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Strategic Plan of General Administration of Pharmaceutical Care at Ministry of Health in Saudi Arabia 2012 – 2022

Yousef Ahmed Alomi*, Saeed Jamaan Alghamdi and Radi Abdullah Alattyh

General Administration of Pharmaceutical Care, Ministry of Health, Riyadh, Saudi Arabia

***Corresponding author:** Yousef Ahmed Alomi, Bsc. Pharm, Msc. Clin Pharm, BCPS, BCNSP, DiBA, CDE, General Manager of General Administration of Pharmaceutical Care, Ministry of Health, P.O.BOX 100, Riyadh 11392, Riyadh, Saudi Arabia; Tel: +966504417712; Email: yalomi@gmail.com

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Abstract

General Administration of Pharmaceutical Care at Ministry of Health (GAPC-MOH) in Saudi Arabia is responsible of implementing pharmaceutical care and related issues to all pharmaceutical care services of health care setting. General administration of pharmaceutical care established updated strategic plan after reviewing several strategic plans of national and international pharmaceutical organizations. The Strategic plan contains 5 general strategies, 15 initiatives, and 83 projects. The plan should follow up by assessment elements measures to reach successful results, its including but not limited general pharmacy services assessment, medication safety assessment, and patient satisfaction of pharmacy services, pharmacist competency, and pharmacist job satisfaction. The strategic plan for governmental pharmaceutical administrations is pathway map for all health care providers with emphasis on pharmacists, clinical pharmacists and pharmacy administrators. It is needed to implement pharmaceutical care in organized and long term method, to improve patient's outcome, and avoiding unnecessary cost in Kingdom of Saudi Arabia.

Key word: Strategic, Plan, Pharmaceutical Care, Administration, Pharmacist, Ministry of Health, Saudi Arabia.

Introduction

The Cambridge dictionary defined the *strategic planning* as “ a process in which a company's executives decide what they want to achieve and the best actions and use of resources for doing this”[1]. The business dictionary defined the strategic plan as “a systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them”[2]. In pharmacy text book indentified strategic planning as “ the process of selecting an organization's goals, determining the policies and programs (strategies) necessary to achieve specific objectives en route to those goals, and establishing methods necessary to ensure that the policies and strategic programs are implemented” [3]. If serach in the litterature through pubmed serach engine from

1960s up to date about pharmacy strategic planning you will find either pharmany societies or scatered different department within entire hospitals or pharmacy council. May be the oldest institution started with stragetetic planning was American Society of Health System Pharmacists (ASHP) through board society or periodic conferences or pharmacy leaders [4-10]. Several Pharmacy societies or institutions later on established phramacy strategic plan for instant; American College of Clinical Pharmacy (ACCP) [11], British general pharmaceutical council strategic plan [12], International Pharmaceutical Federation (FIP) vision, mission and strategic plan [13], The pharmacy council's vision , mission strategic plan at New Zealand [14]. Some internal hospital pharmacy departments in USA designed phrmacy strategic plann but there is not updating for their plan[15]. The authors are not a ware of any publications a bout pharmacy strategic planning designed by any Ministry of Health at any counties in the world wide including but not limited to USA, UK, European countries or Japan. In Saudi Arabia, General Administration of Pharmaceutical Care at Ministry of Health (GAPC-MOH) established the first strategic in a period of 2007 -2012 [16]. In early 2012 new administrators with his team try to update the strategic plan based on discribed method. In this paper we wish to explore strategic plan of general administration of pharmaceutical care at Ministry of Health for coming 10 years 2012-2022.

Method

GAPC-MOH founded in 2001, It responsible for implementation to more 250 MOH hospital pharmacies, 136 privates' hospital pharmacies, 209 specialized centres, more than 2250 primary care centres pharmacies, and more than 7000 community pharmacies [17]. GAPC-MOH established task force committee which was consisting from the authors. The committee had reviewed strategic plan based on strategic plan on MOH [18-19], pharmaceutical care gulf countries committee plans and standards [20]. In addition; strategic planning of ASHP, ACCP, British general pharmaceutical council, FIP, and the pharmacy council's at New Zealand had reviewed. The committee issued

the first draft strategic plan which is consisting of FIVE strategic goals, with FIFTEEN Initiatives and EIGHTY THREE projects as in Figure 1, with a new vision, mission, and values as explored in Figure 2, and five elements to assess and follow up

pharmaceutical care strategic plan including national surgery of pharmacy services, medication safety self assessment, pharmacist job satisfaction, and pharmacist competency perform annually, and patient satisfaction of pharmacy services perform every



Figure 1: Pharmaceutical care strategic goals, initiatives, and projects

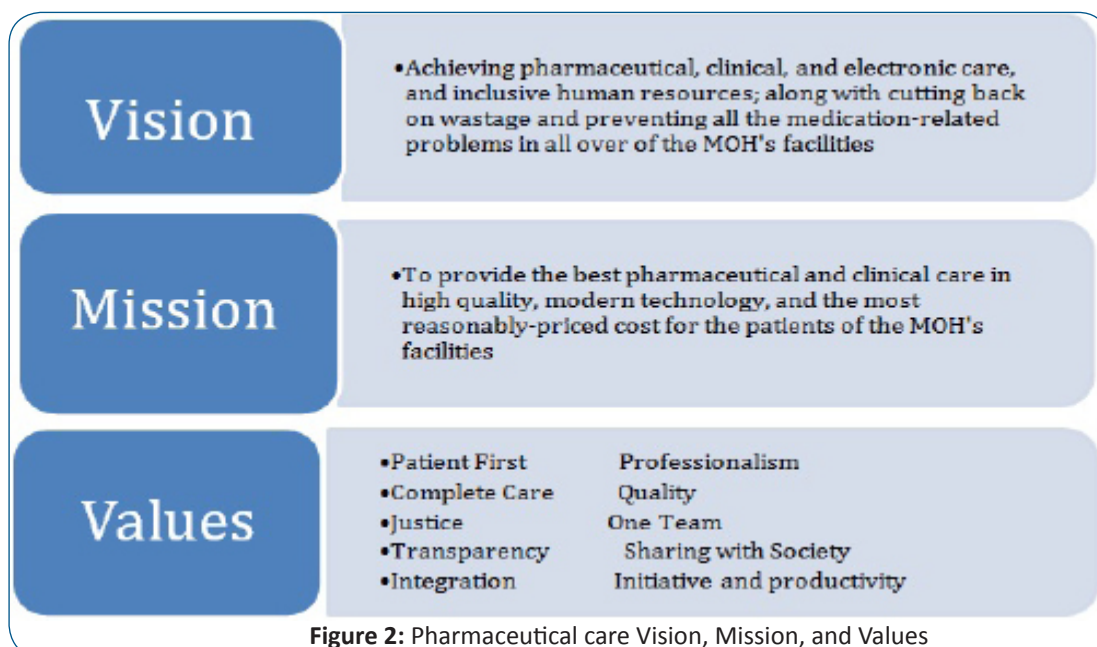


Figure 2: Pharmaceutical care Vision, Mission, and Values

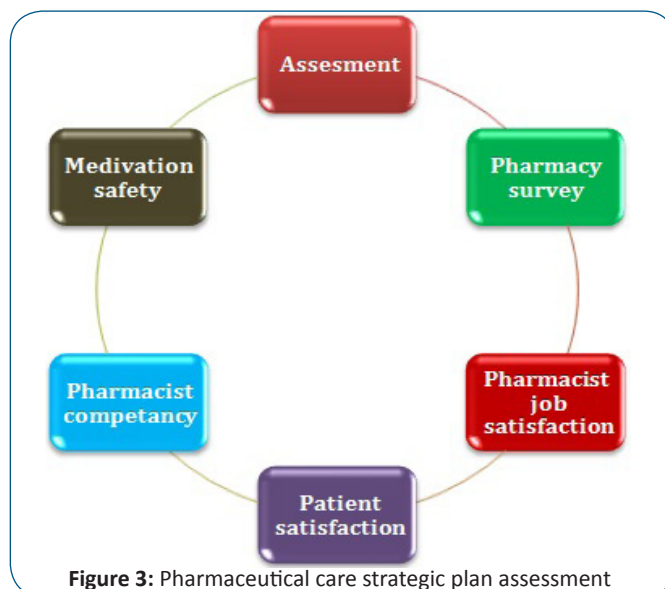


Figure 3: Pharmaceutical care strategic plan assessment

six month as explored in Figure 3 [21-22]. The committee had sent the draft plan to all directors of pharmaceutical care at 21 regions over all Saudi Arabia for revision. The committee invited all directors of pharmaceutical care for general discussion of the plan. A second meeting had been held for final revision. The general manager of pharmaceutical presented the final version to MOH consultations office and MOH higher administrators for final approval.

Results

Strategic plan of general administration of pharmaceutical care

Strategic goal 1 : Provide complete pharmaceutical care with safety and best practice

Initiative 1.1: Development of pharmaceutical care departments * at all Governmental or Privates health care setting.

Project 1.1.1: Make annual national survey to measure the current practice of pharmaceutical care departments.

Project 1.1.2: Setup performance standards of pharmaceutical care departments.

Project 1.1.3: Unify the policies and procedures pharmaceutical care departments

Project 1.1.4: Update and implement the pharmacy practice law and regulations at all health care setting

Project 1.1.5: Setup key pharmacy indicators for the pharmaceutical care departments

Project 1.1.6: Implement of national and international pharmacy practice standards at all health care setting

Project 1.1.7: Implement the pharmacy practice setting accreditation at all health care sitting

Project 1.1.8: Collaborate with national organization and stakeholders for best pharmacy practice at all health care setting

Project 1.1.9: Implement patient satisfaction for pharmaceutical care services.

*Pharmaceutical care department new name of pharmacy services department, it was changes since 2001 after established of pharmaceutical Care Administration at MOH [16].

Initiative 1.2: Review the equipment and supplies of pharmaceutical care departments at Ministry of Health hospitals care and primary care centers.

Project 1.2.1: Unify the specifications and requirements of pharmaceutical care departments

Project 1.2.2: Provision of equipment and supplies at pharmaceutical care departments according to the standards.

Project 1.2.3: Maintenance and replacement of old devices pharmaceutical care departments with new one

Initiative 1.3: Implement patients and staff safety in the pharmaceutical care departments at all Governmental or Privates health care setting.

Project 1.3.1: Implement the national medication safety program at all health care setting

Project 1.3.2: Implement patients medication education and counselling program at all health care setting

Project 1.3.3: Establish network of drug information centers of pharmaceutical care departments at all health care setting

Project 1.3.4: Provide scientific references and electronic library for the departments and sections of the pharmaceutical care departments at all health care setting

Project 1.3.5: Implement the national pharmacy practice programs** for adults and pediatrics at all health care setting

Project 1.3.6: Implement the national clinical pharmacy programs** for adults and pediatrics at all health care setting

** Refer to Table 1 and Table 2 for some examples

Initiative 1.4: Implement pharmacy public health to all health care setting.

Project 1.4.1: Participate in world chronic diseases and pharmacy days exhibitions at all health care setting

Project 1.4.2: Participate in public medication education through national and social media at all health care setting

Project 1.4.3: Implement drug related problems program at all health care setting

Project 1.4.4: Implement the pharmacy home care programs for adults and pediatrics at all health care setting

Project 1.4.5: Implement the ambulatory care clinics programs** for adults and pediatrics at all health care setting

Project 1.4.6: Implement the national mass gathering pharmacy practice and mass gathering pharmacy practice programs for adults and pediatrics at all health care setting

Project 1.4.7: Implement the ramadan pharmaceutical care programs for adults and pediatrics at all health care setting

Initiative 1.5: Develop and implment evidence based medical and pharmacy guidelines at all health care setting

Project 1.5.1: Implement the national evidence based medical guidelines fot common disaeses at all health care setting

Project 1.5.2: Implement the national evidence based pharmacy guidelines fot common disaeses at all health care setting

Project 1.5.3: Measure the national evidence based medical guidelines outcome indicators at all health care setting

Project 1.5.4: Measure the national evidence based pharmacy guidelines outcome indicators at all health care setting

Project 1.5.5: Measure the national pharmacy practice programs outcomes for adults and pediatrics at all health care setting

Project 1.5.6: Measure the national clinical pharmacy programs outcomes for adults and pediatrics at all health care setting

Initiative 1.6: Develop and implment medications supply sysyem and guidelines at all health care setting

Project 1.6.1: Implement the national inventory management system at all health care setting

Project 1.6.2: Implement the formulary management guidelines at all health care setting

Project 1.6.3: Measure the medications supply monitoring indicators at all health care setting

Project 1.6.4: Apply therapeutic interchange program at all health care setting

Table 1: Some examples of national pharmacy practice and clinical pharmacy programs for adults and pediatrics

Program	Pharmacy Practice	Clinical Pharmacy
Adults	Adults MTM Acute Care Pharmacy Adults MTM Ambulatory Care Pharmacy Adults Clinical compounding Adults IV Therapy Adults Total Parenteral Nutrition Preparation Adults Oncology Preparation Adults Pharmacy Informatics Adults Pharmacy Human Resources Adults Medical and Pharmacy Education Adults Pharmacy Law Adults Pharmacy Total Quality Management	Adult General Medicine and Surgery General Anesthesia and Surgery Surgery Adults Anesthesia and Surgery Adult Intensive Care Adults Total Parenteral Nutrition Adults Pain Management General Psychiatry Child / Adolescent Psychiatry Addiction Medicine Geriatric Psychiatry Adults Psychiatry General Family Medicine Community pharmacy Pharmacy Public Health Geriatric Medicine Adults Ambulatory Care and Primary Care Pediatrics Ambulatory Care and Primary Care Pharmacy Home Health Care Mass Gathering Pharmaceutical Care Ramadan Pharmaceutical Care Adult General Medicine Adult Internal Medicine Adults Cardiology Adults Gastroenterology Adults Neurology Adults Rheumatology Adults Dermatology Adults Forensic Medicine Adults Nuclear Pharmacy Adults Nephrology Adults Infectious Diseases Adults Pharmacy Infection Control Adults Endocrinology & Metabolism Adult Pulmonary Diseases Adult Hematology and Anticoagulation Adult Oncology Adult Pulmonary Diseases Adult Drug Utilization Evaluation Adult Drug Information

<p>Pediatrics</p>	<p>Pediatrics MTM Inpatient Pharmacy Pediatrics MTM Outpatient Pharmacy Pediatrics Clinical compounding Pediatrics IV Therapy Pediatrics Total Parenteral Nutrition Preparation Pediatric Oncology Preparation Pediatrics Pharmacy Informatics Pediatrics Pharmacy Human Resources Pediatrics Medical and Pharmacy Education Pediatrics Pharmacy Law Pediatrics Pharmacy Total Quality Management</p>	<p>Adult Medication Safety Adults Pharmacoeconomics Adults Emergency Adult Dental Therapy and oral medicine Adults Therapeutic Drug Monitoring and Pharmacokinetics Adult Organ Transplant Adults Pharmacogenomics Adults Pharmacy Research and Clinical Trail</p> <p>General Pediatrics Pediatric Internal Medicine Pediatrics Endocrinology Pediatrics Nephrology Pediatrics Gastroenterology Pediatrics Neurology Pediatrics Rheumatology Pediatrics Dermatology Pediatrics Forensic Medicine Pediatrics Nuclear Pharmacy Pediatrics Hematology and Anticoagulation Pediatrics Oncology Pediatrics Infectious Diseases Pediatrics Pharmacy Infection Control Pediatrics Pulmonary Diseases Pediatrics Cardiology Pediatrics Drug Utilization Evaluation Pediatrics Drug Information Pediatrics Medication Safety Pediatrics Pharmacoeconomics Pediatrics Emergency Pediatrics and neonate Parenteral Nutrition Pediatrics Dental Therapy and oral medicine Pediatrics Therapeutic Drug Monitoring and Pharmacokinetics Pediatrics Pharmacy Infection control Pediatrics Organ Transplant Pediatrics Intensive Care Neonatal Intensive Care</p>
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Strategic goal 2 : Develop and implement pharmaceutical care human resources*

Initiative 2.1: Plan and Implement of workforce in pharmaceutical care departments at all health care setting

Project 2.1.1: Update of workforce standard of pharmaceutical care departments annually at all health care setting

Project 2.1.2: Review of job titles for workers in the field of pharmaceutical care

Project 2.1.3: Correct functional and places staffs for those working in the field of pharmaceutical care

Project 2.1.4: Attract talent in the field of pharmaceutical care and conservation.

Project 2.1.5: Create jobs in the field of pharmaceutical care

Table 2: Some examples of ambulatory care clinics for adults and pediatrics

Type of Program	Ambulatory care clinics for adults	Ambulatory care clinics for pediatrics
Adults and Pediatrics Clinics	Adults Cardiology Clinics	Pediatrics Endocrinology Clinics
	Adults Nephrology Clinics	Pediatrics Nephrology Clinics
	Adults Gastroenterology Clinics	Pediatrics Gastroenterology Clinics
	Adults Neurology Clinics	Pediatrics Neurology Clinics
	Adults Rheumatology Clinics	Pediatrics Rheumatology Clinics
	Adults Dermatology Clinics	Pediatrics Dermatology Clinics
	Adults Infectious Diseases Clinics	Pediatrics Hematology and Anticoagulation Clinics
	Adults Pharmacy Infection Control Clinics	Pediatrics Oncology Clinics
	Adults Endocrinology& Metabolism Clinics	Pediatrics Infectious Diseases Clinics
	Adult Pulmonary Diseases Clinics	Pediatrics Pharmacy Infection Control Clinics
	Adult Hematology and Anticoagulation Clinics	Pediatrics Pulmonary Diseases Clinics
	Adult Oncology Clinics	Pediatrics Cardiology Clinics
	Adult Patient Medication Education Clinics	Adults Psychiatry Clinics
	Addiction Medicine Clinics	Pediatrics Patient Medication Education Clinics
	Adults Psychiatry Clinics	Pediatrics Organ Transplant Clinics
	Adults Organ Transplant Clinics	Pediatrics Endocrinology& Metabolism Clinics
	Adults HIV Clinics	Pediatrics Psychiatry Clinics
	Adults Hepatology Clinics	Pediatrics Family Medicine Clinics
	Adults Family Medicine Clinics	Pediatric Pain Management Clinics
	Geriatric Psychiatry Clinics	
Adults Pain Management Clinics		

according to the standards.

Project 2.1.6: Implement the national pharmacy administration programs at all health care setting

Project 2.1.7: Apply the national clinical pharmacy administration programs at all health care setting

Initiative 2.2: Start development programs for employees pharmaceutical care departments at all health care setting

Project 2.2.1: Prepare leaders in the pharmaceutical care specialties.

Project 2.2.2: Disseminate the quality concept and culture between pharmaceutical care personnel

Project 2.2.3: Prepare of quality and safety leaders in the pharmaceutical care departments

Project 2.2.4: Prepare preceptors and trainer in all disciplines of pharmaceutical care.

Project 2.2.5: Provide specialized training in all fields of pharmaceutical care.

Project 2.2.6: Provide an electronic distance education in all disciplines of pharmaceutical care.

Initiative 2.3: Start development training programs for workers in pharmaceutical care departments at all health care setting

Project 2.3.1: Start bridging program for pharmacy technicians to Bsc Pharm or Pharm D.

Project 2.3.2: Provide graduate studies (fellowship / Master / PhD) or post graduate year 1,2,3, and 4 residency in the field of clinical pharmacy

Project 2.3.3: Implement board certification speciality to all pharmacy practice discipline at all health care sitting.

Project 2.3.4: Build infrastructure career pathway for pharmaceutical care graduate programs.

Project 2.3.5: Apply regional and international partnership in development programs.

Project 2.3.6: Implement national and international accreditation of pharmacy training and education programs.

Initiative 2.4: Implement of scientific research in the disciplines of pharmaceutical care.

Project 2.4.1: Distribute scientific research culture of at pharmaceutical care departments.

Project 2.4.2: Build databases for research and studies of pharmaceutical care specialties.

Project 2.4.3: Provide financial support mechanisms for scientific research in pharmaceutical care.

Project 2.4.4: Start partnership with national and international universities of excellence in pharmaceutical care research.

Project 2.4.5: Provide pharmaceutical care publication services through partnership with national and international biomedical journal

*For more details examples refer to other publications [23].

Strategic goal 3 : Provide complete pharmacy electronic services*

Initiative 3.1: Implement electronic pharmaceutical care services at all governmental and privates health care setting

Project 3.1.1: Implement electronic prescription or Computerized Physician Order Entry (CPOE) at all health care setting

Project 3.1.2:-Apply network of hardware and software departments and sections of pharmaceutical care system.

Project 3.1.3: Implement interactive clinical decision support system through CPOE at all health care setting

Project 3.1.4: Implement an electronic documentation system in pharmacy practice at all health care setting

Project 3.1.5: Provide pharmacy robotic system in pharmaceutical care departments at all health care setting

Project 3.1.6: Provide pharmacy personal digital assesment system and mobile device applications in pharmaceutical care departments at all health care setting

Project 3.1.7:-Start an electronic information systems and archiving at all health care setting

Project 3.1.8:- Start unify electronic medication patient profile and health record network at all health care setting

Project 3.1.9: Implement an electronic system for health insurance at all health care setting.

*For instance full pharmacy automation including automatic dispensing cabinet and robotic, pharmacy computerized system, and electronic prescriptions

Strategic goal 4 : Establish innovation and encouragement culture at all pharmacy setting*

Initiative 4.1: Improve ergonomics administrative of pharmaceutical care services at all health care setting

Project 4.1.1: Effective and best utilization of pharmacy technician at all health care setting

Project 4.1.2: Setup a culture for pharmacy innovation at all health care setting . Project 4.1.3: Provide pharmacy staff promotion program at all health care setting .

Project 4.1.4: Provide awards of excellence in the performance of the employees of pharmaceutical care departments

Project 4.1.5: Implement of pharmacist job satisfaction program at all health care setting

Project 4.1.6: Increase pharmacy staff retention at all health care setting

Project 4.1.7: Implement pharmacist team based delivery with physicians and nurses, with each member has a unique discipline contribution and complementing not competing with at all health care setting

Initiative 4.2: Improve the physical work environment of pharmaceutical care department at all health care setting

Project 4.2.1: Review of pharmacy building designs at pharmaceutical care department at all health care setting

Project 4.2.2: Setup of a guide directory to the design standards and descriptions of pharmaceutical care department at all health care setting

Project 4.2.3: Provide intra and inter e-communication and social media between departments and personnel departments of pharmaceutical care at all health care setting.

* For instant award to monthly best staff, innovation in pharmacy practice, new idea in pharmacy practice, new pharmacy system, and innovation research

Strategic goal 5 : Best utilization resources based on pharmacoeconomics and health economics strategies*

Initiative 5.1: Monitor costs efficiency and rationalize spending departments and sections of pharmaceutical care department at all health care setting

Project 5.1.1: Start measuring the productivity of clinical pharmacist and regular pharmacist.

Project 5.1.2: Start measuring the productivity of pharmacy technician.

Project 5.1.3: Implement of measuring the cost of drug therapy for the disease.

Project 5.1.4: Implement the measuring the cost of drugs problems.

Project 5.1.5: Apply the follow-up to the optimal use of drugs program for all type of patients.

Initiative 5.2: Development of financial self-resources.

Project 5.2.1: Provide MOH pharmaceutical care services to the private sector

*For instant cost of drug related problems including cost of adverse drug reaction and cost of medication errors, cost drug related hospital admission, and cost aviodance of clinical pharmacy programs

Conclusion

The strategic plan of general administration of pharmaceutical care at Ministry of Health in Saudi Arabia was the 1st time exists by this model in the gulf countries, Middle East, and majority of the world. It is pathway map for all health care setting, pharmacy administrators to apply, its need setup proprieties starting the

top urgent to lowest one for all projects then can start implement them. The plan will give the pharmacist or health care provider clear way of success, and method to follow up implementation outcome indicators. The plan will help the pharmacist to allocate the financial budget in successful way and avoid unnecessary cost. The successful application of strategic plan; it needs several central, regional, and peripheral committees to implement it. In addition to that, the plan needs awareness of the plan to all pharmacy leaders, and pharmacy staff at all health care setting, and with close monitoring of outcome measures.

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