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Addysg a Gwella Iechyd  
Cymru (AaGIC)  
Health Education and  
Improvement Wales (HEIW)

# HEIW Integrated Pharmacy Workforce Plan

Strategy and Research Mapping Technical Document

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**November 2022**

**Strategy and Research Mapping to support the development of an  
Integrated Pharmacy Workforce Plan: Technical Document**

**Wales**

Reference	Key Reference Points, Actions and Priorities for Workforce Planning	Relevance
<p>A Healthier Wales &amp; Health and Social Care Workforce Strategy <a href="#">Link</a></p>	<p>Vision for new ways of joined-up working for Health and Social Care. Shift services out of hospital to communities. Make it easier to remain active and independent at home and in communities. Measure what really matters, identify best models of health and improve others. Make Wales a great place to work in Health and Social Care, investing in new technology, training and skills and supporting health and wellbeing at work.</p> <p>Make services work as a single system with everyone pulling in the same direction. Talk and listen to the people who deliver and use our services.</p>	<p>Contextual document / background and emphasis on a single integrated system with care closer to home.</p>
<p>NHS and Social Care Wales. 2020. A Healthier Wales: Our Workforce Strategy for Health and Social Care <a href="#">Link</a></p>	<p>Puts wellbeing at the heart of plans for the NHS and social care workforce in Wales.</p> <p>Supports the ‘Quadruple Aim’ to deliver an inclusive, engaged, sustainable, flexible and responsive workforce to deliver excellent health and social care services.</p> <p>Enablers for the Compassionate Leadership Model to be rolled out through the system.</p> <ol style="list-style-type: none"> <li>1. Alignment to the seven themes will enables realisation of the vision;</li> <li>2. An engaged, motivated and Healthy Workforce</li> <li>3. Attraction and recruitment</li> <li>4. Seamless workforce models</li> <li>5. Building a digitally ready workforce</li> <li>6. Excellent education and learning</li> <li>7. Leadership and succession planning</li> <li>8. Workforce supply and shape</li> </ol>	<p>Gain employer sign-up to our 2030 ambition for a motivated, engaged and valued Health and Social Care workforce with the capacity, competence and confidence to meet the needs of the people of Wales</p> <p>In Phase II the Pharmacy Workforce Implementation Plan will be one of the first Delivery Plans.</p>



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<p>NHS Wales Planning Framework 2020/23  <a href="#">Link</a></p>	<p>Ministerial key priorities remain extant:</p> <ul style="list-style-type: none"> <li>• Prevention</li> <li>• Reducing Health Inequalities</li> <li>• The Primary Care Model for Wales</li> <li>• Timely Access to Care</li> <li>• Mental Health</li> </ul>	<p>IMTP milestones were reviewed as part of the development of the plan</p>
<p>National Clinical Framework: A Learning Health and Care System  <a href="#">Link</a></p>	<p>The Framework sits between A Healthier Wales as the overarching strategy and the clinical aspect of local plans that reflect the realities of their geography, population and workforce.</p> <p>The Framework describes how clinical services should be planned and developed in Wales based on an application of prudent and value based healthcare principles, which we refer to as ‘prudent in practice’. In doing so, it recognises the need to continue to wellbeing shift focus from hospital based care to person centred, community based care. Care that can support people to stay well, self-manage their condition and when necessary provides seamless and appropriate specialist support. Central to this is the creation nationally and local adoption of higher value pathways that focus on the patient rather than the setting in which the service is delivered.</p> <p>National pathways may describe health and care journeys experienced by cohorts and groups of patients based on a particular defined condition or perhaps group of conditions. As recognition of multi-morbidity increases, there will be more need to develop these broadly based approaches. Such high level pathways encourage a system wide view starting with prevention before considering the details of diagnosis and treatment. The priority areas for pathway development flow from the population’s burden of disease. They can be grouped under the following broad headings: cancer, cardiovascular disease and diabetes, musculoskeletal conditions, mental health, substance misuse, multi-morbidity and frailty, and infectious disease</p> <p>Workforce - Make the most of all clinical disciplines to deliver more sustainable workforce models.</p>	<p>Ensure where medicines are a significant part of care pharmacy input is included in pathways.</p>



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Prudent Healthcare <a href="#">Link</a>	<p>The principles of prudent healthcare are:</p> <ul style="list-style-type: none"> <li>● Achieve health and well-being with the public, patients and professionals as equal partners through co-production.</li> <li>● Care for those with the greatest health need first, making the most effective use of all skills and resources.</li> <li>● Do only what is needed, no more, no less; and do no harm.</li> <li>● Reduce inappropriate variation using evidence based practices consistently and transparently.</li> </ul> <p>Workforce specific - prudent healthcare concept of only-do-what-only-you-can-do – no professional routinely providing a service which does not require their level of ability or expertise remains a powerful one, especially in planning the prudent health and social care workforce for the future.</p>	Prudent health care principles should be applied throughout and a focus on career pathways will ensure staff from junior through to senior levels have a role to play that is proportionate to meeting need.
The Health and Social Care (Quality and Engagement) (Wales) Act <a href="#">Link</a>	<p>On 1 June 2020, The Health and Social Care (Quality and Engagement) (Wales) Act became law. Welsh Government is now working to bring the Act into force in spring 2023.</p> <p>Citizen Voice Body The drive towards closer integration of health and social services with improved public engagement is reflected in the aims of A Healthier Wales. This sets out the goal of ensuring citizens are placed at the heart of a whole-system approach to health and social care services and stresses the importance of listening to all voices through continual engagement</p>	May have impact on stakeholder engagement in the future
Pharmacy Delivering a Healthier Wales <a href="#">Link</a>	<p>Sets out long term goals and principles, and short term actions required to transform the role and contribution of pharmacists, pharmacy technicians, pharmacy teams and pharmacy premises across Wales to deliver the Welsh Governments long term vision for Health and Social Care</p>	Significant progress made in line with 2022 goals



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<p>Consultation on the refreshed goals of PDaHW</p> <p><a href="#">Link</a></p>	<p>Refreshed goals for 2025, midway to 2030 deliverables, are set</p> <p>Workforce goals:-</p> <ul style="list-style-type: none"> <li>All pharmacy employers to support access to non-clinical training, leadership and active wellbeing,</li> <li>Adopting a formalised career pathway, set out by RPS,</li> <li>Create an aligned career pathway for pharmacy technicians,</li> <li>Time to train, and train others, is embedded in workplans and protected,</li> <li>Provide post-registration opportunities to develop understanding of all sectors,</li> <li>Define entrustable professional activities for consistent care between settings,</li> <li>Increase practice placement for professional students/trainees,</li> <li>Utilise pharmacy technician skills in all settings,</li> <li>Encourage skills mix and develop a recruitment strategy,</li> <li>Introduce new consultant pharmacist positions</li> <li>Grow consultant ready pharmacist numbers in the workforce</li> <li>Develop the evidence base around impact of consultant pharmacists on care</li> </ul>	<p>Alignment essential between PDaHW goals and the Pharmacy Workforce Plan</p>
<p>Implementation of Initial Education and Training Standards for Pharmacists HEIW Strategic Outline Case v1.4</p> <p>2021</p>	<p>The Strategic Outline Case describes the significant changes which are happening within the development of pharmacists due to the GPhC IETP.</p> <p>Many of our existing workforce will not have all of the skills and competence to provide the patient services for the future vision of PDaHW. Many will not have been trained as independent prescribers (IP).</p> <p>This programme will need to increase numbers of IPs over the next five years. The changes mean pharmacists can play an increasing role in all care settings. More focus on professional judgement, management of risk and diagnostic skills support pharmacists to use medicines expertise in de-prescribing and prudent healthcare, as well as helping to deliver A Healthier Wales. Pharmacists professionally empowered to utilise the skills and competence they have will provide enhanced job satisfaction and motivation. ongoing partnership with HEIs is a benefit to a seamless approach to workforce.</p>	<p>Momentum of the IETP in current context of PDaHW provides a supportive opportunity for change.</p>



<p>A new prescription – Wales Community Pharmacy Contractual Framework (CPCF) 2022 <a href="#">Link</a></p>	<p>Wales is reimagining the roles community pharmacies play and stepwise changes are being made to ensure the longterm sustainability of the sector:-</p> <ul style="list-style-type: none"> <li>Expanding the clinical role of the pharmacist</li> <li>A workforce with the skills needed to deliver outstanding care</li> <li>A commitment to quality, collaboration and integration within primary care</li> <li>Valuing the contribution community pharmacy make to the NHS</li> <li>A 2 year incentive scheme to recruit and train pharmacy technicians and developing the role of the accredited checking pharmacy technician</li> </ul>	<p>Review impact of incentives around pharmacy technicians in CPCF on numbers and employment in workforce</p>
<p>Accelerated Cluster Development Toolkit <a href="#">Link</a></p>	<p>A toolkit to enable stakeholders to learn more about the ACD programme, its components and access tools to support local delivery.</p>	<p>Relevant to community and general practice pharmacy developments</p>
<p>Making Research Careers Work A review of career pathways in health and social care in Wales <a href="#">Link</a></p>	<p>Welsh Government commitment to research is stronger than ever since the pandemic (value of vaccination and treatment discoveries)</p> <p>Everyone to have the opportunity to combine research with a clinical role.</p> <p>Evidence informed practice is widely recognised as key to improving the quality of Health and Social Care.</p> <p>Organisational benefits to being research active are attraction of high calibre staff, increased staff retention and clinic practice and academic integration.</p>	<p>Parity of opportunity to research funding opportunities is important for pharmacy teams across all sectors at all stages of their career pathway. It is a long term ambition to deliver.</p>

## National/UK

Reference	Key Reference Points, Actions and Priorities for Workforce Planning	Relevance
<p>GPhC Safe and Effective Pharmacy Teams <a href="#">Link</a></p>	<p>Summarises a meeting with the pharmacy regulator, trade union, employers and professional leadership bodies discussing challenges that increase the risk of standards and new guidance not being met in pharmacy premises and identify further actions</p> <p>More consistent leadership across pharmacy must represent to governments, commissioners and the public what pharmacy can do and how this to capture this in long-term plans</p>	<p>Pharmacy leadership development is needed to enable the profession to effectively influence longterm plans</p>
<p>Pharmacists added to government's list</p>	<p>Pharmacists were added to the Home Office's shortage occupation list in 2021, following a recommendation from the department's Migration Advisory Committee.</p>	<p>The inclusion of pharmacists in the shortage occupation list</p>



of occupations facing national shortage <a href="#">Link</a>		means staff from abroad can apply for a skilled worker visa through the UK's immigration system more easily
MPs recommend government draft pharmacy workforce plan within 12 months <a href="#">Link</a>	The House of Commons Health and Social Care Committee said the workforce plan "must ensure that all pharmacists have adequate access to supervision, training and protected learning time" (July 2022)	Aligned UK picture with Wales goal to publish Pharmacy Workforce Plan in March 2023 Aligned priority issues across UK
On Primary Care: General Practice, Pharmacy, Workforce 2020 <a href="#">Link</a>	Presents a phased approach to integrating community pharmacy into the urgent care agenda within Primary Care Networks in England due to their accessibility and significant role providing acute care for those requiring short term treatments. States the intention to move beyond urgent care to pharmacy consultations. GPs are willing to work with community pharmacy if this is of mutual benefit and may need to be incentivised and include two-way communication relating to clinical care  Advanced skills in the community pharmacy workforce will be needed as well as time for clinical activities. This can be met by investing in pharmacy technician roles and clarity on pharmacy assistant roles	Alignment with Wales programmes of work
<b>Reference</b>	<b>Key Reference Points, Actions and Priorities for Workforce Planning</b>	<b>Relevance</b>
Ethnic minority pharmacists less likely to be promoted, survey suggests <a href="#">Link</a>	More white pharmacists are promoted compared to all other ethnic minorities	Implementation of plans need to capture protected characteristics and there needs to be a programme of analysis and reporting to capture any issues
Improving inclusion and diversity across our profession: our strategy for pharmacy 2020 – 2025 <a href="#">Link</a>	A co-created plan with the strategic priorities:- 1. Create a culture of belonging 2. Champion inclusive and authentic leadership 3. Challenge inclusion and diversity barriers	Inclusive workplaces  Consistent application of Equality Impact Assessments on all professional and educational activities in next 5 years



RCGP and RPS Multidisciplinary Team Working in a General Practice Setting <a href="#">Link</a>	Recognises importance of establishing the right conditions for different health professionals to work together in general practice. Key messages are to <ul style="list-style-type: none"> <li>• Take time to actively participate in team meetings,</li> <li>• Share information appropriately and collaborate openly</li> <li>• Ensure familiarity and clarity of role to add value to the team</li> <li>• Be aware of issues of governance and accountability</li> <li>• Take all opportunities to learn from other members of the team and undertake training</li> </ul>	Consider relevance of these principles across primary care contractor organisations.
RPS and RCGP Scotland Joint Statement on General Practice Based Pharmacists 2015 <a href="#">Link</a>	Acknowledges patient care can be improved through greater synergy between GPs and pharmacists. Some commonality in the provision of care is identified with clarify that duplication should be removed from the patient journey to create a dynamic and resilient workforce.	A level of recognition and culture change still to be achieved in Wales
RPS Scotland Pharmacy 2030: a professional vision for hospital pharmacy <a href="#">Link</a>	Although this is a vision for hospital pharmacy, it describes how we will cease to describe pharmacists by sector, but level of practice. The document describes a fundamental shift to checking other professionals work to prescribing and managing the care of individuals and influencing the care of populations. Pharmacy technicians are described running services like dispensaries and specialist services e.g. manufacturing are valued.	Similarly Wales must free up capacity for the pharmacy workforce to undertake clinical roles and lead on medicines issues. This requires investment in technology and joined up IT systems.
<b>Reference</b>	<b>Key Reference Points, Actions and Priorities for Workforce Planning</b>	<b>Relevance</b>
Practice Based Pharmacists 2016 <a href="#">Link</a>	Good Skills Mix between administration staff, pharmacy technicians and pharmacist are identified as important. Scotland published 'Guiding Principles for the Role of the General Practice Clinical Pharmacist'	
Scotland: A changing prescription for pharmacy <a href="#">Link</a>	An educational pathway underpins the training of pharmacists working in GP practice as they move from undergraduate and foundation to undertake significant patient-focused roles supported by National Education Scotland (NES) Pharmacists are part of the primary care teams on the high street and in GP practice	A level of culture change still to be achieved in Wales
Preparing the Healthcare Workforce to	Patients need to be included as partners and informed about health technologies, with special attention given to vulnerable groups. The healthcare workforce need expertise and guidance to evaluate new technologies. New technologies should enable staff more time to care and interact with patients.	Need to plan to grown digital literacy and engagement of the population and workforce.





<p>Deliver the Digital Future The Topol Review <a href="#">Link</a></p>		
<p>NHS England Five Year Forward View (2014-2020) <a href="#">Link</a></p>	<p>We will invest in new options for our workforce, and raise our game on health technology - radically improving patients' experience of interacting with the NHS. We will 4 improve the NHS' ability to undertake research and apply innovation – including by developing new 'test bed' sites for worldwide innovators,</p> <p>Healthier workforce</p> <p>New funding pathways</p> <p>A modern workforce with the right numbers, skills, values and behaviours to deliver. The NHS must become a better employer, look after health and wellbeing of staff, safe inclusive and non-discriminatory opportunities</p> <p>Acknowledges focus on specialising the workforce when what patients need is more holistic approach</p> <p>Need for more flexibility in the workforce</p>	<p>The England plan mirrors many of the principles found in Welsh documents</p>
<p><b>Reference</b></p>	<p><b><a href="#">Key Reference Points, Actions ad Priorities for Workforce Planning</a></b></p>	<p><b>Relevance</b></p>
<p>NHS England NHS Long Term Plan 2019 <a href="#">Link</a></p>	<p>NHS staff are feeling the strain as workforce growth has not kept up with demands.</p> <p>The NHS has not been a sufficiently flexible and responsive employer in the light of changing staff expectations for their working lives and careers.</p> <p>Staff leaving the NHS may remain if employers can reduce workload pressures or offer improved flexibility and professional development.</p> <p>NHS workforce implementation plan will be overseen by a cross-sector national workforce group and a new compact between NHS and leadership bodies</p>	<p>The issues highlighted in Wales Pharmacy workforce surveys are similar to NHS England reported issues and so some of the solutions may also be the same.</p>



<p>We are the NHS: People Plan 2020/21 <a href="#">Link</a></p>	<p>The NHS needs more people, working differently, in a compassionate and inclusive culture.</p> <p>Employers, systems and HEE will be focusing on:-</p> <p>Looking after our people, creating an organisational culture where everyone feels they belong, new ways of working and delivering care, renewing interest in NHS careers by expanding and developing the workforce as well as retaining colleagues for longer.</p>	<p>Similar themes to Workforce Strategy for Health and Social Care.</p> <p>We need delivery plans to embed themes into systems</p>
<p><b>Reference</b></p>	<p><b>Key Reference Points, Actions and Priorities for Workforce Planning</b></p>	<p><b>Relevance</b></p>
<p>Facing the Facts, Shaping the Future - A draft health and care workforce strategy for England to 2027 <a href="#">Link</a></p>	<p>NHS England spend 65% of its operational budget on staff. There has been a historic disconnect between service, financial and workforce planning. More clinical posts have been created than can be filled.</p> <p>New professionals come from graduates, returning to practice or recruitment from elsewhere. Retention: keeping the people already employed is the most cost-effective</p> <p>The workforce has changing expectations, including non-linear careers, flexible working, and career breaks.</p> <p>Enhancing workforce capability through advanced clinical practice is valued. Pharmacist role in Advanced Therapy Medicinal Products and Genomics is noted</p>	<p>The roles the pharmacy workforce in Wales want need to be researched.</p>
<p>Review of the community pharmacy workforce: 2021 and beyond <a href="#">Link</a></p>	<p>The Community Pharmacy Workforce Development Group (England) reports the support the community pharmacy workforce needs to meet patient need:-</p> <ul style="list-style-type: none"> <li>• A programme of collaborative work to ensure community pharmacy is an attractive career choice.</li> <li>• Develop frameworks, infrastructure and services to allow pharmacy professionals to use their clinical skills in community,</li> <li>• Ensure IETs are implemented to meet needs of colleagues, employers, NHS and patients</li> </ul>	<p>Need for a collaborative approach recognised to include regulator, universities, policy makers and SEBs</p>
<p>The future of pharmacy in a sustainable NHS:</p>	<p>maps out key recommendations under three main priorities: supporting and valuing the pharmacy workforce; supporting an integrated NHS; and innovation. Workforce principles</p>	<p>Look at application of RPS principles into practice in Wales</p>



<p>key principles for transformation and growth.</p> <p>RPS 2022</p> <p><a href="#">Link</a></p>	<ol style="list-style-type: none"> <li>1. Able to work in a safe environment and be protected, particularly at times of public health emergencies</li> <li>2. Fully integrate community pharmacy into NHS as a valued provider</li> <li>3. Protected time across all sectors for pharmacy to improve care</li> <li>4. A positive working environment with access to wellbeing support</li> <li>5. Equality of opportunities</li> <li>6. Investment in foundation for independent prescribing and leadership</li> <li>7. Digital infrastructure to be improved and accelerated</li> <li>8. Read and write access to e-patient record in all sectors</li> <li>9. Referral pathways to provide critical information flow</li> <li>10. Access to virtual consultation equipment in all sectors</li> </ol>	
<p>Inside Pharmacy2U</p> <p><a href="#">Link</a></p>	<p>The company has been described as the ‘Amazon for repeat prescription medicine’ “I honestly believe in three or four years’ time, you’ll be able to look at the funding model for community pharmacy ... and by us being a distance dispenser at scale, it will have liberated community pharmacy to be rewarded for the triage services they provide face-to-face to the community”</p>	<p>Example of a changing delivery model for repeat dispensing using an App</p>
<p>Health and Social Care Workforce Strategy 2026 Delivering for Our People Department of Health and Health and Social Care Northern Ireland</p> <p><a href="#">Link</a></p>	<p>High demand for services is still increasing and requires transformation of Health and Social Care in Northern Ireland. The 2026 goal is to have the optimum number of people in place to deliver care and promote health and wellbeing. The 2021 goal is that health and social care is a rewarding place to train and work 2019 goal is that workforce trends can be monitored, with ability to take action before problems become acute.</p>	<p>Themes map to those in the NHS and Social Care Wales Workforce Strategy.</p>
<p>UK Commission on Pharmacy Professional Leadership Open Letter Chief Pharmaceutical Officers 2022</p> <p><a href="#">Link</a></p>	<p>A UK Commission on Pharmacy Professional Leadership announced in June 2022 to equip the professions with a voice to shape the future and to develop through learning and best practice</p>	<p>Workshops expected to provide a blueprint for the purpose, role and functions necessary in inclusive professional pharmacy leadership.</p>



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<b>RESEARCH DOCUMENTS <span style="color: red;">Wales</span></b>		
HEIW Community pharmacy workforce survey 2019 <a href="#">Link</a>	First baseline survey of community pharmacy workforce. Recommendations are for a single workforce tool for NHS Contractors which is mandated in contracts and compatible for analysis with the NHS Electronic Staff Record. Workforce modelling to include community pharmacy sector. Health Boards and Clusters to look at the challenges with workforce development (Independent Prescribing and Accuracy Checking). Grow the pharmacy technician workforce to deliver A Healthier Wales.	A number of the recommendations are underway specifically the incentives to grow the pharmacy technician workforce and the pilot of the General Practice workforce tool, WNWRS, into community
Well-rounded pharmacists: a longitudinal evaluation of a multi-sector pre-registration programme <a href="#">Link</a>	Greater communication across sectors and smoother transfer of patient care benefits employers and patients as well as the pharmacists in the multi-sector training model. Recommendations for future multi-sector programmes are suggested.	Programme implemented wholesale for trainee pharmacists in Wales. Raises questions about potential benefits for a similar pre-registration pharmacy technician programme.
Hambridge, L.J. 2017. Pharmacists in Primary Care Clusters: How are cluster pharmacists contributing in general practice and what are cluster lead general practitioners' opinions on the impact of these roles and their progression?	Large diversity of tasks undertaken within pharmacist roles undertaken in GP practice	Apply prudent working principles  Applying careers frameworks can identify similar levels of practice (associated with task in role) in different sectors.  Could help with equitable pay across sectors



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<b>Research Documents <span style="color: red;">National/UK</span></b>		
<p>Survey of registered pharmacy professionals 2019 Main Report <a href="#">Link</a></p> <p>Summary Infographics <a href="#">Link</a></p>	<p>Employers need to be aware of levels of satisfaction with work life balance in their sectors and job satisfaction. In Wales we have a lot of community pharmacist employees compared other countries working in large chains. Community pharmacists are more likely to be work longer hours in patient facing roles and may be less satisfied than colleagues in other sectors.</p> <p>Numbers planning to retire are not large but many professionals plan to reduce hours, move roles or location or do post graduate qualifications including prescribing in the next 3-5 years.</p> <p>Employers need to think about their employment package being attractive to employees, especially in relation to work life balance with half of professionals being carers and the trend of professionals reducing hours as they head towards retirement ages.</p> <p>Those that work in primary care are more often part time than professionals in other sectors and report higher levels of satisfaction with their work life balance and job role. Generally pharmacy technicians are more satisfied than pharmacists wherever they are working. We have the most satisfied hospital pharmacy and primary care technicians in Wales.</p>	<p>Professional roles in all areas still needs to shift to deliver A Healthier Wales</p> <p>There is the potential to attract professionals to engage with ‘a better offer’.</p> <p>Existing prescribers need to be utilised and the aspirations those wanting to undertake this development need to be met.</p>
<p>RPS and Pharmacist Support. 2021. Mental Health and Wellbeing Survey 2021 <a href="#">Link</a></p>	<p>7/10 respondents reported that their work had negatively impacted their mental health and wellbeing with reasons including workload, inadequate staffing, long hours and a lack of work-life balance, recognition, and public expectation.</p> <p>The risk of burnout among respondents continues to be high and is linked to inadequate staffing, long working hours and a lack of work-life balance, protected learning time, support and rest breaks.</p>	<p>Captures a low baseline for workforce wellbeing in pharmacy, and areas that required to be improved upon to bring relief to the workforce.</p>
<p>Work-related stress: the hidden pandemic in pharmacy 2022</p>	<p>Disturbing results from 2022 PJ survey</p> <p>Rising stress is impacting workforce morale with 2/3 of community pharmacy reconsidering their career.</p> <p>25% very stressed at work, an upward trend</p>	<p>Importance of intervention with staffing shortages the current baseline and more pharmacists</p>



<a href="#">Link</a>	<p>Demand for services and staff absence cause the most stress 78% say a lack of staff is a barrier to doing an effective job 42% say physical and verbal abuse has increased</p>	<p>considering leaving the profession.</p>
<p>Validation of a hospital clinical pharmacy workforce calculator: A methodology for pharmacy? <a href="#">Link</a></p>	<p>The Clinical Pharmacy Workforce Calculator offers hospital pharmacy managers a useful tool to negotiate adequate staffing to deliver pharmaceutical Care.</p>	<p>Consider applicability to Welsh hospital pharmacy. Do the 'Direct Patient Care Activities', match with future vision for service delivery in Wales?</p>
<p>Interprofessional learning for dental and pharmacy professionals: learning together changes how you work together. <a href="#">Link</a></p>	<p>Joint learning events increased trust and both professions' ability and desire to work more closely together.</p>	<p>Consider how to deliver more interprofessional learning, which in turn delivers culture change</p>
<p>Nuffield Trust The NHS Workforce in Numbers: Facts on Staffing &amp; Staffing Shortages in England (updated September 2021) <a href="#">Link</a></p>	<p>Workforce shortages have a direct impact on people's care</p> <p>Pharmacy teams are included in the Scientific, therapeutic and technical staff numbers.</p> <p>NHS Employed pharmacy professionals have increased in number of Full Time Equivalents in England by 49.2% between 2009 and 2021</p>	<p>Doesn't account for largest sector of the pharmacy workforce employed by NHS contractors</p> <p>England Data</p> <p>Provides an insight to how NHS could publish pharmacy data</p>
<p>Summary of the results of PSNC's 2022 Pharmacy Pressures Survey 2022</p>	<p>After playing a vital role in the pandemic Pharmaceutical Services Negotiating Committee surveyed employers and team members.</p> <p>92% pharmacy teams and owners reported patients were being negatively affected by pressures on their pharmacy. There were supply chain and medicine delivery issues, staff shortages, increasing workload and rising costs reported.</p>	<p>Similar picture to community pharmacy in Wales.</p> <p>Unclear what steps are being taken by stakeholders to</p>



<a href="#">Link</a>	There was a call for a core uplift in funding for the sector. 82% of team members said work was having a negative impact on their mental health and wellbeing.	improve the situation e.g. retain staff and reduce workload pressures
Community pharmacy funding and capacity  <a href="#">Link</a>	Community pharmacies are increasingly being relied upon by local communities and NHS patients as the first port of call for healthcare advice and services. Pharmacies are currently struggling to keep up with demand. 1. Pharmacies are ready to take further pressure off GPs and support the NHS pandemic recovery efforts, given the right support and investment. 2. Pharmacies must be funded fairly and helped to free up capacity. 3. Increased investment in the short-term, will save NHS money in the long-term. 4. In line with the wider NHS, funding needs to future-proof community pharmacy against pressures where they have no control. 5. We want to develop a vision for the future with HM Government and the NHS	Community pharmacy want to be part of the future solution to primary care but report a funding squeeze is something needing to be addressed to safeguard services.
Community pharmacy workforce survey 2021 <a href="#">Link</a>	Survey report and accompanying data set provides a snapshot of the community pharmacy workforce in spring 2021. Highest 20% vacancy rate for non-registered accuracy checkers 18% trainee counter assistants, 13% trainee dispensers and trained counter assistants (11%). Pharmacist vacancy rate was 8% with dispensing and pharmacy technicians at 7% vacancy rate.	Data to inform future planning and investment decisions.
Integrating additional roles into primary care networks  <a href="#">Link</a>	The Additional Roles Reimbursement Scheme for new roles in GP practices included pharmacists. The potential contribution of additional roles to general practice is not universally understood despite large amounts of written guidance, job descriptions and roadmaps, which may have added to the confusion. The cultural change required needs extensive organisational development, leadership and service redesign which has not been adequately available. There is lack of adequate primary care estate.	The importance of cultural and organisational change
Why are pharmacy schools struggling to fill places? 2018 <a href="#">Link</a>	A decline in the number of applications to pharmacy schools and more students being accepted through clearing has led to concerns over the future pharmacy workforce.  Education chiefs are increasingly worried about the popularity of the MPharm degree amid rising competition for degree courses	Need to monitor current trends in discussion with universities
Consultant pharmacist case management of older people in	Northern Ireland started small with investment in one consultant pharmacist for older people. There are strong research outcomes on cost savings, safer prescribing and seamless person-centred care.	These are the sort of changes Wales needs to emulate to deliver A Healthier Wales



intermediate care: a new innovative model. <a href="#">Link</a>		
Consultant pharmacist case management of older people in intermediate care: a new innovative model. <a href="#">Link</a>	Research on the second older persons consultant post produced evidence of the 'reproducibility' of the benefits to population health and resulted in a roll-out to 5 posts to cover nationwide older persons healthcare priorities.	Due to similarity in integrated health systems in Wales and Northern Ireland, the impact of Consultant Pharmacists in Older Persons Medicine is likely to have reproducible health
Medicines Optimisation for Respiratory Patients: The Establishment of a New Consultant Respiratory Pharmacist Role in Northern Ireland <a href="#">Link</a>	The latest publication Northern Ireland demonstrates how a partnership between the respiratory consultant pharmacist (who has 20% job plan time for research) with a PhD level peer in MOIC, deliver further evidence on the impact of consultant roles in a different speciality from commencement of the role.	Explore what the equivalent model would be for Wales

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<b>Research Documents <span style="color: red;">International</span></b>		
Lessons from Canterbury, New Zealand Kings Fund 2017 <a href="#">Link</a>	Transformed health system in last decade to support people at home and in communities, moderating demand for hospital care, particularly in the elderly.  New delivery models with better integration across service boundaries with increased investment in community-based services and strengthening primary care.	Lessons for NHS in redesigning care this way:-Unifying vision of 'One system, one budget'.





		Sustained investment in staff skills with new models of working and contracting.
German hospital pharmacy forges ahead - Hospital Pharmacy Europe Hospital Pharmacy Europe <a href="#">Link</a>	<p>The German Government is shifting the levers to move from inpatient to outpatient treatment wherever possible, with extensive digitalisation.</p> <p>The 2022 Hospital pharmacist conference theme was 'innovative, digital and near to patients'.</p>	Good alignment with Wales and other nations health strategies.
Pharmacy Forecast 2020 Strategic Planning Advice for Pharmacy Departments in ASHP Foundation <a href="#">Link</a>	<p>An annual report in its 9<sup>th</sup> year based on the 'wisdom of crowds', recruits views from over 300 Forecast Panellists on issues that will influence the 'health-system pharmacy' in the next 5 years.</p> <p>Forecasts consider patient care, workforce, leadership, evidence based pharmacy, supply chains, health care market place and 'Black Swan' events (like a pandemic).</p>	<p>Consider what process can be implemented in the UK to raise awareness of major trends in pharmacy.</p> <p>There is value in gathering outside input in forecasting to aid responsiveness and resilience.</p>
ASHP National Survey of Pharmacy Practice in Hospital Settings: Clinical services and workforce-2021 <a href="#">Link</a>	<p>Survey of 1498 hospital pharmacy directors in USA. Clinical pharmacy services continue to expand to cover increasing demand in all settings. Data analytics and pharmacy technicians have contributed to the evolution.</p> <p>Pharmacists are routinely assigned to a majority of patients at least 8 hours per day, 5 days per week in 70.4% of hospitals and increase over the past decade from 60.8%. 21% increase in pharmacists independently prescribing medicines since 2020. 82.5% collect patient information electronically for monitoring 73.4% report acute shortages of pharmacy technicians. This affects operations</p>	<p>Like Wales, growth of pharmacy in USA due to more medicines needs in population.</p> <p>Digital tools, IP and pharmacy technicians are supporting the evolution, matches Wales vision.</p>
The times are changing: workforce planning, new health-care models and the need for	There are changes underway in health professional registration and accreditation that are likely to regulate shared and common learning to enable the continuous development of a flexible, responsive and sustainable health workforce. We conclude that there are significant opportunities for further development of IPE and collaborative	Parallels with Wales in need to provide interprofessional care to meet population need. This requires changes in the health professional education.



interprofessional education in Australia 2019 <a href="#">Link</a>	practice as key strategies for adding to the ability of health systems to address individual needs in conjunction with aiming for optimal and universal health coverage.	
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