Community Pharmacy Hertfordshire

CPH Strategic Plan 2025 - 2028

CPH Vision: To be the driving force for a thriving and integrated community pharmacy network in Hertfordshire, delivering exceptional patient-centred care and contributing to a healthier community.

CPH Mission: To empower and support community pharmacies in Hertfordshire by advocating for sustainable funding, fostering collaboration, driving service innovation, and ensuring the delivery of high-quality, accessible healthcare services.

Strategic Objectives with Aims:

1. Advocate, Integrate, and Lead:

- **Aim 1.1:** Represent and champion community pharmacy interests to all stakeholders (commissioners, GPs, PCNs, etc.) to secure sustainable funding and enhance service recognition.
- **Aim 1.2:** Lead the development and transformation of community pharmacy to meet future healthcare needs through proactive engagement, strategic planning, and fostering a culture of innovation.
- **Aim 1.3:** Maximise the integration of community pharmacy services within the local health and care system to improve care co-ordination, patient outcomes, and reduce healthcare inequalities.

2. Empower and Support Service Delivery:

- **Aim 2.1:** Enable community pharmacies to successfully deliver existing and new commissioned/contracted services (national and local) by providing comprehensive support, sharing best practice, and addressing challenges.
- **Aim 2.2:** Develop and support the community pharmacy workforce by facilitating access to training, promoting professional development, and addressing workforce challenges.
- **Aim 2.3:** Enhance communication and collaboration within the community pharmacy network by providing timely updates, responding to queries, and fostering effective communication channels.

3. Ensure Sustainability and Drive Innovation:

- **Aim 3.1:** Secure sustainable funding models and financial viability for community pharmacies to enable investment in workforce, training, and service delivery.
- **Aim 3.2:** Drive innovation in community pharmacy services and practice by promoting the adoption of new technologies, supporting service development, and fostering a proactive approach to change.
- **Aim 3.3:** Proactively address challenges and opportunities in the evolving healthcare landscape to ensure the long-term sustainability and growth of community pharmacy.

Community Pharmacy Hertfordshire

Appendix: Supporting Analysis and Strategic Insights (SWOT and PESTLE frameworks)

Potential Strengths

1. **Integrator of Community Pharmacy Services:** The CPH Office actively works to integrate community pharmacy services into local healthcare networks, ensuring that pharmacies are recognised as valuable contributors to the health and well-being of the population.
2. **Engaged Community Pharmacy Network:** Active engagement with community pharmacies through regular visits fosters strong relationships and enables the CPH Office to understand their unique challenges and opportunities.
3. **Strong Stakeholder Relationships:** Strong relationships with local stakeholders, including commissioners and other healthcare providers, enable integrated care and provide a platform for community pharmacies to advocate for their needs.
4. **Local Needs Assessment & Scoping:** A commitment to understanding the specific needs of the local population and tailoring implementation strategies accordingly demonstrates a proactive and responsive approach to service delivery.
5. **Facilitator of Collaboration:** The CPH Office actively supports collaboration amongst community pharmacies through the use of communication channels like WhatsApp, fostering a sense of community and shared learning.
5. **Patient-Centric Approach:** A strong focus on patient-centred care ensures that the needs and priorities of patients are at the forefront of all CPH Office activities.
6. **Effective Implementation of National Frameworks:** The CPH Office effectively supports the implementation and delivery of national Community Pharmacy Contractual Framework Services at a local level, ensuring that local needs and priorities are considered.
6. **Effective Information Sharing and Communication:** Proactive and timely dissemination of crucial information via concise updates and summaries (e.g., news, WhatsApp group).

Potential Weaknesses

1. **Impact of External Factors:** The evolving healthcare landscape and regulatory environment present significant challenges that can impact community pharmacy engagement with the CPH and hinder effective service delivery.
2. **Resource Constraints:** Limited funding and staffing resources can constrain the CPH's ability to deliver comprehensive support services to community pharmacies.
3. **Limited Community Staff Engagement:** The CPH may not be effectively engaging with all community pharmacy staff, including locums, potentially limiting the reach and impact of its support initiatives.
4. **Infrequent Contractor Meetings:** The current frequency of contractor meetings (one annual AGM) may not be sufficient to maintain effective communication and address emerging issues. More frequent, potentially localised meetings, could be beneficial.
4. **Perceived as a "Policing" Organisation:** Some contractors may perceive the CPH as a regulatory body rather than a supportive partner, hindering trust and open communication.
5. **Limited Awareness of CPH Support:** Some community pharmacies may be unaware of the support services offered by the CPH, hindering their ability to fully benefit from these resources.
6. **Limited Learning and Benchmarking:** While learning from other LPCs is valuable, the extent to which this is actively pursued and implemented could be further enhanced.
7. **Limited Contractor Engagement:** Difficulty in motivating contractors to actively participate in existing communication channels hinders effective information dissemination and collaboration within the community pharmacy network.
8. **Limited engagement with GP practices as providers:** Missed opportunities to leverage GP practice relationships for enhanced community pharmacy service utilisation.

Potential Opportunities

1. **Expanding Service Offerings & Revenue Streams:**
    - **New Funding Models:** Explore and pursue new funding sources and service opportunities to enhance the financial sustainability of community pharmacies.
    - **Cost-Effectiveness Initiatives:** Assist contractors in identifying and implementing cost-saving measures to improve profitability while maintaining high-quality patient care.

2. **Strengthened Partnerships:**
    - **Commissioning Collaboration:** Actively engage with commissioners to secure appropriate funding and support for community pharmacies, aligning services with local health needs.
    - **Primary Care Integration:** Enhance collaboration with primary care providers and other healthcare organisations to streamline services, reduce duplication, and improve patient care pathways.

3. **Clinical Advancement, Independent Prescribing:** Working with commissioners, fully leverage the clinical expertise of pharmacists through the implementation of independent prescribing, enhancing patient care and strengthening the pharmacist's role as a key healthcare professional.

4. **Enhanced Workforce Development:**
    - **Comprehensive Training & Mentorship:** Work with commissioners and education providers to Invest in high-quality training and development programmes, including mentorship initiatives, to upskill the pharmacy workforce and foster professional growth.
    - **Succession Planning:** Assist contractors in developing robust succession plans to ensure the long-term sustainability of community pharmacies and address workforce challenges.
    - **Influencing Workforce Policies:** Advocate for and actively participate in local and regional workforce planning initiatives to improve recruitment, retention, and career progression opportunities for pharmacists.

5. **Policy Advocacy, Championing Pharmacy's Role:** Advocate for policies at local, regional, and national levels that support the role of community pharmacies in improving patient access to care and optimising healthcare outcomes.

6. **Leveraging Technology & Data, Digital Health Advancement:** Work with stakeholders to provide pharmacy contractors with access to data and tools that enhance their digital health capabilities, improve operational efficiency, and enable data-driven decision-making to improve patient care.

Potential Threats

1. **Financial Constraints:** Economic downturns, funding cuts, and financial pressures on community pharmacies can impact their ability to support CPH initiatives and may limit their engagement.
2. **Reduced Contractor Resources:** Financial constraints on pharmacies may lead to reduced resources allocated to support CPH activities, potentially impacting collaboration and service delivery.
3. **Impact of Healthcare System Reforms:** Changes in primary care service models and broader healthcare system reforms can significantly impact the role and position of community pharmacies, potentially impacting their engagement and collaboration with CPH.
4. **Lack of Long-Term Planning:** Limited NHS planning can create uncertainty for both community pharmacies and CPH, making it difficult to plan for the long term and ensure the sustainability of services.
5. **Lack of Consistency in Service Offer:** The inconsistent implementation of services across community pharmacies can create challenges for CPH in providing consistent support and ensuring equitable access to services for the local population.
6. **Disjointed Workforce:** A disjointed workforce with varying levels of engagement with new and existing services can create challenges for the CPH in delivering consistent and effective support.
7. **Impact of Technological Change:** The rapid pace of technological advancements may require pharmacies to adapt quickly to stay relevant and competitive. CPH needs to consider and support pharmacies in navigating these changes.
8. **Growth of Private Services:** The increasing provision of private services in community pharmacies that are not represented or supported by CPH could lead to disengagement with NHS services and create challenges for the CPH's role and influence.
9. **Low referrals from other providers**: Low referral rates for enhanced services (e.g., Pharmacy First, Hypertension Case Finding) threaten service sustainability and revenue potential.
10. **Growth of Independent Prescribers from outside pharmacy:** Proliferation of independent prescribers outside pharmacy could lead to less integrated patient care and reduced collaboration with community pharmacy.

Current Environmental Analysis

PESTLE Factors for CPH

Political	Economical	Social	Technological	Legal	Environmental
Healthcare Reform: Ongoing changes in government policy, such as the implementation of the Community Pharmacy Contractual Framework (CPCF) and potential funding cuts, create significant uncertainty, impact the viability of community pharmacies and patient impact to services.	**Funding Constraints:** Government funding pressures and economic downturns pose significant financial challenges for community pharmacies, impacting their profitability and limiting the scope of support that CPH can effectively provide. CPH should consider how economic factors affect patient access.	**Public Health Awareness:** Growing public awareness of the role of community pharmacies in supporting their health presents an opportunity for CPH to enhance its advocacy efforts and promote the value of community pharmacy services in improving patient health outcomes and supporting self-care.	**Automation and AI:** The emergence of automation technologies, such as robotics and AI-powered systems, could significantly impact pharmacy operations and require CPH to provide guidance on their effective and ethical implementation ensuring patient safety.	**Data Privacy:** Compliance with data privacy regulations, such as GDPR, is crucial for CPH and its member pharmacies. CPH must provide guidance and support to ensure data security and maintain patient confidentiality.	**Sustainability:** Increasing consumer and regulatory focus on sustainability will require CPH to encourage and support the adoption of environmentally friendly practices within community pharmacies, such as waste reduction and the use of sustainable packaging.
Regulatory Changes: New or amended NHS regulations, including those related to independent prescribing, pharmacist/technician supervision, and the hub and spoke dispensing model, necessitate ongoing adaptation of CPH support services to ensure continued patient access to safe and effective care.	**Growth of Large Pharmacy Groups:** Larger pharmacy groups may alter the landscape of community pharmacy, requiring CPH to adapt its support strategies and representation to address the unique needs of these entities while advocating for policies that maintain patient-centred care.	**Demographic Shifts:** Changing demographics, including an aging population and increasing prevalence of chronic diseases, will likely necessitate adjustments to the types of support CPH provides to meet evolving community health needs and the increasing demands on carers.	**Digital Integration:** The evolving digital landscape of healthcare requires CPH to support pharmacies in effectively navigating digital tools and technologies, including data sharing and e-prescribing, while ensuring data security and patient privacy.	**Professional Negligence:** CPH should advocate for ongoing CPD and provide resources, such as signposting to risk management guidance and professional indemnity insurance providers, to mitigate the increased risk of legal challenges facing members due to medication errors, shortages, patient safety incidents, or breaches of professional standards, with the ultimate goal of minimising harm to patients. CPH should promote a culture of open communication and learning from errors to improve patient safety outcomes	

Community Pharmacy Hertfordshire