

APF Leadership Cluster

Background

Pharmacists in all areas of practice undertake leadership as part of their professional roles. Leadership is essential for pharmacists working at advanced stages of practice in developing services that improve quality and outcomes. This cluster covers the competencies that pharmacists need to be effective leaders in order that they 'inspire individuals and teams to achieve high standards of performance and personal development'. The different stages reflect the stages of competence as you move through your career.

Getting started with the leadership cluster

- i. Read the APF Leadership cluster outline and familiarise yourself with the areas and competencies. Look at the 'evidence examples mapping tool' for ideas of examples of practice that may be relevant to your professional practice. Please feedback any examples you have that are not listed to us at the RPS.
- ii. Conduct a self assessment exercise to see at which level you feel you are currently practicing. The 'evidence examples mapping tool' may help you map your evidence against the appropriate Faculty stage for this process.

Tips

- If you are reviewing the APF one section at a time it is useful to be familiar with the other clusters as many examples of practice will also cover different competencies across the framework; you may generate ideas for evidence for other clusters as you go along.
- You might not feel you are a leader if you are not in a senior or management position but consider one or two examples of projects you have been involved in and consider the aspects where you personally delivered leadership in order that the outcomes were achieved.
- Once you have identified some evidence add to your APP on the RPS website.
- Discuss with your mentor or peer supporters how you can develop yourself to meet identified areas within the framework or find ways to fill gaps in your evidence for your portfolio.

Tips for Peer support

- Discussions with a colleague or group of colleagues can help share ideas and examples of how different areas can be approached within your field of practice. We know this is a useful and supportive way to share development opportunities and solve problems.

The NHS leadership framework (www.leadershipacademy.nhs.uk/discover/leadership-framework/) provides self assessment tools and development modules and may be a useful resource to develop this area of your practice.

The Leadership Competency Framework for Pharmacy Professionals (available on the RPS website) applies to all pharmacy professionals at every stage of their professional journey: from the time they enter formal training, become qualified as a practitioner and throughout their continuing professional development as experienced practitioners.

Structure

The cluster is split into six specific competencies within leadership.

Each competency is described at three stages of practice: Advanced Stage I, Advanced Stage II and Mastery.

Advanced Stage I - Either early stages of specialisation and advancement, or established in a role, performing well, advanced beyond foundation years.

Advanced Stage II – An expert in an area of practice, experienced. Routinely manages complex situations and a recognised leader locally or regionally.

Mastery - Aligned to recognised leader in community or primary care; Consultant and corporate level practice in NHS; equivalent leads in academia; business or corporate leadership roles in industry; business or strategic leader in community. A nationally recognised leader in an area of expertise (often internationally), alongside a breadth of experience and expertise.

You may find you are currently at different stages across clusters.

The individual competencies for the Leadership (cluster 3) are:

3.1 Strategic Context

3.2 Governance

3.3 Vision

3.4 Innovation

3.5 Service Development

3.6 Motivational

3.1 Strategic Context

You can demonstrate that you understand, apply or create strategic approaches to healthcare within your area of practice

The three stages are:

Advanced Stage I - Demonstrates understanding of the needs of stakeholders. Practice reflects relevant local and national policy.

Advanced Stage II - Demonstrates ability to incorporate relevant national policy to influence local strategy.

Mastery - Demonstrates active participation in creating relevant national policies.

3.2 Governance

You can demonstrate that you implement or influence the governance agenda within your practice or beyond.

The three stages are:

Advanced Stage I - Demonstrates understanding of the pharmacy role in governance. Implements this appropriately within the workplace.

Advanced Stage II - Influences the governance agenda for the team and/or service.

Mastery - Shapes and contributes to the clinical governance agenda at a higher level.

3.3 Vision

You can demonstrate that you contribute to the local service vision, translate vision into actions for your colleagues or convince others outside of your local team to share a vision.

The three stages are:

Advanced Stage I - Demonstrates understanding of, and contributes to, the workplace vision.

Advanced Stage II - Creates vision of the future and translates this into clear directions for others.

Mastery - Convinces others to share the vision at a higher level.

3.4 Innovation

You can demonstrate that you have changed ways of working within your area to improve quality.

The three stages are:

Advanced Stage I - Demonstrates ability to improve quality within limitations of service.

Advanced Stage II - Recognises and implements innovation from the external environment.

Mastery - Takes the lead to ensure innovation produces demonstrable improvement.

3.5 Service Development

You can demonstrate that you create plans to develop your service to meet local or national priorities.

The three stages are:

Advanced Stage I - Reviews last year's progress and develops clear plans to achieve results within priorities set by others.

Advanced Stage II - Develops clear understanding of priorities and formulates practical short-term plans in line with workplace strategy.

Mastery - Relates goals and actions to strategic aims of the organisation and profession.

3.6 Motivational

You can demonstrate that you motivate yourself or individuals within or beyond your team to achieve goals.

The three stages are:

Advanced Stage I - Demonstrates ability to motivate self to achieve goals.

Advanced Stage II - Demonstrates ability to motivate individuals and/or the team.

Mastery - Demonstrates ability to motivate individuals and/or teams at a higher level. May include more strategic motivational activities at local, institutional and national levels.

An Example of Applying the Leadership Cluster to an Example of Your Practice (using an example from hospital practice)

Following national guidance, e.g. in England the National Patient Safety Agency (NPSA) alert 'The adult patient's passport to safer use of insulin'.

- You discussed the implication of this for the service with your team.
[3.1 strategic context; 3.4 Innovation]
- You agreed to lead the implementation for your service and ensure the necessary procedures and guidelines were written and approved to integrate this guidance with local practice.
[3.2 clinical governance; 3.5 service development]
- Following approval you held training meetings and ensured all team members were aware of the change in practice and the reasons behind it, to ensure they were 'on board' and competent to carry out the new procedures.
[3.3 vision; 3.6 motivation]
- You audited practice regularly to ensure the change was implemented and fed back the results at team meetings to ensure compliance improved.
[3.2 clinical governance]

This example may also provide evidence for other clusters of the APF, for example:

EPP - expert skills and knowledge, patient care responsibilities, professional autonomy.
CWR - communication, team work and consultation.
M - implementing national priorities, standards of practice, managing risk, project management, and managing change.
ET&D - conducting education and training, mentoring, being a role model.
R&E - creates evidence.