

## THE JOURNEY WITH KOTTER'S CHANGE MANAGEMENT MODEL

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Illustration by Mr Tan Tze Yang<sup>1</sup>

“Foresee a succinct, efficient and structured evaluation of Pre-Reg Pharmacists, which benefits Preceptors too”

“This allows for more seamless transition for trainees from school to practice”

Participants from Preceptor Training Workshops  
(April 2023)

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## INTRODUCTION

### Creating a sense of urgency

The introduction of the Development Framework for Pharmacists (DFP) and the NUS Bachelor of Pharmacy (Honours) Programme in 2020 prompted the need to reimagine the pre-registration pharmacist training and assessment framework.

The aims are (i) to better prepare graduates through experiential training and (ii) to overcome challenges faced in pre-registration training and assessments.

## METHODS

### Forming a powerful guiding coalition

The Pre-Registration Training Development Committee (Pre-Reg TDC) was formed by SPC with pharmacy preceptors across settings. The committee collaborated with 2 medical pedagogy experts to develop essential tools for the training and assessment of pre-registration pharmacists.

### Creating a vision

The Day-1 Pharmacist Blueprint was established by Pre-Reg TDC based on the DFP competencies to clarify the competency standards expected of pharmacists at entry-to-practice.

## RESULTS

### Communicating the vision

From the Blueprint, 10 Professional Activities (PAs) underpinning the scope of practice in both direct and indirect patient care settings were identified and mapped to the required competency standards for Pre-Reg training and assessment. An integrated communication plan was charted to engage key stakeholders through multiple meeting platforms, training workshops and events.

### Empowering others to act on the vision

To gear up for implementation of the revised framework, 71 preceptors attended the preceptor training workshops by July 2023. A Toolkit for Pre-Reg Training & Assessment was published by MOH to guide preceptors and pre-registration pharmacists to effectively understand the revised framework and to enable easy reference and access to the forms and templates.

### Planning for and creating short term wins

Approximately 15 pre-registration pharmacists and 7 training sites were enrolled into Phase 1 implementation of the revised framework in July 2023. Phase 2 of the transitional implementation in 2024 would involve the entire NUS cohort for Pre-Reg 1 and approximately 15 pre-registration pharmacists for Pre-Reg 2.

## DISCUSSION

### Building on the change

An action research study is planned to promote continuous quality improvements. Feedback from both preceptors and pre-registration pharmacists will be gathered to guide the refinement of the assessment tools during the transitional implementation phase from July 2023 to January 2025.

### Making it stick

More preceptor training workshops will be conducted to expand the training capacity for full implementation of the revised framework from May 2025 onwards. Continual engagement with key stakeholders would be key to ensure smooth implementation and to monitor progress.



Gearing up for the revised framework: Preceptors attending the training workshops conducted in March - April 2023

## A toolkit for pre-registration pharmacists and preceptors to effectively understand:

- ✓ 7 Competency Domains of a Day-1 Pharmacist
- ✓ 10 Professional Activities (PAs) and how are these PAs assessed
- ✓ Passing criteria



	Current	Revised
<b>Competency Standards</b>	SPC's Entry-to-Practice Competency Standards for Pharmacists (2011)	MOH's Development Framework for Pharmacists (2020)
<b>Training</b>	Based on 301 performance outcomes	Holistic focus on 10 Professional Activities
<b>Assessment</b>	Competency-based assessments in 9 Functional Areas	Workplace-based assessments for Professional Activities
<b>Rating</b>	Competent or Not Yet Competent	Supervision scale

Table 1. The main differences between the current and the revised pre-reg training and assessment framework



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