



## CLINICAL LEADERSHIP IN PHARMACY PROGRAMME FOR CLINICAL PHARMACISTS IN NORTHERN IRELAND 2019 - 2020

This programme is sponsored by the following companies:  
Daiichi-Sankyo UK Ltd, GlaxoSmithKline Plc, Mylan UK Healthcare Ltd  
and Napp Pharmaceuticals Ltd

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

**The Clinical Leadership in Pharmacy Programme (CLIP) 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 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 clinical leadership development.

*“We need to develop leaders rather than finding them by accident.”  
Tim Delaney, Head of Pharmacy, Tallaght Hospital, Dublin.*

The content of the CLIP Programme has been shaped by the Pharmacy Management National Reference Group for Scotland and Pharmacy Management Steering Groups across Northern Ireland, the Republic of Ireland, in the North East of England and in Wales. Membership of these groups includes forward-thinking, influential leaders in pharmacy, who also have a key role in mentoring CLIP Programme delegates through their personal development journey. Members of each group have reviewed the documents used and made any adjustments for local situations. CLIP delegates evaluate each session, and the Programme overall, to inform the continual updating and evolution of the CLIP Programme.

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

Pharmacy Management has worked closely with the Royal Pharmaceutical Society (RPS) to align the CLIP 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, the CLIP Programme has been granted RPS Faculty Accreditation.

The CLIP 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, bringing a different set of skills to share.

*“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 CLIP 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 CLIP course has given me a renewed desire to reinvigorate how I work in the team and how I and my pharmacy colleagues provide medicines management to our patients.”*

*Graduate from CLIP across Ireland, 2017/18*

The Programme runs over a ten-month period, with all training events/modules taking place in the Antrim area; starting from September 2019. It is not expected that overnight stays will be needed, but if travel to the venue exceeds 2 hours this can be considered on an individual basis.

The course comprises a total of ten single learning days, with supporting written materials and a dedicated section of the Pharmacy Management website for Programme resources.

The Launch/Welcome Event will take place at the beginning of Day 1 of the Programme, on Wednesday 25 September 2019, with the presentation of certificates of achievement at the conclusion of Day 10. These two events provide invaluable networking opportunities for the new delegates, their mentors, line managers and other invited guests.

A concurrent workplace-based, healthcare improvement project is completed by all delegates to show application of learning during the Programme and its impact on improving patient outcomes. This includes producing a poster and writing up your project as an article suitable for publication in either of the Pharmacy Management Journals, subject to peer review, to demonstrate the output of the CLIP Programme and its benefits to your patients. This offers delegates an opening to showcase



your work to a wide audience at Pharmacy Management events throughout the year and is an excellent opportunity for your CV, career development and CPD activities.

*“CLIP was the perfect opportunity to learn some new skills around leading and inspiring a team and managing successful projects.”*

*Graduate from CLIP across Ireland, 2017/18*

All modules are highly interactive, with individual and group work. There is a focus on practical outcomes, so that you can put your new leadership skills and tools into use immediately.

### **Day One - Leading with Colleagues**

*Getting to know you*

**DATE: Wednesday 25 September 2019**

**LOCATION: Hilton Belfast Templepatrick**

This initial day starts with the Launch Event, followed by an introduction to the CLIP Programme content and methodology. The objectives of both the Programme and its participants will be explored and considered as delegates embark on this challenging, but rewarding, leadership development programme. As a leader, delegates will develop resilience, interpersonal, team management and people management skills, not only with the pharmacy team, but with a wider range of professionals. Discover how and why the leader must be an excellent ambassador.

### **Day Two - Leading with Flexibility**

*How to ‘work’ your leadership style*

**DATE: Tuesday 22 October 2019**

**LOCATION: Dunsilly Hotel Antrim**

What is your preferred style of leadership? How can you adapt this to deal with the multiple challenges you will face as a leader? Delegates will be shown how to solve problems creatively, how to lead through crisis situations and how to adapt their leadership approach to complement others’ styles.

### **Day Three – Developing Yourself as a Leader**

*Developing Yourself*

**DATE: Tuesday 19 November 2019**

**LOCATION: Maldron Hotel Belfast International Airport**



Who is 'driving' you? This module explores delegates' hidden talents as a leader and how to interact with and lead different personality types. You will learn how to develop and identify what training, coaching or mentoring is required to achieve this.

## **Day Four - Leading with My Team**

*Developing Others*

**DATE: Thursday 5 December 2019**

**LOCATION: Dunsilly Hotel Antrim**

How can you lead and develop a high performing team? Using Team Fast Start, delegates will discover how to identify priorities and deliver results, even under pressure. You will discover how to inspirationally lead through the 'drama triangle' process.

## **Day Five - Leading with Focus**

*Project leadership for project success*

**DATE: Thursday 9 January 2020**

**LOCATION: Dunsilly Hotel Antrim**

Delegates will learn how to lead projects in the increasingly complex and fast changing world of healthcare delivery; how to manage effectively in the face of targets, budgetary demands and time restraints.

## **Day Six - Leading with Impact**

*Making a personal impact*

**DATE: Tuesday 4 February 2020**

**LOCATION: Dunsilly Hotel Antrim**

Leaders must be able to maintain credibility and composure, think clearly and act with confidence and authority. This module will show you how to improve your communication and leadership skills. It will also show how to lead and facilitate meetings with impact.

## **Day Seven - Leading without Conflict**

*Conflict management and resolution*

**DATE: Thursday 5 March 2020**

**LOCATION: Dunsilly Hotel Antrim**



How should you manage conflict both personally and professionally as a leader? When should you walk away? What techniques can you develop to recognise that conflict is a positive thing? This module explores judicial decision-making processes to enable you to maintain sound judgement as a leader.

## **Day Eight - Leading with Negotiations**

*Negotiating for success*

**DATE: Thursday 2 April 2020**

**LOCATION: Dunsilly Hotel Antrim**

Does every negotiation feel like a bit of a struggle? This module will show you how to plan the approach and utilise subtle and ethical influencing techniques to get the results needed as a leader.

## **Day Nine - Looking after Me**

*Maximising effectiveness in the workplace*

**DATE: Tuesday 12 May 2020**

**LOCATION: Dunsilly Hotel Antrim**

This interactive module will cover personal wellbeing. Focusing on the ways in which we can build and protect our resilience by exploring a range of lifestyle factors, including healthy eating/drinking, sleep hygiene and physical activity, and the link these have with our physical and mental health. We will look at better understanding mental wellbeing and being more aware of the 'red flags' to look out for in order to be proactive and preventative in supporting both yourself and your colleagues. It will also encompass stress management techniques, including mindfulness and practicing acceptance, and how to develop a more positive mindset.

You will leave with several tangible methods to help you support your own wellbeing and ensure that, despite the fast-paced world we are living in, you always continue to 'look after me'.

## **Day Ten – Leading: Today and Tomorrow**

*What have you achieved?*

**DATE: Thursday 11 June 2020**

**LOCATION: Dunsilly Hotel Antrim**

The final day is spent informally with current leaders in pharmacy and healthcare, who will provide context to the learning delivered throughout the Programme. Delegates will have the unique opportunity to participate in open, informal dialogue about where and how pharmacy will be led in the future.



This is the ideal opportunity to showcase your work-based healthcare service improvement project poster to demonstrate your new learning, using the tools and skills you have gained from being a member of the CLIP Programme and show how you have enhanced your personal effectiveness. The day will be concluded by the presentation of the certificates of achievement.

*“The personal stories delivered by the 'leaders in pharmacy' have helped motivate me to strive to become a better leader; this was a very powerful & inspirational day. “*  
*Graduate CLIP across Ireland, 2017/18*

## 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 CLIP Programme. This project enables practical application of learning from the Programme to delegates' specific challenges, within their own local context and for the benefit of their patients. 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 was impressed by the quality of the posters that I saw, with such a broad range of clinical expertise on show.”*  
*Cathy Harrison, Acting Chief Pharmaceutical Officer, Department of Health, Northern Ireland.*

Having completed the CLIP Programme, the previous cohorts' experience shows delegates will move forward within their roles, inspired to lead through change within their own environments to benefit their patients and improve outcomes.

## Applications

The CLIP Programme has been designed with current, emerging and potential leaders in mind. Applications are welcomed from pharmacists currently working in a clinical position in an operational environment that includes a new leadership role or aspiring to move into a job that includes this. You must discuss attendance with your Line Manager before applying for a place on the CLIP Programme.



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, a demonstration of commitment will be necessary upon application. Successful applicants must agree to attend every module and complete all set tasks within the agreed timeframes.

The CLIP Programme in Northern Ireland for Clinical Pharmacists for 2019/2020 is limited to 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 Monday 20 May 2019 at [www.pmleadership.co.uk](http://www.pmleadership.co.uk) Applications will remain open for two weeks until 5pm on Monday 3 June 2019, any received after this date will not be considered.

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 email your name, role and organisation to:

Val Shaw, CLIP Programme Co-ordinator, Pharmacy Management – [val.shaw@pharman.co.uk](mailto:val.shaw@pharman.co.uk)

*“I would greatly recommend this programme to all my colleagues, particularly those who manage staff or are lead pharmacists in their field. It was great fun and really does help arm you with the skills to be braver in the workplace!”*

*Graduate from CLIP across Ireland, 2017/18*

## 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 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 CLIP Programme has been a natural progression from the Academy series and has drawn on Pharmacy Management's extensive experience in management and leadership training. Successful CLIP programmes have completed in Scotland in March 2017; across the island of Ireland in June 2018; in Wales in March 2019; the current programme is running across North East England, Yorkshire, Humberside and Cumbria until June 2019.

Val Shaw BPharm MSc FRPS FFRPS, CLIP Programme Co-ordinator, Pharmacy Management will be attending all modules, along with a specialist trainer.