

Introduction

Welcome to the CPPE *Leading for change online* programme. This fully-funded programme is open to mid to senior grade pharmacists and pharmacy technicians who work in primary or secondary care, academia, Health and Justice or the armed forces.

As the NHS faces constant challenges to deliver optimal patient care, we have developed this programme to support pharmacy professionals to take on clinical leadership roles across healthcare organisations to support medicines optimisation.

At CPPE we are committed to filling this knowledge and skills gap, and are passionate about supporting pharmacists and pharmacy technicians to become better leaders. We want the next generation of pharmacy leaders to feel supported and to have access to appropriate development, mentoring and peer support opportunities so they have the very best chance of being successful in their roles.

Eligibility

The programme is designed for mid to senior grade pharmacists and pharmacy technicians that have completed their foundation level practice, and are working at, or towards, advanced level practice. We expect participants to have a foundation in leadership, either through completion of a previous leadership programme or through a number of years' experience as a leader.

Suggested prior leadership programmes include the NHS Leadership Academy's Edward Jenner programme, CPPE programmes such as *Leadership for pharmacy professionals* distance learning and *Life skills - developing your potential* e-course, or equivalent in-house training.

The programme is not open to those currently enrolled on any of the NHS training pathways as leadership is covered in detail on these training pathways. It is not open to pharmacy professionals in community pharmacy, as they have access to the Mary Seacole Leadership Programme: www.cppe.ac.uk/services/leadership-community

Participants must meet the following criteria:

1. Be working at or towards advanced level practice
2. Desire to be working in a leadership role
3. Have identified leadership as an area for development
4. Be responsible for managing staff and/or services
5. Have the support of their chief pharmacist or equivalent senior leader
6. Have identified and agreed an appropriate workplace mentor

Aim

The aim of the programme is to bridge the gap between foundation and advanced leadership programmes in order to develop leaders across the pharmacy profession. It also aims to equip participants with the knowledge, skills and behaviours to take on challenges effectively and lead in medicines optimisation to deliver better patient outcomes.

Learning objectives

On completion of the programme participants should be able to:

- reflect on their own leadership style and evaluate themselves against leadership frameworks to identify strengths and areas of development
- describe and understand the processes involved in creating a successful team and managing its performance
- describe national priorities and drivers for change in the NHS, pharmacy services and medicines optimisation and their implications at local level
- develop an understanding of the wider NHS through unique experiences
- lead on a project that delivers on the priorities of their pharmacy service and organisation
- identify opportunities for further leadership development according to identified learning needs
- develop networks across pharmacy and the wider healthcare team.

Application

Applicants are required to complete an online application form with a statement detailing their reasons for applying and how they plan to use the programme to support their organisation.

Applicants must have a project in mind during application stage, and this will be confirmed at the start of the programme.

Successful applicants will be notified and issued a unique identification number to access the online learning portal.

Programme structure

The programme takes a blended learning approach, delivered over six months, and consists of four online modules supported by four online workshops and workplace-based learning experiences. Additional optional workshops and insight days will be offered during the programme to support with learning and development.

The learning outcomes of the four modules are as follows:

Module 1: Achieve your potential

1. Describe the leadership behaviours relevant to the nine dimensions of the Healthcare Leadership Model (HLM)
2. Understand your personal leadership style by having a greater awareness of your strengths and areas of improvement
3. Define emotional intelligence (EI) and apply key techniques to improve your EI
4. Apply key techniques in communication and develop skills in assertiveness, negotiation, conflict management and influencing others
5. Apply techniques to improve your personal resilience
6. Develop an outline plan of your vision for your work-based project

Module 2: Developing and managing services

1. Discuss the importance of quality improvement in the NHS
2. Describe the theory behind change management
3. Identify barriers and driving forces for change and discuss how they can impact on a change management project
4. Apply project management skills
5. Build a stakeholder and communications plan
6. Develop and apply a resource analysis for your project
7. Describe the criteria for developing a business case
8. Evaluate finance reports and budgets
9. Identify risks in a project and develop a plan to mitigate them
10. Design and apply measures to determine if changes are leading to improvement

Module 3: Inspiring and achieving the best from your team

1. Explain what makes a successful team and why teams can become dysfunctional
2. Confidently motivate others in your team and department
3. Develop coaching and mentoring skills to improve the capability of your team
4. Delegate tasks efficiently and effectively
5. Take a structured approach to recruitment and selection processes
6. Demonstrate skills to manage the performance of team members
7. Explain the importance of managing those not in your direct team

Module 4: Pharmacy within the wider healthcare system

1. Describe the NHS drivers for pharmacy and medicines optimisation
2. Understand the role of national arms-length healthcare organisations
3. Identify the impact of national strategy at local level on teams and services

Participants are required to complete the online learning and attend the two mandatory regional workshops.

- **Online learning**

Participants are expected to undertake at least two and a half hours of self-directed learning per week, which will consist of reading material, viewing videos and recording reflections; this excludes time spent on the workplace project. To ensure learning is put into practice, participants will be set workplace tasks to complete. The workplace tasks will require the support of work colleagues and their mentor.

We anticipate the participant will spend between two and a half and five hours per week working through the online learning and recording their reflections. The time taken will be dependent on their previous knowledge levels and how fully the participant engages with the online activities and discussion forums.

Regular active participation in the online discussion forums is strongly encouraged to enhance learning experience and building networks across the regions.

Module 1: Achieve your potential

Week 1	Introduction to leadership
Week 2	Leadership styles and behaviours
Week 3	Assertiveness and influencing others
Week 4	Conflict management and negotiating
Week 5	Developing resilience

Module 2: Developing and managing services

Week 1	Managing change
Week 2	Managing your project
Week 3	Stakeholder engagement
Week 4	Business planning and finances
Week 5	Quality improvement
Week 6	Evaluating change

Module 3: Inspiring and achieving the best from your team

Week 1	Building a successful team
Week 2	Team culture and dysfunctional teams
Week 3	Motivating your team
Week 4	Coaching and mentoring
Week 5	Delegating
Week 6	Managing performance

Module 4: Pharmacy within the wider healthcare system

Week 1	NHS structure and national organisations
Week 2	NHS drivers for change
Week 3	Hospital pharmacy transformation
Week 4	Pharmacy workforce transformation
Week 5	Your leadership journey

There will usually be a gap of one week between modules to allow participants to catch up if they have been away or had a particularly busy time at work that has prevented them from fully engaging with the learning activities. The gap between modules may be extended at CPPE's discretion during holiday periods.

- **Mandatory online workshops**

There will be one mandatory online workshop linked to each module of the course. They will be interactive workshops focused on developing 'soft' skills, and will build on the content of the e-course. Participants will have an opportunity to share their experiences and discuss their project plans, as well as network with peers across the cohort. There will be preparatory work to undertake in advance of the workshops that will be delivered via the online portal. The dates for the workshops will be listed on the CPPE website at the time of application.

- **Presentation skills workshop**

Participants will have an opportunity to attend a regional workshop on presentation skills; this is an optional part of the programme so places are limited.

Dates and further information for these regional workshops will be provided as and when we can return to face to face delivery.

- **Insight days**

To enhance the learning experience and enable understanding of the wider NHS, participants will be offered an opportunity to attend an optional insight day hosted by one of the following national organisations:

- Care Quality Commission
- NHS England and NHS Improvement
- Public Health England
- National Institute for Health and Care Excellence and Specialist Pharmacy Service
- NHS Digital

Each of the insight days will run annually. Places are limited, therefore participants can choose to attend one day only. Locations and dates of the insight days will be made available at the start of the programme and participants will be able to book on to an event using a unique key code provided. During Covid-19 these events will be run via webinar.

If a participant's preferred insight day is not running during the six months that their programme cohort is running, they will still have an opportunity to book on to it, provided they have not already attended another insight day.

- **Project**

Participants will be expected to carry out a practice-based project as part of their development, to demonstrate their leadership skills. The project will be organised by the participant and contribute to the service needs of their department and will form part of their day-to-day work. The participant may be required to undertake project work outside of usual working hours and this will be agreed locally.

The planned project should focus on one of the following areas:

- medicines optimisation
- quality improvement
- patient safety

Success criteria for programme

To demonstrate successful completion of the *Leading for change* programme, participants are required to meet the criteria listed below.

1. Reflections on the learning

- a) Participants are required to record their personal reflections on the learning gained from each of the four online modules and the two mandatory workshops. There is no set method of recording these reflections; however, participants are encouraged to use the *Leading for change* reflective journal or to use the e-portfolio on Canvas. It is expected that participants will share these reflections with their mentor as evidence of development and for final sign-off.

2. Work-based project

- a) Participants need to demonstrate application of knowledge and skills and must have made significant progress with their work-based project as judged by their mentor or chief pharmacist (or equivalent).
- b) Participants should share their project and experiences with fellow participants by uploading **one** of the following onto Canvas:
 - Abstract prepared for a conference or publication
 - PowerPoint presentation delivered at a department meeting or conference
 - Project report (template available on Canvas)

3. Discussion forums and peer learning

- a) Participants are required to engage with the online discussion forums and, as a minimum, are required to contribute at least two posts per module.

Roles and responsibilities

Mentor

To support the learning and progress with the programme the participant will require a mentor. A mentor can be in one of the following roles:

1. Direct line manager
2. Chief pharmacist, medicines management lead or equivalent
3. Another senior member of the pharmacy team with mentoring experience
4. Trained mentor within the organisation

Participant(s) may find it of value to have a mentor outside of their department, but consideration must be given to how much time they will have to meet.

The Royal Pharmaceutical Society also offers a service to support mentees finding an appropriate mentor. We advise mentors to have the appropriate mentor training either through their organisation or the CPPE guide, *Mentoring* and e-assessment (www.cppe.ac.uk/programmes/l/mentoring-g-01).

Role and responsibility of mentor:

1. Facilitate the participant's development and reflection on their practice.
2. Meet with the participant regularly (at least monthly) to follow progress and review participant's portfolio at regular intervals.
3. Supervise practice activities associated with the programme.
4. Facilitate and support with internal experiences, eg attend senior meetings.
5. Support the participant to identify work-based project and agree to support delivery of this project. This project should aim to develop the leadership skills of the participant.
6. Encourage the participant to step outside their comfort zone.
7. Provide feedback in a constructive manner.

Chief pharmacist. medicines management lead or equivalent

To support the learning and progress with the programme the participant will require the support of their chief pharmacist or equivalent senior pharmacy leader within their organisation.

Role and responsibility of chief pharmacist or equivalent:

1. Identify suitable programme participants from their team.
2. Ensure the participant is employed in a role that enables them to safely and effectively utilise their leadership skills.
3. Facilitate and support internal learning experiences, eg attend senior meetings.
4. Support the participant to identify a work-based project and agree to support delivery of this project.

Participants' responsibilities

1. Complete all four online modules in the required timeframes.
2. Complete all pre-work and preparation as required for workshops.
3. Attend and contribute to the two workshops and participate in the online forums.
4. Demonstrate behaviours that reflect their leadership role.
5. Take responsibility for their learning and seek opportunities and support to arrange experiences.
6. Gather evidence from work-based activities and reflect on practice.
7. Meet with mentor regularly (at least once a month).
8. Undertake a work-based project and demonstrate application of knowledge and significant progress.
9. Build a portfolio of evidence from work-based activities that demonstrate leadership competences.

CPPE responsibilities

1. Provide core learning.
2. Manage and deliver workshops.
3. Work with national organisations to arrange insight days.
4. Manage applications and administration of the programme.
5. Source content and experts to enhance the learning experience.
6. Facilitate development of networks via online discussion and workshops.

If you have any queries about your role within the programme, please contact the online tutor for the cohort your staff member is enrolled on, or email Karen.Wragg@cppe.ac.uk