



Revitalising Committees to Engage Members

Suzanne Newman
Specialty Practice Project Manager
[@shnewm](#)

Who is SHPA?

- Society of Hospital Pharmacists of Australia
- 4500 members – pharmacists, interns, students, technicians
- Support and equip members to provide optimum pharmacy care through:
 - Education
 - Resources
 - Advocacy
 - Network of peers
- Advocate for better patient care through optimal utilisation of pharmacists and pharmacy services

What is specialty practice?

- An area of pharmacy practice where pharmacists develop skills, knowledge and experience beyond that of a pharmacist working in a generalist role e.g. paediatrics, cardiology, oncology
- Pharmacists in hospitals work in specific clinical areas and become specialised in these areas
- SHPA members with specialty practice expertise make valuable contributions to SHPA, members and the profession

Previous model

- Committees of Specialty Practice (COSPs)
- Members with specialty expertise support SHPA education, standards of practice, advocacy and other activities
- Members working in specialty areas contribute expertise to SHPA projects that support pharmacy practice in their area

- | | | | |
|------------------------|--|--------------------------|-------------------------------|
| • Cancer Services | • Electronic Medication Management Systems | • Investigational Drugs | • Mental Health Pharmacy |
| • Cardiology | • Emergency Medicine | • Manufacturing Services | • Paediatric Pharmacy |
| • Clinical Pharmacy | • Geriatric Medicine | • Medication Safety | • Palliative Care |
| • Critical Care | • Infectious Diseases | • Medicines Information | • Pharmacist Liaison Services |
| • Educational Visiting | | | |

Issues with previous model

- Members don't know how to join
- Lack of knowledge about who is in COSPs
- Inactivity of some COSPs
- One level of engagement
- Minimal support available from secretariat

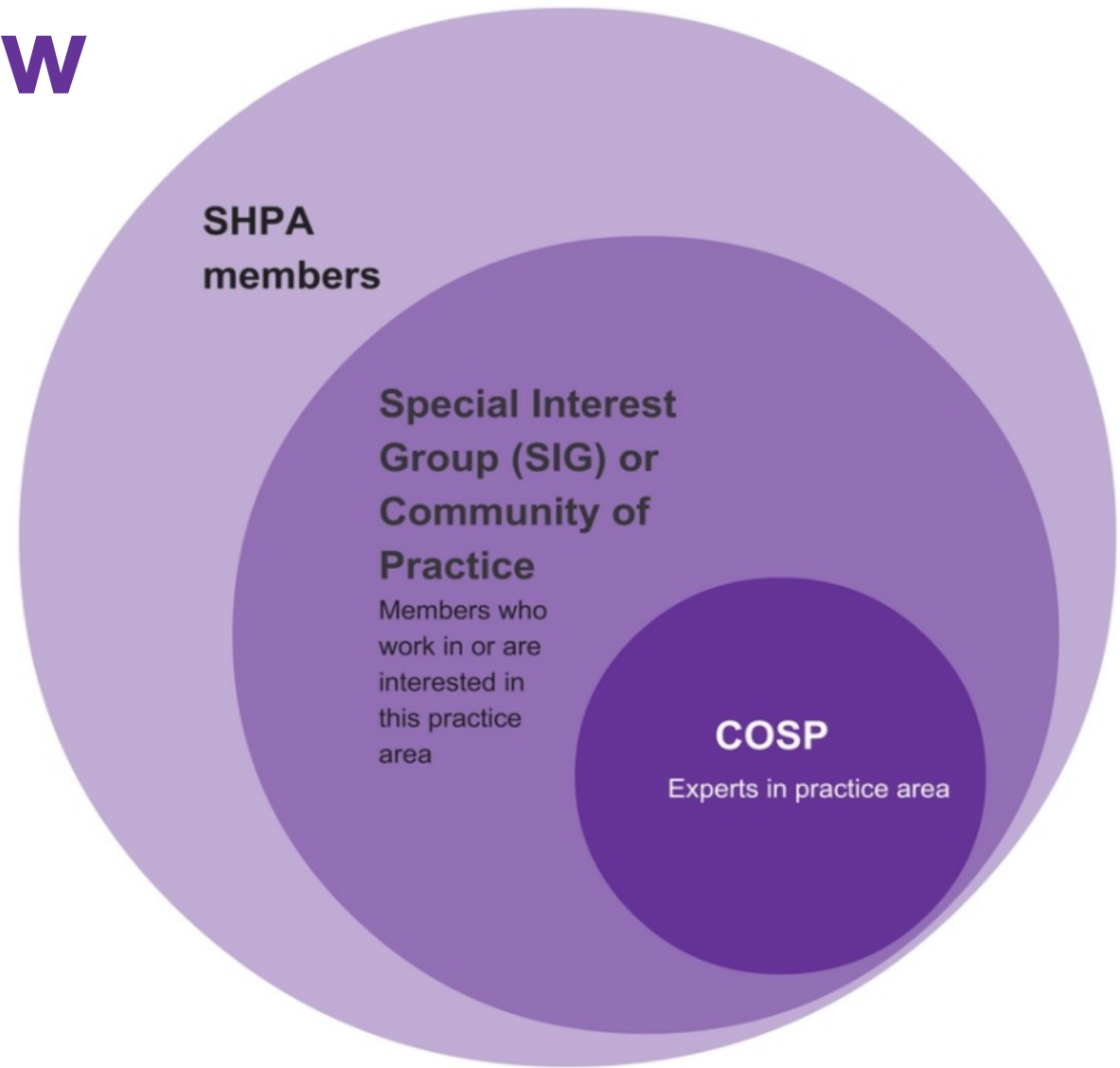
Review of COSP model

- Variability
 - some operate as a small group of clinical leaders in a specialist field
 - others operate as a network of colleagues in an area of professional interest
 - both models provide significant value for members.
- Challenge of developing and updating standards of practice
- Increasing demand for expertise from SHPA
- Do we have COSPs in right specialties?
- Is there scope to expand the roles of COSPs?

COSPs need

- new direction and vision
- clearer definition of role
- standardisation
- more support from secretariat
- a structure to engage and support more members

What would a new model look like?



Building a new model



Building a new model

- How do we accommodate members along the continuum?
- Feedback from COSP Chairs and members via online surveys
- What are the right specialties?
 - Compared list of specialties with other pharmacy and medical organisations
 - What is the criteria for a specialty to exist?
- Governance, eligibility, responsibilities



What is it for?

Who are they?

How to join
Selection criteria

Benefits/
opportunities

Responsibilities

How often to meet

Formal liaison

Secretariat support

	Interest Group	Practice Group	Leadership Committee	Chair, Leadership Committee
What is it for?	To give SHPA members: - Targeted access to information about events, education, resources, networking in an area of practice they are interested in - Support to develop their expertise in the specialty.	- To recognise SHPA members who have demonstrable expertise or commitment to an area of practice - To continue to support their development in the specialty - To provide an opportunity for SHPA members with expertise to contribute to the development of the specialty and the expertise of members through SHPA education, activities and publications	Members of the Practice Group who would like deeper involvement in the specialty practice through a leadership role, and are elected to this committee to guide SHPA activities that support the specialty practice, the members of the Interest Group and Practice Group and SHPA as a whole	A member of the Leadership Committee who has the ability and willingness to lead the Leadership Committee, driving the activities of all levels of the specialty practice and influencing pharmacy practice in their specialty in accordance with SHPA's Strategic Directions documents.
Who are they?	SHPA members (including students, interns and technicians) who are interested in an area, includes foundation/general interest level.	SHPA members (including technicians) who have expertise or are developing expertise in an area of specialty practice. Student and intern members are not eligible to join.	Members of Practice Group who want a leadership role in an area of practice within SHPA. This is the oversight committee of the Practice Group and Interest Group 7 committee members, including the Chair.	Member of Leadership Committee elected to take on Chair responsibilities. Must be an ordinary member of SHPA
How to join, selection criteria, tenure	- Self-selection through member portal on website - Member can join as many Interest Groups as they wish - Unlimited number of members can join Interest Group - Unlimited tenure	- By formal application through website, including details of experience and education or research in the specialty. - Application to be assessed by Leadership Committee (the need for rural members to access specialty practice support to be considered when assessing applications) >1 year SHPA membership to be eligible - Unlimited number of members can join - Unlimited tenure	- Elected from Practice Group by members of Interest Group and Practice Group in the specialty stream 3-year term, no limit on terms (aligns with current Branch Committee governance) - Issues of locality, rurality and representation to be discussed in nominations for election by members	- Elected by Leadership Committee and approved by Federal Council 1-year term, no limit on terms (aligns with current Branch Chair tenure)
Benefits/opportunities	- Tailored web content - Information about relevant events, resources, CPD - Access to discussion forums - Participate in Residency - Belong to a network of members with similar interests	- As for Interest Groups, plus - Support development of expertise in specialty practice - Begin to contribute to SHPA publications on specialty practice - Begin to advise the SHPA secretariat on CPD - Be a mentor (dependent on qualifications/exp) - Be a mentee - Resource for secretariat re policy/submissions when required - Advise on residency - Contribute to Standards of Practice - Promote quality improvement	- As for Practice Groups, plus - Recognised as SHPA leaders in specialty practice - Represent SHPA as a clinical specialist - Advise Federal Council on issues related to the specialty - Advise the SHPA secretariat on policy and advocacy - Contribute to the Standards of Practice - Advise the SHPA secretariat on CPD - Advise residency program re rotations in specialty practice - Advise on pharmacist credentialing, e.g. Advanced Practice - Promote and support research in the specialty - Mentor Practice Group members (as part of mentoring program) - Engage with Interest Group and Practice Group - Engage with external groups relevant to the specialty	- As for Leadership Committee, plus - Drive activities and priorities of Leadership Committee - Inform Policy Taskforce/Advise on submissions - Represent SHPA as a clinical specialist - Liaise with relevant external expert groups, or delegate to a committee member
Responsibilities	Vote for Leadership Committee	Vote for Leadership Committee	- Elect Chair - Review applications to join Practice Group - Oversee Practice Group activities - Moderate discussion forum - Ensure regular updates to Practice Group and Interest Group through meeting minutes, web content, news bulletins and other member communications - Support mentor program for specialty stream	- Convene Leadership Committee meetings - Manage meeting/teleconference of Practice Group - Attend MM conference - Lead the review of Standards of Practice every 2 years
How often to meet?	- No formal meetings. - Attendance at seminars or MM could be informal gathering - Online discussion forum and website is main meeting 'place' - Sub-committees can be formed to tackle special projects which might meet more frequently	- Teleconference 1-2 times per year - Attendance at seminars or MM could be formal gathering - Online discussion forum and website is main meeting 'place' - Sub-committees can be formed to tackle special projects which might meet more frequently	- Teleconference monthly/bi-monthly, face-to-face as required. - At discretion of Chair to achieve purposes of Strategic Plan deliverables - Sub-committees can be formed to tackle special projects which might meet more frequently	
Formal liaison	- Chair, Leadership Committee - Secretariat	- Chair, Leadership Committee - Secretariat	- Chair, Leadership Committee - Secretariat	- Report to CEO - Liaise with Federal Council on specialty practice matters - Provide annual report to Federal Council - Advise secretariat staff - All Chairs join Leadership Working Group
Secretariat support	- SHPA website to deliver key articles for Interest Group - Support for discussion forum	- SHPA website to host information on specialty - Meeting & teleconference support - Support for mentors and mentees - Support for individual seminars and other CPD events	- SHPA website to host committee papers - Meeting & teleconference support - Support & management of effective elections - Project management of Standards of Practice - Support for forum moderators - Manage residency, publications, policy & education - Newsletter development & distribution	- Meeting & teleconference support - Manage elections - Support for assessment of applications - Manage residency, publications, policy and education program - Oversight of resourcing and projects by CEO

SPECIALTY PRACTICE STREAMS



Interest Group

- Members who are interested, even peripherally, in the specialty
- All members can join
- Can join as many as you like
- Provides
 - tailored web content
 - online portal - resources, research, CPD, advocacy, discussion forum
- Eligible to vote in Leadership Committee election

Practice Group

- Members of the Interest Group who have demonstrated expertise or commitment to an area of practice through clinical, educational or research role
- SHPA membership > 1 year
- Student and intern members ineligible
- Network of experts and emerging leaders
- Contribute to development of the specialty
- Resource for work to be done by the stream
- Eligible to stand for Leadership Committee election of the stream

Leadership Committee

- Members of Practice Group who want deeper involvement through a leadership role.
- Guide SHPA activities that support specialty practice, members of the Interest Group and Practice Group and SHPA as a whole
- Committee of seven, will elect Chair of committee
- 3-year term
- Recognition as a leader in their field

SPECIALTY PRACTICE PROGRESSION



LEADERSHIP COMMITTEE

Election



PRACTICE GROUPS

Apply for practice groups



INTEREST GROUPS

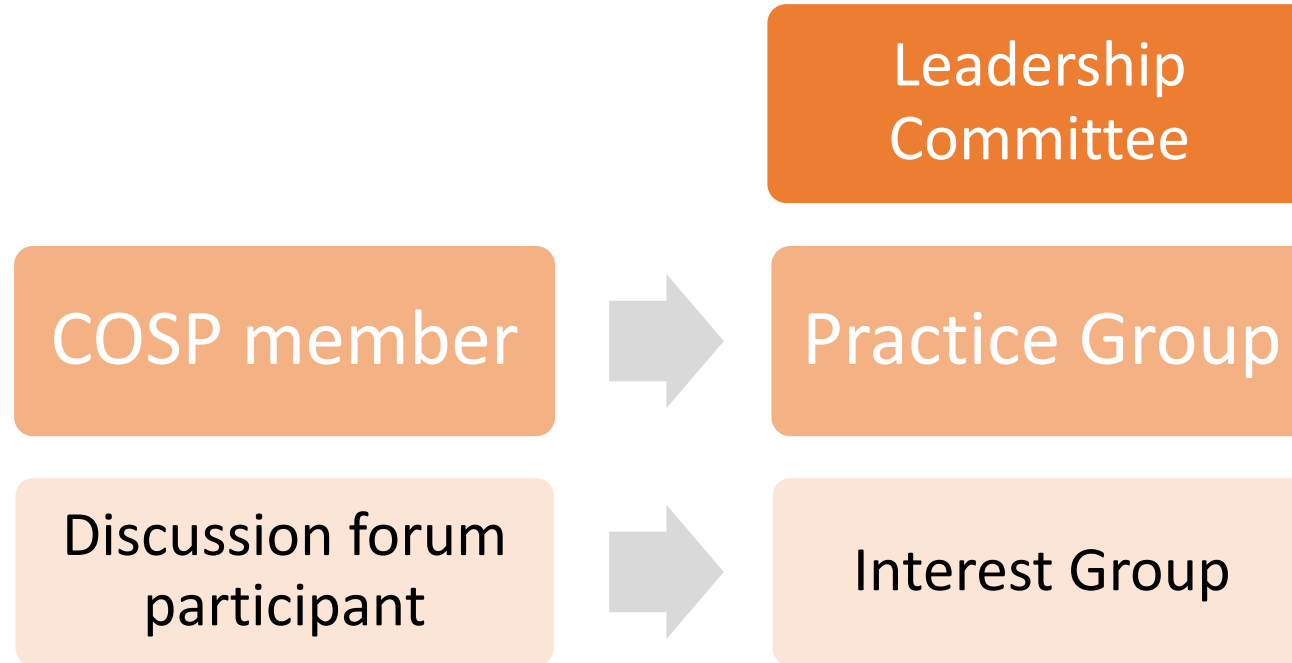
Members opt-in via SHPA website

SPECIALTY PRACTICE STRUCTURE



Transition

NEW STREAMS



Implementation

- 1 June 2017 – Interest Group enrolment opened
- 15-20 new enrolments daily through June
- Within 6 weeks 650 members in 5-6 streams each
- More than 1100 members enrolled in Interest Groups by end of July
- Strong activity in new discussion forums

Implementation

- 19 July 2017 – Practice Group applications and Leadership Committee nominations open
- Coincided with member renewal period
- Reminder at end of member renewal grace period prompted members to not lapse, to re-join or to join and be involved
- Encouragement for technician members to get involved

Status

- Interest Groups have 113-430 members (mean 242)
- Practice Groups have 4-68 members (mean 26)
- More than 200 Leadership Committee nominees
- 15 streams have 7 or more nominees and will go to election
- Online elections in October for 15 streams using Election Runner
- Recruit additional Leadership Committee members from Practice Groups for remaining streams

EXAMPLE MEMBER PROGRESS



LEADERSHIP COMMITTEE



PRACTICE GROUPS



INTEREST GROUPS

Challenges

- IT
 - Using existing systems
 - Efficient processes
- Nurturing COSPs that had been active and effective – not broken so why did we ‘fix it’
- Workload
- Communications

Why it worked so well?

- Consultation with invested members
- Listening to member feedback
- Caters to all members:
 - students, interns, pharmacists, technicians
 - pharmacist clinicians, academics, educators, researchers
- Clinical and non-clinical streams
- Model offers flexible engagement for members
- Focus on inclusion rather than exclusion
- Being flexible

Why it worked so well?

- Invested resources to make it happen
- Project sits in Advocacy and Leadership team
 - Specialty Practice Project Manager
 - Specialty Practice Liaison
 - Lead Pharmacist – Specialty Practice (recruiting now)
- Board willing to invest because we had the evidence that members want it

Other gains

- We know much more about our members
- Incentive to maintain continuous membership
- Tangible member benefits at all levels
- Greater member engagement in specialty practice

OLD

< 250 members in COSPs

NEW

1400 members in at least 1 Interest Group

THANK YOU!

Suzanne Newman
Specialty Practice Project Manager

snewman@shpa.org.au

@shnewm

@the_shpa

