



The Leeds
Teaching Hospitals
NHS Trust



Focus on Workforce

Setting the Scene

Pharmaceutical Quality Assurance and Technical Services (QATS) Symposium 2023

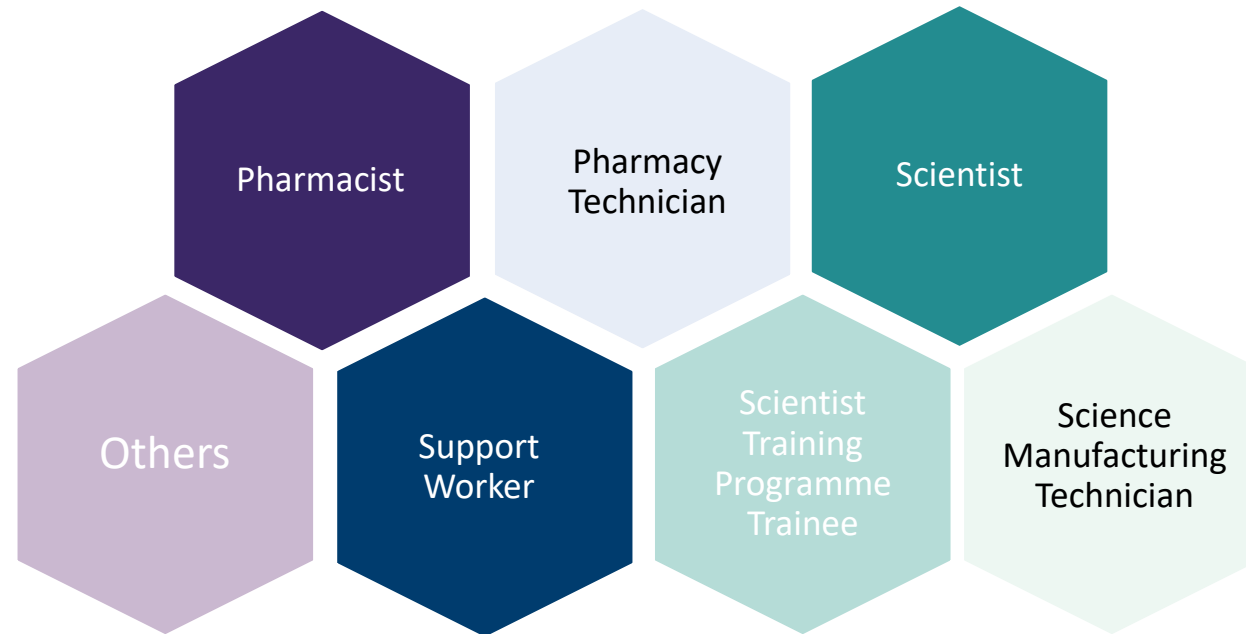
Lauren Price

WYAAT Pathfinder Workforce Lead / Quality Assurance Pharmacist

Leeds Teaching Hospitals NHS Trust

Setting the Scene | Workforce

The workforce are critical to safe & effective delivery of a range of highly specialised and bespoke medicinal products



Preparation & Manufacture
Quality Assurance & Quality Control

3.4 million individual doses prepared in English hospitals annually¹

£3.84 billion spent on injectable medicines across the NHS in England per year¹

Setting the Scene | Workforce Challenges



Insufficient capacity to meet the growing demand



Loss of knowledge & experience in the technical workforce cited by the regulators (MHRA & S10) as a key area of concern



Challenges with recruitment & retention



Lack of training capacity, infrastructure and resource

Workforce | Timeline



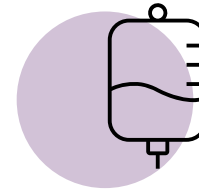
2020

Transforming NHS Pharmacy
Aseptic Services in England



2021

NHS Medicines Manufacturing
Review



2022

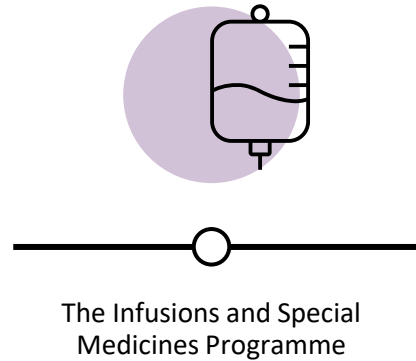
The Infusions and Special
Medicines Programme
Workforce Workstream



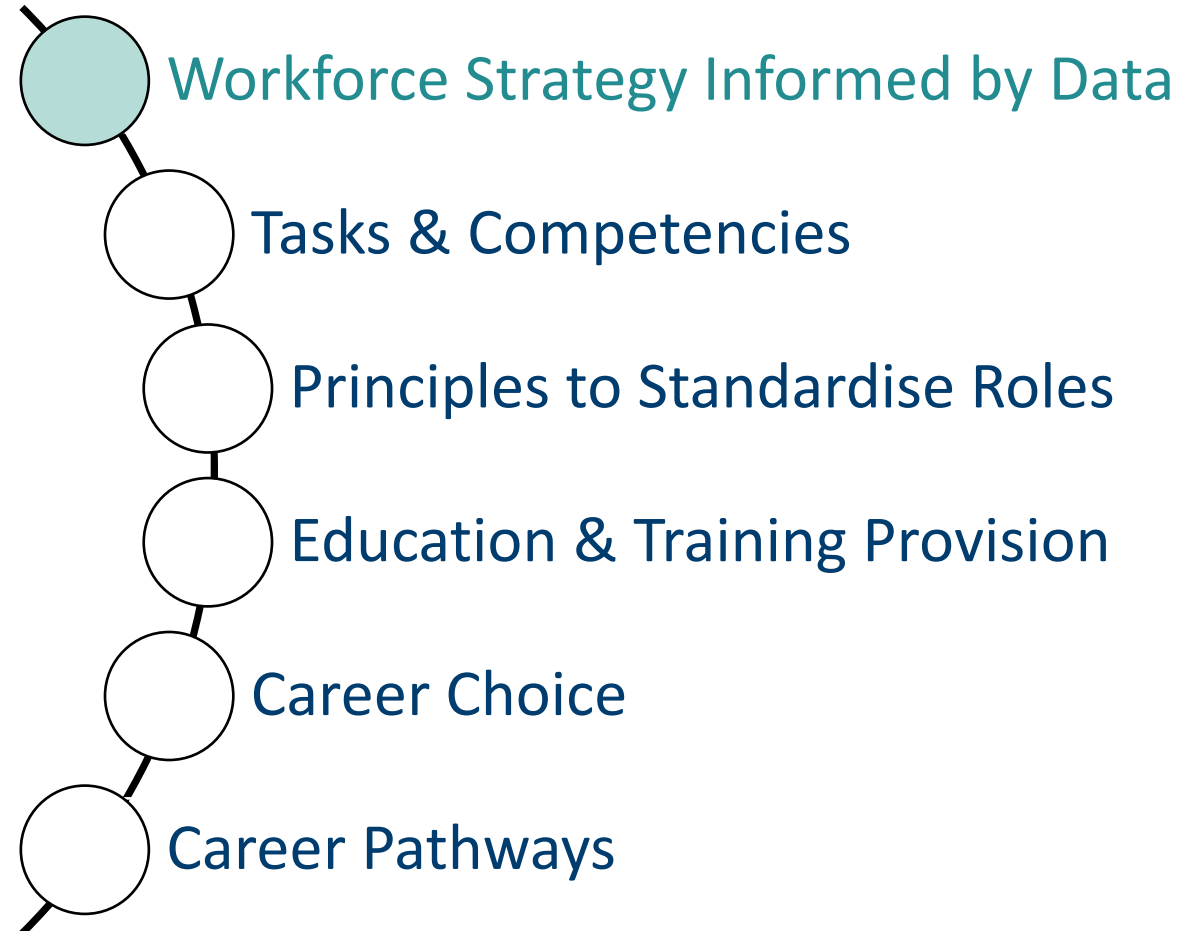
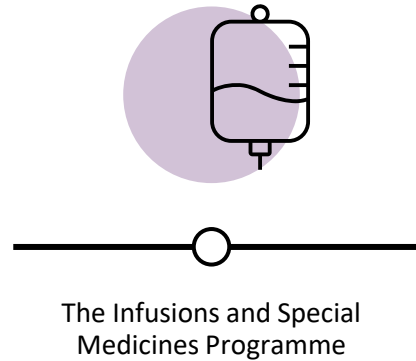
2023

NHS Long Term Workforce Plan

The Infusions and Special Medicines Programme | Workforce Task & Finish Groups



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The Infusions and Special Medicines Programme | Workforce Task & Finish Groups



Workforce Strategy Informed by Data

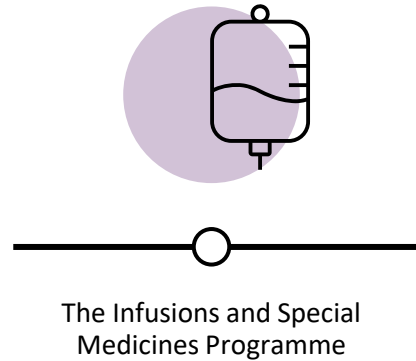
- Use workforce data to understand the current workforce and gap.
- Use workforce analytics to model changing demand and develop strategies to create a sustainable workforce
- Create a **workforce strategy** for technical services, informed by data, and aligned to the aims of the Infusions and Special Medicines Programme

Progress:

Pilot: piggyback a planned survey in Scotland (qualitative and quantitative data).

- Emphasis on collecting future requirements within units (scale of demand & workforce design i.e. using scientists & pharmacy staff)
- Aimed at filling the gap in strategic workforce planning

The Infusions and Special Medicines Programme | Workforce Task & Finish Groups



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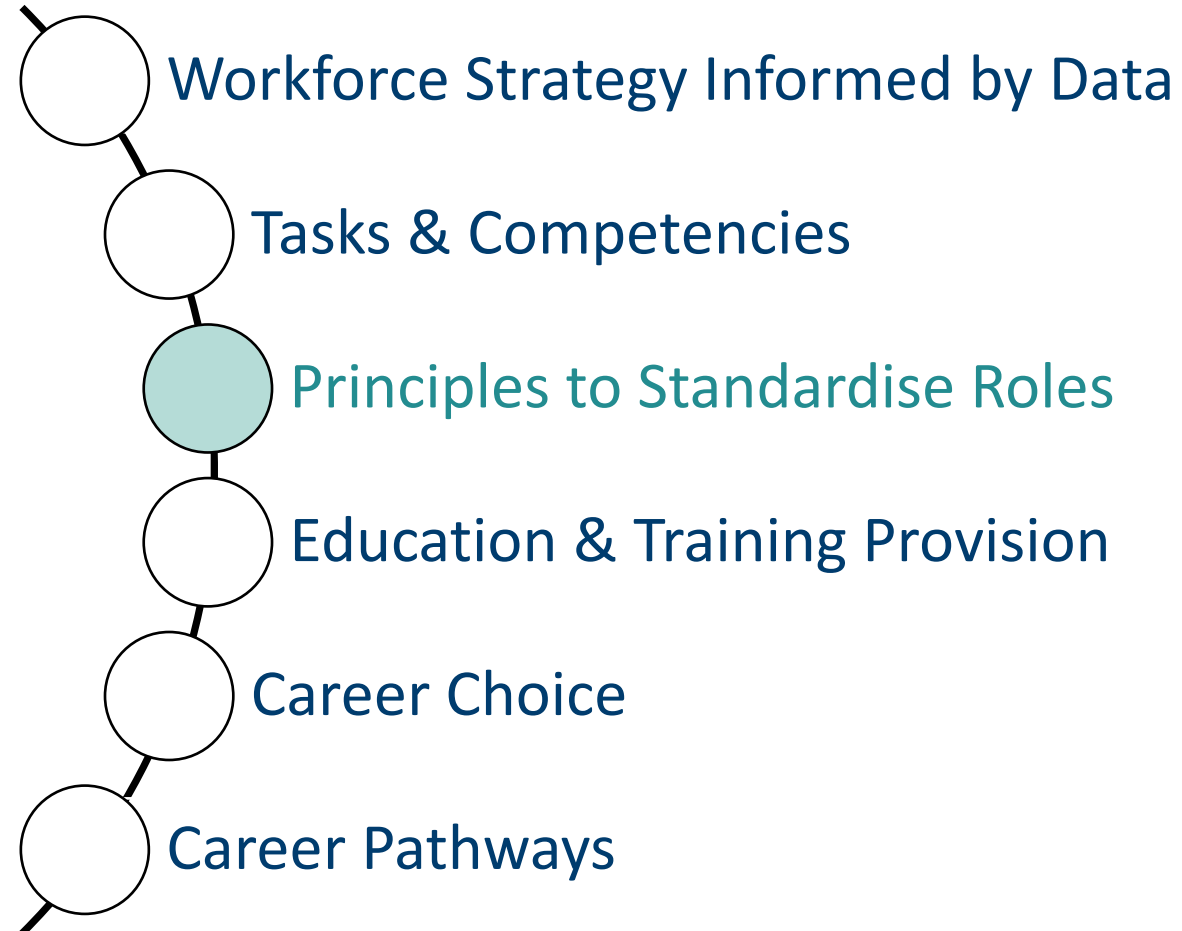
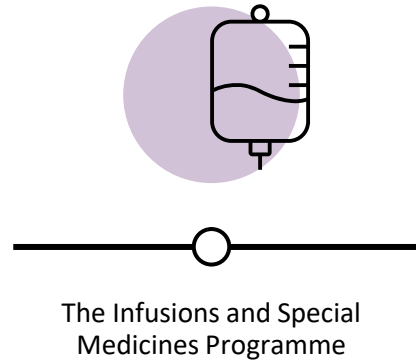
Tasks & Competencies

Define tasks carried out in aseptic and production units and the competencies required to undertake them

Progress:

- Reviewing current task lists – TSET TPD Portal & Fellow project work
- Defining how the knowledge and skills, and levels of application should be presented alongside the tasks

The Infusions and Special Medicines Programme | Workforce Task & Finish Groups



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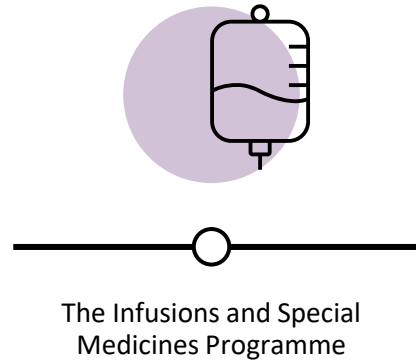
Agree principles to standardise roles in aseptic and production units

- Create a library of standard roles
- Develop/review national AfC job profiles
- Review existing qualification-based guidance as needed

Progress / considerations:

- Review of AfC profiles underway
- Considering a wide variety of roles
- Considering 'generic' not profession specific profiles

The Infusions and Special Medicines Programme | Workforce Task & Finish Groups



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Education & Training Provision

Commission gap analysis of existing education and training provision

- Barriers to access
- Knowledge, skills and competence to meet the standardised role requirements
- Commission the development of education and training provision where gaps identified.
- Define the training framework and infrastructure
- Develop competency passport linked to standard roles

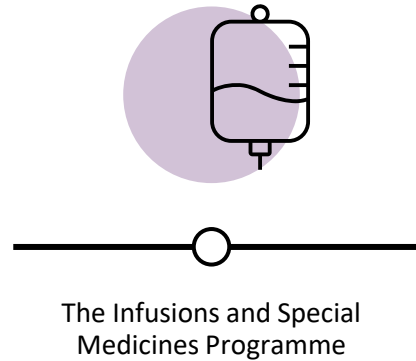
Progress:

- List of existing 'external' E&T being mapped against knowledge, skills & competence
- Survey to understand barriers / enablers of access to current E&T
- Review of current initial education & training

Considerations / Findings:

- Using competence to build E&T pathways
- Improved evidence of attainment
- Qualification gaps and need for contextulised apprenticeships
- Accreditation pathways / credentialling

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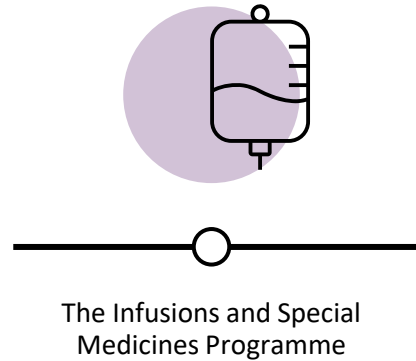
‘Why do people choose, don't choose, stay in, or leave a career in aseptic services’

- Gather evidence base
- Develop resources that attract people into a career

Progress:

- Developing data collection strategy and key demographics to consider
- Discovery – promotional materials in use e.g. in other sectors
- Reviewing interactive Careers Map / tools already in use

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Define career pathways for all staff groups

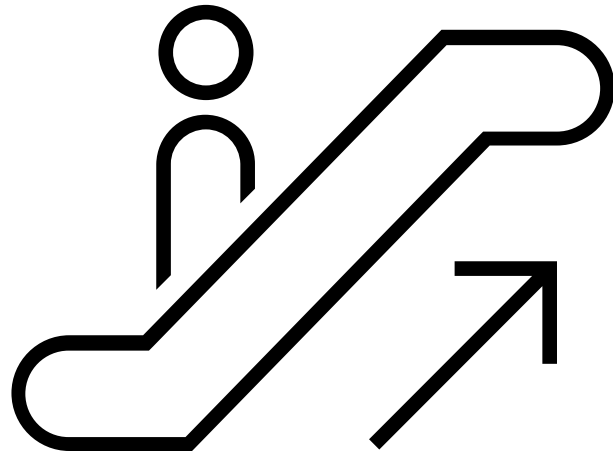
Based on career choice evidence base

Linked to competency-based education and training development

Progress:

- Mapping starting
- Overlay with qualifications
- Focus on 'generic' roles rather than profession specific profiles
- Inclusion of aspirational roles e.g. consultancy level practice

Setting the Scene | Workforce Summary



Workforce challenges with capacity, capability & infrastructure

Continue to engage with a diversified talent pipeline

Continue to share local initiatives

Enable a sustained change within technical services, now and in the future
