



Community Pharmacy West Yorkshire Development Academy Evaluation

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SUMMARY OF EVALUATION AND RECOMMENDATIONS

In 2013, the Community Pharmacy West Yorkshire Development Academy was initiated; its aim to develop the skills, learning and resources of all West Yorkshire community pharmacy staff in medicines optimisation, public health and patient wellbeing, with a focus on improving Healthy Living Pharmacies. The Academy provides face-to-face training, a website, on-line resources and social media, accessible by the whole pharmacy team. This is funded through Health Education England (HEE) and other sources including industry, local authorities and public health. The Academy has delivered nearly 150 events to date, with a monthly attendance of over 300 people. This evaluation reviewed the number and type of events delivered, the number and type of attendees plus overall views and opinions of pharmacy staff.

Between April 2013 and February 2016 there were a total of 6669 attendances at 146 events covering 58 different topics. One-hundred and fifty-five members of pharmacy staff provided views and opinions of the Development Academy via a questionnaire; 103 (68.7%) were pharmacists, 15 (10%) technicians, 16 (10.6%) medicines counter assistants and the remainder other pharmacy professionals eg pre-registration pharmacists. One-hundred respondents (64.5%) had attended an Academy training event in the last 12 months. The main reason for not attending was the timings of the events (56.4%, 31/55), with 20.0% (11/55) of respondents not aware of the events. Suggestions for alternative methods of delivering Academy events included on-line videos (67/95, 70.5%), weekend events (37/95, 38.9%) and webinars (33/95, 34.7%). The top three topics which respondents found useful were diabetes, respiratory and medicines optimisation during Ramadan. Of the 100 respondents who attended the events, 88 (88.0%) felt that the topics were relevant and 76 (76.0%) felt that attending the training events improved the service their provided to their patients. Furthermore 80 (80.0%) respondents agreed that attending the events improved their understanding of the topic. To improve training further, participants suggested more practical, interactive sessions with links to event summaries, online presentations and links to professional development frameworks eg RPS faculty. Suggestions for future topics included mental health, substance misuse, child health and contractual matters eg drug tariff.

With support from partner organisations the Development Academy has given community pharmacies skills and resources to address health challenges faced within the region. A number of further actions could be taken to develop the Academy. These are outlined in the summary of recommendations below.

RECOMMENDATIONS

- Continually look at ways to increase attendance especially of support staff
- Identify pharmacies who have never attended and explore reasons why
- Proactively approach previous non-attenders and less frequent attenders to increase attendance
- Review the suggested topics for future events to inform 2016 programme
- Look at alternative delivery methods to reach a wider audience
- Continue to deliver face to face events in current format
- Review content of events to ensure sessions are interactive and practical

1 INTRODUCTION

The Healthy Living Pharmacy (HLP) framework is a tiered commissioning framework which aims to provide the consistent delivery of a broad range of services through community pharmacies which meet local need and improve the health and wellbeing of the local population, ultimately helping to reduce health inequalities.¹ It also supports organisational development within the community pharmacy by:

- developing the workforce (a skilled team to pro-actively support and promote behaviour change, improving health and wellbeing);
- ensuring premises are fit for purpose;
- engaging the local community, other health professionals (especially GPs), social care, public health professionals and local authorities.

Community pharmacies wishing to become HLPs are required to consistently deliver a range of commissioned services based on local need and commit to and promote a healthy living ethos.

In April 2012, Community Pharmacy West Yorkshire established a Healthy Living Pharmacy (HLP) programme. Since then, the programme has grown to be one of the biggest in England covering over 130 of the 560 community pharmacies in West Yorkshire. These pharmacies deliver a range of services, which meet local need, improve health and wellbeing of the local population and help to reduce health inequalities.²



Previous HLP evaluations identified training as key to staff preparedness for delivering the HLP programme and increasing knowledge and confidence,^{3,4} concluding that training contributed to the success of HLP programmes. An evaluation of the Portsmouth HLP programme identified that regular training created a “pharmacy community” whereby the relationships grew through staff interacting at joint training sessions and keeping in contact with each other. Despite the described successes of the HLP training in other areas some participants felt that they had not gained the skills

to put the knowledge into practice to deliver interventions to their clients.⁴ Staff felt that they needed further support to proactively deliver public health advice, mainly in areas perceived as ‘difficult’, such as weight management. This is similar to previous findings in studies exploring community pharmacy delivery of services.^{5,6,7,8,}

In 2013, the Community Pharmacy West Yorkshire Development Academy was established to develop pharmacy teams to support and enable them to deliver the Healthy Living Pharmacy programme, focusing on medicines optimisation, public health and patient wellbeing.¹ Whilst the Development Academy was developed to support HLP champions and leaders, it has subsequently evolved to support other pharmacies to deliver quality services and is not exclusive to Healthy Living Pharmacies.

Community Pharmacy West Yorkshire continues to invest in the West Yorkshire HLP programme and is committed to the ongoing review and development of the Academy to ensure the HLP programme is appropriately supported.

This evaluation reviews attendance at events delivered and community pharmacy staff opinion of the Development Academy events, plus determines how it can be improved.

2 AIMS AND OBJECTIVES

Aim

To evaluate the Community Pharmacy West Yorkshire Development Academy

Objectives

- To describe the number and types of events delivered through the Development Academy
- To determine the number and type of attendees at the events
- To determine community pharmacy staff opinion on the content and delivery of Development Academy events
- To identify ways to improve and progress the Development Academy

3 THE DEVELOPMENT ACADEMY

The Community Pharmacy West Yorkshire Development Academy was initiated in 2013 and has been operational for nearly 3 years (34 months); its aim to develop the skills, learning and resources of all West Yorkshire community pharmacy staff in medicines optimisation, public health and patient wellbeing, with a focus on improving Healthy Living Pharmacies.¹

The Community Pharmacy West Yorkshire Development Academy provides face to face training, a website, on-line resources and social media to all community pharmacy staff, including support staff, delivery drivers and students within the West Yorkshire region. It pulls together existing training and resources including knowledge and development programmes produced by the pharmaceutical industry. To date it has delivered nearly 150 events to community pharmacy teams. The monthly attendance at Academy events is now over 300 people and the social media reach continues to develop.



Many events offer multiple workshops which run concurrently, aimed at both pharmacists and support staff and the differing roles that they have within the pharmacy. The intent being to allow participants to leave each event with practical skills and knowledge that they can use to improve their patients' experience the next day. The Community Pharmacy West Yorkshire Development Academy has been used to develop the West Yorkshire Healthy Living Pharmacy programme and give specific training for newly commissioned services such as Alcohol Brief Intervention and Pharmacy First, a self-care scheme.

Events are typically delivered at four venues per month which are geographically spread across West Yorkshire; the same training being delivered at each venue. Individuals are free to attend any venue within the West Yorkshire locality. The training events are usually held on an evening or weekend, at venues with good transport links; parking and catering is also provided.

The aim of the Development Academy is:

- To support the development of the whole community pharmacy team in delivering quality health and wellbeing services.
- To develop West Yorkshire community pharmacy teams to ensure medicines optimisation.
- To develop the quality of service delivery by community pharmacies particularly Healthy Living Pharmacies
- To raise the national profile of the West Yorkshire Healthy Living Pharmacy programme and its industry partners.
- To support HEE to deliver its objectives for community pharmacy
- To enable West Yorkshire be used as a pilot site for national community pharmacy training development.

The Development Academy works with partner organisations to ensure community pharmacy is central to primary care workforce. These partners include HEE, local universities (Leeds Beckett, Bradford and Huddersfield), public health teams within all West Yorkshire Health and Well-Being Boards (five in total), the Centre of Post Graduate Pharmacy Education (CPPE) and the Local Practice Forum (LPF). It is funded through support which runs from September to September each year. There has also been strong support from a number of pharmaceutical industry companies. Industry staff have attended a large number of relevant training events and are key partners of the Community Pharmacy West Yorkshire Development Academy steering group. Despite the strong support from the industry, the events remain non-promotional and educational in nature.



Over the next year HLP will be developed further. A new accreditation framework will be introduced to assist pharmacies to increase the support they provide to their communities. This creates an opportune time to evaluate the Development Academy to ensure it develops along with the new framework and is fit for purpose. This evaluation will review the delivery of the Academy to date to inform how it can continue to support all pharmacy staff who deliver the HLP programme and the new accreditation framework.

4 METHOD OF EVALUATION

Routine data on the Academy events were analysed to determine number and type of events plus number of attendees. A questionnaire was designed and disseminated to 560 community pharmacies (in West Yorkshire) using both SurveyMonkey® and a paper-based approach during autumn 2015. It contained a mixture of open and closed questions and surveyed staff opinion on the program of events, topics covered and how staff would prefer to receive training in future. The questionnaire was peer-reviewed prior to dissemination and relevant suggestions incorporated into the questionnaire. The questionnaire was designed to target all members of pharmacy staff irrespective of whether they had attended a training event. Nine health champions from Healthy Living Pharmacies were also interviewed by the health champion Support Worker to determine how

the Academy could better support the HLPs. The interviews were thematically analysed. As this was service evaluation ethics approval was not needed. Each training event was individually evaluated immediately post event, the results of which are not reported here.

5 RESULTS

Data

Between April 2013 and beginning of March 2016 there were a total of 6669 attendances for 146 events covering 58 different topics (see table 1 and appendix A). The topics covered both therapeutic areas and quality improvement eg patient safety and making every contact count, including theory and practical advice.

Table 1 Breakdown of number of events, topics covered and attendance by academic year

Academic Year	Number of Events	Number of Topics Covered	Total Attendances
2013 - 2014	70	27	2918
2014 - 2015	51	22	2705
2015 - 2016 (part year)	25	9	1046
Total to date	146	58	6669

Participants

Registration logs between September 2014 and March 2016 were analysed. Events were attended by 1923 different people; mostly people who were pharmacists or training to be pharmacists, although there was also a good spread of other members of the pharmacy team (see figure 1 and table 2).

NB prior to September 2014 the role of attendees was not recorded.

Figure 1 Proportion of staff group who attended events

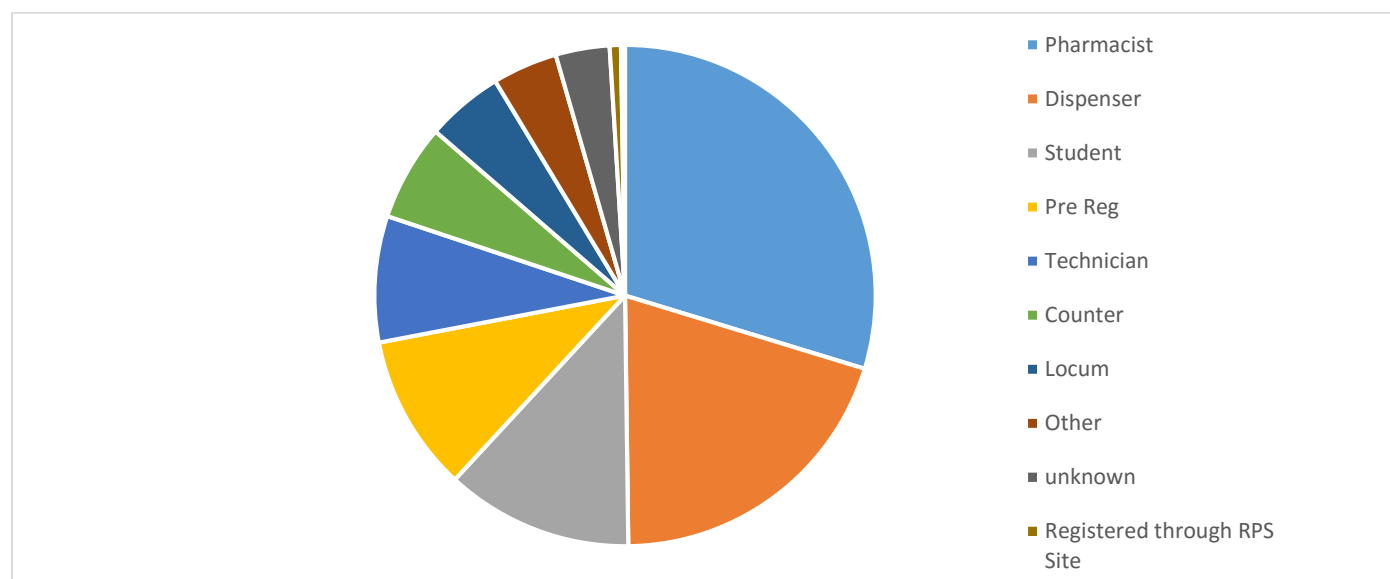


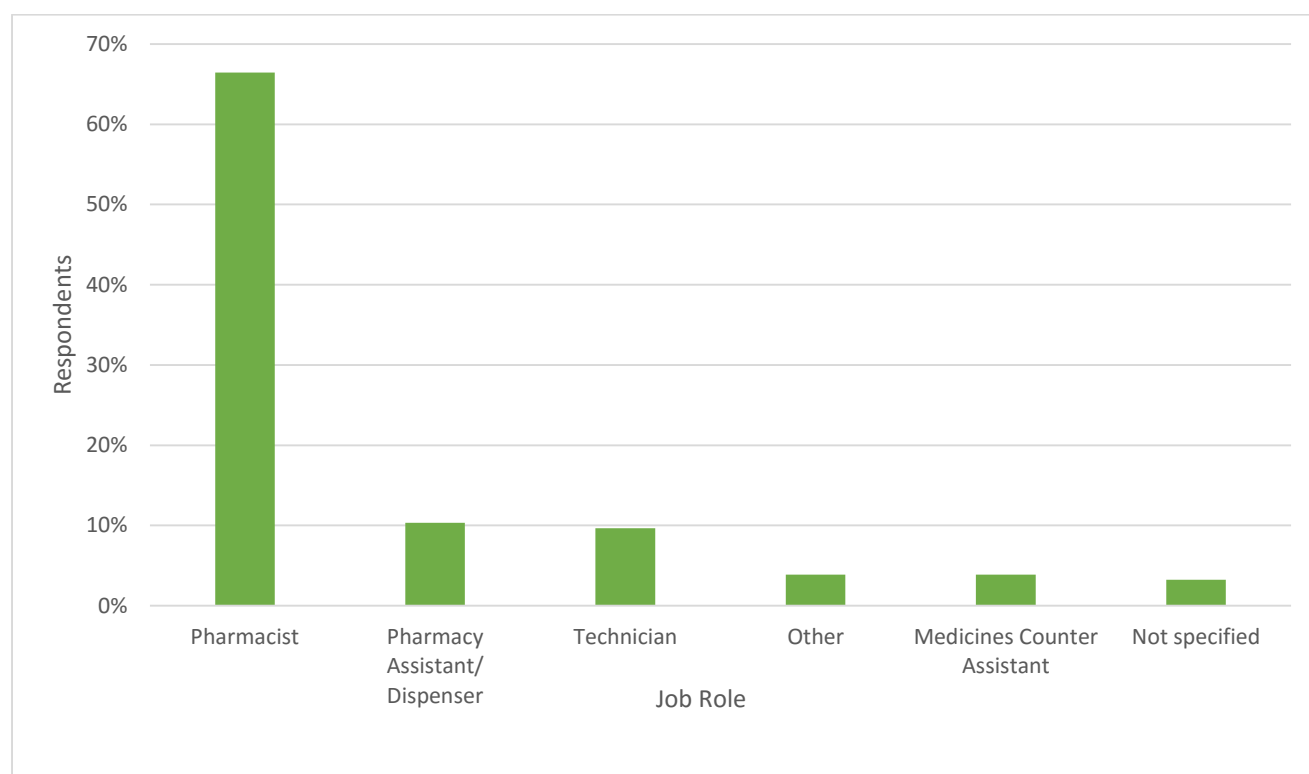
Table 2 Proportion of staff group who attended events (September 2014 – March 2016)

Staff group	Number who attended	Percentage of staff who attended
Pharmacist	573	29.8%
Dispenser	387	20.1%
Student	233	12.1%
Pre-Registration Student	195	10.1%
Technician	157	8.2%
Counter	120	6.2%
Locum	96	5.0%
Other	81	4.2%
Unknown	67	3.5%
Registered through RPS Site	14	0.7%
Total	1923	100%

Participant feedback

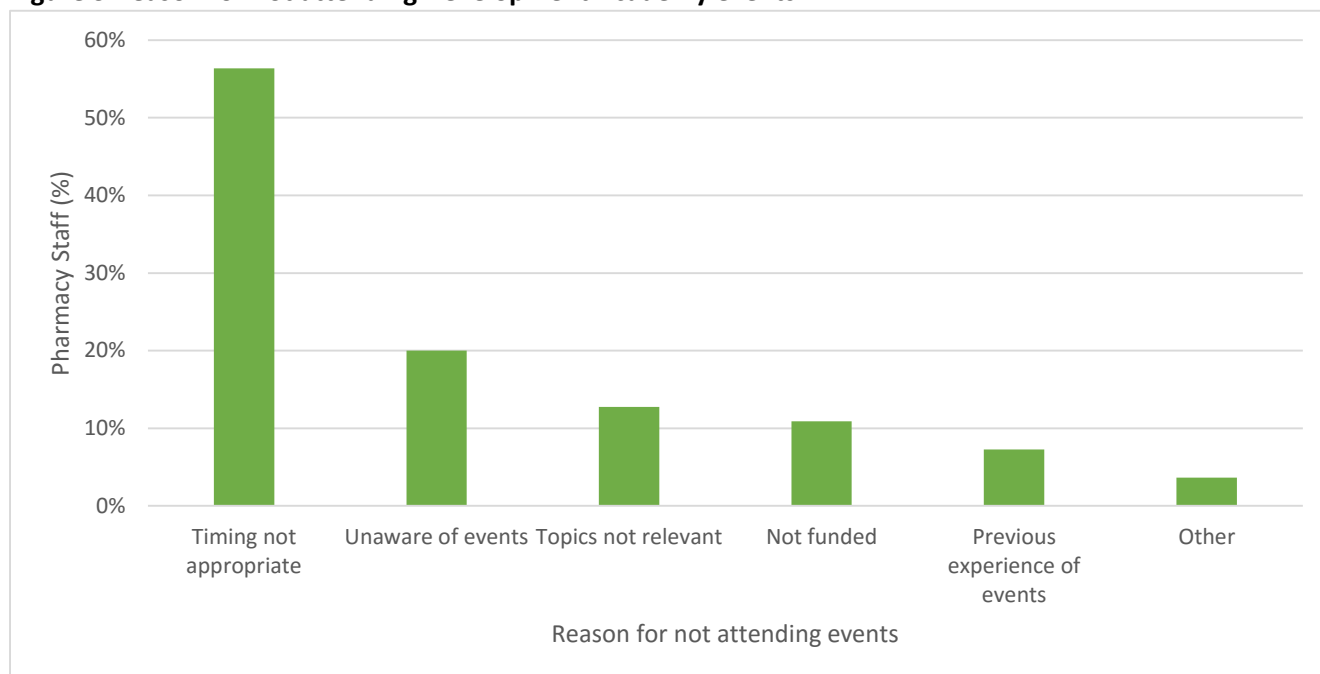
One-hundred and fifty-five members of pharmacy staff responded to the feedback questionnaire, the majority of which were pharmacists (103/155, 68.7%) (see figure 2).

Figure 2 Role of respondents within the pharmacy



One-hundred of these respondents (64.5%) had attended an Academy training event in the last 12 months. The main reason for not attending was the timings of the events (56.4%, 31/55), with 20.0% (11/55) respondents not aware of the events (see figure 3).

Figure 3 Reason for not attending Development Academy events



Suggestions for alternative methods of delivering Academy events included on-line videos (67/95, 70.5%), weekend events (37/95, 38.9%) and webinars (33/95, 34.7%). One respondent suggested that a summary of key points from the event would be useful for non-attenders to read, another e-learning and another correspondence course.

The top three topics which respondents found useful were diabetes, respiratory and medicines optimisation during Ramadan (see table 3).

Table 3 Topics found most useful by attendees	Number of responses
Diabetes	28
Respiratory / Inhaler training / asthma	23
Ramadan	14
Cardiovascular	11
Flu Vaccination	8
Substance misuse	7
Dementia	7
EPS	6
All	5
Pharmacy First	4
New Anticoagulants	3
Dermatology	3
Children and young people	3
Safeguarding	2
Pharmacy First	2
EHC	2
Supporting patients with mental health	2
Scholl appliances and measuring for hosiery	1
Palliative Care	1
Injection & administration technique	1
Antibiotics	1
MUR	1
NMS	1

Of the 100 respondents who attended the events, 88 (88.0%) felt that the topics were relevant and 76 (76.0%) felt that attending the training events improved the service they provided to their patients. Furthermore 80 (80.0%) respondents agreed that attending the events improved their understanding of the topic (see figure 4).

There were a significant number of suggestions for future topics (see table 4) plus a few suggestions on how the Development Academy could be improved (see table 5). Overall the feedback was very positive with many comments on how interesting and engaging the events are:

‘The training sessions are fantastic!’

‘The staff at CPWY and guest speakers always make the event more enjoyable’

Figure 4 Percentage of respondents who agreed with statements

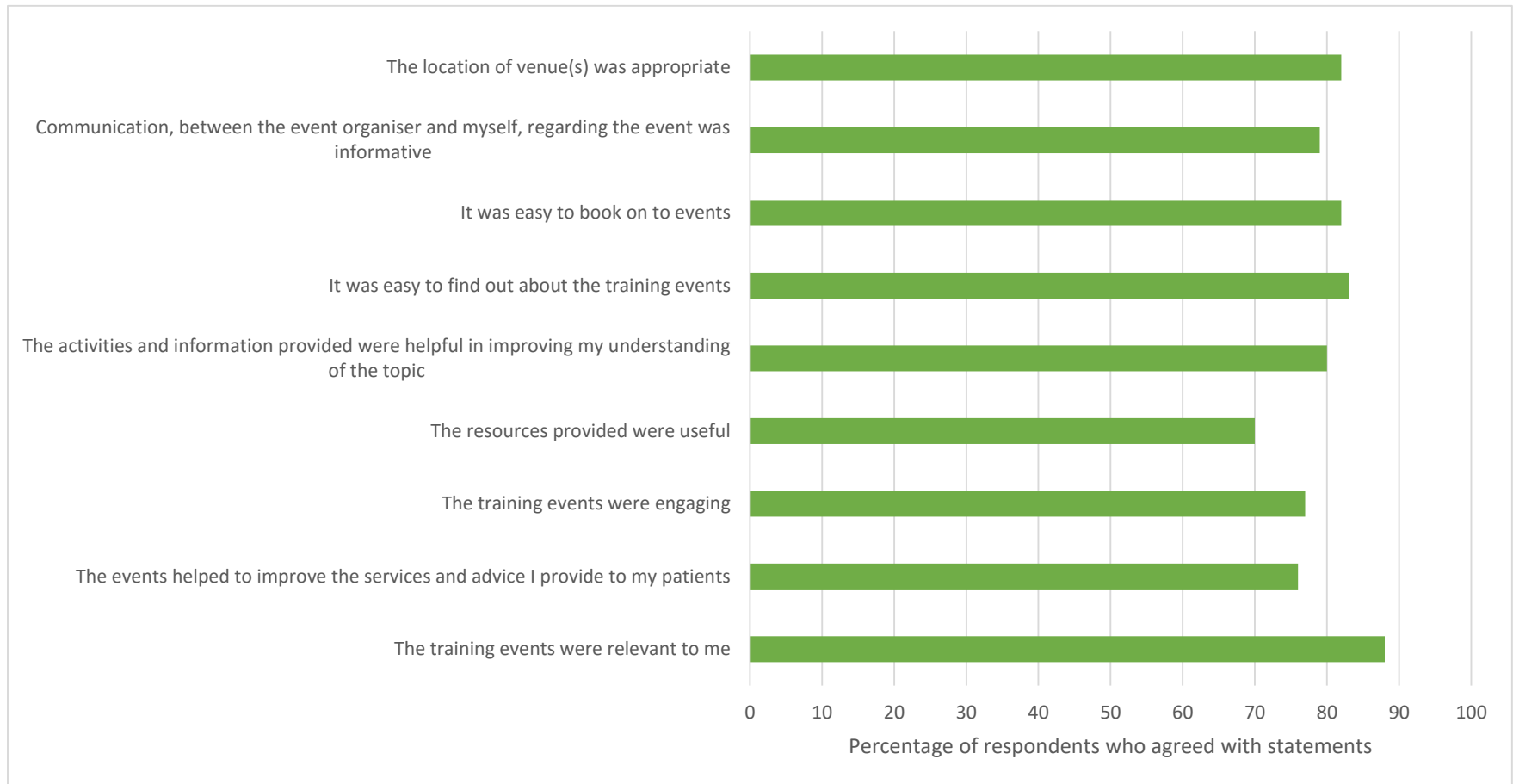


Table 4 Suggestions for future topics	Number of responses
Diabetes / Insulins/ New oral hypoglycaemic agents	8
Mental health/ depression/ schizophrenia	6
Cardiovascular/ hypertension	6
COPD/Asthma/ Inhaler Technique/ New inhalers	6
Substance misuse	5
Alcohol	4
Dermatology	4
Coeliac disease, Gluten free products / lactose free	3
EPS/ SCR	3
Pregnancy and breastfeeding	3
Pain management	3
Obesity/ weight management/ Healthy Living	3
Infants and children	3
Epilepsy	3
Flu	3
Drug Tariff	2
Minor ailments	2
Antibiotic Guardianship	2
Stoma and Ostomy	2
Law and ethics including legal classifications	2
Interactions/ OTC interactions	2
PURM	2
Improving relationship with surgery	2
Anticoagulants (including NOACs)	2
Veterinary medicine	1
When to use supplements	1
Providing medication to care homes	1
Topics relevant to healthcare needs of patients in West Yorkshire	1
EHC	1
COPD	1
Promoting Business	1
Starting up your own pharmacy	1
Common interactions with diabetics asthmatics	1
MDS standards	1
First aid	1
Becoming HLP	1
Changing role of pharmacist	1
Smoking	1
Safeguarding	1
Needle exchange	1
GPHC	1
Cholesterol screening	1
Travel health	1

Health Nutrition	1
Maternity	1
Sexual health	1
Safeguarding	1
Dressings	1
Practice pharmacy	1
Alzheimer's	1
Elderly	1
Topics relevant to MUR and NMS	1
Stroke	1
Having difficult conversations with patients	1
'Never say NO' - a session on ensuring no customer goes away with a negative message or the answer 'no' without being signposted, given health promotion information or offered an alternative product or solution to their problem. This could be everything from being presented with an out of date prescription to being asked for Castor Oil to buy OTC to bring on labour.	1
"Back to School" - what children can pick up from each other when back in class, eg head lice, chicken pox, German measles, impetigo, etc, and their treatments	1
Working with social services	1
Up and coming services	1

Table 5 Further suggestions for improvement	Number of responses
Nothing	5
Interactive/ more engagement	5
Works well keep as is	4
Email resources post event/ make available online	2
Coincide with national campaigns	1
Materials to take away to work through	1
Shorter	1
Link to professional development frameworks eg faculty	1
Encourage pre-reg and tutors to attend	1
Work on area managers	1
Some repeated topics	1
Training that can be accessed at home	1
More collaborative events eg joined with CPPE to be able to declare competence	1
Events nearer Skipton, Settle and Grassington	1
Not advanced enough	1
Keep events local	1
Events during the day	1
Paper summary rather than email	1
Revisit some topics	1
Sometimes a bit rushed	1

Feedback from health champions in Healthy Living Pharmacies

The majority of health champions interviewed felt that they would benefit from basic training in how to approach patients and communicate with them on a variety of subjects including diet and exercise. They also wanted the training to be very practical with specific guidance on what to say to patients on specific topics. Some of the health champions lacked confidence in their abilities which inhibited them from engaging with patients. They wanted some new topics to enable them to deliver something different although there were no real suggestions as to what these topics may be. The health champions also wanted support with creating displays within the pharmacy. Health champions also talked about lack of resources to display and distribute, therefore an event about sourcing resources may be beneficial. Further support on how to be a champion may also be useful.

6 DISCUSSION

The Development Academy has delivered a large number of events on a wide range of topics to a large number of staff who work within community pharmacy; most notably support staff including medicines counter assistants and delivery drivers. It has been widely enjoyed and embraced by all members of the team with many finding it valuable and worthwhile.

Therapeutic topics were found most useful, although participants also found service specific training beneficial eg flu vaccination training. A range of alternative methods of delivery have been suggested including online options to improve access to training. All participants felt that the topics previously covered were relevant and had many more suggestions of future topics that could be delivered. Feedback from health champions indicated that training on approaching patients, including practical advice on delivering interventions, would be most useful as well as ongoing support. This is similar to findings from previous HLP evaluations.^{4,5,6,7,8,9}

A recent 2014 evaluation found that patients who used Healthy Living Pharmacies within West Yorkshire found them of high professional standard, accessible and their staff approachable.¹ Some of this may be attributable to Development Academy and its programme of events. In order to maintain the high standards and progress the Development Academy further, now is the time to embrace a range of different delivery options to cater for differing learning preferences. The Development Academy is currently sustainable due to the excellent support and funding that it has received from HEE and sponsorship. For this work to continue, and to continue to develop the Academy to reach a wider audience, it is essential that funding continues. Without this the Development Academy could not continue in its current format.

Limitations

Although the feedback questionnaire had a high number of respondents (some of who had never attended an academy event), it was only completed by approximately 30% of pharmacies. This may mean that only those who are interested in the Academy responded and that the results are not a true reflection of the whole of West Yorkshire. The proportion of each job role who responded to the questionnaire is also not reflective of the pharmacy staff who work in West Yorkshire or the people who currently attend the events, with mostly pharmacists responding to the questionnaire. Despite this, the suggestions made by staff who completed the questionnaire are useful to support the progression of the Academy. Further work to reach those who have not yet engaged is needed.

7 CONCLUSIONS

Community Pharmacy staff felt that the events were valuable and improved their knowledge and understanding of the topics covered, benefitting the whole pharmacy team. The top three most useful topics mirrored national and local priorities. To develop the Academy further, exploration of novel ways of delivering training at more convenient times for staff is needed to complement the existing face to face delivery methods eg through webinars and weekend events. Despite a good turnout from pharmacy support staff, ways to encourage their increased attendance needs to be explored.

RECOMMENDATIONS

- Continually look at ways to increase attendance especially of support staff
- Identify pharmacies who have never attended and explore reasons why
- Proactively approach previous non-attenders and less frequent attenders to increase attendance
- Review the suggested topics for future events to inform 2016 programme
- Look at alternative delivery methods to reach a wider audience
- Continue to deliver face to face events in current format
- Review content of events to ensure sessions are interactive and practical

8 REFERENCES

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9 APPENDIX

Area	Venue	Event	Date	Med Opt (A)	Resp to Sym (B)	Tech	Total
Bradford	Cedar Court	Pain Training	22/01/2013	19			19
C&K	Holiday Inn	Pain Training	23/01/2013	25			25
Leeds	Village Hotel	Pain Training	30/01/2013	43			43
Wakefield	Holiday Inn	Pain Training	31/01/2013	14			14
Bradford	Cedar Court	Contraception	06/02/2013	40			40
C&K	Holiday Inn	Contraception	07/02/2013	43			43
Kirklees	Al-Hikmah Centre	Kirklees Alcohol Training BI Core Day	13/02/2013	21			21
Kirklees	Textile Centre	Kirklees Alcohol Training BI Core Day	19/02/2013	20			20
Kirklees	Al-Hikmah Centre	Kirklees Alcohol Screening & Brief	20/02/2013	21			21
C&K	Textile Centre	Kirklees Alcohol Screening & Brief	27/02/2013	20			20
Wakefield	Kings Croft	Contraception	06/03/2013	20			20
Leeds	Village Hotel	Contraception	07/03/2013	59			59
Bradford	Cedar Court	Performance Sanctions	12/03/2013	28			28
C&K	Holiday Inn	Performance Sanctions	13/03/2013	41			41
Wakefield	Holiday Inn	Performance Sanctions	19/03/2013	32			32
Leeds	Village Hotel	Performance Sanctions	21/03/2013	51			51
Bradford	Cedar Court	Harm Reduction	09/04/2013	38			38
C&K	Holiday Inn	Harm Reduction	10/04/2013	37			37
Wakefield	Kings Croft	Harm Reduction	24/04/2013	31			31
Leeds	Village Hotel	Harm Reduction	25/04/2013	64			64
C&K	Holiday Inn	New NHS Update	01/05/2013	33			33
Calderdale	Dean Clough	Calderdale Alcohol	01/05/2013	20			20
Kirklees	Textile Centre	Kirklees Public Health Day	07/05/2013				0
Kirklees	Al-Hikmah Centre	Kirklees Alcohol IBA	08/05/2013	11			11
Calderdale	Dean Clough	Calderdale Healthy Chat	08/05/2013	25			25
Ossett	Holiday Inn	New NHS Update	15/05/2013	37			37

Bradford	Cedar Court	New NHS Update	21/05/2013	58			58
Leeds	Village Hotel	New NHS Update	23/05/2013	60			60
Calderdale	Dean Clough	Calderdale Alcohol	12/06/2013	16			16
Kirklees	Textile Centre	Self-Care and HLP	27/06/2013	11			11
Bradford	Cedar Court	Leadership & Sales	10/07/2013	31			31
Leeds	Village Hotel	Leadership & Sales	18/07/2013	29			29
Calderdale	Dean Clough	Stoptober	03/09/2013	18			18
C&K	Holiday Inn	Which Report	24/09/2013	19			19
Leeds	TechNorth	MECC	25/09/2013	10			10
Leeds	Village Hotel	Which Report	26/09/2013	34			34
Bradford	Cedar Court	Which Report	01/10/2013	15			15
Wakefield	Hadfeild Hall	Which Report	02/10/2013	13			13
Leeds	Holiday Inn Garforth	Men's Health	03/10/2013	23			23
Calderdale	Dean Clough	Men's Health	10/10/2013	28			28
Kirklees	Textile Centre	Kirklees Alcohol	23/10/2013	26			26
Wakefield	Create Café	MECC	24/10/2013	tbc			0
Bradford	City Hall	Tobacco	30/10/2013	10			10
C&K	Holiday Inn	Dermatology	30/10/2013	46	11		57
Bradford	Cedar Court	Dermatology	05/11/2013	39	13		52
Leeds	Village Hotel	Dermatology	07/11/2013	32	15		47
Wakefield	Holiday Inn	Dermatology	13/11/2013	26	15		41
Bradford	Cedar Court	Anticoagulants & Winter Ailments	20/11/2013	23	26		49
Leeds	Village Hotel	Anticoagulants & Winter Ailments	26/11/2013	29	22		51
C&K	Holiday Inn	Anticoagulants & Winter Ailments	28/11/2013	38	28		66
Wakefield	Holiday Inn	Anticoagulants & Winter Ailments	03/12/2013	25	26		51
C&K	Holiday Inn	Diabetes	04/02/2014	57	31	0	88
Wakefield	Kings Croft	Diabetes	06/02/2014	19	27	0	46
Leeds	Village Hotel	Call to Action	08/02/2014	50			50
Bradford	Cedar Court	Diabetes	11/02/2014	89	48	9	146
Leeds	Village Hotel	Diabetes	13/02/2014	88	30	11	129
C&K	Holiday Inn	Call to Action	19/02/2014	97			97
Wakefield	Kings Croft	Cardivascular	04/03/2014	52	30		82

Bradford	Cedar Court	Cardivascular	05/03/2014	50	6		56
Leeds	Village Hotel	Cardivascular	11/03/2014	64	28		92
C&K	Holiday Inn	Cardivascular	13/03/2014	55	18		73
Bradford	Cedar Court	Learning Disability	20/03/2014	21			21
Wakefield	Kings Croft	Respiratory	02/04/2014	16	18	0	34
Bradford	Cedar Court	Respiratory	03/04/2014	41	22	0	63
C&K	Holiday Inn	Respiratory	30/04/2014	36	33	0	69
Leeds	Village Hotel	Respiratory	01/05/2014	48	25	0	73
Wakefield	Kings Croft	Summer Health	13/05/2014	19	15	0	34
Bradford	Cedar Court	Summer Health	14/05/2014	18	30	0	48
C&K	Holiday Inn	Summer Health	20/05/2014	17	24	0	41
Leeds	Village Hotel	Summer Health	03/06/2014	32	36	0	68
Wakefield	Holiday Inn	Dementia & Mental Health	03/07/2014	30	37		67
Leeds	Village Hotel	Dementia & Mental Health	08/07/2014	55	56		111
C&K	Cedar Court	Dementia & Mental Health	10/07/2014	42	26		68
Bradford	Cedar Court	Dementia & Mental Health	15/07/2014	36	19		55
Bradford	Cedar Court	Dementia & Mental Health	31/07/2014	41	20		61
Leeds	Carriageworks, Lds	Dementia Strategy Day	04/09/2014	40	0		40
C&K	Cedar Court	Flu Training	17/09/2014	71	0		71
Leeds	Village Hotel	Flu Training	17/09/2014	80	0		80
Wakefield	Holiday Inn	Flu Training	18/09/2014	56	0		56
Bradford	Cedar Court	Flu Training	18/09/2014	96	0		96
Wakefield	Hatfeild Hall	Wfd Older People Event	07/10/2014	23	0		23
Bradford	Cedar Court	Substance Misuse	08/10/2014	71	0		71
C&K	Holiday Inn	Substance Misuse	15/10/2014	73	0		73
Leeds	Salute, Rothwell	Carers Leeds Event	16/10/2014	17	0		17
Leeds	Village Hotel	Substance Misuse	21/10/2014	87	0		87
Wakefield	Holiday Inn	Substance Misuse	22/10/2014	45	0		45
C&K	Holiday Inn	Pre-Reg Audit Workshop	06/11/2014	19	0		19
Leeds	The Village	EPS Meeting	11/11/2014	192	0		192
Leeds	Shine, Harehills	Pre-Reg Audit Workshop	11/11/2014	21	0		21
Bradford	Cedar Court	Childrens & Young Persons	20/01/2015	36	22		58

Wakefield	Holiday Inn	Childrens & Young Persons	22/01/2015	26	34		60
C&K	Holiday Inn	Childrens & Young Persons	27/01/2015	25	20		45
Leeds	Village Hotel	Childrens & Young Persons	29/01/2015	21	8		29
Bradford	Cedar Court	Cardiac Health	03/02/2015	59	28		87
Wakefield	Holiday Inn	Cardiac Health	04/02/2015	19	20		39
C&K	Cedar Court	Cardiac Health	10/02/2015	48	20		68
Wakefield	Holiday Inn	Pharmacy First (Wakefield)	11/02/2015	13	0		13
Bradford	Carlisle Bus. Centre	Pharmacy First (Bradford)	25/02/2015	83	0		83
Leeds	Village Hotel	Cardiac Health	25/02/2015	47	17		64
Leeds	Hillside	Making Time	12/03/2015	23	0		23
C&K	Dean Clough	Living Well with Asthma	18/03/2015	10	0		10
Bradford	Cedar Court	EPS	19/03/2015	84	0		84
C&K	Holiday Inn	EPS	25/03/2015	67	0		67
Wakefield	Holiday Inn	EPS	26/03/2015	45	0		45
Bradford	Cedar Court	Respiratory	15/04/2015	54	12		66
Wakefield	Holiday Inn	Respiratory	16/04/2015	27	11		38
C&K	Holiday Inn	Respiratory	22/04/2015	32	6		38
Leeds	Village Hotel	Respiratory	28/04/2015	44	14		58
Leeds	Village Hotel	Ramadan	19/05/2015	41	0		41
C&K	Holiday Inn Brighouse	Ramadan	20/05/2015	23	0		23
Bradford	Cedar Court	Ramadan	21/05/2015	78	0		78
Wakefield	Holiday Inn Ossett	Ramadan	02/06/2015	30	0		30
Bradford	Cedar Court	Diabetes	09/06/2015	48	0		48
Wakefield	Holiday Inn	Diabetes	10/06/2015	42	0		42
Leeds	Village Hotel	Diabetes	16/06/2015	36	0		36
Wakefield	Pontefract Races	HLP Leadership Event	16/06/2015	19	0		19
C&K	Holiday Inn	Diabetes	17/06/2015	40	0		40
Leeds	Hillside	HLP Champion Event	18/06/2015	19	0		19
Bradford	Carlisle Bus. Centre	HLP Champion Event	23/06/2015	14	0		14
Leeds	Village Hotel	Pharmacy First (Leeds West)	24/06/2015	77	0		77
Bradford	Cedar Court	Psoriasis	30/06/2015	10	0		10
Leeds	Leeds Beckett Uni	Flu Training	06/08/2015	20	20		40

Leeds	Village Leeds South	Flu Training	05/09/2015	20	20		40
C&K	Holiday Inn Brighouse	Flu Training	06/09/2015	20	20		40
Leeds	Leeds Beckett Uni	Flu Training	08/09/2015	20	20		40
Bradford	University of Bradford	Cancer, Pain MUR's Event	17/09/2015	24	0		24
Wakefield	Holiday Inn	Winter Training Event	22/09/2015	55	0		39
Leeds	Village Leeds South	Flu Training	27/09/2015	20	20		40
Bradford	Bradford City F/C	Winter Training Event	29/09/2015	54	0		52
Leeds	Village Hotel	Winter Training Event	06/10/2015	30	0		30
C&K	Holiday Inn	Winter Training Event	07/10/2015	42	0		36
Leeds	Biz Space Offices	Health Navigators Event	08/10/2015	13	0		13
Wakefield	Holiday Inn	Patient Safety Training Event	04/11/2015	40	0		40
C&K	Junction 25	Pre-Reg Audit Workshop	10/11/2015	13	0		13
C&K	Holiday Inn	Patient Safety Training Event	12/11/2015	59	0		59
Leeds	Shine, Harehills	Pre-Reg Audit Workshop	17/11/2015	14	0		14
Leeds	Village Hotel	Patient Safety Training Event	17/11/2015	46	0		46
Bradford	Bradford City F/C	Patient Safety Training Event	18/11/2015	41	0		41
Leeds	Village Hotel Headingley	EPIC (COPD) Training Event LW	25/01/2016	29	0		29
Bradford	Bradford City F/C	Diabetes Training Event	28/01/2016	56			56
C&K	Holiday Inn Brighouse	Diabetes Training Event	03/02/2016	76			76
Wakefield	Holiday Inn	Diabetes Training Event	04/02/2016	44			44
Leeds	Village Hotel Headingley	Diabetes Training Event	09/02/2016	64			64
Leeds	Village Leeds South	Funding Cuts	23/02/2016	85	0		85
Leeds	Wira House	EPIC (COPD) Training Event LW	02/03/2016	14			14
C&K	Holiday Inn Brighouse	Funding Cuts	03/03/2016	71			71