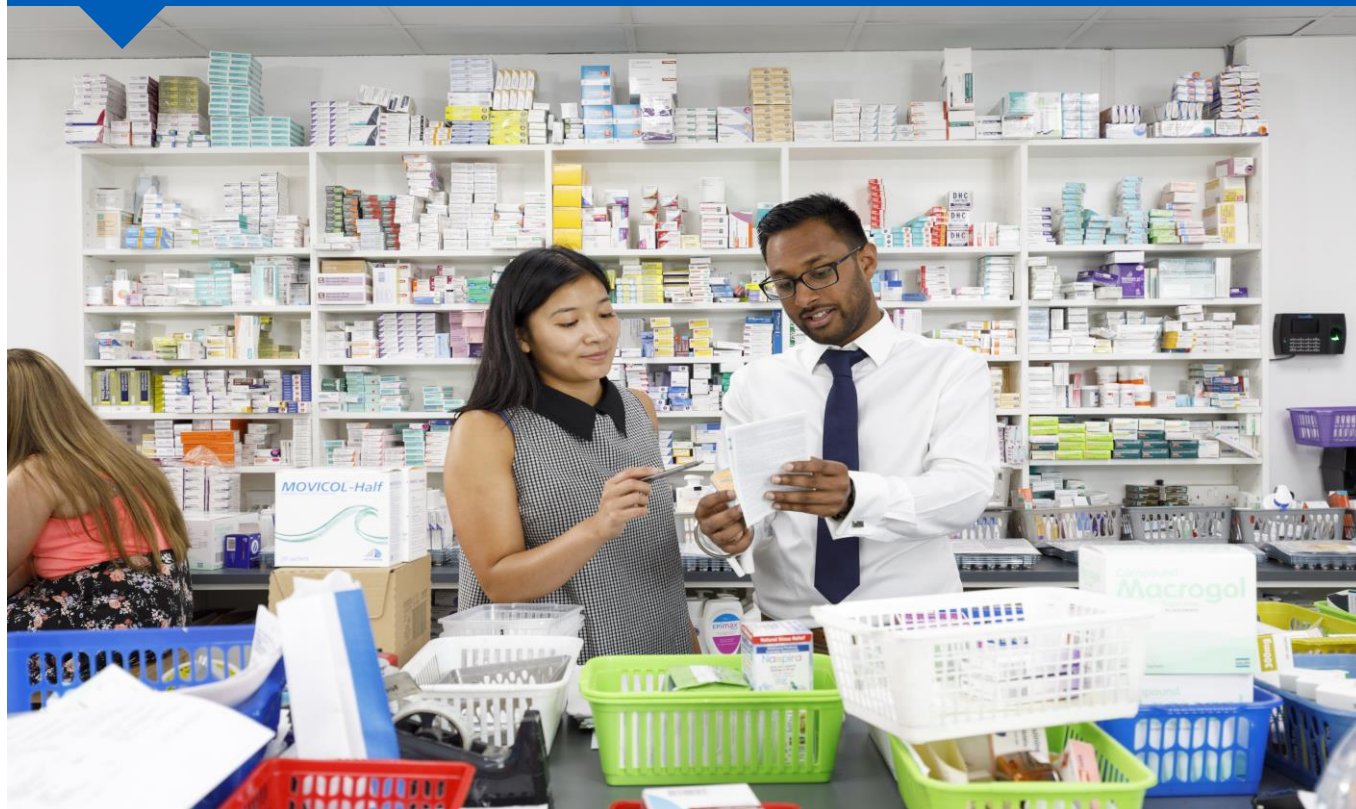


London and South East Pharmacy Business Plan



2022-2023

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Foreword

We start the year on a journey of change, a change that will see the creation of a 7 region pharmacy structure in Health Education England. We will establish a Southeast regional pharmacy team to support a consistent approach to the delivery of the Pharmacist Education and Training reforms and pharmacy technician workforce expansion across England. In addition, we will continue to engage and inform the future operating model when HEE and NHSE/I become one organisation. We believe these changes represent an exciting opportunity to integrate the pharmacy profession into delivering services to improve the lives and outcomes of people.

The inclusion of pharmacy in the clinical tariff from September 2022 is instrumental to delivering the Pharmacist Initial Education and Training reforms. We are excited to continue to work with partners to build on the success of expanding multisector foundation training to support the development capacity to enable the implementation of clinical placements in the undergraduate MPharm degree.

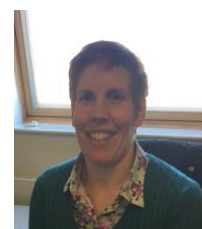
We are looking forward to welcoming the start of HEE Regional Integration leads, one each for London and the Southeast who will work closely with NHSE/I to build the capacity and capability of frontline pharmacy staff in community and primary care.

We are delighted to commence the second phase of the development of the Pharmacy Careers map to focus on careers as a pharmacy technician in mental health and the health and justice sector to increase awareness and attraction into pharmacy careers. To expand our outreach programme, we will be supporting the development of pharmacy career ambassadors.

Front and centre to achieving our ambition, is our people. We are committed to supporting the development of our teams to ensure we are diverse, inclusive, and effective together so we can continue to best support the development and transformation of the pharmacy workforce.

We look forward to working with you.

Helen Porter
HEE Pharmacy Dean London and Kent, Surrey, and Sussex



Health Education England London and Southeast Pharmacy Priorities for 2022-23

1. Future workforce

- a. To make pharmacy an attractive career choice and widen participation to ensure we have a sustainable workforce.
- b. Implementation of the Initial Education and Training (IET) standards (2021) for pharmacists, specifically transitioning to a quality managed foundation programme for all regional training places.
- c. To support pharmacy technician (PT) workforce growth and new ways of working by supporting the expansion of the pharmacy technician workforce across sectors.

2. Current workforce

- a. Develop the current PT workforce to meet the changing skill requirements of the new service models being developed to support the NHS Long Term Plan and Primary Care Networks (PCNs).
- b. Develop an understanding of how post registration training needs are changing for pharmacists, and how we support the current workforce to continue to deliver high quality services to patients and our local populations through the delivery of the newly qualified pharmacist programme and the pharmacy integration fund priorities.

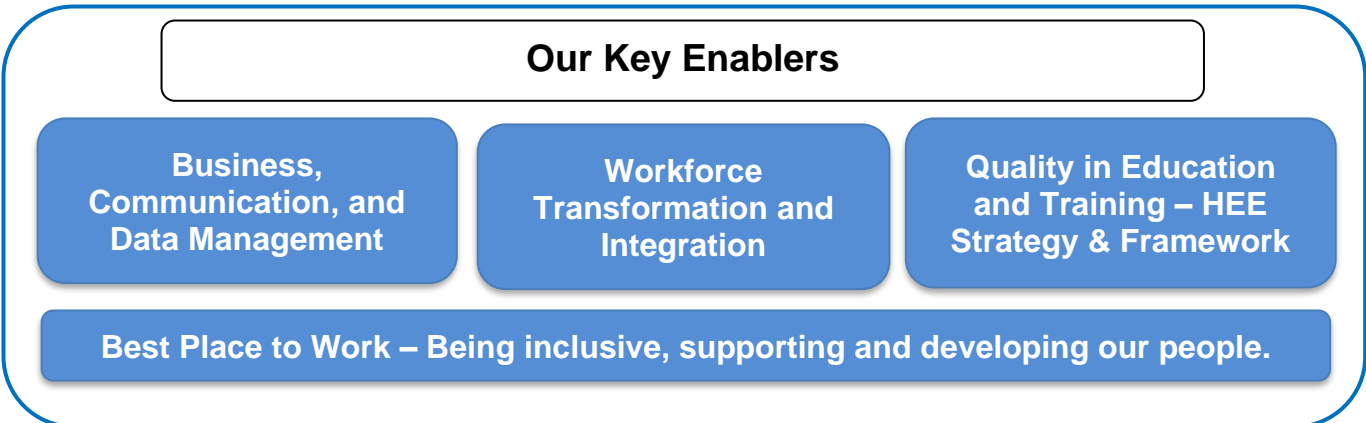
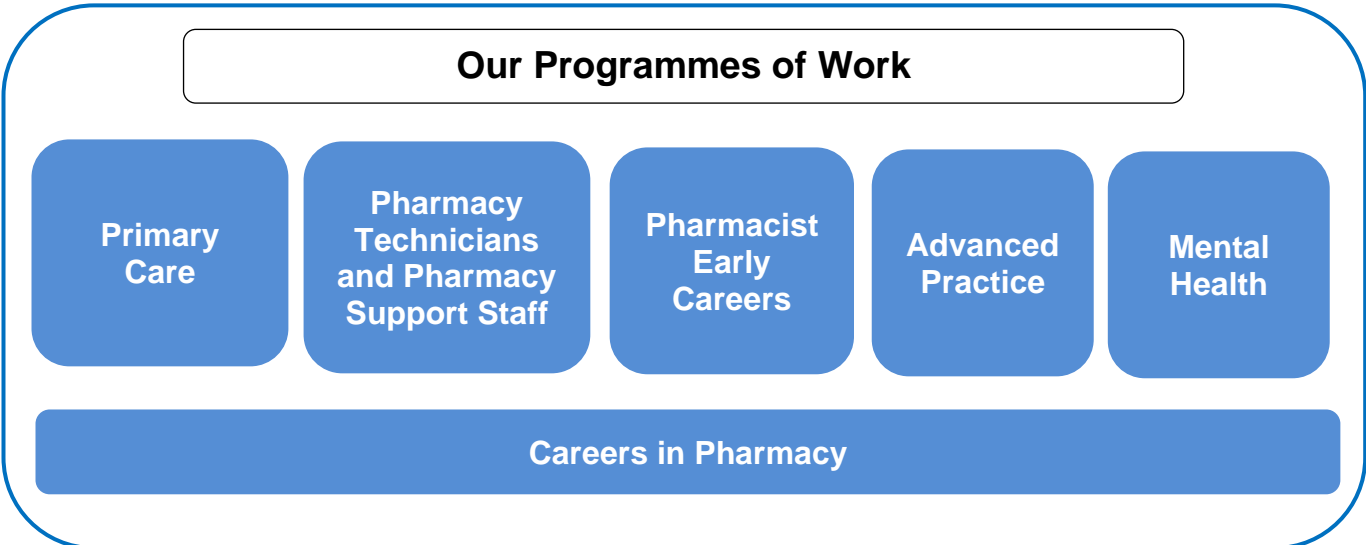
3. Quality:

- a. Supporting the development and delivery of high-quality education and training for Pharmacy professionals regionally, aligned to the domains of the [HEE quality framework](#)

Our Plan on a Page

HEE is part of the NHS, and we work with partners to plan, recruit, educate and train the health workforce.

HEE LaSE Pharmacy exists to support the delivery of excellent healthcare and health improvement for the public across London, Kent, Surrey, and Sussex, by ensuring that the pharmacy workforce has the right numbers of staff, with the right skills, values, and behaviours, at the right time and in the right place.



Our Programmes of Work

Primary Care

Goal: Support the integration of all stakeholders within primary care into Primary Care Network (PCN) structures, understand how the education and training requirement of the workforce is changing with the emergence of extended and new roles and facilitate adoption and spread through collaboration and sharing best practice.

Lead: Atif Shamim

Objective	Priority Areas
Pilot and evaluate processes to inform the national model for the quality assurance of primary care training sites	Agree quality metrics as part of entry criteria into national pharmacy recruitment. Pilot quality documentation for national implementation. Work with non-pharmacy primary care groups to align pharmacy with multi-professional sign off plans.
Develop multi-professional resources to support patient consultation.	Update current and produce new dental factsheets to support community pharmacists and their teams with consultation.
Support the development of new and extended roles to improve access to treatment, support better outcomes and disease prevention.	Facilitate networks for collaboration and sharing best practice to support adoption and initiate projects/identify support required in practice. Support development and increase confidence of community pharmacy teams to manage long term conditions, e.g., the community pharmacy cancer pilot to allow better support patients living with cancer in the community.

Objective	Priority Areas
<p>Collaborate with system leads to support the development of leadership capability and capacity toto support the integration of community pharmacy into PCNs</p>	<p>Establish a project group, encompassing HEE, LPC and NHSE/I professional leads to scope and design the development offer.</p> <p>Offer training to community pharmacy PCN leads across all SE PCNs and evaluate impact to inform next steps.</p>
<p>Deliver the Pharmacy Integration Fund 22/23 priorities in the region</p>	<p>Support the national procurement of independent prescribing and work with partners to enable access to places from Sept 2022.</p> <p>Increase education and clinical supervision capacity and capability for pharmacy workforce trainees.</p>

Pharmacy Technicians

Goal: To support the development of the National HEE Pharmacy Technician and Support Staff Strategy to ensure regional pharmacy technician (PT) workforce growth, development, and integration of new/extended roles in practice. In addition, drive the development of structured career pathways supported by right education and training to meet current and changing service needs.

Lead: Tracey Tisley (Helen Porter, National)

Objective	Priority Areas
Understand the current workforce and identify training needs.	<p>Support HEE National initiative to establish workforce analytics and modelling strategies to understand the demographics, diversity, distribution, and attrition of the pharmacy technician workforce.</p> <p>Identify training needs of current legacy and newly registered pharmacy technicians.</p> <p>Redefine foundation and advanced practice for pharmacy technicians</p>
Ensure there is growth in the pharmacy technician workforce.	<p>Create additional training capability and capacity by facilitating the establishment of new training sites as part of community and cross-sector training to include building on learning from previous expansion cohorts.</p> <p>Support HEE National initiatives to define roles of pharmacy technicians and pharmacy support staff to include developing content to showcase contributions to patient care and role in healthcare team for career promotion.</p>
Ensure the right education and training to support pharmacy technician workforce development	<p>Work with pharmacy employers to develop the current pharmacy technician workforce across all sectors to ensure they meet the 2017 GPhC IET. In addition, understand and mitigate challenges associated with implementation of the new IET in practice to minimise impact on future training site capacity.</p> <p>Develop clear career pathways and support to enable pharmacy support staff to undertake training to become a pharmacy technician.</p>

Objective	Priority Areas
<p>Review the Medicines Optimisation Programme (MOP) to ensure it meets the needs of the pharmacy technician and pharmacy support staff workforce</p>	<p>Deliver the MOP for legacy pharmacy technician workforce and pharmacy support staff (pharmacy technicians will not have access to the current MOP after August 2022)</p> <p>Ensure identified legacy pharmacy technician workforce trained before removal of medicines reconciliation course</p> <p>Review Patient's Own Drug (POD) assessment course to ensure still fit for purpose for pharmacy support staff</p> <p>Identify if additional learning/training required within medicines optimisation for pharmacy technicians or pharmacy support staff</p>

Pharmacist Early Careers

Goal: To lead and support the delivery of the national pharmacist reform programme and to work with stakeholders across the region to prepare for and support the full implementation of the reformed GPhC standards for the initial education and training of pharmacists (IETP), i.e., years 1-4 and the Foundation Training Year. In addition, support the development of the existing pharmacist early careers workforce over the transitional years to ensure they have a skillset commensurate with those registering after completion of the IETP, through the Newly Qualified Pharmacist Pathway. HEE LaSE Pharmacy staff and Early Careers Training Programme Directors facilitate this work.

Overall Lead: Katie Reygate

Foundation Trainee Pharmacist Programme Lead: Rachel Stretch

Early Careers Pharmacist Lead: Jennifer Guffie

Objective	Priority Areas
<p>Lead and support the National Initial Education and Training of Pharmacists (IETP) reform programme.</p>	<p>Utilise expertise in the HEE LaSE Pharmacy team to lead and support national workstreams to implement the IETP reforms including (not exhaustive list):</p> <ul style="list-style-type: none"> • Foundation Training Year Programme: Helen Porter – Senior Responsible Officer • Foundation Training Year E-portfolio: Katie Reygate – Workstream Lead, Pam Bahia, Fateha Al-Emram, Wendi Lee, Arif Senturk core project team • Foundation Training Year Quality: Katie Reygate, Shane Costigan, Atif Shamim and Suraj Varia supporting • Foundation Training Year Programme: Rachel Stretch and Iain Taylor supporting • Year 1 – 4 E-portfolio: Katie Reygate Co-chair • Newly Qualified Pharmacist Pathway: Jenny Guffie supporting <p>Signpost stakeholders across the region to be engaged with national workstreams, where opportunities arise.</p>


Objective	Priority Areas
<p>Regional Stakeholder Engagement and Innovation Development</p>	<p>Engage, support and provide direction to stakeholders, through the Early Careers Steering Group, local ICS engagement and Trainee Pharmacist Educational Programme Directors network in relation to the IETP reforms. Feedback stakeholder perceptions and progress with implementation, to national programmes of work.</p> <p>Work with stakeholders, and at ICS level, to scope and gather intelligence on issues raised as risks in the implementation of the IETP reforms, and develop mitigative actions, including resources, where needed, to reduce risk.</p> <p>Develop stakeholder networks across ICSs and the region, to enable collaboration and innovation in the implementation of the IETP reforms.</p>
<p>Implement Year 1 – 4 IETP Reforms</p>	<p>Work with Schools of Pharmacy to evaluate models to test approaches to increase placement capacity in the region to inform future models of delivery.</p> <p>Work with Stakeholders and local Schools of Pharmacy to establish collaborations to support the implementation of clinical placements in the undergraduate MPharm degree, with the inclusion of Pharmacy in the non-medical tariff from Sept 2022.</p>
<p>Foundation Pharmacist Training (Year 5):</p> <ul style="list-style-type: none"> ● Implement IETP Reforms ● Recruitment of trainees ● Deliver HEE commissioned Training Programme 	<p>Work with stakeholders to pilot approaches to quality management and implement quality management systems for all foundation training places across the region.</p> <p>Input learning from HEE LaSE Doctors Prescribing Assessment into national programme to inform models to implement prescribing in year 5.</p> <p>Design and deliver a regional foundation trainee pharmacist programme informed by stakeholder feedback and aligned to national principles of IETP reform.</p> <p>Work with stakeholders to increase the number of multisector Foundation Pharmacist Training places available in the region.</p> <p>Engage with stakeholders and ensure foundation training year programmes are advertised and recruited to via the Oriel IT platform. Manage all regional recruitment activities in line with national timelines.</p>

Objective	Priority Areas
<p>Implement Year 6 / Newly Qualified Pharmacist Pathway</p>	<p>Scope the training and development needs of newly qualified pharmacists and those switching sectors of practice to develop resources and training to ensure they develop a skillset commensurate with those completing the reformed IETP.</p> <p>Work with the national Newly Qualified Pharmacist Pathway team to ensure the workforce needs of the region are met by national offerings.</p>
<p>Create access to funded independent prescribing places for pharmacists working across sectors</p>	<p>Support for pharmacists working in community pharmacy and primary care to access funded IP places through the pharmacy integration programme.</p> <p>Procurement of IP provision for pharmacists working in secondary care and mental health settings regionally.</p>

Pharmacy Careers

Goal: Lead the National and regional Pharmacy Careers programme and work collaboratively with partners to enhance recruitment into pharmacy roles regionally, and support work underway to retain those already in the profession.

Lead: Shane Costigan and Helen Porter (National)

Objective	Priority Areas
<p>Work collaboratively with system partners to increase attraction into pharmacy careers. Develop an evidence base to inform approaches to improve retention.</p>  <p>The image is a promotional graphic for NHS Pharmacy Careers. It features a blue box on the left with the text 'Discover pharmacy as a career' and 'Love science and want a rewarding career? Visit our new, interactive careers website to find out more.' To the right is an isometric illustration of a pharmacy building with a green cross, surrounded by trees and a road with directional signs for 'WEST', 'EAST', and 'SOUTH'. The NHS logo is in the top right corner.</p>	<p>Commence phase 2 development of the pharmacy careers map, to focus on Pharmacy Technician careers, pharmacy careers in Mental Health and pharmacy careers in Health and Justice specifically.</p> <p>Collaboration with employers, schools, colleges, Higher Education Institutes, apprenticeship leads, and system workforce leads through social media, network events, careers fairs, and STEM events to promote Pharmacy careers regionally.</p> <p>Input into the regional widening participation programmes led by Health Careers Teams within and external to HEE, including participation in the regional health ambassador programmes.</p> <p>Work with workforce planning and intelligence teams to support regional pharmacy partners to access up to date pharmacy workforce data and insights.</p>
<p>Widening access into the Profession</p>	<p>Working with the employer group to establish a pharmacist degree apprenticeship implementation group to support the successful development of the apprenticeship standard through consultation and into delivery.</p>

Mental Health, Learning Disabilities and Autism

Goal: Support and enable the development of the regional pharmacy workforce to deliver mental health services, and services to people with learning disabilities and or Autism. This workstream supports HEE’s regional, and national Mental Health Pharmacy programme.

Lead: Shane Costigan

Objective	Priority Areas
Support the expansion of Mental Health Pharmacist posts in community mental health teams and perinatal services regionally as per the NHS Mental Health Implementation plan	Collaborative working with regional Mental Health Pharmacy service leads, commissioners and NHS England and Improvement (NHSE/) to secure funding for, and expand Pharmacist roles in mental health services regionally, as per the NHS Long Term Plan ambitions forecasting tool and ICS workforce plans for 2022/23.
Regional participation in the nationally commissioned Community Mental Health (CMHT) Pharmacist education and training pathway	<p>Launch of the education and training pathway, spring 2022.</p> <p>Support regional stakeholders to apply for and enrol on the pathway, spring/summer 2022.</p> <p>Ongoing support for regional participants on the pathway.</p> <p>Participation in national evaluation of the education and training pathway.</p>
Publication of Mental Health Pharmacist ACP MSc pilot evaluation	Publication of evaluation report, and scoping for next steps – summer 2022
Learning disabilities and Autism	Work with the HEE Southeast Learning disabilities and autism programme to support the delivery of the following regionally commissioned project: “Overcoming workforce barriers to the sustainable embedding of the STOMP and STAMP programmes as normal practice”.

Advanced Practice

Goal: Grow and develop the advanced practice pharmacist workforce regionally.

Lead: Shane Costigan

Objective	Priority Areas
<p>Collaboration with the HEE Advanced Practice faculties in London and the Southeast of England to support the development of pharmacists working at an advanced level regionally.</p>	<p>Supporting pharmacy teams to access Advanced Practice funding for 2022/23 in the following regions.</p> <ul style="list-style-type: none"> • London • Southeast of England (including Kent, Surrey, and Sussex) <p>Expansion of pharmacist trainees enrolled on regionally funded advanced practice courses for 2022/23.</p>
<p>Provision of pharmacy expertise into regional advanced practice faculty steering groups in London and the Southeast.</p>	<p>Support the development of regional multi-professional strategies for advancing practice in London and the Southeast.</p> <p>Collaboration with regional pharmacy stakeholders to establish and develop pharmacist advanced practice roles within their services locally.</p>

Our Key Enablers

Business, Communications and Data Management

Goal: To ensure the pharmacy team can deliver the priorities, as outlined in this plan, by providing business, governance and financial guidance and support; leading on internal and external communication tools and the management of systems and data solutions.

Lead: Wendi Lee

Objective	Priority Areas
Effective business planning to inform investment in workforce development and transformation.	Liaising with stakeholders on workforce planning and input into the investment planning process. Manage the trainee data records within the Student Data Collection Tool to ensure NHS organisations receive correct funding from HEE through the NHS Education Contract.
Manage internal and external communications.	Streamlining and optimising communication channels to ensure maximum reach. Review and update stakeholder contacts to align with emerging system structures and changing scope.

Objective	Priority Areas
<p>Management of systems and data.</p>	<p>Design, manage and maintain regional trainee and stakeholder databases ensuring the information held meets the general data protection regulations.</p> <p>Ongoing review and development of current virtual learning environment (Moodle) to ensure it best meets the need of our customers.</p> <p>Ensure regional requirements are considered with regards to national projects for e-portfolio system and included within HEE trainee information systems and surveys.</p> <p>Access to regional workforce data to support workforce planning and input into national programmes of workforce analytics and modelling.</p>
<p>Provide knowledge and expertise of business processes to support national programmes of work</p>	<p>Provide a website platform and online registration process for employers who recruit via the national foundation trainee pharmacist recruitment scheme.</p> <p>Provide expert knowledge around pharmacy programmes data for input into national data workstreams.</p> <p>Provide project management expertise and ongoing support for Year 5 Foundation Programme workstreams.</p>

Quality in Education and Training

Goal: Support the development of high-quality education and training for Pharmacy professionals in London and Kent, Surrey, and Sussex, aligned to the domains of the HEE quality framework.

Lead: Shane Costigan

Objective	Priority Areas
<p>Embedding the refreshed HEE Quality Framework and Quality Strategy from 2021 across regional pharmacy programmes.</p>	<p>Monitoring and support for the delivery of:</p> <ul style="list-style-type: none"> • Quality in primary care placements for Pharmacy trainees. • Quality in secondary care and split placements for Pharmacy trainees • Quality visits to training sites
<p>Provision of educational and practice supervisor training for supervisors regionally.</p>	<p>Extension of current training provision provided by Propharmace. Introduction of fast track and refresher supervisor training courses from 2022 onwards.</p>
<p>Development of pharmacy staff who are responsible for the management of delivery of training</p>	<p>Continuation of regular educational programme director (EPD) network events as part of the pharmacy technician and foundation pharmacist programmes. Induction support for new EPDs, including access to orientation resources and training materials Provision and development of trainee support guidance.</p>
<p>Ensure the learner voice is heard and acted upon to measure, monitor and improve the quality and experience of education and training.</p>	<p>Delivery of the National Education and Training (NETS) survey to Pharmacy trainees across programmes regionally. Analysis and review of results, providing feedback to trainees and employers (via the NETS reporting tool) at regular intervals across the year. Supporting trainees to speak up and raise concerns in the workplace</p>

Workforce transformation

Goal: To support pharmacy providers to innovate and transform services and deliver outcomes aligned within the NHS Long Term Plan process.

The transformation projects are driven by improving the way we recruit, retain, deploy, develop, and continue to support the healthcare workforce, to meet the growing and changing needs of local populations – ensuring high quality care for the patients of today and the future.

Lead: Fateha Al-Emran

Objective	Priority Areas
Sharing the learning from transformation projects funded in 2020/21	Share and make accessible the learning and outputs from the projects to develop an evidence base to inform service developments across the region.
Support transformation projects funded in 2021/22	Continue to support the progress of the 2021/22 transformation projects focusing on the following themes: <ul style="list-style-type: none"> • Mental Health, Intellectual Disabilities and Autism • Developing the Pharmacy Technician & Support Staff Workforce • Technology Enhanced Learning
Secure funding for transformation projects for 2022/23	Using the lessons learnt from the last 2 years of transformation projects, initiation of successful project proposals in receipt of transformation funding for 2022/23

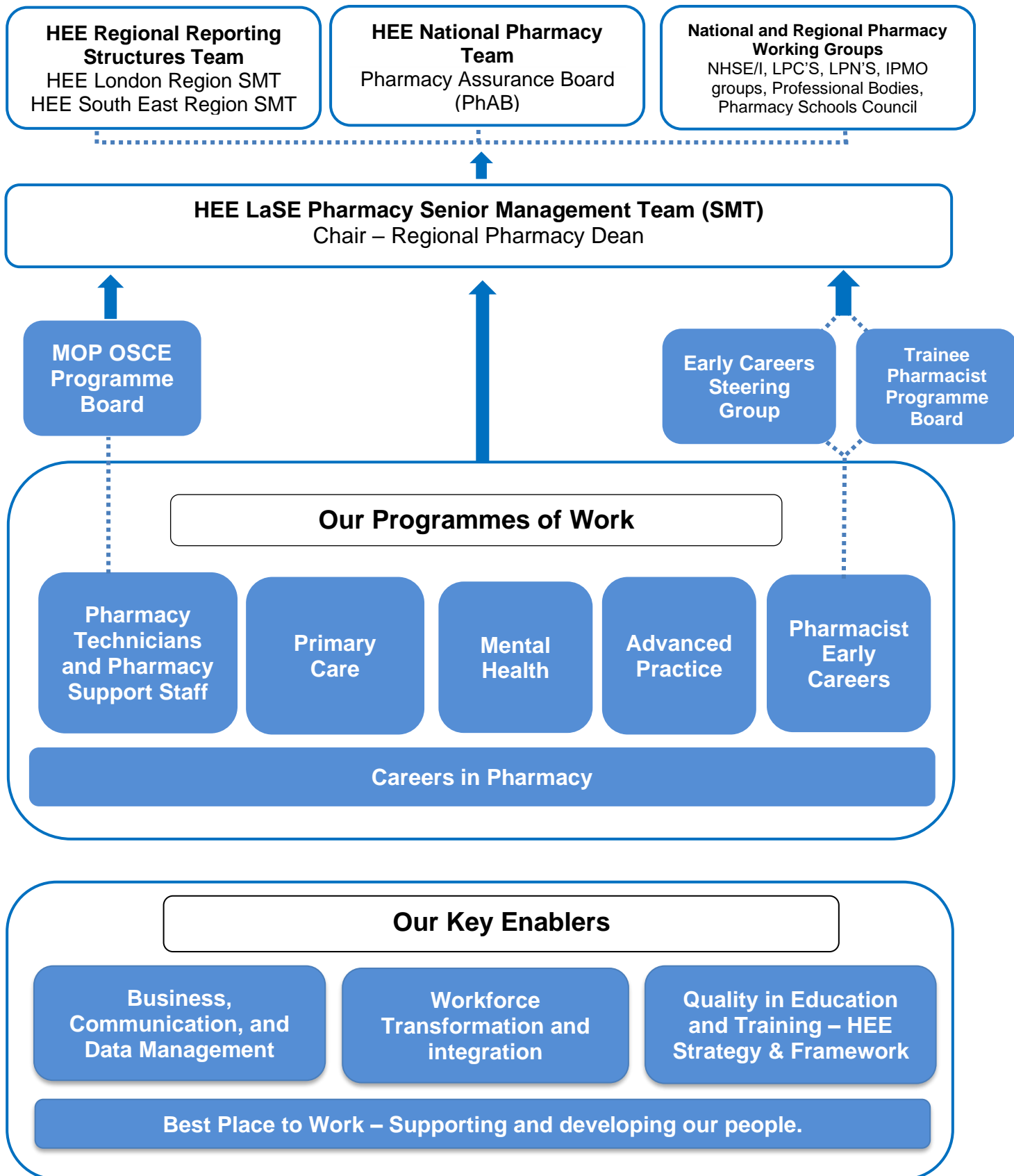
Best Place to Work – Being inclusive, supporting and developing our people

Goal: To support the development of our team to ensure we remain effective together and continue to work to enhance the experience of staff at work, so they can better support the pharmacy workforce.

Lead: Helen Porter

Objective	Priority Area
<p>To understand how diversity impacts our role and take active steps to ensure we create an inclusive culture to support our staff, trainees, and supervisors.</p>	<p>Supported by the regional Equality, Diversity, and Inclusion (EDI) lead to undertake a self-assessment to understand the culture within the LaSE team and make improvements to any areas that need addressing.</p> <p>Support trainees and supervisors by:</p> <ul style="list-style-type: none"> • Signposting to resources and increasing awareness of EDI • Review current trainee programmes and make additions to include a more inclusive curriculum • Foster a culture of inclusion within the region through network events <p>Work towards securing an EDI fellow within the team to undertake research</p>
<p>Develop and optimise how we work together as we formally transition to hybrid working and undergo a period of organisational change.</p>	<p>Reflect on the impact of change, our role in managing ourselves and supporting others through change, and explore the impact and suitability of different change management approaches</p> <p>Explore ways to build and maintain our own resilience</p>

Appendix One: Governance – How our programmes of work are structured.



Stay in touch

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