



Pharmacy Executives' Career *P*³

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Introduction

The Pharmacy Executives' Career Path, Progression and Promotion were reviewed to:

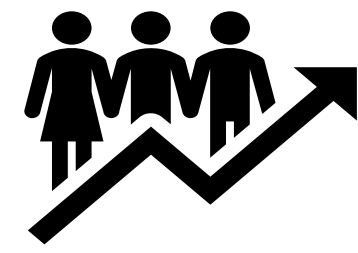
1. Re-design job roles for Executives
2. Enhance career progression and promotion for increased job satisfaction and career fulfilment
3. Optimise workforce planning



Objectives

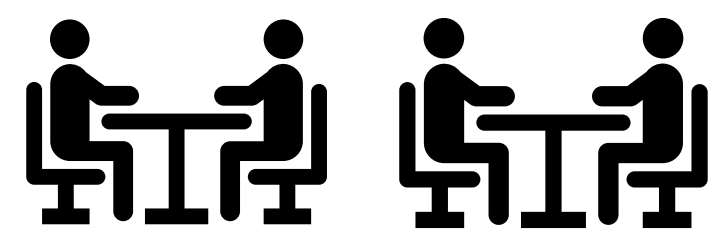
To review and revise Pharmacy Executives' career pathway for alignment to:

- SingHealth Harmonised Career Development Pathway (CDP)
- Staff career aspirations
- Division re-organisation goals and direction



Methodology

1. Anonymised Survey
 - 7 rating scale questions to ascertain the Pharmacy Executives' current state of career fulfillment, growth trajectory, and training and development opportunities
 - 3 open-ended questions to gain understanding of the Pharmacy Executives' priorities and experiences
2. Focus Group Discussions (FGD) conducted with the following groups to gain deeper insights into career development and progression for Pharmacy Executives:
 - Pharmacy Leaders
 - Pharmacy Executives



Results

Rating Scale Scores (1-6 Stars)

Opportunities to develop: 3/6 ★★★★★☆☆

Career growth & development: 3/6 ★★★★★☆☆

Aligned with career goals: 4/6 ★★★★★☆☆

Equipped with necessary tools: 4/6 ★★★★★☆☆

Engaging: 4/6 ★★★★★☆☆

Fulfillment: 5/6 ★★★★★☆☆


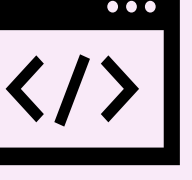
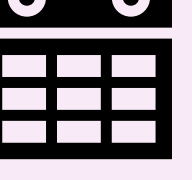
Recommend this organisation to others: 5/6 ★★★★★☆☆

Areas for Development Identified from Open-ended Questions and FGD

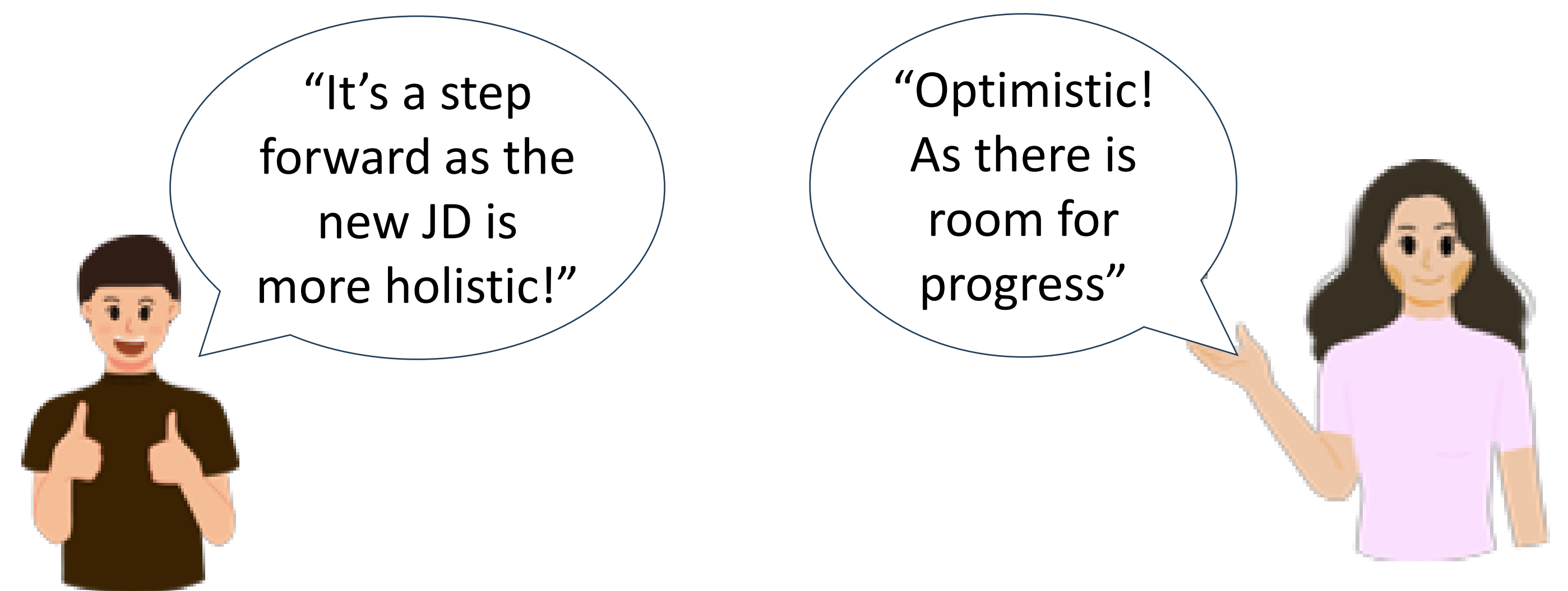
1. Pertinent skill development and recognition
2. Clarity on career progression
3. Flexibility in working arrangement



Implementation

1. **Re-designed** - Job roles with scope expansion and right-siting of suitable administrative duties from Pharmacists. This also allowed Pharmacists to focus more on patient care duties.
2. **Curated** - Training roadmap through the Admin/Ancillary Competency Framework based on identified learning needs. 
3. **Aligned** - Pharmacy Executives' career goals, skills and job satisfaction with SingHealth Harmonised CDP.
4. **Revamped** - Pharmacy Executives job descriptions, where possible.
5. **Engaged** - Pharmacy Leaders on the new framework to facilitate effective career conversations and development plans. 
6. **Revised** - Induction programme for new Pharmacy Executives.
7. **Implemented** - Flexible working schedule based on operational needs, job scope and role. 

Post-Implementation Feedback and Changes



1. Curated training roadmap utilised by Pharmacy Executives and Pharmacy Leaders for Learning Needs Analysis planning, portfolio expansion and meaningful career conversations
2. Pharmacy Executives apprised of their CDP and progression, and more empowered to chart their development path together with their supervisors



Conclusion

- Through this systematic approach of identifying the needs and aspirations of the Pharmacy Executives, the team introduced and enhanced career progression and career fulfilment initiatives for Pharmacy Executives.
- Positive feedback has been received from the Pharmacy Executives and Pharmacy Leaders.
- This project reinforces the nurturing and open culture that the Division is cultivating while maintaining clinical excellence and operational efficiency, emphasising that everyone matters.