

# QUEENSLAND HEALTH



## STRATEGIC DIRECTIONS FOR PHARMACY SERVICES

1999 - 2003

### *Vision Statement*

To be leaders in safe and appropriate use of medicines to optimise health outcomes.

### *Mission Statement*

To provide expert, comprehensive pharmaceutical services consistent with and supportive of Quality Use of Medicines principles and the Queensland Health Corporate Plan.

This Strategic Directions document outlines the direction and values for Queensland Health Pharmacy Services for 1999-2003. It describes key objectives to be achieved by Queensland Health Pharmacy units. The strategy provides consistent direction for the development of pharmacy services in Queensland Health services and facilities. The Strategic Directions document will assist individual pharmacy departments in developing business plans consistent with overall Queensland Health directions and local District Health strategies whilst following a statewide theme. It will provide guidance for District Managers in planning for development of pharmacy services. Implementation of the listed strategies will allow more specific objectives and strategies to appear in future documents.

(Dr) J G Youngman  
**Deputy Director-General (Health Services)**

# STRATEGIC DIRECTIONS

OBJECTIVES	1. Develop a clear understanding of what constitutes satisfaction and a quality service for our stakeholders, and set strategies in place to achieve a quality service.	2. Participate in the development of a workforce which is appropriately skilled to contemporary standards and needs.	3. Determine the key role of pharmacists in the continuum of care within and between hospital and community.	4. Contribute to and achieve industry, legislative and professional standards or benchmarks by continually improving quality, effectiveness and efficiency of pharmacy services and improving the legislative framework.
STRATEGIES	<ul style="list-style-type: none"> <li>❖ Identify and prioritise key issues from stakeholders.</li> <li>❖ Set strategies to achieve outcomes identified.</li> <li>❖ Define role and responsibilities in matters relating to medications, including stores management, drug distribution and use of medicines.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Maintain and improve recruitment and retention programs.</li> <li>❖ Achieve optimal number of pre-registration training positions.</li> <li>❖ Determine and develop methods to provide adequate relief to rural and remote areas.</li> <li>❖ Develop and implement a workforce strategy that seeks to improve skills, knowledge base and productivity of workforce.</li> <li>❖ Attain appropriate award structures to reflect workforce needs and best use of skills.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Review and consider priorities for implementation of Australian Pharmaceutical Advisory Council (APAC) “National guidelines to achieve the continuum of quality use of medicines between hospital and community”.</li> <li>❖ Review pharmacy resources required for implementation.</li> <li>❖ Define role and responsibilities of pharmacy services for ensuring rational use of medicines across the continuum of care.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Identify existing standards and guidelines.</li> <li>❖ Review and prioritise existing standards and guidelines, adopt as Queensland Health standards where relevant and implement.</li> <li>❖ Develop additional standards and guidelines where necessary.</li> <li>❖ Establish suitable benchmarks in clinical and management areas.</li> <li>❖ Develop data collection methodology and processes.</li> <li>❖ Advocate for necessary legislative changes.</li> </ul>
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> <li>❖ Patient satisfaction survey instrument developed.</li> <li>❖ Continuous improvement in client satisfaction demonstrated.</li> <li>❖ Performance indicators for pharmacy services accepted by Queensland Health.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Number and per cent of unfilled pharmacist positions.</li> <li>❖ Review of work practices and skill mix completed.</li> <li>❖ Ratio of pharmacist to non-pharmacist staff.</li> <li>❖ Per cent of staff meeting requirements of professional development programs.</li> <li>❖ LATTICE reports monitored on a regular basis.</li> <li>❖ Performance indicators for retention and recruitment of staff established.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Queensland Health policy on implementation of APAC guidelines developed.</li> <li>❖ Per cent of pharmacy departments that have developed an implementation plan identifying:               <ul style="list-style-type: none"> <li>– prioritisation</li> <li>– role and responsibilities</li> <li>– resources required</li> <li>– procedures.</li> </ul> </li> <li>❖ Per cent of hospitals that have adopted and maintained the APAC guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Committee to provide advice to Queensland Health on hospital pharmacy services and standards established and operating.</li> <li>❖ Benchmarks developed for:               <ul style="list-style-type: none"> <li>– stock turn ratio</li> <li>– clinical services.</li> </ul> </li> <li>❖ Guide for risk management plan in pharmacy units established.</li> </ul>

# FOR PHARMACY SERVICES

5. Develop and promote clinical and management decision-making through integrated information systems.	6. Improve health outcomes through the delivery of pharmacy services.	7. Improve and promote coordination of pharmacy services within Queensland Health.	8. Create an environment that supports pharmacists' active engagement in teaching and research leading to publication and recognition, with a view to supporting evidence-based practice.
<ul style="list-style-type: none"> <li>❖ Plan, develop and implement a fully integrated pharmacy information system model.</li> <li>❖ Ensure staff have appropriate skills and support services.</li> <li>❖ Ensure processes are in place to enable data to be used.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Identify the appropriate role of pharmacists.</li> <li>❖ Involve pharmacists in all levels of care where they will add value.</li> <li>❖ Promote, in collaboration with other health professionals, the concept of Quality Use of Medicines.</li> <li>❖ Make cost-effective and appropriate use of support staff</li> <li>❖ Develop health outcome measures relevant to pharmacy services.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Review pharmacy service needs on a hospital and health services basis.</li> <li>❖ Determine from where services required can be provided on a zonal or wider basis.</li> <li>❖ Use information to facilitate networking between pharmacy services.</li> <li>❖ Formalise links between hospitals and zones.</li> <li>❖ Establish global workload measures.</li> <li>❖ Develop opportunities for sharing knowledge throughout pharmacy services.</li> <li>❖ Review delineation of pharmacy departments.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Define roles and responsibilities for research in pharmacy services.</li> <li>❖ Propose strategies for Queensland Health to recognise and support the implementation of pharmacy-based research.</li> <li>❖ Develop skills for conducting research and teaching in pharmacy.</li> <li>❖ Compile a manual relating to steps for research and funding.</li> <li>❖ Develop shared responsibilities (including interdisciplinary) for in-service programs.</li> </ul>
<ul style="list-style-type: none"> <li>❖ Pharmacy information model accepted.</li> <li>❖ Funding basis for pharmacy information system established.</li> <li>❖ Implementation plan accepted.</li> <li>❖ Year 2000 problem effectively addressed.</li> <li>❖ Per cent of pharmacy departments using pharmacy information system.</li> <li>❖ Per cent of relevant staff trained to use the pharmacy information system.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Document defining scope of pharmacy services developed.</li> <li>❖ Health outcome measures accepted.</li> <li>❖ Number of pharmacy departments with defined process for reporting and documenting of adverse drug reactions.</li> <li>❖ Number of pharmacists involved in education of other health professionals.</li> <li>❖ Number and outcome of drug utilisation evaluations undertaken.</li> <li>❖ Interdisciplinary meetings related to Quality Use of Medicines established.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Review of pharmacy service needs completed.</li> <li>❖ Zonal links established and functioning.</li> <li>❖ Number of hospitals with established links.</li> <li>❖ Provision of information on QHiN.</li> <li>❖ Per cent of pharmacy departments with at least QHiN and e-mail access.</li> <li>❖ Directory of services, experts and special interest groups developed.</li> <li>❖ Professional performance indicators accepted.</li> <li>❖ Number of pharmacists rotating between metropolitan and district hospitals.</li> <li>❖ Delineation of pharmacy departments updated.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Number of conjoint positions established.</li> <li>❖ Manual for research and funding procedures developed.</li> <li>❖ Number of pharmacy departments providing education in 12 months.</li> <li>❖ Number of publications and paper and poster presentations at conferences.</li> </ul>

# CORE VALUES

Queensland Health pharmacy services include pharmacists, support personnel and resources to facilitate undertaking the role of the pharmacist in Queensland Health facilities and institutions.

The core values within Queensland Health pharmacy services include:

## **Patient - Client – Customer Focus**

“Service to the client is the focus of our professional activities.” To achieve this, we:

- ❖ meet the needs of our individual clients through the adoption of *Quality Use of Medicines*\* principles
- ❖ foster the concept of partnership between providers and consumers to achieve shared goals.

## **Teamwork**

“We actively contribute our specialised knowledge and skills through participation in a multidisciplinary team.” To achieve this, we:

- ❖ demonstrate and support interdisciplinary and intradisciplinary communication
- ❖ provide leadership appropriately
- ❖ appreciate the expertise and contribution of others.

## **Quality and Excellence**

“We strive to achieve quality and excellence in our service by the provision of optimal medication management, throughout the continuum of care.” To achieve this, we:

- ❖ use a quality improvement approach and apply it within a framework of professional standards whilst considering community expectations
- ❖ demonstrate evidence-based decision making
- ❖ demonstrate leadership in *Quality Use of Medicines*
- ❖ develop and implement standards of education, training and development, for all employees reflecting contemporary professional standards

## **Innovation and Flexibility**

“We create and support an environment and opportunities which promote, anticipate and respond to changing circumstances and clients needs.” To achieve this, we:

- ❖ advance service delivery and patient care using expert clinical judgement and technology
- ❖ undertake, participate in, disseminate and apply the results of research into current best practice in the clinical situation
- ❖ encourage participation in opportunities for professional growth and development and facilitate resourcing
- ❖ develop innovative approaches to providing appropriate education and training.

## **Professionalism and Integrity**

“We, as a service strive to have motivated professionals committed to evidence-based practice, leadership by example, continuous improvement and ethical practice.” To achieve this, we:

- ❖ encourage integrity, professionalism, commitment, honesty, duty of care
- ❖ actively contribute to education and training of current and future practitioners
- ❖ maintain professional and ethical standards, knowledge and expertise
- ❖ commit to performance accountability.

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## **Role of the pharmacist**

The role of pharmacists providing Queensland Health Pharmacy Services includes:

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|------------------------|---|
| Professional           | - assurance that pharmaceutical, legal, ethical and professional responsibilities are fulfilled.  |
| Clinical               | - responsibility for dispensing, drug information and advice; contribution to the continuum of quality use of medicines; provision of clinical pharmacy services; participation in ward/unit rounds and meetings; responsibility for preparation of pharmaceutical products; contribution to the development of multidisciplinary care plans and clinical pathways; participation in community healthcare programs. |
| Research               | - participation in research projects; participation in planning, implementation and evaluation of clinical trials and investigational drugs, including dispensing and maintenance of records.   |
| Management             | - participation in quality improvement programs, drug and therapeutic and other committees affecting pharmacy; responsibility for drug acquisition and distribution systems, stock control and financial management, pharmacy support services, and safe disposal of drugs; training and supervision of pharmacy support personnel; general management, planning and development of pharmaceutical services.        |
| Education and training | - participation in education and training on drug-related matters for healthcare consumers and providers.   |
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\* The goal of *Quality Use of Medicines* is to optimise medicinal drug use to improve health outcomes. The optimal use of medicines involves the promotion of judicious selection of management options; appropriate choice of medicine and dosage regimens; and safe use. (Adapted from *A Policy on Quality Use of Medicines. Commonwealth Department of Health, Housing and Community Services 1992.*)

## **Further information**

Contact your local Hospital Pharmacy Department or

Pharmaceutical Advisory Services  
Telephone: 07 3234 1167  
Facsimile: 07 3234 0773

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