



Cumbria, North East England,
Yorkshire & Humberside

PM leadership

Clinical Leadership In Pharmacy



CLINICAL LEADERSHIP IN PHARMACY PROGRAMME IN NORTH EAST ENGLAND, CUMBRIA, YORKSHIRE AND HUMBERSIDE 2018-2019

This programme is sponsored by the following companies:-

Daiichi Sankyo UK Ltd, Mylan and Novo Nordisk

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.

"We need to develop leaders rather than finding them by accident."

Tim Delaney, Head of Pharmacy, Tallaght Hospital, Dublin.

"We are heading into a period of unprecedented challenge. For our profession to thrive and best serve our patients we need good effective leadership. This programme gives our future leaders the chance to develop the required skills."

Michael Pratt, former Director of Pharmacy, NHS Dumfries and Galloway.

The content of the Clinical Leadership in Pharmacy programme has been shaped by the Pharmacy Management National Reference Group for Scotland and Pharmacy Management Steering Groups in Northern Ireland, the Republic of Ireland and in North East England, Yorkshire and Humberside. 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.

"This programme will improve participants' understanding of the practice of pharmacy and the challenges and opportunities facing its leaders across Ireland, supporting connectivity and future joint working."

Cathy Harrison, Senior Principal Pharmaceutical Officer, Department of Health Northern Ireland.

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 have had 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 Pharmacy Management transparency and governance documents can be viewed at: <https://www.pharman.co.uk/about-us/compliance>

"The programme was designed to include members of Pharmaceutical industry as participants. The NHS members I have spoken to about this have all said that this added significant extra value. This different dimension allowed NHS colleagues to become exposed to a different perspective and different challenges which added to their learning experience."

Michael Pratt, former Director of Pharmacy, NHS Dumfries and Galloway.

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 quality of what Pharmacy Management is putting on is simply streets ahead of anything else I'm seeing at the moment. Keep up the good work!"

Noel Wicks, Managing Director, Right Medicine Pharmacy Ltd, Stirling.

The programme will run over approximately a twelve-month period, with all training events/modules taking place in at The Principal Hotel York starting on Tuesday 19 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/Welcome event will take place on the evening of Monday 18 June 2018 from 5.30-7.30pm at The Principal Hotel in York, 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 for the delegates; 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.

<p>Day One</p>	<p>Leading with Colleagues <i>Getting to know you</i> DATE: TUESDAY 19 JUNE 2018 LOCATION: The Principal Hotel York</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>
<p>Day Two Day Three</p>	<p>Leading with My Team Developing yourself and others DATE: WEDNESDAY 5 AND THURSDAY 6 SEPTEMBER 2018 LOCATION: The Principal Hotel York</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>
<p>Day Four</p>	<p>Leading with Focus <i>Project leadership for project success</i> DATE: WEDNESDAY 10 OCTOBER 2018 LOCATION: The Principal Hotel York</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>
<p>Day Five</p>	<p>Leading with Impact <i>Making a personal impact</i> DATE: THURSDAY 8 NOVEMBER 2018 LOCATION: The Principal Hotel York</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>
<p>Day Six</p>	<p>Leading without Conflict <i>Conflict management and resolution</i> DATE: TUESDAY 15 JANUARY 2019 LOCATION: The Principal Hotel York</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 Seven</p>	<p>Leading with Flexibility <i>How to 'work' your leadership style</i> THURSDAY 7 FEBRUARY 2019 LOCATION: The Principal Hotel York</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>

<p>Day Eight</p>	<p>Leading with Negotiations <i>Negotiating for success</i> DATE: THURSDAY 21 MARCH 2019 LOCATION: The Principal Hotel York</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 30 APRIL 2019 LOCATION: The Principal Hotel York</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: WEDNESDAY 5 JUNE 2019 LOCATION: The Principal Hotel York</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 North East England, Cumbria, Yorkshire and Humberside 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.

"Just wanted to say a HUGE thanks to you and all the fab Pharmacy Management Team.

I loved the programme and made some amazing connections.

It was so encouraging spending quality time with colleagues who are passionate about the profession."

CLIP Scotland 2016-17 graduate.

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.

"I liked learning about what type of people we all are, how we work together and the importance of having a mix of different types of people in a team."

Current (2017-18) CLIP Across Ireland delegate.

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.

"I have learned a lot from the CLIP Programme and undertaking this project; this has been a very worthwhile programme for my development and what I have been able to take back to my workplace. "

CLIP Scotland 2016-17 graduate.

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

This unique opportunity across the whole pharmacy profession is only being offered in this region of England. The next planned CLIP Programmes will be delivered specifically for the PCPA, for pharmacists in Wales, and repeat visits to Scotland and Ireland, where there are waiting lists from the first cohorts.

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 North East England, Cumbria, Yorkshire and Humberside 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 at:

<https://www.pharman.co.uk/pm-leadership/clip-for-the-north-east-yorkshire-and-humberside>

If you have any queries about the course, or would like to register your expression of interest before the formal online application process opens, please contact Val Shaw BPharm FRPS FFRPS, CLIP Programme Professional Adviser, Pharmacy Management: val.shaw@pharman.co.uk

Val was Deputy Chief Pharmacist at Cambridge University Hospitals NHSFT until 2016 and also had experience as a Chief Pharmacist and leader in Mental Health, Community Services and Primary Care. She has seen CLIP in action in both Scotland and Ireland, so is ideally placed to help and advise if needed.

"I believe CLIP has been of significant benefit to the participants and to the service. It has developed our new leaders, and will add value to our organisation. I would recommend CLIP to any future Pharmacy Leader.

Michael Pratt, Director of Pharmacy, NHS Dumfries and Galloway.

About 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 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.



Published by **Pharman Limited**

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