

Transcript

Elsbeth Boxall

Hello and welcome to the next in our series of podcasts discussing the Scottish Pharmacy. Clinical Leadership Fellowship and welcome to our first podcast as Public Service Delivery Scotland. Today. We are joined by Laura Wilson, the Director for Scotland for the Royal College of Pharmacy and Roisin Kavanaugh, who's the Director of Pharmacy for Ayrshire and Arran and they're here to discuss the SPCLF programme from the perspective of a host organisation this time.

So thank you both for being here this morning and I think you can both talk to this really well. You've both hosted SPCLF's within your organisations in, in the past and in present time. So first of all, I'm going to, to you first, Roisin, can you describe what motivated your organisation to become involving a host for SPCLF?

Roisin Kavanaugh

Thanks, Elspeth. So we partially host a SPCLF along with the other West of Scotland Directors of Pharmacy. So we all agreed as a group that we were keen to support a SPCLF and we've done that for a couple of years and we're going to do that again this year coming. So just to clarify that, that point. So what motivated us? I guess a few things.

So, so for me as a Director of Pharmacy personally, I was motivated because I've had experience of having SPCLFs within my team over a number of years. And so I can see the benefits of having a SPCLF from what they bring to the team and also what the programme brings to the individual. So that I guess was, was one thing that came into my mind in terms of supporting the idea that we might support a SPCLF as, as the Western Scotland DOPS Group, Directors of Pharmacy group.

As a group, we felt it was we had some projects that we wanted to take forward and we felt that by supporting a SPCLF that would get us a piece of work done as a region that might be a bit more difficult to get done just by looking for somebody within our own teams. So it was a way of having somebody kind of come in as a separate entity, if you like and take forward a piece of work on our behalf and the reason that we've kind of consistently supported SPCLFs year on year since then is that we've got, I suppose, a kind of longer term plan around that piece of work that we want done that the SPCLF is kind of doing a bit of each year and then the next year that kind of takes, it, takes that piece of work on again.

So it's another way, I suppose of getting not just a piece of work that you might want done in a year done, but actually a longer term piece of work just by doing a little bit at a time over a period of time.

Elsbeth Boxall

Yeah, that's, that's really interesting. And is that similar to the, your organisation, Laura, or is it a little bit different from your perspective?

Laura Wilson

I suppose from our perspective it's slightly different. So we have obviously the, the SPCLF project has been about for a number of years and has produced, you know, some fantastic pharmacy leaders and the programme itself has changed a bit.

So I suppose from our perspective, we already had a SPCLF based in the London office and when the changes came about, we, we did have a desire to replicate that in Scotland and, and by doing that to support the continuation of the programme, which we felt was really important. And I suppose as a professional leadership body, we felt that we were maybe able to give a bit of a leadership experience, which would be a bit different to the norm and allow some of that working, you know, all the way up to government level, working with boards, working across three countries. It was just we felt that it was, it would be a really good experience to share and that we could support somebody to, to get that experience in a really positive way and also highlight some of the work that we do which is not sort of widely known.

So to, to get a bit of exposure in that way, but also to kind of try and sort of make, make things a bit more accessible and make, make the organisation a bit more accessible to people and kind of bridge those sort of gaps across the profession slightly. Yeah, that's, that's really interesting.

Elsbeth Boxall

And actually you probably led very nicely on to the next question, Laura. So I don't know if we may want to expand on that a little bit, but you have covered some of it is, you know, from an organisational perspective, what have you gained, you know, from being part of the, the SPCLF programme?

Laura Wilson

So, so I've been involved with three fellows so far and I would say each fellow, including yourself, Elspeth has really brought something different to us because they've all come from different areas of practice. And I think what they give us is a really invaluable and varied insight into the areas of the NHS that they work.

We had Kelly from what was NES and Cara from a health board. So really different perspectives that people have brought to us, which is really valuable for us to remain current and focused on what is relevant to people working in practice and what's been really helpful for us is that they have been able to feed into current work that we've been doing in a really relevant way.

So whether that's consultation responses or the specific project that we, we give them. And obviously we've had two projects completed so far which have been really helpful to the organisation and both have been published and presented as posters here and internationally. But they were very clear that they have to align to the work plan of the overall organisation.

So they are really, I think as Roisin touched on, sort of improving that capacity for us to deliver on those sort of commitments that we make to our board about what we're going to deliver. And you know, the SPCLFs help us to do that. Yeah, that's brilliant.

Elsbeth Boxall

That's really good to hear, Laura. And I guess is that similar for you, Roisin, you did touch on the fact that you were, you know, incorporating sort of work that you wanted to do with the SPCLF programme.

Roisin Kavanaugh

So does that sort of align with the benefits you're seeing from the programme? Yeah. And also, I would say more generally, just that broadening of the sort of leadership capacity, not just in the West, but across Scotland as well. I think that's been a real benefit. And also the fact that they equally share what they're learning with their peers and other people in your team and other people in their organisation, I guess if they're from, if they're coming from different organisations.

So it's a bit of the support and the leadership development of the individual, but it's the knock on effect that then has into the wider team as well. And with the, some of the projects that we've done through the West, it's involved, you know, the wider teams in the West. So they're getting then to have a bit of exposure to a SPCLF if you like through the work that they do on our behalf.

So there's definite, we do call them ripple effects from the support that you give to that individual and what they gain then from that support. So I think there's the two se-, separate things almost. I like to think of them as there's the leadership development bit of it and then there's the project work as well. And although there's lots of overlap between the two, I think you definitely get slightly different benefits from, from both.

Elsbeth Boxall

Yeah, that's really helpful. And I think again leading on to what we wanted to talk about next. You, you alluded to right at the beginning that you know there's definitely a very much a project element of this. And can you can you share a specific example maybe we'll talk a bit more about the projects that you're working on with your SPCLF that they've really delivered a meaningful impact for your organisation Roisin.

Roisin Kavanaugh

Yeah, absolutely. So our first one was around Advanced Practice. So across the West of Scotland, Directors of Pharmacy, we were keen to get some alignment in terms of how we were describing what we needed or wanted from our staff who were working on what would be considered to be Advanced Practice roles. And it's something that we already had across our post registration foundation pharmacists.

So it was kind of a sort of obvious natural next step was then to think about, okay, what does that look like then in terms of advanced practice? Because we do get a fair bit of

movement of our teams around the West, being central belt and all quite sort of easy to get to. So it's important that we are aligned and that we're managing that sort of movement across our boards and making sure so that nobody's, I guess, disadvantaged or ge- gains an advantage.

So our first we had a pharmacist and a pharmacy technician. So in our first year when we were supporting the SPCLF programme. So our first year was really about understanding from our teams what they would be comfortable with in terms of if we were to have aligned job descriptions and person specs and interview processes around those posts.

So our first pharmacist SPCLF, did a survey of everybody in the West for their views, giving them different options as to how we might describe what advanced practice experience might look like. And that was really well engaged with and we got some really good data from that that she presented back to us and we then move forward and agreed how we would describe that experience and our job descriptions for the posts that were relevant to... at that working at advanced practice level.

And so we've taken that forward certainly in Ayrshire & Arran, that we have that standard wording now on all of those job descriptions. And so that's been really helpful for us just to get... understand that alignment and also for the teams that they've had, you know, some say in that and some part in that. And our first SPCLF came back and presented that work to each of the individual boards as well as presenting to get back to the West of Scotland Directors of Pharmacy. So that engagement with our teams that she was able to have was really helpful for us and also, I suppose helped dispel a few of the myths that people have around advanced practice and what might be needed. So that was a really good sort of starting point for us and then our next project kind of jumped off from there.

Elsbeth Boxall

That's great. So, yeah, and as you described earlier, something that probably would have been quite difficult to do, you know, without having that, that SPCLF input, so that's really, really interesting. And, and Laura, is there any particular project you've found that you've, you know, that's really supported something you wanted done in the organisation?

Laura Wilson

Yeah. So we had a, as part of our work plan, the boards had identified Women's Health as an area that was really kind of high up in our list to do something around. And I think with all the publicity around it, there had been, you know, a lot of publicity around HRT, Menopause, more awareness of that.

So last year Kelly took on that sort of work and quickly realised it was such a massive prospect that she was going to have to kind of cut it down. So she focused on Menopause and looked into what, what the role of pharmacy could be within that and what perceptions would be of, from a patient perspective, looking at whether or not they would welcome the input of pharmacists into their menopausal care and, and whether that was

appropriate and wa- and wanted and the outcome for that was pretty overwhelming that yes, patients would want their pharmacists to do that.

So that piece of work then allowed us to secure a meeting with the Minister for Women's Health to discuss what the outcomes of that were and to also highlight the role that potentially pharmacy has in that area. And I think what was really powerful about it was we had views of pharmacists, but we also had views of patients, in particular women who were actually affected by the issues around menopause, access to medicines, access to information. And their views really spoke volumes around that.

So that has really allowed us to get that meeting to discuss the findings and hopefully will feed into the implementation of the new Scottish Government Women's Health Plan and, and will include pharmacy within that. And it also has impact for us around our international presence because that's been submitted as an abstract to be presented at FIP in Montreal this year.

So we're just waiting to hear back about that and hopefully that will be a yes and to contribute to our round table at CPC. So for us, it, it has a kind of wider impact in that it showcases the work that's going on in Great Britain around pharmacy and the role of pharmacists Internationally, we're seen as being quite advanced and things like this and the fact that patients are seeing that this is something they want really is, is so beneficial for us to be able to give that real evidence base around why it should be progressed. So yeah, that, that was one example. And obviously we have other great projects that have been done that have impacted as well, but that's kind of the most recent sort of one at the moment.

Elsbeth Boxall

Yeah, I know and that's a great example just to show just how far-reaching that work can be and such a, you know, it's not just beneficial for the SPCLF or the organisation, but for actually for the whole profession. So that's, that's, that's really, that's really interesting to hear that. And I think Laura, just continuing with yourself, there's obviously is quite, it's quite different hosting someone who's on a National Leadership Programme compared to someone who's maybe just coming in on a secondment or, you know, a short term contract. Can you kind of pick out some of the main differences that you see coming in on a national leadership programme for you?

Laura Wilson

Yeah, I suppose there are, there's probably pros and cons to both. But I think we like this model because we feel that as a traditional secondment, it's very easy to be drawn into day-to-day and, and the norm and what's required.

When it's a programme, we feel that there is and, and this has been done really well with the SPCLF programme, the, that sort of timetable of events and, and contact and sessions that are run around leadership and they all tie in really well across the year. And what I think what we find is that the, the SPCLF that we've had have fed back that they've really

had that time and space to develop, which is definitely not something you get in any sort of high pressure environment as a day-to-day.

So I think that's really important and I think there's an expectation on the hosts that they'll support that in some way in whatever way they can. And that doesn't mean that it's onerous. It just means that you've got to have that awareness that this time and space is required for people and that actually it's beneficial to them. I think what we also found is the support from what was NES.

It has been really invaluable to us. So there's always somebody there to ask if you're unsure about something and I suppose from the learner's perspective, we find that we actually learn quite a bit about them coming and, and telling us about the things that they've learned throughout the programme and highlighting things that we might find useful to read or useful to look at because every day's a school day, so we've all got to continue learning.

So... but yeah, we also want to be aware of what the sort of newest thinking is in these areas. And we find that the SPCLF bring that to us, which is really good for, for our development as well.

Elsbeth Boxall

Yeah, that's brilliant. Thanks, Laura. It's the ripple effect again, isn't it?[Exactly] And then..., yeah. And then Roisin, would you feel similarly to that, do you think?

Roisin Kavanaugh

Yeah, yeah, I would agree with everything Laura said. The first thing that came to my mind was just that focus that they have on the SPCLF programme, which is that they do have that mix of the leadership development piece and they have the specific kind of project that they're, that they're working on, which is very different to somebody coming in on secondment.

And okay, they might be seconded to, undertake a project, but actually there will inevitably be creep and there'll be different things that will drop in and oh, can you just do this? Can you just do that? Whereas with SPCLF, the sort of definition really helps everybody, I think to just understand what the, what the mix is of the different parts of the programme. I think the, the other benefits I would say in terms of the SPCLF programme would be the fact that it is multidisciplinary.

So there's that exposure to the different healthcare professions. So the medics and the dentists and others that are in there as well for the pharmacy technicians too, its so important for them to get that exposure. I just think for me it almost gives you better value in terms of the project work because there isn't time for anything else outside of the programme and so there is that real concentration and focus on what it is you're asking them to do. And that's not to say that the project you think they might do at the start is the one they end up doing at the end, because sometimes that can change.

So should fire that into the conversation as well. It can move about a little bit. And you know, I've seen that experience with some of the SPCLFs that have worked in Ayrshire where what you thought they were going to do, what they thought they were going to do at the start had to change for whatever reason. And, and that's been okay. And that's worked out, out fine as well.

But I, I just think, yeah, that brings additional benefits that you don't get from a secondment and, and that's one of the reasons to really think about it as a host as an option for you. If you do have a piece of work that needs doing, you know, could you sort of weave it in with the SPCLF programme and get those additional benefits as well?

Elsbeth Boxall

Yeah, that is, that's really good point Roisin actually. Yeah, and I think, you know, you've touched on it there that this is a, you know, it's a, it's part of a, a whole programme, you know, and it's a leadership programme that SPCLF is supporting. How, how do you, do you think hosting SPCLF fellows actually helps support the national pharmacy leadership ambition? So not just for you as a host, but with the, for the whole nation, for the whole of Scotland, how does it help to think? I'll go to you first, Roisin.

Roisin Kavanaugh

So it's, it's really important that we grow leaders everywhere we can and I think it's fair to say that different programmes will suit different people and different personality types. So I think any leadership programme that's worth that salt is worth supporting just to make sure that there is that opportunity for as many people as as would want it to be able to develop their leadership skills.

So it certainly feeds into that, I guess, that sort of holistic view of the need for leaders everywhere and, you know, making sure that we are growing our talents. So it certainly sort of feeds into that. I think some people might say, well, there's not that many of them because it is a small number that we support every year across Scotland and it would be nice to have more. But also, but I do wonder actually how many more people would want to get their leadership support and that project development in that way, because different people have different learning styles, don't they?

So it's, yeah, we, we possibly could think about supporting more if there was capacity to do that within the programme. But I think it works really well the way it is just now. I think that contact with the other healthcare professionals is really important too. I would personally say I prefer a leadership programme that does have that mix of different professions in it to one that's uni professional.

Because I think you do lose some of the benefits of just being in contact with those different personality types, those different backgrounds in terms of educational programmes, because we all know that the medicine programme's entirely different to the pharmacy one is different to the nursing, one is different to AHPs, etc. So, so yeah, I think it really does feed into those ambitions as one of a suite of leadership programmes, it's fair to say.

So it's got to be the right leadership programme for the right individual. But I also think it really feeds into the ambition that we have around growing a research capacity as well. So the project element supports that.

So it's not just the leadership, bit of it, it's also supporting the research element too, which I think's a really important one and, and interestingly what we do know and Laura will speak to this better than me, is from the experience of credentialing advanced and consultant level practice, the two domains that we know that people scored less well in are the leadership and management and the research domains. And so the SPCLF programme is really helpful in supporting people and being able to gather evidence around that, but also to develop their skills in those two areas as well.

Elsbeth Boxall

Thanks Roisin. That's great and beautifully led into Laura, who's next, to be able to comment on that. No pressure.

Laura Wilson

Yeah, I know. I mean, I do agree with everything Roisin said and, and from our perspective, yeah, obviously our focus or our desire to have that credentialing embedded within the workforce is obviously, you know, we're quite open about that. And, and we think that the, that this, the programme embeds that leadership but within the clinical workforce and within practising pharmacists, which is really important because as Roisin alluded to, there are multiple domains and you have to achieve across all of them and, you know, leadership is it shouldn't just be reserved for, you know, individuals in certain sort of roles.

It's, it's got to be embedded from that, from, from every level and, and particularly about, around supporting the work around transforming roles as well. So we do think that the programme itself is, is helping to achieve those sort of national outcomes and as Roisin said as well, it really improves the connectivity across professions because the SPCLFs who do their programme together will always be aware of everyone else around them who's doing it at the same time and that helps, you know, as you maybe go further down the line, but also across the profession, you know, as I said before, it helps us to remain current and connected to what's going on. And when we do ensure that our projects are topical and address a current need.

But the programme, as we've said, the, sort of increases that capacity to deliver. So I think there's multiple ways that it helps at that national level. And, and yeah, for us, it's, it's around that exposure to leadership training of a good quality plus, you know, hopefully the support that we can give around the research and getting people sort of started on that journey, which can sometimes be two of the most daunting areas that people think, oh, well, I could never do that. And actually sometimes you just need a wee bit of support to do it. And, and this being that sort of planned focussed programme allows people really that sort of time to, to work out that they can do it and, and it's not unachievable.

Elsbeth Boxall

Absolutely. That's absolutely true. I can personally attest to that. So, yeah, absolutely. But yeah, and I guess the same with you Laura, what would you just, I mean we've touched on this a lot as we've spoken this morning, but what would you highlight as the kind of, the biggest return for you on your investment from hosting a SPCLF?

Laura Wilson

I suppose from our perspective, the fellows allow us to get that kind of evidence based foundation through their project work for... and we can then use that to lobby for the role of pharmacy within specific areas.

That, a lot of that work takes a lot of time, input, effort, concentration, and sometimes the teams, being small, don't necessarily have the time to do it, you know, in, in, in that way and achieve it in a quite a short space of time that the fellows have to, once they go up and running, and actually get their project and and work out what they're going to do. Sometimes it can be quite a short space of time.

So, but that real evidence base is what is valuable to us to be able to go and, and, and showcase that. And I think the work that Cara did on patient records and access to patient records has enabled us to be able to go and show that pharmacists do need this access and actually not having it is limiting their role, which is really good. I think we also get to choose the project so it's not dictated to us.

So that's valuable because we can make it topical. It can be directed by our boards. It can be something that's either on our work plan that we've not been able to progress or it could be something new that has is relevant and topical at the time. So that's really good, but I think as a team the biggest thing for us is bringing someone into our team, which is relatively small, really changes the dynamic, but it does it in a really good way. It means that, you know, we can't be lazy and just carry on doing our day-to-day and not be challenged. We've got to remain current, connected.

We really learn from the SPCLF and what they are learning throughout their year. It keeps us on our toes and stops us becoming complacent. You know, you people can highlight things that are relevant and practice that we're not aware of and really contribute to the work that we are doing. So I would say from our perspective, there's multiple returns on investment that are, you know, I don't think you could really put a price on.

Elsbeth Boxall

That's brilliant. Thank you, Laura, That's great. And would you like to add to that, Roisin, from your perspective?

Roisin Kavanaugh

Yeah. So again, I would agree with Laura that there are multiple returns on investment. So the one we've spoken about the most is getting that sort of piece of work completed, that project completed that you have wanted to get done. So that's obviously a return on

investment for us. I think there's other kind of softer ones, probably some of which Laura's alluded to already.

So it's that bit around that ripple effect of learning from them as well and what they're doing and what they're sort of learning about and which books they've read and, and all the rest of it, which is always interesting to hear about. Who knew there were so many leadership books out there? So, so there's that as well. There's also just what we've done with the West of Scotland Directors of Pharmacies, we have our SPCLFs along to all of our meetings.

So that's always really helpful for us to get their perspective on what it is we're talking about and just hearing it from somebody that's not in a bit of an ivory tower the way we are, but somebody who's, they're sort of close to the sort of day-to-day challenges work, you know, whatever it might be. And dare, I say the word younger than most of us are around that table. So it's always really good to get that sort of fresh perspective.

What I would also say is having experienced people from my team doing the programme, so not as a host, but you know, just having the benefit of having had them in the team is that absolutely they all go on to do higher level jobs. Some of them are now Directors of Pharmacy and there's that sort of return on investment that's a bit more holistic in terms of for the wider NHS in Scotland that those people have those skills that they wouldn't necessarily have had before. They have more confidence as well because they've been in those arenas and been able to hold their own in these more senior meetings that they maybe wouldn't have had that exposure to before.

So I think there's just so many returns on investment that aren't necessarily cash, but they are definitely returns on investment that help you as an organisation. But the wider team and the wider NHS in Scotland.

Elspeth Boxall

That's amazing, thank you, thank you, that's so good to hear. And I guess we're just going to finish off now, but the one sort of last question, so to, to leave people with to think about starting with yourself, Roisin, any advice you would give to an organisation considering hosting a SPCLF?

Roisin Kavanaugh

I think the main things probably are around just that choosing your project carefully so that you're not trying to get them to boil the ocean in quite a short space of time.

The year goes very quickly and they do have a commitment to the leadership development elements of the programme. and so you do have to think carefully about what project would then work for them and for you so that you're both in a position where you succeed over the year, because what you wouldn't want is something that they're gonna struggle with.

And that's certainly something that we've thought quite a lot about in terms of West of Scotland Directors Pharmacy and what's doable in that in that short space of time. And I would also say to think about what opportunities you can give them in your organisation to support that leadership development element.

So think about the meetings that you go to, the senior meetings that they might not have exposure to normally, the other groups in your organisation or the people that might be helpful for them to meet. I think it's always nice for people to listen to other people's leadership journeys. And so it's good to give them sort of introductions to people that can do that in your organisation, just to really lean into supporting them with that leadership development part of the programme and to think about who would be good as mentors for them if that's something that they're looking for.

Yeah. I guess just thinking about what opportunities you can give them as well as what's the piece of work I want them to do for me and obviously you have to think about how you're going to support them with that project and who it is that needs to provide that support. Is it you? Is it somebody in your team? And I guess just setting everybody up with those conditions for success, and the other thing I would say is if you're thinking about it, just do it. You won't. You definitely won't regret it.

Elsbeth Boxall

I love that. That's a really, a really good takeaway there, Roisin. Thank you very much. And Laura, from your perspective, is there any sort of advice that you would have?

Laura Wilson

Yeah, I suppose. Well, I suppose the first thing would be speak to someone that's done it. Do you know I, I'm happy to speak to anyone and tell them about our experience. as I'm sure Roisin and ask if you've got any concerns. You know, it's, it is a commitment from, on the part of the host as well.

But I suppose I would probably encourage people to think about what you'll gain and maybe have a bit of reflection on whether you are quite happy sitting with doing your job day-to-day, not having any issues or I know that people do have issues, but not having any challenge And consider whether you do want to be maybe brought up to speed on where leadership is.

Find out what books it is that you maybe need to read and whether you want to be challenged yourself on thinking or on what is current or what's not and so, yeah, just give a real thought to what you would gain if that is, if that, what gets you over the line with considering doing it, because I guarantee it's... you do get so much out of it, even though you're not personally doing the course yourself and so will your team, as I've said, our whole team benefit from having someone come in and, and sort of really opening our eyes to the, the current practices and, and current leadership thinking that they're exposed to, which is a real benefit.

Elsbeth Boxall

That's, that's brilliant. Thank you so much, both of you for your time to, today to talk about this. You've, you've really given us some excellent information and some really good take-homes for people listening today.

So thank you both very much. We'll put some links in the podcast notes to how people can find out a bit more about SPCLF and I think the for those willing to take part in the, in the programme, I think the applications are open now, so I would encourage people to have a look. But thank you very much, both of you.

Laura Wilson

Thanks Elspeth.

Roisin Kavanaugh

Thank you.