

Supplemental File 1. List of attendees to the Kaizen workshop (n=22)

Community pharmacists (n=2)

NHS 111 call handler

NHS 111 team leader

PERMSS service user

Patient (non-PERMSS service user – Healthwatch representative)

GP OOH clinician

GP urgent care centre clinician

Urgent care centre nurse practitioner

GP representative

Local Pharmacy Network representatives (n=2)

Independent evaluator

PharmOutcomes representative

CCG pharmacy representatives (NECS) (n=2)

NECS NHS 111 Directory of Services representative

NECS workshop facilitators (n=2)

NHS England clinical strategy and workshop facilitator

CCGs service planning and reform representative

NHS England pharmacy contractor