

# Buttercups Training

## Buttercups Certificate in Management for Pharmacists

### Module 1: Introduction to Leadership and Management



#### Assignment 1 Case Study

You have just been appointed to manage a pharmacy in a chain where you have worked as a locum for the past six months. Prior to this appointment you had worked for a large multiple for a year, following completion of your preregistration training.

#### The Current Business

<b>Opening Hours:</b>	Monday to Friday	9.00am to 6.00pm
	Saturday	9.00am to 1.00pm
<b>Location:</b>	Busy parade of shops including a post office, butcher, newsagent, sandwich shop Less than half a mile from the Healthcare Practice Parking at the rear of the shop Local primary school is 50 yards down the road Small sheltered housing development at the back of the shop	
<b>Local competition:</b>	One privately owned pharmacy - half a mile in the opposite direction Supermarket pharmacy - 2 miles (3.22 kilometres) out of town	
<b>Over the counter business:</b>	Average weekly takings	£2500
<b>Prescriptions:</b>	Average monthly items	3200
<b>Services offered:</b>	Limited prescription collection service Weight management	
<b>Local surgeries:</b>	The Healthcare Practice	8 doctors Several nurse led clinics Doctors use repeat dispensing District nurses are using your branch
	The Village Practice	4 doctors Visiting orthopaedic consultant Several nurse led clinics Doctors use repeat dispensing
	Four large practices within a three mile radius	

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#### *Assignment 1 Case Study Continued*

##### **Your Team**

##### **Joanna - Pharmacy Technician (30 hours a week)**

- Has worked in the pharmacy for five years
- Completed her Level 3 dispensing technician course a year ago
- Is on the register of the General Pharmaceutical Council
- Has done no further training since completing her course but wants to become a checking technician because her friend is on the course at one of the other branches
- Good at the job she does but lacks flexibility and can be moody
- You are starting to find her a challenge in trying to implement some of the changes you want to put in place

##### **Margaret - Pharmacy Technician (15 hours a week)**

- Reduced her hours from full time a year ago to look after her grandchildren
- Trained Joanna
- Tends to cover the days Joanna is not working
- Registered with the General Pharmaceutical Council
- Attends local courses to keep her knowledge up to date
- Has excellent rapport with the customers - and they love her!
- Has already made some very useful suggestions regarding different ways of working
- Has a good relationship with the local practices
- Calls to pick up prescriptions from the surgeries on her way to work
- You feel she is frustrated in her current role and wants some different challenges
- Very supportive of all of the team, although there appears to be some friction between her and Joanna

##### **Samira - Medicine Counter Assistant (15 hours a week)**

- Has worked in the pharmacy for 9 months
- She joined when her youngest child started school
- She has previously worked in healthcare sales so has some understanding of the business
- Very keen to complete a Dispensing Assistant course or further training
- Excellent rapport with the customers as she is very confident and friendly. Always asks good questions to understand the customers' needs, creating additional sales where appropriate

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**Assignment 1 Case Study Continued**

**Your Team Continued**

**Jane - Medicine Counter Assistant (14 hours a week)**

- Joined the business 18 months ago from a nursing background
- Jane has completed her Medicine Counter Assistant course and seems reluctant to do any further training
- Delivers prescriptions to the surgeries on her way home from work
- Jane is very organised and whilst the store has been running on locum pharmacists she has taken responsibility for organising the cover
- The area manager has indicated that he would like her to take on this role for six other shops in the immediate area
- Jane lacks self-confidence and can be nervous when dealing with customers, even though she has excellent product knowledge, and because of her background, a good understanding of medical conditions. She is excellent on a one to one basis in supporting other staff with their training

**Josh - Medicine Counter Assistant (10 hours a week)**

- Josh has just started his 'A' Levels and has worked in the pharmacy for 9 months
- He works two evenings a week and Saturdays
- He has not finished his Medicine Counter Assistant course which he tells you is because of a lack of support from locum pharmacists
- He is not very motivated and his time keeping is poor
- There have been two recent complaints from customers, one concerning his attitude and one concerning the mis-sale of a painkiller
- His father is a locum pharmacist who works in several branches of the business

**Raj - Medicine Counter Assistant (15 hours a week)**

- Raj joined 8 weeks ago
- He has started his Medicine Counter Assistant course and is progressing well
- He is a pharmacy student and has just completed his second year
- He is very keen to spend most of his time in the dispensary as this is where he thinks he will gain most benefit for his studies

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#### Assignment 1 Case Study Continued

##### The Business - Review

Your Area Pharmacy Manager is concerned that whilst this pharmacy has a reasonable over the counter business, it is not capitalising on its close proximity to several GP practices for the dispensary business.

For the last two years the pharmacy has not met any of its targets, for sales, prescription items or medicines use reviews. It has worked with locum managers for 12 months of this time.

The deadline set for staff completing regulatory training has not been met.

The only service the pharmacy is offering is weight management.

Following a discussion with your Area Manager you have agreed your objectives for the next year:

- Build the repeat dispensing and prescription collection service to 30% of the total prescription business
- Review staff training on product knowledge and selling skills to gain a 5% increase in OTC sales, as well as ensuring regulatory training deadlines are met
- Develop communication channels with the local surgeries to support them in implementing the NHS changes and providing the business with an income stream for pharmacy led services.
- Add two new services to the branch service portfolio
- Develop a process for reducing the reliance on agency locums within the area to provide an overall cost saving of 3%

Your current staff levels are right for the current business.

You could justifiably feel quite daunted by the objectives you have to meet. However, you have some good staff members in your team and you decide that you will put their skills and knowledge to best use.

In Assignment 1 you should use the *Situational Leadership*® model discussed in the course notes to consider how you could allocate some of the tasks, and the type of leadership style you would use to achieve these objectives. However, remember that one theory cannot tell you everything, or help you to deal with every situation, so if you find that you disagree with the *Situational Leadership*® model at any point, then think about why this might be - critical thinking and reading around the subject are activities we would encourage. We will re-visit this pharmacy in Assignment 1 of each module, posing new questions and giving you the opportunity to reconsider your previous answers as you gain more experience and knowledge.

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**Assignment 1**

***NB – The questions in Assignment 1 are for you to consider on an ongoing basis, and do not require written answers to be submitted to Buttercups.***

***Only Assignments 2-6 require written answers to be submitted.***

1. You decide your first priority is to review the current repeat dispensing and prescription collection service. You establish that currently only 12% of the prescription items are from these services.

You recognise that within the team there is one individual who has the knowledge and skills to look specifically at the prescription collection service.

**Who do you choose?**

**What style of leadership would you adopt with the person you have chosen?**

You should consider:

- Why you have chosen this person
- The reason you have selected the leadership style that you have
- The conversations and meetings you would have

2. As this project moves on, there is a need to train the rest of the team in the new processes. The person you have chosen above has never been involved in this type of activity before.

**What would you need to do to make sure they were able to complete the project?**

**How would your conversations and meetings change?**

3. Think about the situation with Josh. He is significantly behind with his training, affecting the store training targets.

**Consider the leadership style you would adopt with Josh and why**

**What style would your conversations and meetings with Josh take?**

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### Assignment 1

4. Who seems the most likely candidate to look at the project for reducing locum costs?  
What leadership style would be the most appropriate?

What format would your conversations and meetings with this person take?

5. You now have a very robust process for the repeat prescription collection service. Standard Operating Procedures are in place, and the staff and the surgeries are fully informed on what they need to do when a customer is interested in the service. However, you are not seeing any increased 'sign-ups', and as a result the prescription figures are not growing at a rate that will help you meet your year end target. You decide that you need to implement a training programme to support your team in selling the service to all customers.

You spend the next few weeks thinking about this programme and drawing up the format and content for the course, before handing the project to Samira with full instructions on what the training should look like.

What style have you used in this situation?

What style should you have used?

Consider the impact that the use of an inappropriate style could have in this situation. You may need to think about emotions and feelings.

6. Think about a situation which has occurred in your pharmacy (not the pharmacy in the case study for this question), that demonstrates the differences between leadership and management.

You should consider:

- The task and the people involved
- How the differences between leadership and management were demonstrated
- The skills you used in leading and managing the team to achieve the task

Also consider a time when you had to use a different leadership style because of the competence or motivation of an individual within the team.