

Time to increase staff flexibility through standardised role descriptions

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Background

Time to start the journey

Formed in July 2012, SA Pharmacy's vision is to provide a safe, high quality and cost-effective contemporary pharmacy service, delivered by a committed and well supported workforce, to optimise patient outcomes. SA Pharmacy's most valuable asset is its staff, currently 614 delivering services across 16 hospital sites and associated outreach sites along with a range of Out-of-Hospital based Services through the Drug and Alcohol Services SA, SA Ambulance Service and SA Prison Health Services.

Historically, individual sites evolved RD's yielding over 140 across the prevalent staff classifications with an associated 98 different position titles.

The establishment of SA Pharmacy provided the opportunity for consolidation and standardisation.

Methodology

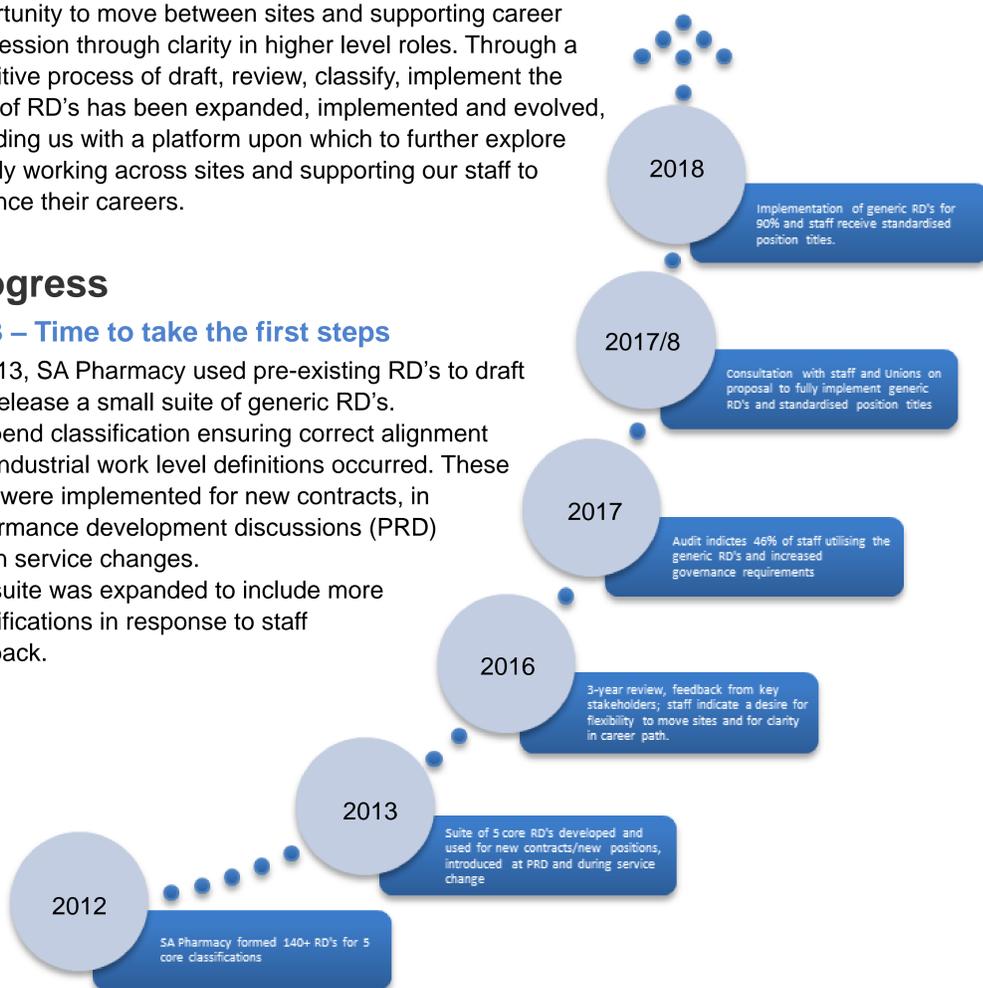
Incremental Evolution

A process of incremental evolution has been used in developing and embedding generic role descriptions into practice. Initially the drive to review role descriptions came from a governance perspective, ensuring that RD's reflected service requirements, were appropriate to the role undertaken and classified at the appropriate level. Latterly the drive has come from the workforce who are seeking the opportunity to move between sites and supporting career progression through clarity in higher level roles. Through a repetitive process of draft, review, classify, implement the suite of RD's has been expanded, implemented and evolved, providing us with a platform upon which to further explore flexibly working across sites and supporting our staff to advance their careers.

Progress

2013 – Time to take the first steps

In 2013, SA Pharmacy used pre-existing RD's to draft and release a small suite of generic RD's. Independent classification ensuring correct alignment with industrial work level definitions occurred. These RD's were implemented for new contracts, in performance development discussions (PRD) and in service changes. The suite was expanded to include more classifications in response to staff feedback.



2016- Time to Review

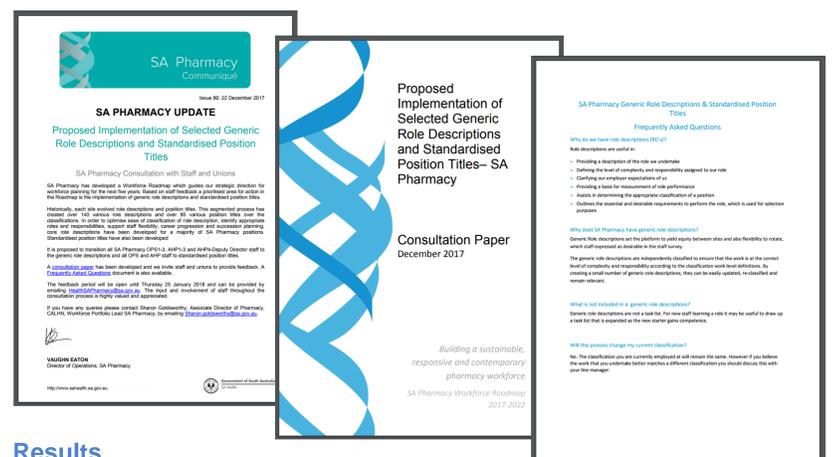
By 2016 we had a suite of generic RD's that covered 90% of the workforce and had reached our 3 year pre-set review date. Teleconferences were held with key recruitment staff from each site and 1 on 1 conversations were held with Directors of Pharmacy aiming to seek feedback identifying required updates to the RD's and to harness ideas on increasing awareness and implementation of the RD's. Following discussions all RD's were updated to meet the articulated needs and made available to key recruitment personnel via a shared drive. Towards the end of 2016 a whole of service staff survey was undertaken and used to inform our Strategic-Workforce Roadmap. The Roadmap is essentially a 5-year plan outlining the strategic direction for workforce planning serving to meet the identified needs and priorities of staff promoting a flourishing and contemporary workforce....A prioritised Roadmap project was to standardise RD's.

2017- Time to Audit

Through our processes of implementation (new contracts, in PRD and service changes) an audit identified that 46% of our workforce were utilising the generic RD's. The audit additionally identified a need for enhanced governance including, version control and increased awareness of the generic RD's. Version control sections added inclusive of descriptors of changes and a pdf of each RD was created after the signature of the authorising General Manager was added.

2017/2018- Time to consult

A state-wide consultation process with staff and unions was undertaken proposing to implement the generic role descriptions for remaining staff at those classifications and standardised position titles were proposed.



Results

The consultation feedback was overall positive and SA Pharmacy progressed to implement the RD's. 90% of staff are now utilising the generic RD's and the number of RD's has reduced from 140 to 19 for these classifications. Feedback on the proposed titles was taken into consideration and the standardised titles implemented were:

Proposed position titles:

- > OPS1- Pharmacy Assistant
- > OPS2- Senior Pharmacy Assistant
- > OPS3- Senior Pharmacy Assistant Service Coordinator
- > AHP1- Intern Pharmacist
- > AHP2- Pharmacist
- > AHP3- Senior Pharmacist
- > AHP4- Senior Specialist Pharmacist
- > AHP3- Senior Pharmacist Team Leader
- > AHP4- Deputy Director of Pharmacy/Lead Pharmacist
- > AHP5- Associate Director of Pharmacy
- > AHP5/6- Director of Pharmacy

Conclusion

Standardised RD's have been developed and implemented for a majority of SA Pharmacy positions optimising classification ease, identifying appropriate roles and responsibilities, supporting staff flexibility to move between sites and supporting career progression through clarity in higher level roles.

Further Advancement

On 31 October 2018 SA Pharmacy transitioned in scope staff to an allied health assistant classification stream. This replaces the OPS workforce stream with:

- > AHA1- Pharmacy Assistant
- > AHA2- Senior Pharmacy Assistant
- > AHA3- Pharmacy Technician
- > AHA4- Senior Pharmacy Technician-Service Coordinator.

The transition has enabled introduction of the title Technician aligning SA with contemporary titles for the supporting workforce.