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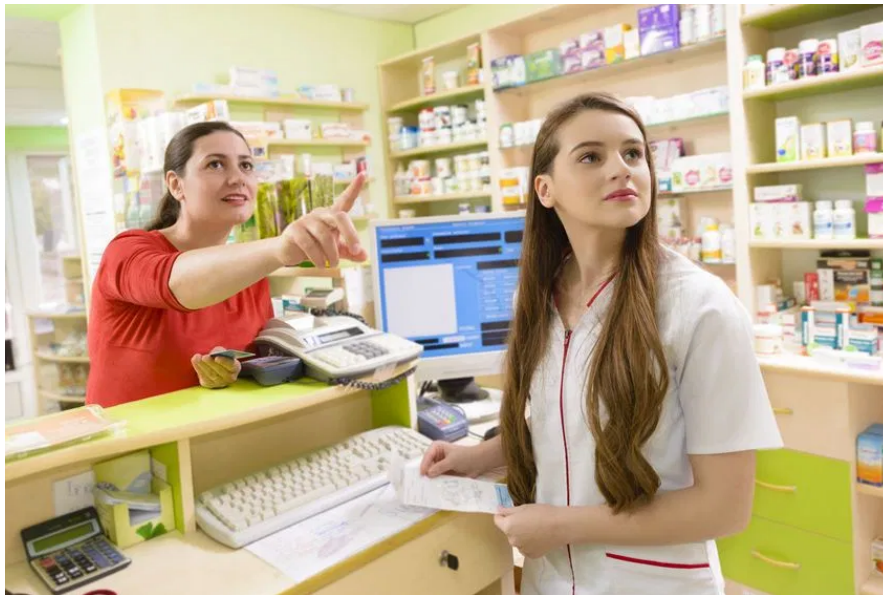
PHARMACY'S NEW 'GOLDEN TRIANGLE'

GUEST AUTHOR 22/11/2020

Linking your forward pharmacy service model to your rostering and to your commercial target setting. Glenn Guilfoyle explains why it's essential, and how to do it

Linking your forward pharmacy service model to your rostering and commercial target setting: this is THE new golden triangle.

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

Now there are eight main steps to your **commercial target setting**:

- 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 .

Go here to listen to Glenn talk about this in more detail

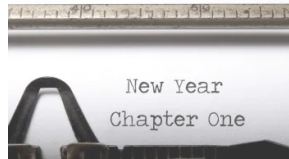*Glenn Guilfoyle is Principal of The Next Level Sales System*

Call Glenn on 0418 519 755

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