

Community Pharmacy Shropshire Strategic Plan 2025-2027

Vision:

To facilitate delivery and lead the development of high-quality community pharmacy services, maximising financial and professional opportunities for pharmacy contractors, resulting in safe and consistent delivery of services to improve the well-being and outcomes for the population of Shropshire and Telford & Wrekin.

Mission:

- Support organisational structure to align with vision, mission, and purpose.
 - Influence national policy to benefit local pharmacy contractors.
 - Tailor services to address population-specific health needs.
 - Promote continuous quality improvement and adherence to clinical governance.
 - Build strong relationships with stakeholders, integrating community pharmacy into primary care.
 - Enhance communication strategies to promote services effectively.
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Strategic Goals

Short-Term Goals (2025):

Develop/Support:

1. Representation on NHSE Midlands Groups.
2. Map service provision to identify low-activity areas and provide targeted support.
3. Support development of robust Pharmaceutical Needs Assessments (PNAs).
4. Support review dispensing doctors' areas and controlled localities.
5. Prepare contractors for the integration of hypertension and Pharmacy Contraception Service (PCS) by April 2025.
6. Develop resource packs for new services.

Integration:

1. Collaborate with Healthwatch to further promote community pharmacy services.
2. Align with Integrated Care Boards (ICBs), Public Health (PH), and Local Authorities (LAs).
3. Utilise Primary Care Network (PCN) Pharmacy First and Local Pharmaceutical Network (LPN) funding to support local integration initiatives.

Communicate:

1. Publish monthly newsletters and refresh the website regularly.
2. Develop a social media presence to enhance public engagement.
3. Provide patients with reminder cards detailing accessible pharmacy services.
4. Proactively notify contractors when funding for services is nearing expiration.

5. Initiate activity on one social media channel, defining target audience, messaging, and management responsibilities.
6. Explore LinkedIn to better engage contractors and their teams, focusing on tailored content and interaction.
7. Assess contractor communication preferences to improve engagement beyond email and shared mailboxes.
8. Leverage WhatsApp group functionality and analyse read rates for better connectivity.
9. Promote MP engagement by identifying their preferred social media platforms and encouraging contractors to build local relationships.
10. Collaborate with Healthwatch to enhance public and patient involvement through advocacy and campaigns targeting younger audiences.
11. Support localised patient engagement via contractors' social media initiatives, including reposting and amplifying messages.

Protect:

1. Regularly review data to identify opportunities for contractors to maximise income.
2. Develop a list of pharmacies potentially at risk of closure.
3. Secure LPN funding for the 2025/2026 period.
4. Establish a schedule for regular financial reviews.
5. Compile data on contractor activities to support decision-making and transparency.

KPIs:

- PNAs completed and approved.
- Percentage of contractors prepared for PCS integration.
- Increase in patient awareness through digital and physical communication channels.
- Reduction in identified low-activity areas through targeted support.
- Timely notifications to contractors about service funding status.
- Social media channel launched and consistently managed.
- LinkedIn activity established and regularly monitored for contractor engagement.

Long-Term Goals (2025-2027 and beyond):

Develop/Support:

1. Achieve consistent pharmacy service offers across Shropshire and Telford & Wrekin (STW).
2. Establish structured DPP support to meet future workforce needs.
3. Enhance workforce development opportunities, including mentorship programs.
4. Refine local service development processes and fee reviews.
5. Ensure all contractors meet performance thresholds and aim for higher caps.

6. Explore external funding sources for protected learning time and training sessions.
7. Share success stories from top-performing pharmacies and support lower performers to improve.

Integration:

1. Ensure full engagement of community pharmacy in PCN-level plans.
2. Support development of an ICB Community Pharmacy Integration Strategy.
3. Maintain long-term relationships with local commissioners to negotiate service fees.

Communicate:

1. Organise annual celebration events to recognise achievements.
2. Maintain active presence in system and regional meetings.
3. Use newsletters, websites, and meetings to maintain transparency and engagement.
4. Enhance communication with LPC members through timely updates and notifications.

Protect:

1. Strengthen committee governance and financial accountability.
2. Secure LPN funding for 2026/2027 and beyond.
3. Develop a succession plan to ensure leadership continuity.
4. Scale operational capacity to support contractors effectively.
5. Advocate for revising Memorandum's of Understanding (MOU's) to allow greater flexibility in fund allocation.
6. Develop a list of pharmacies at risk of closure and create targeted support strategies.

KPIs:

- Consistency in service offerings across STW (measured through audits).
- Increase in the number of trained DPPs and mentorship opportunities.
- Inclusion of community pharmacy in all PCN-level plans.
- Growth in contractor satisfaction with fee review processes.
- Completion of succession and operational capacity plans.
- Increased use of funds for contractor training and development.
- Number of pharmacies identified and supported to mitigate risk of closure.

Implementation Plan**Year 1 (2025):**

- Focus on short-term goals, particularly PCS integration and PNA development.
- Establish foundational partnerships with Healthwatch, ICBs, and LAs.

- Develop a process for timely contractor communication regarding funding expirations.
- Launch a social media channel and track engagement.

Year 2 (2026):

- Expand workforce development programs and mentorship opportunities.
- Conduct audits to ensure consistent service delivery.
- Organise the first celebration event to recognize community contributions.
- Share success stories and address performance gaps among contractors.

Year 3 (2027):

- Finalise long-term strategies, including operational scalability and succession planning.
- Secure sustainable funding streams beyond 2027.
- Evaluate progress and adjust strategies to align with emerging priorities.
- Enhance reporting mechanisms for LPC members and stakeholders.

This strategic plan provides a cohesive roadmap for achieving both short-term and long-term objectives while aligning with national healthcare priorities.

Community Pharmacy Shropshire: Strategic Plan on a Page

Vision: To deliver high-quality community pharmacy services, improving well-being and outcomes while maximising opportunities for pharmacy contractors.

Strategic Pillars

1. Develop/Support

- **Short-Term (2025):**
 - Map service provision and address low activity areas.
 - Prepare contractors for new services like hypertension and PCS.
 - Develop resource packs for new services.
- **Long-Term (2025-2027):**
 - Establish structured DPP support for workforce development.
 - Refine service fee processes and support top-performing contractors.

2. Integrate

- **Short-Term (2025):**
 - Collaborate with Healthwatch for public engagement.
 - Align with ICBs and local authorities.
- **Long-Term (2025-2027):**
 - Ensure full integration into PCN-level plans.
 - Develop a Community Pharmacy Integration Strategy with ICBs.

3. Communicate

- **Short-Term (2025):**
 - Launch and optimise a social media presence (e.g., LinkedIn, WhatsApp).
 - Engage contractors and stakeholders effectively.
- **Long-Term (2025-2027):**
 - Organise annual events celebrating pharmacy contributions.
 - Maintain transparent reporting mechanisms and public engagement campaigns.

4. Protect

- **Short-Term (2025):**
 - Identify pharmacies at risk of closure and provide support.
 - Secure LPN funding for 2025/2026.
- **Long-Term (2025-2027):**
 - Scale operational capacity for contractor support.
 - Develop leadership succession plans.

Key Performance Indicators (KPIs)

- **Short-Term:**
 - PCS readiness (% of contractors prepared).
 - Social media engagement metrics (followers, post engagement rates).
 - Reduction in low-activity areas through targeted support.
- **Long-Term:**
 - Number of consistent service offerings across the region.
 - Increase in DPP-trained professionals.
 - Number of pharmacies identified and supported to mitigate risk.

Timeline

Year Key Milestones

2025 PCS integration; social media channel launch; PNA development.

2026 Workforce development expansion; celebrate pharmacy achievements.

2027 Operational scalability; long-term funding secured.