



Licensee Competencies Framework

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Information

This framework was originally approved by the Council of the Alberta College of Pharmacy on April 27, 2023.

Always use the latest version of this document found on the [college website](#).

What are competencies?

Competencies are the essential job-related knowledge, skills, attitudes, and judgements necessary for competent performance. They provide an overview of what a licensee should do rather than how a licensee is expected to perform tasks.

Traditionally, communicating licensee expectations has focused on the “what” - technical, well-defined, and visible skills and tasks. Pharmacy practice and the healthcare system, however, are continuously evolving. The Licensee Competencies Framework outlines competencies and behaviours that are core to the role of a licensee, but that are also flexible and can be individualized. In this way, the competencies can be applied to a broad range of practices across varied situations and are adaptable to change.

To personally manage, control, and supervise a pharmacy¹, a competent licensee has the attributes necessary to fulfill their role and responsibilities to an expected standard, both personally and within their practice environment.

Development of the licensee competencies

The Licensee Competencies Framework was developed in collaboration with a licensee advisory group, consisting of regulated members with experience in the licensee role in diverse practice environments. The framework was also informed by licensee programs in other provinces, leadership models developed by other healthcare professions, and a literature review.

¹ Alberta Government, [Pharmacy and Drug Act](#). 5.01 (1)(a)(iii)

How to use the licensee competencies

These competencies are a blueprint for what it takes to develop and succeed in your role as a licensee. You can use this defined set of competencies and expectations to identify your strengths and weaknesses and guide your performance development, as well as that of your pharmacy team. Pharmacy team members also benefit from the role clarity and can use the framework to reflect on pharmacy processes, improve relationships, and identify gaps in the provision of patient care. Lastly, and most importantly, patients benefit from access to a consistent, skilled, and effective licensee, who is committed to continuous improvement in the way the pharmacy provides patient care.

As a licensee, you are expected to coach, mentor, and inspire your team to practise at or above ACP's standards and Code of Ethics, and in alignment with the Professionalism Framework. You ensure this quality of practice by continually monitoring the operations and practices within the pharmacy, in order to understand your team's strengths and areas for improvement. It is important to note that these expectations do not absolve any pharmacist or pharmacy technician from their professional responsibilities. The licensee competencies support the achievement of consistent, high-quality practice in pharmacies as a collaborative effort between all pharmacy team members.

Below, you will see more specific ways you can use these competencies.

Support learning and development

Create an enduring learning plan

Review the Licensee Competencies Framework and identify where you have strengths and weaknesses. Ask yourself how you might share those strengths with others, how you may improve on weaknesses, and where these competencies and behaviours are not regularly demonstrated by you. Choose a few areas to focus on and develop in the upcoming months. Create a development plan for yourself and find ways to review it regularly to keep you on track.

Peer support

Once you have identified your strengths and weaknesses and created your development plan, reach out to other licensees to compare plans, identify common areas of learning, share educational resources or strategies, and learn together. These competencies provide you with a common language, and this shared learning can reinforce and motivate change. You also gain the social benefit of building a network of peer colleagues.

Clarify expectations

Best practice behaviours

These competencies were developed by identifying the practices and priorities of licensees in safe and person-centred pharmacies. This framework will serve as a reference of specific practices you can implement or improve upon to ensure your own success as a licensee.

Alignment with values and learning

These competencies encompass ACP's [professionalism framework](#), [Code of Ethics](#), and [standards](#). Aiming to develop and demonstrate these competency behaviours intrinsically ensures that your practice aligns with ACP expectations.

Provide meaningful feedback

Share with your team

Share this framework at a collaborative meeting to let your pharmacy team members know the competencies and behaviours that you are striving to develop in yourself and in your pharmacy practice. This can help your team members in supporting your role and development as a licensee.

Develop others and plan for the future

Share these competencies with team members who want to further their professional development, have an interest in a leadership role, or perhaps aspire to become a licensee themselves.

Understanding the Licensee Competencies Framework



The licensee fulfills many roles in the pharmacy and seamlessly integrates these roles as they interact with their pharmacy colleagues, other healthcare professionals, members of the public, and other interested parties, and as different situations arise.

Competency

The competency is an overall descriptor of knowledge, skills, attitudes, and judgements that pharmacy licensees hold to create a safe and person-centred pharmacy.

1. Builds collaborative environments

1.1 Create a transparent and positive environment within the pharmacy that encourages relationship building and supports success.

Behaviours

The behaviour statements describe how licensees can demonstrate each competency.

- The licensee regularly facilitates a means for team members to inform and engage with each other on best practices and challenges within the pharmacy.

Indicators

The indicator(s) outline observable measures for each of the behaviours.

The indicators are flexible, not meant to be exhaustive and may be demonstrated differently by each licensee in each practice site.

- The licensee shows appreciation to team members and celebrates accomplishments through affirmation and recognition.

Licensee competencies

1. Builds collaborative environments

Licensees build and maintain collaborative environments that use effective communication to encourage partnerships amongst pharmacy team members, other healthcare professionals, patients, patient caregivers, members of the public, proprietors, and other interested parties. This leads to shared decision-making, learning, and continuous innovation that supports the provision of person-centred care.

Behaviours and indicators

- 1.1 Create a transparent and positive environment within the pharmacy that encourages relationship building and supports success.
 - The licensee regularly facilitates a means for team members to inform and engage with each other on best practices and challenges within the pharmacy.
 - The licensee shows appreciation to team members and celebrates accomplishments through affirmation and recognition.
- 1.2 Oversee conflict resolution and concern management between pharmacy team members, and with other healthcare professionals, patients, or interested parties.
 - The licensee supports and coaches all pharmacy team members to develop the skills to receive and address complaints and concerns, within the scope of their responsibilities.
 - The licensee, when needed, diffuses conflict, communicates with parties involved, and works towards relationship repair.
 - The licensee receives and responds to concerns from patients and uses concerns to improve pharmacy services.
- 1.3 Ensure clear and professional communication when interacting with pharmacy team members, patients, other healthcare professionals, and interested parties.
 - The licensee demonstrates respectful and constructive conversations in the pharmacy, whether in writing or when speaking.
 - The licensee ensures appropriate communication processes to facilitate confidential and professional interactions.
- 1.4 Collaborate with proprietors and senior management to ensure compliance with standards and legislation and support the provision of patient care.
 - The licensee prioritizes patient care in policies and procedures that are developed in collaboration with the proprietor.

- 1.5 Ensure collaborative relationships between the pharmacy team and other healthcare professionals to pursue common patient goals.
- The licensee ensures that the patient care process in the pharmacy facilitates appropriate referral to, or collaboration with, other healthcare professionals.
 - The licensee builds and maintains connections with other healthcare professionals in their healthcare community to share learning and decision-making.

2. Demonstrates integrity

Licensees make altruistic and honest decisions with patients and pharmacy team members in mind. They uphold the positive reputation of the profession by being truthful, dependable, and trustworthy, and by emulating the tenets of a pharmacy professional. This contributes to an environment where pharmacy team members are empowered and enabled to fulfill their responsibilities, and patients trust the pharmacy team to support their care and advocate on their behalf.

Behaviours and indicators

- 2.1 Model and expect behaviours and relationships that are consistent with the [tenets of a pharmacy professional](#).
- The licensee exhibits professional behaviour appropriate to their role both within the pharmacy and in settings associated with their role.
 - The licensee upholds patient autonomy and ensures the pharmacy team participates in the transfer or referral of care, when required.
 - The licensee ensures pharmacy team members demonstrate professional and ethical conduct in their actions and relationships.
 - The licensee addresses and resolves unprofessional behaviour exhibited by pharmacy team members that is contrary to the legislative framework or that could damage the reputation of the profession.
- 2.2 Ensure person-centred care principles guide the operation of the pharmacy.
- The licensee ensures advertising related to the pharmacy is patient focused and refrains from inappropriate or unprofessional claims.
 - The licensee ensures pharmacy services prioritize patient care outcomes over financial gain.
- 2.3 Demonstrate honesty and transparency in their conduct with pharmacy team members, patients, other healthcare professionals, and interested parties.
- The licensee is responsible for ethical, accurate, and honest financial practices in the pharmacy.
 - The licensee understands and complies with contractual obligations.
 - The licensee is accessible and transparent when responding to inquiries about the provision of pharmacy services.
 - The licensee avoids or mitigates situations of actual or perceived conflict of interest.

3. Develops self and others

Licensees are curious and continuous learners who are adaptable to the constantly changing healthcare environment, including the expectations of pharmacy team members, patients, healthcare professionals, and interested parties. Licensees are both learners and teachers, and enable the professional development of their pharmacy team members, ensuring the practice in their pharmacy evolves with their community and as part of the greater healthcare system.

Behaviours and indicators

- 3.1 Engage in self-reflection, embrace continuous learning, and demonstrate self-improvement.
 - The licensee works to improve their leadership and management skills through professional development such as continuing education or peer mentorship.
 - The licensee develops a “just culture” of empathy and shared accountability that recognizes that mistakes are valuable learning tools for themselves and others.
 - The licensee demonstrates continuous development of self in technical and behavioural skills and abilities.
- 3.2 Ensure the continuing competence of pharmacy team members by identifying areas for professional growth and learning, and supporting the incorporation of that learning into their pharmacy practice.
 - The licensee evaluates each team member, provides feedback, and manages poor performance.
 - The licensee supports the development of team members’ skills and knowledge through learning goals and enables their progress in achievement.
 - The licensee identifies or develops educational opportunities, materials, or programs that benefit pharmacy team members.
 - The licensee facilitates mentorship and coaching opportunities amongst the pharmacy team to enable sharing knowledge and learned best practices.
- 3.3 Contribute to the pharmacist and pharmacy technician professions through teaching, research, or academia.
 - The licensee participates in, or encourages, mentorship of pharmacist or pharmacy technician learners.
 - The licensee participates or supports others in the creation or knowledge dissemination² of professional or academic pharmacy research.
- 3.4 Ensure the pharmacy team practices according to current clinical, operational, and person- centred standards and legislation.
 - The licensee reviews and educates team members, patients, other healthcare professionals, and interested parties on new clinical guidelines and standards.
 - The licensee engages with licensee peers to give and receive guidance, using online groups, peer discussions, and/or professional conferences.

² Knowledge dissemination is the active process of translating and communicating research information in a tailored manner for a target audience, which can include other clinicians, patient groups, the media, and other end users. Retrieved from <https://cihr-irsc.gc.ca/e/41953.html>.

4. Ensures accountability

Licensees are accountable, and hold team members responsible, to meet commitments to themselves, patients, other healthcare professionals, and interested parties; this builds trust and earns respect. When accountability exists within the pharmacy environment, commitment to quality assurance increases, team confidence improves, and individuals take action when they notice a problem.

Behaviours and indicators

- 4.1 Take responsibility for patient safety by analyzing sources of pharmacy risk and root causes, implementing change, and continuously monitoring for improvement.
 - The licensee ensures team members are aware of and participate in medication incident analyses and other quality assurance and improvement processes.
- 4.2 Make timely, confident, and thoughtful decisions as the leader of the pharmacy and take responsibility for resulting outcomes.
 - The licensee leads by example and serves as a role model for the pharmacy team.
 - The licensee supports team members in their professional endeavours and challenges.
- 4.3 Create an environment where pharmacy team members understand and fulfill their role expectations and remain competent within them.
 - The licensee ensures role understanding and adequate training for all team members at the onset of their independent work and regularly thereafter.
 - The licensee ensures supervisory roles are apparent to both the supervisors and the supervised team members, for all pharmacy tasks.
 - The licensee ensures pharmacy team members maintain requirements necessary to their role such as training, certifications, and professional liability insurance.
 - The licensee ensures support and resources required by pharmacy staff are available for them to fulfill their roles.
- 4.4 Provide regular, in-person oversight to the pharmacy team and maintain a detailed knowledge of the operations and practice.
 - The licensee is regularly present in the pharmacy and is accessible to team members and patients.
 - The licensee creates, reviews, and regularly assesses compliance with the policies and procedures of the pharmacy.
 - The licensee manages pharmacy operations to account for workload and staff absences, and during the occurrence of a licensee departure.

- 4.5 Maintain a clean and orderly pharmacy infrastructure that ensures patient privacy, confirms drug integrity and security, and meets all legislative requirements.
- The licensee ensures the pharmacy environment supports safe and private patient-care activities.
 - The licensee ensures that drug products are secured to areas appropriate and approved by standards and legislation.
 - The licensee ensures clean and professional pharmacy areas, including aseptic measures necessary for high-risk activities such as compounding and the provision of injections.
 - The licensee ensures drugs are procured, stored, dispensed, and delivered to maintain drug quality and patient safety.
- 4.6 Ensure the pharmacy operates in compliance with federal and provincial legislation, the Code of Ethics, and professional standards, guidelines, and policies.
- The licensee supports their team to practise in alignment with pharmacy standards and guidance communicated by ACP and other healthcare organizations.

5. Focuses on person-centred care

Licensees ensure safe and quality healthcare for patients as the primary goal of the pharmacy. Recognizing the needs and experiences of patients, and viewing them as a partner in therapeutic decision-making, is fundamental to the person-centred approach used in their pharmacy and empowers patients to reach their health goals. Licensees also demonstrate commitment to the greater healthcare system by providing pharmacy services that meet the needs of their communities.

Behaviours and indicators

- 5.1 Implement quality assurance processes to ensure appropriate, effective, safe, and comprehensive person-centred care is provided to patients.
 - The licensee confirms accepted practices or evidence-based resources are used to guide patient care decisions.
 - The licensee ensures patients' ongoing care is supported through the documentation of all care activities.
 - The licensee plans, implements, oversees, and continually evaluates pharmacy services to improve healthcare delivery to patients.
- 5.2 Ensure the provision of safe, accurate, and appropriate drug preparation and distribution practices.
 - The licensee provides oversight to ensure drug products are packaged or compounded to assure quality and safety.
 - The licensee supervises inventory management processes to ensure the availability of drug products for patients.
- 5.3 Monitor for the security, accuracy, and integrity of patient information, complying with their responsibility as a health information custodian.
 - The licensee is accountable for the collection, use, disclosure, and storage of patients' personal and health information.
 - The licensee oversees the use, appropriateness, and security of approved technology to collect, store, or deliver patient information.
 - The licensee confirms pharmacy team members' appropriate access and submission to the provincial electronic health record.
- 5.4 Understand and optimize pharmacy's role within the structure of the healthcare system to support public health.
 - The licensee looks for gaps in healthcare needs specific to their patients and community and seeks ways and resources to meet those needs.

6. Values diversity, equity, and inclusion

Licensees value diversity, equity, and inclusion in the collaborative environment of their pharmacy. Through their actions and support of learning, they provide a culturally safe workplace, where patients and pharmacy team members are supported, valued, and respected. They ensure the dignity and rights of every individual without prejudice and expect the same of pharmacy team members. In their pharmacy, they ensure person-centred care is provided in an equitable and inclusive manner.

Behaviours and indicators

- 6.1 Establish a pharmacy environment that reflects a diverse workforce and varied perspectives.
 - The licensee fosters an inclusive workplace by building a pharmacy team with varied backgrounds and lived experiences.
 - The licensee ensures that training, educational, and policy materials are made available to team members in an accessible, unbiased, and non-discriminatory manner.
 - The licensee supports diversity education and training, recognizes biases, and ensures team members feel safe and respected.
- 6.2 Ensure a provision of care that aligns with patients' values, beliefs, customs, abilities, and culture.
 - The licensee ensures respectful patient interactions that recognize the impact that a patient's culture may have on the care provided to them.
 - The licensee is aware of and seeks to accommodate the physical, emotional, or cognitive conditions of their patients.
 - The licensee encourages the pharmacy team to seek to understand patients' lived experiences and incorporate them in the provision of care.
- 6.3 Recognize social and cultural determinants of health that impact access to equitable care and work to diminish disparity.
 - The licensee provides assistance or identifies resources for patients for whom cost or access is a barrier to pharmacy services.
 - The licensee applies their knowledge of Indigenous health and socioeconomic inequities to improve upon patient access to pharmacy care.

Key concepts map

1. Builds collaborative environments

- Communication (1.2, 1.3)
- Conflict management and resolution (1.2)
- Interprofessional collaboration (among healthcare professionals) (1.5)
- Intraprofessional collaboration (among pharmacy colleagues) (1.1, 1.2, 1.3, 1.4)
- Managing relationships with proprietors and senior management (1.4)
- Patient concern management (1.2)
- Relationship building (all)
- Sharing of decision-making (1.4, 1.5)
- Sharing of knowledge (1.1, 1.4, 1.5)

2. Demonstrates integrity

- Conflicts of interest (personal, financial) (2.3)
- Fiduciary duty (all)
- Moral and ethical behaviour (all)
- Societal expectations of the profession (2.1)

3. Develops self and others

- Collaborative learning (3.2, 3.4)
- Just culture (3.1)
- Lifelong learning (all)
- Management of personnel (3.2)
- Mentoring (3.2, 3.3)
- Performance management (3.2)
- Providing feedback (3.2)
- Research (3.3)
- Self-improvement (3.1)

4. Ensures accountability

- Compliance to standards and legislation (4.5, 4.6)
- Decision Making (4.2)
- Medication incidents (4.1)
- Patient safety (4.1, 4.5)
- Pharmacy infrastructure (4.5)
- Pharmacy operations (4.4, 4.6)
- Quality assurance (4.1, 4.4, 4.5)
- Quality improvement (4.1, 4.2)
- Supervision (4.3)

5. Focuses on person-centred care

- Drug distribution (5.2)
- Drug preparation (5.2)
- Health of communities (5.4)
- Patient care (5.1, 5.2)
- Health information (5.3)
- Promotion of public health (5.4)
- Working within the healthcare system (5.4)

6. Values diversity, equity, and inclusion

- Determinants of health (6.3)
- Health equity (6.3)
- Leading others (6.1)
- Respect for diversity (all)