

| Strategic<br>Priority                                 | Tactics / Performance Measures & Goals                                                                                |                                                                                                                                         | Project Completion Timeline                                       |    |    |    |    |                |    |    |    |                |  |  |  |  |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|----|----|----|----|----------------|----|----|----|----------------|--|--|--|--|
|                                                       |                                                                                                                       |                                                                                                                                         | ✔ Complete (#)    ● On Track (#)    ✖ Behind (#)    ● No Data (#) |    |    |    |    |                |    |    |    |                |  |  |  |  |
|                                                       |                                                                                                                       |                                                                                                                                         | EC = Expected Completion                                          |    |    |    |    |                |    |    |    |                |  |  |  |  |
|                                                       |                                                                                                                       |                                                                                                                                         | YEAR 1<br>2025                                                    |    |    |    |    | YEAR 2<br>2026 |    |    |    | YEAR 3<br>2027 |  |  |  |  |
| Q4*                                                   | Q1                                                                                                                    | Q2                                                                                                                                      | Q3                                                                | Q4 | Q1 | Q2 | Q3 | Q4             | Q1 | Q2 | Q3 | Q4             |  |  |  |  |
| 1. Support<br>Manitoba's<br>Pharmacy<br>Workforce     | 1.1<br>Expand on the current QA Program based on best practices and right-touch regulation principles                 | a. Develop and implement a robust, proactive, continuing competency program                                                             | ●                                                                 |    |    |    |    |                |    |    |    |                |  |  |  |  |
|                                                       | 1.2<br>Support continued Standards of Practice development, monitoring and review.                                    | a. Implement a standardized process for review and development of Standards of Practice, Practice Directions, guidelines, and policies. | ●                                                                 |    |    |    |    |                |    |    |    |                |  |  |  |  |
|                                                       | 1.3<br>Support continued efforts to strengthen the CPhM's current Complaints and Discipline processes.                | a. Investigate and implement person focused strategies in professional accountability.                                                  | ✖                                                                 |    |    |    |    |                |    |    |    |                |  |  |  |  |
|                                                       |                                                                                                                       | b. Develop a user friendly and culturally sensitive complaints process that is easily accessible.                                       | ✖                                                                 |    |    |    |    |                |    |    |    |                |  |  |  |  |
| 2. Prepare for<br>and Shape<br>Legislative<br>Changes | 2.1<br>Commit resources to plan for and encourage the future legislative reform that would bring CPhM under the RHPA. | a. Establish a transition plan to come under the RHPA.                                                                                  | ●                                                                 |    |    |    |    |                |    |    |    |                |  |  |  |  |
|                                                       |                                                                                                                       | b. Identify and create documents for legislative and regulatory changes required for the RHPA.                                          | ●                                                                 |    |    |    |    |                |    |    |    |                |  |  |  |  |
|                                                       | 2.2<br>Prepare and plan for the regulation and full                                                                   | a. Identify barriers and opportunities related to Pharmacy Technician regulation.                                                       | ●                                                                 |    |    |    |    |                |    |    |    |                |  |  |  |  |

\*Preliminary work on the CPhM 2025-2027 Strategic Plan initiated in Q4 of 2024.

|                                                        |                                                                                                                                                                                                                          |                                                                                                                            |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---|--|--|--|--|--|--|--|--|--|--|--|--|--|
|                                                        | registration of Pharmacy Technicians.                                                                                                                                                                                    | b. Develop a multi-year plan toward regulation of Pharmacy Technicians.                                                    | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                                                        | <b>2.3</b><br>Prepare and plan for modernizing regulations of Pharmacists.                                                                                                                                               | a. Identify barriers and opportunities related to modernizing Pharmacists' regulation.                                     | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                                                        |                                                                                                                                                                                                                          | b. Develop a multi-year plan to modernizing regulation of Pharmacists.                                                     | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                                                        | <b>2.4</b> Identify key issues related to the pharmacy professional workforce ensuring the primacy of public protection in all decisions.                                                                                | a. Establish evidence-based regulatory policies addressing pharmacy management issues affecting the practice environment.  | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                                                        |                                                                                                                                                                                                                          | b. Address issues related to the listing and regulation of Internationally Educated Professionals.                         | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                                                        |                                                                                                                                                                                                                          | c. Monitor and make recommendations on the regulator's role in addressing concerns related to Preferred Provider Networks. | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                                                        |                                                                                                                                                                                                                          |                                                                                                                            |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <b>3. Build and Support Operational Infrastructure</b> | <b>3.1</b><br>Develop a Digital Strategy for CPhM, ensuring that there is a plan in place for ongoing sustainable technology infrastructure, effective cybersecurity, and enhancements that support the public interest. | a. Create a Digital Strategy Roadmap for CPhM.                                                                             | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                                                        |                                                                                                                                                                                                                          | b. Modernized and future proofed IT infrastructure (including land and mobile phones, internet services, server, etc.).    | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                                                        |                                                                                                                                                                                                                          | c. Integration of data management system.                                                                                  | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                                                        | <b>3.2</b><br>Prioritize and resource the development of policies for                                                                                                                                                    | a. Develop policies that support data and IT infrastructure.                                                               | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |

|  |                                                                                                                     |                                                                           |   |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---|--|--|--|--|--|--|--|--|--|--|--|--|--|
|  | internal processes to improve repeatability, standardization, and ongoing professionalization of CPhM's operations. | b. Develop policies that support the daily function of CPhM.              | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | <b>3.3</b><br>Develop and maintain a risk register. Apply mitigation strategies to minimize the risk.               | a. Identify, continuously monitor, and mitigate risk to the organization. | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | <b>3.4</b><br>Explore best use of physical (office space, equipment) and financial resources.                       | a. Evaluate future physical space need.                                   | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |                                                                                                                     | b. Explore opportunities for shared space, services, and equipment.       | ● |  |  |  |  |  |  |  |  |  |  |  |  |  |