

## 2018 Synergy Masterclass



An ACPE application based activity

## Management and Leadership

ACPE Universal Activity Number (UAN): 0475-0000-18-034-L04-P/CEUs: 1.125 <sup>[1]</sup>

### Topics covered in the Synergy Masterclass:

The items covered by the Synergy Masterclass topics are:

- Leadership and management skills
- Strategic planning
- Creativity
- Team building
- Process mapping
- Problem-solving
- Managing resistance
- Real-life case scenarios and Workshops

### Target audience

All qualified healthcare professionals, regardless of their position.

### Assessment of Learning Success

To evaluate the learning success as requested by ACPE and as defined by teaching goals and learning objectives, a Survey Monkey® driven online questionnaire will be used. This form is answered on day 1 as a baseline snapshot of existing knowledge and can be completed online on day 2 after the Synergy Masterclass to assess the learning success. The link will be communicated to the delegates during the Seminar. A participation certificate will be delivered by link after anonymous submission of the completed questionnaire.

# Contents and Learning Objectives of the lectures

In this masterclass the themes of leadership and management will be explored, in particular the difference between these two concepts. Leadership is to do with vision, in particular being able to communicate a vision and getting buy-in, it's about motivating people and inspiring them. Management, on the other hand, is to do with goals, targets, staffing, budgeting, performance management and problem solving. Managers build teams and ensure they function efficiently and effectively, whereas leaders inspire them. In a nutshell, 'Management is doing things right; leadership is doing the right things ' (Drucker. P).

This master class through a series of presentations and workshops that draw from the expertise of both delegates and facilitators will explore themes related to both leadership and management. These will include such topics as strategic planning, efficiency; team building, processes mapping, problem solving and also human factors, vision and buy-in, change management, motivating people and managing resistance - what happens when it all goes wrong!

It will introduce and explore a variety of useful tools including drawing from lean six sigma aids such as value stream mapping, Obeya and Kanban boards. It will explore the three management levels: strategical, tactical and operational and give some clues and recommendations on how to manage in an efficient manner and lead change.

This masterclass invites delegate participation and therefore please come prepared to share from your experience particularly for the workshops.

## Learning objectives

At the end of the sessions, participants will be able to:

- know the elements that constitute management and leadership;
- recognise which management level is applicable and the tools and strategies available to them;
- think about which approach to deploy in any given situation.

## VISION INNOVATIVE APPROACHES TO MANAGEMENT

### Vision and motivation

<sup>[2]</sup>Dr Anthony Sinclair <sup>[3]</sup>, *Independent Consultant, United Kingdom*  
<sup>[2]</sup>

### Linked to EAHP Statements

Section 1 - Introductory Statements and Governance: Statements 1.1, 1.5, 1.6

Section 4 - Clinical Pharmacy Services: Statement 4.6

## **Abstract**

Nowadays, the hospital pharmacist must realize that management skills are required to deal with daily routine and even more to prepare the future.

As a leader, he has to adapt the pharmaceutical services provided to meet the patient needs while offering the best wellbeing for all the collaborators.

The leader's job is to inspire and motivate.

In 2018, the hospital pharmacist must be a leader. To become pharmacy leaders, pharmacists need to develop: people leadership skills, inspiration and education, innovation and collaboration, an entrepreneurial mindset, forward thinking and conceptual thinking capacity and business savviness.

In three words, it « all about human ».

This is what we are going to explore during this 2 days synergy masterclass.

## **Learning objectives**

After the seminar, participants should be able to:

- define what leadership is about;
- describe the strategic energy needed to lead people.

## **Educational need addressed**

The hospital pharmacist cannot just be a health care professional and must develop management skills to make the profession add value to the patient.

**Keywords:** human, leadership, inspiration, motivation.

## **Innovative management techniques**

*Dr André Rieutord [2], Hôpital Antoine Béchère, France*

*Dr Marc Frachette [4], Cap O2 and ISEOR, France*

## **Linked to EAHP Statements**

Section 1 - Introductory Statements and Governance: Statements 1.1, 1.5, 1.6

Section 4 - Clinical Pharmacy Services: Statement 4.6

## **Abstract**

For a pharmacy leader, a successful governance starts by a clear and well defined strategic plan, the implementation of a priority action plan according to the target and the strategic piloting indicators:

- ability to define the strategy and implement it through new activities and tasks;
- ability to improve the efficiency of current high value activities;

- ability to pinpoint the low value adding tasks and overcome resistance and fear of change.
- An effective vision should be compelling and plausible, allow collaborators to imagine the future state of your department, be ambitious and inspirational.

During this session, we will explore different approaches that combine the economic and social aspects of people at work and spurs organizational innovation effectiveness and long term efficiency.

These three introduced concepts are the Management by value, the social-economic management approach, and the business process management.

From concrete examples, we will demonstrate how these will give management the means to continuously upgrade the organisation:

- the main targets you want to achieve in the medium term (3 to 5 years);
- the action plan: corresponding to the development actions to be implemented according to the target previously defined;
- the competency grid to particularly identify training needs;
- the time management: to get rid of low value added tasks;
- the strategic piloting logbook: including metrics and decrease of hidden costs;
- the periodically negotiable activity contract: to negotiate the additional effort required to implement new activities.

### **Learning objectives**

After the seminar, participants should be able to:

- define the two dimensions of economic performance;
- outline the importance of building confidence and professional self-esteem;
- identify the value stream.

### **Educational need addressed**

Some management theories and tools must be learnt for a better governance.

**Keywords:** strategy, tactic, action plan, metrics, competency grid.

## **DEVELOPING THE INDIVIDUAL - BUILDING THE TEAM**

### **Developing the individual - understanding oneself**

*Dr Anthony Sinclair [3], Independent Consultant, United Kingdom*

### **Linked to EAHP Statements**

Section 1 - Introductory Statements and Governance: Statements 1.1, 1.5, 1.6

Section 4 - Clinical Pharmacy Services: Statement 4.6

## **Abstract**

The education and foundational training of pharmacists is related to the tasks that they will be required to carry out. Whether interpreting scientific data, understanding a patient's therapy, engaging in compounding, competently applying regulations and guidance or any one of a myriad of other the tasks that they maybe expert in. What it seldom equips them for is how to develop individuals or understanding themselves.

In this seminar a selection of tools will be introduced together with examples of their application that will help individuals understand why they or those whom they supervise react as they do. In addition the various types of communication styles will be touched upon.

Whether communicating with people, managing people or simply being an effective team member, these are essential professional life skills that our education systems seldom touch upon and if they do only in the most cursory manner.

Finally the matter of professional confidence and self-esteem will be discussed.

This seminar will be partly interactive.

## **Learning objectives**

After the seminar, participants should be able to:

- indicate how to be an effective team member;
- restate the key elements that underpin personal interaction;
- outline the importance of building confidence and professional self-esteem;
- appraise one's own performance and behaviour;
- analyse one's competencies at any given time throughout a career;
- recognise the relevance of structure to professional development.

## **Educational need addressed**

Pharmacists are highly educated and comprehensively trained individuals who develop expertise in a variety of specialties. What the pharmacy education system lacks however, is an understanding of the softer skills that are required to manage people, communicate well and possess a good understanding of self. In addition developing a balanced professional confidence and self-esteem whilst a part of the training of other health professional colleagues, it is somehow missing from pharmacist professional development.

**Keywords:** effective, team participation, confidence, leadership, soft skills, communication styles.

## **Change management**

*Mr Patrick Van Oirschot [5], GPP Support, The Netherlands*

## **Linked to EAHP Statements**

Section 1 - Introductory Statements and Governance: Statements 1.1, 1.5, 1.6

Section 4 - Clinical Pharmacy Services: Statement 4.6

## **Abstract**

A leader is a person who influences a group of people toward the achievement of a goal.

All the leaders have:

- a clear guiding vision;
- passion;
- integrity;
- trust;
- curiosity;
- calculated risk taking.

We need leaders to conduct change to promote and transform our profession.

From a past experience in change management projects in the hospital pharmacy, this seminar will deliver you some illustrations and keys to be successful in implementing strategic projects.

## **Learning objectives**

After the seminar, participants should be able to:

- listen to others and recognise different perspectives;
- communicate effectively with individuals and groups, and act as a positive role model;
- identify barriers to implement strategic project.

## **Educational need addressed**

Change management must be considered to prevent common pitfalls and to implement successfully features in the pharmaceutical activities.

**Keywords:** change, development, people, leadership.

# **Contents and Learning Objectives of the workshops**

## **Workshop: Decision-making in healthcare using the Analytic Hierarchy Process**

*Prof Dr Prasanta Kumar Dey [6], Aston University, United Kingdom*

*Prof Dr Pavel Albores [7], Aston University, United Kingdom*

**Linked to EAHP Statements**

## **Abstract**

How can pharmacists make both strategic and policy related decisions while taking into account multiple criteria that are both objective and subjective as well as conflicting in nature? This workshop will give pharmacists an understanding of how to model strategic and policy decisions and thereby equip them to make decisions objectively.

Pharmacists are the managers of healthcare system and make various strategic and policy decisions in order to deliver efficient and effective services. Healthcare decision-making, in an ideal world, necessitates a manager to prioritise responsiveness (patients' requirements) over efficiency. In the real world, the reality can be very different, due to funding limitations in the public healthcare sector and in some regions, intense competition from the private sector. This makes both strategic and policy decision-making challenging for public sector healthcare service providers.

This workshop will provide knowledge on the strategic and policy level decision-making processes along with modelling of a few common strategic and policy levels decision-making problems. The workshop will particularly expose delegates to the application of the Analytic Hierarchy Process (AHP), a multiple criteria decision-making technique and go on to demonstrate its application in various decision-making scenarios across healthcare services.

## **Learning objectives**

After the workshop, participants will be able to:

- describe decision-making processes in healthcare;
- outline the Analytic Hierarchy process and its applications in decision-making;
- employ the Analytic Hierarchy process in their own healthcare environment to achieve performance improvement.

## **Educational need addressed**

Pharmacist education and training tends to concentrate on pharmacy related specialities for example, clinical pharmacy, therapeutics, production and others and lacks knowledge of management and business orientated tools, techniques and analytical skills. This workshop will concentrate on decision making and decision making tools.

**Keywords:** healthcare decision-making, analytic hierarchy process, responsiveness, efficiency.

## **Workshop 2: Healthcare Quality Management using Logical Framework**

*Prof Dr Prasanta Kumar Dey [6], Aston University, United Kingdom*

*Prof Dr Pavel Albores [7], Aston University, United Kingdom*

## **Linked to EAHP Statements**

## Abstract

How can pharmacists actively contribute to enhanced healthcare quality? This workshop will introduce a tool called Logical Framework (LOGFRAME) that enables a user to analyse quality issues in any healthcare system and enables the user to derive improvement measures.

In this workshop, the delegates will identify relevant quality issues within their healthcare system and derive their root causes through using a problem tree approach. Then go on to determine solutions using an objective tree, and finally depict the entire business case (cost-benefit analysis) using LOGFRAME. This analysis provides a very objective understanding of information from which pharmacists can go on to develop detailed business cases for resolving quality issues within a healthcare system.

## Learning objectives

After the workshop, participants will be able to:

- explain healthcare quality management and the tools and techniques used for identifying and analysing quality issues and problems;
- apply the Logical Framework as a tool for healthcare quality management;
- understand how to develop business cases through cost benefit analysis specifically for improving healthcare quality.

## Educational need addressed

Pharmacist education and training tends to concentrate on pharmacy related specialities for example, clinical pharmacy, therapeutics, production and others and lacks knowledge of management and business orientated tools, techniques and analytical skills. This workshop will concentrate on identifying quality issues and developing business cases.

**Keywords:** healthcare quality, problem tree, objective tree, logical framework, and cost-benefit analysis.

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## Links

[1] [https://www.eahp.eu/sites/default/files/acpe\\_accreditation\\_0.pdf](https://www.eahp.eu/sites/default/files/acpe_accreditation_0.pdf) [2] <http://www.eahp.eu/synergy-masterclass/events/leadership/speakers/andr%C3%A9-rieutord-0> [3] <http://www.eahp.eu/synergy-masterclass/events/leadership/speakers/anthony-sinclair-0> [4] <http://www.eahp.eu/synergy-masterclass/events/leadership/speakers/marc-frachette-0#overlay-context=synergy-masterclass/events/leadership/speakers/patrick-van-oirschot> [5] <http://www.eahp.eu/synergy-masterclass/events/leadership/speakers/patrick-van-oirschot#overlay-context=content/patrick-van-oirschot> [6] <http://www.eahp.eu/synergy-masterclass/events/leadership/speakers/prasanta-dey-kumar> [7] <http://www.eahp.eu/synergy-masterclass/events/leadership/speakers/pavel-albores#overlay-context=synergy-masterclass/events/leadership/speakers>