

Developing a 5-year SA Pharmacy Workforce Roadmap

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Government
of South Australia

SA Health



Aim

- To describe the development of a long term strategic workforce planning roadmap.

Background

- SA Pharmacy
- Strategic Plan
 - Portfolios
 - Early wins



Background

- SA Pharmacy
- Strategic Plan
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Background

- An ethos to support our workforce and
- A knowledge of external pressures (a diminishing workforce availability, aging population)



Method

- Workforce Data
- Executive Endorsement

Pharmacist Workforce

Age	Staff Number	Female	Part Time
41 and under	281	210	25
42 - 51	47	39	18
52 and over	42	29	14
Total	370	278 (75%)	57(15%)

Assistant Workforce

Age	Staff Number	Female
41 and under	60	56
42 - 51	46	44
52 and over	38	34
Total	144	134 (93%)



<https://www.nextlevelcorporate.com.au/nextperspective/2018/4/8/goldilocks-and-the-boiling-frog>



Method

- International standard 30409:2016 Human resource management-Workforce planning
- Workforce Strategist

Method

- Workforce Data
- Executive Endorsement
- Champions
 - Technicians
 - Early career pharmacists
 - Leaders



Method

- Workforce Data
- Executive Endorsement
- Champions
- Staff Survey



Method

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- Champions
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- Full Picture
 - Themed issues
- Innovation Workshop
 - Risk testing and refining





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- Workforce Data
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- Full Picture
 - Themed issues
- Innovation Workshop
 - Risk testing and refining
- Pitch to Executive

Method

- Prioritisation

Strategy	Value to Staff	Value to SA Pharmacy	Short, time to achieve	Return on Investment, \$ to achieve	Total	Are we already doing it?
Flexibility Workgroup Establish Consistency and Articulate	1	1	1	1	4	No
Transfer of Knowledge; Mentoring, rotations, “buddy”, learning plans, reporting system	1	1	1	1	4	Limited
Backfill Processes; Streamline <u>eRecruit</u> process for direct appointments; consistent use of <u>eRecruit</u> ; increase use of casual pool; robust orientation; improve governance regarding pools; review promotional practices to optimise; establish KPI's reporting; transparency of processes	1	1	1.5	1	4-4.5	No
Training & Development OPS Career ; Link training to <u>certIV</u> to obtain RPL; identify trainers/trainees within SA Pharmacy; develop an implementation plan	1	1	3	1	6	No
Convene OPS workgroup to develop J&P's, document consistently role requirement; allocate roles accordingly; provide clarity in career progression						Yes
Review every vacancy to match to output requirement						Limited
Country Staffing						
Flexibility eg across sites working/compressed						

Score 1	high value/ quick wins less than 12 months/High return on investment
Score 2	Moderate value/ moderate timelines (1-2 years)/breakeven return on investment expected
Score 3	Low value/long timelines (more than 2 years)/cost to SA Pharmacy

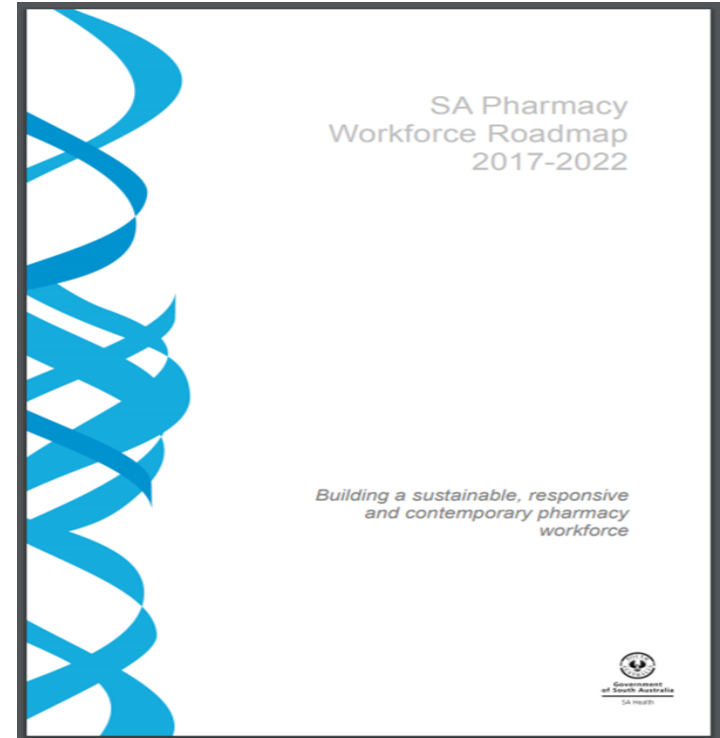


SA Pharmacy Workforce Vision

“to ensure a sustainable, responsive, contemporary workforce model which maximises patient outcomes with the most economical use of resources through utilisation of our assistant, pharmacy support and pharmacist workforce to their utmost potential within legislative boundaries”

Method

- Prioritisation
- Roadmap
 - Roadshows





Key Goals of the Roadmap

- Attraction of people to work in SA Pharmacy
- Our workforce is psychologically healthy, supported, developed and retained
- We share knowledge and build on each other's strengths
- We work flexibly and respond to where the service need is
- There is strong leadership at all levels

Six Key Themes

CONSISTENT AND SUSTAINABLE WORKFORCE MODEL

- Position titles
- Generic Role Descriptions
- Workplace flexibility
- Promotional Opportunities
- Workforce Diversity
- Candidate Pools
- Casual Pools
- Intern Recruitment
- Transfer of knowledge
- Workforce algorithm
- Organisation Chart Template

PHARMACY ASSISTANT WORKFORCE

- Output mapping (workflows)
- Calderdale framework
- Training and Development
- Role consistency and career path

PHARMACIST WORKFORCE

- Intern Framework
- Competency assessment
- Advanced practice

PHARMACY SUPPORT WORKFORCE (ASO, QC)

- QC supported via the Manufacturing Roadmap
- Administrative workforce; Working collaboratively; Knowledge sharing; Networking; Reducing duplication; Promoting Consistency

DEVELOPMENT OPPORTUNITIES

- OPS Scholarships
- Leadership (develop leadership framework)
- Residency program
- Fellowship program
- PhD program

COUNTRY HEALTH

- Retention/attraction of staff
- Enticements
- Creation of a separate casual pool

Indicative Timelines

	Jul - Dec 2017	Jan - Jun 2018	18 months	2-3 years	3-5 years
CONSISTENT SUSTAINABLE WORKFORCE	Standardised Position Titles				
	Standardised Role Description				
	Standardised Workplace Flexibilities				
	Standardised Promotional Opportunities				
	Increased Diversity of our Workforce				
	Transfer of Knowledge within Workforce				
			Organisational Chart Template for SA Pharmacy		Workforce Algorithm
PHARMACY ASSISTANT WORKFORCE	Successive Calderdale Delegation Projects				
PHARMACIST WORKFORCE			Advanced Practice		
PHARMACY SUPPORT WORKFORCE	Establish ASO Networking	Quality Control Professional Development			
		ASO Workforce Modeling			
DEVELOPMENT OPPORTUNITIES	OPS Scholarships				
		Leadership Framework			
	Residency Program				
		Fellowship Program			
COUNTRY WORKFORCE	Country Health Workforce				
EVOLUTION OF ESTABLISHED PROGRAM	Continuous evolution of established Workforce Strategies including Candidate Pool, Casual Pool, Intern Recruitment, Intern Framework, Competency Assessment for Pharmacists, PhD program, Repeat Staff Survey, Workforce Wellbeing				

Governance



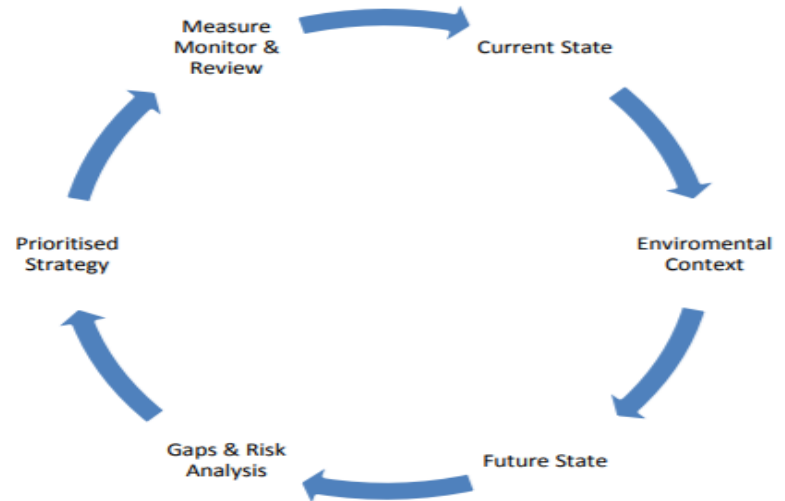


Conclusion

- SA Pharmacy has established a Workforce Roadmap setting the strategic direction for the next five years. The Roadmap serves to meet identified needs and priorities of staff and the health sector promoting a flourishing and contemporary workforce.

Next Steps: Towards 2022

- Measure outcomes
- Repeat data story and survey staff
- Roadmap the next destination





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