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			 Complete (#)  On Track (#)  Behind (#)  No Data (#)											
			EC = Expected Completion											
			YEAR 1 2025				YEAR 2 2026				YEAR 3 2027			
Q4*	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1. Support Manitoba's Pharmacy Workforce	1.1 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 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 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.	2.1 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 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> 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> 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> 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> 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> 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.	●	●	●	✓	■	■	■	■	■	■	■	■	■	■