

Management & Leadership

SYNERGY MASTERCLASS

Programme



BRUSSELS

5 Oct. 2018

Sponsored by an educational grant from Amgen

ACPE Universal Activity Number (UAN): 0475-0000-18-034-L04-P/CEUs: 1.125

VISION INNOVATIVE APPROACHES TO MANAGEMENT <i>Diamond room</i>	
09.00 - 09.15	WELCOME & INTRODUCTION <i>A. Sinclair, Independent Consultant, United Kingdom</i> <i>A. Rieutord, Hôpital Antoine Béclère, France</i>
09.15 - 09.45	VISION & MOTIVATION <i>A. Sinclair, Independent Consultant, United Kingdom</i>
09.45 - 10.15	COFFEE BREAK (Diamond Lounge)
10.15 - 11.45	INNOVATIVE MANAGEMENT TECHNICS Value management, socio-economic approach <i>A. Rieutord, Hôpital Antoine Béclère, France</i> <i>M. Frachette, Cap O2 and ISEOR, France</i>
11.45 - 12.30	OPEN FORUM
12.30 - 13.30	LUNCH BREAK (Restaurant Catharina)
13.30 - 15.00	WORKSHOP: HEALTHCARE QUALITY MANAGEMENT USING LOGICAL FRAMEWORK (Workshop rooms: Emerald/Ruby and Jade/Sapphire) <i>P. K. Dey, Aston University, United Kingdom</i> <i>P. Albores, Aston University, United Kingdom</i>
15.00 - 15.30	COFFEE BREAK (Diamond Lounge)
15.30 - 16.30	WORKSHOP feedback preparation
16.30 - 17.00	WRAP UP AND CLOSE <i>A. Rieutord, Hôpital Antoine Béclère, France</i>

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DEVELOPING THE INDIVIDUAL - BUILDING THE TEAM

Diamond room

09.00 - 09.10	INTRODUCTION & WARM UP SESSION <i>A. Sinclair, Independent Consultant, United Kingdom</i> <i>A. Rieutord, Hôpital Antoine Béchère, France</i>
09.10 - 09.50	DEVELOPING THE INDIVIDUAL, understanding oneself <i>A. Sinclair, Independent Consultant, United Kingdom</i>
09.50 - 10.05	COFFEE BREAK (Diamond Lounge)
10.05 - 11.45	CHANGE MANAGEMENT <i>P. Van Oirschot, GPP Support, The Netherlands</i>
11.45 - 12.30	OPEN FORUM
12.30 - 13.30	LUNCH BREAK (Restaurant Catharina)
13.30 - 15.00	WORKSHOP: DECISION-MAKING IN HEALTHCARE USING THE ANALYTIC HIERARCHY PROCESS (Workshop rooms: Emerald/Ruby and Jade/Sapphire) <i>P. K. Dey, Aston University, United Kingdom</i> <i>P. Albores, Aston University, United Kingdom</i>
15.00 - 15.30	COFFEE BREAK (Diamond Lounge)
15.30 - 16.30	WORKSHOP feedback preparation
16.30 - 17.00	WRAP UP AND CLOSE <i>A. Rieutord, Hôpital Antoine Béchère, France</i>

* Indicates speaker or SC member has stated a conflict of interest which has been reviewed and accepted. See speakers' bios page for more information.

The European Association of Hospital Pharmacists (EAHP) is accredited by the Accreditation Council for Pharmacy Education as a provider of continuing pharmacy education.



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PROF DR PAVEL ALBORES (MIET, FHEA) is a Professor in Operations Management and Director of the Centre for Research into Safety and Security (CRISIS) at Aston Business School.

Prof Dr Albores received his PhD on Simulation of e-business processes from Strathclyde University (2007), where he also gained an MSc in Manufacturing Management. His first degree is in Chemical Engineering from the Universidad de las Americas-Puebla.

Prof Dr Albores' major research interests revolve around the fields of simulation, operations improvement, supply chain management, emergency management and humanitarian logistics.

Conflict of interest: None



DR MARC FRCHETTE is a Scientific Consultant in Management Science and CEO of Cap O2. He's an affiliate researcher at ISEOR and lecturer at Lyon business school of management (Jean Moulin University). Dr Frchette worked before during 25 years in the pharmaceutical industry.

Dr Frchette studied at Lyon School of management and obtained a Master in Commercial management, a Master in Strategic management and a PhD in Management Science in 2014.

Dr Frchette's research focuses on pharmacy management and hospital organisation.

Conflict of interest: None



PROF DR PRASANTA KUMAR DEY is a Professor of Operations Management at Aston University.

Prof Dr Dey has a bachelor in Mechanical Engineering, Jadavpur University, India, (1981 - 1985), a Master's in Industrial Engineering, Asian Institute of Technology, Thailand (1991 - 1992) and a PhD in Production Engineering from Jadavpur University, India, (1994 - 1997).

Prof Dr Dey has published more than hundred twenty research papers in leading international refereed journals. He has accomplished several research projects in supply chain optimisation and project management maturity studies in manufacturing, process, services and construction industries globally covering both SMEs and large sectors. His projects have been funded by Ford Foundation, ESRC, EPSRC, Research Council UK, British Council, Royal Society, West Midlands Manufacturing Advisory Services, EU and ERDF. His industry clients include Jaguar LandRover, Rolls Royce, JCB, L'Oreal, NHS, Britons Carpet, Cemex, General Dynamics,

Unocal, and several organisations in SMEs in the UK and abroad. He has delivered long term executive development programs and facilitated numerous workshops for executives in Barbados Government, the healthcare professionals in Maltese hospital and National Health Services in the UK, the project executives in JCB, Jaguar and Land Rover, Atkins and the Country and HR managers of L'Oreal. Dr. Dey has developed several decision support systems that include supplier performance evaluation, supply chain performance measurement, sustainability performance framework, risk management and currently engaged in developing decision support systems for optimizing bioenergy (including energy recovery from waste) supply chain design and operations. His work helped numerous SMEs in the developing countries like India, Bangladesh and Thailand to deal with their sustainability issues and challenge. He facilitates many city councils in the UK and municipalities in India for developing strategies and policies for solid waste management that include developing business case for projects. He is currently leading a project entitled 'Low carbon supply chain adoption' in SMEs supply chain across the world with the involvement of researchers and industry practitioners from India, Trinidad, UK, Ireland, Austria, Spain, Australia, Switzerland, Germany, Malta, France, Bangladesh, Barbados, UAE, Kuwait, Quarter, China, Thailand, Malaysia, Brazil, Philippines, Greece and Vietnam. He is the editor in chief of International Journal of Energy Sector Management and the founder co-director of Aston India Foundation for Applied Research. Conflict of interest: None

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DR ANDRÉ RIEUTORD is currently head of the Pharmacy at Hôpital Antoine Béchère and Head of the Pharmacy "pole" within the hospital group of South-Paris university in charge of piloting the strategic project of the 3 pharmacies.

He obtained his PharmD in 1992, his PhD in 2002 and his "Habilitation à diriger des recherches" in 2005.

Dr Rieutord's research focuses on Healthcare management and Pharmaceutical care.

Conflict of interest: None



DR ANTHONY SINCLAIR is a consultant in quality management systems and safety.

Dr Sinclair's first degree was in pharmacy- Brighton school of Pharmacy (1977). A Master degree followed in systems analysis and software design - Wolverhampton University (2004) and a PhD in predicting and mitigating errors in pharmacy (2017). He was director of Pharmacy at Birmingham Children's Hospital (2005-2017) and held a hon visiting professors post until 2017. He is a Fellow of the Royal Pharmaceutical Society (RPS) and a Fellow of the Faculty of the RPS.

Dr Sinclair's research interests are in error causation and mitigation.

Conflict of interest: None



MR PATRICK VAN OIRSCHOT is partner at Good Pharmacy Practice Support and Bazan Van Oirschot International Pharmaceutical Consultants, both independent consulting and management firms in the areas of leadership, management, medication safety, IT and innovation regarding pharmaceutical services.

Besides his role as consultant, he is the chairman of the board of the Pharmacy Leadership Foundation. The goal of this foundation is to promote leadership development that supports the quality and effectiveness of pharmaceutical care in Europe and he is a faculty staff member at Rotterdam School of Management – Erasmus University (NL).

Business University (NL).

Mr Van Oirschot is specialised in a wide range of expertise such as supply and demand chain management, closed loop medication systems, organisation management, leadership development,

IT, entrepreneurship and innovation. leadership development, IT, entrepreneurship and innovation.

Conflict of interest: None

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Contents of the lectures

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An ACPE application based activity

ACPE Universal Activity Number (UAN): 0475-0000-18-034-L04-P/CEUs: 1.125

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

TARGETED 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 the 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 Synergy Masterclass.

EAHP STAFF

- Jennie De Greef, Chief Operating Officer
- Isabel Valero Guerrero, Deputy Chief Operating Officer
- Anne-Cécile Tanton, Events Team Lead

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Contents & learning objectives of the lectures

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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.

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VISION AND MOTIVATION

Dr Anthony Sinclair, 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

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/she 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-day synergy masterclass.

LEARNING OBJECTIVES

After the seminar, participants should be able to:

- define what is leadership about;
- describe the strategical 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.

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INNOVATIVE MANAGEMENT TECHNIQUES

Dr André Rieutord, Hôpital Antoine Bécclère, France
Dr Marc Frachette, 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

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.

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DEVELOPING THE INDIVIDUAL - UNDERSTANDING ONESELF

Dr Anthony Sinclair, 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

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.

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CHANGE MANAGEMENT

Mr Patrick Van Oirschot, 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

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.

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WORKSHOP 1: DECISION-MAKING IN HEALTHCARE USING THE ANALYTIC HIERARCHY PROCESS

Prof Dr Prasanta Kumar Dey, Aston University, United Kingdom

Prof Dr Pavel Albores, Aston University, United Kingdom

[LINKED TO EAHP STATEMENTS](#)

Section 1 - Introductory Statements and Governance: Statements 1.1, 1.3

Section 6 - Education and Research: Statement 6.2

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.

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WORKSHOP 2: HEALTHCARE QUALITY MANAGEMENT USING LOGICAL FRAMEWORK

Prof Dr Prasanta Kumar Dey, Aston University, United Kingdom
Prof Dr Pavel Albores, Aston University, United Kingdom

LINKED TO EAHP STATEMENTS

Section 1 - Introductory Statements and Governance: Statements 1.1, 1.3
Section 6 - Education and Research: Statement 6.2

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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Cap O2 est une société de conseil en management et en ingénierie des organisations qui accompagne et forme les dirigeants, managers et leurs équipes. Les domaines d'intervention de Cap O2 concernent:

- la conduite du changement au sein des institutions et établissements de santé entre directions, encadrement, praticiens, soignants,
- la création d'offres de services et de partenariats entre les industriels de santé et leurs clients,
- le développement des acteurs de santé : formations-actions à la conduite de projet, au management et au pilotage de la performance,
- l'accompagnement stratégique et opérationnel dans tous types d'organisations : Cap O2 a la capacité de mobiliser les équipes d'intervenants-chercheurs de l'Institut socio-économique des entreprises et des organisations; nos interventions bénéficient d'une supervision de haut niveau de l'ISEOR.

Cap O2 a été fondée et est dirigée par Marc Frachette, consultant-chercheur et manager pendant 25 ans dans l'industrie à des postes d'encadrement et de négociation, notamment dans le domaine des biotechnologies. Il mobilise les approches de conduite du changement, en particulier le management socio-économique qui intègre une approche de conduite de projet stimulante résolument transformatrice. L'ingénierie socio-économique permet de traquer les dysfonctionnements organisationnels (4173 recensés) qui génèrent de 20.000 à 70.000 Euros de coûts cachés par salarié et par an ; elle est validée auprès de plus de 1850 organisations et permet le développement d'une performance collective objectivée (réduction de 30 à 55% des dysfonctionnements), avec d'importants gains de productivité.

Marc est titulaire d'un Doctorat en Sciences de gestion sur la gouvernance de l'hôpital et la performance du circuit du médicament, d'un Master recherche en management stratégique et d'un Master 2 en ingénierie commerciale aux applications très pratiques. Il enseigne le management au sein de l'IAE à l'Université Jean Moulin de Lyon (auprès d'étudiants et de futurs dirigeants d'institutions de santé), à l'IFCS-TL et auprès des internes en Pharmacie. Il est intégré à l'équipe de recherche de l'ISEOR, rattachée au centre Magellan de l'IAE de Lyon et membre de diverses associations et sociétés savantes en management*.

Cap O2 est à votre disposition pour étudier votre problématique de manière très opérationnelle, en s'appuyant sur une solide expérience d'intervention et de management sur le terrain, tout en garantissant un recul conceptuel sérieux.

*AFAV : association française d'analyse par la valeur / ANDRH : association nationale des DRH / ARAMOS : association pour la recherche appliquée en management des organisations de santé / ALASS : association latine d'analyse des systèmes de santé / ADERSE : association pour le développement de la responsabilité sociale des entreprises Evaluation d'appels à projets (DGOS...)

Clients de Cap O2 :EH Institut Curie, MGEN, GH Saint Joseph, GH Est Francilien, APHP, HCLAmgen, Pfizer, Amgen, Grünenthal, Merck, Nestlé, LDC, T Caillat Optique...