



REPORT

Item No:

SUBJECT:	Additional Pharmacists
TO:	Integration Joint Board
Lead Officer for Report:	Chief Accountable Officer
Author(s) of Report	Chief Pharmacist
DATE:	12 December 2017

1. PURPOSE OF REPORT

1.1 This paper is coming to the Integration Joint Board (IJB):

For approval	<input type="checkbox"/>	For endorsement	<input type="checkbox"/>	For noting	<input checked="" type="checkbox"/>
--------------	--------------------------	-----------------	--------------------------	------------	-------------------------------------

1.2 This report:-

- (1) Provides oversight of the prescribing budget, the operational responsibility for which has been delegated to NHS Lanarkshire;
- (2) Informs the IJB of the recruitment of additional pharmacists; and
- (3) Notes the action being implemented to further progress the achievement of prescribing savings as part of the Prescribing Quality and Efficiency Programme

2. ROUTE TO THE FINANCE AND AUDIT SUB-COMMITTEE:

2.1 This paper has been:

Prepared By; Chief Pharmacist, NHS Lanarkshire	Reviewed By; Chief Financial Officer	Endorsed By; Chief Officer
---	---	-------------------------------

3. RECOMMENDATIONS

3.1 The IJB is asked to agree the following recommendations:

- (1) Note the contents of the report; and
- (2) Note that additional pharmacists are being recruited on a permanent basis to achieve the agreed savings targets identified as part of the Prescribing Strategy.

4. BACKGROUND/SUMMARY OF KEY ISSUES

4.1 Treating people with medicines is the most common health care intervention and approximately 10 million items are dispensed across Lanarkshire each year. The aim of the Prescribing Quality and Efficiency Programme (PQEP) is to deliver safe and effective pharmaceutical care. The role of pharmacists is central to delivering this.

4.2 Prescribing costs are volatile and a pan-Lanarkshire approach is therefore adopted to the management of the budget pressures. A Prescribing Strategy was agreed as part of PQEP for 2017/2018 which included the achievement of a cost avoidance/savings target of £3.4m across NHS Lanarkshire (NHSL).

- 4.3 Following a mid-year review of progress, a full year effect of £1.6 million (47%) of the 2017/2018 target has been achieved as at October 2017. Work is still progressing to secure the balance of £1.8 million in respect of the original 2017/2018 plan.
- 4.4 The prescribing budget is closely monitored by the NHSL Prescribing Management Team and finance colleagues. This year, the specific cost pressures which are being monitored include the short supply of certain drugs, which is causing the unit price to increase, the timing of when drugs are coming off patent and the capacity to implement planned savings.
- 4.5 Taking these factors into consideration, at this stage of the financial year, the achievement of the break-even position by 31 March 2018 is challenging. Although this is still the forecast, the current underlying unfavourable trend in costs could mean there would be a deficit at the start of 2018/2019. It is therefore still a requirement for PQEP to secure the original savings target of £1.8 million and this report sets out how this will be achieved.

5. CONCLUSION

- 5.1 A revised approach is being implemented by NHS Lanarkshire to secure the original savings target which involves the recruitment of additional pharmacists on a permanent basis. The outcomes of this revised approach will continue to be closely monitored by the PQEP and also the Primary Care Prescribing Management Board.

6. PRESCRIBING MANAGEMENT TEAM ACTIONS

- 6.1 Part of the overall savings target is attributed to the Prescribing Management Team (PMT) to achieve.
- 6.2 Similar to other Health Services, there is turnover of staff within the PMT. In addition to this, forthcoming vacancies are known in respect of maternity leave. To mitigate the impact of both turnover and planned maternity leave on the achievement of the savings target, additional staff will be recruited on a permanent basis to maintain capacity levels. The Director of Pharmacy for NHSL will determine the appropriate skills mix.
- 6.3 There is potential exposure to a financial risk of up to £0.240m. This is a low risk based on the previous experience of staff turnover in this service which averages approximately 19% per annum. The financial position will continue to be closely monitored. The IJB are asked to endorse this proposal.

7. REVISED APPROACH TO GP ACTION

- 7.1 In addition to the savings target set for the PMT to achieve, there is also a target set for GPs.
- 7.2 Funding of £0.600 million was previously agreed to support a GP Incentive Scheme to encourage GP participation and to facilitate them to achieve this target. GP participation in the cost reduction element of the Incentive Scheme is reduced compared to last year. GPs have cited capacity issues as the reason, however their engagement in terms of supporting the PMT to complete the work remains as high as ever.
- 7.3 The GPs are supportive of this funding being used to enable the PMT to undertake this work. In order for the PMT to do this, the capacity of the team will require to be increased through the recruitment of Additional Pharmacists, on a permanent basis, across Lanarkshire up to a cost of £0.530 million per annum. The Director of Pharmacy for NHSL will determine the appropriate skills mix.
- 7.4 The balance of the funding will remain available for a revised GP Incentive Scheme.

7.5 The actions outlined above will enable the achievement of the savings currently attributable to GPs. Although the programme will continue to be progressed this financial year, the favourable financial impact will be in 2018/2019. This report is therefore informing the IJB of this revised approach.

8. FURTHER OPPORTUNITIES

8.1 The investment of additional pharmacists working within primary care and GP practices is recognised as an area of growth.

8.2 There is a Scottish Government stated commitment, supported in the new GMS contract, to provide each GP practice with access to a clinical pharmacist and it is known that additional funding will be allocated to NHS Health Boards for this. Currently only 20-25 out of 105 practices in Lanarkshire have these pharmacists. There is therefore unlikely to be any financial risk to the organisation of recruiting additional pharmacy staff on a permanent basis.

8.3 In the scenario where the PMT was maintained at full compliment and the efficiencies attributed to GPs had been achieved, there are further opportunities which could be explored to secure cost avoidance, efficiency savings and quality improvement. Examples of these areas include:

- ◆ reviewing patients who are on multiple concurrent medicines (polypharmacy reviews)
- ◆ working with Care Homes where the medicine spend per patient is significantly above the NHSL average
- ◆ working with Care at Home Services to attempt to align care packages and medication plans for service users.

8.4 These are important developments which do need to be progressed and it is recognised that there are benefits to be secured however these can only be realised over a longer period of time.

9. KEY FINANCIAL RISK

9.1 As highlighted above, at this stage of the financial year, the achievement of the break-even position for the prescribing budget by 31 March 2018 is challenging. It is therefore still a requirement for PQEP to secure the original savings target of £1.8 million.

9.2 Any potential financial risk associated with the recruitment of additional pharmacists is assessed as low and will be managed.

10. IMPLICATIONS

10.1 NATIONAL OUTCOMES

This relates to all nine national outcomes.

10.2 ASSOCIATED MEASURE(S)

The IJB and both partners are required to achieve a balanced budget for 2017/2018.

10.3 FINANCIAL

This paper has been reviewed by Finance:

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
-----	-------------------------------------	----	--------------------------	-----	--------------------------

The financial implications associated with this report are set out in sections 6 and 7 above.

10.4 PEOPLE

The employee implications associated with this report will be managed by NHSL.

10.5 INEQUALITIES

EQIA Completed:

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
-----	--------------------------	----	--------------------------	-----	-------------------------------------

10.6 CARBON MANAGEMENT IMPLICATIONS

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
-----	--------------------------	----	--------------------------	-----	-------------------------------------

11. BACKGROUND PAPERS

None.

12. APPENDICES

None.



.....
CHIEF ACCOUNTABLE OFFICER (or Depute)

Members seeking further information about any aspect of this report, please contact Christine Gilmour, Chief Pharmacist, NHS Lanarkshire on telephone number 01698 858127.