

Safer medicines, safer patients

A vision for the future of pharmacy



This vision for pharmacy is inspired by the UHS future vision and Trust values, and has been developed across the whole pharmacy department. It identifies our goals for the future within all areas of the pharmacy service, and we will use it to form annual service plans and individual objectives for staff.

Every member of pharmacy staff will contribute to delivering our vision: over 100 pharmacists, 100 pharmacy technicians, 70 support workers, 20 trainees and our supporting administrative staff. We will review our progress and achievements annually, and highlight areas for focused development, but allow for responsiveness to changing national and local priorities.

Our vision shows where new or better services must be provided or plans set in place for a revised approach. To deliver all these aspirations, we will work with our existing partners within UHS and outside, and will establish new partnerships where we can. While we organise and implement these new initiatives, we will continue to provide our existing services to the appropriate quality and standards to ensure that we contribute to the Trust's mission: **to be better every day**.

What we already do...

Our pharmacy staff already deliver a wide range of services and expertise within UHS, including:

- medicines safety expertise to ensure that medicines-related incidents and errors across the Trust are reported, reviewed and learnt from
- expert medicines advice to healthcare professionals to support complex decision making on the optimal use of medicines for individual patients
- IM&T expertise to support electronic prescribing across the Trust, pharmacy stock management systems, and medicines use and expenditure reporting
- training and development (including apprenticeships) for all pharmacy staff, and provision of medicines education for other healthcare professionals across the Trust
- individualised dispensing of medicines to meet the specific needs of every patient
- critical appraisal of evidence to ensure that UHS uses the most clinically and cost-effective medicines to treat its patients
- generalist and specialist clinical pharmacy expertise to provide individualised medicines optimisation advice across all clinical specialties for all age ranges of patients
- research and evaluation of pharmacy practice and services
- bulk distribution of medicines to all clinical areas within UHS and to other local NHS hospitals and services
- preparation of patient specific, ready-to-use doses of intravenous chemotherapy, nutrition, and antibiotics within highly controlled clean room facilities
- quality control and assurance for medicines produced within UHS
- set up and dispensing for clinical trials to ensure UHS can realise its research vision
- production of policies and guidance on medicines to ensure the Trust meets regulatory requirements and that patients and staff benefit from best practice guidance
- procurement of medicines for quality and safety.



A. Putting patients first: – Providing the best care and experience for patients

Compassion for patients and carers, and supporting their individual needs, will be at the centre of our work. These are some of the things we already do:

- Ensure our patients' medicines are appropriate and safe by reviewing 16,000 prescriptions each week.
- Provide a medicines helpline for every UHS inpatient after discharge, and for every outpatient.
- Dispense 1,000 patient-specific medicines every day.
- Make 30,000 doses of chemotherapy each year and 12,000 patient-days of intravenous nutrition.
- Provide access to medicines, advice and e-prescribing support 24 hours a day, seven days a week.

Vision	What we will do....
A1. Optimise medicines use to ensure that patients receive safe and effective treatment.	<ul style="list-style-type: none"> a) Minimise missed and delayed doses of medicines. b) Ensure that patients have access to novel treatments by providing more specialist and higher-risk intravenous medicines in ready-to-use form. c) Optimise use of medicines by increasing the number of prescribing pharmacists. d) Be confident that every unlicensed medicine we supply is safe and fit for purpose. e) Support the organisation to increase clinical trial opportunities for patients.
A2. Give patients individualised information about their medicines, and provide them with expert support to optimise benefits.	<ul style="list-style-type: none"> a) Ensure patients receive sufficient information about new medicines and changes to treatment, particularly on admission and discharge. b) Promote the medicines helpline to ensure every UHS patient is aware of the support available after leaving the Trust's premises. c) Prioritise complex patients for enhanced pharmacy support during and after hospital admission.
A3. Provide services that meet or exceed patient expectations and ensure a positive patient experience.	<ul style="list-style-type: none"> a) Ask patients what they want to know about their medicines, and the advice and support they need. b) Learn from our mistakes, and those made by others, to improve medicines safety and the patient experience. c) Improve our processes to provide medicines and advice in a timely way along the patient's journey. d) Optimise the provision of discharge medicines. e) Expand and improve homecare services to allow patients more flexibility in their treatment options.
A4. Pharmacy services that are accessible seven days a week	<ul style="list-style-type: none"> a) Provide essential pharmacy services at the weekend. b) Ensure that all necessary services are provided by Pharmacy staff with appropriate knowledge, skills and experience every day of the week.
A5. Optimise communication about medicines across organisational boundaries	<ul style="list-style-type: none"> a) Check patients are taking the correct medicines by carrying out medicines reconciliation for all patients within 24 hours of admission and prior to discharge.

“ I just want to thank and compliment you on your pain relief leaflet... simple, clear and very reassuring ” Patient

B. Working together:

– With patients, others in UHS, and external organisations

We will listen to others, and work in collaboration with them, to develop high quality, responsive and innovative services. These are some of the things we already do:

- Distribute medicines to all UHS wards and departments, and to over 70 external community sites.
- Work in partnership with external education organisations to develop online training, educational supervision, and to deliver courses in-house to maximise training for pharmacy staff.
- Support the global digital exemplar programme and NHS long-term plan on medicines optimisation.
- Work with local commissioners to optimise specialist commissioned and high cost drug expenditure.

Vision	What we will do
B1. Working with patients	<ul style="list-style-type: none"> a) Listen to patients, respecting their wishes and beliefs, and provide flexible individualised care. b) Involve patients during service development, and use their feedback to improve services.
B2. Working with other UHS staff	<ul style="list-style-type: none"> a) Develop and deliver relevant medicines-related education and training for healthcare staff across UHS. b) Review current UHS guidelines on prescribing and medicines, and propose methods for improved safety, comprehensiveness, and access. c) Support patients, prescribers, and the Trust in the event of medicines shortages. d) Share our performance outcomes with service users and Trust management. e) Work across UHS sites to effect quality improvement of medicines-related projects e.g. storage of medicines.
B3. Working with other organisations	<ul style="list-style-type: none"> a) Actively contribute to regional and national pharmacy networks to promote and disseminate best practice within and outside UHS. b) Aim to make the Medicines Learning Portal the NHS first choice training site for new hospital pharmacists. c) Support NHS England in delivering regional pharmacy services via specialist commissioning. d) Develop and deliver training materials for pharmacy staff and other professionals in partnership with Health Education England and others for use at UHS and for the wider NHS. e) Identify high risk patients and refer them to community pharmacy for post-discharge medicines optimisation. f) Work with other local trusts to implement the recommendations of the Carter review.



“Thank you for your help, support and hard work...

We had a lot of patients, and you were all fab ”

Research Nurse

Focus on... **medicines management**

The medicines management team are technicians and support workers who help patients with their medicines as well as health and lifestyle choices. The team:

- is nationally recognised by Public Health England as a centre of excellence for asking patients about their alcohol consumption and providing advice
- hosted regional training for technicians to become qualified in Understanding Health Improvement and Making Every Contact Count (MECC)
- was shortlisted for two *Nursing Times* awards (safety and long term conditions) where technicians assessed insulin patients for their ability to self-administer whilst in hospital to reduce risk and improve their care.



***“Keep doing what you do.
You are invaluable to people like me who
need reassurance at a very difficult time.”***

Patient

Core skills... **clinical problem solving**



The medicines advice team in pharmacy won the *Health Service Journal* Value Award for education and development in 2018. This team created the Medicines Learning Portal to teach clinical problem solving skills to pre-reg and band 6 pharmacists across the NHS: www.medicineslearningportal.org

The judges said:

This winning entry displayed a clear and effective use of technology to meet training needs through innovative content and evidence of collaborative working... This project is extremely wide reaching with huge potential for national adoption.

The website has had over 475,000 visits since it was founded in 2016, and 95% pharmacists say it improves their clinical decision making.

C. Working together: – Within pharmacy

The best services will only be achieved by a pharmacy team who work together to be the best they can and are cared for and supported. These are some of the things we already do:

- Support over 100 pharmacy staff annually to study for a qualification, for example in clinical pharmacy, prescribing, vocational skills, leadership and management, and IT
- Organise regular team meetings, communication briefings and individual staff appraisals
- Provide high quality in-house training so that large numbers of trainees stay at UHS when they qualify
- Recruit staff with the right values and behaviours.

Vision	What we will do
C1. Pharmacy workforce planning	<ul style="list-style-type: none"> a) Develop all levels of staff for new or extended roles to meet the needs of patients and the organisation. b) Respond to the needs and preferences of existing staff and potential recruits when designing roles. c) Design and deliver training in line with recognised competency frameworks and supervision models. d) Ensure succession planning for specialist roles. e) Implement a range of apprenticeships; identify roles and progression opportunities for non-registered staff.
C2. Involve staff in decision-making	<ul style="list-style-type: none"> a) Ensure all staff are briefed, and their views are heard, on major service developments. b) Provide opportunities for staff to offer ideas for improvement, and to voice concerns. c) Review staff survey responses to identify areas of concern and develop plans to address them.
C3. Support staff well-being and morale	<ul style="list-style-type: none"> a) Managers across pharmacy will work to the same set of values and principles that have been agreed with staff. b) Ensure pharmacy work space is fit-for-purpose and staff have appropriate equipment and resources. c) Regularly assess work-place stress and take action when needed. d) Work collaboratively across all pharmacy services to foster a supportive team spirit. e) Ensure all learners have safeguarding support following OFSTED recommendations. f) Celebrate success with e.g. favourable event reports.



“Very welcoming staff and made me feel like one of the team straight away!”

Pre-registration pharmacist

D. Always improving: – Adopting innovative approaches

We will adopt a creative approach to our services, to benefit patients and improve productivity. These are some of the things we already do:

- Facilitate and support over 250 active clinical trials involving medicines
- Implement and support electronic prescribing across the Trust
- Engage in research projects and development of electronic systems and apps
- Leading the NHS in maximising the benefits of biosimilar medicines: improving outcomes, ensuring cost-effective treatment choice, and identifying treatment failure as early as possible.

Vision	What we will do
D1. Improvement through research	<ul style="list-style-type: none"> a) Establish research as mainstream practice, develop staff research skills, and incorporate the 'Edge' research management system. b) Collaborate on research projects with a range of partners and have a strategy for funding. c) Ensure all research and innovative service development is published. d) Translate local and external research into practice. e) Adapt and respond to national standardised approach for pharmacy review of clinical trial protocols.
D2. Improvement through technology and use of data	<ul style="list-style-type: none"> a) Complete implementation of e-prescribing in all areas, and maximise its benefits to UHS. b) Improve automated medicines storage and dispensing across the Trust where beneficial. c) Optimise the use of social media, internet functions, and e-resources for communicating with patients and professionals, and for training. d) Implement technology to control processes for improved safety and work flow efficiency, particularly in aseptic compounding services. e) Using barcode scanning technologies to ensure that medicines are safe and that the trading of medicines is controlled. f) Ensure advanced therapy medicines are handled safely and securely to allow patients access to new forms of treatment including gene therapies.
D3. Improve productivity	<ul style="list-style-type: none"> a) Identify commercial opportunities that could be realised through e.g. licensing of pharmacy facilities. b) Develop partnerships with other healthcare organisations to expand services, improve patient care and enhance productivity. c) Benchmark service costs and outcomes against similar NHS pharmacy departments. d) Stop services that are better provided by others. e) Develop the workforce's skills, knowledge, and behaviours, and implement better skill mix and use of education pathways. f) Help staff to develop quality improvement skills, tools and techniques to implement more productive and efficient services.

