«СОЦІАЛЬНА ФАРМАЦІЯ: СТАН, ПРОБЛЕМИ ТА ПЕРСПЕКТИВИ»

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**PHARMACISTS' LEADERSHIP COMPETENCIES
ON THE EDUCATIONAL AND PROFESSIONAL STANDARDS IN THE UK**
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Presently, a considerable focus is directed towards the development of pharmacists' leadership competencies. This is evident in the 'seven-star pharmacist' concept by the World Health Organization, where one of the pharmacist's roles is that of a leader. In 2016, the International Pharmaceutical Federation outlined thirteen workforce development goals, with 'leadership development' being a key aspect at all

stages of career progression, education, and science. This was further expanded in 2022, with the International Pharmaceutical Federation presenting an enhanced implementation mechanism. Notably, the UK stands out for its significant emphasis on developing pharmacists' leadership competencies in both educational and professional standards.

The work aimed to analyze the UK educational and professional standards regarding developing pharmacists' leadership competencies and improving pharmaceutical practice.

The research was conducted using a content analysis method, which involved studying documents issued by official pharmaceutical organizations. These included the International Pharmaceutical Federation, the UK's General Pharmaceutical Council, the Royal Pharmaceutical Society, and the NHS Leadership Academy. This approach ensured that the analysis was based on authoritative and reliable sources.

The General Pharmaceutical Council, the regulatory authority for pharmacists, pharmacy technicians, and registered pharmacies, released Standards for Pharmacy Professionals in 2017. According to Standard 9 of this document, pharmacy professionals must demonstrate leadership and "must provide leadership to the people they work with and to others." Also, the Royal Pharmaceutical Society, the professional membership body for pharmacists in England, Scotland, and Wales, developed the Professional Standards for Public Health Practice for Pharmacy in 2014. These Standards provide "a framework to support pharmacists and their teams to improve public health services, and shape future services and pharmacy roles to deliver quality patient care and improve health outcomes." Standard 8.0 – Strategic Leadership and Collaborative Working for Health highlights the need to develop pharmacist leadership competencies, effective interaction between pharmacy leaders, teams, and pharmacists, and cooperation with other healthcare system specialists to improve the population's health. According to this Standard, leaders in pharmacy must influence national and local government to improve the quality of pharmaceutical care and promote personal, team, and organizational development. In addition, Standard 8.0

provides practical examples of implementing a leadership approach in community pharmacies, hospital pharmacies, primary care, and local authorities. The Leadership Development Framework, released by RPS in 2015, describes competencies for pharmacy leaders in more detail. The competencies presented in this document correspond to the NHS Leadership Academy's Healthcare Leadership Model. However, they are formulated and aimed at developing leadership among pharmacists and pharmaceutical scientists. This document aims to form "the collective responsibility of everyone in pharmacy to seek to contribute to the leadership process and to develop and empower the leadership capacity of colleagues." The Leadership Development Framework consists of 9 domains: inspiring shared purpose, leading with care, evaluating information, connecting our service, sharing the vision, engaging the team, holding to account, developing capability, and influencing for results. These domains characterize the behavior recommended for pharmacists on a four-part scale:

• essential (staying true to the organization's principles and values);

• proficient (holding to principles and values under pressure);

• strong (taking personal risks to stand up for the shared purpose);

• exemplary (making courageous challenges for the benefit of the service).

Leadership competencies in the UK educational and professional standards are seen as an integrative element that enables pharmacists to provide high-quality pharmaceutical care to patients. These standards recommend the progressive development of leadership competencies for pharmacists. Initially, it is recommended that you develop personal leadership qualities, build your skills when interacting with a team, and then move on to the organizational, regional, or national level. It is worth noting that with the dynamic development of such technologies as artificial intelligence, machine learning, the Internet of Things, virtual and augmented reality, etc., it is necessary to develop pharmacists' leadership competencies and other soft skills to provide effective care to patients in the new conditions of digital reality.