A ‘Novel’ Leadership Model – what the readers think……

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Background

With the establishment of an onsite pharmacy service at a satellite campus, a novel leadership model within our statewide pharmacy service was adopted. A Senior Pharmacy Technician Service Co-ordinator (SPTSC) was appointed as operational site lead with responsibility for day-to-day operations of the pharmacy service.

The SPTSC works closely with both the Clinical Services Team Leader and the Associate Director, who have responsibility for the professional oversight of the service. The SPTSC was created to support the expanding roles and opportunities for the assistant/technician workforce.

Objective

Determine the success of the SPTSC role and pharmacy staff understanding of the role and its responsibilities.

Action

An anonymous online survey was sent to 30 pharmacy staff members who had been identified as working with, or under, the new leadership model.

Evaluation

The survey had 14 responses from staff, which is a 46% response rate. In summary:

•12 (86%) respondents were aware that this was a novel leadership model for our statewide pharmacy service.

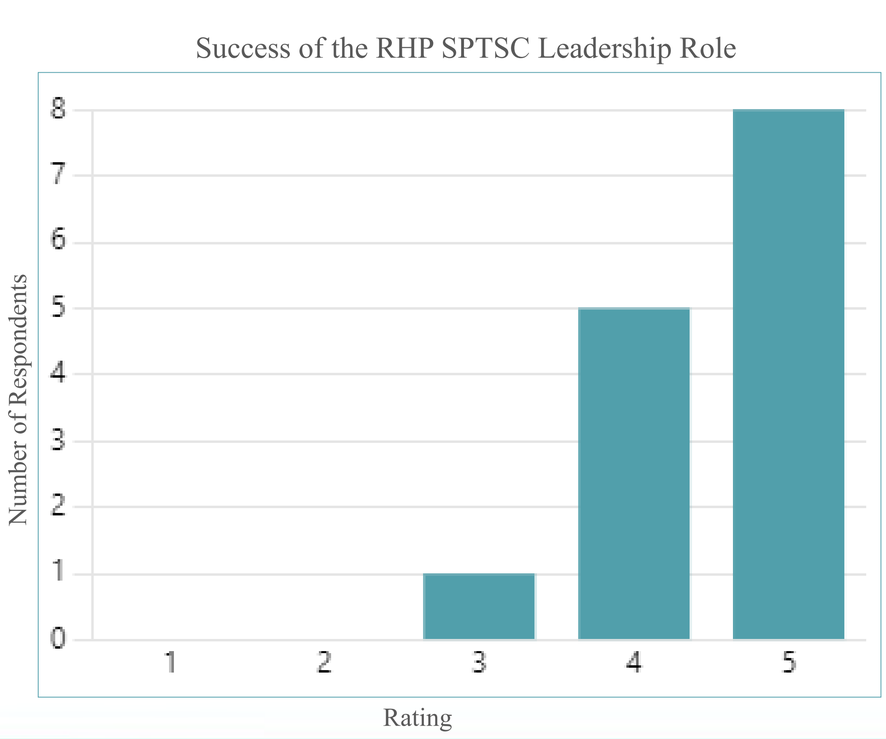
•13 (93%) rated the new role as successful with a score of 4 or 5 (scale 1-5)

•Only one respondent indicated a poor understanding of the SPTSC role and responsibilities

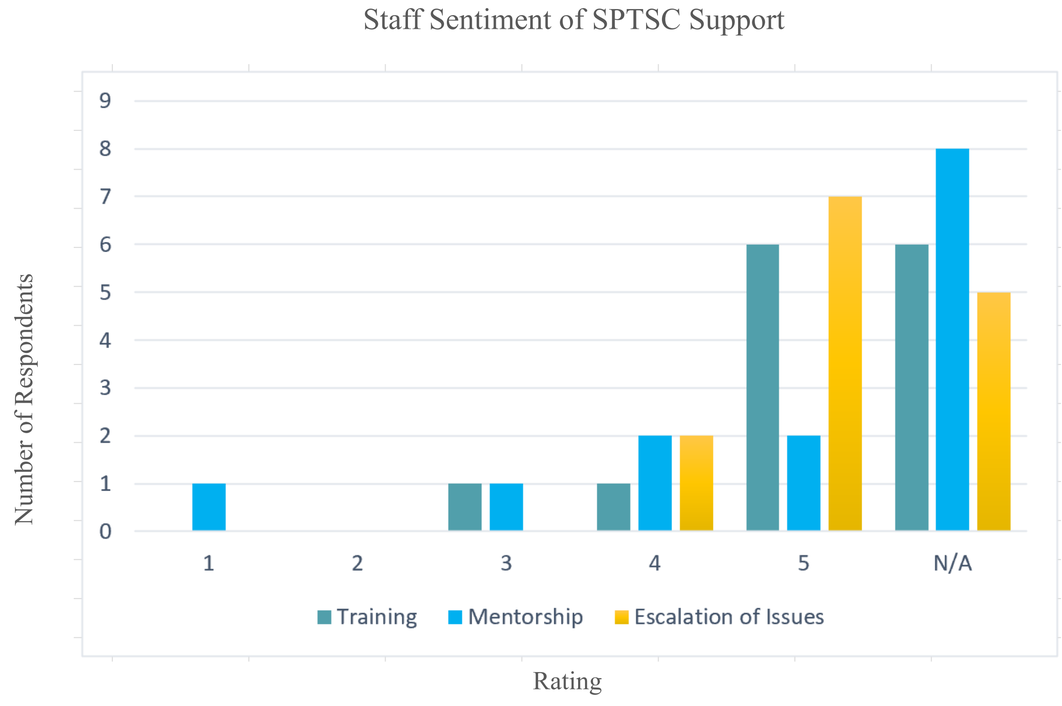
•Overall staff reported being well supported by the SPTSC in terms of training, mentorship, and escalation of issues

•Enhancements suggested included minor workflow changes to enable more local management of issues.

***S**taff were asked to rate how successful they thought the role had been. Pleasingly 13 (93%) rated the new role as successful with a score of 4 or 5 (scale 1-5). No staff member considered the role as unsuccessful.*



As this is a new leadership model, it was important to understand how well staff felt supported in various key areas by the SPTSC. For the staff where it was applicable, there was a high rating from most staff for the support provided for training, mentorship and escalation of issues. Two responders rated the support for training and mentorship as low. The approach to training and mentorship is an area for review as new staff rotate into the service and to ensure existing staff on site are supported.



Discussion

According to the survey result, the new leadership model was well received by staff. Over 90% of respondents rated the new role as successful, with an average score of 4.5 out of 5.

Benefits of the model, identified by respondents, included expanded career opportunities for pharmacy technicians, releasing pharmacists to focus on the professional aspects of their roles and the potential for expansion across other sites.

Areas for further improvement identified include improving staff understanding of the role’s scope and ensuring cohesion between the SPTSC and the clinical team leader. The success of the role has also been attributed in part to having the right person for the job.

Conclusion

This was a successful expansion in scope of practice into an operational leadership role for a pharmacy technician.

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