Leading for change - leadership and management for hospital pharmacy professionals

Programme handbook
Introduction
Welcome to the CPPE Leading for change – leadership and management for hospital pharmacy professionals programme. This fully-funded programme is open to mid to senior grade hospital pharmacists and pharmacy technicians who work in acute, community and mental health trusts.

We have developed this programme in response to the ongoing feedback we receive from our hospital visits to support hospital pharmacy professionals to undertake more leadership roles in medicines optimisation.

As the NHS persistently faces challenges to deliver optimal patient care, we recognise that pharmacists and pharmacy technicians need support with providing clinical leadership across healthcare organisations.

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 hospital 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 through completion of 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, for those who have not undertaken a leadership course before.

Participants must meet the following criteria:

1. Have completed a leadership programme (eg NHS LA Edward Jenner or equivalent)
2. Working at or towards advanced level practice
3. Desire to be working in a leadership role
4. Have identified leadership as an area for development
5. Be responsible for managing staff and/or services
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 in the hospital 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 trust
- identify opportunities for further leadership development according to identified learning needs
- develop networks across pharmacy and the wider healthcare team.

Programme structure
The programme takes a blended learning approach, delivered over six months, and consists of four online modules supported by two regional 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 organised.

Online learning
Participants are expected to undertake approximately two and a half hours of self-directed learning per week, which will consist of reading material, viewing videos and recording reflections; this excludes their 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 an average time of two and a half hours per week working through the online learning and recording their reflections; this excludes their workplace project.

Participation in online forums is strongly encouraged to enhance learning experience and building networks across the regions.

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<tr>
<td>Week 1</td>
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<tr>
<td>Week 2</td>
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<tr>
<td>Week 3</td>
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<tr>
<td>Week 4</td>
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<td>Week 5</td>
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<th>Module 2: Developing and managing services</th>
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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 |

Mandatory regional workshops
The two workshops will be interactive and focused on developing ‘soft’ skills as well as allowing participants to learn from senior NHS and pharmacy staff. Participants will have an opportunity to share their experiences as well as network with peers across the region. There will be preparatory work to undertake in advance of the workshops that will be delivered via the online portal. The location and dates for the workshops will be listed on the CPPE website at the time of application.

Presentation skills workshop
You will be provided with an opportunity to attend a workshop on presentation skills; this is an optional part of the programme and, therefore, places are limited.

The locations of the workshops are Birmingham, London and Leeds. You will be provided with more information when you enrol on the programme.

Insight days
To enhance learning experience and understanding of national organisations, participants will be offered an opportunity to attend an insight day hosted at one of the following organisations:

- Care Quality Commission
- NHS England
- Public Health England
- National Institute for Health and Care Excellence
- NHS Improvement
- NHS Digital
- Health Education England

Insight days are optional and will be run on an annual basis. Places are limited, therefore participants can choose to attend one day only. Locations and dates of the insight days will be made available when you enrol on to the programme. You will be able to book on to an event using a unique key code provided.
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 must focus on one of the following areas:

- medicines optimisation
- quality improvement
- patient safety
**Programme timeline**
The diagram below sets out the delivery of the programme and key milestones during the course of the programme.

**Core module learning**

**Workshops and insight days**

**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 workplace.

Applicants must have a project in mind during application stage and confirmed before enrolling onto the programme.

Successful applicants will be notified and issued a unique identification number to access the online learning portal.
Roles and responsibilities of mentor and chief pharmacist

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 of the participant on programme
2. Chief pharmacist
3. 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 time commitments. 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](http://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
To support the learning and progress with the programme the participant will require the support of their chief pharmacist.

Role and responsibility of chief pharmacist:
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.
Expectations and responsibilities
To ensure the participant successfully completes the programme and that the programme delivers value to the department and the NHS, it is important to be aware of the roles and responsibilities of the parties involved.

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

Assessments
Upon successful completion the participant will be awarded a statement of progress on having met the following assessment criteria:
1. Successfully completed or demonstrated significant progress with project and demonstration of application of knowledge and skills acquired on the programme.
2. A portfolio which shows evidence of development of leadership competences and reflection of personal development throughout the programme mapped to the NHS Leadership Academy healthcare leadership model/RPS advanced level frameworks.
3. Contribution and actively engaged with the online forums and networks.
4. Presentation of the project to department and upload either presentation slides or poster onto online learning portal.
Contacting CPPE
For information on your orders or bookings, or any general enquiries, please contact us by email, telephone or post. A member of our customer services team will be happy to help you with your enquiry.

Email
info@cppe.ac.uk

Telephone
0161 778 4000

By post
Centre for Pharmacy Postgraduate Education (CPPE)
Manchester Pharmacy School
1st Floor, Stopford Building
The University of Manchester
Oxford Road
Manchester M13 9PT

Share your learning experience with us: email us on feedback@cppe.ac.uk

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