Right place: sustainability and transformation plans – where does pharmacy fit in?

Aamer Safdar
Principal Pharmacist Lead for Education and Development
Guy’s and St Thomas’ NHS Foundation Trust

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STP London Footprint

Population: ~ 1.7m
Medicine spend ~ £500m

2 Mental Health Trusts:
• SLAM
• Oxleas

Out of hospital:
• 355 Community Pharmacies
• GPs
• Social Care
• Care Homes
• Hospices
• Urgent Care

4 Acute Hospital Trusts:
• Lewisham and Greenwich
• GSTT
• KCH
• Dartford and Gravesham

6 CCGs:
• Bromley
• Bexley
• Greenwich
• Lambeth
• Southwark
It's complicated!!!
Services to external organisations

• Care Homes
• Community Pharmacy
• LIMOS
• GP
• Clinical Pharmacists in GP
• Minor Ailment Schemes
• EPS and Transfer of Care
• SCR
• NHS 111
• Urgent Repeat Prescriptions
• Specialist access
History of collaboration in SE London

- “A picture of health” for South East London
- Mergers and acquisition of NHS Trusts
- Creation of Our Healthier South East London

2007 - Sustainable and Transformation Plan 2016
These plans describe how local health and social care organisations will work together to produce a population based strategy to deliver the vision laid out in NHS England’s Five Year Forward View and ensure financial and clinical sustainability.
Overcoming organisational boundaries

• Built on existing collaborative working
• Aligned vision and values – recognising the need to do things differently
• The leadership across the SE London Footprint
• Similar drivers from sovereign organisation executive boards
• Strong professional relationships and respect across individuals
• Programme management resource
Benefits of collaboration and peer support

- Patients can expect a certain standard
- This is “new” for all of us!
- Shared resources – expertise, programme management, good practice, business cases, papers, meetings.
- Aligned metrics between organisations and sharing practice on how to improve
- Shared priorities
- Networks to external peer and professional groups, including RPS HEAG, ATHP and Shelford
- **Workforce planning**
- Influence through critical mass
- Support in bringing and engaging staff in the journey
Infrastructure Innovation

<table>
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<th>VARIABLE INFRASTRUCTURE SERVICES</th>
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<td>SERVICES TO EXTERNAL ORGANISATIONS</td>
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- Store/distribution and procurement; Aseptic; Production QC; Dispensing; Homecare
- Training provided to Pre-Registration Pharmacists and Technicians; NVQ Assistant staff; Post-Registration Pharmacy staff
- Medicines Information; Formulary
- Clinical Trials; Departmental Research
- Community; Mental Health; Hospices; Prisons; Care Homes; GPs
An "educational infrastructure" is the formal and informal mechanisms provided by an organisation that support learning in the workplace.

An educational infrastructure is not just about numbers of staff who “teach” and having systems that support learning.

It is also underpinned by the commitment of the pharmacy organisation and managed by staff who take responsibility for that infrastructure and who have the respect and authority to do so.

As such, the culture requires both a top-down and bottom-up support for organisational learning.

Clinical Pharmacy Service

Through the optimal use of medicines, technology, workforce and collaboration within and across staff and organisations – Unwarranted variation in clinical pharmacy services can be avoided.

1. Improve patient experience by embedding a person-centred approach
2. Give patients greater opportunities to discuss medication related aspects of their care through their care pathways
3. Reduce unwarranted variation in clinical pharmacy services across SE London by embedding principles of medicines optimisation into routine practice.
4. Improve clinical productivity and patient safety through increased deployment of pharmacy staff, of complimentary skill-mix in patient facing roles.
5. To improve the sub-optimal use of medicines, including tackling non-adherence for the citizens of SE London

Urgent and Emergency Care
• Prevent admissions through minor ailment and injuries
• ACP managing patient case load (up to 36%)
• Improved accuracy and safety of clerking and prescribing

On admissions
• Lead prescriber on PTWR
• Improve clinical efficiency and medication safety on ward rounds
• Discharge planning
• Support nursing and medical colleagues as part of MDT
• Medication coordinators
• Risk stratification

Inpatient review
• Pharmacy technicians to lead on MM
• Clinical team model
• Pharmacists managing own inpatient case load
• Administration of medicines by pharmacy technicians
• All prescribing
• Attend ward rounds and board rounds

Transfer of Care
• Prescribing and verifying discharge letter
• Clinical referral to GP and Community Pharmacy
• Process of medication discharge supply
• Improve quality of communication

Outpatient review
• Pharmacist led outpatient clinics
• Specialist clinics in primary care
• Specialist prescribing support for GP and CP
• Telehealth
• Concentrated centres of excellence

Our team
Pharmacists: Pre-registration, Foundation Pharmacists, Advanced Clinical Practice, Advanced Practice Pharmacists, Consultant Pharmacists
Pharmacy Technicians: Medicines management technicians
Pharmacy Assistants: Apprenticeships, Medicine Co-ordinators
Workforce Training and Development

- **Pharmacy Assistants**
  - Apprenticeships
  - Ward based roles
  - Community pharmacy based roles

- **Pharmacy Technicians**
  - Trailblazer Group to develop standards for clinical pharmacy technicians

- **Pharmacists**
  - Integrated Multi-Professional Foundation Training Programme
Our workforce

• Following patient pathways
• Right person undertaking the right activity with the right skills underpinned by the right training and support
• System wide educational infrastructure
The perfect storm

- FYFV
- Carter Review
- Community Pharmacy cuts
- 7 day services
- GPFV
- Digital medicines
- Murray Review
- Apprenticeships
Plan for workforce evolution

Destructive innovation?
Creative destruction?
Challenges

- Hearts and minds
- Money
- Collaboration
- Culture
- Team Pharmacy
Our workforce

- SCARF
- Sustainable
- Capable
- Adaptable
- Responsive
- Flexible
Implementing the plan

It takes teamwork to plan how to get to the top of a mountain!

Once the plan is in place, the implementation can be like a marathon… it can take a long time!
Thank you for listening

• Any questions?

• Contact: aamer.safdar@gstt.nhs.uk

• http://virginmoneygiving.com/AamerSafdar

• #RunAamer