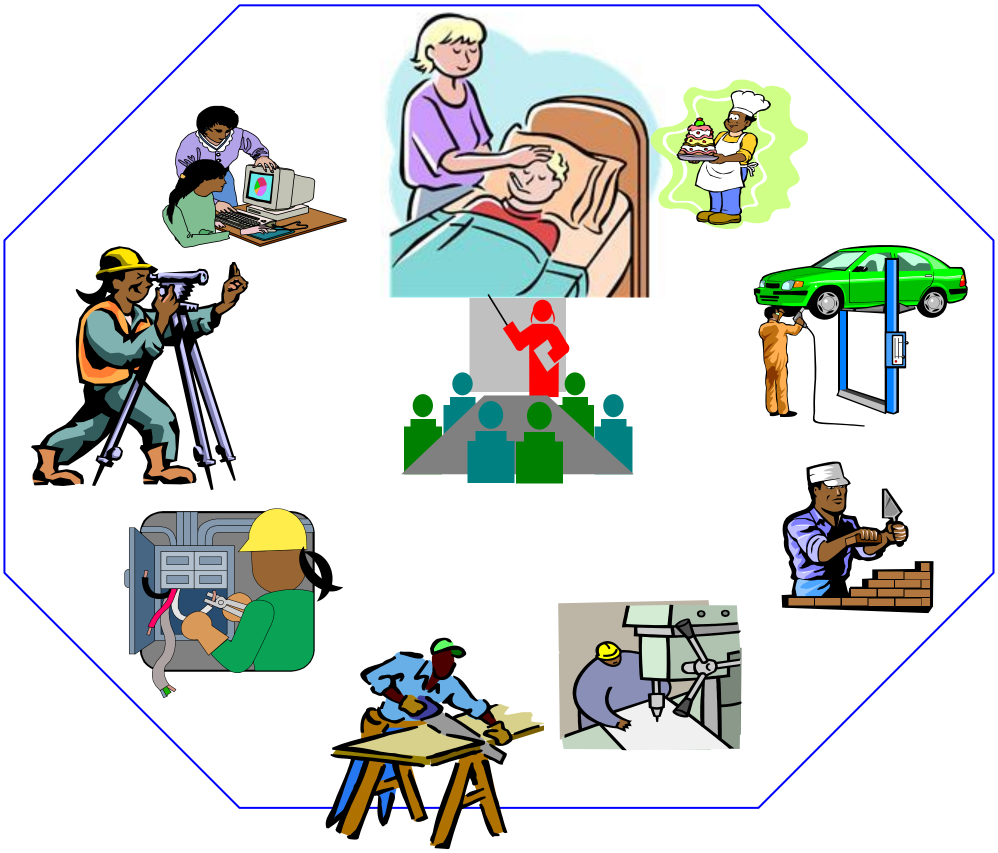
Pharmacy Level-IV

Based on Feb 2018 Version 2 OS and Jun, 2018 Version 1 Curriculum



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LG -30	LO1.Planning resource utilization

Instruction sheet:
This learning guide is developed to provide you the necessary information regarding the following content coverage and topics: • Definition and importance of planning • Preparing operational work plan • Contingency plans • Setting performance indicators This guide will also assist you to attain the learning outcomes stated in the cover page. Specifically, upon completion of this learning guide, you will be able to: • collected, analyzed and organized Pharmaceutical information for use in operational plans. • organization's performance/business plan Use Operational plans to contribute for the achievement • Key performance indicators are developed within operational plans. • initial plans need to be varied Contingency plans are prepared in the event.
Learning Instructions:
1. Read the specific objectives of this Learning Guide. **2.** Follow the instructions described below. **3.** Read the information written in the "Information Sheets". Try to understand what are being discussed. Ask your trainer for assistance if you have hard time understanding them. **4.** Accomplish the "Self-checks" which are placed following all information sheets. **5.** Ask from your trainer the key to correction (key answers) or you can request your trainer to correct your work. (You are to get the key answer only after you finished answering the Self-checks). **6.** If you earned a satisfactory evaluation proceed to "Operation sheets **7.** Perform "the Learning activity performance test" which is placed following "Operation sheets" , **8.** If your performance is satisfactory proceed to the next learning guide, **9.** If your performance is unsatisfactory, see your trainer for further instructions or go back to "Operation sheets".

Information Sheet-1	Definition and importance of planning

1.1.1.Definition

- **Planning** is the systematic process of establishing a need and then working out the best way to meet the need, within a strategic framework that enables you to identify priorities and determines your operational principles.
- Planning means thinking about the future so that you can do something about it. This doesn't necessarily mean that everything will go according to plan. It probably won't. But if you planned properly, your ability to adjust, without compromising your overall purpose, will be that much greater.

1.1.2.The importance of planning

The combination of a good strategic framework (arrived at through strategic planning) and a good operational plan or action plan:

- Provides a clear understanding of what you need to do in order to achieve your development goals
- Guides you in prioritizing and making decisions.
- Allows you to focus possibly limited resources on the actions that will benefit your work the most.
- Keeps you in touch with your context- global, national and local
- Provides a tool to help you communicate your intentions to others;
- Provides a coherent guide for day-to-day implementation.

It is important to think about the benefits of planning because there will be many excuses for not doing it and for just "**getting on with the work".** Sometimes it seems easier not to plan, because:

- Good planning takes time and money. But if you do it well, it is worth the investment.
- Sometimes "**effective muddling"** can see you through. That is true- if you are lucky. But muddling can be costly and confusing, as well as **inefficient** (poor use of resources) and **ineffectual** (not achieving desired results).
- You can't plan in the middle of a crisis. But if you plan well, you will avoid some crises, and while you may have to deal with your crises immediately, irrespective of your plans, once the crisis is over the plan will give you a way to engage with the work again.

Planning is only useful if people are committed to implementation. True. But, don't us this as an excuse for not planning, along the lines of: "No-one ever follows the plan, so why bother?" It is the role of leadership in the organization to make sure that the planning is useful and gets implemented. People buy into a plan they have been part of developing, as long as it makes sense and is possible

When do you plan?

There are no hard and fast rules about when planning takes place in an organization or project. Here are some guidelines:

- Before you begin something new, you need to do a full- scale planning process- this applies to a new organization and to a new project.
- Implementation needs to be monitored constantly so that action planning can be reviewed and altered if necessary.
- Annual planning (review of strategy- every second year- and evaluation of activities as a basis for detailed planning of activities for the year) should usually take place towards the end of the previous year, with enough time to allow for plans to be implemented in the new year. A **"year"** is not necessarily a calendar year. Your year may be determined by your financial year or by a project cycle period.
- Full- scale strategic planning should probably take place every three to five years, unless the environment is changing rapidly and dramatically.

1.1.2.1.Different types of planning

Planning is a big term that includes a number of different kinds of activities. It is possible to plan at the strategic level, at the activity or operation level, to plan for an organization, or for a programme or for a project. The two kinds of planning are:

- Strategic planning and
- Business/ action/ operational planning

➢ **Strategic planning/ strategic framework**

- Strategic planning, or developing a strategic framework, is about the bigger picture.
- It is through strategic planning that an organization develops a strategic framework. This framework helps the organization determine its priorities and the strategies that are likely to help it achieve its vision of the future.

A **strategy** is an overall approach, based on an understanding of the broader context in which you function, your own strength and weakness, and the problem you are attempting to address. A strategy gives you a framework within which to work, it clarifies what you are trying to achieve and the approach you intend to use. It doesn't spell out specific activities.

Strategic planning enables you a development organization to:

- Analyze the situation or context in which it is operating (social, political and economic) so that it understands the context and is able to formulate a vision
- Identify the problem or problems within the situation that the organization believes it is well-placed to address
- Reflect on its value system in order to create parameters (a frame) for its activities
- Set goals for itself
- Formulate a vision and a mission statement based on its problem analysis and identification
- Analyze its strength and weaknesses in addressing the identified problem
- Identify opportunities and threats in the environment that may affect its work
- Prioritize what it needs to do
- Review strategic options for achieving its goals and select the most appropriate
- Structure itself appropriately

- **Business/ action/ operational planning**

These are different words for a very similar process. Each of them refers to a plan for implementation in order to achieve your broader goals and your objectives. For the sake of simplicity, we generally refer to the process as action planning and the plan as an action plan.

Once you have a strategic plan, the action plan answers the following questions:

- What needs to be done?
- How will it be done?
- Who will do it?
- By when it must be done?
- What resources are needed to do it?

Self-Check –1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Define planning
2. Write types of planning
3. Discuss importance of planning

Note: **Satisfactory rating - 12 points** **Unsatisfactory - below 12points**

Answer Sheet

1. the systematic process of establishing a need and then working out the best way to meet the need, within a strategic framework that enables you to identify priorities and determines your operational principles

2. Strategic planning and
   Business/ action/ operational planning

3. The combination of a good strategic framework (arrived at through strategic planning) and a good operational plan or action plan:

- Provides a clear understanding of what you need to do in order to achieve your development goals
- Guides you in prioritizing and making decisions.
- Allows you to focus possibly limited resources on the actions that will benefit your work the most.
- Keeps you in touch with your context- global, national and local
- Provides a tool to help you communicate your intentions to others;
- Provides a coherent guide for day-to-day implementation.

Name: __________________________ **Date:** ________________

Information Sheet-2	Preparing operational work plan

1.2. Introduction

Most organizations are familiar with strategic plans, outlining strategy over a three to five year period and establishing a stable long-term vision. But these same organizations often lack **operations** plans.

What is an operations plan? In short, it lays out the who, what, when, and how of your daily operations over the course of the next year. It is meant to define how human, financial, and physical resources will be allocated to achieve short-term goals that support your larger strategic objectives. On a day-to-day basis, your operations plan will answer questions like:

- Who should be working on what?
- How will we allocate resources on a given task?
- What risks do we face at present?
- How can we mitigate those risks?

Put simply, your operations plan is a manual for operating your organization – designed to ensure that you accomplish your goals. It's a key piece of the puzzle for any goal-oriented team. So what steps can you take to develop a strong operations plan?

- **Start with your strategic plan.**

Ultimately, an operation plan is a tool for carrying out your strategic plan. It's important, then, to make sure that you have a strong strategic plan already in place, and that everyone involved in your efforts understands it. Without this guidance, writing an operations plan will be like trying to plan a vacation without knowing where you're going.

If you can't identify how an element of your operations plan helps you achieve a specific strategic objective, then it shouldn't be part of your plan.

- **Focus on your most important goals.**

There's a simple rule when it comes to operations plans – the more complex they are, the less likely it is that a team will follow them successfully.

In order to avoid writing a tangled tome of a plan, focus on the goals that truly matter. Before you even set down to create your operations plan, break your strategic plan down into one-year objectives.

Then determine the key initiatives that will help you achieve those goals.

They might be:-

- -New organizational structures
- -Quality control measures
- -Faster delivery times

More employee time spent on professional development along with many other possibilities. Choose between three and five initiatives that will drive success in your long-term goals, and then identify metrics that will help you measure your progress. These key performance indicators (or KPIs) will be among your most powerful tools for success.

- **Use leading – not lagging – indicators**.

Your KPIs will play an important role in your operations plan's success – so it's critical to choose the right ones. The most effective metrics are leading indicators: predictive measures that show you what to expect in the future and allow you to adjust course accordingly. By contrast, lagging indicators show you that your progress is falling short only after it's too late.

If your goal is to reach a certain sales threshold, for example, sales meetings or calls-per-week might be a strong leading indicator. Based on your past experience, you may be able to calculate how many calls it takes, on average, to complete a sale. This will allow you to use calls to determine whether you're on track to meet sales goals. If you were to simply measure sales, however, you wouldn't know where you stood relative to goals and projections until you were already there.

- **Don't develop your KPIs in a vacuum.**

The KPIs you choose will guide the work of everyone in your organization for the next year. With this in mind, you should draw on a wide variety of perspectives within your team as you develop those KPIs.

If your organization is made up of 15 people or less, you may want to hold an annual planning session where everyone collaborates to craft the KPIs for the coming year. Larger organizations may wish to restrict participation to their leadership teams. In either case, the key is to include a range of perspectives in the planning process – but not so many that effective decision-making becomes difficult.

- **Communication is paramount.**

At the beginning of the year, set aside time to share and discuss your KPIs with your entire organization. It's essential for everyone to understand why you've chosen these specific metrics, why they matter, how they will help your organization achieve its goals, and what each individual's role may be in working toward success.

The importance of buy-in and communication among your team is hard to overstate. Hold regular meetings – ideally weekly – to communicate organizational progress on your KPIs and discuss any issues that may have emerged. Whether through meetings, dashboards, or some other means, team members should be able to track their personal progress and performance on a weekly basis.

With a strong operations plan in place, your organization should have everything you need to tackle your priorities successfully – and ultimately achieve the goals that will drive your strategic vision.

An operations doesn't necessarily include projects. It defines organizational structure, how different branches within a company run and what steps they'll take to reach one-year goals that are in line with the strategic plan. Once the strategic and operations plans are in place, then you develop project plans that can help you achieve those specific goals.

Self-Check –2	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

Short answer

1. What are the five steps that are important to develop operational planning?

Note: **Satisfactory rating – 5 points** **Unsatisfactory - below 5 points**

Answer Sheet

1.

Score = ____________

Rating: _____________

Name: ___________________________ Date: ________________

Information Sheet-3	Contingency plans

1.3.Acontingency plan is a plan devised for an outcome other than in the usual (expected) plan.

It is often used for risk management for an exceptional risk that, though unlikely, would have catastrophic consequences. Contingency plans are often devised by governments or businesses.

1.3.1. Pharmacy contingency planning, like life itself, is all about prioritizing. Because you only have so much time, energy and money to spend, you have to carefully pick and choose where it is spent. Contingency planning is the same; an effective plan addresses only the highest priorities.

There are three main areas to focus on when prioritizing your plan:

- The first is addressing how the work you and your key employees do will be replaced if need be.
- The second are physical risks to your pharmacy.
- The third is planning to protect key operations and for the replacement of essential service providers in the event they are unable to deliver what your business needs.

➢ **Focus on Your Key Employees -** You (the owner) are the most important employee in your pharmacy. Making sure you address the contingency of you not being able to work can be vital to the survival of the pharmacy if something unfortunate happens to you. After you, there may be a few employees vital to the success of the pharmacy. Being prepared to address them not being able to work for any reason, can help your pharmacy avoid a potential serious loss.

➢ **Understand the Risks to the Pharmacy -** The risks associated with independent community pharmacies have been discussed in great detail by many different people and entities that work in this market. However, the one thing that we don't see much are plans that address these risks.

- For example, I asked a pharmacy owner with a compounding lab if he was prepared for an event like the New England Compounding Center incident and the fallout that would result. He said he had thought about it but had never done anything to protect the profitability of his compounding pharmacy. My next question was "Are you prepared for the day when you can no longer make the money you are making in compounding (if that day should come)?"

- **Know the Key Operations and Service Providers -** Have you ever asked yourself, "What are the key functions and operations that must happen for my pharmacy to be successful?" If you couldn't do even one of these, the pharmacy could suffer greatly.
  - For example, what happens if your computer system goes down for a day or two?
  - What would your contingency plan be? Another example we have heard recently is phone lines not working for an extended period of time. All these are critical to your **pharmacy** functioning properly.

Self-Check –3	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

Short answer

1. Define contingency plan and discuss its importance?

Note: **Satisfactory rating -** **Unsatisfactory - below 3 points**

Answer Sheet

1. ________
2. ________
3. ________

Score = ___________

Rating: ____________

Name: _________________________ Date: _______________

1.4.What are Key Performance Indicators (KPIs)?

Key Performance Indicators (KPIs) are metrics used to periodically track and evaluate the performance of a business or organization toward the achievement of specific goals. They are also used to gauge the overall performance of the company against other comparable companies within the industry.

Key Performance Indicators can either be internal or external. Internal KPIs are used to gauge internal goals in the departments or sections, but will also impact achieving the core goals of the company. KPIs help to mobilize employees to work toward the achievement of core objectives.

External KPIs are used to gauge departmental/section performance in relation to the overall core objectives of the company. KPIs vary from one company to another, depending on their particular goals and chosen performance criteria.

1.4.1. Steps in Developing Actionable KPIs

Step 1: Establish goals

An organization must first set the goals it wants to achieve before it can measure its performance based on KPIs. It should create goals and objectives in relation to all aspects of the company's operations, including things such as expenditures, asset management, revenues, etc. The goals should encompass the company's stated business mission, not just revenues alone.

Step 2: Establish Critical Success Factors

The Critical Success Factors (CSF) are the activities that the organization or its department should focus on to achieve success. A CSF must be measurable and include a specific time frame within which the organization will meet the business goals and objectives.

For example, an organization with annual earnings of $50 million may set the goal of earning $60 million over the next 12 months. Such a goal is more specific than just setting a goal of "increasing revenues" without putting in place a way to measure performance, a target number, and a time frame within which to achieve the goal.

Step 3: Establish KPIs from the CSFs

KPIs focus and quantify the critical success factors and, most importantly, enable the measurement of performance. For example, a critical success factor related to the KPI of "number of website views" might be "persuasive social media postings". You can look at CSFs as the critical activities that, properly executed, will be reflected in improving figures for KPIs.

Step 4: Collect Measures for all Aspects of Operations

This step involves determining the changes that have occurred in terms of numbers within a specific time frame. The current numbers will help the organization create more actionable and measurable goals for the future. For example, if the company's goal is to grow revenues from $50 million to $60 million in the next one year, it can start by looking at the progress made between the previous month and the current month.

Step 5: Calculate Metrics from Measures

The metrics are expressed in the form of ratios, percentages, or rates. They show how various areas under review are performing. All Key Performance Indicators are metrics, but not all metrics are KPIs. For a metric to be considered a KPI, it must be significant enough to show that actual progress – and progress that is considered meaningful to the company achieving its long-term goals – has occurred within a specific time frame.

1.4.2.How to Measure KPIs

Once an organization has identified its Key Performance Indicators, it should communicate this information to the employees so that everyone understands the metrics being used to measure the business' performance. When implementing KPIs in specific departments of the organization, there is no need to involve all company employees – just the staff attached to the particular department.

Most organizations track KPIs through business analytics and reporting tools. These tools collect data and present the information in the form of reports that include numerical representations of the measured performance levels. In many organizations, performance indicators are presented to the management in the form of performance scorecards and intelligence dashboards for easy review and analysis of all areas of the business. The executives use the data to evaluate how the business is performing and the progress they have made towards achieving the company's overall goals.

If some KPIs are no longer useful, they can be altered or dropped. The development and refinement of KPIs will be an ongoing process. Over time, some KPIs will become more important and others less so. As you use KPIs, you will learn how to fine tune them to produce precisely the measurements that are most helpful. As with using any professional business tool, you will get better at both identifying and implementing KPIs in the most efficient manner possible.

1.4.3.Factors to Consider when Setting KPIs

1. Fundamental goals that you want the company/employees to achieve

Goals can either be internal or external. Internal goals are successes achieved daily within the departments or sections. External goals are successes that contribute to the central business objectives.

Example: The role of a marketing manager is to ensure the best mode of communication is used to reach out to clients. The method will be the internal goal. The external goal is to implement strategies to minimize marketing costs and maximize customer awareness. Without internal goals, it will be difficult for an organization to achieve its overall objectives.

2. Strategy to meet the objectives

These are the ways and means used to achieve goals. The following questions should help in formulating goals: "WHY," "WHAT," "WHO," "WHERE" "WHEN," and "HOW.""Why" do we need these strategies? What are the requirements to achieve these goals? Who is to implement the strategy? Where are we to apply these strategies? When is the deadline to achieve these goals? How are we going to attain these goals?

1.4.4. Challenges Faced in Developing KPIs

An organization may set too many KPIs so that they are effectively impossible to track and implement. Some executives may be overly ambitious and develop too many performance indicators that may reduce attention to the core KPIs. The result of this can be the duplication of responsibilities, unmet targets, and even losses to the business. An organization should limit its scope to only a few critical KPIs that will be easy to implement and track.

Another challenge is the lack of clear objectives and strategies. The first step in developing KPIs is setting the goals and objectives that the organization intends to achieve. If the goals are not clear, it will hinder the effectiveness of the performance indicators outlined by the organization.

The key things to remember about key performance indicators is that they should be measurable – quantifiable – and that they should be directly related to both the specific nature of your business (such as whether you market products or services) and to the specific goals and aims of your business. For example, a company with the primary goal of establishing its brand identity in the marketplace will have markedly different KPIs than a company with the primary goal of establishing international offices.

Self-Check –4	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

Short answer

1. Write steps in developing actionable key performance indicators
2. What are factors to be Considered when setting key performance indicators

Note: **Satisfactory rating - 2 points** **Unsatisfactory - below 2 points**

Answer Sheet

1. **_________**
2. **_________**

Score = ____________

Rating: _____________

Name: ___________________________ Date: _____________

LG #31	LO2. Acquire resources

Instruction sheet
This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:

- Human resources for pharmacy service
  - Staff recruitment
  - Induction for new employee
  - Staff motivation and retention mechanisms
  - National polices and guidelines on human resource recruitment and retention
- Financial resources.
- Other resources for pharmacy services
  - Physical facilities for pharmacy services
    - Standards for drug retail outlets
    - Standards for pharmaceutical warehouse
  - Tools and equipment for running dispensary services
  - Tools and equipment for running pharmaceutical warehouse

This guide will also assist you to attain the learning outcomes stated in the cover page. Specifically, upon completion of this learning guide, you will be able to:

- organization's human resource management policies and Practices Pharmacy professionals are recruited and/or inducted.
- organization's polices, practices and procedures within Pharmaceutical resources and services are acquired.

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below.
3. Read the information written in the "Information Sheets". Try to understand what are being discussed. Ask your trainer for assistance if you have hard time understanding them.
4. Accomplish the "Self-checks" which are placed following all information sheets.
5. Ask from your trainer the key to correction (key answers) or you can request your trainer to correct your work. (You are to get the key answer only after you finished answering the Self-checks).
6. If you earned a satisfactory evaluation proceed to "Operation sheets
7. Perform "the Learning activity performance test" which is placed following "Operation sheets" ,
8. If your performance is satisfactory proceed to the next learning guide,
9. If your performance is unsatisfactory, see your trainer for further instructions or go back to "Operation sheets".

Information Sheet-1	Human resources for pharmacy service

2.1.1. Staff recruitment

- Human resource determination is done by using workload analysis.

Taking into account the average number of patients served per day

- The health facility can determine the number of pharmacists required for dispensing activities (using 48 patients per pharmacist per day or 68counseling service per pharmacist per day).
- Work force requirements for managing medicines, supply, store, drug information services, clinical pharmacy services and other technical and administrative activities will be calculated separately.

Human resource needed

- Pharmacy Coordinator
- Drug Supply Manager
- Store Managers: should be 2 (equipment and supplies, drugs)
- Dispensing heads in each dispensary
- Dispensers/ Bin Owners (1000/1500patient/
- Pharmacy Accountants
- Cashiers
- Porters ,
- Guards and Cleaners

Self-Check –1	**Written Test**

Direction: Answer the following questions. Use the Answer sheet provided in the next page.

1. Write at least five human resources needed to provide pharmaceutical services?

Note: **Satisfactory rating - 5points** **Unsatisfactory - below 5points**

Answer Sheet

1. Pharmacy Coordinator
2. Drug Supply Manager
3. Store Managers: should be 2 (equipment and supplies, drugs)
4. Dispensing heads in each dispensary
5. Dispensers/ Bin Owners (1000/1500patient/

Score = ____________

Rating: _____________

Name: ___________________________ **Date:** ________________

Information Sheet-2	Financial resources

2. 2.Introduction

Government allocations continue to be a major sources of financing for pharmaceutical supply in many countries. With public financing of pharmaceutical supply, managers of pharmaceutical programs are responsible for ensuring that resources are used in the best way possible, with the goal of achieving program objectives. Financial management is vital to this role. Managers need to plan, control, and monitor the generation, safekeeping, and use of funds, and they must be able to provide appropriate financial reports to government authorities and donors.

Pharmaceutical programs are generally define their objectives in terms of service provided. However, financial objectives are becoming increasingly important as programs try to maintain or expand services, often in the face of reduced funding. Programs need to seek increased government and donor funding, generate additional revenues from cost sharing and be efficient and cost-effective in providing services. To achieve these objectives, program managers must be able to:

Prepare long-term plans to project the need for services, devise the most cost-effective way of providing them, outline the resources needed and help secure government and donor funding.

- Prepare and communicate program policies and procedures
- Set sales prices that are affordable, competitive, and meet program cost-sharing goals.
- Prepare and use budgets to plan and contain expenses.
- Prepare cash flow forecasts to ensure the availability of cash to anticipated financial obligation.
- Analyze costs to assess cost-effectiveness and monitor efficiency
- Control and manage the collection, safekeeping and spending of funds.

- Keep proper accounting records and prepare reports for management, government and donors.

Public- sector financial management systems, as traditionally designed, are often less than ideal for managing pharmaceutical programs- especially with regard to collection of sales revenue, which is often a new and unfamiliar task for government ministers. Given such limitations, managers of government programs may need to develop and use complementary systems to help them manage their resources effectively. New directions in public health-sector management also include decentralizing health care services, and adapting the traditional central medical store(CMS)- traditionally operated as part of the ministry of health-to serve as an autonomous or semi-autonomous supply organization operating on a commercial, but non-profit, basis.In addition, government more often incorporate private-sector options in pharmaceutical supply management, such as contracting out specific services, which must be accounted for within the budgeting and financial planning system.

Good financial controls and a sound accounting system are the basis for effective financial management. Although financial managers and accountants are responsible for establishing and maintaining the control and accounting systems, the general manager must know enough about the systems to supervise staff members and to detect any problems.

2.2.1.**principle of cost control**

The first principle of cost control is that the benefit of control efforts should exceed their costs- measured in money, time, or effort. Some government-based controls are so cumbersome and bureaucratic that they prevent the organization from meeting its objectives. For example, the use of multistage, paper-based procedures for controlling goods received has resulted in delays of weeks and months in processing supplies following delivery, preventing customers from being supplied, even though supplies were physically available. Process flows should be analyzed and modified to such a scenario.

Standardized financial controls and accounting procedures help ensure that resources are generated and used properly and that a complete and accurate financial picture of operations, assets, and liabilities can be obtained.

The three main principles of an effective financial control system are to-

1. Divide duties among individuals so that no one person can control all phases of a transaction.

   For example-

   - Tasks of requesting payment, authorizing payment, and issuing checks should be each be carried out by a different person.
   - The person who prepares a bank reconciliation should not handle or record receipts or payments.
   - The person making purchases and the person paying for them should be different, and they should report to different supervisors.

2. Use financial control procedures to regulate transactions.

   For example-

   - Issue preprinted, serially numbered receipts for all inflows of cash
   - Deposit all cash receipts in the bank and make deposits promptly
   - Minimize the use of cash and require detailed expense reports with receipts for such transactions

3. Use the accounting system to record and monitor all transactions and assets.

   For example-

   - Record all issues of medicines in the accounting records and include the value of stocks in the accounting system.

Produce monthly income and expenditure statements from the accounting system and review the figures for stocks, sales, and waivers

Self-Check –2	Written Test

Direction: Answer the following questions. Use the Answer sheet provided in the next page.

1. Write the three main principles of an effective financial control system

Note: **Satisfactory rating - 5points** **Unsatisfactory - below 5points**

Answer Sheet

1. Use financial control procedures to regulate transactions.
2. Use the accounting system to record and monitor all transactions and assets
3. Divide duties among individuals so that no one person can control all phases of a transaction

Score = ____________

Rating: _____________

Name: ___________________________ **Date:** ________________

.

Information Sheet-3	Other resources for pharmacy services

2. 3.1.Physical facilities for pharmacy services

2.3.1.1. Standards for drug retail outlets

- The followings are types of pharmacy settings in Ethiopia

A. Pharmacy

- Managed under the responsibility of a registered and licensed pharmacist
- Minimum experience of three years
- Only established in a place where there is at least one hospital giving services to the public

B. Drug store /Animal drug store

- Managed under the responsibility of a registered druggist or veterinary doctor
- At least three years of experience
- Established in a place where there is at least one health center/animal clinic giving service

C. Rural drug vendors/ animal rural drug vendor

- Managed under the responsibility of a registered pharmacy technician or assistant veterinary doctor
- At least three years of experience
- Established in a place where there is at least one health center or clinic/animal clinic managed by an assistant veterinary physician

2.3.1.2. Standards for pharmaceutical warehouse

The layout of a warehouse is key to its efficient operation. In developing warehouse or distribution center layouts, pharmaceutical corporations face unique challenges due to the nature of their products. Pharmaceuticals are sensitive not only to external contamination from bacteria or chemicals but also to temperature changes. In some cases, even lighting can damage pharmaceuticals. Pharmaceuticals must also be stored in a way that makes it easy to use a first-in, first-out system and that keeps these critical and expensive products safe from theft and deliberate contamination. These unique requirements mean that many factors need to be considered when setting up a warehouse for pharmaceutical storage.

Broadly speaking, there are two types of warehouse workflow patterns.

- A **"through"** pattern directs incoming pharmaceutical inventories into one side of the warehouse and out the opposite side
- A **circular or "U-shape"** warehouse pattern is set up to allow traffic to flow around the storage areas in the center, with input and output through the same entrance/exit.

In both patterns, high-demand items are stored closest to the loading dock, while lower demand items are placed farther away from the loading docks.

- In a **"through"** warehouse, high-demand items are placed along the shortest path between the entrance and exit, and lower demand items are placed close to exterior walls.
- In a **"U-pattern"** warehouse, high-demand items are placed close to the loading bays, with items placed farther away from the doors as the frequency of their demand decreases. Lowest-demand items are placed against the back wall.
-

Through Warehouse Advantages:	Circular Warehouse Advantages:
Linear Design: Since products only travel in a single direction, it's easier to ensure a first-in/first-out shipping schedule is adhered to.	**Combined Trips:** A forklift can be dispatched to put away a load and retrieve inventory in a single trip since it will be returning to the same location.
Multiple Channels: Warehouse throughput can be easily divided into multiple channels which all flow one way, creating less potential for picking the wrong item.	**Cross-Docking:** Products that arrive on the loading dock can be instantly shipped out without being put away, or without detailing a fork truck to make a special trip in the case of a rush order.
Discrete Temperature Areas: Different lines of throughput can be designated as temperature-controlled areas or cold storage areas without overlapping with each other.	**Enhanced Space Control**: Since there is only a single entrance and exit to the warehouse, security over the product can be more easily maintained, as can the internal temperature and atmosphere.

Of the two warehouse layouts, a through warehouse is likely to be the most efficient choice for a warehouse dealing with pharmaceuticals. The requirement for first-in/first-out shipping is built into the design, and linear product flow makes organization and accurate picking easy. However, through-type warehouses are not a common design. They require access roads at both the input and output ends of the warehouse, while the majority of warehouses are built with a single entry point. However, certain storage and retrieval practices can bring linear throughput inside the warehouse regardless of the external form.

2.3.3.Meeting Pharmaceutical Warehouse Requirements with Equipment and Automation

Pallet racks are one way to make your warehouse's layout more efficient. By improving cube utilization in the warehouse, pallet racks maximize the amount of product that your warehouse can hold. Combining these racks with a pallet mole—also known as a pallet shuttle—allows pharmaceutical warehouses to do away with aisles entirely. This is a relatively simple and inexpensive form of automation that operates entirely on a linear basis.

A pallet mole is a simple device on a track that lifts pallets from beneath and runs them along a row in a rack to the next open slot. It deposits the pallet there, then returns to the input position. With a pallet mole system, the first load placed in the racks is the first load that is picked to ship out. This means that pharmaceutical warehouses that use pallet moles will have effectively created a "through" warehouse regardless of the external layout. This system also combines many of the advantages of the two major warehouse layouts by offering:

- **Discrete Channels:** Each row in a pallet rack can be used for a designated pharmaceutical, allowing for a multichannel warehouse with minimal chance of cross-purpose work.
- **Temperature Zones:** A pallet rack and shuttle system can be placed in each temperature zone, bringing maximized volumes and efficient linear flow to all parts of the warehouse.
- **Combined Movements**: A forklift can be detailed to input product into the storage system at one side and pick product on the output side as in a U-shaped layout.

2.3.2.Tools and equipment for running dispensary services wing are commonly used dispensing aids and materials:

- Triangular tablet counters,
- Capsule counter,
- Pan weighing scales
- Electronic tablet counters.
- Dispensing spoon,
- Measuring cylinder

- Spatula,
- Mortar and pestle
- Balance
- Aids for counting tablets and capsules include triangular tablet counters, capsule counter,
- spat weighing scales and electronic tablet counters.

- **Triangular Tablet Counter** is an equilateral triangle made of wood metal or plastic with raised edges along two sides. Metal or plastic counters preferred because these surfaces can be easily cleaned or washed between uses for different products. The tablets are counted by counting the number of rows of tablets and then pouring them in to the container using a raised edge as a guide.
- **Capsule counter** is a metal tray which consists of 10 rows of grooves. The capsules are poured on to the tray and using a spatula, lined up in the grooves. Each complete row will contain capsules so the number of complete rows multiplied by 10 gives the number of capsules.
- **Pan Weighing Scales** can be particularly useful when counting tablets or capsules during prepackaging. The balance must be free to move, and the pans must be clean, the required number of tablets or capsules is counted and placed on one of the scale pans. Equal quantities or the same tablet or capsule can then be counted by adding to the other scale pan until a balanced positions is reached.
- **Electronic Tablet Counter** is a machine used when prepackaging is done on a large scale in a teaching hospital for both ward and outpatient departments. But is difficult to clean, may not identify damaged tablets and is expensive for drug retail outlets.
- Dispensing balance, mortar and pestle, measuring cylinders, etc. are useful aids for compounding drug products.
    - Dispensing balance is used for weighing ingredients and final drug products. Class A and class B types of balances are commonly used in pharmacies.
    - Mortar and pestle are used to reduce the size of powders, mix powders, mix powders and liquids, and make emulsions.
    - For measuring liquids in dispensing, conical and cylindrical measures can be used.

- Whichever type of measure is chosen always ensure that:

- The measure is vertical when reading meniscus
- The measure is thoroughly drained
- Select the smallest measure which will hold the desired volume
- Volume should be measured by difference for viscous liquids.

2.3.3. Tools and equipment for running pharmaceutical warehouse

Warehouse is a central hub in the supply chain, where inventory is received from vendors/ suppliers and stored until it's eventually distributed to consumers.

Store is a location where materials are preserved while storage is a means of organizing and handling inventory in stores.

In other words, storage is the management of storehouses and stockyards, the operation of holding and storage of pharmaceutical & related supplies and protection of such products.

3.2.3.Principle of warehouse layout planning

- Warehouse layout planning is the discipline of assessing the space requirements of a warehouse or other storage facility and specifying how that space should be organized to facilitate identifiable warehouse activities.
- Warehouse layout planning is guided by the following principles.
    - **Item similarity:** Similar handling requirements stored together
    - **Item popularity:** Fastest moving bulk stocks should be stored in areas that allow quick and easy access to reduce travel of materials handling equipment and stock selection personnel. Items with the lowest turnover rate should be planned for placement in areas progressively farther away from active stock or processing areas.
    - **Item size/Dimension and weight**: the dimensions and weight of individual items affect not only the amount of storage space allotted, but also the location in which items are to be stored.
    -

- **Item's quantity:** it is frequently desirable to increase the amount of space assigned to an item in a single location in order to eliminate the need for other locations.
- **Item characteristics:** most items do not require special storage areas. Some items do require:
- **Hazardous items**: needs to be specially stored or handled to prevent a hazard to personnel and facilities.
- **Sensitive material:** Some items require a high degree of protection and control due to statutory requirements or regulations, (e.g., narcotics and drug items; precious metals, items which are of high value; highly technical).
- **Perishable and deteriorative:** some materials have limited storage life and care must be taken to assure that the oldest stock or that which may have an earlier expiration date is issued first.

Self-Check –3	Written Test

Direction: Answer the following questions. Use the Answer sheet provided in the next page.

1. Write the three types of pharmacy settings in Ethiopia
2. What are tools and equipment for running dispensary services?
3. What are principles of warehouse layout planning?

Note: **Satisfactory rating - 3points   Unsatisfactory - below 3 points**

Answer Sheet

1. ________________

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2. ________________

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3. _______________

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Score = ____________

Rating: _____________

Name: ___________________________   **Date:** ________________

LG #32	LO3. Organizing pharmaceutical services

Instruction sheet
This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics: • preparing and communicating job descriptions • forming and leading pharmacy work team • motivating and rewarding teams/individuals This guide will also assist you to attain the learning outcomes stated in the cover page. Specifically, upon completion of this learning guide, you will be able to: • encourages individuals/teams to take responsibility for their work Expectations, roles and responsibilities are communicated. • encouraged, and rewarded Individual's/team's efforts and contributions • acceptance and support of colleagues Ideas and information received.
Learning Instructions:
1.Read the specific objectives of this Learning Guide. 2. Follow the instructions described below. 3. Read the information written in the "Information Sheets". Try to understand what are being discussed. Ask your trainer for assistance if you have hard time understanding them. 4. Accomplish the "Self-checks" which are placed following all information sheets. 5. Ask from your trainer the key to correction (key answers) or you can request your trainer to correct your work. (You are to get the key answer only after you finished answering the Self-checks). 6. If you earned a satisfactory evaluation proceed to "Operation sheets 7. Perform "the Learning activity performance test" which is placed following "Operation sheets" , 8. If your performance is satisfactory proceed to the next learning guide, 9. If your performance is unsatisfactory, see your trainer for further instructions or go back to "Operation sheets".

Information Sheet-1	Preparing and communicating job descriptions

1. 1.introduction

The pharmacy section in health institutions should first be organized into

- Pharmacy store,
- Outpatient,
- Inpatient
- Emergency pharmacies and
- Based on the complexities of hospital specialty pharmacy can be established

The organization and work flow should be designed to minimize

- Wastage,
- Theft,
- Pilferage and
- Expiry of medicines.

Depending on the facility size and patient load

- OPD pharmacy may be organized in multiple locations
- Pharmaceutical supply and internal distribution should be coordinated pharmacist
- The hospital pharmacy should prepare a separate store for supplies and medical equipments
- Each pharmacy unit should have adequate space and human resource
- Hospital pharmacy should establish a drug information center hospital pharmacy should open compounding unit for the preparation products
- dispensing room should be organized in such a way to facilitate counseling, ensure privacy, reduce waiting time, ensure security and facilitate the billing process

.

1.1. Responsibilities of bin owners

- Receives medicines issued from the store
- Labels the codes, selling prices and/or retail prices on each package
- Shelves the medicines into the bin location
- Follows the expiry dates of drugs in each bins assigned to him/her
- Provides all the necessary information required to complete Model 20/1
- Follow the movement of stocks (fast moving, slow moving, dead stock ,near expiry, etc…) and report to head of the dispensing unit
- Control the inventory from theft, pilferage and other losses,
- Makes sure that the his/her bin location is adequately stocked and inaccessible to other dispensers all the time
- During the quarter inventory, fill-in the inventory sheet and make it ready for physical inventory
- Have up-to-date information on stock status, price changes, availability of different choices of medicines
- Report the average monthly consumption of drug in his/her bins to head of the dispensing unit

1.2.Responsibilities of accountant

- The pharmacy accountant requests and receives sales ticket pads from the hospital property administration store
- Every service provider at dispensing outlets and service units requests sales ticket pads from a pharmacy accountant
- The accountant issues every sales ticket pads to service providers after registering all details on the sales ticket register
- The accountant receives used sales ticket pads after checking and segregating it by used, lost, voided and/ or damaged pages

➢ **Responsibilities of cashier**

- The cashier ensures that the serial number of sales ticket, delivered for payment is consecutive and inform to the respective dispenser
- The cashier checks the price (unit/sum) and collects the right amount of money from the respective clients.
- Then, she/he signs the sales tickets, delivers the original to the client and retains the second copy.
- The cashier transcribes the serial number of the sales ticket on the prescription, signs and stamps so that the dispenser will be sure that the patient has paid accordingly.
- The cashier inform the client to please collect his/her drug at the dispensing counter

➢ **Responsibilities of auditor**

- The findings of this performance audit have to be presented to the management of the health facilities
- Auditing of a supplier manager, a store manager, a cashier, a bin owner, biller/evaluator, counselor, an accountant, overall pharmacy coordinator and health facility
- Conduct regular financial auditing of the health facilities
- Conduct regular service performance auditing

Self-Check –1	Written Test & true & false

Direction: Answer the following questions. Use the Answer sheet provided in the next page.

Short answer

1. What are the pharmacy section in health institutions?

Say true/false

2. The cashier ensures that the serial number of sales ticket, delivered for payment is consecutive and inform to the respective dispenser
3. The bin owner requests and receives sales ticket pads from the hospital property administration store.

Note: **Satisfactory rating - 3points** **Unsatisfactory - below 3points**

Answer Sheet

6. ________________

7. ________________

8. ________________

Score = ____________

Rating: _____________

Name: ___________________________ **Date:** ________________

Information Sheet-2	**Forming and leading pharmacy work team**

2.1. Introduction

One of the biggest advantages of managing employees at an independent pharmacy is the flexibility to design a personalized pharmacy team. In fact, a well-managed, high-performing team will produce better business results.

2.2. But how does one build a team of high performers?

Effective communication is an essential part of effective team management. Better communication facilitates more streamlined operations, and helps eliminate time-wasting activities because everyone understands what is expected of them.

Here are some important tips for turning individual pharmacy workers into an impressive high-performance team:

A. Effective Time Management

Start by analyzing the duties of each team member. For a thorough and accurate analysis, it is best to do this without following the workers around like a shadow. Simply observe what they do throughout the day, and ask them about their duties. Ask these questions about different tasks to determine if they are essential:

- What would happen if this task were removed?
- Are there more benefits or disadvantages for changing this process?
- Is there any way to simplify this task or process?
- Are there too many people working on the same tasks?
- Are technologies available to make this process simpler?

Never make a change that compromises quality, service or accuracy in filling medications. When time-wasting tasks are cut and duties are clearly outlined for each team member, assignments will be finished faster. The day-to-day nature of the pharmacy business can be unpredictable, but implementing a time-management plan will make fluctuating volume demands easier to navigate.

B. Set Clear Business and Performance Goals

Every independent pharmacy owner should have specific goals. Setting daily goals for managing time, completing tasks or hitting a specific sales target can be a great way to help your team stay focused. Communicate these goals with your team members using a central shared bulletin board or an electronic system for better clarity. Hold regular meetings to evaluate progress.

C. Motivate With Incentives

When most independent pharmacy owners think of incentives, they think of cash bonuses. These are not always necessary. Weekly rewards such as a free bottled beverage and a protein bar could also do the trick to reward behaviors inexpensively. Consider offering gift cards, an extra vacation day or a credit voucher for in-house purchases to the best-performing worker on your team for each quarter. Simple recognition tactics such as paper awards, thank-you notes and a program for honoring the top employee of the month, can help boost morale and encourage quality work.

D. Rethink Training Strategies

Are staff members effectively trained when they are hired? Examine pharmacy training materials and methods. If there are processes that seem ineffective, remove or replace them. Ask your seasoned team members to suggest improvements for new employee, team training and development plans. One of the most important elements to incorporate throughout training and beyond is a collaborative culture.

E, Create a Team Culture

Pharmacy success stories have a positive culture of teamwork, which translates to increased efficiency and improved ROI. Though building a strong team is not a one-time activity or a box you can check off. The process itself takes time and work, and maintaining it requires a team-oriented workplace culture.

If a pharmacy has several employees and a few departments, it's a good idea to designate leaders for each. Then encourage team leaders to strengthen their sub-teams and support one another. It can be helpful to have regular "all team" meetings where workers praise one another for their efforts.

High-performing pharmacy teams are worth their weight in gold. Pharmacy owners have the power to create a positive and collaborative store environment that makes for happy customers and better results.

Self-Check –2	Written Test

Direction: Answer the following questions. Use the Answer sheet provided in the next page.

1. Write the five factors that turns pharmacy workers into an impressive high-performance team

Note: **Satisfactory rating - 5points** **Unsatisfactory - below 5points**

Answer Sheet

1. ________________

____

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____

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Score = ____________

Rating: _____________

Name: ___________________________ **Date:** ________________

Information Sheet-3	**Motivating and rewarding teams/individuals**

3.1.1.How should teams be recognized and rewarded?

As part of team-building, individuals can talk about how they prefer to be recognized and rewarded. Members will likely differ in what motivates them. The team can decide how to recognize exceptional work by any member and how to celebrate reaching milestones. Perhaps they post a thank-you card on the member's desk. Perhaps they each write a recommendation on the person's LinkedIn page or send a note to his or her manager.

Openly discussing an individual's contributions makes everyone a little vulnerable and can possibly be dangerous if there is a low level of trust on the team. But if the team is cohesive and trusting, an honest discussion can be a time for both coaching and appreciation. Doing an appraisal of the group's progress contributes to building commitment to the group and to holding each other accountable.

3.1.2.The manager or leader recognizes the team

If you're the manager responsible for the team, then ask them how they'd like to be rewarded. You don't want to offer them something they don't collectively value. Everyone appreciates recognition most when it's timely, specific and personal so managers should be alert for opportunities and not hesitate to offer a simple note or word of appreciation.

Recognition also shouldn't only be given at the end of a project, but should recognize the team processes that helped them reach their goals. The manager and team should understand what they need to accomplish to achieve a reward.

Rewards and recognition don't have to only be monetary. Consider developmental rewards. Perhaps the team has been working outside its comfort zone and would appreciate additional training, or perhaps they'd enjoy reporting on their efforts to other teams or to senior management. Acting as the team's champion with the leadership team or during budgeting is another example that would be noticed and motivating for most teams.

If managers do choose to recognize individual efforts, care must be given to making those rewards equitable. Remember that individuals are motivated differently, so remember individual styles to identify those who appreciate private versus public praise.

3.1.3.Build recognition into your values and into your calendar

Cultures that reward great work are much more likely to see great work being done than cultures that do not. Is teamwork and collaboration part of your organization's or your unit's values?

Recognition isn't a task you can ignore, either as a team leader or a team player. It's important to step back and evaluate progress. And it's easy to forget to do when pressured by deadlines and requests. So don't hesitate to put a reminder on your calendar. It's another way of proving that you value your team and teamwork.

Self-Check –3	**Written Test**

Direction: Answer the following questions. Use the Answer sheet provided in the next page.

1. What is the importance of staff motivating and rewarding?

Note: **Satisfactory rating - 1points** **Unsatisfactory - below 1 points**

Answer Sheet

1. ________________

Score = ____________

Rating: _____________

Name: ___________________________ **Date: ________________**

LG #33	LO4 Make informed decisions

Instruction sheet

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:
• Collecting information for decision making
  • Work plan monitoring and evaluation
  • Staff performance evaluations
  • Conducting customer satisfaction survey
• participating teams in decision making
• communicating decisions
• providing and receiving feedbacks
 	
This guide will also assist you to attain the learning outcomes stated in the cover page. Specifically, upon completion of this learning guide, you will be able to:
 	
• gathered and organized Information relevant to the issue(s) under consideration .
• decision making Processes of Individuals/teams participate actively.
• determine preferred course(s) of action Options are examined and their associated risks assessed to
• Decisions are timely communicated clearly to individuals and/or teams
• prepared and agreed by relevant individuals/teams Plans to implement decisions
• monitor the implementation and impact of decisions Feedback processes are used effectively

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below.
3. Read the information written in the “Information Sheets”. Try to understand what are being discussed. Ask your trainer for assistance if you have hard time understanding them.
4. Accomplish the “Self-checks” which are placed following all information sheets.
5. Ask from your trainer the key to correction (key answers) or you can request your trainer to correct your work. (You are to get the key answer only after you finished answering the Self-checks).
6. If you earned a satisfactory evaluation proceed to “Operation sheets
7. Perform “the Learning activity performance test” which is placed following “Operation sheets” ,
8. If your performance is satisfactory proceed to the next learning guide,
9. If your performance is unsatisfactory, see your trainer for further instructions or go back to “Operation sheets”.

Information Sheet-1	Collecting information for decision making

4.1.1 Work plan monitoring and evaluation

Introduction

Work plan:-is a written document designed to streamline a given work or project. The goal is to create a visual reference for the goal, objectives, tasks and team member who is responsible for each area. The plan includes: setting goals and objectives and establishing team responsibilities.

- **Monitoring** is routine, timely tracking of the performance of supply chain system through continuous record-keeping, reporting or surveillance systems. It refers to reviewing, on a continuous basis, the degree to which program activities are completed and targets are being met. Effective, frequent monitoring helps managers to make decisions in a timely manner. For example, the six early warning indicators presented in this document can help prevent stock-outs and overstocking if used in real time and not retrospectively.
- **Evaluation** is episodic assessment of progress towards a program's targets. Evaluation refers to analyzing progress toward meeting established objectives and goals. It provides feedback on whether plans had been met and the reasons for success or failure. The purpose of indicators is to establish evidences whether a program's inputs are producing the desired outputs and outcomes.

Evaluation helps managers to determine the added value of investments in the programs. Monitoring indicators often show the areas that require in-depth evaluation; evaluation is conducted at longer intervals and requires significant investment and is conducted in a rigorous method.

As a combined effort, monitoring and evaluation are used to evaluate programs and results regularly, to determine whether progress is being made towards the targets and defined objectives. When monitoring and evaluation show that the program is not meeting the targets, actions must be initiated to prevent or correct problems.

4.1.1.2. Purpose of Monitoring and Evaluation

Monitoring and evaluation helps to improve performance and achieve results. More precisely, the overall purpose of monitoring and evaluation is the measurement and assessment of performance in order to more effectively manage the outcomes and outputs known as development results. Performance is defined as progress towards achievement of results.

Traditionally, monitoring and evaluation focused on assessing inputs and implementation processes. Many supply chain management specialists consider implementing supply chain performance indicators or metrics as one of the simplest, least expensive, and least time-consuming activities.

4.1.2 Staff performance evaluations

- An employee performance evaluation is a regular assessment and review of an employee's performance on job.
- Typically, managers conduct a full performance evaluation annually, with regular check-ins throughout the year.
- Performance evaluations should be judged against specific goals using clearly defined metrics.

To evaluate an employee effectively, an organizations need to have a standard evaluation framework in place and review each individual employee against those standard metrics. Here's a step-by –step guide to effectively evaluating employees:

1. Set performance standards
2. Set specific goals
3. Take notes throughout the year
4. Be prepared
5. Be honest and specific with criticism
6. Don't compare employees
7. Evaluate the performance, not the personality
8. Have a conversation
9. Ask specific questions

10. Give ongoing feedback

4.1.3 Conducting customer satisfaction survey

Good pharmacy practice (GPP) was defined by joint International Pharmaceutical Federation (FIP)/World Health Organization (WHO) guidelines on GPP as the practice of pharmacy that responds to the needs of the people who use the pharmacists' services by providing optimal, evidence-based care. According to the guidelines it required that a pharmacist's priority be the welfare of patients; helping patients make the best use of medicines as a main activity; contributing to rational and economic prescribing and dispensing; and that pharmacy services objectives should be relevant and properly communicated to patients.

American society of hospital pharmacists defined the mission of the pharmacist, with some modification on the definition by Helper and Strand, 1990 as the provision of pharmaceutical care which in turn was defined as the direct, responsible provision of medication related care for the purpose of achieving definite outcomes that improve a patient's quality of life.

In order to ensure the implementation of GPP with the current philosophy of pharmaceutical care, its quality should be assessed. In this process quality could be seen from three aspects including **structure**, **process** and **outcome of the services** provided.

- **Structure** includes resources, care providers, settings in which the services are provided and their organization.
- **The process** component describes activities performed in the delivery of care and its quality is assessed from the perspective of scientific and societal value.
- On the other hand **outcome** refers to the results of care or their effects on the individual's health condition and it is considered by many that its measurement serves as valid indicators of quality.

Satisfaction is defined as and assumed to entail cognitive evaluation and an emotional reaction to the structure, process, and outcome of services.

Patient satisfaction has been described to improve other treatment outcomes in addition to being a goal of treatment by itself. So, evaluation of patient/client satisfaction with pharmacy services as a crucial part of the health services through appropriate studies is important. This will

be helpful in identifying specific areas of the service which need improvement in realizing high quality pharmacy services in general and also for enhancing the positive changes in the current pharmaceutical services provision in Ethiopia.

- This in turn will provide information to advance pharmacy services in a way that it can optimize services to ensure clients' health outcomes by addressing their concerns and their needs from the services.

In the measurement of the level of satisfaction of patients/clients with the services of pharmacies different instruments can be used.

Self-Check –1	**Written Test**

Direction: Answer the following questions. Use the Answer sheet provided in the next page.

1. Define the following terms
   a. Work plan
   b. Evaluation
   c. Monitoring

Note: **Satisfactory rating - 3points   Unsatisfactory - below 3points**

Answer Sheet

1.is a written document designed to streamline a given work or project.

2.is routine, timely tracking of the performance of supply chain system through continuous record-keeping, reporting or surveillance systems

3. is episodic assessment of progress towards a program's targets. Evaluation refers to analyzing progress toward meeting established objectives and goals.

Score = _______

Rating: _________

Name: ___________________________   **Date:** ________________

Information Sheet-2	Participating teams in decision making

4.2. Effective Team Decision-Making process

Teams are particularly effective in problem solving as they are composed of people with complementary skills. These complementary skills allow team members to examine issues from various angles, as well as see the implications of their decision from a variety of perspectives.

In essence, teams make decisions using problem solving techniques. Thus, the process largely rests on the selection of a course of action following the evaluation of two or more alternatives. To effectively navigate this path, the following step-by-step approach can be used.

1. **Recognize the problem: -** Teams must see and recognize that a problem exists and that a decision needs to be made to move forward. While on its face this step appears elementary, many teams do not always recognize that there is an issue that needs to be addressed due to issues such as group think.
2. **Define the problem.** In this stage, teams must map out the issue at hand. During this step, teams should:
    - State how, when, and where members became aware of the problem
    - Explore different ways of viewing the problem – different ways of viewing the problem can lead to an improved understanding of the 'core' problem
    - Challenge any assumptions that are made about the problem to ensure that the team fully sees the 'real' issue at hand.
3. **Gather information.** Once the problem has been defined, teams need to gather information relevant to the problem. Why do teams need to perform this step? Two

reasons: (1) to verify that the problem was defined correctly in step 2; and (2) to develop alternative solutions to the problem at hand.

4. **Develop Alternative Solutions.** While it can be easy for teams to 'jump on' and accept the first solution, teams that are effective in problem solving take the time to explore several potential solutions to the problem. Some ways to generate alternatives include:

A. Brainstorming. During this process teams are encouraged to come up with as many ways as possible to solve the problem at hand. While brainstorming can help generate creative solutions to problems, a few guidelines are needed to help it work most effectively.

- no criticism of any ideas during the brainstorming phase;
- all ideas, no matter how silly, get recorded;
- Get past the sillies - sometimes very creative, and viable, solutions come after people have made what appear to be 'silly' suggestions.

B. Ask Questions. Network with colleagues internal and external to the organization to get their ideas and suggestions.

C. Explore. Read journals/books, go to networking functions, and attend conferences etc. that cover similar issues. Also be prepared to go outside of the healthcare domain. Other industries may have faced similar issues and their solutions can provide insights for you.

5. **Select the BEST alternative.** Once all the alternatives are in, the team needs to determine the alternative that best addresses the problem at hand. For this element to be effective, you need to consider both rational and human elements.

- **Rational Elements.** These rational elements stem from the previous steps of the team decision making/problem solving model:
    1. **Analyze the problem** (see Steps 1 –2)
    2. **Determine the desired end state.** Here teams need to clearly define what success looks like.

3. **Evaluate alternatives against the desired state**. Here teams discuss the merits of each alternative and the extent to which each can move the team to the desired state. To help on this step, some teams' rate each alternative on a scale of 1 to 5 where 1 is low and 5 is high.
4. **Discuss potential adverse consequences of each alternative.** Here teams need to discuss the potential downsides of the options.

- **Human Elements**. Here the team needs to ensure the following:
  - **Active listening**. This requires that team members:
    - Pay attention to the dialogue and anticipate where the conversation is going;
    - Objectively weigh out what's been said; Try to understand what the other person is saying; and
    - Review and summarize what has been said.
  - **Supporting each other's' ideas**. Most people tend to focus on what is wrong versus right. Being supportive requires that you:
    - ✓ Assume that others have valid points;
    - ✓ Point out the useful aspects of what has been said;
    - ✓ Build on these useful points; and
    - ✓ Avoid unnecessary criticism.
- o **Are comfortable presenting differing views**. Remember that group think isa key concern for teams. To effectively present differing views make sure that you:
  - ✓ Clearly state your differing view;
  - ✓ Focus on the reasons for the differences; and
  - ✓ Treat differences as a source of ideas rather than a source of interpersonal conflict.
- o **Participate.** To fully take advantage of the complementary skills present in a team, all team members must participate. Sometimes, one or two people

dominate team decision making processes because of their interpersonal style(i.e. extraverted vs. introverted), their need for recognition, or their presumed status/position. This can have a negative effect on the team in terms of its ability to make effective decisions. When this occurs, the team needs to address this issue - especially as they face this problem as a team.

6. **Implement the best alternative.** Once the alternative has been chosen, the team needs to implement its decision. This requires effective planning as well as communicating the decision to all the stakeholders that may be impacted by this decision.

7. **Evaluate the outcome.** Remember that teams and team building is a learning process. It is critical that the team examine whether the proposed plans of action were achieved in an effective way and resulted in positive outcomes.

2.2.Shared Leadership

While people often think of team leadership in terms of a formally appointed leader, it is important to note that leaders can emerge in teams. In teams where no formal leader has been named, emergent leadership occurs when a participant takes leadership roles (task or relationship) or when (s)he has subject matter expertise that the team needs. However, even when a team leader has been named, effective team leaders share leadership by encouraging team members to take on leadership roles or by formally recognizing team members with special subject matter expertise.

Membership and leadership roles are inseparable and involve an emphasis on role functions rather than on a particular discipline or a set of personality traits. Although one or more individuals may have a formal designation as a group leader, all team members need to share responsibility for informal and formal leadership. In true interprofessional teams, the functions of leadership and membership are viewed as synonymous. Because all team members have an investment in seeing the team achieve its goals and objectives, each member has the responsibility to help the team progress.

An emerging pattern in many primary health care teams is the requirement for equal participation and responsibility from all team members with shifting leadership determined by the nature of the problem to be solved.

The functions of leadership are:

1. Helping the group decide on its purposes and goals.
2. Helping the group focus on its own process of work together so that it may become more effective rather than becoming trapped by faulty ways of problem solving and decision making.
3. Helping the group become aware of its own resources and how best to use them.
4. Helping the group evaluate its progress and development.
5. Helping the group to be open to new and different ideas without becoming immobilized by conflict.
6. Helping the group learn from its failures and frustrations as well as from its success.

Self-Check –2	**Written Test**

Direction: Answer the following questions. Use the Answer sheet provided in the next page.

1. Discuss the seven steps in effective team decision-making process

Note: **Satisfactory rating - 7points** **Unsatisfactory - below 7points**

Answer Sheet

1. ________________

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Score = ____________

Rating: _____________

Name: ___________________________ **Date:** ________________

Information Sheet-3	Communicating decisions

Introduction

One of the areas where the gap is widest is in communicating decisions. Leaders make decisions but fail to communicate them in a way that is clear to their employees. Ensure that doesn't happen to you by answering these seven questions before you communicate decisions to the staff;

1. **What are the key points or major messages you want to share when communicating the decision?**
   - Outline these point s ahead of time. If each member of a leadership team is communicating individually, creating a common list of a key messages is even more important. What do you really need to communicate about each decision?
2. **How is the decision connected to or in alignment with our strategies, vision, mission and values**?
   - Make decisions taking strategies, mission, vision and values in mind.
3. **Have we answered the "why?" to this decision?**
   - People need to understand why. Too often leaders describe the what but never address the why. Knowing the reason behind a decision helps people hear, understand and accept it.
4. **Who will provide the communication?**
   - Purposely decide who will be communicating the message
5. **How will it be communicated?**
   - The how-email, team meeting, voice mail, newsletter and so on- will vary given the situation and locations of your employees. Consider the message, its implications and the audience before automatically determining the approach or doing what you always do.

6. **When will it be communicated?**
    - If communicating separately, agree on when the communication will be completed to make sure some pockets of the organization don't have the information far ahead of others.
7. **What will be the process to check for understanding?**
    - Communication is a two-way process. A complete communication plan makes sure that people have gotten the message and that they understand it. To be most successful, you need to create some sort of feedback mechanism or dialogue. In short, an email or memo may not be enough to confirm that everyone fully understands what to do next.

Self-Check –3	Written Test

Direction: Answer the following questions. Use the Answer sheet provided in the next page.

1. What is the importance of communicating decisions?

Note: **Satisfactory rating - 1points** **Unsatisfactory - below 1points**

Answer Sheet

1. ________________

Score = ____________
Rating: _____________

Name: ___________________________ **Date:** ________________

Information Sheet-4	providing and receiving feedbacks

4.1.Introduction

Feedback is about listening actively, taking the time to analyze and then thinking of the best possible solution to perform better. It provides positive criticism and allows to see what everyone can change to improve their focus and results. It brings people together and creates a healthy communication flow.

Constructive feedback is a robust tool for creating healthy environment, boosting productivity and engagement, and achieving better results. It positively influences communication, team members' interaction and teamwork results in different fields. Here is how feedback works for different processes:

- ✓ Helps in sharing information on what can and needs to be improved, thus helps to optimize work process and get things done in less time
- ✓ Feedback is of great help in leader ship and communication: it creates a clear picture and increases transparency.
- ✓ Feedback plays a crucial role in education and learning by helping adopt and avoid repetitive mistakes.
- ✓ Feedback helps learn new skills and get better results.
- ✓ Feedback keeps everyone on track, when done regularly
- ✓ Feedback helps team to avoid major mistakes by creating a clear and honest communication flow during any kind of teamwork. It saves your time of correcting someone's work, reduces errors caused by miscommunication to a minimum, and prevents regrets of those who feel like they failed.
- ✓ Helps to form better relationships with the people on your team by encouraging honest feedback. It often involves criticism, which is something most people aren't comfortable with. But when given in the right way, it can help them involve.

- ✓ Constructive feedback motivates people and boosts their performance.
- ✓ Feedback promotes personal and professional growth.

Self-Check –1	Written Test

Direction: Answer the following questions. Use the Answer sheet provided in the next page.

1. What is the importance of providing feedback during making decision?

Note: **Satisfactory rating - 5points   Unsatisfactory - below 5points**

Answer Sheet

- ✓ Helps in sharing information on what can and needs to be improved, thus helps to optimize work process and get things done in less time
- ✓ Feedback is of great help in leader ship and communication: it creates a clear picture and increases transparency.
- ✓ Feedback plays a crucial role in education and learning by helping adopt and avoid repetitive mistakes.
- ✓ Feedback helps learn new skills and get better results.
- ✓ Feedback keeps everyone on track, when done regularly
- ✓ Feedback helps team to avoid major mistakes by creating a clear and honest communication flow during any kind of teamwork

Score = ____________

Rating: _____________

Name: ___________________________   **Date: _______________**

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