

Restructuring a Pharmacy Department to Develop a Focus on Medication Safety

Alka Garg - Manager Safe Use of Medicines

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Service Manager at the time of the
intervention)

Need to Restructure

- Population demographics, growth, acuity, churn rate
- Departmental Growth/increased pressure
- Re-engineering of Pharmacist roles
- Increasing demands of the healthcare community – On Pharmacy
- Focus on Patient safety
- Technology changes
- Efficiency, effectiveness

A review of Pharmacy services that complements and extends the services that CMDHB offers to the population of CMDHB

Restructuring process

Focus group – **Pharmacy Forward**
encompassing all stakeholders

- ◆ Identify current opportunities, prioritise key directions, and understand current gaps or constraints
- ◆ Guide recommendations and influence action plans
- ◆ Take up actions in the service through a range of work and projects.

Identified Opportunities

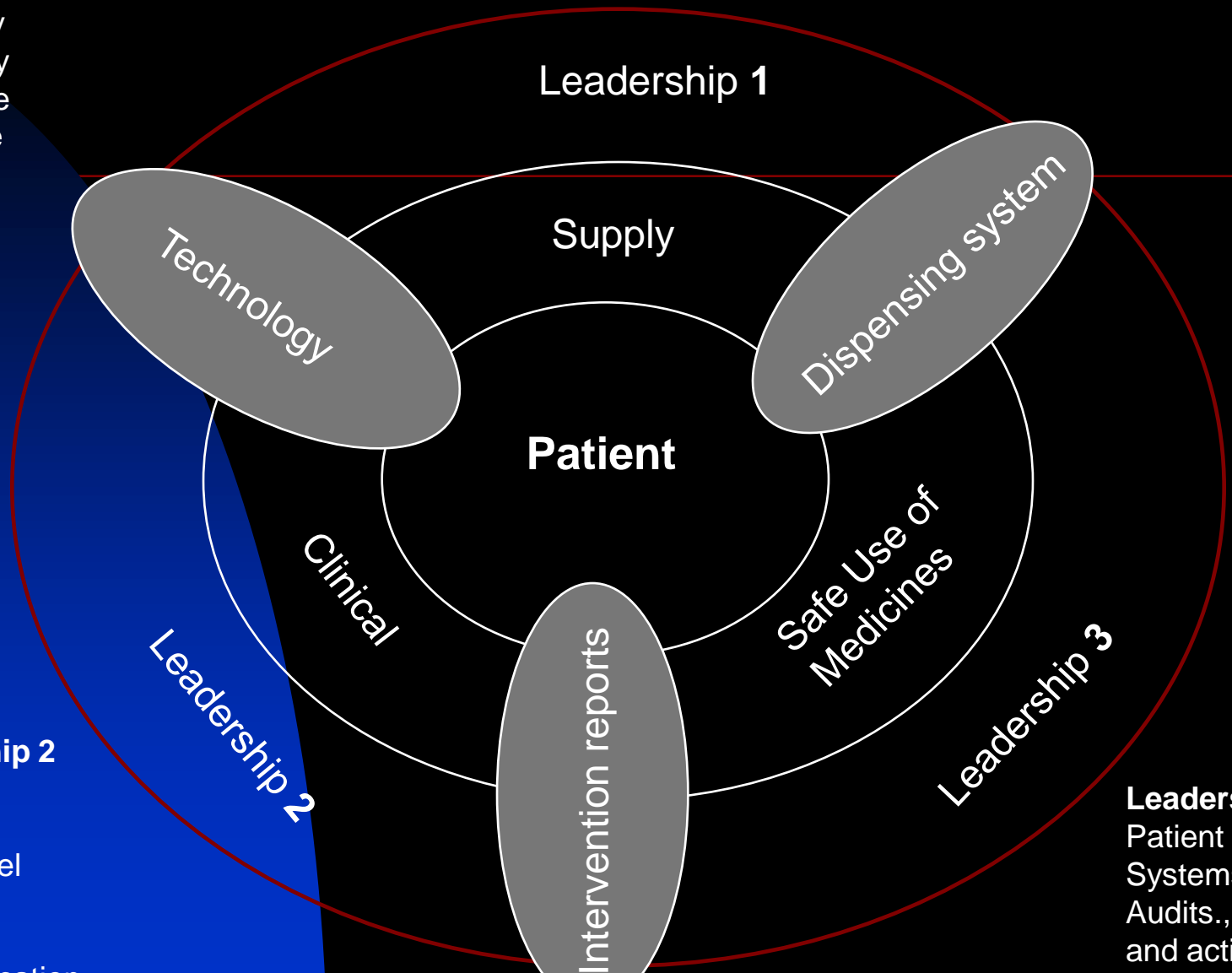
- Quality Service issues
 - ◆ Roles, accountabilities, gaps in service etc.
- Medication safety
 - ◆ Linking into National / Regional / Local initiatives link into these
 - ◆ Increase resource of experienced practitioners
 - ◆ Identify the current points of intervention that pharmacists could add value
 - ◆ Medication reconciliation on admission
 - ◆ Pharmacist input at discharge
 - ◆ Medications errors and ADEs – measure and manage
 - ◆ Clinical pharmacists Interventions
- Discharge management
- Primary-Secondary integration
- Distribution technology

Medication safety – as in old structure

- Too simplistic
- Focus on supply and bundled clinical issues
- Broad range of activities spread over the team
- Little accountability or ownership
- Environmental cultural change putting pressure on core values of the department (supply/lumped clinical issues)

A New Vision

Leadership 1
 Supply
 Accuracy
 Efficiency
 Discipline
 Structure
 Process



Technology

Supply

Dispensing system

Patient

Clinical

Safe Use of Medicines

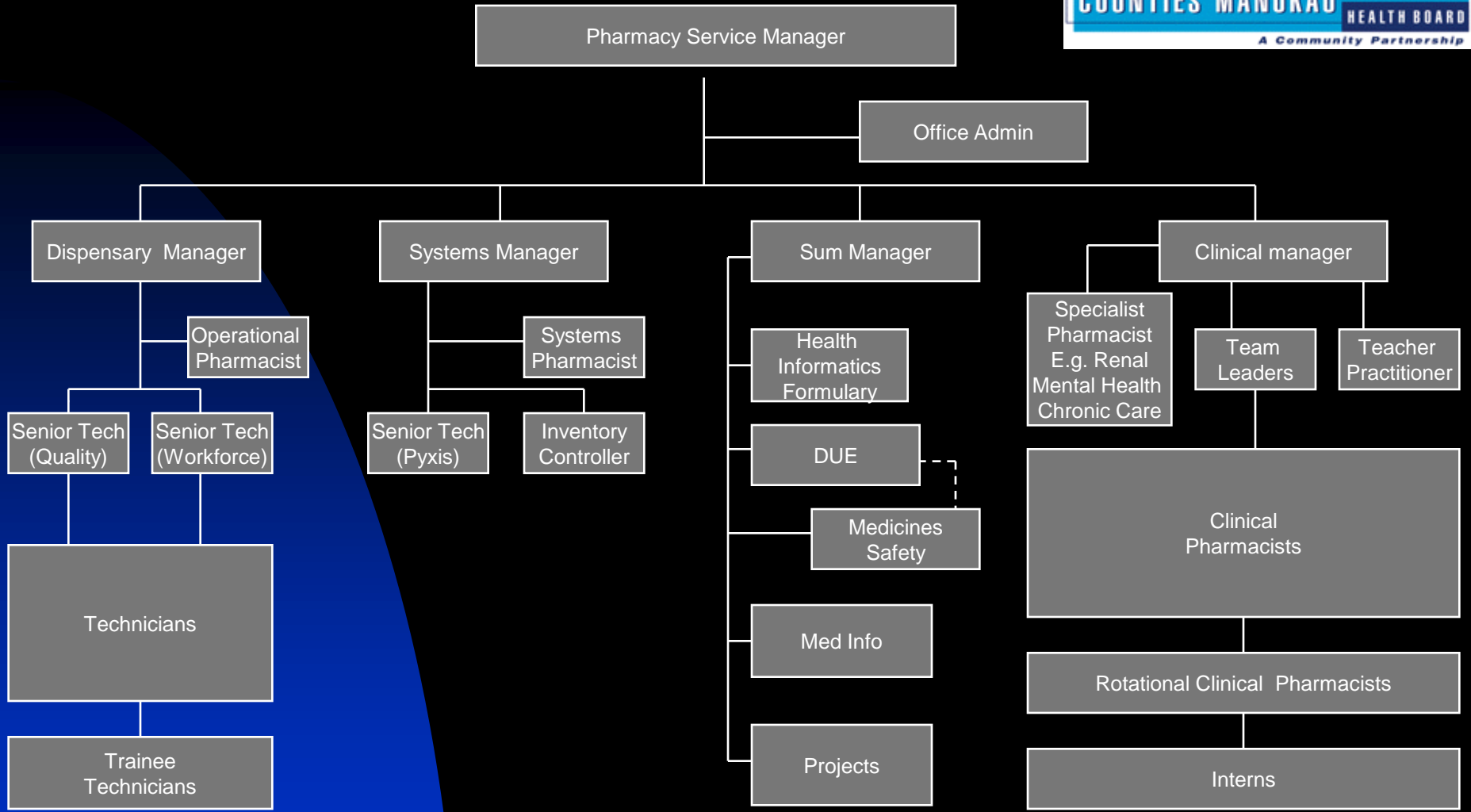
Intervention reports

Leadership 2

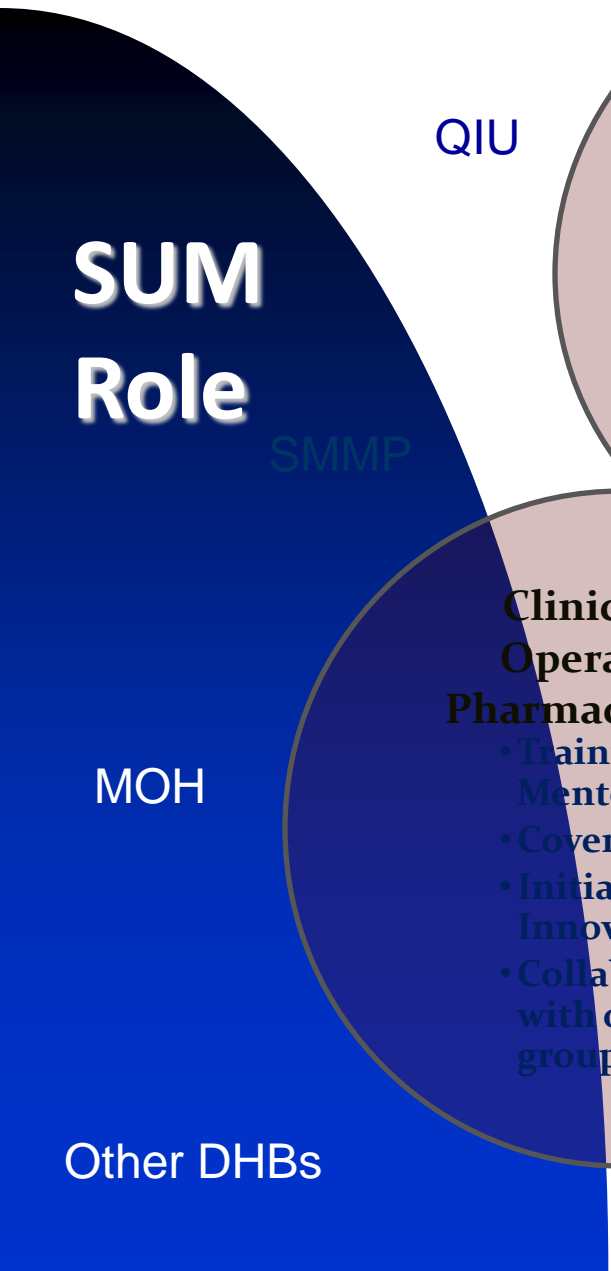
Leadership 3

Leadership 2
 Vision
 Positivity
 Role Model
 Support
 Nurture
 Communication
 Network

Leadership 3
 Patient Safety
 Systems for safety
 Audits., evaluation
 and action
 Project management
 Support, guidance



New Structure



SUM Role

SMMP

MOH

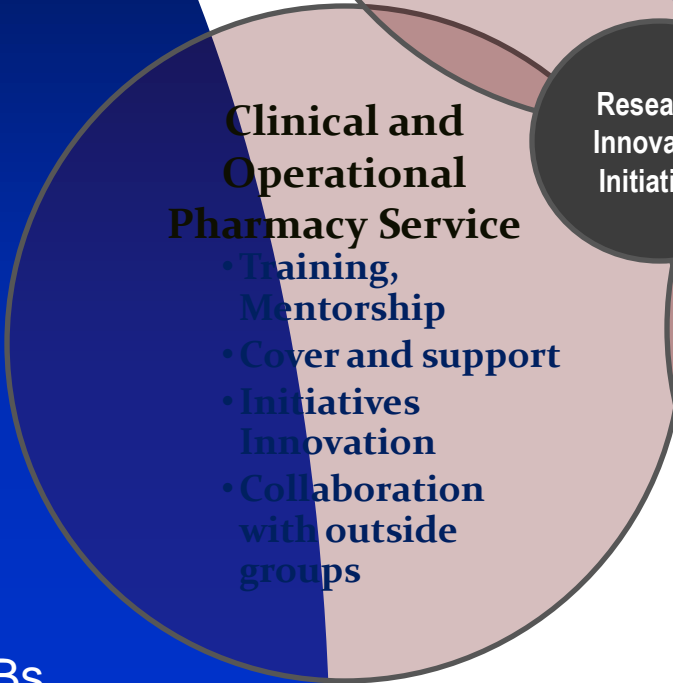
Other DHBs

QIU



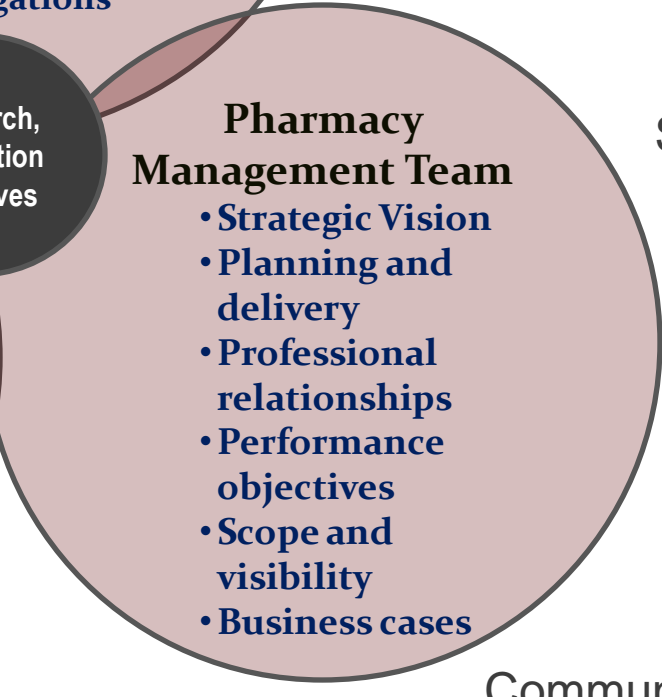
PHARMAC

Universities



MOH

Other DHBs



SQUM

Community

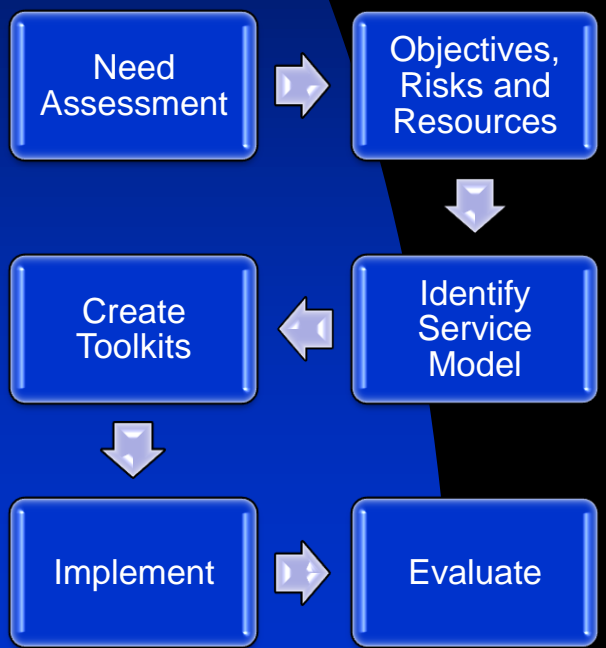
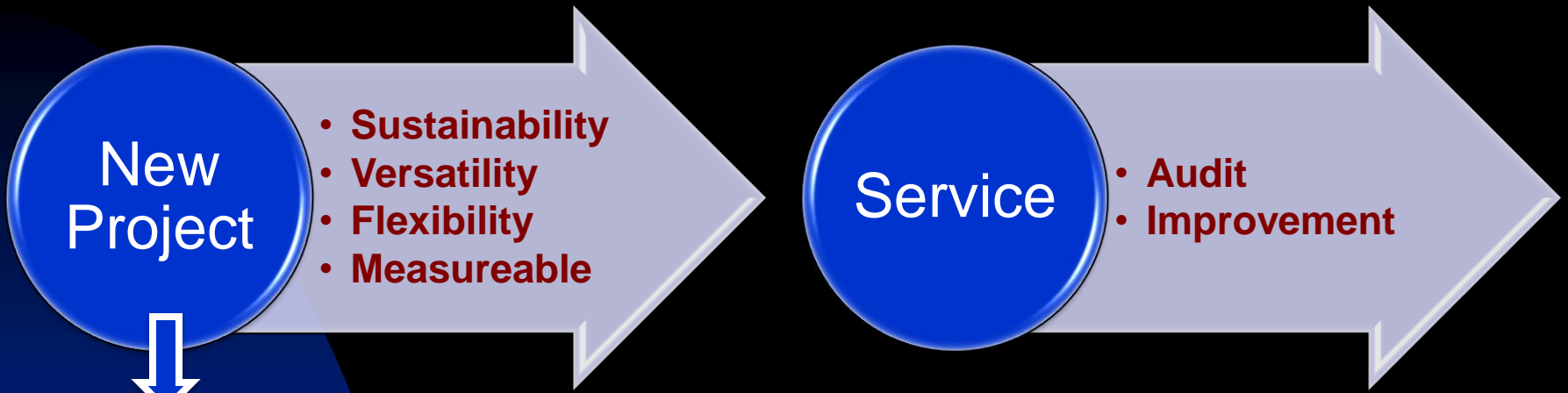
Current Initiatives

1	High risk medication management
2	MR prioritisation and computerization
3	PYXIS roll out
4	Quantifi ^R / Intervention capture
5	Guardrails
6	Safe Prescribing teaching
7	Document management
8	Pharmacist at discharge
9	Discharge EDS template

- ❖ Program management
- ❖ Prioritising and interlinking
- ❖ Link with stakeholders
- ❖ Planning and using frameworks
- ❖ Team work!!!!!!

New Initiatives

- Promoting research and new ideas
- Patient education/Counselling tools
- Adverse drug event measurement – act on results generated
- Medication error management
- Linking information systems e.g. e-Prescribing, National Medication Chart, Community Repository, Testsafe
- Primary-secondary care integration
- Increase visibility and participation at National and International levels
- *Increasing focus on using the different components of the pharmacy workforce in the most effective and efficient manner.*

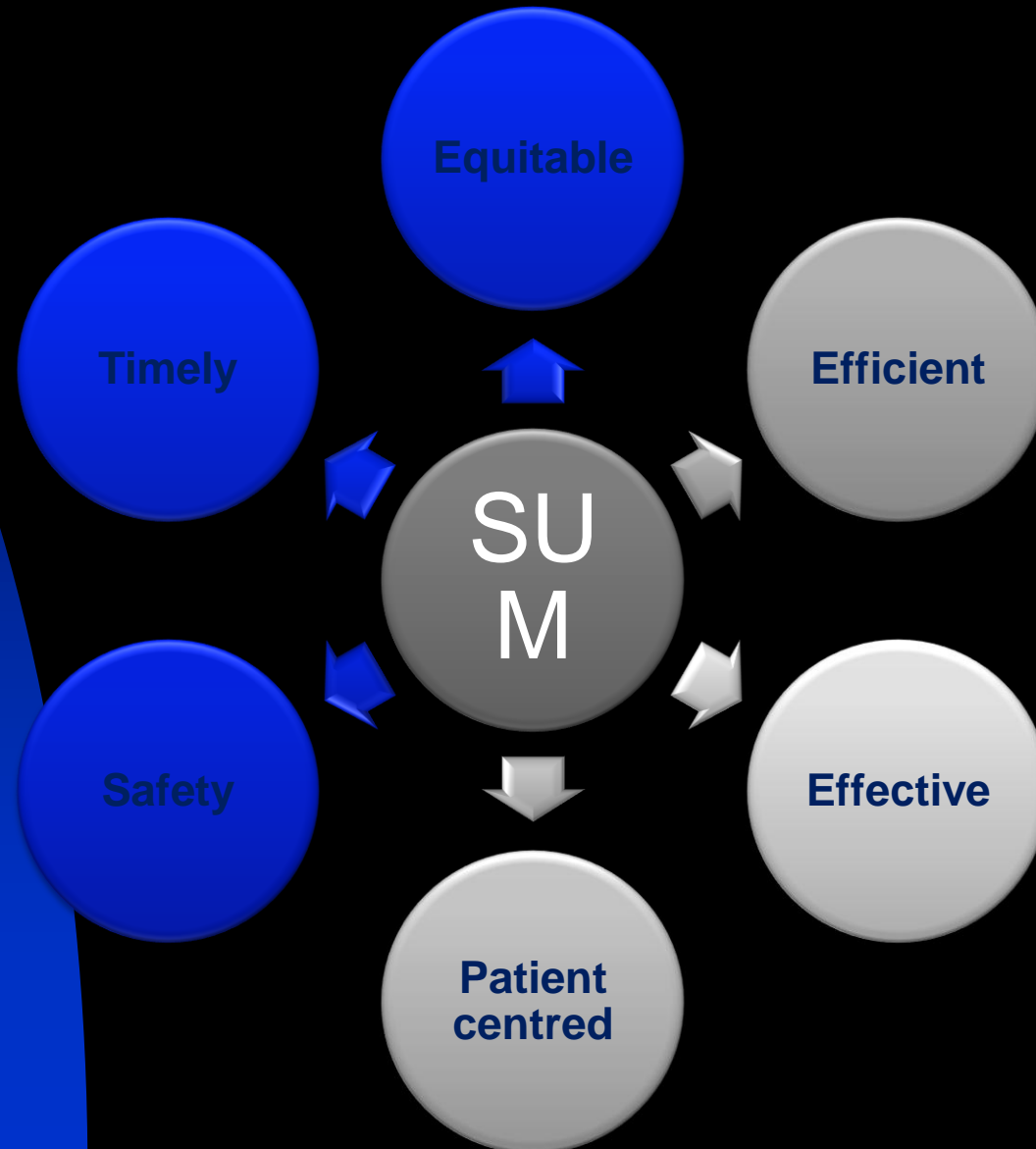


Implementation

Outcomes

- Definite focus on Medication safety
- Effective leadership
- Increased awareness re ownership of medication safety within internal and external stakeholders
- Improved networking with other departments on safety issues
- Dedicated team - Clear roles and responsibilities, reporting lines
- Collaborative work - within the team, department, between departments, regional/national
- New initiatives
- **Visibility**

Healthcare Quality



**Any change, even a change for the better,
is always accompanied by drawbacks and discomforts**

Arnold Bennett (novelist, playwright, critic, and essayist, 1867 - 1931)

...going through the process, managing change, getting clear gains!!!

Thank You