

Enhancing a Local Rural Hospital Pharmacy Workforce via Collaboration and Partnership

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Background

- Benalla Health (BENH) is our rural city's public hospital & health service, providing healthcare to a local population of approx. 14,000 (within a wider catchment of 20,000) in northeast Victoria.
- Benalla's rurality is defined as a Modified Monash Model (MMM) 4 "Rural location" and its wider catchment = MMM 5.⁽¹⁾
- BENH provides urgent care, acute medical, surgical & maternity services, community health and aged care.⁽²⁾
- BENH has an on-site hospital Pharmacy Department (Mon-Fri).
- Late 2019: Pharmacy workforce = 1 Equivalent Full Time (EFT) Pharmacist, < 1 EFT Pharmacy Technician, with Pharmacist's planned leave covered by 3 local experienced pharmacists (on a casual basis).

Objective

- To develop an innovative & collaborative Multi-site Pharmacy Intern Training program, and enhance local rural hospital pharmacist workforce capacity.

Actions

Figure 1: Inaugural (2021) NHW/BENH Intern Rotation Roster

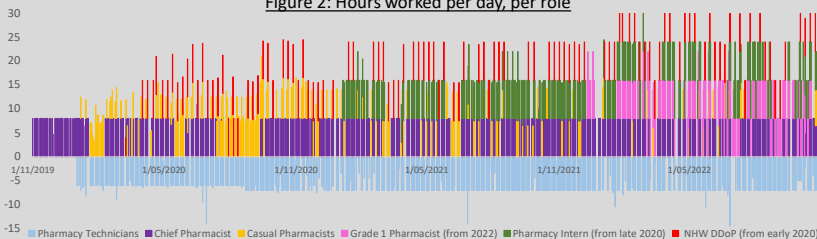
Week Beginning	NHW Intern 1		NHW Intern 2		NHW Intern 3		BENH/NHW Intern	
	Clinical Rotations (with Pharmacist)	Intern: Ward Lead	Clinical Rotations (with Pharmacist)	Intern: Ward Lead	Clinical Rotations (with Pharmacist)	Intern: Ward Lead	Clinical Rotations (with Pharmacist)	Intern: Ward Lead
07-December-2020	0800 - 1645 Orientation to NHW	-	0800 - 1645 Orientation to NHW	-	0800 - 1645 Orientation to NHW	-	0800 - 1645 Orientation to NHW	-
14-December-2020	See Week 1 & 2 Timetable	-	See Week 1 & 2 Timetable	-	See Week 1 & 2 Timetable	-	See Week 1 & 2 Timetable	-
21-December-2020	On Leave	-	On Leave	-	On Leave	-	On Leave	-
28-December-2020	On Leave	-	On Leave	-	On Leave	-	On Leave	-
04-January-2021	Medical (0845-1730)	Maternity + Special Care Nursery	Surgical (0800-1645) (includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	Day Surgery + Medical/Surg overflow beds	Dispensary / HITH / Oncology / Med Safety (0800-1645)	Dialysis	Benalla Health Mon, Wed-Fri, on site at NHW Tuesdays	Clinical focus at BENH = Acute Ward (throughout year) - mixture of Acute Medical, Surgical, Subacute, GEM, Rehab
11-January-2021	-	-	-	-	-	-		
18-January-2021	Dispensary / HITH / Oncology / Med Safety (0800-1645)	Dialysis	Medical (0845-1730)	Maternity + Special Care Nursery	Surgical (0800-1645) (includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	Day Surgery + Medical/Surg overflow beds	-	-
25-January-2021	-	-	-	-	-	-	-	-
01-February-2021	Surgical (0800-1645)	Day Surgery + Medical/Surg overflow beds	Dispensary / HITH / Oncology / Med Safety (0800-1645)	Dialysis	Medical (0845-1730)	Maternity + Special Care Nursery	-	-
08-February-2021	(includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	-	-	-	-	-	-	-
15-February-2021	-	-	-	-	-	-	-	-
22-February-2021	-	-	-	-	-	-	-	-
01-March-2021	Rehab, GEM / SCOVID-COVID / Paediatrics (0845-1730)	Dialysis	Surgical (0800-1645) (includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	Day Surgery + Medical/Surg overflow beds	1 week each at Beechworth Health (Beechworth Pharmacy), Yarrawonga Health (Terry White Chemist Yarrawonga), Benalla Health Pharmacy Dept/Acute Ward	Surgical (0800-1645) (includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	NHW Medical (0845-1730)	NHW Maternity + Special Care Nursery
08-March-2021	-	-	-	-	-	-	-	-
15-March-2021	-	-	-	-	-	-	-	-
22-March-2021	-	-	-	-	-	-	-	-
29-March-2021	Medical (0845-1730)	Maternity + Special Care Nursery	Rehab, GEM / SCOVID-COVID / Paediatrics (0845-1730)	Dialysis	Surgical (0800-1645) (includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	Day Surgery + Medical/Surg overflow beds	-	-
05-April-2021	-	-	-	-	-	-	-	-
12-April-2021	Surgical (0800-1645)	Day Surgery + Medical/Surg overflow beds	Medical (0845-1730)	Maternity + Special Care Nursery	Rehab, GEM / SCOVID-COVID / Paediatrics (0845-1730)	Dialysis	-	-
19-April-2021	(includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	-	-	-	-	-	-	-
26-April-2021	-	-	-	-	-	-	-	-
03-May-2021	Emergency (0845-1730)	Dialysis	Surgical (0800-1645) (includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	Day Surgery + Medical/Surg overflow beds	Medical (0845-1730)	Maternity + Special Care Nursery	-	-
10-May-2021	-	-	-	-	-	-	-	-
17-May-2021	-	-	-	-	-	-	-	-
24-May-2021	Medical (0845-1730)	Maternity + Special Care Nursery	Pharmacy, Yarrawonga Health (Terry White Chemist Yarrawonga), Benalla Health Pharmacy Dept/Acute Ward	Special Care Nursery	Critical Care Unit / Inpatient Mental Health / Perip Clinic (0800-1645)	Dialysis	-	-
31-May-2021	-	-	-	-	-	-	-	-
07-June-2021	Surgical (0800-1645)	Day Surgery + Medical/Surg overflow beds	Medical (0845-1730)	Maternity + Special Care Nursery	Critical Care Unit / Inpatient Mental Health / Perip Clinic (0800-1645)	Dialysis	-	-
14-June-2021	(includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	-	-	-	-	-	-	-
21-June-2021	-	-	-	-	-	-	-	-
28-June-2021	-	-	-	-	-	-	-	-
05-July-2021	Critical Care Unit / Inpatient Mental Health / Perip Clinic (0800-1645)	Dialysis	Surgical (0800-1645) (includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	Day Surgery + Medical/Surg overflow beds	Medical (0845-1730)	Maternity + Special Care Nursery	-	-
12-July-2021	-	-	-	-	-	-	-	-
19-July-2021	-	-	-	-	-	-	-	-
26-July-2021	Medical (0845-1730)	Maternity + Special Care Nursery	Critical Care Unit / Inpatient Mental Health / Perip Clinic (0800-1645)	Dialysis	Surgical (0800-1645) (includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	Day Surgery + Medical/Surg overflow beds	-	-
02-August-2021	-	-	-	-	-	-	-	-
09-August-2021	1 week each at Beechworth Health (Beechworth Pharmacy), Yarrawonga Health (Terry White Chemist Yarrawonga), Benalla Health Pharmacy Dept/Acute Ward	Special Care Nursery	Medical (0845-1730)	Maternity + Special Care Nursery	Emergency (0845-1730)	Dialysis	-	-
16-August-2021	-	-	-	-	-	-	-	-
23-August-2021	Surgical (0800-1645)	Day Surgery + Medical/Surg overflow beds	Emergency (0845-1730)	Dialysis	Medical (0845-1730)	Maternity + Special Care Nursery	-	-
30-August-2021	(includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	-	-	-	-	-	-	-
06-September-2021	Medical (0845-1730)	Maternity + Special Care Nursery	Surgical as the leader (0800-1645) (as the leader, supervising pharmacist to assist, workload prioritisation by intern)	Day Surgery + Medical/Surg overflow beds	Rehab / SCOVID-COVID / Paeds (0845-1730) (as the leader)	Dialysis	-	-
13-September-2021	-	-	-	-	-	-	-	-
20-September-2021	-	-	-	-	-	-	-	-
27-September-2021	-	-	-	-	-	-	-	-
04-October-2021	Rehab / SCOVID-COVID / Paeds (0845-1730) (as the leader)	Dialysis	Surgical as the leader (0800-1645) (as the leader, supervising pharmacist to assist, workload prioritisation by intern)	Day Surgery + Medical/Surg overflow beds	Surgical as the leader (0800-1645) (includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	Day Surgery + Medical/Surg overflow beds	-	-
11-October-2021	-	-	-	-	-	-	-	-
18-October-2021	-	-	-	-	-	-	-	-
25-October-2021	-	-	-	-	-	-	-	-
01-November-2021	-	-	-	-	-	-	-	-
08-November-2021	-	-	-	-	-	-	-	-
15-November-2021	Surgical as the leader (0800-1645) (includes Friday Theatre Omnicell 58/511 Restocks with Pharmacist)	Day Surgery + Medical/Surg overflow beds	Rehab / SCOVID-COVID / Paeds (0845-1730) (as the leader)	Dialysis	Medical (0845-1730) (as the leader, supervising pharmacist to assist, workload prioritisation by intern)	Maternity + Special Care Nursery	-	-
22-November-2021	-	-	-	-	-	-	-	-
29-November-2021	-	-	-	-	-	-	-	-

- During 2020: BENH collaborated with NHW's (MMM 3)⁽¹⁾ Pharmacy Department; NHW's Deputy Director of Pharmacy commenced 1 day/week at BENH (initially in role focused on Clinical Governance & Medication Safety).
- BENH & NHW were each granted funding towards Pharmacy Intern training positions (via Expressions Of Interest to Vic Department of Health's Hospital Pharmacy Intern Program expansion for 2021).
- NHW DDoP's BENH role expanded to include Intern Program design & implementation, Clinical Pharmacy Educator, Intern Preceptor.
- NHW's existing Pharmacy Intern Training Program for 2 Interns expanded, via collaboration, to become a Multi-Site Program for 4 Pharmacy Interns including rotations across NE Vic health services & community pharmacies (Fig 1).
- Recruitment via the SHPA Victorian Hospital Pharmacy Intern Program⁽³⁾ candidate matching process was successful.
- BENH provided accommodation to facilitate and expedite relocation of BENH's first Pharmacy Intern from interstate.
- Orientation commenced at NHW to ensure our BENH Pharmacy Intern had the opportunity to development wider peer & professional connections, expanding their learning, support & social relationships.

Evaluation

- Late 2020: BENH's first Pharmacy Intern commenced (see Fig 2).
- Late 2021: BENH's first Pharmacy Intern successfully achieved General registration as a Pharmacist.
- Early 2022: Retained at BENH as a Grade 1 Pharmacist, in a newly created position, further strengthening the support & supervision for the 2022 Pharmacy Intern, sustaining medication safety gains, & providing more reliable leave cover for the Chief Pharmacist (see Fig 2).
- Late 2022: BENH Grade 1 Pharmacist also completed clinical rotations at NHW, with BENH role backfilled by Grade 1 Pharmacists from NHW (also from 2021 Pharmacy Intern cohort).

Figure 2: Hours worked per day, per role



Discussion

- During Aug-Sep 2021, directives restricting staff movement between health services (due to the COVID-19 pandemic) disrupted the rotation of BENH & NHW Pharmacy Interns across the region, so not all rotations occurred as planned.
- Despite this disruption, we have demonstrated that via collaboration, and with Executive support, a small rural hospital can attract, support, train & retain a local, skilled, rural hospital pharmacy workforce.
- In addition to a significant reduction in BENH's reported medication incidents "with harm", medication safety enhancements (such as improved medication reconciliation on admission) have been observed in the setting of BENH's Pharmacy workforce expansion & collaboration (see #MM2022SHPA Poster 180).

References

- Health Workforce Locator, Modified Monash Model. Australian Government, Department of Health and Aged Care. (Jul 2022) Available at <https://www.health.gov.au/resources/apps-and-tools/health-workforce-locator/health-workforce-locator> [Accessed 7 Nov 2022].
- Benalla Health <https://www.benallahealth.org.au> [Accessed 10 Nov 2022].
- Victorian Hospital Pharmacy Intern Program, Workforce & Research - Early Career Pharmacists. Society of Hospital Pharmacists of Australia. (2022) Available at <https://www.shpa.org.au/workforce-research/early-career-pharmacists/vic-intern-program> [Accessed 11 Nov 2022].

Acknowledgements

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- 2021 BENH & NHW Pharmacy Interns Senita Jaji⁽²⁾, Jacqueline Wall⁽¹⁾, Rhonna Smith⁽¹⁾, Courtney Doyle⁽¹⁾