

North School of Pharmacy and Medicines Optimisation

Strategic Plan 2018-2021



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Our strategic plan summarises what we see as the key challenges for education and training of all staff that support the care of people and their carers' with medicines. It sets out what our role should be - as the HEE North School of Pharmacy and Medicines Optimisation - in responding to those challenges and current pharmacy and medicines policy - on behalf of patients and the public and learner practitioners in the North.

Medicines Optimisation is about helping people to get the best outcomes from their medicines. It describes systems and processes used by staff, working in health and social care, which ensure that people receive the best possible care with medicines. It is all about collaboration between professionals and patients to enable safe and effective use of medicines.

The Five Year Forward View requires the NHS to transform and meet a series of challenges to improve the delivery of and outcomes for patients from NHS services. The pharmacy workforce has a role alongside other health care professionals in meeting these challenges. The "next steps" report summarised the steps being taken in the Medicines Value Programme that NHS England is working on to get best value from the £16 billion annual spend on medicines. £9 billion arises from primary care prescribing and £7 billion from hospital treatment (of which about half is directly reimbursed by NHS England's specialised services budget). The cost of NHS medicines in the NHS North area is around £4 billion. NHS England is working with HEE on some key projects under the overarching themes of the Medicines Value Programme and the Pharmacy Integration Fund and HEE at national level is working on the Pharmacy Reform Programme.

This new North School will develop Medicines Optimisation skills within the wider workforce who prescribe, dispense or administer medicines. It aims to equip both the current and future workforce with the right knowledge, skills, values and behaviours to ensure support for patients and carers in all care settings, in line with the HEE mandate.

The School has been developed as part of the wider schools' structure within Health Education England, in the north. This is a multi-disciplinary school; we will respond to the need for education and training about medicines for a wide range of staff.

The School aims to provide, leadership and advice, education infrastructure and systems, quality assurance of learning, support for workforce transformation and innovation in education. The School advise on the future supply of adequately trained workforce, and quality assurance of education and training. We will work collaboratively with the other HEE workforce Schools, Sustainability and Transformation Partnerships (STPs), emerging

Accountable Care Systems (ACSs), the professional Regulators and education providers such as higher and further education institutions, professional leadership bodies, the Centre for Pharmacy Postgraduate Education (CPPE), and others. We cover all sectors of practice.

In our strategic plan, we give our mission and our vision and we describe the context in which the School will operate. This document sets out some of the challenges we see for the School and the implications for the workforce in developing Medicines Optimisation skills. It is also now informed by the NHS Workforce Report *Facing the Facts, Shaping the Future – a draft health and care workforce strategy for England to 2027* published in December 2017 it describes the nature and scale of the workforce challenges in the NHS and sets out proposals for the management of workforce issues at both local and national level. Our work will be guided by this and by wide stakeholder engagement.

There are four key themes to our work;

- promoting the importance of skills in Medicines Optimisation;
- putting the person - both patient and learner - at the centre of what we do;
- leading effective infrastructure, commissioning and quality assurance in education about medicines optimisation;
- celebrating successes and innovations - helping everyone to keep pace with the leading edge.

By working with colleagues in North to achieve these aims, we seek to make a positive contribution to patient safety and to encourage improvements in medicines' use and the care delivered by healthcare professionals, in all care settings.

Our mission

We will ensure that the people of the North are supported in all aspects of medicines' use by staff in health and social care, who have the right skills, knowledge and behaviours achieved through the best possible provision of education and training in Medicines Optimisation.

Our vision

Working together we will ensure a competent workforce that supports people in our community to get the best from their medicines.

Our values

The values of HEE underpin our work. Those specific to our School are:

- Person centred
- Collaborative
- Innovative
- Accountable
- Accessible

What we do

Working to the HEE mandate, we:

- advise HEE on the future supply of an appropriately trained Medicines Optimisation workforce including current and future NHS health and social care staff.
- advise HEE on workforce planning and the future supply of an appropriately trained pharmacy workforce.
- advise service providers on quality assurance of the provision of education and training in Medicines Optimisation.
- are a point of contact and provide specialist advice about education and training in Medicines Optimisation, seeking to continuously improve its provision to benefit the care of patients with medicines.

What outcomes do we seek?

We aim to carry out our functions efficiently and effectively so that we can make our contribution to patient care and we seek the following outcomes:

- ensuring that Medicines Optimisation education and training for the multi-professional health and social services workforce in the North meets quality standards and is continuously improved in response to feedback.
- providing advice on the strategic risks in commissioning Medicines Optimisation education and training and in pharmacy workforce planning.
- ensuring that learners in Medicines Optimisation in The North have the best possible experience.
- leading a financially sustainable School and ensuring the best use of funding for HEE.

Who are we?

A multi-professional team, networked to a virtual faculty of education and training pharmacists, champions and trainees across The North.

The themes of our strategic approach

The context for the School is to build on the local work undertaken in the North West, North East and Yorkshire and the Humber which focussed on pharmacy technicians, pharmacy assistants, pharmaceutical scientists and pharmacist education funded by HEE over the past 15 years. With recognition that the importance of Medicines Optimisation has grown during this time, which is now underpinned by the Medicines Value Programme.

We recognise the value and importance of collaboration between the wider healthcare team including doctors, nurses, allied healthcare professionals, the pharmacy team and social services in enabling patients to get the best possible care with medicines. Much progress has been made in education for all staff. But there is much more to be done and this strategic plan reflects the context of the importance of Medicines Optimisation and the priorities for the next 3 years. The themes of our work are:

1. Promoting the importance of skills in Medicines Optimisation;

We recognise that the concept of Medicines Optimisation is not widely understood by patients, the public and many professionals.

We will support people to develop their understanding and ensure that healthcare professionals are best equipped to support patients' issues in dealing with their medicines.

We will do this by involving people in sharing their experiences in using medicines, by encouraging and supporting staff in all relevant organisations and from a range of backgrounds to develop their existing skills and professionalism. By signposting to the provision of education and training for the future Medicines Optimisation workforce we will help to ensure that all staff have up to date knowledge and skills to provide the best possible care with medicines.

2. Putting the person - both patient and learner - at the centre of what we do;

Patient and public involvement is fundamental to our approach to advising on education and training for all professionals in Medicines Optimisation - we will involve people who use medicines to develop our thinking about the education and training of staff in all care settings. We will support learners, participating in Medicines Optimisation education, to have their voices heard about their learning experiences and use this information and feedback to enhance the learning opportunities for all future workforces.

3. Leading effective infrastructure, commissioning and quality assurance in education about Medicines Optimisation;

We will be a point of contact for all staff seeking development and advise colleagues in other Schools in HEE about Medicines Optimisation. We will advise on developing the workforce needed for the future through efficient and cost-effective provision of education. Over time we will develop modernised processes for workforce planning and development through the School.

We will seek best value for money such as through use of simulation and thus keep costs as low as we can. We will work with quality assurance colleagues and use the HEE quality assurance tools to support providers of education to review and evaluate their activities and so that those in receipt of training have an optimal experience with focus on continual improvement.

4. Celebrating success in Medicines Optimisation - enabling everyone to keep pace with the leading edge.

There is much to celebrate in Medicines Optimisation - about the way in which services are changing - but continual development is required to ensure that patient and public needs are met in the future. These needs are dependent upon the skills of the workforce. It is our responsibility to listen to patients and the public and to learners in the NHS and social care sector and with this knowledge to continuously shape development of the workforce to ensure an adequate supply of appropriately trained staff to meet everyone's needs. Provision of care with medicines is changing, with care moving closer to patients' homes, and professionals will thus be working increasingly closely together and with local authorities and with social care providers.

Celebrating success and innovation and sharing best practice will enable practitioners everywhere across The North to learn from each other; the best will support the development of the rest. Our multi-professional approach will further enhance collaborative team work between health and social care workforces with a joint focus optimising patient care with medicines.

Our key strategic aims for 2018 to 2021

Our strategic plan for 2018-2021 sets out the key aims for the HEE North School of Pharmacy and Medicines Optimisation that will drive our work for the next 3 years. We will focus on outcomes for patients, the public and learners. We will be open and transparent in the way we work, welcoming feedback to enable us to be efficient and effective.

Strategic aim 1

Leadership and advice through engagement – *so we do the right thing, meeting the needs of health and social care providers*

We will be a single point of contact for all Medicines Optimisation workforce issues within the North. Our networks will engage with patients and the public, staff in NHS primary and secondary care sectors, social services and education providers and commissioners, and national networks and professional / regulatory bodies.

We will advise locally on all issues relating to the future supply of an appropriately trained pharmacy workforce.

We will:

- Provide health and social care system-wide leadership through engagement of patients, volunteers, carers and family to influence the Medicines Optimisation agenda, connecting across wider networks and raising the profile to attract funding.
- Provide information through targeted communication to enable learners to find the education and training they need and to be signposted to resources for career development.
- Enable practitioners to build on the work of their peers through showcasing of good practice. And provide tools and advice to support workforce planning of the pharmacy team.
- Develop regional, local and STP/ACO level infrastructure to support workforce development.
- Promote and support national education programmes of work for pharmacy, such as the Pharmacy Integration Fund.

Strategic aim 2

Deliver structures and systems to support **pharmacy workforce** development and the **Multiprofessional workforce** with medicines optimisation – *to develop the right workforce with the right medicines optimisation skills*

We will:

- We will co-ordinate the local education and training infrastructure e.g. pre-registration pharmacy technician training scheme, Foundation (VTS) programmes, Advanced practice development for pharmacy, the Clinical Pharmaceutical Science Program and support others to develop North-wide programmes.
- Look to learn from and work with medicine and dental to develop educational structures and process to support all areas of pharmacy practice.
- Provide advice about workforce initiatives affecting current and future pharmacy practice to those leading education and training provision, including national initiatives e.g. NHS England GP pharmacist training program.
- We will advise about provision of education for the whole pharmacy team and the implementation of pharmacy workforce training reforms.
- Look at new provision models to ensure wide access to learning and development, through efficient models of delivery.

Strategic aim 3

Quality Assurance of Learning – *to ensure quality training that motivates and enables staff to help patients*

We will:

- Work with the HEE North Quality Team to support the quality assurance of workplace learning, ensuring that learners gain the best experience and that they are best able to support patients and the public in Medicines Optimisation.
- Through implementation of the HEE Quality Framework, which is responsive to learners, trainees and organisations, we will provide advice about outcome driven quality assurance and tools to enable qualitative evaluation of learner experience.
- We will support those who involved in the education and training of others to be the best they can be.
- We will support benchmarking of hosted training providers and placements to enable continuous improvement.
- We will ensure that training is competency based, accredited, assured and evaluated to ensure efficient and effective use of funding.

Strategic aim 4

Workforce Transformation - *to meet the needs of all health and social care providers and their service users*

To support the changing needs of our population, we will work with providers of care and HEE to support the development of new roles. We will advise on the underpinning education, training and assessment needed for these roles in all care sectors and professions.

We will:

- Advise on development within the multidisciplinary team about new roles to best support Medicines Optimisation in all care settings.
- Play an active role in the national education strategy for the pharmacy workforce, which defines career pathways and supports innovation in the management of medicines and the optimisation of care for individual patients.
- Establish programmes of learning, tailored to the needs of the Medicines Optimisation workforce, involving multi-sector and multi-professional staff.

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- Facilitate multi-professional learning, enabling nursing, medical and pharmacy teams in all care settings to practice Medicines Optimisation in integrated processes with the patient at the centre of their care.
 - Advise on Medicines Optimisation training for volunteers, carers and family members such that they are best enabled to support patients with medicines' care needs.
 - Provide strategic advice and leadership on legislative and regulatory matters to determine workforce needs such as non-medical prescribing.

Strategic aim 5

Education Innovation - *so we are maintaining and enhancing skills and teaching effectively*

Through listening to feedback and seeking out innovative techniques, we will advise on cost effective provision of education in innovative ways to enable staff to develop to reach their full potential.

We will:

- Embrace effective use of technology to meet the needs of individuals and different staff groups.
- Explore the greater use of clinical skills and simulation for Medicines Optimisation training and involve lay and patient representatives in this where we can.
- Focus on improving safe use of medicines and reducing medication errors through modernisation and innovation in training to prescribe, to supply and to administer medicines.
- Develop transportable and recognised qualifications across all sectors especially for non - registered staff groups.
- Signpost learners to existing training materials and ensure these are readily available

Summary

This School seeks to facilitate a virtual network of committed staff across all the workforce disciplines throughout The North with the overall aim of enhancing patient outcomes of care with medicines through the best trained and supported workforce.

In providing this strategic plan for the first 3 years of operation, the new HEE North School of Pharmacy and Medicines Optimisation has laid down its mission, vision, values and strategic objectives.

This plan is supported by a detailed Operational Plan for 2018/19 which more specifically summarises the work streams for the year ahead, which are underpinned by this strategy. Below we've described the key projects for 2018/19.

Please continue to feedback your thoughts about workforce development priorities which will improve safe use of medicines.

HEE North School of Pharmacy and Medicines Optimisation Key Projects 2018/19

Governance, engagement, planning and quality

1. Develop and maintain the HEE North School of Pharmacy and Medicines Optimisation
2. Prepare appropriate education and training plans for pharmacy teams to meet current and future needs
3. Embed pharmacy learning in to HEE quality assurance systems

The wider workforce and medicines optimisation

4. Roll out medicines optimisation learning support for non-pharmacy, non-registered workforce
5. Support education and training about prescribing medicines for junior doctors
6. Manage and support non-medical prescribing training across the North
7. Review nursing priorities for medicines optimisation

The pharmacy workforce

8. Lead changes in pre-registration training of pharmacy technicians
9. Training of Non-registered pharmacy staff (Assistants/ATOs) through a range of other models
10. Enhance the training of pre-registration trainee pharmacists
11. Foundation training for pharmacists
12. Foundation training for pharmacy technicians
13. Advanced practice for pharmacists (including ACP and Consultant Practice)
14. Specific projects for selected pharmacy workforces : Primary Care, Mental Health
15. Support education and training for Pharmacy Technical Service workforce