



## Chief Pharmaceutical Officer`s

### SCOTTISH PHARMACIST CLINICAL LEADERSHIP FELLOW (SPCLF) scheme

*The Chief Pharmaceutical Officer for Scotland, Dr Rose Marie Parr, in conjunction with NHS Education for Scotland, has launched a new Scottish Pharmacist Clinical Leadership Fellow scheme which is a unique opportunity for senior pharmacists to take forward some of the key actions from the recently launched Scottish Government Pharmacy Strategy 'Achieving Excellence in Pharmaceutical Care'.*

#### **What is it?**

NHS Education for Scotland (NES) in partnership with the Scottish Government is pleased to launch this first cohort of the Scottish Pharmacist Clinical Leadership Fellow (SPCLF) scheme as a pharmacy leadership development initiative.

The Scottish Chief Pharmaceutical Officer`s Clinical Leadership Fellow scheme will provide FOUR senior pharmacists in Scotland, the unique opportunity to spend a 12 months secondment working with Scottish Government and NHS Scotland Pharmacy leaders and other senior stakeholders to take forward some of the key national actions to support the newly launched Scottish Pharmacy Strategy.

The SPCLF scheme is open to any senior pharmacist working in, and committed to NHS Scotland (currently working at Agenda for Change Band 8B-8C or equivalent) who wishes to develop their leadership abilities to deliver on a national agenda and is aimed at pharmacists who have the curiosity and ambition to push their development to be at the leading edge of pharmacy developments. They will work with the most senior members of the Scottish Government across Pharmacy in Scotland as well as other national NHS and healthcare-related organisations. It offers a unique opportunity and experience to develop a range of personal transferable skills in leadership, management, strategy, project management and health policy.

As detailed in the newly launched Scottish Government Pharmacy Strategy 'Achieving Excellence in Pharmaceutical Care' (August 2017), there are a number of commitments linked to service redesign and improvement, most notably in hospital and primary care pharmacy, care homes and care at home. In order to take these forward Scottish Government plan to invest in a number of Scottish Pharmacist Clinical Leadership Fellowships (SPCLFs), managed via NES Pharmacy, which

will provide a unique opportunity for individuals to spend 12 months working with the Scottish Government Pharmacy and Medicines Division and in partnership with the service and other stakeholders to develop service redesign frameworks in these areas.

The 4 key posts will take forward the following Actions from 'Achieving Excellence in Pharmaceutical Care':

1. **Commitment 2** – We will deliver the commitment to ensure every GP practice in Scotland has access to a pharmacist with advanced clinical skills
2. **Commitment 3** – We will commission work to transform the delivery of hospital pharmaceutical services and pharmaceutical care during weekdays and at weekends
3. **Commitment 3** – We will commission work to explore ways to improve all pharmacy-related aspects of the hospital discharge process utilising integrated models of pharmaceutical care.
4. **Commitment 5** – We will work with Chief Officers of Integrated Joint Boards to identify national approaches to improve NHS pharmaceutical care for residents in care homes and people being cared for in their own homes.

and will focus on the following areas:

- Hospital Pharmacy Service Transformation
- Primary Care Pharmacy – GP Pharmacy Transformation
- Community Pharmacy /Care Homes Pharmaceutical Care
- Integration of Pharmacy Services

See appendix 1 for more detail around each of the proposed posts.

The Scottish Clinical Pharmacy Leadership Fellow positions are an integral aspect of the Scottish Government (Pharmacy and Medicines Division) approach to developing Professionalism and Excellence in the pharmacy profession. The scheme aims to provide NHS Scotland with a cadre of senior pharmacists who are committed to pharmacy development in Scotland and have enhanced capability to offer leadership in their work place and potentially at national and international levels.

The Scottish Clinical Pharmacy Leadership Fellows will be based in a number of scheme-host organisations in Scotland and have the opportunity to work collaboratively with a number of key groups. They may be offered access to relevant development programmes from the National Leadership Unit, as well as mentorship, inter-professional paired learning and links to relevant action learning sets. Fellows will also undertake joint learning with Clinical Fellows from the English and Welsh schemes and work closely with existing teams in policy areas outlined in the "Route Map to the 2020 Vision for Health and Social Care".

Senior pharmacists currently working at Agenda for Change Band 8B - 8C (or equivalent) in Scotland are eligible to apply. Applicants will have to negotiate time from their existing employer to undertake the posts and must be supported by their line manager. The posts are part time (0.6 WTE) secondments to allow applicants time to continue to develop their current skills in practice with their current employer.

## Structure of the Scottish Clinical Pharmacy Leadership Fellow Scheme

The national scheme will be managed for employment purposes by NES (based in Glasgow, Edinburgh or Aberdeen), with the Fellows working closely with senior Scottish Government colleagues and existing policy teams as well as Pharmacy Leaders across various organisations and stakeholder groups in Scotland and beyond.

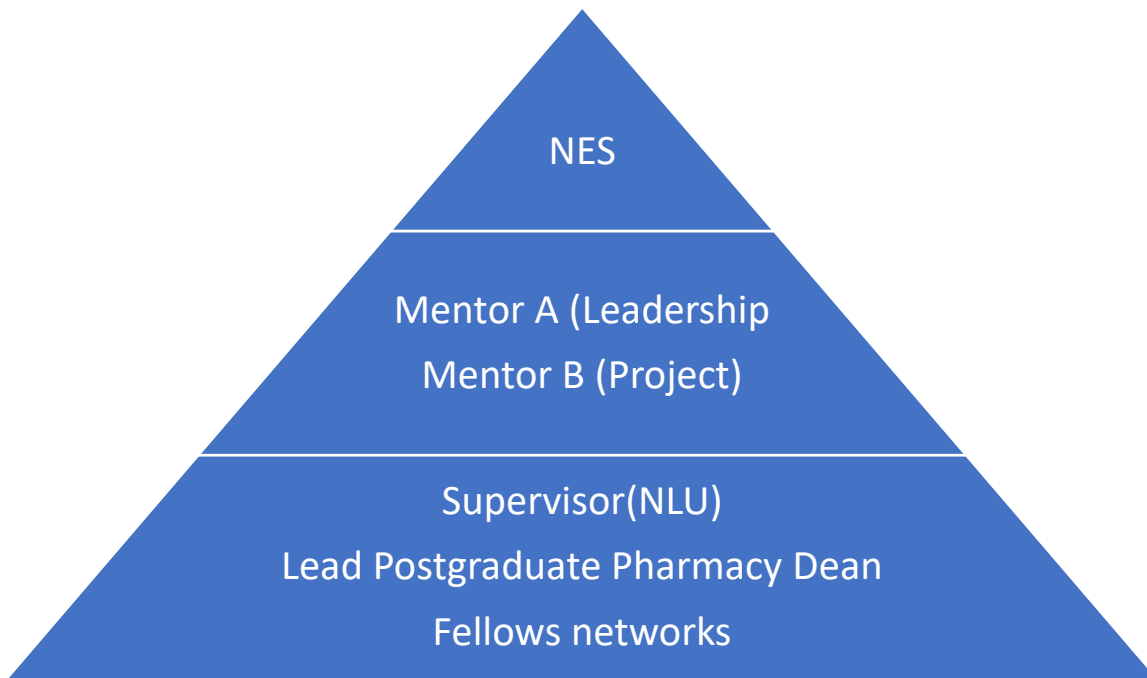
There may be the opportunity for the SPCLFs to access relevant leadership development programmes from the National Leadership Unit (NLU) in NES, as well as be provided with mentorship, potential inter-professional paired learning and links to the Scottish Clinical Leadership Fellows in Medicine and Dentistry as well as the All England pharmacy Fellows Network in England managed by the Faculty of Medical Leadership and Management.

As the posts are part time, (0.6 WTE each), there is the opportunity for the Fellows to maintain some commitment with their current employer.

## Support

Internal support will be integral to the success of the SPCLF scheme as follows:

- An **Executive sponsor** in the host organisation facilitating and promoting the Fellowship (NES Pharmacy)
- A **Leadership mentor (Mentor A)**– a senior pharmacy leader – not necessarily from the same host organisation but focusing on the development of leadership and management skills
- A **Project mentor (Mentor B)**– whose main focus will be the practicalities of delivering a project within a host organisation
- A **Supervisor from the NLU** - providing closer generic support, advice and coaching
- A lead **Postgraduate Pharmacy Dean** for NES, which is the recruiting and employing organisation
- **Peers** in the programme
- Other national **Clinical Fellows** within Pharmacy in England and other Clinical Fellows in Medicine and Dentistry in Scotland.



External Support will include:

- Relevant contacts in NHS territorial Health Boards, Health and Social Care Partnerships and other national groups (DoPS, NAPS, Primary Care Community Pharmacy Leads Group, SP3AA, SIGs)
- UK organisations with a leadership focus: e.g. National Leadership Unit (NLU), Health Foundation, Faculty of Medical Leadership and Management.

### **Key areas of Responsibility**

Throughout the 12 months, the SPCLFs will contribute creatively to these key Scottish Government priority projects from this first cohort, to deliver in response to `Achieving Excellence in Pharmaceutical Care`, while forming a network to develop their own personal leadership and management capabilities. They will actively engage with their assigned mentors to develop a tailored programme of objectives and to plan and undertake a project that supports these objectives.

### **Evaluation**

Whilst there will be no formal assessment of Fellows in the scheme, there is an expectation that the SPCLFs will be highly motivated to achieve tangible outcomes that will enhance their personal portfolios and make a meaningful contribution to NHS Scotland. Fellows will also be expected to ensure well-evidenced and robust processes are in place to document their achievement.

### **Governance**

It is planned that the SPCLFs will be allocated a Pharmacy Leader to support them. They will also be closely linked in with appropriate groups such as Directors of Pharmacy, NAPS, SP3AA, Primary Care Community Pharmacy Leads Group, any appropriate Specialist Interest Groups (SIGs) as well as other key stakeholders, where appropriate. In addition, there will be regular reviews of the

SPCLFs workload and progress by the Scottish Government 'New Models of Pharmaceutical Care Group'.

There is also a central coordinating and oversight role for NES to ensure that each fellow is fully supported in their work and development as well as ensuring that the Fellows are performing to the standards expected of such a prestigious national programme.

### **How it works**

Candidates may apply for a place on the scheme during the recruitment period May/June 2018. Shortlisted candidates will be invited to interview on 28th June 2018 and successful applicants appointed to commence their fellowship role for 12 months from August 2018.

The first cohort of SPCLF scheme for four appointees is now open for applications. Please see the link to the online application form below:

<http://www.nes.scot.nhs.uk/recruitment/nes-vacancies.aspx>

Applications close 23.59 on Sunday 10<sup>th</sup> June 2018.

Enquiries to: Professor Anne Watson on 0141 223 1601 or [anne.watson@nes.scot.nhs.uk](mailto:anne.watson@nes.scot.nhs.uk)

## **Appendix 1**

### **Post 1: Hospital Pharmacy Service Transformation**

The Fellow attached to NHS XX will be offered the opportunity to work with the Pharmacy Director and senior executive and management colleagues across health and social care to develop an integrated model for hospital pharmacy practice in NHS Scotland with a focus on improving patient outcomes with medicines through delivery of high quality pharmaceutical care.

The post holder will have the opportunity to engage with a wide range of stakeholders to understand national and international models of hospital pharmacy practice.

Through the design process, the Fellow will be asked to give due consideration to:

- Innovative approaches to pharmaceutical care e.g. pharmacy taking a lead role across the MDT for patient outcomes with regard to their treatment with medicines
- Building capacity and supporting key organisational challenges by positively impacting on medical workforce requirements, reducing admissions/re-admissions or reducing length of stay;
- Changing patient demographics and the emerging patterns of delivery of high risk, high cost medicines across the whole health and care system
- Stretching the scope of practice of the hospital pharmacy workforce including new leadership models for the governance of medicine and describing advanced clinical practice for pharmacists and pharmacy technicians
- The whole system transformation of pharmacy services, in particular the development of Pharmacotherapy Service in primary care
- Making best use of digital solutions to improve patient outcomes and better integrate pharmaceutical care delivery.

Through shadowing opportunities with national leads, senior health and social care colleagues and Board executives the Fellow will gain an understanding of how a large NHS organisation functions, the key challenges faced and how pharmacy services can support delivery of strategic priorities.

### **Post 2: Primary Care Pharmacy – GP Pharmacy Transformation**

The Fellow attached to NHS XX will be offered the opportunity to work with the Pharmacy Director and senior executive and management colleagues across health and care to develop an integrated model for pharmacy services in primary care with a focus on improving patient outcomes with medicines through the delivery of high quality pharmaceutical care.

Through the design process, the Fellow will be asked to consider:

- Optimal and innovative models for Pharmacotherapy Service delivery in primary care including robust skill mix review, resource modelling and support requirements
- Building further capacity in primary care by stretching the scope of practice of the pharmacy workforce in primary care including new leadership models for GP pharmacy practice and describing further advanced clinical practice for pharmacists and pharmacy technicians
- Designing integrated approaches to pharmaceutical care demonstrating opportunities for effective joint working with community pharmacy and hospital pharmacy teams
- Changing patient demographics and the emerging patterns of delivery of medicines across the whole health and care system and the need to support delivery of the national health and social care outcomes and standards
- The whole system transformation of pharmacy services, in particular, the development of new models of pharmaceutical care in hospital pharmacy practice
- Making best use of digital solutions to improve patient outcomes and better integrate pharmaceutical care delivery.

Through shadowing opportunities with national leads, senior health and social care colleagues and Board executives the Fellow will gain an understanding of how a large NHS organisation functions, the key challenges faced and how pharmacy services can support delivery of strategic priorities.

### **Post 3: Community Pharmacy /Care Homes Pharmaceutical Care**

The Fellow attached to NHS XX will be offered the opportunity to work with the Pharmacy Director and senior executive and management colleagues across health and care to develop and test innovative services in community pharmacy and for care home patients that improve patient outcomes through the delivery of high quality pharmaceutical care.

Through the design process, the Fellow will be asked to consider:

- Optimal and innovative models that further increase the role of the community pharmacy team as the first port of call for the management of common clinical conditions and contribute further to the effective management of patients with long term conditions
- Options to build further capacity by developing the scope of practice of the pharmacy workforce in community pharmacy including describing further advanced clinical practice for pharmacists and pharmacy support staff.
- Optimal and innovative models of pharmaceutical care for people in care homes and explore strategies to identify patients at greatest need of pharmaceutical care in their own homes. This will include gathering evidence on approaches that ensure polypharmacy issues are identified and reviewed in a timely way and patient admission and readmissions to hospitals are prevented.

- Designing integrated approaches to pharmaceutical care demonstrating well developed opportunities for joint working with primary care and hospital pharmacy teams
- Changing patient demographics and the emerging patterns of delivery of medicines across the whole health and care system and the need to support delivery of the national health and social care outcomes and standards
- The whole system transformation of pharmacy services, in particular the development of new models of pharmaceutical care in hospital pharmacy practice
- Making best use of technology to better integrate pharmaceutical care delivery.

Through shadowing opportunities with national leads, senior health and social care colleagues, key stakeholders and Board executives the Fellow will gain an understanding of how a large NHS organisation functions, the key challenges faced and how pharmacy services can support delivery of strategic priorities.

#### **Post 4: Integration of Pharmacy Services**

The Fellow attached to NHS XX will be offered the opportunity to work with the Pharmacy Director and senior executive and management colleagues across health and care to develop an integrated model for pharmacy services in primary care with a focus on improving patient outcomes with medicines through the delivery of high quality pharmaceutical care.

Through the design process, the Fellow will be asked to consider:

- Innovative approaches to integrated pharmaceutical care e.g. pharmacists and pharmacy technicians working in specific specialties but different care settings taking a more strategic approach to pharmaceutical care delivery
- Exploring more effective, and if possible, digitally enabled communication of information regarding patients' medicines and their pharmaceutical care issues, especially at handovers of care
- Designing integrated approaches to pharmaceutical care demonstrating opportunities for effective joint working with community pharmacy, primary care and hospital pharmacy teams
- Development needs of the pharmacy workforce and systems of work in order to prepare the profession for stronger integration of services
- Changing patient demographics and the emerging patterns of delivery of medicines across the whole health and care system and the need to support delivery of the national health and social care outcomes and standards
- The whole system transformation of pharmacy services
- Making best use of digital solutions to improve patient outcomes and better integrate pharmaceutical care delivery.



Through shadowing opportunities with national leads, senior health and social care colleagues and Board executives the Fellow will gain an understanding of how a large NHS organisation functions, the key challenges faced and how pharmacy services can support delivery of strategic priorities.