

## Lead Emergency Department Pharmacist:

### 1. PURPOSE OF POSITION

The Lead Emergency Department (ED) Pharmacist is responsible for providing a highly specialised clinical pharmacy service to the Taranaki Base Hospital ED and contributing to a seven-day, extended hours service. This position will also be responsible for overseeing the day-to-day operations of the pharmacy ED team. The Lead ED pharmacist works in partnership with the Professional Lead – Pharmacy to support individual ED pharmacy staff and service development.

### 2. ORGANISATIONAL VALUES

At the Taranaki District Health Board (DHB) our mission (Te Kaupapa) is improving, promoting, protecting and caring for the health and well-being of the people of Taranaki. Taranaki DHB's values define who we are as an organisation, the way we work with each other, our patients, whanau and external partners. Our Te Ahu Taranaki DHB values are:

<b>Partnerships</b>	WHANAUNGATANGA	We work together to achieve our goals
<b>Courage</b>	MANAWANUI	We have the courage to do what is right
<b>Empowerment</b>	MANA MOTUHAKE	We support each other to make the best decisions
<b>People Matter</b>	MAHAKITANGA	We value each other, our patients and whanau
<b>Safety</b>	MANAAKITANGA	We provide excellent care in a safe and trusted environment

### 3. DIMENSIONS

<b>Reports to:</b>	Professional Lead - Pharmacy
<b>Number of people reporting to you</b>	-
<b>Financial limits authority</b>	-
<b>Operating Budget</b>	-

### 4. WORKING RELATIONSHIPS

External	Internal
MedSafe	Director of Allied Health
Medicines Control	Associate Director of Allied Health
PHARMAC	Director of Nursing or equivalent
Ministry of Health/Government	Chief Medical Officer
External/other NZ hospital pharmacy	Professional Lead – Pharmacy

services Courier companies Suppliers Professional & Regulatory bodies Tertiary training providers Union Partners External service providers and other agencies relating to pharmacy service provision	Pharmacy Technician Lead Manager, EMM Service EMM Operations Coordinator All Pharmacy and EMM staff Allied Health leaders and staff Nursing leaders and staff Medical leaders and staff Clinical Governance Support Unity Supply and Procurement team Other non-clinical staff Human Resources / Health and Safety / Payroll / Finance etc. Te Pā Harakeke - Maori Health & Equity Directorate
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## 5. ACCOUNTABILITIES

Key area of responsibility	Expected outcomes
<p><b>1. Leadership</b></p> <p><i>Effective, visible and accessible leadership which actively contributes to high-quality pharmacy ED service provision, aligned with evidenced based best practice standards.</i></p> <p><i>Works in partnership with team members, peers and other organisational leaders.</i></p>	<ul style="list-style-type: none"> <li>• Motivate and inspire others to perform to their best, recognising and valuing their work and supporting staff to be accountable for their actions.</li> <li>• Represent the service at directorate, organisational and cross organisational (i.e. sub regional, regional) forums as agreed by the Professional Lead - Pharmacy.</li> <li>• Support the growth and development of team members.</li> <li>• Demonstrate an awareness of health inequalities and support workforce and service initiatives that contribute towards eliminating these inequalities.</li> <li>• Identify and encourage innovation and service enhancements. Contribute to collaborative service transformation initiatives and change.</li> <li>• Work in partnership with the Professional Lead – Pharmacy to identify where staff need to develop skills and support training/development to achieve this.</li> <li>• Work in partnership with the Pharmacy and Electronic Medication Management leadership team members to take a team approach to Pharmacy ED service development initiatives.</li> <li>• Maintain a high level of visibility and approachability.</li> <li>• Develop and maintain collaborative, positive working relationships with staff and key stakeholders of the pharmacy ED service</li> </ul>
<p><b>2. Operational Management</b></p> <p><i>Work in partnership with the Professional Lead – Pharmacy, senior staff and</i></p>	<ul style="list-style-type: none"> <li>• Responsible for staffing of service to cover extended hours 7 days a week and ensuring all rosters contain the right mix of skilled persons.</li> <li>• Ensure day to day service delivery and coordination is</li> </ul>

<p><i>team members to deliver high quality ED pharmacy services within budgeted cost structures.</i></p>	<p>planned and delivered.</p> <ul style="list-style-type: none"> <li>• Responsible for Pharmacy ED service operations and oversight of Pharmacy ED team workflows.</li> <li>• Support compliance with relevant goals and performance metrics for the service.</li> <li>• Undertake change processes to ensure structures, technology and system improvements support effective service delivery and innovative practices with guidance from the Professional Lead - Pharmacy.</li> <li>• Escalate or consult with the Professional Lead - Pharmacy on complex and general staffing matters / issues.</li> <li>• Assist Pharmacy ED staff with workplace conflicts, ethical and professional issues and escalate as necessary.</li> <li>• Assist Professional Leader – Pharmacy with staff resource management including recruitment, salary, role progression and leave in accordance with DHB policy.</li> <li>• Assist with monitoring KPIs, reporting on discrepancies noted and action taken to effectively meet KPIs</li> <li>• Assist relevant senior staff with performance appraisals (My Feedback) for pharmacy ED team members, as and when required.</li> <li>• Make recommendations for any new equipment, systems, or processes to the Professional Leader - Pharmacy.</li> <li>• Ensures that equipment and other related support infrastructure is well maintained, reports equipment malfunction and facilities issues as appropriate.</li> <li>• Develop and review Capex requests and business cases in line with service requirements, ensuring that equipment purchases meet the needs of the organisation in terms of performance and cost.</li> <li>• Ensure that staff time and attendance records are accurate, and that payroll receive them in a timely manner.</li> <li>• Action invoices and purchasing requests in line with delegated financial authority and approved processes.</li> <li>• Accept delegated responsibility from the Professional Leader – Pharmacy</li> </ul>
<p><b>3. Clinical Quality and Safety</b></p> <p><i>Undertaking quality improvement programmes and initiatives to ensure safe and high-quality clinical pharmacy practice and service delivery.</i></p>	<ul style="list-style-type: none"> <li>• Provide support and leadership to pharmacy ED staff to ensure patient outcomes are optimised through effective team practices, ensuring best practice standards are followed to support optimal patient flow.</li> <li>• Contribute to the review and resolution of complaints.</li> <li>• Identify, mitigate and escalate clinical risk, including use of the risk register.</li> <li>• Undertake continuous improvement and ongoing evaluation of the effectiveness of practice in response to patient/client needs. This includes documentation,</li> </ul>

	<p>equipment maintenance, quality assurance processes, audits, and reviews.</p> <ul style="list-style-type: none"> <li>• Ensure data collected is timely, accurate and meets service requirements.</li> <li>• Support the Professional Leader – Pharmacy to ensure that pharmacy ED services maintain best practice policies and guidelines relevant to evidence-based practice.</li> </ul>
<p><b>4. Clinical Practice in the Emergency Department</b></p> <p><i>To effectively provide a clinical pharmacy service to the Emergency Department</i></p>	<ul style="list-style-type: none"> <li>• Undertake clinical pharmacist responsibilities as required to maintain service delivery</li> <li>• Takes responsibility for providing day to day clinical pharmacy leadership in the Emergency Department, including providing clinical advice, support and guidance to others.</li> <li>• Provide expert advice to medical and other clinical staff on safe prescribing and administration practice.</li> <li>• Facilitate documentation of best possible medication history &amp; medicines reconciliation early in the ED presentation</li> <li>• Ensure rational and timely therapeutic decision making</li> <li>• Facilitate timely supply of medication from pharmacy to patients in ED</li> <li>• Screen / assess patient medication harm risks (including adherence and health literacy) and prioritise need for medicine services</li> <li>• Provide education to patients and caregivers to ensure safe and effective use of medicines</li> <li>• Adhere to any applicable recognised best practice and any relevant clinical policies and practice guidelines</li> <li>• Contribute to and facilitate clinical audits, guideline review, change management and quality improvement initiatives involving the pharmacy service, electronic medicines management and medication safety in ED</li> <li>• Identification / documentation of medication related risks, with involvement in mitigation strategies and management</li> <li>• Report and undertake evaluation of medication safety events in ED, investigating and taking action to prevent further medication safety events.</li> <li>• Act as a liaison between clinical staff and others concerning safe medication management processes at this key transition of care (across disciplines, departments and external providers)</li> <li>• Promote and engage in collaborative, multidisciplinary relationships across the DHB &amp; Community</li> <li>• Promote safe medication practises and safe use of medication systems (including allergy management)</li> <li>• Prioritisation of work in accordance with agreed organisational goals/ objectives, including participation in implementation of medication safety &amp; model of care</li> </ul>

	change initiatives
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Organisational Accountabilities	Expected Outcome for all Managers and Team Leaders
<p><b>Health Equity</b></p>	<p>The TDHB strives to eliminate health inequalities and achieve health equity for the Taranaki population. In practical terms this means all Managers, Team Leaders and roles with responsibility for managing staff, are required to implement relevant health equity policies, procedures, approaches and guidelines issued from time to time including:</p> <ul style="list-style-type: none"> <li>• Implementing the Pae Ora Framework which requires: <ul style="list-style-type: none"> <li>○ Demonstrating the principles of Tino Rangatiratanga, Equity, Active Protection, Options and Partnership under the Te Tiriti o Waitangi;</li> <li>○ improving understanding of the determinants of ethnic inequalities in health, in particular the “Drivers of ethnic inequalities in health” and the “Pathways to Inequalities” both of which are referenced in the TDHB Pae Ora Framework;</li> <li>○ Enabling Māori participation in design and delivery of services;</li> <li>○ Ensuring Health Equity assessment is undertaken with appropriate input where services, policies or programmes are expected to improve outcomes for Māori;</li> <li>○ Ensuring appropriate health literacy responses are developed and implemented to support effective engagement with and delivery for Māori and high needs communities;</li> </ul> </li> <li>• Taking affirmative action to increase the Māori workforce within your team according to the Māori workforce targets set for the TDHB;</li> <li>• Providing leadership for self and team to: <ul style="list-style-type: none"> <li>○ Review clinical practice and those of your peers, through a health equity and quality lens;</li> <li>○ ensure collection of high-quality ethnicity data according to the TDHB Ethnicity Data Collection Policy and procedures;</li> <li>○ audit, monitor and evaluate health impact and outcome data to improve the delivery of high-quality health care for Māori;</li> </ul> </li> <li>• Provide critical analysis of those organisational practices that maintain disparities in health care.</li> </ul>
<p><b>Health and Safety</b></p>	<p>The Taranaki DHB is committed to ensuring that a safe and healthy work environment is achieved and maintained. All Team Leaders and Managers will support the DHB’s health and safety culture by:</p> <ul style="list-style-type: none"> <li>• Planning, organising and managing health and safety activities directed at preventing harm and promoting health and wellbeing in the workplace.</li> <li>• Following, implementing and ensuring compliance of all Health and Safety policies, procedures and processes.</li> <li>• Working closely with and supporting the Health and Safety</li> </ul>

Organisational Accountabilities	Expected Outcome for all Managers and Team Leaders
	<p>Representative(s) role.</p> <ul style="list-style-type: none"> <li>• Ensuring a safe working environment and work practices through risk and hazard identification and management.</li> <li>• Ensuring health and safety is a standard agenda item in all meetings.</li> <li>• Ensuring health and safety reported events are followed up and closed off within required timeframes.</li> <li>• Ensuring health and safety audit activity occur; results reviewed, and improvement actions implemented.</li> <li>• Ensuring health and safety management accountability for all direct reports is monitored and reviewed as part of the performance review process.</li> <li>• Actively supports staff rehabilitation and provides return to work options.</li> <li>• Ensuring health and safety related Key Performance Indicators are measured, reported and performance monitored.</li> </ul>
<p><b>Personal Development</b></p>	<ul style="list-style-type: none"> <li>• Fully contributes to the individuals team performance and is committed to identify and pursue opportunities for developing new knowledge and skills.</li> <li>• Participates in the performance appraisal process where personal performance and development is reviewed.</li> <li>• Willing to accept new responsibilities, acquire and demonstrate relevant new knowledge.</li> </ul>

## 6. VARIATION TO DUTIES

Duties and responsibilities described above should not be construed as a complete and exhaustive list as it is not the intention to limit in any way the scope or functions of the position. Duties and responsibilities can be amended from time to time either by additional, deletion or straight amendment to meet any changing conditions, however this will only be done in consultation with the employee.

## 7. CAPABILITY REQUIREMENTS

Capabilities are the behaviours demonstrated by a person performing the job. Capabilities identify what makes a person most effective in a role. Those listed below are expected for Manager and Team Leader roles in the organisation. The required capabilities can change as the organisation develops and the roles change.

Capability
<p><b>Be a Values Leader</b></p> <p>Understand own leadership style; develop self; display trust and integrity; be resilient and adaptable.</p>
<p><b>Engage Others</b></p>

<b>Capability</b>
Develop others; motivate and empower; demonstrate care and respect; communicate effectively; foster a positive culture.
<b>Develop coalitions</b> Build constructive relationships; create opportunities for thinking and working across boundaries; promote and demonstrate diversity of thinking, ideas and approaches; display team work and lead collaboratively.
<b>Leading care</b> Demonstrate an understanding of the purpose of care and the needs of those providing and receiving care; connect DHBs purpose and values to unit's work; model responsibility and accountability; identify & implement strategy and tactics for achieving the purpose; demonstrate a commitment to the principles of Te Tiriti o Waitangi; maximise the contribution of all staff to identify and remove barriers to addressing inequalities; achieve results related to the provision of great care.
<b>Mobilise system improvement</b> Establish evidence-based decisions; enable a culture of continuous improvements; establish the change imperative; demonstrate organisational and political agility; identify innovations and support their adoption; nurture organisational learning.
<b>Effective Communication</b> Shares well thought out, concise and timely information with others using appropriate mediums. Ensures information gets to the appropriate people within the organisation to facilitate effective decision making
<b>Decision Making/Problem Solving</b> Demonstrates effective and timely decision making/problem solving techniques. Aware of the impact of decisions on key stakeholders and consults as appropriate utilizing available resources. Is proactive and effective when problem solving is required.
<b>Innovation/Initiative</b> Continually strives for new and improved work processes that will result in greater effectiveness and efficiencies. Questions traditional ways of doing things when choosing a course of action or finds new combinations of old elements to form an innovative solution.
<b>Resilience/Flexibility</b> Articulates differing perspectives on a problem and will see the merit of alternative points of view. Will change or modify own opinions and will switch to other strategies when necessary. Adjusts behaviour to the demands of the work environment in order to remain productive through periods of transition, ambiguity, uncertainty and stress.
<b>Cultural Safety</b> Demonstrates a commitment to cultural safety by meeting and exceeding the cultural needs of clients/customers/colleagues. Manages cultural ambiguity and conflicting priorities well. Understands concepts of whanaungatanga and manaakitanga and Maori cultural orientation to whanau, hapu and iwi.
<b>Teamwork</b> Works to build team spirit, facilitates resolution of conflict within the team, promotes/protects

**Capability**

team reputation, shows commitment to contributing to the teams success

**8. EDUCATION/QUALIFICATION**

New Zealand Registered Pharmacist with current Annual Practising Certificate  
Post graduate diploma in Clinical Pharmacy or equivalent (desirable)  
Working towards a post grad/diploma in leadership & management (desirable)  
To have a non-medical prescribing qualification or be working towards this (desirable)

**9. SKILLS/KNOWLEDGE/BEHAVIOUR**

Ability to lead, motivate and empower staff  
Ability to work under pressure in an acute, fast-paced environment.  
Sound clinical pharmacy skills  
Demonstrated ability to describe the implications of Tiriti o Waitangi with a commitment to biculturalism  
Strong ability to understand information systems  
Continuous quality improvement focused  
A strong medication and patient safety focus  
Strong interpersonal and communication skills  
Ability to effectively manage competing demands and priorities both personally and on behalf of the service/DHB  
Coaching, mentoring and professional supervision skills  
Ability to manage conflict and deal with difficult situations  
Negotiation skills, ability to influence/advise without conflict.

**10. EXPERIENCE**

Minimum of 4 years clinical experience (hospital pharmacy experience preferred)  
Previous experience working in an ED setting (desirable)  
Previous relevant leadership/managerial experience (desirable)  
Demonstrated ability to deliver on KPIs, small projects, and implement sustainable change and quality improvement  
Proven ability to work within a large team environment and develop trusting and collaborative relationships