

	<p>My CPD Reflective Practice Cycle</p> <p>Title: My Learnings from Conducting Community Pharmacy Assessment System On-Site Visits in 2023</p>
--	--

Self-Appraisal:

As ‘The Pharmacist Coach,’ I see my role as to empower, enable, equip and engage pharmacist-led teams with the mindsets, skills and behaviours to continually evolve their performance, for the benefit of all they serve.

One of the services I offer is an on-site pharmacy practice peer review, using the PSI Pharmacy Assessment System (PAS) as the audit tool.

The Pharmacy Assessment System is a self-audit tool for pharmacies. It is intended to provide a practical way for the supervising pharmacist, superintendent pharmacist and pharmacy owner(s), with their pharmacy team, to critically review their pharmacy's practice, validate and record good practice and identify areas where improvements are required.

Completion of the Pharmacy Assessment System provides evidence, both to the public and to the PSI, of the commitment of all the pharmacy team to ensuring patient safety and quality of care, and is part of the broader PSI inspection project.

I want to review and record my learnings as a result of conducting these PAS reviews, so that I can share my learnings with my pharmacy colleagues, so they can use them to continue to evolve their practice, for the benefit of all they serve.

I also want to review the key mindsets, skills and behaviours that I have observed are most valuable to empower, enable, equip and engage pharmacists to lead their teams to increasingly better performance.

Personal Plan:

- Offer [Pharmacy Assessment System Peer Audit Service](#) to Community Pharmacy colleagues
- Conduct Pharmacy Assessment System Peer Audits in Community Pharmacies
- Engage with Pharmacy Owners, Superintendent, Supervising, Support and Locum Pharmacists associated with the audited site
- Engage with Pharmacy Technicians and Healthcare Staff on-site on a given day.
- Review themes and learnings from PAS visits over the year.

Action Taken:

I conducted onsite PAS audits across both group and owner-operated pharmacies in Leinster and Munster in 2023.

The Pharmacy Assessment System has six sections and action plan booklet.

- 1) Management and Supervision
- 2) Sale and Supply of Non-Prescription Medicines



My CPD Reflective Practice Cycle

Title: My Learnings from Conducting Community Pharmacy Assessment System On-Site Visits in 2023

- 3) Sale and Supply of Prescription Medicines
- 4) Documentation and Record Keeping
- 5) Premises, Equipment and Storage
- 6) Supply of Medicines to Patients in Residential Care Settings

In most cases the Supervising Pharmacist and another pharmacist were present on the selected PAS day.

I used 4Front's STEPS Consultation Framework to document my observations of OTC and Prescription Medicine Consultations conducted by a variety of staff members present on the day, including pharmacists, technicians and OTC staff.

All documentation was recorded collaboratively with those involved. Learnings, discrepancies, opportunities for improvement and actions plans were explicitly explored.

The Pharmacy Owner, Superintendent Pharmacist and Supervising Pharmacist (if different) all received a soft copy of the completed audit and the action plan booklet by email.

Document My Learnings through 4Front's 6Ps:

It takes courage to invite a pharmacist colleague to audit their pharmacy practice. I honour and acknowledge my colleagues' courage and commitment in extending such an invitation to me.

Conducting Pharmacy Assessment System Onsite visits in Irish Community Pharmacies has expanded my understanding of challenges and best practices of pharmacy teams across all dimensions of **4Front's 6Ps of Positive Practice**.

Purpose: Pharmacists have different motives for availing of 4Front's pharmacy practice peer review audits, using the PSI PAS as the audit tool. The most common motivations include

- Bench-marking best practice and availing of an opportunity for learning and growth
- Reducing hassle associated with PSI compliance and ticking a box in a time-efficient and pleasant manner
- Feeling prepared and confident that their pharmacy is 'inspection ready.'
- Desire to reduce the risk of blind-spots, by hiring an external pharmacist to conduct the PAS through independent observation of practice.
- Using the PAS peer audit as a key performance indicator (KPI) of professional quality improvement and business performance.
- Tracking and acknowledging progress and action plan implementation since a previous PAS

Personal Development:

The PAS audit puts an emphasis on learning cycles, through observing pharmacy consultations, reviewing near misses and medication errors, and noticing and exploring



My CPD Reflective Practice Cycle

Title: My Learnings from Conducting Community Pharmacy Assessment System On-Site Visits in 2023

differences in operating practices e.g. between documented practice and actual practice and between different practitioners. It also places an emphasis on learning required to adapt to change e.g. new product, process, practice or legal requirement.

Lack of attention to learning from mistakes, inactions, incompetence or neglect puts patient safety at risk. Developing a learning mindset, leadership style and workplace culture starts with the personal development of the pharmacist into a growth-mindset leader.

Professional Development:

The PAS audit invites those responsible for managing and supervising the pharmacy to demonstrate professional standards e.g. up-to-date Standard Operating Procedures (SOPS), staff training relevant to each person's role AND how they determine that each person is actually competent and confident to fulfil their role. This includes reviewing, updating and changing practices and procedures and skill updates in line with new PSI guidance, changes to relevant legislation, after an error or incident, patient safety notices from HPRAs, when staff changes, new services are introduced etc.

Given the dynamic pace of change, learning needs are not static, but constantly evolving. Based on my observations of pharmacy consultations, one of the areas of highest risk within a pharmacy's control to impact is the patient/carer consultation at the point of sale and supply of OTC and Rx medicines. There are many opportunities for 'leading with safety' that are missed as a result of absent or incomplete consultations, resulting in medications being supplied which may be sub-optimal, unsuitable or even contra-indicated.

Exploring the question 'What are five ways this consultation could have been conducted differently or better?' with pharmacy staff during PAS reviews ALWAYS raises awareness engagement and learning and reduces complacency.

Developing and sustaining a learning culture, where leaders 'lead with safety' rather than with fear is far more counter-cultural than most of us would like to acknowledge. A learning culture requires the willingness to make mistakes, admit mistakes and 'near misses' AND learn from them. It requires us to pause, reflect, learn and adjust practice. It requires us to resist the temptation to cover up mistakes, diminish near misses, blame others or mindlessly keep up appearances, no matter what. Creating and sustaining a learning culture starts with the learning mindset, skills and actions of pharmacists, and requires prioritising empowering individuals' and teams' learning first, rather than allowing the constant busy-ness of business to derail intentional time to pause, learn and create safer, more value-added ways of working.

People Partnership:

The PAS audit focuses on several aspects of people partnership, including internal communication systems between pharmacy team members and communication between pharmacy team members and patients/carers.



My CPD Reflective Practice Cycle

Title: My Learnings from Conducting Community Pharmacy Assessment System On-Site Visits in 2023

In the PSI Code of Conduct, the central tenet is learning and applying the communication and leadership skills to put person-centred care first. This includes the person who is the pharmacist, the persons who work with the pharmacist, the persons who receive pharmaceutical care from the pharmacist, the persons with whom the pharmacist and patient collaborate to contribute their expertise, products and services to enhance the patient's health & wellbeing (such as family carers, other professionals, product suppliers etc).

When it comes to intentional person-centred care, pharmacists have very little explicit training and active feedback in how to continually develop deeper and more effective partnerships with team members, colleagues, patients and carers or in how to effectively resolve conflict when it inevitably happens. Additionally, without a framework, it can be difficult to learn and structure communication skills effectively.

This is why I use 4Front's STEPS™ Consultation Framework to observe pharmacy consultations during PAS reviews, and offer feedback based on observable behaviours. In my coaching and training programmes, I use 4Front's STEPS™ Framework to help clients expand their leadership, consultation, communication and conflict resolution skills - which most of us have very little explicit training in and ALL of us would benefit from continually developing. The five elements of 4Front's STEPS™ Framework are:

- **S**eek to Understand (Questioning and Listening skills)
- **T**hen be Understood (Non-Violent Communication skills)
- **E**mpathise (gain rapport and demonstrate you genuinely care, emotional intelligence)
- **P**roblem-Solve (values alignment, goal setting skills, polarities management)
- **S**afety Net (Next steps, What ifs, Accountability, Supports)

Products and Services:

The PAS review focuses on assisting those responsible for managing and supervising the pharmacy to review the degree to which the resources (e.g. products, staff, processes, procedures etc) are in place to safely and professionally deliver on the promise.

Many community pharmacies are expanding their offerings to include more pharmacy services, such as vaccination services, contraception services, 24hr blood pressure monitoring services, point of care testing services etc. As the service offering expands, it becomes more and more imperative that pharmacists and pharmacy staff elevate their consultation skills to better support service users to make the changes they want/need to make to promote their health and wellbeing.

Through continually developing excellence in pharmacy consultation skills, tailored health education, health behaviour change and coaching skills, here is an enormous opportunity for pharmacists and staff to elevate their ability to positively impact patient outcomes by empowering patients to optimise medication adherence and lifestyle choices.

	<p>My CPD Reflective Practice Cycle</p> <p>Title: My Learnings from Conducting Community Pharmacy Assessment System On-Site Visits in 2023</p>
--	--

Prosperity:

A prosperous life (business/profession/team/country) includes, but is not limited to financial wellbeing. It also means creating and sustaining a life worth living, with meaningful relationships and making the world a better place.

Observing PAS consultations in community pharmacies consolidated my belief in the opportunity available to pharmacist to proactively and positively impact individual, business, family and community prosperity and wellbeing. It also validated my experience that one of the highest leverage skills pharmacists and teams could possibly develop are coaching skills, as these skills are applicable to personal, professional and team leadership contexts, business contexts as well as the patient/pharmacist context – all of which serve better patient outcomes, enable prioritisation of time and resources for optimal impact and develop the capacity of leaders to delegate and for team members to share the workload, within their scope of practice.


Pharmacies that live a learning culture as ‘the way we do things around here’ are more prosperous, more sustainable, more engaged and happier at work and have a sense of having each other’s back, no matter what.

Applied coaching skills enable this learning culture to become embedded, creating a more expansive and inclusive prosperity.

Evaluate Impact on Pharmacy Practice

Through the lens of the PSI Core Competencies, conducting these PAS Audits has had a positive impact on my practice as ‘The Pharmacist Coach’ in all competency domains.

1. Personal Skills (leadership, decision making, collaborative working relationships, effective communication)
2. Professional Skills (person centred approach, legal and ethical practice, life-long learning, adapts to change and innovation, evidence-based practice)
3. Organisational and Management Skills (self-management, workplace management, management of resources and finances, quality improvements, risk management)
4. Pharmacy Care (supply chain management, dispense, supply and administration of medicines, provision of patient consultations and counselling, medication management, leadership for safety, provision of medicines information and education)
5. Public Health (population health and health promotion)

	<p>My CPD Reflective Practice Cycle</p> <p>Title: My Learnings from Conducting Community Pharmacy Assessment System On-Site Visits in 2023</p>
--	--

Conducting the PAS Peer Audits in community pharmacies in 2023 has enabled me to

- Improve my process for conducting the reviews, by creating clear preparation for pharmacists and teams, clarifying on-site expectations and empowering learning throughout the PAS process.
- Improve my performance in my role as peer auditor, by honing my observation skills, asking questions that evoke awareness, reframe normative practices and facilitate learning and growth for all pharmacy staff,
- Improve care for patients by focusing on five ways each OTC and Rx consultation could have been conducted differently or better. New opportunities for understanding the patient’s context, providing health education, offering services, enhancing medication adherence and promoting public health were identified.
- Improve effectiveness or quality of drug therapy within the pharmacy by reflecting on assumptions, and seeking opportunities to be proactive, especially with patients on long term therapy.
- Identify additional ways to identify and address patient concerns or needs through post-consultation reflection on ‘safety netting’ and ‘seek to understand’ aspects of 4Front’s STEPS Framework.
- Encourage greater clinician engagement on patient care issues, especially involving the entire team in reflecting on their pharmacy consultations and to explicitly empower patients to be proactive about engaging other clinicians in their quest for enhanced health and wellbeing.
- Share information and learnings with colleagues in a collaborative learning style. All records of learnings were recorded collaboratively WITH the pharmacy staff member and shared with SVP, SIP and Pharmacy Owner.
- Improve my understanding of the healthcare system and the current challenges, contexts and opportunities of community pharmacies within the Irish healthcare system.
- Contribute to the development of pharmacy practice in Ireland through collaborative learning conversations with pharmacists and their teams during the PAS audit.
- Improve my confidence regarding the importance and relevance of coaching and coaching skills for pharmacists and pharmacy team members for leadership, management and patient engagements.
- Encourage colleagues to build ongoing learning into their modus operandus, especially in the area of meta-skills such as coaching required to create a learning culture, which promotes person-centred care and leads for safety.

Call to Action: Each year the supervising pharmacist must complete a review of the performance of their Pharmacy against PSI standards, using the Pharmacy Assessment System before you re-register your pharmacy. And then you must confirm in the annual declaration to the PSI that you have done so.

If you would like to have the assistance of a peer pharmacist to accompany you on this journey, then the [Pharmacy Onsite Assessment](#) is for you.