



# Fighting for independent community pharmacies Delivering for our members

NPA strategy for 2024-27





NPA Chair Nick Kaye



NPA CEO Paul Rees MBE

## About the NPA

The National Pharmacy Association is the trade body and representative voice for independent and independent multiple community pharmacies across the four nations of the UK – which cover more than 60% of the sector – and a leading provider of services to the entirety of community pharmacy.

Our members provide NHS services on the health system frontline – in neighbourhoods and communities across the country.

The community pharmacy network sees 1.6m people every day, both face-to-face and online. This is the public's biggest interaction with the NHS.

The network dispenses the vast majority of medicines supplied in the NHS, which is the biggest therapeutic intervention the health service makes.

Community pharmacies are more concentrated in the most deprived areas of the four nations, where the health need is greatest.

Our members are key features in the health, social and economic wellbeing of their communities.

NPA members are a local lifeline and ensure people can get face-to-face care without an appointment, and take pressure off GPs and hospitals.

Our members include independent community pharmacies of all shapes and sizes, ranging from single pharmacies to groups of more than 100.

We have more than 3,000 community pharmacy organisations and 6,000 pharmacy branches in membership. We also provide services for 2,000 community pharmacy branches, as NPA customers.

The community pharmacy network is currently under unprecedented pressure and in many parts of the country is facing collapse.

Over the last 10 years, real terms funding for community pharmacies has dropped by 40%.

As a result, 1,000 pharmacies have closed – and eight pharmacies currently close their doors for the last time each week. Around three-quarters of pharmacies are in deficit. The funding model for pharmacy no longer works.

Our key role as an organisation is to fight to save our pharmacies. We fight for the right level of funding and the right national contract for independent community pharmacies, large and small, in each of the four nations. We shape the debate by meeting with ministers, elected politicians, regulators, senior civil servants and NHS decision-makers and by promoting our demands and policy positions via traditional, online and social media.

Through our award-winning NPA Insurance arm, we provide gold standard indemnity cover for most of the pharmacy sector as well as general insurance for community pharmacies.

We also provide essential support around learning and development, and clinical services, as well as pharmacy advice and an HR help desk.

Our goal is to support independent community pharmacies to succeed as sustainable clinical practices for the benefit of their patients and communities. As a not-for-profit organisation, we are committed to reinvesting any surpluses into service provision for members.

During the period of this strategy, there are likely to be many important and potentially fundamental changes to community pharmacy. All newly qualified pharmacists will be independent prescribers from 2026.

The Pharmacy First services across the four nations are significantly increasing the urgent care role of community pharmacy. Primary care is under considerable pressure and community pharmacy is likely to be asked to play an enhanced role to support the NHS.

There will be regulatory changes to supervision and hub and spoke. Pharmacogenomics will expand into routine healthcare services. We will support and guide our members as the changes happen and help them position themselves to make the most of new opportunities.

We are a modernising organisation, changing to provide the best possible support to our members.

All our work is underpinned by our new organisational values of Professionalism, Authenticity, Collaboration, Innovation, Excellence and Respect.

**NPA Chair Nick Kaye**

**NPA CEO Paul Rees MBE**

## Our values:

### Professionalism

- Reflect the professional healthcare ethos of our members and customers
- Put the best interests of our members, customers and One NPA first
- Promote professionalism by acting with integrity and behaving responsibly
- Encourage different views, and always ensure we disagree with the point, not the person
- Always dress and conduct oneself appropriately, being punctual wherever possible.

### Authenticity

- Be the authentic voice of members and One NPA
- Represent the views of our members in a fair and transparent manner
- Give authentic opinions, while remaining respectful of others
- Staying true to who you are, what you do and who you serve.

### Collaboration

- Work together as One NPA – incorporating all members, all staff and the NPA and NPAI boards
- Consult all relevant audiences to achieve effective outcomes for One NPA
- Work collaboratively with NHS bodies, government departments, regulators, and other key stakeholders across the four nations of the UK
- Be transparent, wherever possible
- Work professionally and constructively with partner organisations.

### Innovation

- Embrace innovation and improve ways to deliver services to members, customers and colleagues
- Seek out and lead on new ways of working, where there is a clear evidence-based benefit to members, customers and One NPA
- See change as a positive development and be open to new ideas
- Have the confidence to take risks, where appropriate.

### Excellence

- Deliver outstanding service to members, customers and other stakeholders
- Promote excellent membership, customer and staff experience
- Always seek to improve on our performance
- Ensure we deliver the best outcomes of any membership organisation and insurance provider in the sector.

### Respect

- Behave respectfully and consider how own behaviour might affect others
- Promote equality, diversity, inclusion and belonging – and challenge inequalities
- Create a working environment where every individual can feel safe and empowered to achieve their full potential
- Challenge bullying and inappropriate behaviours wherever you see them
- Value everyone's input and ideas, regardless of their background and characteristics
- Respect the environment and promote sustainability.





NPA board member Sukhi Basra, with, in background (left to right) board member Sanjay Ganvir, Chair Nick Kaye and CEO Paul Rees MBE

### Our vision:

A strong, values-based organisation that opposes all forms of discrimination, fighting for independent and independent multiple community pharmacies, promoting their role as community health and wellbeing hubs, and supporting members with excellent services, including market-leading specialist insurance.

### Our mission:

The NPA is the not-for-profit representative body of independent and independent multiple community pharmacies across the four nations of the UK and a leading provider of services to the entire sector. We support community pharmacies to succeed professionally and commercially, and we help them deliver excellent patient care. As a not-for-profit organisation – led by members for members – we are committed to reinvesting in the future of community pharmacy.

### Our strategic pillars:

To promote community pharmacy and support our members, we will work to secure key outcomes through the following nine pillars:

- Being the voice of independent community pharmacy
- Shaping the long-term environment for our members
- Engaging effectively with stakeholders
- Delivering gold standard insurance
- Promoting excellent member support
- Delivering outstanding learning and development
- Supporting the rollout of clinical services
- Promoting sustainability, equality, diversity and inclusion
- Modernising the NPA.





## Meeting our members and stakeholders

NPA Chief Executive Paul Rees MBE meets:

- Ade Williams and his amazing team at the multi award-winning Bedminster Pharmacy, in Bristol (*top, left*)
- Community Pharmacy NI CEO Gerard Greene, in Belfast, to discuss the very real pressures so many pharmacies in NI are facing at the moment (*top, middle left*)
- Lucy Dean and Rachel Carpenter at Dean & Smedley, in Burton-on-Trent (*top, middle right*)

- Fahed Gani, his father Faruque Gani, at Pelton Pharmacy, in Ilford, along with North East London LPC CEO Shilpa Shah (*top, right*)

- Jayne Laughlin, Superintendent Pharmacist for Clear Pharmacy, which has pharmacies in NI, Scotland, England and the Isle of Man (*bottom, left*)

- Community Pharmacy Wales CEO Russell Goodway OBE and NPA board member Raj Aggarwal OBE, at the NPA Welsh member forum, in Cardiff (*bottom, middle left*)

- Baba Akomolafe and the incredible team – co-led by his wife Dupe – at Christchurch Pharmacy and Health Centre, in Braintree, Essex (*bottom, middle right*)

- Community Pharmacy Scotland CEO Matt Barclay at the Pharmacy in Practice conference, in Edinburgh (*bottom, right*).



## Being the voice of independent community pharmacy

During 2024-27, we will be the strong voice of independent community pharmacies, making the case that community pharmacies are vital community practices in neighbourhoods across the four nations – that need to be backed by increased funding and fit-for-purpose contracts in all parts of the UK.

We will do this by:

- Securing increased coverage in traditional media, online media and social media to become the go-to organisation for pharmacy and a go-to organisation in primary care – for media, stakeholders and policymakers.
- Creating proactive traditional media and social media campaigns to secure attention and to promote our key messages.
- Developing our reactive capacity, so that our voice is increasingly heard in ongoing discussions in the media.
- Being proactive, so that we increasingly place stories with the traditional media.
- Enhancing our diverse network of community pharmacists who can speak to the media in their pharmacies.
- Building our intelligence network and research, so we can spot issues, develop evidence at speed – and generate a higher media profile.
- Supporting our members with media and marketing advice, messaging and PR collateral.
- Developing messaging and campaigns that support our public affairs and stakeholder relations work campaigning for a better contractual and funding environment.
- Clearly and effectively communicating the benefits of NPA membership to the independent and independent multiple community pharmacy sector.



NPA Chair Nick Kaye at Number 10 Downing Street

- Creating effective media and online campaigns to promote our expertise in insurance, learning and clinical work.
- Being a thought leader in the sector, putting forward new ideas that are evidence-based.
- Promoting the NPA as a progressive, values-based, modernising organisation that promotes equality, diversity, inclusion and belonging.
- Reviewing our member communications and tone of voice.
- Creating a new NPA website that ensures great member experience with user-friendly online journeys that makes it easy to engage with us.



## Shaping the long-term environment for our members

During 2024-27, we will influence the policy positions of decision-makers and opinion-formers to try to shape a better long-term environment for independent community pharmacies across the four nations.

We will do this by:

- Demonstrating to government and the NHS in England that patient care could be improved through a new deal for community pharmacy – with the sector being given 2.5% of the NHS budget; a new contract based on dispensing, clinical services, prevention, deprescribing and social prescribing; year-on-year inflation-linked increases; a moratorium on clawbacks, an end to the situation where community pharmacy is treated as a second class citizen in comparison to other clinical specialties in the NHS; and an end to the community pharmacy closures.
- Advocating for our members in Scotland, Wales and Northern Ireland by demonstrating how improved deals for community pharmacy will deliver sustainable pharmacy networks and support the sector in delivering dispensing, clinical services, prevention, deprescribing and social prescribing. The new deals in the devolved nations must give an appropriate percentage of the NHS budget, inflation-linked increases, and an end to unfair clawbacks. We will seek an end to the situation where community pharmacy is treated as a second class citizen in comparison to other clinical specialties in the NHS and a guarantee of no community pharmacy closures.
- Leveraging the NPA's position as the only four nations' community pharmacy organisation in order to nurture and promote the best developing practice across the four nations.
- Bringing together innovative practitioners from around the four nations, to help share knowledge across our membership and promote emerging practice with politicians and across the NHS.
- Demonstrating the reality of life for our members on the NHS frontline, using a range of tools to gather hard data, case studies and sentiment from our members across the four nations.



NPA External Affairs Director Gareth Jones and Chair Nick Kaye at the Treasury



- Commissioning top-level external research to highlight the challenges facing independent and independent multiple community pharmacies – and what they can achieve with appropriate backing and support from government and NHS.
- Seeking to advance the benefits of the different business models in operation throughout independent and independent multiple community pharmacies.
- Supporting our membership through change management programmes that help them position themselves to meet the future demands of the NHS.
- Working with the NHS and other stakeholders, through policy channels, to lobby for appropriate clinical services – demonstrating the value of community pharmacies and the potential they bring supporting clinical pathways, further minor ailments and management of long-term conditions.
- Working locally with both the NHS and pharmacy representative bodies to support development of clinical pathways and encourage local commissioning through providing appropriate support for our members to engage effectively and deliver.
- Engaging with LPCs, and the independent representatives that sit on them, to promote and support the independent voice within local representative bodies.
- Promoting the expansion of community pharmacy's role in urgent care, building on existing Pharmacy First services, so that community pharmacy is a front door to health for local populations.
- Supporting community pharmacy's role as a key partner in prevention, delivering a growing range of screening and vaccination services to improve the long-term health of local communities.
- Advocating for greater use of community pharmacy in long-term condition management and medicine optimisation, to improve the return on the NHS's investment in medicines and to relieve pressure on other parts of the system.



NPA Vice Chair Olivier Picard, CEO Paul Rees MBE and board member Salim Jetha

- Seeking to influence workforce strategies to ensure that community pharmacies have access to the highly skilled staff needed to deliver the expanded community pharmacy role.
- Campaigning for parity to ensure the same level of opportunities and training funding are available for pharmacists and their teams, as is the case with other clinical specialties.



## Engaging effectively with stakeholders

During 2024-27, we will set the agenda and shape the debate by working closely with stakeholders across the four nations and beyond.

We will do this by:

- Ensuring stakeholders fully understand the need to urgently increase investment in community pharmacy.
- Driving collaboration with other community pharmacy bodies to ensure that there is one voice and one consistent narrative on how best to support independent and independent multiple community pharmacies across the four nations of the UK to deliver excellent patient care.
- Ensuring we are the authentic and powerful voice of independent and independent multiple community pharmacies.
- Working in partnership with the NHS, to help it understand where community pharmacies are well placed to tackle the challenges it faces.
- Engaging with ministers, elected politicians, senior civil servants, regulators and NHS decision makers to shape their thinking on how independent community pharmacy can deliver excellent patient care across the four nations of the UK.
- Providing support to our members so that they are empowered to use their own contacts to advocate directly and powerfully for independent and independent multiple community pharmacies across the four nations of the UK.
- Working with patient advocacy bodies, the pharmaceutical industry and healthcare suppliers, other national stakeholders and the wider pharmacy profession, who have a role to play influencing innovation and the future of community pharmacy.
- Continuing to work with all relevant stakeholders to promote the importance of patient safety in community pharmacy.
- Applying learnings from sister community pharmacy organisations across the globe to inform our engagement with our stakeholders across the four nations.



NPA External Affairs Director Gareth Jones, CEO Paul Rees MBE and Shadow Health Secretary Wes Streeting



## Delivering gold standard insurance

During 2024-27, we will continue to deliver gold standard insurance to the community pharmacy sector at competitive prices thus providing peace of mind.

We will do this by:

- Continuing to deliver vital professional indemnity, public liability, legal cover and property protection to thousands of pharmacies across the four nations, through our award-winning NPA insurance arm.
- Continuing to offer a number of cost-saving offers for our members and customers, including the opportunity for multi-year deals on our indemnity product and the benefit of a free year's insurance, after five claim-free years, on our bespoke 'Pharmacover' product.
- Ensuring our in-house, award-winning, legally qualified team continue to help pharmacists in every situation, giving them expert support when they need it – whether it's handling a complicated medical negligence claim or protecting a pharmacy's reputation.
- Making sure our insurance products adapt constantly to cover pharmacy services as they evolve – covering areas such as Pharmacy First, travel vaccinations, weight loss drugs and other innovative services.
- Providing market leading breadth of cover, offered on a losses occurring basis for our specially-tailored NPA member professional indemnity and legal defence product, to ensure we give pharmacies and pharmacists superior protection now and in the future, even if a claim is brought decades later.
- Seeking to generate income for the NPA, through providing insurance products to sectors outside of community pharmacy.



NPAI Pharmacy Claims Team



## Promoting excellent member support

During 2024-27, we will work to be the go-to membership body for all independent community pharmacy owners by establishing a clear value for money offer, enabling easy two-way communication and consistently delivering excellent member experience.

We will do this by:

- Streamlining communication between members and the NPA by developing a member app, and using live chat and other platforms for customer service.
- Driving engagement with our members, through face-to-face events and webinars.
- Using AI and other technologies to simplify the online journey for members and customers alike.
- Working to enhance our net promoter score and customer service satisfaction, as a measure of how we are performing with members and customers.
- Ensuring an increased number of members have face-to-face interactions with the NPA each year.
- Providing back-office support functionality that members really value – and seeking to add additional support where appropriate.
- Ensuring we deliver pharmacy support services effectively to an audience that is time-poor and needs pacy answers and advice.
- Transitioning our commercial activities to further enhance our member offer.
- Providing support and services to contractors and members of the pharmacy team throughout their careers.





## Delivering outstanding learning and development

During 2024-27, we will strive to address the changing training needs of our members to cover all the workforce within community pharmacy, including existing and emerging roles.

We will do this by:

- Understanding and driving the wider workforce policy environment.
- Continuing to widen our course portfolio and adapt existing courses to reflect the needs of the current workforce and ensure our courses are in line with current needs and delivery methods to enable safe practice within community pharmacies.
- Providing a GPhC accredited Level 3 training course for pharmacy technicians, and continuing to provide GPhC accredited accuracy checking and Level 2 training courses for support staff, providing our members with training which is suitable and current.
- Ensuring our courses are inclusive for all and embrace diversity, with appropriate tracking across those with protected characteristics.
- Providing an excellent apprenticeship offering to deliver apprenticeships for our members, where required.
- Continuing to seek improvements with our courses, obtaining feedback through satisfaction ratings from students and members, reflecting and acting on such feedback from all users – to ensure our training remains current and appropriate for the end user and course completions and pass rates remain high.
- Aiming to simplify learning and the associated completion records to enable members ease of access to training records and meet the requirements of the regulator.
- Further promoting the independent prescribing agenda and supporting the role of independent prescribers to support their practice and additionally support our members who choose not to pursue the independent prescribing route.



- Further embracing the pharmacy technician's role following the consultation enabling pharmacy technicians to provide medicines through Patient Group Directions, where appropriate, and providing or supporting learning progression as their responsibilities increase.
- Aligning further with Higher Education Institutions to increase awareness of the NPA's learning and development offering and providing student support where appropriate enabling visibility of the NPA from an undergraduate level.
- Growing our relationships with other member associations related to pharmacy professionals, such as The Association of Pharmacy Technicians in the UK (APTUK), and organisations that support students, such as The British Pharmaceutical Students' Association (BPSA).
- Pursuing large training opportunities and adapt our portfolio to suit the needs of prospective members, through tenders and relationship building.





## Supporting the roll out of clinical services

During 2024-27, we will support community pharmacy teams as they adapt to the changing role of community pharmacy – as it becomes more focussed on delivering clinical services alongside the traditional role of dispensing.

We will do this by:

- Continuing to support NHS initiatives across the four nations of the UK that ask community pharmacy teams to provide new and additional clinical services.
- Equipping our members with increased roll out of clinical service delivery through the provision of resources, training and support.
- Encouraging our members to utilise or develop the skills of the workforce to deliver clinical services within the pharmacy for the future.
- Continuing the development of the innovators forum to establish and share best practice and address/enable our members to support innovation and change.

- Working with NPA Trusted Partners to highlight efficient ways of working, innovative ideas and opportunities for realising additional revenue via new business, time and cost-saving initiatives.
- Shaping better patient pathways for timely access to healthcare through collaboration with other healthcare partners.
- Supporting greater roll out of private clinical services – such as diagnostics, case-finding and screening – across the pharmacy sector, enabling our members to earn more non-NHS income.
- Working with the NHS to ensure community pharmacy across the four nations of the UK have the support of Designated Prescribing Practitioners.
- Working with NHSE to support integration for foundation students ensuring our members can be training providers where needed.
- Empowering our members to provide the most effective clinical services for their communities including preventative care, screening and genomics through NHS and private channels to promote wellness.
- Seeking support for important clinical areas that have traditionally been marginalised in healthcare such as women's health and dermatology to ensure pharmacy teams are firmly equipped to support all patients with access to advice and appropriate healthcare.
- Working with clinical partners and the pharmaceutical industry to endorse and highlight relevant content for members.



## Promoting sustainability, equality, diversity and inclusion

During 2024-27, we will promote equality, diversity, inclusion and belonging across the NPA and community pharmacy, to ensure our members and staff are treated with respect regardless of their background or characteristics; and we will promote sustainability across the organisation.

We will do this by:

- Marking major diversity celebrations as an organisation and celebrating diversity in community pharmacy.
- Celebrating the diversity of our board, leadership, membership and staff.
- Encouraging women pharmacists to become contractors – by producing a toolkit for women who want to buy a pharmacy and by providing mentoring.
- Encouraging under-represented groups – such as women and black members – to stand for positions on the NPA board.
- Establishing a workstream to better understand the demographics of our membership.
- Ensuring all recruitment for NPA staff roles is carried out in line with equal opportunities best practice.
- Pulling together an action plan for tracking the NPA's carbon emissions and ensuring that they remain in check, as well as assisting us to support the sustainability agenda.
- Producing a toolkit to help members prepare for future NHS Net Zero requirements.







NPA Chair Nick Kaye, board members Sehar Shahid, Aisling O'Brien and Sukhi Basra, and CEO Paul Rees MBE

## Modernising the NPA

During 2024-27, we will modernise the NPA to ensure that it is the most forward-looking and dynamic organisation possible in order to continue delivering excellent support to independent community pharmacies across the four nations.

We will do this by:

- Ensuring an excellent member and staff experience by creating a modern inclusive organisation, where everyone feels included and that they belong.
- Becoming a values-based organisation, where all key decisions are taken in line with our values of Professionalism, Authenticity, Collaboration, Innovation, Excellence and Respect.

- Embedding our values-based approach within our board and across our staff team in order to create a positive, empowering and inclusive culture.
- Guaranteeing our Board reviews its performance on an annual basis to ensure the NPA is governed effectively in accordance with best practice.
- Running a dynamic and inclusive employee engagement strategy to enhance recruitment and retention and ensure our employees feel supported and valued.
- Ensuring we have excellent IT and HR systems in place to deliver effective member and staff support.
- Supporting our Staff Representative Committee to boost the morale, wellbeing and sense of belonging among our employees.
- Reviewing our estate strategy to ensure we have a head office that supports our members and modern, sustainable and collaborative hybrid working.





## Promoting community pharmacy and supporting our members

Through our values:



[www.npa.co.uk](http://www.npa.co.uk)

 @NPA1921

#OneNPA

#saveourpharmacies