

STANDARD 10.0 WORKFORCE

The pharmacy team has the right skill mix and the capability and capacity to develop and provide quality services to patients.

10.1 WORKFORCE PLANNING

The pharmacy workforce is planned and appropriately resourced in order to support service quality, productivity and safety.

Examples of evidence
<ul style="list-style-type: none">• Regular workforce review and plan linked to Trusts business strategy.
<ul style="list-style-type: none">• Workforce plan is revised and updated every six months. Posts are reviewed when vacancies arise.
<ul style="list-style-type: none">• Deficiencies and shortfalls are identified on the risk register and action of the risk register is monitored.
<ul style="list-style-type: none">• Staff given the opportunity for supported secondment to more senior posts to develop their skills and experience
<ul style="list-style-type: none">• National staffing shortfall areas have a targeted focus for key roles which are hard to recruit.
<ul style="list-style-type: none">• Ongoing dialogue with the Local Education and Training Boards.
<ul style="list-style-type: none">• Skill mix benchmarked against similar trusts and for specific activities.

Example of Practice (See Appendix 2 for more examples)

The pharmacy department is managed as an independent business unit, within the Trust, that aligns to overall Trust vision and planning. As one of the Trust business units, pharmacy has an ongoing transformation plan that prioritises key projects for efficiencies and workforce, to meet the needs of the service and budget targets e.g. save money on drug procurement; appropriate skill-mix of staff; keeping certain posts empty due to budget constraints etc. There is an overarching workforce plan, aligned with the Trust, which aims to meet service needs and developments, so that recruitment drives, training needs etc can be planned and delivered. **Royal Derby NHS FT**

10.2 WORKFORCE DEVELOPMENT

Pharmacy has an effective performance management and personal development planning process linked to workforce planning

Examples of evidence
<ul style="list-style-type: none">• Job roles and responsibilities and the annual appraisal process.
<ul style="list-style-type: none">• Personal development plans with objectives following appraisal. Six monthly review of progress.
<ul style="list-style-type: none">• Capability policy and HR procedures in place for managing poor performance.
<ul style="list-style-type: none">• Frameworks and assessment tools used. For example, General Level framework and Advan, NVQ, ACted level framework. NVQ levels 1 and 2 and BTEC programmes.

10.3 EDUCATION AND TRAINING

Induction and ongoing learning and development are provided for all members of the pharmacy team

Examples of evidence
<ul style="list-style-type: none">• Training programmes available. For example, Clinical diploma, General Level Framework/Advanced Consultant Level Framework
<ul style="list-style-type: none">• Engagement with regional Education and Training team.
<ul style="list-style-type: none">• Support. Named mentors and NVQ assessors, teacher practitioners, buddies for new staff.
<ul style="list-style-type: none">• Training needs and opportunities are highlighted at appraisals.

Examples of how some sites are achieving delivery of standard 10.0 workforce:

- Percentage of staff appraisals completed on time.
- Review of training programmes by the scheduled review date.
- Feedback from staff attending training programmes and competency assessment post training.
- Number of staff taking training and development opportunities.

Examples of areas for development identified for standard 10.0 workforce:

- Education for higher grades of staff is ad hoc we need to develop a more consistent plan. Need to do more for specialist pharmacists.
- Leadership skills need to be developed more across the team.
- Benchmarking is difficult because of variability between organisations.
- Need to introduce competency assessments after training.
- Need to think about development for pharmacy support workers and clerical staff.
- The induction training programme needs review and updating.
- Need to encourage people to put themselves forward for training more.