Developing seven day services in hospital pharmacy: giving patients the care they deserve

Dr Catherine Duggan, FRPharmS
RPS Director of Professional Development and Support
Why seven day services?
Why Seven Day Services?

• The moral arguments for seven day services are now well understood and accepted - this is about "doing the right thing".

• Top priority of NHS England’s Medical Director.

• Patient experience has not been good:
  – Numbers of patients coming through hospital doors has increased by 37% over 10 years
  – 10% increase in mortality at weekends
  – Length of stay has dropped by 10%, so less beds
Why Seven Day Services?

The challenge we now face is to move from the question of 'why' we need to do seven day services to how they can be delivered - "Maintain the focus on patients“

Two take home messages:
I. There isn't a one size fits all solution - different answers will emerge in rural and metropolitan areas.

II. "We have got to stop talking about 'seven day working', where the emphasis is on the people delivering the service. We have to talk about 'seven day services' and focus on the people receiving the services“.
Why Seven Day Services for pharmacy?

Reported impact of limited availability of hospital pharmacy services particularly at weekends:

- Increase in delayed or missed doses
- Prescription errors
- Lack of medicines reconciliation
- Delayed discharge due to waiting for discharge medication
Seven day services in hospital pharmacy

• Pharmacy is the golden thread in seven day services. In many hospitals physicians are saying: “I need a pharmacist on my ward round”.

• With current pressures related to patient flow in and out of hospital, pharmacy services can play a significant role in improving this.

• Extending seven day services increases confidence in pharmacy as a committed clinical service as the need for pharmaceutical care for patients is not confined to certain hours or days of the week.
Where does RPS fit?
The Royal Pharmaceutical Society is promoting what pharmacy can do for patients and supporting the development of pharmacists through its work on hospital pharmacy standards. The RPS also works closely with other professions including the Royal College of Physicians and the Royal College of Nursing on key issues that affect patient care.


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RPS Professional Standards

• Promoting the role that pharmacists play to the wider healthcare community and the public
• Building relationships
• Improving outcomes for patients
• Endorsed by other healthcare professionals and bodies
Who are professional standards for?

• By patients

• By employers, chief executives or board members

• By the entire pharmacy team

• By commissioners/purchasers of pharmacy services, regulators, insurers, governments, and legislators
How do professional standards “fit”? 

Professional standards align with existing resources and tools and represent *quality pharmacy services* 

All areas of pharmacy practice 

Specialists, practitioners, wider workforce and pharmacy team 

The professional standards are consistent with, but do not duplicate: 

– relevant legal frameworks 
– fundamental standards required by ‘systems’ regulators, professional regulators and insurers 
– resources and tools for recognising the competence of the individual
“We, the GPhC and RPS, believe that pharmacists and their teams should be aware of and use all relevant professional standards and guidance, both regulatory and professional, to deliver patient centred care and good quality outcomes.”
How do the standards support seven day services?
Support for hospital pharmacy teams

2012
- Professional standards for hospital pharmacy developed and launched
- Development sites put standards into practice, experiences shared

2013
- Homecare standards published
- Homecare standards handbook published

2014
- Summit on seven day services and report to share learning
- Hospital standards refreshed, v2 published
- Hospital pharmacy hub page launched on RPS website
- Joint event with RCN to promote the professions working together
- Work with RCP and other Royal Colleges. NHS Benchmarking auditing against RPS hospital standards

In the pipeline for 2015
- Toolkits to help raise awareness about the role of pharmacy teams and to support measurement of patient experience
How do the hospital standards support seven day services?

STANDARD 5: MEDICINES EXPERTISE
• The pharmacy team provides expertise and advice to support the safe and effective use of medicines by patients (where necessary, seven days a week)

STANDARD 7: SUPPLY OF MEDICINES
• Medicines are supplied, distributed, stored and, if required disposed of in a safe, legal and timely way, where necessary, seven days a week.
RPS Seven Day Services Summit

- Seven Day Services Summit held on 20 May 2014 – attended by 52 people from across GB
- Presentations from RCP and NHS England
- Case studies from 4 hospitals presented
- Workshops to describe themes and practice examples
- Seven Day Services in Hospital Pharmacy: giving patients the care they deserve - report circulated in August 2014
Seven day services in hospital pharmacy

• “As always, patients must be put first and pharmacy must deliver an exemplary patient experience that is inspired by a shared vision”

  Seven Day Services in Hospital Pharmacy, The Royal Pharmaceutical Society, August 2014

• “Where the clinical pharmacy service is limited or unavailable at weekends, hospitals report increases in missed or delayed doses, higher prescription errors, lack of medicines reconciliation and delays to discharge.”

  NHS Services, Seven Days a Week Forum, NHS England
Key themes and tips from the RPS summit
Four main themes emerged

Theme 1: Joining up hospital and community pharmacy services

Theme 2: The pharmacy workforce and ways of working

Theme 3: Targeting where to deliver seven day services

Theme 4: Affordability and building a case at organisational level
Theme 1:
Joining up hospital and community pharmacy services

1. ask patients or their carers to identify a named community pharmacist who can receive a handover of pharmaceutical care for patients discharged from hospital;

2. exploit cross pharmacy sector and wider working further and roll out existing local innovative solutions more widely;

3. improve sharing of information with primary care (community pharmacy and General Practice) to facilitate a timely discharge and limit unnecessary increases in length of stay in hospital (wherever possible embrace technology to support this.)
Theme 2: The pharmacy workforce and ways of working (1)

1. engage pharmacy staff from the outset to build a vision and strategy for seven day working – communicate, communicate then communicate again;

2. review current ways of working to ensure efficiency and the requirement to still be delivered in their current way;

3. employ new staff on 7 day working contracts;

4. benchmark workforce data e.g. from the National NHS Pharmacy Staffing Establishment and Vacancy Survey to build a case for more staff in order to deliver extended working hours (if appropriate);
Theme 2: The pharmacy workforce and ways of working (2)

5. inform all pharmacy undergraduates that seven day working is a requirement of all pharmacists;

6. plan the workload and education of pharmacy staff in training;

7. focus medicines optimisation activities on the wards rather than in the dispensary;

8. review skill mix, especially the generalist/specialist balance and activities of pharmacists and pharmacy technicians;
Theme 2: The pharmacy workforce and ways of working (3)

9. further embed innovation including technology to create capacity for seven day working;

10. develop pharmacist-led focused triage so that pharmacy input can be delivered to those patients most at need;

11. analyse workload data, especially where peaks and troughs of work so staff can be deployed to smooth out workflow e.g. working shifts;

12. shift to a multidisciplinary approach and involve patients; seven day services will not be delivered by a uni-professional approach.
Theme 3: Targeting where to deliver seven day services

1. think about what services to deliver in-house depending on the local context and priorities of the Trust in which they are based but start with acute care / emergency admissions;

2. target extended pharmacy services to more complex patients during admission and discharge thereby ensuring their smooth transfer through care settings;

3. network and learn from other hospitals approach and the host hospital’s strategic direction.
Theme 4: Affordability and building a case at organisational level

1. Communicate a clear vision of proposals for extended/seven day services to all stakeholders;

2. Build a business case and proposals that clearly describe the benefits and challenges that are linked to the organisation’s context and strategic goals.
Examples of practice
## Examples from the summit

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In summary (1)

1. Progressing seven day services in pharmacy requires context driven service change, i.e. it is dependent on local needs and can’t be lifted and shifted.

2. Sharing experiences, tools and tactics will help pharmacy teams manage the change. Engaging with pharmacy networks and seeing the strong leadership that has brought about transformation in many localities will inspire pharmacy teams to make changes.

3. Extending seven day services will give other professions increasing confidence in pharmacy as a seven day clinical service rather than an office-hours clinical service.
4. Collaborative working between hospital and community pharmacists (who are working in a seven day environment) will help to move services forward.

5. Effective collaborative leadership is critical. The NHS Leadership Academy’s Healthcare Leadership Model and the RPS Leadership Development Framework will support pharmacy teams’ development and thus deliver change.

6. The balance within the hospital pharmacy workforce must shift more to advanced generalists rather than advanced specialists.
The Royal Pharmaceutical Society

The Royal Pharmaceutical Society is promoting what pharmacy can do for patients and supporting the development of pharmacists through its work on hospital pharmacy standards. The RPS also works closely with other professions including the Royal College of Physicians and the Royal College of Nursing on key issues that affect patient care.

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