

Independent Review of community pharmacy contractor representation and support:

“Providing best value for contractors”

Professor David Wright on behalf of the Independent Review Team

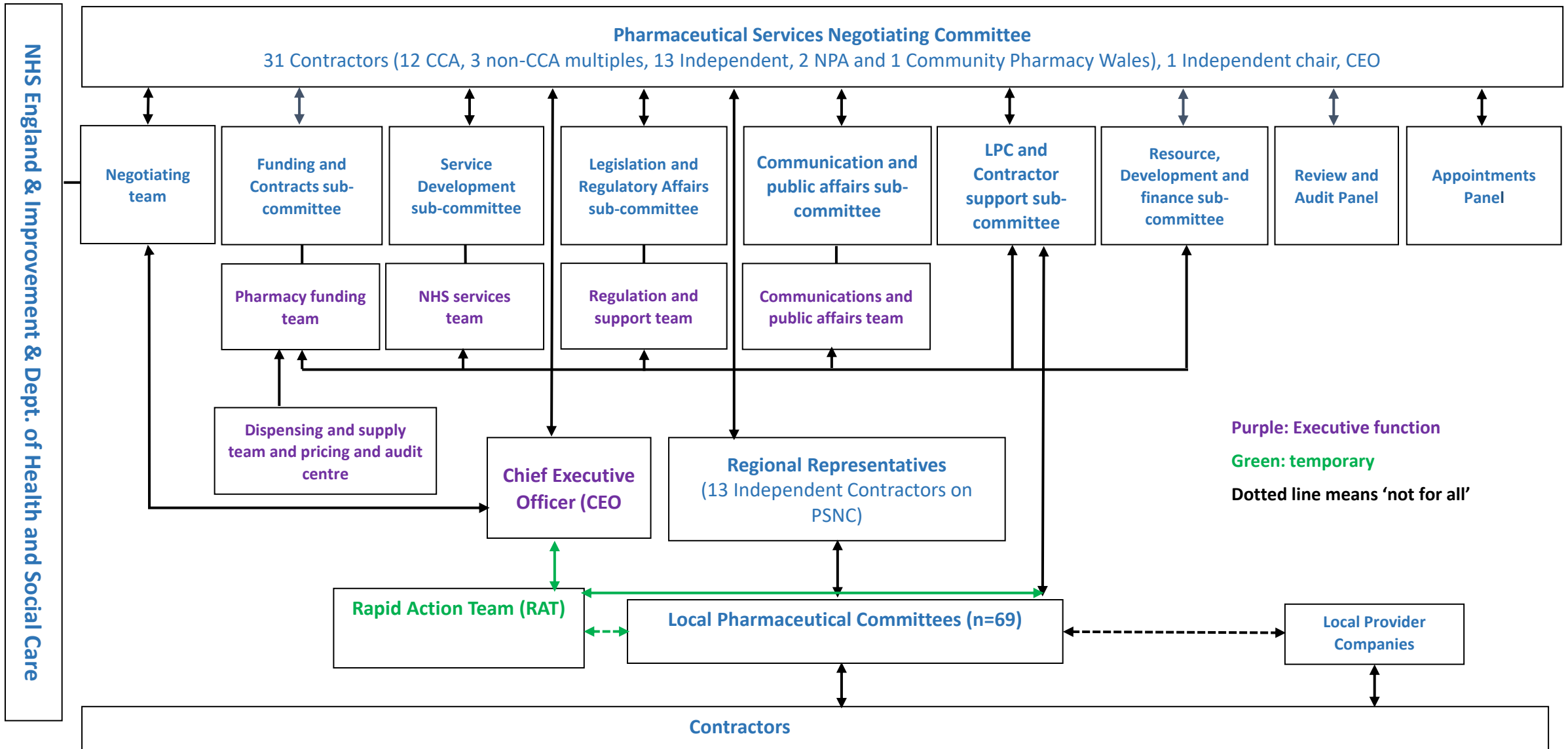
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Background

- Significant changes for community pharmacy, including from the five-year CPCF
- Demand for help and on PSNC and LPCs increasing
- A need to try to improve representation and negotiation outcomes
- Reduced profitability of community pharmacy
 - Questioning all expenditure
- Each contract pays on average £1,000 per annum to LPCs
- 70% to LPCs / 30% to PSNC
- Question is whether the value to contractors provided by the current LPC/PSNC structures could be improved



Process

- Support and oversee process
 - Pharmacy Review Steering Committee
- Develop methodology
 - Focus groups 4 regions
 - LPC members
 - Contractors
 - LPC Chair and Chief Officer Interviews
 - LPC visits
- Data collection
 - National surveys
 - PSNC Member interviews
 - PSNC Employee interviews
 - External interviews
 - COVID-19 interviews and emails

Data collection

- Survey responses
 - 428 independents (1071 contracts)
 - 8 CCA members (4971 contracts)
 - 14 AIMp members (399 contracts)
- Survey responses 68 LPCs
- 6 LPC visits
- Interviewed
 - 18 LPC representatives
 - 25 PSNC committee members
 - 5 PSNC employees
- Position statements CCA, AIMp, NPA, RPS
- GPC, LOCSU, CPW, CPS
- COVID-19 Addendum

Main messages

- Reduce LPC variation & improve efficiency
- Create key performance indicators
- Reduce committee sizes
- Ensure levy funds used equitably
- Improve relationships LPCs and PSNC

Main messages

- Listen better to contractors at all levels
- Independent governance
- Develop national vision and strategy
- Resource PSNC better
- Improve negotiation outcomes

- 33 recommendations
 - Four priorities
- Five main themes
 - Improve negotiation outcomes
 - Improve transparency for contractors
 - Enhance listening to contractor voice
 - Improve efficiency
 - Reduce risk in the system

**Improve negotiation
outcomes**

'Improve PSNC performance in negotiations'

Context	Pharmaceutical Services Negotiating Committee	Customer
Information / Facts / Stats	PSNC Derived Negotiating Team	NHS England & Improvement Department of Health & Social Care
Public & political support		
One voice from contractors / One vision		
Evidence for need, effectiveness & cost-effectiveness		
Fully considered and supported policies		

'PSNC to focus on negotiation'

Context	Pharmaceutical Services Negotiating Committee	Customer
Information / Facts / Stats	PSNC Derived Negotiating Team	NHS England & Improvement
Public & political support		
One voice from contractors / One vision		
Evidence for need, effectiveness & cost-effectiveness		
Fully considered and supported policies		

'General Practitioner approach'

Context	General Practitioner Committee	Customer
Information / Facts / Stats	Contractor Derived Employed & Trained Negotiating Team	NHS England & Improvement Department of Health & Social Care
Public support (Effective Comms Strategy)		
One voice from contractors (BMA)		
Evidence (For interventions)		
Fully considered and supported policies (GPC LMC led Council)		

'LPC local negotiations'

Context	Local Pharmaceutical Committee & Executive	Customer
Information / Facts / Stats	Chief officer	Integrated Care Systems
Public support (local and national)		Clinical Commissioning Groups
One voice from contractors		Primary Care Networks
Evidence for safety and effectiveness		Local Health Authorities
Fully evidenced and costed to ensure reasonable profit		

'LPC local negotiations'

Context	Local Pharmaceutical Committee & Executive	Customer
Information / Facts / Stats	Chief officer	Integrated Care Systems
Public support (local and national)		Clinical Commissioning Groups
One voice from contractors		Primary Care Networks
Evidence for safety and effectiveness		Local Health Authorities
Appropriately costed		

'LPC local negotiations'

Context	Local Pharmaceutical Committee & Executive	Customer
Pilot!	Chief officer	Integrated Care Systems Clinical Commissioning Groups Primary Care Networks Local Health Authorities

Associated recommendations

- National strategy / One voice
- Rename PSNC / LPCs to Community Pharmacy England or Local
- We are not 'Chemists' any more
- National networking
 - CPE Council & Chief Officer Network
- Enhanced Communications team
- Significantly increase central funding
- Secure central funding

Associated recommendations

- Community Pharmacy Integration Centre
- Employed, trained and supported Negotiating Team
- Create negotiation policy groups
- Negotiating Strategy Committee for quicker decision making
- Use the patient voice more effectively

Improve transparency for Contractors

'A situation in which business and financial activities are done in an open way without secrets, so that people can trust that they are fair and honest'

Cambridge University Dictionary

Transparency

Annual reports describing

- Activities
- Outcomes
- Finances

Meeting minutes

Project reports

Regular two-way honest communication

All easily accessible

BUSINESS REPORT

COMPANY NAME HERE ALONG WITH ADDRESS & CONTACT

INTRODUCTION

Short Description



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PRELIMINARIES

Concept & Background

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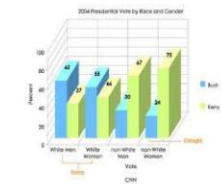
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PLAN

Communication Objectives

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Recommendations

- Independent Governance Body
- Governance framework
- Key Performance Indicators
- Finance team
- Separate Chair and Chief Officer role
- Only allow elected/nominated members to vote
- Regular system review
- Regular committee member turn over
- Creating CPE council from LPCs

Enhance Listening to the contractor voice

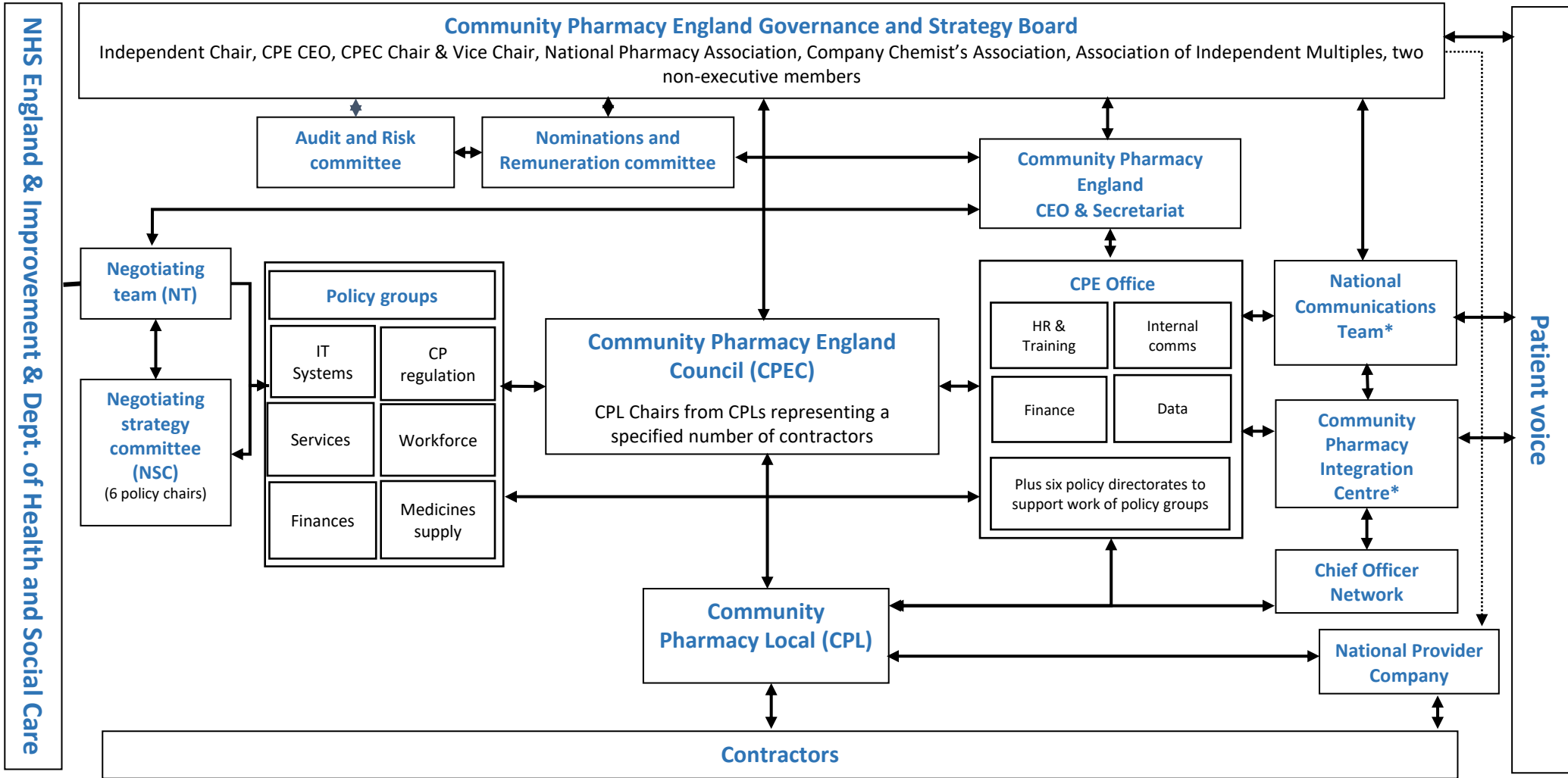
- Creating CPE council from LPCs
- Identify strategies to enhance listening
- Creation of Chief officer network
- Enhance use of virtual technology
- Governance framework
- Governance body

Improve efficiency

- LPCs represent more contractors
- Smaller committees
- Greater use of virtual technology
- Focus activities on representative functions
- Seek external funding where appropriate
- National Provider Company

Reduce Risk

- Create a Human Resources Department
- Routinely train or monitor training of LPC members and staff
 - Equality and diversity
 - Selection and appointment
 - GDPR
- Ensure equal opportunity employers
- Ensure all members treated equally



Caveats

- CPE Board and CPEC develop together
 - Strategy/vision together
 - Governance framework / KPIs
- CPE Board
 - Oversees governance
 - Ensures agreed strategy is adhered to by exec and CPLs
- Council face to face meetings no more than current 2 per year
 - Focus on current issues and negotiation policy
- Council has final say on negotiation outcomes
- Cost to contractor to remain the same overall
 - Consequently model to build over time not at once

Summary

- Significantly increase funding to CPE
 - Secretariat, Comms, HR
- Create an independent Community Pharmacy England Governance and Strategy Board
- Create CPE Council (CPEC)
 - Replace conference with meeting
- Create a national vision and strategy for Community Pharmacy in England
- Seek support funding for transformation

Thanks for Listening

Any Questions