

Optimising the SHPA residency operational framework for the development of future team leaders

BACKGROUND

Clinical competency does not necessarily translate effectively to leadership and management competency elements. The SHPA residency program affords the opportunity to mentor/nurture residents who are all prospective team leaders within a formal competency framework. The operational component for the residency program was seen at the Princess Alexandra Hospital (PAH) as an opportunity to develop leadership and management for residents such as:

- Self-assessment
- Direct observation and feedback
- Promotion of Management/ Supervisory skills
- Team Development

AIM

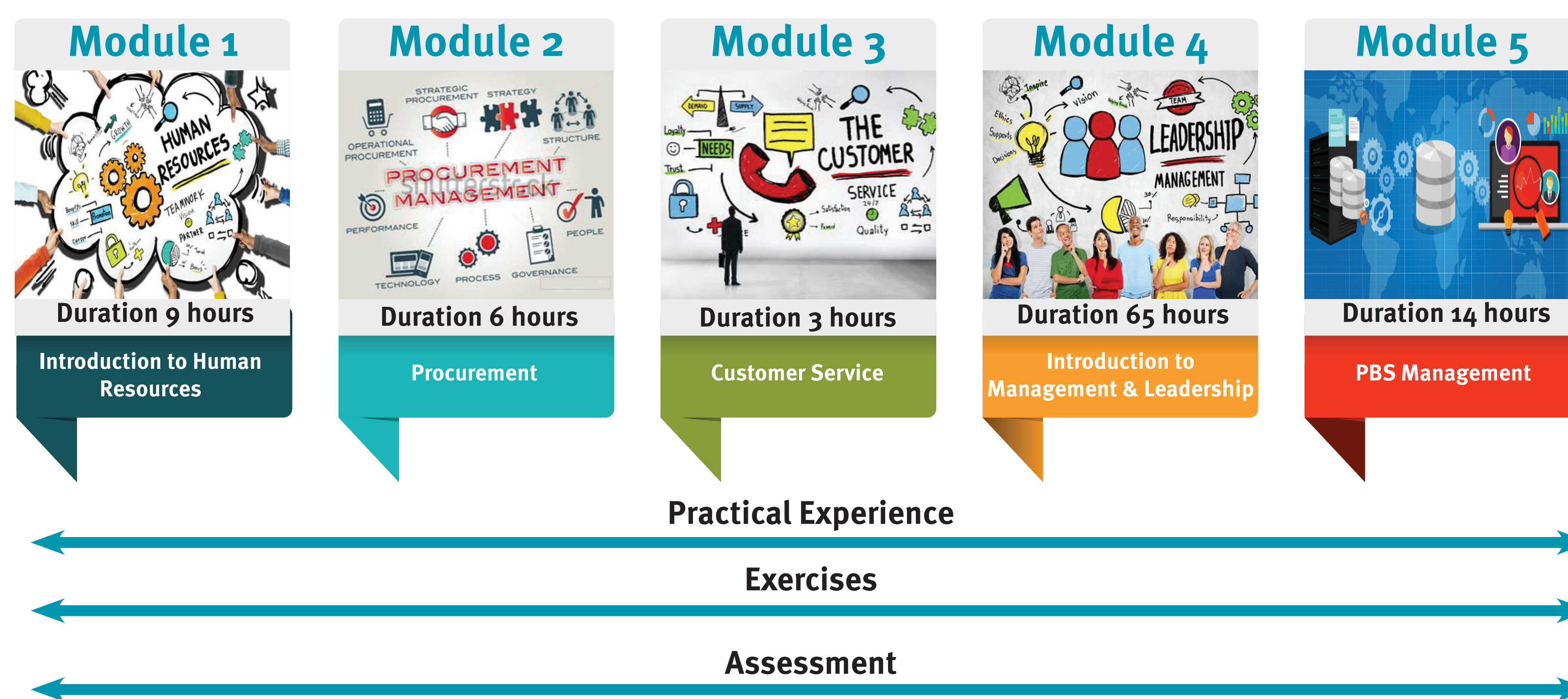
To facilitate opportunities for the resident to develop leadership and management skills.

METHODS

Five practical modules with clear objectives were developed to encompass attributes required of team leaders, including conflict resolution, staff supervision, customer complaints, progressive team planning, team rostering & management, performance appraisals and financial delegation responsibilities. Detailed handbooks for each module were created to accompany interactive sessions delivered under the observation of the operational rotation supervisor (ORS) pharmacist. Depending on the module the resident would be required to complete certain tasks which include:

- Presentation attendance
- Self-reflection exercises
- Group exercises
- Activity based learning opportunities.

The ORS observes the resident's performance during module participation and actions undertaken during subsequent supervisory/ leadership roles. Formalised reporting is then detailed using a uniquely developed PAH Pharmacy Residency Performance Appraisal (PPRPA) assessment tool.



RESULTS

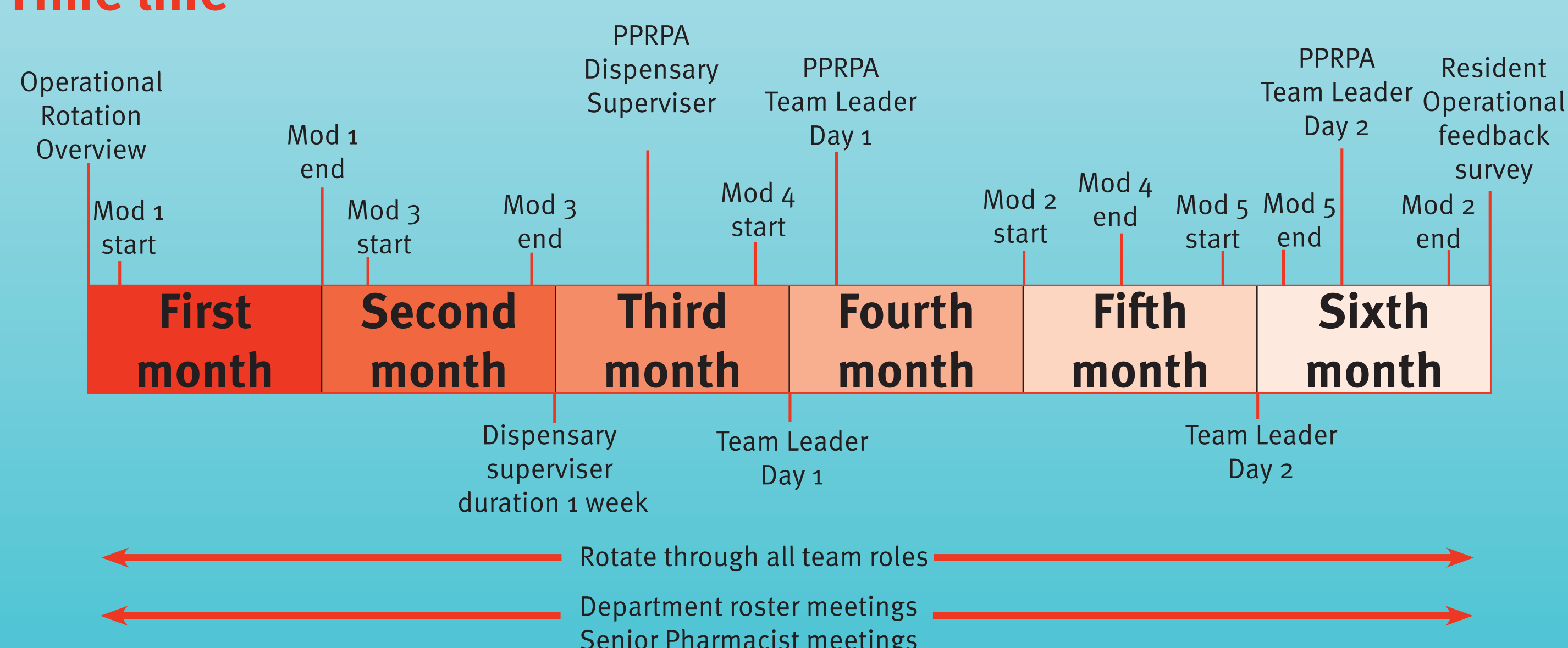
The time line provides a diagrammatic representation regarding our resident's journey over their six month rotation. The residents have been required to attend & participate in module presentations led by ORS (once a week) and are required to complete self-directed learning exercises. Competencies were then signed off after a discussion and feedback session. The ORS leads certain exercises & presentations in a group setting while other exercises require individual consultation for effective delivery.

As indicated in the time line, residents are required to act in the dispensary supervisory role for a period of ONE week. Prior to commencement, the resident is required to roster the existing dispensary supervisor into another role within the dispensary team. Based on observations the assessment of the resident's progress is documented by the Team Leader and HP4 pharmacists using the PPRPA tool. Performance feedback was delivered by the ORS within a week of the acting role.

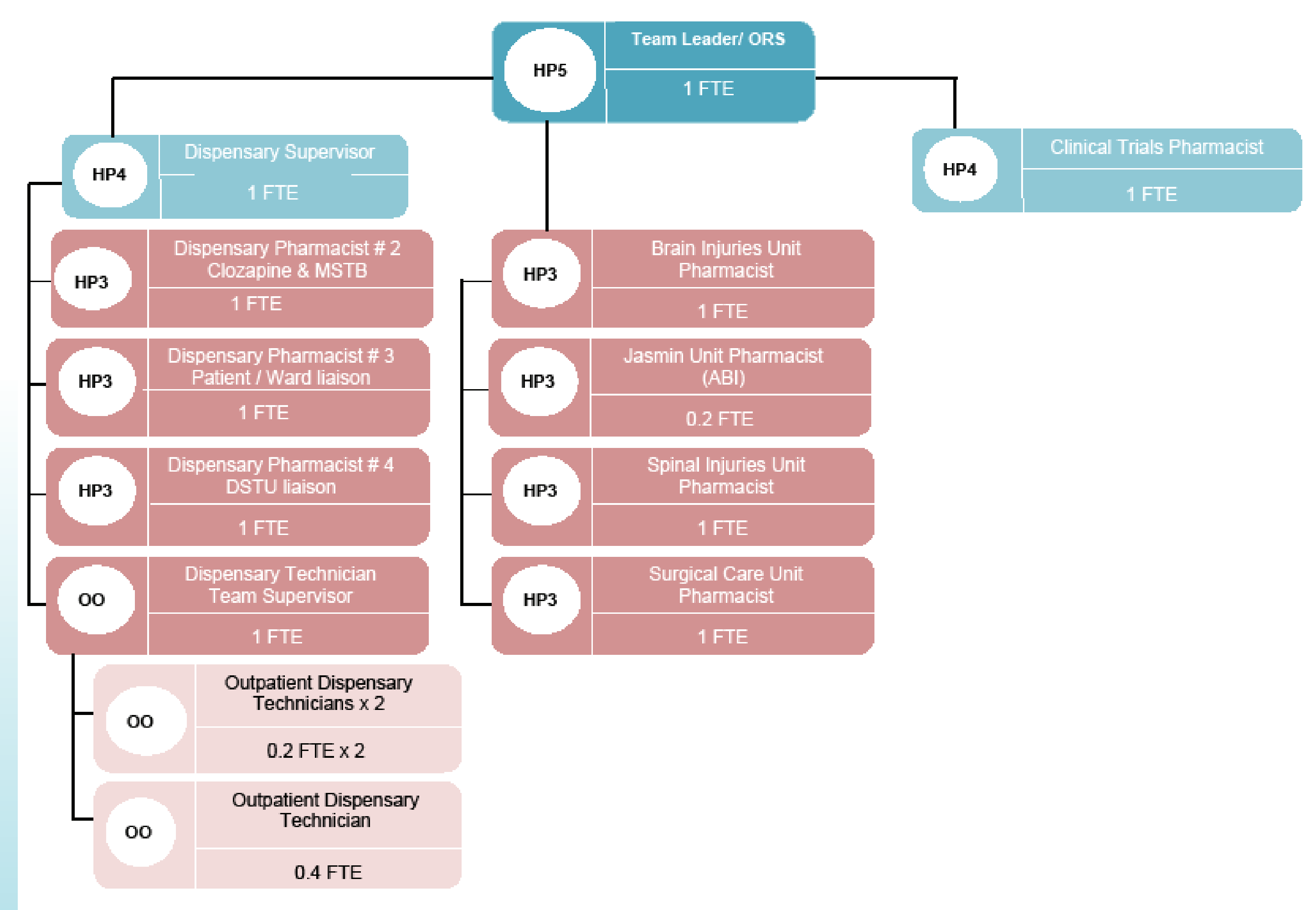
Upon completion of further module component objectives, the resident is afforded the opportunity to act as the team leader in the fourth month. In this case the resident is required to roster the team leader into another role within the team. A formal PPRPA assessment and review is then provided by the ORS within a week of completion. A similar process is utilised for the second acting team leader day. Over the course of the resident's supervisory roles various challenges are presented for the resident to deal with. These challenges are to be managed by skills derived from the operational modules.

Module delivery has been carefully tailored to enable clearer self-reflection by the resident over the six month period to further enhance development of supervisory/leadership skills. Overall competency of the resident's rotation is based on the completion of all FIVE modules within the six month rotation.

Time line



Team Structure Diagram



CONCLUSION

The opportunities presented within the operational rotation have been met with considerable enthusiasm and appreciation from residents and senior staff alike. Tailoring a site-specific operational rotation with options for experiential supervisory roles will better prepare residents for future team leader/management opportunities.

REFERENCES

- 1) SHPA Accreditation Standards for Pharmacy Residency Programs Adopted by Project Steering Committee 2016
- 2) SHPA Standards of Practice for Clinical Pharmacy Services 2016