



Pharmacist Profile

Domain identifier	Domain heading	Domain summary	Intern Pharmacist	Level 1 Pharmacist	Level 2 Pharmacist	Level 3 Pharmacist	Level 4 Pharmacist	Level 5 Pharmacist	Pharmacy Manager <small>(in addition to relevant level of practice)</small>
Core 1	Professional responsibilities	This domain covers accepted standards of behaviour and professional practice underpinned by legislation, policies, procedures, guidelines and codes of practice. Technicians are required to work within the scope of their role and maintain responsibility and accountability for their actions. Representing interests of the pharmacy profession are also part of this domain.	<p>Professional attitude and appearance.</p> <p>Maintains confidentiality and complies with privacy legislation.</p> <p>Undertakes supervised practice according to requirements of the intern training programme.</p> <p>Member of appropriate professional bodies.</p>	<p>Provides pharmacy services in a manner consistent with legislation, code of ethics, policy and procedures.</p> <p>Demonstrates individual responsibility and maintains accountability for own work and performance.</p> <p>Works within scope of practice, referring to others for advice and support when required.</p> <p>Takes responsibility for decisions and outcomes that affect patients.</p>	<p>Maintains a high standard of ethical and professional practice.</p> <p>Interprets professional guidance to make decisions on ethical and professional issues.</p> <p>Represents Pharmacy within area of work.</p> <p>Member of pharmacy networks - engages in professional network activities.</p>	<p>Able to interpret professional guidance to make complex decisions on ethical and professional issues and provide guidance to others.</p> <p>Represents department/profession at a local level e.g. organisational committees.</p> <p>Member of specialist interest groups or similar pharmacist networks.</p>	<p>High degree of professional autonomy.</p> <p>Recognised by peers as being able to provide advice on complex ethical and professional issues in specific situations/areas.</p> <p>Contributes to profession at a regional/national level.</p>	<p>High level of professional expertise - sought as an opinion leader.</p> <p>Speaks on behalf of profession</p> <p>Representative on regional/national groups/committees.</p>	<p>Sets standards for profession and advises other staff on ethical and professional issues.</p>
Core 2	Personal & professional development / learning	This domain is about personal and professional development e.g. appraisal and development review. It includes accepting responsibility to undertake continuing learning and development.	Participates in intern training programme (e.g. PSNZ EVOLVE), keeping an up to date learning portfolio and actively working towards learning goals to meet competency standards.	<p>Completes relevant departmental training programmes. Actively applies knowledge and skills to practice. Takes responsibility for own personal development & keeps up-to-date records of own development review process. Actively participates in continuing education/learning opportunities. Identifies learning needs relevant to current job. Meets ENHANCE</p>	<p>Actively seeks out and attends conferences, courses or meetings of interest and shares learning with others. Identifies own learning needs for current and future career aspirations and participates in structured objective training (e.g. Postgraduate courses). Actively seeks feedback and acts on input. Refines reflective practice.</p>	<p>Actively participates in conferences, courses or meetings of interest. Evaluates effectiveness of learning opportunities and further develops personal learning by sharing with others. Works as a reflective practitioner.</p>	<p>Independently manages own development. Takes advantage of inter-professional learning opportunities. Seeks professional development guidance from appropriate mentors both within and outside pharmacy.</p>		



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				<p>requirements. Acknowledges and learns from mistakes to improve outcomes. Seeks guidance and advice from colleagues. Reflects and acts on feedback received. Develops reflective practice.</p>					
Core 3	Education & training (of others)	This domain is about sharing knowledge and using skills to contribute to the development of others. This may involve a variety of different methods and includes teaching and training of other staff as well as educating patients and carers.	Regularly attends staff meetings. Contributes to training of new staff and patients as appropriate within intern training programme.	<p>Provides in-service training within Pharmacy. Participates in training of students and other pharmacy staff where appropriate. Acts as a learning peer for ENHANCE goals to colleagues when appropriate. Assists in delivery of education to patient groups on health awareness and healthy lifestyles. Provides constructive feedback on colleagues when appropriate.</p>	<p>Contributes to the development of others. Provides clinical support and advice to junior colleagues. Provides education and training for nursing/junior medical staff within area of practice. Independently delivers education to patient groups on health awareness and healthy lifestyles.</p>	<p>Prepares and provides education, training and orientation of other staff to area of practice. Makes a significant contribution in the training of other pharmacy staff e.g. acting as preceptor, mentor. Undertakes accompanied ward visits/peer reviews with junior or other staff requiring additional input. Delivers DHB wide training & teaching to other health professionals which may include senior medical staff. Able to assess performance & learning needs of others. Plans and develops education for patient groups on health awareness and healthy lifestyles. Evaluates training and uses to inform</p>	<p>Conducts specialist presentations to peers, other health professionals or community groups. Plans and delivers systematic training within area of practice (e.g. developing skills of others, succession planning). Prepares, co-ordinates and delivers teaching to multidisciplinary groups on a regular basis. Actively involved in development, evaluation and monitoring of DHB wide education and training initiatives. Promotes a learning culture within the organisation.</p>	<p>Invited to speak at conferences. Involved in strategic planning, development, facilitation and implementation of training initiatives and educational targets. Provides input for regional/national consultation on educational initiatives and service delivery e.g. intern training Enhances links between practice and professional bodies, higher education institutes, external healthcare service providers and government organisations. Responsive to external education drivers.</p>	



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						continuous updates and quality improvement of training programmes.			
Core 4	Cultural competence	The ability to interact respectfully and effectively with persons from a different background to one's own including the ability to use that knowledge in cross-cultural situations. Culture includes but is not restricted to age, gender, sexual orientation, race, socioeconomic status (including occupation), religion, physical, mental or other impairments, ethnicity and organisational culture. (As defined by Pharmacy Council of NZ)	Understands the principles of Treaty of Waitangi. Accesses resources to make sure culturally appropriate services are provided.	Demonstrates cultural sensitivity, treating others with sensitivity, empathy, respect and dignity; responding to individual needs without discrimination. Recognises own level of cultural safety, identifies when to consult/refer and adapts practice.	Demonstrates awareness of Maori Health status, cultural safety issues, and implementation of this, where appropriate e.g. Intern training. Supports the delivery of culturally competent services.	Understands the impact of culture on health status and maintenance. Demonstrates alignment of cultural approaches to professional practice. Recognises and reports behaviour that undermines equality and diversity.	Develops culturally competent practices. Implements service wide cultural awareness and training programmes. Identifies opportunities and works towards reducing factors that contribute to disparities in health outcomes.	Develops an in-depth understanding of an identified cultural group within the area. Involved in strategic development to promote and develop cultural competence within the organisation. Provides input to consultations on national strategy. Able to resolve conflict relating to complex cultural issues.	
Core 5	Communication & teamwork	This domain relates to developing effective communication and presentation skills, establishing and maintaining working relationships and gaining co-operation of others in order to provide excellent care and service. It includes the skills required to communicate appropriately and collaborate with patients, carers and healthcare professionals and adapt communication styles to suit the recipient and situation.	Communicates effectively in English (oral and written language) and recognises the impact of non-verbal communication. Able to work as part of a team, understanding and valuing the role of others.	Communicates with a range of people on a range of matters in a way that is appropriate to them and the situation. Demonstrates concise, clear and accurate basic communication skills e.g. delivering generic, factual information, reporting incidents, writing in clinical notes, giving powerpoint presentations. Promotes a positive team culture. Able to work as part of multiple pharmacy and ward based teams.	Communicates as an active listener with the ability to draw out information from people and check their understanding. Demonstrates good communication skills in an appropriate context e.g. providing and receiving sensitive information, writing bulletins, using templates/spreadsheets/charts to report or present data. Actively engages with the multi-disciplinary team to optimise patient outcomes. Able to give and receive instruction and feedback.	Communicates and responds to people's needs appropriately & with effective results. Demonstrates excellent communication skills e.g. providing tailored/patient focused information, writing guidelines/reports, and giving structured presentations. Provides leadership for a positive team culture. Able to intervene and resolve minor team conflict and issues. Constructively manages barriers to effective	Able to communicate complex information to groups of people in different environments. Demonstrates advanced communication skills e.g. summarising information succinctly, writing high level reports, communications for organisational committees, presenting complex or contentious data. Works collaboratively with other healthcare professionals engaging widely across the organisation. Maintains	Able to communicate highly complex/sensitive/contentious information to large groups of people and in antagonistic environments. Demonstrates highly advanced communication skills e.g. delivering concise summaries that are outcome/patient focused, writing business cases, presenting in a variety of formal settings. Proactively makes a positive contribution to team based decision making and	Communicates regularly with decision makers and influences the actions of others. Manages and facilitates large and complex consultations to achieve outcomes.



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				<p>Establishes and maintains effective working relationships with a range of staff, patients and caregivers.</p> <p>Able to influence individual patients.</p> <p>Counsels and advises patients and caregivers over aspects of drug therapy and health promotion.</p> <p>Provides knowledge, advice and support on medicines appropriate to the user, referring to other people or sources when they are better able to meet their needs.</p> <p>Able to influence individual patients and healthcare professionals.</p>	<p>Provides knowledge, advice and support on medicines appropriate to the user explaining clearly the associated benefits and risks and referring to other people or sources when they are better able to meet their needs.</p>	<p>communication with the ability to gain co-operation of individuals.</p> <p>Able to deal with professionals that challenge advice and carry out negotiations to achieve an acceptable outcome.</p> <p>Responds appropriately to different levels of authority within and outside of pharmacy.</p>	<p>relationships in demanding circumstances.</p> <p>Develops and maintains effective networks at local and national level.</p> <p>Influences other's using direct and indirect strategies.</p> <p>Uses communication skills to gain co-operation of small groups of people including senior staff.</p> <p>Co-ordinates across multiple teams or within a service to effect change and constructively manages any barriers to this.</p> <p>Demonstrates a constructive approach to resolve conflict.</p> <p>Able to deal with professionals that challenge advice and carry out complex negotiations aimed at persuading others who may prefer an alternative course of action.</p> <p>Uses persuasive and compelling arguments orally and in writing to convince others (well developed negotiation skills).</p>	<p>evaluates team effectiveness.</p> <p>Uses assertiveness skills to ensure professional practice of the pharmacy service is not compromised.</p> <p>Deals well with conflict to improve communication, defuse tension, and resolve problems.</p> <p>Has well developed facilitation and mediation skills e.g lobbying groups.</p>	
Core 6	Planning and organising	This domain looks at self-management, planning, prioritisation and organisational skills. It also	Punctual. Good time management skills. Adapts to change in	Able to meet targets set by line manager/supervisor. Prioritises own work	Is proactive and responsible for meeting personal and service defined	Sets personal priorities, goals and timetables to achieve maximum	Delivers service objectives in a timely and appropriate manner.	Able to plan and identify multiple priorities and independently	Formulates and adjusts strategic and long-term plans which may impact



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		takes account of strategic planning and dealing with interferences/contingencies.	the workplace.	to ensure high priority patients/urgent requests are dealt with first. Able to plan and organise an identified workload with support.	targets and managing own time and resources. Follows through on tasks to ensure completion. Able to cope with interruptions and distractions & adjust priorities as situations change.	productivity. Able to manage a large workload and prioritise own tasks and those of others. Assists in delivery of service objectives in a timely and appropriate manner. Identifies unmet targets and works towards a resolution. Prioritises recommendations when problem solving to optimise patient outcomes. Provides input into strategic plans for pharmacy department. Understands principles of project management.	Uses time and project management skills to plan and organise complex activities e.g. research and project work. Identifies and plans strategic priorities for aspects of pharmacy services.	allocate time and resources to achieve timely outcomes. Plans and organises a broad range of complex activities. Identifies strategic priorities for part or all of pharmacy department. Inputs into wider strategic priorities of organisation and potentially at a regional/national level.	across the organisation
Core 7	Research, analysis and information delivery	This domain relates to information literacy; accessing, using and interpreting all types of information resources and information systems. It includes skills required to undertake research and share information and findings with others in an appropriate manner.	Computer literate in office management programmes. Has a basic understanding of the skills required for research. Answers medicine information queries under supervision adhering to best practice guidance as per NZMI training manual. Undertakes an intern project and provides feedback on results to an appropriate person.	Works proficiently with information management systems and keeps them up to date using set procedures. Uses standard reference sources to access and communicate medicines and patient/healthcare information referring to others for advice when necessary. Keeps up to date with current literature, identifies relevant information and distributes it appropriately. Participates in	Locates, analyses and communicates relevant, appropriate and accurate medicines information in a timely manner. Able to undertake more complex queries, referring to more experienced colleagues when required. Able to critically evaluate literature. Initiates audits relating to compliance against standards, guidelines or best practice e.g. Drug Usage Evaluations (DUEs) in	Maintains and reviews information management systems. Uses best available evidence and research recommendations to inform practice decisions. Conducts practice based research, applies findings to current practice and shares updates with others.	Develops research schedule for own speciality/area. Publishes own research findings. Identifies new developments by others that may be relevant to own area of work. Reviews or edits external/national documents on behalf of department/speciality area	Analyses complex business data to inform delivery and development. Successfully manages large, complex projects at higher levels. Involved in national/international research projects. Regularly undertakes strategic/specialist research to inform practice; leads, coordinates and implements research & development.	



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				surveys or audits as requested.	accordance with service needs. Effectively contributes to research activities.				
Core 8	Reasoning & judgment	This domain looks at analytical, judgemental and decision making skills. This involves identifying problems, understanding complex situations and making informed recommendations/decisions by taking all relevant factors into consideration.	Works within scope of practice and organisational boundaries. Acknowledges own limitations and seeks advice when necessary.	Accepts responsibility for own actions. Knows when to refer or defer to colleagues. Capable of working under stress and making decisions with support from senior staff. Is flexible and shows a willingness to be retasked when necessary.	Able to apply pharmaceutical knowledge in situations that are ambiguous or uncertain. Evaluates all options and makes timely, effective decisions within appropriate levels of responsibility. Considers the immediate implications of their decisions.	Deals with complex facts or situations requiring analysis, interpretation and comparison of a range of options. Considers the wider implications of their decisions.	Deals with highly complex facts or situations requiring analysis, interpretation, comparison of a range of options. Able to critically analyse processes and situations and develop improvements. Recognises critical factors and weighs up risks appropriately in order to make informed autonomous decisions in line with organisational policies and procedures. Makes decisions that are acceptable to diverse groups with conflicting interests and needs.	Able to independently investigate, analyse, identify & communicate solutions for complex issues. Uses skills to manage difficult and dynamic situations & changing environments. Uses rigorous logic and methods to solve difficult problems with effective solutions. Identifies the causes of difficulties in routine operations and/or opportunities to improve them, and resolves these by successfully applying appropriate solutions. Able to make decisions in the absence of evidence or when there is conflicting data.	Analyses service related issues. Thinks in terms of desired outcomes and ensures decision making complies with organisational strategies.
Core 9	Quality, safety & risk management	This domain relates to ensuring quality and safety in all areas of work and practice. This includes all aspects of governance and risk management e.g. clinical, information, organisational. This domain also covers the maintenance and promotion of health, safety	Complies with documentation requirements, policies, procedures and safe systems of work to ensure own and others safety at all times. Reports any work issues that may put health, safety and	Keeps accurate and complete records consistent with legislation, policies and procedures. Monitors the quantity and quality of supplied products to confirm that they meet specified requirements and all	Plays an active role in risk management processes recognising, managing and minimising risk associated with medicines use. Is aware of the processes and committees involved	Identifies and resolves new risk management issues within area of practice. Influences quality agenda for the team. Able to describe the principles of quality improvement and apply these to	Understands and manages risk in the wider context of medicines usage. Ensures systems are in place to manage risk. Takes a lead role in quality improvement initiatives (involvement in DHB	Has an advisory/strategic role in relation to medicines related quality improvement governance & risk management at a higher level (regional/national).	Ensures facilities and equipment are maintained to required standards. Develops quality indicators and uses these to monitor service standards. Contributes to and leads the clinical governance agenda



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		and security of everyone at all times.	security at risk. Supports departmental quality initiatives.	relevant legislation, policies and procedures. Proactive in promoting patient safety, quality and safe medicines management. Identifies potential risks and refers appropriately in a timely manner. Participates in quality improvement Initiatives.	in medicines management, risk and quality improvement in the hospital.	practice. Advises on the processes involved in medicines management, risk and quality improvement. Assists in following clinical governance pathways.	wide governance projects). Implements national guidance related to safe and quality use of medicines.		at a higher level.
Core 10	Policy and service development	This domain covers the responsibilities required to develop and implement policies and/or services. It includes service improvement targeted at users and may range from small scale specific improvements to large organisational changes.	Follows policies, guidelines and procedures relevant to role.	Carries out tasks related to service development when requested. Offers constructive views and ideas on improving services for users and the public. Understands & contributes to department vision.	Reviews protocols and comments on proposed changes to local policies/practices. Participates in Pharmacy service development initiatives. Contributes to the measurement and evaluation of service development outcomes in a timely and effective manner.	Develops and maintains policies relevant to area. Has an awareness of healthcare policies and can relate to own practice. Works with other services/departments to develop guidelines, implement and evaluate changes and report on outcomes in response to service evaluation. Identifies new ways for completing work more effectively or efficiently.	Pro-actively develops & implements best practice standards/policies for specified area. Considers the implication of national healthcare policies. Develops clear understanding of priorities & formulates short-term plans in line with department strategy. Able to identify gaps in service and find creative approaches to remedy them. Initiates ideas/strategies that may lead to improvements in practice, service delivery or patient outcomes. Measures and evaluates the success of initiatives.	Responsible for implementation and development of pharmacy policy. Relates goals and actions to strategic aims of organisation/ profession and uses innovation to support service improvement. Extends boundaries of pharmacy service and works across boundaries (internal & external).	Writes business plans, organisational reports & policy documents. Accountable for delivery of local and regional targets and national priorities. Creates strategic vision & translates for staff. Has an input into strategic planning for organisation.
Core 11	Financial & physical	This domain relates to financial resources and	Maintains security of Pharmacy and drugs.	Uses and maintains resources efficiently	Shows basic understanding of	Monitors and reports on drug usage and	Liaises with key prescribers and	Manages and reports on budget for one or	Overall responsibility for security of



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	resources	physical assets including security, maintenance, budgetary and ordering responsibilities. It includes understanding pharmaceutical funding systems within New Zealand.	Understands the Pharmaceutical Schedule and Hospital Medicines List (HML) and implications of funding/resource for the DHB and patients.	and effectively. Directs other healthcare professionals to appropriate resources. Applies HML and Pharmaceutical schedule requirements to patient care. Understands wider health system funding and advises on implications for patients on discharge.	budget management and financial implications. Promotes cost-effective, evidence-based prescribing.	expenditure within own area. Seeks additional information to determine appropriateness of resource utilisation. Assists with funding applications and seeks assistance if required.	budget holders to facilitate interpretation of drug usage. Provides feedback to PHARMAC on the HML. Co-ordinates, oversees or facilitates funding applications to PHARMAC.	more defined areas. Able to reconfigure use of available resources. Writes business cases and CAPEXs to secure additional resources.	Pharmacy/medicines within organisation and pharmacy services/drugs budget. Interprets national & regional healthcare budgets and carry out cost-benefit analyses for new technologies/change s to systems.
Specific 1	Technical practice	This domain looks at skills required to provide technical pharmacy services including theoretical, practical and specialist technical knowledge. It covers all aspects of dispensing and compounding and includes having an understanding of maths and being able to perform calculations.	Knowledge of principles of clinical practice. Assists in the provision of basic clinical pharmacy services under supervision.	Able to perform simple clinical tasks according to pre-defined protocols & appropriately answers routine clinical questions from prescribers and patients. Develops clinical knowledge in core areas. Provides a basic pharmaceutical care service, undertakes medication reviews and identifies core pharmaceutical issues and resolves or refers where appropriate. Identifies potential medicine adherence issues and recommends appropriate and practical solutions that are relevant to the patient and their	Demonstrates general clinical knowledge in core areas and uses evidence based practice. Interprets information about medicines, reviews, evaluates and monitors the medicine therapy of individual patients, intervening when necessary to ensure safe and appropriate use of medicines. Attends and provides input at ward meetings. Educates and empowers the patient to manage their own health and medicines. Uses knowledge to challenge clinical practice of junior healthcare professionals e.g.	Demonstrates wider and more in-depth clinical knowledge. Provides a pro-active, patient-focused pharmaceutical care service to defined clinical area(s)/group of patients. Provides detailed knowledge, advice and support; identifies and resolves complex medication related problems to optimise medicines use in hospital and on discharge. Participates in ward rounds and MDT meetings. Integrated into the team within area of responsibility. Makes recommendations to patient and other healthcare professionals for improvement to	Demonstrates advanced clinical knowledge in area(s) of practice. Provides a comprehensive, high quality pharmaceutical care service which is tailored to the patient/area of practice. Leads clinical practice through alignment to best evidence based practice. Develops clinical training for area of practice and involved in assessment of others. Contributes specialist knowledge to the wider healthcare environment and involved in teaching/mentoring of others. Leads the team within area of responsibility.	Has expert clinical knowledge in area(s) of practice. Provides extended pharmaceutical care services to defined clinical area(s). Identifies, develops and implements opportunities to improve patient care and health outcomes. Aligns clinical practice to national/government health strategic priorities. Applies innovative practice based on sound clinical reasoning & best practice. Makes decisions in areas of therapeutic uncertainty and ambiguity. Critically evaluates the provision and quality outcomes of	



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				situation. Attends ward meetings. Involves patient in their care e.g. ensuring they understand the purpose and correct use of medicines. Acts as a patient advocate to ensure patient care is not jeopardised.	house surgeons	pharmaceutical care. Answers complex clinical questions from prescribers. Uses knowledge to challenge clinical practice of senior healthcare professionals	Uses knowledge to challenge clinical practice of healthcare professional groups.	pharmacy services to a designated area.	
Specific 2	Clinical practice	This domain looks at skills required to provide medicines management services. It includes theoretical and practical knowledge about medicines use and covers ward based and patient care responsibilities both individually and as part of the wider healthcare team.	Good accuracy and numeracy skills. Validates, labels, dispenses and accurately checks prescriptions ensuring legislative requirements are met and local protocols followed. Understands the principles of technical practice. Carries out supervised preparation, dispensing and extemporaneous compounding in line with GMP standards and local policies.	Develops knowledge of principles of technical practice. Trained to undertake dispensing of more specialised drugs e.g. clinical trials. Develops technical skills in compounding. Able to use standard dispensing & manufacturing equipment. Prepares and checks extemporaneously/as optically compounded products to a high standard according to local protocols and following GMP principles.	Demonstrates knowledge of principles of technical practice and has developed technical skills. Able to deal with problems related to dispensing. Confirms the validity, accuracy, safety and appropriateness of requests for medicines and takes appropriate action if there are concerns. Demonstrates consistent competence of day to day co-ordination of dispensary duties.	Has highly developed technical skills and uses technical knowledge in everyday practice. Able to demonstrate techniques using advanced tools and equipment. Resolves problems related to compounding and formulations.	Demonstrates advanced technical knowledge and skills. Provides a specialised technical service. Able to advise others on best practice and techniques. Ensures appropriate quality control and monitoring is in place.	Has expert technical knowledge & skills. Provides extended technical service to multiple areas. Identifies, develops and implements opportunities to improve technical services	
Specific 3	Leadership and management	This domain relates to effective leadership and management of people, processes and services within the organisation. It includes staff development and management, work planning/allocation, and other human resource aspects such as recruitment, payroll, leave,	Works under supervision. Helps with technician/assistant/student training as required. Displays initiative.	Supervises pharmacy technicians, assistants & students. Acts as a role model for interns.	Supervises less experienced pharmacy staff and students.	Acts as preceptor/mentor. Engages in peer review with colleagues. Involved in management or supervision of one or more staff or one or more areas of the pharmacy service.	Responsible for managing a small team of people or has responsibility for a defined section/service area within Pharmacy. Undertakes performance & development reviews with direct reports.	Responsible for managing a large group of people. Maximises performance of others (motivates and inspires). Effective leader, provides direction towards a unified goal.	Overall management responsibility for service delivery, staffing, professional leadership & strategic direction for the pharmacy services/department. Accountable for risk management issues relating to medicines



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		disciplinary procedures.				Identifies opportunities for innovation & improvement. Understands principles of change management.	Deals with human resource aspects such as payroll administration and leave management. Leads the team making operational decisions, communicating expectations, setting standards, providing on-going motivation, feedback and coaching, and objectively developing and evaluating performance. Involved in staff recruitment, development and workload allocation. Involved in change management.	Able to deal with dynamic situations, complex issues and uncertain circumstances. Constructs agreed business cases and develops new roles within pharmacy. Anticipates and plans for changes needed to meet future requirements of health service. Has broad networks with a wide sphere of influence. Able to manage change at a higher level. Provides feedback to management regarding service provision & delivery.	& implementation of national policies & standards. Influences community and population health issues. Takes a long term perspective.