

Some Is Not a Number; Soon Is Not a Time

Neil Johnson

In May I visited the pharmacy departments of 3 Ontario hospitals as part of our Executive Branch visits. It was a great opportunity to meet with pharmacists to share what CSHP is doing for them. I also met with several members of the executive teams of the hospitals to discuss various aspects of pharmacy practice. One executive asked me if CSHP had developed performance measures for hospital pharmacies. He wanted to know how he could measure the effectiveness of his hospital's pharmacy and its progress toward its goals.

This is a great question, one that is particularly important for CSHP. Our strategic plan includes many metrics to measure CSHP's progress in achieving Vision 2006. These metrics tell us how well CSHP is performing as an organization, but how does CSHP measure its impact on the "advancement of patient centred pharmacy practice", the central component of the Society's mission? If our Society is to be successful, it must cause tension within the profession that in turn leads to positive changes in the development of our professional role within hospitals and regions.

So how is CSHP attempting to move the profession forward? One way is by renewing our standards and guidelines. Our new Coordinator, Professional and Membership Affairs, Ken Wou, is leading the renewal of all CSHP documents that serve as templates for practice across Canada. Several CSHP members are reviewing the new pharmacy standards of the Canadian Council on Health Services Accreditation, which will be released in 2006. In addition, CSHP will review these standards to ensure that they are applicable for small hospitals. CSHP is taking action to attract pharmacy students to hospital pharmacy practice. A collaborative venture with the Canadian Association of Pharmacy Students and Interns

has been launched this year to give second-year pharmacy students CSHP's Direct Patient Care Curriculum, a new student award, special educational symposia, and an opportunity to work at our head office.

These initiatives all appear worthy, but how will we measure their tangible effects on

pharmacy practice across Canada? To determine our Society's success, we need to develop metrics that measure the profession's growth in key areas. Yet before we decide what we need to measure, we must decide where we want to go. Therefore, CSHP must develop a vision for hospital pharmacy that is clear, well defined, and measurable, and then we must set metrics to track our progress. I am reminded of a phrase that Don Berwick used in his address to the Institute for Healthcare Improvement (IHI) this past December: "Some is not a number; soon is not a time." Like IHI, we must set a defined target for hospital pharmacy to be achieved within a defined time frame and then take action to make it happen.

It's up to CSHP to answer the question, "What do we want hospital pharmacy to look like in 2010?" Then we all need to make it a reality.



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