



MAKE ROOM FOR PROFESSIONAL SERVICES

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Step inside Moodie's Pharmacy in Bathurst NSW and you will be welcomed with smiling staff, eager to help pharmacists and an abundance of health services on offer.

These health services are accessible through Moodie's EasyClinics, provided by Instigo, a concept that has become well-known around the Bathurst community with many returning customers using the services to take control of their health. Paul Jones, owner of Moodie's Pharmacy took time to share their success journey which led to the pharmacy winning the Excellence in Professional Services category in the 2015 Pharmacy of the Year awards.



FIGURE 2 THE 5PS OF MARKETING



Starting in 2013, Moodie's Pharmacy introduced multiple new services through careful business planning and sound business structures. This investment in new services allowed the pharmacy to expand from specialising in traditional diabetes services to providing blood sugar levels testing, weight loss, and height and weight measurements. Within the next 12 months, the services grew even more rapidly with the introduction of opioid replacement therapy, carbon monoxide monitoring, health screening for breast awareness, bowel health, Medscheck and Diabetes Medschecks.

The pharmacy also took advantage of the growing demand for their sleep apnoea services by implementing home sleep studies for their patients. Another year later, the pharmacy really stepped up showing a consistent delivery of a broad range of services with 13 additions including cholesterol testing, leave/absence certificates, influenza vaccination and more.

Paul identified that to grow and develop his business, he needed it to be recognised by the local community as a healthcare destination. This required the introduction of professional services that meet the needs of his existing and future customers. To determine which services to offer in his pharmacy, Paul researched his community.

"Part of it is to look at your demographics. You can get the demographic data from the Australian Bureau of Statistics and you can also talk to people and find out what the demand is," Paul said.

As well as looking at the community around him, Paul has broken down his pharmacy business and from that structured a sensible model following a popular five P's system.

"Now, when I talk about retailing and providing services, I think about the pentagon model, the five Ps, it's the product, place, price, promotion and the people around it".

"We looked at that and went, 'Okay, our Place is our consultations rooms, our Product is our services, our Price is we've got a price list, we create value, we give people printed copies, we do it one-on-one and it's private' so we create something tangible there and we also create a value perception around it", Paul said.

"We also promote the pharmacy, we've implemented consistent branding that says, 'We're a healthcare destination' and we have designated EasyClinic days every Thursday where staff wear green. We promote our services not by discounting but with the value we offer. Finally we do the last part which is 'people'. Here we allocate the resources, receive necessary training and communicate with our customers to create strong, loyal relationships".

To ensure success with the five P's model, a quality management framework was implemented at Moodie's where systems, processes and controls are used in the business to drive continuous improvement and reduce the incidence of variation and error in the delivery of business operations. With usual day-to-day pharmacy procedures, additional services and an increase in customer traffic, structured processes were essential for the smooth operation of the pharmacy.

Recording pharmacy activities has emerged to be an essential factor in ensuring adequate business management, as well as a structured system to charge for services.

"I don't think you can do services properly unless you've got two pharmacists and you've got a consultation room. And most important if you don't record it, it never happened, so you need some type of CRM (customer record management system)", Paul said.

Moodie's Pharmacy implemented a systematic use of GuildCare as a CRM option to record all customer interactions, their current and previous medication and health history.

"If a patient comes in, all staff are able to look up their history and carry on providing that continuity of care. We have GuildCare available on computers in both rooms, which allows you to actually be part of the healthcare team and help the patient with the lifestyle changes", Paul said.

"If the patient has diabetes, we may also offer them a blood pressure test, measure their height and weight, record it and every month review the patient's improvement in health".

"This systematic recording process allows you to be part of the healthcare team and actually help the patient with the lifestyle changes. With the ability to record this treatment, you are able to show patients that you've made a difference over time and motivate them to do more to change their health", Paul said.

The Moodie's recording process has enabled the pharmacy to begin charging customers a fee for service which can prove difficult for many pharmacies, with regular customers sometimes shocked to find out their usual, accessible services now come with a price tag.

"Transitioning into charging for services was a bit of a task. Historically if you haven't charged for a service it's very hard to get people to make that quantum change. I took an approach that provides quality and gives the customer something tangible to take away. This has been a journey, it's not something you can do overnight", Paul said.

When it comes to the logistics of your pharmacy, Paul has a very simple yet strong message "You can't deliver quality services without a consultation room". Moodie's pharmacy is a prime example where building sustainable and inviting consultation rooms was a top priority.

Inside the room a customer will be welcomed by a professional services pharmacist highly trained in delivering advice on issues such as sleep apnoea, bowel health and flu vaccinations. The two private rooms are fitted out with table and chairs, a computer, access to a coloured printer, scales, stadiometer and resource kits for delivery of multiple services.



The first EasyClinic room is designed to be friendly to patients with limited mobility who use a wheel chair or motorised scooter. The room has a larger double door opening which also allows greater visibility to customers in the store, as well as providing necessary privacy when needed.

"We actually gave up retail space to secure these rooms. We decided to give up non-core pharmacy products with careful evaluation of our demographics", Paul said.

"We identified that baby products are not key for our area due to a number of different factors, as well as gifts. We wanted to focus on having products people can access only through a pharmacy" Paul said.

As well as giving up retail space, Moodie's Pharmacy had to re-evaluate staffing roles to ensure best outcomes for patients and best practice within their provided services.



"Initially when we built the rooms we thought, 'Okay, this is not working, why?' and it was because we didn't have someone allocated to drive it. It essentially came down to having the right person in the right place to deliver the service or to identify customers that may need the service", Paul said.

"Now, we have two pharmacists Monday to Friday; one is allocated as being the professional services pharmacist, which means a lot of the time doing services and communicating with patients. The other person is allocated as being the dispensary pharmacist who is checking scripts and managing Webster packs".

With Moodie's pharmacists busy taking care of the clinical aspects, extra training was provided to dispensary technicians to manage the administrative side of the pharmacy. With the separation of clinical and administrative roles, resources can be used more appropriately.

Added training for dispensary technicians at Moodie's also showed a rise in job satisfaction with team members becoming a more integral part of the team.

Paul Jones is a great example of a dedicated pharmacist seeking to transform the way consumers pursue and value pharmacy. His innovative approaches to management of professional services are a clear example of why Moodie's Pharmacy came out as winner of the Excellence in Professional Services category in the 2015 Pharmacy of the Year award. Finishing off the interview, Paul had some solid advice for any pharmacist looking to expand their services.

"Research your market and understand your demographics. Be a champion in one or two specific areas that are in demand. Build your customer loyalty, expand from there and don't forget to invest in a consultation room! I believe these factors are key in developing and maintaining a successful business model".

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