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# THE GOLDEN TRIANGLE



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## Glenn Guilfoyle explains how to link a forward pharmacy service model to your rostering and commercial target setting

This is THE new golden triangle of pharmacy: your forward pharmacy model, your rostering and your commercial target setting.

### There are five main steps to tailoring your forward pharmacy model:

- Benchmark your resourcing to operate the health section of your pharmacy – both absolute level and % mix by role type
- Set your “min:max” levels accordingly – what is the minimum and the maximum number of staff by role type on at any time

- Determine your competitive position accordingly and make any associated changes to resourcing level and or mix
- Determine your level of “service specialisation” with respect to script-in; script-out; otc – the degree to which you want to provide for segregated counter location for each vs any service combinations at the same counter location
- Determine your associated counter dedication – how you want to support your service specialisation with separate and/or segregated service counters
  - All this in the name of optimising workflow and customer flow for maximum processing efficiency and engagement effectiveness
- Create the foundation level of what will be your weekly roster by determining your white coat service station priorities, and then allocate white coat resource in accordance with min:max levels and service specialisation priorities – by shift; by day; by week
  - Maximise your forward orientation of white coats

#### **Now there are four main steps to your rostering:**

- To your forward pharmacy model foundation, now “fill the gaps” in manning other service locations and work benches with remaining team members by role type
  - Now you are at ..... “right people -> right place -> right time”
- To this plan, now add up to four task priorities for the role type allocated to each location; each shift; each day
  - Now you are at ..... “right people -> right place -> right time -> doing right things”
- To this plan, now add the identity names to the role type: location for each shift; each day
  - This is now the basis for your weekly strategic roster
- Link all these identity : location : shift duration up to your pay and penalty rates to calculate your wage cost, by shift, by day, by week

Finally, there are **eight main steps to your commercial**

**target setting:**

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- Determine your ROI benchmark for the ratio {total revenue from all non-script health category revenue vs total wages to operate the health section of pharmacy}, eg 2:1; 3:1, etc
- Set your average price across these categories
- Set your average GP% across these categories
- Compute your target unit volume per shift; per day; per week accordingly
- Communicate the targets to the team -> inspire -> motivate -> upskill accordingly
- Practice leadership “immediacy” – at the end of shifts/day/week extract actual unit volume from the pos system and compare actuals to targets
- Communicate the performance to the team -> inspire -> motivate -> upskill accordingly
- Repeat in the name of leadership and continuous improvement

With script GP% approaching “scorched earth”, the “holy grail” representing a total customer solution as well as a significant business profitability solution that is most readily accessible right now is this group of products. And this golden triangle approach.

*Glenn Guilfoyle is principal of The Next Level. Contact him here or by calling 0418 519 755*

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