‘Leading pharmacy technicians to deliver professional excellence for patient centred care’

APTUK Professional Leadership with a Purpose
- our next 3 years
Horizon Scanning: Strategy 2018 – 2021
20\textsuperscript{th} January 2018
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1. Background

APTUK is a Limited by Guarantee (Not for Profit) Company that exists to advance the pharmacy technician profession for the benefit of patients and the public and its pharmacy technician members.

In order to achieve the Associations objectives and goals APTUK works closely with the General Pharmaceutical Council and collaboratively with the other pharmacy organisations to help deliver professional excellence.

APTUK is managed by a Board of Directors (The Executive Team), comprising of the President, Vice President, Secretary, Director of Finance, Director of Policy & Standards, Director of Professional Development, Director of Communications and Director of Human Resources.

Under the Board of Directors sits the Professional Committee that develops, maintains and delivers a clear focus on all aspects of professional practice linking with the Association’s professional governance, objectives and core priorities.

Traditionally over the last 5 years, following the annual professional conference, APTUK has held an internal meeting to set its objectives and business plan for the coming year. The objectives identified have linked to the corresponding two year strategy and the national UK pharmacy and healthcare agenda.

Effective strategic planning articulates not only where an organisation is going and the actions needed to make progress, but also how it will know if it is successful. In order to deliver its purpose and objectives APTUK Board of Directors appraised its planning methodology and judged that that a 3 year strategy for 2018-2021 should be developed and published for the organisation, its pharmacy technician subscription members and stakeholders.

APTUK believed that analysis and assessment of the evolving pharmacy technician role and an understanding of the current internal and external environments were required to aid its strategic development.

A ‘Horizon Scanning’ event was planned and the Board of Directors, Professional Committee, APTUK Associates, invited members and key stakeholders were invited to attend.

Attendees were provided with pre-reading resources to aid informed discussion, as follows:
APTUK as an organisation

- Current structure and organogram
- APTUK 2016-18 Strategy document
- Memorandum & Articles

Devolved countries healthcare policies:

- England - 5 year forward view & next steps & Medicines Value Programme
  https://www.england.nhs.uk/medicines/
- Scotland - Achieving Excellence in Pharmaceutical Care: A Strategy for Scotland:
  http://www.gov.scot/Publications/2017/08/4589
- Wales: Making prudent healthcare happen http://www.prudenthealthcare.org.uk/
- Northern Ireland: ‘Developing better health services’ https://www.health-ni.gov.uk/topics/health-policy/developing-better-health-serv

Falsified Medicines Directive


Medication Without Harm: WHO’s Third Global Patient Safety Challenge
http://www.who.int/patientsafety/medication-safety/en/

Rebalancing Medicines Legislation and Pharmacy Regulation Programme Board
https://www.gov.uk/government/groups/pharmacy-regulation-programme-board

Carter Report

2. Introduction

The Association of Pharmacy Technicians United Kingdom (APTUK) held its Horizon Scanning event held on the 20th January 2018 at the Holiday Inn, Bloomsbury, London.

Over 30 delegates attended to assist APTUK in developing with their vision of “Professional Leadership with a Purpose – our next 3 years”.

The day was introduced by Tess Fenn, APTUK President, who outlined that APTUKs professional leadership role is to lead, empower and further the development of pharmacy technician professionals to work towards their goals in delivering better patient outcomes.

This is the first event of this kind held by APTUK and its aim was to listen to members and stakeholders asking for their thoughts, views and opinions on the next 3 years, and what this may have in store for pharmacy & pharmacy technicians.

The President informed why APTUK were holding this event now. APTUK believe that pharmacy technicians can help deliver quality pharmacy services to patients, particularly in this ever changing landscape that each and every healthcare professional is finding a challenge on a day to day basis.

APTUK hear from pharmacy technicians and the media everyday how the NHS and health & social care is under pressure and at breaking point.

So how can APTUK best support the pharmacy technician profession, and how can APTUK do this now and continue to do this in the future; given that it is a voluntary organisation run mainly on goodwill of the voluntary Board of Directors and National Officers and key supporters. How does APTUK ensure there are emerging leaders for the Associations future?

APTUK hear and know that pharmacy technicians’ roles are evolving and new roles are emerging. APTUK knows that NHS policy has clear plans for utilising pharmacy more but within a landscape of funding cuts across all the sectors.

APTUK knows that there is a need to develop pharmacy technicians as leaders and has the desire to support their educational and professional needs.

So APTUK as the professional leadership body clearly has a role to play here, so how and what APTUK needs to do and how does APTUK plan for this and how does the leadership body do the RIGHT THINGS RIGHT.
The President reminded the audience that, although membership was growing year on year, there were still only 1,430 out of 23,363 Pharmacy Technicians on the General Pharmaceutical Council (GPhC) register that were APTUK members.

The President informed the audience that the event was the start of strategic development for APTUKs for the next 3 years. The audience were encouraged to participate and engage to provide APTUK with some real outcomes and solutions.

The event was co-chaired and facilitated by both:

Karen Harrowing, Quality Systems and Pharmacy Consulting & APTUK honorary member
Steve Howard, Quality and Clinical Standards Director / Superintendent Pharmacist at Celesio UK

3. Programme and Outcomes
The event outcomes were as follows:

By the end of the event the attendee’s will be able to:
• Describe the APTUK organisational structure & current strategy
• Discuss the current and short term future of healthcare policy across the UK and pharmacy regulation
• Discuss the short term direction of the pharmacy technician profession
• Provide opinions on APTUKs future strategy and direction

By the end of the event APTUK will have:
• An awareness of their members and key stakeholders needs
• Information on the short term healthcare strategy and regulation and its impact on pharmacy technicians
• An insight into members and key stakeholders on the future role of pharmacy technicians within the Pharmacy team
• An insight into members and key stakeholders needs from the pharmacy technicians professional leadership body
• Information to inform APTUKs strategy from July 2018 to July 2021.
The programme ran as follows:

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<tr>
<th>Time</th>
<th>Session</th>
<th>Presenter/Reader</th>
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<tbody>
<tr>
<td>10.00am</td>
<td>Welcome</td>
<td>Tess Fenn, President APTUK</td>
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<td>10.15am</td>
<td>Introduction</td>
<td>Chair: Karen Harrowing</td>
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<td>Quality Systems &amp; Pharmacy Consulting</td>
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<tr>
<td>10.30am</td>
<td>‘What will regulation look like in the near future’</td>
<td>Mark Voce: GPhC</td>
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<td>Director of Education &amp; Standards Interim</td>
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<td>11.00am</td>
<td>NHS Transformation: What does this look like for Pharmacy’</td>
<td>David Webb</td>
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<td>Regional Pharmacist</td>
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<td>NHS England</td>
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<td>11.30am</td>
<td>‘Health Informatics &amp; Technology: Community Pharmacy in a new world’</td>
<td>Steve Howard</td>
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<td>Quality and Clinical Standards</td>
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<td>Director / Superintendent Pharmacist</td>
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<tr>
<td>12.30pm</td>
<td>Workshop 1: Pharmacy Technicians: The Profession</td>
<td>Karen Harrowing</td>
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<td>1.15pm</td>
<td>Workshop 1 group feedback</td>
<td>Karen Harrowing</td>
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<td>1.30pm</td>
<td>Workshop 2: APTUK - The organisation</td>
<td>Steve Howard</td>
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<td>2.15pm</td>
<td>Workshop 2 group feedback</td>
<td>Steve Howard</td>
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<td>2.45pm</td>
<td>Workshop 3: Start, Stop &amp; Continue</td>
<td>Karen Harrowing</td>
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<td>3.30pm</td>
<td>Workshop 3 group feedback</td>
<td>Karen Harrowing</td>
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<td>3.45pm</td>
<td>Chair closing remarks</td>
<td>Karen Harrowing</td>
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<tr>
<td>4.00pm</td>
<td>Closing &amp; Next Steps</td>
<td>Tess Fenn President APTUK</td>
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4. **Presentations**

There were presentations from a wide range of pharmacy specialists.

**Introduction:** APTUK Professional Leadership with a Purpose - our next 3 years. Karen Harrowing, Quality Systems and Pharmacy Consulting.

Karen set out the key objectives for the event against the PESTEL strategic planning methodology and the political, economic, social, legislative, technological, environmental and pharmaceutical care backgrounds. She emphasised the needs of an ageing and increasing population within social prescribing. Social prescribing can be described as recognising that people’s health is determined primarily by a range of social, economic and environmental factors. It seeks to address people’s needs in a holistic way.. It also aims to support individuals to take greater control of their own health.

**Presentation 1:** What will regulation look like in the near future? Mark Voce, Interim Director of Education and Standards, GPhC.

Mark Voce, Interim Director of Education and Standards for the General Pharmaceutical Council (GPhC) attempted to answer the question “what will regulation look like in the near future?” not an easy task! Mark shared the GPhC strategic aims and key operating principles, discussed revalidation and gave an overview of his predictions for the future of regulation. Mark reminded the audience that the constant theme with regulation and revalidation was to keep thinking about the patient.

Comments from the floor included a discussion on the challenges that face pharmacy technicians of working in a constantly changing environment, and learning to work under these conditions. Mark was asked about the regulation of support staff and confirmed this was a key question for consideration as having the right skill mix was vital.

David Webb, Regional Pharmacist NHS England took to the stage to talk about “NHS Transformation – what does it look like for Pharmacy”?

David’s key points were that we are working in a complex and unpredictable world where resilience was key. He discussed the use of small teams to enhance resilience, but that autonomy without a wider picture could be an issue.

The group were asked to consult on the HEENHS Workforce Report Facing the Facts, Shaping the Future – a draft health and care workforce strategy for England to 2027 available here https://www.hee.nhs.uk/our-work/planning-commissioning/workforce-strategy the consultation is open here https://consultation.hee.nhs.uk/ until 5pm on the 23rd March 2018

**Presentation 3: The future of Community Pharmacy.** Steve Howard, Clinical Standards Director and Superintendent Pharmacist.

Steve Howard, Clinical Standards Director and Superintendent Pharmacist ended the morning sessions focusing on the question “the future of community pharmacy”.

Beginning by reflecting on current issues affecting community pharmacy.

Steve shared the use of technology in community settings with the group and discussed how this could be an enabler to release expertise to engage with patients in different ways. This included looking at the future and patients engaging with pharmacy in a virtual way. Steve left the group with some “food for thought” points to consider over lunch. Steve’s presentation can be accessed at the end of this overview.
5. Workshops

The following workshops considered the priority issues, challenges and opportunities facing the Association of Pharmacy Technicians UK:

Workshop 1: Pharmacy Technicians: The Profession.
This workshop looked to address 4 key questions:

i. What enhanced roles will pharmacy technicians do in the coming years?
ii. What roles that a pharmacy technician currently does will become delegated?
iii. What is unique about the pharmacy technician?
iv. What are the future educational needs of pharmacy technicians?

Workshop 2: The Organisation
This workshop focused on the main question “where for you see APTUK in the next 3 years?” It looked at the following questions:

i. What should APTUK look like in the future?
ii. How can APTUK be sustainable now and in the future?
iii. How can APTUK increase membership?

Workshop 3: Start, Stop, Continue
This workshop looked at what APTUK should start doing, stop doing and continue doing. It looked to answer the main question “what should APTUK priorities be for the 2018-2021 strategy?” It looked at:

i. What do APTUK do well?
ii. What do they do not so well?
iii. What’s missing?
iv. What should they stop doing?

6. Emerging themes

The afternoon session saw the delegates spilt into five groups, working on the strategic planning questions. Themes that emerged from the presentations and discussions at the workshops are as follows:

Workshop 1 – Pharmacy Technicians the Profession

1. What enhanced roles will pharmacy technicians do in the coming years?
• Clinical roles – asthma clinic, diabetes clinics, A&E, anticoagulation clinics, admissions clinic, GP surgeries, BP monitoring, phlebotomy.
• Enhanced roles – social prescribing, de-prescribing, independent prescribing, medicines administration, MURs, diagnostic skills, health coaching for patient behavioural changes, policy advisor roles, informatics, research, triage in urgent care.
• Leadership roles - regional procurement specialists, operational management roles.

2. What roles that a pharmacy technician currently do will become delegated?
• Supply – ward top-up, individual supply, resus bags.
• Dispensing – recycling meds, destroying meds, assembly, accredited checking, non-stock dispensing, extemporaneous dispensing, aseptic dispensing, PGD.
• Medicine management – support staff becoming meds management assistants, cost effective medicine switches.

3. What is unique about the pharmacy technician? What is their USP? (unique selling proposition)
• Patient interactions – underpinning knowledge to support this, seen more by the community, patient skills
• Initial Education and Training – vocational, holistic approach
• Others – pharmacy technicians are good at detail, lose differentiation and gain fluidity, protected title

4. What are the future educational needs of pharmacy technicians?
• Suitable IET – higher qualification, degree or HND level qualification, cross-sector training, clinical training.
• Advanced knowledge - Research skills, business and finance, Leadership and Management.
• ACPT – standardised course.

Workshop 2 – The Organisation

1. What should APTUK look like in the future?
• Qualities - Respected, valued, visible, value for money, be more accessible, be ahead of the game, be policy makers.
• Marketing – Rebrand, create supportive resources for employers.
• Meetings - Virtual branches, peer assessment, develop professional networks, representative of all pharmacy technicians (23,000 members).

2. How can APTUK be sustainable now?
• Membership – increase, utilise members contributions, sell benefits, encourage members to “bring a friend”, offered reduced rate for newly qualified, better discount rate for conference, corporate discounts.
• Planning – succession planning for key strategic posts, demonstrate what would be lost if APTUK was lost.
• Directors – create joint posts, paid posts, benchmark to other professional bodies, sponsorship for paid posts, Pharma sponsorship of roles.

3. How can APTUK assure future sustainability?

• Membership – continued growth, support from large employers, value for money, open up journal to non-members as a marketing tool, increase membership fees but add in attendance at an event with it, invite European / American pharmacy technicians to join.
• Recognition – show an impact on practice, national recognition, greater ties with RPS, encourage article writing and showcase work, drive research about the profession.
• Directors – create a patients association, collaboration with other groups.

4. How can APTUK increase membership?

• Recognition – show value for money, demonstrate value of APTUK,
• Marketing – improve website, showcase achievements, ensure different roles included at conference, improve welcome pack, target non-members.
• Responsive – improve timely responses, consult more on the content of conference.

Workshop 3 - Start, Stop, Continue

1. What do APTUK do well?

• Engage with members, represent the profession, branch meetings, conference, are approachable, journal, influencing policy, giving pharmacy technicians a voice, reacting to consultations, improved internal structure, presence at high stakes meetings.

2. What do APTUK do not so well?

• Sell themselves, marketing, be seen to be responsive, have clear positions, use their connections, respond to emails, keep website up to date, be inclusive in consultation responses, engage with community pharmacy technicians.

3. What should APTUK start doing/ what is missing?

• Public relations, branding and marketing strategy, reaching out to pharmacy technicians, careers information and advice, membership options / categories, translating policies for members, position statements, open board meetings, consult on strategic documents, communication with
community pharmacy technicians, utilise all Directors at external meetings, engage and support new members, monthly news update, more UK (not just England) networks, regional events, employ a business expert, free prize draws, use video conferencing.

4. What should APTUK stop doing?
   - Spreading yourself too thin, be seen reacting too late, manual processes – invest in efficiency, firefighting – create a plan, duplicating work done by others (GPhC / European groups), driving people to the website as not fit for purpose, consultations that do not directly affect pharmacy technicians, CPD portfolio reviews, develop guidance on professionalism (GPhC doing it), ACPT professional standards (coming into IET).

7. Summing Up

Karen Harrowing gave a summary of the event describing the uncertainty of APTUK but that it seemed clear it was needed and “here to stay”. Karen linked APTUK to the adaptive and agile, small teams David’s had discussed in his points on resilience. Linking to Steve’s technology points Karen ended saying how technology could be the enabler not the replacer of the professional lead body and how the next steps was to gather the themes from the strategic planning workshops, linked to a strategy to be launched at conference in June.

8. Next Steps

Pharmacy, more than ever before, is highlighted in all the devolved countries healthcare policies with the intention of utilising community and primary care pharmacy services more. As the need is recognised for greater emphasis on self-care, public health and the challenges to an over stretched NHS, the focus is on pharmacy services to become the ‘first point of contact’ for minor ailments and many long term conditions that would traditionally have been or are dealt with by GPs or hospitals.

It is well known that patients do not always take their medicines right or indeed some don’t take them at all. It estimated the 50% of patients don’t take their medicines as intended. The use of multiple medicines is increasing and over 1 million people now take 8 or more medicines a day. These are often by vulnerable and elderly people. Between 5 & 10% of all hospital admissions are medicines-related and 2/3 of medicines-related hospital admissions are preventable.

The pharmacy technician workforce has been recognised through various national policies and white papers as being essential in supporting and working with pharmacists, as part of the pharmacy team, delivering integrated person-centred care.
When APTUK and the profession look at these statements it is easier to see where pharmacy technicians can fit in. The pharmacy technician needs to support the use of medicines; improving outcomes, value and medication safety.

Following on from the ‘Horizon Scanning ’ event looking towards ‘APTUK Professional Leadership with a Purpose- our next 3 years’, APTUKs Board of Directors and Professional Committee will analyse and evaluate the workshop outputs and apply these to developing the strategic document for publication to members and stakeholders.