

London and South East Pharmacy Business Plan



2021-2022

Contents

Foreword.....	3
Health Education England London and South East Pharmacy Priorities for 2021-22	4
Our Plan on a Page	5
Our programmes of work.....	6
Our Key Enablers:	13
Appendix One: Governance – How our programmes of work are structured.	17
Appendix Two Health Education England Organisational Priorities:.....	18

Foreword

Health Education England (HEE) Pharmacy London and Southeast works with partners to grow, develop and transform the pharmacy workforce.

The Covid-19 pandemic has had a huge impact across the whole of the NHS. Whilst we all have faced considerable challenges during this time, our commitment, collaboration, and ability to innovate has enabled us to drive the value of the profession to improve patient outcomes, achieve workforce transformation and accelerate education reform.

Going forward we need to use the lessons learnt and support our workforce to ensure their continued contribution to patient care and those thinking about a career in health, choose pharmacy.

We want to work in collaboration and be courageous to develop and transform the pharmacy workforce. We will do this by being open and honest in our approach.

Our core priority for 21/22 is to ensure pharmacy plays a key part in the delivery of HEE's organisational priorities and pharmacy workforce priorities to deliver the NHS Long Term Plan, at a regional level but also through our involvement and alignment with national programmes of work.

We look forward to working with you.

[Helen Porter](#)

HEE Pharmacy Dean London and Kent, Surrey, and Sussex



Health Education England London and South East Pharmacy Priorities for 2021-22

1. Future workforce

- a. To make pharmacy an attractive career choice and widen participation to ensure we have a sustainable workforce.
- b. Implement Foundation Training Year for 2021 and work with stakeholders to inform the national transitional plan to deliver the new initial education and training standards and learning outcomes in the region.
- c. To support pharmacy technician (PT) workforce growth and new ways of working by developing education pathways for pharmacy technicians to enable them to undertake extended and new roles.

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 evolving Primary Care Networks (PCNs).
- b. Develop an understanding of how post registration training needs are changing because of the reform and how we support workforce development.

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 outlined below:
 - Learning Environment and Culture.
 - Education governance and commitment to quality.
 - Developing and Supporting learners
 - Developing and supporting supervisors
 - Developing and supporting curricula

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.

Strategic Goals

Future Workforce

Current Workforce

Quality

Our Programmes of Work

Community Pharmacy and Primary Care

Pharmacy Technicians and Pharmacy Support Staff

Pharmacist Early Careers

Advanced Practice

Mental Health

Careers in Pharmacy

Our Key Enablers

Business, Communication, and data management

Workforce Transformation and integration

Quality in Education and Training – HEE strategy and framework

Best Place to Work – Supporting and developing our people.

Our programmes of work.

Primary Care

Goal: Support the primary care and community pharmacy networks as they integrate with Primary Care Networks (PCN) structures, understand how the education and training requirements 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/Performance Indicator
Ensure primary care providers deliver quality placements for trainee pharmacists.	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.
Dental Factsheets	Update current, and produce new, dental factsheets to support community pharmacists with consultation.
Supporting the development of new and extended roles	Facilitating networks for collaboration and sharing best practice to support adoption and initiate projects/identified support required in practice.

Pharmacy Technicians

Goal: 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).

Lead: Tracey Tisley

Objective	Priority Areas/Performance Indicator
<p>Understand the current workforce and identify training needs.</p>	<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>Ensure there is growth in the pharmacy technician workforce.</p>	<p>Evaluate current training model to identify if alternative model would support increased capacity across the region or whether additional guidance/support from HEE is required.</p> <p>Engagement with stakeholders to support development of educational infrastructure across new cross sector training sites.</p> <p>Support HEE National initiatives to define the role of the pharmacy technician and pharmacy support staff to demonstrate service contribution with the aim of increasing uptake of the roles across the wider healthcare system and promoting as attractive careers options</p>

Early Careers

Goal: To implement Foundation Training Year (formally pre-registration training) for 2021 and to understand how post registration training needs are changing. To ensure the early careers workforce (years 5 and 6) develops the knowledge, skills and attributes needed to provide high quality care and to support learners as they develop towards advanced practice. **This programme is an amalgamation of Pre-registration Pharmacist and Foundation Programmes.**

Lead: Katie Reygate

Objective	Priority Areas/Performance Indicator
Implementation of Initial Education and training (IET) reforms.	<p>Engagement with stakeholders to discuss the IET reforms, its impact and feedback their perceptions and progress with its implementation to the national programme.</p> <p>Provide support and direction to stakeholders as they orientate and implement IET reforms.</p> <p>Develop, where needed, resources to assist the implementation of the IET standards across the geography.</p>
Manage the 2021-22 cohort of trainee pharmacists	<p>Design and delivery of a regional foundation pharmacist training year programme which incorporates the HEE core national foundation training offer for 21/22.</p> <p>Lead the Procurement, development of content and implementation of a national e-Portfolio.</p> <p>Quality management of the regional programme for HEE commissioned trainees.</p>

Objective	Priority Areas/Performance Indicator
<p>Understand the current and future development needs of newly qualified pharmacists.</p>	<p>Scope the training and development needs and develop, where needed, resources, of newly qualified pharmacists and those switching sectors of practice.</p>
<p>Manage the regional recruitment process as outlined by the National Recruitment Scheme</p>	<p>Engage with pharmacy employers to ensure foundation training year programmes are advertised and recruited to via the Oriel IT system.</p> <p>Manage all regional recruitment activities as per the yearly cycle.</p>

Pharmacy Careers

Goal: Develop and deliver a pharmacy careers strategy to attract young people into the profession and support the region to recruit and retain a Pharmacy workforce with the right knowledge, skills, values and behaviours to deliver high quality care to our populations.

Lead: Shabina Azmi

Objective	Priority Areas/Performance Indicator
<p>Increase the visibility of Pharmacy as a career choice, with specific focus on increasing awareness amongst young people and key “influencers” such as parents and teachers.</p>	<p>Development of a suite of Pharmacy careers resources that showcase Pharmacy careers in London and Kent, Surrey, and Sussex, to include the development and launch of a regional, interactive Pharmacy careers map.</p> <p>Collaboration with regional Pharmacy employers, schools, colleges, Higher Education Institutes, apprenticeship leads, and system workforce leads through social media, network events, careers fairs, STEM events and professional ambassadors to promote Pharmacy careers regionally.</p> <p>Engagement with regional widening participation programmes led by Health Careers Teams within and external to HEE.</p>

Mental Health

Goal: Establish a regional Pharmacy mental health programme to support the realisation of the Mental Health Pharmacy workforce ambitions outlined in the NHS Long Term Plan.

Lead: Shane Costigan

Objective	Priority Areas/Performance Indicator
<p>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</p>	<p>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 2021/22.</p>
<p>Support the development of a national education and training pathway for pharmacists working with severe mental illness (SMI) and in perinatal services.</p>	<p>Health Education England (HEE) and NHS England and NHS Improvement (NHSE/I) are jointly leading a project to identify the training and development needs of pharmacists in supporting people with severe mental illness (SMI). The team will work with service providers, education providers, patients, and partners, to develop an evidence-based training pathway. Pilot pathway to be live by March 2022.</p>
<p>Evaluation of the Mental Health Pharmacist ACP MSc pilot underway at London South Bank University</p>	<p>Complete evaluation of pilot in collaboration with service users, trainees, service leads, commissioners, and academic leads</p>

Advanced Practice

Goal: Establishment of a regional strategy for Pharmacy advanced practice

Lead: Shane Costigan

Objective	Priority Areas/Performance Indicator
<p>Collaborative working with regional HEE Advanced Practice faculties in London and the South East of England to support Pharmacy advanced practice across the region.</p>	<p>Supporting Pharmacy leads to access regional funding for Advanced Practice, through partnership working with regional faculties for advanced practice, primary care schools and workforce transformation teams.</p>
<p>Ensure pharmacy staff can access Independent Prescribing training</p>	<p>Contract and financial monitoring of the current CEPIP contract with existing providers. Final cohorts due to start on CEPIP courses January 2022.</p> <p>Provision of access to funding from January 2022 onwards.</p>
<p>Co-design of a regional working group for Advanced Pharmacy Practice</p>	<p>Collaboration with regional stakeholders to establish a working group, key strategic aims and priorities around Pharmacy Advanced Practice in London and Kent, Surrey and Sussex, linked to the NHS Long Term Plan, and local Integrated Pharmacy and Medicines Optimisation (IPMO) plans.</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.

Objective	Priority Areas/Performance Indicator
<p>Manage the Pharmacy budget.</p>	<p>Liaising with stakeholders on workforce planning and input into the investment planning process.</p> <p>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.</p>
<p>Manage internal and external communications.</p>	<p>Review and update the LaSE Pharmacy website to ensure terminology and design meets the reforms around the Initial Education and training standards.</p> <p>Research the use of a suitable marketing tool to reach wider audience within pharmacy.</p>
<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>

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:

1. Learning Environment and Culture.
2. Education governance and commitment to quality.
3. Developing and supporting learners
4. Developing and supporting supervisors
5. Developing and supporting curricula

Lead: Shane Costigan

Objective	Priority Areas/Performance Indicator
Set clear expectations for the quality of Pharmacy learning environments through embedding our refreshed HEE Quality Framework and Quality Strategy for 2021 - 2024	<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
<p>Ensure pharmacy staff can access Educational and Practice supervision training.</p> <p>(Quality Domain – Developing and supporting supervisors)</p>	<p>Contract and financial monitoring of the current ES/PS contract with existing providers.</p> <p>Support the delivery of training to supervisors on the e-Portfolio.</p> <p>Review and refinement of the educational and practice supervisor frameworks.</p>
<p>Development pharmacy staff who are responsible for the management of delivery of training.</p> <p>(Quality Domain – Developing and supporting supervisors)</p>	<p>Organise and facilitate stakeholder events across the Pharmacy Technician and Early Careers workstreams to include short term task and finish groups and encourage the sharing of best practice across sectors.</p> <p>Design and deliver Educational Programme Director (EPD)/training leads programme orientation sessions.</p> <p>Provide guidance on trainees requiring additional support.</p>

Objective	Priority Areas/Performance Indicator
<p>Ensure the learner voice is heard and acted upon by using data and insight to measure, monitor and improve the quality and experience of education and training.</p> <p>(Quality Domains -</p> <ol style="list-style-type: none"> 1. Education governance and commitment to quality. 2. Developing and supporting learners) 	<p>Delivery of the National Education and Training (NETS) survey to Pharmacy trainees across programmes regionally, on a 6-monthly basis.</p> <p>Analysis and review of results, providing feedback to trainees and employers (via the NETS reporting tool) at regular intervals across the year. in a timely fashion</p>

Workforce transformation: A process, 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.

Goal: Support workforce transformation projects within pharmacy.

Lead: Fateha Al-Emran

Objective	Priority Areas/Performance Indicator
<p>Support pharmacy providers to innovate and transform services to deliver outcomes aligned within the NHS Long Term Plan.</p>	<p>Design and delivery of the transformation funding application process for 2021/22.</p> <p>Initiation of successful project proposals in receipt of transformation funding.</p> <p>Sharing of learning, evaluation and where appropriate, scale up of existing transformation projects funded in 2020/21.</p>

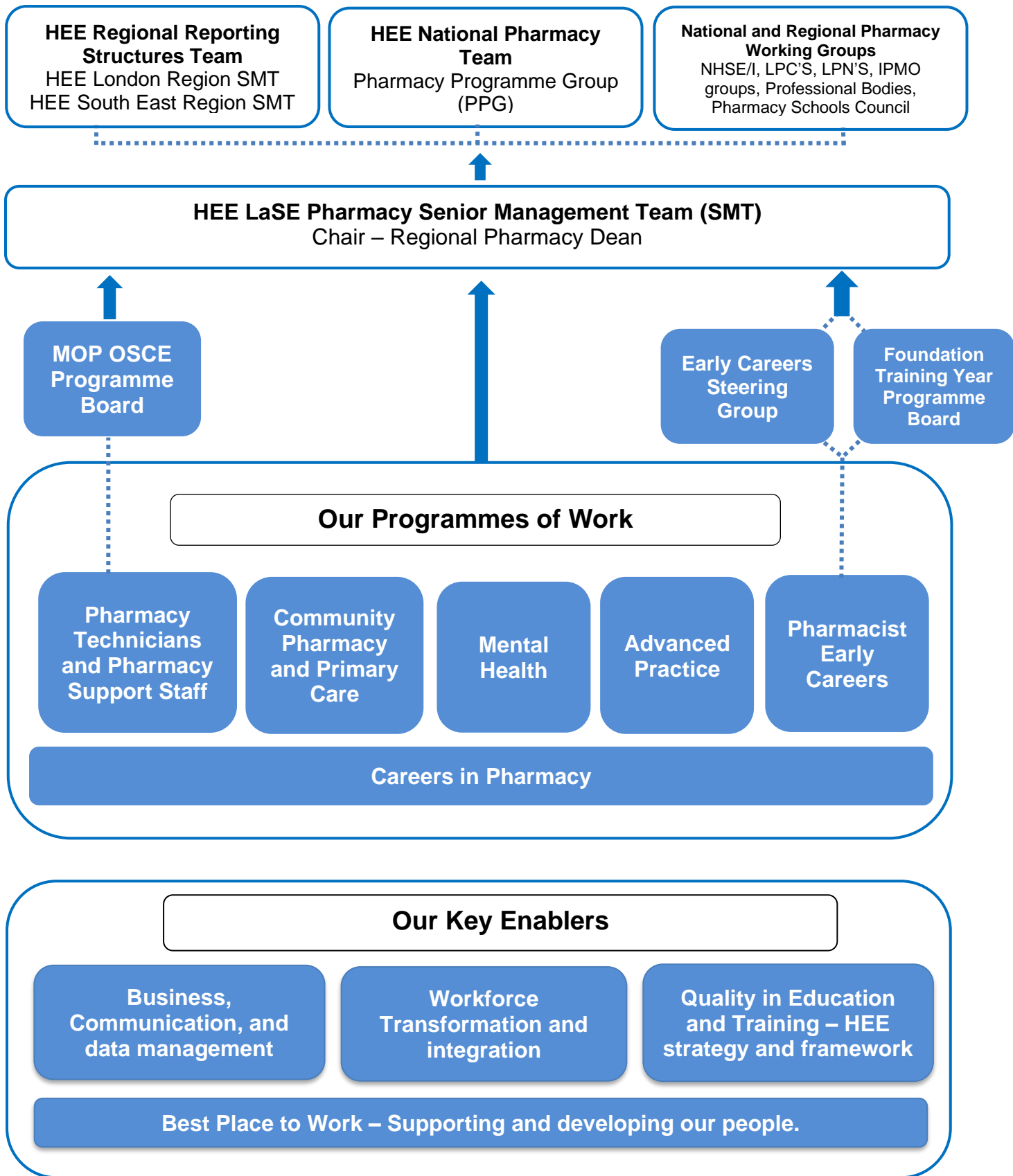
Best Place to Work – Supporting and developing our people.

Goal:. Work in partnership with the QI Collaborative to enhance the experience of staff at work, so they can better support the pharmacy workforce to achieve best outcomes for the communities they serve.

Lead: Helen Porter

Objective	Priority Areas/Performance Indicator
To understand ‘what matters’ to staff at work and identify the barriers to creating a joyful workplace	Use appreciative enquiry and measurement tools to identify the key components to a joyful workplace and the barriers to creating it
Use quality improvement methods, leadership behaviours for change, team building and the IHI framework for improving joy in work to enhance the experience of staff at work.	Identify a core project group from the team, who will work with staff to make improvements aimed at enhancing the experience of staff at work
Use measurement tools to gauge the impact of the improvements made to create joy in work	Assess the impact of the improvements made on staff experience of work and ensure sustained where they have enhanced experience.

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



Appendix Two Health Education England Organisational Priorities:

HEE works closely with the Department of Health and Social Care (DHSC) and NHSE/I to agree HEE's priorities. These are set to cover:

COVID-19 response and recovery: The priority for HEE is to work with our partners to respond to the impact of COVID-19 and ensure, as far as possible, future student graduation and trainee progression is restored.

Government healthcare workforce priorities: HEE is expected to contribute to the 50,000 additional nurses programme and towards the Government's ambition to increase the number of GP training places to 4,000 a year.

NHS Long Term Plan delivery: HEE will take forward actions to increase the supply of people trained to fill the roles needed to bolster mental health and cancer and diagnostics services as outlined in the LTP. HEE will continue to lead work on implementing our actions set out in the NHS People Plan, including recognising the importance of continuing professional development. With NHSE/I we will shape the operating model for people and workforce issues in the NHS with a particular focus on the developing role of Integrated Care Systems.

Long term workforce planning and reform to services: HEE will lead a workforce planning process with NHSE/I which will inform a future health workforce strategy. We will continue to reform professional education and work with NHSE/I on wider system transformation and workforce design, building capacity and capability to define innovative workforce solutions which optimise the use of resources.

Collaboration with social care: HEE will continue to develop its work with the social care system at all levels promoting an integrated approach to the health and social care workforce and support Integrated Care Systems to join up their local workforce planning and development of health and social care.

Supply of Information: HEE will provide finance, activity, and outcome information to DHSC to support in year financial discussions with DHSC and inform the next spending review. These are carried through to the objectives in this Business Plan.

Stay in touch

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