



Annual Operating Plan for 2024/25

Support Represent Develop Deliver

For Community Pharmacies across Surrey & Sussex



Community Pharmacy Surrey & Sussex

Community Pharmacy Surrey & Sussex is the local voice for all community pharmacies providing NHS services on behalf of Surrey and Sussex Local Pharmaceutical Committees (LPC's).

We represent just under 500 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, ICB'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 www.communitypharmacyss.co.uk.

Introduction to this Strategy

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

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, 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 two efficient and effective LPC's 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 two effective and well governed LPC's in Surrey and Sussex, that demonstrate good value for money and drive and can demonstrate outcomes for pharmacy contractors and their teams.

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 stakeholders.

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.

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 LPC's
- a narrative report on the annual plan to date

Strategic Theme: Support & Develop

Contract Support & Service Development

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

In 2024/25 we will:

- Proactively identify contractors and support contractors where requested, with any difficulties complying with contract requirements and support implementation where appropriate. Ongoing programme of support through face-to-face pharmacy visits or via electronic means.
- 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 Pharmacy First.
- Provide guidance to all contractors explaining the local commissioning landscape and arrangements via a local essential service guide updated annually. Update services information quarterly on the website. 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. Support and work with contractors to improve claiming of these services.
- Proactively working with local commissioners to negotiate new Local Services provision and maintain and develop current local services,

What does success look like?

- Bookable dates for pharmacies to receive personalised support, released quarterly & Service Development and Support Lead available at local training events to support and answer questions.
- Data on Advances services including Pharmacy First provision tracked and support offered for zero performers.
- Essential service guides updated when required to include all locally commissioned services and a process to keep up to date. Contractors have access to up-to-date SLAs and PGDs for all services.
- Quarterly meetings with each of the public health teams & information distilled to contractors, including commissioning

<p>ensuring their profitability and use of NHS contracts where possible. Review of existing local services to ensure that continuation and development takes place.</p> <ul style="list-style-type: none"> • 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 CPE national services database and share with local commissioners where there is opportunity for a new service model through Community Pharmacy. • Provide support for Pharmacy Quality Scheme to all contractors through streamline communications and individual support where needed. • PCN leads – support the CP PCN Leads service and upskill and engage with them. Look for further funding opportunities for their training and support. Participate in the service evaluation. • Support the implementation of the IP Pathfinder across Sussex and Surrey Heartlands ICB's. • Support involvement of community pharmacists in becoming IP's and developing IP led services. 	<p>plans, targets, and opportunities. Retain the current services and increase the service income level of 24-25 by 10% for locally commissioned services and advanced services. Successfully negotiate at least one new local service in each of the LPC areas.</p> <ul style="list-style-type: none"> • LPC service calculator reviewed and updated annually. • Track number of pharmacy visits or number of contractors visits to clinics/interactions. Quarterly activity data for services reviewed and bottom 5 contractors contacted to support improvement. • CPE database up to date with all locally commissioned services • Proactively obtain feedback from contractors who do not engage in PQS and if other support could have been provided to support their engagement. • Monthly drop-in sessions for CP PCN Leads. CP PCN Leads project evaluation completed and proposal submitted for continued funding. • Surrey Heartlands and Sussex ICB's IP Pathfinder plan hits key performance indicators. • IP funding from NHSE WTE and ICB's communicated to contractors and Surrey Heartlands funding used with 10 pharmacists utilised the funding.
<p>Who is Responsible:</p>	<p>Key links, assumptions, and risks:</p>
<p>Deputy Chief Officer – Marie Hockley, Service Development & Support Lead – Simran Johal</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 24/25 PQS scheme.</p> <p>If resources (capacity and capability) are not available, work will take</p>

longer to complete.

Strategic Theme: Represent

Stakeholder Relationships

- Develop Strategic Health & Social Care Partnerships – ICB's
- Influence Strategic Plans & Needs Assessments

Professionals & other providers:

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

Commissioners:

- NHS England
- Local Authorities – Public Health teams & beyond
- Integrated Care Boards

Wider Influences:

- Health and Wellbeing Boards, Patient Groups, Healthwatch, Carers & Elected Representatives
- System enablers – Health Innovation Network, NHS Digital, NHS Business Services Authority
- Education Providers & Trade Bodies – NHSE WTE, CCA, AIMp, NPA and CPPE
- CPE

In 2024/25 we will:

- Further identify all key individuals and groups who influence planning and strategic decisions at each Local Authority and ICB area.
- Secure a place on senior leadership committees for NHS Surrey Heartlands and NHS Sussex. Continue to develop partnerships with our LPC neighbours to ensure representation at the NHS Frimley Health & Care footprint.

What does success look like?

- Evidence of ongoing engagement with new stakeholders as the ICB's evolve and form new structures.
- CPSS represented on Sussex and Surrey Heartlands PCCC meetings or equivalent.

<ul style="list-style-type: none"> • Regular contact with Healthwatch. • Further identify and map key individuals with local patient representative organisations and elected representatives (MPs and Local Councillors who influence local planning decisions). Manage contacts and relationships with all MP's and press contacts, utilising the CRM tool. • Meet with LMC Officials quarterly to keep GPs informed of interprofessional issues and seek support on areas of mutual interest. • 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 CPE) for consultation around pharmacy applications, fitness to practise, contract monitoring and all associated appeals. • 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 for any ongoing PNA supplementary statements. 	<ul style="list-style-type: none"> • Contact with Healthwatch four times a year to promote pharmacy. • All pharmacies mapped on CRM database against current MP's to support communications. All MP's communicated with at least 3 times a year. • Evidenced regular and ongoing communication with LMC taken place. • Development of an action plan for ongoing engagement with LOC and LDC. • 100% of NHS England requests responded to. Able to demonstrate support for contractors in dealing with complaints and issues. • APC meetings attended by LPC representation. • Evidence of any issues with PNA's or supplementary statement raised and challenged.
<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, Deputy Chief Officer – Marie Hockley, Service Development and Support Lead – Simran Johal</p>	<p>ICB re-structure and Community Pharmacy Clinical Lead roles.</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 LPC's 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 CPSS as a well-managed, professional organisation that puts the interest of contractors first.
 - ✓ Enabling others to champion Community Pharmacy and advocate for the LPC's/CPSS/contractors/the sector as required.

In 2024/25 we will:

- Develop and maintain effective partnerships with networks and stakeholders and encourage involvement from contractors, partners, and stakeholders.
- 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. Including ongoing use of a WhatsApp broadcasting account. Review engagement with locums and trainee pharmacists. Obtain feedback from stakeholders on the communications and where improvements

What does success look like?

- Approached by local, community, public sector and trade media for content and opinions on issues relating to our expertise. Able to demonstrate contributions to media campaigns.
- Content on our website is relevant and up to date. At least 45 quality newsletters from CPSS to contractors. Staff report a reduction in the number of enquiries from information already available on the website/in newsletters. Plan in place for specific engagement with locums and trainee pharmacists. Continue to build on our engagement statistics on social media and the website.

<p>can be made. Share good practice and success. Provide a regular flow of news and information about CPSS to contractors and stakeholders and that they can feedback into. Review newsletter layout to Sussex/Surrey/All sections linked if possible to support a search for contractor specific information. 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.</p> <ul style="list-style-type: none"> • Develop briefing notes and presentations for stakeholders and partners to raise awareness of community pharmacy with local stakeholders. • Support national and local communications. • Scope, plan and implement the Annual Report and AGM. • Create, maintain, and publish attractive opportunities and rewards to attract external funding to the LPC's/CPSS. 	<ul style="list-style-type: none"> • Evidence of presentations produced for use by other stakeholders for example, for CP PCN Leads to use with GP's/PCN's • Planned and executed timely campaigns for example for flu, PQS. • Produced and distributed an Annual Report for 2023/24. • Pharmacy Event in September receives sponsorship from external companies to produce a cost neutral event to contractors.
<p>Who is Responsible:</p>	<p>Key links, assumptions, and risks:</p>
<p>Chief Executive – Julia Powell</p> <p>Supported by Deputy Chief Officer – Marie Hockley, Business Administrator – Michaela Cassar, Service Development and Support Lead – Simran Johal</p>	<p>Identified stakeholders not engaging with CPSS.</p> <p>Unplanned work and unknown demands from system partners.</p>

Strategic Theme: Deliver

LPC Planning, Management & Administration

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

In 2024/25 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.
- Hold one joint meeting session in 2024/25 for the LPC's within Community Pharmacy Surrey & Sussex.
- At a regional level to evaluate the possibility of further joint working, collaboration, sharing resources with Kent LPC, Thames Valley LPC and Hampshire & IOW LPC.

What does success look like?

- Business plan presented at each LPC meeting with tracking of where actions are on or off track. Over 80% of actions marked as green. Items off track are raised to LPC members and mitigating actions agreed.
- Annual skills audit undertaken. Members have attended available training dates according to their skills audit.
- All new members receive an induction training session with the CEO within the first two months of being appointed to the committee.
- Joint meeting taken place with invited relevant external speakers.
- Evidence of collaborative working available.

<ul style="list-style-type: none"> • To continue working at a regional level across the South-East to host a stakeholders and partners meeting Southeast Forum meeting three times a year. • To publish a forward schedule of LPC meetings, including agenda topics, standing items, invited guests. • Employees have received a performance development plan and appraisal. • Support staff capacity by recruiting into a temporary Community Pharmacy Service Co-ordinator role. 	<ul style="list-style-type: none"> • One SE Forum event hosted and managed by CPSS. • Up to date LPC meeting schedule published on the CPSS website. Ratified minutes adding within 10 days following a LPC meeting. • All employees have received a six monthly and end of year appraisal against their performance development plan. • Successful recruitment and induction of the new Community Pharmacy Service Co-ordinator.
<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, Deputy Chief Officer – Marie Hockley, Service Development and Support Lead – Simran Johal</p>	<p>Community Pharmacy Services Co-ordinator role recruited.</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 2024/25 we will:

- Hold elections for officers for 2024/25 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 2024 for each LPC.
- Update all declarations of interest during first three months of new committees and then ongoing as required.
- Review and plan implementation following any recommendations by

What does success look like?

- LPC process completed as per constitution and committee members appointed to chair, vice-chair and treasurer roles.
- Sub-committee membership in place and reviewed when vacancies arise.
- Annual governance audit for each LPC and any actions completed by end of Q4.
- CPSS website up to date for LPC member declarations including for new members.
- Evidence of CPE recommendations implemented in a timely manner.

<p>CPE and agreed by the LPC committees.</p> <ul style="list-style-type: none"> • Complete the CPE financial checklist and implement action plan with timelines. • Tracker kept for review of expiry dates of all policies and relevant documentation. 	<ul style="list-style-type: none"> • Financial procedures up to date as per CPE financial checklist. • All policies and relevant documentation up to date and reviewed by relevant timescales according to the action tracker.
<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, Deputy Chief Officer – Marie Hockley, Service Development and Support Lead – Simran Johal</p>	