

PHARMACY MANAGEMENT

PHARMACY BUSSINESS AND STAFF PLANNING

«A GOAL WITHOUT A PLAN IS JUST A WISH»

- **Pharmacist leaders and managers should devote significant time and energy to planning, as it is a necessary component to achieving successful pharmacy operations.**
- **This week's lecture focuses on planning; specifically on how to write pharmacy business plan.**
- **Although these skills are necessary for pharmacist managers and leaders, they are also important for pharmacists who do not hold managerial or leadership positions. These individuals may be requested to write business plans or assess staff planning strategies.**
- **We will talk about certain planning strategies applicable to career planning.**

BUSINESS PLANNING

- **Whether one is starting a pharmacy-related business/program/project, is a manager at an established enterprise, or is a staff pharmacist proposing an expanding service, planning is critical to success.**
- **A business plan is a formal document that contains background information about the intended opportunity (e.g. Business, program, Project) and key participating members, as well as describes and details supporting**

PARTS OF THE BUSINESS PLAN

1. BACKGROUNDS AND GENERAL INFORMATION

- a. Bussines profile**
- b. Products and services**

2. MARKETING

3. OPERATIONS

4. FINANCES

5. A DISCUSSION OR NARRATIVE OF THE DECISION-MAKING CRITERIA USED TO ACCEPT OR DENY THE BUSUNESS VENTURE

BUSINESS PROFILE

- **The profile should provide data that defines and describes your intended business, program, or project.**
- **In addition, emphasis should be placed on how goals are to be achieved, as well as a time schedule of when these goals are expected to be achieved.**
- **The profile should also include the business's mission and vision statements as well as business description.**

MISSION VS. VISION

- **A mission statement, in its simplest form, describes the overall purpose of the business. By contrast, the vision statement is an illustrative description of what the business would like to achieve or accomplish in the mid- to long-term future, and it serves as a clear guide for choosing current and future courses of action.**
 - **For example, the mission of the Medication Access Program (MAP), a nonprofit pharmacy program, is to increase Access to medications for solid-organ transplant patients.**
 - **MAP's vision is to become the country's leader in increasing medication Access for individuals who have received a kidney, liver, heart, lung, or pancreas transplant.**

PRODUCTS AND SERVICES

- **The business plan should clearly describe the products or services the business will provide.**
- **This section should address research and development efforts involved in design and development, need, and benefits of the products or services to consumers.**
- **A market analysis is useful in determining need and benefit of products or services.**

MARKET ANALYSIS AND STRATEGIES

- **The market analysis should include a description of the industry, the specific sector for which your business intends to compete, a SWOT ANALYSIS, which includes investigating and detailing the strengths, weaknesses, opportunities, and threats of the business.**
- **On the basis of market analysis, a marketing strategy, or plan to enter and grow within the market, should be developed that includes a concrete description of the target audience and marketing process (distribution, advertising, etc.).**

OPERATIONS AND MANAGEMENT

- **The business plan should describe key elements of the business's operations and management, including personnel and organizational structure, work environment and workflow, and resources.**
- **People are the greatest resource of any business, and good pharmacist managers and leaders know how to achieve results through others.**
- **For the sake of clarity and transparency, all positions in the organization should have a clear explication of authority and responsibility. Whether the business is a «one-man operation» or is several hundred members strong, a description of organizational structure is critical for delineating responsibilities and holding people accountable.**

ORGANIZATIONAL CHART

- **Displaying an organization's structure and illustrates formal lines of authority, as well as relationships between positions within the organization.**
- **Three different types of organizational charts are:**
 - **Flat,**
 - **Hierarchical,**
 - **Matrix**

Each has its own advantages and disadvantages.

A flat organization

- **Refers to an organizational structure with few or no levels of intervening management between staff and managers.**
- **One of the driving concepts behind having flat organizations is the belief that employees are more productive when they are more directly involved in the decision-making process, rather than being removed and closely supervised by many layers of management. Other advantages include increased coordination and distribution of information, improved communication, and increased self-actualization among employees.**
- **Possible disadvantages of flat organizations include limited individual employee growth potential and greater role ambiguity.**

A hierarchical organization

- **Every entity in the organization is subordinate to at least a single other entity.**
- **Advantages; clearly delineated authority and responsibility**
- **Disadvantages; being slow to change to meet identified needs of consumers or employees, poor communication across hierarchical boundaries, and placement of departmental needs over the needs of the organization as a whole.**
- **Most large companies are hierarchical organizations.**

A matrix organization

- **Uses a team structure wherein team members are brought together from different disciplines and departments within the organization to work together on a project or process.**
- **Authority in a matrix organization is both horizontal and vertical.**
- **Advantages; resource sharing, diversity of expertise, improved communication across departments, and minimization of project costs.**
- **Disadvantages; difficulties in coordinating tasks and identifying responsibility for failures.**

FINANCIALS AND ECONOMIC ASSESSMENT

- **The financial and economic assessment section of a business plan should include an economic analysis describing a complete assessment of the economic environment the business or program will become a part of.**

BUSINESS PLAN SUMMARY AND CONCLUSION

- **Business plans should conclude with a brief summary or conclusions section that highlights critical elements of the plan.**

STAFF PLANNING

- **Pharmacist managers and pharmacists must understand the basics of developing accurate job descriptions, strategic human resource planning, and competent and diverse staff.**

JOB ANALYSIS

- **A job analysis is the process used to collect information about duties, responsibilities, necessary skills, outcomes, and work environment of a particular job.**
- **Reviewing job responsibilities,**
- **Analyzing work duties, tasks, and responsibilities,**
- **Preparing a statement of the most important outcomes or contributions needed from the position.**

SKILLS INVENTORY

- **Skills inventory is a tool used by job seekers and employers to determine the necessary attributes to fulfill the expectations developed in the job analysis.**
- **Typically, candidates will identify common skills required for particular positions and used for the list to emphasize how their skills adequately meet the demands of the position.**

JOB DESCRIPTION

- **Job description should be based on the information gathered through the job analysis, an understanding of the competencies and skills required to accomplish needed tasks, and other needs of the pharmacy.**
- **Managers should use well-written job descriptions by giving potential employees a realistic view of the responsibilities and duties of the position for which they are applying.**

HUMAN RESOURCES PLANNING

- **Where are we now?- Current Environment**
 - This step should include strengths and weaknesses of the current staff, current staffing model.
- **Where do we want to go?- Forecasting**
 - Plans should be useful in estimating numbers and types of employees who may be needed in the future to accomplish goals.
 - Staff turnover, retirements, planned movement of current staff etc. Should be considered.
- **How do we want to get there?- Transition**
 - The focus of the transition should be on how to put the recruitment strategies into action.

- SEE YOU NEXT WEEK