

Navigating Workforce Transformation

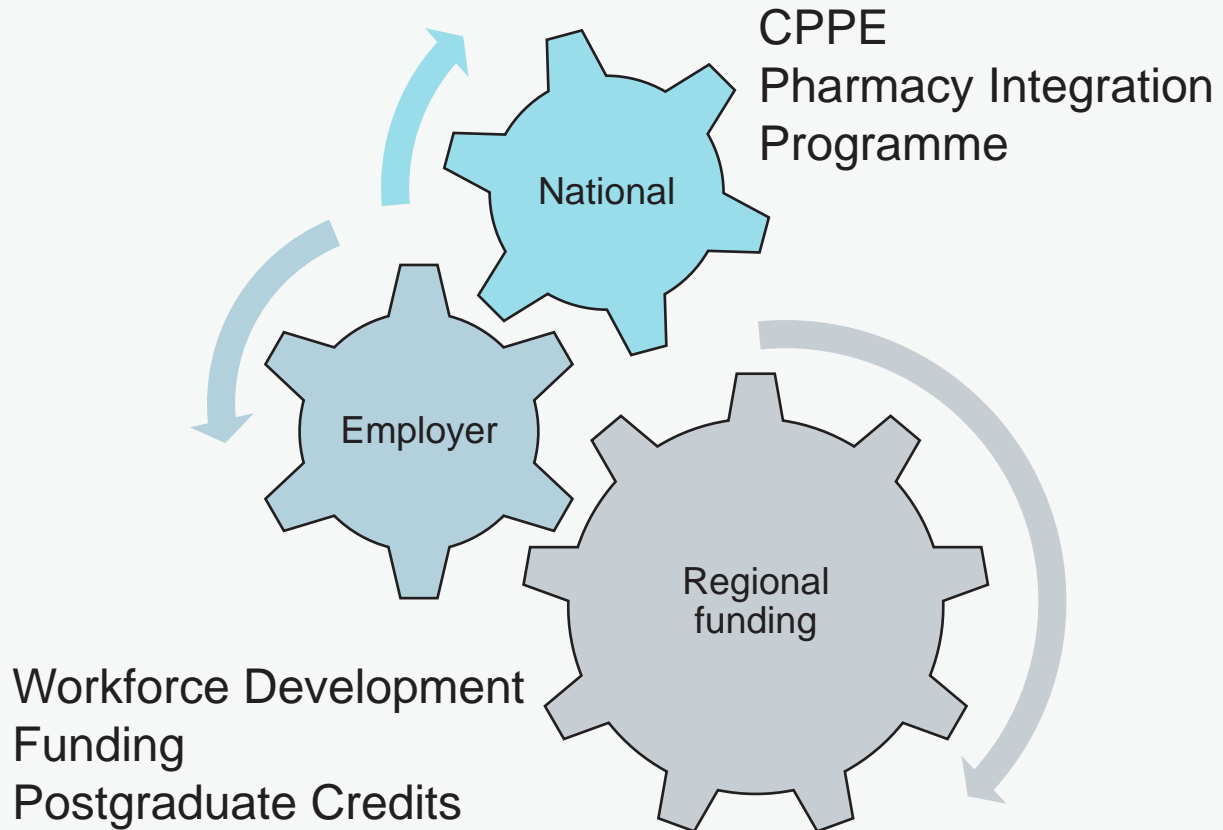
Integrating new and extended roles
Pharmacy Technical Services

September 2023

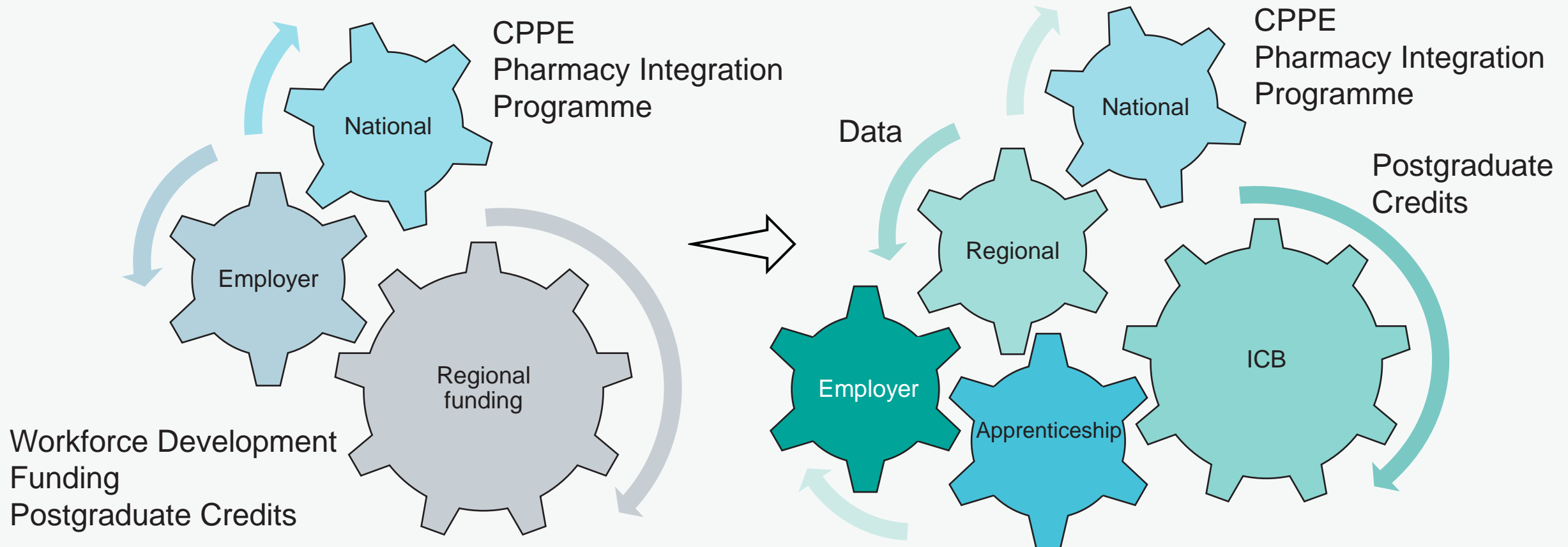
Roz Cheeseman, Pharmacy Dean, NHS England – Midlands

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An Insight to Workforce Training and Education

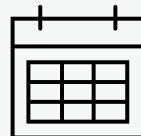
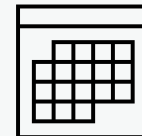
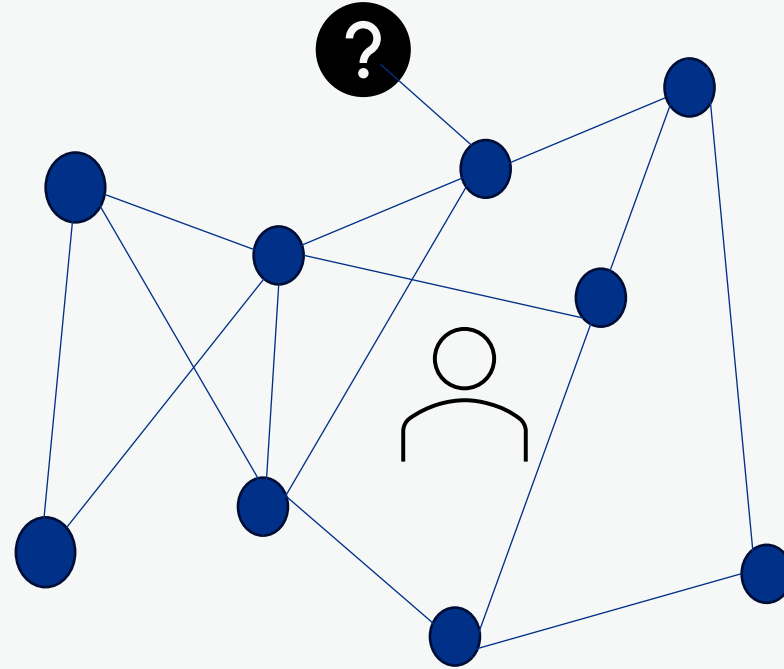


An Insight to Workforce Training and Education



Reality of workforce development: Connections and timeframes

- Trainee
- Manager
- Education Supervisor
- Clinical Services Lead
- Education and Training Team/HR
- Education Provider
- ICB Governance for Workforce Funding
- NHS England
- Careers Advice



The language of workforce transformation

Supply

Current and future workforce capacity, capability and numbers

Upskilling

Optimising and developing the current workforce

New ways of working

Adoption and spread of new roles in health and social care

New Roles

Integrating the workforce, digital & technological opportunities

Leadership

Capacity & capability, leadership of self and others

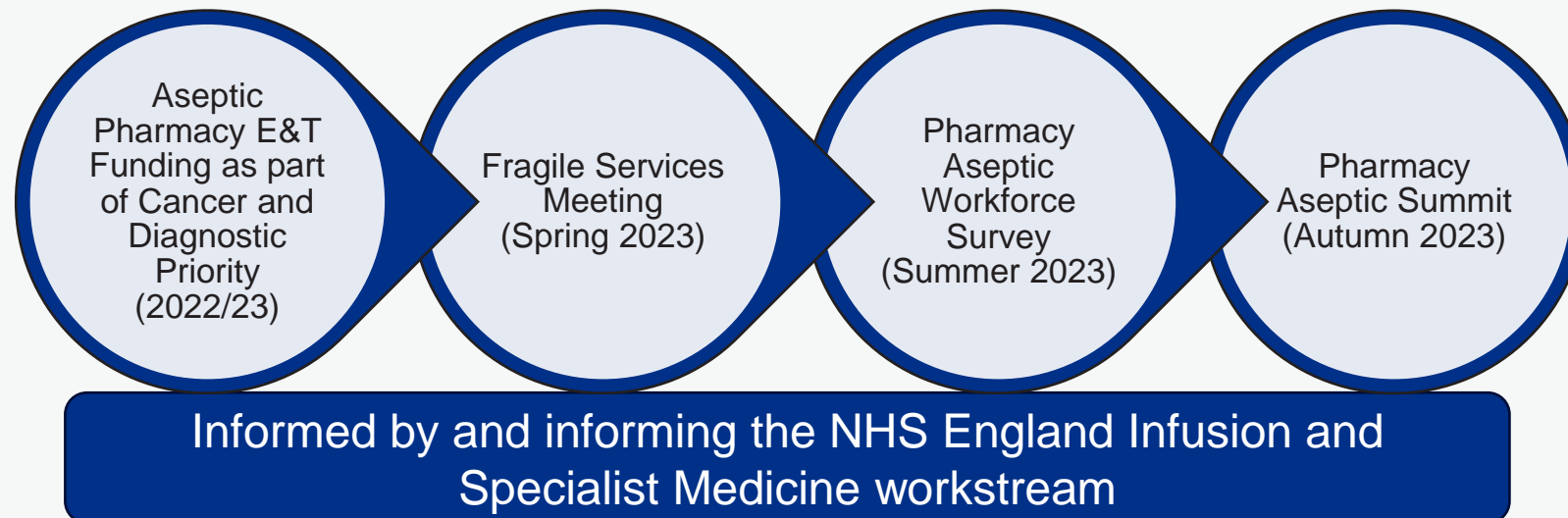
Data insight: Informing workforce supply in the Midlands

Objectives:

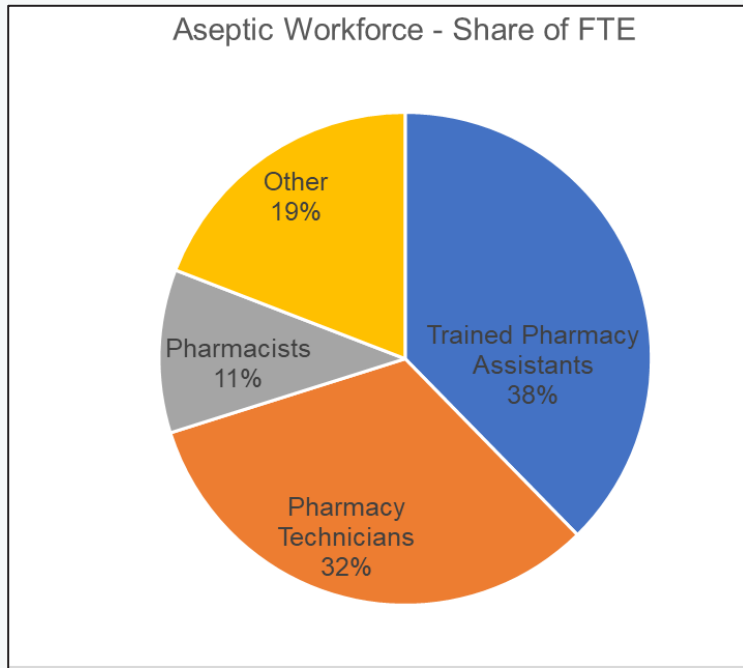
- To gain an increased understanding of Aseptic and Quality Assurance/Quality Control provision with a focus on the Aseptic workforce.
- To raise visibility of the Aseptic workforce and promote understanding of the essential services delivered

Method: Bespoke pharmacy workforce survey across the Midlands, requesting details on Aseptic roles across the services and vacancies.

Outputs: Aseptic Pharmacy Services summit led by NHS England's Medical Directorate, informed by survey findings



Initial Findings: Shape of the Aseptic Workforce



81% of workforce covered by three roles
Other includes:

- Healthcare Scientists
- Science Manufacturing Technicians
- Trainees

Qualitative Insight:

Examples of growing supply across region, e.g. MPharm placements. Skill mix and retention activities. Noting the tension of wider team understanding the requirements to deliver a safe service for patients.

Follow up:

- Aim for a complete return and collate report including (1) S10/Licensed Units (2) Capacity
- Confirm profile of aseptic **workforce** on risk registers
- Inform Midlands Pharmacy Aseptic Summit and Fragile Services Group
- Report to Pharmacy Workforce Faculty Group and propose Task and Finish Group to refine results and repeat
- Explore options to capture capacity linked to workforce, FTE/1,000 items is wide ranging



Pharmacy Technical Services: New and extended roles

Workforce challenges

- Changes to pharmacy initial education and training (IET); technical services elements now significantly reduced/excluded
 - NHS Infusions and Special Medicines – programme of work
 - Pace and scale of change required
 - Affords opportunity for transformation
 - New entry routes
 - New ways of working and learning
 - New professional roles
- *Gap analysis*

‘Now is such a time for change.... Standing still is not an option!’

Context of Workforce Redesign

New and extended roles, entry routes and training

Tasks/competencies What do you need staff 'to-do'?

Service Needs Where do you need them 'to-work'?

Workforce Plan How many will you recruit how and 'from where'?

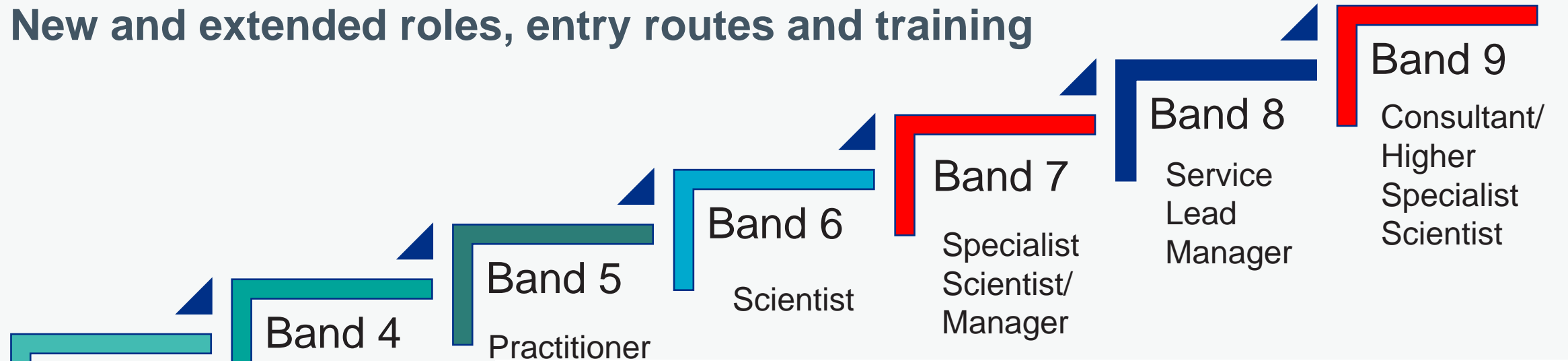
Training Plan Who will train and via which programme?



Ref: <https://www.skillsforhealth.org.uk/info-hub/six-steps-methodology-to-integrated-workforce-planning/?from=15>

Workforce Career Pathways

New and extended roles, entry routes and training



GET IN

These are the sort of jobs you could do at the start of your career. You will develop good basic knowledge and skills and gain qualifications to start you on your career.

GET ON

As you gain more experience you will be able to do a variety of tasks with little guidance or supervision. You will be able to do other types of jobs, such as the examples here, and take more qualifications to move you along your career pathway.

GO FURTHER

At this point you will be an experienced, well qualified professional and probably responsible for managing others. You will be working with a high level of expertise and competence. These are the sort of jobs you could do.

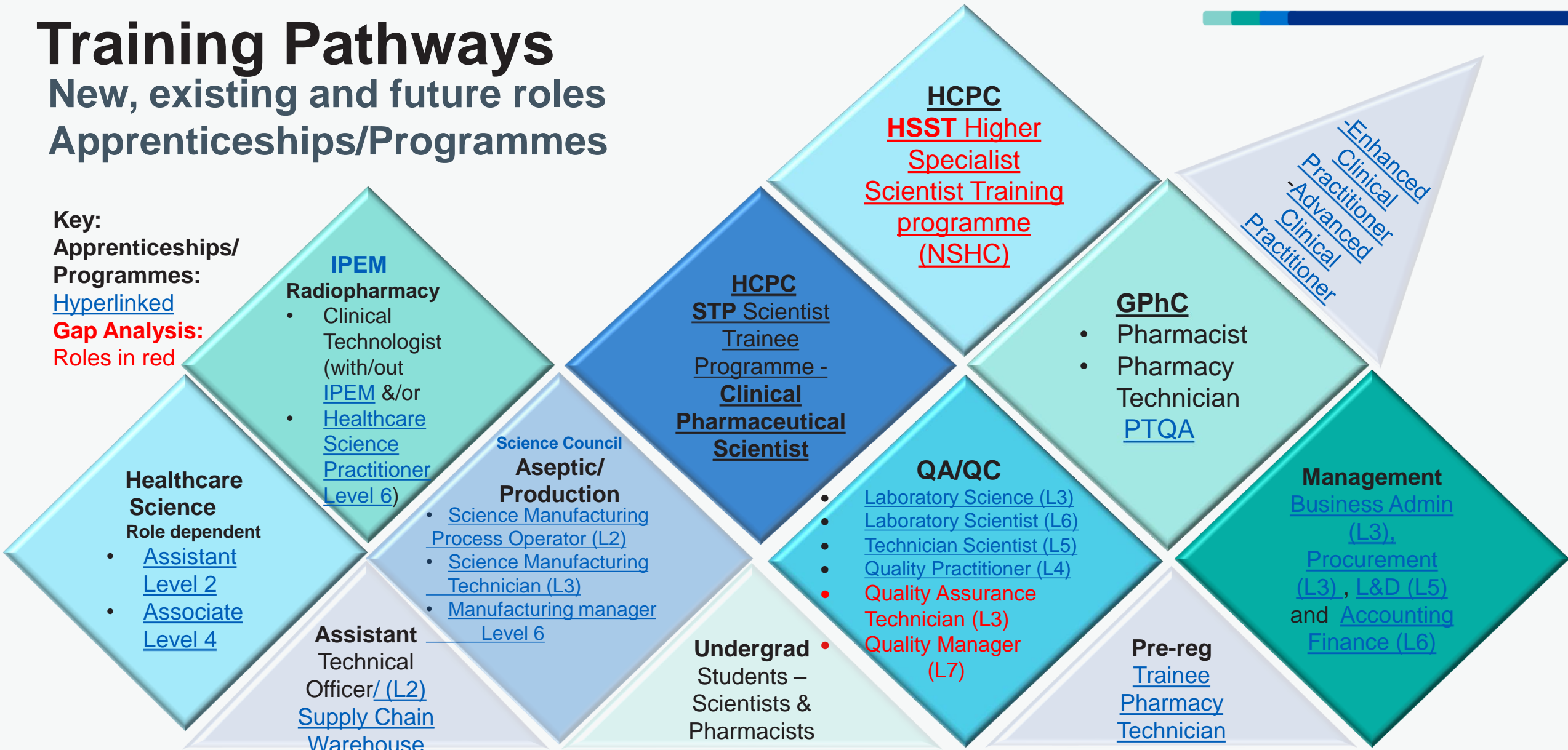
Training Pathways

New, existing and future roles
Apprenticeships/Programmes

Key:
Apprenticeships/
Programmes:

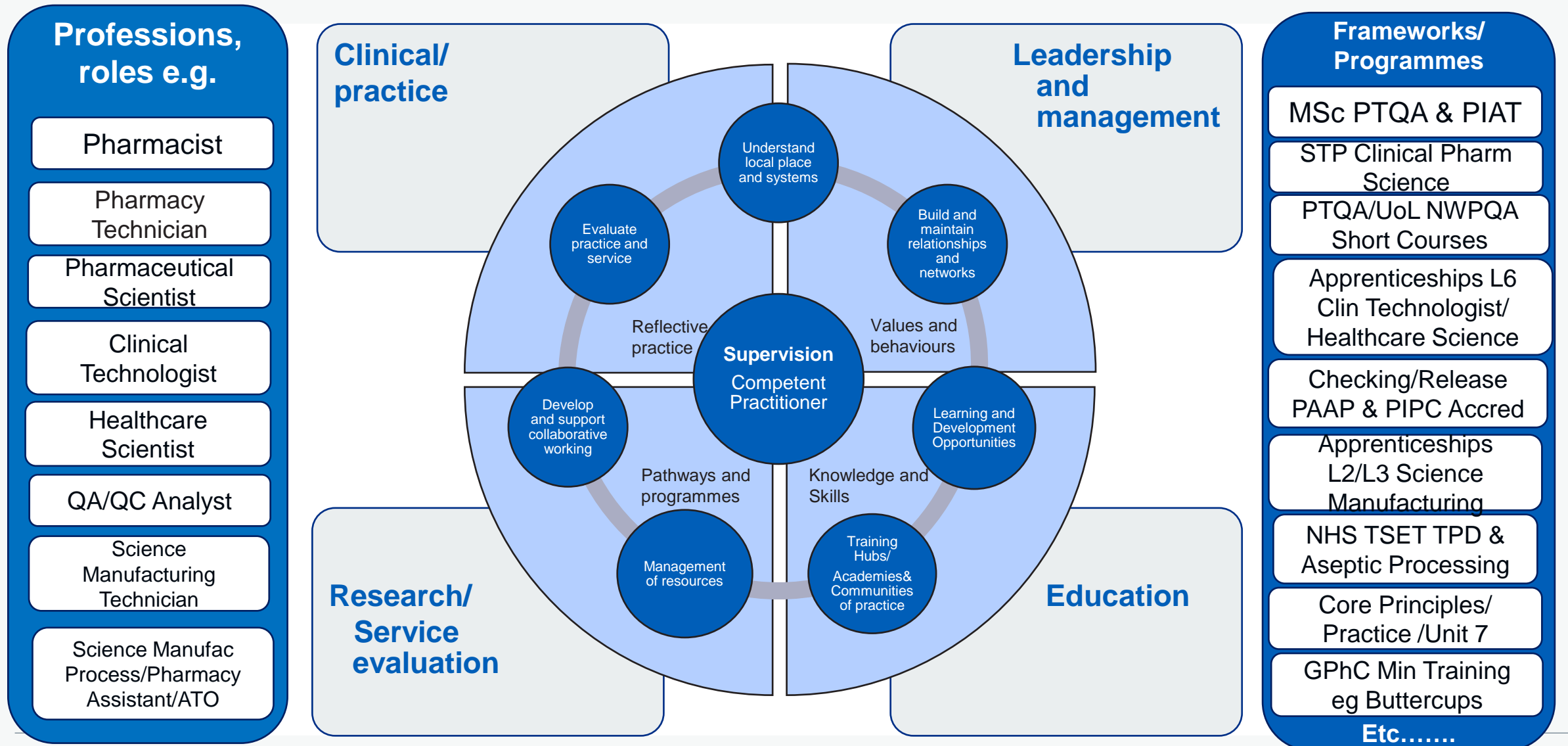
[Hyperlinked](#)

Gap Analysis:
Roles in red



Ref: [Occupational Maps: Institute for Apprenticeships & Technical Education](#)

Educational supervision across workforce



Etc...



Summary

Further considerations: connection, recognition, consistency, sustainability

Tasks and roles

Workforce planning
Task & skills analysis
Job planning & capacity
Supervision
Succession planning


Training

Educators
Mentors & Ed Supervision
Learning Needs Analysis
Training plans
Recognised programmes

Careers

Career framework
Job descriptions
Progression routes
Attracting right workforce
Sustainable workforce

Workforce = OUR people; right number, mix, roles & specialisms, right training; skills, knowledge, experience and understanding, values & behaviours



NHS Pharmacy Technical Services Workforce is in Crisis?

‘Keep doing workforce the same way and repeatedly; you can only expect the same set of results’

If we harness the right tools, pathways and support,
transformation is possible

Thank You

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