

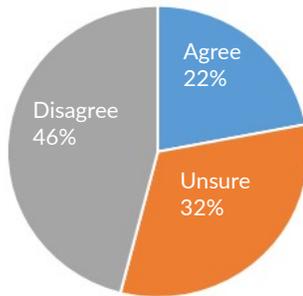
Strategic Planning Through Mentoring Partnership

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Baseline Staff Survey (n=50)

Good understanding of pharmacy department plan



Developing Our Mission

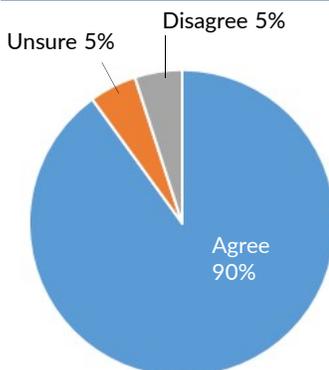
To optimise the quality use of medicines through innovative patient care to improve the health of Territorians

Priorities from Staff Workshops

1. Clinical educator positions
2. Longer rotations
3. Development pathways
4. Outsource non-hospital work
5. Expand services to paediatrics

Workshop Evaluation (n=20)

Feel more involved in setting priorities for the service



SOAR framework



BACKGROUND:

The Society of Hospital Pharmacists of Australia (SHPA) piloted a structured mentoring program in 2018. Mentors and mentees were provided with face-to-face training and matched by expert facilitators. A Director of Pharmacy from a regional 400 bed tertiary hospital (mentee) was matched with an Assistant Director of Pharmacy from a metropolitan 1000 bed quaternary hospital.

DESCRIPTION:

Issues relating to service design and staff structure were highlighted by the mentee. Significant growth had occurred opportunistically over the last 10 years, from 30 to 65 Full Time Equivalents (FTE), and the department was lacking a defined service plan.

ACTION:

An action plan was developed and included; baseline staff survey, team mapping, one on one appreciate inquiry interviews with senior staff using SOAR framework, facilitated planning day, and planning workshops with all staff, with a view to increasing staff engagement in the strategic planning process. Resources were shared between the two organisations and the partnership promoted discussion and reflection on shared leadership and management experiences.

EVALUATION:

- 50 (68%) of 73 staff responded to the baseline survey. 39 (78%) did not have an understanding of the pharmacy department plan for the next 3 years, and 36 (72%) did not know the pharmacy business priorities for the next 12 months.
- 19 (100%) senior staff participated in the one on one interviews, with common themes and ideas collated and presented during the planning day.
- 59 staff participated across four staff workshops where ideas were prioritised and plans developed for priority projects. 20 (34%) responded to an evaluation survey. Staff reported that the workshops helped them understand how decisions are made (70%) and allowed them to feel more involved in setting priorities for the service (90%).

IMPLICATIONS:

The mentoring program has led to valuable interstate collaboration between two hospital pharmacy departments, including activities outside the scope of the mentoring program, that continue past the completion of the formal program. Involvement of staff in the process has improved staff engagement and team dynamics.