

NHS Lothian
Pharmacy and Medicines Service

Strategic Plan

Overview 2021 – 2026



VISION

The Pharmacy and Medicines Service ensures that patients get the best from their medicines.

MISSION STATEMENT

We ensure that the medicines we supply are high quality, that the evidence to drive practice is robust and that we take care of our patients, our staff and our colleagues.

Foreword:

The Covid pandemic swept the world from late 2019 and continues in 2021. The effects will still prevail throughout the lifetime of this strategy. Health services have been challenged and at times overwhelmed in their response and in preparing this most recent iteration of the NHS Lothian Pharmacy and Medicines Strategy I am mindful of the need to work collectively to deliver for patients, our staff and colleagues.

The themes are therefore deliberately reflective of the NHS Lothian corporate aims but based on our professional commitment to high quality Pharmaceutical Care.

“The responsible provision of drug therapy for the purpose of achieving definite outcomes that improve a patient’s quality of life.”

Hepler and Strand
Am J Hosp Pharm

Hepler and Strand went on to say it is not enough to dispense the correct drug or to provide sophisticated pharmaceutical services; nor will it be sufficient to devise new technical functions. Pharmacists and their institutions must stop looking inward and start redirecting their energies to the greater social good. Drug-related morbidity and mortality are often preventable, and pharmaceutical services can reduce the number of Adverse Drug reactions (ADRs), the length of hospital stays, and the cost of care. Our efforts will be directed towards improving care and improving medicines safety and we will do this with safe systems, by assessing risk and paying particular attention to high risk patients and high risk medicines.

Our contribution to greater social good requires us to consider sustainability and climate change, and in particular the impact of pharmaceuticals on this. The next five years will also require us to continue to address Covid-19 through vaccination and treatment of patients. The remobilisation pressures will drive change through increased digital solutions and in pharmacy we will lead on this through implementation of HEPMA and maximising use of technology to drive whole system change.



Develop and supporting our workforce is a key theme, from maximising patient care by ensuring more pharmacists prescribe for their patients, more pharmacy technicians support efficient medicines processes and building the skills and capabilities of pharmacy support workers and our administrative teams.

The strategy has a two fold purpose, to set the direction of travel internally for our team for the next 5 years and to communicate externally so that staff and patients in NHS Lothian know what we stand for and where we are going.

I commend it to you.



Professor Angela Timoney FRPharmS FRCPEdin
Director of Pharmacy and Medicines
September 2021

TO IMPROVE THE HEALTH OF THE POPULATION

Design services in a way that actively seeks the views and expressed preferences of patients and collaborates with other providers to address health inequalities; and safely supply and review medicines in the most appropriate environment

Strategic initiatives:

PATIENT AND CUSTOMER ENGAGEMENT

- All pharmacy areas have patient engagement and customer surveys to actively seek feedback; and develop processes to analyse the data to support performance review, service design and improvement.
- Work with health and social care partnerships to identify patients in hard to reach groups to improve on delivering equity of access to available pharmaceutical care.
- Increase equity of access to clinical trials for patients across NHS Lothian.
- Deliver a patient medicines helpline for advice on medicines after discharge from hospital.
- Scope and deliver, in collaboration with services, the change to hospital clinical pharmacy service and pharmacy working hours to meet the capacity demands of the service in the extended hours period over the 7-day week.

TRANSFORMING SINGLE SYSTEM WORKING

- Establish robust interface working to improve pharmaceutical care and medicines supply information for patients transitioning between settings and services.

TO IMPROVE STAFF EXPERIENCE

Create a safe workplace that promotes staff wellbeing and helps maintain staff health and capability to do their job

Strategic initiatives:

WORK ENVIRONMENT AND CULTURE

- Create a work environment that values staff and supports their learning, growth and development.
- Create a workforce that has a shared vision and practices in accordance with professional and organisational values.
- Promote visible, credible and inclusive leadership that enables and empowers staff.

STAFF VOICE

- Promote a work environment that staff feel able to raise concerns and ask questions.
- All service redesign will involve staff in service change and timely communication.
- Staff feedback will continue to be sought to improve the pharmacy service.

WELLBEING

- Promote kindness to self and others.
- Promote compassionate leadership at all levels within the service.
- Provide staff access to psychological or wellbeing support.
- Support team development opportunities (e.g. Joy In Work, team building sessions, etc).

COMMUNICATION

- Ask what matters, listen to what matters and do what matters with and for people.
- Promote courses or additional training for staff members as part of their development to achieve skills to have difficult conversations within the service as part of personal development conversations (e.g. Courage to Manage).

TO IMPROVE THE QUALITY OF HEALTHCARE

Skilled, competent, caring and compassionate workforce capable of delivering the best quality care for patients

Strategic initiatives:

WORKFORCE DEVELOPMENT AND TRAINING

- Develop staff to ensure they have the skills and competencies for their roles and to enable them to develop and progress. including pharmacist independent prescribers, clinical pharmacy technicians, and pharmacy support workers dispensing.
- Broaden the pharmacy team to include nurses, business managers, analysts and improvement advisors
- Promote initiatives and programmes to develop and deliver interprofessional learning and simulation-based training (NES Pharmacy Simulation Faculty).
- Implement NHS Education Scotland training for pharmacy staff and align with national and General Pharmaceutical Council standards, career frameworks and pathways, and recommendations
- Provide support and opportunities for staff members to develop management and leadership skills utilising Human Resources Online tools, NHS Lothian Organisational Development programmes or national programmes (e.g. Clinical Fellows).
- Ensure all staff have an annual review, with objective setting and personal development plans using TURAS.
- Increase utilisation of feedback on training experiences from learner and tutor to ensure objectives of training are delivered and met.

WORKFORCE PLANNING

- Deliver a workforce review and updated career pathway for whole pharmacy workforce.
- Develop robust succession planning for all pharmacy services.
- Ensure that pharmacy services are compliant with the requirements of the Health and Care (Staffing) (Scotland) Act 2019.
- Design, test and implement workforce planning tools to support service review and planning for safe staffing levels.
- Review job descriptions in accordance with the changes to Initial Education and Training (IET) and advanced practice for all staff groups.

EDUCATION AND TRAINING INFRASTRUCTURE

- Deliver the infrastructure to support capacity for local implementation of education, training and development for all of pharmacy workforce including cross site and cross sector working.
- Embed the mentoring role in all sectors, increasing the capacity for mentors and embedding a culture where all staff support learners.

TO ACHIEVE VALUE & SUSTAINABILITY

Efficient and sustainable use of resources (i.e. workforce, materials and finance)

Strategic initiatives:

WORKFORCE

- Optimise skill mix aligned to national legislation to support medicines safety within the organisation.
- Scope and deliver a succession planning and workforce resilience plan.
- Develop a Consultant Pharmacists strategy and implementation plan for NHS Lothian.
- Deliver pharmacy elements of the capital and workforce re-provision projects within targets and deadlines (e.g. Pharmacologistics Service, National Treatment Centre).
- Develop capacity planning and job planning for staff, which reflects NHS Lothian Family Friendly Policy.
- Optimise pharmacist prescribing in all pharmacy managed care sectors, underpinned by an Independent Prescribing Strategy and necessary staff infrastructure investment to meet the changes.
- Ensure development of Pharmacy Technicians, Pharmacy Support workers and Admin staff.

EFFICIENT PROCESS

- Ensure a single system for Pharmacy Services
- Support the development of cost-effective prescribing plans across the organisation. Work with key stakeholders to plan, deliver and report on medicines efficiency savings in secondary care and the NHS Lothian Prescribing Action Plan across the HSCPs.
- Implement a regional Quality Assurance Service with underpinning service level agreements.
- Collaborate with National Services Scotland and other Scottish Health Boards to ensure institutional readiness to deliver an advanced therapy medicines service in Scotland including the emerging pharmacogenomics agenda.

SUSTAINABILITY

- Working with Finance colleagues and Senior Leaders to ensure a sustainable funding resource, to enable Pharmacy to develop clinical services and contribute to efficiency savings for the organisation.
- Support the NHS Lothian Sustainability Framework and action plan to put in place work practices, procurement systems and interventions to minimise the environmental impact, protect the natural environment and enhance social values.

TO IMPROVE QUALITY OF HEALTHCARE

Quality Assurance & Improvement

Strategic initiatives:

QUALITY ASSURANCE

- Continue to deliver a quality service by working to quality and regulatory standards including maintenance of the quality management system (ISO 9001:2015) and building upon a single system approach for all elements when feasible; and utilisation of a quality improvement methodology to review systems and processes for medicines safety and pharmacy services.
- Increase the programme of self-inspection in line with the BSI audit schedule in all processes, using national and local tools to provide assurance that staff are meeting these standards.
- Benchmark pharmacy services nationally against agreed measures.
- Develop a pharmacy performance dashboard to celebrate excellence and success and identify areas for improvement or risk within the service.
- Assure the quality of medicines governance processes through an integrated multi professional approach.

IMPROVEMENT

- Strengthen systems and set up forums to learn from, and to share the learning from adverse events and customer complaints across the service.
- Share prescribing information with Cluster Quality Leads and Practice Quality Leads on a regular basis to inform improvement initiatives and delivery of best quality of care for patients. Example: Ongoing development and embedding of the Primary Care Quality Improvement Programme (e.g. medicines reconciliation and high-risk medicines).
- Take forward the planning and delivery of a quality improvement programme for medicines discharge readiness including one stop dispensing in collaboration with nursing and NHS Lothian Quality Improvement team.
- Utilise exit interview information to allow learning for improvement.
- Develop quality improvement and Research capacity and capability in the pharmacy workforce and engagement with multi professional teams and academic partners.

TO IMPROVE THE QUALITY OF HEALTHCARE

Optimal innovation and utilisation of technology

Strategic initiatives:

TECHNOLOGY

- Develop and collect data to demonstrate the benefits realisation from distribution robot at RIE. Complete implementation and roll out of the Hospital Electronic Prescribing and Medicines Administration (HEPMA) system as per delivery plan and maximise benefits realisation.
- Build on the new pharmacy prescription tracker system with introduction of new modules (e.g. On-call, Homecare, Document management, etc).
- Upgrade Paediatric and Adult ChemoCare System in collaboration with cancer services and link to other systems.
- Complete testing of Rx-info software and measurement of benefits realisation to build a national business case.
- Using functionality developed through digital and analytics (e.g. Scottish Therapeutics Utility, Scriptswitch and Tableau Prescribing Dashboard), to enhance and refine prescribing and dispensing processes across care interfaces (e.g. serial prescribing and outpatient prescribing).
- Use of digital technologies to enable working from home.
- Influence nationally to enable community pharmacy access to GP Clinical records.
- Optimise serial prescribing ordering systems in the primary care setting.

SINGLE SYSTEM INNOVATION

- Develop a pharmacy research strategy in collaboration with other Board and University partners and realise an increase in pharmacy team members enrolled in a MPhil/Doctorate with the associated publications.
- Take forward the development of a Regional Formulary in the Southeast in collaboration with NHS Borders and NHS Fife building upon the utilisation of the new platform.
- Scope an alternate model of delivery for supply of medicines for patients from outpatient appointments.

SECONDARY CARE INNOVATION

- Increase the level of high-quality health research conducted in NHS Lothian through pharmacy support of delivery of Clinical Trials.
- Achieve institutional readiness of pharmacy services to deliver advanced therapy medicinal products.

PRIMARY CARE INNOVATION

- Scope and deliver enhanced pharmacy services in all Lothian Health & Social Care Partnerships. Deliver Pharmacotherapy service based on broad definition including community pharmacy practice.

COMMUNITY PHARMACY INNOVATION

- Promote Community Pharmacy as a first port of call for patients with minor illness, ailments and for public health advice (i.e. Pharmacy First across all Health and Social Care Partnerships).
- Work collaboratively with Community Pharmacy Lothian to secure contracted community pharmacy time to deliver additional sessions within GP Practices delivering patient facing pharmaceutical care.
- Implement a strategy to optimise Medicines Care & Review uptake working collaboratively with General Practitioners and Community Pharmacy.

INTEGRATED JOINT BOARDS

- Influence and lead on the development of pharmaceutical services, advise on the delivery of the NHS Lothian Prescribing Action Plan, development of clinical capacity and progress with implementation of Pharmaceutical Care Services Plan.