


A Strategic Plan for Pharmaceutical Companies: A New Initiative Project in Saudi Arabia

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ABSTRACT

Objectives: The manufactures pharmaceutical care strategic plan was created to align with Saudi Vision 2030. The purpose of this topic is to declare the strategic plan of pharmaceutical companies' services as a new initiative in the Kingdom of Saudi Arabia.

Methods: This new project is driven by local and international pharmaceutical care strategic plan. It was formulated from the international business model, guidelines of pharmacy projects, and management institution guidelines for the new project. This initiative is drafted by project management professionals and consists of several stages from the initial to planning phases, execution, monitoring and controlling stages. **Results:** Pharmaceutical manufacturers' strategic plans included several fundamental elements of a pharmaceutical company's strategic plan, such as a defined vision, mission, and goals. The strategic plan had five goals, twelve initiatives, and 75 objectives. Furthermore, the risk management model description ensures the project's continuation. Besides, the monitoring and control of the services were declared. Finally, the analysis investigates the transition to operation project through the closing project stage. **Conclusion:** The pharmaceutical companies' strategic plan is a new initiative that is part of the pharmacy strategic plan with Saudi Vision 2030. Pharmaceutical firms require a clear vision and policy, as well as a long-term partnership. Pharmaceutical care and manufacturer gatherings may play an important role in developing an appropriate pharmacy career plan focusing on patient care to achieve optimal drug therapy management and prevent drug-related misadventures and also avoid unnecessary costs.

Key words: Pharmaceutical Companies, Pharmacy, Services, Initiative, Saudi Arabia.

INTRODUCTION

Saudi Arabia has seen massive development and implementation of pharmaceutical care services in recent years,¹⁻⁹ which includes general pharmacy program, a specific clinical pharmacy program, and a pharmacy administration program.^[1,2] These various programs were devised as part of a strategic plan of the update on followers based on Saudi Vision 2030.^[10,11] All previous activities would not have been carried out without Allah's assistance and following the structurally designed plan. In addition, key performance indicators are used to track the plan's activities and implementation. Several pharmacy strategic plans had been released on a local or international scale.^[10,11] Some of them discussed hospital pharmacy, while others discussed pharmaceutical societies. Each strategic plan is discussed in a different format; however, only a few publications about the strategic objectives of pharmaceutical companies were discussed. Based on their knowledge, the authors are unaware of any strategic plan for manufacturers or pharmaceutical companies in Saudi Arabia or other Gulf and Middle Eastern countries. The current review seeks to designate the project of pharmaceutical companies' strategic planning as a new initiative project in the Kingdom of Saudi Arabia.

METHODS

This is a new initiative that is being driven by the international and national pharmacy strategic plan for hospitals and pharmaceutical manufacturers—the task force team of pharmaceutical companies' strategic plan and various expert pharmacists from various manufacturers companies. The committee was responsible for uniting and driving the Saudi Vision 2030 and related initiatives programs. It came from the international litterateur of hospital pharmacy and pharmaceutical companies' strategic plans. It was written using a new project's global business model, pharmacy project guidelines, and project management institution guidelines.^[12-15] Furthermore, previous literature on pharmacy strategic plans and comparisons with Saudi Arabia vision 2030 and Ministry of Health vision^[10,11,16-18] are presented.^[19] Pharmaceutical care, leadership, medication safety, human resources, research, health economics, and development were all aspects of the strategic plan. The project is written by management professionals and is divided into several sections, including the preliminary, planning, execution, monitoring, and controlling phases.

Initiative phase

Assessment needs

Over the last five years, following the introduction of Saudi Vision 2030 and a healthcare strategic plan for the Ministry of Health., all healthcare providers, including pharmacists, develop strategic and annual plans following Saudi Vision 2030. For example, the hospital pharmacy adopted a strategic plan in 2012, then updated it in 2017 with various general goals and initiatives.^[10,11] However, the pharmaceutical company's strategic plan did not exist. This is because pharmaceutical companies deal with numerous stakeholders. This includes medications, physicians, pharmacists, nurses, and other health professionals. Each of them has a specific role at the pharmaceutical company. As a result, they require strategic plans to be provided to healthcare professionals. Furthermore, participants in Saudi Vision 2030 require a unique program for this. All successful activities necessitate strategic planning and key performance indicators.

SWOT analysis

SWOT analysis is a standard tool for any new project analysis. The acronym SWOT stands for strengths, weaknesses, opportunities, and threats. The project's strengths include establishing a previously uninterested pharmaceutical company's strategic plan, medication safety and the prevention of manufacturer errors, supporting many pharmacy activities, and the Saudization of Human Resources. While the weak points required key performance indicators for follow up, company unfamiliarity with the plan, and companies' resistance. The opportunities align with Saudi Vision 2030 and healthcare organization's patient safety program. The threat points are the nonexistence of pharmaceutical company's strategic plan and the unavailability of administration planner.

Market Analysis

The majority of Pharmacy strategic planning was founded by pharmaceutical societies. For example, the American Society of Health-System Pharmacists has developed several strategic plans in recent years.^[16,17] Furthermore, pharmacy leaders from the Ministry of Health developed a pharmacy strategic plan for hospitals and primary health care centers.^[10] As a result, the updated version was compatible with Saudi Vision 2030.^[11] For more than fifteen years, the Gulf countries have released a pharmacy strategic plan. However, neither locally nor internationally, strategic pharmaceutical manufacturing planning has been completed. The strategic planning

of pharmaceutical companies to provide pharmaceutical care is Nessa Carey to expand their services and expand the part of private investment locally, as well as share with Saudi Vision 2030.

Planning phase

Scope of the project

The project focuses on pharmaceutical companies' strategic plans. This includes a variety of program facets such as leadership, medication safety, research and development, education, and training, as well as information technology for pharmaceutical companies and pharmacoeconomics applications in pharmacy practice.

Vision, Missions, Goals

The project's vision is to investigate the best and highest-quality pharmaceutical companies' strategic plans, while the message is to provide the appropriate pharmaceutical company strategic plans to healthcare organizations and populations. The project's objectives are to support pharmacy practice performance or activities and to prevent errors related to drug. In addition of this, implementing the Saudi Vision 2030 in pharmacy practice, activating Saudization in pharmaceutical companies, preparing Saudi leadership in pharmaceutical companies, and avoiding unnecessary and additional costs on pharmacy and healthcare organizations are all priorities.

Project description

The following policies were implemented for all pharmacy staff and other health care personnel:

- ✓ A pharmaceutical companies committee (PC) should be established.
- ✓ The PC committee should be composed of representatives from pharmaceutical companies, scientific offices, hospital pharmacies, community pharmacies, clinical pharmacies, medication safety officer, and pharmacoeconomics.
- ✓ The committee revises the strategic plans of local and international pharmacies, as well as those of other pharmaceutical companies.
- ✓ The proposed pharmaceutical manufacturing strategic plan included five goals, twelve initiatives, and seventy-five objectives, as detailed in Table 1; it should be distributed for revision and comment to expert pharmacists at pharmaceutical companies apart from the hospitals and clinical pharmacies.
- ✓ The committee educates representatives of pharmaceutical companies about the plan.

- ✓ The committee established key performance indicators to monitor the plan's implementation.
- ✓ Each pharmaceutical company establishes a local plan accordingly.
- ✓ Each pharmaceutical company publishes quarterly KPIs and percentages of implementation, as well as an annual final report.
- ✓ The pharmaceutical companies' committee should evaluate the clinical outcome strategic plan.
- ✓ The committee should determine the strategic plan's economic impact.
- ✓ The committee should keep track of any pharmaceutical company that fails to adhere to its strategic plan.

Plan cost management

For each new project, the administration team should establish an economic budget, which should include the cost of pharmaceutical companies' education and instructional guides for pharmacists and healthcare providers, the cost of administration team meetings, and the updated resources. The budget should be monitored over time until the project is completed and run.

Executing phase

Management team

Professionals in project management took several steps. The executing phase was one of the foundation's steps. It had a team that lead the project from the start until the operating systems were switched at the healthcare organization. The team was comprised of several individuals, including representatives from pharmaceutical companies, manufacturers, Chamber of Commerce, hospital pharmacies, community pharmacies, medication safety officers, a clinical pharmacy, research and a clinical trial representative. The team is responsible for implementing and monitoring the new services, as well as for regularly updating key performance indicators. Additionally, the team should educate and train pharmaceutical companies and their employees about the new strategic plan and track the project's clinical and economic outcomes.

Education and training

Each new challenge necessitates unique training and coaching for concerned individuals. This endeavor seeks to educate and train pharmaceutical companies, health facility pharmacies, medical pharmacies, scientific offices, and pharmacy staff. Additionally, the team administration hopes to provide orientation training for all pharmacists

Table 1: The Pharmaceutical Manufactures strategy based on 2030.			
Goal 1	Provide pharmaceutical care with safety and best practice		
Project number	Project name	MOH 2030 vision^[19]	KSA 2030 vision^[18]
Initiative 1.1	Develop Pharmaceutical companies Leadership		
1.1.1	Open headquarter office in Saudi Arabia	10 th Strategic Goal (SG)	“Enhance the livability of Saudi cities, Improve the quality of healthcare services (preventive or therapeutic), and Boost family role and responsibility”
1.1.2	Open various manufacturing branches in Saudi Arabia	10 th SG	
1.1.3	Establish a Saudi Leadership program	10 th SG	
1.1.4	Implement the Saudi Human Resources program	10 th SG	
Initiative 1.2	Provide Best Practices of pharmaceutical care		
1.2.1	Measure the pharmaceutical companies providing pharmaceutical care through an annual survey.	10 th SG	
1.2.2	Update and implement the pharmaceutical companies plan based on the law and regulations	10 th SG	
1.2.3	Setup key pharmaceutical companies indicators	10 th SG	
1.2.4	Establish the health insurance pharmacy practice center	10 th SG	
1.2.5	The pharmaceutical companies document the involvement of patient care and related impact	10 th SG	
1.2.6	The patients should have access to all pharmaceutical companies	10 th SG	
Initiative 1.3	Implement pharmaceutical companies in the public health		
1.3.1	Measure the patient satisfaction of pharmaceutical care provided by pharmaceutical companies.	13 th SG, 14 th SG, 15 th SG	
1.3.2	Participate in world chronic diseases and pharmacy days exhibitions at all healthcare setting	13 th SG, 14 th SG, 15 th SG	
1.3.3	Participate in public medication education through national and social media in all healthcare settings	13 th SG, 14 th SG, 15 th SG	
1.3.4	Establish the pharmacy home care programs	13 th SG, 14 th SG, 15 th SG	
1.3.5	Establish the national mass gathering pharmacy practice center	13 th SG, 14 th SG, 15 th SG	
1.3.6	Establish the national Ramadan Pharmaceutical Care	13 th SG, 14 th SG, 15 th SG	
Initiative 1.4	Implement patients safety		
1.4.1	Establish a medications safety officer at each company	4 th SG, 15 th SG	
1.4.2	Support the inventory management system for medical supply	4 th SG, 15 th SG	
1.4.3	Prevention of drug-related problems through documentation and follow up strategies	4 th SG, 15 th SG	
1.4.4	Make ready administered parenteral medications	4 th SG, 15 th SG	
1.4.5	Activate looks like the sound-alike program	4 th SG, 15 th SG	
1.4.6	Activate drug quality reporting system	4 th SG, 15 th SG	
1.4.7	Activate post-marketing surveillance	4 th SG, 15 th SG	
1.4.8	The pharmaceutical companies should include pharmacogenomics information about their products	4 th SG, 15 th SG	
Initiative 1.5	Develop and implement evidence-based therapeutic guidelines		
1.5.1	Implement the national evidence-based therapeutic guidelines for common diseases	4 th SG, 15 th SG	
1.5.2	Measure the national evidence-based therapeutic guidelines outcome indicators	4 th SG, 15 th SG	

Table 1: The Pharmaceutical Manufactures strategy based on 2030.

2. Develop and implement pharmaceutical manufacturers human resources				
Project No.	Project name	MOH 2030 vision ⁽¹⁹⁾	KSA 2030 vision ⁽¹⁸⁾	
Initiative 2.1: Pharmaceutical companies workforces				
2.1.1	Establish a Saudi Leadership program	4 th SG	"Improve the quality of healthcare services (preventive or therapeutic), Provide citizens with knowledge and skills to meet the future needs of the labor market" "Achieve the highest levels of transparency and good governance in all sectors, Improve performance, productivity, and flexibility of public authorities"	
2.1.2	Implement the Saudi Human Resources program	4 th SG, 10 th SG		
2.1.3	Implement the national pharmacy administration programs	4 th SG, 10 th SG		
2.2.4	Establish the concepts of mentorship and preceptorship to educate all newly graduated pharmacists, residents, and internships.	4 th SG		
Initiative 2.2: Implement the education and training for pharmacy workers				
2.2.1	Establish public education Center	4 th SG		
2.2.2	Support all pharmacy residency and fellowship programs as explained in table 2	4 th SG		
2.2.3	Support all pharmacy CME and continuous professional development	4 th SG		
2.2.4	Support the board certification specialty exams to all pharmacy practice disciplines	4 th SG		
2.2.5	Build infrastructure pharmacy career pathway for pharmaceutical companies.	4 th SG		
2.2.5	Distribute the drug information resources for pharmacists and healthcare professionals as addressed in table 3.	4 th SG		
Initiative 2.3: Implement scientific research in the disciplines of pharmaceutical care				
2.3.1	Distribute scientific research culture in the pharmaceutical companies	4 th SG		
2.3.2	Make collaboration between the pharmaceutical companies and local research departments of the healthcare organizations	4 th SG		
2.3.3	Implement the clinical trial at healthcare organizations	4 th SG		
2.3.4	Provide financial support mechanisms for scientific research in pharmaceutical care.	4 th SG		
2.3.5	Start partnership with national and international universities of excellence in pharmaceutical care research.	4 th SG		
2.3.6	Provide financial support pharmaceutical care publication services	4 th SG		

Table 1: The Pharmaceutical Manufactures strategy based on 2030.

3. Provide Health and Pharmacy Electronic Services			
Project No.	Project name	MOH 2030 vision ⁽¹⁹⁾	KSA 2030 vision ⁽¹⁸⁾
Initiative 3-1: Implement Electronic Healthcare and pharmaceutical care Services			
3.1.1	Apply network of hardware and software of the automatic medication distribution system	3 rd SG	"Improve the quality of healthcare services (preventive or therapeutic), Achieve the highest levels of transparency and good governance in all sectors, Improve performance, productivity, and flexibility of public authorities"
3.1.2	Implement interactive clinical decision support system through CPOE at all healthcare setting	3 rd SG	
3.1.3	Provide robotic health and pharmacy system in all healthcare setting	3 rd SG	
3.1.4	Provide healthcare personal digital assessment system and mobile device applications in pharmaceutical care and disease management	3 rd SG	
3.1.5	Implement an electronic system for health insurance at all healthcare setting	3 rd SG	
3.1.6	Provide a system with printed patient counseling materials for the medications in different languages	3 rd SG	
3.1.8	Implement an electronic system for health insurance at all healthcare setting	3 rd SG	
3.1.10	Provide a network of continuous education or continuous professional development for pharmacist and healthcare professional	3 rd SG	
3.1.11	Implement the telepharmacy and telemedicine system at all healthcare organizations.	3 rd SG	
3.1.12	Pharmaceutical companies should have Applications of data analytics (e.g., machine learning and artificial intelligence)	3 rd SG	

Table 1: The Pharmaceutical Manufactures strategy based on 2030.**4. Establish innovation and encouragement culture pharmaceutical companies**

Project No.	Project name	MOH 2030 vision ^[19]	KSA 2030 vision ^[18]
Initiative 4.1: Improved the ergonomics administration			
4.1.1	Best utilization of pharmacy technician	2 nd SG, 8 th SG	"Enhance the livability of Saudi cities, Improve the quality of healthcare services (preventive or therapeutic), Improve performance, productivity, and flexibility of public authorities"
4.1.2	Set up a culture of pharmaceutical care innovation	5 th SG, 8 th SG	
4.1.3	Provide pharmacy worker promotion programs	5 th SG, 8 th SG	
4.1.5	Implement of pharmacist job satisfaction program	5 th SG, 8 th SG	
4.1.6	Increase pharmacy worker retention	5 th SG, 8 th SG	

Table 1: The Pharmaceutical Manufactures strategy based on 2030.**5. Pharmacoeconomics and Health Economics Strategies**

Project No.	Project name	MOH 2030 vision ^[19]	KSA 2030 vision ^[18]
Initiative 5.1 Implement health-economic services at healthcare institutions Ministry of Health hospitals and Primary Care Centers.			
5.1.1	Establish health technology assessment for each company	2 nd SG	"Improve the quality of healthcare services (preventive or therapeutic), Achieve the highest levels of transparency and good governance in all sectors, Achieve budgetary balance"
5.1.2	Establish a Pharmacoeconomics center for each company	2 nd SG	
5.1.3	Support Pharmacoeconomics studies in pharmacy practice	2 nd SG	
5.1.4	Support the health economic studies at healthcare care organizations	2 nd SG	
5.1.5	Distribute Pharmacoeconomics data for all pharmacists	2 nd SG	
5.1.6	Implement Measuring the cost of drug therapy for the disease.	2 nd SG	
5.1.7	Implement of Measuring the cost of drugs problems.	2 nd SG	
5.1.8	Implementation of the follow-up to the optimal use of drugs program for all types of patients.	2 nd SG	
5.1.9	Implement the medications therapeutic interchange system	2 nd SG	
5.1.10	The pharmaceutical companies should implement the medications usage evaluation program	2 nd SG	
5.1.11	Activate return back exchange of short expiry company medications	2 nd SG	
Initiative 5.2: Development of health insurance services.			
5.2.1	Establish the health insurance pharmacy practice center	2 nd SG	
5.2.2	Implement the health insurance on therapeutic guidelines	2 nd SG	
5.2.3	Implement the health insurance on approved and non-approved indications	2 nd SG	
5.2.4	Implement the health insurance on the clinical trial	2 nd SG, 12 th SG	
5.2.5	Implement health insurance on drug-related problems	2 nd SG	

and healthcare professionals regarding the endeavor. The orientation emphasis for all new workforce pharmacists and healthcare providers had been on joining pharmaceutical companies and healthcare institutions.

Monitoring and controlling phase Project total quality management

Numerous tools are used to manage total quantity with a new project of a pharmaceutical companies' strategic plan during the implementation phase and to reflect the impact. Among them were the balance-score cards.^[20] The monitoring tools were divided into four sections: customer

satisfaction, finance, internal processes, education, and innovation. The assessment of healthcare services in pharmaceutical companies' strategic plans was an example of an internal process. The clinical outcome of a pharmaceutical company's strategic plan may reflect the education and competency of clinical pharmacists, distributive pharmacists, and pharmacy technicians employed by the company as one of the education types. The financial had another way of calculating the cost avoidance of pharmaceutical companies' strategic plans in the healthcare system. The fourth type was the customer type, which assessed patient satisfaction with pharmacists

and healthcare providers in Saudi Arabia, including pharmacists and pharmacy technicians employed by pharmaceutical companies.

Risk Management

Numerous risks are taken into account, including those related to the schedule, scope, budget, and personnel, technical, and quality risks. The project is primarily exposed to risks associated with personnel, budget, technical, and quality risks.^[21,22] The project was adequately threatened by personal threats due to a lack of trained healthcare professionals, pharmacists, and pharmacy technicians. The

Table 2: Suggested support of the community and hospital pharmacy residency or fellowship

Adults Pharmacy at hospitals	Pediatrics Pharmacy at hospitals
Adults Cardiology	Pediatrics Endocrinology
Adults Nephrology	Pediatrics Nephrology
Adults Infectious Diseases	Pediatrics Hematology and Anticoagulation
Adults Endocrinology and Metabolism	Pediatrics Oncology
Adult Pulmonary Diseases	Pediatrics Infectious Diseases
Adult Hematology and Anticoagulation	Pediatrics Pulmonary Diseases
Adult Hematology and Anticoagulation	Pediatrics Cardiology
Adult Oncology	Pediatric Endocrinology and Metabolism
Addiction Medicine	Pediatrics Psychiatry
Adults Psychiatry	Pediatrics Family Medicine
Adults Family Medicine	Pediatric Pain Management
Geriatric	Pediatrics Total Parenteral Nutrition
Adults Pain Management	
Adults Total Parenteral Nutrition	
Pharmacoeconomics	
Pharmacy Public Health	
Pharmacogenomics	
Mass Gathering Pharmaceutical Care	
Community Ambulatory care Residency for adults	Community Ambulatory care Residency for pediatrics
Community Adults Cardiology	Community Pediatrics Endocrinology
Community Adults Nephrology	Community Pediatrics Nephrology
Community Adults Infectious Diseases	Community Pediatrics Hematology and Anticoagulation
Community Adults Endocrinology and Metabolism	Community Pediatrics Oncology
Community Adult Pulmonary Diseases	Community Pediatrics Infectious Diseases
Community Adult Hematology and Anticoagulation	Community Pediatrics Pulmonary Diseases
Community Adult Oncology	Community Pediatrics Cardiology
Community Addiction Medicine	Community Pediatrics Endocrinology and Metabolism Clinics
Community Adults Psychiatry	Community Pediatrics Psychiatry Clinics
Community Adults HIV Clinics	Community Pediatrics Family Medicine Clinics
Community Adults Family Medicine Clinics	Community Pediatric Pain Management Clinics
Community Geriatric Psychiatry Clinics	
Community Adults Pain Management	

budget risk does not cover all pharmacy staff and healthcare professionals' education and training. Additionally, there is a technical risk that may be exposed. The technical aspect is limited to electronic resources or a computer system that is not user-friendly in pharmacy practice. Finally, the project may face quality risks as a result of the absence of pediatrics and neonatal medication safety tools or inexperienced personnel.

Closing of the project

Pharmaceutical companies are required to have a strategic plan for all healthcare organizations, both public and private. This ensures high-quality services from pharmaceutical companies, prevents drug-related errors that result in morbidity and mortality, and alleviates economic strain on the pharmacy and healthcare systems in Saudi Arabia, including hospitals and primary healthcare centers. The project should be continued at pharmaceutical companies on a company-by-company and

Table 3: Drug Information resources examples.^[23-26]

1	Lexi-comp Drug Information
2	Up-to-Date
3	Clinical key
4	Cochrane Library
5	DynaMed
6	EBSCO Mobile
7	Web of Science
8	The BMJ
10	Sanford Guide to Antimicrobial Therapy
11	IBM Micromedex
12	AHFS Clinical Drug Information
13	BNF
14	BNF pediatric
15	Access medicine
16	Access Pharmacy
17	natural medicine comprehensive database
18	Ovoid
19	Science direct
20	Wiley online library
21	Scopus
22	American college of physicians
23	Springer database
24	Sage database
25	ProQuest
26	EMBASE

pharmacy-by-pharmacy basis, with oversight provided by relevant committees. The strategic plan should be carried out appropriately. Pharmaceutical companies' strategic plans should be updated regularly, and the companies' services and activities should be expanded in the future. In Saudi Arabia, the annual meeting of pharmaceutical companies and pharmacy personnel, including pharmacists and pharmacy technicians, is highly recommended.

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CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

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Consent for Publications

Informed consent was obtained from all the participants

Ethical Approval

This research was exempted from research and ethical committee or an institutional review board (IRB) approval.

<https://www.hhs.gov/ohrp/regulations-and-policy/decision-charts-2018/index.html>

ABBREVIATIONS

MOH: Ministry of Health; **KSA:** Kingdom of Saudi Arabia; **ASHP:** American Society of Health-System Pharmacists; **SWOT:** Strengths, Weaknesses, Opportunities, and Threats; **MSO:** Medication Safety Officer.

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