

Supporting Workforce Planning for The Pharmacy Technical Services Hub and Spoke Model



John Oliver Clinical Leadership Fellow 22/23, NHS England Workforce, Training and Education
Pharmacy Technician Specialist QA/QC, Leeds Teaching Hospitals NHS Trust

Clinical Leadership Fellow Project – North School of Pharmacy and Medicines Optimisation

With thanks to Gill Risby, Mark Jackson, Lauren Price, service leads, subject matter experts & all contributors

Poster Reference Number QATS - 09

1 Introduction

To increase productivity the hub and spoke model is recommended⁽¹⁾... **but** ...workforce is in a critical state⁽²⁾

A workforce plan is needed

Methods

- Worked with hub 'pathfinder' site
- Engaged with service leads and subject matter experts
- Engaged with workforce transformation and intelligence specialists
- Defined tasks, duties and roles
- Developed a workforce model for a hub

2 Workforce Needed

Two key challenges

- 1, need entry level team members
- 2, need qualified, experienced and competent team members

3 Review Structure

Gaps =

- Career pathway challenges
- Succession planning challenges – likely need for external recruitment

4 Anticipate Turnover

10% to 12%

- Potential higher turnover % at Band 5

5 Leadership

Autonomy
The need to have control over one's work life, and to be able to act consistently with one's values

Belonging
The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported

Contribution
The need to experience effectiveness in work and deliver valued outcomes

We are compassionate and inclusive⁽³⁾

- Health and wellbeing
- Support personal engagement within team
- Support team members through change

6 Recommendations

Use technology for workforce & capacity planning

HEE STAR Model, VWIS, WRaPT

System Dynamics⁽⁴⁾

Dial up Production Output = System dials up workforce needs

mrjohnoliver@hotmail.co.uk

References

1. Carter. Transforming NHS Pharmacy Aseptic Services in England A national report for the Department of Health and Social Care by Lord Carter of Coles Contents [Internet]. 2020. Available from: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/931195/aseptic-pharmacy.pdf
2. SPS. Northern Pharmacy Technical Services Workforce Project Report [Internet]. SPS - Specialist Pharmacy Service. 2021. Available from: <https://www.sps.nhs.uk/articles/northern-pharmacy-technical-services-workforce-project-report/>
3. NHS. NHS England» NHS Long Term Workforce Plan [Internet]. www.england.nhs.uk. 2023. Available from: <https://www.england.nhs.uk/publication/nhs-long-term-workforce-plan/>
4. NHS Transformation Partnerships in Health and Care. Introduction to System Dynamics workforce modelling [Internet]. 2016 Available from: <https://www.transformationpartnersinhealthandcare.nhs.uk/wp-content/uploads/2017/11/Introduction-to-System-Dynamics-workforce-modelling.pdf>