



CLINICAL LEADERSHIP IN PHARMACY PROGRAMME ACROSS IRELAND 2017 – 2018

**This programme is sponsored by the following companies:-
Daiichi Sankyo UK Ltd, MSD 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 is a comprehensive leadership series aiming to unlock the potential of Ireland's 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 modern NHS, and associated 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 Ireland to design and deliver our unique approach to 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 Clinical Leadership in Pharmacy programme has been reviewed and shaped for both countries by members of an across Ireland Steering Group. In this way, the leaders of today will work with the leaders of tomorrow as an engaged and involved workforce, realising collective responsibility for leadership in pharmacy.

“ Different grades of leadership are needed, CLIP will point our newer pharmacists towards current leaders. ”
Dr Catriona Bradley, *Executive Director Irish Institute of Pharmacy.*

“ This programme will improve participants' understanding of the practice of pharmacy and the challenges and opportunities facing its leaders across Ireland, supporting connectivity and future joint working. ”
Cathy Harrison, *Senior Principal Pharmaceutical Officer, Department of Health Northern Ireland.*

In the previous programme for Scotland, Pharmacy Management has worked closely with the Royal Pharmaceutical Society (RPS) to align the Clinical Leadership in Pharmacy programme in Scotland 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, this programme has been granted RPS Faculty Accreditation. There is no current equivalent across Ireland. PM is currently exploring a similar accreditation process, with a relevant body in each jurisdiction, for the programme.



All successful applicants will be required to contribute £100/€100 towards the cost of this educational programme. However, the 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 in the programme.

“ 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, *Director of Pharmacy, NHS Dumfries and Galloway.*





Programme Content

The Clinical Leadership in Pharmacy 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 programme will run over a twelve month period, with all training events/modules taking place in either Belfast or Dublin starting from June 2017 – venues to be confirmed.

The course comprises a total of twelve learning days. These are structured as eight one-day events and two two-day residential courses, with supporting written materials also provided.

The Launch/Welcome event will take place on the evening of Thursday 25 May 2017 at the Ballymascanlon House Hotel in Dundalk prior to the programme commencing; with a closing Next Steps Conference at the end of the programme. These events will provide invaluable networking opportunities; a concurrent workplace-based healthcare improvement project will be completed by all delegates to show application of learning during the programme. This will include a poster and an article for publication to demonstrate the output of the CLIP programme.

<p>Day One</p>	<p>Leading with Colleagues <i>Getting to know you</i> DATE: THURSDAY 22 JUNE 2017 LOCATION: Belfast or Dublin</p> <p>This initial day will provide an introduction to the programme and consider the objectives of both the programme and its participants, as delegates embark on this challenging, but rewarding, development programme. This will include a session that compares and contrasts pharmacy services in the two jurisdictions.</p>
<p>Day Two</p>	<p>Leading with Flexibility <i>How to 'work' your leadership style</i> DATE: WEDNESDAY 6 SEPTEMBER 2017 LOCATION: Belfast or Dublin</p> <p>Having considered the theory of flexible leadership, delegates will be encouraged to identify their own leadership style before learning how to flex it to lead and inspire others.</p>

Day Three	Leading with My Team
Day Four	<p>Developing yourself and others</p> <p>DATE: TUESDAY 3 OCTOBER 2017 AND WEDNESDAY 4 OCTOBER 2017</p> <p>LOCATION: Belfast or Dublin</p> <p>This two-day residential course will use both theoretical and practical exercises to gain an understanding of training, mentoring and coaching as effective approaches to engaging others and developing leadership capacity in colleagues.</p>
Day Five	<p>Leading with Focus</p> <p><i>Project leadership for project success</i></p> <p>DATE: TUESDAY 14 NOVEMBER 2017</p> <p>LOCATION: Belfast or Dublin</p> <p>This training event will work through, and look beyond, the process of project management to consider how it can be used to deliver successful project outcomes.</p>
Day Six	<p>Leading with Impact</p> <p><i>Making a personal impact</i></p> <p>DATE: WEDNESDAY 17 JANUARY 2018</p> <p>LOCATION: Belfast or Dublin</p> <p>Communicating effectively is crucial for any good leader. During this training day, delegates will review different communication styles and strategies, and consider how they can be used to tailor and effective personal communications.</p>
Day Seven	<p>Leading without Conflict</p> <p><i>Conflict management and resolution</i></p> <p>DATE: TUESDAY 13 FEBRUARY 2018</p> <p>LOCATION: Belfast or Dublin</p> <p>The training event will take an in-depth look, both conceptually and practically, at understanding conflict, the factors affecting it and means of managing. Delegates will work in small groups to consider the skills required to manage others within changing, and challenged, work environments.</p>
Day Eight	<p>Leading with Negotiations</p> <p><i>Negotiating for success</i></p> <p>DATE: WEDNESDAY 14 MARCH 2018</p> <p>LOCATION: Belfast or Dublin</p> <p>This course offers a masterclass in achieving successful outcomes when negotiating. Delegates will identify the basics of negotiating skills and reflect on their own natural negotiation style, before considering the methods available to navigate complicated decision making processes with multiple stakeholders.</p>
Day Nine	<p>Leading within Health Systems</p> <p><i>Why are we doing this?</i></p> <p>DATE: THURSDAY 19 APRIL 2018</p> <p>LOCATION: Belfast or Dublin</p> <p>This interactive day spent with Ireland's current leaders in pharmacy and healthcare will provide context to the learning delivered throughout the programme. Delegates will consider the incorporation of national policy into local strategy and participate in open dialogue about where, and how, pharmacy across Ireland will be led in the future.</p>

<p>Day Ten</p>	<p>Leading with Me <i>Delegate-determined Flex Day</i> DATE: WEDNESDAY 16 MAY 2018 LOCATION: Belfast or Dublin</p> <p>The content of this penultimate training event will be individually designed and tailored to meet the specific needs of programme delegates. This may involve re-visiting and building on a topic already covered, or alternatively may concentrate on a newly identified training need; either way, this flexible day ensures a bespoke leadership programme meeting the particular needs to the cohort across Ireland in 2017-2018.</p>
<p>Day Eleven Day Twelve</p>	<p>Leaving as Leaders Reflection, consolidation and anticipation</p> <p>DATE: WEDNESDAY 20 JUNE 2018 AND THURSDAY 21 JUNE 2018 LOCATION: Belfast or Dublin</p> <p>This demanding two-day residential course will reflect on the learnings of the entire programme as delegates strive to enhance their personal effectiveness. Having completed the programme, delegates will move forward within their roles, inspired to lead through change within their own environments.</p>



Output from the Programme

By working collaboratively alongside colleagues from across Ireland, 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 across Ireland, 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 Clinical Leadership in Pharmacy programme. This project enables practical application of learning from the programme to delegates' specific challenges, within their own local context. 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.

Applications

The Clinical Leadership in Pharmacy programme has been designed with current, emerging and potential leaders in mind.

Therefore, applications are welcomed from Hospital Pharmacists, Prescribing Advisors, Community Pharmacists, Senior Pharmacy Technicians and Practice-based Pharmacists, who should be currently working in a clinical pharmacy role in an operational environment and be in a new leadership role, or aspiring to move into a role that includes this aspect.

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, and, therefore, a demonstration of commitment to the programme will be necessary upon application. Successful applicants will also be required to make a financial contribution of £100/€100 towards the cost of this educational programme and agree to attend all sessions.



The Clinical Leadership in Pharmacy programme across Ireland for 2017 – 2018 is limited to thirty delegates (a potential of 12 from the Republic and 18 from Northern Ireland, depending on applications). Therefore, a clear and transparent recruitment process will be applied to the selection of the first cohort of invited delegates.

If you would like to be considered for a place on the programme, applications can be made online from Wednesday 8 March 2017 at www.pmladership.co.uk. Applications will remain open for three weeks until 5pm on Wednesday 29 March 2017, 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:-

Professor Michael Scott, Head of Pharmacy and Medicines Management, Northern Health & Social Care Trust - DrMichael.Scott@northerntrust.hscni.net

Tim Delaney, Head of Pharmacy, Tallaght Hospital, Dublin - Tim.Delaney@amnch.ie

Val Shaw, Programme Co-ordinator, Pharmacy Management - val.shaw@pharman.co.uk

“ I believe CLIP has been of significant benefit to the participants and to the service. It has developed our new leaders, and will add value to our organisation. I would recommend CLIP to any future Pharmacy Leader. ”

Michael Pratt, *Director of Pharmacy, NHS Dumfries and Galloway.*

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 Clinical Leadership in Pharmacy programme has been a natural progression from the Academy series, and has drawn on Pharmacy Management's extensive experience in management and leadership training.

For more information visit our website www.pharman.co.uk

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