



CLINICAL LEADERSHIP IN PHARMACY PROGRAMME IN WALES 2018-2019

This programme is sponsored by the following companies:

Mylan N.V. and Napp Pharmaceuticals Ltd.

These companies have had no input into the design or content of the programme.

The Clinical Leadership in Pharmacy (CLIP) Programme is a comprehensive leadership series aiming to unlock the potential of our future pharmacy leaders. By embedding collective leadership behaviours within the pharmacy sector, this programme hopes to support our future leaders in maximising the opportunities created by health and social care integration and novel models of care.

Introduction

The modern NHS, and associated health and social care landscape, continues to undergo change at an exceptional rate and scale. Pharmacy leaders, both now and in the future, are likely to encounter increasing challenges to the profession amidst an evolving leadership culture and climate. **Pharmacy Management** understands the high priority challenge that this presents and has, therefore, worked closely with senior pharmacists across the UK and Ireland to design and deliver our unique approach to leadership development.

"It is clear that as the profile and challenges for Pharmacy extend we need to invest time and support to the development of Leaders for the future who are equipped with the right skills, knowledge and ability to continue to improve population health, patient care and value for money"

Judith Vincent, *Clinical Director for Integrated Pharmacy, ABM University Health Board and Chair of the NHS Wales Chief Pharmacist Peer Group*

The content of the Clinical Leadership in Pharmacy programme has been shaped by Pharmacy Management Steering Groups in each locality including Wales. Membership of these groups includes forward-thinking, influential leaders in pharmacy, who have a key role in mentoring programme delegates through their personal development journey. Members of each group have reviewed the documents and made any adjustments for local situations.

In this way, the leaders of today will work with the leaders of tomorrow as an engaged and involved workforce, realising collective responsibility for leadership in pharmacy.

Pharmacy Management has worked closely with the Royal Pharmaceutical Society (RPS) to align the Clinical Leadership in Pharmacy programme to the RPS Faculty competencies for Leadership, Management and Collaborative Working Relationships. In recognition of the high-quality training, delivered to recognised RPS standards, and in line with the Advanced Pharmacy Framework; this programme has been granted RPS Faculty Accreditation.





Funding of the Programme

To demonstrate their personal commitment, all successful applicants will be required to contribute £100 towards the cost of this educational programme. However, CLIP 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 at least one delegate from their organisation participating in the programme, bringing a different set of skills to share. The PM transparency and governance documents can be viewed at: <https://www.pharman.co.uk/about-us/compliance>

"Developing and equipping the future clinical leaders to the highest standards is essential to meet the demands and maximise the opportunities within healthcare. RPS Wales is very pleased to be associated with this programme"

Suzanne Scott Thomas, Clinical Director for Pharmacy, Cwm Taf University Health Board and Chair of RPS Wales Board

Programme Content

The Clinical Leadership in Pharmacy programme offers pharmacy professionals an exciting opportunity to enhance their effectiveness within current and future roles. The programme includes a broad suite of leadership training events aimed at transforming delegates' leadership capabilities, through the development of appropriate skills and behaviours.

The programme will run over approximately a twelve-month period, with all training modules taking place in Cardiff starting on 8 June 2018. The course comprises a total of ten learning days. These are structured as eight one-day modules and one two-day residential course, with supporting written materials also provided.

The Launch and Welcome event will take place on the evening of 7 June 2018 from 5.30pm - 8pm at The Clayton Hotel in Cardiff, prior to the programme commencing the next day; with presentation of certificates of completion taking place at the end of Day 10. These events provide invaluable networking opportunities; a concurrent workplace-based healthcare improvement project will be completed by all delegates to show application of learning during the programme. This will also include a poster and an article suitable for publication to demonstrate the output of the CLIP programme.

Day One	<p>Leading with Colleagues <i>Getting to know you</i> DATE: FRIDAY 8 JUNE 2018 LOCATION: Clayton Hotel Cardiff</p> <p>This initial day will introduce the programme and consider the objectives of both the programme and its participants, as delegates embark on this challenging, but rewarding, development programme.</p>
Day Two	<p>Leading with Flexibility <i>How to 'work' your leadership style</i> DATE: WEDNESDAY 4 JULY 2018 LOCATION: Clayton Hotel Cardiff</p> <p>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. A senior colleague from the RPS will attend to discuss the Faculty and how a portfolio can be developed to support revalidation.</p>
Day Three Day Four	<p>Leading with My Team Developing yourself and others DATE: WEDNESDAY 19 AND THURSDAY 20 SEPTEMBER 2018 LOCATION: Clayton Hotel Cardiff</p> <p>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.</p>
Day Five	<p>Leading with Focus <i>Project leadership for project success</i> DATE: TUESDAY 16 OCTOBER 2018 LOCATION: Clayton Hotel Cardiff</p> <p>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.</p>
Day Six	<p>Leading with Impact <i>Making a personal impact</i> DATE: TUESDAY 6 NOVEMBER 2018 LOCATION: Clayton Hotel Cardiff</p> <p>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.</p>
Day Seven	<p>Leading without Conflict <i>Conflict management and resolution</i> DATE: WEDNESDAY 5 DECEMBER 2018 LOCATION: Clayton Hotel Cardiff</p> <p>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.</p>

<p>Day Eight</p>	<p>Leading with Negotiations <i>Negotiating for success</i> DATE: WEDNESDAY 9 JANUARY 2019 LOCATION: Clayton Hotel Cardiff</p> <p>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.</p>
<p>Day Nine</p>	<p>Leading with Me <i>Maximising effectiveness and impact in the workplace</i> DATE: TUESDAY 19 FEBRUARY 2019 LOCATION: Clayton Hotel Cardiff</p> <p>The content of this penultimate training event will include building resilience to improve both performance and patient care. The focus of this session will be on how to create a team that can withstand the challenges of the NHS, without allowing patient care to falter. It will explore quality improvement methodology and show how to ensure impactful and purposeful work to maximise effectiveness and impact in the workplace.</p> <p>There will also be some time, individually designed and tailored, to meet the specific needs of programme delegates, this flexibility ensures a bespoke leadership programme meeting the requirements of the cohort.</p>
<p>Day Ten</p>	<p>Leading within Health Systems <i>Why are we doing this? Leaders of today talk to leaders of tomorrow</i> DATE: THURSDAY 14 MARCH 2019 LOCATION: Clayton Hotel Cardiff</p> <p>This final, interactive day spent with 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 across Wales will be led in the future.</p> <p>This is the ideal opportunity to showcase your work-based project and poster to demonstrate your new learning, tools and skills you have gained from being a member of the CLIP programme and how you have enhanced your personal effectiveness.</p> <p>The day will be followed by your certificate presentation.</p>



Output from the Programme

By working collaboratively alongside colleagues from diverse backgrounds, the CLIP programme will encourage delegates to learn from their peers, through sharing experiences, challenging each other and developing productive, professional networks.

This opportunity to enhance relationships amongst 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.

The completion of a workplace-based healthcare improvement project is a key element of the Clinical Leadership in Pharmacy 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.

Having completed the programme, the previous cohort's experience shows delegates will move forward within their roles, inspired to lead through change within their own environments.

Applications

The Clinical Leadership in Pharmacy programme has been designed with current, emerging and potential leaders in mind. Therefore, applications are welcomed from Hospital Pharmacists, Prescribing Advisors, Community Pharmacists, Senior Pharmacy Technicians, Clinical Pharmacists working in GP practices and Medicines Optimisation Pharmacists, who should be currently working in a clinical or technical pharmacy role in an operational environment and be in a new leadership role, or aspiring to move into a role that includes this aspect. Currently, we are unable to accept applications from those working in private practice.

You must discuss attendance with your Line Manager before applying for a place on the programme as all delegates are expected to attend all modules.

This programme will challenge, stretch and support you to grow as a leader. It will help you to develop the skills and behaviours essential to effective leadership practice, and will enable you to:-

- Confidently motivate those around you
- Resiliently lead a positive work environment
- Capably influence change within your organisation

The development and delivery of this leadership programme has involved significant investment by several groups of stakeholders. Participation in this intensive and demanding programme will similarly require an investment of time and effort by any potential delegate, and, therefore, a demonstration of commitment will be necessary upon application. Successful applicants will also be required to make a financial contribution of £100 towards the cost of this educational programme and agree to attend all sessions and complete all set tasks within the agreed timeframes.

The Clinical Leadership in Pharmacy Programme for Wales for 2018 - 2019 is limited to a maximum of 24 healthcare delegates, depending on applications. Therefore, a clear and transparent recruitment process will be applied to the selection of this cohort of invited delegates.

If you would like to be considered for a place on the programme, applications can be made online from **1 April 2018** at: www.pmladership.co.uk. Applications will remain open for four weeks until **5pm on Friday 27 April 2018**. Any received after this date will not be considered.

If you have any queries about the course for 2018 - 2019 or would like to register your expression of interest before the formal online application process opens, please email your name, role and organisation to: Graham Brack, CLIP Programme Lead for Wales, Pharmacy Management – graham.brack@pharman.co.uk

About Pharmacy Management

Pharmacy Management has been helping pharmacists to improve their practice for over thirty three 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 because 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. A successful CLIP programme was completed in Scotland in March 2017 and is currently running across Ireland, with delegates from both jurisdictions.

The CLIP Programme (along with the Pharmacy Futures in Diabetes Programme) has been short-listed as a finalist for the 2018 HSJ Healthcare Partnership Awards.



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