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# Profession leadership through professional societies: Driving workforce change

INHWE European Conference of Health  
Workforce Education & Research, Athens

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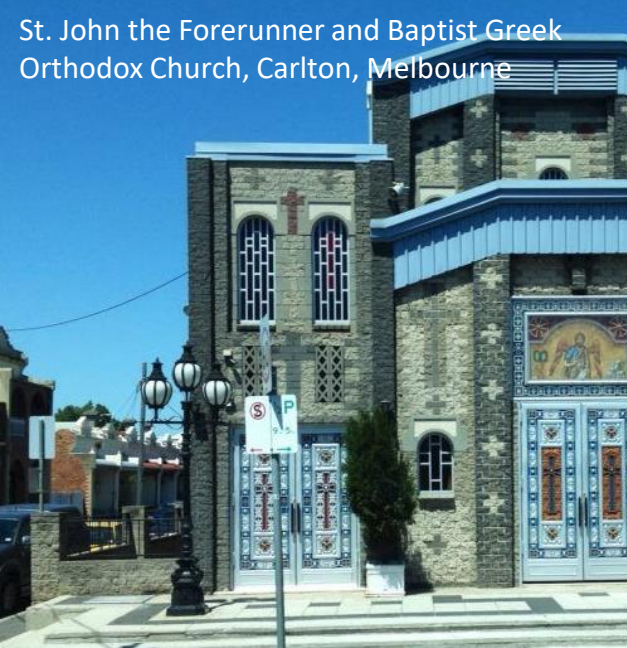
Chief Executive Officer  
Society of Hospital Pharmacists of Australia



***Melbourne home to the largest population of Greek people outside of Greece.***

***With such a large population of Greeks, Melbourne and Thessaloniki in Greece became “sister cities”.***

Herald Sun July 18 2017:  
'How Greek migration to Melbourne shaped our city'



# Thousands of Greek Australians rally in Melbourne for Macedonia

From: Neos Kosmos 26 Feb 2018  
<https://neoskosmos.com/en/111676/thousands-of-greek-australians-rally-in-melbourne-for-macedonia/>

'Macedonia is Greece' became Sunday's motto



From Greeks in Melbourne 25/11/15  
<http://rediscoveringgreece.blogspot.com.au/2015/11/greeks-in-melbourne.html>

# About SHPA

- National professional organisation for 5,000 pharmacists, pharmacists in training, pharmacy technicians and students.
- SHPA is the only professional pharmacy organisation with a core base of members practising in public and private hospitals and other health service facilities.
- Embedded in multidisciplinary medical teams and equipped with exceptional medicines management expertise, SHPA members are progressive advocates for clinical excellence, committed to evidence-based practice and passionate about patient care.

# Is professional association membership dead?

- "perfect storm" of generational, cultural and economic forces that are combining to challenge the way associations operate.
- Associations who don't adapt face a slow decline into obscurity- to be replaced by newer, more innovative, less bureaucratically challenged, less change resistant competitors.
- **Associations need to understand the value they can deliver to their members. Need to offer clearly defined, tangible and compelling value for potential members.**
- Leadership necessary to overcome these challenges

- Moore B. Membership is dead?  
[www.greatexpectation.com.au/crm/media/presenter/3087/moore\\_belinda\\_-\\_article\\_-\\_membership\\_is\\_dead.pdf](http://www.greatexpectation.com.au/crm/media/presenter/3087/moore_belinda_-_article_-_membership_is_dead.pdf)
- Sladek, SL. The end of membership as we know it. Washington DC: ASAE; 2011

# Will pharmacy survive?

***“The EXCELLENCE of today, will only be the GOOD of tomorrow”***

*Dr Catherine Duggan, Chief Executive Officer,  
International Pharmaceutical Federation (FIP)*

# SHPA leadership: developing a ‘fit-for-purpose’ workforce

*“The challenges of development, distribution and responsible use of medicines can only be met with an adaptable pharmaceutical workforce.*

*One that deploys its knowledge, skills and abilities to the fullest degree in a wide array of environments and in collaboration with other stakeholders in health care”*

**International Pharmaceutical Federation**  
Global Vision for Education and Workforce 2016  
[www.fip.org/educationreports](http://www.fip.org/educationreports)

# Advancing Practice recognition: integral to SHPA practitioner development

Stage 1 Advg Prac. Pharm.  
Stage 2 Advg Prac. Pharm.  
Adv. Prac. Pharm.

(1)  
(2)  
(3)  
(4)  
(5)

UNDER-GRADUATE

INTERN TRAINING

FOUNDATION RESIDENCY

ADVANCED TRAINING RESIDENCY

ADVANCING PRACTICE STAGES

(1)

(2)

(3)

(4)

(5)



- (1) Professionalism and ethics
- (2) Communication and collaboration
- (3) Medicines management and patient care
- (4) Leadership and management
- (5) Education and research



# For a maturing profession...

*there can be no better grounding for establishment and recognition of a pharmacist's critical role in the medicine management team than a formalised practitioner development process from undergraduate, through to registration and progression to advanced practice*

Coombes I, Kirsa SW, Dowling HV, Galbraith K, Duggan C, Bates I. Advancing pharmacy practice in Australia- the importance of national and global partnerships [editorial]. J Pharm Pract Res 2012; 42(4): 261-263.

# SHPA initiatives

Four key workforce projects:

- **SHPA Residency Program:** a structured, formalised, supported and accredited national residency program for early-career hospital pharmacists.
- **National Translational Research Collaborative:** to drive high quality research that provides contemporary practice based evidence to inform pharmacy practice and quality use of medicines.
- **Pharmacy Technician and Assistant Role Redesign:** initiatives to build capacity in the pharmacy workforce through developing and expanding the scope of practice of pharmacy technicians and assistants.
- **Advancing Practice:** a credentialing program recognising practitioner achievement and impact on pharmacy practice and patient care.

# Foundation training- hospital pharmacy residency

# Why residency?

- Lack of existing formal or structured experiential training programs
  - Potential barrier to strengthening and expansion of pharmacists' roles and scopes of practice
  - Existing programs variable or ad-hoc
- Ever-changing healthcare system
  - pharmacy workforce must evolve
  - need enhanced capacity, capability and flexibility
- Experiential learning with structured feedback
  - is critical for newly registered professionals
  - consolidates formal academic education and applies this knowledge in real and complex workplace settings

# SHPA Residency

- To facilitate the development of a cohort of competent general level pharmacists who have completed a structured, formalised, supported and accredited national two-year residency program.
- Residents demonstrate their advancement through a portfolio of **practice based experiential training**, that acknowledges that a residency is a **practice-based training program**.

# SHPA Goal: by 2017...

*Implementation  
structured, for  
accredited national  
for pharmacists*

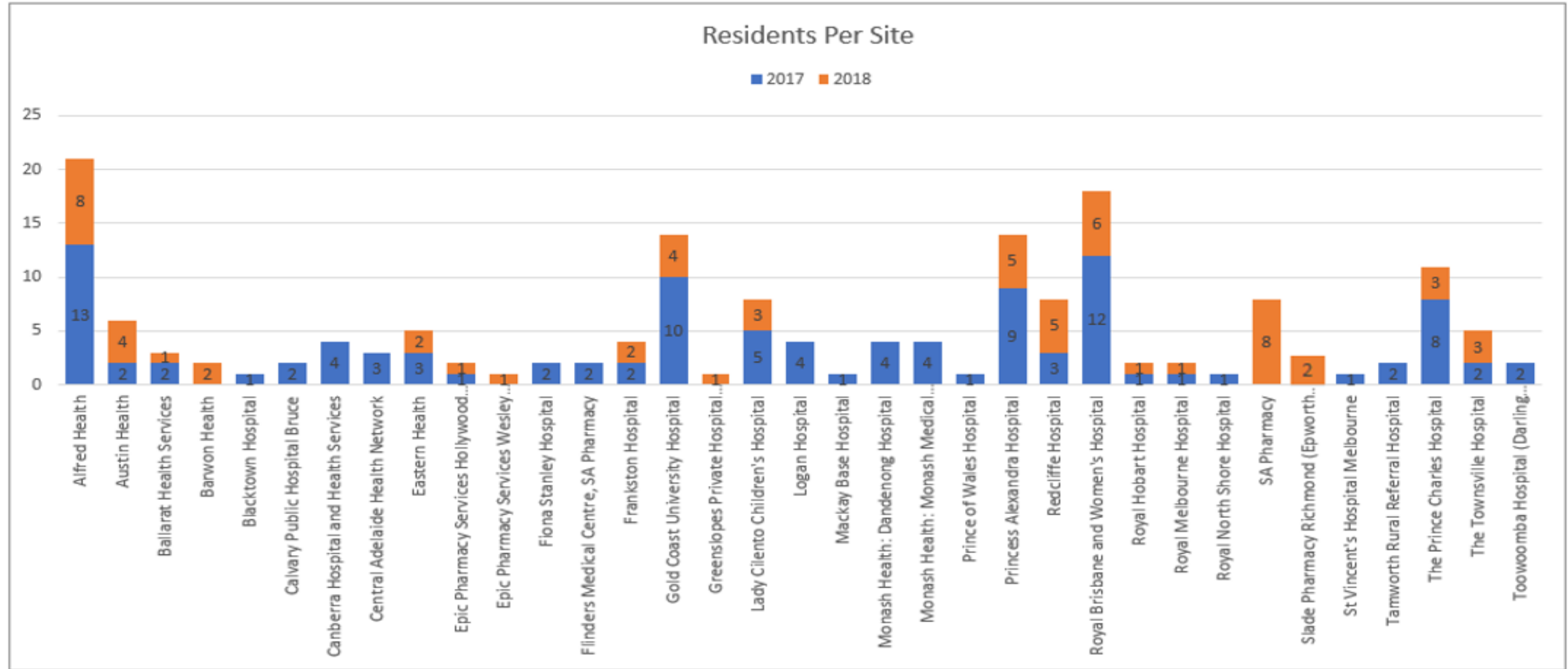


*First phase of a  
supported and  
residency program  
foundation years.*

**ACHIEVED**

# SHPA Residency Snapshot

n=171 residents across 33 sites. 30 sites are Wave 1, 3 sites are Wave 2.  
2017 residents total 108, 2018 residents total 63 (as at 18 May 2018).



Note: SA Pharmacy accredited in 2018 and now incorporates CALHN and Flinders Medical Centre (accredited 2017)

# Accreditation Standards

The Standards cover 4 Domains:

- Resident- Program relationship
- Capacity and experience of department and staff
- Range of pharmacy services and ability to deliver the residency curriculum
- Commitment to professional development





# SHPA Residency in Practice

- Residents rotate through a diverse program curriculum, ensuring they gain the skills and knowledge necessary for competent general level pharmacists.
- Evaluation, feedback, and reflection are integral components of the program.
- These requirements are outlined in an Evaluation and Assessment matrix that sets out defined performance evaluation requirements.
- The evaluations contribute to each resident's own professional practice portfolio, which can again be used in future for formal recognition and credentialing of advanced practice.



# SHPA's National Translational Research Collaborative (NTRC)

The National Translational Research Collaborative (NTRC) is a virtual hub connecting Australia's brightest clinical pharmacy researchers and organisations to **build research capacity and hospital partnerships**, **strengthen research proposals** and impact and **leverage funding opportunities**.

# VISION

*improve people's health by facilitating internationally recognised collaborative translational research in optimising medicines use.*

foster the development of research skills, knowledge, capability and capacity

*engender a profession-wide enthusiasm and passion for practice innovation*

# SHPA recognised as a leading research body

*Translate research into practice*

a significant proportion of SHPA resources to support research initiatives

a collaborative cooperative interdisciplinary network that brings practitioners and researchers together

## Mission

*drive high quality research that provides contemporary practice-based evidence to inform QUM strategies*

# Pharmacists and research competence

Domain	*Standard	Enabling competency (referred to as Element in the 2010 Framework and Competency in the APFF)	Domain	*Standard	Enabling competency (referred to as Element in the 2010 Framework and Competency in the APFF)	Domain	*Standard	Enabling competency (referred to as Element in the 2010 Framework and Competency in the APFF)	
Domain 1: Professionalism and ethics	1.1 Uphold professionalism in practice	1. Promote a culture of professionalism	Domain 5: Education and research	5.1 Deliver education and training	1. Plan education and training	Domain 4: Practice management and service continuity	4.5 Plan, manage and build human resource	1. Recruit and retain personnel	
	1.2 Observe and promote ethical standards				2. Conduct education and training consistent with educational practice				
	1.3 Practise within applicable legislative framework			3. Contribute to continuing professional development of others					
	1.4 Maintain and extend professional competence			4. Link practice and education					
	1.5 Apply expert professional judgement			5.2 Participate in research	1. Establish research partnerships				
	1.6 Contribute to continuous improvement in quality and safety			2. Identify gaps in the evidence-base	2. Undertake critical evaluation activities				
Domain 2: Communication and collaboration	2.1 Collaborate in partnership delivery of patient-centred, culturally responsive care		5.3 Research, synthesise and integrate evidence into practice	3. Design and deliver research projects to address gaps in the evidence-base and identify areas for innovation and advances in practice	3. Apply research evidence into practice				
	2.2 Collaborate with professional colleagues			4. Supervise others undertaking research	4. Provide advice and recommendations				
	2.3 Communicate effectively	2. Confirm the effectiveness of communication							
	2.4 Apply interpersonal communication skills to address problems	1. Analyse the problem or issue to be addressed and the possible solutions 2. Engage with others as appropriate to resolve the identified problem or issue 3. Review outcomes achieved and assess follow-up requirements			4.5 Plan and manage physical and financial resources	1. Plan and manage finances 2. Maintain the physical environment and acquire required resources 3. Contribute to the efficient and effective use of resources			

# Membership

- the NTRC is a community of researchers with a common research focus.
- includes both a network of sites- participating hospital pharmacies/research sites/organisational participants (*organisational members*) and a network of researchers (*individual members*).
- Core principle of NTRC membership: members need to demonstrate an enthusiasm and commitment to research/ or an interest in being more actively involved in research.

IMPORTANTLY: membership is **inclusive**; no barrier to membership based on research expertise or output

# But what impact will the NTRC have... for novice/beginner researchers?



I am an SHPA member and have joined the NTRC as an individual member. I have an excellent proposal for a research project. But I don't know how to get it off the ground, find funding and get recognition that it is a sound proposal. How can the NTRC help?