

National and local contractor representation: Better outcomes from change

- **Sandeep Dhami**, Pharmacy Superintendent – M W Phillips Chemists and Member, Review Steering Group
- **James Wood**, Director of Contractor and LPC Support and Secretary/ Sponsor of the Review Steering Group
- **Deep Sen Gupta**, Programme Manager – Review Steering Group

www.pharmacy-review.org

Purpose of the Review Steering Group

The Pharmacy Review Steering Group (RSG) is working on behalf of the whole sector, to bring about change so that NHS community pharmacy owners in England have:

- stronger representation
- better and more consistent support
- and a more unified voice to Government and the NHS.

Change: Why is it needed?

- The RSG is seeking to address the issues identified in Professor Wright's 2020 review of PSNC and LPCs.
- The RSG considers that NHS Integrated Care Systems (ICS) will become a critical part of the local healthcare landscape for community pharmacy. Consequently, our representation and support structures need to evolve alongside.
- Given the significance of the rapid changes to the NHS structures, as well as the issues identified in the Wright Review, “doing nothing” is not an option for the sector.

What could be the future benefits?

...for pharmacy contractors

- Future models of representation and support will provide stronger and more cohesive leadership and forward direction for the sector
- Community pharmacy will have a stronger and more unified voice, supporting negotiations on funding, services and other matters
- Through this stronger advocacy, the role of community pharmacy will be elevated externally and within the NHS so that its value is more clearly recognised.
- Contractors will get stronger and more consistent support, helping them to deliver innovative and high value patient services as a core part of the NHS
- Effective support structures working well together will enable the sector to be more agile and responsive to future demands.
- Forward-looking direction for NHS community pharmacy services, enabling contractors to prepare for future needs.

...for the NHS & HM Govt

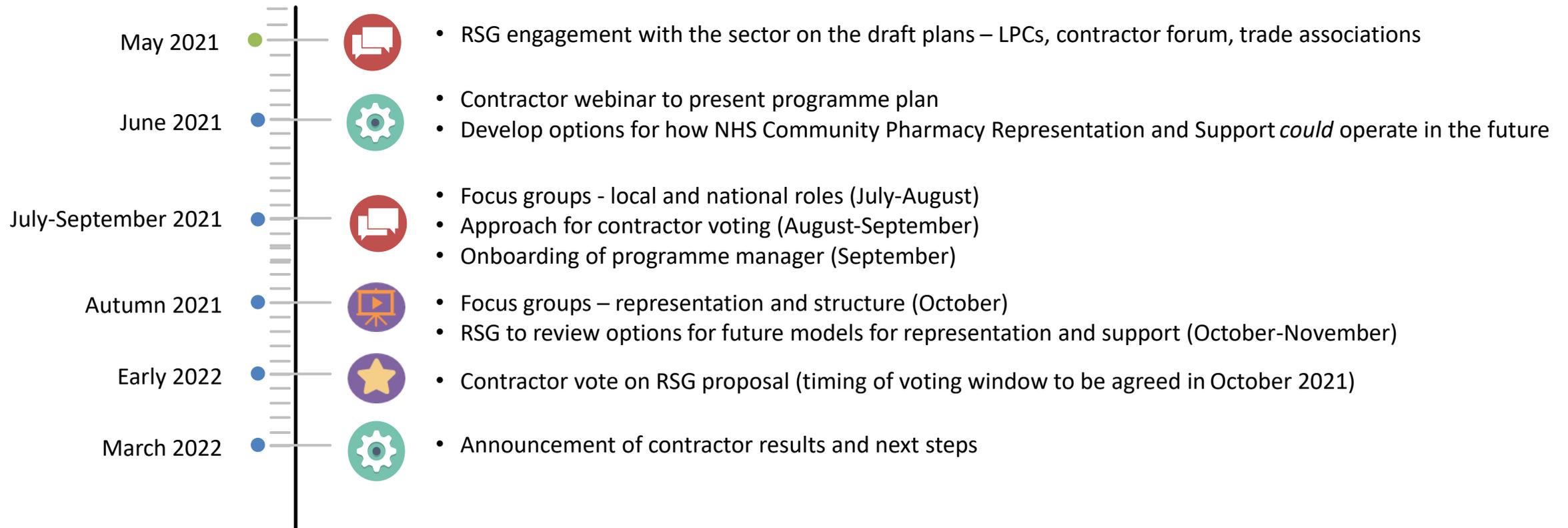
- Community pharmacy is aligned with NHS geographically and strategically, as a key pillar of frontline healthcare and a recognised contributor to achieving NHS targets
- Community pharmacy works effectively with the local and national commissioning environment and can respond to future demands in an agile way
- Community pharmacy has a 'seat at the table' and is a credible contributor to discuss and debate the future of primary care.

...for patients and the public

- Patients have access to high quality and prompt advice, support and care services outside GP, A&E and hospital services
- Public has a clear understanding of the services community pharmacy can provide and how they complement and supplement other health and social care services.

Programme Timeline

RSG has set out a planned timeline for its next activities, recognising that many factors could affect this



RSG Progress – August-September

RSG members have progressed several topics through workshops in August and September, including:

- 1. Options for aligning with changes in the local NHS**

- **Update to be provided today**

- 2. Options for future structure and governance models**

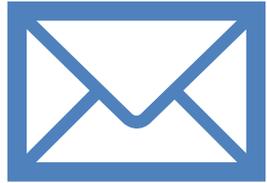
- **Focus groups are currently taking place.**

Register at www.pharmacy-review.org

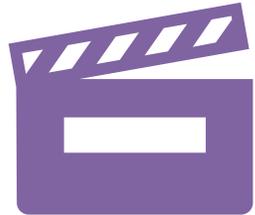
- 3. Contractor voting process**

- **Update to be provided today**

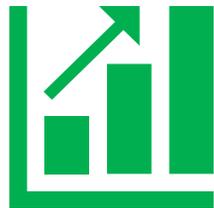
Engaging through a variety of channels



Emails being opened by **5000+ people** on a regular basis



Over **6000 click throughs** to the RSG Vlog



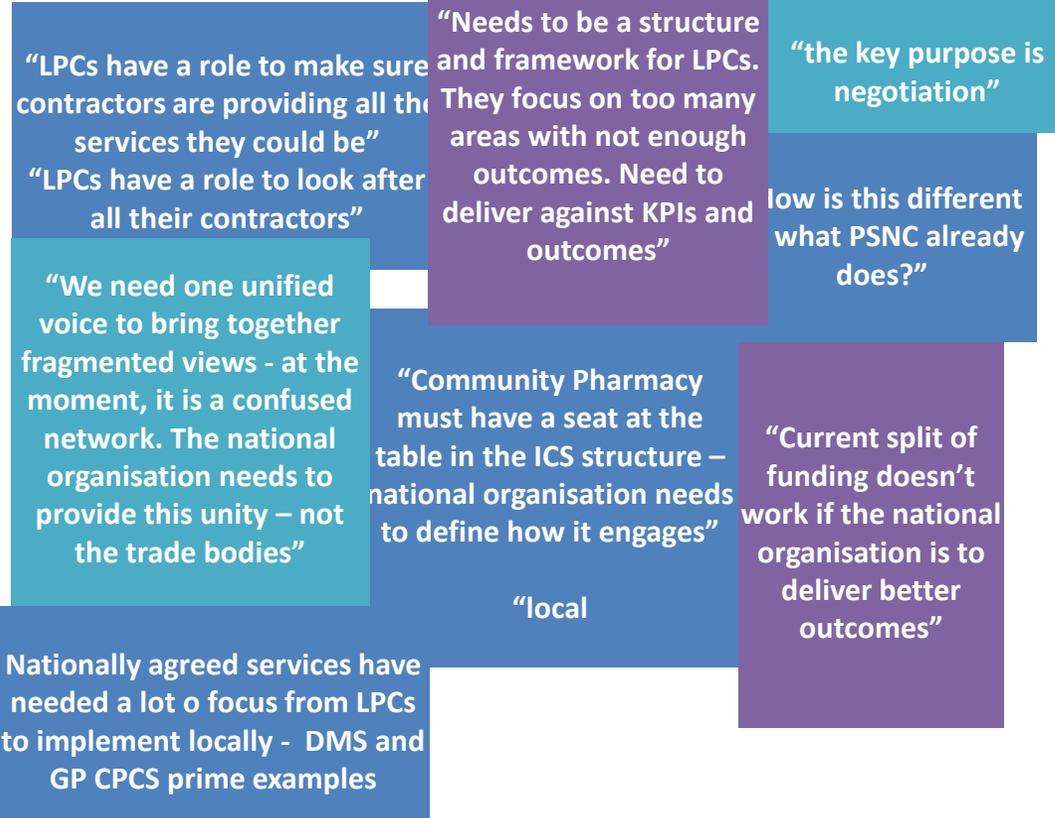
11,600+ views of the RSG website since the start of the year



Focus groups held on a variety of dates and times made **500 places** available & an online survey facility

Outputs from Focus Groups

Emerging themes



* Community Pharmacy England

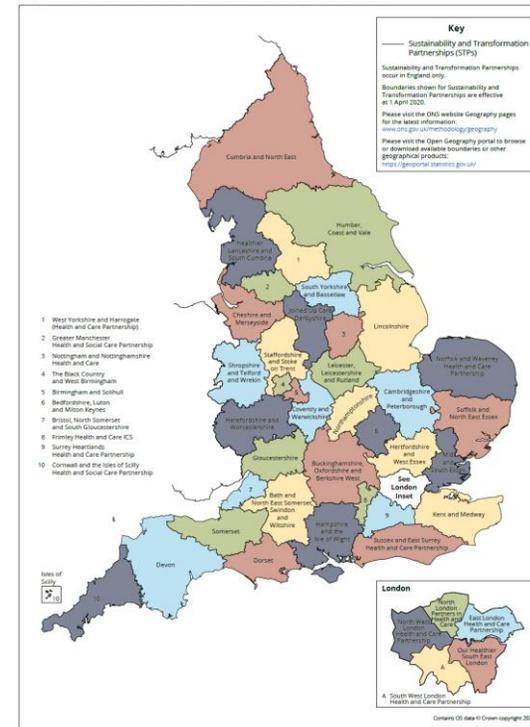
Key takeaways

1. LPCs’ role and responsibilities must be clearly defined and differentiated from those of CPE* including the important role of working with the local NHS to implement nationally negotiated services
2. CPE must be enabled to negotiate a better national contract for contractors via appropriate funding and training
3. CPE must formulate a long-term plan for community pharmacy and work to improve the perception of the sector among the NHS and the general public
4. The RSG should clearly explain what will change for contractors
5. LPCs performance should be measured to ensure all contractors receive the same high-level of representation and support
6. Community pharmacy must speak with a unified voice. CPE needs to provide this voice with HM Government and the NHS, as the body that will represent NHS pharmacy contractors
7. RSG will work with the sector to clarify how CPE and LPCs will work with and engage ICS and the changing NHS structure.

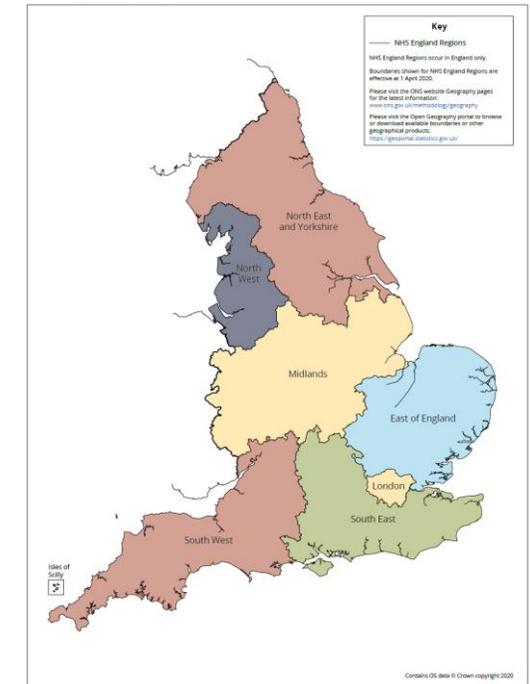
How should Community Pharmacy engage and operate within the developing local NHS landscape

- What's changing in the NHS landscape?
- What are the implications for community pharmacy and how it should engage and represent in future?
- What does it mean for future models of representation support at a local and national level?

England: Sustainability and Transformation Partnerships, 2020



England: NHS England Regions, 2020



How should Community Pharmacy engage and operate within the developing local NHS landscape

Taking into account the changing NHS landscape, the direction from NHSE&I, views of contractors and the findings from the Wright review, RSG proposals are likely to include model options for mapping local representative structures to the ICS footprint.

Benefits

- Reorganising in this way aligns CP unquestionably with its core stakeholder and shows intent to engage with NHS vision and collaborate for the future
- Some ICS leaders face similar challenges of operating across new geographical structures – may be an opportunity to collaborate and influence
- Ensures CP follows funding and commissioning – as some commissioning of the CPCF is devolved to ICS level
- Stronger single CP voice at ICS level (1 local pharmacy organisation to at least 1 or more ICS = less duplication and simpler engagement model – ICS unlikely to engage with multiple local pharmacy organisations)
- Local pharmacy organisations can still work together across boundaries.

Potential Roles of National Organisation



Vision & Leadership

- Set a forward-looking vision of NHS Community Pharmacy for England
- Perform research, analysis and advocacy on policy issues
- Set mandate for contract / negotiation
- Shape and influence national policy and public opinion
- Harness and leverage innovation for community pharmacy, collating inputs from contractors
- Set direction on adoption of new technologies



Negotiate the national Community Pharmacy Contract with DHSC and NHSE&I

- Set strategy for contract / negotiation
- Service design & development of contract (with input from contractors)
- Secure best possible contractual terms and remuneration + conditions of services for NHS pharmaceutical services



Implement and manage the national Community Pharmacy Contract

- Review execution of the contract
- Work with local organisations to support implementation of national services at local level
- Support contractors to maximise benefits and mitigate risks from the contract
- Ongoing pricing audit function



Centralised guidance and support for community pharmacy and local organisations

- Promote and develop national services for community pharmacy
- Advise & support negotiations with the local NHS, local authorities and other commissioners
- Support provider company



Representation of community pharmacy at national level

- Represent, protect and serve the interests of all NHS pharmacy contractors
- Represent contractors in discussions and negotiations with Government Departments and other bodies



Communications & Public Affairs

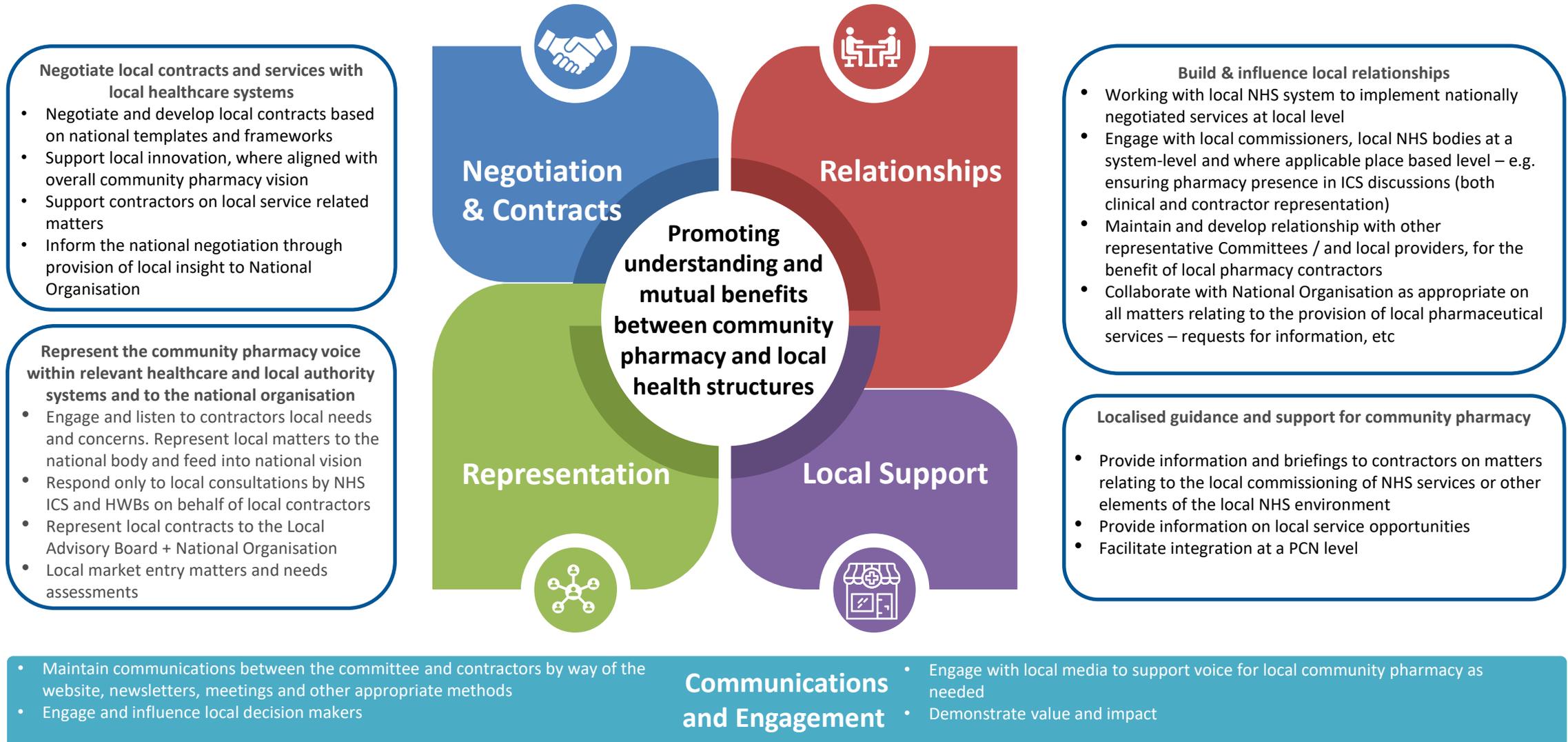
- Guidance and advice for local orgs and community pharmacy teams in dealing with local media requests and engaging with patients and the public
- Briefing MPs and peers on community pharmacy issues
- Creating resources that community pharmacy teams and local orgs can provide to patients and the public
- Developing promotional material for local orgs to use with local commissioner



Performance management & Reporting

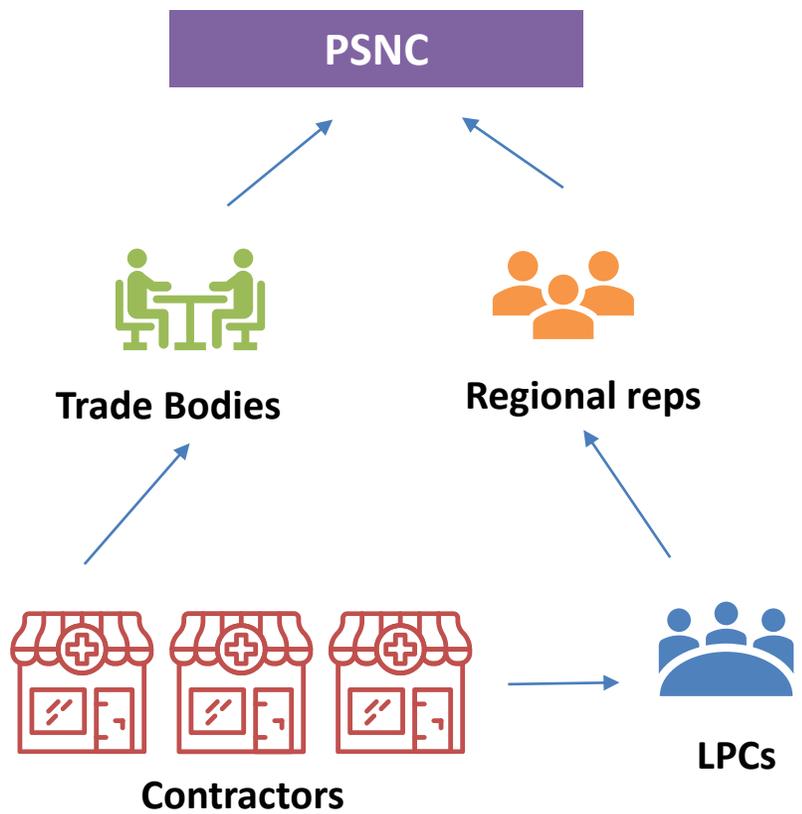
- Monitoring performance / KPIs and reporting these to a governance board

Potential Roles of Local Organisations

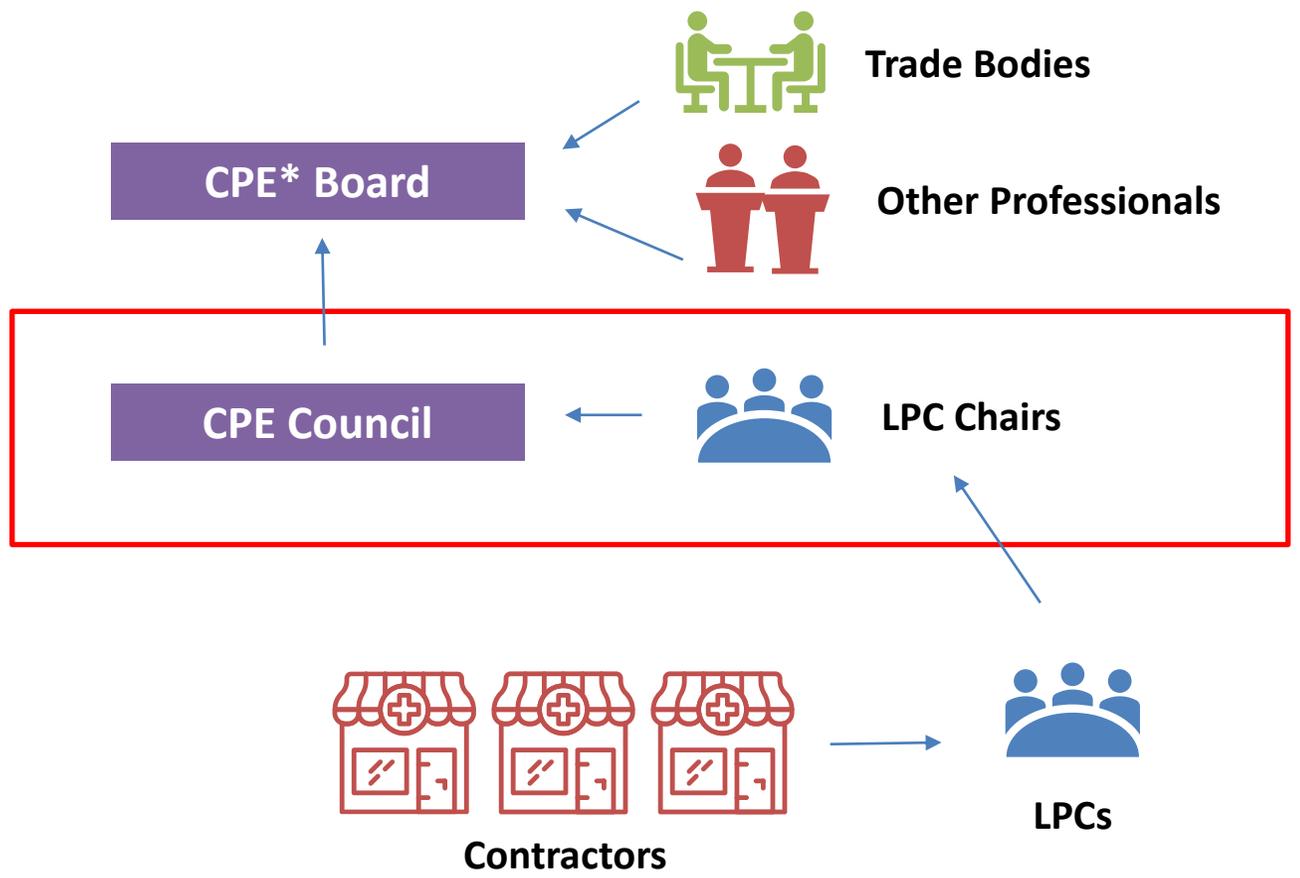


Options for Future Structure – Wright Review

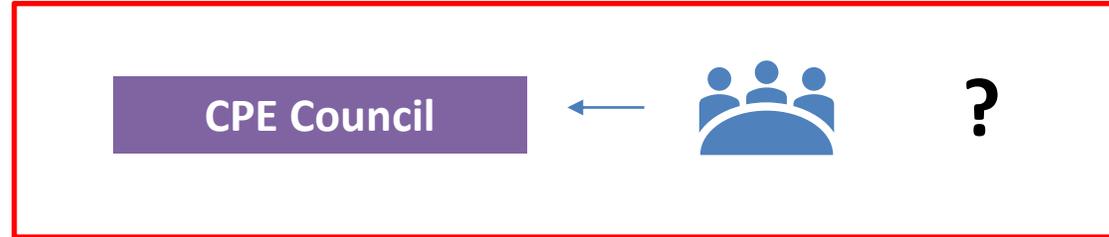
Groups who represent pharmacy contractors at PSNC today



Wright Review recommendation



Options for Representation – in discussion



In the new organisation a CPE Council could:

- Act as a link between contractors and the national organisation
- Provide feedback from the ground up
- Sense check the overall strategy and vision
- Discuss key issues and provide feedback to the board
- Validate the board's decisions, e.g. negotiation

Contractor voting process

Desired outcomes of the voting process

- Clear decision from the contractors on the proposed path for the future
- Strong mandate from contractors
- Address lack of trust around the process, reassure stakeholders, ease divisions

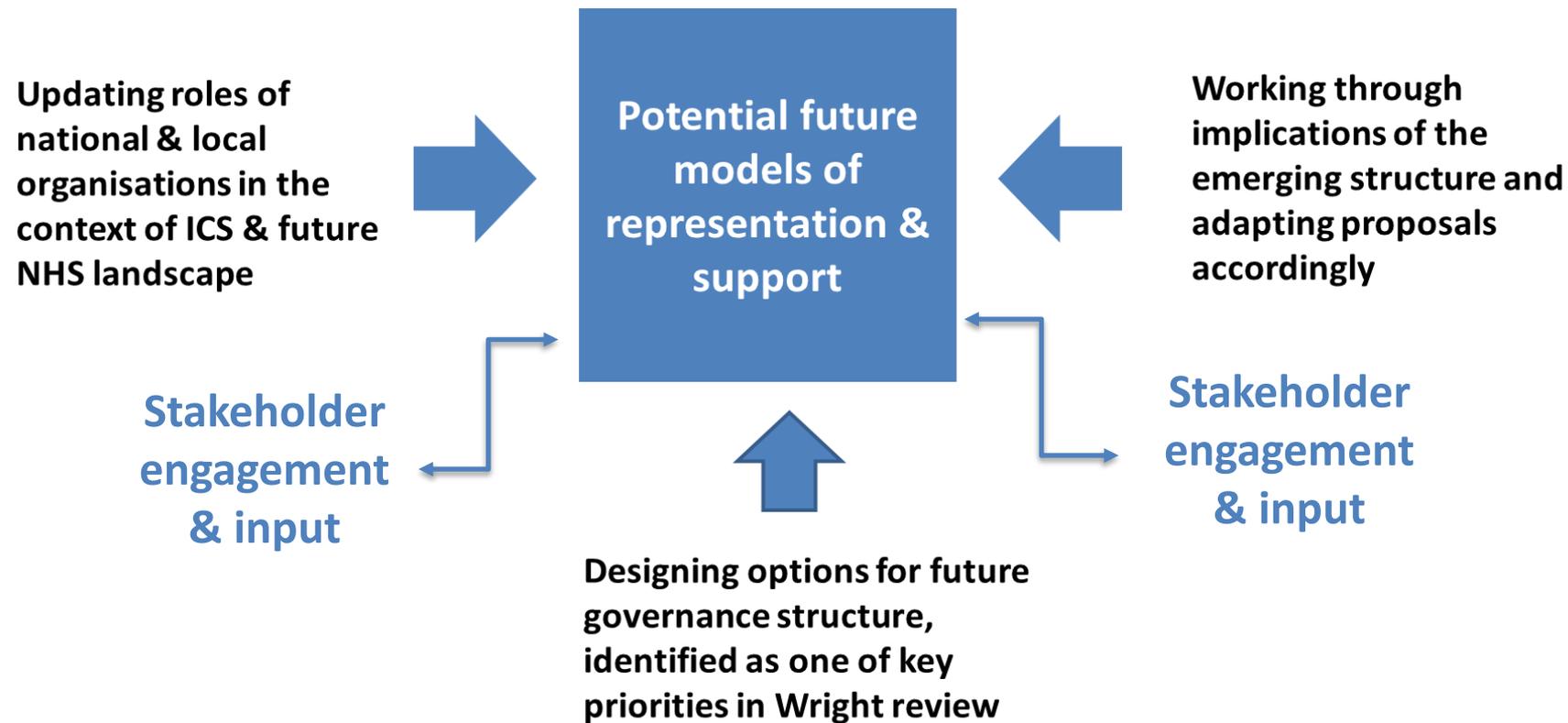
Key questions considered by RSG

Practical considerations	Voting parameters
Number of voting occasions	Result measured on the percentage of all votes cast, or percentage of all eligible votes
Timing of Contractor Vote	Majority needed for the motion to carry
Format of vote	Majority across the vote or majority within representative groups
Weighting of votes	Voter turnout requirement

Contractor Voting Process

- Decision making progress
 - Shaping the proposals
 - Overall path to change
- Logistics
 - A single vote on the proposal
 - One vote per contract owned
 - Held in early 2022
 - Pass rate and results – full details will be published on Tuesday
- Move to implementation phase

Looking forward – Oct/ Nov 2021



How to stay involved

Visit our website: The RSG website www.pharmacy-review.org has a wealth of information about the work of the RSG

Join our Contractor Forum: The RSG has set up a forum of contractors with whom it will more regularly engage. We want to hear your views on the future of LPC and PSNC support and get feedback on our draft proposals. To join, email review@pharmacy-review.org

Share your feedback: This is an open consultative process, so please continue to send us your further feedback to review@pharmacy-review.org

Book your place on the October Focus Groups through the RSG website.