

# MEDICINES PROCUREMENT

## EXPERT PROFESSIONAL PRACTICE CURRICULUM

Professional curriculum to support members with  
the knowledge, skills, experience and behaviours  
to advance in their practice

2014

ROYAL PHARMACEUTICAL SOCIETY

**FACULTY**

## Disclaimer

This publication is intended as a guide and may not always include all information relating to its subject matter.

You should interpret all information and advice in light of your own professional knowledge and all relevant pharmacy and healthcare literature and guidelines.

Nothing in this publication constitutes legal advice and cannot be relied upon as such.

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This curriculum has been produced by RPS Faculty partners to support continued advancement in all areas of pharmacy practice.

During 2014 the Curricula Panel of the RPS Faculty will continue to develop the vision for post graduate development to produce the highest quality pharmacy workforce. The Faculty will continue to work with experts and specialist groups to form new guidance for professional advancement. The layout and themes in these curricula may be subject to change. Reviews of curricula can be expected annually while the Faculty is being set up. Please check that you are using the most up to date version of the curricula on the RPS Faculty website ([www.rpharms.com/faculty](http://www.rpharms.com/faculty)).

# Acknowledgements

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The mapping tables in this document use the Royal Pharmaceutical Society Advanced Pharmacy Framework (APF) which builds on the widely used Advanced to Consultant Level Framework (ACLF) which was developed by the Competency Development and Evaluation Group (CoDEG).

## Primary Contributors

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# Professional Curriculum for Advanced Pharmacy Practice in Medicines Procurement

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## Pharmaceutical Care of Medicines Procurement

This curriculum provides an overview of the knowledge, skills, experiences and behaviours required to practice at advanced level in medicines procurement at three stages: Advanced Stage I, Advanced Stage II and Mastery, in line with the requirements of the APF.

The document is intended to be used by practitioners to support the development of their practice at an advanced level within medicines procurement. It encourages practitioners to think critically and to use knowledge in medicines procurement supporting informed decision making using knowledge from this and other related therapeutic areas to promote optimal medicines management for patients. The curriculum also encourages the development of skills in informed, critically relevant, effective discussion with other health and social care practitioners, peers and managers, where appropriate, to maximise optimal medicines related care for patients.

It is intended to be as useful to the wider community working within medicines procurement as possible from all sectors of care. The syllabus is not intended to cover every aspect of practice and inevitably overlaps with a number of specialities. Users are encouraged to link this syllabus with others in related fields (also known as critical adjacencies).

This curriculum will be reviewed annually as to whether any update or changes are required. Every five years there will be an external review including external experts to re-evaluate the curriculum. Feedback is encouraged to ensure that the document is error-free, fit for purpose and accurately reflects the needs of pharmacists working at the specified stages.

# Knowledge, Skills, Experience and Behaviours

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Practitioners will develop their portfolios linked to the APF ([www.rpharms.com](http://www.rpharms.com)). The recommended knowledge, skills, experience and behaviours which practitioners require to demonstrate competence at Advanced Stage I, Advanced Stage II and Mastery stage for the Expert Professional Practice and Collaborative Working Relationships clusters of the APF in an area of advanced practice, are listed here with additional notes and specific examples for working within medicines procurement. The APF mapping tables in this document link the recommended knowledge, skills, experience and behaviours with the relevant developmental descriptors. Examples of the recommended knowledge, skills, experience and behaviours are included below. For a comprehensive list see the mapping tables.

## Resources for Curriculum Development

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### Useful Websites

- The Chartered Institute of Purchasing & Supply ([www.cips.org](http://www.cips.org))
- Pharmacy Procurement Training ([www.nhspharmacyprocurement.com](http://www.nhspharmacyprocurement.com))
- Astra Zeneca ([www.azppe.com](http://www.azppe.com))

### Supporting References and External Resources

- The Chartered Institute of Purchasing & Supply - includes CIPS Level 1,2,(for Foundation), CIPS Level 3,4, (for Excellence), CIPS Level 5 and 6 (for Mastery) ([www.cips.org](http://www.cips.org))
- PaSA procurement courses (offered free to NHS employees)
- London and East of England Procurement Course (for foundation)
- A Model for Advanced Pharmacy Practitioners in Procurement (Wind, Karr, Stead, Armstrong and Aubrey 3.9.09.)
- The Safe and Secure Handling of Medicines ([www.rpharms.com/vx/exchange-sites/rps/946/support-pdfs/safsechandmeds.pdf](http://www.rpharms.com/vx/exchange-sites/rps/946/support-pdfs/safsechandmeds.pdf))

# APF Mapping Tables

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This following tables list the knowledge, skills, experience and behaviours recommended to demonstrate the APF competencies for the Expert Professional Practice (EPP) and Collaborative Working Relationship (CWR) clusters mapped against the relevant APF developmental descriptors. It is intended primarily to support practitioners to develop their practice, but may be useful for portfolio preparation. All statements relate to the practitioner's area of practice speciality.

The competencies listed for "Advanced Stage I", "Advanced Stage II" and "Mastery" stage are additive, i.e. those at "Advanced Stage II" build on the competencies established in "Advanced Stage I". Practitioners are expected to demonstrate "Advanced Stage I" first before moving on to "Advanced Stage II". Those wishing to demonstrate "Advanced Stage II" will usually be expected to have demonstrated "Advanced Stage I" previously. Those wishing to demonstrate "Mastery" stage will usually be expected to have demonstrated "Advanced Stage II" previously.

A pharmacist starting to specialise in an area of Expert Professional Practice might be expected to be working towards attaining competencies at Advanced Stage I. A practitioner having attained Advanced Stage I in an area of Expert Professional Practice might be expected to be working towards attaining competencies at Advanced Stage II.

At Advanced Stage I practitioners are expected to build on the General Level Framework (see CoDEG's website: [www.codeg.org](http://www.codeg.org)) competencies and (for the relevant developmental descriptors) to demonstrate experience of caring for patients with disorders, pharmaceutical care issues and co-morbidities that are commonly found within medicines procurement.

At Advanced Stage II practitioners are expected to build on Advanced Stage I competencies and (for the relevant developmental descriptors) to demonstrate experience of caring for patients with complex co-morbidities or pharmaceutical care issues or those with more specialist conditions within medicines procurement.

At Mastery stage practitioners are expected to build on Advanced Stage II competencies and (for the relevant developmental descriptors) to demonstrate experience of caring for patients with complex co-morbidities or pharmaceutical care issues, or those with more specialist conditions within medicines procurement.

## Expert Professional Practice – Expert Skills and Knowledge (Cluster I.I)

Improving standards of pharmaceutical care for patients.

I.I EXPERT SKILLS AND KNOWLEDGE	ADVANCED STAGE I	ADVANCED STAGE II
<p>APF competency developmental descriptors</p>	<p>Demonstrates general pharmaceutical skills and knowledge in core areas.</p> <p>In addition for patient focussed roles: Is able to plan, manage, monitor, advise and review general pharmaceutical care programmes for patients in core areas.</p>	<p>Demonstrates in-depth pharmaceutical skills and knowledge in defined area(s).</p> <p>In addition for patient focussed roles: Is able to plan, manage, monitor, advise and review in-depth/complex pharmaceutical care programmes for patients in defined area(s).</p>
<p>Recommended knowledge, skills, experience and behaviours</p>	<p>A practical understanding of the documents and procedures involved in raising an order, receiving goods and passing an invoice on the pharmacy computer system and an understanding of the consequences of not following basic processes.</p> <p>Fundamentals of stock control theory as applied to a pharmacy and those important factors influencing a stock control policy</p> <p>An understanding of stock transaction recording and stocktaking methods.</p> <p>Identify and explain methods of automated stock handling and payment systems eg barcoding, RFID.</p> <p>A basic understanding of e-procurement.</p> <p>An ability to describe the elements of the generic purchasing cycle and recognise its importance.</p> <p>An understanding of the basic concepts of obtaining the “right product at the right quality in the right quantity at the right place and at the right time”</p> <p>Understands the mechanisms to assure the quality of procured medicines, including licensed and unlicensed products</p> <p>How to source a new medicine including out of hours.</p>	<p>An understanding of stock valuation techniques and techniques for monitoring and controlling inventory.</p> <p>A comprehensive understanding of Inventory management factors and the application of I.T to inventory management.</p> <p>Ability to identify where automated stock handling principles can be applied innovatively.</p> <p>An understanding of the application of technology to procurement (e.g. automated pickers , electronic trading, and product coding).</p> <p>An awareness of the evolution and scope of new technologies and e-procurement.</p> <p>Has a comprehensive knowledge of drug classification and coding systems.</p> <p>Knowledge of managing stores and distribution through the supply chain; distribution planning, moving goods, warehousing and storage. Role of IT and automation.</p> <p>Understands the key elements of the end to end purchasing process</p>

## Expert Professional Practice – Expert Skills and Knowledge (Cluster I.1)

Improving standards of pharmaceutical care for patients.

I.1 EXPERT SKILLS AND KNOWLEDGE	ADVANCED STAGE I	ADVANCED STAGE II
<p>APF competency developmental descriptors</p>	<p>Demonstrates general pharmaceutical skills and knowledge in core areas.</p> <p>In addition for patient focussed roles: Is able to plan, manage, monitor, advise and review general pharmaceutical care programmes for patients in core areas.</p>	<p>Demonstrates in-depth pharmaceutical skills and knowledge in defined area(s).</p> <p>In addition for patient focussed roles: Is able to plan, manage, monitor, advise and review in-depth/complex pharmaceutical care programmes for patients in defined area(s).</p>
<p><b>Recommended knowledge, skills, experience and behaviours</b></p>	<p>The characteristics of parallel imports, pharmaceutical specials and imported medicines.</p> <p>The basics of market management e.g. an awareness of the different pharmaceutical markets(e.g. generics and branded), how this affects competition in the market and the purchasing strategies used.</p> <p>An understanding of the roles of external organisations in pharmaceutical purchasing and supply e.g. PaSA pharmaceutical team, hubs and other regional organisations.</p> <p>The basics of pharmaceutical pricing including PPRS, difference between primary and secondary care pricing and different types of discount.</p> <p>Mechanisms of distribution channels for medicines including homecare, top up and direct delivery models.</p> <p>Recognises the different approaches to be taken toward different types of purchase e.g. wholesaler, direct, homecare etc.</p> <p>Understands how to obtain and interpret quotations from suppliers e.g. informal enquiries and also formal tenders and when to use each.</p> <p>An understanding of the different approaches to negotiating with suppliers</p> <p>A basic understanding of logistics and its application to pharmacy</p>	<p>Ability to define and implement good practice in purchasing in terms of obtaining “the right quality”, “the right quantity”, “the right place”, “the right time” and “the right price”.</p> <p>An understanding of the academic basis to procurement e.g. models for procurement, JIT, Porters Five Forces.</p> <p>An understanding of materials management theory and practice and its application to pharmacy practice.</p> <p>A comprehensive understanding of logistics and its application to pharmacy practice.</p> <p>A comprehensive understanding of Supply Chain Management and Supplier Management techniques and their application to the Pharmaceutical industry.</p> <p>A full understanding of the role of PaSA, NPSG, and PMSG in the management of the medicines market.</p> <p>A full understanding of the factors influencing the pricing of medicines in the UK in both primary and secondary care.</p>



## Expert Professional Practice – Expert Skills and Knowledge (Cluster I.1)

Improving standards of pharmaceutical care for patients.

I.1 EXPERT SKILLS AND KNOWLEDGE	ADVANCED STAGE I	ADVANCED STAGE II
<p>APF competency developmental descriptors</p>	<p>Demonstrates general pharmaceutical skills and knowledge in core areas.</p> <p>In addition for patient focussed roles: Is able to plan, manage, monitor, advise and review general pharmaceutical care programmes for patients in core areas.</p>	<p>Demonstrates in-depth pharmaceutical skills and knowledge in defined area(s).</p> <p>In addition for patient focussed roles: Is able to plan, manage, monitor, advise and review in-depth/complex pharmaceutical care programmes for patients in defined area(s).</p>
<p><b>Recommended knowledge, skills, experience and behaviours</b></p>	<p>Basic supply chain management theory.</p> <p>The basics of the legal aspects of procurement eg – Competition Act.</p> <p>Can develop a simple specification. Has an understanding of the purpose of a specification, the types of specification required and how to write an effective one.</p> <p>Understands the concept of Service Level Agreements and the potential benefits in terms of aiding efficiency and consistency.</p> <p>An understanding of funding mechanisms within the NHS</p> <p>Recognises the business/external factors on an organisation e.g competition/globalisation, customer expectations, technology, environmental awareness legislation.</p> <p>Is able to identify main stakeholder groups and understands the need for co-operation and relationship building.</p> <p>Maintains current awareness of professional, pharmaceutical and clinical issues.</p> <p>Ability to identify when expert opinion or advice should be sought.</p> <p>Understands the role and scope of purchasing medicines within the NHS</p> <p>Understands how medicines purchasing contributes to overall service delivery</p>	<p>Has a basic understanding of the influence of political factors which may affect procurement eg PFI, PPRS Public/private partnerships etc.</p> <p>Demonstrates an understanding of the diverse organisations, contexts and situations in medicines procurement eg public, private and third sector.</p> <p>Can identify economic factors which may affect procurement eg interest rates, exchange rates, international economics.</p> <p>Develops contracts for the purchasing and supply of pharmaceuticals and has knowledge of contract management and monitoring of suppliers.</p> <p>Can help develop complex specifications for products and services. Understands the importance and purpose of developing specifications, how buyers and suppliers can both contribute and the information requirements.</p> <p>Can write an effective service level agreement.</p> <p>An ability to undertake environmental (PEST) analysis.</p> <p>An awareness of environmental factors and concerns and how they may affect medicines purchasing now and in the future.</p>

## Expert Professional Practice – Expert Skills and Knowledge (Cluster I.1)

Improving standards of pharmaceutical care for patients.

I.1 EXPERT SKILLS AND KNOWLEDGE	ADVANCED STAGE I	ADVANCED STAGE II
APF competency developmental descriptors	<p>Demonstrates general pharmaceutical skills and knowledge in core areas.</p> <p>In addition for patient focussed roles: Is able to plan, manage, monitor, advise and review general pharmaceutical care programmes for patients in core areas.</p>	<p>Demonstrates in-depth pharmaceutical skills and knowledge in defined area(s).</p> <p>In addition for patient focussed roles: Is able to plan, manage, monitor, advise and review in-depth/complex pharmaceutical care programmes for patients in defined area(s).</p>
Recommended knowledge, skills, experience and behaviours		<p>An ability to identify sources of supply chain vulnerability, potential drug shortages for example. An ability to distinguish critical supply issues over others. Knowledge of tools used to determine characteristics of sources of supply, e.g Kraljic.</p> <p>An understanding of risk and ability to contribute to risk management processes and structures.</p> <p>A basic understanding of Quality systems, Total Quality Management, quality inspection and quality control.</p> <p>An understanding of financial systems and controls. (e.g. coding, data management, savings reports, budgets).</p> <p>Understands the grey market and its dangers</p> <p>Understands the importance and management of Value Added services</p> <p>An understanding of medicines procurement in primary care and third party service providers</p>

## Expert Professional Practice – Delivery of Professional Expertise (Cluster I.2)

Improving standards of pharmaceutical care for patients.

I.2 DELIVERY OF PROFESSIONAL EXPERTISE	ADVANCED STAGE I	ADVANCED STAGE II
APF competency developmental descriptors	Demonstrates accountability for delivering professional expertise and direct service provision as an individual.	Demonstrates accountability for the delivery of professional services and expertise via a team or directly to groups of patients/clients/users.
Recommended knowledge, skills, experience and behaviours	<p>Understands the principles of Purchasing for Safety.</p> <p>Ensures the timely provision of the correct medicines of the appropriate quality to meet individual patient needs.</p> <p>Responds to information needs of staff or patients e.g. availability of medicines, delivery dates.</p> <p>Able to deliver foundation level training to procurement staff.</p>	<p>Able to implement a purchasing for safety policy within the organisation.</p> <p>Is able to help implement and manage an efficient medicines procurement and supply service.</p> <p>Has the ability to problem solve and can recognise the need for change and manage change where necessary to improve the service.</p> <p>An ability to undertake training of pharmacy staff and other healthcare professionals in the appropriate and effective procurement of medicines.</p>

## Expert Professional Practice – Reasoning and Judgement (Cluster 1.3)

Improving standards of pharmaceutical care for patients.

I.3 REASONING AND JUDGEMENT	ADVANCED STAGE I	ADVANCED STAGE II
APF competency developmental descriptors	<p>Demonstrates ability to use skills in a range of routine situations requiring analysis or comparison of a range of options.</p> <p>Recognises priorities when problem-solving and identifies deviations from the normal pattern.</p>	<p>Demonstrates ability to use skills to make decisions in complex situations where there are several factors that require analysis, interpretation and comparison.</p> <p>Demonstrates an ability to see situations holistically.</p>
Recommended knowledge, skills, experience and behaviours	<p>Able to recognise and resolve basic problems.</p> <p>Able to recommend justifiable courses of action.</p> <p>Demonstrates accurate reasoning.</p> <p>Recognises own limitations and able to refer appropriately.</p> <p>Able to make decisions in a timely manner.</p> <p>Able to make decisions with limited information.</p> <p>Able to prioritise problems.</p> <p>Is able to enact management strategies and coping mechanisms for stock outs and shortages of medicines.</p> <p>Understands the process of assessing a supplier and criteria such as financial stability/ quality/ technical capability/ capacity.</p>	<p>Recognises, evaluates and resolves complex problems.</p> <p>Demonstrates the ability to appraise information, make an informed decision with the evidence available and be able to justify/defend the decision to others, including in situations where evidence is lacking.</p> <p>Demonstrates an ability to assess and select appropriate suppliers</p> <p>Is aware of the marketing practices of the pharmaceutical industry.</p> <p>Demonstrates an ability to see situations holistically.</p> <p>Able to take into consideration different values and views when making decisions.</p> <p>Able to refer appropriately to others within and outside own team.</p> <p>Can devise management strategies and coping mechanisms for stock outs and shortages medicines.</p> <p>Makes appropriate use of horizon scanning resources to advise colleagues on procurement matters.</p>

## Expert Professional Practice – Reasoning and Judgement (Cluster 1.3)

Improving standards of pharmaceutical care for patients.

1.3 REASONING AND JUDGEMENT	ADVANCED STAGE I	ADVANCED STAGE II
APF competency developmental descriptors	<p>Demonstrates ability to use skills in a range of routine situations requiring analysis or comparison of a range of options.</p> <p>Recognises priorities when problem-solving and identifies deviations from the normal pattern.</p>	<p>Demonstrates ability to use skills to make decisions in complex situations where there are several factors that require analysis, interpretation and comparison.</p> <p>Demonstrates an ability to see situations holistically.</p>
Recommended knowledge, skills, experience and behaviours		<p>An understanding of performance management (internal and external) including the development and use of KPI's, benchmarking etc.</p> <p>Understands the sourcing of suppliers; including identifying information sources to locate supply, an understanding of prequalification criteria for new suppliers and ways of verifying information given by suppliers.</p> <p>Is aware of the importance of multi-tasking and cross-functional activities within the purchasing process.</p> <p>Has theoretical knowledge of management skills and tools available to make effective decisions and the practical ability to use them within the pharmacy procurement function.</p> <p>An understanding of organisational structures, culture, types of culture and effects on the organisation</p> <p>Can evaluate the concept of authority, delegation and accountability.</p>

## Expert Professional Practice – Professional Autonomy (Cluster I.4)

Improving standards of pharmaceutical care for patients.

I.4 PROFESSIONAL AUTONOMY	ADVANCED STAGE I	ADVANCED STAGE II
APF competency developmental descriptors	Is able to follow legal, ethical, professional and organisational policies/procedures and codes of conduct.	Is able to take action based on own interpretation of broad professional policies/procedures where necessary.
<p><b>Recommended knowledge, skills, experience and behaviours</b></p>	<p>Demonstrates the ability to follow organisation guidance related to the medicines procurement service.</p> <p>Follows legal, ethical and organisational policy and procedures and codes of conduct.</p> <p>Contributes to the development of policies and procedures specifically for the local medicines procurement service, under supervision.</p> <p>Able to identify areas of practice in medicines procurement requiring pharmaceutical input and development.</p> <p>Possesses a simple understanding of the licensing of medicines</p> <p>Understand the mechanisms for contracting of medicines</p> <p>An understanding of what is meant by a contract and the key components of the formation of a contract</p> <p>Understands and follows EU regulations for Public Sector Procurement.</p> <p>An understanding of the different terms and conditions associated with purchase contracts (NHS PaSA t's &amp; c's).</p>	<p>Develops policies, procedures for local procurement services.</p> <p>Contributes to the development of SOPs and trust policies and procedures.</p> <p>Interprets relevant trust policies and adjusts work processes to assure compliance.</p> <p>An ability to monitor changes in statutory legislation and adapt work processes to comply.</p> <p>Participates in organisation or service -wide multidisciplinary groups with respect to pharmacy issues.</p> <p>Able to work for extended periods of time in the absence of senior support.</p> <p>Possesses a full knowledge of the regulatory environment for medicines specifically.</p> <p>Knowledge of legal aspects for managing distribution, for example, the MHRA, inspections and wholesale dealers license.</p> <p>Can provide an overview of the legal system and sources of law that relate to purchasing operations</p>

## Expert Professional Practice – Professional Autonomy (Cluster I.4)

Improving standards of pharmaceutical care for patients.

I.4 PROFESSIONAL AUTONOMY	ADVANCED STAGE I	ADVANCED STAGE II
APF competency developmental descriptors	Is able to follow legal, ethical, professional and organisational policies/procedures and codes of conduct.	Is able to take action based on own interpretation of broad professional policies/procedures where necessary.
Recommended knowledge, skills, experience and behaviours	<p>An understanding of the consequences of a breach of contract and potential remedies, including dispute resolution.</p> <p>Follows relevant professional guidance (e.g. Duthie).</p>	<p>Can help construct an effective Service Level Agreement. Has an awareness of the problems with maintaining and monitoring Service Level Agreements.</p> <p>Can identify and explain the legal remedies available for a breach of contract</p> <p>Demonstrates a full understanding of relevant professional guidance (e.g. MHRA, sponsorship, Duthie, NPSA).</p> <p>Understands ethics and the application within pharmacy procurement.</p>

## Collaborative Working Relationships – Communication (Cluster 2.1)

Is able to communicate, establish and maintain professionally-driven working relationships and gain the co-operation of others.

Including ability to: Persuade; Motivate; Negotiate; Empathise; Provide reassurance; Listen; Influence and Networking skills; Presentation skills.

2.1 COMMUNICATION	ADVANCED STAGE I	ADVANCED STAGE II
APF competency developmental descriptors	<p>Demonstrates use of appropriate communication to gain the co-operation of relevant stakeholders (including patients, senior and peer colleagues, and other professionals where possible).</p> <p>Demonstrates ability to communicate where the content of the discussion is explicitly defined.</p>	<p>Demonstrates use of appropriately selected communication skills to gain co-operation of small groups of relevant stakeholders within the organisation.</p> <p>Demonstrates ability to communicate where the content of the discussion is based on professional opinion.</p>
Recommended knowledge, skills, experience and behaviours	<p>Demonstrates clear, concise appropriate and effective written and oral communication skills to a range of staff from within the Trust.</p> <p>Demonstrates the ability to communicate where the content of the discussion is explicitly defined.</p> <p>Demonstrates ability to communicate effectively with staff in a form and manner that is consistent with the individual level of understanding, culture and background.</p> <p>Demonstrates ability to recognise barriers to effective communication and modify communication accordingly.</p> <p>Understands customer relationship management.</p> <p>Understands the key components of a relationship</p> <p>Understands the basics of building supplier relationships</p>	<p>Demonstrates clear, concise appropriate and effective written and oral communication skills, to a range of healthcare professionals and supply chain partners.</p> <p>Ability to develop source-related activities that inform and provide value to other areas of an organisation.</p> <p>Is able to identify all the different stakeholder groups, understands influences of each and appreciates the need for co-operation and communication.</p> <p>Contributes to discussions at local and regional network meetings.</p> <p>Demonstrates the ability to communicate where the content of the discussion is based on opinion.</p> <p>Builds and maintains long term supplier relationships where appropriate. Understands the potential pros and cons of long term relationships.</p> <p>Understands the potential cost to the organisation of poor relationship management.</p>



## Collaborative Working Relationships – Communication (Cluster 2.1)

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APF competency developmental descriptors	<p>Demonstrates use of appropriate communication to gain the co-operation of relevant stakeholders (including patients, senior and peer colleagues, and other professionals where possible).</p> <p>Demonstrates ability to communicate where the content of the discussion is explicitly defined.</p>	<p>Demonstrates use of appropriately selected communication skills to gain co-operation of small groups of relevant stakeholders within the organisation.</p> <p>Demonstrates ability to communicate where the content of the discussion is based on professional opinion.</p>
Recommended knowledge, skills, experience and behaviours	<p>Ability to deal with problem suppliers</p> <p>Knows who the main stakeholders are and ensures they are consulted on issues of importance</p> <p>Awareness of how new technologies can impact on communication and relationships in the supply chain.</p>	<p>Can identify stakeholders and their information requirements throughout the supply chain. Understands how this information contributes to the management of effective operational relationships. Understands stakeholder communication techniques.</p> <p>Can manage any sources of conflict that may arise within the pharmacy purchasing function</p> <p>Is able to evaluate causes of change and manage and implement change. Can use Pestel, SWOT Lewins Forces for change.</p> <p>Can use new technologies effectively to improve communication and supply chain relationships.</p> <p>Can use various techniques to improve operational relationships with suppliers and customers.</p>

## Collaborative Working Relationships – Communication (Cluster 2.1)

Is able to communicate, establish and maintain professionally-driven working relationships and gain the co-operation of others.  
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Recommended knowledge, skills, experience and behaviours	Persuade	Demonstrates the ability to engage staff in meaningful discussions about medicines and supply.	<p>Demonstrates the ability to persuade or influence pharmacy staff regarding individual complex supply chain issues.</p> <p>Demonstrates the ability to persuade or influence staff with respect to organisational change, research, guidelines and protocols, in line with medicines management agenda.</p>
	Motivate	<p>Demonstrates self-motivation.</p> <p>Demonstrates the ability to motivate junior staff in the pharmacy team.</p> <p>Understands the importance of team work in the purchasing environment</p>	<p>Motivates pharmacy team to follow SOPs SFIs etc.</p> <p>Is able to apply techniques for building, motivating and managing successful teams within pharmacy procurement</p>

## Collaborative Working Relationships – Communication (Cluster 2.1)

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Recommended knowledge, skills, experience and behaviours	Negotiate	<p>Negotiates issues about teamwork and workloads (e.g. rotas, staffing, training requirements).</p> <p>Demonstrates ability to negotiate with suppliers on a range of simple issues e.g. delivery times, expediting supplies, price.</p> <p>Understands the different approaches to negotiating available.</p> <p>Understands how to negotiate effectively to achieve supplier co-operation on day to day operational issues.</p>	<p>Is able to manage purchasing and supply relationships.</p> <p>Can explain the different elements of the negotiation process.</p> <p>Negotiates on technical issues in managing supply issues.</p> <p>Negotiates issues between medicines procurement and pharma.</p> <p>Demonstrates ability to plan, prepare and negotiate financial issues.</p> <p>Negotiates local agreements for the procurement of medicines.</p> <p>Understands tactical negotiation versus strategic negotiation and where to use.</p>

## Collaborative Working Relationships – Communication (Cluster 2.1)

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2.1 COMMUNICATION		ADVANCED STAGE I	ADVANCED STAGE II
APF competency developmental descriptors		<p>Demonstrates use of appropriate communication to gain the co-operation of relevant stakeholders (including patients, senior and peer colleagues, and other professionals where possible).</p> <p>Demonstrates ability to communicate where the content of the discussion is explicitly defined.</p>	<p>Demonstrates use of appropriately selected communication skills to gain co-operation of small groups of relevant stakeholders within the organisation.</p> <p>Demonstrates ability to communicate where the content of the discussion is based on professional opinion.</p>
Recommended knowledge, skills, experience and behaviours	Empathise/ Provide reassurance	<p>Communicates in an empathetic and respectful manner with staff and suppliers.</p> <p>Uses appropriate verbal and body language.</p> <p>Demonstrates the ability to communicate sensitive information and advice to staff and suppliers in a professional manner and to acknowledge boundaries in behaviour.</p> <p>Able to reassure individuals appropriately.</p>	<p>Communicates in an empathetic and respectful manner with patients, carers and staff in complex situations.</p> <p>Uses appropriate verbal and body language.</p> <p>Manages, mentors and supervises junior staff in an empathetic manner.</p> <p>Able to reassure groups appropriately.</p>
	Listen	<p>Demonstrates ability to effectively communicate and respond to colleagues.</p>	<p>Demonstrates effective listening skills with colleagues.</p> <p>Additionally demonstrates the ability to effectively communicate to professional groups.</p>

## Collaborative Working Relationships – Communication (Cluster 2.1)

Is able to communicate, establish and maintain professionally-driven working relationships and gain the co-operation of others.

Including ability to: Persuade; Motivate; Negotiate; Empathise; Provide reassurance; Listen; Influence and Networking skills; Presentation skills.

2.1 COMMUNICATION		ADVANCED STAGE I	ADVANCED STAGE II
APF competency developmental descriptors		<p>Demonstrates use of appropriate communication to gain the co-operation of relevant stakeholders (including patients, senior and peer colleagues, and other professionals where possible).</p> <p>Demonstrates ability to communicate where the content of the discussion is explicitly defined.</p>	<p>Demonstrates use of appropriately selected communication skills to gain co-operation of small groups of relevant stakeholders within the organisation.</p> <p>Demonstrates ability to communicate where the content of the discussion is based on professional opinion.</p>
Recommended knowledge, skills, experience and behaviours	Influence	<p>Demonstrates the use of appropriate communication to gain the co—operation of individual colleagues and suppliers.</p> <p>Demonstrates the ability to positively influence junior staff within the local pharmacy team to develop and deliver a higher quality of service.</p>	<p>Demonstrates the use of appropriately selected communication skills to gain the co—operation of small groups of colleagues, managers and other partners in the supply chain.</p> <p>Demonstrates the ability to positively influence staff delivering the local clinical services.</p> <p>Demonstrates appropriate assertive behaviour.</p> <p>Demonstrates the ability to advocate for others.</p> <p>Proactively influences developments in pharmacy services to meet the needs of patients.</p>

## Collaborative Working Relationships – Communication (Cluster 2.1)

Is able to communicate, establish and maintain professionally-driven working relationships and gain the co-operation of others.

Including ability to: Persuade; Motivate; Negotiate; Empathise; Provide reassurance; Listen; Influence and Networking skills; Presentation skills.

2.1 COMMUNICATION		ADVANCED STAGE I	ADVANCED STAGE II
APF competency developmental descriptors		<p>Demonstrates use of appropriate communication to gain the co-operation of relevant stakeholders (including patients, senior and peer colleagues, and other professionals where possible).</p> <p>Demonstrates ability to communicate where the content of the discussion is explicitly defined.</p>	<p>Demonstrates use of appropriately selected communication skills to gain co-operation of small groups of relevant stakeholders within the organisation.</p> <p>Demonstrates ability to communicate where the content of the discussion is based on professional opinion.</p>
Recommended knowledge, skills, experience and behaviours	Networking Skills	<p>Contributes to regional and national networks or other local/national associations that provide an appropriate level of support.</p> <p>Attends relevant external/educational meetings.</p>	<p>Is a participating member of the Regional Medicines Procurement network or consortium.</p> <p>Participates in local network groups (or equivalent).</p> <p>Participating member of working groups within the local service.</p> <p>Attends relevant national/international meetings or conferences.</p>
	Presentation Skills	<p>Communication is always clear, precise and appropriate.</p>	<p>Presents effectively at local consortium and regional level meetings.</p>

## Collaborative Working Relationships – Teamwork and Consultation (Cluster 2.2)

Is able to communicate, establish and maintain professionally-driven working relationships and gain the co-operation of others.  
Including ability to: Persuade; Motivate; Negotiate; Empathise; Provide reassurance; Listen; Influence and Networking skills; Presentation skills.

2.2 TEAMWORK AND CONSULTATION		ADVANCED STAGE I	ADVANCED STAGE II
APF competency developmental descriptors		<p>Demonstrates ability to work as a member of a team.</p> <p>Recognises personal limitations and refers to more appropriate colleague(s) when necessary.</p>	<p>Demonstrates ability to work as an acknowledged member of a multidisciplinary team.</p> <p>Consulted within the organisation for advice which requires in-depth professional expertise.</p>
Recommended knowledge, skills, experience and behaviours	Teamwork	<p>Demonstrates the ability to effectively work as part of medicines procurement team.</p> <p>Understands the importance of procurement for medicines management and budgetary control</p> <p>Can explain the roles of the members of the medicines procurement team and values other members of the team.</p> <p>Understands the working of a purchasing consortium.</p> <p>Recognises situations outside of own experience or competence and effectively refers to a more appropriate member of the team.</p> <p>Demonstrates initiative in own work.</p> <p>Demonstrates ability to effectively delegate work/tasks to other members of the team and is willing to take on work/tasks delegated by senior staff.</p>	<p>Demonstrates the ability to work as an acknowledged member of the medicines procurement team, pharmacy and hospital team.</p> <p>Shares expertise with colleagues.</p> <p>Recognition of expertise by the local service.</p> <p>Participates in working groups looking into pharmacy service developments.</p> <p>A full understanding of the procurement arrangements within the trust, buying group, and regional consortium and ability to contribute to their success.</p>

## Collaborative Working Relationships – Teamwork and Consultation (Cluster 2.2)

Is able to communicate, establish and maintain professionally-driven working relationships and gain the co-operation of others.

Including ability to: Persuade; Motivate; Negotiate; Empathise; Provide reassurance; Listen; Influence and Networking skills; Presentation skills.

2.2 TEAMWORK AND CONSULTATION		ADVANCED STAGE I	ADVANCED STAGE II
APF competency developmental descriptors		<p>Demonstrates ability to work as a member of a team.</p> <p>Recognises personal limitations and refers to more appropriate colleague(s) when necessary.</p>	<p>Demonstrates ability to work as an acknowledged member of a multidisciplinary team.</p> <p>Consulted within the organisation for advice which requires in-depth professional expertise.</p>
Recommended knowledge, skills, experience and behaviours	Consultation	<p>Recognises a situation outside competence and refers to supervising pharmacist, technician or manager. (appropriate pharmaceutical problems are always appropriately referred.)</p>	<p>Receives and effectively responds to requests for advice in specialist field from within the specialist area within the Trust and teaches junior staff to do so.</p> <p>Active participation in multi-disciplinary task forces / service developments.</p> <p>Provides procurement information and / or advice to local groups and committees.</p> <p>Can undertake the role of the pharmacy purchasing professional as an internal consultant.</p>





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