

October 2022

## **PSNC Briefing 036/22: Building a Vision for Community Pharmacy**

As recommended by the [Pharmacy Representation Review Steering Group \(RSG\)](#), a new vision and strategy for the community pharmacy sector will be developed to help set out a way forward for the sector and to lay the ground for future negotiations on the Community Pharmacy Contractual Framework (CPCF). This briefing summarises the work that will be undertaken to build this vision.

### **Introduction**

PSNC has commissioned Nuffield Trust and The King's Fund to develop a vision for community pharmacy which will set out strategic options for the sector going forwards. This will be an extensive and collaborative piece of work and it will be used by PSNC to develop a new strategy for community pharmacy as well as support PSNC's wider work and negotiations.

The vision aims to:

- Set out ambitions for community pharmacy to demonstrate to Government and commissioners our vital and potentially growing role in primary care, and how it will deliver value for money and better patient outcomes;
- Enable the sector to unite behind shared goals and ambitions and start to consider how it will need to change to deliver its full potential; and
- Develop, as far as possible, with Government and the NHS, a shared agenda and the case for a sustainably funded sector to deliver on shared goals.

The creation of a compelling vision and an effective strategy is a key recommendation from the RSG. Its development forms one of the key workstreams of the [Transforming Pharmacy Representation \(TAPR\) programme](#) which is currently being undertaken by PSNC to take forward the recommendations of the RSG following the confirmatory contractor vote.

### **PSNC's position**

The creation of a compelling vision and an effective strategy is a key objective for the sector and PSNC is delighted to have appointed two outstanding organisations – whose reputations in the healthcare sector are second to none – to lead on this vision work. This is a critical and valuable piece of work which we believe could have a real and positive impact on the sector's future and on forthcoming negotiations. It needs to be a shared piece of work with much input from the sector, and PSNC will therefore be looking to gather views from a wide range of community pharmacy contractors and other experts in the sector throughout the project.

Ultimately, PSNC hopes to use the vision report – which will be an independent report written by Nuffield Trust and The King's Fund – to persuade policymakers and wider influencers to think differently about community pharmacy and to consider more investment in the sector. This will help to lay the groundwork for future negotiations with the Government and NHS England. Those negotiations, on what happens after April 2024, will be critical to the future of the community pharmacy sector.

PSNC will also be seeking input from its negotiating partners and wider influencers to take part in the vision project, and to help to ensure widespread support for the findings.

## How the vision will be developed

### Listening and research

The initial phase of the work – lasting for the remainder of 2022 – will see Nuffield Trust and The King’s Fund embarking on a listening and research exercise. This will involve a review of existing reports, initiatives and strategies, including using relevant outputs from the work that The King’s Fund have been doing with the Royal Pharmaceutical Society (RPS), as well as a targeted literature search and review on community pharmacy roles and delivery models, including seeking international examples.

One-to-one or small group interviews will be undertaken by the project teams with a range of individuals and a Steering Group to explore a very wide range of themes such as:

- The goals of future policy in the community pharmacy space in relation to patient and population need, and primary care development;
- The reasons why previous reviews and policies may not have fully achieved their objectives;
- Strategic options for providing services as part of the wider health system;
- The design principles that should underpin the service offer made by community pharmacy – this is to allow for local tailoring and adaptation;
- Blocks and enablers for change including systems to ensure that work taken on by pharmacies represents a coherent and manageable package of services;
- Opportunities for other development, e.g. the relationship with acute hospitals; and
- Views on the sustainability of the sector.

Alongside this research, PSNC will organise working groups on services, funding, digital and technology, and workforce. The outputs of these working groups will feed into the deliberations of Nuffield Trust and The King’s Fund.

### Consultation stages – hearing from the sector

An initial open consultation will begin in November 2022, inviting contributions from all those with an interest in community pharmacy and its future. This will allow LPCs, pharmacy owners, those working in pharmacies, patients, other healthcare professionals and all others to input their wider thinking and ideas into the project.

Following this, Nuffield Trust and The King’s Fund will complete the research phase of the project and put together an initial report. A second consultation phase will follow in Spring 2023, during which everyone in the community pharmacy sector as well as wider stakeholders will be invited to share thoughts and views on that initial report. This will allow Nuffield Trust and The King’s Fund to test their thinking, before publication of the final report which is expected to be in the early summer.

### The final Vision report

Nuffield Trust and The King’s Fund will provide an independent report on the vision and strategic options for the sector, including identification of the policies and other actions that will be needed to support them. This will take into account the views of the sector which will be heard throughout the project, but the two organisations will also use their own independent expertise and listen to voices from across the wider healthcare sector to bring insights to the report, and this will include putting challenges to the sector about how it needs to change in the future.

The final report will cover:

- The state of the nation for the NHS and community pharmacy.
- The key elements of a vision for community pharmacy including ambitions for the sector.
- Key building blocks that need to be in place and that may need further work:
  - Contracting and commissioning, including integration with the wider NHS;
  - Workforce and training;
  - IT and digital;

- Implementation support; and
- Development of viable business models for contractors.

The report will focus not just on recommendations for areas of priority action, but it will also pay attention to the key enablers for successful change at scale, and the obstacles and barriers that will need to be managed. It will set out proposals for how this could be progressed nationally and through Integrated Care Boards (ICBs) as drivers of local change. The report will draw out key areas where community pharmacy can contribute to critical policy agendas and challenges facing the NHS.

The report will highlight where there is an opportunity to develop a shared understanding between the sector, NHS England and Government on delivering a modern community pharmacy service. The report will explicitly consider how the opportunities and possibilities may necessarily differ and vary across the sector and flag changes that may be necessary if providers are to grasp the key opportunities.

The report will support the work of PSNC, and also the Department of Health and Social Care and NHS England, by:

- Setting out the scale of ambition for community pharmacy;
- Identifying its future role as a key part of primary care services;
- Showing how community pharmacy can contribute to key policy goals around population health, prevention and the demand pressures in primary care;
- Looking at future opportunities and areas for development; and
- Understanding the blockages and enablers that have held progress back in the past and that will need to be addressed to achieve the vision.

## Engagement and project steering

### Steering Group

Nuffield Trust and The King's Fund will form a Steering Group to provide 'challenge and review' at key stages in the project, including validating the lines of enquiry for interviews and focus groups. It will support the project team in the development of the vision, acting as a sounding board and providing advice on the content and structure of the final report. The Steering Group will be made up largely of pharmacy representatives.

### Advisory Panel

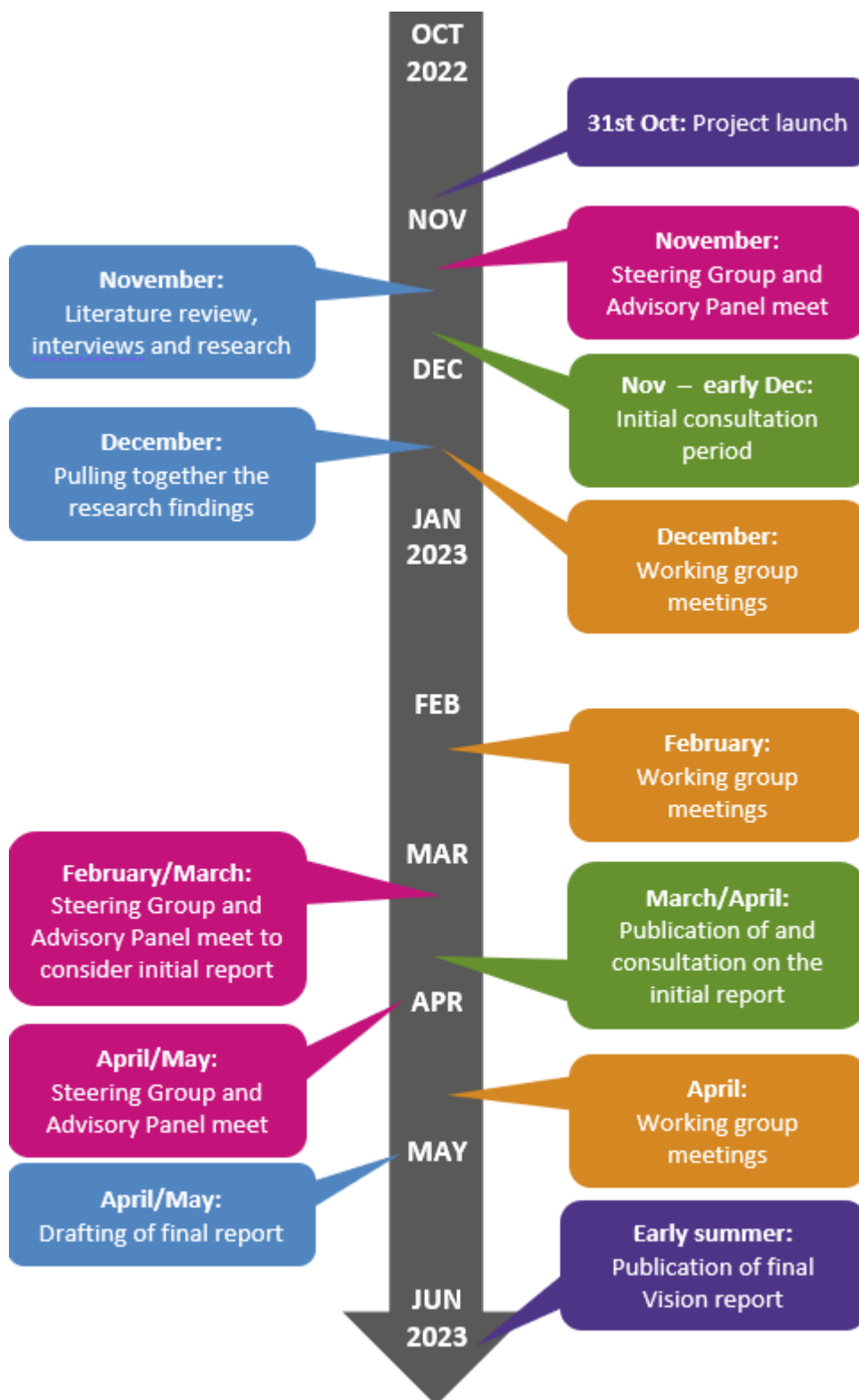
This group, chaired by Nuffield Trust and The King's Fund, will be larger than the Steering Group and will allow wider stakeholder engagement in the project. It will seek good engagement with pharmacy stakeholders and those beyond the sector, e.g. patient groups, the NHS and local government. It will support the project team in the development of the vision including by providing early thoughts to be considered and reviewing and providing comments on the draft report.

The organisations and people involved in this panel fall into three core groups:

1. Pharmacy (e.g. contractors, LPCs and national pharmacy bodies);
2. Negotiating partners (e.g. Government and NHS officials); and
3. Wider influencers (e.g. patient groups and representatives of other healthcare professionals).

## Timetable

A timetable for the Vision project is outlined below. Note precise dates may be subject to change.



## How to get involved

In November 2022 an open consultation will be launched, inviting contributions from all those with an interest in community pharmacy and its future. This will allow LPCs, pharmacy owners, those working in pharmacies, patients,

other healthcare professionals and all others to input their wider thinking and ideas into the project. Further information will be available on the [PSNC website](#) soon.

A second consultation phase will follow in the spring of 2023, during which everyone in the community pharmacy sector as well as wider stakeholders will be invited to share thoughts and views on the initial report. This will allow Nuffield Trust and The King's Fund to test their thinking, before development of their report which is expected to happen during April and May 2023 ahead of publication early in the summer of 2023.

### Further information and updates

More details and progress updates will be released over the course of the Vision project via PSNC's usual communication channels. A [vision webpage](#) has also been created on the PSNC website to hold further information and updates in one place.

If you have queries on this PSNC Briefing or you require more information, please contact [vision.project@psnc.org.uk](mailto:vision.project@psnc.org.uk)