

Workforce Considerations for the Future NHS Plan

Pharmaceutical Quality Assurance & Technical Services
24 September 2025

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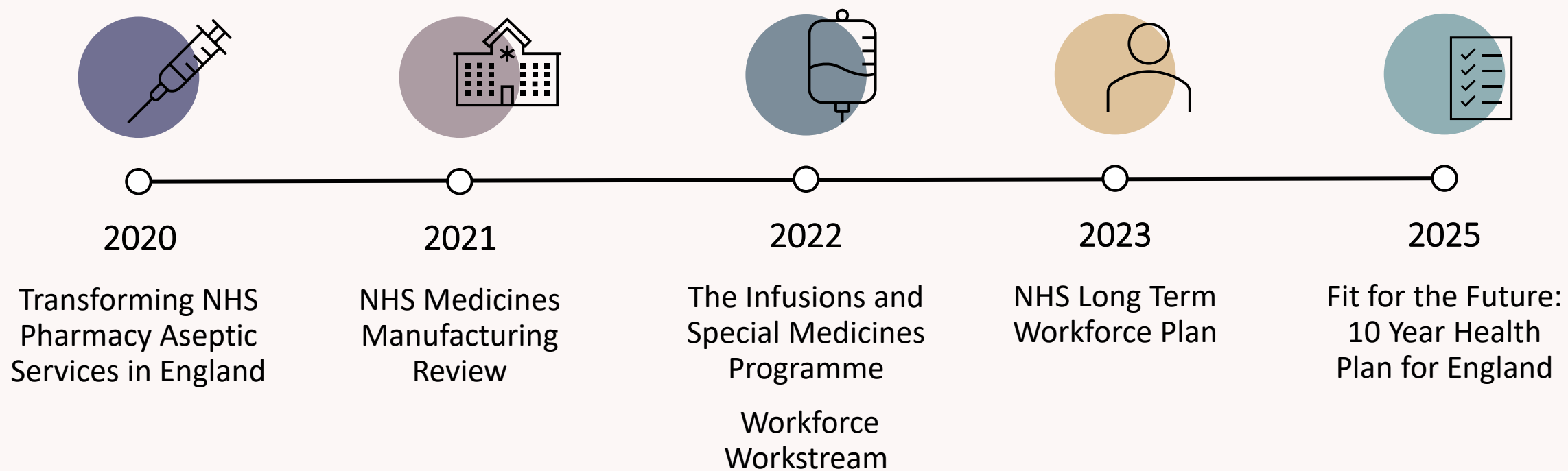
Phil Jones

Senior Pharmacy Technician

Training Programme Director - Technical Services Programmes



Timeline | Key Milestones



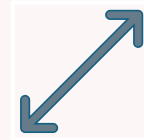
Fit for the Future: 10 Year Health Plan for England



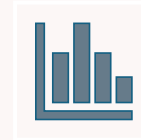
A shift from **sickness**
to **prevention**



Move from **hospital**
to **community care**



Expand **personalised**
and **high-tech**
care (e.g., ATMPs)



Leverage **digital and**
data



Strengthen **workforce**
capability

Why pharmacy matters | medicines are the most used intervention in healthcare
pharmacy must adapt and lead

Future Workforce Considerations

Pharmacy Landscape

- Introduction of hub and spoke operational models
- Regulatory / professional standard updates –
EU GMP Annex 1 updates, review of QAAPS v5
- Digitalisation – EPMA, eBMRs, automated compounding
- Data-driven Productivity & Quality
- Sustainability & net zero targets





Future Workforce Considerations Pharmacy Landscape

Pharmacy Technical Services must be integrated into **ICS planning** for:

- Capacity management
- Business continuity
- Emergency response (e.g. pandemic readiness)

Possibility?

- Networked aseptic units
- Shared QA/QC resources
- Regional service resilience plans

The future is networked, proactive, and embedded in ICS strategy

Future Workforce Considerations

Pharmacy Landscape

Pharmacy Workforce Expansion and Advanced Roles

- **55% increase** in pharmacist training places by 2031/32 (~5,000 annually)
- Pharmacist Independent Prescribing
- DHSC Consultation and now draft legislation enabling Pharmacy Technician's to supervise the preparation, assembly and dispensing of medicines in hospital aseptic facilities
- The GPhC will hold a public consultation on its proposed new standards and rules, once the final legislation comes into effect, which is expected at the end of 2025.
- Scientists | need to enable extended and advanced roles
- Expansion of delegated product release.... "watch this space"

Future Workforce Considerations

Pharmacy Landscape

The General Pharmaceutical Council (GPhC) plans to consult on revising pharmacy technician education standards to reflect the profession's evolving roles, with proposals including raising the minimum "level of study" from Level 3 to Level 4.

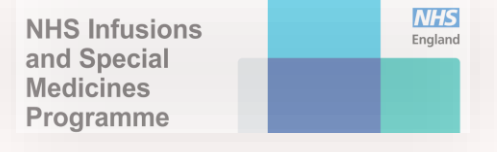
This shift, driven by government efforts to expand the pharmacy workforce and enable technicians to use Patient Group Directions (PGDs), aims to ensure qualifications equip technicians for increased responsibilities, such as supervising others in medicine preparation, and incorporate greater emphasis on multi-sector training and technology.

What does this mean for our workforce?

Planning for the future



ISMP | Workforce Workstream



"The Infusions and Special Medicines Programme, Workforce Working Group exists to **provide direction and action to deliver the workforce workstream of the Programme. It develops plans and actions** to achieve the **deliverables of the workstream**, as described in the approved project brief, and **monitors progress** against the delivery plan."

ISMP | Workforce Workstream

NHS Infusions
and Special
Medicines
Programme



Group 1 - 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

Understand existing data sources
Understand existing dashboards available for workforce
Understand data groups modelling NHS workforce and input
Create a workforce strategy for technical services, informed by data, and aligned to the aims of the Infusions and Special Medicines Programme

Chair – David Campbell

Group 4 - Commission gap analysis of existing education and training provision to understand barriers to access and if it develops the knowledge, skills and competence to meet the standardised role requirements

Consider how initial education and training contributes
Map existing E&T provision
Complete gap analysis
Commission the development of education and training provision where gaps identified.
Define the training framework and infrastructure
Develop competency passport linked to standard roles

Chair – Lauren Price

Group 2 - Define tasks carried out in aseptic and production units (MHRA and section 10) and the competencies required to undertake them

Consider now vs future
Consider role of automation
Include capacity planning
Review existing qualification-based guidance as needed

Chair – Ellen Williams

Group 5 - Understand why people choose, don't choose, stay in, or leave a career in aseptic services

Gather evidence base, including thematic review of exit interview data
Commission further research as needed
Use findings to develop resources that attract people into a career in aseptic services, using methods and language that speak to their interests

Chair – Annika Boloz

Group 3 - Agree principles to standardise roles in aseptic and production units (MHRA and section 10)

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

Chair - Hélio Fazenda

Group 6 - Define career pathways for all staff groups

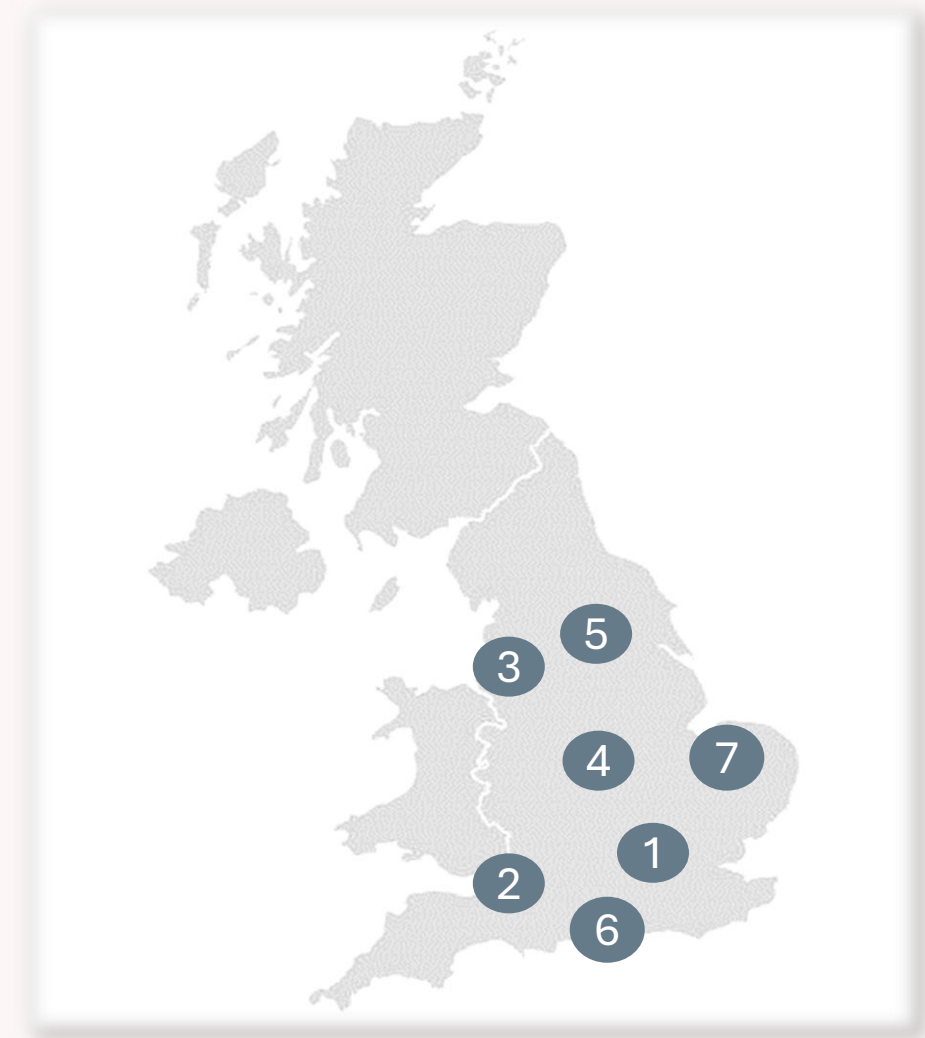
Based on career choice evidence base
Linked to competency-based education and training development

Chair – Phil Jones

ISMP | Workforce Workstream

A programme of regional focus groups have been held to gain feedback on

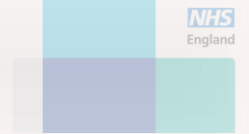
1. London
2. South West
3. North West
4. Midlands
5. North East & Yorkshire
6. South East - tbc
7. East - tbc



ISMP | Workforce Workstream

Feedback from Focus Groups

NHS Infusions
and Special
Medicines
Programme



Scenario 1 – Career Pathways

- Pathways are a useful tool
- Flexibility important – enable switching/merging routes
- Simpler version required for e.g. marketing tool
- Recognition of prior learning & portfolio evidence important
- Education timelines would be beneficial

Scenario 2 – Job Role Catalogues

- Standardisation welcomed – supports recruitment, banding & training
- General consensus but some regional variation regarding entry level roles
- Possible implementation challenges discussed – staff time, budgets, uneven support

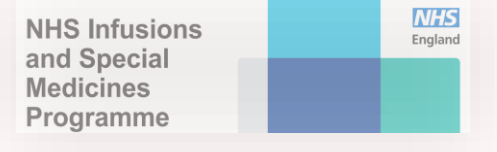
Scenario 3 – Career Promotion & Retention

- Positive feedback on proposals to support recruitment & retention issues
- Exposure & promotion vital (schools outreach, work experience, career change)
- Recognition of prior qualifications for fast-track entry routes

Scenario 4 – Tasks, Competencies & Level 5 Qualification

- Proposed level 5 qualification specification - overall positive response and aligns with job roles
- Apprenticeship model supports learners & levy is useful, but capacity/backfill issues remain
- Funding/support inconsistent – PTPT supported, SMT not
- Current staffing may need structured upskilling support

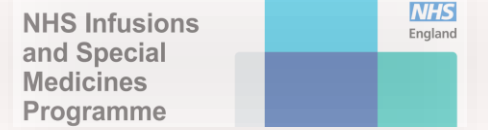
Phase 2 Workplan



- Stakeholder consultation, finalisation and publication of Phase 1 outputs.
- Commission a literature review on occupational risks and mitigations from the Health and Safety Executive.
- Development and initiation of a Phase 2 implementation plan, including timeline, milestones and resources.

So what's next...

Phase 2 Workplan



Development of a pharmacy technical services workforce strategy through collaboration of the ISM

Workforce Workstream and NHSE's Workforce, Training and Education (WTE) Directorate, to include:

- development of indicative workforce models based on type, size and output of aseptic unit,
- mapping standard roles to AfC profiles and/or AfC profile review/addition,
- proposed education and training infrastructure model & practice development frameworks,
- development of a competency passport,
- development of career promotion materials and campaign,
- links and synergies with other WTE programmes, e.g. apprenticeships.

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Building a Sustainable Workforce Pipeline

Pharmacy Preparative Services

2 x Section 10 Aseptic Units

Radiopharmacy

Pharmaceutical Quality Assurance and Control

MS Licensed Production Unit

➤ Moving to new pathfinder site



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Building a Sustainable Workforce Pipeline



Workforce

Currently c. 150 wte across 5 sites

Hub implementation will increase this to c. 250 wte



Case Study | Leeds Teaching Hospitals NHS Trust

Building a Sustainable Workforce Pipeline

Workforce is our greatest asset, and our greatest risk



Case Study | Leeds Teaching Hospitals NHS Trust

Building a Sustainable Workforce Pipeline



Focus

Recruited a dedicated workforce E&T Team
Specific Job Descriptions
Protect from Operational Capacity



Optimisation

Review training programmes
Upskilling
Train the trainers & mentors
Link with local networks



Case Study | Leeds Teaching Hospitals NHS Trust

Building a Sustainable Workforce Pipeline | Start by getting the 'right' people



BEFORE | Standard advert on NHS Jobs & traditional selection process

Marketing & Pre-Application Engagement with Revised Selection Process



Linked in with a local talent advisory service

Targeted marketing with local groups – job not advertised on NHS jobs

Share an 'about us brochure' with applicants

Virtual session e.g. 'day in the life of a Pharmacy Production Operative'

About to Launch | Digital marketing video for use on multiple platforms

Selection process includes skill-based assessment and behavioral scoring

Case Study | Leeds Teaching Hospitals NHS Trust

Recruitment | Pharmacy Production Operatives

Creating a sustainable pipeline

SMPO
Apprenticeship

Pharmacy Production
Operative

Career Path

Pharmacy Services Assistant
Fixed term 2-year contract
Level 2 Employer Led Course



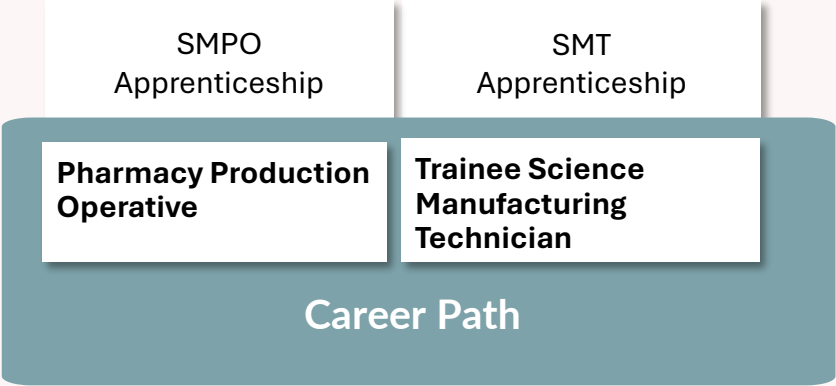
Pharmacy Production Operative
AfC Annex 21 Band 3
Science Manufacturing Process Operative Apprenticeship



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Science Manufacturing Technician Apprentices

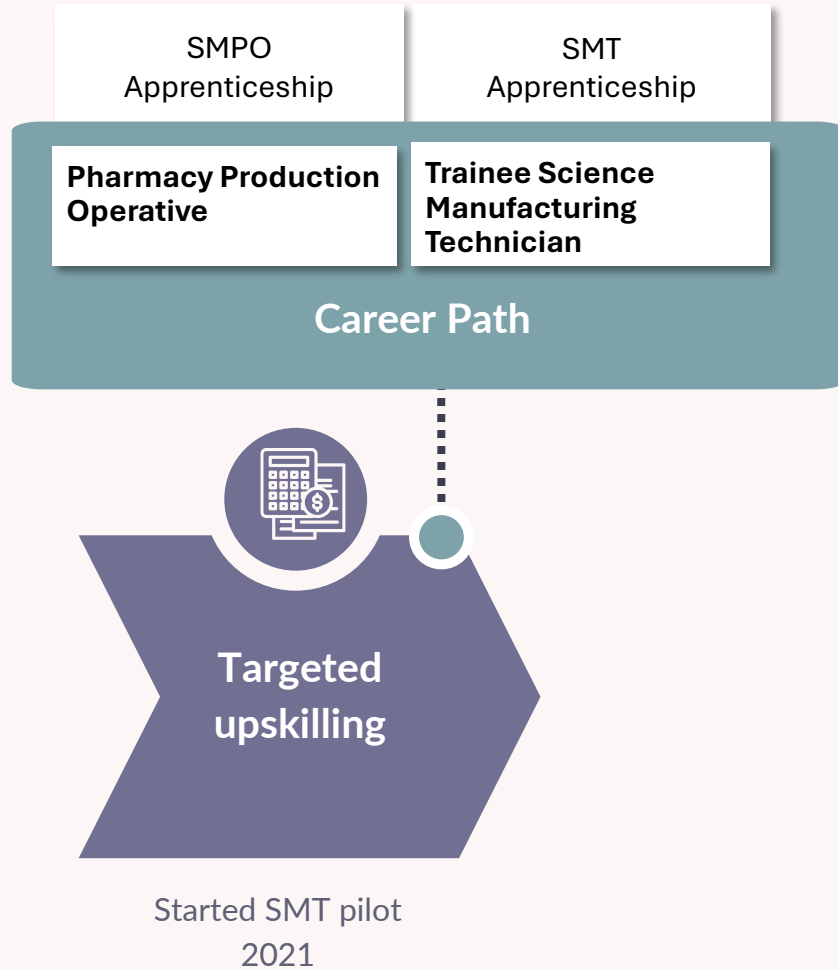
Create sustainable pipeline



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Science Manufacturing Technician Apprentices

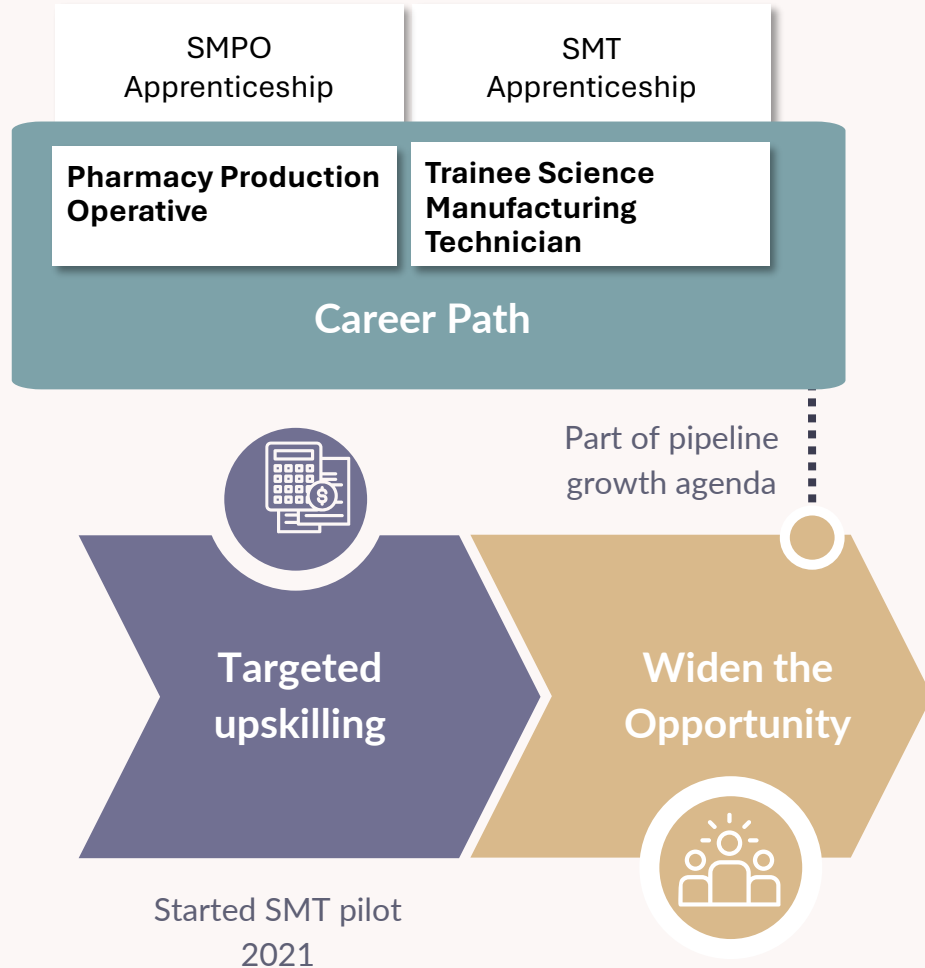
Create sustainable pipeline



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Science Manufacturing Technician Apprentices

Create sustainable pipeline



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Science Manufacturing Technician Apprentices



We have supported
29 SMT Apprentices



Targeted
upskilling

Started SMT pilot
2021

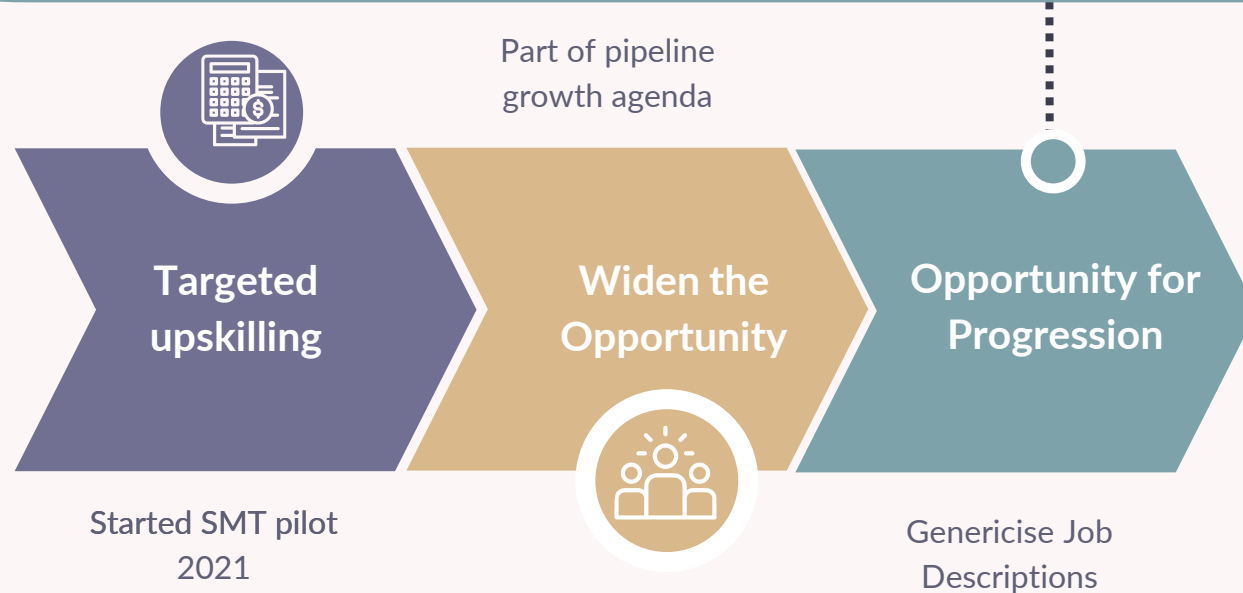
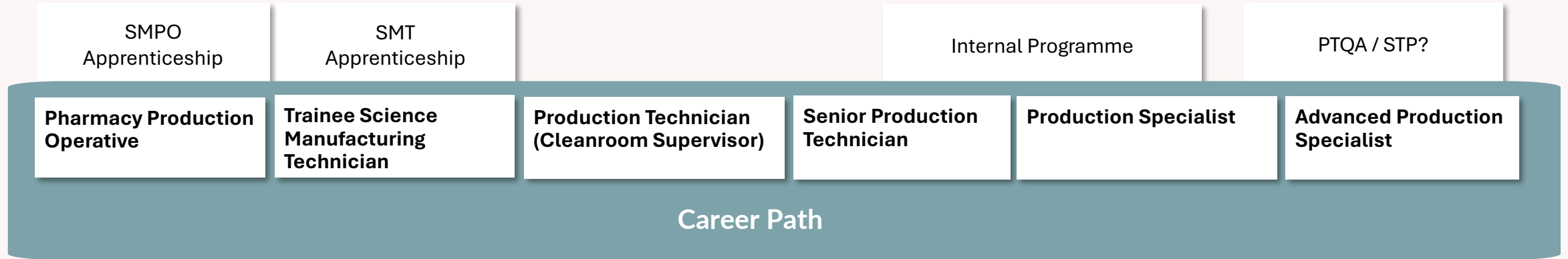
Widen the
Opportunity



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Science Manufacturing Technician Apprentices

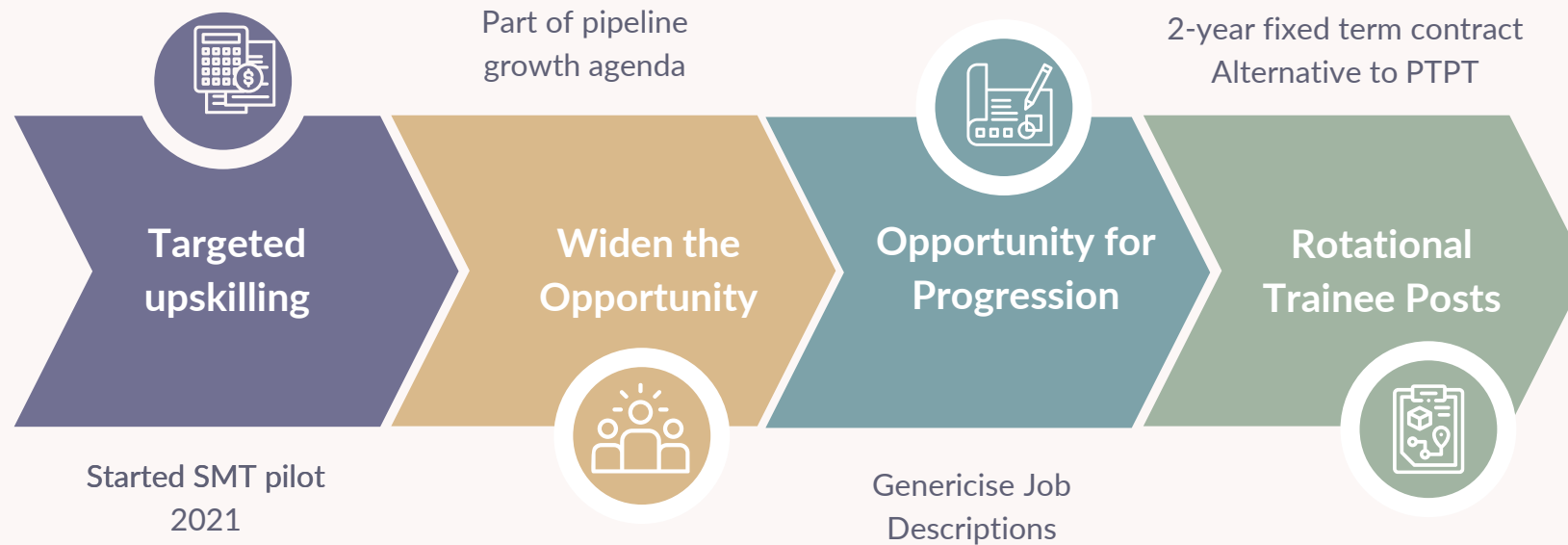
Creating a sustainable pipeline



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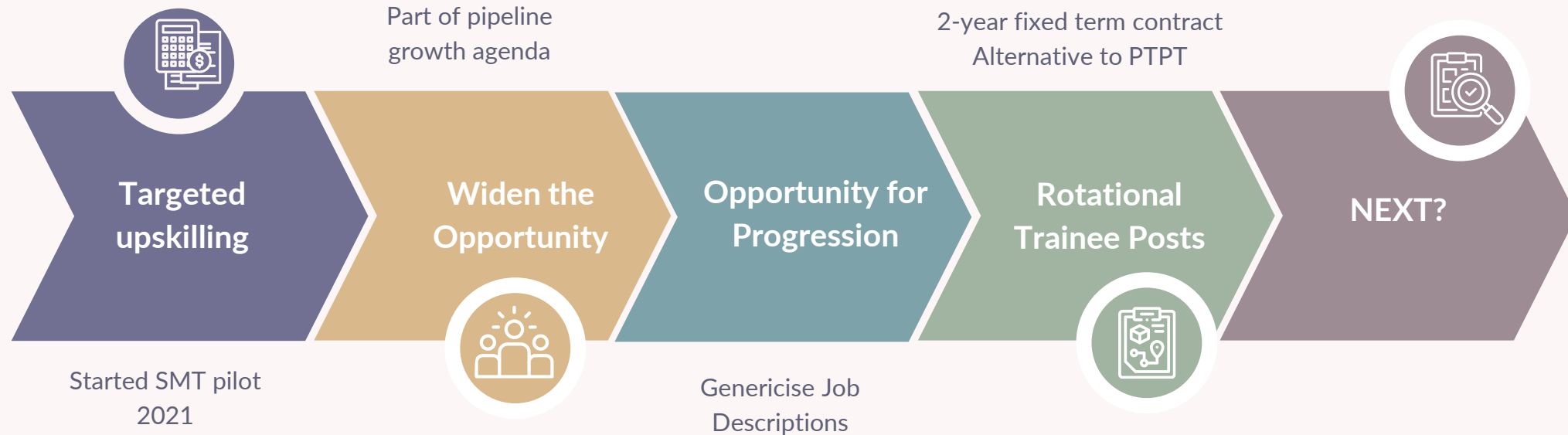
Creating a sustainable pipeline



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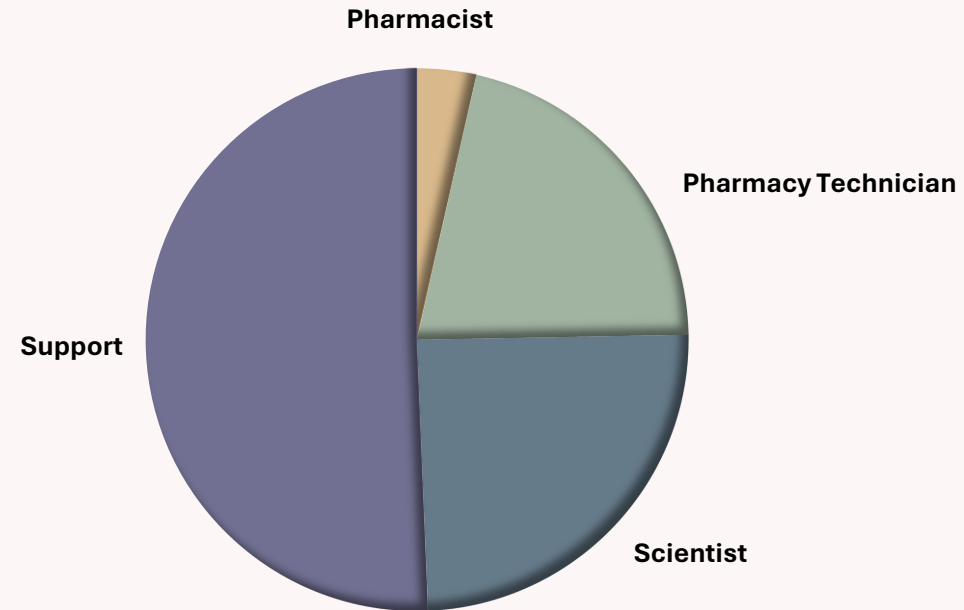
Science Manufacturing Technician Apprentices

Creating a sustainable pipeline



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Workforce Challenges



SUCCESS | Robust pipeline and development pathway for our support and scientist pathways

Building the Future Workforce

- **Workforce is our greatest asset** – and also our greatest risk.
- **Agility and resilience** through workforce planning will ensure we meet future needs.
- **Culture, leadership, and innovation** must underpin sustainable growth.
- **Education, training, and career pathways** will secure the pipeline for the next generation.
- **Collaboration across systems** will build capacity, resilience, and sustainability.

Together, we can create a workforce fit for the future of NHS Pharmacy Technical Services.

