Healthy Living Pharmacy

Making it Happen

The concept of Healthy Living Pharmacy (HLP) was developed alongside national policy and a direction of travel published in the 2008 White Paper, *Pharmacy in England: building on strengths, delivering the future*. HLPs were initially developed in Portsmouth are now being rolled out across the country with over 1000 HLPs currently accredited in England. The concept fits with broader NHS and Public Health policies and strategic plans which aim to improve the health and wellbeing of the population whilst demands and expectations are increasing and funding is challenged.

This document covers some guidance for Local Pharmaceutical Committees (LPCs) and pharmacy owners on the things that work well and the things learned along the way by those already involved in establishing Healthy Living Pharmacies.

**Strategic intent**

- Everyone involved must be clear on WHY you are doing this should come before HOW you go about it and WHAT you want as an outcome.
- The Director of Public Health has a key role in leading a successful outcome. Engaging and collaborating with local health and public health commissioners will help with the development and implementation of this project.
- The HLP model is an organisational development framework and it is recommend that plenty of time is given to develop pharmacies in a stepwise way to ensure that change is manageable and embedded before moving onto the next stage.
- The HLP model is also a commissioning framework and is the overarching means of commissioning pharmacy services at a local level linked, in England, to the Joint Strategic Needs Assessment (JSNA) and Pharmaceutical Needs Assessment (PNA).
- Building outcome measurement into service provision from the outset is essential; e.g. an online reporting system which automatically generates reports and provides excellent real time data as well as saving on administration costs.
- It is recognised that both commissioners and community pharmacies have to make an investment and a leap of faith before embarking on HLP; both parties are now seeing the benefits where it has been implemented well.
- Longer-term commitment is required extending, where possible, beyond year 1.
- Public Health England have announced they want to put pharmacy on the public health map with a greater role in health promotion and prevention and a significant

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Engagement and ownership

• Engagement, ownership and understanding of the bigger picture is a fundamental principle when implementing HLP to ensure that opportunities and outcomes are optimised and barriers to progress are identified before they became an issue.

• Collaborative working is critical and achieved through a core project team involving the LPC, NHS and Public Health commissioning leads, communications lead and an independent project manager plus leadership from the Director of Public Health and senior local NHS stakeholders.

• A dedicated project manager will ensure focus and delivery.

• Broader engagement with pharmacy owners (including area management as appropriate), pharmacists and their teams early on in the process to get input from those that would be implementing HLP through a ‘world cafe’ engagement event. The event should be an interactive process that enables them in, a non-threatening and open environment, to share their thoughts on what could work and what could get in the way. It is important to listen and act on the outcomes.

• On-going communication and engagement with pharmacy teams through bi-monthly newsletters, training and one to one interactions.

• A celebration event one year after the world cafe to share successes and recognise achievement and an awards evening to showcase great practice. Providing individual and team recognition keeps the initiative live, motivates and inspires others to achieve.

• Establish a local stakeholder group including GPs, a member from the Local Medical Committee, Local Authority representatives and other health and wellbeing service providers. This group should help shape direction, comment on specific questions, provide ideas and to join up services locally.

• A local pharmacy engagement group including an independent contractor representative and area managers has advised the core project team on strategic and tactical issues. This group has included representatives from the head offices of national groups. This group has ensured that our objectives are aligned with those of contractors.

• Facilitate a network of Health Champions (HCs) to help with sharing ideas and best practice; this could include establishing a closed group on Facebook. This group is crucial to the successful implementation of local health promotion campaigns and activities.

• HCs are a fundamental differentiator for the public and have shown that they make a real difference in delivering health and wellbeing services.
Developing capabilities to manage the change

- Implementing a range of services and offering proactive health and wellbeing support alongside a busy dispensing practice, requires a different model and new capabilities.
- Pharmacists and pharmacy managers will need different skills including change management, leadership, effective team-working, delegation, time management and engaging with other providers.
- Developing pharmacists and senior members of the pharmacy team with leadership training can come from the individual, the company or can be organised by the LPC or project group.
- Health Champions are an important element of an HLP. These HCs have a recognised national qualification – Level 2 Health Improvement Award from the Royal Society of Public Health. Additional awards to further develop skills and knowledge are also available.
- A pharmacy has to have a HC and have sent a manager on leadership training amongst other criteria before being awarded the HLP ‘quality mark’. These quality criteria reflect the ethos, appearance, facilities and capability within an HLP and how they have engaged with their community and other providers.

Communication

- Having a communications lead is key to manage internal and external communication.
- Allocating some resource and funding for communicating with the public is recommended.
- A communications strategy and plan should be developed, owned and delivered by the communications lead, co-ordinating communications with partners and the public facing
- Engage members of the public, perhaps through a focus group, to develop an understanding of their perceptions and expectations of community pharmacy.
- The public’s perception of pharmacy often remains naive with little appreciation of services beyond dispensing and OTC sales and limited understanding of pharmacy being part of the NHS, having private consultation areas or having highly qualified health professionals.
- The engagement of Pharmacy teams in supporting public communication is also important in communicating effectively. Brief HLPs and HCs ahead of any public launch to ensure they feel included in the campaign.
- Digital and Social media should be employed to provide all information useful to the public.
- A suite of branded public awareness materials should be developed and employed.
The Plan

The following flowchart summaries the critical steps to follow for a successful outcome:

**Healthy Living Pharmacy Planning Flowchart**

- **LPC-Commissioner Engagement**
  Meeting to agree common purpose, timelines, actions and outcomes required

- **Core Project Team**
  Establish action-focused task group led by a defined project manager with representation from commissioners, public health, comms and LPC. Agree which services will be commissioned within local HLP framework and plan

- **Pharmacy Engagement**
  HLP launch event to engage and inspire pharmacy teams and multiple area management
  Create awareness, explore benefits and challenges, develop solutions and give ownership of what needs to happen

- **Local Stakeholder Group**
  To include representation from Health and Public Health commissioners plus other providers to ensure all engaged and aligned with purpose and activity. Integrate HLP into other local services

- **HLP Prospectus**
  Publish document that lays out the purpose, benefits, actions, timelines and expectations of the HLP plan and includes Quality Criteria and performance markers to achieve HLP status

- **Enablers**
  Based on local identified provider needs analysis, put in place development interventions for Health Champions, leadership and support collaborative healthcare provider working

- **Maintain Momentum**
  Ongoing engagement and communications with all parties to keep the initiative live
  Regular updates on HLP performance

- **Public Awareness**
  Tell the public to take a fresh look at their local pharmacy and explain what they can expect and benefit from