



STORES MODEL CASE STUDY

How a stores model can support the supply and distribution of dose banded chemotherapy and monoclonal antibodies to NHS Trusts

AT A GLANCE

BENEFITS

- No minimum order quantity
- Supports order consolidation and access to batch pricing
- Supports procurement models that require a reliable service for off the shelf products
- Short lead times/next day delivery
- Reduction in waste – order for the next 7-10 days
- Supports outsourcing, where appropriate

CHALLENGES

- Not suitable for all products
- Communication
- Risk

BACKGROUND

The Oxford Pharmacy Store (OPS) ethos is to provide high quality services that support NHS Trusts both within our ICS and across the UK.

Since conception of the service with the Thames Valley and Wessex Region and their regional Pharmacy Procurement Specialist in 2019, we have strived to listen and collaborate with NHS Trusts and compounders to improve the timely supply and distribution of aseptically compounded medicines. As a result, we have adapted our service to ensure alignment with all stakeholders in the supply chain.

The OPS store model has proven to be efficient and effective for the supply of aseptically compounded medicines locally and has the potential to be expanded or replicated for national benefit.

OPS have the experience and the capacity to further support the NHS in more efficient and effective supply of aseptically compounded medicines locally and nationally.

OBJECTIVE

To work in collaboration with NHS Trusts and compounders to improve the timely supply of dose banded chemotherapy and monoclonal antibodies.

OPS have considered how we can work in innovative ways to support the infusions and special medicines programme ambition to increase capacity from 4million to 40million doses annually. By stocking a range of batched products readily available for next day delivery, there is less pressure on compounders to produce patient specific doses and more reliability in supply for NHS Trusts.

Our objectives of the stores model has been to

- positively impact patient care and reduce cancelled or delayed treatment.
- support recent contracting that has required 'off the shelf' models'- demonstrating an effective delivery against this.
- to support unplanned closure of Trust aseptic units as an emergency supply route.
- to provide gold standard customer service by regularly engaging with our customers and seeking feedback via questionnaires and surveys to ensure continuous improvement.
- to provide a case study with a local Trust within our own ICS and define the tangible benefits and costs savings realised at a Trust level.

BENEFITS- NHS TRUST PERSPECTIVE

Benefit One

Reduced turnaround time for orders and continuity in supply. Royal Berkshire reported a significant reduction in the average lead times to 1.5 days from OPS.

Benefit Two

Supports Trusts to outsource, to free up capacity for preparation of the products that require compounding locally.

Benefit Three

Reduction in waste, Royal Berkshire can rely on shorter lead times and availability, so hold less 'just in case' stock.

Benefit Four

Consolidation of orders by OPS means that Trusts can access a batch price (rather than the cost of a single unit or bespoke dose).

Benefit Five

Reduction in cancelled or delayed treatment for patients.

Benefit Six

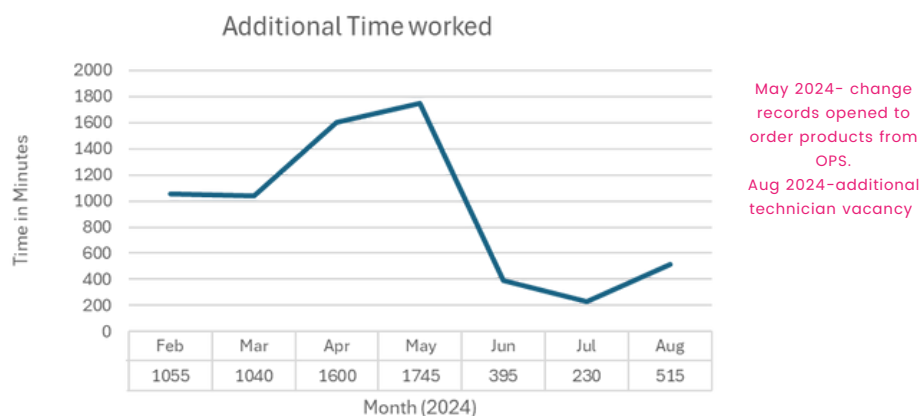
Royal Berkshire, like many other Trusts, have very limited storage and refrigerator space. By keeping stock ready and available at OPS it allows for more effective utilisation of available space at the Trust site.

Benefit Seven

An off the shelf model allows OPS to offer emergency support for unplanned unit closures or reductions in capacity, as long as the supply to regular customers is unaffected. This can be a lifeline to Trusts and units.

Benefit Eight

Significant reduction in additional workload, see graph (right) for contracted hours worked by the technical team each month at Royal Berkshire. In addition, this reduction had knock on improvements for staff morale and retention.



"Working in collaboration with the Oxford Pharmacy Store has enabled the Pharmacy Aseptics Services Unit at The Royal Berkshire NHS Foundation Trust, to develop our service. The lead times enable us to control our stock holding at our small facility. This has allowed implementation of reduced order quantities at increased frequency, adapting to the changing requirements of patients and reducing waste. It has also increased our cleanroom capacity allowing us to prepare complex treatments."

KIRSTY BOSTOCK

Lead Aseptic Services Technician
Royal Berkshire NHS Foundation Trust



BENEFITS – COMPOUNDER PERSPECTIVE

Benefit One

Standing orders support scheduling and production planning and aim to maximise available capacity.

Benefit Two

Meets the NHS request for an 'off the shelf' model without tying up capital and increasing stock risk. Capital can instead be used to invest in further capacity.

Benefit Three

Improves overall access to and lead times for products, which in turn supports in meeting contracted KPI targets.

Benefit Four

Supports contract compliance.

"Bath ASU, part of the Pharmaxo Group, and OPS have been nurturing a strategic collaborative partnership whereby OPS have established an inventory of Bath ASU produced compounded products which can be supplied immediately from stock. This has resulted in a truly win-win situation where peaks and troughs in demand have been smoothed to allow manufacturing to be performed in a steady, repetitive, and optimised way which best utilises the available capacity at the manufacturing site. It is recognised that demand often outpaces instantly available capacity. By establishing a buffer of inventory, the ability of the extended supply chain to meet the fluctuating demands has been enhanced which improves accessibility and assurance of supply. Bath ASU is committed to servicing patient needs, and by forging a strong relationship with the OPS team we collectively are delivering on that commitment."



PETER ALLEN

General Manager, Pharmaxo



Pharmaxo

CHALLENGES AND LEARNINGS

Challenge One

Requires regular, effective communication with Trusts for accurate forecasting information and to ensure effective stock inventory management. OPS have regular review meetings with Trusts and share stock inventory and availability of all lines as well as reporting on KPIs, such as OTIF and average lead times.

Challenge Two

Risk- high cost, short expiry medicines require careful management. OPS Stock managers proactively manage individual lines, contacting Trusts where there is unexplained drop off or increased usage to ensure accuracy in stock inventory and to minimise risk and wastage in the supply chain.

Challenge Three

Resource intensive within the Trusts to manage a switch i.e. change controls, meeting with clinical teams for biosimilar switches. Many units are already facing workforce issues and conflicting priorities.

Challenge Four

Compounders have not always worked with specialist wholesalers such as OPS. Collaborative working is required to build confidence and relationships to gain benefits for all in the supply chain. OPS have regular review meetings with compounders to ensure an effective service offering and optimal stock availability.

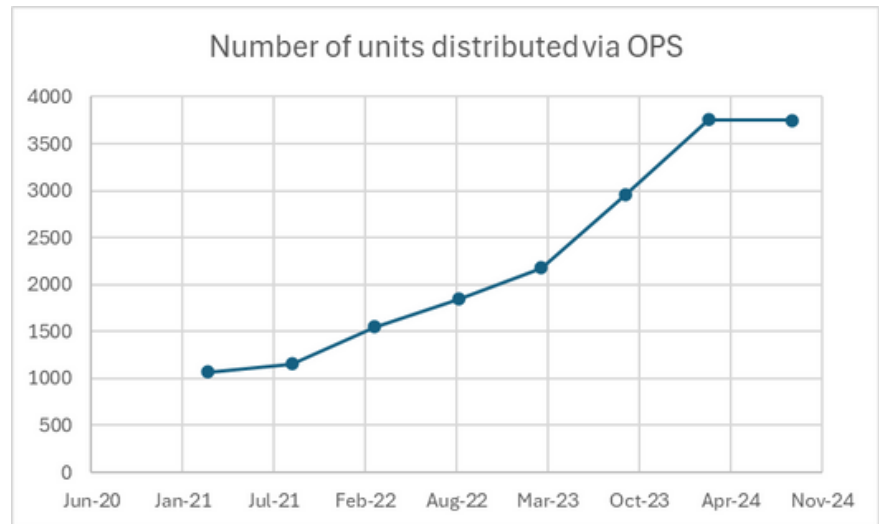
Challenge Five

Ongoing medicines shortages. If there are shortages that restrict the availability to compounders, this will also affect the off the shelf model, although there is often a lag due to stock inventory levels held by OPS.

PROGRESS AND NEXT STEPS

- Currently OPS distributes over 3800 doses per month.
- We support 36 NHS Trusts across 5 NHS Regions
- Products Include:

Atezolizumab IV, Atezolizumab Sub-Cut, Bevacizumab, Bortezomib, Carboplatin, Cyclophosphamide, Daratumumab, Doxorubicin, Epirubicin, Nivolumab, Oxaliplatin, Pembrolizumab, and Vincristine with new products being considered for 2025



- Collaborative efforts between the store, trusts, and compounders are essential to maximise the potential of compounding services and ensure that the benefits of this operating model are shared across the supply chain.
- Reviewing contracting models and pursuing off-the-shelf initiatives are key to achieving optimal arrangements for all stakeholders.
- National product standardization will enable all stakeholders to use standardised presentations, making production and supply more efficient.
- Data can be used to demonstrate how a stores model can reduce bespoke patient-specific and same-day/next-day ordering, thereby realising cost efficiencies.
- A crucial next step is developing our approach to providing agile and flexible support to NHS aseptic units during planned and unplanned shutdowns to ensure continuity of supply.
- Adequate storage capacity in the store must be considered.
- Services should be continuously reviewed from a social responsibility perspective, incorporating environmentally friendly packaging, more energy-efficient operations, and alignment with initiatives from courier partners.
- Staff must be actively supported in their career development, with attention given to the right skill mix, including pharmacy professionals, to support and maintain the service.

