Centre for Pharmacy
Postgraduate Education

Costed Plan: Financial Strategy

April 2012 – March 2013

This summary describes the learning development and provision planned by CPPE in 2012/13. It is supplemented by the CPPE Organisational Strategy and some detailed financial spreadsheets. It provides the detailed thinking that supports these learning developments together with plans to maintain a wide portfolio of learning opportunities. Appendix 1 lists all the programme developments planned for 2012-13. In the previous six years, CPPE has taken a three year approach to developing learning across themes. This is now considered not necessary due to the breadth of CPPE’s learning portfolio, the inbuilt efficiencies of CPPE’s quality management systems and the need to be more flexible within the expected budget savings.

As in previous years, prioritisation of our development plans for CPPE was undertaken based on a wide range of criteria and influences. These include:

- the NHS and Public Health Outcomes Framework
- key changes in the NHS
- supporting pharmaceutical NHS services, particularly enhanced services and skill mix
- supporting the different sectors of pharmacy practice
- supporting CPD, Fitness to Practice and driving quality and excellence
- advice provided by Stakeholder and User Advisory Board, Quality and Standards Group, Executive Operational Board and our Contract Management Board
- internal discussions with our experienced CPPE team
- considering the length of product life within our portfolio filling the gaps in our portfolio

Our development plan has been created while considering that the NHS structure is changing. PCTs are being abolished and will be replaced with a national commissioning board, supported by four sectors (NHS North, NHS Midlands, NHS South and NHS London). Under these will be 50 field forces, supported by commissioning groups and advised by local professional networks. Fifteen local education and training boards will be set up, with which we will link. As well as the National Health Service the Department of Health will oversee the new Public Health Service and the Social Care Service. Pharmacy team members will offer services within each of these and we will continue to develop and deliver learning programmes to support them in doing so. These changes to the NHS are taking place at the same time as funding is limited, with pressures being placed on all service providers to manage efficiencies.

### Pharmacy workforce landscape

The pharmacy workforce landscape and hence users of CPPE significantly changed in 2011, with the registration of almost 17,000 pharmacy technicians in England. This brought CPPE’s total user number to 56,800.

| Number of pharmacists       | 39,700 |
| Number of pharmacy technicians | 17,000 |
| Number of pre-registration pharmacist trainees | 2,900 |

This significant increase in users has placed pressure on many aspects of CPPE including call handling, dealing with email communication, ordering of paper copies of learning and large increases in mailing costs. These pressures have been considered when developing the Costed Plan and Organisational Strategy. CPPE activity and productivity data is reported in our Annual Report released early July each year on our website ([www.cppe.ac.uk](http://www.cppe.ac.uk)).
Tracking policy developments

NHS and Public Health Outcomes Framework
- CPPE’s learning programmes will support both of these important frameworks. Developments will be prioritised to ensure that necessary learning is available to allow the pharmacy team to support the outcomes. CPPE will regularly map its programmes to these frameworks.

Patients and the NHS Constitution
- CPPE recognises the importance the NHS is placing on patients being involved in care and the design of care. This is underpinned by the NHS Constitution.

- CPPE will develop systems and processes to ensure its strategic and educational developments are supported and informed by this important agenda. This could include more patient involvement in developing learning and informing strategy.

- This will also include embedding the principles of shared decision making into learning programmes. The use of patients and medical actors will be expanded within learning experiences.

National Commissioning Board
- It is clear that the National Commissioning Board and its local infrastructure will have a significant impact on the commissioning of pharmacy services. CPPE needs to track and support this work closely.

- This is closely aligned with the work by the North West Harmonisation of Accreditation Group (HAG) work.

- CPPE will develop further learning to support the medicines optimisation agenda.

New commissioning landscape
- The formation of Local Professional Networks, Clinical Commissioning Groups and other new bodies means that CPPE needs to ensure it embeds this new landscape into its programmes to ensure relevance and starts to track emerging learning needs or demands. This will also include local authorities for public health.

National Institute for Health and Clinical Excellence (NICE) quality standards
- By the end of 2011, NICE had produced 14 quality standards. CPPE needs to consider how it raises the profile and implementation of these standards within pharmacy practice.

Medicines Act consolidation
- CPPE needs to track the work on the Medicines Act being undertaken by the Medicines and Healthcare products Regulatory Agency and respond when appropriate.

Key learning developments
- Continued provision of consultation skills events, supporting shared decision making
- Maintain delivery of pharmaceutical and public health services learning
- Develop an e-learning programme on Nice Quality Standards, NICE Evidence and NICE pathways
Tracking pharmacy developments

Public health and Healthy Living Pharmacies (HLPs)
- CPPE will continue to support the HLP initiative and will consider the development of an open learning programme on ‘developing your pharmacy into a HLP’. This will also include local authorities for public health.

New medicine service (NMS) and targeted medicines use reviews (MURs)
- CPPE plans to integrate its MUR assessment (co-delivered with the University of Manchester) with the NMS self-assessment and the need for targeted MURs. This is linked to Transfer of care work.

Modernising Pharmacy Careers (MPC)
- It is possible that MPC work stream 2 may generate learning demands and needs, so CPPE needs to track this work.

Various developments which may emerge
- CPPE needs to track evolving policy developments relating to the drug tariff changes, supervision, responsible pharmacist, care homes and wastage of medicines.
- Work with the Pharmaceutical Services Negotiating Committee on the evolving role of local pharmaceutical committees (LPCs).

Key learning developments
- CPPE team will use a checklist to develop and review new learning programmes to ensure they meet the new language, ethos and architecture of the NHS and Public Health service
- Develop Programmed Courses, with partners, on HLPs and NMS/MUR (see later)
- Create a new format of ePDFs for NMS/MUR (see later)

Focusing on health and patient outcomes

Local education and training boards (LETBs) formation
- CPPE will evolve its Operational Strategy to meet the Educational Outcomes Framework being managed by LETBs. Linked to this, CPPE will also develop outcomes for its team members to further enhance the performance of its team.

NMS and MURs
- CPPE will develop new e-learning programmes to support pharmacists in achieving better outcomes from NMS and MURs.

Raising awareness of outcomes
- CPPE will embed within its learning programmes the importance of pharmacy being more outcome-focused.

Key learning developments
- CPPE team will ensure these issues are embedded into learning programmes
Reprofiling our local delivery of face-to-face learning

CPPE moved to a two-semester model (April to September / October to March). Workshops and events are highly valued by CPPE’s learners not only as learning experiences, but as opportunities to network and share issues with colleagues.

CPPE recognises that the pharmacy workforce continues to evolve with different working patterns, workforce demographics and the need for different approaches to learning. CPPE will continue to offer focal point and public health workshops in the evening but will start to deliver a range of all-day events too, using its workshop budget with its tutor, regional manager and senior pharmacist workforce. Events will include:

- Stress-free learning days with Pharmacist Support (to be confirmed), which could be linked to the medicines optimisation / patient communication agenda and deal with workplace/workload stress. Ideally in ‘higher quality’ venue locations, with an option to add some ‘relaxing’ element to the event.
- Consultation skills events.
- Leadership events.
- IT skills events.
- Services development with LPCs events.
- Inter-professional education with deaneries.
- Learning and facilitation events with the University of Manchester (to be confirmed).
- BPSA events.
- Peer review for quality of services.

CPPE developed focal point for those users who prefer working and sharing experiences in a small group. This was well received by customers and local pharmacy tutors. CPPE learning communities also utilise focal point.

Tutors will be provided some flexibility in their local delivery to provide support to APTUK and LPF branches to further promote CPPE. This will be supported by the development of a new role called CPPE Associates, which will add to our local networking and connections.

Key learning developments

- CPPE will develop new all day training sessions on medicines optimisation and clinical issues
- CPPE will develop focal point topics on diabetes and anticoagulation
- A new Peer Review training package will be developed
- The IPE Care Homes pilot will be further rolled out
- New format of Pharmacy Technicians Learning Clubs (see below) will be delivered
**Campaigns of learning – deeper and broader marketing**

CPPE will move to four to five mailings a year of smaller/thinner marketing materials linking to national campaigns.

CPPE will run four campaigns of learning with an emphasis on ‘doing your job better to improve your support to patients’. These are likely to be:

1. stop smoking services
2. emergency hormonal contraception services
3. performing higher quality MURs and management of risky drugs
4. supporting care homes with medicines optimisation

These campaigns could include printing and distributing a piece of learning to all pharmacists in England (such as the Targeting your MURs more effectively guide or the Patient-centred care open learning programme), as well as linking all marketing actions, including tutors’ activities. These will be determined as the campaigns are developed.

**Supporting pharmacy technicians**

CPPE will continue to support CPD, skill mix and role development of pharmacy technicians. Several bespoke products were developed in previous years and pharmacy technician access to all workshops was promoted. Continued additional marketing will be undertaken to promote CPPE to pharmacy technicians. We will appoint a senior member of our team to lead support for this workforce.

A key development will be the formation of ‘Pharmacy technician learning clubs’. These will be the marketing front for our local events. We also anticipate that flexible tutor time will be able to further support local learning providers such as APTUK.

CPPE plans to work closely with APTUK to enhance its delivery and marketing to the substantial pharmacy technician population to further support CPD recording for newly registered pharmacy technicians.

CPPE will consider learning programmes that will support pharmacy technicians in the professionalism journey (including continuing professional development) and in what could be their roles in the newly forming NHS (for example, medicines management).

CPPE will also develop two e-learning programmes for pharmacy technicians to support medicines management roles. These will be supported by our bespoke e-assessments for pharmacy technicians, which have a particular focus on medicines management services.

**Key learning developments**

- Formation of ‘Pharmacy technician learning clubs’
- New e-learning programmes and ePDFs/eBooks to support medicines optimisation and professionalism
Hospitals and *learning@lunch*

The first module of *learning@lunch* was launched in March 2006. This focused on the therapeutic theme of cardiovascular disease. CPPE has since developed over 23 further modules on a variety of topics. Several programmes have been withdrawn as they were considered out of date, while the remainder have been integrated in our programme guardian process and are available as downloadable PDFs or for use by Learning Communities.

In 2010, CPPE developed a new format of learning event support material to respond to rapid national changes in policy or practice. This new format is similar to our *local solutions* format, but in this case CPPE provides printed materials to hospitals, which are distributed similarly to our *learning at lunch* booklets. We call this *learning@lunch flex*.

During 2010, CPPE used the *learning@lunch flex* format to work with a publisher, utilising published journal articles for the programme’s pre-event reading. We then simply generated case studies for use within the hospital. For CPPE, advantages included cost savings, more timely delivery and easy access to additional marketing, while for users it meant the ability to choose more specialist topics.

We also recognise we need to further engage with hospital pharmacy, so additional plans are to appoint a senior team member to support delivery to hospital pharmacy. CPPE has run numerous workshops to support facilitators of *learning@lunch* sessions and we have plans to offer more events in 12/13. These are coordinated by our regional managers.

**Key learning developments**

- *learning@lunch* development topics are acute kidney injury, Parkinson’s disease, antimicrobials, new anticoagulants and COPD.
- Further marketing is being led by the hospital pharmacy lead.
- CPPE will consider how it supports pharmacy technicians in hospital pharmacy.

**e-initiatives and e-developments**

There is little doubt about the impact of technological advances on learning, learners and educationalists. Blogging, microblogging, social networking, rapid authoring software, mobile solutions (iPad, etc), e-lectures, webinars, video learning, Kindle, online assessment and e-tutoring can all be e-solutions for learning.

In effective e-learning, users must be allowed to explore, and they must face challenges, make decisions, be able to make mistakes and have fun. These key principles, as well as the challenge of dealing with new technologies and software, need to be embedded in to CPPE’s delivery plan. We intend to develop a range of new programmes in 12/13.

CPPE will develop interactive PDFs with an external designer to act as a rapid supplement to e-learning. This could form bite-size learning options with embedded video. These maybe know as eBooks and linked to iTunesU.

CPPE will look to further develop e-learning with HTML5 as well as Flash to ensure iPad options.
CPPE will develop an ‘App’ with a learning focus for a range of platforms. CPPE will further consider evolving learning for Kindles and other e-readers and via e-lectures and podcasts.

We intend to continue to exploit the opportunities of blogs, e-lectures, social networking and online videos to discuss and promote learning stories and successes. The CPPE e-challenge was developed to create a twice monthly series of challenges, delivered by email or mobile learning, to drive learning and CPD. This will continue into 2012/13 and special editions will be developed.

Further develop the e-challenge system to target specific segments of the profession such as pre-registration trainee pharmacists or pharmacy technicians.

Explore the development of www.thelearningpharmacy.com which will look to develop a new website as a resource for use within pharmacies as a training and learning tool. This will host key learning items for the whole pharmacy team and use media such as PDFs, video and quizzes.

### Key learning developments

- Develop a new format of ePDF/eBooks
- Continue e-challenge and expand to special editions for segments of the profession
- Create a range of new e-learning programmes including Safeguarding Children and NICE Quality Standards
- Further exploit the options to engage and share learning experiences
- Develop one new learning App for multiple platforms
- Explore the development of [www.thelearningpharmacy.com](http://www.thelearningpharmacy.com)

### Supporting the information revolution

**Embedding information resources into learning**

- CPPE programmes will make full use of the extensive online resources such as BNF.org, NHS/NICE Evidence, Summary Care Records and the electronic Medicines Compendium.
- These should be supported by reinforcing Information Governance

#### Key learning developments

- Create a new multidisciplinary BNF update programme as an ePDF
- Embed the principles of the information revolution and governance into learning programmes
**Students / preregistration trainee pharmacists / student pharmacy technicians**

**Improving access and for pharmacy students**
- CPPE intends to continue to work with the BPSA and HEIs providing MPharm courses to look at how CPPE can encourage early engagement with CPD and our resources. This will naturally lead on to a review of provision and marketing to preregistration trainees and new registrants.
- CPPE also plans to continue to redevelop *focal point* for use by undergraduate students. We will also print one open learning programme for distribution to third-year students.
- CPPE will work with CoAcS College of Pharmacy to offer other learning programmes to students, maybe via a CPPE virtual building – this will replace single sign-on plans for the British Pharmaceutical Students’ Association (BPSA) website.

**Preregistration trainee pharmacists**
- Aim to further support BPSA events with tutors and facilitators.
- Undertake a national mailings and email support, via our tutor lead, to promote learning to pre-registration pharmacists

**Student pharmacy technicians**
- CPPE will look to expand pilot work about raising awareness of CPPE to student pharmacy technicians, via education providers.

**Self directed learning - Open learning and new ’Programmed Courses’**

Open learning is the core part of CPPE’s self-study learning provision. There has been significant investment in open learning products during the past three years. This has given CPPE a learning portfolio of more than 50 open learning programmes covering the majority of therapeutic areas and community pharmacy enhanced services.

CPPE will reprint its popular Substance Use and Misuse and Anticoagulation open learning programme but otherwise it is expected that due to budgetary constraints it may not be possible to replenish any other open learning programmes when printed stocks are used up and some programmes will become available only by download.

CPPE intends to blend open learning with e-learning systems such as Moodle or Blackboard to create ‘Programmed Courses’. These will be 10 week modules, which divide learning into bite-sized chunks and blend in online facilities to discuss and share learning. This will be similar to the CPPE/University of Manchester Community Pharmacy Public Health award bearing course.

**Key learning developments**
- Develop three Programmed Courses on Healthy Living Pharmacies, Child Health and NMS/MUR
- Update and reprint Substance Use and Misuse programme and anticoagulation open learning programme.
- Print one open learning programme for third-year pharmacy students
CPPE local solutions

CPPE will continue to maintain its local solutions stream. These materials allow local delivery of workshops to support enhanced services and roll out the Harmonisation of Accreditation (HAG) process. They also support core skills. We now have a total of 14 programmes in the portfolio.

The materials are available as downloadable PDFs for providers or commissioners to use. Organisations will also be able to commission events from CPPE.

We will continue to offer these as part of our tutor event delivery to meet the needs of the new NHS plans and Public Health England. We will offer up to eight topics across each area per semester. Safeguarding children and Vulnerable Adults will be included in this list. We expect the Field Force of the new NHS Commissioning Board will begin to steer this work.

Key learning developments

- Update the Safeguarding children and vulnerable adults local solutions to allow use by tutors and meet Level 2 requirements
- Maintain eight public health service workshops for use locally

Guides

In 10/11, CPPE developed a new set of resources called Guides. These allowed us to support pharmacy professionals by signposting to other learning resources and approaches to learning. There are 23 Guides in our portfolio. CPPE intends to develop Guides in 12/13 to cover topics such as Emergency Planning and other joint projects with Pansophix such as Feedback, Managing meetings and Networking.

Key learning developments

- Create a guide on Emergency Planning
- Deliver six new joint projects with Pansophix on topics such as Feedback, Managing meetings and Networking

Learning communities

CPPE’s learning communities’ initiative has augmented the key strategy of ensuring pharmacy professionals take control and responsibility of their learning. The CPPE programmes of focal point and learning@lunch (including flex) can be used by learning communities and their leaders. There are over 20 clinical programmes available to learning communities together with NHS repeat dispensing, the nine prescriber skills series and five leadership modules.

In 12/13, we will continue to promote this as an option of learning and add Peer Review as a topic. Our national tutor role will continue to support this.
Return to practice

CPPE redeveloped its *Return to practice* course in 2008, and updated it thoroughly in 2009. CPPE will run four courses throughout 12/13. CPPE continues to charge a fee of £250 for attendance. The majority of the costs of the course remain subsidised by CPPE. Our national tutor role will continue to support this.

E-assessment

In 2007, CPPE undertook a major piece of work to develop new assessment IT capabilities. These now allow the development of bespoke robust assessments for learning programmes. CPPE now has more than 70 e-assessments for a variety of learning programmes and these support a range of accreditation processes for enhanced services. CPPE will continue to develop a bank of questions to support learning.

We will also continue to offer the service of some learning using written reflective assessments and being assessed by our senior pharmacist team.

Pharmacist prescribers

CPPE will continue the project looking at CPD needs for pharmacist prescribers. We developed nine modules for use in learning communities and intend to offer some further events for prescribers to follow up this work at a local level.

Secure environment (prison) pharmacy professionals

In 2008, CPPE completed work with its prison pharmacy colleagues to support their movement to be part of NHS services. In 2012, we developed an e-learning programme for this workforce, which will be maintained in 2012/3. In 2012, we will appoint a senior team member to be a link person to drive engagement and marketing.

Armed Forces pharmacy professionals

In 2008, CPPE opened access to British Forces based pharmacists. In 2012, we will appoint a senior team member to be a link person to drive engagement and marketing.

Locums

We have worked at a local and national level with Locum Agencies, such as promoting NMS. In 2012, we will appoint a tutor to be a link person to drive engagement and marketing.
Budget pressure, efficiency savings and income generation

CPPE is funded by the NHS (MPET levy). In the current financial climate, it is expected to deliver efficiency saving on a similar scale to that of the NHS and other public sector organisations. As well as looking to increase income from partnerships with international organisations. The Centre is looking to make savings in its costs to focus on delivering learning.

Certain budgets (eg, some staff costs, venue costs) have inescapable cost pressures and appropriate inflationary rises have been applied. There are several significant cost pressures on the CPPE budget in 12/13, including:

- an expected annual salary award for some HERA staff, and increments for NHS staff
- inflation costs relating to venues, catering, printing and distribution
- significant increase in user numbers.

Some savings from 2011/12, income from sales, and cancellation policy income allow CPPE to offset some of these inescapable cost pressures.

The following actions have been taken or will be taken to robustly manage our budgets:

- cease paying all delegate attendance expenses
- cease sending physical booking confirmation letters (email only)
- further streamlining of workshop paperwork to minimise costs for workshops
- replace larger newsletters by slimmer, smaller marketing options which are cheaper to mail.
- transfer some of evening workshop budget and workforce to deliver daytime events
- further use of new formats to reduce paper usage, such as focal point flex
- removal of some vacant positions from CPPE workforce budget line, spreading workload across existing team and merging of some tutor areas
- a range of in-house activities to reduce further expenditure on expenses and sundries
- exploring the commissioning of new suppliers, especially warehousing
- ongoing revision of cost models for the development of new products, including new consultant remuneration rates
- use of online and e-based facilities to improve efficiency and broaden access to learning
- continued use of second class postage for all post
- close monitoring of large contracts to ensure value for money and accurate charging