

Pharmaceutical Services Negotiating Committee Agenda

For the meeting to be held on 23rd May 2019

At CIWEM, 106-109 Saffron Hill, London, EC1N 8QS

Commencing at 9am

Members: Richard Bradley, David Broome, Mark Burdon, Peter Cattee, Ian Cubbin, Marc Donovan, Samantha Fisher, Mark Griffiths, Alice Hare, Jas Heer, Tricia Kennerley, Clare Kerr, Sunil Kochhar, Andrew Lane, Margaret MacRury, Fin McCaul, Has Modi, Lucy Morton-Channon, Garry Myers, Bharat Patel, Indrajit Patel, Prakash Patel, Umesh Patel, Jay Patel, Janice Perkins, Adrian Price, Sian Retallick, Anil Sharma, Stephen Thomas, Faisal Tuddy, Gary Warner

Chairman: Sir Mike Pitt

1. Welcome from Chair **09:00**
2. Apologies for absence
3. Conflicts or declaration of interest
4. Minutes of the February meeting
5. Matters Arising

Action:

7. Chairman's Report and Chief Executive's Report **09:15 – 09:30**
8. Medicines Optimisation and Safety **09:30 – 10:30**
Break **10:30 – 10:45**
9. PhAS and Consolidation **10:45 – 12:00**
10. Guest speakers and Q&A **12:00 – 13:00**
– Mark Livingstone CEO and Gary Dannatt COO of Pharmacy 2U
Lunch **13:00 – 14:00**
11. Funding **14:00 – 15:30**
12. Governance **15:30 – 16:15**

12.1. Committee appraisal and review process (**Appendix 01/05/2019**)

12.2. PSNC Rules paper

12.3. Risk Register for May

12.4. Confidentiality

12.5. Recommendations from subcommittees

13. Any Other Business

16:15 – 16:30

Close

16:30

Subject	PSNC Member Appraisal and Review Process
Date of meeting	23rd May 2019
Committee/Subcommittee	PSNC
Status	
Overview	The paper provides an appraisal and review process to assist Committee members with their PSNC responsibilities
Proposed action(s)	If appropriate, adopt the appraisal and review process, on the basis that Sue Killen, the new PSNC Chair, may develop it further.
Author of the paper	Gordon Hockey

Introduction

1. The process for an appraisal and review process has been considered by the Review and Audit Panel (RAP) which recommends it to the committee.

The Appraisal and Review Process

2. The full appraisal and review process is attached as annex A. It seeks to:
 - Maintain contractor, LPC and public confidence in PSNC
 - Ensure the planning and management of meetings
 - Maintain quality and integrity of decision-making
 - Ensure members demonstrate the appropriate qualities and abilities for effective performance of the role
 - Identify members' training and development needs
 - Create opportunities for members to raise relevant issues
 - Identify, retain and build on members' existing skills
3. The essential parts of the process are as follows:

- A constructive, evidence based and focused self-assessment by the member of his or her own performance, including identification of their development needs;
 - Anonymous feedback (360° review) from 3 other members of the committee (for subcommittee Chairs these members should be members of the subcommittee), together with any evidence and any information received from any other members; and
 - A one-hour review interview by the PSNC Chair (with the use of self-assessment and anonymous 360° feedback).
4. All relevant information is available to the member being appraised and reviewed and the other members providing 360° feedback are chosen by the person being reviewed.
5. RAP agreed that as part of the procedure:
- The one-to-one review interview by the Chair need not be face-to-face;
 - The panel should appraise the Chair (the first informal appraisal/discussion should be within 6 months of the new Chair's appointment);
 - The 360° feed-back for subcommittee Chairs should come from three other subcommittee members;
 - The one-to-one review interview might need to be longer for subcommittee Chairs;
 - The whole process should be undertaken over an approximately 18-month time period; and
 - Committee members may need to undertake their own additional training, if specific needs are identified as part of the process.

Issues

6. The appraisal and review process is a collaborative effort between the Chair and committee member to ensure members and the committee are effective individually and collectively; recognising that selection for the committee is based on external appointment or election.
7. While training needs are primarily the responsibility of the member, PSNC remains responsible for providing appropriate general training for PSNC work; or if the appraisal and review process identifies similar training needs in a number of members.
8. Appraisal reviews are confidential to the member, Chair, RAP and relevant PSNC staff and should not be available to others, to ensure members and the Chair can have open discussions without fear that appraisal and review information will be used by others for other purposes, for example, by any relevant voting electorate or appointing employer.

9. Sue Killen, the new Chair of PSNC, as the person who will undertake the majority of the appraisal reviews, should have the freedom to develop and adapt the process so that she can best support committee members and ensure the process achieves its purpose as efficiently as possible.

Conclusion

10. The Committee is asked to approve the appraisal and review process, on the basis that Sue Killen, the new Chair of PSNC may develop it further.

Appraisal and Review Process for the Chair and members of the PSNC

Contents

1. Objectives
2. Review Process
3. Scope and Frequency
4. Criteria
5. Training
6. Review Forms

1. Objectives

The objectives of this review scheme must address the need to:

- Maintain contractor, LPC and public confidence in PSNC;
- Ensure the planning and management of meetings;
- Maintain quality and integrity of decision-making;
- Ensure you demonstrate the appropriate qualities and abilities for effective performance of the role;
- Identify your training and development needs;
- Create opportunities for you to raise relevant issues;
- Identify, retain and build on your existing skills; and
- Be constructive, evidence based and focused.

2. The Review Process

Members' reviews

Your review will be undertaken by the Chair and will be:

- a. a self-assessment of your own performance, including identification of your development needs;
- b. anonymous feedback (360° review) from 3 other members of the committee (for subcommittee Chairs, these members should be members of the subcommittee), together with any evidence and any information received from other members; and
- c. a one-hour review interview by the Chair (with your self-assessment and anonymous feedback/360° review).

Chair's review

The Chair's review will be undertaken by the Review and Audit Panel (RAP), which must seek feedback from all members of the committee together with feedback from the PSNC leadership team and anyone else who may be appropriate.

Review Process

Your review should consider a range of evidence, based primarily on criteria listed below, including:

- recent meetings, the number of meetings undertaken/meetings attended
- the most recent previous review
- any other evidence that the committee member considers is relevant

The outcome of your review should be agreed and, if any mentoring or additional training is needed, this should be discussed and agreed, and a timeline set in place for any development to be achieved. A copy of your review form will be kept by the PSNC and will be held on a confidential basis.

3. Scope & Frequency

All members should have a review at least every 18 months. The review scheme shall cover all members of the PSNC including the Chair.

4. Criteria

A set of core competences will be used against which the appraiser can measure the performance of the appraisee:

Analytical thinking and decision-making: which promotes decisions which are accepted as fair and stand up in the face of challenge;

Effective communication: which contributes to debate within committee;

Interpersonal skills: which helps the committee to work as a team; and

Integrity and impartiality: which ensures that personal views and interests do not adversely affect work as member of committee.

See below for examples of strong performance.

Strong performance includes

Decision-making

Weighs up evidence, shows sense of proportion, keeps emotional reactions under control, seeks consistency in decisions on different matters.

Analytical thinking

Grasps detail, distinguishes relevant from irrelevant information, spots gaps in evidence or arguments, is clear about reasons for decisions.

Effective communication

Voices opinions or doubts succinctly and constructively, and asks simple, clear questions.

Interpersonal skills

Respects contributions of colleagues, encourages others to say what they think, considers how to put views forward persuasively.

Integrity and impartiality

Is alert to the need to declare personal interests, makes allowances for possible personal bias, challenges inappropriate contributions by other committee members.

Additional criteria to be considered in the review of the Chair and Vice Chair of PSNC:

- Ensures appropriate leadership of, and culture within, the committee;
- Ensures PSNC is an effective negotiator on behalf of NHS community pharmacy contractors; and
- Ensures appropriate succession planning for the role of Chair;

Also, for subcommittee Chairs:

- Ensures fair and effective committee discussions and decision-making, and the opportunity for each member to be fully engaged;
- Ensures appropriate agendas, minutes, papers and subcommittee/committee priorities;
- Ensures appropriate support for the CEO and PSNC staff; and
- Ensures members awareness of, and compliance with, issues of equality, diversity, language, cultural factors, when relevant.

5. Training

Training will be provided for those conducting reviews (Chair and RAP), if required, to ensure the purpose of the scheme and its application are understood. The training could provide an opportunity for an appraiser to consider the skills required to:

- Assess performance against competencies;
- Give constructive feedback and manage a review discussion; and
- Enable production of an effective development plan.

6. Form(s)

APPRAISAL REVIEW

Member:

Date of review interview:

Notes

Please complete the self-assessment section of the form and send the form to your reviewer. The form should be sent to your reviewer at least 7 days before the date of the proposed review meeting. Following your review meeting, the reviewer should complete the remaining sections of the form, show it to you and invite you to sign it, to confirm that the review is agreed. If you do not agree with any of the comments or assessments, the disagreement should be recorded.

Your completed review will be considered by the Review and Audit Panel.

Part 1: Appraisee's Form - Self- Assessment of Performance

Signed by appraisee: Date:

	Your comments
Decision-making	
Analytical thinking	
Effective communication	
Interpersonal skills	
Integrity and impartiality	
Additional comments for Chair or Vice Chair	

Part 2: 360° Feedback Form – Assessment of Performance

Name of the subject of the feedback:

Name of the person giving feedback (feedback will be anonymised and aggregated before being shared with the reviewee):

	Comments from the person providing feedback
Decision-making	
Analytical thinking	
Effective communication	
Interpersonal skills	
Integrity and impartiality	
Additional comments for Chair or Vice Chair	
Mentoring recommendations and guidance	

Signed by the committee member giving 360° feedback:

Date:

Part 3: Reviewer's Form – Assessment of Performance

	Reviewer's comments
Decision-making	
Analytical thinking	
Effective communication	
Interpersonal skills	
Integrity and impartiality	
Additional comments for Chair of Vice Chair	
Mentoring recommendations and guidance	

Signed by the reviewer:

Date:

Signed by the reviewee:

Date:

