

Medicines Optimisation 2023-24

Mike Parks
Chief Pharmacist
September 2023

Executive Summary

Pharmacy is an innovative profession that forms part of an effective, modern and patient centred NHS. With expenditure on medicines being one of the single largest revenue costs the NHS bears after staffing, it is crucial that every pound spent achieves maximum clinical benefit and improved patient outcomes.

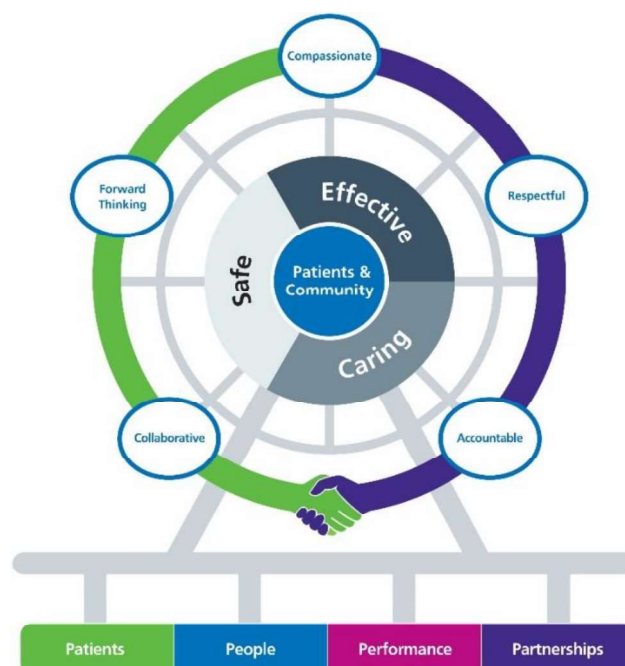
Through our practice we enable patients to manage their medicines and cope with often life changing conditions, helping them to stay well and able to maintain normality in their lives. We support professions in their learning about medicines and provide governance to the organisation we serve.

We want our patients to feel safe and cared for by compassionate staff who deliver effective and efficient Pharmacy services. Yet we are faced with complex challenges in the years to come as we transform care to meet the needs of our local population and the aspirations of Healthier Together, and the NHS long term plan.

The Trust has been under immense pressure firstly from the Covid pandemic and then subsequently trying to support the recovery programme as the health service works to regain business as usual. Pharmacy as a team is under pressure from increased demands in homecare, the elective recovery programme and escalated areas against a backdrop of recruitment and retention difficulties and these risks are articulated in a Trust Level Risk Assessment. We continue to do the very best we can for our team, colleagues and patients with the resources that we have.

How we balance these demands and challenges will define our success in our 1-year strategy to strengthen and expand our medicines optimisation. Our service will have to adapt further to meet the needs of people and the staff looking after them.

The aims set out in this strategy will provide a framework on which we can build success and continue to develop assurance, promoting patient safety as our overriding priority. The vision, based on that of the NHS and our Profession, together with its associated aims when integrated with the WWL Wheel allows for a powerful shared purpose and mechanism for change.



Our Vision

To provide our patients, the Trust, its staff and stakeholders with a vision for how medicines use should be optimised. Our aim is to be in the top 10% of NHS Foundation trusts in the NW for all aspects of Medicines Optimisation by the end of 2024.

We will at all stages of our journey have patients as equal partners in change and will actively seek their views on how we collectively can improve medicines optimisation for everyone. We will support patients at every stage of their journey with WWL and beyond.

Building on our successes in improvements from the last strategy and linking in with the WWL 'Our Strategy 2030', we aim to provide a needs-based outcome centred approach which will continue to reduce mortality and reduce harms associated with

- Healthcare Acquired Infections (HAI)
- Acute kidney injury (AKI)
- Venous Thrombi -Embolism (VTE)
- Medication Errors
- Critical Medicines
- Interface Care.

Whilst improving outcomes we will in parallel improve patient experience especially where patients move between services in an increasingly diverse service delivery model, where care may be delivered outside of traditional hospital settings or by multiple providers.

Finally, we must ensure that we meet the changing demography and healthcare needs of our ageing population who have complex medication regimes and yet work within a cost constrained healthcare system.

Mike Parks
Chief Pharmacist September 2023

6 C's of Pharmacy Practice

Led by our Senior Management Team I am confident that we will deliver our vision and strategy in ways which are

- Caring - We should care consistently and correctly at all stages of patients' lives and ensure we get the right medication for the right patient every time.
- Compassionate – We should care with empathy, kindness and respect when optimising our patients medication needs.
- Competent – We should provide a workforce that is empowered to optimise medicines for patients benefits, utilising new workforce models to support this.
- Courageous – We should empower people to do the right thing when medicines are prescribed, supplied, administered or taken and encourage staff and patients to speak up if concerns arise.
- Committed – We commit through this strategy to put our patients at the heart of what we do. We commit to continually improve our services and to listen to patients as part of this journey.
- Communicate –We should be clear in our communications and listen to those who are involved in any stage of the medication process. Communication with patients, relatives and carers should be central to the effective use of their medicines.

Optimising Medicines

This are four principles which we will apply in our strategic vision and associated actions. Our vision is that all WWL patients with medication related health issue will have access to the best pharmaceutical care, medicines safety underpinning all we do, access for patients to effective treatments and providing the best patient experience possible.

1. Patients

Our Actions

To ensure the best possible outcomes from medicines, involving patients, carers and healthcare professionals.

- Patients will be at the heart of everything we do. We will continue to empower patients / carers and relatives to take responsibility for their medicines.
- We will explore novel ways of providing medicines to patients utilising self-administration where appropriate.
- Patient's views will be sought to shape and transform our services as part of an engagement process and we will use information from surveys to identify areas for improvement. We will work collaboratively with the Patient Engagement Group to develop this approach.
- Chemotherapy services - During Covid, significant numbers of patients were placed on oral treatments to improve access to oncology services. This proved that this approach was possible and benefited patients - as such this needs to be expanded and developed further with homecare, which will realise significant financial and patient benefits.
- We will promote the health and wellbeing of the public via effective partnership working with Greater Manchester Integrated Care Service (ICS) (Wigan Locality), transformation teams and Public Health partners including care at end of life. WWL Medicines Management Strategy Group will be used to promote such developments.
- We will seek alternative service models for patients such as homecare that are in the patient's best interests and will be promoted in line with best practice. In doing so we will strive to adhere to the RPS standards and the aims of the Hackett report.
- We will improve our discharge processes to improve speed of turnaround and patient counselling. Also striving to reduce medication-related harms at discharge and ensuring that the patients medication is optimised during transfers of care.

2. People

Our Actions

Ensure all WWL colleagues who handle, supply, prescribe or administer medicines are empowered to deliver the best care possible and actively seek to optimise patients medicines.

- Following on from the successful Pharmacy staff engagement programme we will conduct a new Diagnostic test and review the findings making changes where necessary to improve the wellbeing and performance of our staff.
- We will continue to learn from incidents and empower safe pharmaceutical care via the trust Medicines Safety Group by developing focussed learning based on or known risks or audit concerns. Staff will be supported to improve their practice and ensure patients receive the highest care possible.
- Training and education - We will provide updates on medicines management at junior doctor induction and at nursing induction. We will implement a structured training and development career pathway for pharmacy colleagues led by the Principal Pharmacists for each area in conjunction with the Lead Pharmacy Technician for Education & Training
- Our regular medicines management audit programme will be continued and adapted to the changing needs of the organisation. Our audits will be published to the same system that the Aspire programme uses (Tendable®) to support our people to deliver effective medicines optimisation.
- We will develop our changing workforce through new models of care working in partnership with the Medical Director, Nursing Director, Director of Operations and Workforce Director. We will undertake a restructure exercise of the pharmacy team to ensure that it is modernised, adaptable, responsive and able to deal with future demands through improved recruitment and retention.
- We will look to increase our number of prescribing pharmacist to ensure that high-level prescribing support is provided to as many areas of the trust as possible.
- We will create further Consultant Pharmacist to support patient care in WWL and to create expertise across Greater Manchester and surrounding areas.
- Vertical / Horizontal integration. We already have effective vertical integration of committees that focus on medicines optimisation. We need to continue to embed best practice at board, divisional and ward level to support all our people to deliver effective medicine optimisation.

3. Performance

Our actions

Ensure that the most appropriate choice of clinically and cost-effective medicines are made that can best meet the needs of the patient

To reduce avoidable harm from systems and processes related to medicines use and to the lowest level possible in term of frequency and magnitude of impact.

- Policy and procedures. We will ensure all policies and procedures related to Medicines Management are updated whenever the need arises based on guidance, policy or in response to information from incident reporting. We will compare our procedures to other trusts and will seek to work collaboratively with our partner trusts to standardise and streamline them.
- NICE - We will implement all relevant NICE guidance that applies to medicines as they arise. Compliance will continue to be reported through Medicines Management Strategy Board.
- We will maximise financial performance related to medicines
- We should fully reconcile medicines for > 90% for all acute admissions within 24 hours. We will continue to press for funding via business case to try and include accident and emergency and escalated areas within this standard.
- We will develop and augment our range of KPIs which support effective performance management of patient care. A revised programme will be in place by 2024 and will include cost improvement schemes and performance against the Green Agenda.
- Our regular medicines management audit programme will be continued for all areas that handle medication, led by the Lead Technicians and Principal Pharmacists and published to Tendable to allow visibility and action across the organisation
- We will look to integrate the pharmacy medication audits for Controlled Drugs and Safe and Secure Handling of Medication into the Aspire programme of ward accreditation
- Antimicrobial stewardship - We will ensure through our dedicated Antimicrobial pharmacist and team approach with our Consultant Microbiologist / GMICS partners that we manage our antimicrobial use to support best practice and ensure that Healthcare Associated Infections (HAIs) are kept to the lowest level possible.

- E Prescribing –we have successfully supported the implementation of E Prescribing via HIS in 2016 for in patients and continue to develop safer prescribing. E-Prescribing via HIS was piloted but due to certain operational difficulties was found to be unfeasible. We will look to use SystmOne to electronically transfer prescriptions via the NHS spine for outpatients to collect at a community pharmacy of their choosing.
- We will look to continue to provide the best pharmaceutical care to WWL patients with the resources that we have available to us at the time. Over the prior 12 months pharmacy has been affected by increased activity from new areas, homecare and the elective recovery plan so that existing resource is insufficient and prioritisation decisions must regrettably be made. To support this a pharmacy escalation plan has been developed and will be regularly reviewed to ensure pharmacy support is maximised based on day-to-day resource
- Automation. We will implement tracking boards on HIS for the pharmacy teams to use, to ensure that the patients with highest needs are flagged for review soonest and that all patients can be reviewed at appropriate intervals. This will be combined with effective electronic handover to ensure appropriate continuity of care. Automated temperature monitoring for medication refrigerators across the trust will be implemented by the end of 2024. This will reduce unnecessary wastage of medication* as well as ensuring compliance with storage of medicines regulatory standards. *(In 22-23 fridge failures led to £78.k of drug wastage for WWL.)*
- Incident Reporting. It is recognised that effective incident reporting with follow up and feedback are essential to the learning of our organisation and that of the wider NHS. We will continue to promote and grow our incident reporting throughout the trust ensuring that the principles of the new Patient Safety Incident Response Framework (PSIRF) are incorporated. Our aim is to be in the top 10% reporting trusts for no harm incidents by 2024
- Yellow card Reporting. Contribution to this scheme ensures that medicines regulators and manufacturers can respond to post marketing concerns. Effective reporting by all staff that prescribe, supply or administer medicines is as critical. Our aim is to continue high reporting across the trust and be in the top 10% of reporters in the Region by 2024
- Learning when things go wrong - We work with legal services, trust governance teams, ESC, QSC and IQSSG to continue to contribute to the process of learning through adverse events, complaints and litigation. We will add our expertise and knowledge to continuous improvement of systems and processes in WWL so that we prevent recurrence of identified issues. We will use deaths audits to promote issues with known concerns.

- Risk Register. We will ensure our risk register continues to be populated with known risks and will be used to manage risk accordingly.
- Look back exercise. We will continue to undertake look back exercises at national policy, procedure or other operational matters. These exercises will be shared with partners in the NHS to assist with shared learning opportunities. This is reported via MMSG.
- Patient Safety Alerts will be implemented as they arrive and will ensure transparency in that delivery. These are reported via MMSG.
- Waste management – we will continue to comply with all environmental and statutory legislation to ensure we handle & dispose of medicines appropriately. We will look to minimise avoidable waste from medicines and support implementation of changes that have a reduced environmental impact as per the Green Agenda. This will include appointing a dedicated pharmacy representative for the Greener WWL group.
- We are part of Greater Manchester Medicines Management Group (GMMM) and we follow their formulary to ensure best value for money prescribing.

4. Partnerships

Our actions

We will work with our partners across the Greater Manchester footprint to enhance medicines optimisation.

- We are fully engaged with collaborative service redesign with patients, providers, commissioners and health & social partners to provide new and innovate ways of improving effectiveness and efficiency across a wider footprint.
- All newly qualified doctors, nurses and pharmacy staff will have access to support, training and professional development related to medicines optimisation during their early career.
- We will investigate end to end digital prescribing with our partners.
We will look to use SystmOne to electronically transfer prescriptions via the NHS spine for outpatients to collect at a community pharmacy of their choosing.