

## **Pharmacy Workforce Plan - Consultation Survey**

We are currently consulting on the key actions which will form the foundations of the Strategic Pharmacy Workforce Plan for Wales and would value your input. The strategic plan sets the direction for developing a pharmacy workforce with the right skills mix and in sufficient numbers to be responsive to the health and social care needs of the population. The pharmacy workforce will have the right values, behaviours, knowledge, skills and confidence to support people's wellbeing and everyone in the workforce will feel valued.

Consultation on the Strategic Pharmacy Workforce plan for Wales ([insert website link](#))

The survey will take approximately XX minutes to complete. Please note, if you leave this form, your response will not be saved and you will need to resubmit your response.

### **Our commitment**

As an organisation, Health Education and Improvement Wales are bound by ethical and legislative responsibilities around the handling of information. Our process of all personal data complies with the General Data Protection Regulation and the security of the data is assured through the implementation of HEIW's policies on information governance management.

The personal data we hold may be held as an electronic record on data systems managed by HEIW or as a paper record. These records are only accessed, seen and used as required and/or permitted by law by staff who need access to personal data so they can do their jobs and other partner organisations under data sharing agreements.

It is our duty to remind you of your rights under the Data Protection Act 2018 (DPA 2018). You are not required to complete this survey if you do not wish to.

Some questions have the option to provide free text, please ensure that you do not include any identifiable information relating to patients or colleagues. For more information on how HEIW uses information, please see Privacy Policy at: <https://heiw.nhs.wales/use-of-site/privacy-policy/>

Firstly, we would like to ask you for some background information. This will help us to understand the views of specific groups, individuals and organisations and will allow us to better respond to those views.

1. Are you a responding:

- as an individual
- on behalf of an organisation



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(branch question if responding as an individual)

2. Please tell us your name:

Name:

\_\_\_\_\_ (optional)

Email: \_\_\_\_\_ (optional)

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3. Where do you live?

- Wales
  - England
  - Scotland
  - Northern Ireland
  - Ireland
  - other (please give details)
- 

4. Do you currently work in any of the following? (allow more than one option to be ticked)

Not applicable (member of public)

Charity

Civil services

Community pharmacy contractor

Dental contractor

Education provider

General practice contractor

Government

Local authority

NHS Wales organisation

Optometry contractor

Private care provider

Private health provider

Professional body ✓

Regulatory body

Secure Environments



Third sector  
Trade union  
Volunteering  
Other

freetext

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5. In which geographical area(s) is your work located (by Welsh Health Board locality)? (allow more than one option to be ticked)

- Aneurin Bevan
- Betsi Cadwaladr
- Cardiff & Vale
- CwmTaf Morgannwg
- Hywel Dda University
- Powys
- Swansea Bay
- Don't know

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6. Which NHS Wales organisation(s) do you currently work in?

- Not applicable (not working in an NHS Wales) organisation
- Aneurin Bevan University Health Board
- Betsi Cadwaladr University Health Board
- Cardiff and Vale University Health Board
- Cwm Taf Morgannwg University Health Board
- Digital Health and Care Wales
- Health Education and Improvement Wales
- Hywel Dda University Health Board
- NHS 111
- NHS Wales Collaborative
- NHS Wales Delivery Unit
- NHS Wales Shared Services Partnership
- Powys Teaching Health Board
- Public Health Wales
- Regional or Specialist Services
- Swansea Bay University Health Board
- Velindre NHS Trust
- Welsh Ambulance Service NHS Trust
- Welsh Health Specialised Services Committee
- Other

freetext

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7. Are you employed to deliver pharmacy services as your main role?



- Yes  
 No
- 

(If yes, this is the branch question:-)

8. Which of the following best describes your role delivering pharmacy services?

- Pharmacist  
 Pharmacy technician  
 Pharmacy assistant (not registered with General Pharmaceutical Council)  
 Administration and clerical  
 Managerial  
 Other (freetext)
- 

(If no, this is the branch question:-)

8. Do you deliver any support for pharmacy services within your role?

- Yes  
 No
- 

9. Please enter your job title, profession or role

Royal Pharmaceutical Society, Wales

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(branch question 2 if responding as an organisation)

2. Please tell us your:

Name: \_\_\_\_\_

Job title: \_\_\_\_\_

Organisation: \_\_\_\_\_

Email: \_\_\_\_\_

A contact name for enquires:

\_\_\_\_\_

3. Is your organisation a:

- pharmacy organisation  
 non-pharmacy organisation

\_\_\_\_\_

4. Please choose the option which best describes your organisation:-

- Body or organisation representing a trade or industry  
 Body or organisation representing professionals  
 Body or organisation representing the public  
 Charity  
 Government department or organisation  
 Local authority  
 NHS organisation or group  
 Private care provider  
 Private health provider  
 Regulatory body  
 Research education or training organisation  
 Trade union

Other

freetext

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Our 31 proposed actions are group under seven key themes and we will ask you to comment on each theme in turn.

### **Theme 1 – An engaged, motivated and healthy pharmacy workforce**

1. Do you support the suggested actions under Theme 1 to ensure an engaged motivated and healthy pharmacy workforce?

	Yes	No	Partly	No comment
1. Agree and monitor a range of actions with partners which immediately improve the mental health and wellbeing of the pharmacy workforce.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Develop job plans that include time for service delivery, personal development, development of others, leadership, research and innovation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The NHS Staff Survey should will be extended to include those working in community pharmacies and general practices to monitor for improvement with staff engagement, experience and wellbeing.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The electronic ' <a href="#">Catalogue of Workforce Solutions</a> ', a tried and tested collection of interventions to reduce pharmacy workforce pressures, should be reviewed and developed.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Please explain your response:

*We are supportive of the approach to ensure an engaged, motivated and healthy workforce, Our 2022 health and wellbeing survey only further underlined the pressures on the workforce, with 88% of pharmacists describing themselves as at risk of burnout and 73% considered leaving their role or the profession. We have recently published our protected learning time policy and wholeheartedly call for this to support career development and wellbeing. Equity of access across all healthcare professions to mental health and wellbeing tools and support is essential. We support the intention to update and maintain the workforce solutions catalogue.*

## **Theme 2 – Attraction and Recruitment**

3. Do you support the suggested actions under Theme 2 to improve attraction and recruitment into the pharmacy workforce?

	Yes	No	Partly	No Comment
5. Develop an inclusive, strategic, All-Wales approach to promoting all pharmacy team careers in Wales	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Create and share an evidence base that describes pharmacy job roles that will attract and retain current and future pharmacy team members in Wales (pharmacists, pharmacy technicians and support staff)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Develop clinical research career pathways available to pharmacy professionals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Develop an all-Wales approach to improve attraction and recruitment of pharmacy professionals into "hard to fill" areas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Job descriptions for pharmacy roles that include NHS service provision are mapped to the skills and competencies of recognised national pharmacy career frameworks (Royal Pharmaceutical Society and HEIW)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Please explain your response:

*We support the principles within the approach to 'Attraction and Recruitment' and as important, retention.*

*We support a cohesive and collaborative All Wales approach to promoting pharmacy careers in Wales.*

*We support the aligning of job descriptions for pharmacy roles being competency based and mapping to RPS career frameworks.*

*Developing research pathways and ensuring time for research in job plans is important to meet the competencies within career frameworks, having protected time to allow this is essential.*

*Equity of access to clinical research pathways for pharmacy professionals who work across all settings is needed, noting the traditionally limited opportunities in community pharmacy.*

### **Theme 3 – Seamless Workforce Models**

5. Do you support the suggested actions under Theme 3 to help deliver seamless workforce models including pharmacy teams?

	Yes	No	Partly	No Comment
10. Improve public awareness and understanding of the changing pharmacy roles in healthcare	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. As a foundation from which to build more collaborative working with the health and social care workforce, improve the understanding of how pharmacy roles are transforming	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Agree and implement a Consultant Pharmacist Strategy Wales	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



6. Please explain your response:

*We support the approach to seamless workforce models.*

*Improving public awareness and those of other health professionals of the evolving role of pharmacy team members and the training undertaken is key.*

*In addition, and not to be overlooked is to ensure within the profession we understand the changes in education and training of fellow newly registered pharmacy professionals and an understanding of how the roles of colleagues in other sectors are evolving.*

*We support the necessity for a consultant pharmacist strategy within Wales aligning to the RPS consultant credentialing process; to ensure we develop and have the necessary posts for these clinical experts at a senior level to deliver care, leadership, and drive change. We encourage HEIW to consider how this could be applied across all settings, building confidence and highlighting what success could look like in each sector.*

**Theme 4 – Digitally Ready Workforce**

7. Do you support the suggested actions under theme 4 to develop a digitally-ready pharmacy workforce?

	Yes	No	Partly	No Comment
13. Commission a digital pharmacy project to complete a horizon scan of technological advances in medicine that will impact pharmacy workforce roles	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
14. Develop consistent generic digital skills, competencies and behaviours within the pharmacy workforce using the <a href="#">Digital Capability Framework</a>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Develop Digital Clinical Leaders within Pharmacy to influence and lead digital transformation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Please explain your response:



*Digital innovation and implementation are key to releasing the clinical potential of our workforce.*

*Future advances will need both new workforce skills and hardware. We would encourage workforce planning to account for new skills needed in the future, but the ‘use-case’ is critical before adding to professional training burdens.*

*HEIW should work closely with DHCW and other organisations leading on programmes to implement digital solutions as those currently in the planning stage will take up to 2030 to be fully implemented in Wales and would need to be considered when horizon scanning. DHCW employ pharmacists and pharmacy technicians who utilise their digital skills. There are some pharmacists across Wales undertaking the Digital Skills Academic Framework run by University of Wales Trinity St.David’s a new course developed by the Welsh Institute for Digital Information, a partnership of DHCW, UWTSD and USW to develop to enhance digital workforce development in health and care. The support of HEIW for such initiatives would be welcome in developing Digital Clinical Leaders.*

*The workforce will need to be digitally supported in the training requirements to ensure we fully realise the potential of the system. The workforce must also be supported on an ongoing basis to ensure digital capability and use of the system is optimised.*

## **Theme 5 – Excellent Education and Learning**

9. Do you support the suggested actions under Theme 5 to ensure excellent pharmacy education and learning to benefit health and care services?

	Yes	No	Partly	No comment
16. Embed immersive technologies within pharmacy training programmes to allow safe practice of skills	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Ensure all HEIW funded training programmes are delivered in accordance with the HEIW Quality Framework	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Explore the opportunities for multi-sector training opportunities for pre-registration pharmacy technicians	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
19. Work with partners to develop proposals for the inclusion of genomics within the education and training of the pharmacy workforce	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Pharmacists registering from 2026 will follow the nationally recognised professional career development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



frameworks (Royal Pharmaceutical Society/HEIW)				
21. All members of the pharmacy workforce have equitable access to centrally resourced career development pathways	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Increase numbers of designated supervisors, tutors and mentors.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Increase multi-professional training opportunities for pharmacy professionals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Please explain your response:

*We are supportive of a multi sector approach and professionals working across settings for the benefits of patients.  
Whilst exploring the opportunities for multi-sector training opportunities for pre-registration pharmacy technicians to scope the benefits to a multi sector experience, any perceived risks from a particular setting must be considered and mitigated.  
Working collaboratively with employment organisations, both within the NHS and private companies who provide services contracted by the NHS is essential to understand perceived potential pitfalls, as well as the benefit of this approach.  
A collaborative approach is vital to mitigate against and allay any fears of the unintended consequences of losing workforce from one sector to another. We must ensure we utilise the skills of our pharmacy professionals where they are needed for the benefits of patients.  
To support the pharmacist prescribing ambitions of 'Pharmacy Delivering a Healthier Wales', a strategy to facilitate increasing the number of DPPs available is needed.*

## **Theme 6 – Leadership and Succession**

11. Do you support the suggested actions under Theme 6 to improve pharmacy leadership and succession planning to benefit health and care services?

	Yes	No	Partly	No comment
24. Embed compassionate leadership skills across the whole pharmacy workforce that are engaged in providing NHS services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
25. Develop and deliver clinical and professional leadership solutions to meet pharmacy workforce requirements, aligned to the strategy for Health and Social Care and reflect the pharmacy workforce requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Develop and implement an inclusive and targeted Talent	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Management Pipeline for pharmacy leadership roles at organisational level.				
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12. Please explain your response:

*We warmly welcome the focus on compassionate leadership and inclusive pharmacy practice, we are conscious that 'compassionate leadership' is a specific course that HEIW currently support and we would encourage broadening the wording here to futureproof this element.*

*This could be interpreted as contradictory. 'inclusive and targeted' suggests this will be 'inclusive' to all, but then also 'targeted' at a few.*

## **Theme 7 – Workforce Supply and Shape**

13. Do you agree with the suggested actions under Theme 7 to make sure we improve supply into the pharmacy workforce and ensure we have the right skills mix?

	Yes	No	Partly	No comment
27. Improve access to workforce information and ensure visibility of pharmacy data and outcomes in the HEIW Education to Employment Pipeline to enable better data driven commissioning	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Introduce a systematic analysis of data and workforce planning for a sustainable Pharmacy Workforce	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Develop workforce planning skills amongst pharmacy professionals in all health boards and all sectors and across different clinical specialities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
30. Collaborate to ensure a clear narrative for all pharmacy roles and workforce development running through all IMTPs with local adaptations.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Report on the feasibility of a wider range of 'supply' options into the pharmacy registrant workforce (e.g. degree apprenticeships, international recruitment )	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Please explain your response:

*Within the description there is a suggestion of 1 year secondment (1 day a week) for pharmacy practitioners in the service into HEIW to produce national plans for their clinical speciality or area of practice. Whilst working closely with the service is imperative, the number of practitioners expected to be seconded needs articulating, acknowledging the current workforce pressures and taking people out of their roles, albeit for a limited number of days.*

*Standardising narrative of roles is useful, and in addition, competencies that can be used between settings. Skills that have been built in one setting need to be transferrable and trusted when moving to another.*

*At the RPS we would like to be represented on any ongoing discussions around pharmacy apprenticeships.*

**General Questions**

15. Do you think there are any gaps in the suggested actions?

Yes

No

16. If 'yes', please highlight what else should be included, and why this matters to you.

17. What advice do you have on how we should implement these actions?

*The actions are evidently wide ranging and will require a tremendous amount of work to implement.*

*Key to delivery of the document is the implementation, and due to the number of actions and challenges some will inevitably bring, this is a key risk.*

*Engagement and a collaborative approach to implementation across all settings, with both employers and staff is imperative.*

*Actions should be prioritised, based on those that are likely to bring more immediate benefits to staff recruitment and retention prioritised. Some actions call for reviews and short-term projects to consider before delivery, again these need to be prioritised to*



*ensure those that are likely to have the greatest impact for the service and patients are prioritised.  
Important consideration of any unintended consequences of delivering some of the actions is essential, to mitigate the risks of moving workforce pressures from one sector to another.*

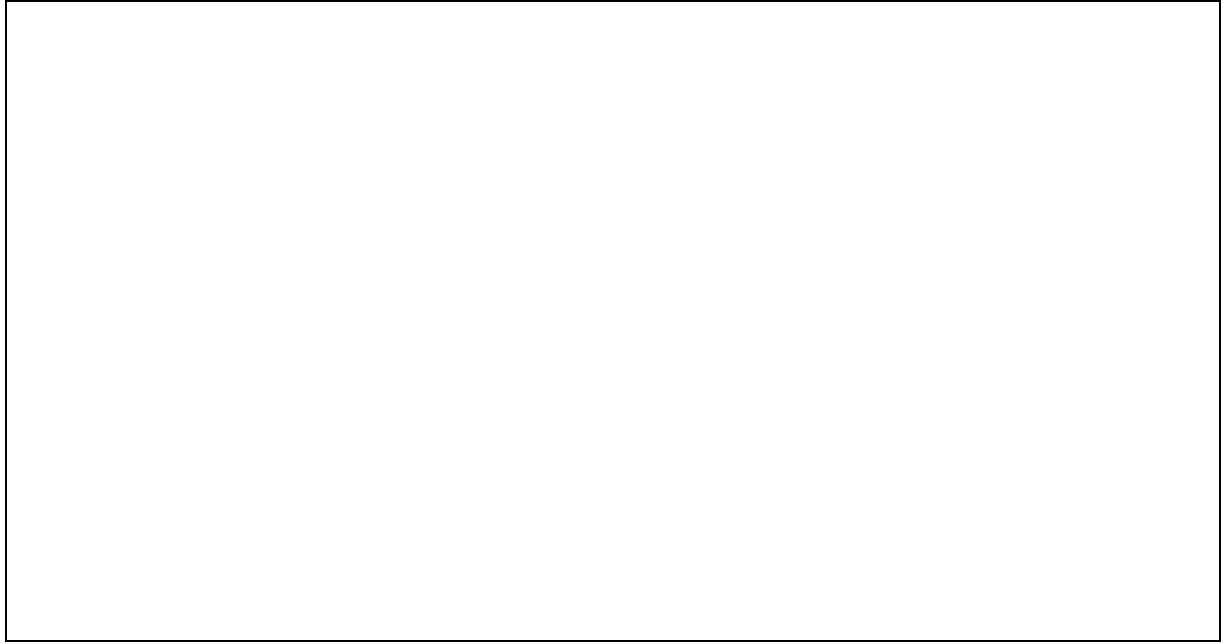
18. Do you have any examples of different ways of working, best practice, or case studies that would help to inform these actions and the costings? (Please provide a brief overview which may include hyperlinks, and your contact details. Alternatively, you may wish to email us the information via the HEIW pharmacy workforce email: [HEIW.PharmacyWorkforce@wales.nhs.uk](mailto:HEIW.PharmacyWorkforce@wales.nhs.uk))

19. Do you feel the proposals set out within this consultation provide equity and accessibility to all?

Yes

No

20. Do you have any further comments?



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**Thank you for participating in the consultation.**