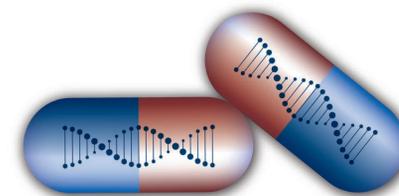


Strategic Human Resource Management: Building pharmacist workforce capacity to deliver pharmacogenomics in Australian healthcare organisations

Eve Finn B.Pharm, GCertBA, MSHP



Background

Pharmacogenomics is an emerging field of precision medicine in its early stages of implementation in Australia. Building an Australian health workforce literate in genomics is a strategic priority identified in The National Health Genomics Policy Framework. Pharmacists are well suited to lead the implementation and oversight of pharmacogenomic programs. Strategic Human Resource Management (HRM) is a future-oriented process of planned HR activities, such as recruitment, learning and development, that are measurable, have internal alignment with the organisation's corporate strategy and external alignment with the organisation's external environment, and directly contribute to long-term objectives. This approach crafts a strategic plan for the organisation responding to external industry changes. This process can be applied to plan and build technical capability within the Australian pharmacist workforce to lead this field of precision medicine.

Objective(s)

To create a strategic HRM plan for pharmacogenomics, with a focus on education to upskill the pharmacist workforce, thereby building strategic capability within organisations to achieve the pharmacogenomic outcomes required.

Action (Method)

Business analysis frameworks were used for industry analysis. The pharmacogenomic program objectives were aligned with the organisation's mission, objectives, and overarching strategy. A strategic HRM plan was created, including goals, actions, measures of success and suggested timeframe for each action.

Evaluation

The inherent strengths and weaknesses of the strategic HRM approach were investigated. Strengths include evidence-based recommendations, provides strategic focus to guide training and development and an intuitive, logical method for planning a skilled workforce. Weaknesses include an assumption that the current workforce will embrace and prioritise this new field through their continuing professional development (CPD), rather than CPD learnings relevant to their current practise. The study recognises upskilling the existing workforce will take time and that fast-tracked implementation relies on the existence, availability, and recruitment of external talent.

Discussion

A major challenge for the implementation of pharmacogenomic programs in Australian healthcare organisations is workforce capacity and capability. This plan offers insight into workforce planning for pharmacist's expanded role in implementation, governance and clinical service delivery for pharmacogenomics. Furthermore, this plan provides insight into the process, including goals and key decisions for the implementation of pharmacogenomic programs.

Strategic HRM is a future-oriented process, aligning human resources and strategy to provide strategic focus and direction for pharmacist led implementation of pharmacogenomics in Australian healthcare organisations, raising the profile of our profession in the evolution toward precision medicine.

References available on request

Strategic HRM Action Plan for Pharmacogenomic Program

Goals	Actions	Timeline	Measures of success
Value creation: identify opportunity and context by conducting an internal and external environment analysis	Utilise PESTLE and VRIO frameworks to assess internal and external environments	1 month	Completed internal and external environment analysis, recommendations cover exploiting opportunities within context scope of organisation
Develop a vision for pharmacogenomic service offer	Coordinate a meeting of subject matter experts (SME) and business leaders to research, brainstorm, consult stakeholders and prepare a recommendation for the general managers and executive strategy meeting Add vision recommendation to the agenda for the next executive strategy meeting for approval	2 months	A completed, approved vision statement aligned with the organisations stated vision and values
Identify the resources and capabilities required	Liaise with SME, leaders in the field, and peak professional bodies, such as American Society of Health-System Pharmacists (ASHP) to identify the resources and capabilities required Explore pathology partner options Identify software with pharmacogenomic clinical decision support	2 months	Comprehensive verified list of required resources and capabilities Pathology partner proposal for executive review Software procurement proposal for executive review
Structure and governance	Consult HR and request a recommendation for program structure and governance. Consider horizontal linkages for optimal learning, flexibility, and agility Appoint a director of genomics to lead and oversee implementation and ongoing service delivery Establish a cross functional team for design, integration, implementation, and ongoing governance Make key decisions about pathology partner and software	3 months	HR recommendation received Director appointed Formation of a team Pathology agreement Software purchase agreement
Establish the technical competencies required Develop talent with required competencies Recruit talent with required competencies	Identify the organisation competencies and individual competencies required Establish the roles required and quantify the positions required Match these individual competencies to formal certification and training courses to enable upskilling of the existing workforce Recruit talent with required competencies Utilise social and organisation capital: consider unique knowledge, skills, and abilities (KSA), such as employees' networks in the pathology and genomics industry	6 months	HR plan for the immediate and ongoing human resources to support the program Enrolment in industry standard certification (ASHP Pharmacogenomic certificate course)
Education of the workforce improving genomic literacy of the broader workforce and upskilling and training health professionals to meet the required capabilities	Planned education of the clinical workforce including feature articles in internal education newsletters, presentation at weekly education sessions, internal education modules focused on increasing genomic literacy, industry conference presentations and supporting staff to complete certification course or similar tertiary qualification	ongoing	Employee engagement with digital feature articles and education sessions Completion rate and scores for mandatory internal education module Enrolment and completion rate for certification course or similar tertiary qualification
Use analytics to track and measure progress and success	Create targets for employee engagement in education, training, and upskilling activities Collect and analyse data on employee engagement in education, training, and upskilling activities Regular assessment of internal and external environment Provide quarterly updates to the executive committee and at the organisation's strategy meeting	ongoing	Targets for level of employee engagement in education, training, and upskilling activities Feedback from the executive committee about the progress and success Annual executive assessment of the vision and service offering to continue to create value for the organisation and meet the challenges of the external environment Critique and feedback on quarterly updates presented to the executive committee and at the strategy meeting