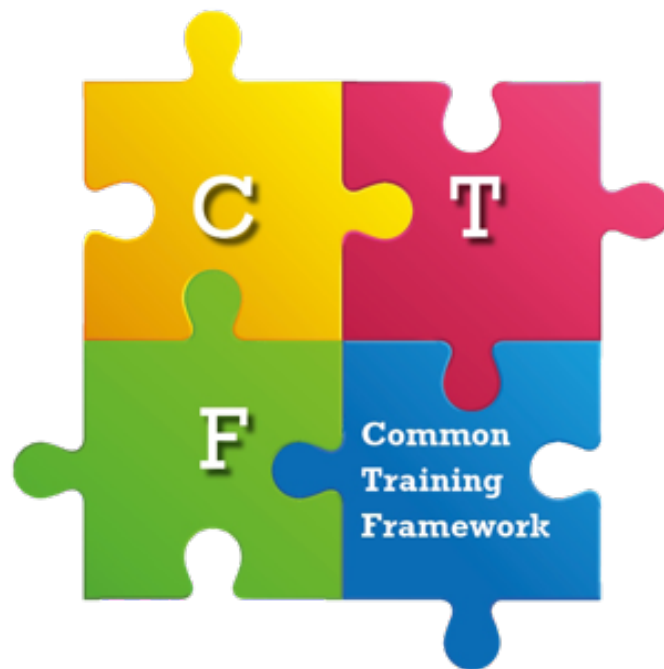


The Consultation Draft of the Common Training Framework for Hospital Pharmacy



A common training framework for hospital pharmacy will represent an agreement on the competencies, knowledge, skills and attitudes required by the profession to deliver the 44 European Statements of Hospital Pharmacy.

MORE INFORMATION ABOUT THE COMMON TRAINING FRAMEWORK PROJECT IS AVAILABLE AT WWW.HOSPITALPHARMACY.EU

February 2017

The Consultation Draft of the Common Training Framework for Hospital Pharmacy

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This consultation draft of a common training framework (CTF) for hospital pharmacy was developed over 18 months by a pan-European group of 16 hospital pharmacists, led by Dr Andreia Bruno of the Portuguese Pharmaceutical Society. The working group was recruited via an open call to EAHP's membership.

Andreia Bruno | Portugal, Chair
Alfons Verbruggen | **Belgium**
Ana Lozano | **Spain**
Antonio Gouveia | **Portugal**
Aurelie Guerin | **France**
Evgeni Evgeniev Grigorov | **Bulgaria**
Gyöngyver Soos | **Hungary**
Hanna Kortejärvi | **Finland**
Inese Sviestina | **Latvia**

Kees Neef | **The Netherlands**
Kersti Teder | **Estonia**
Marcela Heislerova | **Czech Republic**
Natasa Faganeli | **Slovenia**
Paolo Serra | **Italy**
Petur S. Gunnarsson | **Iceland**
Pierre Voirol | **Switzerland**
Steffen Amann | **Germany**

Members of the Working Group that developed the consultation draft of the CTF 2015-17

The working group developed the draft framework in 3 phases:



References for the proposed framework included not only the European Statements of Hospital Pharmacy, but also the 2011 European Commission sponsored project Pharmine, as well as the curricula for a broad range of existing hospital pharmacy post graduate education programmes across Europe.

Numbers overview:

4 Clusters:

Patient care and clinical pharmacy skills competencies – pages 4 to 7
Medicines and their use related competencies – pages 8 to 10
Management competencies – pages 11 to 13
Professional competencies – pages 14 to 16

26 Competencies: see below (summary on page 3)

106 Knowledge items identified: see below (from page 4 onwards)

234 Behaviour Competencies: see below (from page 4 onwards)

Overview of the Framework

Scientific knowledge			
Patient focus		Medicines focus	
Patient care and clinical pharmacy skills competencies		Medicines and their use related competencies	
1.	Patient consultation	7.	Development, production, analyses and control of medicines
2.	Medicine, medication safety and medical devices issues	8.	Provision of medicine and medical devices
3.	Gathering information	9.	Medicines and medical devices information and patient education
4.	Analysing and applying information	10.	Monitoring medicines therapy and medical devices
5.	Providing information	11.	Interface management
6.	Information expertise	12.	Evaluation of outcomes
Management knowledge			
System focus		Practice focus	
Management competencies		Professional competencies	
13.	Procurement – and management of medicines and medical devices	19.	Professionalism
14.	Hospital and medication safety management	20.	Effective communication skills
15.	Collaborative work	21.	Team work
16.	Clinical Governance	22.	Organisation
17.	Staff management	23.	Service Provision
18.	Development and research	24.	Costs systems
		25.	Training other healthcare professionals
		26.	Leadership development

Draft version 2 | Full

Patient care and clinical pharmacy skills competencies					
Competencies		Attitude	Knowledge		Behaviour Competencies
1.	Patient consultation	Patient oriented and safety attentive, reliable and confident	1.1	Patient Assessment	Is able to take a health status and medication history by using appropriate questioning where possible or medical records to obtain relevant information from the patient, recognising conditions, symptoms and special needs of individual patients. Retrieves all relevant and available information about patients' health, social status and ethnic background from different sources. Basic physical examination (e.g. - Blood pressure, weight). Documents an accurate and comprehensive medication and medical devices history.
			1.2	Patient consent (if applicable)	Ensures that the informed consent of a patient is obtained when required (procedures/treatment/research).
			1.3	Consultation or referral	Refers complex pharmaceutical and/or complex acute healthcare issues to a senior colleague, other healthcare professional or other service when appropriate. Ensures that the standard operating procedures and guidelines are always met, especially for complex situations.
2.	Medicine, medication safety and medical devices issues	Safety attentive, reliable and confident	2.1	Ensure appropriate selection of dosing regime: formulation and concentration, route and timing.	Ensure dose is appropriate using point of care technologies for diagnostics and relevant information. Understands the consequences of all different formulations and routes of administration. Understands the full range of formulations available, and ensures that the appropriate formulation and concentration is used. Considers whether medical devices for administration are required to ensure safe and effective administrations. Ensures appropriate time of dose has been requested and works towards missed, delayed and duplicate doses.
			2.2	Medication therapy management	Is able to evaluate patient-specific drug therapy and therapeutic problems. Is able to monitor patients in the health care setting with ongoing evaluation of progression of disease, development of disease related complications, efficacy of drug therapy, and development of drug-related adverse effects. Is able to evaluate patient-specific drug therapy and therapeutic problems. Is able to design a comprehensive drug therapy plan for patient specific problems. Is fully competent in providing complex, in-depth clinical services and direct patient care.
			2.3	Medication reconciliation	Gather and interpret all the information about the patient medication and medical devices use. Identify discrepancies. Resolve appropriate discrepancies with patients, or GP, or community pharmacist, or nurse, or patient carer. Communicate with the physician or relevant healthcare practitioner to resolve significant issues (if applicable).

Patient care and clinical pharmacy skills competencies				
Competencies		Attitude	Knowledge	Behaviour Competencies
				Communicate reconciled medication and medical devices list to the patient. Update all changes made in the appropriate records.
			2.4	Pharmacoeconomics Is able to identify the most cost effective medicines and medical devices based on interpretation of relevant data. To perform pharmeconomics evaluation. Is able to conduct a health technology assessment, which refers to the systematic evaluation of clinical data, properties, effects, and/or impacts of health technology to inform/influence a policy decision making (<i>if applicable</i>).
			2.5	Medical devices Understands and applies knowledge of medical devices for drug delivery, administration and reconstitution.
3.	Gathering information	Critically thinking while gathering the information	3.1	Accesses information Is able to use databases including specific expert databases of hospital pharmacy, information services, evidence-based literature and all relevant local sources. Accesses this information in the most time efficient manner in order to undertake a review of the appropriateness, safety and efficiency and to promote rational and safe use of medicines. Able to assess information, including scientific resources, for reliability of the source, potential bias and relevance to patient care.
			3.2	Summarises information Is able to evaluate/critically appraise evidence-based data for medicine and medical devices use, applicable to the certain patient. Demonstrates the ability to summarize the information, extract key points that influence medicines use and communicate this information to another colleague and professionals.
4.	Analysing and applying information	Critically thinking with a logical structure	4.1	Evaluates information Is able to evaluate and apply effectively the obtained information.
			4.2	Problem identification Is able to identify, to solve and to prevent medicines and medication use related problems in clinical practice.
			4.3	Appraises options Assesses various options available for problem solving. Considers possible outcomes of any action and recognises the pros and cons of these various options.
			4.4	Decision making and logical approach Demonstrates clear decision-making. Identifies the most appropriate solutions and justifies the decision taken. Is aware of one's own limits and seeks advice when necessary. Demonstrates the ability to apply a logical approach to work and problem solving.
5.	Providing information	Helpful and good communicator	5.1	Provides accurate information Ensures information provided is accurate, validated and understandable to other professionals, patients and carers. Accesses relevant sources. Makes references to appropriate literature or to colleagues as appropriate, applying the right information in

Patient care and clinical pharmacy skills competencies				
Competencies	Attitude	Knowledge	Behaviour Competencies	
			<p>the situation.</p> <p>Uses effective verbal, non-verbal, listening and written communication skills to communicate clearly, precisely and appropriately.</p>	
		5.2 Provides relevant and timely information	<p>Provides information, which is appropriate to the patient's or other professional's needs.</p> <p>Provides information in a timely manner and prioritizing information provision when it is needed.</p>	
		5.3 Follow up – ensures resolution of problems	<p>Resolves problems promptly and undertakes the appropriate follow up to ensure patient safety.</p>	
6.	Information expertise	Responsible for own lifelong learning, self-disciplined	6.1 Pathophysiology and anatomy	<p>Understands normal organ function and the effect of disease states and if it affects medicines use.</p> <p>Is able to apply knowledge of pathophysiology relevant to the therapeutic areas one is involved in including acute and rare diseases as well as special populations (e.g. paediatric, geriatric, etc).</p>
			6.2 Pharmacology and Pharmacotherapy	<p>Is able to discuss pharmacology of medicines that are routinely reviewed in the course of daily practice.</p> <p>Able to apply this knowledge to rare diseases and also to specific chronic disease such as cancer, infectious or auto-immune.</p> <p>Understands the importance of pharmacogenomics in pharmacotherapy.</p>
			6.3 Pharmaceutical technology & biopharmacy	<p>Understands the importance of different dosage forms, how they are designed and how may influenced the clinical efficacy of medicines preparations.</p> <p>Understands how the active pharmaceutical ingredient, dosage, form, design and the administration site influences the medicine action (pharmacokinetics, biopharmacy).</p> <p>Is able to understand the advantages and risks of the new formulas (nanotechnology, ATMPs).</p> <p>Has knowledge on the purposes and risks of the auxiliary materials needed for formulations.</p> <p>Is able to make a patient oriented choice for the best individual pharmaceutical formula to obtain the desired effect.</p>
			6.4 Adverse effects and toxicology	<p>Knows or is able to understand major side effects profiles of medicines and recommend alternative medicines therapies.</p> <p>Is able to take action, when required.</p> <p>Is able to recommend side effects management strategies (such as dose reductions or supportive medication).</p> <p>Is able to support the management of acute overdosing situations and antidotes.</p>
			6.5 Microbiology and hygiene	<p>Is able to describe the interaction between bacteria, viruses, fungi, parasite, anti-infectives and the human body including resistance mechanisms and hygiene.</p> <p>Is able to support staff training activities regarding infection control and infection control strategies (e.g. anti-microbial stewardship).</p>

Patient care and clinical pharmacy skills competencies

Competencies		Attitude	Knowledge	Behaviour Competencies
			6.6 High-alert medications	Is able to identify high-alert medications and high-risk administration routes of a particular hospital setting/route. Is able to plan and implement risk management actions to minimize the risk of errors related to these medications.
			6.7 Medical devices	Understands and applies knowledge of medical devices for drug delivery, administration and reconstitution.
			6.8 Research	Understands and applies knowledge in pharmacy practice research and clinical research. Understands the assessment of benefit risk in relation to clinical issues. Applies appropriate research methodologies to scientific and practice. Is able to plan, lead and carry out research/practice development projects to promote safe and rational medication use of the hospital.

Medicines and their use related competencies					
Competencies		Attitude	Knowledge		Behaviour Competencies
7.	Development, production, analyses and control of medicines	Involved and cooperative in the process	7.1	Development	Is able to understand the relevance of using different active ingredients from different sources. Is able to apply an understanding of development, production, compounding, quality assurance (analysis and control) and distribution of pharmaceutical products. Has an integrated vision of the role of the various disciplines that are involved in the development of a medicinal product.
			7.2	Formulation	Applies knowledge related to the design, manufacture and performance of dosage forms and is able to critically appraise the inter-relationships between formulation (including excipients), medicines delivery and therapeutic product.
			7.3	Production	Is able to apply the knowledge related to the quality requirements for good manufacturing practice (GMP) of pharmaceutical production on both a small and industrial scale, including Standard Operating Procedures (SOP) and the supervision standards required to achieve these quality levels. Is able to draw up and maintain procedures for sterile and aseptic production of medicines, total parental nutrition and radio-medicines.
			7.4	Active substances and excipients	Is able to apply knowledge related to the understanding the main sources of active substances and the major excipients and the ways in which they are purified, characterised and analysed.
			7.5	Analysis of available medicines	Has an appropriate understanding of the role and application of the various techniques for the analysis of pharmaceutical products.
			7.6	Quality	Is able to both apply the knowledge and understand the place of and importance of quality control and quality assurance principles in manufacturing in order to produce a quality product.
			7.7	Distribution	Is able to apply an integrated understanding of the organisation and monitoring of the distribution of medicinal and other healthcare products including the regulations applying to pharmaceutical sales and marketing.
			7.8	New technologies	Has knowledge of the production, quality assurance and applications of biotechnology, nanotechnology and genomics where they apply to medicines, medicines development and production. This includes handling and distribution of medicines, compounding, reconstitution, and advanced therapy medicinal products (ATMPs).
			7.9	Qualified person	Understands the roles and responsibilities of the Qualified Person, accordingly to applicable legislation and guidelines, such as, Pharmaceutical Inspection Convention (PIC).
			7.10	Quality management systems	Demonstrates familiarity with quality management systems applied to pharmaceutical products and pharmacovigilance (e.g. adverse reaction reporting systems).

Medicines and their use related competencies					
Competencies		Attitude	Knowledge		Behaviour Competencies
			7.11	Validation of medicines production processes	Understands the theory and practice of validation of medicines production processes.
8.	Provision of medicine and medical devices	Considerate of details and legal aspects	8.1	Prescription	Ensures that the prescription is clear and that the intentions of the prescriber are understandable. Ensures the prescription is legal and accordingly to applicable legislation. Participate to the elaboration/updating of the hospital formulary.
			8.2	Labelling the medicine (if applicable)	Ensures medicines are labelled accurately complying with all necessary labelling guidance (e.g. with clear dosage, instructions warnings, direction about error avoidance like look alike and sound alike (LASA) medicines and other required information) and that the label is appropriate for the patient and healthcare professional.
			8.3	Stock management	Ensure effective stock management. Avoid excess and shortage of the medicines (and medical devices). Keeps track of expiry dates, lot of production (fundamental on safety recall) and storage conditions. Ensure effective transportation of the medicines and medical devices. Ensures good distribution practice is always kept.
9.	Medicines and medical devices information and patient education	Informed and thoughtful	9.1	Public health and health needs	Provides lifestyle advices appropriate to the needs of the patient. Is aware of local services and public health initiatives (e.g. screenings). Takes into account the patient's ethnic, cultural, linguistic and social background when assessing personal health needs.
			9.2	Medicines information	Is aware of an individual patient's need for information and is able to source relevant and at an appropriate level. Ensures the accuracy of medicines information, using appropriate resources and consulting colleagues as needed. Provides accurate counselling to empower patients with knowledge about the medicines and what they do for the pathology associated. Provides printed information when this would be helpful or is required by national regulation.
10.	Monitoring medicines therapy and medical devices	Proactive, knowledgeable and informed	10.1	Medicines management problems	Identifies patients for which ongoing monitoring is required together with the responsible physicians. Identifies monitoring parameters and potential adverse effects together with the responsible physicians. Establishes a plan for review of objectives and treatment outcomes together with the responsible physicians. Ensures medicines are appropriately monitored when required together with the responsible physicians. Ensure appropriate action is taken promptly when medicines management issues area identified and ensures that the required actions are implemented, to ensure that patient harm is avoided or minimised.

Medicines and their use related competencies					
Competencies		Attitude	Knowledge		Behaviour Competencies
			10.2	Prioritisation	Interact with the therapeutic team to prioritise medicines management issues of individuals and patient groups that one works with.
			10.3	Use of evidence based guidelines or protocols	Is aware of the current clinical guidelines and protocols, local and national, applicable to the field one is working in and understands how they ought to be applied. Applies current clinical guidelines, recognising their limitations.
			10.4	Prevention	Develops a plan to avoid medicines management issues and medication errors.
			10.5	Record of contributions <i>(if applicable)</i>	Documents information to support contributions to patient care, e.g., maintains pharmaceutical care plans or updates information systems to ensure that relevant information is available to colleagues.
			10.6	Pharmacovigilance, medicines and medical devices safety	Record, monitor and report adverse drug reaction (ADR), and quality defects to the appropriate authorities. Is able to recall the stock when necessary and maintain appropriate records. Is able to plan, implement and supervise execution of actions to improve medication use process based on reported information to avoid similar errors in the future.
			10.7	Therapeutic Drug Monitoring (TDM) / pharmacokinetic	Is able to design, validate and implement bio-analytical analyses to support regular pharmacotherapy and toxicology and supervise their execution. Is able to give advice, whether or not on request, to medical specialists and other care providers on qualitative and quantitative analyses of xenobiotics in body fluids regarding individuals or groups of people. Is able to determine kinetic parameters to generate patient's specific dosage on the basis of results of bio-analysis, also in complex situations such as dialysis.
11.	Interface management	Determined and focussed	11.1	Seamless care	Is able to identify and manage the problems related to all interface management care including hospital and community. Is able to make the reconciliation of medication on the base of the patient's acute state and specifics needs. Identifies and manages the problems related to switch patient's medication to formulary medicines especially in specific groups like elderly and paediatric patients.
12.	Evaluation of outcomes	Practical and organised	12.1	Assessing outcomes	Monitors or follow up interventions as well as medicines advice. Records contributions and where possible, continues to learn from the outcomes of one's own contribution.

Management competencies					
Competencies		Attitude	Knowledge		Behaviour Competencies
13.	Procurement – and management of medicines and medical devices	Resourceful, safe and organised	13.1	Sourcing	Knows where medicines and medical devices can be sourced from or is able to suggest suitable alternatives. Source pharmaceuticals and medical devices in a timely manner.
			13.2	Supply chain management	Ensure patients receive the medicines and medical devices they need in a timely fashion. When supply problems occur arranges alternative products for patients. Including in out of hours or on-call emergency situations.
			13.3	Cost effectiveness	Gives consideration to effectiveness when purchasing and dispensing stock and advising on prescribing choices (e.g. dispensing generics, bulk buying, selecting a product from several therapeutic equivalents, using sources that are recognised in each country as being best value for money. This may include wholesaler discount offers or contract purchasing).
14.	Hospital and medication safety management	Committed with a strategic and systems based approach to management	14.1	Systems approach to medication safety	Understands the role of medication safety as part of patient safety and quality of healthcare. Is familiar with systems approach to patient safety and rational medication therapy promotion. Understands the role of safety culture in organisation-wide patient safety risk management and how this culture could be promoted.
			14.2	Tools for medication safety risk management	Understands the principles of medication risk management and is familiar with the basic patient safety risk management tools related to medication.
			14.3	Role of pharmacy	Understands and advocates the role of the pharmacist in a hospital setting in medicine efficacy and safety and also in cost containment. Is familiar with the country's healthcare system, it's functioning and the role of the pharmacy as a part of the healthcare system.
			14.4	Information and education	Understands and advocates for the need to provide appropriate, independent and objective information and education to healthcare professionals and patients (in the way they can understand).
			14.5	Financial information	Has a working knowledge of hospital finances and relevant legal framework and an advanced understanding of division medicines budgets. Understands the complexities of how medicines therapy is financed including specialised funding streams and arrangements. Understands the financial position regarding medicines uses to each department or division and comment on how costs can be controlled. Draws upon the underpinning clinical knowledge of specific therapies, without impacting upon patient safety and medicines efficacy. Is able to work with departmental managers to deliver medicines related cost improvements programmes. Understands and advocates for the need of hospital pharmacists to provide support on the development and maintenance of appropriate user-friendly software for medicines information.

			14.6	Hospital organisation	<p>Is able to understand hospital organisation and participate in medication management in hospitals. This must encompass the entire way in which medicines are evaluated (hta reports) selected, procured, delivered, prescribed, administered and reviewed to optimise the contribution that medicines make to producing informed and desired outcomes.</p> <p>Is able to enhance the safety and quality of all medicines and their use related processes affecting patients of the hospital.</p> <p>Is able to ensure the 7 “rights” are respected in the hospital: right patient, right dose, right route, right time, right medicine with the right information and documentation.</p>
			14.7	Technology automation	<p>Understands and advocates automation technology in hospitals like semi automated warehouse management systems, automated cabinets, dispensing robots, barcode and RFID (add all the words) technology and software for electronic prescribing.</p> <p>Understands the role of technology and automation in medication safety promotion.</p>
			14.8	Medical devices sterilisation (if applicable)	<p>Is able to evaluate the clinical effectiveness, safety for patient and cost of medical devices.</p> <p>Is able to compare medical devices, which are homogeneous in technical features.</p> <p>Reports medical devices incidents and investigates them.</p> <p>Formulates specifications for medical device purchase and monitors consumption.</p> <p>Is able to draw up and maintain procedures for cleaning, disinfecting and (re)sterilisation of medical devices.</p> <p>Is able to supervise sterilisation of medical devices by means of process checks.</p> <p>Is able to supervise compliance with storage and transport directives for sterile medical devices.</p>
			14.9	Medical gases	<p>Understands the pharmacist’s role in medicines purchasing including procurement, distribution, surveillance, and control of medical gases.</p> <p>Knows the law related to medical gases.</p> <p>Understands the therapeutical role of medical gases.</p>
15.	Collaborative work	Cooperative and motivated	15.1	Drug & Therapeutic Committee	<p>Is able to work as an active member of a hospital Drug and Therapeutics Committee.</p> <p>Is able to critically appraise formulary applications and peer review documents including having an appreciation of the financial and medication safety implications of each application.</p> <p>Is able to construct, assess and professionally comment on treatment pathways and treatment protocols, medicines policies, patient group directions and process national safety alerts.</p>
			15.2	Infections’ Control Committee	<p>Is able to be the responsible member of the infections’ control team.</p> <p>Improve the rational antibiotic use for reduction of bacterial resistance problems.</p>
16.	Clinical Governance	Compliant and perseverant	16.1	Department’s SOPs	<p>Uses and complies with relevant and up to date procedures to practice.</p>
			16.2	Working Environment	<p>Applies legal and professional requirements for a safe system of work, such as the Code of Ethics, Hygiene, Standards, Health and Safety at Work.</p> <p>Understands the role of possible deficiencies (e.g. poor lightning, lack of information sources) in the working environment as contributing factors to medication errors and as a risk to patient safety.</p> <p>Is able to act upon the identified risks in the working environment.</p> <p>Understands issues surrounding clinical governance and continuous quality and safety improvement.</p>

			16.3	Risk Management	Records and reports patient safety incidents such as dispensing and prescribing errors and patient complaints in line with local and national policies. Understands and applies quality systems.
17.	Staff management	Supportive, thoughtful towards others and assertive	17.1	Leadership	Knows the fundamentals of managing and supervision of staff.
			17.2	Staff development	Supports staff in their professional and personal development. Promotes professional development to motivate the staff.
			17.3	Performance management	Carries out staff appraisals on a regular basis. The appraisal process should realise potential, monitor performance and recognise contribution.
			17.4	Employment issues	Is aware of employment legislation, including statutory rights and disciplinary procedures and has competent interviewing skills
18.	Development and research	Committed and innovative	18.1	Application	Is able to contribute to the care of patients the application of research and education.
			18.2	Ethics committee	Is able to take an active role in the ethics committee and appreciate its pivotal role in research. Understands the ethics of medical/practice research.
			18.3	Clinical trials	Understands the differences and significant of clinical trials phases, the importance of GCP and the role of pharmacy in clinical trials. Is able to review protocols and the portfolio in terms of quality assessment. Is able to ensure the pharmacy role in storing, preparing and dispensing the investigational medicines.

Professional competencies			
Competencies	Attitude	Knowledge	Behaviour Competencies
19. Professionalism	Assertive, rigorous and objective	19.1 Confidentiality	Respects and maintains the individual's right to confidentiality and understands when information about the patient's condition can be shared with colleagues.
		19.2 Confidence	Interacts in a way with patients, health professionals, colleagues and carers that will inspire confidence and generate professional respect.
		19.3 Responsibility of own action	Takes responsibility for one's own action. Is prepared to give an account of professional judgments, acts and omissions in relation to own professional roles.
		19.4 Responsibility for patient care	Takes responsibility for patient care, and recognising their needs as individuals. Knows when to ask for advice and act upon it as appropriate.
		19.5 Recognition of limitation	Is aware of one's own and other's professional and personal limitation and seeks advice or refers when necessary.
		19.6 Quality and accuracy of documentation	Ensures that legally required information is documented in a timely and accurate manner.
		19.7 Legislation	Is aware of and appropriately implements legislation that is directly linked to the delivery of a service to an individual patient and all any other activity.
		19.8 Ethics	Exercises transparency and probity in the relationship with pharmaceutical industry. Respects the rights of patients in therapeutic decisions (e.g. informing about the risk associated with off label use and unlicensed medicines). Recognises ethical dilemmas in practice and engages with the team and patient/carers in working through these in a structured manner.
		19.9 Responsibility for CPD	Understands the need for continuing professional development and taking responsibility for it. Complies with local CPD requirements, reflecting on performance and is able to self/assess competence and performance. Engages with life-long learning. Identifies one's own learning needs. Evaluates one's own learning.
20. Effective communication skills	Attentive, reliable and confident	20.1 Patient/Carer	Communicates in a clear, accurate and concise way whether verbally, electronically or in writing, at a level appropriate to each patient/carers. Involves patient/carers in treatment.
		20.2 Other healthcare professionals and staff	Communicates with other healthcare professionals and colleagues in a clear, precise and appropriate way. Possesses good inter-professional skills.

Professional competencies					
Competencies		Attitude	Knowledge		Behaviour Competencies
			20.3	Immediate team	Communicates with other members of the team in a clear, precise and accurate way.
			20.4	Mentor/tutor	Ensures time is allocated for discussion of progress, including strengths and weaknesses.
			20.5	Transfer of care	Communicates with other organisations that affect the delivery of patient care, especially involving the transfer of care, and including information on reconciliation of medication on the base of the patient's acute state and specific needs.
			20.6	Communications	Is able to communicate scientific and practical work to colleagues and other healthcare professionals. Is able to write a scientific article and explain in a clear and precise manner.
21.	Team work	Cooperative, willing to guide, coach and motivate	21.1	Pharmacy team	Recognises the value of team members and uses appropriate channels for referral. Understands the roles and responsibilities of team members, knowing how the team works, respecting skills and contributions of others as well as recognising own limitations within the team.
			21.2	Multi-disciplinary team	Recognises the value of other healthcare professionals and seeks to establish co-operative working relationship with colleagues, based on the understanding of and respect of each other's roles. Understands own role as a medication treatment expert in an inter-professional patient care team.
			21.3	Organisational team	Recognises the roles and skills of other non-clinical staff within the team and work in collaboration with them.
22.	Organisation	Practical, safe, punctual and realistic	22.1	Prioritisation	Prioritises work, managing one's time efficiently including prioritising tasks to changing circumstances.
			22.2	Punctuality	Ensures satisfactory completion of tasks with appropriate handover, recognizing the importance of punctuality and attention to detail.
			22.3	Initiative	Demonstrates initiative in problem solving and taking new tasks. Demonstrating ability to work independently with one's own limitations.
			22.4	Efficiency	Demonstrates a process of care using the time productively with minimum waste of effort.
			22.5	Safety	Is able to work and make decisions without compromising patient safety.
23.	Service Provision	Strategic thinking and innovator	23.1	Quality of service	Reviews services provided to ensure they meet local and national standards and specifications. Understands and applies the knowledge related to the analysis and quality control of pharmaceutical products in the service. Implements service or quality improvement projects.
			23.2	Service development	Identifies key drivers and new services or innovations or ways of working in relation to local plans (projects) and needs of local populations. Ensures sustainability and availability of the service.

Professional competencies					
Competencies	Attitude	Knowledge	Behaviour Competencies		
24.	Costs systems	Resourceful	24.1	Service reimbursement <i>(if applicable)</i>	Uses relevant reference source to ensure appropriate and accurate reimbursement. Claims reimbursements appropriately for services that are provided.
			24.2	Prescribing budgets <i>(if applicable)</i>	Considers the budgetary effects of prescribing and uses generic substitutions, and considers the budgetary effects in medicines use reviews and medicines pathways, where possible.
25.	Training others healthcare professionals	Willing and collaborative	25.1	Pharmacy staff	Ensures that staffs, under ones responsibility are competent to undertake the tasks allocated to them. Makes arrangements for training when necessary.
			25.2	Other healthcare professionals	Participates actively in training other healthcare professionals and non clinical staff. Organises training events or uses an opportunistic conversation to facilitate training. Ensures that the staff is competent to undertake the tasks allocated to them. Shows links between practice and education development.
26.	Leadership development	Reliable and confident	26.1	Role model	Acts as a role model. Understands and demonstrates key attributes of a role model to members of the team.
			26.2	Mentorship	Demonstrates mentorship behaviour to others. Provides effective feedback. Helps others to identify training needs.
			26.3	Education and training	Communicates and facilitates innovative ideas to the team. Draws up and implements service improvement projects linked to local and national innovation projects. Co-ordinates and reports on local, national or international innovations. Participates actively in training of pharmacy students regarding the hospital pharmacy field.