



The Pharmacy  
Guild of Australia

# EXCELLENCE

AUTUMN 2015



**PHARMACY**  
OF THE YEAR **2015**

**QCPP ADDS VALUE  
TO YOUR BUSINESS**

**SUPPORTING STAFF  
AND YOUR BUSINESS  
THROUGH MENTORING**

**IDEAS INTO REALITY:  
HARNESSING INNOVATIVE  
THOUGHT IN  
SMALL BUSINESS**



## INSPIRATION FROM OUR 2015 PHARMACY OF THE YEAR WINNERS

**Nick Panayiaris**

Chair, Pharmacy Transformation Committee  
National Councillor, The Pharmacy Guild of Australia

Welcome to the first edition of *Excellence* for 2015. It's a celebration of community pharmacy as a premier health destination supporting local communities.

I am always energised by the innovation demonstrated by community pharmacy through the annual Pharmacy of the Year winners. It's also great to observe the enthusiasm of the Pharmacy Transformation team at the Guild as they identify opportunities to support sustainable businesses within community pharmacy. I encourage everyone to become innovative using the easy three phase approach to harness innovation in small business outlined on pages 23-27. You too could be a future Pharmacy of the Year by following this easy three phase approach!

Through the 2015 Pharmacy of the Year winners (showcased from page 6 of this edition), and in other articles in this edition, it is clear the customer is the key to a sustainable pharmacy business. As an industry we need to constantly ensure our customer service is exemplary, and communicate the breadth of services offered in community pharmacy.

The Pharmacy Guild of Australia's Discover More. Ask Your Pharmacist campaign is again being heavily promoted to our customers - since February, and through to April. This provides a fantastic opportunity for community pharmacies to use this campaign to promote their individual offerings.



## WELCOME TO THE NEW GROUP EXECUTIVE

**Pam Price**

Group Executive, Pharmacy Transformation Group

It is with much pleasure that I write my first article for *Excellence*. Over the past few weeks I have had a wonderful introduction to the Pharmacy Guild and have been truly welcomed by a great team of people who are passionate and committed to the viability of community pharmacies.

By way of introduction I have 30 plus years of experience primarily in Government and Defence services having worked in both the public and private sectors. My expertise is focused on business and organisational development and support. I have held several senior management roles in training, human resources, quality, continuous business improvement and program management.

Given the purpose of the Pharmacy Transformation Group, I am confident my background and skills will effectively contribute to the progression of the 14 targeted pharmacy transformation initiatives.

In recent editions, *Excellence* has been highlighting the need to transform your business to promote business sustainability, including through the Quality Care Pharmacy Program. QCPP is a key tool to support and promote sustainable business practices within community pharmacy, and the new Standards Maintenance Snapshot (SMS) is a great initiative to promote simple business enhancement opportunities. The outcomes of the pilot of this new offering have demonstrated that community pharmacy customers do notice our business practices, and do see their community pharmacy as an essential health hub. But we need to keep our customers in mind at all times, advertise what we do and continually see our business through our customers' eyes.

Enjoy reading about the 2015 Pharmacy of the Year winners, and hopefully you too will be inspired to continue to transform your business! ■

As an organisation I have been impressed by the breadth of skill inherent in the Pharmacy Transformation Group and the wider Guild. As a team we are well placed to support and enable you in achieving viability for your pharmacies and broader business goals and I am looking forward to the opportunity to work with the team and you in achieving these goals.

I thank Andrew Matthews for the foundation he has laid in the Group. The achievements to date have been many, some of which are highlighted through articles in this edition of *Excellence*.

I hope to meet many of you over the coming months as we continue the journey to position community pharmacies as trusted health service destinations. ■

# THINGS TO KNOW

## PARTICIPATE IN THE QCPP STANDARD REVIEW

Review of the Australian Standard 85000:2011 Quality Care Pharmacy Standard – quality management system for pharmacies in Australia (QCPP Standard) has commenced.

All Australian Standards are reviewed every three to five years to ensure they remain current, relevant and practical. The review process ensures the Australian Standard and subsequent requirements manual remains relevant to current practices in community pharmacy and will remain relevant for the coming five years.

QCPP Accredited Pharmacies will be invited to provide feedback on the revised draft standard when it is released later this year. Updates on the progress of the review will be provided through QCPP and Guild communication channels. Your input and feedback will be instrumental to ensure the revised Australian standard is relevant to community pharmacy practice.

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# RENTAL REPORT: AN IMPORTANT PHARMACY BUSINESS TOOL

Jo Legge-Wilkinson – Senior Project Officer, Business Support

**Pharmacy business is no different from other businesses.**

Like all business owners, a pharmacy owner needs to understand the revenue likely to be generated by their business, the margins on these revenues, the costs incurred in conducting the business, and the profit that is generated. With this understanding, an owner can assess whether the return on the investment needed to operate the business is sufficient.

As a community pharmacy owner your lease is one of the most important contracts you will ever enter into as a business. Rent can have a huge impact on your business profit and can make the difference between success and failure. For pharmacy owners setting out to secure a good deal on their lease, the better informed you are, the more empowered you will be in negotiations with the landlord.

The 2015 Pharmacy Rental Report, launched by Guild President George Tambassis at the Guild Member Only Breakfast at APP in March, is designed to assist members manage these costs. The Rental Report allows members to benchmark their occupancy costs against similar pharmacies and to determine average rent for pharmacies in the same state with a similar location and similar turnover.

The pharmacy business model is undergoing major changes: Our biggest customer, the government, is looking to effectively manage the cost of healthcare; supermarkets have become competitors with the growth of their 'health' departments; an increase in sales outlets supplying vitamins and beauty products has increased competition in this area; and the industry has become increasingly competitive with the introduction of low-cost warehouse-style pharmacies and online outlets.

With this rapid change of business parameters, pharmacies are losing both turnover and profit directly from their bottom line. A transformation of the business of pharmacy is required. Pharmacy owners need to be acutely aware of their future income streams as well as managing their operating costs. Managing occupancy costs is a part of this process.

The 2015 Pharmacy Rental Report shows the substantial increase in rent paid by pharmacies both in dollar and percentage terms over the last decade. Growth has been linked in part to an increase in pharmacy size, but has increased disproportionately and outstripped similar metrics including CPI.

Pharmacy owners should use the 2015 Pharmacy Rental Report to contribute to their efforts to ensure they are in a position to have a viable and profitable pharmacy business. This takes time, attention to detail, and communication. Only by clear communication with your landlord can you expect to have your position understood and to arrive at a position suitable to both parties.

The 2015 Pharmacy Rental Report, through pharmacy owners, also offers landlords a deeper understanding of the trends and pressures affecting the viability of community pharmacies in Australia. Landlords must be mindful of these changes and know the industry's capacity to pay is much reduced.

Historically pharmacy has been a valued tenant because of the highly trusted relationship that pharmacists enjoy with their patients and the ability of the business to draw customers. However, for this to continue, there must be recognition of the new environment in which pharmacy is now operating.

**It is hoped, through greater access to information, pharmacy owners and landlords will be able to negotiate efficiently to achieve mutually beneficial arrangements.**

Members received the 2015 Pharmacy Rental Report at the Guild Member Only Breakfast at APP. Members can also access the report, free of charge, in the member only section of [www.guild.org.au](http://www.guild.org.au). Hard copies are available for the cost of \$66 (including GST) by emailing [pharmacybusiness@guild.org.au](mailto:pharmacybusiness@guild.org.au) ■





# 2015 PHARMACY OF THE YEAR WINNERS!

## 2015 PHARMACY OF THE YEAR AND EXCELLENCE IN COMMUNITY ENGAGEMENT

KIMBERLEY PHARMACY SERVICES, BROOME WA

Supplying vital medicines to a region twice the size of Victoria, it is no surprise that Kimberley Pharmacy Services has taken out the Excellence in Community Engagement Award and overall 2015 Pharmacy of the Year.

Located in Broome, support provided by Kimberley Pharmacy Services reaches out far beyond the pharmacy, working closely with medical officers, nursing staff, aboriginal health workers and government. All of this, just to ensure what the leading pharmacist believes is 'gold standard' in regional and remote medication management.

Hannah Mann, one of the owner pharmacists, says it's the things they do day-to-day that make a lasting impact.

**'Our aim is to change at least one person's health outcome each day through the services we provide physically with medications, via education, and improving engagement.'**

Kimberley Pharmacy Services provides medication support to remote clinics in the form of pharmacist visits, phone and email services and after hours support. Strong professional relationships are held with clinics across the region based on mutual respect, cultural respect and commitment to improving the health of Aboriginal and Torres Strait Islander Communities.

On clinic visits, Hannah and her staff are in a unique position to provide not only medication support to their patients but also personal support for clinic staff in remote areas. The team often provides multiple services outside their job description - becoming a receptionist, dog walker, cook, cleaner, IT support, assisting with patient transport and just simply being a friend for those in need.

Health communication and community support is the core business of Kimberley Pharmacy Services and Hannah believes access to modern medications is a fundamental component to keep patients in rural and remote areas living long and healthy lives.



In Broome, the pharmacy recognises a need for the same dedicated support that is provided to their remote clinics. Kimberley Pharmacy Services is designed as a destination for healthcare, not just a place to get your script filled. The pharmacy frequently provides health advice to patients to discuss specific health issues and even welcomes regulars who sometimes just come in to their local pharmacy for a friendly yarn. ■







## INNOVATION IN PROFESSIONAL SERVICES

MOODIE'S PHARMACY, BATHURST NSW

Moodie's Pharmacy, led by owner-pharmacist Paul Jones, are dedicated to providing their Bathurst community with important professional services and demonstrate this with their 'EasyClinic' rooms.

Inside the pharmacy, two rooms equipped with table and chairs, a computer, scales, stadiometer and a resource kit provide patients with a range of health services. The staff are passionate to provide the wider community with essential services by running 'EasyClinic Days' every Thursday and wearing 'EasyClinic' branded green shirts.

The investment in the two consultation rooms has allowed Moodie's Pharmacy to expand their professional services in 2013. Initially, the pharmacy provided its patients with services including blood pressure monitoring, BSL testing, weight loss, height and weight measurements. Following the expansion, the pharmacy was also able to provide Opioid Replacement Therapy, sleep apnea, carbon monoxide monitoring for quitting smoking, health screening for breast awareness, bowel health, MedsCheck and Diabetes MedsChecks.

The sleep apnea service in particular was a standout success, with three pharmacists in the store trained in the 'Easy Sleep' service. Within the first month, Moodie's Pharmacy provided over 20 home sleep studies with the service growing each month. Now, the pharmacy is in direct competition with a dedicated business focusing on sleep apnea treatments.

And 2013 was just the beginning. In 2014, the team truly stepped up with consistent uptake of services on site and more additions to the service range.



Last year, services available at Moodie's Pharmacy included

- Cholesterol testing
- CSIRO Impromy weight loss program
- CARS (Cardiovascular Absolute Risk) study
- Leave/Absence certificates
- Referral letters to other health professionals
- Know your Numbers – Stroke Foundation
- Patient Plans, involving multiple services
- MedAdvisor, smartphone app

- Influenza vaccination
- MedsChecks
- Home Medicine Reviews
- Breast awareness clinic, partnering with Apotex
- Sun awareness clinic, partnering with Apotex

There is a clear appreciation for the health consultations offered by Moodie's Pharmacy, not only from patients, but also from professionals with local doctors, aboriginal health workers and diabetic educators now referring patients to these easily accessible services.

**The staff are passionate about providing the wider community with essential services**





## EXCELLENCE IN BUSINESS MANAGEMENT

PRICELINE PHARMACY BOURKE ST MALL, MELBOURNE VIC

Priceline Pharmacy Bourke St Mall have developed a clear and effective business model in one of Australia's largest pharmacies. Owner, Sietel Singh Gill, along with his leading pharmacists Alex Bongers and Sanja Bojanic manage a well-structured team, running structured team meetings and demonstrate effective communication among one of the most staffed pharmacies in Australia.

The store is led by a management team of five, comprised of three retail specialists and two pharmacists. The store uses Gazelles Systems Strategic Plan to set yearly and quarterly goals and quarterly themes.

Customer service is a priority within this pharmacy and this is evident as you first step into the shop. At first glance, this may look like your ordinary Priceline store but as you take a few steps in after being promptly greeted by smiling and eager to help pharmacy assistants, you discover a whole new world in the 2,085 square metres of shop floor space.

A standout business strategy for Priceline Pharmacy Bourke St Mall is their focus on the international communities.

**An initiative has been set up where badges are worn listing the different languages each staff member speaks.**

Many staff at this Priceline Pharmacy are multilingual, with some speaking up to five languages, thus attracting and retaining many ethnically diverse customers who may struggle to describe their needs at other pharmacies.



As one of Australia's largest pharmacies, the retail set-up involves significant supplier involvement. Sietel encourages the team to learn from customer service manifestos, including observing their favourite customer service experiences and most effective POS displays. Effective communication and planning occurs through weekly team meetings, where each team member highlights their week's achievements, challenges and learnings.

Each individual role in store has a mission, from which a scorecard, KPI's and a job description is derived. Stand out staff members are encouraged to continue their great work with the Staff Core Value Award which helps recognise those who consistently practise the store's values – tenacity, excitement and integrity. ■





# SUCCESS THROUGH YOUR TOP CUSTOMERS

Adam Casey – Business Development Manager, Guild Pharmacy Academy

**PBS reform is hitting the dispensary hard, significantly reducing the gross profit per prescription earned by pharmacies.**

Industry experts have warned that some pharmacies could face a loss of up to \$2.50 per prescription over the next two years. Even with a loss of \$1.50 per prescription, a rather conservative estimate, it is clear substantial measures are needed to counter this loss and ensure the sustainability of the business.

The traditional business response to such a loss in gross profit is to increase inventory efficiency, minimise business costs and increase the retail price of your products. Whilst improving business efficiency is an attainable goal for pharmacy, we do not have the same luxury of increasing retail prices as most prescription medicine prices are fixed by legislation.

To buffer a loss of \$2.50 in gross profit per prescription through the dispensary alone, some industry figures<sup>1</sup> suggest pharmacy would need to increase its volume of prescriptions by around 20%. A growth of 11% coupled with an increase in revenue from the front-of-shop of around \$1 per prescription is a good starting point.

Different pharmacies will go about achieving this growth in revenue using different strategies. However, well-known Guild figure Kos Sclavos suggests that one of the most overlooked growth opportunities in community pharmacy, and one that is accessible to all pharmacies regardless of business model, is capitalising on the value of your top 100 dispensary customers. Adopting a whole of pharmacy focus on the loyalty of these 100 customers has the potential to increase not only your script numbers and front-of-shop revenue but also the uptake of pharmacy services.

To demonstrate the value of these customers to your business, Kos estimates that customer 100 will generate around \$3,500 in revenue for the pharmacy and each customer higher in the list has the potential to generate significantly more than this. So at a minimum, your top 100 customers may already generate you up to \$350,000 in revenue each year.

The value of your top 100 dispensary customers comes from the behaviours that are attributed to them as consumers.

- Loyal customers come back more often, since they enjoy the service they receive from you. Survey results<sup>2</sup> indicate that 72% of customers have spent more with a business because of a history of positive customer service experiences.
- Loyal customers can become effective advocates, singing your praises to family and friends. Survey results<sup>2</sup> indicate that 48% of Australian customers tell others about good customer service all the time, while 47% tell others sometimes.
- A loyal customer will prefer you, even if it is more difficult or more costly to use you than a competitor. 3 out of 4 Australians<sup>2</sup> said they were willing to spend more with companies they believe provide excellent customer service.

Increasing the loyalty and customer satisfaction of your top 100 dispensary customers will take you a long way towards successfully buffering the impacts of PBS reform. However you will have the greatest success if you properly plan and systematise your efforts. As with all new initiatives in your pharmacy, it is important that proper processes are in place so the approach is coordinated and evaluated.

Keeping these customers happy and leveraging the opportunity they offer goes beyond simply smiling at the scripts-in counter.

First you need a system for identifying and listing these customers. A staff member needs to be responsible for the creation and maintenance of this list.

Business rules need to be in place which govern how often the list is updated as well as special considerations such as what if a customer is in the top 100 but their spouse is not? Are they also entitled to the benefits of being a top 100 customer? And of course the most important consideration of all is what initiatives you will offer these customers to increase their loyalty and overall pharmacy revenue.

**The Pharmacy Guild of Australia recommends pharmacies use analysis tools such as the ScriptMAP report to assess the PBS implications for your pharmacy's remuneration.**

The Guild Pharmacy Academy has launched an online course for pharmacists on their *myCPD* site titled '*Know and love you top 100 customers*'. Free to Guild Members and their employee pharmacists and \$250 for non-members, the course will provide suggestions on how to identify your top 100 customers as well as suggest programs and services for growing customer engagement and loyalty. You will also learn about the policies, procedures and systems that need to be in place to ensure your efforts are effective. Register for *myCPD* today at [www.mycpd.org.au](http://www.mycpd.org.au) to access this course and receive updates on other CPD courses. Contact the Academy via email, [guildpharmacyacademy@guild.org.au](mailto:guildpharmacyacademy@guild.org.au), or phone 03 9810 9930, for more information about this course. ■

<sup>1</sup> "PBS Reform: Already yesterday's news? Are you playing the right game?" Pharmacy Business Network 2013

<sup>2</sup> 2012 Global customer service barometer: market comparison of findings. New York: American Express: 2012. p.6-10

# QCPP ADDS VALUE TO YOUR BUSINESS

Standards and Strategy team, Quality Pharmacy Practice



**QCPP is taking on the challenge to support pharmacy transformation by adapting parts of our program, ensuring we remain a valued business support and enhancement tool for community pharmacy.**

The QCPP mystery shopping program (Standards Maintenance Assessment) has been revamped.

The S2/S3 mystery shopping program that has served QCPP, accredited pharmacies and the industry well over the past ten years came to an end on 31 December 2014. To replace this program, we are excited to announce and promote a new initiative that is based on international trends in the customer experience and mystery shopping industry.

The **Standards Maintenance Snapshot (SMS)** is an innovative program currently in a pilot phase in the ACT, South Australia and Western Australia, and pending the trial outcomes, is anticipated for national roll out by July 2015.

## DEVELOPMENT

The development of the SMS program has considered feedback from industry and internal research to ensure a current, trusted approach is offered through QCPP. The previous mystery shopper program has been identified as having limited benefit to pharmacy business outcomes, limited linkage to QCPP requirements (Element 2 Action 8 only), and has demonstrated limited improvement in practice in recent years. In considering this feedback, QCPP has undertaken an extensive research project reviewing mystery shopping programs both nationally and internationally to identify opportunities to encourage Process Improvement and Business Excellence. Interestingly, the research identified similar themes and trends resulting in the decline of traditional mystery shopping programs. This strengthened the need to transform the QCPP Standards Maintenance Assessment program.

International research within pharmacy, health and retail industries has found the greatest benefit to business enhancement and quality improvement is when the program focuses on the customer experience, and provides real time practical initiatives. This research reminds us every business interaction comes down to two simple factors:

- Is the customer satisfied?
- Is the business empowering employees and ambassadors of the business to deliver this satisfaction?

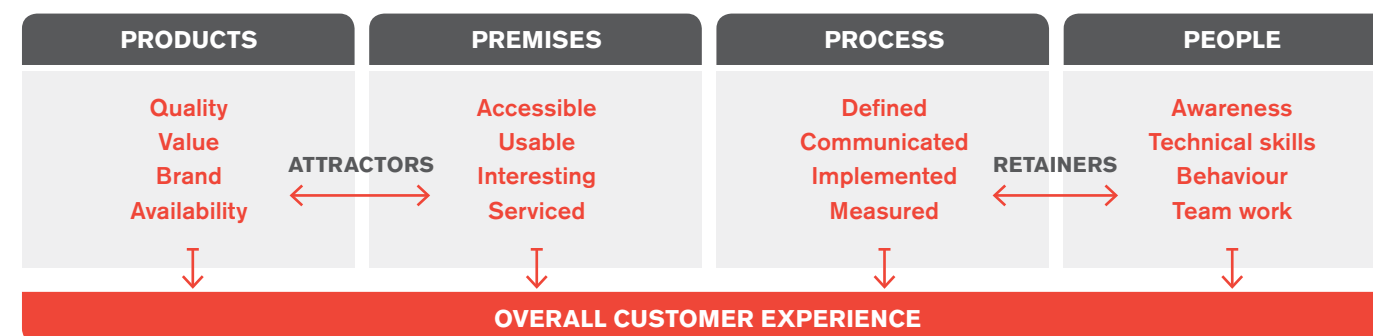
Lead business transformation and enhancement organisations have recognised that providing the 'perfect customer experience' is a key differentiator that results in customers that are more likely to return and refer your business. Further to this customer experience information is commonly associated with two key factors; attracting customers and retaining customers. Table 1 outlines key attractors and retainers that enhance the overall customer experience.

Further to customer experience, leading businesses are now also seeking information of **Net Promoter Scores**. A net promoter score measures customer loyalty and identifies three main customer classifications:

- **Promoters** – loyal customers who regularly frequent the pharmacy and actively refer to others promoting growth
- **Passives** – generally satisfied customers, although are unenthusiastic and are vulnerable to competitive offerings
- **Detractors** – dissatisfied customers that may damage the business and impede growth through negative word of mouth

**Customer experience information is commonly associated with two key factors; attracting customers and retaining customers.**

TABLE 1 – ATTRACTORS AND RETAINERS



Source: Market Force Information (Europe) Limited, 2013



**STANDARDS MAINTENANCE SNAPSHOT (SMS)**

The new SMS program has been designed to provide customer experience, Net Promoter Scores and real time feedback to promote business enhancement opportunities whilst also having greater linkage to QCPP. The SMS program will have linkage to several QCPP elements.

- Element 2 – Supply of medicines, medical devices and poisons
- Element 3 – Delivery of health programs and services
- Element 5 – Pharmacy premises and equipment
- Element 6 – Operating an effective and sustainable business
- Element 7 – Complying with and improving the quality program
- Element 11 – Customer service

SMS comprises of five phases, the first three phases are conducted in the pharmacy over a two hour time period.

- 1. Pharmacy appearance and service snapshot** – this focuses on the pharmacy appearance and compliance with QCPP requirements, primarily areas identified in T5A Pharmacy Appearance Checklist. This is conducted by a QCPP visitor.
- 2. Customer experience snapshot** – the QCPP visitor will survey up to 10 customers in the pharmacy to ascertain their customer satisfaction, net promoter score, awareness of professional services offered in the pharmacy and key areas that customers identify that may enhance their community pharmacy experience.
- 3. Feedback** – immediate verbal feedback is provided highlighting the results from phase one and two above. The feedback session is also complemented by QCPP maintenance support and ensuring your pharmacy is preventing the top ten recurring remedial actions identified at QCPP assessment.

- 4. Written report** – a formal report is provided following the visit. It is anticipated as the SMS program matures and a greater data source is obtained, a de-identified benchmarked data analysis will also be provided for your assistance.
- 5. Pharmacy quality improvement activity** – as this is a snapshot, QCPP assessment methodology (e.g. remedial actions) are not issued. Rather this is an opportunity for pharmacies to proactively undertake quality improvement activities to enhance their business and QCPP compliance. Pharmacies can document the improvement activities following this visit to assist in preparing evidence for Element 6 – operating an effective and sustainable business and Element 11 – customer service.

Your QCPP assessor will have access to the snapshot report to assist the pharmacy's next QCPP assessment process and confirm quality improvement activities arising from the SMS visit.

**DIAGRAM 1 – SMS VISIT FLOWCHART**



**CONCEPT TESTING AND PILOT PHASE**

The SMS program underwent concept testing in the ACT in November 2014, and is currently undergoing pilot testing in South Australia and Western Australia. Pharmacies participating in the testing represent the full range of community pharmacy demographics – metropolitan, rural, major shopping centres, independents, and banner groups.

The initial concept testing has highlighted that the program can provide simple key initiatives to enhance business growth in the pharmacy. Common themes have emerged that can be quickly addressed with few resource requirements.

- Poor customer awareness of seated waiting areas. Many customers commented that when they are unwell or need to wait for medicines to be dispensed they appreciated seating areas although they were unaware they existed in the pharmacy, or found them inadequate.
- Customers generally had a very limited awareness of the professional services offered in the pharmacy. Despite discussing the individual services offered in the pharmacy, customers commonly confirmed they were unaware of these and provided enhanced opportunities to expand professional services that would meet their needs.
- Pharmacy flow and signage was of high importance to customers. Customers reported difficulty in locating items/products that impacted on their use of the pharmacy.
- Customers noted cleanliness in the pharmacy and reported noticing differences in the cleanliness across various sections of the pharmacy.
- Customer service was highly rated by customers. Interestingly, customers noted differing levels of customer service when the pharmacy owner or pharmacy manager was not in store.

- Customers reported satisfaction with staff knowledge and communication, although identified ongoing opportunities to enhance customer privacy, and provision of ongoing medication advice to support customers' use of medicines.

Pharmacy owners and managers that participated in the concept testing and piloting were asked for feedback on the SMS program. Feedback obtained from the preliminary testing has shown extremely high satisfaction with the new SMS program, and it is hoped these results will be replicated in the next stage of pilot testing.

Owner and manager feedback included:

- "This is exactly what my pharmacy and the industry needs"
- "It is the customer experience information that differentiates this from the current banner group mystery shopping processes"
- "I had no idea layout and flow was so important to my customers!"
- "This explains a lot about my business"
- "The questions are targeted, short and exactly what I can use. Can I have a copy please?"
- "I liked the concept of net promoter score and the linkage to QCPP performance and top ten remedial actions in the feedback session"

In addition to providing key opportunities for improvement for individual pharmacy businesses, the SMS program is also providing key data and opportunities for QCPP and the Guild's Pharmacy Transformation Group to provide greater resources to assist community pharmacy maintain sustainable businesses.

**WHAT TO EXPECT**

Subject to the results of the pilot testing, it is anticipated national rollout of the SMS Program will commence in July 2015. QCPP accredited pharmacies will be contacted by a QCPP representative to confirm a suitable time to conduct the SMS visit. As outlined above, the SMS visit will be primarily in the anniversary year so all pharmacies can expect to undergo an SMS visit once every two years. It is a current requirement within the QCPP Program and Assessment Rules that an accredited pharmacy participate in other assessments (rule 24), hence it is a requirement of QCPP accreditation to participate in this visit.

Through the SMS pilot, some pharmacy owners have expressed a wish to have more frequent SMS visits. This is currently being investigated and additional visits may be available as a fee for service arrangement through state branches. More information will be communicated via the QCPP website from July this year.

This is an exciting time for QCPP as we continue transforming to ensure QCPP remains a valued business support and enhancement tool. In future editions of *Excellence* we will publish the results of the full trial and roll out of this exciting initiative. In the interim, QCPP accredited pharmacies should continue to make every day a QCPP accreditation day, ensuring quality management, customer service and business sustainability remains at the forefront. ■



# TRANSLATE THE DISCOVER MORE CAMPAIGN RESEARCH INTO BUSINESS SUCCESS

Christopher Davis – Digital Communications Officer



**New market research into the Guild's new consumer campaign, Discover More. Ask Your Pharmacist has found the combination of beautiful animation, heart-warming story and loveable characters is winning over Australian consumers.**

Research company Jigsaw, commissioned by the Guild, surveyed more than 600 people from the target market (women between 25-44 years of age) in both regional and metro Australia.

The positive news for the Guild and members is that the results clearly show the Discover More campaign is successfully encouraging people to visit community pharmacies more often for healthcare advice. One key finding that supports this is that customers who use a pharmacy less frequently (between two and six times a year) were more likely to consider using a pharmacy for advice and/or treatment for a non-emergency illness, injury or medical condition after seeing the Pharmacy Guild TV commercial.

Recognition of the gold cross logo as a symbol of trust, service and advice, jumped from 44% to 54% over the first phase of airing the advert and is expected to climb higher as the campaign continues to run from February 8 to April 4 this year.

But while the research tells us the campaign objectives are being met the question remains: how does it help your business? This is, after all, a campaign made by the Guild for the benefit of our members.

We dug through the data to look at how the success of the campaign may be translated into practical action that could be implemented in a pharmacy business.

## THE CAMPAIGN CAN HELP BOOST AWARENESS OF YOUR PHARMACY'S SERVICES

The advert garnered a highly emotional response. Of responders who saw the ad, 74% said they felt even more positively about community pharmacy after they had watched it. Research shows the advert is raising awareness of pharmacy services and is encouraging customers to discover more and visit a pharmacy for healthcare.

This is reflected in the rise from 63% to 75% of customers who visit a pharmacy less frequently (two to six times a year) who were more likely to consider using a pharmacy as a first port of call for non-emergency health needs. Given the fantastic response to the advert, it makes good sense to connect your pharmacy with the campaign directly in your pharmacy.

Options to consider adopting in your pharmacy include:

- In pharmacy display at your front door and in your pharmacy window will assist to leverage customer recognition.
- Connecting existing services offered in your pharmacy with the campaign elements - after hospital care, in-home care, health checks and advice and pain management – tell your customers about the services you offer in your store.
- Promote your customer loyalty offer – don't have one yet? Consider implementing one as a way to capture those less frequent customers and bring them back to your pharmacy more often.
- Ask your customers why they selected your pharmacy, what they like about what you do, and ask them for suggestions on how you could do even better.

## PROMOTION IS THE KEY

The Discover More mid campaign research shows that our target market has an expectation of accessing what's considered the traditional professional pharmacy services such as diabetes advice, women's healthcare, help to manage pain and health checks. But despite this awareness the research suggests the apparent usage was comparatively low.

Given the demographic of the research group and the frequency they visit their community pharmacy, it is wise to question these results as not truly reflecting how often these services are used. The more plausible answer is that our research group weren't perceiving them as being discrete interactions with their local pharmacist.

One of the contributors to this disconnect could be that many of the professional services offered in community pharmacies are seamlessly integrated into the dispensing process. Community pharmacists are providing health related services as part of everyday customer interaction. This is good news for community pharmacy as customers have a high expectation of the level of care and advice they can receive, but it also presents an opportunity.

The key to building on the customer expectation of accessing quality health and professional services is to tell your customers what services you provide. Pharmacists are in the best position to promote the professional services provided in community pharmacies.

Consider trying these simple marketing strategies:

- Posters and signage at the store level to tell your customers what services you provide but more importantly to promote these services and prompt your customers to make a direct request.

- Some simple forms of printed information in the form of a booklet or brochure or physical short reports of individual health check results represent a tangible outcome of the service.
- Clearly labelled receipts of the cost of the transaction will assist you to demonstrate value to your customers.
- Put yourself and other pharmacists upfront in your pharmacy, offering strong advice and assistance, building strong connections with customers and demonstrating a powerful message that your pharmacy is different because of the professional services you provide.

The first round of the Discover More research indicates that these sorts of business strategies can lead to additional opportunities to provide further health care services and to grow the professional services income for your pharmacy business. ■







# SUPPORTING STAFF

## AND YOUR BUSINESS THROUGH MENTORING

Melanie Sykes-Bridge – Senior Project Officer, Business Support  
 Hayley Smilie – National Coordinator, Guild Intern Training Program

**In the busy day to day operations of a pharmacy, taking time out for mentoring may seem like an ‘optional extra’.**

However, mentoring is a powerful way to boost the effectiveness and motivation of your team which will pay dividends in your business.

Employees benefit from a mentoring relationship because they have someone with greater knowledge and experience to turn to for advice. While a mentor won't do the employee's job for them, the mentor may demonstrate a task, guide the employee through solving a problem, or critique the employee's work. Providing a mentor helps employees feel less isolated at work too and encourages them to interact more with others. As the employee matures in their career, a mentor may remain a valued adviser to the employee.

Employers benefit from mentoring relationships too. As employees turn to their mentors for advice, they make fewer mistakes on the job, cutting losses to the employer and increasing productivity in the workplace. Employees in mentoring relationships tend to have greater job satisfaction as well, which can mean a more positive work environment. Employers might also notice less turnover of employees as workers feel a greater loyalty to the business.

As a mentor, the opportunity to teach or advise others can increase your confidence and own job satisfaction. The mentor is required to listen to the concerns of the employee and may develop a better understanding of employee issues and stronger communication skills. If the mentor is a supervisor, mentoring can improve their supervisory skills.

Mentoring in the workplace can have long-term benefits as employees become more self-directed and develop stronger communication and problem-solving skills. This allows for the business to become more creative and focus its attention on growth, rather than training. Mentored employees value collaboration and sharing of information, which can lead to a stronger pharmacy business.

**There are a number of characteristics of mentors and mentees which increase the likelihood of having a successful mentoring partnership.**

Mentoring differs from training or coaching activities as it is a more holistic process. Mentoring is a partnership between two people who have consciously taken on the role of mentor and mentee. The intent and structure of the partnership will inform how they relate to each other and the way the information shared will be interpreted. The mentor may be more experienced in some professional or life experience useful to the mentee, but there will be an exchange of information and insights between the two.

In a community pharmacy setting, mentoring is referred to as precepting. Preceptors help guide the transition and integration of intern pharmacists into the pharmacy workforce. They support the development of clinical competence and confidence in a way that allows the intern to grow professionally, but also provides immense rewards for the preceptor.

By sharing their knowledge with intern pharmacists, preceptors help improve job satisfaction, decrease orientation time and have a direct impact on how well the pharmacist will perform on the job after registration.

**TABLE 1 – CHARACTERISTICS OF MENTORING PARTNERSHIP**

CHARACTERISTICS OF SUCCESSFUL MENTORS	CHARACTERISTICS OF SUCCESSFUL MENTEES
<ul style="list-style-type: none"> <li>Personal commitment to be involved in the growth and development of another person</li> <li>Respect for individuals and their abilities, including their right to make their own choices</li> <li>Ability to listen and accept different points of view</li> <li>Empathetic to the challenges your mentee may be facing</li> <li>Ability to see solutions and opportunities, as well as barriers</li> <li>Flexibility and openness</li> </ul>	<ul style="list-style-type: none"> <li>Personal commitment to the mentoring partnership</li> <li>Be able to accept and give feedback</li> <li>Take initiative to ask for help or guidance in achieving their desired goals</li> <li>Ability to listen and accept different points of view</li> <li>Understand that mentoring is just one tool to help you achieve your goals!</li> </ul>

There is plenty of evidence that shows workplace mentoring delivers sustainable business improvements and enhanced collaboration and innovation in the work environment. At a time when much focus is being placed on the challenges facing the community pharmacy sector, mentoring can play a key role in assisting pharmacy businesses to respond to the challenges and leverage from the talent and enthusiasm of the pharmacy team.

In a nutshell, mentoring will help pharmacy owners and managers

- Help employees determine the skills and abilities necessary for their growth
- Recognise potential for leadership from within the team
- Improve skills in providing constructive feedback
- Build engagement and accountability
- Reward and recognise success
- Improve productivity and business viability ■

### latest initiative

The Pharmacy Guild of Australia is excited to announce its latest initiative to provide information and support pharmacist preceptors in their crucial role of training the next generation of pharmacists.

**PHARMACIST PRECEPTOR TRAINING** is an online training course to assist pharmacists in further developing their skills to effectively support pharmacy interns to develop the skills, knowledge and attributes for successful practice as a pharmacist.

To register for or access myCPD, visit [www.mycpd.org.au](http://www.mycpd.org.au).

You can contact the Guild Pharmacy Academy on **03 9810 9930** or via email at [guildpharmacyacademy@guild.org.au](mailto:guildpharmacyacademy@guild.org.au)



# KNOWLEDGE HUB CELEBRATES ITS FIRST YEAR ONLINE

Natalia Webster – Marketing and Communications Officer

**With a huge shift towards mobile and web technologies, it's only natural that QCPP progresses towards the digital sphere.**

The QCPP Knowledge Hub was introduced in early 2014 at APP as the latest tool to assist QCPP participants with their accreditation needs. Over the past 12 months, the Knowledge Hub has become a one-stop shop for all questions relating to pharmacies' upcoming QCPP assessments and ongoing requirements.

The QCPP Knowledge Hub contains the rulings and interpretations of the QCPP Standard and QCPP Requirements Manual, which can assist you in implementing the program in your pharmacy. Not only does the content provide clarity on your questions, it also provides links to the documents needed to meet requirements as well as definitions on some commonly used terms within QCPP.



[www.qcpp.com/knowledgehub](http://www.qcpp.com/knowledgehub)

## WHAT'S NEW?

Since the launch of the QCPP Knowledge Hub last year there have been updates and improvements made to help keep your pharmacy on top of QCPP requirements.

1. QCPP resources are now available on the QCPP Knowledge Hub under the References and Resource tab. Access QCPP brochures and guidelines, checklists, forms, *Excellence* newsletters and much more through the power of your fingertips.
2. Access the QCPP manual updates under the Manual and Updates tab on the main menu. The Manual updates listed on the QCPP Knowledge Hub summarise the updates to the QCPP Requirements Manual and include downloadable versions of all updated documents and requirements.
3. A new Fast Track tab is now available on the QCPP Knowledge Hub main menu with a quick link to QCPP documents, resources, example templates and policies from the 18 QCPP Elements. These documents are also supplied on a USB stick by your State Branch Liaison Officer.
4. Additional and updated information can now be quickly referenced in the What's New navigation pane which is available on all pages of the QCPP Knowledge Hub.

## OTHER USEFUL FEATURES

With its easy to use mobile app technology, all the resources you need are at your fingertips.

1. Elements and alphabetical listing—the QCPP Knowledge Hub content can be sorted and accessed by each individual Element or alphabetically by subject matter, and is referenced back to the QCPP Requirements Manual by action number for ease of searching.
2. Definitions and acronyms—the list of definitions provided in the QCPP Requirements Manual is expanded and updated with emerging program updates.
3. General information—comprehensive QCPP information in a Q&A format.
4. Submit a question— if you are unable to find what you are looking for, the QCPP Knowledge Hub allows you to submit your own question to be answered by the QCPP Interpretations and Rulings Panel.

## HOW TO ACCESS?

The QCPP Knowledge Hub is provided free to QCPP members and can be accessed from the direct link [www.qcpp.com/knowledgehub](http://www.qcpp.com/knowledgehub) or by clicking on the button from the QCPP homepage.

Pharmacies were provided a login in March 2014. If you cannot locate your QCPP Knowledge Hub log in please email QCPP at [help@qcpp.com](mailto:help@qcpp.com) or call the QCPP Member Services Team on 1300 363 340.

Log in, take a look around and make the most of your new Knowledge Hub tool. ■



## IDEAS INTO REALITY: HARNESSING INNOVATIVE THOUGHT IN SMALL BUSINESS

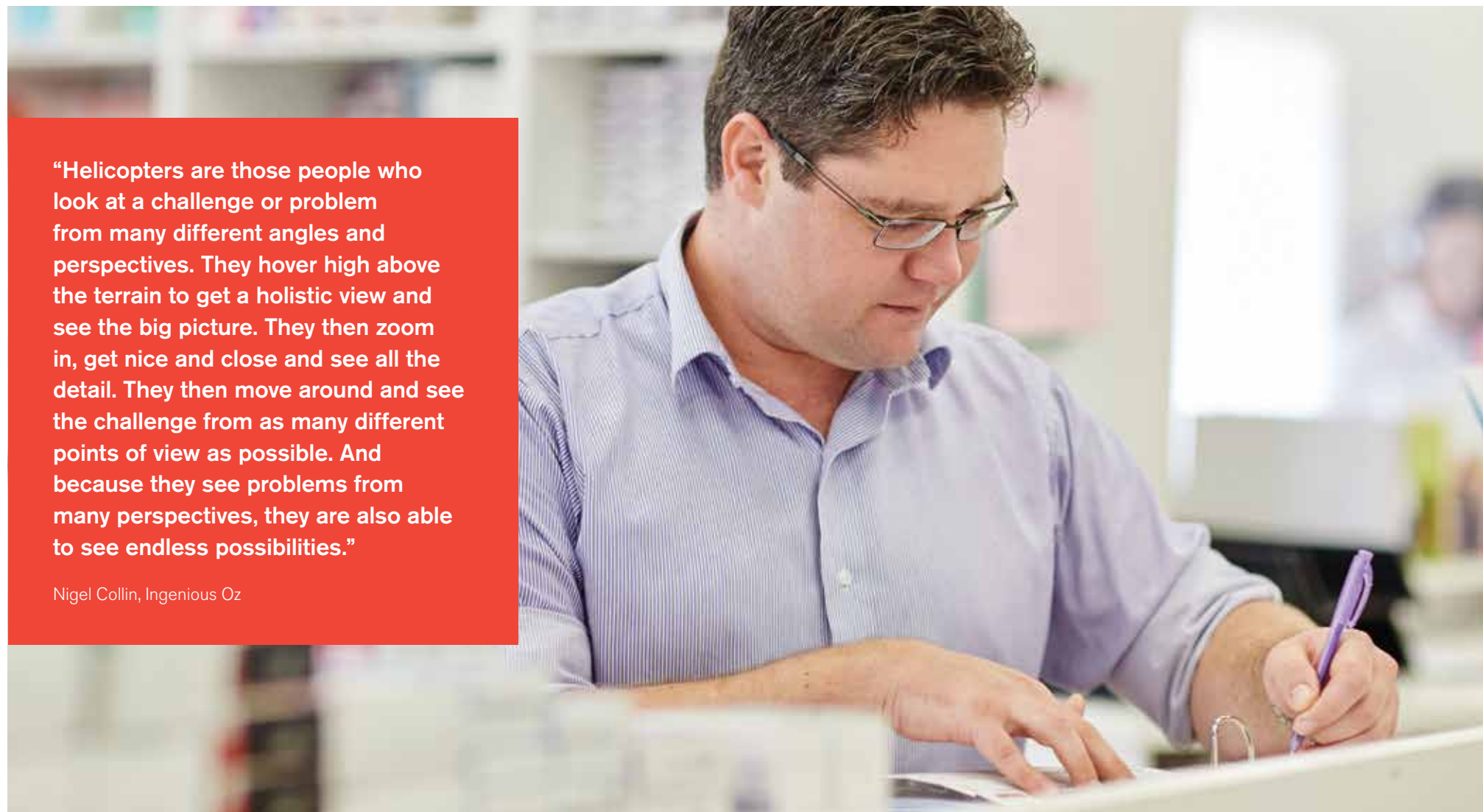
Jo Legge-Wilkinson – Senior Project Officer, Business Support

**“Here is Edward Bear, coming downstairs now, bump, bump, bump, on the back of his head, behind Christopher Robin. It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it.”**

Winnie-the-pooh, A.A. Milne.

How often do we feel like Edward Bear bumping down the stairs, knowing what you're doing could be done a better way, but never taking the time at the top of the stairs to pause and think? Sure, bumping down the stairs on the back of your head achieves your purpose – to get you to the bottom – but is it really the most efficient and effective method? Are there other ways that are faster, less stressful and involve less pain?





“Helicopters are those people who look at a challenge or problem from many different angles and perspectives. They hover high above the terrain to get a holistic view and see the big picture. They then zoom in, get nice and close and see all the detail. They then move around and see the challenge from as many different points of view as possible. And because they see problems from many perspectives, they are also able to see endless possibilities.”

Nigel Collin, Ingenious Oz

While there are lots of reasons why we choose to run small businesses, ultimately the goal is to be profitable - after all, none of those other goals are achievable unless your business is viable. Like Edward Bear, in small business we are often so preoccupied with what we always do, we don't take time to question if it is the most efficient and effective way of achieving our goal.

However, with the reality of Simplified Price Disclosure now upon us, our goal can't necessarily be achieved by 'bumping down the stairs'. No longer can we take for granted that what has worked for us in the past will continue to work for us in the future. We can't assume the viable business we had last year will continue to be viable next year.

The parameters within which we do business have changed and, if we want the same results, we need to do things differently. But what?

Innovation is a term we frequently hear in business. So often we associate it with inventing the next big thing like the Hills Hoist, the lawnmower, or the iPhone. However being innovative doesn't necessarily involve invention. Innovation in business is about creating value, and this value can be realised through incremental improvements to products or services, the creation of new products or services, improving efficiencies or reducing costs. Innovation can mean changing your business model and adapting to changes in your environment to deliver better products or services.

So how do you go about using innovation to offset the impact of Simplified Price Disclosure? As a starting point for innovation, new ideas are needed. However not all ideas are bankable. The challenge is to generate ideas that will make a difference in your business and drive business growth. These ideas will form the basis for new products, services or processes which will satisfy a need, be the result of an opportunity or to solve a problem.

Nigel Collin from Ingenious Oz and keynote speaker at PBN2014, says that to generate outstanding ideas you need to think like a helicopter.

Thinking like a helicopter allows you to explore different perspectives, push the boundaries of thinking, and see your business from fresh and unique angles.

But in the day-to-day life of small business how do you harness this type of innovative thinking? Think about innovation as a three phase process - research, shape, implement.

## PHASE 1: DO YOUR RESEARCH...

The first step in the research phase is to know why you need to innovate. What is the problem you want to solve? For many in community pharmacy, the Guild's prediction of an average loss of \$90,000 in profits identifies the problem worth solving.

To define and identify this problem still further do your research - get a ScriptMAP report, look at your sales, examine your expenses, benchmark your pharmacy against your competitors, look at the demographics of the area you serve, and look at the businesses that surround you. Find out where your business is strong and where it is weak, know where sales have risen and where they have fallen. It is also worth getting other people's perspective - chat with your accountant, your bank manager, your landlord, your suppliers, your staff, and your customers.

It is by looking at your business from this helicopter perspective that you are able to truly see your business and the environment in which it operates. You will be able to see trends, patterns, and gaps. Could you improve your S2/S3 sales? Do you have too much stock in the dispensary? Is there a need for addiction care services in your community? Your research will help you clarify your objective - what is the task at hand and what is it you are trying to achieve? You don't need to identify the solution, just come up with an objective.

The next step in this phase is to set the parameters. What are the boundaries within which you will work to achieve your objective? Consider budget, compliance, time and resource constraints. Your parameters should be concrete and easy to understand, not vague and unclear. As Nigel Collin says

**“... the better we define the parameters the easier it is to find ingenious solutions. Parameters let us know where we can and can't go and free us up to explore possibilities within the boundaries we've set.”**

Now that you know your objective and the parameters you can work within, jump back in your helicopter. Look at your problem both holistically and in detail, from all angles. The third step in this phase is to scope the territory and investigate all your possibilities. Nigel Collin suggests you ask yourself the following questions:

1. What are our strengths and weaknesses?
2. What are the opportunities and threats?
3. What are our competitors doing in this space?
4. What do we know?
5. What don't we know?
6. What information and research is missing?

## PHASE 2: SHAPE YOUR IDEAS...

Now you've identified your objective, set your parameters and completed your background research it's time to generate some ideas. Your employees are often the best source of innovative ideas in your business, but so too are your customers, your suppliers, and your advisors. Occasionally, too, step outside your business, even outside your industry. Attend events, training and network opportunities. Be open to new ideas.

### Create an environment in your business that supports innovative thinking.

Remember, everyone in the business has the potential to be creative. Each employee will have a different viewpoint or may come from a different background. Encourage employees to be open and honest, to share ideas and explore initiatives. Build a culture where trying and failing is better than not trying at all.

Create opportunities for innovative thought. Set aside time during regular staff meetings for a 'new ideas' or 'what if' section. Incorporate an ideas box into your pharmacy where staff and customers can leave ideas and suggestions. Build regular ideas workshops into your business planning.

There are many techniques you can use to help you and your staff generate ideas. Consider:

- **Mind mapping** – Put a key word or phrase in the middle of a page and link as many thoughts and ideas on the same page. Mind mapping helps you see the 'shape' of a problem, the relative importance of individual points, and how they relate to one another.
- **Re-word the problem** – If you're not finding an answer to your problem change perspective. For example, in the 1950s shipping companies found they were losing money, so invented faster ships. Still the problem persisted. After re-wording the problem they found the problem was in loading times and storage of cargo, not the speed of the ships. Container ships and roll-on/roll-off freighters were introduced. Problem solved.
- **Shift perspective** – Ask different people what they would do in your situation. Try your employees, customers, suppliers, or family. Alternatively ask "If I were Xxxx what would I do in this situation?" For example try thinking like you were Richard Branson – a flamboyant, big thinking risk taker.
- **Story boarding** – Consider the problem you wish to explore. Many situations or ideas can be brought to life by showing what happens over time. For example, take one process in your business and map it. Then ask how could this process be improved?

No matter which technique you choose to generate ideas, remember the first part of this phase is just about generating ideas, the more ideas the better. Acknowledge and record all ideas; don't dismiss any ideas at this stage.

Once you've done this you are able to filter, analyse and test the validity of your ideas. Do these ideas meet your objectives? Do they abide by your parameters? Is the idea going to solve your problem? Create a shortlist of ideas to investigate. There is a broad array of techniques you can use to assess your ideas. You could try:

- **Six thinking hats** – Edward de Bono's tool for group discussion and individual thinking involves six coloured hats. Each hat dictates how you should think about a problem. For example, while wearing the blue hat define the idea, look at the facts while wearing the white hat, identify your gut reactions in the red, the risks involved in the black, think positively about why the idea will work in the yellow hat, and look for possibilities, alternatives and solutions in the green hat.
- **SWOT Analysis** – Use this structured planning method to identify the strengths, weaknesses, opportunities and threats to your idea.
- **Cost benefit analysis** – This technique is usually reserved for financial costs and benefits. However it can also be used for intangible ideas. Cost benefit analysis finds, quantifies and adds all the positive and negative factors. First it identifies the benefits of the idea. Then it identifies, qualifies and subtracts all the negatives. The difference between the two indicates whether the idea is plausible.

Techniques such as these allow for the evolution, assessment and prioritisation of ideas. They allow you to narrow down your ideas and choose one to pursue.

## PHASE 3: IMPLEMENT YOUR IDEA...

This plan and design phase allows you to give shape to your idea. Small ideas can be implemented without a significant impact on budget and work load. However you need a little more planning for more significant ideas.

The implementation process is broken into five steps:

**Design** – Sketch up your idea and generate a physical representation of the idea so you understand the essence of how it will work. It is now that you may develop alternative versions of your original idea, along with enhanced features. Examine the idea closely to see if it needs any improvement.

**Validate** – Confirm the legitimacy of your idea. Research the costs of the idea – does it fit within your budget? Do you have the resources to implement it? Does it solve the problem?

**Sketch up your idea and generate a physical representation of the idea so you understand the essence of how it will work.**



**Plan** – Prepare for launch. Decide how the idea will be implemented. Think what, where, when, how? This is where effective management of the innovation project is crucial to its success. You will also need to manage the change, so create passion around the idea. Get your staff on board, communicate the plan. Also plan how you are going to know if the idea was a success – determine your key performance indicators (KPIs), know the results you are hoping to achieve.

**Implement** – Now execute your plan. Make your idea reality.

**Evaluate** – Finally review the success of your idea. Has your problem been solved? Have you achieved your KPIs? What changes can you see in productivity, sales, expenses, or traffic into your pharmacy? Also, identify any improvements needed. Rarely is an idea perfect from the outset. Most ideas need to be fine-tuned or tweaked. Put in place a process for continuous improvement.

Innovation is about pausing at the top of the stairs, considering your options, and implementing your plans. Incorporating innovation in your business can help you save time and money, and give you the competitive advantage to grow and adapt your business. Make time and space for creative thought. Give permission to explore ideas and take risks. Innovation thrives in a culture that rewards initiative, promotes the value of experimenting, and provides opportunities to explore ideas. ■





## REFRESHER TRAINING

The following courses have been approved for Refresher Training since the last edition of *Excellence*. This approved list is correct at Friday 6 February 2015.

To see the complete list of currently approved activities go to

[www.qcpp.com/resources/training-requirements](http://www.qcpp.com/resources/training-requirements)

Training	Approved Duration	Approval Period	Format	Training Provider Contact Details and Notes
CounterConnection (PSA Self Care)				Pharmaceutical Society of Australia psc.nat@psa.org.au, helen.howarth@psa.org.au
Weight Management	1 hour	12/15 – 31/1/17	Online	inPHARMation (February 2015)
Codeine Containing Combination Analgesics	1 hour	1/3/15 – 28/2/17	Online	inPHARMation (March 2015)
Post Script				Australian Pharmaceutical Publishing Company http://postscrip.com.au
Running out of puff, the experienced asthmatic	30 mins	1/2/15 – 31/8/15	Print / Online	Post Script (March 2015)

### CONTACT THE GUILD AT

[guild.nat@guild.org.au](mailto:guild.nat@guild.org.au)

OR THE GUILD'S NATIONAL SECRETARIAT

ON 02 6270 1888

BRANCHES IN EVERY STATE AND TERRITORY.

[www.guild.org.au/guild-branches](http://www.guild.org.au/guild-branches)

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03 9810 9930

[www.guild.org.au/academy](http://www.guild.org.au/academy)

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Thank you to Kimberley Pharmacy Services, Broome WA; Priceline Pharmacy Bourke Street Mall, Melbourne VIC; and Moodie's Pharmacy, Bathurst NSW for their participation in the photography.