London and South East Pharmacy Business Plan

2020-2021

Foreword

It gives me great pleasure to share our HEE London and South East Pharmacy 2020/21 business plan with colleagues from across the region.

This plan outlines our team priorities and strategy for communicating with stakeholders for the 2020/2021 financial year.

Our vision

We exist for one reason only: to support the delivery of excellent healthcare and health improvement for patients and the public across London, Kent, Surrey and Sussex, by ensuring that the pharmacy workforce of today and tomorrow has the right numbers of staff with the right skills, values and behaviours at the right time and in the right place to meet patient needs

Strategic Aims and Priority programmes

Linked to the national HEE mandate, and national priorities for pharmacy workforce our strategic aims for the coming year are:

- To support the education, training, and development needs of pharmacy professionals throughout the career journey.

- To make pharmacy an attractive career and widen participation to ensure we have a sustainable workforce.

- To ensure workforce planning decisions are driven by accurate data.

- To drive quality in education and training.

Priority programmes of work:

These aims will be delivered through our priority programmes of work:

- Primary Care and Community Pharmacy
- Pharmacy Technicians
- Pre-registration Pharmacists
- Foundation Pharmacists
- Advanced Practice
- Quality in education and training
- Mental Health
- Pharmacy Careers
- Apprenticeships (nationally led)

In addition to the programmes of work outlined above, we will continue to support trainees and pharmacy service leads across sectors throughout 2020/21 as we move forward together as part of the COVID-19 recovery phase.

Underpinning the above programmes is a robust business, communications, and engagement function.

The business plan provides detail of our priority programmes of work for 2020/21 along with additional detail relating to core business activities. It will be used to guide prioritisation of activity, support effective planning and aide with identification and subsequent tracking of Key Performance Indicators (KPIs). Activity and developments within our programmes will be managed using an Agile approach, with robust governance and reporting structures underpinning each area of work.
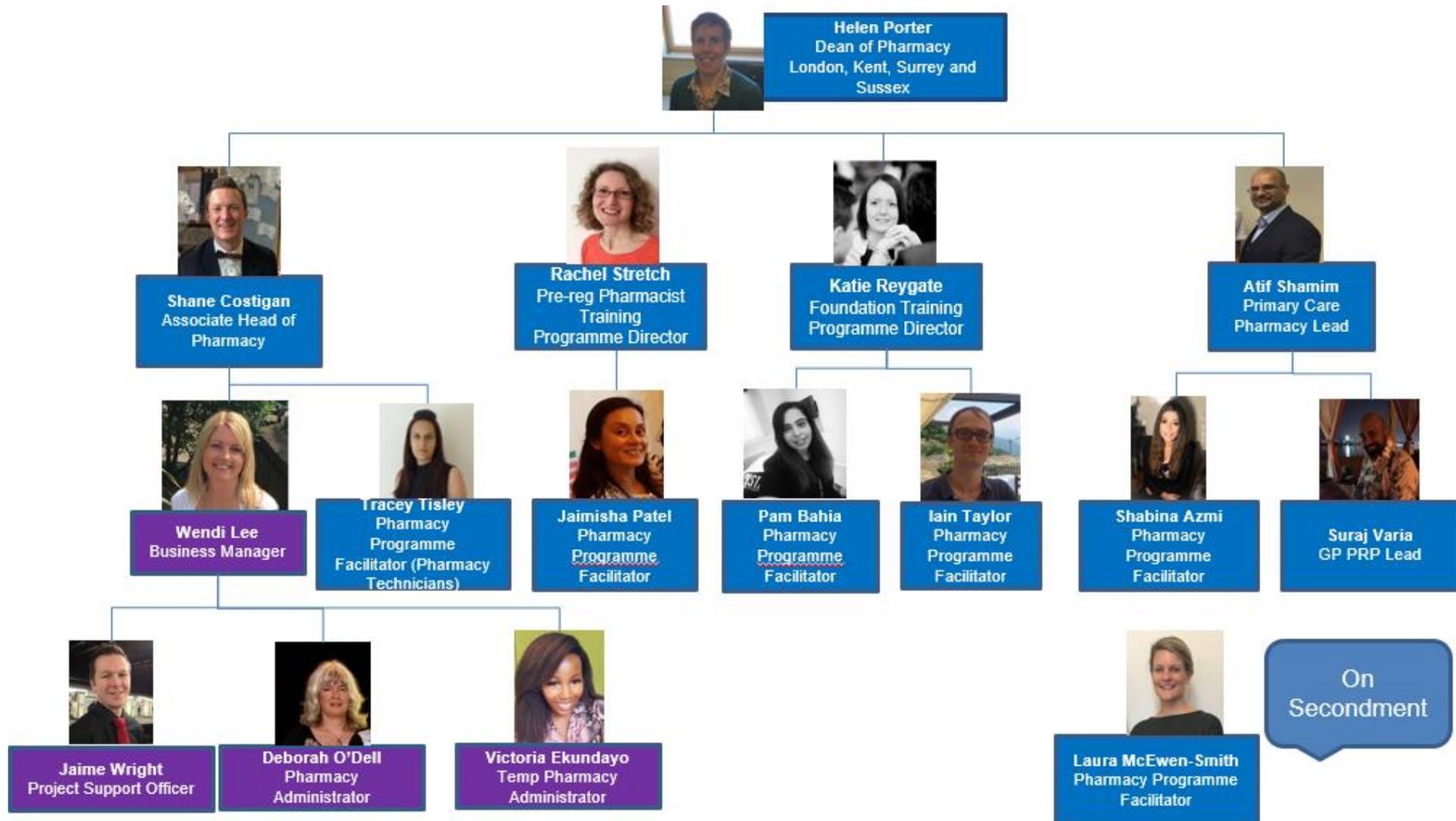
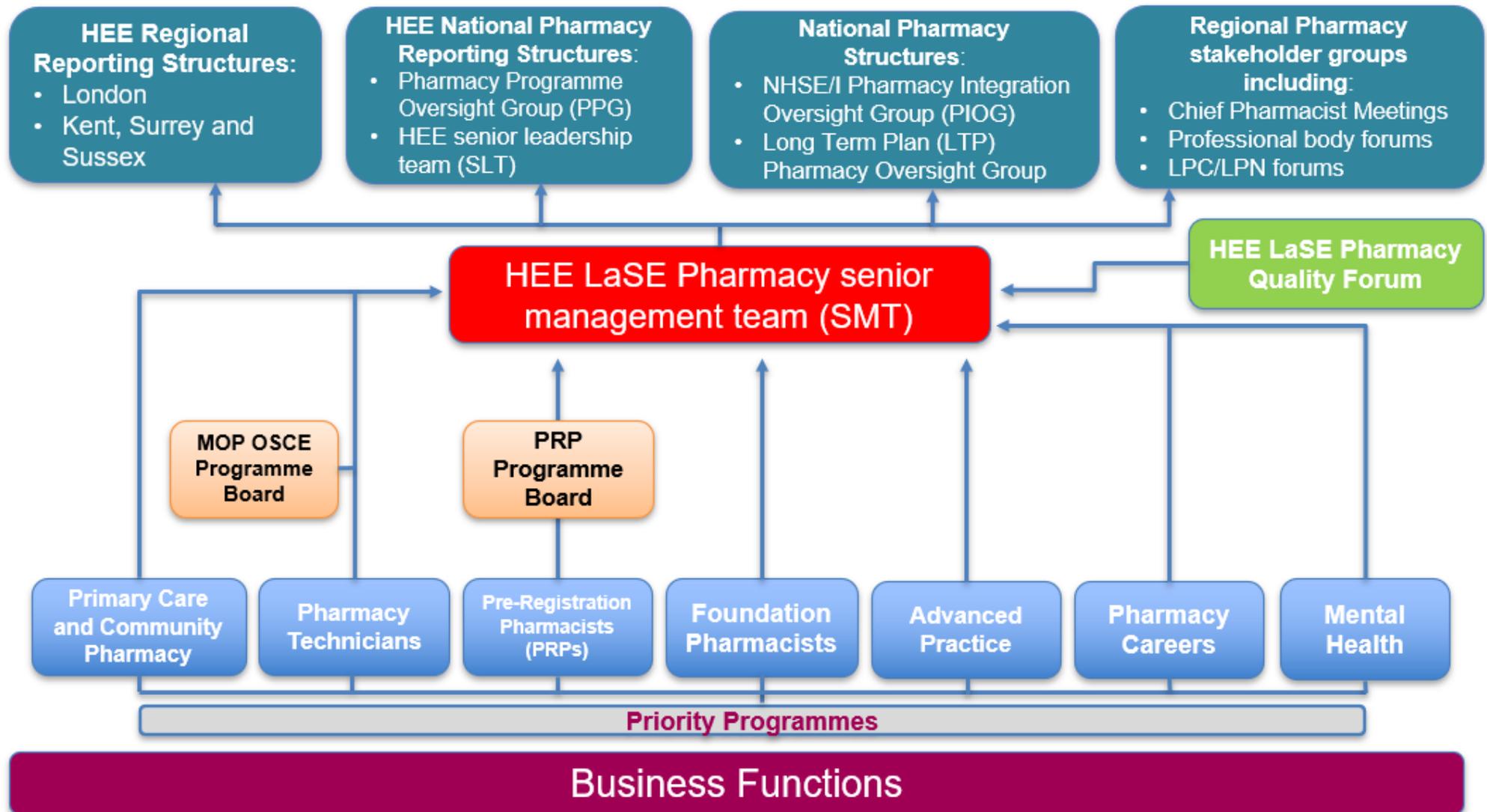We look forward to working with you on these programmes over the coming year.

Helen

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

Introducing the Team

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

Shane Costigan
Associate Head of
Pharmacy

Rachel Stretch
Pre-reg Pharmacist
Training
Programme Director

Katie Reygate
Foundation Training
Programme Director

Atif Shamim
Primary Care
Pharmacy Lead

Wendi Lee
Business Manager

Tracey Tisley
Pharmacy
Programme
Facilitator (Pharmacy
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Jaimisha Patel
Pharmacy
Programme
Facilitator

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Iain Taylor
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Shabina Azmi
Pharmacy
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Suraj Varia
GP PRP Lead

Jaime Wright
Project Support Officer

Deborah O'Dell
Pharmacy
Administrator

Victoria Ekundayo
Temp Pharmacy
Administrator

Laura McEwen-Smith
Pharmacy Programme
Facilitator

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Governance – How our programmes of work are structured

HEE Regional Reporting Structures:
- London
- Kent, Surrey and Sussex

HEE National Pharmacy Reporting Structures:
- Pharmacy Programme Oversight Group (PPG)
- HEE senior leadership team (SLT)

National Pharmacy Structures:
- NHSE/I Pharmacy Integration Oversight Group (PIOG)
- Long Term Plan (LTP) Pharmacy Oversight Group

Regional Pharmacy stakeholder groups including:
- Chief Pharmacist Meetings
- Professional body forums
- LPC/LPN forums

HEE LaSE Pharmacy senior management team (SMT)

HEE LaSE Pharmacy Quality Forum

MOP OSCE Programme Board

PRP Programme Board

- Primary Care and Community Pharmacy
- Pharmacy Technicians
- Pre-Registration Pharmacists (PRPs)
- Foundation Pharmacists
- Advanced Practice
- Pharmacy Careers
- Mental Health

Priority Programmes

Business Functions

Our programmes of work and priority areas.

Programme of work	Priority areas

Community and Primary Care
 	
LEAD:
 	
Atif Shamim
 	
SCOPE:
 	
Support the primary care and community pharmacy networks as they align with Primary Care Networks (PCN) structures, scope the educational and training requirements for current and emerging workstreams and foster links with and between stakeholders as needed.
	1. Quality in Community Pharmacy and Primary Care
	  o Scope the possibilities for a consistent quality measurement process across all practice areas in primary care
	2. Multi-professional working and workforce transformation
	  o Explore opportunities with multi-professional stakeholders for integrating projects and workstreams
	  o Support the integration of GP placements into the pre-reg programme
	3. Workforce planning
	  o Engage with multi-professional workforce mapping initiatives
	  o Design a careers strategy around local workforce needs
	4. Stakeholder representation
	  o Represent pharmacy at stakeholder meetings and events

Pharmacy Technicians **LEAD:** **Tracey Tisley** **SCOPE:** To support pharmacy technician (PT) workforce growth and new ways of working by developing education pathways for pharmacy technicians to meet the needs of the current and changing landscape. This workstream also aims to 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 evolving Primary Care Networks (PCNs).	1. Ensure pre-registration pharmacy technician training meets both the GPhC and workforce requirements 2. Implement apprenticeship route for September 2020 cohort of pre-registration trainee pharmacy technicians 3. Support stakeholders to develop legacy pharmacy technician workforce to meet IET standards 4. Identify regional demand for pharmacy technicians across all sectors 5. Identify current training available across sectors

Programme of work	Priority areas
Pre-registration Pharmacists (PRPs) **LEAD:** **Rachel Stretch** **SCOPE:** Delivery of a regional PRP programme for PRPs employed in secondary care organisations across London and KSS including those who are part of the national integrating PRPs into General Practice programme.	1. Review regional programme delivery to maximise efficiency and pave the way to integration 2. Review and optimise regional programme delivery to ensure PRPs have better health and social care system awareness to enable them to undertake roles across sectors of practice 3. Explore the range and use of Technology Enhanced Learning (TEL) within educational programmes 4. Review formative assessments within pre-reg. training 5. Work collaboratively with partners to implement GPhC revised standards for the Initial Education and Training (IET) of pharmacists (learning in practice year (pre-reg. year)) 6. Manage the regional recruitment requirements for the National Pre-registration Pharmacist Recruitment scheme
Foundation Pharmacists **LEAD:** **Katie Reygate** **SCOPE:** Development of Foundation Pharmacist Programme across London and Kent Surrey and Sussex, as set out in the ambitions of the preparation for Foundation Pharmacist Programme Vocational Training Scheme (VTS) strategy.	1. Scoping – preparation for engagement post COVID-19 2. Educational Effectiveness – development of alternative engagement methods for discrete pieces of work. Development of infrastructure and documents for piloting post COVID-19 3. Governance – develop engagement plan post COVID-19 4. Vocational Training Scheme pilots – contractual obligations. Developing e-portfolio and systems for roll out for KSS trusts. Develop evaluation objectives for 2020
Advanced Practice **LEAD:** **Shane Costigan** **SCOPE:** Establishment of a regional HEE LaSE Pharmacy ACP programme of work.	1. Co-creation of a regional advanced practice strategy 2. Operationalization of the above regional advanced practice strategy 3. Oversight of the Mental Health Pharmacist ACP pilot at London South Bank University (LSBU). 4. Evaluation of Mental Health Pharmacist ACP pilot 5. Oversight for urgent and emergency care ACP Pharmacist places commissioned through HEE. 6. Engage stakeholders in a review of the provision of CEPIP and independent prescribing to inform future system needs.

Programme of work	Priority areas

Quality in Education and Training
 	
LEAD:
 	
Shane Costigan
 	
SCOPE:
 	
The quality programme aims to support organisations in the design and delivery of robust, quality assured training programmes, and that these are aligned to the **HEE Qu**ality Framework.
 	
The strategy consists of 3 key workstreams:
• Workstream 1: Optimisation of current quality processes
• Workstream 2: Internal quality process assurance
• Workstream 3: Innovation and Transformation
	1. Review and optimisation of quality processes designed to support trainees and educational infrastructure within organisations across London and KSS
	  a. A review of the TRAS process
	  b. Review of the EPD framework and orientation guide
	  c. A review of trainee surveys including NETS
	  d. A review of primary care and community pharmacy education and training quality processes.
	  e. Quality visits and action plan monitoring process
	
	2. Establishment of robust internal quality governance and assurance processes to include:
	  a. A review of team governance structures and terms of reference for internal/external meetings and boards
	  b. Roll out of agile working principles for HEE LaSE projects/Programmes.
	
	3. Development of quality within workforce transformation initiatives led by the HEE LaSE Pharmacy Team
	4. Quality visits and quality action plan monitoring
	5. Input into regional quality forums across London and KSS

Mental Health **LEAD:** **Shane Costigan** **SCOPE:** Establishment of a dedicated HEE LaSE Pharmacy mental health programme to support the MH pharmacy workforce as part of the NHS Long Term Plan.	1. Creation of defined Mental Health programme and strategy for the region 2. Securing of programme funding for 2020/2021 3. Completion of extended roles in mental health scoping exercise 4. Stakeholder engagement regionally and nationally

Programme of work	Priority areas
Pharmacy Careers **LEAD:** **Shane** Costigan **SCOPE:** This project covers development and delivery of a pharmacy careers strategy for London and Kent, Surrey and Sussex. The aim of this work is to help attract young people into the profession, increase the regional supply pipeline, upskilling of current staff and wider workforce transformation initiatives.	1. **Resources:** Development of a set of pharmacy careers assets that can be used locally to showcase pharmacy careers. These should be transferable and be scalable for use in other areas. 2. **Engagement:** Map careers activity happening across the region and develop a strategy for increasing pharmacy input into regional activities, careers fairs, assemblies etc. 3. **Widening participation**: Develop a roadmap for ways in which young people can enter pharmacy and a suite of resources for employers and young people around opportunities for entering the profession. 4. **Retention**: Retention of the current pharmacy workforce across all sectors
Communications and Engagement **LEAD:** **Wendi Lee** **SCOPE:** Development of communication and engagement strategies and processes to support the HEE LaSE Pharmacy Workforce Programmes.	1. Customer satisfaction survey to review current communication tools e.g. website, emails, Moodle 2. Identify HEE team to support us with stakeholder database 3. Internal communication plan with the team for external communications • **Workstream 1** – Website • **Workstream 2** – Online Learning Environment – Moodle • **Workstream 3** – Improvement of current external contacts database • **Workstream 4** – Development of internal business and communication plan and timeline documents

Our work during the Covid-19 Pandemic

The team has been involved in several key regional and national initiatives to support the pharmacy workforce during COVID-19, including:

- Development of guidance for PRPs and PTPTs deployed to Nightingale Hospitals
- Provision of guidance and support for PRPs in relation to the 2020 registration assessments
- Provision of guidance and support to PTPTs
- Supporting the development of medicines management learning resources for the London Nightingale Hospital
- Redeployment of staff via the Bring Back Staff scheme and other regional processes.
- Managing MPharm student volunteering processes during COVID-19
- Supporting the London and KSS pharmacy leadership and workforce cells regarding pharmacy workforce and education and training.

In addition to the programmes of work outlined above, we will continue to support trainees and pharmacy service leads across sectors throughout 2020/21 as we move forward together as part of the COVID-19 recovery phase.

Stakeholder Engagement

Communication, engagement and collaboration with colleagues and stakeholders across the region is critical to the delivery of our vision. The following details our communication tools, how we use these and our stakeholder expectations.

Communication Tool	How we will use this	What we request from our stakeholders
Large scale communication via email to our distribution lists	Emails will be sent from our generic mailbox lasepharmacy@hee.nhs.uk In the body of the email, we will include For Information, For Action etc. We will include flagged date reminders on action emails for recipients. We will include a stakeholder list of email distribution in the body of the email. We will use the options of To and CC to ensure clarity of expectations from those involved.	Respond to requests for data according to the timelines If you are unsure who to email with an enquiry, send to lasepharmacy@hee.nhs.uk Forwarding of the email to the most appropriate member of staff if not in the stakeholder list
Individual discussion email	Will occur directly between programme leads and stakeholders, as necessary. We will use the options of To and CC to ensure clarity of expectations from those involved.	Engage and collaborate with us on key programme priorities Check our contact us webpage for the most appropriate person to email in the first instance for enquiries or if unsure email lasepharmacy@hee.nhs.uk
Meetings, eg Programme Boards, Prescribing Assessment, Exam Boards etc.	We will use Outlook calendar invitations to invite stakeholders to face:face or virtual Microsoft Teams meetings. Meeting papers will be attached to the calendar invitations and emailed out at least 1 week before the meeting.	Accept or Decline calendar invitations. Engage and collaborate with us during these meetings.
EPD or Lead Networks and Events	We will advertise network meetings and events on our website and email these details to you. We will add the events to our LaSE Pharmacy Outlook calendar and invite the relevant stakeholder groups. We will include a link to the registration form for the event and attach papers to the calendar invitation. Papers will be circulated via email at least 1 week before the event.	Using the weblink, register to attend one of our network meetings or events via the online form. Accept or Decline calendar invitations Engage and collaborate with us during these events.

Communication Tool	How we will use this	What we request from our stakeholders
Website lasepharmacy.hee.nhs.uk	We will provide the most up to date information available on our programmes of work. A contact us page will inform our stakeholders who's who, the work we lead on and provide contact details. Online forms will be available for registrations to our network and training/assessment events and to advise us of changes within local education teams. A generic contact us form is available.	Bookmark our website for ease of access. Utilise our pages to find the information required before contacting us. Complete any online forms when requested. Use our contact us form to provide feedback on our website and inform us if you notice anything missing or out of date.
Virtual Learning Environment (VLE) https://moodlelasepharmacy.hee.nhs.uk/	We will provide online learning resources and educational content for our trainees and the education team who manages and delivers the training locally. We will engage in online forum conversations where necessary.	Bookmark our VLE for ease of access. Use the resources and learning materials available. Engage and collaborate through the online forums to support the sharing of best practice. If you have any issues with access email lasepharmacy@hee.nhs.uk
VQ Manager e-Portfolio https://www.vqmanager.co.uk	We will provide an electronic portfolio system for pre-registration pharmacists. This system will allow EPDs and ES to view and sign off evidence. We will provide associated documents and templates as appropriate for the system.	Bookmark our e-Portfolio website for ease of access. Provide local training to trainees and new members of staff using resources provided by HEE LaSE Pharmacy. Engage with the system and sign off evidence in accordance with GPhC requirements and in a timely manner. If you have any issues with access email lasepharmacy@hee.nhs.uk
Twitter https://twitter.com/HEE_LaSEPharm	We will promote key programme milestones as appropriate. We will promote our network meetings and events particularly just before the closing deadlines and as a reminder of the upcoming event. We will actively use our twitter account during events (where possible) and respond to DMs received.	Follow us on Twitter Retweet us to help us promote our work more widely Join the live twitter conversations during our events
News	We will utilise a variety of communication methods to update you on the latest pharmacy developments and news items. Communication methods will include: News and announcements on our Moodle site. Up to date information on our website Emails and Twitter	Contribute to our newsletter with articles around innovation Share our newsletter more widely than our distribution lists for the wider pharmacy workforce
Annual Report	We will produce an annual report to highlight our achievements	Share our annual report more widely than our distribution lists for the wider pharmacy workforce

Appendix One

Glossary of commonly used abbreviations

ACP	Advanced Clinical Practice
APTUK	Association of Pharmacy Technicians UK
CMHP	College of Mental Health Pharmacy
E&T	Education and Training
EPD	Educational Programme Director
ES	Educational Supervisor
GP	General Practice
GPhC	General Pharmaceutical Council
HEE	Health Education England
HEI	Higher Education Institution
HEIW	Health Education Improvement Wales
ICS	Integrated Care Systems
IET	Initial Education and Training
KSS	Kent, Surrey, and Sussex
LaSE	London and South East (Pharmacy Team)
LPC	Local Pharmaceutical Committee
LPN	Local Pharmaceutical Network
LSBU	London Southbank University
MH	Mental Health
NES	NHS Education for Scotland
OSCEs	Objective Structured Clinical Examination
PCN	Primary Care Network
PRP	Pre-registration Pharmacists
PT	Pharmacy Technician
PTPT	Pre-registration Trainee Pharmacy Technicians
RPS	Royal Pharmaceutical Society
STP	Sustainability and Transformation Partnerships
TEL	Technology Enhanced Learning
VLE	Virtual Learning Environment
VTS	Vocational Training Scheme

Stay in touch

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