively and clearly with patients, their caregivers and other stakeholders to ensure informed and meaningful consent is obtained
- Ensure that patients are aware of and consent to business arrangements that include the sharing of patient information with other entities

ENSURES PATIENT CONFIDENTIALITY AND RESPECTS THE RIGHT TO PRIVACY

- Implement and monitor systems to protect the personal health information of patients, in alignment with relevant regulatory and legal requirements
- Ensure environment and infrastructure are conducive to opportunities for private conversations
- Respect and uphold standards of practice and legislation related to patient confidentiality and privacy

PROMOTES PATIENT AUTONOMY

- Communicate effectively with patients to ensure they feel that their concerns are heard, understood, and acknowledged
- Respect patient informed choices regarding healthcare decisions even if these conflict with your own
- Present scientific and clinical information in an unbiased manner without pressure to allow patients autonomy to interpret and apply as they see fit
- Implement operational and managerial practices that respect patients' autonomy to make informed choices about the services they wish to receive

FOSTERS TRUST IN THE PROFESSION AND THE HEALTH SYSTEM BY HOLDING EACH OTHER ACCOUNTABLE AND RESPONSIBLE FOR ACTIONS AND BEHAVIOURS

- Access available reporting systems through employers, professional associations and/or regulatory bodies to alert authorities to potentially harmful or dangerous practices and behaviours
- Cooperate fully with investigative procedures aimed at enhancing the quality and safety of care
- Implement whistleblower protection such that individuals can safely share information or concerns (e.g., financial matters, procurement matters, or any unethical, illegal or improper conduct) without fear of reprisal

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PRINCIPLE 8: IS CONSCIENTIOUS IN FULFILLING DUTIES TO THE BEST OF ITS COLLECTIVE ABILITIES

CONTRIBUTES TO A CULTURE OF CONTINUOUS QUALITY IMPROVEMENT

- Provide organizational support for the implementation of Continuous Quality Improvement, including medication incident reporting

- Provide organizational support for Continuing Professional Development

- Maintain and enhance personal knowledge and skills by committing to Continuing Professional Development

- Commit to continuous improvement through personal engagement in Continuous Quality Improvement and medication incident reporting programs

ENGAGES IN REFLECTIVE PRACTICE

- Provide organizational support for self-assessment to act on knowledge skills and confidence gaps and integrate new learning into practice

- Implement managerial practices (e.g., performance feedback reviews) that support self-assessment of knowledge skills and confidence gaps

- Actively engage in self-assessment and act on practice and knowledge related gaps

CREATES A CULTURE OF COLLABORATION WITH COLLEAGUES ACROSS THE PROFESSION

- Foster a culture of collaboration across the profession by committing to and engaging in effective and supportive intraprofessional communication with other parts of the pharmacy community

- Create organizational structures that foster collaboration and prioritize public interest over business/financial interest

- Recognize the value that each role within the profession contributes and avoid hierarchal attitudes, behaviours and representations of the profession

- Share knowledge and best practices across the profession to collectively improve patient care

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Glossary

Truth and Reconciliation Commission of Canada: Calls to Action

In 2015, the Truth and Reconciliation Commission of Canada (TRC) published its final report detailing the experiences and impacts of the residential school system, creating a historical record of its legacy and consequences. One outcome of the report was a document detailing 94 calls to actions across a wide range of areas including child welfare, education, health, justice, language and culture.

http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf

Determinants of Health

The broad range of personal, social, economic and environmental factors that determine individual and population health (income and social status; employment and working conditions; education and literacy; childhood experiences; physical environments; social supports and coping skills; healthy behaviours; access to health services; biology and genetic endowment; culture; race/racism). Social determinants of health refer to a specific group of social and economic factors within the broader determinants of health. These relate to an individual's place in society, such as income, education or employment. Experiences of discrimination, racism and historical trauma are important social determinants of health for certain groups such as Indigenous Peoples, LGBTQ and Black Canadians

<https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health.html>