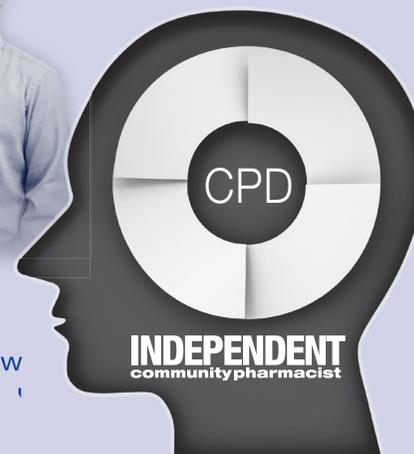


A GUIDE TO Change Management



THIS IS THE SIXTH AND FINAL ARTICLE IN THE SERIES [about why and how w](#)
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 embedding a change ethos
- Maintaining self motivation and keeping your team engaged
- How to continue to develop your business.

Embedding change

If you are using the various tools, hints and tips we suggested to help develop your business in the previous articles, it is now critical that you do not lose momentum and belief in your purpose or take your eyes off the horizon in a constantly changing landscape.

Wherever you are in the world and whatever you are doing as a user or customer, you will be experiencing change. This may affect your use of new technology or communication methods, or your access to, or the quality or value for money of various goods and services.

Already, one in every five pounds is spent online and almost 60 per cent of online purchase are made with a mobile device. Every day there are six billion searches on Google, and the number of texts sent each day is equivalent to two for every person on the planet. These are huge statistics and the pace of change is increasing exponentially. The people causing and experiencing these changes are coming into your pharmacy.

Pharmacy is not exempt from these changes, with a 48 per cent rise in the number of prescriptions over the past 10 years, but only an 18 per cent increase in the number of pharmacies. More regulation and legislation is affecting you; patient and customer expectations are increasing, as are those of the people who contract health and public health services. Funding challenges are around the corner, with more threatened for the future in a healthcare system that is imploding from increasing demands from a growing and ageing population resulting in significant gaps in financial sustainability, quality and care, and health inequalities.

Yet what has really changed within pharmacy? The average pharmacy is still largely dependent on NHS prescriptions for its revenue, but this income stream is becoming less profitable and is under threat as distribution channels evolve. We remain in a silo on the outside edge of an increasingly integrated health and care system. The benefits of EPS and SCR access are still to be fully realised and we continue to operate with a historical skill mix.



IF YOU
CHANGE
NOTHING,
NOTHING
WILL
CHANGE!



What does it all mean?

Your cheese is moving (or has already moved!) and if you don't find an alternative diet your business will starve. Understanding your market and the opportunities to build on your strengths will be key to making this happen. At the same time you must minimise risk from your weaknesses and threats.

The key will be understanding WHY you are doing this, and ensuring that your team do, too. Then formulate your plan (HOW you do it) and decide on WHAT you want to achieve as a result.

Doing nothing is not an option and don't let the fear of something not working stop you trying. Making the decision to do something different is often the hardest but most important act. If you think you will fail, you probably will. But if what you try doesn't work, fail fast and try something else or doing it in a different way.

Pharmacy Complete is run by pharmacists who love pharmacy!

Applying years of local, national and international experience within industry, community, primary care, hospital and public health, we understand the day-to-day challenges facing pharmacy. Our programmes and solutions are based on that knowledge and experience, are practical and will make a difference.

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Tips for embedding and sustaining change

- 1 Organisations are made up of individuals and we all respond to change differently. Some people like to move towards pleasure and others to move away from pain. Know your team and what motivates and inspires you.
- 2 Bring to life the compelling rationale for the change you wish to drive through. A compelling vision can either represent the dire consequences of failing to act, or a sufficiently exciting and motivating future state, but preferably the latter.
- 3 A vision alone is not sufficient to capture the hearts and minds of everyone, but it is a good start. People must be able to make the link with what is important to them personally.
- 4 The change must be driven top-down and bottom-up. The old adage of leading from the front is true but, for change to really stick, it must be driven throughout your business.
- 5 Identify the individuals in your team who are 'on side' and can champion the change from the bottom up and inside out. These individuals must still be supported by great leadership.
- 6 Your approach to embedding change must be holistic and systemic; consider all the things that might contribute to success or derail you, and put in contingencies.
- 7 Be rigorous in implementing the basics well – objectives, recruitment, promotion, incentives and training.
- 8 Focus should be on changing actual behaviours, not just rhetoric and enthusiasm. It is much more effective to change what we can see, and we can see how people behave.
- 9 Help your team think and feel differently about what they do. Focus on what you want people to be 'doing' and how you wish to see them behaving, and you have a greater chance of success.
- 10 Be prepared to be flexible. Very few programmes for change end up exactly where they predicted at the outset, for many reasons. Ensure you check at intervals that enable you to see where progress is being made and where progress is not, so you can continue to adapt.

Leadership – commit and motivate

Engagement – connect, communicate, listen

Have a plan – do things well

Develop your people – competencies resources

Be clear about your drivers – vision and goals

Establish values – the way we do things