



Monday, 30 July 2018

Will Minto

E.mail: [request-502812-2f881148@whatdotheyknow.com](mailto:request-502812-2f881148@whatdotheyknow.com)

Dear Will

***Freedom of Information Act Request: Our ref #1268***

Thank you for your FOI request regarding pharmacy management and staffing. Please find below our response:

1. Copy of pharmacy management structure. ***See attached***
2. Total WTE of pharmacists and pharmacy technicians. ***10 WTE pharmacists and 8 WTE pharmacy technicians***
3. Chief Pharmacist. ***Maureen Milligan. At present we have an Acting Chief Pharmacist: Sulthana Begum***
4. Copy of Job Description for Chief Pharmacist / Director of Pharmacy. ***See attached***

I hope that this response answers your request, however please let me know if it does not. If you are unhappy with the Trust's response you can appeal to:

Paul Athey, Acting Chief Executive  
The Royal Orthopaedic NHS Foundation Trust  
Trust Headquarters  
Bristol Road South  
Birmingham B31 2AP

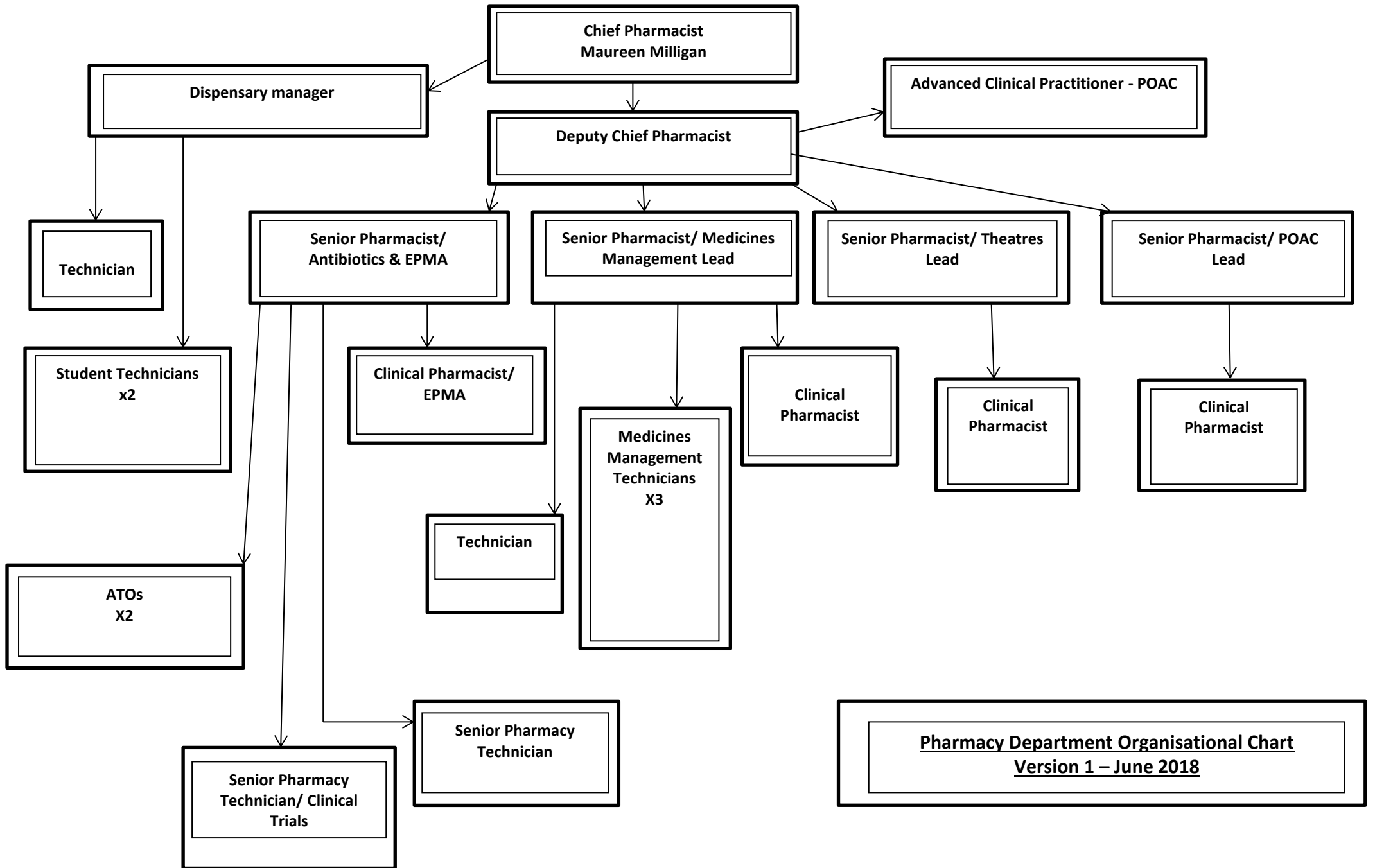
If you then remain dissatisfied, you have the right under section 50 of the Freedom of Information Act to apply to the Information Commissioner to seek resolution to the matter.

Further details can be found on the website: <http://www.informationcommissioner.gov.uk/>

Yours sincerely

**Simon Grainger-Lloyd**  
**Associate Director of Governance & Company Secretary**

Encs





## **OUTLINE JOB DESCRIPTION**

**JOB TITLE:** Chief Pharmacist

**BAND:** Band 8b

**RESPONSIBLE TO:** Clinical Services Manager

**ACCOUNTABLE TO:** Director of Operations

### **JOB OUTLINE**

1. To be accountable for the delivery of both the Pharmaceutical and Medicines Management agendas for the Trust, providing specialist expertise and expert advice, and taking corporate responsibility for Medicines Management including all associated standards (NHSLA, Controls Assurance, Care Quality Commission Standards and other DH, PCT or SHA performance management arrangements).
2. To lead on and be accountable for the implementation of medicines related NPSA alerts, and support the implementation of NICE Technology Appraisals and NICE Clinical Guidance.
3. To provide efficient, high quality, accurate, and cost effective patient focused pharmaceutical care and Medicines Management activities.
4. To ensure that all aspects of the Medicines Management processes are compliant with legislation/accepted national standards, to provide safe patient care and minimise risk to staff. Services are focused through outpatient and in-patient dispensaries, purchasing and drug distribution services medicines information and clinical services including formulary and drug utilisation evaluation, research and audit functions.

### **RESPONSIBILITIES**

#### **Strategy**

- Interpret broad clinical/professional policies and NHS guidance to manage, develop and lead the immediate and long-term vision for the Pharmacy and Medicines Management services within the context of the Trust and local Health Community's overall strategic direction.

- Provide expert advice and discuss with the Executive Management Team, all planned service developments both for the department or that affects the department, so that they can be incorporated into the overall business plan with necessary resources and funding sources identified for the department.

This will include overseeing the introduction of new IT systems that impact on Pharmacy and Medicines Management services.

- Work closely with, and negotiate with, senior and executive officers both within and outside the Trust (including consultant medical and Primary Care organisations) to realise opportunities and benefits to the health economy from joint working.
- In accordance with overall professional guidance and NHS policy, ensure compliance with clinical governance standards in Medicines Management across the Trust.
- Lead the strategic development of Pharmacy Services within the Trust and liaise with colleagues in local primary and secondary care health organisation to ensure the best delivery of Pharmaceutical services and Medicines Management Services.
- To support the Director of Nursing and Governance (and to deputise in their absence) in the running and chairing of the Drugs and Therapeutics Committee to ensure the minimisation of risk to patients and the Trust with respect to systems and processes for each stage of the drug handling pathway.
- To Chair the Medicines Safety Committee to ensure that drug related incidents are reviewed correctly and any trends identified.
- To represent the Trust on the South Birmingham Joint Formulary Committee ensuring the cost-effective selection of drugs for the formulary and the close monitoring of drug expenditure for the Trust.
- On behalf of the Trust to interpret broad clinical/professional policies and NHS guidance to ensure that both the Pharmacy and relevant components of Trust strategy are updated accordingly.
- To provide strategic leadership and formulate medium and long-term strategic developments for the Pharmacy and Medicines Management Services and policies..
- To lead on the development and safe implementation of electronic prescribing within the Trust.
- To be an active member of the West Midlands Chief Pharmacists Group and ensure that policies and procedures are in line with other ones in the region

## **Business planning and contracting**

- Manage, develop and implement service level agreements, policies and contracts that specifically relate to the Pharmacy or Medicines Management services including those that impact across and/or beyond the organisation as agreed with the Divisional Manager.
- To take the lead in the management and reconciling of conflicting views and differences of professional opinion with respect to medicines usage where a range of options are considered.
- Liaise with PCT colleagues to ensure that Trust Pharmacy services are delivered in a standardised agreed manner as required by the health community and its users.

## **Financial Management**

- Budgetary management for Pharmacy services
- Ensure the economical purchasing, appropriate storage and distribution of pharmaceuticals in accordance with good Medicines Management practice, Trust SFIs and value for money.
- Monitor drug usage and expenditure and provide pharmaceutical advice to Trust to enable informed decisions to be taken on appropriate and effective drug therapy within given resources.
- Provide expert knowledge to proactively influence safe and effective drug therapy in conjunction with and by liaison with other clinical staff
- Identify possible cost reduction initiatives in drug usage to directorates and the Drugs and Therapeutics Committee, as appropriate, and lead the Pharmacy team in project managing the necessary changes/audit of savings.
- To ensure that there are robust processes in place for the Trust to reclaim any “off-tariff” PBR drug costs
- Provide expert advice to the Clinical Service Units relating to any cost pressures within the Unit and advise on ways of dealing with said pressures.
- Ensure that the process of Medicines Procurement and other care services are suitably managed to ensure financial probity and appropriate cost control.

## **Service Delivery and Operational Management**

- Actively manage pharmacy service delivery, making optimal use of resources available.

- To ensure that systems are in place to observe patient confidentiality.
- Provide professional pharmaceutical leadership and expert knowledge of the pharmacy service to appropriate committees, working parties and project groups. This includes active participation in the Drug & Therapeutics Committee.
- To ensure that clinical trials involving medicines are managed appropriately and within legal requirements.
- Work with the Divisional Management Team and other key stakeholders to market the Pharmacy Services and raise a positive internal and external profile.
- Identify, evaluate and seek to implement new service delivery solutions to support the modernisation agenda.
- Take responsibility for the provisions of the Health and Safety at Work Act within the Pharmacy Department, ensuring staff are adequately trained/instructed in their responsibilities and provided with necessary protective equipment to carry out their duties.

### **Human Resource Management**

- To take responsibility for the direct management of the pharmacy team.
- To provide effective management of the Department's human resources ensuring that staff are deployed and developed in the most efficient way.
- Instigate and be responsible for, performance management within the Pharmacy department.
- Continually review skill mix to be appropriate to the service needs and professional standards in force at the time, reporting any deficits to the Divisional Management Team with proposals for corrective action.
- Recruit, develop and motivate staff to ensure that they can and do perform well in their job, contribute towards improvements to the pharmaceutical service and achievement of Pharmacy, Medicines Management and Trust corporate objectives.
- Implement new ways of working in Pharmacy in line with local and nationally accepted norms.

### **Quality**

- To take responsibility for Medicines Management across the Trust. This includes ensuring achievement of medicines related - controls assurance standards, Care Quality Commission standard, NHSLA standards, Department of Health standards and guidance,

clinical governance of Pharmacy services and clinical risk within these areas and advising the Trust Board on these issues..

- Develop the pharmacy services to proactively influence safe and cost-effective drug therapy in conjunction with clinical staff.
- To lead the Pharmacy Department in the delivery of Clinical Governance and the identification and management of risks in the department
- Ensure practice is evidence based, shared and as far as possible patient-focussed.
- Ensure that user views are accounted for in the planning, design and implementation of Pharmacy and Medicines Management services.
- Ensure that the Executive Management Team and Medical Director are made aware of any circumstances that would, or may, mitigate against safe standards of practice and advise on corrective action.
- Ensure errors, complaints and incidents relating to the pharmacy service are managed within the Trust's protocols.

### **Clinical Audit, Research and Development, Clinical Governance**

- Undertake, promote and coordinate research and development activities in Medicines Management and Pharmacy practice, to ensure continual progression of services.
- To ensure relevant clinical audits are undertaken against existing guidance or policy. This includes obligatory requirements (NHSLA) for the auditing practice against the Medicines Management Policy and audit requirements for the Quality Care Commission
- Establish an appropriate audit and feedback tool for evaluation and development of services in liaison with service users.

### **Education & Training**

- Ensure that all pharmacists are aware of the requirements of the Royal Pharmaceutical Society of Great Britain for Continuing Professional Development.
- To supervise necessary training of Medical and Nursing staff with respect to relevant areas of Medicines Management.
- To ensure that all new pharmacy staff undertake an induction process and that all staff are encouraged to participate in relevant courses.

- To provide education, training and assessments for Pharmacists on Clinical Diplomas, Pre-Registration Pharmacists, other Pharmacy, Nursing and Medical staff as required

### **Personal Development and Statutory Professional Accountabilities**

- The Chief Pharmacist is mandated to keep professionally updated at all times and to be actively aware of National, local and Trust-wide issues so as to ensure safe and effective delivery of services.
- To have responsibility for ensuring a personal commitment to maintaining a high quality of service to patients by continual development or practice in the light of research evidence and by audit against clinically relevant standards.
- Ensure that all pharmacy practice is within the boundaries described within the latest version of “Medicines, Ethics and Practice” as issued by the Royal Pharmaceutical Society of Great Britain.
- Ensure Trust-wide compliance with new directives, as they arise, where medicines are involved.

### **Clinical Pharmacy**

To work with the other pharmacists in the provision of a high quality clinical pharmacy service to wards and other clinical areas of the Trust including the dispensary when required. This includes core clinical pharmacy activities comprising of:

- Assessing prescription charts in order to ensure safe rational and effective prescribing, establishing drug histories, enabling use of patient’s own medicines and patient self administration, and counselling to improve medication usage and patient understanding during in patient stay or at discharge
- Interpreting and requesting clinical tests to monitor and make recommendations to improve effectiveness of drug therapy
- Making recommendations about medications to improve patient outcomes and to encourage adherence to hospital formulary and national guidelines
- Providing medications for individual patients during their stay in hospital, at discharge and also for out-patient visits.
- Being accountable on the ward assigned for adherence to all pharmacy policies and procedures relating to medicines management



## **Responsibilities of the Post Holder**

1. The Chief Pharmacist is corporately accountable for pharmaceutical and Medicines Management services and by ensuring the existence of systems, policies, procedures and training and staff competency assessment methodologies that ensure the safety and efficacy of all drugs utilised, stored, transported and procured within the Trust.
2. Under the Misuse of Drugs Act and DH guidance, Safer Management of Controlled Drugs (“The Shipman Report”) the Chief Pharmacist takes specific responsibility as the Accountable Officer for ensuring safe and effective use and management of controlled drugs within the Trust; this remit includes the co-ordination of monitoring and inspection of controlled drugs in all areas. (This is Lindsey’s role at present and I have asked if she still wants to do it)
3. The Chief Pharmacist takes responsibility for professional leadership and advice on all Pharmaceutical matters for the Trust.
4. There is a requirement, to ensure that pharmaceutical work conforms to legal and professional requirements, procedures, clinical guidelines, any standard operating procedures and recognised good practice. Staff must be aware legal and ethical requirements of the Code of Ethics of the Royal Pharmaceutical Society of Great Britain and monitor compliance against this monitored.
5. To be responsible for the development and implementation of the Trust’s Medicines Policy, which governs all aspects relating to the safe handling, storage, distribution, administration, prescribing and monitoring of medicines; hence crossing multiple professional staff groups.
6. To strategically plan and develop Pharmacy and Medicines Management services within professional and legal boundaries and in accordance with Trust business constraints.
7. To be accountable for the pharmacy budget.
8. The post-holder is an authorised signatory for any item within the operating, staff and drug purchasing budgets (as described above).
9. To provide highly specialist and complex legal, professional and clinical advice and information to the Trust and its staff on any matter pertaining to the use of medicines.
10. To ensure that relevant clinical audits are carried out to allow development and improvement of the clinical pharmacy service provided by the department.

11. The post-holder will represent Pharmacy and the Trust on relevant committees internally and externally to the Trust to ensure that the Pharmacy/Medicines Management and pertinent financial issues are adequately addressed.
12. To analyse and provide highly complex information on the prescribing patterns of drugs to the Trust and the local Primary Care Trusts to allow educated and rational decisions on the prescribing of drugs within the local health community to help maintain the drugs budget for that area.
13. To promote and coordinate research and development activities in Medicines Management and Pharmacy practice to ensure continual progression of services.
14. To ensure that the Research and Development activities of the department are appropriately directed and establish an R&D portfolio for the services.
15. To manage the research staff.

### **Freedom to Act**

1. The post-holder has corporate responsibility of the post-holder for the interpretation and implementation of national, legal and professional policies, strategies and guidance that will impact within the Pharmacy service and on a Trust-wide basis within the corporate Medicines Management role that impact on multiple staff groups. Hence, the post-holder is personally responsible for the development and management of their personal work plan and thus the strategic plan of the pharmacy staff.
2. The post-holder as an individual professional is expected to follow legal and professional requirements, procedures and clinical guidelines, in the delivery of pharmaceutical care to the patients and is ultimately professionally responsible and accountable as to how the medicines are used in patient care.

This is not an exhaustive list of duties and a regular review will take place with the postholder as part of their ongoing development and performance management.

**NO SMOKING**

The Trust has a No Smoking policy. All Trust premises are considered as non-smoking zones, other than designated smoking areas.

**CONFIDENTIALITY**

Your attention is drawn to the confidential nature of information collected within the NHS. The unauthorised use or disclosure of patient or other personal information is a dismissible offence and could result in prosecution for an offence or action for civil damages under the Data Protection Act 1998.

**EQUAL OPPORTUNITIES**

The Trust is an Equal Opportunity employer. Its aim is to ensure that no job applicant or employee receives less favourable treatment on the grounds of sex, marital status, religion, colour, race, nationality, disability, ethnic or sexual orientation, nor to be disadvantaged by conditions or requirements which cannot be shown to be justifiable, including age restrictions.

Please note that it is unlawful to discriminate/harass individuals on any of the above grounds and employees can be held personally liable as well as, or instead of the Trust.

**HEALTH AND SAFETY**

All staff are expected to follow Trust Policies and Procedures relating to the Health and Safety at Work Act 1974.

**INFECTION PREVENTION**

Staff will work to minimise any risk to clients, the public and other staff from Healthcare Associated Infection including MRSA and C. difficile by ensuring that they are compliant with the Health and Social Care Act 2008 – Code of Practice for the prevention and control of Healthcare Associated Infections (The Hygiene Code); and by ensuring that they are familiar with the Trusts Infection Prevention and Control policies located on the Intranet.

Signed: .....  
Postholder

Date: .....

Signed: .....  
Line Manager

Date: .....



### PERSON SPECIFICATION

**JOB TITLE: Chief Pharmacist**

**DEPARTMENT: Pharmacy**

	<b>ESSENTIAL</b>	<b>HOW IDENTIFIED</b>
<b>QUALIFICATIONS</b>	<p>BSc, Bpharm, MPharm or MSc in Pharmacy. Member of the Royal Pharmaceutical Society of Great Britain. Postgraduate diploma or MSc in clinical pharmacy gained through 2 years of post-graduate study. Relevant postgraduate diploma or MSc management qualification. Further post-graduate studies. Qualification in management</p>	<p>Application form.</p>
<b>SKILLS/EXPERIENCE</b>	<p>Clinical knowledge from aspects of career to date. 12 years recent experience of hospital pharmacy, 3 years of which at a deputy Chief Pharmacist level Experience of management of large groups of staff of varying levels. Experience of change management against clinical and financial criteria. Financial management. Experience of data analysis to high level. Excellent level of communication – written, verbal and presentation. Proven track record in ability to influence. Multi-disciplinary working.</p>	<p>Application form. Interview</p>

	<p>Investigative skills.  Service development experience or innovative service implementation development.  Strong pharmaceutical care experience.  Sound clinical knowledge.  Evidence-based practice.  Teaching experience.  Experience of extended roles.  Experience of specialist work within an area of pharmacy.  Experience of work with primary care.  Clinical Pharmacy knowledge associated with a 4 year Pharmacy degree course.  Experience gained through 1 year pre-registration training.  Experience gained through vocational practice.  Management knowledge gained through theory and practice.  Pre-registration Pharmacist tutor experience</p>	
<p><b>INTERESTS AND MOTIVATION</b></p>	<p>Strong professional demeanour.  Strong leadership skills that enable the effective management and development of relevant services.  Experience of drug usage evaluation and financial reporting.  Audit experience.  Drug usage evaluation experience.  Project work.  Practice research.</p>	<p>Application form.  Interview</p>
<p><b>PERSONAL QUALITIES</b></p>		