



CommBank Pharmacy Insights

In partnership with UTS
and IQVIA

August 2023



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Foreword from CommBank

Welcome to CommBank's Pharmacy Insights Report*, produced in a long-running partnership with the University of Technology Sydney and IQVIA. The latest report marks the 10th year that the Commonwealth Bank Group has supported the development of the research. We are proud to have spent a decade helping pharmacy businesses consider the emerging trends in the industry and how their peers are responding.

As part of our Foresight special report series, it forms part of our commitment to provide data, insights, and market intelligence to healthcare businesses to enhance decision-making and the ability to adapt.

This edition of the report is unique. The announcement of 60-day dispensing and its potential impact on pharmacies' financial performance necessitated deeper analysis. It meant conducting a follow-up survey in May 2023 alongside the initial research from November 2022.

The difference between the two reveals a stark contrast. In November 2022, tailwinds were evident, and confidence had climbed

to decade highs. By May 2023, optimism and expected business values – comprising the UTS Pharmacy Barometer – had reached decade lows.

However, according to pharmacists' views at the end of 2022, opportunities such as expanding professional services, growing sales and operating at a more fulsome scope of practice, were supporting an uplift in optimism.

Those same strategies are now part of the response to 60-day dispensing and its anticipated impact. Given the policy is coming into effect in September 2023, it's likely some pharmacists will implement these strategies in shorter timeframes and build on them during the multi-year rollout.

Additionally, many are considering whether keeping their workforce and opening hours intact is financially viable, while others are still grappling with shortages. Hourly rates among employed pharmacists had continued to grow, which was the top tactic alongside flexible working used by owners to attract and retain talent.

Community pharmacy continued its digital transformation journey despite more businesses welcoming patients and customers back into stores in 2022. Online sales channels remain a focus, with many planning to build

them out further in the year ahead.

The same is true for electronic prescriptions, with most now able to receive across channels and devices. As digital solutions proliferate, cyber security safeguards will be imperative for many in the industry to ensure they have adequate protection.

While concerns about the uncertain future are understandable, at CommBank Health we are confident the industry is well placed to sufficiently respond and adapt to the changing landscape. Pharmacists have proven this ability when navigating previous challenges, and community healthcare continues to benefit.



Albert Naffah
CEO, CommBank Health
Commonwealth Bank of Australia

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* Refer to page 2 for more details on the Pharmacy Insights Report.

About CommBank Pharmacy Insights

This report is produced in partnership with the University of Technology Sydney (UTS). Running since 2012, the UTS Pharmacy Barometer is the first comprehensive research available to all stakeholders in the Australian Pharmacy industry, tracking the confidence, perceptions and attitudes of pharmacy owners and employees.

For the wave 12 findings covered in this report, two separate surveys were conducted through the IQVIA online panel.

- **Wave 12:** Data collection occurred in November 2022, with a total of 360 Pharmacists completing the survey. The respondent profile includes owner or owner-manager (50%), pharmacist-in-charge or pharmacy manager (38%) or employed pharmacist (12%), which is representative of the Australian community pharmacy sector.
- **Wave 12b:** Data collection occurred in May 2023, with a total of 216 Pharmacists completing the survey. This provided updated and supplementary insights into the impact of 60-day dispensing on the factors comprising the UTS Pharmacy Barometer (value and confidence) and the anticipated strategic responses among pharmacists.

In the graphs included throughout the report, not all percentages will tally to 100% due to rounding.

The Pharmacy Barometer is the intellectual property of the University of Technology Sydney. All research was conducted by, and is owned by, the University of Technology Sydney.

The UTS source report can be downloaded [here](#).



Key insights

In late 2022, most pharmacists were confident about their businesses' future value and the sector's viability. Following the announced introduction of 60-day dispensing, optimism sharply declined amid uncertainty and the prospect of lower earnings.

Pharmacists are now considering how to offset that impact by finding new revenue streams and managing their cost base. This will likely galvanise a longstanding focus on expanding professional services and scope of practice, uplifting the staff experience and strengthening digital capabilities.

1 Outlook and confidence*	2 60-day dispensing*	3 Talent recruitment**	4 Roles and remuneration**	5 Digital evolution**
60.8/200 UTS Community Pharmacy Barometer™ at decade-lows	90% expect profits to decrease due to impact of 60-day dispensing	74% acknowledge challenges to recruiting pharmacists	69% experienced an increase in remuneration in 2022	77% offer home delivery options
65.7% expect the value of pharmacy to decline over the next three years	33.1% the average predicted fall in pharmacy value among those expecting lower profits	47% say it takes more than three months to fill a role	80% now earn more than \$40 per hour	94% can receive prescriptions via email
61% have neutral confidence about the future viability of community pharmacy	79.2% will begin charging for previously free services to offset impact of 60-day dispensing	72% are increasing remuneration and flexible working to secure talent	60-75% completely support expanding scope of practice to five scenarios covering prescription or supply of medications	39% are very or quite prepared for a cyber security incident

*Findings from survey undertaken in May 2023

**Findings from survey undertaken in November 2022

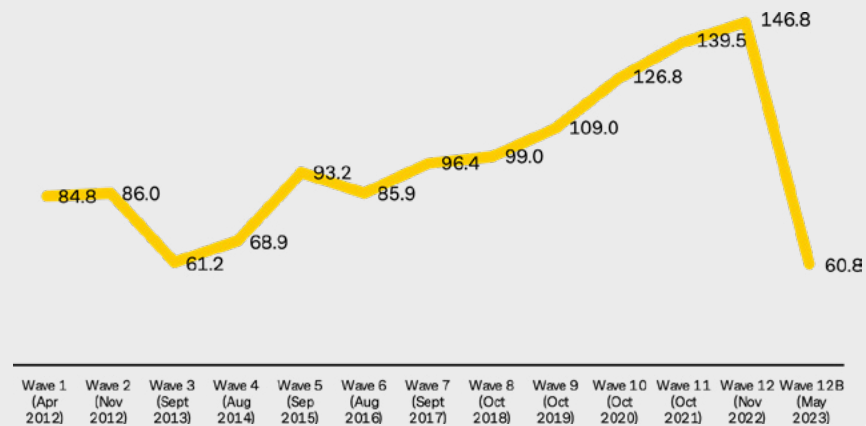
A middle-aged man with grey hair and a beard, wearing a white lab coat over a blue shirt and a patterned tie, is looking down at a tablet computer he is holding in his left hand. He is standing in a pharmacy, with shelves of medicine visible in the background. The lighting is bright, and the overall atmosphere is professional. A large yellow diagonal shape is overlaid on the left side of the image.

Optimism under pressure

The UTS Community Pharmacy Barometer™ reveals previously growing confidence in the value and viability of community pharmacy has retraced lower.

Outlook drops sharply amid uncertainty

UTS Community Pharmacy Barometer™*



*Only those who answered all three Barometer questions were included. The three questions are:

1. Do you believe the value of your pharmacy will increase, decrease or remain the same in the next year?
2. Do you believe the value of your pharmacy will increase, decrease or remain the same in the next three years?
3. On a scale of 1 to 10 where 1 is extremely pessimistic and 10 is extremely optimistic, how confident are you in the future viability of community-based pharmacy? The first two questions are given 35% and 15% weighting respectively and were only asked of decision-makers (owners, owner-managers, pharmacy managers and pharmacists in charge). The third is assigned a 50% weighting and was asked of all pharmacists.

Pharmacies continue to play an expanding and significant role in supporting the healthcare of communities across Australia. In 2022, the 5,875 independent pharmacies operating nationwide were collectively the most frequently accessed of any health destination. With the average Australian visiting a pharmacy 18 times per year, there were more than 462.6 million individual visits.¹

Having both navigated the disruption of the pandemic and demonstrating a dependability that continues to win praise from communities, pharmacists are now facing a new challenge. The Federal Government's announcement that 60-day dispensing policy would come into effect from September 2023 has led many in the industry to question their future.

According to pharmacists, the run up in confidence that began in 2016 was entirely unwound following the major policy shift. After recording the highest ever UTS Community Pharmacy Barometer™² reading in November 2022 of 146.8 out of 200, it had fallen to a record low of 60.8 by May 2023.

The measure incorporates pharmacists' one- and three-year forecasts of their pharmacy business' value and optimism in the viability of community-based pharmacy. With a score of 100 denoting a neutral rating, pharmacists are clearly concerned about the potential impact of 60-day dispensing, and as we will explore shortly, believe it will have a material impact on profits.

Notwithstanding the policy change, the sentiment at the end of 2022 reflected the longer-term evolution of pharmacy in Australia. Looking at the planned operational responses to 60-day dispensing suggests that extending the scope and breadth of services, among other initiatives, may now be pursued more vigorously.

¹ The Pharmacy Guild of Australia. 2022. Vital Facts on Community Pharmacy. <https://www.guild.org.au/_data/assets/pdf_file/0017/115127/Vital-Facts-December-2022.pdf>

² <https://www.uts.edu.au/about/graduate-school-health/pharmacy/what-we-do/pharmacy-barometer>

Expected value of pharmacy called into question

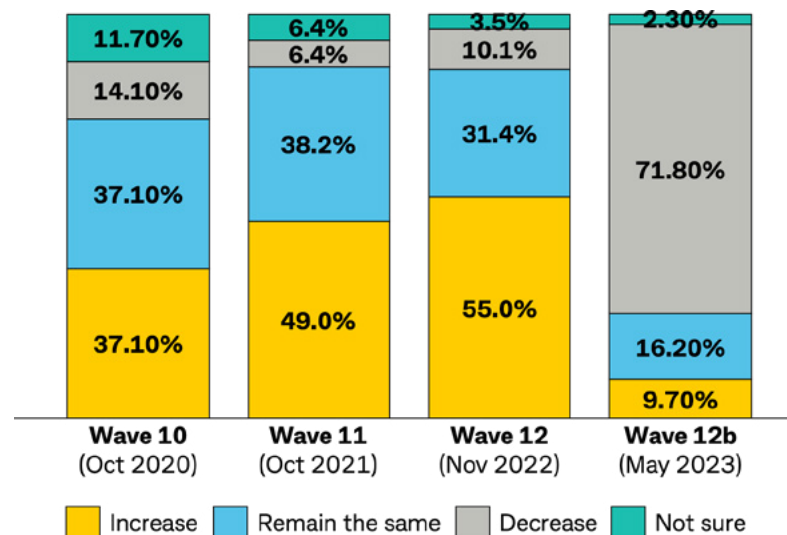
Each year since 2018, the proportion of pharmacists predicting an increase in the future value of their pharmacy has risen. In November 2022, 55% of pharmacists forecast value growth. That number fell sharply to just 9.7% by May 2023 in the wake of the 60-day dispensing announcement, with 71.80% expecting value to fall.

Looking at the three-year projections show a moderate rebound to 16% of pharmacists anticipating value increases. Still, two-thirds expect value erosion over this medium-term horizon compared to around 9% that said the same seven months ago.

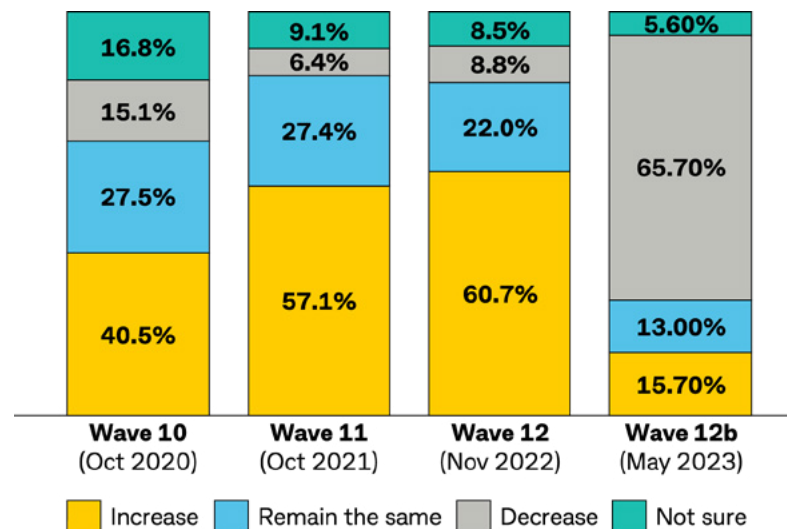
In the most recent survey in May 2023, Pharmacists were asked about the impact of 60-day dispensing on profitability, with 90% agreeing it would decrease. Of these, the average anticipated change in the value is a decrease of 33.1%.

The breadth and size of the expected value decrease is leading to a range of strategic responses. Interestingly, the top growth opportunity for pharmacists in November 2022 was expanding professional services. That remains a key strategy for most, with bridging the expected profit shortfall as a driver rather than the previous pursuit of growth.

Expected value of pharmacy in the next year



Expected value of pharmacy in the next three years



Confidence swings, but most remain neutral

Confidence in the future viability of community pharmacy has tended to track the outlook for business value. As a key driver of the Barometer score, it had essentially doubled between 2019 and the end of 2022. However, even at that time, most pharmacists (54.4%) adopted a neutral stance towards the future viability of the sector. Meanwhile, 41.9% were optimistic, and just 3.6% were pessimistic.

Moving to May 2023, even more pharmacists expressed neutral confidence. What has changed is that there are now fewer optimists and a greater number of pessimists. That most pharmacists are neutral, even amid a broad consensus that 60-day dispensing would adversely impact value, may reflect lingering uncertainty.

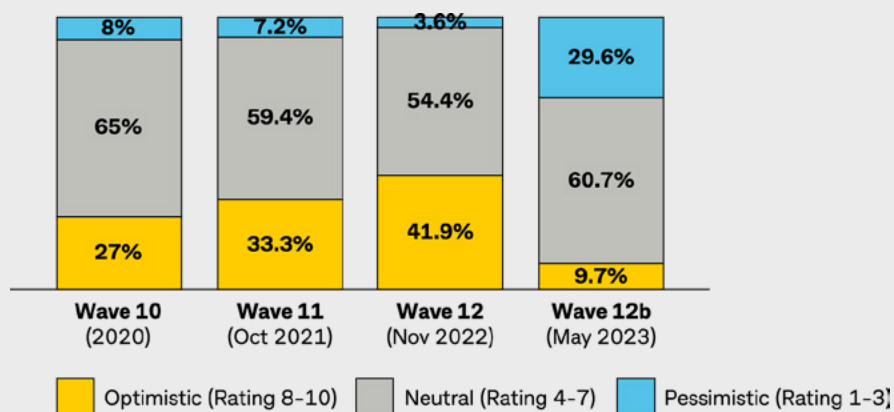
Even so, pharmacists are considering a range of strategies to directly mitigate the potential impact. This includes 79.2% who are evaluating charging for services currently provided free of charge,

including delivery fees and blood pressure checks. Over half are also considering increasing professional services, including vaccinations and consultations.

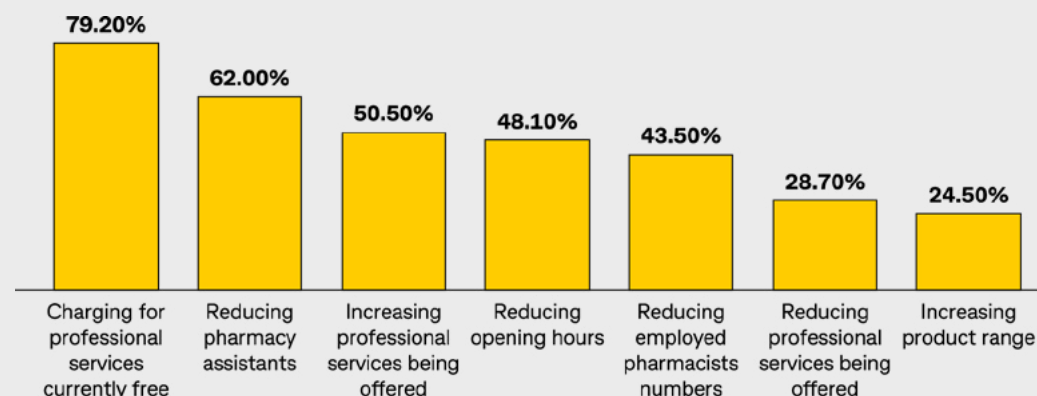
Assessing the labour costs of the business is also common. This includes 62% considering a decrease in pharmacy assistants, 43.5% saying the same about employed pharmacists and 48.1% looking at reducing opening hours.

Despite these strategies being prompted by the advent of 60-day dispensing, many aligned to growth opportunities most pharmacists identified in November. These included professional services, vaccinations, and the new addition of prescribing even before most State Governments publicly supported expanding pharmacists' scope of practice.

Confidence in future viability of community pharmacy



Strategies under review as a result of 60-day dispensing*



*Note: excludes 'other' (75.4%)



Case Study: Tenambit Pharmacy, New South Wales

Over the past 30 years, Tenambit Pharmacy* has served a rapidly growing local population in Maitland, New South Wales. Ten years ago, pharmacist and current owner Glenn Rose began buying into the business and now leads the team of 27 pharmacists and staff.

Glenn says that the pharmacy is the longest-standing in the regional township and has expanded significantly. He explains that being open 365 days a year, having a high patient-to-pharmacist ratio and working closely with local doctors are part of a deliberate strategy to put patient care first.

“The business has grown a lot because we are patient-focused,” Glenn says. “Whatever the discount pharmacies are doing, we’re doing the opposite. We are a much higher service model, spending more time with patients and offering free home delivery.”

Recognising the full value of pharmacy

Glenn agrees that increasing professional service delivery can add even more value to the community and the business.

“We save the medical system time and money by managing a range of minor healthcare needs, but how the industry is remunerated needs to change,” Glenn says.

* <https://tenambitpharmacy.com.au/about/#about>

According to Glenn, entrenched patient perceptions about the role of pharmacists and cost of services is one barrier.

“Historically, many people simply expected pharmacy services to be free, and some pharmacists feel almost guilty to charge.”

“As a result, we continue offering free deliveries and services for patients, which is fine when it’s supported by higher dispensing income, but that is being eroded,” Glenn says.

“Now, a model that fairly compensates pharmacists for their services is more urgent. While being called on to administer COVID vaccines helped make that service mainstream in the public eye, we were paid \$10 less than doctors for delivering the same service.”

“We always try and find a solution for people quickly, and proven that there is a market and an opportunity to provide a health destination outside medical practice. Where patients are also struggling to see a doctor due to wait times, we’re seeing even more demand.”

Stemming talent shortages

For Glenn, being remunerated for operating at a higher scope of practice is crucial to keeping talent in the profession. He says, *“Young pharmacists are being trained to a high professional standard and are often capable of much more than their predecessors.”*

“They don’t want to be checking scripts all day. We’re seeing a lot of younger pharmacists exiting the profession because they feel that recognition and remuneration model is taking too long.”

Glenn says retaining talent relies on treating people well and being conscious of unsustainable workloads. Given so many in the industry are overworked, Glenn says it has become easier to be a workplace of choice for pharmacists.

“Pharmacists have constant pressure to keep the business staffed. Working massive hours with little time off is already commonplace and even more so in a tight labour market,” Glenn says.

Tenambit Pharmacy has adopted a different resourcing model to overcome this challenge. Glenn says that due to the larger size of the pharmacy, they can employ a pool of pharmacists and offer flexible rostering.

“You can’t open the doors without a pharmacist on site. Most places run with minimum staff, and you don’t have a fallback if someone gets sick. By having a pool of pharmacists, you avoid this situation and better balance people’s workloads.”

Unlocking efficiencies through technology

Describing himself as a ‘technophile’, Glenn is a frequent adopter of new technology. He points to the larger investment in a dispensing robot that’s freed up capacity and aided stock management and the utilisation of electronic prescription ordering systems, among other initiatives.

“We’ve adopted a lot of new technology since I’ve owned the pharmacy, which has streamlined our operations in several ways. Yet pharmacy is complex and requires different software and processes for different parts of the business,” Glenn says.

“For example, the dispensing robot allows us to order better, reduce wastage and identify trends through data to drive performance. We’ve just integrated our payroll with the digital rostering system to make that process more efficient.”

“We also changed our core software platform to keep up with the latest features. Some of the newer software allows for better management and helps us automate tasks that take time away from patients when done manually.”

Convenience drives electronic prescriptions

Glenn says the pharmacy continues to expand its use of electronic prescription ordering systems to meet increasing patient demand for convenience and capture the additional benefits of reduced admin.

That coincides with a significant increase in electronic prescriptions issued across the country. The Australian Digital Health Agency says 150 million electronic prescriptions have been issued between May 2020 and March 2023. That figure stood at just 37 million in February 2022¹.

The CommBank Pharmacy Insights research also shows almost all pharmacies can now receive electronic prescriptions in some form, including via email, SMS, and mobile app.

Glenn explains that his team are responding to patient preferences for digital interactions. He says many time-poor people order and pay for scripts online, then send someone else to pick them up or choose home delivery.

¹ <https://www.digitalhealth.gov.au/initiatives-and-programs/electronic-prescriptions>

“A fair percentage of our scripts come through electronically, and for many people, the only transaction they make is on their phone, and the medication then arrives on their doorstep. In that way, convenience is key.”

Amid the ongoing digitisation of pharmacy operations, and proliferation of electronic prescriptions, keeping the business protected against cyber threats and maintaining the privacy and confidentiality of patient data is vital. However, Glenn says the systems in place in the industry can be almost too robust.

“We have layers upon layers of security built into our network and systems and have invested in a hefty cyber security package. On top of that, you have the government’s protocols around patient data privacy, which are so stringent that sometimes people who need to access it actually can’t.”



Talent and scope of practice

Pharmacists are still responding to talent shortages and preparing to further evolve their role in supporting community healthcare.



Navigating pharmacist shortages

Alongside the projected financial impact of 60-day dispensing, pharmacies continue to navigate other obstacles. One persistent and industry-wide challenge is talent shortages. In November 2022, almost three in four pharmacy owners (74%) stated they had difficulties recruiting staff, and filling pharmacist positions takes upwards of three months for one in two. Among regional and rural pharmacies, 80% said more than three months was the norm.

Insufficient or unsuitable applicants, prohibitive wage expectations, and pharmacists moving to other areas of the

healthcare sector were the top drivers. Even though many owners are now considering reducing the number of pharmacists and assistants in response to 60-day dispensing, it's fewer than those experiencing challenges.

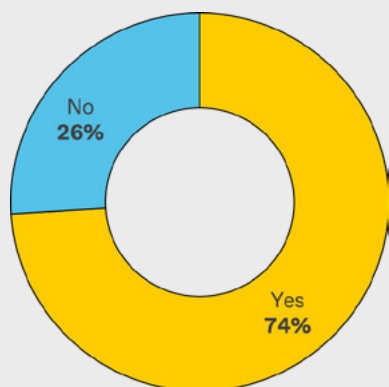
The views of pharmacy employees suggest shortages are not likely to abate. The research showed that almost one in three pharmacy managers or pharmacists-in-charge (31%) and employed pharmacists (36%) were considering leaving the industry altogether.

In response, pharmacy owners had employed a range of tactics to fill pharmacist vacancies

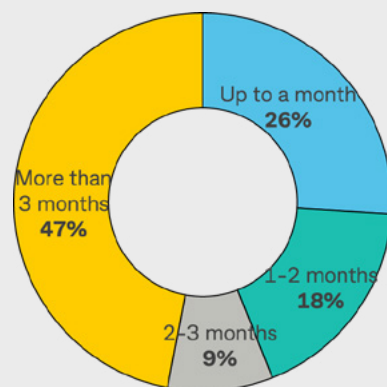
over the past two years. The top methods included increasing remuneration and offering flexible work arrangements (both 72%), followed by providing incentive-based payments or remuneration structures. Just over one in ten were also using equity ownership to attract and retain pharmacists.

As we will see shortly, the research showed that wages were already increasing in some areas, but as Emeritus Professor, Charlie Benrimoj, asks, "the question is, still if they are high enough?"

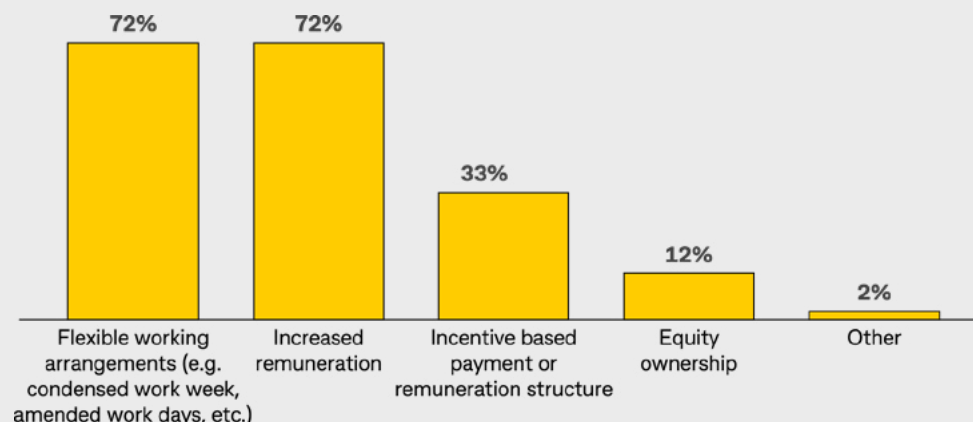
Challenges filling pharmacist positions in H2 2022



Time taken to fill open positions



Tactics to fill staff vacancies in 2021-2022



Remuneration moved up again

Remuneration that reflects pharmacists' technical skills and training is vital to attracting and retaining talent and enabling them to operate at their full scope of practice. However, the Pharmaceutical Society of Australia's *Pharmacists in 2023: Roles and Remuneration* report² shows community pharmacists' hourly pay rates are below those of other professionals in roles with comparable attributes.

Salaries have been rising in recent years. In 2022, almost seven in ten pharmacists reported an increase in remuneration, up from 43% who said the same in 2021. Now, 80% of pharmacists have an hourly rate of

\$40 per hour or more, up from 52% in 2021. One in five earned above \$50 per hour, more than doubling year-on-year.

When examining the trend in employed pharmacists mainly dedicated to professional service delivery, there had been a moderate decline from 19% in 2021 to 17% in 2022. Services such as vaccinations have gained particular traction.

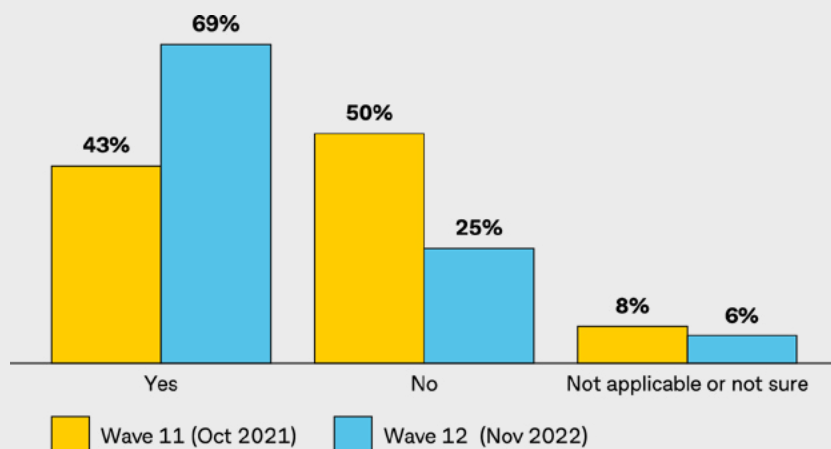
The hourly rate these roles attract essentially tracked the remuneration of other employed pharmacists.

² Pharmaceutical Society of Australia 2019. *Pharmacists in 2023: For patients, for our profession, for Australia's health system*. Canberra: PSA.

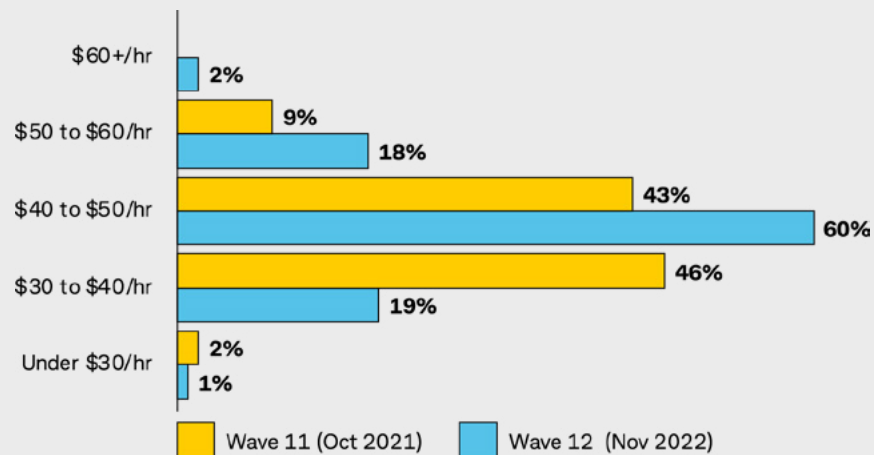
"It appears that the model selected by pharmacy owners and managers will require all pharmacists to provide services. Whether this is the optimal model for service delivery is worth debating."

Charlie Benrimoj
Emeritus Professor

Change in remuneration for pharmacists



Average hourly rate per employee pharmacist



Ready for scope enhancements

With a trusted and longstanding presence in the community, pharmacists' scope of practice continues to expand. In November 2022, pharmacies saw professional services as the top driver of future value. Now they see it as a vital avenue to offset the financial impact of 60-day dispensing. Irrespective of the driver, their role in vaccination, aged care, disease state management and self-care services continue to grow.

In addition, the Pharmaceutical Society of Australia's (PSA) *Pharmacists in 2023*² and the Pharmacy Guild's *Community Pharmacy 2025*³ both advocate for a greater role in delivering evidence-based services that complement pharmacists' current scope of practice.

To test pharmacists' level of support, confidence, and preparedness to extend the scope of practice, five scenarios regarding prescription or supply of medications were developed:

1. Antivirals for adult patients with confirmed COVID-19.
2. Oral contraceptives already prescribed by a medical practitioner.
3. Oseltamivir phosphate (Tamiflu®*) for reducing symptoms of influenza in adults.
4. Combination of inhalers (beta agonist and corticosteroid) for patients with asthma where it has already been prescribed by a medical practitioner.
5. Antibiotic for an uncomplicated urinary tract infection in female patients.

* <https://www.tamiflu.com/>



All scenarios gained complete support among 60% to 73% of pharmacists, with scenarios two and four the most widely supported. Confidence in delivery slightly trailed the levels of support, with more pharmacists taking a neutral view. Preparedness broadly tracked confidence, with the largest proportion of completely prepared pharmacists seen for scenario three.

To enable pharmacists to practice in these areas, 59% agreed that mandatory training is required, followed by formal accreditation (22%) and optional training courses (17%). Most pharmacists also believe these scenarios would only become a reality through a combination of legislative change and switching medication to S3-pharmacist only (55%).

² Pharmaceutical Society of Australia 2019. Pharmacists in 2023: For patients, for our profession, for Australia's health system. Canberra: PSA.

³ The Pharmacy Guild of Australia. 2018. Community Pharmacy 2025. Canberra.

	Completely supported	Completely confident	Completely prepared
The supply of an antibiotic for an uncomplicated urinary tract infection in female patients	67%	66%	61%
The supply of a combination inhaler for patients with asthma already prescribed by a medical practitioner	73%	69%	64%
The supply of Tamiflu for reducing the symptoms influenza in adults	60%	60%	57%
The supply of an oral contraceptive already prescribed by a medical practitioner	73%	72%	68%
The supply of antiviral medication for adult patients with confirmed COVID-19.	65%	62%	61%

Sustainability in focus

Given their role of supporting the health and wellbeing of communities, it is not surprising that many pharmacies were progressing initiatives to improve environmental, social and governance (ESG) outcomes.

In November 2022, the most common initiative was recycling medicines and personal protective equipment (PPE), in which 62% of pharmacists were involved. This includes participation in the Return Unwanted Medicines Project, which helps provide a drop-off point for consumers wanting to dispose of expired or unwanted medicines. Almost one in two pharmacies also used energy-efficient lighting in-store and recycled paper or packaging.

Aside from these more widespread initiatives, fewer pharmacies had adopted sustainable social practices, including just over one in three with an employee or employer code of conduct. Just under one in four sponsored or supported local community programs.

While other areas do not apply to all pharmacies, only a fraction were using low emissions vehicles for home delivery or auditing their supply chains to ensure partners have strong sustainability credentials.

Among those not undertaking ESG initiatives, the primary reasons were lacking resources, time, and skills.

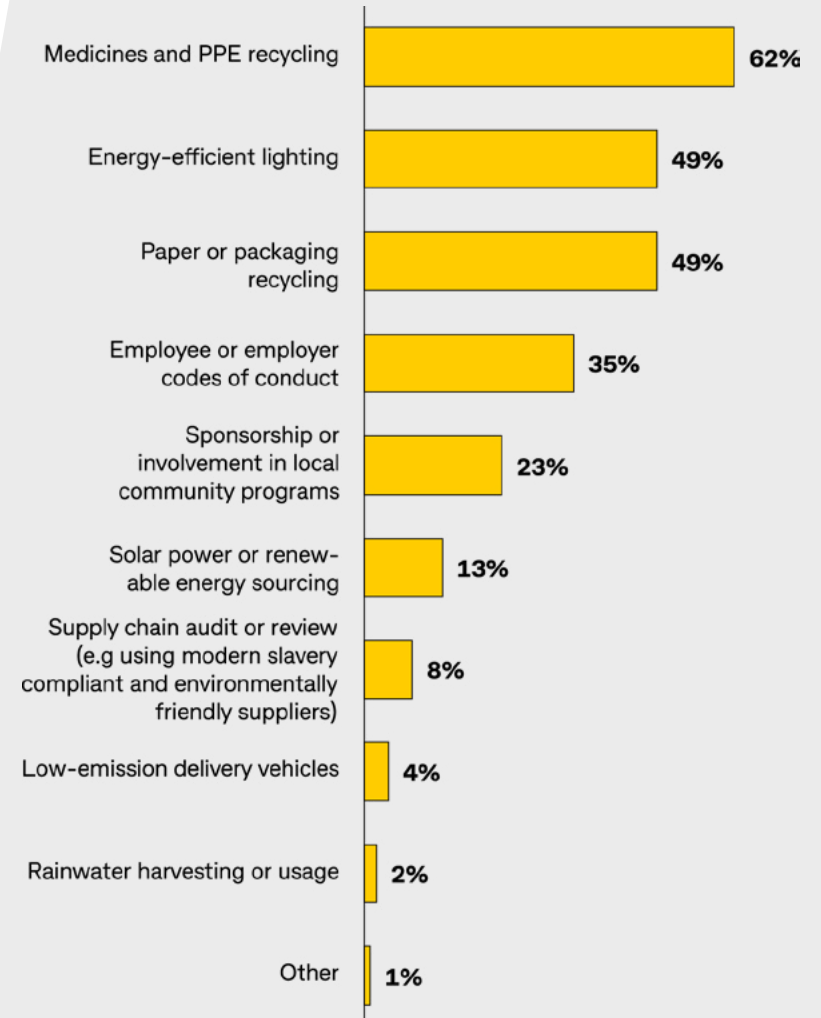
“It’s encouraging to see that pharmacies are advancing a range of initiatives designed to make a positive environmental and social impact. With the broader focus among healthcare stakeholders on sustainability, we expect these to grow in future.”

Albert Naffah

CEO

CommBank Health

ESG initiatives currently underway



A woman in a white lab coat is standing in a pharmacy, holding a tablet in her left hand and a small white box of medicine in her right hand. She is looking at the tablet. The background shows shelves filled with various medicine boxes. A large yellow diagonal shape is on the left side of the image.

Pharmacy's digital evolution

Digital sales channels remain robust while the sector adds capabilities to accept electronic prescriptions.

Digital channels endure as foot traffic returns

Following an uplift in the adoption of digital sales channels to satisfy demand during the pandemic, there had been only a slight rebalancing in 2022. While the research shows that the number of pharmacies offering home delivery had moderated from 85% to 77% that may be attributable to a change in respondent sample. Meanwhile, in-store purchasing edged higher.

However, these are only minor changes considering how rapidly digital channels and online purchasing options accelerated during the pandemic.

Looking ahead, around one in three pharmacies intend to add to their digital channels, with 35% considering offering click and collect and 32% seeking to add options to purchase online. This is followed by around one in four seeking to expand their use of home delivery options and mobile apps. Again, with most pharmacists already offering delivery options, this may indicate that there is an overall focus on expanding those channels not just introducing for the first time.

As we saw earlier, many pharmacies are also considering charging for services previously offered for free in response to 60-day dispensing. Deliveries were among the more widely nominated examples among the eight in 10 pharmacists considering that strategy.

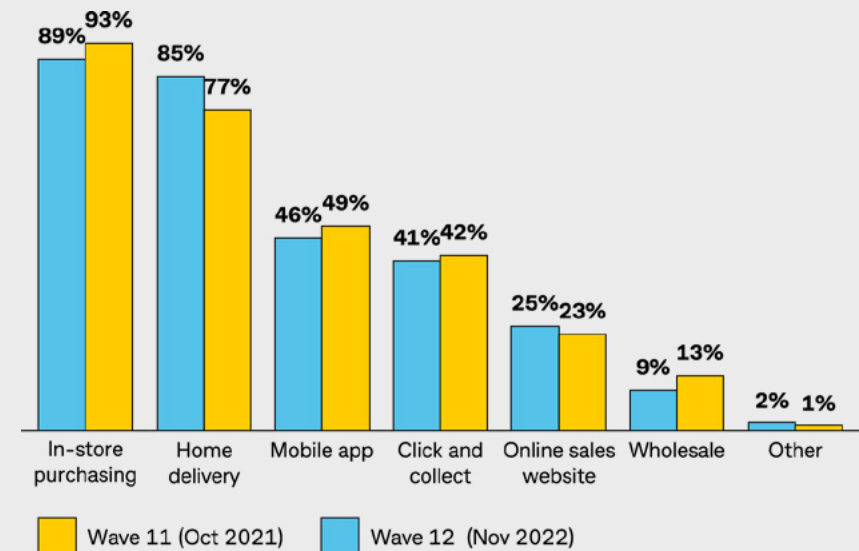
“With little year-on-year change in digital sales channels and plans to expand among many, it’s clear that the prominence of digital sales channels, and product and service delivery, is here to stay.”

Albert Naffah

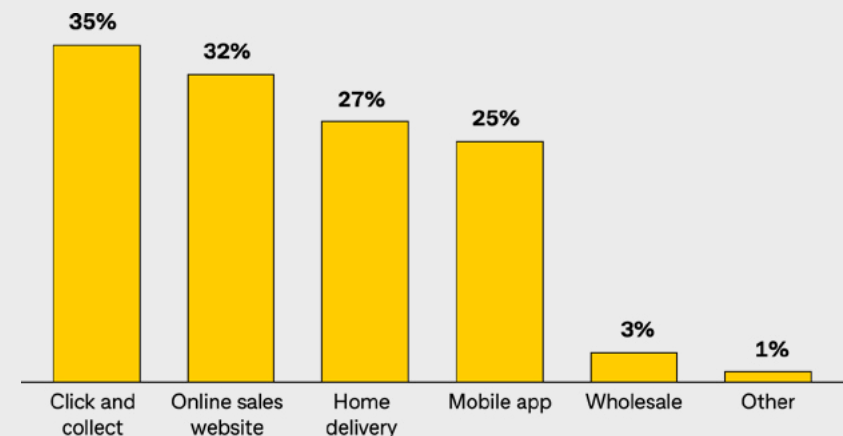
CEO

CommBank Health

Sales channels currently used

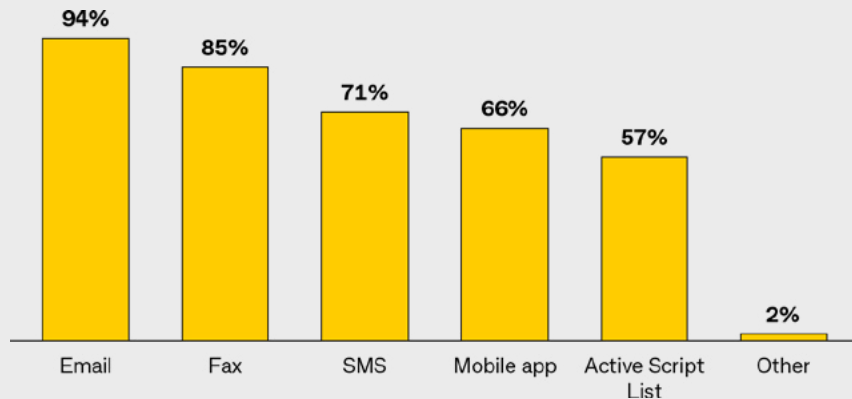


Additional digital sales channels to be implemented in next 12 months

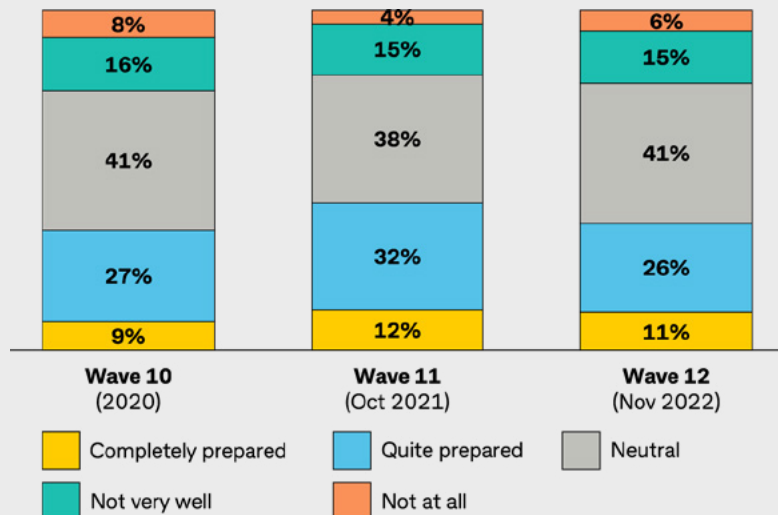


ePrescriptions flourish with cyber vigilance needed

Current prescription receiving options



Preparedness for a cyber security incident



The ongoing digitisation of pharmacy operations and the customer experience is also being seen in the adoption of digital avenues to receive prescriptions. In last year's report, the majority of pharmacists said they intended to implement new options, led by email, mobile apps and the Active Script List (ASL).

Looking at the available options to receive prescriptions electronically confirms that, in many cases, intentions translated into action. At the end of 2022, almost all pharmacies could receive a prescription via email, more than seven in 10 could accept a script via text message and two-thirds through mobile apps.

With digital sales channels remaining a core feature and ePrescriptions continuing to gain popularity, pharmacies are more likely to be hosting patient, customer, and business data. While additional cyber security vigilance is essential to safeguard information and protect the business, the research revealed a decrease in the number of pharmacies prepared for cyber security incidents.

In 2022, 37% of pharmacies indicated some level of preparedness to respond to a cyber threat, down from 44% in 2021. Just over four in 10 have a neutral position, while 21% say they are not prepared.

Conclusion

While the UTS Community Pharmacy Barometer™ climbed again over 2022, the predicted impact of 60-day dispensing has now erased a decade's worth of mostly steady gains.

While pharmacies are familiar with navigating disruption and are already planning their responses, at this stage, the 60-day policy shift has prompted many to question their outlook. The current view is that it will materially impact profits, however, there are a range of strategies being considered in response, including additional revenue streams, and evaluating costs, among others.

Many pharmacists are signalling their intention to increase service provision, lift sales and expand their scope of practice. While some may consider reducing staff to manage costs, far more must still overcome shortages.



Value of pharmacy expected to decline

Most pharmacists now forecast a decrease in the profitability and value of their business over one and three years.



Talent shortages persist

Three in four pharmacies acknowledged recruitment challenges, and many are increasing remuneration and flexible working as a result.



Digitisation of pharmacy accelerates

Online sales channels remained prominent as more pharmacies built the capability to accept electronic prescriptions.

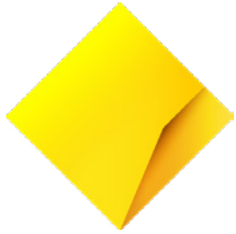


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