

Management for Pharmacists & Technicians

Draft Guidance

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Possible areas for IPM Guidance

- chair meetings
- recruit staff
- produce written reports
- [be-numeracy](#)

DRAFT

A Introduction

1. The development of the responsible pharmacist role and the established roles of superintendent pharmacists, trust chief pharmacists and section managers are bringing into focus the need for professional guidance and support for this role. In 1997 the WHO identified the seven star roles for pharmacists. These included three roles as manager, leader and decision maker that have significant managerial dimensions. All pharmacists are responsible for the use of resources and many pharmacy technicians are being involved; many will also lead teams or be involved in the supervision of colleagues, and most will work in the independent sector, as community pharmacists, as contractors or employees, as well as in managed systems, whether in the NHS or military, prison or other sectors. All Pharmacists have a wide range of responsibilities - to their patients, to employers, to those who contract their services and to customers and clients. Pharmacists in addition to professional roles may be both managers and be managed. This document will be particularly relevant if you have a management role, but should be helpful for all pharmacists.

Details of additional information regarding management within the healthcare professions are included in Appendix 1

2. There are many differing definitions of management. For the purposes of this booklet, management is defined as:

Getting things done well through and with people, creating an environment in which people can perform as individuals and yet co-operate towards achieving group goals, and removing obstacles to such performance.

3. Pharmacists' management roles often involve responsibility for teams, people and the resources they use. The guidance in this document should help if you manage people, resources other than people, or develop policies, set standards or audit others.

4. Managers have a duty of care for the safety and well-being of patients and if you are registered with General Pharmaceutical Council will remain accountable for your decisions and actions even when a non-pharmacist could perform your management role.

5. The Codes standards and guidance of the RPSGB and the future General Pharmaceutical Council sets out the fundamental principles that should underpin the practice of all pharmacists, technicians and M.Pharm students those principles are not repeated here.

6. Pharmacists take on management responsibilities to varying degrees in an assortment of roles: you may be a single-handed community pharmacist or lead a small clinical team; or you may be a director of pharmacy, chief pharmacist or a chief executive or a manager in industry or commerce. Your ability to put into effect parts of the guidance in this document will depend on the authority your position gives you as well as the resources made available to you.

7. The extent to which you will be held accountable will inevitably depend on the circumstances: your position, the resources available to you and the nature of the problem and the relevant legislation and guidance will all play a part in evaluating the extent and nature of your accountability.

8. [The Committee on Standards in Public Life](#) (the Nolan Committee) set out seven principles for the conduct of holders of public office. The principles have been widely accepted as applicable in areas far wider than those for which they were initially drawn up, and they offer a useful set of principles for doctors who manage.

9. The seven principles are:

- selflessness
- integrity

- objectivity
- accountability
- openness
- honesty
- leadership.

10. All pharmacists use resources and play a role in setting priorities, developing policies and making other management decisions and work with both pharmaceutical and non-pharmaceutical managers in a productive way for the benefit of patients and the public.

11. This booklet is concerned with principles of good management practice and is not intended as a general management handbook (IPMI, however, do intend to publish more detailed guidance to supplement these principles). The principles and ethical standards set by the Department of Health's [Code of Conduct for NHS Managers](#) are consistent with those described in this guidance and are reproduced in Appendix 2.

B Good Management Practice

Providing a good standard of management practice

12. It is not possible to set out all the roles pharmacists take on as managers, but the general principles should translate to most roles undertaken. You should do your best to make sure that:

- **standards of practice are up to date, known and understood**
- **systems are in place to enable high quality pharmaceutical services to be provided**
- **care is provided and supervised only by staff who have the appropriate skills (including communication skills), experience, training and qualifications**
- **significant risks to patients, members of the public, staff and the health of the wider community are identified, assessed and addressed to minimise risk, and that they are reported in line with local and national procedures**
- **the people you manage (both pharmacists and other professionals) are aware of and follow the guidance issued by relevant professional and regulatory bodies, and that they are able to fulfil their professional duties so that standards of practice and care are maintained and improved**
- **systems are in place to identify the educational training and ongoing development needs of students and staff, including locums, so that the best use is made of the time and resources available for keeping knowledge and skills up to date**
- **all decisions, working practices and the working environment are lawful, with particular regard to the law on medicines and products handled, business practice, employment, equal opportunities and health and safety**
- **information and policies on clinical effectiveness and clinical governance are publicised and implemented effectively.**

13. Pharmaceutical performance should be managed at the local level as an essential feature of a good professional practice. There should be effective systems in place to give early warning of any failure, or potential failure, in pharmaceutical performance, and to ensure that such failures are addressed quickly and effectively.

14. The people you manage have appropriate supervision and support, through either close personal supervision (for junior pharmacists, pre-registration trainees, pharmacy technicians and pharmacy assistants for example) and/ or through a managed system with clear reporting structures to the superintendent pharmacist or equivalent in the NHS.

15. Systems should be in place for investigating complaints promptly, fairly and thoroughly and that all staff, regardless of grade or seniority, are aware of reporting and complaints procedures and can seek advice, report an incident or make a complaint when necessary.

16. Managerial appraisals should be completed fully and on time for the staff you manage. You should enable your staff to complete activities identified by appraisal.

Competencies and standards that define a good manager

17. As an effective manager, you should be able to:

- **understand your areas of responsibility and those of others**
- **establish and contribute to strategies, plans and priorities**
- **lead a team effectively**
- **identify and set objectives**
- **communicate clearly**
- **manage resources and plan work**
- **make sound decisions in difficult situations**
- **know when to seek help and do so when appropriate**
- **help those you manage, when they need it**
- **demonstrate leadership qualities through your own example**
- **manage projects**
- **manage change**
- **delegate appropriately - empower others to improve services and develop the skills of the people you manage without giving up your own responsibilities**
- **consider and act upon constructive feedback from colleagues.**
- **chair meetings**
- **recruit staff**
- **produce written reports**
- **be numerate**

18. As an effective manager, you need a sound working knowledge of the:

- pharmaceutical and other issues relevant to those you manage
- key skills and contributions of other health professionals
- roles and policies of local agencies involved in your areas of work
- needs of the public, patients, customers, clients, carers and colleagues
- use and application of information and information technology
- nature of pharmaceutical medicinal, legal, financial, professional and other risks
- financial budgets, controls and planning the limits of what is affordable and achievable
- principles of change management
- culture of the organisations in which you work and the people working within them
- structure and lines of accountability in the organisation in which you work
- principles of good employment practice and effective people management.
- laws affecting your business and human resources

Responsibilities, conflict and accountability

19. Establish clearly with your employer the scope of your role and the responsibilities it involves. You should raise any issues of ambiguity or uncertainty about responsibilities in multi-disciplinary teams in order to clarify:

- Areas of responsibility, lines of accountability for the care provided to individual patients and members of the public
- who should take on leadership roles or line management responsibilities
- where responsibility lies for the quality and standard of care provided by the team.

20. Your primary duty is to your patients and members of the public or clients you serve but you also have a duty to the health of the wider community, your profession, your colleagues, and the organisation in which you work.

21. Management involves making judgements about competing demands on available resources. If managerial concerns conflict with your primary duty or you are concerned for the safety or well-being of your patients or clients, you should declare the conflict, seek advice, and raise your concerns formally with senior management and external professional bodies as appropriate.

22. At times you may not have the resources or time to provide the best pharmaceutical care that all your patients or clients need, for example you may need to access medicines information databases to find the answer to a question on medicines usage. At such times your decisions should be based on the public interest, efficiency and efficacy, and in line with your duties to protect life and health, to respect patients' autonomy and to treat justly.

23. Remember the priorities set by government the NHS your employer or funding body and profession. You should discuss the issues within the healthcare team, the implications with senior management and, when appropriate, with patients.

24. You are personally accountable for your own conduct and for any pharmaceutical advice you give, including that given at any time and in any role whilst acting as a registered pharmacist, such as..... while you serve on a hospital board or other corporate body. If you are concerned that a board decision would put patients or the health of the wider community at risk of serious harm, ask for your objections to be formally recorded and consider taking further action.

25. You ~~should~~ must have appropriate indemnity insurance for the role you fulfill. If you have good grounds to believe that patients, members of the public or the health of the wider community might be at risk of serious harm, and you have done all you can to resolve the problem by raising your concerns within the organisation in which you work, you may consider making them public, provided that patient confidentiality is not breached. It would be wise to consult a defence body or professional association before taking a decision of this kind.

Keeping records

26. Good records are part of good management. You will need to keep legally required records, and professional, financial, employment, research, patient medication and other records for which you are responsible in good order with paper or electronic audit trails to demonstrate good management decision-making. This is particularly important if you manage a healthcare business/community pharmacy or have a superintendent or responsible pharmacist role.

27. Keep clear, accurate and legible management records of relevant decisions and transactions in line with the law, local procedures and good practice. These records should be made at the same time, or soon afterwards and be compiled and stored securely in line with relevant guidance such as that for NHS records, used honestly, with proper regard for patient and staff confidentiality, and made available to anyone authorised to see them. Dispose of records, with similar care and in line with relevant guidelines. You should take professional advice as necessary. At all times when dealing with records that refer to individual patients ensure that you are fully aware of the requirements of the Data Protection Act.

Management in Community Pharmacy

28. In community pharmacy, management roles may be taken on by one or more pharmacists such as superintendents, responsible pharmacists and by non-pharmacist managers. You should make sure that management systems are in place to help you meet your legal and professional responsibilities to your patients and your colleagues, including employed and attached staff. Sources of information and advice include the RPSGB, NPA, PDA, IPMI and Guild of Hospital Pharmacists.

29. If you work as one of a group of independently contracted Community Pharmacists, you have an individual responsibility to make sure that the practice has appropriate systems in place to deal supportively with problems in your own or your partners' conduct, performance and health.

Locums: If you work as a locum it is likely you will be working in a wide variety of locations, possibly in both the managed (hospital) and independent (community) sectors. It is important that you ensure you are fully aware of your management responsibilities in whichever establishment you are working, and that you are fully up to date with all professional and management regulations and legislation. Guidance for those performing the role of responsible pharmacist is available from RPSGB.

Management in Hospitals: As a pharmacist you are likely to be part of a team of other healthcare professionals and other pharmacists, technicians and support staff. Guidance on hospital systems can be found in RPSGB Guidance on safe and secure handling of Medicines – A team approach. It is important that whilst complying with all the appropriate guidance and legislation relating to pharmacy, drugs and medicines, as well as the legislation and regulations relating to the NHS you remember that you are also individually accountable as a professional person for complying with the code of practice of RPSGB and that you are responsible for things done under your supervision.

Management in commercial settings: It is possible there is no pharmacy guidance for some areas of practice and likely that as a pharmacist you will be working as part of a team of staff – you may be the leader of a particular group - some of your colleagues will be healthcare professionals, bound by a professional code of practice, whereas others are likely to be graduate scientists. In all your activities you will need to be fully aware of your responsibilities within your own code of practice as well as the numerous other codes of practice set down by international regulatory authorities and organisations such as ABPI.

C Maintaining good management practice

30. Work within the limits of your managerial competence, keep up to date with and observe laws and statutory codes of conduct relevant to your particular responsibilities and location, seeking expert advice when you need it.

31. Keep up to date with and use guidance on the knowledge, skills and attitudes necessary to carry out your management responsibilities. (*Insert suitable reference sources*)

32. Take part in professional development and educational activities appropriate to your management responsibilities. Take part in annual appraisal and revalidation, involving someone who knows about management looking at your performance as a manager. Consider using pharmacy and management support systems, such as mentoring, coaching and action learning.

33. Review your own performance as a manager and take part in regular audit and reviews.

34. Be clear about your role and the roles of your staff when accepting jobs and drafting job descriptions, making use of human resources expertise when appropriate. Consider the resource, development and training needs involved in jobs that you apply for or offer to others.

D Teaching and training, appraising and assessing

35. Only people with the appropriate knowledge, skills and attitudes should conduct teaching and training for which you are responsible.

36. Ensure that adequate systems are in place to advise patients of their rights to know if any trainee pharmacists are involved in their care and to choose not to participate in teaching or research. Make sure that patients' wishes are followed and that their care is not adversely affected if they choose not to participate.

37. Keep up to date and develop your skills and ensure that the people you manage have opportunities to do the same.

38. Ensure that you and anyone to whom you delegate responsibility for appraising and assessing receives appropriate training and regular feedback.

39. Be honest and objective when appraising or assessing colleagues' performance and when providing references. The safety of patients and the public could be put at risk if you make false, exaggerated or incomplete comments about another professional's competence or experience.

E Relating to patients

Confidentiality and access to information

40. Your work might involve patients or clients both directly and indirectly in a variety of settings. Whatever the context, you and those you manage should follow relevant guidance on consent and confidentiality.

41. If you have wider responsibilities for consent and confidentiality issues within your organisation you should keep up to date with and observe the legal and ethical guidelines on handling confidential information, with particular reference to the [Data Protection](#) and [Freedom of Information](#) Acts and relevant guidance.

42. Systems should be in place to:

- store, use and disclose confidential information in line with the law and professional guidance
- regularly review patient information leaflets and practice information leaflets make sure that they comply with professional guidance, including guidance from RPSGB
- provide other staff who have access to patient records and other personal information with appropriate training on confidentiality and good record keeping
- include in relevant staff contracts a clear statement that staff must respect and maintain patient confidentiality.

Communicating with patients

43. Make sure that you and those you manage:

- listen to patients and members of the public and show respect for their views about their health
- always take seriously patients' descriptions of events
- provide information which patients or others need or want to know in a way they can understand

- respond to questions or inquiries honestly and fully, without compromising your duty of confidentiality.

Responding to incidents and complaints

44. Concerns about patient safety or the conduct, health or performance of staff can come from a number of sources, such as patients' complaints, colleagues' concerns, critical incident reports and audit. If you receive such information you have a duty to act on it promptly and professionally. You can do this by investigating and resolving concerns locally or by referring serious or repeated incidents or complaints to senior management or regulatory authorities.

45. If you are responsible for investigating incidents or complaints you should make sure that:
- professional and legal guidance is known and followed
 - appropriate adverse event and critical incident reports are made within the organization and to other bodies, such as the National Patient Safety Agency
 - you have a working knowledge of the relevant law and procedures under which investigations and related proceedings are conducted
 - patients who make a complaint receive a prompt, open, constructive and honest response
 - pharmacy staff understand their duty to be open and honest about such events with both patients and managers
 - all other staff are encouraged to raise genuine concerns they have about the safety of patients, including any risks that may be posed by colleagues
 - staff members who raise concerns are protected from unwarranted criticism or actions
 - systems are in place to ensure that incidents, concerns and complaints are investigated promptly and fully
 - the person or people being investigated are treated fairly
 - patients, or members of the public who suffer harm receive an explanation and, an apology
 - recommendations that arise from investigations are implemented or referred to senior management.

F Working with colleagues

46. It is essential to good patient/pharmaceutical care that you work effectively with colleagues from a variety of disciplines, both within teams and within and between organisations. Be alert to the benefits of consulting with staff, who are often the first to identify problems and areas where improvement is needed.

Treating colleagues fairly

47. Treat their colleagues fairly, tackle discrimination where it arises, actively promote equality and diversity and encourage your colleagues to do the same. You should have a working knowledge of the relevant law and your organisation's policies and know where to get expert advice.

48. Discuss constructively and sympathetically any work problems the people you manage may have.

G Leading teams

49. Healthcare is increasingly provided by multi-disciplinary teams. Such teamwork can bring benefits to patient care, but problems can arise when communication is poor or responsibilities are unclear. If you manage a team, you will need to recognise when it is not functioning well and know where to go for help.

50. When leading a team:

- respect, value and utilize the skills and contributions of your colleagues; remember criticisms of colleagues, can undermine patients' trust in the care provided
- colleagues should understand the professional status and specialty of all team members, their roles and responsibilities in the team, and who is responsible for each aspect of patient care
- they should be clear about their individual and team objectives, their personal and collective responsibilities for patient and public safety, and for openly and honestly recording and discussing problems
- communicate effectively with colleagues within and outside the team; and ensure that arrangements are in place for relevant information to be passed on to the team promptly
- members should have an opportunity to contribute to discussions and understand and accept the decisions taken
- encourage team members to co-operate and communicate effectively with each other
- ensure that patient care is properly co-ordinated and managed, and that patients are given information about whom to contact if they have questions or concerns; this is particularly important when patient care is shared between teams
- set up and maintain systems to identify and manage risks in the team's area of responsibility
- monitor and regularly review the team's performance and take steps to correct deficiencies and improve quality
- deal openly and supportively with problems in the conduct, performance or health of team members through effective and well-publicised procedures
- make sure that your team and the organisation have the opportunity to minimise mistakes, learn from any that do occur and any near misses as an opportunity to develop and improve practice.

Communicating with colleagues

51. Effective communication with colleagues and others is essential for good healthcare. Ensure that those you manage have the information they need when they need it and pass on any relevant information to senior management.

Arranging cover

52. Ensure that suitable arrangements are in place for running the business and for patient care when staff you manage are off duty, and that effective handover procedures are followed.

Delegating responsibility

53. Ensure that the person to whom you delegate is competent to do what is asked of them and has the necessary information, knowledge skills, authority and resources. You will still be responsible for the overall management of the tasks you have delegated.

H Probity

Financial and commercial dealings

54. Be open and honest in any financial and commercial dealings for which you are responsible. Ensure that you and those you manage are competent and have the necessary knowledge, training or advice for any financial work you take.

55. Declare any interests you have that could influence or be seen to influence your judgement in any financial or commercial dealings you are responsible for, managers must not allow their interests to influence:

- the treatment of patients or members of the public

- purchases from funds for which you are responsible
- the terms or awarding of contracts
- the conduct of research.

56. Ensure there are adequate systems in place to prevent fraud monitor financial and management information and that you and those you manage make full use of them.

57. Ensure that the funds you manage are used for the purposes they were intended for and are clearly and properly accounted for and that appropriate professional services, including audit, are commissioned when necessary.

Know and understand principles of accountancy and responsibilities in standard financial instructions and operating procedures. Be alert to possibilities of fraud, deception and theft.

I Health

58. Follow the advice in ([Good Medical Practice](#)/[can't think if we have a pharmaceutical equivalent](#)) in relation to [reporting and declaring your own health status](#).

You should also:

- protect those you manage from risks to their health
- protect patients and members of the public from risks arising from your own or your colleagues' health
- respond constructively to signs that colleagues have health problems; in particular you
- should be alive to mental health problems, depression, and alcohol and drug dependence
- help and support colleagues who have health problems.

59. If you have contractual obligations to employers as well as professional obligations to their employees- then consider the advice in RPSGB Professional Standards and Guidance for Patient Confidentiality.

Appendix 1

Further sources of information on management in relation to the healthcare professions

Standards & Guidance

1 [Management Standards Centre](#)
Standards setting body for management and leadership <http://mscmanagers.org.uk>

2 [RPSGB Standards & Guidance for Responsible Pharmacists](#)

3 [GMC Guidance on Management for Doctors](#)

Competencies

1 [RPSGB](#)

General Competencies

[G4 Being a manager plus some of G2 G3 & G7](#)

[Competencies for Community Practice including C7 Working in a business context](#)

[Competencies for Hospital Practice](#)

2 [KSF CoDEG \[www.codeg.org\]\(http://www.codeg.org\)](#)

[Management Competencies](#)

[Implementing National Priorities](#)

[Resource Utilisation](#)

[Standards of Practice](#)

[Managing Risk](#)

[Managing Performance](#)

[Project Management](#)

[Managing Change](#)

[Strategic Planning](#)

[Working across boundaries](#)

3 [London Hospital Pharmacists](#)

4 [Birmingham Hospital Pharmacists](#)

5 [Institute of Health Service Managers](#)

Qualifications

1 [NPA Business \[Management Training Actavis\]\(#\)](#)

2 [C&D Certificate in Pharmacy Management](#)

[Accredited by Medway School of Pharmacy & supported by an educational grant from McNeil Products Ltd.](#)

[The Practice Certificate in Pharmacy Management comes in two parts, each of five Modules.](#)

Course content

[The content is framed in four domains: *The Team, The Individual, The Structures and The Task.*](#)

The Team

[Module 1.1 - Building the Team](#)

[Module 1.2 - Leadership and Communication](#)

The Individual

[Include time management, negotiation skills and continuing professional development.](#)

[Module 1.3 - Managing Yourself](#)

The Structures

[Module 1.4 – Corporate Governance](#)
[Module 1.5 - Communication in organisations](#)

The Task

The Task is the thing you, and those you are responsible for (your staff), do.

[Module 2.1 – SoPs and Audit](#)
[Module 2.2 – Managing Risks and Solving Problems](#)
[Module 2.3 – Strategic Planning](#)
[Module 2.4 - Project Management and Change](#)
[Module 2.5 – Marketing your Business](#)

All Modules in the course include:

- [Exercises](#)
- [Scenarios and case studies to put the learning into context](#)

[Cost £110](#)

[Aston University MSc Pharmacy Management](#)

[IPMI Fellowship](#)

[HNC Managing a dispensary](#)

[General Management](#)

[MBA Courses](#)

[Health Service Management](#)

[NVQ SVQ / Management level 3, 4 & 5](#)

Appendix 2

Code of Conduct for NHS Managers

As an NHS manager, I will observe the following principles:

- *make the care and safety of patients my first concern and act to protect them from risk;*
- *respect the public, patients, relatives, carers, NHS staff and partners in other agencies;*
- *be honest and act with integrity;*
- *accept responsibility for my own work and the proper performance of the people I manage;*
- *show my commitment to working as a team member by working with all my colleagues in the NHS and the wider community;*
- *take responsibility for my own learning and development.*

This means in particular that:

1 I will:

- *respect patient confidentiality;*
- *use the resources available to me in an effective, efficient and timely manner having proper regard to the best interests of the public and patients;*
- *be guided by the interests of the patients while ensuring a safe working environment;*
- *act to protect patients from risk by putting into practice appropriate support and disciplinary procedures for staff; and seek to ensure that anyone with a genuine concern is treated reasonably and fairly.*

2 I will

- *respect and treat with dignity and fairness, the public, patients, relatives, carers, NHS staff and partners in other agencies. In my capacity as a senior manager within the NHS I will seek to ensure that no one is unlawfully discriminated against because of their religion, belief, race, colour, gender, marital status, disability, sexual orientation, age, social and economic status or national origin. I will also seek to ensure that:*
 - *the public are properly informed and are able to influence services;*
 - *patients are involved in and informed about their own care, their experience is valued, and they are involved in decisions;*
 - *relatives and carers are, with the informed consent of patients, involved in the care of patients;*
 - *partners in other agencies are invited to make their contribution to improving health and health services; and*

NHS staff are:

- *valued as colleagues;*
- *properly informed about the management of the NHS;*
- *given appropriate opportunities to take part in decision making.*
- *given all reasonable protection from harassment and bullying;*
- *provided with a safe working environment;*
- *helped to maintain and improve their knowledge and skills and achieve their potential; and*
- *helped to achieve a reasonable balance between their working and personal lives.*

3 I will be honest and will act with integrity and probity at all times.

I will not make, permit or knowingly allow to be made, any untrue or misleading statement relating to my own duties or the functions of my employer.

I will seek to ensure that:

- *the best interests of the public and patients/clients are upheld in decision-making and that decisions are not improperly influenced by gifts or inducements;*

- *NHS resources are protected from fraud and corruption and that any incident of this kind is reported to the NHS Counter Fraud Services;*
- *judgements about colleagues (including appraisals and references) are consistent, fair and unbiased and are properly founded; and _ open and learning organisations are created in which concerns about people breaking the Code can be raised without fear.*

4 I will accept responsibility for my own work and the proper performance of the people I manage. I will seek to ensure that those I manage accept that they are responsible for their actions to:

- *the public and their representatives by providing a reasonable and reasoned explanation of the use of resources and performance;*
- *patients, relatives and carers by answering questions and complaints in an open, honest and well researched way and in a manner which provides a full explanation of what has happened, and of what will*
- *be done to deal with any poor performance and, where appropriate giving an apology; and*
- *NHS staff and partners in other agencies by explaining and justifying decisions on the use of resources and give due and proper consideration to suggestions for improving performance, the use of resources and service delivery.*
- *I will support and assist the Accountable Officer of my organisation in his or her responsibility to answer to Parliament, Ministers and the Department of Health in terms of fully and faithfully declaring and*
- *explaining the use of resources and the performance of the local NHS in putting national policy into practice and delivering targets.*

For the avoidance of doubt, nothing in paragraphs two to four of this Code requires or authorises an NHS manager to whom this Code applies to:

- *make, commit or knowingly allow to be made any unlawful disclosure;*
- *make, permit or knowingly allow to be made any disclosure in breach of his or her duties and obligations to his or her employer, save as permitted by law.*
- *If there is any conflict between the above duties and obligations and this Code, the former shall prevail.*

5 I will show my commitment to working as a team by working to create an environment in which:

- *teams of frontline staff are able to work together in the best interests of patients;*
- *leadership is encouraged and developed at all levels and in all staff groups; and*
- *the NHS plays its full part in community development.*

6 I will take responsibility for my own learning and development.

I will seek to:

- *take full advantage of the opportunities provided;*
- *keep up to date with best practice; and*
- *share my learning and development with others.*

Appendix 3

IPM Community Pharmacy Management Support Material

Fellowship Portfolio

S Kaynes book Pharmacy Business Management

P3 Articles

Title

Maximising Dispensing Efficiency
Skills for strategic business thinking
Why should we bother to monitor staff performance?
Ways to develop your pharmacy business
Developing a business roadmap for your pharmacy
Key factors affecting employment contracts
The management of risk in the pharmacy
Make finding time to manage a priority
Perfect your problem solving technique
How can decisions be made more easily
Inspiring leadership within the pharmacy
How to influence and engage others
How to negotiate what you want in business
Recognise your leadership style
A practical guide to Training Needs analysis
Is it possible to turnaround a declining pharmacy business
Competitive marketing strategy
Page by page template for an impressive business plan
Finance Refresher profit margin and working capital
None
Performance appraisals
Reviewing your SOP's
Change Management
Maximising Team Performance
Team meetings that work
Don't get interviewing wrong
When your customers call for change
Managing Staff Performance
Presenting with impact
What your staff haven't told you
Dealing with head office
Improve Your financial health
Sorry I cant come today
Maximising your pharmacy cash flow

PPR Articles

Why CPD is more important than ever
Business Planning - a three step process
Personal Development Plans
Budgeting in Pharmacy
Marketing your pharmacy

Reviewing and managing staff performance
Staff Recruitment and retention
Staff Recruitment and retention 2
Disciplinary and Grievance Procedures
Local Pharmaceutical Services
Clinical Governance
Employment Law and the Community Pharmacist
Consumer Law
Health & Safety In Pharmacy
Repeat Dispensing
Running a Team Briefing
How to Coach your team
Motivating - yourself and others
Time Management
Conducting a Consumer Survey
Relationship Marketing
Managing Conflict
Project Management an art or science
Employment Legislation 2003 and beyond
Identifying Training Needs
CPD Getting Started
Recruitment and Selection... How to ensure you get the best staff
Service Proposals and Bids
CPD Keeping Going
CPD Performance Appraisals
Being a Pre Registration Tutor
Being a Pre Registration Tutor - 2
Pre-registration Training - The Registration Exam
Networking to success
Health Awareness Events and the Community Pharmacist
Employment Legislation update
Keeping Customers for Life
Training Needs Luxury or Necessity
The new community pharmacy contract - Advanced services
The new community pharmacy contract - Essential services
Self care and diagnostics
POM - P A Golden opportunity
Pre Registration Part 1 Communication Skills
The Pre Registration Year How to manage your time
Pre Registration Part 3 The Registration Exam
Staff Training to support the pharmacy contract
Introducing the benefits of a consultation area
The new pharmacy contract - enhanced services
Becoming an effective leader
Workplace equality; tackling discrimination
Ways to gain time - successful delegation for the pharmacist
Financial Management and budgeting
Managing Change Successfully