



Community Pharmacy Lancashire Strategy 16/18

*Community Pharmacy delivering quality care
closer to home*

Vision

Our vision is that community pharmacies within Lancashire are the first port of call for all health and lifestyle needs, including support for long term conditions. Through the delivery of a wide range of health and social care services, community pharmacy is fully integrated with doctors, the NHS, local authorities, care homes and the third sector, to deliver seamless care to our communities.

Our vision for community pharmacy in Lancashire will be delivered through -

1. **Workforce development** - developing our Pharmacy teams to deliver a wide range of services to our patients
2. **Leadership** - leading community pharmacy through the healthcare reforms and beyond
3. **Advocacy** - championing the integration of the community pharmacy team into different patient care pathways to deliver seamless care
4. **Innovation** - leading the way for innovation, support and sharing of best practice
5. **Accessibility** - patients choose community pharmacy as the first port of call for health and lifestyle improvements

Mission

Community Pharmacy Lancashire serves to support our community pharmacy contractors and their teams, in promoting the quality and the delivery of a wide range of health and social care services at a grass roots level; thereby improving the health and well-being of the local communities that we serve.

Developing our Pharmacy teams to deliver a wide range of services to our patients

Community pharmacies are places where local people are providing services to local people. The teams found within our pharmacies be they Pharmacists, Technicians, Dispensers, Counter Assistants or Delivery Drivers, are all highly trained within their individual roles. They understand the potential of the health and social care support that can be delivered from their pharmacies, far beyond the dispensing of medicines. It is to this end that Community Pharmacy Lancashire is committed to work collaboratively and in partnership with local organisations to enable patient access to the services they require, at a place and time convenient to them, or to be referred to others who can provide appropriate help when needed. Our aim is to deliver better co-ordinated care to improve the overall health and well-being of our local communities.

We are working to prepare our teams to deliver our future. Some activities we shall be involved in include:

- Supporting the training and development of a population of community pharmacists to become non-medical prescribers, so that patients can be prescribed medication from their local pharmacy, be they patients with long term conditions, complex needs or acute conditions. The end point is to free up general practitioners to see people with more complex health needs, whilst enabling patient access to other services closer to home. This requires talking to, and working with many partners including General Practice, NHS England, Clinical Commissioning Groups & Federations, Health Education North West, Universities and Local Professional Networks
- Actively encouraging engagement in Public Health England's (PHE) vaccination campaign of Seasonal Flu and other routine vaccinations, along with the promotion of Public Health messages to improve the overall health outcomes for our local population
- One of our roles is to support pharmacy contractors; for example, with training, mentorship, coaching, communications etc. to achieve our ambition of 90% of all pharmacies in the locality actively participating in patient focussed services. We will share best practice through bulletins, training events, and a range of social media; recognising examples of excellence via awards, events and other means, for the quality services provided
- Exploring and devising innovative ways of working in partnership with others e.g. general practice, secondary care, universities, Health Education England, the Centre for Pharmacy Postgraduate Education (CPPE), the Royal Pharmaceutical Society Local Practice Forum, to name a few

Community Pharmacy Lancashire leading community pharmacy through the healthcare reforms & beyond

Community pharmacy is facing significant change and challenge to the way it currently operates within England. Central Government has announced an ambition to make changes; although currently it is unclear as to how these will manifest themselves. At the same time there are significant changes and remodelling happening within the NHS itself; so the world in which we operate in, and the partners that we work with, are all in an environment of change.

The "Community Pharmacy Forward View"¹ sets out the national view of the community pharmacy sector's ambitions to radically enhance and expand the personalised care, support and well-being services that we provide, and gives scenarios where pharmacy teams are fully integrated with other local health and care services in order to improve quality and access for patients, increase NHS efficiency and produce better health outcomes for all. The vision focuses on 3 key roles for the community pharmacy of the future:

1. As the facilitator of personalised care for people with long-term conditions
2. As the trusted, convenient first port of call for episodic healthcare advice and treatment
3. As the neighbourhood health and well-being hub

The need for every health and care system in England to develop a Sustainability and Transformation Plan (STP), is another driver of change. The aim of the plan is to be a route map for the evolution and sustainability of local services over the next five years; ultimately delivering better patient care and improved NHS efficiency. At a local level this is the Healthier Lancashire and South Cumbria Transformation Programme (HLSCTP), ensuring that health and care services are built around the needs of local population. To this end the plan is subdivided into 5 Local Delivery plans (LDPs) that will feed into the main plan, capturing the needs of the diverse footprint of Lancashire and South Cumbria.

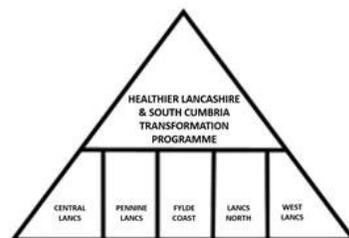


Table 1 – relationship of the STP and LDPs

All these changes provide uncertainties and also potential. Never before has community pharmacy needed such strong leadership, and this is where Community Pharmacy Lancashire intends to play a strong and clear role at a local level, to ensure community pharmacy is represented at all key decision making meetings, so we are an integral part of the solution for our local communities, and are not engaged as an afterthought at the end of a process.

We shall achieve this by:

- Supporting contractors to invite local MPs & Councillors in to their pharmacies to see first-hand the key role that community pharmacy plays in the health & social welfare of their locality, so that they in turn will influence policy and decisions at both a national & local level
- Encouraging and supporting our contractors to engage with their local GP colleagues; enabling teams at a grass roots level to work closer together to improve the health and well-being of their local communities
- Working at a local level with the Clinical Commissioning Groups, Public Health Teams, Secondary Care, Local Professional Networks, the Public and Third Sector organisations to demonstrate the value and the potential of the accessible network of community pharmacies already in the footprint
- Working with the key leaders of organisations where community pharmacy does not have a seat of right at their table e.g. Health and Wellbeing Boards, Healthwatch, GP Alliances/Federations and other local representative committees
- Raising the profile of the community pharmacy network within Lancashire with for example local community groups and patient groups to showcase the services already provided, and the value and the potential of the network
- Engaging with the local media – Radio, TV, Newspapers and digital methods of reaching out to patients and public alike to communicate about the services provided by their local pharmacies
- Use the “walk in my shoes approach,” working with others to truly understand the needs and challenges that face them on a daily basis, and to use this learning to shape the ways of working to maximise our effectiveness
- Supporting the reduction of the overuse, underuse and misuse of valuable NHS resources; being a key player in how this is achieved at a local level by our involvement and that of our contractors

1. <http://psnc.org.uk/wp-content/uploads/2016/08/CPFV-Aug-2016.pdf>

Championing the integration of the community pharmacy team into different patient care pathways to deliver seamless care

Community Pharmacy Lancashire is aware many people do not understand the full contribution that pharmacies make on a daily basis to their local communities, nor the potential that exists within them. This marks the starting point of our journey.

Many services are already commissioned within community pharmacies, demonstrating pharmacies' competence in reaching varied populations through delivering a variety of services.¹ However due to the variability in the commissioning of pharmacy services across the footprint, it is not possible to communicate clearly to the public what they can expect. Firstly, where services are already commissioned, we will work with the commissioner, the pharmacy team & patients to maximise the existing service provision, to deliver a consistently high quality service.

Our second ambition is to the work with commissioners and other providers to explore new ways of working together to complement, enhance and transform into new models of care and services. Part of this will be to consider how new services might be delivered to patients in pharmacies, closer to where they live and work, bearing in mind that many pharmacies are open extended hours (over 85 hours a week) not only in High Streets and Health centres, but also in rural and deprived areas as well.

These ambitions shall be delivered in part by:

- Maximising the awareness of the value of the CCG commissioned Pharmacy Minor Ailments type schemes that exist across the patch with local commissioners, Health and Well Being Boards, Healthwatch and patient groups. These schemes are where pharmacy can intervene and supply specific medicines to patients who would not normally pay for their prescriptions. Currently access to these services is piecemeal across the patch, and in two CCGs being stopped despite evidence which shows that this type of service reduces demand on General Practice. At a national level it is estimated that over 18 million GP consultations every year could be diverted to community pharmacy with a total annual cost saving of over £1bn from these sorts of schemes²
- Working with NHS 111 to appropriately & effectively increase the signposting of patients to community pharmacy. Supporting them as they work with Out of Hours, Out of Hospital Services, & be a part of the new vision of Integrated Urgent Care Hubs. Currently less than 1% of callers to NHS 111 are directed to speak to a pharmacist³, so a real opportunity exists here
- Working with commissioners to become involved in the developments around Urgent Care Access, and Care Homes for example, and work with others to develop and design new services in an innovative way that maximise the use of resources already in existence

- Speaking to statutory organisations, public and patient groups etc. to educate and inform people on the role that community pharmacy plays in their local communities, and about how we can support people to help themselves
- Arranging and promoting combined training events for GPs and Community Pharmacists to increase the awareness of the interplay between the two; encouraging work experience sessions and joint working across the two locations
- Using awards to recognise the success and achievement of quality standards and services as well as sharing the critical success factors. Thus raising the profile of community pharmacy
- Showcasing community pharmacy at local, regional and national events; influencing key decision makers on both local and national priorities. We will play an active role not just at a local level, but also by influencing nationally
- Using the vehicle of Choose Health Ltd, a not for profit company that is working with and on behalf of community pharmacy contractors in Lancashire. It acts as a single point of contact along with simple contracting arrangements for commissioners for commissioning activities

1. <http://www.nhsalliance.org/wp-content/uploads/2016/06/Supporting-the-Development-of-Community-Pharmacy-Practice-within-Primary-Care-NEW-LOGO.pdf>
2. <http://www.pharmacyresearchuk.org/waterway/wp-content/uploads/2014/01/MINA-Study-Final-Report.pdf>
3. The Pharmaceutical Journal, 25 April 2015, Vol 294, No 7859

Leading the way for innovation, support and sharing of best practice

Community Pharmacy Lancashire believes that innovation is not just about ideas, it is the successful implementation and spreading of these ideas that delivers the impact to our population. Innovation needs to be encouraged and nurtured, and it is how these ideas are incorporated and integrated into the community pharmacy network, underpinned by robust testing and evaluation that will move us forward.

We are committed to supporting the transformation of community pharmacy within the wider context of the the Healthier Lancashire & South Cumbria Transformation Programme (HLSCTP). We have engaged with the leadership team of the Digital Strategy work stream, work that includes looking at how shared access to patient records between healthcare professionals & patients can transform current service delivery, allowing for new services to be developed.

Activities to support this will include:

- Sharing experiences, expertise & knowledge between Community Pharmacy & General Practice
- Working with the Local Professional Networks, Health Education England and Health Education North West, Universities, Royal Pharmaceutical Society to name a few of the organisations working in the field
- Technological developments. Technology is moving quickly, & the avenues of timely communications between patients & healthcare professionals is here. Work is ongoing to develop the EMIS trial in Fleetwood, where community pharmacists have read write access, with patient consent, to patients' clinical records. This trial allows local GPs & Pharmacists working together, to shape the usability of the system going forwards, so it is fit for the purpose intended
- Summary Care Records – rolled out across England. We have supported our contractors in coming to grips with this system, and we in Lancashire are recognised (outside of the pilot) as having the most contractors enabled to access the service in England as of July 2016. Building on this nurturing and support, our ambition is that our pharmacies have the top usage in England for access to summary care records to improve the quality of patient care and take pressure off general practice with general healthcare queries
- Heathy Living Pharmacy (HLP) – this programme embeds the ethos of providing proactive healthy living support, advice & services by developing the community pharmacy team. A pharmacy that achieves the quality standards of a HLP in Lancashire is recognised as a healthcare destination where consistent high quality healthcare & lifestyle services are provided. Following the pilot & subsequent roll out of this initiative across Lancashire our ambition is for 50% of pharmacies to achieve this quality assured kite mark to level 2

Patients choose Community Pharmacy as the first port of call for health and lifestyle improvements

Patients tell us repeatedly about the value they put on their local community pharmacies, describing the help and support they get from the people working within them. In addition, the accessibility of the locations of community pharmacies found in high streets, supermarkets, towns, cities, close to general practice, internet pharmacies and those in rural and deprived communities across Lancashire, means that this network is well placed for people to come and see us, seven days a week, with no appointment necessary. This access makes it easier, especially for those described by the NHS as "hard to reach" as well as for those who do not consider themselves to be ill (whom we can keep well). The public views pharmacy as a more informal setting than our general practice colleagues and as such it provides us with a unique opportunity to engage people in a different way.

Many pharmacies have achieved the status of a Healthy Living Pharmacy in Lancashire with Health Champions on site. Health champions have achieved the Royal Society of Public Health Level 2 Qualification in "Understanding Health Improvement." Our ambition is for 70% of pharmacies to attain this quality standard.

Numerous services are already commissioned, or provided privately, from the Pharmacies within our footprint, providing evidence of the competence & flexibility of these pharmacy teams & the ability to get services out into the community, some of which include vaccinations, physiological measurements, blood tests or sampling.

Community pharmacy has the potential to take more of the burden in providing care and to help reduce the problems facing the NHS, including financial shortfalls, pressure on GPs and increasing patients' expectation of care.¹ An example of a service GPs could commission from pharmacies would be the transferring of a complete treatment for a patient under agreed circumstances. The report "Making Time in General Practice" shows that 27% of GP appointments were avoidable and 5.5% could have been dealt with in a community pharmacy.² Supporting the shifting of services, using the network of community pharmacies across the footprint to become the first port of call for health and well-being, is our ambition

Working towards this ambition will include:

- Working with the local NHS to develop services to alleviate pressure on general practice. Currently the two key pressure points are Out of Hours and Urgent and Emergency Care services. The flexibility within community pharmacies makes us ideally placed to quickly alleviate these pressures e.g. evidence from NHS 111 shows that 30% of calls on a Saturday are requests for urgent medication. Having access to the Shared Care Record allows us to check the medical record which can help in dealing with urgent requests such as these. This supply, however, may require the patient to pay for their medicines, and this drives patients back into out of hours services or General Practice. Some CCGs have implemented a service to underwrite these costs, and therefore reduce attendance at A&E and General Practice

- Supporting the integration of community pharmacies within the various care pathways e.g. patients with long term conditions will enable those aspects of holistic care that can be identified as self-care opportunities to be moved away from general practice for delivery in the community pharmacy
- Supporting secondary care in the design of projects to improve seamless and safe transfer of care that involves a patient and their medicines e.g. refertopharmacy scheme in East Lancashire Hospitals NHS Trust
- Promoting recognition of the role medicines optimisation plays within a community pharmacy setting to enhance the patient's outcomes, by their correct use of medicines, for example -
 - Increasing the uptake of the NHS Repeat Dispensing Service
 - Supporting the effective use of Medicine Use Reviews
 - Promoting uptake of the New Medicines Service
 - Safe disposal of unwanted medicines
 - Using case studies to showcase examples of good practice
- Highlighting at a local level the range of support that can be delivered by community pharmacies, and the impact of this in supporting and empowering people to self-care, by providing advice and local support
- Demonstrating the support and subsequent outcomes from community pharmacies who have been commissioned to deliver services to help people live healthier lives over & above the six nationally contracted annual Public Health (PH) campaigns that all pharmacies provide
 - Smoking Cessation
 - Alcohol Screening and support
 - NHS Health Checks; blood pressure services.
 - Weight Management Services
 - Emergency Hormonal Contraception
 - Chlamydia, Gonorrhoea, Hep B, HIV testing etc.
 - Immunisations – including NHS Seasonal Flu, HPV etc.
 - Substance Misuse support- needle exchange & supervision of substitute medicines
- Promoting the impact that community pharmacies have on supporting their patients to live independently by -
 - Support with re-ordering of medication
 - Home delivery of medicines to the housebound
 - Domiciliary Medicines Use review for the housebound
 - Appropriate provision of multi compartment compliance aids and other interventions such a reminder charts
 - Reablement services following discharge from hospital
 - Falls assessments
 - Supply of daily living aids
 - Identification of emerging problems with people's health e.g. dementia
 - Signposting patients/carers to support & resources related to their conditions

1. <http://www.nhsalliance.org/wp-content/uploads/2016/06/Supporting-the-Development-of-Community-Pharmacy-Practice-within-Primary-Care-NEW-LOGO.pdf>

2. <http://www.nhsalliance.org/wp-content/uploads/2015/10/Making-Time-in-General-Practice-FULL-REPORT-01-10-15.pdf>

Summary

It is clear that public services, including the NHS, are facing some of the biggest challenges they have ever faced. These challenges stem in a large part from increased population needs, reduced financial resources and the need to have a skilled workforce in the right place at the right time. Increasingly it is being recognised both nationally and locally that Community Pharmacy is already in a position to play a huge part in supporting and meeting the needs of the population in the right place – their communities, at the right time – when people need it.

Therefore, we will work as outlined in this strategy to enable community pharmacies to meet the needs of our local communities; in making this vision a reality. A vision where the community pharmacies within Lancashire are the first port of call for all health and lifestyle needs. Delivering a wide range of health and social care services, being fully integrated with doctors, the NHS, local authorities, care homes and the third sector, in the delivery of seamless care to our communities.

Glossary of terms

Abbreviations used

A&E – Accident and Emergency

CCG - Clinical Commissioning Group

CPPE - Centre for Pharmacy Postgraduate Education

CPL - Community Pharmacy Lancashire

Flu – Influenza virus

GP – General practice or General practitioner

Hep B – Hepatitis B

HIV - Human immunodeficiency virus

HLP – Healthy Living Pharmacies

HLSCTP - Healthier Lancashire and South Cumbria Transformation Programme

HPV - Human papilloma virus

LDP - Local Delivery plan

MP – Member of Parliament

PHE - Public Health England

PH – Public Health

STP - Sustainability and Transformation Plan