

The Learning and Practice Portfolio

First Name:

Sample

Last Name:

LPP Segment #9

Diploma:

1000

Desired Practice Outcome #

1

PART 1: REVIEW YOUR SELF-ASSESSMENT FORM



PART 2: CREATE AND IMPLEMENT A PROFESSIONAL DEVELOPMENT PLAN

Part 2A: Define Desired Practice Outcome Below:

For the past several years we have had pharmacists and technicians leaving on a regular basis. Most people leave within two years. I am one of the few remaining pharmacists. I have been here seven years, about the same time as our current manager. I get along well with her but most people find her difficult to work with because she is not clear in her directions, is disorganized, and spends more time putting out fires than advancing our practice or supporting the staff. For whatever reason, I have a good relationship with her, which often puts me in an awkward position with other members of the staff. However, as part of my commitment to this LPP process, I told my manager I would like to try to determine why we have such a high turnover and learn as much as I can about how we can do a better job of recruiting and hiring people and developing individuals once they are here so they will want to stay. She said she would support my efforts in this direction. I'm hopeful we can all learn from it.

I hope to develop my knowledge and skills in the whole area of recruitment, hiring and team building. I know this is a large area but I have already identified two on-line courses and several articles that should help me build a strong foundation in these areas.

I also plan to develop a questionnaire for our current and some of our previous employees to complete anonymously. (Since I'm still in touch with some of the previous employees, I'm hopeful they will cooperate!) I will use this feedback as the starting point for a report I plan to write and share with the manager, and if she is willing, with other members of our current staff. I'm hoping to include a set of concrete recommendations that will help us—as a group—to understand and address our problems. To measure the impact of the changes I hope we can make, I will administer a second questionnaire to current staff. I recognize that I may not be able to complete this part of the work within the LPP timeframe because this is a very complex and long-standing problem. Solutions will not be easy or fast.

By completing this goal, this will not only have a profound affect on the atmosphere in our pharmacy, but it should also enable us to provide more consistent services to the clients we serve. To measure this potential outcome, I also plan to conduct a brief client survey to learn what people like and dislike about our service and then, if we can implement the changes, I can conduct another client survey to determine the effectiveness of our changes. Because of the complex nature of this problem, I probably will not have time to conduct this second survey within the LPP timeframe.

This DPO relates primarily to Role 3, in particular to Functions B and C (Activity 3, Seek Continuous Improvement). This DPO also relates to Role 4 because I hope I can constructively contribute to the professional development of our manager.

Part 2B: This Desired Practice Outcome is most relevant to the following Role(s) and Function(s) in the Framework of Professional Practice

Role(s)	Function(s)							
<input type="radio"/> 1	<input type="radio"/> A	<input type="radio"/> B	<input type="radio"/> C	<input type="radio"/> D	<input type="radio"/> E			
<input type="radio"/> 2	<input type="radio"/> A	<input type="radio"/> B	<input type="radio"/> C	<input type="radio"/> D				
<input checked="" type="radio"/> 3	<input type="radio"/> A	<input checked="" type="radio"/> B	<input checked="" type="radio"/> C	<input type="radio"/> D	<input type="radio"/> E			
<input checked="" type="radio"/> 4	<input type="radio"/> A	<input checked="" type="radio"/> B						
<input type="radio"/> 5	<input type="radio"/> A	<input type="radio"/> B	<input type="radio"/> C	<input type="radio"/> D	<input type="radio"/> E			

This DPO primarily relates to the following FPP Role: 3

Part 2C: List the Professional Development Strategy(ies) you plan to use to achieve this Desired Practice Outcome.

Online courses
Read related books

Part 3: EVALUATE AND DOCUMENT YOUR LEARNING AND PRACTICE ACHIEVEMENTS

Part 3A: Fill in the Professional Development Strategy(ies) you used, the specific activities you completed, and when you completed them.

Professional Development Strategy(ies) - Accredited continuing educational courses, and programs:

Accredited continuing educational courses:	Specific Activities:	Date Completed: (mmm/yy)
<input type="radio"/> Live programs		
<input type="radio"/> Home study print-based programs		
<input type="radio"/> Videotapes, audio cassettes		
<input type="radio"/> Computer based CE programs		
<input type="radio"/> Interactive multimedia CD-ROM		
<input checked="" type="radio"/> On-line distance education	Two on-line courses, "Recruitment and Hiring in the Health Professions" and "Building Strong Teams"	MAR 04
<input type="radio"/> Other		

Professional Development Strategy(ies) - Other continuing professional development activities:

Other continuing professional development activities:	Specific Activities:	Date Completed: (mmm/yy)
<input checked="" type="radio"/> Read related books, journals, articles, newsletters	High Impact Hiring by Rosse & Levin Keys to Successful Recruiting and Staffing by Siegel	APR 04
<input type="radio"/> Perform a literature search to gather information on a related topic		
<input type="radio"/> Participate in a peer study group, journal club or mentorship program		
<input type="radio"/> Participate in a related on-line discussion group		
<input type="radio"/> Work with others in your practice to solve a related problem		
<input type="radio"/> Participate in relevant hospital rounds		
<input type="radio"/> Consult with others outside your practice		
<input type="radio"/> Give a presentation to colleagues on a relevant topic		
<input type="radio"/> Contribute to a relevant research project		
<input type="radio"/> Write a paper based on research or observations about a relevant aspect of your practice		
<input type="radio"/> Other		

B. Evaluate achievement of your Desired Practice Outcome

Did you achieve this Desired Practice Outcome? _____ Yes No

When I began this LPP, I had no real idea where my exploration would take me. In my DPO I described the staff turnover problem we've had and I suggested that our manager was part of the problem. I have several outcomes to report, some I anticipated and some I did not.

But first off I want to say that what I learned definitely relates to my original DPO. Because I undertook this project, many changes have been implemented in the pharmacy and we are going about our personal interactions very differently. This has changed the whole atmosphere in the pharmacy for the better.

As can be seen from the attached certificates (Documentation 1), I completed the two on-line courses I mentioned in my DPO. The first course had to do with recruitment and hiring and the second was on effective teamwork. These were real eye-openers for me. I used the content of these courses to frame the staff questionnaire I administered to current and past staff members (Documentation 2). I specifically learned about people-centered recruitment and hiring practices and all the relevant legislation. I prepared a paper for the first course that directly applied to our pharmacy in this area (Documentation 3). In the second course I learned about different types of teams and the various roles people play in those teams. This is helpful as I think about the different personalities and strengths of each of our current staff. It has also helped me express things differently to my manager.

I met with each staff member privately and explained the purpose of the questionnaire and what I was hoping to achieve. Only one person expressed some reluctance at completing it, but in the end, when I assured him no names would be used, he too completed it. The very fact of meeting with each staff member began to change the atmosphere a bit. (I had explained that the manager was well aware of what I was doing and was, in fact, supportive.) People started expressing themselves a bit more than they used to.

Then I compiled and analyzed all the information I gathered from the questionnaires, I wrote a candid report with recommendations for the manager (Documentation 4). She was initially very upset, but at my urging actually called a staff meeting that focused on the recommendations. We did not circulate the whole report to the staff but the recommendations got everyone involved.

One of the best ways staff got involved was in thinking about the types of new staff members we need. They also contributed ideas for the client questionnaire. We have only just begun that part of the work (Documentation 5). I developed a draft based on everyone's input. The staff will review it and then the manager and I will finalize it. We are hoping to start distributing it next week. Staff are excited that we finally have a way of getting direct feedback from our clients.

The part of this that has been most surprising to me is the manager's willingness to delegate more things to me and to one of the other pharmacists. This has allowed us to make some changes and to bring up issues at staff meetings. For example, there is a definite improvement in the way we are considering our human resource needs and the recruitment practices we hope to put into place.

I am particularly pleased that I can report that we are now working towards meeting all of the Indicators of Good Practice for Activities 1 and 2 in Role 3, Function B and I think we've gone a long way to "Seek Continuous Improvement" as described in Function C, Activity 3 in the FPP.

Are things perfect? Far from it, but I feel we are now on track and I'm going to continue to take courses in the area of management in an attempt to continually improve our practice environment and learn all I can from our clients, my colleagues—and our manager.

C. Provide documentation or evidence that supports or verifies your learning and practice achievements and use the lists below to indicate what you have provided

DIRECT EVIDENCE- Documentation produced as a direct result of your work

- Work samples, e.g. copies of chart notes, records, patient interventions etc. [Documentation #: 2,4,5]
- Notes from a clinic you facilitated [Documentation #: 0]
- Copy of a recent presentation that you gave [Documentation #: 0]
- Orientation notes for new staff or interns [Documentation #: 0]
- Policy or procedure manual you prepared [Documentation #: 0]
- Information brochure you developed [Documentation #: 0]
- Paper or article you authored/co-authored that was accepted for publication [Documentation #: 3]
- Other [Documentation #: 0]

VERIFICATION EVIDENCE (Indirect) - Documentation about your work, what others say about you or your work

- Certificates or transcripts of continuing education courses or seminars [Documentation #: 1]
- Award or certificate you received [Documentation #: 0]
- A recent performance appraisal [Documentation #: 0]
- Letter(s) from supervisors or colleagues [Documentation #: 0]
- Feedback from clients [Documentation #: 0]
- Letters from physicians or others [Documentation #: 0]
- Article about you and your work [Documentation #: 0]
- Other [Documentation #: 0]