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Community Pharmacy Lancashire

Annual Report

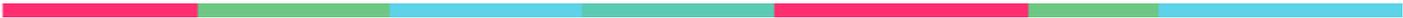
2021-22

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Chair's Report



This year's report comes with brighter news and the early beginnings towards the end of the year that the turbulence and challenging period the year before was beginning to settle. Community Pharmacy still faced significant challenges in managing COVID and it became a part of our daily practice.

Our pharmacy teams continued to be amazing, delivering high quality, professional service delivery to patients every day across the County. We became embedded within Primary Care Networks, developed a reputation for accessibility and availability and began to have a much stronger seat at the table in strategic discussions to drive the support for community pharmacy forward nationally and locally. We know that patients have had huge faith in community pharmacy and we were there to respond to their needs.

However, it would be remiss to not acknowledge the difficult times community pharmacy faced managing the uncertainty of the COVID costs advance payments from the start of the pandemic in spring 2020. Fortunately, we were to some extent able to resolve this, but we know it was a difficult period for us all.

Community pharmacy was instrumental and integral to ensuring the safe and effective roll out of the COVID vaccination programme; in Lancashire, our accessibility saw hundreds of thousands of patients safely vaccinated to ensure we increase the health protection of our communities.

Once again, I continue to be in awe of our staff teams, both within community pharmacy and within Community Pharmacy Lancashire for their commitment, skill, professionalism, and dedication. 2021/22 still saw many of us dealing with our personal experiences with COVID, and it is important our staff know that we appreciate all of you and we are all too aware that our workforce is and will remain our strongest asset.

Last year saw us come through the pandemic, recovering and hopeful for the future of community pharmacy. I can only be excited at the prospect of the coming twelve months as we begin to flourish once again and see ourselves thriving into the coming years. I am looking forward more than ever to 2022/23.

Mike Ball

Chair

View from a New Committee Member



I became a member of Community Pharmacy Lancashire in October 2021 and have been thoroughly impressed by the work undertaken by the team. A wide range of members from different backgrounds ensures that all interests and views are considered during decision making, resulting in fairness and equality for all sectors of pharmacy across Lancashire. The volume of work that the Board undertakes was an eye-opener for me and I endeavor to become more involved with all aspects going forward. In an ever-expanding and challenging environment, the LPC strives for true value and recognition for the pharmacy sector and will continue to achieve the best for pharmacy across Lancashire.

Keri McCourt

CPL Committee Member

Chief Executive Officer's Report

Another year of change, adaptation, and a relaxation of COVID regulations only to be set back at Christmas by Omicron, means 2021 - 22 continued to present us all with new and various challenges. Towards the end of the year, we saw the emergence of a post COVID world as various COVID services were decommissioned, and we could begin to pick up where we had left off in March 2020, in a world that was moving on.

There are a wide range of pressures on community pharmacies, stemming from a combination of workload, workforce and financial factors, underpinned by a flat funding settlement, that in real terms with inflation is a cut each year. This coupled with an ever-complex business environment, increasing demand for health services, staff shortages and medicines supply issues that have all in their way led to increasing acts of aggression from the public; community pharmacy has continued to keep their doors open – no appointment necessary. All these combine to putting our teams under immense pressure, and here at Community Pharmacy Lancashire (CPL) our focus has been on how we can support you and your teams as we move forwards in this environment.

In my report I have highlighted the key actions and messages that we have been working on. From practical in the moment support, to representing your views with NHS England and NHS Improvement (NHSEI) both at a national, regional and local level, the Pharmaceutical Services Negotiating Committee (PSNC), Local Commissioners, Members of Parliament, the press, and the public to name a few; whilst working with others in a more visionary arena looking at the future of pharmacy and what this means in terms of workforce and technology in particular to enable us to move forward.

What we have done to support you – Practical

Community Pharmacist Consultation Service (CPCS) – Advanced Service

Following the extension of this service to include referrals from general practice (GP CPCS) to community pharmacy, the team at CPL has been working with both general practices and community pharmacy teams to encourage uptake of this service. Part of this work has been funded by NHSEI to enable us to hold support sessions for both contractors and general practices, be they in groups or virtual drop in sessions, and by using the data the CPL team has taken on a more targeted approach giving support where it is most needed. To date 280 pharmacy staff have attended these sessions.

The roll out was helped by the tireless campaigning of the CPL team to get the Patient Access button, “the button” installed into every GP practice system across Lancashire and South Cumbria (LSC) by March 2021 funded by NHSEI LSC; thereby making it much easier for the teams in general practice to initiate referrals.

In December we began a pilot to further build on the success of the CPCS service based at the Urgent Treatment Centre at Blackpool Victoria Hospital, where patients presenting there with minor illness are referred into a community pharmacy. The pilot is still on going.

Hypertension case-finding service – Advanced Service

This service was commissioned from 1st October 2021, and the team at CPL has been supporting contractors in setting up this two stage service. Stage one - identifying people at risk of

hypertension and offering them a blood pressure check with a second stage if clinically appropriate to use an ambulatory blood pressure monitoring machine (ABPM), enabling the pharmacy to share the blood pressure test results with the patient's GP. The advent of "the button" has also enabled general practices to also refer patients needing a blood pressure check directly into the community pharmacy.

After initial problems of obtaining the ABPM machines, the service is being used more and more, with 224 contractors being able to deliver the service by March 2022. Where a patient is identified of having hypertension and subsequently prescribed a medicine, then the pharmacy can support the patient further with the new medicine service.

Along with supporting community pharmacies with the implementation and roll out of this service, the team has been supporting our thirty-six Community Pharmacy Primary Care Network Leads (PCN) in working with the practices and pharmacies in their PCNs to adopt this and other services, giving patients greater access to care from the pharmacy.

We have been most fortunate with our Community Pharmacy PCN Leads that the PCN Development Oversight group in LSC has provided a grant to support them in working within their PCNs on a regular basis to enable greater collaboration between community pharmacy and general practice.

Discharge Medicines Service – Essential service

The Discharge Medicines Service (DMS) has been slow to take off in our footprint, driven by the need for a IT solution to help the teams at the Trusts communicate safely and effectively with community pharmacies.

East Lancashire Hospital Trust has been using Refer2Pharmacy for many years and is currently supporting around 1,000 patients per month on discharge with this service.

The team at CPL has been heavily involved with the team at NHSEI LSC in developing "The Unified Medicines Record" project that will enable all the Trusts in LSC to be able to efficiently and safely transfer messaging on patient discharge to community pharmacies. Roll out is anticipated late summer 2022.

COVID

COVID Cost claims

In October 2021 there was to be a repayment of the COVID Advance payments that had been made to community pharmacy to support them through 13 months of the pandemic.

The Drug Tariff enabled contractors to claim back ahead of this repayment window a wide range of costs they had been exposed to during this time, and the team and members of CPL supported contractors in understanding the process as described in the Drug Tariff as to how these claims could be made, including Q&A events, and bulletin articles.

Participation in vaccination services

Some of our pharmacies took part in, and still are participating in the COVID vaccination programme under the terms of an Enhanced Service from NHSEI. Pharmacies were able to express an interest in providing this service and the team at CPL worked with other Local

Pharmaceutical Committees in the North West hosting a webinar to support contractor's in completing their expressions of interest.

COVID-19 Lateral Flow Device Distribution Service - Advanced Service

Over 97% of all our contractors participated in the distribution service during 2021, handing out over 869,000 Lateral Flow test (LFTs) during its duration.

Pharmacy Quality Scheme (PQS)

The Pharmacy Quality Scheme began on 1st September 2021.

Across the scheme the team at CPL advised contractors on the best way to approach it, ensuring the teams could deliver this in the most efficient way. This was supported by series of weekly standalone bulletins published on a Thursday focussing on each of the seven domains in turn.

Across the scheme CPL used data to provide targeted support to contractors, including reminders, phone calls, targeted bulletin articles or direct emails; along with guidance on how to check the NHS Business Services Authority spreadsheet to ensure claims had been logged, and where activity depended on the participation of the whole PCN this was captured.

The PCN domain was ably led by our PCN Leads, who worked with the other pharmacy contractors in their PCN to meet the quality criteria. The team at CPL supported the leads by setting up Zoom meetings so they could plan the activity and discuss how they could approach general practice colleagues to increase the uptake of flu vaccinations to patients aged 65 and over across their PCNs.

Support to Contractors

Community Pharmacy Lancashire represents more than 350 pharmacies, and works hard to maximise the value that we provide to our contractors, supporting you in the services you provide and providing guidance as new services emerge.

We are ever mindful of how the contractor levy is applied, and we strive to provide value for money in our activities. We apply for grants where available, the committee meetings are supported via sponsorships; a far more detailed breakdown is included in the Treasurers report.

Our weekly bulletin has a distribution list of over 800 readers, giving both local and national updates, in conjunction with our website that has more than 470 hits per month, and Facebook and Twitter presence provides access to information via a range of communication channels.

Over the year our ability to do in person pharmacy visits was impaired by the COVID restrictions, however we met with 72 pharmacy teams in person, over the year to hear about the work they are doing and learn how we at CPL can help them in what they need from us as a committee. Quotes from our contractors have included -

“Thank you for the visit, it has been helpful you showing us how to process GP CPCS referrals on PharmOutcomes”.

“Thank you for your time today, especially sorting our smart card issues and signposting us to the new clinical waste provider”.

Along with the 72 pharmacy visits, we received 152 queries from contractors, 49% related to local matters and 51% related to national service delivery. Figure 1 below shows the range of queries received into the office. All queries were resolved, with a response time to the contractor within 2 working days.

Contractor queries are a core part of CPL business and are being captured and logged to identify issues and trends, enabling the targeting of activity such as bulletin articles and our communications so they are most meaningful, and able to influence commissioners and others where appropriate as to what is needed on the ground.

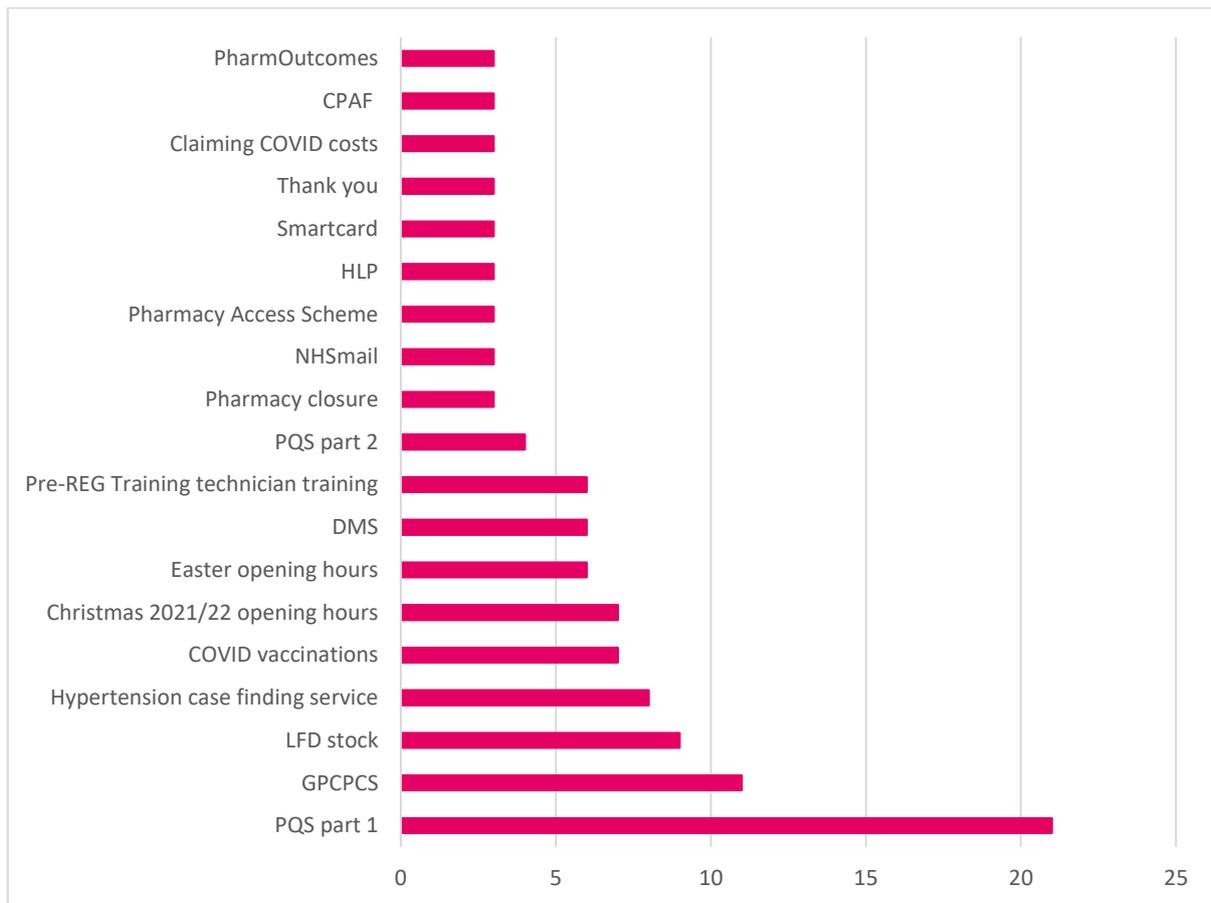


Figure 1 – Number of queries by type from contractors

Across the year we ran 40 virtual events, including a re-run of the “Codeine Linctus – is it a cause for concern” due to popular demand. These have been run at lunchtimes and evening to provide flexibility in attendance to fit in with our busy lives. See Table 1 for details.

We also supported our Community Pharmacy PCN Leads in running a series of virtual communication events to not only support their PCN contractors with the PQS, also to build the links with their PCN pharmacies and teams.

To develop the PCN Leads in their own personal journey we joined with Community Pharmacy Cumbria and held two development days’ lead by Lynette Roberts, the backfill for this was provided by development funding from NHSEI and as such was open to all PCN leads across LSC.

Date	Event Topic	No. of Attendees
20 May 2021, 1:30pm	Sales of Codeine Linctus - is it a cause for Concern?	14
20 May 2021, 7:15pm	Sales of Codeine Linctus - is it a cause for Concern?	12
April – May 2021	36 GP CPCS Engagement Events	& Over 350 attendees
18 th August 2021	Community Pharmacy PCN Leads Development Day	18
9 th September 2021	Community Pharmacy PCN Leads Development Day	18

Table 1 – List of contractor events 2021-22

Virtual Outcomes

Virtual Outcomes is now an integral part of our training offer, with numbers of live pharmacies increasing month on month since its launch at CPL. Figure 2 shows over 2000 training modules have been completed in 2021-22 and its benefits and utilisation are seen when national services, campaigns or quality schemes are released. In Figure 3 we can see that over 40% of pharmacies in Lancashire are now actively using this platform.

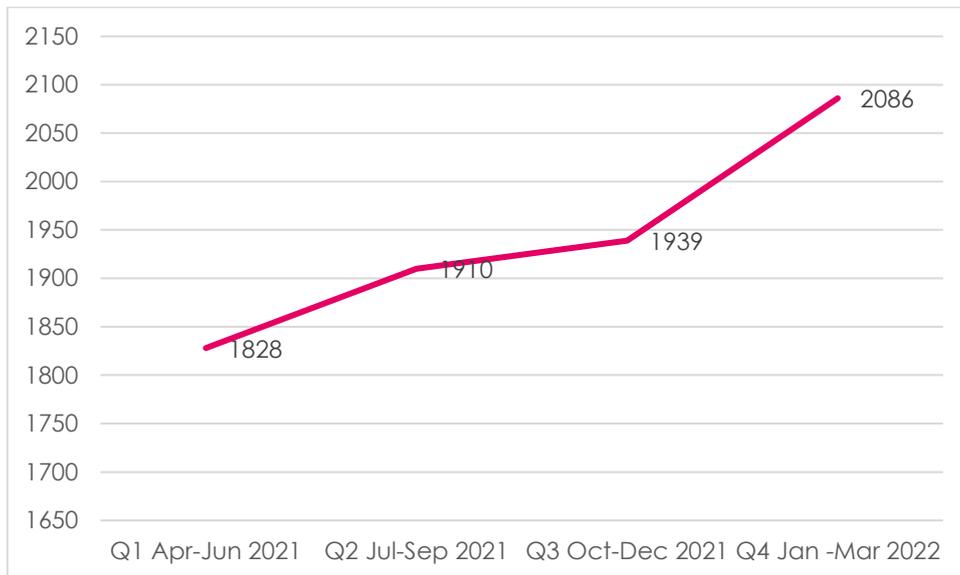


Figure 2 - Virtual Outcomes completed training modules 2021-22

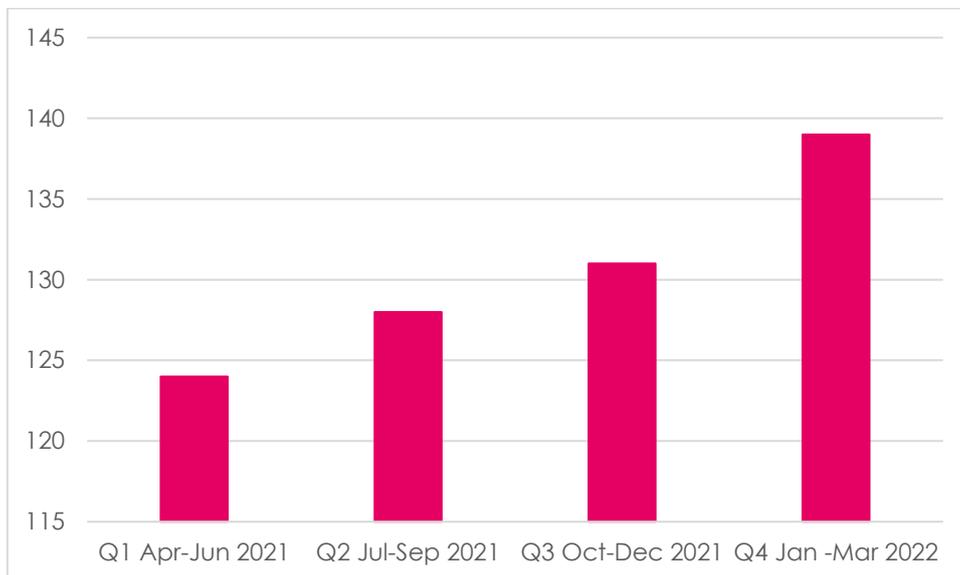


Figure 3 - Community Pharmacies using Virtual Outcomes 2021-22

Healthy Living Pharmacies (HLP)

From the 1st January 2021 bricks and mortar pharmacy contractors had to be compliant with the HLP requirements, with Distance Selling Pharmacies (DSPs) having to have their websites compliant by 1st April 2021, reflecting the priority attached to public health and prevention work of community pharmacies.

The team at CPL supported all our contractors in the delivery of HLP, and continue to do so.

Service Provision – Locally Commissioned Services

Pharmacy contractors continue to deliver services commissioned by both local authorities and CCG's. More recently this has included moving to electronic Nicotine Replacement Therapy (NRT) vouchers for Lancashire County Council contractors who are signed up to deliver the service.

CPL has supported in the delivery of two new services set up in the Fylde coast to support the evacuee programme. This included an evacuee minor ailment service in Blackpool and an under 18 minor ailment service, both to relieve pressure on the primary care system over the winter period. At the time of writing these services have supported over 385 evacuees.

For both these services our provider arm company Choose Health provided PharmOutcomes® support in terms of templates and invoicing for these services.

NHS Seasonal Flu Vaccination Service 2021-22

Community pharmacy contractors in Lancashire continue to deliver an accessible seasonal flu vaccination service for eligible patients. An offer that is going from strength to strength every season driven by the convenience of the ease of accessing services from community pharmacies.

The 2021/22 season saw our contractors more than double flu vaccination delivery compared to the previous 20/21 season.

What we have done to support you - Representative

The committee of CPL consists of 15 members; a full list is included later in this report.

Sadly, due to work commitments we had to say farewell to two members of the committee this year:

- Martin Smart who has served on the committee for a number of years and also Chaired the Governance Sub Committee. Martin represented the Association of Independent Multiples (AIM) and so we welcomed Keri McCourt onto the committee, a community pharmacist to replace him.
- Conor Coyle an independent representative based in Blackpool, and welcomed Ali Dalal a Superintendent and Director.

In December, Barbara Bentwood retired after working for various Lancashire based LPCs for over 20 years. My heartfelt thanks to Barbara for all the work she has done over this time in supporting contractors. Barbara has now handed over the reins to Mubena Isap who joined the team in October.

In terms of representation the PSNC Regional Representative attends the full meetings of the committee, having a standing agenda item and separately meets with a member of our team on a weekly basis to ensure effective and timely communication on matters directly affecting contractors.

The team feed your comments and news directly into a regular meeting of PSNC and LPC Chief Officers - the PSNC and LPC Operations Team (PLOT), so for example the issues in December around the supply of LFTs that put us all under immense pressure as a result of public demand and rate of supply to pharmacies, this enabled us to feedback very quickly the problems this was causing you operationally for your teams and the aggression experienced from the public, resulting from over whelming frustration.

The committee invites guest speakers to our meetings, to not only hear what they have to say and also influence what is happening. To this end James Wood PSNC Director of Contractor & LPC Support joined our meeting. Any contractor is able to attend our meetings, they simply have to let us know of their intention, so we can arrange access. This is an ongoing and open invitation.

This year we held an Extra Ordinary Meeting for contractors, this special meeting of contractors was called to amend the LPC Constitution to allow the Committee to delay the elections for LPC membership by one year. Currently Members Term of Office would have expired on 31st March 2022, however due to proposals for change about the future model of local and national contractor representation and support, we asked for this delay, which was granted.

This future model was being worked up by the community pharmacy Review Steering Group (RSG), which were tasked with taking forward the recommendations from the independent review into contractor representation and support, the Wright Review that happened in 2019/20. Members of CPL have actively attended the engagement sessions, listening forums, webinars across the year, and we heard from Aneet Kapoor, a member of the RSG in our December meeting about the ongoing work and were able to ask questions. The vote is scheduled for mid-2022.

In terms of the team at NHSEI in LSC, we have supported them and contractors with queries over market entry, the Community Pharmacy Contractual Framework (CPCF) and developing a rota for Christmas opening (25th December and 1st January) for the next 5 years, so contractors know their commitment in advance.

In January 2022 CPL ran a snap survey for 2 weeks asking contractors about the current pressures they were facing, this action was generated by the increasing pressure facing contractors of workforce and unplanned closures. A thank you from myself and the team to those contractors who found the time to complete the survey as the results really helped us work with NHSEI locally to support you with what you needed when under such pressure.

The key findings are in Figure 4 below giving the reasons disclosed by pharmacy teams causing significant workforce pressure.

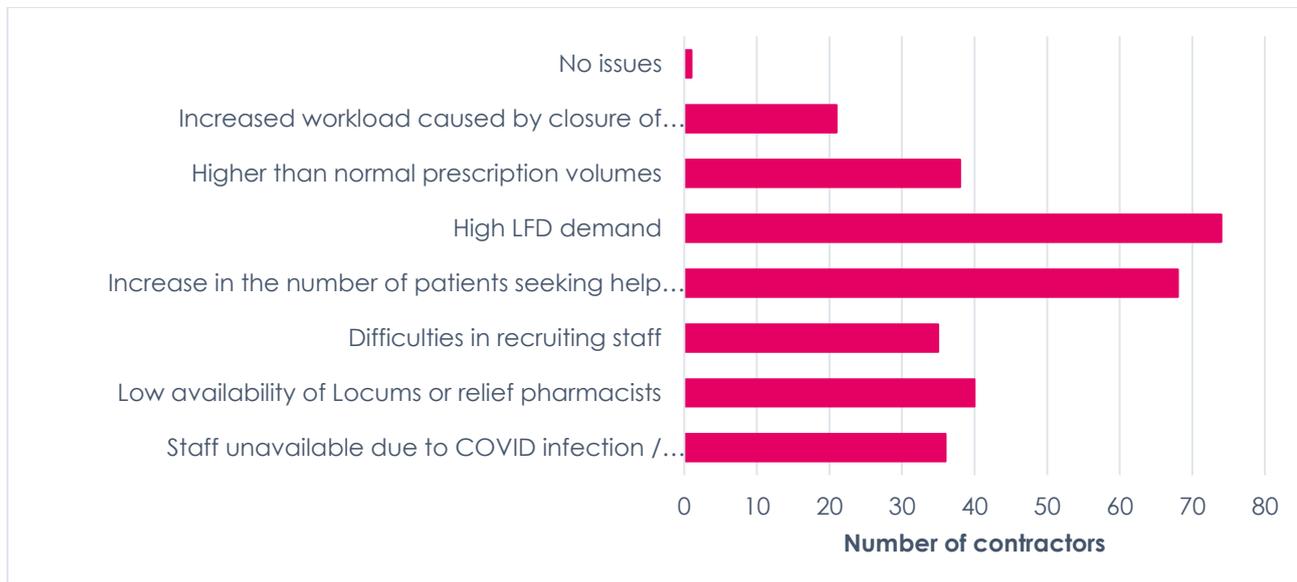


Figure 4 - Reasons disclosed by pharmacy teams causing significant workforce pressures

During the year we have engaged with all our Members of Parliament, inviting them to come and visit the pharmacy teams in their constituencies (an open invitation), arranging a joint meeting with other LPCs and the MPs across the North West where Katherine Fletcher MP – South Ribble who was unable to make the meeting sent a representative, and a separate meeting with Sara Britcliffe MP for Hyndburn. Katherine later met with us in a pharmacy, more in next year's report.

Due to COVID the production of the Pharmaceutical Needs Assessment (PNA) was delayed. This is a crucial part of the market entry system, and supports commissioning decisions based on

patient needs. Due to be published in October 2022, we sit on the PNA Steering Group, where initial meetings began in late 2021.

CPL would like to thank all of the Community Pharmacy PCN leads for their hard work over the last year, linking in with PCN's and making sure community pharmacy is represented. We currently have some vacancies in certain PCNs so if this is something that interests you please get in touch!

What we have done to support you – Visionary

Workforce is a huge issue for us, and to this end we have not only been working with various Workforce groups within NHSEI to develop our local workforce of pharmacists and technicians; we joined forces with the LPCs of Community Pharmacy Cheshire and Wirral, Halton St Helens and Knowsley, Liverpool, and Sefton to maximise funding provided by Health Education England to produce a Community Pharmacy Workforce Development Strategy that will develop a 5–10 year vision of the development of the community pharmacy workforce. The committee have been active in contribution to this work, and we await its publication.

The NHS is undergoing a significant restructure and has been on a journey since 2016 in adapting to how care is provided. LSC have been one of a number of pilot sites for this transition and are currently in shadow form of an Integrated Care System (ICS). Put simply an ICS is a model of care based on a population, bringing together and integrating primary, secondary, community and other health and care services so creating a shared local responsibility. The ICS in LSC will come out of shadow form in July 2022 to become an Integrated Care Board (ICB), one of its responsibilities is that of taking over the commissioning of pharmacy services in July 2022. To this end CPL have been heavily involved with this journey since 2016 to ensure that the community pharmacies are included as an integral part of this system, and we have been working with the various transition teams to ensure that community pharmacy is embedded in the work plans for the ICB, both at the level of the ICS, the five places¹ in LSC and with the PCNs, and that our pharmacists and technicians are a part of the Clinical & Care Professional Leadership across the ICB, recognised as the healthcare professionals that we are.

I make no apologies for the length of this report, myself and the team of Barbara, Laura, Mubena and Nicola have worked tirelessly across the year to ensure that you our contractors are front and centre to what we do.

Kath Gulson

Chief Executive Officer

¹ At the time of writing – Central Lancashire, East Lancashire, Fylde Coast, Morecambe Bay & West Lancashire

Finance

Introduction

Community Pharmacy Lancashire is funded by a fixed statutory levy which NHS England (managed through the NHS Business Services Authority) is empowered by regulation to deduct from the remuneration paid to community pharmacy contractors.

Income Sources

CPL income for 2021/22 raised from pharmacy contractors via the levy was £250,000, an average of £698 per NHS pharmacy contract for the year. This was approximately 30% lower than last year's levy payment per contract. Smaller incomes were made through external bodies (e.g. the newly formed Integrated Care Systems) paying for our input in their meetings or for providing support for our work integrating community pharmacies with PCNs.

Spending

For every £1 of levy income raised:

- ✓ 56p was spent directly supporting and representing contractors locally (via Community Pharmacy Lancashire and some LPC members undertaking local representation).
- ✓ 38p was sent to PSNC to fund their work nationally for contractors in Lancashire.
- ✓ 6p was spent on administration and governance costs (making sure that we are a well-run, accountable organisation that meets its constitutional duties) – 40% of these costs being committee meetings.

During 2020/21 we managed to lower our costs and ended the year with a surplus therefore we gave this back to contractors by reducing the levy during 2021/22. We have successfully managed to maintain this lower level of spending throughout 2021/22 and so will not need to increase the levy to previous levels.

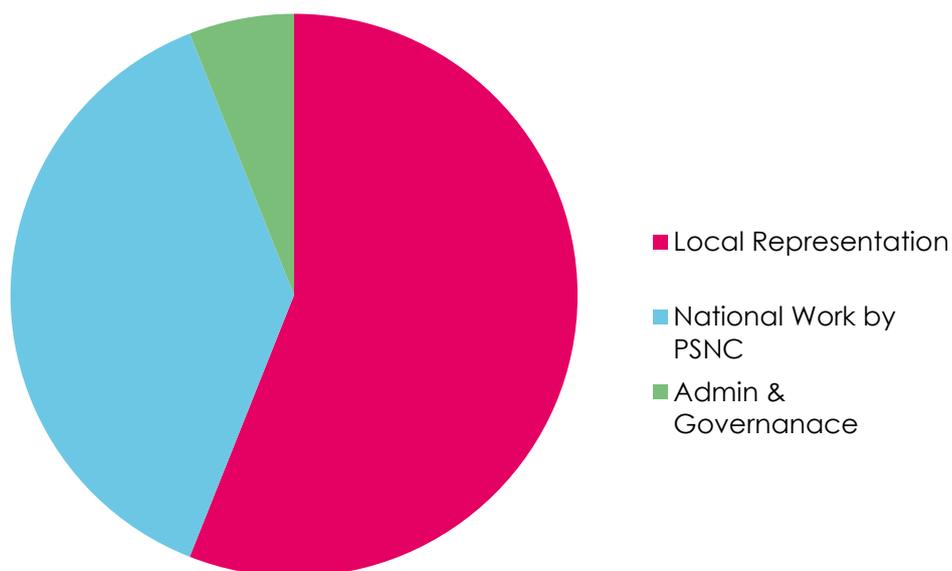


Figure 5 - CPL Spend 2021/22

Notable Spending

CPL successfully lobbied for backfilled training time to train up a cohort of pharmacists from our own contractors to support integration with emerging PCNs and continued collaboration alongside the PCN Clinical Directors. This continues to run through 2022/23 and added nearly £60,000 as ring-fenced monies to support this important work to safeguard community pharmacy's future in local partnerships. Nearly £40,000 of this was spent during 2021/22 and the remainder of the £60,000 received in 2021/22 was spent in the first three months of 2022/23.

Outlook

In budgeting for 2022/23 we took a view that restrictions would slowly be lifted through the year, resulting in a partial return to pre-pandemic activity but recognising that many meetings would remain digital. This meant that we could still reduce the contractor levy even further from August 2022 however we continue to review this regularly given the uncertainty of national policy and possibility of further outbreaks.

Benjamin Fell

Treasurer

Governance



The role of CPL's governance subcommittee's is to ensure adherence to the required governance framework and LPC constitution. The Governance subcommittee comprises of three CPL members who meet regularly.

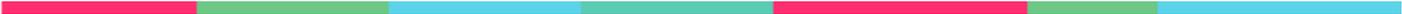
Key activity 2021-22:

- ✓ Overseeing the annual Health and Safety report for CPL's employees. This time we needed to consider how our team's day to day ways of working had changed in response to the pandemic with much more working from home and more latterly and post-pandemic a flexible approach to working patterns.
- ✓ Ensuring that the committee members were up to date with their GDPR requirements and declarations of interest.
- ✓ Completing and updating the required Governance self-evaluation and exploring potential procedural changes to further enhance our rating in the very small number of categories which were not already rated at the highest category of exemplary.
- ✓ Ensuring that our complaints procedure is robust and followed in acting in an open and transparent manner on any feedback regarding alleged breaches of governance received during the year.
- ✓ Reviewing and updating our risk register to ensure previously identified risks were still relevant and identify any new risks to our business continuity arrangements.

Roger Balshaw

Chair, Governance Subcommittee

Choose Health



During 2021-22, Choose Health Limited focussed on planning for an emergence from COVID. Given the significant impact that COVID had on the ability to deliver any services, it also provided a difficult trading period in terms of business growth. Towards the end of 2021 and throughout Quarter 4, Choose Health worked in close collaboration with Lancashire County Council on their commissioning plans around NHS Health Checks. Choose Health were awarded contracts to deliver an outreach model to deliver NHS Health Checks with a focus on workplaces, places of worship, community and people experiencing the most health inequalities. March 2022 saw commencement of the mobilisation phase of this revised service model. Additionally, Choose Health continued to strengthen the strategic relationships across the ICS footprint in order to raise the profile for business growth during 2022/23 onwards.

Suzy Knowles and Sophie Smith

Co-Chief Executives, Choose Health

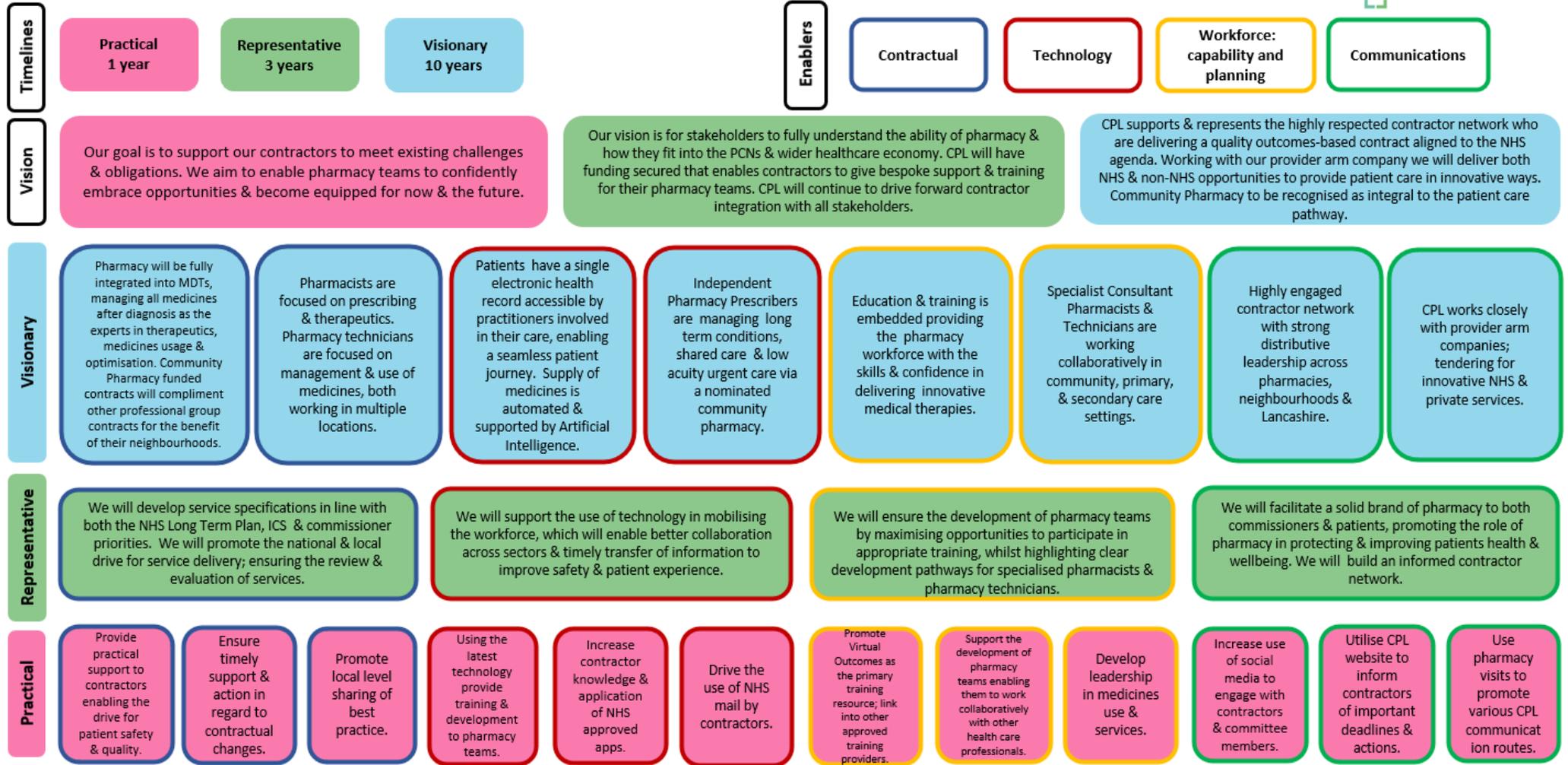
CPL Membership 2021-22 and Team

CPL Member	Representing	Attendance
Michael Ball Chair, Staff Sub-Group	Independent	5 out of 5
Mari Williams Vice Chair, Staff Sub-Group	CCA	5 out of 5
Asif Adam Governance Sub-Group	Independent	5 out of 5
Mubasher Ali Staff Sub-Group	CCA	5 out of 5
Roger Balshaw Chair of Governance Sub-Group	CCA	5 out of 5
Arifbhai Bhuriya	CCA	3 out of 5
Conor Coyle	Independent	4 out of 4 (resigned February 2022)
Ali Dalal	Independent	0 out of 0 (joined mid-March 2022)
Hamzah Hasan Governance Sub-Group	CCA	4 out of 5
Riaz Hinglotwala	Independent	4 out of 5
Tahir Hussain	AIM	5 out of 5
Khalid Khan	Independent	2 out of 5
Keri McCourt	Independent	2 out of 2 (joined December 2021)
Aisling O'Brien Staff Sub-Group	Independent	4 out of 5
Yusuf Oomer	CCA	5 out of 5
Martin Smart Governance Sub-Group	AIM	1 out of 3 (resigned December 2021)
Mari Williams	CCA	6 out of 7
Richard Wood	CCA	4 out of 5
Team Member	Role	
Kath Gulson	Chief Executive Officer	
Nicola Feeney	Services and Development Manager	
Laura Dunkley	Operations and Contractor Lead	
Barbara Bentwood	Administrator (retired December 2021)	
Mubena Isap	Business Support Officer	

CPL's Vision



Community Pharmacy Lancashire – Practical, Representative & Visionary



Driven by Community Pharmacy Lancashire (CPL), our focus is to work across all three work streams in tandem (2019 – 2030)

Abbreviations: CPL - Community Pharmacy Lancashire, PCNs - Primary Care Networks, NHS - National Health Service, MDTs - Multi-Disciplinary Teams, ICS - Integrated Care System