



EXECUTIVE SUMMARY

PORTUGUESE PHARMACIES' WHITE BOOK

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This document summarises the contents of the publication “Portuguese Pharmacies’ White Book”, without excluding its consultation, which can be done electronically by [this link](#). The full version is only available in Portuguese.

MESSAGE

IT IS ALSO ESSENTIAL TO
RECOGNISE THAT THE PORTUGUESE
PHARMACIES' WHITE BOOK WILL
ALWAYS BE A NEVER-ENDING
TOOL, CONSTANTLY EVOLVING AND
UPDATED IN LIGHT OF SOCIETAL
AND SECTOR DEVELOPMENTS.

Ema Paulino
ANF Board of Directors' President

The Portuguese Pharmacies' White Book aims to be a crucial part of the ongoing development of pharmacies in Portugal, projecting the future of the sector and its action in the context of health through a process of collective co-creation, the success of which will depend on the collaboration of all its stakeholders.

On this basis, the ANF - National Association of Pharmacies (Portugal) identified the need to draw up this document as a guiding tool for developing the pharmacy sector over the next decade. This work is based on a wide-ranging exercise of internal and external reflection, inspired by the historical practice that has enabled the pharmacy sector to progress and which reflects, in the light of the current context, the various challenges and opportunities in which pharmacies propose to continue transforming the healthcare provided to people.

In 2006, the International Pharmaceutical Federation (FIP), in collaboration with the World Health Organisation (WHO), published the first edition of the "Good Pharmacy Practice" handbook to identify the conditions and circumstances that would optimise the pharmacist's intervention and skills, establish a new paradigm for professional practice. This initiative inspired the Pharmaceutical Group of the European Union (PGEU), which, led by a working group based in Portugal, adapted the document to the European context. Subsequently, based on international FIP/WHO guidelines, the Portuguese Pharmaceutical Society and the ANF - National Association of Pharmacies (Portugal) collaborated to draw up the Good Community Pharmacy Practices handbook for Portugal, with the respective cultural adaptation of the internationally established objectives.

The preparation of the Portuguese Pharmacies' White Book is inspired by previous works, which have greatly helped the sector and its contribution to social progress, to encourage a similar movement when significant changes are in prospect for the health sector and the pharmacy sector.

Based on this framework, reflected in dimensions and axes of development, the different priority areas and proposals for action are organised, to which we invite a joint reflection on the future contribution of pharmacies to people's health.

The ANF - National Association of Pharmacies (Portugal) firmly believes that the changes proposed here will only be possible through the involvement of all parties who actively participate in the discussion and decision-making processes, with the capacity for dialogue and consensus-building.

It is crucial that all pharmacies, through their teams, are aware of their mission, fostering the relationships of trust and proximity that guide their activity and have historically been recognised by the people who need them.

It is also essential to recognise that the Portuguese Pharmacies' White Book will always be a never-ending tool, constantly evolving and updated in light of societal and sector developments.

We want to build this future together based on a spirit of greater integration of care, collaboration, and synergy that allows us to add value to every interaction between people and pharmacies.

INTRODUCTION

In Portugal, the various stakeholders in the healthcare ecosystem have been endeavouring to promote a universal, equitable, accessible healthcare system with quality care based on social solidarity principles. There is general recognition that the responses of the current health system, which have led to significant social improvements in the past, will have to be transformed to meet the needs of the future.

Over the next few years, advances in healthcare will continue to accelerate and demand innovative and disruptive models of care delivery aimed at bringing health gains to people and society. A healthcare system that provides enough information to progressively encourage people to become more autonomous in making decisions about their care is a central and integral part of the ecosystem.

In this sense, the activity carried out by pharmacies, through their teams, must be a key component in the provision of safe and effective healthcare, based on a model of collaboration between pharmacists, people and other healthcare professionals to improve health outcomes for the person living with illness and disease prevention for the general population.

Today, pharmacies actively contribute to the health outcomes of the people and communities they serve. Their intervention is considered fundamental in strengthening health systems and is recognised nationally and internationally.

The development of this White Book aims to establish a broad consensus on the future of Portuguese pharmacies based on the motivation for the continuous transformation of the industry and the resilience of its professionals to overcome the challenges that lie ahead. The development process was based on assumptions of openness, transparency, and involvement across the health ecosystem, aiming to understand the ideas of the different stakeholders through experiences and expertise from around the world.

The process of drawing up the White Book was collaborative and inclusive, directly involving pharmacies' teams (through national workshops and questionnaires) and the ANF, which resulted in recommendations and ideas that were worked on, giving rise to the conclusions contained in the present White Book. During this process, more than four hundred people were consulted in forty-five decentralised sessions in twenty-two locations covering all the district capitals and autonomous regions.

The perspectives of different stakeholders in the health ecosystem were also considered to understand their perception of pharmacies' intervention. To this end, more than thirty national and international external organisations were interviewed (see Appendix 1) to gather views and opinions on the involvement and contribution of pharmacies in different areas.

IN TOTAL MORE THAN 2,000 CONTRIBUTIONS WERE COLLECTED.

Once the contributions had been collected and duly analysed, these were adjusted within an organisational theoretical framework based on the different subjects that had been addressed and discussed throughout the engagement process into **three vital strategic dimensions**:

I. TRANSFORMING A PERSON'S HEALTH JOURNEY

The component that reflects the connection between the pharmacy, its professionals, and people, and where their intervention in society becomes a reality. This strategic horizon aims to strengthen the role of community pharmacy in people's health journey, contributing to health promotion, disease prevention and health improvement.

II. PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE

The catalysing component of change, whereby the pursuit of transforming people's health journey, will only be possible if the necessary human resources, technologies, and infrastructures are in place. This requires attracting, retaining, and developing talent in the pharmacy industry as a critical principle for the sector's future, combined with digital transformation, which supports activity and relationships with people.

III. KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY

The component that requires more significant mobilisation of society in general due to the need for the intervention of the academic community, regulatory bodies, and political agents, among others, and to identify opportunities that can be operationalised in the short, medium, and long term. This dimension presupposes the continued involvement of community pharmacy in generating technical-scientific knowledge and evidence, as well as regulatory and normative development.

Since it is essential to understand how this vision intends to respond to the primary needs of the pharmacy sector, **six development axes** were also defined, which allow the priority areas identified for each dimension to be framed, namely:



1 Strengthening the pharmacy position as a space for health and well-being in a person's health journey



2 Digital transformation at the service of pharmacies and people



3 Generating scientific and professional evidence in health



4 Valuing teams and the profession



5 Promoting territorial cohesion as a response to social and health determinants



6 Promoting economic and financial sustainability

In drawing up the Portuguese Pharmacies' White Book and its foreword, the country's specific health indicators were also considered to align its conclusions with the national objectives of health promotion, disease prevention and healthcare provision.

In fact, by taking a holistic approach, the analysis of said indicators made it possible to gain an in-depth understanding of the opportunities for maximising pharmacies' contribution to achieving the targets set and overcoming the challenges facing the healthcare system.

MAPPING THE FUTURE

THE THREE-DIMENSIONAL JOURNEY FOR THE PHARMACY

I. TRANSFORMING A PERSON'S HEALTH JOURNEY

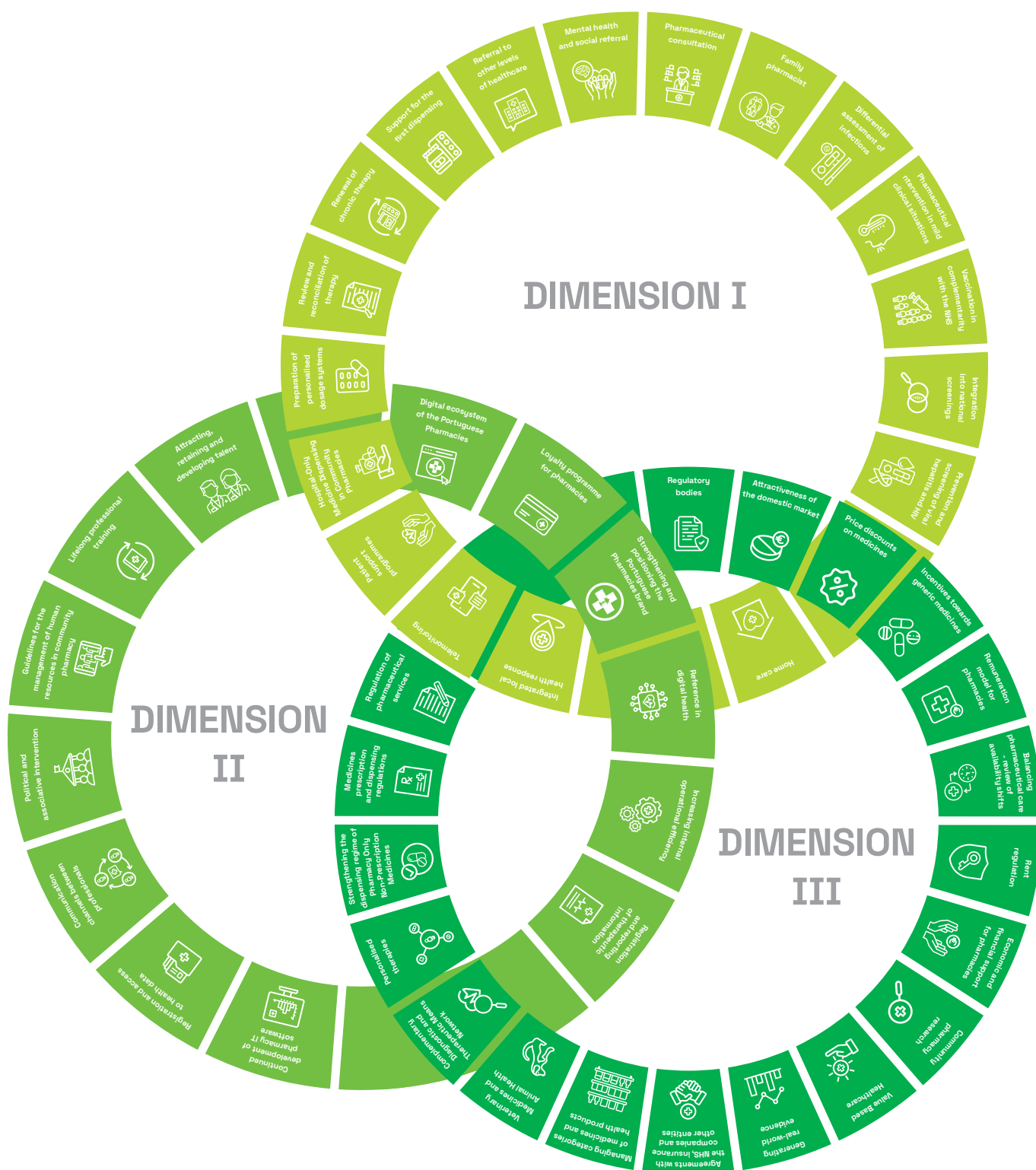
The first component of this initiative reflects the relationship between the pharmacy, its professionals, and people and materialises their intervention in society. Aligned with the current needs of the health system, it proposes priority areas to strengthen the role of community pharmacy in people's health journey and its contribution to disease prevention, health promotion and health improvements.

II. PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE

In this second dimension, the empowerment of teams and the development of the skills of pharmacies' human resources are addressed, as well as the contribution to citizens' health literacy. The importance of digital transformation and the use of technology in achieving health gains for people are also analysed and proposed for action.

III. KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY

The active participation of the academic community, regulatory bodies, political agents and society in general in health issues is of the utmost importance for the evolution of the pharmacy industry. The continued involvement of community pharmacy in the generation of technical-scientific knowledge and evidence in the real world, as well as its regulatory and normative development, are themes addressed in this third and final Dimension.



DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 1.

PREVENTION AND SCREENING OF VIRAL HEPATITIS AND HIV

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

In the context of restructuring and expanding access to screening and early diagnosis of sexually transmitted infections, viral hepatitis and HIV, it is crucial to strengthen the role of pharmacies, thus making it possible to optimise opportunities for screening and appropriate referral according to the needs of the population. The participation of pharmacies plays an essential role in meeting national targets for reducing the incidence and mortality of these infections, as has been demonstrated since 2018. In addition, increasing access to HIV pre-exposure prophylaxis (PrEP) is a priority in the strategy to combat HIV, thus making it essential to remove barriers to its dispensing by community pharmacies.¹

PROPOSALS FOR ACTION

- Integration of community pharmacies into the national strategy for the screening and early diagnosis of viral hepatitis and HIV through the provision of a rapid testing service under the same conditions as other health structures and formal referral routes through contractualisation with the NHS;
- Dispensing of HIV pre-exposure prophylaxis (PrEP) in community pharmacies.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 2. INTEGRATION INTO NATIONAL SCREENINGS

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Community pharmacies can be essential stakeholders in the health system regarding population screening, according to the surrounding community's needs and in collaboration with other health services. Said actions can include interventions such as colorectal cancer screening and dermatological screenings. Rapid referral should be made available via "direct referral lines" to the appropriate health services, enabling and facilitating early diagnosis. Pharmacies stand out as a point of access for most of the population, helping reduce inequalities in healthcare access.^{2,3,4}

PROPOSALS FOR ACTION

- Integration of pharmacies in population-based screenings and others;
- Referral via "direct referral lines" enables people to be prioritised for medical appointments at the level of care most appropriate to their situation and to be monitored.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 3. VACCINATION IN COMPLEMENTARITY WITH THE NHS

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



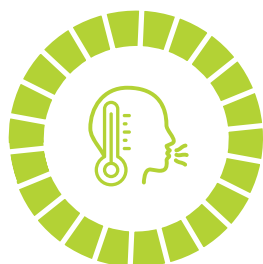
Promoting economic and financial sustainability

Vaccination is one of the most cost-effective public health measures for preventing and controlling infectious diseases ⁵. Over the years, pharmacies have been an essential partner in the national vaccination effort, educating, facilitating and promoting vaccination among the population ⁶. It is, therefore, crucial to encourage the necessary changes to guarantee fair access to vaccines through the free administration in pharmacies of the vaccines covered by the National Vaccination Plan (PNV) while ensuring free access for the target groups covered by the seasonal vaccination campaigns. Ensuring that vaccination in pharmacies occurs under the same access conditions in the NHS network is essential in this process.

PROPOSALS FOR ACTION

- A definitive regulatory amendment to the current law, allowing free access to seasonal vaccinations in community pharmacies under the same conditions of access that exist in the NHS network;
- Extending the competencies of community pharmacies to include the administration of vaccines included in the PNV in equal and complementary circumstances with primary health care;
- Granting pharmacists access, viewing and registration to the Electronic Health Record (EHR) and information on the e-Vaccines platform, subject to the user's authorisation.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 4. PHARMACEUTICAL INTERVENTION IN MILD CLINICAL SITUATIONS

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Mild clinical conditions are non-serious, self-limiting, short-lived, and unrelated to clinical manifestations of other health problems. Worldwide, these conditions represent a significant source of burden on health systems⁷. Due to their widespread presence and the highly qualified professionals who make up their teams, community pharmacies can establish themselves as an entry point into the health system, helping triage cases and refer them to the most appropriate level of care. Pharmacies must provide an adequate response in managing minor clinical situations by carrying out rapid tests or other interventions that enable the detection of minor ailments and dispensing planned therapy and counselling on non-pharmacological measures. In this way, the pharmacy contributes to reducing pressure on the NHS and its waiting lists, providing the population with an efficient and effective neighbourhood health response.^{8,9,10,11}

PROPOSALS FOR ACTION

- Implement a structured service for identifying and treating minor clinical situations in the community pharmacy, using pharmaceutical intervention protocols and referral to other levels of healthcare for conditions that cannot be resolved in the pharmacy.
- Carrying out rapid tests or other complementary interventions that support the assessment of mild clinical situations and dispensing protocolised therapy, advice on non-pharmacological measures or support for self-care.
- Development of intervention support tools and professional training for using Pharmacy Only Non-Prescription Medicines by community pharmacists.
- Definition of sustainable remuneration models for the provision of pharmaceutical services.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 5. DIFFERENTIAL ASSESSMENT OF INFECTIONS

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Access to the health system can be improved by extending the services provided by community pharmacies, such as point-of-care tests. The intervention of pharmacies in the differential assessment between influenza and COVID-19 through rapid antigen tests has allowed citizens to identify these infections more closely and promptly, relieving pressure on emergency services. During the peaks of said infections, many of the incidents that cause emergency room admissions could be managed more effectively in the pharmacy through pharmacist intervention and counselling, using rapid testing and, depending on the case, referral or adopting pharmacological or non-pharmacological measures.^{12,13}

PROPOSALS FOR ACTION

- Implementing the differential assessment of infections by conducting rapid tests and applying pharmaceutical intervention protocols under contract with the NHS and other funding bodies.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 6. FAMILY PHARMACIST

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

As a health professional who works closely with households, the "Family Pharmacist" will be able to ensure the management of a comprehensive, up-to-date and targeted medication regime among the health professionals who interact in the provision of care. In the context of the use of health technologies and the humanisation of care, this makes it possible to reinforce the centrality of pharmaceutical assistance provided to the population through community pharmacies and can contribute to the efficiency of General Practitioner appointments.¹⁴

PROPOSALS FOR ACTION

- Structured implementation of the "Family Pharmacist" to monitor households using health technologies and the humanisation of care.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 7. PHARMACEUTICAL CONSULTATION

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

In the community pharmacy, intervention in the context of Pharmaceutical Consultation is aimed at the entire population, but especially at people with chronic diseases, multimorbidities, poly-medication or who have doubts about their medication. Regarding health gains, pharmaceutical consultation will improve people's quality of life and their therapeutic results, guarantee the safe, effective and appropriate use of medicines, and support resolving issues relating to medication and health problems. Pharmaceutical Consultation becomes critical in adapting complex therapeutic plans, assessing people's needs and guaranteeing the safe, effective and proper use of medicines.

PROPOSALS FOR ACTION

- Development of the pharmaceutical intervention in a consultation context, according to the eligibility criteria of the target people defined.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 8. MENTAL HEALTH AND SOCIAL REFERRAL

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Over the last few years, mental health issues have been gaining prominence on health agendas and have received particular attention since the COVID-19 pandemic. The scenario has worsened during the pandemic period, where anxiety and depression have increased significantly in all EU countries, primarily affecting young people and women belonging to the most vulnerable groups in society and facing financial difficulties¹⁵. Benefiting from the broad reach of the pharmacy network and its close relationship with people, the community pharmacy can help identify, support, and refer people at risk, who are in isolation (social or geographical) and have mental health problems. It can actively contribute to social prescription initiatives.

PROPOSALS FOR ACTION

- Implementation of the pharmacy support service to identify and refer people at risk in a situation of isolation (social or geographical) and with mental health problems;
- Inclusion of pharmacies in social prescription initiatives, articulated with other health and social responses.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 9. REFERRAL TO OTHER LEVELS OF HEALTHCARE

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

In order to meet the population's health challenges, it is crucial to create models of care with the involvement of multidisciplinary teams, promoting the decentralisation of health care, bringing it closer to the community, and developing a more person-centred health system that guarantees autonomy in managing their health. The development of "direct referral lines", which would allow scheduling medical appointments or referrals to hospital emergencies, makes it possible to optimise pharmacists' skills and the contribution of pharmacies to improving the health of the population, reducing the burden on other entities in the health ecosystem and boosting the sustainability and resilience of health systems.^{16,17,18}

PROPOSALS FOR ACTION

- Positioning the pharmacy as people's gateway to the health system, in particular through:
 - The identification of individuals at risk of having or becoming ill, using validated scales and point-of-care tests, with counselling and referral to a physician;
 - The identification and treatment of minor clinical situations in the pharmacy, using pharmaceutical indication protocols (e.g. uncomplicated urinary infection, acute oropharyngeal infection, migraine, etc.) and referral to the physician when necessary (see priority area 4);
 - Identifying people with problems related to the use of medication and intervening to resolve them, which may involve referral to other levels of care;
 - The possibility of scheduling a medical appointment or referral to a hospital emergency room with a "direct referral line".

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 10. SUPPORT FOR THE FIRST DISPENSING

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

It is estimated that the level of adherence to chronic therapies is only 50 per cent, i.e. one in two individuals undergoing regular treatment does not take their medication correctly¹⁹. Pharmacist intervention in community pharmacies at the time of a new treatment for a chronic, long-term condition, through a structured service, will allow the pharmacist to promote its safe use over a defined period, achieving the best health outcomes for the prescribed medicines and, if necessary, referring abnormal situations to the prescriber.

PROPOSALS FOR ACTION

- Provision of a structured counselling service for people starting a new chronic therapy, which includes close contact during the first month of use and communication adapted to the user, helping to detect and resolve problems related to the medicine early on, as well as clarifying any of the person's questions, promoting adherence to the therapy and its results.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 11. RENEWAL OF CHRONIC THERAPY

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The replacement of chronic therapy supported by pharmaceutical intervention in pharmacies gives people safe and timely access to the therapies they need, contributing to the effective control and professional monitoring of people living with the disease. It should be implemented as a professional pharmaceutical service with the possibility of inserting information related to signs and symptoms of disease progression, effectiveness and safety of treatments in close articulation and supported by electronic communication channels between pharmacists and prescribing physicians.

PROPOSALS FOR ACTION

- Development of the pharmaceutical service for the replacement of chronic therapy, which consists of the activation of prescription lines by the physician, with a pre-established period, allowing the pharmacist to dispense medicines prescribed for chronic diseases continuously;
- Development of intervention protocols that support the therapy replacement service and ensure that the pharmacist assesses the evolution of the disease burden, the existence of contraindications and serious interactions, as well as signs or symptoms or any other situation that makes renewal inadvisable and suggests referral via the "direct referral line" and the scheduling of consultations with the physician for the most urgent problems;
- Implementation of a defined and contractualised model between the NHS and pharmacies for pharmaceutical support in disease management and replacement of therapy, which could start with chronic diseases that require more active monitoring and surveillance.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 12. REVIEW AND RECONCILIATION OF THERAPY

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

It is estimated that around 370 billion euros can be saved worldwide in health care through the optimised use of medicines, corresponding to around 8% of global health expenditure annually²⁰. The active role of the community pharmacist is strengthened by being actively involved in therapeutic review and reconciliation in identified target populations. This differentiated intervention is crucial and translates into greater effectiveness of the prescribed therapeutic regimens, especially in care transition processes, reducing adverse events and overall health outcomes for people.

PROPOSALS FOR ACTION

- Definition and implementation of a therapeutic review and reconciliation service by community pharmacists in identified target populations through contractualisation and remuneration.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 13. PREPARATION OF PERSONALISED DOSAGE SYSTEMS

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Developing and implementing specialised services in community pharmacies is vital to promote compliance and safety. One of these services is the Preparation of personalised dosage systems, preferably aimed at people with a therapeutic regimen with five or more medications or other criteria impacting adherence to therapy. Currently, the user generally bears the financial costs of the Preparation of personalised dosage systems service. Considering the benefits of this service, its provision by pharmacies throughout the country should be regarded as, in a manner contracted by the NHS, allowing reimbursed access to target populations that meet specific eligibility criteria.

PROPOSALS FOR ACTION

- Transversal implementation of the Preparation of personalised dosage systems service in pharmacies to support the most vulnerable people and contractualisation with the NHS and other entities such as insurance companies and local authorities.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 14. HOSPITAL-ONLY MEDICINE DISPENSING IN COMMUNITY PHARMACIES

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Dispensing medicines traditionally dispensed in hospitals in community pharmacies makes it possible to respond to people's needs in managing their illness and achieve significant gains in access, convenience, experience, health outcomes and significant savings for people and society. It is estimated that creating the new system for dispensing medicines and other health products in proximity when implemented in all hospitals nationwide, could benefit around 200,000 people. At the same time, the dispensing status of medicines, which, due to their nature, are reserved exclusively for the hospital circuit and which, due to the evolution of knowledge about their use, can be made available in a community pharmacy context, should be reviewed regularly. This allows citizens to have access medicines in a community context whose safety profile is widely known under equal circumstances and depending exclusively on clinical criteria.²¹

PROPOSALS FOR ACTION

- Implementation of dispensing hospital medicines in community pharmacies through a sustainable and nationwide model;
- Financing the community pharmacy dispensary service;
- Creation of communication channels with hospital pharmaceutical services and community pharmacies to facilitate pharmaceutical intervention;
- Regularly review the dispensing status and reimbursement regime for medicines for exclusive hospital use.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 15. PATIENT SUPPORT PROGRAMMES

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Patient Support Programmes aim to positively impact the health outcomes and quality of life of people living with illness by promoting adherence to therapy and its effectiveness and safety, as well as generating evidence on the use of medicines in a real-life context and health gains^{22,23,24,25}. To this end, it is proposed to disseminate the participation of pharmacies in monitoring and support programmes for people living with illness, which aim to achieve defined objectives of health gains with the use of technologies, directed at target populations and which can be paid for by the NHS, insurers, the pharmaceutical industry, as well as other agents, generating evidence through the collection of data that can enhance the health journey of its recipients.

PROPOSALS FOR ACTION ●

- Spreading the participation of pharmacies patient support programmes;
- Including pharmacies in the generation of evidence through the collection of data that can valorise the health journeys;
- Development of IT systems to support pharmaceutical intervention in the implementation of patient support programmes.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 16. **TELEMONITORING**

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Integrating the telemonitoring process into pharmacy software is a crucial step in realising the potential of this technology, as it allows the pharmacy to monitor the person continuously and holistically. This monitoring services and products can be developed and made available by creating alarms, establishing partnerships with other organisations and making use of medical devices and technologies, while also ensuring post-dispensing follow-up through close, periodic contact with the person over time.²⁶

PROPOSALS FOR ACTION ●

- Provision of telemonitoring services and products with the creation of alarm systems, establishing partnerships with other organisations and using medical devices and technologies;
- Post-dispensing follow-up through close, regular contact with the person over time;
- Access to the person's Electronic Health Record by the pharmacist and the ability to record information.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 17. INTEGRATED LOCAL HEALTH RESPONSE

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The synergy between health systems and community pharmacies in various countries has proven to be an asset for the population. The provision of key and specialised services that effectively meet the needs of the population in conjunction with the other levels of health care, adapting to the specific needs of the population in the area in question and complementing the health system guarantee a response to the needs of the people in the community in which the pharmacy is located. This can be achieved with new models, projects and services to support citizens in the area of health, guaranteeing, on one hand, greater access for people, responding to specific gaps, and, on the other hand, remuneration for the intervention of pharmacies among the most isolated populations. ^{27,28}

PROPOSALS FOR ACTION

- Creation of collaborative programmes, in conjunction with insurance companies, local authorities and the NHS, within the scope of services that can be provided in pharmacies;
- Defining the model for pharmacies' participation in the Balcões SNS24 project, by categorising the functionalities that pharmacies can make available to people.

DIMENSION I - TRANSFORMING A PERSON'S HEALTH JOURNEY



PRIORITY AREA 18. HOME CARE

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The pharmacy must be able to keep up with the needs of the population in terms of providing home care, where appropriate (e.g. people in situations of vulnerability or dependency), contributing to fair access to health care, medicines and adapting to the needs of an increasingly ageing population and in order to complement and/or strengthen the other services provided by the health system. Said service allows community pharmacies to enhance their role in guaranteeing fair access to healthcare and territorial cohesion, particularly for people in situations of greater vulnerability.

PROPOSALS FOR ACTION

- Definition, implementation and development of new home support services provided by pharmacies.

DIMENSION II - PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE



PRIORITY AREA 19. ATTRACTING, RETAINING AND DEVELOPING TALENT

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Pharmacists play a crucial role in improving health outcomes, promoting the responsible use of medicines and providing pharmaceutical services, making it essential to invest in the continuous development of said professionals. From the point of view of the provision of pharmaceutical services, evidence-based training aimed at early-career professionals is key, enabling the development of specific skills and promoting talent retention. In addition, it is necessary to create favourable working environments, with adequate remuneration and professional autonomy to increase job and career satisfaction.^{29,30}

PROPOSALS FOR ACTION ●

- Implementation of an attraction and development strategy in community pharmacy that includes:
 - Carrying out awareness-raising campaigns among higher education and secondary/professional students, professionals and civil society (schools, residential organisations for the elderly), highlighting the positive impact that pharmacy teams have on the lives of communities;
 - Highlighting the added value of pharmacy professionals from a scientific and labour point of view;
 - Implementation of career models and competitive labour practices, with adjustment of responsibilities, remuneration and working hours, with the aim of offering a rewarding working environment and encouraging continuous professional development and career progression.

DIMENSION II - PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE



PRIORITY AREA 20. LIFELONG PROFESSIONAL TRAINING

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The technical and scientific updating of pharmacists and other pharmacy professionals is a significant factor in better service provision. Creating the conditions for specialised training and the formal differentiation of professionals by areas of specialisation, guaranteeing the time and resources necessary for professionals to acquire new skills and update their technical and scientific knowledge, will make it possible to add greater value to the services provided. In order to restructure the career of the community pharmacist, it is crucial to define profiles and responsibilities, guaranteeing opportunities for growth and professional development, ensuring training to acquire new skills and frequent evaluation. Specialisation will ensure higher quality pharmaceutical services and professional development. ^{31,32}

PROPOSALS FOR ACTION ●

- Boosting investment in the continuous training of pharmacists, to develop services and interventions;
- Differentiation and specialisation of pharmacists in pharmacies, based on the services provided, acquiring different levels of specialisation through qualification and continuous updating of knowledge, and a career development plan should be structured;
- Investment in the training of pharmacy professionals in the area of community research.

DIMENSION II - PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE



PRIORITY AREA 21.

GUIDELINES FOR THE MANAGEMENT OF HUMAN RESOURCES IN COMMUNITY PHARMACY

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The International Federation of Pharmacists (FIP) launched a global programme in 2016 for the pharmaceutical profession to adapt to the health needs of populations, with the professional development and specialisation of pharmacists as key objectives. Training is recommended to ensure that pharmaceutical development and specialisation are recognised and supported in all sectors of pharmacy practice, including primary healthcare, where pharmacists act as the first point of contact for local communities.³³

PROPOSALS FOR ACTION ●

- Review of guidelines for team management and human resources development in community pharmacy in Portugal.

DIMENSION II - PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE



PRIORITY AREA 22. POLITICAL AND ASSOCIATIVE INTERVENTION

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Institutional and associative intervention significantly impact planning and changing healthcare policies. As such, it is crucial to strengthen strategies to promote the evolution of healthcare policies and to enhance the positive economic value of healthcare provided by pharmacists in community pharmacies to other healthcare professionals and members of the community. This political and public participation and intervention with local authorities is even more relevant, mainly when decentralising competencies in the health sector is underway. Pharmacists must highlight the consequences of their day-to-day intervention in communities to promote the development of policies that allow their actions to be effectively and fully included in the health system. This will make it clear that the reduction in total health expenditure, the reduction in avoidable health care, and the reduction in social costs are the three points most impacted by pharmaceutical intervention.³⁴

PROPOSALS FOR ACTION ●

- Strengthening the political and associative role of the network of pharmacies and their representatives at the local level, to boost their influence in defining health policies and improving the healthcare provided to the population;
- Pharmacy representatives at local and regional levels should be empowered so that they can play an active role in defending the interests of pharmacies, in line with the needs of the communities they serve, and in promoting the added value of pharmacist-provided healthcare for the healthcare system.

DIMENSION II - PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE



PRIORITY AREA 23. COMMUNICATION CHANNELS BETWEEN PROFESSIONALS

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The multidisciplinary approach to healthcare is a global trend that requires effective communication between professionals throughout a person's health journey. For this approach to work, it is crucial to share health information securely and quickly using the available electronic communication channels. It is vital to promote collaboration between professionals and interoperability between IT systems to facilitate access to users' health information, with their authorisation, using the potential of digital systems to support healthcare provision and eliminate the inefficiencies that currently exist..

PROPOSALS FOR ACTION ●

- Developing electronic communication channels with other health professionals, valuing interdisciplinary work, is essential for providing quality, integrated and person-centred healthcare;
- Intervention with political decision-makers to facilitate the implementation of new services based on ICT and access to health data by community pharmacists;
- Promoting the value of the community pharmacist as an integral part of the healthcare team, encouraging their active participation in the care process.

DIMENSION II - PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE



PRIORITY AREA 24. REGISTRATION AND ACCESS TO HEALTH DATA

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Access to health data should be promoted through the use and sharing of clinical data by pharmacists in pharmacies, through consultation and registration in the person's Electronic Health Record, as a way of integrating the sharing of information between the various levels of care and promoting the professional intervention of pharmacists. Countries such as the United Kingdom and Australia already guarantee interoperability between health systems and community pharmacies through digital platforms. However, data sharing faces governance, transparency, quality and safety challenges. It is crucial to empower users to understand and manage their data sharing. Despite the challenges, access to health data is key to more collaborative, user-centred healthcare.^{35,36,37}

PROPOSALS FOR ACTION ●

- Promoting technological integration and data interoperability between pharmacies and other health institutions (primary health care and hospitals), in the NHS or the private sector, for the systematised sharing of clinical information and therapeutic notes. Participation of pharmacies in the discussion of the architecture of NHS systems, ensuring the conditions for integrating systems, sharing and recording relevant information. ;
- Investment in data visualisation tools in the community pharmacy allow pharmacists to draw relevant insights for their practice and organisation, both at the individual (user) and population (community attending the pharmacy) level;
- Information synergies between the pharmacy network's information systems (intra Sifarma® and with other software used in community pharmacies).
- Ensuring interoperability between information systems and other digital health technologies;
- Investing in health data literacy among community pharmacy users and investigating their perceptions, attitudes and preferences regarding sharing their health data with other pharmacies, professionals and institutions.

DIMENSION II - PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE



PRIORITY AREA 25.

CONTINUED DEVELOPMENT OF PHARMACY IT SOFTWARE

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

IT software is a vital part of supporting the activity of pharmacies. Therefore, its continuous development is crucial to remain innovative and responsive to challenges, improving process efficiency and facilitating the implementation of pharmaceutical services that bring value to people. On the operational side, software must catalyse the change pharmacies want to implement, freeing up human resources for added-value interventions and ensuring efficient operations.

PROPOSALS FOR ACTION ●

- Continuous development and innovation of the software implemented in pharmacies so that technological systems are properly adapted to daily challenges aimed at accessing and collecting data on people's health journey;
- Integration of advanced technological tools, using validated algorithms and artificial intelligence, enhances the operational management of pharmacies and the efficiency of the services provided.

DIMENSION II - PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE



PRIORITY AREA 26. REGISTRATION AND REPORTING OF THERAPEUTIC INFORMATION

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Early detection of medication errors is crucial to avoid adverse consequences, benefiting from a collaborative approach between the patient and health professionals. Pharmaceutical care must be person-centred, ensuring medication-related problems are identified, resolved and prevented. The development of information systems used in community pharmacies should support the implementation of a reporting culture, based on identifying and intervening in medication-related situations, such as overdoses, adverse reactions, interactions, adherence or ineffectiveness of therapy.^{38,39}

PROPOSALS FOR ACTION ●

- Promoting a culture of safety in community pharmacies, based on the pharmacist's intervention, through the identification, recording and communication to the physician of safety failures related to the medicine.;
- Promoting practices that strengthen the pharmacist's intervention in pharmacovigilance and encouraging the reporting of events to the national pharmacovigilance system;
- Development of technological tools to support pharmaceutical intervention in the context of pharmacovigilance, integrated with the systems that support the daily activity of pharmacies.

DIMENSION II - PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE



PRIORITY AREA 27. INCREASING INTERNAL OPERATIONAL EFFICIENCY

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

It is crucial to use new technologies to achieve greater internal efficiency and effectiveness, using tools to make the back-office more efficient, reducing operating costs by reducing bureaucracy and dematerialising processes, focusing on digitalisation and automating the pharmacy's internal processes, reducing the effort associated with the administrative component. It is vital to review the interconnection flows between the various stakeholders in the medicine circuit, focusing on improving efficiency by integrating management with suppliers and managing orders, communication, returns, electronic invoicing, and other internal processes. In this way, it will be possible to optimise logistics processes, generate value for the different stakeholders in the distribution chain, and offer the best possible service to the community.⁴⁰

PROPOSALS FOR ACTION ●

- Promote the redesign of internal pharmacy processes, supported by digitalisation and automation, reducing the effort of community pharmacy teams associated with the administrative component;
- Implementation of technological developments that promote interconnection and operational efficiency with the various stakeholders in the medicine circuit.

DIMENSION II - PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE



PRIORITY AREA 28. REFERENCE IN DIGITAL HEALTH

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The paradigm shift in how people shop and interact has pushed the health sector to resort to digital solutions as an alternative channel for reaching people. Pharmacies' online presence is increasingly important, especially to adapt to people's current preferences and demands while maintaining their commitment to quality and safety.⁴¹. At this level, there is a need to integrate pharmacy systems with new technologies, including Digital Therapeutics (DTx), wearables and other digital resources, guaranteeing an increasingly personalised approach to the prevention and management of users' health problems.

PROPOSALS FOR ACTION ●

- Promoting the development and use of Digital Therapeutics (DTx), namely through collaboration with entities involved in the creation and development of this type of solution (start-ups, academic community or others), in order to use the pharmacy network as a hub for development and experimentation in the area of digital health.

DIMENSION II - PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE



PRIORITY AREA 29. STRENGTHENING AND POSITIONING THE PORTUGUESE PHARMACIES BRAND

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The Portuguese Pharmacies brand is one of the strongest brands among the population today. According to the results of the REPS-CORE© study into the "relevance and emotional reputation of brands with Portuguese citizens" for 2022, the Portuguese Pharmacies brand leads the Retail Health and Wellness category ⁴². Said results demonstrate the impact of this brand and indicate the need for its ongoing development as a lever for the value proposition of all pharmacies to society, particularly in the distribution of health technologies, the provision of health services, as well as the strengthening of the emotional connection between pharmacists and their teams and people.

PROPOSALS FOR ACTION ●

- Develop an effective marketing strategy for the Portuguese Pharmacies brand to increase the brand's visibility among society and partners;
- Expansion of the brand to the network of community pharmacies throughout the country as an essential element in the citizen's perception.

DIMENSION II - PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE



PRIORITY AREA 30. LOYALTY PROGRAMME FOR PHARMACIES

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The aim of redefining the loyalty programme model is to achieve a programme that goes beyond the transaction component and offers other health benefits for people. The main focus of its redefinition should be to consider people's health needs, building loyalty through services and benefits linked to healthy lifestyles. For this to be carried out, pharmacies must be equipped with technological tools and ensure the ongoing development of a digital platform for relations with citizens, supported by the instruments that differentiate pharmacies from other areas of intervention and sectors of activity.

PROPOSALS FOR ACTION ●

- Restructuring the pharmacies' loyalty programme, enhancing its integration into people's health journey and ensuring a balance with its current mechanism.

DIMENSION II - PROFESSIONAL AND TECHNOLOGICAL TRAINING THAT DRIVES CHANGE



PRIORITY AREA 31.

DIGITAL ECOSYSTEM OF THE PORTUGUESE PHARMACIES

AXES OF DEVELOPMENT



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The digital platform of Portuguese Pharmacies should continue to be developed to strengthen its position as a digital ecosystem for pharmacies to support the population and interaction between pharmacies. The focus on digital health, to improve people's experience in the Digital Ecosystem of Portuguese Pharmacies, based on transformation processes, promotes equity of access and improving the population's health and well-being. In this way, pharmacies enhance the provision of health services and the availability of health products and medicines through physical or digital channels, ensuring the same experience, guaranteeing control, safety and personalised advice from a specialised health professional.^{43,44}

PROPOSALS FOR ACTION

- Community pharmacists are actively involved in managing health content and the development of digital health services;
- Streamlining the person's health journey, with digital health services as a critical point and the person's needs as a priority;
- Continued development of the Portuguese Pharmacies digital platform, to strengthen its position as a digital ecosystem for pharmacies, monitoring people's health journey, professional intervention, providing information and access to health technologies.

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 32. REGULATION OF PHARMACEUTICAL SERVICES

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The professionals who make up pharmacy teams play a crucial role in public and individual health, providing value through traditional and emerging services. The management of said pharmaceutical services must be based on various factors, recognising the uniqueness of each person and meeting the health needs of each pharmacy's local community, thus ensuring the financial sustainability of these services⁴⁵. Considering the evidence of the health gains generated by the work of community pharmacy professionals, as well as the potential for expanding their intervention with the population, it is clear that it is essential to review the legislation to expand the range of value-added services that can be provided..

PROPOSALS FOR ACTION ●

- Regularly update, on a biannual basis, the legislation defining pharmaceutical services in community pharmacies, with the inclusion of new services.



PRIORITY AREA 33.

MEDICINES PRESCRIPTION AND DISPENSING REGULATIONS

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The regulations for prescribing and dispensing medicines need to be revised, giving community pharmacists a greater capacity to intervene in the adjustment and continuity of therapeutic plans. Through more significant professional intervention, it will be possible to promote the control and reduction of the disease burden and minimise recourse to other healthcare structures, as corroborated by the successful examples of measures implemented in countries such as Australia, Canada, England, among others, where community pharmacists are increasingly taking on the coordination of healthcare and tasks that are critical to the management of complex therapeutic regimes and the effective transition of care. ^{46,47,48}

PROPOSALS FOR ACTION ●

- Reviewing and updating the regulations for prescribing and dispensing medicines;
- Community pharmacists will be able to replace an out-of-stock or critically shortage pack with others of an equivalent or smaller quantity, with due justification;
- Consolidate the changes to the electronic prescription, so that each person's prescriptions are aggregated into a single profile available to the pharmacist (instead of disassociated prescription codes).

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 34. STRENGTHENING THE DISPENSING REGIME OF PHARMACY ONLY NON-PRESCRIPTION MEDICINES

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

We believe that the current list of Pharmacy Only Non-Prescription Medicines should be analysed and reviewed, and reflection is needed on widening the medicines included in this category (by reclassifying certain Prescription Medicines into Pharmacy Only Non-Prescription Medicines and Non-Prescription Medicines (NPM) into Pharmacy Only Non-Prescription Medicines). This list is intended to be a pharmaceutical intervention tool that aims to increase access to medicines and, simultaneously, guarantee these therapies' safety and rational use, generating evidence on their use. In this way, it will be possible to increase the number of therapies dispensed in pharmacies without a prescription, integrated into protocols approved by INFARMED, I.P., with data collection and processing to be made available to the health authorities.

PROPOSALS FOR ACTION ●

- Promote discussion on the periodic expansion of the Pharmacy Only Non-Prescription Medicines list;
- Develop protocols for dispensing Pharmacy Only Non-Prescription Medicines, in collaboration with INFARMED, to optimise pharmaceutical intervention and generate evidence on the use of these medicines.

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 35. PERSONALISED THERAPIES

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

In recent decades, personalised therapies and pharmacogenomics have advanced substantially due to their impact on improving therapeutic individualisation by optimising the process of identifying the most effective therapy for the individual. As scientific advances continue to transform practice, the pharmacy industry remains a crucial entity in accessing, dispensing and advising on the use of said solutions tailored to the needs of each individual or treatment, including strengthening its action concerning the production of compounded medicines.^{49,50}

PROPOSALS FOR ACTION ●

- Keeping up with technical and scientific developments in the personalisation of therapies, maintaining pharmacies as the key entity in accessing, dispensing and advising on the use of these solutions suited to the needs of each individual or treatment;
- Strengthening the legal and regulatory framework that promotes pharmacies' intervention in producing compounded medicines.

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 36.
**COMPLEMENTARY DIAGNOSTIC
AND THERAPEUTIC MEANS NETWORK**

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The inclusion of pharmacies in the national COVID-19 testing strategy, provided by law and with the definition of the remuneration of the service to pharmacies, has allowed 74 more municipalities to have a rapid testing centre, filling geographical and socio-economic gaps in the coverage of the national territory. The positive results of pharmacies' intervention in testing strategies highlight the need to extend the provision of complementary means of diagnosis and therapy (MCDT) reimbursed by the NHS in pharmacies whenever there are no technical limitations to said effect. Extending this reimbursed service to pharmacies will significantly reduce inequalities in access, increasing coverage of the national territory and, consequently, reducing waiting times and people's travelling time to get it done..^{51,52}

PROPOSALS FOR ACTION ●

- Promoting the necessary legal changes to enable pharmacies to be included in the NHS network of complementary diagnostic and therapeutic means (MCDTs), provided there are no technical limitations.

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 37.
VETERINARY MEDICINES AND ANIMAL HEALTH

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Analysing the trends shows that people are increasingly looking to have their pet's medication needs met near their homes. Dispensing these medicines in the community pharmacy, therefore, seems worthwhile. Given the added value of professional intervention in the dispensing of medicines, it is also essential to promote the creation of a list of veterinary medicines for which dispensing requires the application of pharmaceutical intervention protocols, reviewing the existence of multiple entities authorised to supply medicines to the public, subject to different technical and supervisory requirements. The intention is to boost the intervention of pharmacies in dispensing animal health therapies, which is primarily justified by the need for information and clarification regarding the use of these medicines.

PROPOSALS FOR ACTION ●

- Implementation of a list of veterinary medicines for which dispensing requires the application of pharmaceutical intervention protocols;
- Reinforcement of the principles of public health protection in the circuit and use of veterinary medicines;
- Including training content in undergraduate education and increasing the postgraduate training offered in the context of veterinary medicine;
- Continuously develop training for pharmacists and pharmacy teams in the area of animal health and the dispensing of medicines and animal health products.

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 38.
**MANAGING CATEGORIES OF MEDICINES
AND HEALTH PRODUCTS**

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Identifying and segmenting strategic categories is key in differentiating pharmacies in an increasingly competitive market. By understanding which product categories are most relevant to the population, pharmacies can target their offer to provide various options in these segments. Establishing the community pharmacy as a trusted place to purchase health products is crucial and can be achieved through careful selection of products and services that respond to people's needs and through effective communication campaigns that convey the pharmacy's values to the population

PROPOSALS FOR ACTION ●

- Prioritising segmentation and identifying key anchor categories with a growing market trend, associating service with product to position the pharmacy.

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 39. AGREEMENTS WITH THE NHS, INSURANCE COMPANIES AND OTHER ENTITIES

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Integrating the community pharmacy into the primary healthcare network aims to reduce the fragmentation of healthcare processes, optimising the incorporation of pharmaceutical products and services. The economic benefits of utilising an established healthcare resource such as the community pharmacy network, as evidenced internationally, can contribute to the sustainability of the healthcare system. The formal inclusion of pharmacies in healthcare responses through defined and contractualised models, namely with the NHS, insurance companies, and other funding bodies, will strengthen the response provided to the population.

PROPOSALS FOR ACTION ●

- Definition of collaboration protocols with the NHS, insurance companies and other funding organisations in order to strengthen the assistance provided to the population, seeking to complement existing responses and acting in an integrated manner in the development of public health policies aimed at achieving better health benefits;
- Promoting remuneration for pharmacies for services to the NHS, insurance and other funding organisations.

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 40. GENERATING REAL-WORLD EVIDENCE

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



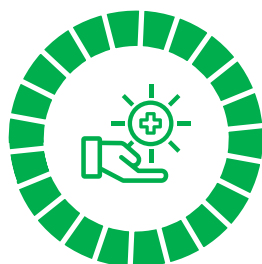
Promoting economic and financial sustainability

Every day, during their activity, the pharmacy network generates and collects a large volume of data that reflects their interactions with the population, their behaviours and health outcomes. Said data can be used to characterise the therapeutic journey, demonstrate safety and efficacy in complex contexts, help define health policies or support the approval of the introduction of new medicines onto the market or a review of their marketing models through real-world observational data.⁵³ In this sense, promoting pharmacies as places that generate real-world data and evidence is crucial.

PROPOSALS FOR ACTION ●

- Promoting the role of community pharmacies as central stakeholders in the generation of health evidence, ensuring that the generation of evidence is one of the pharmacies' competencies;
- Setting up pharmacy user registers, whether they are disease or treatment registers, in line with international data quality and interoperability standards so as to enable future integration into cross-border RWE generation initiatives (e.g. DARWIN EU®);
- Integrating standardised primary data collection instruments (validated scales, structured questionnaires, etc.) into the pharmacies' IT system;
- Promotion of remuneration models for pharmacies for their role in generating real-world evidence.

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 41. VALUE BASED HEALTHCARE

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants

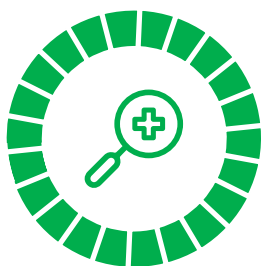


Promoting economic and financial sustainability

It is crucial to promote and develop the healthcare services provided by pharmacies by measuring health outcomes, the person's experience and preference, extending and adjusting services according to the needs of the population and with a value proposition for the healthcare system. Complementary models for financing the pharmacy network based on the Value-Based Healthcare (VBHC) principle should be duly promoted. Political decision-makers must be made aware of the necessary legislative changes that will make it possible, through these complementary financing models, to contribute to the economic and financial sustainability of pharmacies in the country..

PROPOSALS FOR ACTION ●

- Developing the position of community pharmacies as healthcare providers;
- Establishment of a complement to the financing of the pharmacy network based on the generation of evidence, promoting the sharing of the economic, social and health benefits generated by pharmacies with the political authorities.



PRIORITY AREA 42. COMMUNITY PHARMACY RESEARCH

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Literature and practice show that pharmacists recognise the importance and interest of pharmacy research for the development of professional practice, the creation of health value (through better care and more information), and the establishment of the profession. As is the case with multicentre clinical trials conducted in hospitals to demonstrate the efficacy and safety of medicines, pharmacies are well placed to carry out observational trials or studies to demonstrate the effectiveness and safety of medicines and other health technologies after they have been introduced onto the market. It is, therefore, crucial to encourage and support pharmacy-based research initiatives in favour of a value-based, person-centred healthcare system.

PROPOSALS FOR ACTION ●

- Understand the barriers and facilitators to pharmacists' involvement in pharmacy research in order to inform an effective strategy for involving the pharmacy network, taking into account its different characteristics;
- Training pharmacy professionals to participate in research activities, either by creating a training offer or by raising awareness of the importance of including these topics in academic training curricula;
- Creation of an open and collaborative network of research pharmacies, which are geared and capable of producing excellent research in internal initiatives or partnership with academia or industry;
- Development of IT/digital support tools for research integrated into the pharmacy's IT systems (hardware and/or software). For example, creating areas to make study materials available or the development of eCRFs (electronic case report forms) with a terminal to collect data directly from the user (tablet).

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 43.

ECONOMIC AND FINANCIAL SUPPORT FOR PHARMACIES

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

Given the network's extensive reach, the community pharmacy is often the only health service accessible to the local population. However, due to the current remuneration model, the sustainability of the pharmacy network in areas with low population density is at risk. In this sense, it is crucial to promote a territorial cohesion model that ensures these pharmacies have the economic capacity and resources necessary to participate in projects, partnerships and access services. Said initiatives include the promotion of tax incentives and benefits, as well as the provision of credit lines with favourable conditions for pharmacies in vulnerable situations, through the allocation of financial resources, such as the renegotiation of debts with suppliers or credit institutions, intending to support the most vulnerable and unprotected populations.

PROPOSALS FOR ACTION ●

- Economic support for pharmacies in a financially vulnerable situation through an additional remuneration model;
- Creation of tax incentives and benefits and subsidised credit lines for pharmacies in more vulnerable situations;
- Implementing financial incentives and tax benefits for pharmacies in less densely populated areas.

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 44. RENT REGULATION

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



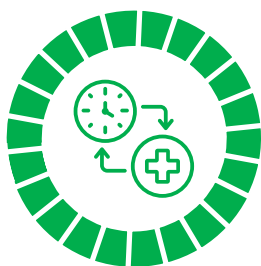
Promoting economic and financial sustainability

The legal nature of community pharmacies is subject to legal requirements in terms of installation and operation. In addition, pharmacies have to comply with demanding requirements regarding the premises they occupy and their licensing. They are required to have certain divisions suitable for carrying out their activity (customer service room, warehouse, laboratory and sanitary facilities), and to comply with minimum areas set out in a regulation by INFARMED, I.P. These requirements are a factor of added complexity in the search for spaces that can simultaneously fulfil the necessary infrastructure criteria. It is therefore proposed to define measures to protect pharmacies' leases, the benefits of which are to promote greater protection for pharmacies in the face of rent increases, which could jeopardise the cohesion of the network, as well as the continuity of the provision of pharmaceutical care and, consequently, enhance a health response in line with the needs of the population.

PROPOSALS FOR ACTION ●

- Legal changes that allow the legal framework applicable to leases to guarantee more predictable conditions for premises intended for the installation and operation of pharmacies:
 - Establishment of the right of pre-emption in the purchase and sale or donation of real estate for the exercise of community pharmacy activity;
 - Review of the conditions for terminating a rental agreement, in particular the minimum notice required and the need to authorise the temporary transfer of the pharmacy.

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 45.
**BALANCING PHARMACEUTICAL CARE
- REVIEW OF AVAILABILITY SHIFTS**

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The current system of permanent service shifts and availability is out of step, and changes are recommended concerning pharmaceutical care outside the pharmacy's regular opening hours, the criteria for defining existing pharmaceutical care, as well as users' access to pharmacies during said periods. The aim is to evolve the current framework in such a way as to quickly and comfortably meet the needs of citizens by providing a range of pharmaceutical care tailored to people's real needs. Said changes could also be aimed at responding to occasional increases in demand, motivated in particular by seasonal demand from tourists and the organisation of events with many participants.

PROPOSALS FOR ACTION ●

- Revision of the legal framework governing the opening hours of pharmacies, applying criteria that ensure the balance of pharmaceutical care throughout the territory and promote the sustainability of the pharmacy network.



PRIORITY AREA 46. REMUNERATION MODEL FOR PHARMACIES

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

In Portugal, the revision of the profit margins system in 2012 has resulted in a successive decrease in pharmacies' regulated margins in recent years. As a result, 27.4 per cent of pharmacies are facing serious financial difficulties (234 of them have been declared insolvent, and 566 are being seized, according to data from December 2022). The current remuneration model associated with dispensing medicines could, therefore, jeopardise the sustainability of the pharmacy network, as well as users' access to therapies and closer healthcare, and should be duly reviewed and improved⁵⁴. Internationally, pharmacy remuneration models need to evolve to reflect the pharmacy's growing clinical role beyond traditional dispensing. The definition of remuneration models for pharmacies, linked to the dispensing of medicines and complemented by the establishment of remuneration for pharmaceutical services and acts, will enable community pharmacies to continue to provide effective and adequate support to the health systems in which they operate.

PROPOSALS FOR ACTION ●

- Updating the remuneration system for pharmacies by improving commercialisation margins, bringing them into line with the Reference Countries;
- Establishment of remuneration for pharmaceutical services and acts, especially counselling and direct monitoring of the user, as a reflection of the importance to society of the added value in health from the intervention of pharmacies.



PRIORITY AREA 47. INCENTIVES TOWARDS GENERIC MEDICINES

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



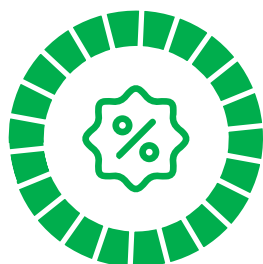
Promoting economic and financial sustainability

Pharmacists play a key role in encouraging the substitution of generic medicines, which guarantee the same quality, efficacy and therapeutic safety, with significant savings for the State and patients, as well as contributing to better compliance by patients with their treatments. However, the current framework does not acknowledge pharmacies' efforts to encourage patients to use generic medicines and does not adequately compensate for the drop in the pharmacy's profit from dispensing cheaper medicines. It is therefore crucial to review the system of incentives for dispensing generic medicines in community pharmacies.

PROPOSALS FOR ACTION ●

- Revision of the incentive framework for dispensing generic medicines in community pharmacies, by implementing a new framework that promotes growth in the share of generic medicines, valuing the contribution of pharmacies.

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 48. PRICE DISCOUNTS ON MEDICINES

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



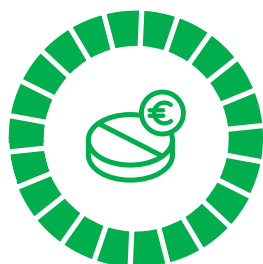
Promoting economic and financial sustainability

Since 2007, the legal framework in force in Portugal has allowed community pharmacies to offer discounts to the public on the price of prescription medicines and even reimbursed medicines. The direct discount that can be applied by pharmacies to the price of reimbursed medicines is a practice that fosters a competitive price climate that can encourage excessive or inappropriate use of medicines by the population, in contrast to what is advocated by the WHO on user care and the safety of medicines. At European level, several countries do not allow pharmacies to offer discounts to the community on medicines with regulated and reimbursed prices. Allowing discounts to the public has even more negative consequences for the sustainability of smaller pharmacies, or those that are more distant from urban centres, and therefore for their maintenance and contribution to territorial cohesion and the health of these communities.

PROPOSALS FOR ACTION ●

- Abolition of the practice of public discounts on the price of medicines, avoiding social and territorial imbalances in access to medicines.

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 49. ATTRACTIVENESS OF THE DOMESTIC MARKET

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

The shortage of medicines is considered a health problem by the WHO and is increasingly affecting the countries of the European Economic Area, causing postponement or non-compliance to prescribed treatments, the occurrence of adverse reactions, as well as increased costs for citizens and health systems⁵⁶. The policy of continually reducing the price of medicines in Portugal in relation to the average prices in other European countries is one of the factors in the progressive shortage of the national market. The deterioration in the price of medicines has been reflected in the growing economic unfeasibility of producing medicines, in the supply of the market and, consequently, in patients' access to some medicines.

PROPOSALS FOR ACTION ●

- Reversal of the policy of lowering the price of medicines in Portugal, allowing the sustainability of the medicine value chain and availability at national level.

DIMENSION III - KNOWLEDGE AND REGULATION AT THE SERVICE OF SOCIETY



PRIORITY AREA 50. REGULATORY BODIES

AXES OF DEVELOPMENT ●



Strengthening the pharmacy position as a space for health and well-being in a person's health journey



Digital transformation at the service of pharmacies and people



Generating scientific and professional evidence in health



Valuing teams and the profession



Promoting territorial cohesion as a response to social and health determinants



Promoting economic and financial sustainability

In Portugal, as in most European countries, the pharmacy industry is regulated by specific legislation. This regulation is based on the understanding that the activity of pharmacies is in the public interest and is an integral part of the health system, namely medicines and public health policies. Within the scope of community pharmacies, several regulatory bodies are involved. In this context of multiple stakeholders in the field of regulating, licensing and supervising pharmacies, it is crucial to ensure that mechanisms are in place to reduce the context costs generated by the fees and contributions paid to the authorities, as well as the efficiency of the requirements established by the regulatory standards, through proper coordination between the various regulators.

PROPOSALS FOR ACTION ●

- Revision of the legal framework to ensure that the regulation of the activity of community pharmacies is duly coordinated by INFARMED, I.P., under the supervision of the Ministry of Health, clarifying the scope of intervention of other authorities or regulatory bodies.

FINAL REMARKS

The Portuguese Pharmacies' White Book represents the ambition of pharmacies to continue transforming people's health journey by meeting their expectations and needs. In a vision of ongoing development, and with a view to contributing to the industry's progress in the face of a society whose needs are constantly chan-

ging, pharmacies present various proposals for action in the White Book, in line with the observations and projections identified by various stakeholders and numerous professionals.

THE EVOLVING NATURE OF THE DIFFERENT COMPONENTS PRESENTED REQUIRES A DYNAMIC APPROACH THAT ALLOWS PROPOSALS TO BE ADAPTED IN LINE WITH THE CHALLENGES AND GAPS IDENTIFIED OVER TIME ●

The evolving nature of the different components presented requires a dynamic approach that allows proposals to be adapted in line with the challenges and gaps identified over time.

The major guidelines, listed in detail throughout what makes up the Portuguese Pharmacies' White Book, will be the subject of diligence according to the priorities established and of revision whenever pertinent.

The actions outlined are intended to be implemented across the country's pharmacy network, in an effort to monitor and, where possible, anticipate the changing needs of the people to whom pharmacies provide healthcare services on a daily basis.

This is only the first phase of a broad journey of work to consolidate the industry's outlook, which is intended to serve as a roadmap for the next phase of concretely identifying how each member of the pharmacy teams can contribute to attaining the common strategic priorities outlined here, together with the ANF - National Association of Pharmacies (Portugal).

The sector's development will therefore depend on the role of

pharmacies in many of the changes for which they are directly responsible and which demand a collective commitment to their implementation.

Furthermore, the Portuguese Pharmacies' White Book also invites political decision-makers, regulators and other partners to make a series of transformations that require their intervention.

We are firmly of the belief that they will be driving forces behind the change we hope to achieve and that, by working in tandem, the value brought to people by each intervention opportunity will be magnified.

The aim is to find new ways of providing care, maximising the potential of the tools available and creating the tools needed to bring about a transformation in the healthcare provided to people through community pharmacies.

Lastly, it should be stressed that the publishing of this document is not the end of this process of deliberation. The Portuguese Pharmacies' White Book is meant to be a continually developing and adapting document and, as such, is inevitably unfinished.

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ANNEXES

ANNEX 1 – LIST OF THE CONSULTED STAKEHOLDERS

ACSS - Central Administration of the Health System, I.P.

ADIFA – Portuguese Association of Pharmaceutical Distributors

AGEAS Portugal - Insurance Company

APDP - Diabetic Protection Association of Portugal

APEF - Portuguese Association of Pharmacy Students

APIFARMA - Portuguese Pharmaceutical Industry Association

APJF - Portuguese Association of Young Pharmacists

APOGEN - Portuguese Association of Generic and Biosimilar Medicines

APORMED - Portuguese Association of Medical Device Companies

Oeiras City Council

Lisbon City Council

Porto City Council

CPE - Community Pharmacy England

CUF - Health, Administrative and Operational Services

General Directorate of Health

ENSP - National School of Public Health

FFUC - School of Pharmacy of the University of Coimbra

FFUL - School of Pharmacy of the University of Lisbon

FFUP - School of Pharmacy of the University of Porto

FIP - International Pharmaceutical Federation

FPP - Portuguese Lung Federation

Luz Health Group

IMHT - Institute of Tropical Medicine and Hygiene

IPU - Irish Pharmacy Union

Multicare - Health Insurance Company

Portuguese Pharmaceutical Society

Portuguese Medical Association

PGEU - Pharmaceutical Group of the European Union

SPEM - Portuguese Multiple Sclerosis Society

The Pharmacy Guild of Australia

ANNEX 2 – OVERVIEW OF THE METHODOLOGICAL APPROACH

0. SITUATION DIAGNOSIS

Compilation of information in preparation for upcoming interviews and study consolidation

1. INTERNAL SURVEYS

1.1 Workshops with the ANF's internal structure and individual Sessions with the ANF's Management and questionnaires complementary to the Workshop sessions

Analysis of the contributions to the work sessions and the results obtained from the complementary Questionnaires to the Workshops with the ANF group's employees

1.2 Workshops with Pharmacies & Questionnaires complementary to the Workshop sessions

Analysis of the results obtained from the workshops with Portuguese Pharmacies and the results obtained from the complementary Questionnaires to the Workshops

2. EXTERNAL SURVEYS

2.1 External Stakeholder Interviews (1 interview per entity)

Analysis of the results of interviews with National and International Health Ecosystem Stakeholders

3. STRATEGIC FORMULATION AND DEFINITION OF POSITIONING SCENARIOS



341
PHARMACIES



+400
EMPLOYEES



45
SESSIONS



22

DIFFERENT LOCATIONS,
COVERING ALL DISTRICT
CAPITALS AND
AUTONOMOUS REGIONS



30 EXTERNAL ENTITIES



+2000 COLLECTED CONTRIBUTIONS

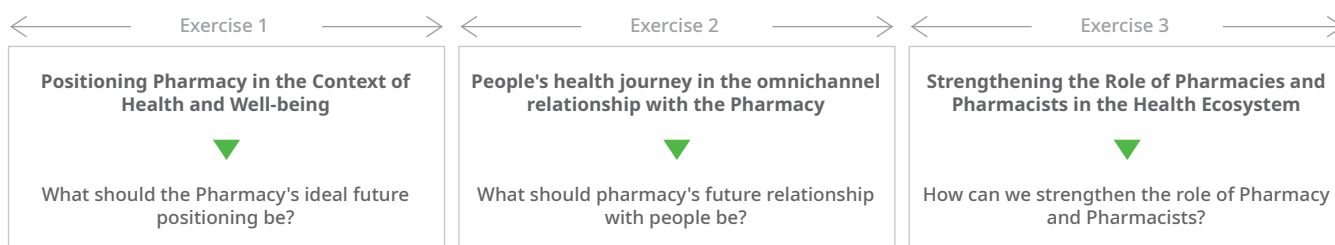


ANNEX 3 – DETAILS OF THE METHODOLOGICAL APPROACH

SOME OF THE COUNTRIES
THAT WERE USED AS A REFERENCE:



ADOPTING A METHODOLOGY FAVOURED ALL COLLABORATORS' ACTIVE PARTICIPATION, GENERATING DISCUSSION AND RAPPORT BETWEEN INTERLOCUTORS AND PARTICIPANTS.



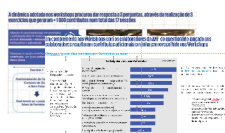
Common to Phase 1.1 - internal survey and Phase 1.2 with Pharmacies



+2000 CONTRIBUTIONS OBTAINED DURING THE SESSIONS, STANDARDIZED INTO KEY IDEAS

Phase 1.1 - internal survey

- Identification of the employees' vision and details of the basic evolution and decline scenario, as well as identification of the benefits, risks, and success conditions

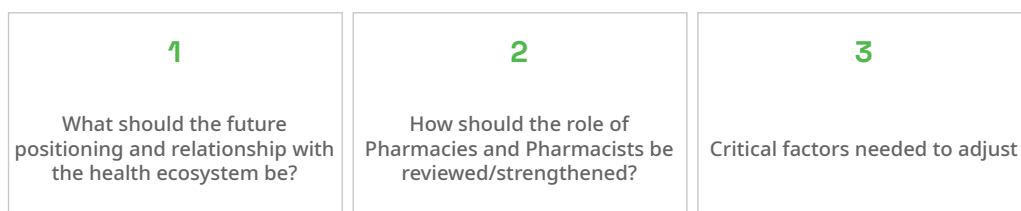


Phase 1.2 - Pharmacy survey

- Identification of the community pharmacy vision and details of the basic evolution and decline scenario, as well as identification of the benefits, risks, and success conditions



IT ENABLED THE CREATION OF VALIDATION SESSIONS ON STRATEGIC FORMULATION AND REPOSITIONING SCENARIOS WITH STAKEHOLDERS FROM VARIOUS CONTEXTS OF THE NATIONAL AND INTERNATIONAL HEALTH ECOSYSTEMS, ADDRESSING THE FOLLOWING TOPICS:



AS A RESULT OF THE PREVIOUSLY IDENTIFIED METHODOLOGICAL APPROACH, A SET OF THREE STRATEGIC DIMENSIONS AND SIX AXES WERE IDENTIFIED, AS WELL AS PRIORITY AREAS AND ACTION PROPOSALS.



Title: The Portuguese Pharmacies' White Book

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In collaboration with KPMG Portugal

