

WALSALL HEALTHCARE NHS TRUST JOB DESCRIPTION

Post Title: Pharmacy Care Group Manager

Grade:

Reports to: Deputy Chief Pharmacist

Responsible to Chief Pharmacist

Job Summary

The Care Group Manager will be responsible for the day to day operational management of Pharmacy services within the Division. They will assist the Chief Pharmacist in ensuring that the Division delivers its financial, activity, patient experience, clinical and quality targets are achieved.

The care group manager has delegated responsibility from the Chief Pharmacist, including the following and not exhaustive:

1. Accountable for the effective and efficient delivery of service or services
2. Ensure processes are in place to meet quality standards and indicators
3. Project management responsibilities of ongoing and future projects.
4. Ensure operational functions of the department are covered.
5. Ensuring all performance and quality targets are achieved.
6. Manage an Administrative and Clerical team.
7. Work in conjunction with Operation on the department's Business Continuity Plans impacting the organisation and the wider health economy, in addition to improving and developing services.
8. Develop business cases for projects or service improvement.
9. Management and analysis of the department budget and delegated responsibilities from the Chief Pharmacist.
10. Review of all requisitions for non-drug expenditure and authorised signatory.
11. Assurance of Key Performance indicators and trend analysis with recommendations on achieving improvements if required.
12. Report on Model Hospital Key Performance Indicators to Quality Improvement.
13. Membership of the Divisional Board.
14. Manage all administrative and clerical functions of the department.
15. Support business aspects of Pharmacy procurement and business and strategic planning

16. Ensure delivery of overall financial activities in the department including departmental Cost Improvement Plans/efficiencies.
17. Assurance of compliance with external regulatory standards for the department.
18. Negotiate with external bodies Service Level Agreements; and review regularly on services provided.
19. Report on Trust Bed status and discharge planning on a daily basis to the pharmacy Team.
20. Work on Pharmacy strategy/Annual Plan with the Chief Pharmacist; impacting the organisation and service users.

Key Working Relationships

COO, CEO, Directors, AMDs, Medical Director, Divisional Directors, Care Group Managers, Department Managers, Finance Business Advisers, Service Leads, Heads of Nursing, Professional Leads, Speciality Leads, External commissioners, CCG, NHSE, Other NHS/non NHS organisations, Patient/Carers

Main Responsibilities

Operational Planning/Performance/Quality/Improvement

- To be responsible for ensuring that the Trust's objectives are delivered by ensuring governance around processes to meet quality and safety standards/indicators.
- Ensure the department is compliant on the performance targets and ensure relevant actions are taken immediately on gaps.
- Responsible for development of specialty service plans consistent with strategic aims and objectives of the Trust.
- Work with the Chief Pharmacist in developing business and strategic plans negotiating, then securing resources and delivery.
- Accountable for the effective and efficient delivery of services.
- Responsible for safe and effective delivery.
- Ensure systems are in place to provide relevant information to improve Clinical Pathways.
- Responsible with Chief Pharmacist, Clinical Directors/Head of Nursing and Midwifery and Midwifery for capacity planning and negotiation/ successful delivery of Division's performance standards.
- With the Chief Pharmacist have a lead responsibility for negotiation of service level agreements within the corporate framework.
- Ensure business cases are produced for service developments taking account of, activity, income projections and appropriate service models as part of the business case process.
- Responsible for taking decisions on pharmacy cover with advice from the Deputy Chief Pharmacist and specialty leads.
- Ensure the department is aligned to the Model Hospital KPIs by reporting up to Quality Improvement on a monthly basis. Highlight any deviations and

make recommendations for improvement.

- Communicate with internal staffs and commissioners (SLAs) to ensure compliance with performance targets and its delivery.
- To be responsible for ensuring the Trust's objectives and core deliverables are delivered, e.g. patient experience; and ensure staffs are aware of their role in the delivery of the Trust/Department objectives with integration and collaborative working with community e.g. Walsall Together.
- Highlight and report any areas of over/under performance and take corrective action as appropriate – e.g. via staff engagement.
- Collect and analyse pharmacy Key Performance Indicators monthly and maintain database to ensure performance and improvement across the service/Divisions/externally and report to the Divisional Quality Board.
- Attend Bed Capacity meetings and communicate information to the department on status, highlighting Levels/breaches and actions to be taken by relevant staff groups to help manage demand/capacity through collaborative working for our users.
- Responsible for development and implementation of service policies.
- Accountable for ensuring clinical capacity/ clinical demands are appropriate and in collaboration with service management that capacity is maximised safely and effectively.
- Ensure that the flow of patients through the in-patient bedded areas operates smoothly and that potential delays are minimised due to late discharge prescriptions.
- Establish and monitor the agreed range of professional standards and performance targets for supporting departments and clinical specialities.
- To be accountable with the Chief Pharmacist, Head of Nursing and Midwifery, Divisional Director and the Clinical Director for the Division's performance against plan.
- To be responsible for ensuring that the Trust's objectives and core deliverables, dependent upon this service, are delivered. This will require the implementation/maintenance of a performance management system aligned to the Trust's Performance Management Framework to ensure that all staff are aware of their role in the delivery of the Trust's objectives and core deliverables.
- Working in conjunction with the Chief Pharmacist, introduce systems to ensure collection and analysis of data for continuous performance measurement of services across the care group.
- Responsible for dealing with complaints from patients and other users of services of the Division / Specialty ensuring appropriate action is taken.
- Instigate and use audits to monitor and improve services.
- Ensure rotas and on call arrangements are in place to manage the Care group/directorate services 24 hours a day/365 days a year.
- Working with the Chief Pharmacist to ensure governance arrangements are upheld and a focus on quality maintained.

- Implement robust systems of governance and assurance which are widely understood across area of responsibility to include: emergency preparedness, safety, effectiveness, patient experience, diversity, infection prevention, and control and health and safety, safeguarding and others as determined by the Trust.
- Implement monitoring arrangements to provide assurance to the Division with all relevant regulations and governance arrangements.
- Work with the Deputy Chief Pharmacist on ensuring pharmacy demands are aligned to capacity; for effectiveness and safety.
- Ensure the flow of patients for prescriptions through pharmacy operates smoothly and that potential delays are minimised.
- Responsible for management of the Department SOP (Standard Operating Procedures) Registry; is available electronically, and is current and valid.
- Negotiate service level agreements with commissioners.
- Responsible for developing and leading on Improvement programs and agreeing and implementation with Operations (e.g. outpatients pharmacy).
- Deputise for Operations and other Senior Management Team when required.
- Work with Operations and Clinical Services Manager on ensuring services are covered adequately; and escalate.
- Provide a key point of contact and advice for operational/other matters across the Trust.
- Align to all pharmacy standards; and work closely with Governance.

Service Improvement/Development and Business Planning

- Work with Chief Pharmacist and key members of department in developing new ways of working; and re-designing services impacting in the organisation and externally; thereby ensuring continuous improvement/patient safety, e.g. delivery of homecare services via external companies.
- With the Chief Pharmacist work on improving outpatient pharmaceutical services for efficiencies in the patient journey impacting on improved patient experience and finances.
- Work with main procurement to ensure any bidding processes for outpatient/other new service improvement is followed through the OJEU (Official Journal of the European Union) principles if necessary
- As performance, identify ways to improve patient flow and design delay-free services in order to achieve better patient care through collaborative working with Operations/Corporate/CCG/teams e.g. early discharge.
- Process map and root cause analysis methodologies for improvement and development to be undertaken to aid appropriate decisions as performance.
- Facilitate change management within the department to ensure change is embraced by members of staff through excellent communication and motivational skills. Develop new ways of working with lean and just-in-time processes.
- Develop effective new processes.

Financial Management

- Comply with Standing Financial Instructions for all financial activity undertaken within the department.
- Department pay/non pay Budget responsibility and authorised signatory of up to £10,000.
- To deliver on financial KPIs and forecast outturn.
- Ensure business cases are produced for service developments taking account of all aspects required with income projections and appropriate service models as part of the business case process.
- Ensure relevant financial information is presented to Teams/Managers/Divisional Director/Div Ops Board as scheduled.
- Prepare weekly costing on bank staffs required versus vacancies. Report to Divisional Director, Chief Pharmacist, Finance Business Adviser, Operations, Clinical Leads; ensuring < 75% usage of hours against hours available from vacancies ensuring no overspend.
- Develop CIP PIDs (project initial document); present to Transformation/Corporate team for approval and ensure delivery for efficiency targets.
- Prepare monthly reforecasts for approval by the Chief Operating Officer and Finance Director.
- Prepare the annual financial plan for approval by the Chief Operating Officer and Finance Director.
- Develop and maintain project plans to deliver productivity and efficiency targets.
- Develop and maintain productivity and efficiency reports.
- Work with teams for delivering efficiencies.
- Deliver on CIPs and attend bi-monthly Divisional Ops meeting to report savings to date; or gaps in savings.
- Cost internal services as requested by the Chief Pharmacist for external Commissioners
- Ensure goods and services are procured following agreed processes and maximise the value of expenditure on contract and catalogue.
- Negotiate and cost up Service Level Agreements for Commissioners for service provision in the wider health economy. Attend regular review meetings.
- Validate income on budget report from Service Level Agreements and Wholesaler Dealers Licence on a monthly basis.
- Authorised Signatory for Department monthly Turnaround Document, Off-contract claims and Losses/Compensation accounting for losses.

Leadership and Strategic management

- Provision of a clear, effective and appropriate leadership style that engages the team and ensures clarity on the vision and direction of pharmacy.
- Role model aligned to Trusts promises and standards.
- Ensure that individual staff members work in an environment where their

contribution is valued, developing roles across boundaries and working collaboratively in teams

- Provision of business management knowledge and support to the Chief Pharmacist, developing and advising on business methods and systems.
- Support the Chief Pharmacist, Divisional Directors, Heads of Nursing, Bed Bureau and other stakeholders in the maintenance of a robust culture of governance ensuring there are systems in place for clinical and non clinical risk management and reporting of all incidents.
- Delivery of key projects impacting the Trust and wider health economy as stipulated by Chief Pharmacist.
- To ensure the Pharmacy Department is compliant with Trust local/national policies and procedures; to ensure local protocols and wider policies are interpreted and adhered to. Any changes impacting externally, e.g. SLA provision - to be made and communicated.
- Support and encourage appropriate innovation in clinical and non-clinical practice by engaging staffs e.g. PresQipp and potential CIPs.
- With the Chief Pharmacist, contribute and participate in the development of Trust's overall services and investment plans in particular advising on any future developments and future plans, e.g. medicines optimisation, Carter report recommendations.
- Contribute through attendance at relevant meetings to the collective management of services throughout the Trust and to the Trust's objectives for service delivery, finance and HR.
- Represent the Department and Trust at external networks and committee meetings as required - East Midlands Procurement Collaborative, PSSG.
- Engagement in local and National policies for delivery; including Royal Pharmaceutical Society, Department of Health, Care Quality Commission.
- Contribute to productive collaborative working relations with staffs from CCGs, and other agencies to address any gaps or inequalities in services.
- Work with Chief Pharmacist in achieving the Black Country Alliance forward plan.
- Coordinate the Division's emergency planning and business continuity and engage in Trust wide emergency planning process.
- Engagement in national policy and lead delivery.

Human Resources

- To be responsible for the development and provision of business and administrative functions of the pharmacy department including leading the department on appropriate systems, methodologies and operations.
- Work with the Directors to develop a workforce plan for pharmacy consistent with the Trust's overall workforce plans; succession plan.
- Line management of Pharmacy Administration team ensuring all services from administration, secretarial, invoicing duties is carried out appropriately and in a timely manner. Address any problems.
- Ensure weekly and monthly HR vacancy report for department is accurate and aligned to weekly spend and report for bank cover to DD.

- Ensure sickness absence is below 3.4% annually for all areas of responsibility.
- Coaching and Mentoring staffs on gaps highlighted within their development, e.g. B6/7 pharmacists, other staffs.
- To undertake appraisals effectively and in a timely manner ensuring the employee has a personal development plan and any training needs identified.
- To cover Operations and Chief Pharmacist during their absence; and make relevant decisions ensuring delivery of services is not compromised.
- Ensure sickness absence is below 3.4% in the department; by liaising with Line Managers to take appropriate action aligned to policy.
- Ensure 100% compliance with statutory and mandatory training for eligible employees through collaborative working with Line Managers.
- To plan, organise and deliver presentations in relation to pharmacy project implementations to internal/external staffs when required e.g. Regional Dispensary group.

Other Duties

The information supplied above is intended to summarise the key responsibilities and duties of the role. The post holder may be required from time to time to carry out other reasonable requests and duties as required, consistent with the responsibilities of their Banding and development as agreed between employee and manager.

Confidentiality and Data Protection

All employees who have access to personal data in relation to patients or employees will be aware of their responsibilities under the General Data Protection Regulation (GDPR) (EU) 2016/679. Any breach of the Regulation could result in disciplinary action being taken and criminal charges being brought against the individual who has breached the Regulation.

Health and Safety

Individual employees of Walsall Healthcare Trust and other NHS employees contracted to work on the organisation's premises have an equal responsibility, along with managers and supervisors, for maintaining safe working practices for the health and safety of themselves and other persons who may be affected by their acts or omissions at work.

All employees must adhere to their duties under the Health and Safety at Work Act 1974 and other associated safety legislation, including all new Health & Safety Regulations. In addition employees must comply with all the Trust's policies relating to Health & Safety and Risk Management to secure a safe workplace and will draw management's attention to any deficiencies and/or hazards, which might prove detrimental to themselves or others.

There is a general responsibility for employees to act sensibly and reasonably, and attend mandatory health and safety training sessions.

Clinical Governance

All employees are required to actively contribute towards the organisation's clinical

governance systems, taking responsibility as appropriate for quality standards and work towards the continuous improvement in clinical and service quality.

Safeguarding

Children Walsall Healthcare NHS Trust, working with partner agencies, is committed to safeguarding children and promoting their welfare. All employees have a responsibility to ensure that children and young people are safe from abuse and

harm, regardless of their role or where they work. Children include young people up to the age of 18 yrs.

Employees must comply with Walsall Local Safeguarding Board Child Protection Procedures and Trust Child Protection Procedures and recognise the importance of listening to children. All employees must attend child protection training relevant to their role and know how to seek advice or support from their manager or the Safeguarding Children team if required.

Vulnerable Adults

All employees have a responsibility to support the safety and well-being of vulnerable adults and to practice in accordance with legislation. Knowledge, skills and competency are to be maintained according to role and responsibilities in order to fulfil Vulnerable Adults responsibilities. All employees must comply with organisational and Walsall Local Authority Vulnerable Adults policies and procedures.

Equality and Diversity

The Trust is committed to promoting equality opportunities to achieve equity of access, experience and outcomes, and to recognising and valuing people's differences. All employees have an obligation to help achieve this through personal example, open commitment and clear action.

Each individual will take responsibility for promoting inclusive and accessible service provision, employee development and a culture that values and respects difference. All employees should be familiar with, actively promote and work within Equality and Diversity policies at all times ensuring that they do not unlawfully discriminate, either directly or indirectly, on the grounds of race or ethnicity, nationality, religion or belief, sex, marital or civil partnership status, sexual orientation, disability, gender reassignment, age, pregnancy/maternity or any other grounds.

This applies to all activities as a service provider and as an employer. All employees must adhere to the Equality Act 2010

Patient Experience and Public Involvement (PEPI)

The Trust is committed to gaining feedback from all patients using a variety of methods including electronic, paper based and verbal. Within this Trust that feedback is monitored by the patient experience group and used to ensure that future services meet the needs of the patients and demonstrate continuous

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improvement. Volunteer, staff and families participate in the collection of this data

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Customer Care

The aim of the organisation is to provide patients and other service users with the best possible care and service, therefore all our staff are required at all times to put the patient and our service user first and to do their utmost to meet their requests and needs courteously and efficiently.

Infection Control

Employees will work to minimise any risk to clients, the public and other employees

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 (and as amended from time to time) for the prevention and control of Healthcare Associated Infections (The Hygiene Code); and by ensuring that they are familiar with the organisations Infection Control policies located on the Intranet.

Further responsibilities involve employees in ensuring that service users and members of the public are actively engaged (using a variety of methods) in appropriate service delivery, service development and decision making within their service area and the wider organisation. Determination of these responsibilities should be in conjunction with your line manager and delivered accordingly.

Smoking

The organisation operates a No Smoking policy.

Duty of Candour

There is also a contractual duty of candour imposed on all NHS and non-NHS providers of services to NHS patients in the UK to 'provide to the service user and any other relevant person all necessary support and all relevant information' in the event that a 'reportable patient safety incident' occurs.

The Duty of Candour is a legal duty on hospital, community and mental health trusts to inform and apologise to patients if there have been mistakes in their care that have led to significant harm

Duty of Candour aims to help patients receive accurate, truthful information from health providers

The NHS LA's duty of candour guidance seeks to demystify how health providers can deliver on candour, achieving a wholly transparent culture in health provision – being open when errors are made and harm caused

All NHS provider bodies registered with the Care Quality Commission (CQC) have to comply with a new Statutory Duty of Candour

Policies and Procedures

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All employees need to be aware of the organisations policies, procedures and protocols relating to their service and work within the guidelines at all times.

Employees have a major role in suggesting and implementing improvement to services and in exercising professional responsibility for both themselves and their peers within an open 'no-blame' culture.

General Medical Council (GMC) Revalidation (Medical and Dental Staff only)

Revalidation is the process by which all licensed doctors are required to demonstrate on a regular basis that they are up to date and fit to practise in their chosen field and able to provide a good level of care. This means that holding a licence to practise is becoming an indicator that the doctor continues to meet the professional standards set by the GMC.

Licensed doctors have to revalidate usually every five years, by having annual appraisal based on our core guidance for doctors, Good medical practice. This needs to be adhered to as per Trust Policies and Procedures. Failure to comply will result in being withdrawn from Medical practice.

Personal Development Review (PDR) (Medical and Dental Staff only)

A part of the revalidation process, all Medical and Dental Staff are required to have an effective IPDR every 12 months. This is a requirement for all staff and will need to be arranged by the individual.

PDR (All Staff)

The NHS Constitution requires organisations to provide staff with clear roles and responsibilities, personal development and line management, to support them to succeed.

An organisation-wide appraisal process that focuses on performance and personal development helps deliver this.

It is required for staff to have a yearly effective and meaningful appraisal with their Manager

Nursing and Midwifery Council (NMC) Revalidation (Nursing and Midwifery Staff only)

Revalidation is the process that all nurses and midwives in the UK will need to follow to maintain their registration with the NMC. Failure to revalidate will result in withdrawal from practice

Revalidation will help you as a nurse or midwife demonstrates that you practice safely and effectively. It will encourage you to reflect on the role of the Code in your practice and demonstrate that you are 'living' the standards set out within it.

Major Incident Planning and Business Continuity

Managerial post-holders, will be responsible for the development and delivery of

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major incident planning, business continuity and resilience. This will include ensuring there are effective and up to date plans that comply with legislation and guidance that meet the requirements of the Civil Contingency Act (CCA) for their area of responsibility

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