

## JOB FRAMEWORK

<b>POST TITLE:</b>	Clinical Director of Pharmacy Services
<b>SALARY:</b>	Band 9 <b>(Ref: C1152)</b>
<b>HOURS:</b>	37.5
<b>ACCOUNTABLE TO:</b>	Clinical Director, Diagnostics, Pharmacy and Pharmacy Division
<b>LOCATION:</b>	(tbc)

### **JOB SUMMARY**

The post holder is the Clinical Director of Pharmacy Services in the Diagnostic, Therapies and Pharmacy Division responsible for strategically leading, co-ordinating and operationally managing the Pharmacy Services in the Health Board. The postholder will be a senior health professional registered with the Royal Pharmaceutical Society (RPS), the Professional Regulator for Pharmacists in Great Britain.

The Clinical Director of Pharmacy Services:-

- is the Health Boards accountable officer responsible for all financial, physical and human resources within the hospital and Registered Community Pharmacy services.
- is accountable for the operational delivery of clinically effective Pharmacy Services that comply with all requirements of clinical, professional and corporate governance ensuring pharmacy staff contribute fully to the delivery of safe, effective and efficient patient focused services within their profession and across the Health Board.
- is responsible for ensuring the Pharmacy Services meet their performance and governance objectives while maintaining a balance between the corporate, clinical and professional agendas with the ultimate goal of safety and quality for service users.
- is corporately responsible for all aspects of Medicines Management within the Health Board with accountability to the Medical Director for this function.
- provides vision and strategic leadership for the Pharmacy Services ensuring service development, improvement and modernisation aligns with and is responsive to national strategies, professional agendas and the strategic and operational objectives of the Health Board.
- develops and maintains key relationships with colleges within the Health Board and its partners and contributes to All Wales networks and working groups.

This Clinical Director of Pharmacy Services provides direct support to Executive Director, Locality Directors and Divisional Directors for the leadership, development and implementation of the Health Board agenda in relation to Medicines Management.

## **MANAGEMENT & LEADERSHIP**

- Undertake the role and responsibilities of the Superintendent Pharmacist as required by the Medicines Act 1968 and the Royal Pharmaceutical Society of Great Britain.
- Fulfill the role of Chief Pharmacist with respect to the licensing requirements of the Aseptic Services section as required by the Medicines Act and the Medicines and Healthcare Products Regulatory Agency.
- Management the Health Boards responses to the Pharmaceutical Hazard Warning System, the Medical Devices Alert system and Urgent Pharmaceutical Drug Information Alerts.
- Ensure Aseptic and Quality Control services are maintained at a level that meets local needs and enables the Health Board to maintain its Medicines and Health Regulatory License.
- Ensure the Aseptics, Quality Control, Medicines Information, Procurement and Clinical Services undergo annual specialist audit and that remedial actions identified are implemented.
- Lead the Pharmacy and Medicines Management response to the declaration of a Major Incident.
- Lead the Pharmacy Services to ensure a high standard of professionalism, efficiency and effectiveness in service delivery ensuring that activity is fully aligned to the business of the Health Board.
- Manage and lead the Pharmacy teams in resource planning, standard setting and performance management.
- Ensure that the Health Board's aims and objectives are clearly communicated across Pharmacy Services enabling them to be proactive and influential in their contribution to the Health Board's strategic and operational plan.
- Provide individual and collective coaching and mentorship to support team and individual development and ensures that performance appraisal supports service delivery and Professional Regulatory requirements.
- Create a culture that ensure continuous improvement and professional excellence is achieved, where staff are developed and empowered to perform to high standards and are encouraged to identify new and innovative solutions to service delivery.

## **COMMUNICATION & RELATIONSHIPS**

- Provides expert advice to the Health Board and Directors, Senior managers and clinicians on pharmaceutical matters including the strategy, organisation and development and delivery of the Medicines management agenda within the health Board

- Provides strategic and operational leadership for the Pharmacy Services within the Health Board underpinned by significant knowledge of pharmaceutical services functions and Medicines Management acquired over a significant period.
- Ensure effective communication systems are in place across Pharmacy Services.
- Ensure effective communication systems are in place between the Pharmacy Services and all other departments within the Health Board that reflect the highly complex and multiple involvements of Pharmacy Services with primary and secondary care specialties and non clinical departments.
- Develop close working relationships with Clinical Directors and other colleagues within the Division, across the Health Board, and in other Health Boards in Wales.
- Maintain effective communications with external stakeholders including The Welsh Assembly Government, other Health Boards and Trusts, Local Authorities, Community Health Councils, Voluntary Organisations, Universities, Professional Bodies and the RPS.
- Receive, analyse and communicate across the Pharmacy services and other departments highly complex multi factorial information, often from a national policy source, ensuring each service evaluates their individual service implications and operational requirements.
- Exercise the highest level of interpersonal and communication skills in engaging with internal and external stakeholder where this is critical to deliver alternative service models and new ways of working.
- Communicate effectively with service users and a wide range of staff employed within the Health Board and in external organisations where strongly opposing views and objections to service change is highly likely to be met.
- Ensure pharmacy staff identify and share learning both within and outside the organisation to inform strategy and service improvement.
- Understand and use complex information and multi-factorial strands of communication both inside and external to the organisation.
- Provide leadership and direction across situations where highly complex ideas or concepts need to be conveyed and implemented across the organisation in easily understood language.
- Develop close working relationships with the trade unions and professional bodies to facilitate good employee relations to enable the organisation to deliver its financial targets and business objectives.
- Provide and receive highly complex, highly sensitive or highly contentious information where there are significant barriers to acceptance overcome using the highest level of interpersonal and communication skills, such as would be

required when communicating in a hostile, antagonistic or highly emotive atmosphere.

- Deputise for the Director of the Diagnostic, Therapies and Pharmacy Division where required, locally and nationally, including executive Board and Welsh Assembly Government levels.

## **ANALYTICAL & JUDGEMENT SKILLS**

- Interpret and implement the RPS Code of Ethics and Professional Standards, Statement of Principles, and Standards of Good Practice for Hospital Pharmacy to inform the management of the pharmacy services. [DN are the similar standards for Community Pharmacy]
- Analyse and interpret highly complex information from government policy, legislation, regulatory matters and professional and clinical sources and identify and act on the implications for Pharmacy Services and Medicines Management
- Exercise judgment involving highly complex facts and figures and situations which require the analysis, interpretation and comparison of a range of options.
- Analyse and assess conflicting information where expert opinion may differ or information may not be viable, relying on judgment and critical thinking to deliver an appropriate outcome.
- Analyse complex issues and situations and develop appropriate action plans and advice and make recommendations to medical, nursing, other professional groups and managers.
- Exercise specialist knowledge across a range of professions and managerial procedures and practices relating to professional practice and the management of Pharmacy Services, underpinned by theoretical knowledge and practical experience.
- Interpret data for various sources to inform service management and professional activity.
- Creates reports from internal and external sources that allow evaluation of the Health Board's services and functions.

## **PLANNING & ORGANISING**

- Formulate long term strategic plans for the Pharmacy Services and Medicines Management ensuring they fit within the Health Boards strategic plans and reflect the needs and requirements of stakeholders within and external to the organisation. This will impact on the entire organisation and may involve significant levels of uncertainty.
- Produce an annual service review and business plan that includes short, medium and long term operational, development and strategic plans for pharmacy that align to the strategic direction of the Health Board.

- Improve Patient Safety through the development of systems and processes to reduce avoidable harm, errors or omissions.
- Plan the Pharmacy and Medicines Management response to the declaration of a Major Incident aligned to the Health Boards Major Incident Plan.
- Ensure provision of robust, safe and secure activity and clinical records and storage systems.
- Ensure establishment of robust and secure staff data and personnel files to support staff management, payments and professional development.
- Regularly monitor and review plans and adjust for changes in local need and in response to changes in national and professional policy and guidance.
- Lead effective reviews of Pharmacy Service, including measuring and monitoring service and clinical outcomes at individual and Departmental levels, to identify their contribution to delivery against the Health Boards strategic plans and service improvement programs.
- Lead and sponsor Division and organisational-wide projects to develop new services and new ways of working in line with the organisations strategies and business plans.
- Integrate Quality Indicators and Metrics and Patient Reported Outcome Measures into service evaluation.
- Ensure service improvement and development plans for Pharmacy Services are collated into an annual work programme and monitor progress on delivery.
- Ensure that concepts developed, changes implemented and policies written and are in line with latest Welsh Assembly guidelines and best practices.
- Plan and prioritise own work, to ensure effective support to all areas and delivery of key objectives.

## **POLICY AND SERVICE DEVELOPMENT**

- Provide expert advice to the Health Board, Directors, Managers and Clinicians on pharmaceutical matters including strategy and organizational development and the delivery of the Medicines Management agenda.
- Develop and implement a range of policies and service developments across Pharmacy Services and Medicines Management.
- Implement a range of policy initiatives to deliver the Health Board agenda for continuous improvement.
- Work with external agencies in collaborative schemes for delivery of joint strategy and service developments.
- Develop models to modernise structures that support new ways of working and future service development.

- Represent the Health Board on advisory, policy making and decision making bodies concerning drugs, therapeutics and pharmacy services.

## **RESPONSIBILITIES FOR FINANCIAL & PHYSICAL RESOURCES**

- Responsible for the authorisation of significant expenditure and accountable for ensuring effective management and use of operational budgets within Pharmacy Services to ensure compliance with the Health Boards Standing Orders and Standing Financial Instructions and ensure effective corporate governance.
- Accountable for the overall control of the health Boards expenditure on pharmaceuticals by ensuring safe and cost effective procurement, storage and distribution.
- Responsible for the security and management of appropriate storage of stocks of medicines, and medical and surgical items held in the Health Boards Pharmacies and Health Centres.
- Advise and make recommendations to the Health Boards Finance Department, Prescribing Advisory Group and NICE Implementation Group on the financial implication of the introduction of new drugs, high cost drugs and changes in prescribing costs to inform timely budgetary management.
- Ensure robust systems of governance (clinical, financial, staff, audit and information) and risk management are in place across the Pharmacy Services.
- Ensure that service developments and improvements align to the Health Boards strategic and financial sustainability plans and are contained within agreed financial envelopes.
- Identify cost pressures on the Pharmacy Services and develop and implement a range of options and business cases for managing them, ensuring value for money and effective deployment of existing resources.
- Identify initiatives where Pharmacy Services offer cost saving opportunities, negotiate initiatives, ensure agreed changes are implemented and clinical and savings impact quantified.
- Promote value for money and effective use of resources among Pharmacy Services staff.

## **RESPONSIBILITY FOR HUMAN RESOURCES**

- Appoint and manage staff within the Pharmacy Department across numerous sites within the Health Board.
- Ensure all Pharmacy service leads are aware of and deliver their managerial responsibilities for human resource issues within the department.
- Work with the Workforce & OD Division in ensuring that robust HR policies and processes are in place in all Pharmacy Services areas.

- Ensure that pharmacy staff are working to competencies which are regularly assessed, are appropriate to the service, and align with Agenda for Change and the Knowledge and Skills Framework.
- Manage poor performance and support pharmacists in difficulty.

## **RESPONSIBILITY FOR INFORMATION RESOURCES**

- Agree, monitor and analyse budget reports for the Pharmacy Services.
- Write and present reports on a range of subjects to a wide range of groups possibly including the Health Board and Local and National groups.
- Ensure the strategic development of IT Pharmacy systems within the health Board.

## **RESPONSIBILITY FOR RESEARCH AND DEVELOPMENT**

- Responsible, through the Clinical Trails Pharmacist, for the provision of pharmaceutical approval for medicine clinical trails.
- Responsible for qualitative and quantitative audits of service delivery and professional practice against professional and national standards and protocols, including 'Standards for Pharmaceutical Provider Units in Wales', and the development of action plans for improvement.
- Lead audits of safety and quality in Pharmacy Services and Medicines Management, including compliance with the Healthcare Standards for Wales, and develop action plans for improvement.
- Evaluate both published and grey research finding to inform service improvement and development within Pharmacy Services and across the Health Board.
- Work closely with Higher Education Institutions (HEIs) to ensure the Health Boards engagement in the development and delivery of undergraduate and post graduate education programmes for pharmacy staff.
- Collaborate with HEIs on the development of Research Programmes, including funding applications and practice based research projects. Co-ordinate and implement practice based research programmes and projects.
- Ensure an evidence-based approach to policy development and service redesign and consider the outcomes of relevant audit and/or evaluation work on all aspects of the Clinical Director role.
- Research innovation and good practice and ensure findings are disseminated between Divisions to avoid duplication and maximise Health Board wide efficiencies, spread and sustainability.

## **FREEDOM TO ACT**

- Work independently guided by broad health and social care strategies and organisational policies and specific local and national guidelines, leading or advising on how these should be interpreted and implemented.
- Responsible for the strategic development of programmes of work within the Pharmacy Services, balancing the need for strategic leadership and proactive service development against the reactive demand of stakeholders and operational responsibilities.
- Assimilate and summarise complex documents, compare facts and analyse situational data from a range of sources, develop options and assess risks and opportunities to the organisation and facilitate consensus building and decision making within and beyond the Pharmacy Service.
- Maintain proactive communication links with key All Wales and UK national bodies, organisations and committees including the All Wales Chief Pharmacists Committee.

## **PHYSICAL EFFORT**

- There is a regular requirement to travel between NHS and other sites often with limited time between meetings.
- Frequent VDU use is required for this post for periods of up to 3 to 4 hours at a time in order to produce complex reports and analysis to support decision making.
- Some clinical work undertaken which requires physical skills to prepare and check prescriptions.

## **MENTAL EFFORT**

- Intense concentration will be required on a wide variety of complex issues throughout the day. The post holder will frequently have to adapt to changing priorities and re-focus the work of self and others on new priority areas that may require urgent action.
- Application of broad strategic principles to a wide range of clinical department scenarios often in a time pressured environment.
- The post holder will participate in and facilitate meetings which require a high level of concentration on a wide range of topics, with a variety of audiences and mixtures of attendees.

## **EMOTIONAL EFFORT**

- The role will require daily negotiation with senior NHS professionals, directors and managers in a financially constrained health economy encompassing issues that have a significant impact on the quality and quantity of services, challenging practice and established management processes.

- The post holder is required to work across a wide range of professional department with complex and differing needs and expectations and to focus these into a cohesive approach to strategies and programmes.
- The post holder will also be expected to deal positively and promptly with staff concerns and personal problems, challenge staff on any inappropriate behaviours or poor performance and investigate and deal with complaints and Serious Incidents as required.

### **WORKING CONDITIONS**

- Exposure to unpleasant working conditions or hazards is rare.
- Office and clinical department conditions.
- Regular requirement to travel locally and across Wales.

This job description is not exhaustive. The priorities and emphasis may change in view that it is a new post and to reflect service needs.

This represents an outline of the post and is not a precise catalogue of duties/responsibilities.

### **HEALTH & SAFETY**

All employees have a statutory duty of care for their professional safety and that of others. Employees are required to co-operate with managers to enable the LHB to meet its legal duties.

## PERSON SPECIFICATION

<b>Education/Qualifications</b>	<b>Essential Criteria</b>	<b>Desirable Criteria</b>
	<p>Masters degree in Pharmacy (M.Pharm)</p> <p>One year pre registration competency based training.</p> <p>MRPharmS (Member and current registration with the RPS)</p> <p>Post Graduate Clinical Specialist knowledge acquired through Diploma/Masters level education i.e. Diplome/Masters in Clinical or Technical Pharmacy or equivalent experience</p> <p>Post Graduate management qualification at Masters/Diploma level or equivalent experience</p> <p>Comprehensive continual professional development portfolio providing evidence of research/audit, innovation and understanding of healthcare policy</p>	
<b>Knowledge &amp; experience</b>	<p>Extensive experience of working at a senior level in a large complex organisation</p> <p>Significant experience of leading or managing one or more pharmacy service</p> <p>Demonstrable Personnel and Financial management skills at an advanced level</p> <p>Significant experience of successful development and delivery of service improvement or successful management of significant organisational change in a complex environment</p> <p>Demonstrable success in building, leading, motivating, managing and developing teams</p> <p>Significant experience of working with staff, their representatives, trade unions and professional organisations</p>	

	<p>Advanced knowledge of medicines legislation including Medicines Act; Misuse of Drugs Act; Non Medical Prescribing; Safe and Secure Handling of Drugs; Good Distribution and Manufacturing practice</p> <p>A highly strategic thinker with ability to influence at all levels</p>	
<b>Skills &amp; ability</b>	<p>Ability to analyse and appropriately present often highly complex information</p> <p>Proven ability to achieve targets and objectives within a demanding and time pressured environment against challenging deadlines</p> <p>Sound judgement, decision making, and organisational skills</p> <p>Able to interpret legislation and national guidance relating to professional practice and the delivery of Pharmacy Services and Medicines Management</p> <p>Able to demonstrate a high level of interpersonal skills, displaying credibility, influence and political acumen</p> <p>Ability to communicate verbally and in writing in a manner which is clear, fluent and persuasive</p> <p>Self motivated and committed to developing self and staff</p> <p>Proven ability to influence large groups of staff and an ability to empower, coach and support staff</p> <p>Ability to work on own initiative and organise own workload and that of others to operate effectively</p> <p>Standard keyboard skills</p>	ECDL
<b>Other requirements</b>	<p>Enthusiastic, committed, proactive and innovative</p>	
	<p>Politically astute and high level of intuition</p>	
	<p>Appetite for hard work and challenges</p>	

	Show resilience, stamina and reliability under sustained pressure, never losing sight of objectives	
	High level of personal integrity	
	Ability to travel within the health Board and across Wales	