

Creating space to map out the future:

Developing a departmental Strategic Plan and Roadmap

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STEP 1: The Why



- Changes in the Pharmacy leadership team led to externally facilitated executive coaching workshops/individual sessions to better understand personalities & communication styles, individual needs & support required to enable team cohesion & effectiveness.
- The team were also seeking clarity of individual roles & a department plan.

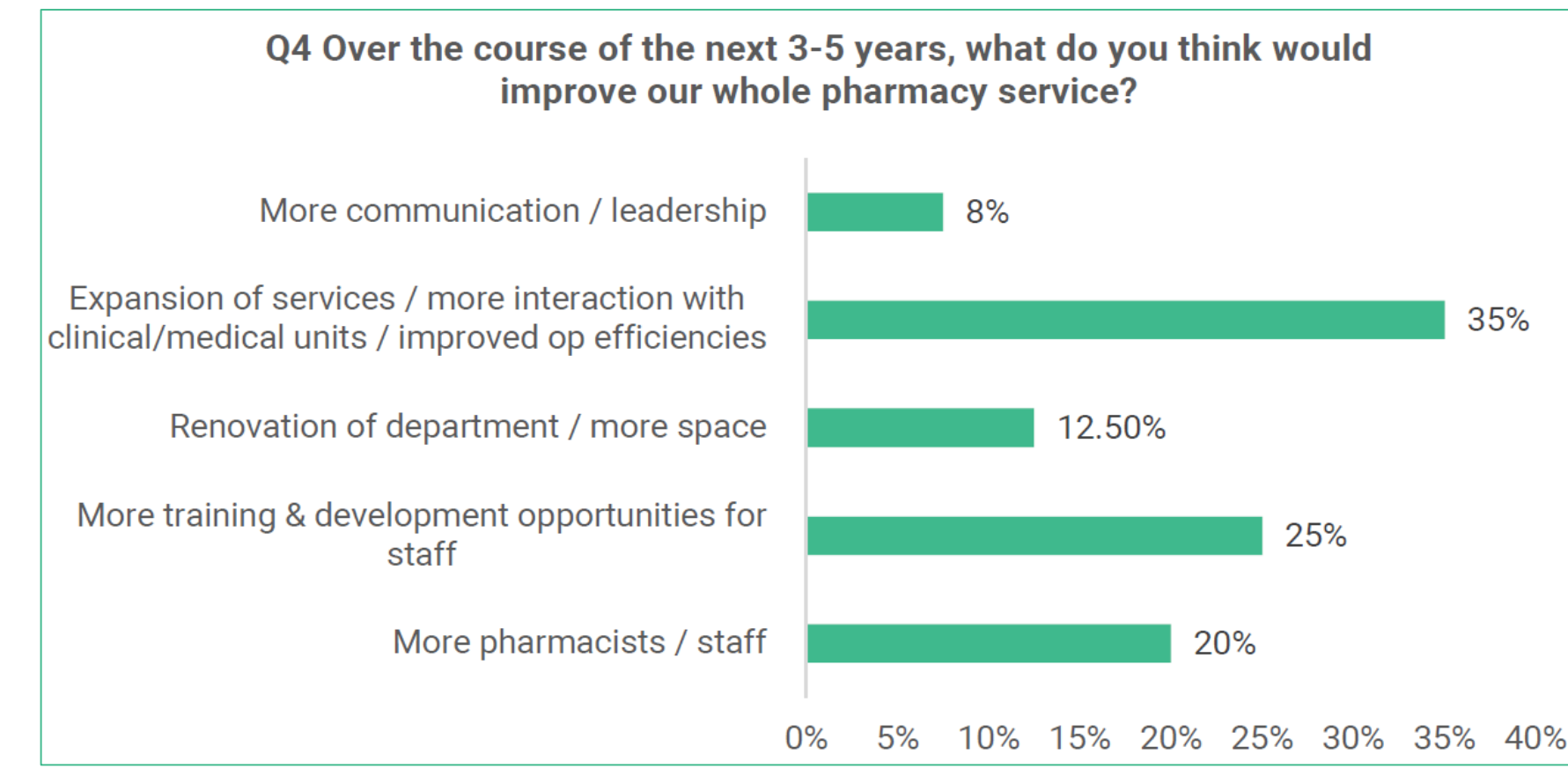


Figure 1 – An example from the Staff Survey

STEP 2: The What

- We set out to develop a three-five year strategic plan & associated roadmap, using an open, transparent and consultative process.

'Having a vision that we can share with our department, our leaders and our colleagues serves as a practical reminder of our collective goals and provides inspiration and direction.'

Figure 2 – The overarching principle guiding the Planning Day

STEP 3: The How

- A Pharmacy advisory agency was engaged & pharmacy staff surveyed (Figure 1) regarding the current environment & culture, desired future state, & key personal/team goals & responsibilities.
- Feedback from external stakeholders was sought, & further workshops explored issues & opportunities facing the department including challenges with attracting staff, changes in role scope, & disruptions (such as COVID-19) affecting the implementation of strategy.
- This informed the structure & themes of a Planning Day (Figure 2), which included four key activities:
 - Developing Vision, Mission & Values statements
 - Identifying key pillars & strategic themes
 - Expanding on strategic goals, tactics, timelines & accountabilities
 - Investigating team Culture & the way we work together
- A draft document was produced and staff feedback via several focus group sessions informed further refinement before the Roadmap was launched internally & externally to the department.

GOALS
5.1 Review and optimise current clinical services to guide expansion Undertake a gap analysis to determine prioritisation of need for new clinical services; seek resources to expand into these areas.
5.2 Team-based service on wards Develop a contemporary model based on collaboration with other Australian sites and in partnership with our medical colleagues.
5.3 Review and optimise Pharmacy services to the ED Partner with ED and other sites nationally to develop a case for extended hours or weekend cover – seeking input from all pharmacists – with a goal to expand extended service beyond ED following successful implementation.
5.4 Partnered Pharmacist Medication Charting (PPMC) post-DHR Promote a case in collaboration with our medical colleagues including the economics and safety benefits of PPMC, for implementation after DHR go-live.
5.5 Develop Clinical Pharmacy Workforce Address experienced pharmacist recruitment challenges by developing junior pharmacists through quality training and support

Figure 3 – Some of the Goals set under Operational Pillar 5: Expanding Clinical Services

Goal	SMART Tactics	Person(s) responsible	Timeframe	Progress flag
3.4 Enhance temp monitoring system (fridge and med rooms)	3.4.1 Liaise with facilities & ICT department to optimise alarm management platform on new WIFI system	LP (Operations) / DoP	Dependent on BMS upgrade	
	3.4.2 Develop SOP for staff regarding use of the monitoring system and also management of medications post temperature excursion	LP (Operations)	Dependent on BMS upgrade	
	3.4.3 Educate and train all staff (initially and then subsequently on a regular basis)	LP (Operations) and Data Manager	Dependent on BMS upgrade	

Figure 4 – An example of an Action Table for Goal 3.4 under Operational Pillar 3: Optimising Operations

STEP 4: The Result

- Agreed Vision, Mission & Values statements were developed as well as six strategic priorities:
 - Two areas of foundational focus; Our People & Culture and Our Technology & Systems
 - Four key pillars of operations; Optimising Operations, Advancing Scope of Technicians, Expanding Clinical Services & Quality and Safe Use of Medicines & Research.
- Goals underpinning each priority were identified (Figure 3) & further expanded into Action Tables detailing responsibilities & timelines for associated Tactics (Figure 4).
- Summarised as a "Plan on a Page" as shown in Figure 5, this is displayed within the department, & incorporated into team meetings & documents such as recruitment advertisements, orientation guides & the staff Professional Development Plan template.

STEP 5 : The Learnings

- It was important to develop a departmental plan and Roadmap that can be embedded in everyday activities, & reviewed & updated as circumstances change.
- It was more important however, to have developed it through extensive consultation, creating a sense of team ownership & aspiration.

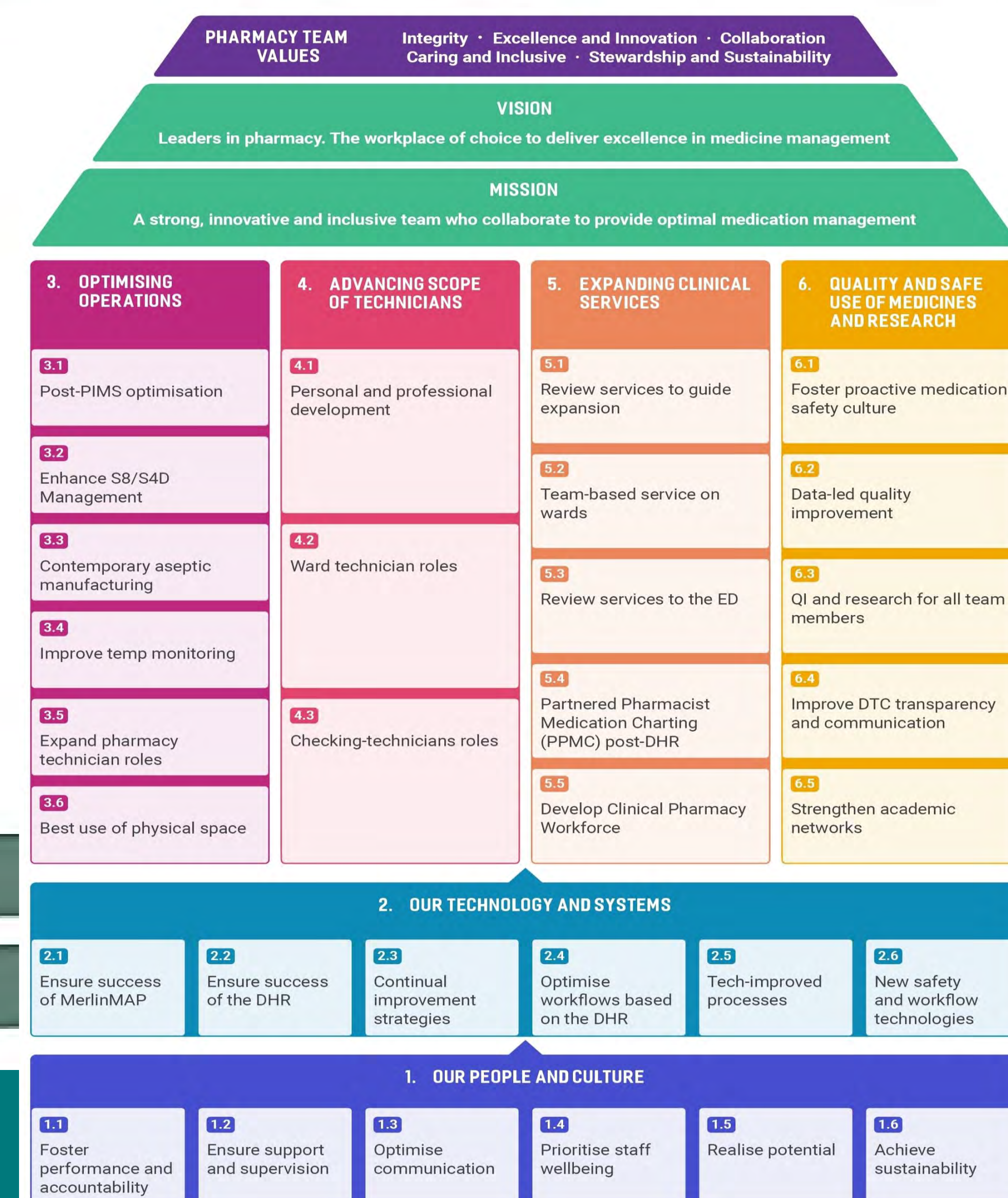


Figure 5 – The final plan summarised as a "Plan on a Page"