Clinical Leadership in Pharmacy (CLIP) Programme
Scotland 2016 – 2017

The programme has been sponsored by the following companies:
Boehringer Ingelheim Ltd, Meda Pharmaceuticals Ltd, MSD, Napp Pharmaceuticals Ltd and Sanofi.
These companies have had no input into the design or content of the programme.
What is the Clinical Leadership in Pharmacy (CLIP) programme?

This programme offers pharmacy professionals an exciting opportunity to enhance their personal effectiveness and leadership capabilities within current and future roles.

Successful delegates will receive a programme of leadership and managerial training aimed at transforming their leadership capabilities through the development of appropriate skills and behaviours.

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

John Quincy Adams, 6th President of the United States, in office March 4 1825 – March 4 1829

The course, which was launched on 25th November 2015 and commenced in January 2016, will run over an eighteen month period. All training events will take place at the Stirling Court Hotel.

The structured framework of twelve taught days is separated into eight one-day events and two two-day residential courses, with supporting written materials also provided.

A concurrent workplace-based healthcare improvement project will be completed by all delegates to demonstrate their application of learning whilst on the programme.

By working alongside senior colleagues from across Scotland, the Clinical Leadership in Pharmacy programme encourages delegates to learn from their peers through sharing experiences, challenging each other and developing productive, professional networks. This opportunity to enhance relationships amongst Scotland’s future leaders, both during and beyond the duration of the programme, will be galvanised by the shared commitment amongst the selected delegates to lead through high-quality care.

An introductory Welcome Event at the beginning of the programme and a ‘Next Steps Conference’ at the end provide networking opportunities.

How will CLIP support the pharmacy leaders of tomorrow?

Clare Howard, Medicines Optimisation Lead, Pharmacy Management

Often, leadership in pharmacy is thought about in the context of the big, senior, high-profile roles such as Chief Pharmacist or Director of Pharmacy. But, in reality, leadership for pharmacists starts at the point you have responsibility for a patient’s medicines. As a Community Pharmacist, you lead the team you work with, when you are supporting a patient with their medicines and every time you contact a prescriber. As a hospital pharmacist you are a pharmacy leader every time you walk on to the ward. The CLIP programme will support those vital leadership skills and behaviours, whatever level you are working at within pharmacy.

One thing that is overlooked about leadership is that it can be very lonely at times. When things are tricky, you still are required to have resilience and often have to shelter your team (and your patients) from some of the difficult issues going on in your organisation. CLIP will support delegates with the CLIP network. The network is not only those you are training with but also some of the senior pharmacists within NHS Scotland who are involved with the programme and may be able to share their experiences of leadership with you.

Great leaders are also good role models. They are organised and determined. The modules on leading with flexibility, leading with focus and making a personal impact will help delegates to understand these concepts better and put them into practice.

It has been said that a leader without followers is just a guy (or girl) taking a walk. Using your team and supporters to best effect is an essential skill and the ‘Leading with My Team’ module will help you to understand your own leadership style and how to adapt it to get the best from your team.

Delegates will hear from policy leads in NHS Scotland so that they understand the context within which they are delivering their services.

Finally, the service delivery project will help delegates to test out what they learn throughout the course and will consolidate their learning.
Pharmacy Management National Reference Group for Scotland

Michael Pratt, Chairman, Pharmacy Management National Reference Group for Scotland

The Pharmacy Management National Reference Group for Scotland is a group of senior and influential pharmacists from a wide range of practice areas. It has recently been established to ensure that Pharmacy Management are well informed of service needs and can develop initiatives that will make a positive contribution to practice development in Scotland.

The National Reference Group is tasked to develop an annual National Forum event shaped to the needs of Scottish pharmacy practice. It will also ensure that the Pharmacy Management Academy offerings in Scotland reflect Scottish needs. The National Reference Group’s most significant piece of work so far has probably been the development of the Clinical Leadership in Pharmacy Programme (CLIP) in partnership with Pharmacy Management. This work resulted from the National Reference Group recognising that, although there are good leadership development programmes in existence in Scotland, there was a need for additional capacity. This work is being driven by the national strategy outlined in ‘Prescription for Excellence’.

The establishment of a comprehensive leadership development programme, delivered over 12 sessions during an 18 month period, is an extremely important piece of work. Indications of the importance of this programme were demonstrated by both the number and the quality of the applications. High quality applications in high numbers demonstrate the enthusiasm for this programme in Scotland.

The National Reference Group are very keen to continue working with Pharmacy Management on this programme, and look forward to seeing the emergence of a number of high quality leaders in pharmacy practice.

How will the CLIP programme help implement ‘Prescription for Excellence‘?

Prescription for Excellence (PfE) clearly spells out a strategy that requires a significant clinical leadership capability and also a large clinical leadership capacity. How will CLIP help deliver this? Who are the best people to explain? Well, the successful applicants for Cohort 1 of course!

What does ‘Prescription for Excellence’ mean for you?

“Patients living longer, healthier lives in their own homes and co-production where patients are taking more responsibility for management of their clinical conditions is vitally important. The aim is to create models of care that are safe, effective, patient centred and sustainable.”
“My role in implementing this strategy is to engage with my staff and encourage development of prescribing and clinical skills, and to engage with the clinical service to look for opportunities to use this pharmacy resource to support the changes in services which will be required to manage the ever-increasing demands.”

“I believe that my role in implementing ‘Prescription for Excellence’ is to promote, facilitate and support my colleagues as they realise this vision.”

“My role in this Vision is to promote the role of the pharmacist by developing new and innovative ways of delivering ‘Prescription for Excellence’ and to create an environment for pharmacists to engage with other health and social care professionals that will allow that to happen.”

**What do you hope to get out of CLIP to help you deliver on the promise of ‘Prescription for Excellence’?**

“I would hope to gain the knowledge, skills and confidence to lead the pharmacy team in my Board through the transformation of pharmacy services and the role of pharmacists, to achieve the aspirations of PfE and ensure the equitable provision of pharmaceutical care for patients.”

“When difficulties arise I need the resilience and strength to maintain focus and morale. If I can develop these skills I believe I will be able to use my current knowledge and skills to better effect.”

“I would hope to leave the programme feeling confident in my ability to manage these difficult situations well to achieve positive outcomes for my department and the organisation.”

“My hopes in terms of outcomes from this course are that it will develop me as a leader in pharmacy and equip me with the skills to develop others and support them in their career journey.”

“As our service is faced with challenges such as delivering extended hours services over 7 days, with conflict due to restructuring and constraints due to persistent vacancies, I need to have the ability to deliver a range of service improvements while also managing a number of difficult issues.”

So, as you see, there is a lot of promise within CLIP and a significant contribution to be made on the delivery of a national strategy.
Course content

Tom Phillips, Pharmacy Management Programme Leader

The CLIP programme is unique. Offering training and coaching to pharmacists in Scotland, it is the first development programme of its kind to be fully endorsed by the Royal Pharmaceutical Society.

The programme provides a blend of classroom learning, coaching and project work that will greatly enhance the participant’s leadership skills, whether that be leading individuals, leading teams or leading themselves.

The CLIP programme is based on the exceptional success already enjoyed by the Pharmacy Management Academy in England, which has now been running for 5 years and has delivered world class training to thousands of pharmacists. Successful participants will attend a series of workshops, receive coaching and mentoring and complete self-learning projects that will enhance their leadership skills in all areas required to be a leader in NHS Scotland.

Each workshop will focus on a specific area of leadership expertise e.g. flexible leadership, project management, developing and leading high performing teams. Each workshop is a highly interactive event with participants applying the theory they will learn to real-life situations based on their own working environment. In addition, each workshop offers participants an opportunity to network with colleagues, share best practice and reflect on their current leadership skills.

The inclusion of colleagues from the pharmaceutical industry will provide a wide-angle view of the challenges facing the NHS in Scotland and how successful joint working can enhance service provision for everyone involved in providing services to the ultimate end user, the patient.

During the programme participants will learn how to coach and be coached effectively as coaching is regarded as an extremely effective leadership tool. To cement this learning, participants will actively coach each other between modules, focussing on real life challenges that are pertinent to them at the time.

In addition, each participant will complete a work-based project to enhance their existing leadership skills, consolidate newly learned skills and provide an invaluable opportunity to apply the theory in real life.

Starting in January 2016, we are confident that this will be the first of many successful programmes to come.
# Programme

| Day One | Leading with Colleagues  
Getting to know you |
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<td>Wednesday 13th January 2016</td>
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<td>This initial day will provide an introduction to the programme and consider the objectives of both the programme and its participants, as delegates embark on this challenging, but rewarding, development programme</td>
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| Day Two | Leading with Flexibility  
How to ‘work’ your leadership style |
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<tr>
<td>Thursday 25th February 2016</td>
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<td>Having considered the theory of flexible leadership, delegates will be encouraged to identify their own leadership style before learning how to flex it to lead and inspire others</td>
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| Day Three  
Day Four | Leading with My Team  
Developing yourself and others |
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<td>Wednesday 20th – Thursday 21st April 2016</td>
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<td>This two-day residential course will use both theoretical and practical exercises to gain an understanding of training, mentoring and coaching as effective approaches to engaging others and developing leadership capacity in colleagues</td>
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| Day Five | Leading with Focus  
Project leadership for project success |
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<td>Tuesday 17th May 2016</td>
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<td>This training event will work through, and look beyond, the process of project management to consider how it can be used to deliver successful project outcomes</td>
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| Day Six | Leading with Impact  
Making a personal impact |
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<td>Thursday 16th June 2016</td>
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<td>Communicating effectively is crucial for any good leader. During this training day, delegates will review different communication styles and strategies, and consider how they can be used to tailor and deliver effective personal communications</td>
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| Day Seven | Leading without Conflict  
Conflict management …. and resolution |
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<td>Wednesday 7th September 2016</td>
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<td>The training event will take an in-depth look, both conceptually and practically, at understanding conflict, the factors affecting it, and means of managing. Delegates will work in small groups to consider the skills required to manage others within changing, and challenged, work environments</td>
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<td>Day</td>
<td>Event Description</td>
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<td>Day Eight</td>
<td>Leading with Negotiations&lt;br&gt;&lt;i&gt;Negotiating for success&lt;/i&gt;&lt;br&gt;This course offers a masterclass in achieving successful outcomes when negotiating. Delegates will identify the basics of negotiating skills and reflect on their own natural negotiation style, before considering the methods available to navigate complicated decision making processes with multiple stakeholders.</td>
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<td>Day Nine</td>
<td>Leading within the NHS in Scotland&lt;br&gt;&lt;i&gt;Why are we doing this?&lt;/i&gt;&lt;br&gt;This interactive day spent with Scotland’s current leaders in pharmacy and healthcare will provide context to the learning delivered throughout the programme. Delegates will consider the incorporation of national policy into local strategy, and participate in open dialogue about where, and how, pharmacy in Scotland will be led in the future.</td>
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<td>Day Ten</td>
<td>Leading with Me&lt;br&gt;&lt;i&gt;Delegate-determined Flex Day&lt;/i&gt;&lt;br&gt;The content of this penultimate training event will be individually designed and tailored to meet the specific needs of programme delegates. This may involve re-visiting and building on a topic already covered, or alternatively may concentrate on a newly identified training need; either way, this flexible day ensures a bespoke leadership programme meeting the particular needs to the Scotland 2016-2017 cohort.</td>
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<td>Day Eleven</td>
<td>Leaving as Leaders&lt;br&gt;&lt;i&gt;Reflection, consolidation and anticipation&lt;/i&gt;&lt;br&gt;This demanding two-day residential course will reflect on the learnings of the entire programme as delegates strive to enhance their personal effectiveness. Having completed the programme, delegates will move forward within their roles, inspired to lead through change within their own environments.</td>
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Workplace-based healthcare improvement project

The completion of a workplace-based healthcare improvement project is a key element of the CLIP programme. This project enables practical application of learning from the programme to delegates’ specific challenges, within their own local context. It will be used as a demonstration of a delegate’s ability to lead service improvements and organisational change by drawing upon their newfound leadership skill set.

Delegates will be asked to begin planning their workplace-based health improvement project at the beginning of the programme and will have to deliver key milestones such as a business plan, intended outcomes, measurement of outcomes and report at intervals throughout the programme. They will be expected to engage senior level support from within and outside of their organisations.

What is the role of the ‘candidate sponsor’?

Those undertaking the course each have their own sponsor to support them, help them think differently and to challenge them. A sponsor may be a pharmacist but pharmacy leaders of the future need to go beyond the pharmacy world so sponsors from other health care backgrounds are encouraged.

The time commitment for the sponsor will be dependent in part upon the needs of the candidate but will hopefully not be too onerous. Regular slots for discussion between the candidate and sponsor should be scheduled during the programme.

Successful delegates have enlisted the support of sponsors in a range of roles including senior clinicians from outside the pharmacy profession and senior managers.

What is the time commitment for the delegate beyond attending the course days?

The main time commitment required is the attendance at the training days, and it is expected that all participants will attend all of the days. Other than that, there is a requirement to complete a course project, but it is anticipated that this will be something that benefits the service locally and will be completed largely in work time.

There are two overnight stays involved in the programme. It is important for candidates to be there if at all possible as it helps the group to come together but the strains this might place on working parents and carers is appreciated. If this is a particular challenge for someone then it will not affect participation in the programme but they are asked to provide notification in advance.

It is anticipated that the skills learned on the programme will be tested and consolidated in the working environment. It is hoped that the net effect will be a benefit, rather than be a ‘time drain’, on the service.

Applications

The CLIP programme has been designed with current, emerging and potential leaders in mind. Applications were, therefore, sought from pharmacists and technicians in existing leadership positions as well as those who were about to, or who were considering, stepping into such roles.

The programme will challenge, stretch and support participants as they grow as a leader. It will help them develop the skills and behaviours essential to effective leadership practice. It will enable them to confidently motivate others, resiliently lead a positive work environment and capably influence change within their organisation.

The CLIP programme in Scotland for 2016 – 2017 was strictly limited to 24 delegates. A clear and transparent recruitment process was applied to the selection of the first cohort of delegates. This sought the following information:

- Personal details: name/title/email/grade
- Organisation details: name of organisation; sponsor’s name/title/relationship; line manager’s name
- Applicant information: outline of what they would like to be doing in 5 years time; how they think pharmacy services will have changed in that time; views about ‘Prescription for Excellence’ and their role in implementing that strategy; relationship with the sponsor and how the sponsor has agreed to support them; what they would like to achieve from the programme.

This programme was over-subscribed and the calibre of successful applicants is fantastically impressive. We hope that the group will learn from and support each other as they work through the programme. They will have access to and support from some of Scotland’s most senior leaders in pharmacy, who will inspire them with their own leadership journeys.
Accreditation

The CLIP programme has been granted Royal Pharmaceutical Society Faculty Accreditation and Pharmacy Management has also been confirmed as part of the Society’s first wave of accredited Faculty Training Providers. Achieving Faculty Accreditation means that the CLIP programme is recognised as delivering high quality training that aligns to the Advanced Pharmacy Framework, which will be considered a support tool for pharmacists who are embarking on their Faculty journey.

Becoming a Faculty Training Provider signifies that Pharmacy Management has demonstrated that its training and development provision meets the recognised Society’s standards for quality and content in supporting pharmacists setting out on their Faculty journey.

Who will be undertaking the CLIP programme?

There are 30 persons attending the first programme:

- Ryan Anderson Area Business Manager, Napp Pharmaceuticals Ltd.
- Ann Auld, Lead Pharmacist, Prescribing Management, NHS Lanarkshire.
- Audrey Campbell, Principal Pharmacy Technician, NHS Highland.
- Jill Cruickshank, Pharmacy Manager, Lloyds Pharmacy, NHS Lothian.
- Heather Dalrymple, Lead Cancer Care Pharmacist, Edinburgh Cancer Centre, NHS Lothian.
- Lynne Davidson, Highly Specialist Clinical Pharmacist, NHS Grampian.
- Dr Tobias Dreshulte, Lead Pharmacist Research and Development, NHS Tayside.
- Fiona Forrest, Lead Pharmacist, Dunfermline and West Fife, NHS Fife.
- Millie Galvin, Highly Specialist Clinical Pharmacist - Oncology, Aberdeen Royal Infirmary, NHS Grampian.
- Kaye Greig, Pharmacy Manager & Pharmacy Practitioner Champion, Ladywell Pharmacy, Livingston, part of Deans Healthcare, NHS Lothian.
- Duncan Hill, Specialist Pharmacist in Substance Misuse, NHS Lanarkshire.
- Joanne Jervis, NHS Outcomes Manager, Sanofi.
- Carolyn Johnston, Senior Pharmacist - Medicine, NHS Dumfries and Galloway.
- Jacqueline Kelland,* Medicines Management Care at Home, NHS Lanarkshire.
- Ruth Campbell,* Pharmacist in Medicines Management Care at Home, NHS Lanarkshire.
- Wendy Lycett, Principal Pharmacist, NHS Orkney.
- Graeme McArthur, Key Account Manager, Boehringer Ingelheim Ltd.
- Adrian Mackenzie, Lead Pharmacist - Community and Social Care, NHS Borders.
- Fiona Mack, Clinical Pharmacist, Community Mental Health Teams (Edinburgh), Royal Edinburgh Hospital and Associated Services, NHS Lothian.
- John McNeill, Country Manager Scotland, MSD.
- Andrew Mooney, National Market Access Manager, Meda Pharmaceuticals Ltd.
- Jennifer Murphy, Senior Clinical Pharmacist Critical Care, Wishaw General Hospital, NHS Lanarkshire.
- Cathryn Park, Lead Clinical Pharmacist, NHS Borders.
- Elaine Rankine, Homecare Medicines Pharmacist, Royal Infirmary of Edinburgh, NHS Lothian.
- Thomas Ross, Lead Pharmacist, South & Mid Highland Operational Unit, NHS Highland.
- Catherine Smith, Service Development Pharmacist, NHS Dumfries and Galloway.
- Claire Stewart, Pharmacy Operational Services Manager - Procurement, IT Systems & Logistics, Ninewells Hospital, Dundee, NHS Tayside.
- Rebecca Wicks, Clinical Support Pharmacist, Right Medicine Pharmacy Ltd.
- Ian Wright, Clinical Pharmacist Manager, Lynebank Hospital, NHS Fife.

* will alternate their attendance at workshops

"While I have been involved in various activities that have involved leadership characteristics, I am aware that my skills in this area are a bit haphazard. This became clear in preparing my Faculty portfolio, where I could provide some leadership competencies at a high level but struggled with others. While I am strong on vision, I can struggle in seeing this through to an end product. I would like to get help to develop all areas of leadership, so that I can follow my visions all the way to standard practice."
Financial aspects

All successful applicants will be required to contribute £100 towards the cost of this educational programme. However, the programme will be predominantly funded by a limited number of pharmaceutical companies. These companies will have no input into the design or content of the programme, but each company will have one delegate from their organisation participating in the programme.

Sponsors

Boehringer Ingelheim Ltd
The Boehringer Ingelheim group is one of the world’s 20 leading pharmaceutical companies. Headquartered in Ingelheim, Germany, Boehringer Ingelheim operates globally with 146 affiliates and a total of more than 47,700 employees. The focus of the family-owned company, founded in 1885, is researching, developing, manufacturing and marketing new medications of high therapeutic value for human and veterinary medicine.

Social responsibility is an important element of the corporate culture at Boehringer Ingelheim. This includes worldwide involvement in social projects, such as the initiative ‘Making more Health’ and caring for the employees. Respect, equal opportunities and reconciling career and family form the foundation of the mutual cooperation. In everything it does, the company focuses on environmental protection and sustainability.

In 2014, Boehringer Ingelheim achieved net sales of about 13.3 billion euros. R&D expenditure corresponds to 19.9 per cent of its net sales.

For more information please visit www.boehringer-ingelheim.co.uk.

Meda Pharmaceuticals Ltd
Meda is an international specialty pharma company with its own sales organisations in close to 60 countries and operations expanding in growth markets. At Meda, we’re constantly evolving our impressive product range. In the UK we currently have over 70 products, including many well-known prescription and pharmacy brands. Our ever-expanding product portfolio covers a wide range of treatment areas with a focus in allergy and dermatology.

MSD
At MSD we believe the most important thing we make is a difference. We operate in more than 140 countries and through our prescription medicines, including biologic therapies and animal health products, we work with customers to bring innovative healthcare solutions to those who need them the most. Through a joint venture, we are also collaborating to develop future vaccines. We also demonstrate our commitment to increasing access to healthcare through far-reaching policies, programmes and partnerships. For more information visit www.msd-uk.com. We are called MSD everywhere, except in the United States and Canada, where we are known as Merck & Co., Inc., Kenilworth, NJ, USA.

Napp Pharmaceuticals Ltd
Napp Pharmaceuticals Limited is a UK company committed to improving patient outcomes whilst ensuring the sustainability of healthcare. We have been supplying high-quality, innovative medicines to UK health professionals and patients for over 80 years, and we are actively working in respiratory medicine, inflammatory diseases, pain control and oncology. From the scientific basis of disease to the economics of healthcare, we take the time to understand the goals and needs of patients, health professionals and commissioners so that we can deliver medicines that meet genuine needs, make a positive difference to patients’ lives and offer value to the NHS.

Sanofi
Sanofi, a global healthcare leader, discovers, develops and distributes therapeutic solutions focused on patients’ needs. Sanofi has core strengths in diabetes solutions, human vaccines, innovative drugs, consumer healthcare, emerging markets, animal health and Genzyme. Sanofi is listed in Paris ((EURONEXT: SAN) and in New York (NYSE: SNY). For more information please visit www.sanofi.com.
About Pharmacy Management

Ted Butler, Founder and Chairman, Pharmacy Management

Pharmacy Management has been helping pharmacists to improve their practice for over twenty-five years. During that time, Pharmacy Management has developed a strong reputation for delivering high quality education and training events, professional management and leadership training, and targeted support materials.

The Pharmacy Management Academy was formed in 2011 as a result of the organisational changes within the NHS in England, and the impact this had on pharmacy teams working in primary and secondary care. The biannual series of Academy events was extended to encompass Scotland, Wales and Northern Ireland in 2014, and has supported over 2,000 pharmacy professionals to date. Development of the Clinical Leadership in Pharmacy programme has been a natural progression from the Academy series, and has drawn on Pharmacy Management’s extensive experience in management and leadership training.

Website

Further details about the CLIP programme are available at www.pmleadership.co.uk.