Developing a 5-year SA Pharmacy Workforce Roadmap

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SA Pharmacy
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
  - Portfolios
  - Early wins
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

<table>
<thead>
<tr>
<th>Age</th>
<th>Staff Number</th>
<th>Female</th>
<th>Part Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>41 and under</td>
<td>281</td>
<td>210</td>
<td>25</td>
</tr>
<tr>
<td>42 - 51</td>
<td>47</td>
<td>39</td>
<td>18</td>
</tr>
<tr>
<td>52 and over</td>
<td>42</td>
<td>29</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>370</td>
<td>278 (75%)</td>
<td>57(15%)</td>
</tr>
</tbody>
</table>

Assistant Workforce

<table>
<thead>
<tr>
<th>Age</th>
<th>Staff Number</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>41 and under</td>
<td>60</td>
<td>56</td>
</tr>
<tr>
<td>42 - 51</td>
<td>46</td>
<td>44</td>
</tr>
<tr>
<td>52 and over</td>
<td>38</td>
<td>34</td>
</tr>
<tr>
<td>Total</td>
<td>144</td>
<td>134 (93%)</td>
</tr>
</tbody>
</table>

Method

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

• Workforce Data
• Executive Endorsement
• Champions
  – Technicians
  – Early career pharmacists
  – Leaders

http://ubctoastmasters.weebly.com/the-executive-roles.html
Method

- Workforce Data
- Executive Endorsement
- Champions
- Staff Survey

Method

- Workforce Data
- Executive Endorsement
- Champions
- Staff Survey
- Full Picture
  - Themed issues
- Innovation Workshop
  - Risk testing and refining

https://ideascale.com/innovation-leadership-drives-big-ideas/
Method

- Workforce Data
- Executive Endorsement
- Champions
- Staff Survey
- Full Picture
  - Themed issues
- Innovation Workshop
  - Risk testing and refining
- Pitch to Executive
## Method

- **Prioritisation**

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

### Scoring System

- **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

<table>
<thead>
<tr>
<th>CONSISTENT AND SUSTAINABLE WORKFORCE MODEL</th>
<th>PHARMACY ASSISTANT WORKFORCE</th>
<th>PHARMACIST WORKFORCE</th>
<th>PHARMACY SUPPORT WORKFORCE (ASO, QC)</th>
<th>DEVELOPMENT OPPORTUNITIES</th>
<th>COUNTRY HEALTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Position titles</td>
<td>- Output mapping (workflows)</td>
<td>- Intern Framework</td>
<td>- QC supported via the Manufacturing</td>
<td>- OPS Scholarships</td>
<td>- Retention/attraction</td>
</tr>
<tr>
<td>- Generic Role Descriptions</td>
<td>- Calderdale framework</td>
<td>- Competency assessment</td>
<td>Roadmap</td>
<td>- Leadership (develop leadership framework)</td>
<td>of staff</td>
</tr>
<tr>
<td>- Promotional Opportunities</td>
<td>- Role consistency and career path</td>
<td></td>
<td>collaboratively; Knowledge sharing;</td>
<td>- Fellowship program</td>
<td>- Creation of a separate casual pool</td>
</tr>
<tr>
<td>- Workforce Diversity</td>
<td></td>
<td></td>
<td>Networking; Reducing duplication;</td>
<td>- PhD program</td>
<td></td>
</tr>
<tr>
<td>- Candidate Pools</td>
<td></td>
<td></td>
<td>Promoting Consistency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Casual Pools</td>
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<td></td>
</tr>
<tr>
<td>- Intern Recruitment</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>- Transfer of knowledge</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>- Workforce algorithm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Organisation Chart Template</td>
<td></td>
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</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Consistent Sustainable Workforce</th>
<th>Jan-Jun 2018</th>
<th>18 months</th>
<th>2-3 years</th>
<th>3-5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standardised Position Titles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standardised Role Description</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Standardised Workplace Flexibilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standardised Promotional Opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased Diversity of our Workforce</td>
<td></td>
<td></td>
<td></td>
<td>Workforce Algorithm</td>
</tr>
<tr>
<td>Transfer of Knowledge within Workforce</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisational Chart Template for SA Pharmacy</td>
<td></td>
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</tr>
</tbody>
</table>

**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

Executive Management Team

SA Pharmacy Workforce Planning Governance Committee

SA Pharmacy Workforce Planning Workgroups
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