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# Pharmacy Reset and Recover Programme

Module 1 resources

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# Module 1 resources

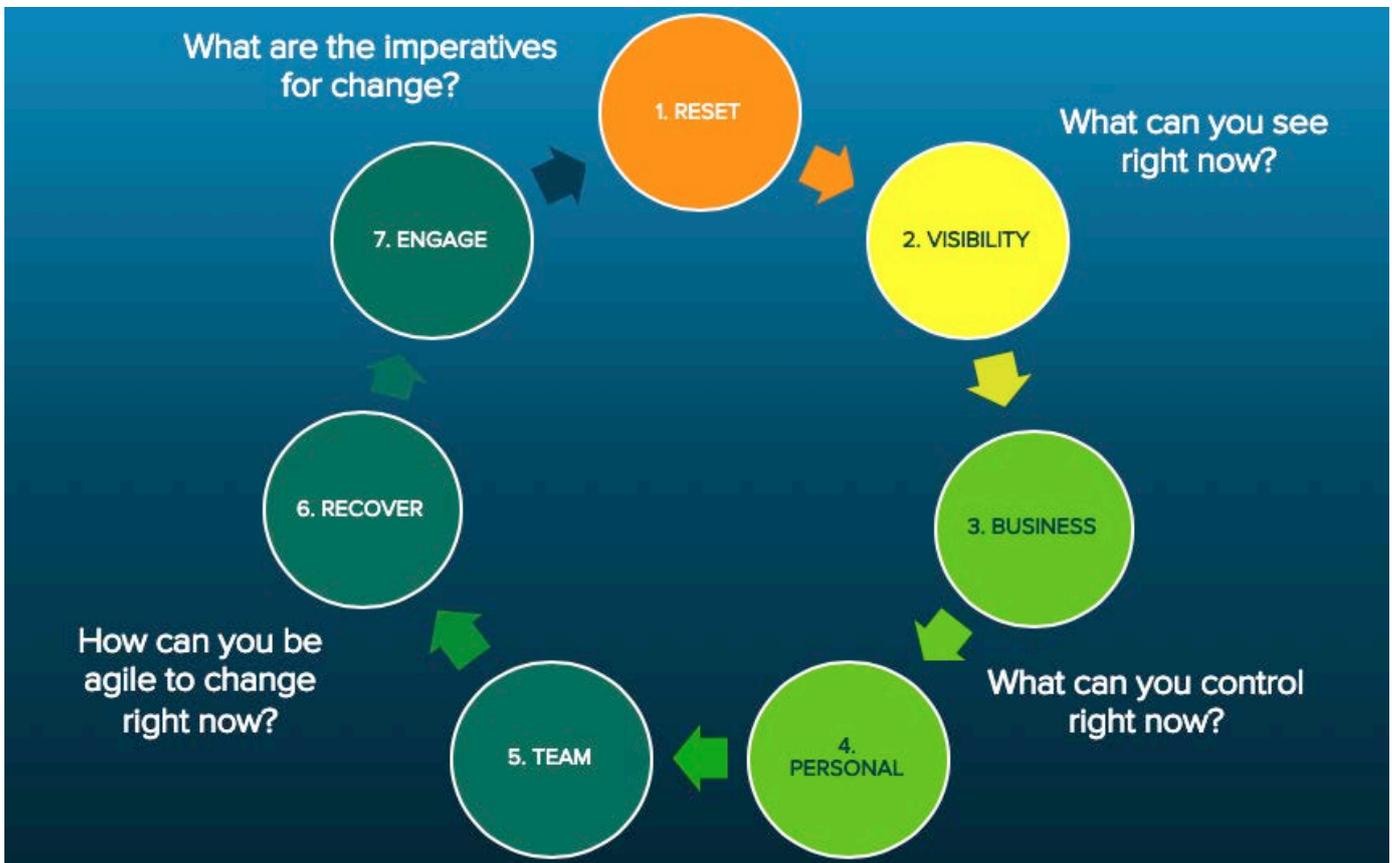


These resources complement the Module 1 webinar in the Pharmacy Reset and Recover Programme.

Please use them to note your reflections and to complete the recommended actions that we cover in the webinar.

When you are ready to move onto Module 2, then use the link provided and download the next set of supporting resources for that module.

Please also complete the evaluation for Module 1:  
[https://www.surveymonkey.co.uk/r/CPWY\\_RandR\\_programme](https://www.surveymonkey.co.uk/r/CPWY_RandR_programme)



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# Reflections



Use this section to note down your reflections on key questions posed within the webinar.

What is your biggest current challenge?
What must you change to sustain your pharmacy in the future?
What stops you being more productive?
Where could you eliminate waste and where does this sit on the impact vs ease grid?

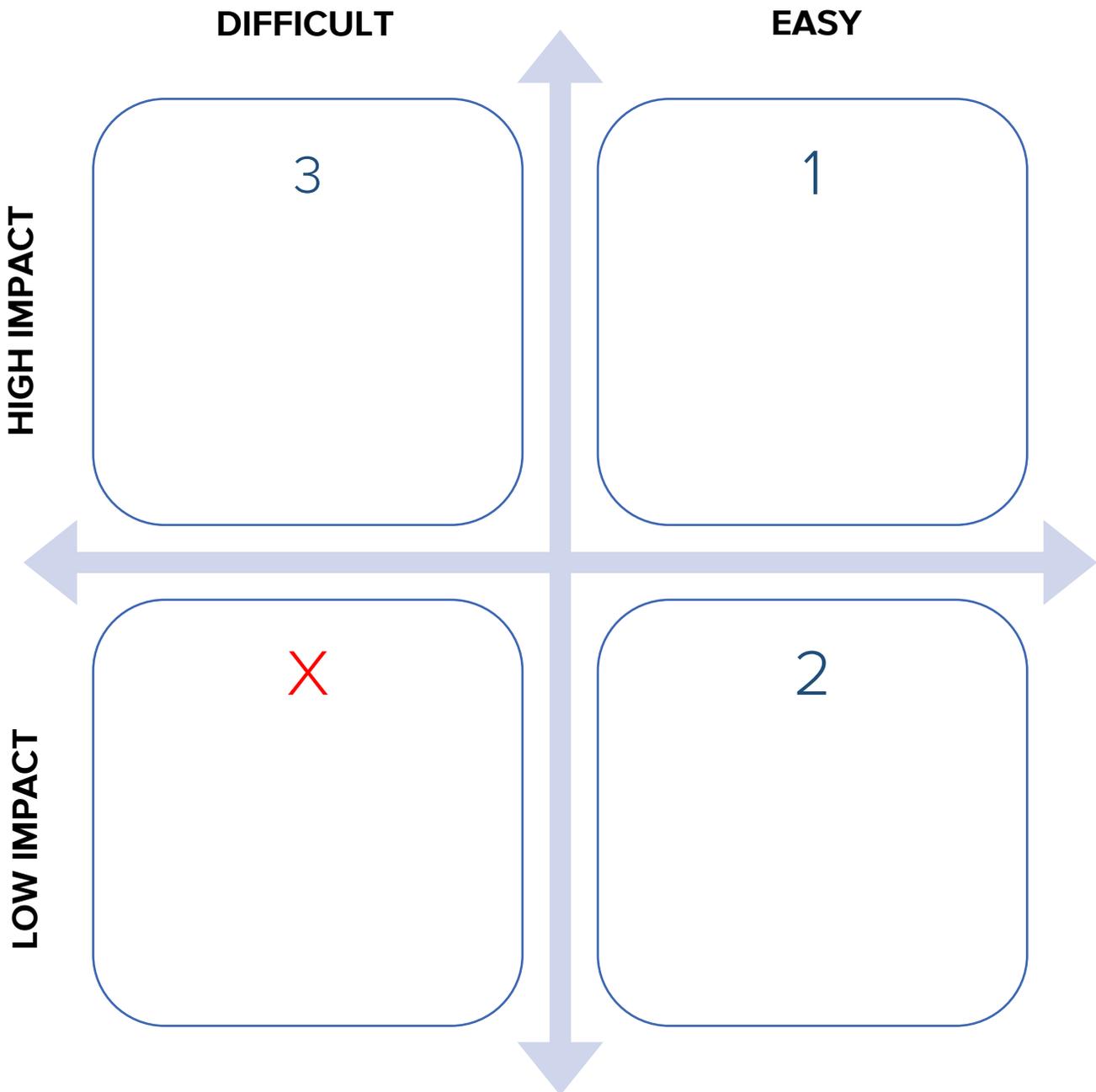
# Impact and ease of change activity



Taking those things that you can control (and ideally working with your team) make a list of what you would like to change to help facilitate the reintroduction of services. Using this template populate the grid based on the impact and ease of these changes.

Identify 1-3 quick wins and plan to implement these.

Prioritise those changes that are high impact and easy, then low impact and easy, whilst planning to implement high impact and difficult. Generally, do not do low impact and difficult.



# Productivity activity



Improving productivity is not about working harder or longer.

It is multidimensional, and where to focus will be very specific to your own business, your team, your leadership and management style and how you currently manage processes and use technology. These are just some examples of areas to consider.



Using the following template, consider what will have the biggest impact on improving productivity in your pharmacy.

Identify the top three areas for improvement.

# Productivity activity



Productivity improvement opportunities
Priority 1
Priority 2
Priority 3



# Types of waste activity

One of the ways we identified to improve productivity is through finding operational efficiency. Stepping back and finding the small incremental gains in the way you do work, and the way work flows, to release time. Process improvement requires the following steps:

- Identify waste and opportunities in the process workflow. In other words, where are you taking too much time to do things and where are the opportunities to save time
- Plan how you can improve your current processes
- Implement the changes
- Review and refine.



## Activity:

- Identify areas of 'waste' which have a significant impact on operational efficiency
- These can be identified as those things that, for example:
  - interrupt normal workflow
  - cause complaints
  - engage more than one person at once
- Use the following template with your team to identify where you currently waste time, effort and money
- Then focus on a specific process such as dispensing and, using post-it notes, map out with your team what happens in your pharmacy and identify where waste or issues occur and what actions you could take to make it better
- Then move onto another process where you can make a big impact with relative ease.

# Types of waste activity



Types of waste	Where does this happen in the pharmacy?
Defect/Rework – product or service failure requiring rework	
Over production or processing – making more or higher quality than needed	
Waiting – for another step in the process	
Not clear – confusion or misunderstanding	
Transport – wasted time, resources and costs when unnecessarily moving products	
Inventory – more than required or the wrong stock	
Movement – unnecessary movement of people in the workflow	
Unused talent – underutilisation of people’s talents, skills and knowledge	

# Managing change activity



In the webinar for Module 1 we referred you to a change model based on original thinking by Robert Dilts. The model is based on the principle that for any change that is to be successfully implemented, all six levels have to be in place. That is Purpose, Identity, Beliefs & Values, Behaviours, Capabilities and Environment.



This tool can be used to diagnose what barriers are stopping service implementation by working from the bottom up. For example, let's take the NHS Flu Vaccination Service. What will stop you optimising delivery of the flu service?

- Environment - have you got your consultation room and pharmacy in an ideal state to be able to vaccinate effectively, safely and efficiently particularly alongside COVID-19?
- Capabilities - are you and your team fully trained (skills and knowledge) to deliver the flu service?
- Behaviours - is everyone working in a way to improve delivery of the service when recruiting patients for example at every opportunity? Have you engaged with your GP colleagues?

It is the top three levels that are the critical difference between success, mediocre or failure:

- Beliefs and values - how are people feeling about vaccinating (fear, anxiety, concerns about vaccines)?
- Identity or role - do they understand their role and the importance of pharmacy in vaccinating?
- Purpose - are we all clear about what we setting out to achieve and why? Have you set yourself an aspiration?

This model can also be used to plan service implementation and change. We start from the top and work down when planning something new.

# Managing change activity



Using the following template, take your flu vaccination service or another service you are planning, and work through each level. What might get in the way of success and what actions could you take to ensure all levels are addressed?

DILTS Level	What will get in the way?	What actions will make it work?
Purpose		
Identity or role		
Beliefs and values		
Behaviours		
Capabilities		
Environment		

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# Managing change tips

Change is often threatening to people; this threat can often be reduced by:

Giving people time to adjust  
Listening to their concerns and feelings

Explaining the reasons for the change  
Sharing your feelings about the change

The sense of threat is greater when people feel they have no control therefore it helps to:

Consult people before the change  
Consult and involve people in the carrying out of the change

Give them at least one fixed point to hang onto  
Try not to have too many changes happening at once

People respond better to change when they feel cared for and valued; most will feel valued if we:

Listen to their cares and concerns  
Respond flexibly to help with those issues, if appropriate

Ask them for their ideas about making the change work  
Answer their questions honestly and openly

Change is easier to manage and cope with if it is orderly therefore it helps to:

Have a strategy for all the changes and how they mesh with each other  
Give information on the change process

Increase liaison with colleagues at the same level so you can learn from each other

Change management often requires people to influence others either 'upwards' or 'across', Influencing without authority requires:

Creating sufficient trust for others to be open with you  
Understanding the position of others on change issues

Making proposals that others want to say 'yes' to

Managing change is stressful to those managing it, therefore you should:

Acknowledge to yourself and the organisation that it is stressful coping with the uncertainty and others emotional reactions

Allow talk about the stress of change in the organisation  
Talk about your experiences and feelings openly

The process of change can be helped by:

Increasing the amount of support in the organisation  
Increasing the amount and openness of communication about the change

Increasing people's understanding of change and their ability to help each other with it

The central skills in change management are:

Understanding people's needs and feelings throughout  
Making positive proposals, taking well-calculated risks

Learning actively from experience  
Fail fast if plan is not working, review and try a different way

# Notes



Use this section to note down anything else that occurs to you during or after the webinar.

Thank you, you are now ready to move onto Webinar 2.