

Community Pharmacy Surrey & Sussex

On behalf of East Sussex, West Sussex and Surrey Local
Pharmaceutical Committees



Annual Operating Plan for 2021/22

Support | Represent | Develop | Deliver

For Community Pharmacies across Surrey & Sussex



About Community Pharmacy Surrey & Sussex

Community Pharmacy Surrey & Sussex is the local voice for all community pharmacies providing NHS services on behalf of East Sussex, West Sussex, and Surrey Local Pharmaceutical Committees (LPCs).

We represent over 515 pharmacies, on all matters relating to the NHS and public health work undertaken by community pharmacy. This includes single handed independent pharmacies through to medium and large pharmacy businesses. Pharmacies in our area, between them, employ thousands of local people and are at the heart of local communities.

Community Pharmacy Surrey and Sussex negotiates and discusses local pharmacy services with commissioners and is available to give advice to community pharmacy contractors and others wanting to know more about local pharmacy. We are committed to helping to develop and support community pharmacy teams, to deliver high quality health services.

Working closely with the local NHS, including NHS England Area Teams, ICS's, CCG's, and local government, we are responsible for advancing the enhanced role of community pharmacy to ensure it plays an active part in promoting health and wellbeing across Surrey and Sussex.

Our work is governed by members elected and appointed by local pharmacy contractors. Further information about us is available on our website at <http://communitypharmacys.co.uk/>

Introduction to this Strategy

The strategy guides an ambitious programme of work, building on the individual LPCs strengths, both amplifying our existing work and extending in new directions.

It was informed by an ongoing annual process of consultation and discussion with elected and appointed LPC representatives across Surrey & Sussex, as well as others with whom we work, including several stakeholders. A series of workshops at LPC meetings and an online engagement survey with pharmacy owners and their teams took place in 2018. These built on insights gleaned through the everyday dialogue between Community Pharmacy Surrey & Sussex staff and representatives of pharmacies.

- **There was widespread support for existing work** and positivity about what was seen as an increase in dynamism and focus in the recent period and urged us to build on this.
- **Representatives said they valued the mix of practical support and communications** in helping pharmacy teams and businesses in doing the “day job” along with local representation.
- **Go further with local support.** There were several areas where representatives felt that there should be greater activity, including local events, service awareness and understanding the local opportunities as new commissioning structures develop.
- **More focus was needed on value added activities** and prioritising the work of the LPCs in terms of meetings attending and support provided.

Our Aims

Over the period of this strategy, Community Pharmacy Surrey & Sussex will provide an even greater focus on the support that we offer contractors and their pharmacy teams to help them to continue delivering quality services to their patients whilst maximising income through implementation of national contractual elements and delivery of local services.

The NHS and associated landscape is changing rapidly and some of the decision making and contracting which historically has been done at a national level is likely to be increasingly devolved down to local decision makers. It is important to ensure that the role and value of community pharmacy is integral to these plans, that as proposals are developed and we seek to influence and shape the environment for pharmacy contractors and their teams. This is especially important as the NHS long-term plan develops and that we clearly set out the opportunities and changes this presents to contractors.

There will be further support necessary to assist pharmacies and their teams in adapting to meet the changing opportunities and demands placed on community pharmacy presented by the changing shape of local commissioning.

Vision

Our ambition is that community pharmacies are **the heart of the local communities that they serve**. Working collaboratively, integrated in local health and social care networks, to provide local access to medicines, improving medicines use, enhancing medicines safety, facilitating the health and wellbeing of patients.

They are change agents for prevention, enablers of self-care, experts in medicines and minor conditions.

Mission

To **support, represent, and develop** pharmacy contractors and their teams, **optimising** their local professional and commercial **commissioning environment**, to enable pharmacies to deliver **sustainable** and **high-quality** services for their communities.

It is our role at Community Pharmacy Surrey & Sussex to support three efficient and effective LPCs to work closely with pharmacy owners and teams, commissioners, along with stakeholders and partner organisations, to realise this vision for community pharmacy locally.

The strategic themes identified and outlined below will help direct our work to ensure we are doing the best for our pharmacies and their teams, to enable them to deliver outstanding sustainable care to their communities.

Represent

Represent community pharmacy contractors across Surrey and Sussex to raise awareness of the current and potential value of community pharmacy, building alliances and networks with commissioners, other health and social care professionals, patients, and the public.

Support

Support contractors through any proposed national changes to the contractual framework, along with support to deliver current and future locally commissioned services. To ensure that contractors are well informed about the NHS and Social Care priorities, commissioning, and opportunities locally.

Develop

Help to facilitate the right environment for the commissioning of local community pharmacy services, to meet the needs of commissioners and local populations. Key priorities should meet the needs of patients, citizens, and our commissioners, focused around:

Relieving pressure on urgent care, supporting prevention and self-care, enhancing medicines safety, optimising medicines use; digitally enabled, working collaboratively in an integrated primary care structure.

Influence & help commissioners' harness the full potential of workforce capabilities within community pharmacy teams. Give support and confidence to contractors and teams to rise to the challenges of changes in community pharmacy practice and develop new services to meet the needs of the local populations, developing the integration of community pharmacy into the heart of primary care across Surrey and Sussex.

Deliver

To deliver three effective and well governed LPCs in East Sussex, West Sussex, and Surrey, that demonstrate good value for money and drive and can demonstrate outcomes for pharmacy contractors and their teams.

Values

At the first meeting of the Committee for the 2018 – 2022 term of office, held in March 2018, members adopted the Nolan Principles as the basis for the LPC Governance Statement

- **Accountability** - Members of the LPC are accountable for their decisions and actions to contractors and the public and therefore submit to scrutiny.
- **Openness** - Members should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions, and restrict information only for short term tactical reasons, or when the wider public interest clearly demands.
- **Honesty** - Members have a clear duty to declare any private interest relating to their LPC duties, and take steps to resolve any conflicts arising.
- **Leadership** - Members should promote and support the above principles by leadership and by example.
- **Representativeness (Selflessness)** - members must reflect the interests of the contractors who elected or appointed them to the LPC, and must make decisions in the interests of the general body of contractors; they must not make decisions in order to gain financial or other material benefits for themselves, family or friends.
- **Integrity** - members must not put themselves under any obligation that might influence their performance on the LPC or their ability to reflect the interests of the contractors who elected or appointed them or to make decisions in the interests of the general body of contractors.
- **Objectivity** - in making decisions and in carrying out the business of the LPC members should act within the constitution and make decisions only on merit.

The effect of the principles of Representativeness and Integrity is that the nominating bodies can mandate the member to express a view, but cannot bind him/her in how he/she votes or decides on a particular issue. This means the member can hear and participate in debate, and is free to amend their view in the light of the debate. He/she will no doubt then reflect back to the relevant body why they made the decision they did, recognising their accountability

Principles for Delivery

To deliver our service with reduced funding in an ever-changing world, we need to be a robust, effectively managed, highly capable team.

We are working towards this by:

Evaluation – Critical evaluation of our service delivery.

Opportunity – Identifying and maximising opportunities to acquire funding and to secure sources of revenue.

Involvement – Active involvement at regional and national level with industry groups.

Knowledge and skill – Having a strong plan to develop our people to meet the service needs.

Management – Managing projects, change and performance.

Discipline – Being disciplined, consistent and with clear accountabilities.

Financial Control – Robust processes to manage service finances.

Evaluation: To ensure that we are:

- using the resources available to us as efficiently as possible
- learning from our experiences
- understand how we are performing compared to other authorities facing similar challenges
- sharing experiences and working with others to maximise opportunities
- listening to and supporting our parish and town councils and communities

Opportunity:

- working with local communities, community groups, local businesses, and other agencies to identify opportunities for self-help schemes or match-funding to deliver improvement schemes to meet local needs
- recovering our reasonable costs and seeking opportunities to generate income

Involvement: To ensure we are:

- keeping ahead
- collaborating with others and
- influencing the development of professional thinking and practice.

Knowledge and skill: To ensure that our people:

- are equipped with the knowledge and skills the business needs
- apply their skills throughout the service
- understand their role and responsibilities and are supported to deliver them
- are empowered to think creatively and bring about effective changes in support of our highway strategy

Management: To ensure that business improvements are:

- implemented in a controlled manner
- delivered at appropriate speed
- achieving what we set out to do
- action is taken when we identify issues comfortable

Reporting on Progress

The business report which will be presented at each LPC meeting will include:

- our performance in the delivery of our core functions set out in the constitution of the LPCs
- a narrative report on the annual plan to date
- a dashboard overview of the health of the organisation

Strategic Theme: Support & Develop

Contract Support & Service Development

- Support for Essential, Advanced and Enhanced services
- Commissioning Environment for Local Services
- Negotiation of Local services
- Supporting Delivery of Local Services
- Development of Services Database & Opportunities

In 2021/22 we will:

- Support contractors where requested, with difficulties complying with the contract requirements and support implementation.
- Proactively identify contractors with difficulties complying with the contract and supporting implementation where appropriate.
- Proactively encourage uptake of Advanced Services, provide a briefing on the services and arrangements. Develop pathways and enablers to encourage uptake.
- Support rollout and implementation of GP-CPCS by Q4.
- Provide guidance to all contractors explaining the local commissioning landscape and arrangements via a local essential service guide updated annually. Providing a webinar when required on changes to local service level agreements, to highlight to contractors any significant changes or key requirements of new contracts.
- Ongoing programme of support through face-to-face pharmacy visits or via electronic means. Communicating to the multiples Area Managers via a local forum.
- Proactively working with local commissioners to negotiate new Local Services provision and maintain and develop current local services.

What does success look like?

- Area Manager forum meetings delivered in Q2 and Q4. Up to date list of Area Managers.
- Blood Pressure + Service review completed, and new service planned.
- DMS - monitoring performance and supporting pharmacies – developed roll out plan across the counties by the end of Q4.
- Completion of a GP-CPCS webinar for set-up claiming run in Q1.
- GP CPCS roll out across all Surrey and Sussex contractors by end of Q4.
- Quarterly meetings with each of the public health teams & information distilled to contractors, including commissioning plans, targets, and opportunities together with reports of the LPC's work on behalf of contractors.
- Essential service guides updated to include all locally commissioned services and a process to keep up to date.
- 97% of pharmacies across Surrey & Sussex participating in the Pharmacy Quality Scheme.
- Contractors have access to up-to-date SLAs and PGDs for all services.
- Bookable dates for pharmacies to receive personalised support, released quarterly & Service Development and Support Lead available at local

<ul style="list-style-type: none"> • Successfully negotiated at least one new local service in each of the LPC areas. • Review of existing local services, including PharmOutcomes templates to ensure that continuation and development takes place. Update services information quarterly on the website. • Update the service evaluation tool to support ongoing service provision, sustainability and demonstrating ROI and LPC view for all new services and a rolling programme to cover all services. • Proactively provide support to contractors to engage and deliver Local Services, working with commissioners to maximise community pharmacy service provision within the context of meeting local commissioner and population needs. • Contribute to the PSNC national services database and share with local commissioners where there is opportunity for the new service model through Community Pharmacy. • Provide support for Pharmacy Quality Scheme to all contractors through streamline communications and individual support where needed. • Facilitate the deployment of local system enablers such as Surrey Care Record. • Review monthly/quarterly activity data for services and review bottom 5% of contractors to support improvement. • PCN leads – upskill and engage with them. Look for funding opportunities for their training and support. • Proactively obtain feedback from contractors who do not engage e.g. in PQS. • Review local demographics for targeting new services. 	<p>training events to support and answer questions.</p> <ul style="list-style-type: none"> • Retain the current services and increase the service income level of 20-21 by 20% for enhanced services.
<p>Who is Responsible:</p>	<p>Key links, assumptions and risks:</p>
<p>Service Development & Support Lead – Marie Hockley</p> <p>Supported by Chief Executive – Julia Powell, Business Administrator – Michaela Cassar</p>	<p>Commissioning organisations must be engaged and have resource.</p> <p>Information on 21/22 PQS scheme.</p> <p>If resources (capacity and capability) are not available, work will take longer to complete.</p> <p>Impact of Covid.</p> <p>Review Steering Group outcome.</p>

Strategic Theme: Represent

Stakeholder Relationships

- Develop Strategic Health & Social Care Partnerships CCG/ICS
- Influence Strategic Plans & Needs Assessments

Professionals & other providers:

- GPs, other primary care providers and Primary Care Networks
- Acute & Community NHS Providers
- Other LPC's

Commissioners:

- NHS England E&I
- Local Authorities – public health teams & beyond
- Integrated Care Systems
- Clinical Commissioning Groups
- Health Education England

Wider Influences:

- Health and Wellbeing Boards, Patient Groups, Healthwatch, Carers & Elected Representatives
- System enablers – Academic Health Science Network, NHS Digital, NHS Business Services Authority
- Education Providers & Trade Bodies - CCA, AIMP, NPA and CPPE
- PSNC – Review Steering Group

In 2021/22 we will:

- Further identify all key individuals and groups who influence planning and strategic decisions at each Local Authority, CCG, and ICS area.
- Secure a place on the delivery boards or equivalent for Surrey Heartlands ICS

What does success look like?

- Create and manage a CRM database for all MP's and press contacts.
- Regular contact set-up with all key stakeholders across Surrey and Sussex.
- PNA's review started with CPSS input for all localities for completion by

<p>and Sussex ICS as they develop. Develop partnerships with our LPC neighbours to ensure representation at the Frimley Health & Care ICS footprint.</p> <ul style="list-style-type: none"> • Map service tendering of key community pharmacy services and seek to influence specification development upstream of the tendering process. • Further identify and map key individuals with local patient representative organisations and elected representatives (MPs and Local Councillors who influence local planning decisions). Aim to engage with every MP across Surrey & Sussex in some form – with an ongoing relationship with one MP in each LPC area. • Meet with LMC Officials quarterly to keep GPs informed of interprofessional issues and seek support on areas of mutual interest. • Start to develop relationships with representatives of the other primary care contractor professions and draw up plans for more proactive engagement into the years ahead: LDC and LOC. • Respond to NHS England requests (directly or via PCSE) for consultation around pharmacy applications, fitness to practise, contract monitoring and all associated appeals. • Work with Primary Care Support England to implement new market entry administrative processes. • Meet with NHS England Kent, Surrey and Sussex Pharmacy Contract Managers quarterly to influence commissioning decisions and operational issues and use the Local Professional Network meetings to do the same. • Ensure Community Pharmacy Representation on all the area prescribing groups, with support provided to representatives, feedback and intelligence gathered. • Work with the Health and Wellbeing Boards to start the PNA process for completion October 2022. 	<p>October 2022.</p> <ul style="list-style-type: none"> • 100% of NHS England requests responded to.
<p>Who is Responsible:</p>	<p>Key links, assumptions and risks:</p>
<p>Chief Executive – Julia Powell</p> <p>Supported by Business Administrator – Michaela Cassar, Service Development & Support Lead – Marie Hockley</p>	<p>Impact of Covid.</p> <p>Review Steering Group outcome.</p>

Strategic Theme: Represent, Support, Develop and Deliver

Communication & Engagement

- Communication planning & channels
- Informing Contractors about commissioning
- Press relations
- Contractor passive and pro-active engagement
- Protect and promote the LPCs and the community pharmacy sector across Sussex and Surrey. We will do this by:
 - ✓ Making it easier for contractors to access the information they need to enable them to manage their national and local contracts.
 - ✓ Presenting the CPSS as a well-managed, professional organisation that puts the interest of contractors first.
 - ✓ Enabling others to champion Community Pharmacy and advocate for the LPCs/CPSS/contractors/the sector as required.

In 2021/22 we will:

- Develop and maintain effective partnerships with networks and stakeholders and encourage involvement from contractors, partners and stakeholders. Review contractor feedback mechanisms. Ensure contractors have opportunities to communicate their needs to their LPC.
- Raise awareness of Community Pharmacy with local stakeholders.
- Ensure Community Pharmacy contractors have up to date and accurate information on what is happening in their local health economy, with a focus on local commissioning opportunities and transformation in the NHS and social care.
- Share good practice and success.
- Develop briefing notes for stakeholders and partners.
- Introduce an email distribution service to enable more targeted

What does success look like?

- At least 30 newsletters from CPSS to contractors.
- Good progress towards segmented distribution lists for content and personalised news.
- An increase of 10% of contractors engaging with CPSS mailings.
- Staff report a reduction in the number of enquiries from information already available on the website/in newsletters.
- Management of the media has promoted or protected our reputation/sector.
- At least two LPC members trained/retrained as media spokespeople.
- Showcased organisational successes across our communications channels, as appropriate.
- Website and social media:
 - Content on our website is relevant and up to date.

<p>communications to stakeholder groups.</p> <ul style="list-style-type: none"> • Provide a regular flow of news and information about CPSS to contractors and stakeholders. • Find and negotiate local/regional editorial opportunities, media interviews & speaking engagement opportunities. • Research awards schemes and scope applications. • Continue to develop our communications and engagement channels so we continue to meet the specific needs of each of our target audiences and specific project/communications outcomes. • Use our communications and engagement channels to grow our brand; turn system partners into advocates; improve our reach. • Participate in at least two insight-led communications campaigns (topics TBC). • Maintain a CRM database for key contacts e.g. MP's and press. • Plan and execute timely campaigns e.g. flu, PQS, RSG outcomes, Covid. • Support national communications. • Scope, plan and implement the Annual Review and AGM. • Website update in line with PSNC website relaunch. • Create, maintain and publish attractive opportunities and rewards to attract external funding to the LPCs/CPSS. • Review how younger pharmacists/pre-reg are communicated to and how to engage them in the work of the LPC. • Train up appropriate LPC members on how to be a spokesperson for the LPC – review this via a project plan to confirm the required outcomes e.g. social media, news. • Review how information reaches locum pharmacists e.g. for services – use of Mailchimp targeted bulletins. 	<ul style="list-style-type: none"> ○ Increase in the number of visitors to, and regular users of, our website and duration there. ○ Continue to build on our engagement statistics on social media. ○ Introduce a post webinar/Zoom evaluation process (process, outcomes, customer satisfaction). ○ Completed a post evaluation of the activities. <ul style="list-style-type: none"> • Continue to be approached by local, community, public sector and trade media for content and opinions on issues relating to our expertise. • Produce and distribute an Annual Review of 2020/21. • Enter CPSS for at least one national award and support independent contractors if required.
<p>Who is Responsible:</p>	<p>Key links, assumptions and risks:</p>
<p>Chief Executive – Julia Powell</p> <p>Supported by Service Development & Support Lead – Marie Hockley, Business Administrator – Michaela Cassar</p>	<p>Identified stakeholders not engaging with CPSS.</p> <p>Recruitment of Communications and Engagement Lead.</p> <p>Unplanned work and unknown demands from Covid/system partners/Review Steering Group outcomes.</p>

Strategic Theme: Deliver

LPC Planning, Management & Administration

- Operational Capacity
- Capability and Expertise
- Size, Structure & Working with other LPCs
- LPC Members Development – local clinical & business leaders

In 2021/22 we will:

- Complete a business report for each LPC meeting to allow members to review performance in the delivery of the core functions set out in the constitution of the LPC, including a narrative report on the annual operating plan to date. On each occasion operational capacity is considered. Any adjustments made to increase or decrease capacity are implemented within 6 months of that decision.
- Undertake a member skill audit and maintain a training register. Use the performance development process in the operational team to continue to develop capability and expertise. Ensure members have attended appropriate training events where necessary to ensure the Committee has the skills to carry out its work.
- Review induction training for new members and complete a checklist of logins required/document summary.
- Hold a joint plenary session of all LPCs within Community Pharmacy Surrey & Sussex in autumn 2021. To review the Review Steering Group recommendations.
- At a regional level to evaluate the possibility of further joint working, collaboration, sharing resources with Kent LPC, Thames Valley and Community

What does success look like?

- All new members receive an induction training session prior to their first LPC meeting.
- Members have attended available training dates according to their skills audit.
- Employees have received a six monthly and end of year appraisal against their performance development plan.

<p>Pharmacy South Central in the context of changes to regional NHS structures.</p> <ul style="list-style-type: none"> • To continue working at a regional level across the South East with Kent LPC to host a stakeholders and partners meeting and a joint Kent, Surrey & Sussex South East Forum meeting six monthly. • To publish a forward schedule of LPC meetings, including agenda topics, standing items, invited guests. • All employees have received a performance development plan and appraisal. 	
<p>Who is Responsible:</p>	<p>Key links, assumptions and risks:</p>
<p>Chief Executive – Julia Powell</p> <p>Supported by Business Administrator – Michaela Cassar</p>	<p>Impact of Covid.</p> <p>Review Steering Group outcome.</p>

Strategic Theme: Deliver

LPC Governance & Finance

- Written Governance Arrangements
- Declarations of Interest
- Chief Executive & Operational Team
- Reporting of Activities & Performance
- LPC Agenda & Minutes
- Financial independence
- Business Planning Cycle including Budget & Reserves
- Financial Reporting & Oversight
- Expenses

In 2021/22 we will:

- Hold elections for officers for 2021/22 at the first LPC meeting of the year with a nomination process electronically beforehand.
- Re-appoint members responsible for finance, governance and market entry at the first meeting of the year.
- Complete an annual governance audit in November 2021 for each LPC.
- Update all declarations of interest in Q1 and then ongoing as required.
- Complete the PSNC Governance Checklist and ensure all outstanding actions completed.
- Review and plan implementation following any recommendations by the Review Steering Group and agreed by the LPC committees.

What does success look like?

- Annual governance audit for each LPC and actions completed by end of Q4.
- Financial checklist progressed and actions completed by end of Q4.
- All policies and relevant documentation up to date and reviewed by relevant timescales.

<ul style="list-style-type: none"> • Complete the PSNC financial checklist and implement action plan with timelines. • Tracker kept for review of expiry dates of all policies and relevant documentation. 	
Who is Responsible:	Key links, assumptions and risks:
<p>Chief Executive – Julia Powell</p> <p>Supported by Business Administrator – Michaela Cassar, Service Development & Support Lead – Marie Hockley</p>	<p>Dependent on timescales from the Review Steering Group recommendations.</p> <p>Impact of Covid.</p>