

A GUIDE TO Change Management



THIS IS THE FOURTH IN A SERIES OF ARTICLES about why and how independent pharmacists can adapt to the rapidly changing landscape around them, to ensure that we have a sustainable professional sector and viable businesses in the future. Deborah Evans and Michael Holden from Pharmacy Complete provide the context, a vision for change and a process to get there.

Module objectives:

As a result of reading this you will have a better understanding of:

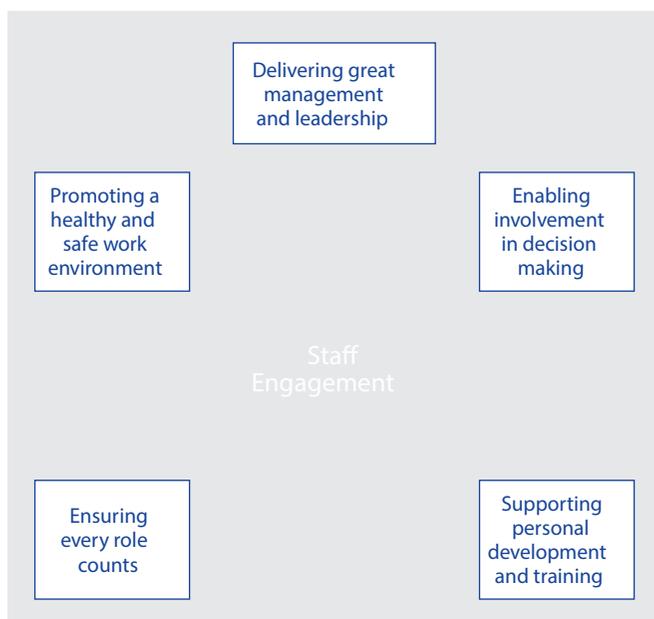
- The importance of having the right people with the right skills doing the right things at the right time
- How to engage and empower your team
- How to draw up and operate a workforce planning process framework.

Capability and capacity planning

Having an engaged workforce is key to increasing productivity within your business and optimising patient and customer interactions. The evidence is strong: an engaged team means better patient outcomes, better staff experiences, better overall performance, improved financial performance and efficiencies, and a positive impact.

Engaged staff think and act in a positive way about the work they do, the people they work with and the organisation that they work in. A flexible, engaged and empowered workforce will be more motivated, deliver more and use their ingenuity to give great customer experience. In times of having to do more for less, a high-performing team will make the difference.

The staff engagement star (left) is a visual representation of the key factors that contribute to a sense of engagement from staff. It could provide a framework to help increase engagement.



Consider the following:

- How are you currently engaging your team?
- What informal and formal opportunities are you creating to ensure they have the opportunity to shape and contribute to your business goals and activities?
- How much information do you give them and how empowered are they to act on their initiative?
- How much do you listen to their ideas and act on them?

Community pharmacy has operated within the same capability framework for many years: a model of counter assistants, dispensers and technicians, plus usually one pharmacist. However, this is changing as a supply plus service model is becoming more the norm and the team's role is expanding to deliver a range of interventions to avoid services being log-jammed with the pharmacist.

A model where the dispensing service is led by a technician is normal within the hospital sector and is evolving within community pharmacy to release pharmacist capacity. In addition, roles such as non-pharmacist manager, retail operations manager and practice manager are emerging to further release the pharmacist to provide more clinical services.

Workforce planning process framework

Phase 1: Define current workforce delivery

Understand your current workforce issues (look at your SWOT) and gather data linked to your key business priorities. Map what individuals are currently doing, what they are capable of doing and what gaps you have. Consider your busiest and quieter times – how is your workforce configured against these?

Phase 2: Project future needs

Determine what workforce capabilities you must have to deliver against your business vision and strategy. What current skills do you need, what capabilities are no longer required, and what new skills are needed? Include yourself in this mapping. What do you currently do which has to change to release capacity?

Phase 3: Project future supply

Determine future workforce supply based on anticipated changes. What turnover do you have? When someone leaves, what skills will you recruit? What capabilities can you develop in existing staff to meet your business strategy, eg, management skills, accuracy checking technician, retail operations, etc.

Phase 4: Identify gaps and action plan

Identify the most important workforce gaps that will inhibit your success and determine an action plan for addressing the gaps. This may include recruiting new skills, putting in place development plans for individuals, and developing your own skills, eg, leadership and change management.

Phase 5: Manage gaps and monitor workforce

Implement actions in the workforce plan and continuously monitor the workforce to assess programme effectiveness and the need to revisit the plan. Engage individuals in their development plans so that they feel ownership and are motivated.

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Effective delegation

New models of delivery require the pharmacist to spend less time assembling prescriptions and accuracy checking in the dispensary. The pharmacist increasingly needs to delegate effectively to others who can confidently, safely and efficiently deliver a lean medicines supply process and hand over day-to-day dispensary management to a lead technician.

Delegation becomes increasingly important as we have more demands on our time, especially in the current climate of doing more for less and with funding cuts looming. Bearing this in mind, what activities can you delegate to your team members, and what do you feel that you must do, or at least be involved in? How easy do you find it to delegate?



REFLECTIVE EXERCISE:

- What model of delivery will best meet your evolving business needs and that of your community?
- How will you develop and configure your team to best meet these new requirements?

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