

The Future of Pharmacy - Part 6

A Prosperous Future for Pharmacy

LEARNING OUTCOMES

At the end of article, you will be able to...

- Consider how Sage-Inspired application of 4Front's 6Ps of Pharmacy Excellence model can create sustainable prosperity in 2022
- Examine 'money,' 'prosperity' and 'profit' as a perpetrator of economic and social injustice and as a driver of economic and social reform
- Review your decisions, actions and impacts in 2021, using a CPD cycle as a review tool
- Plan a sustainable, prosperous 2022, using a CPD cycle as a planning tool

INTRODUCTION:

IPN's Pharmacy Business Excellence Series is for community pharmacists committed to growing their personal, professional and business value to overcome challenges and thrive as a community pharmacist.

IPN is proud to partner with 4Front Pharmacy to bring you the **'IPN/4Front Pharmacy Business Excellence Series.'**

In this series, you will apply 4Front's 6P's of Pharmacy Excellence to navigate the 'Future of Pharmacy.'

4Front's 6P's of Pharmacy Excellence are

1. Personal Leadership
2. Professional Practice
3. People
4. Products and Services
5. Promotion
6. Prosperity (Profit and Time)

Each month, Rachel Dungan 'The Pharmacist Coach,' guides you to apply **4Front's 6Ps of Pharmacy Excellence Framework** to create your pharmacy future. While Rachel is the creator of this framework and the author of these articles, YOU are the author of your career, your future. The future of pharmacy is in your hands, in your heart, in your head.

Your mission, should you choose to accept it, is to use this framework as a guide to

- (re)activate your inner scientist, so you run the experiments required to take your next bold move towards an ever more compelling future
- develop mastery as you embrace your challenges and opportunities
- take PRIDE in what you do as you create an ever more prosperous future
- equip, enable, engage and empower yourself, your team and your patients to become more proactive about managing your own health and wellbeing.

In Part 1 (July 2021) of 'The Future of Pharmacy,' Business CPD Series, we identified **4Front's Personal Leadership pillar** as the foundation of Pharmacy Excellence. In Part 2 (Aug 2021), we discussed how mastery of **4Front's Promotion pillar** amplifies your ability to promote the value of health, the value of pharmacy, the value of your products and services, and the value of your professional expertise. In Part 3 (Sept 2021) we focused on how **4Front's Professional pillar** can equip us to navigate potential conflicts of interest between personal, professional and business priorities. In Part 4 (Oct 2021) **4Front's People pillar**, focused on the evolving role of supervision and the supervising pharmacist in pharmacy practice. Part 5 (Nov 2021), focused on **4Front's Product and Services pillar** as it relates to individual, societal and global wellbeing. On the foundation of the previous five pillars, we are now ready to focus on **4Front's Prosperity pillar** as it relates to transforming your relationship with money and creating prosperity within your own life, within pharmacy of the future and within the communities we serve.

Consider how 4Front's Prosperity pillar integrates and builds upon the foundation of the other 5Ps.



■ **P – Prosperity** is a key pillar of Pharmacy Excellence, because the root of the word incorporates **wellbeing, happiness and wealth, in abundance**. By using positive, Sage energy to dispense, earn, spend, invest and generously share the prosperity you create, in alignment with your core values, expertise, passion and professional ethics, you create the financial,

health and time freedom to live your highest value life, in service of the greatest good. *By habitually operating from an either/or, competitive, fear-based, scarcity and Saboteur driven approach, much time is often wasted on, defending, avoiding or reacting to circumstances, that consume your time with negative energy and do not give you a positive return on your time or financial investment. (Prosperity)*

■ **P – What you appreciate, appreciates.** Your experience of the world, your attitudes to your staff, your colleagues, your customers, your family, to money, to prosperity, what you see as 'good' or 'bad,' is determined by your Positive Intelligence, by the degree to which you see yourself and the world from a Sage or from a Saboteur perspective. When you operate from a Sage Perspective, you are insatiably curious, you are compassionate to yourself and others, you innovate and collaborate to navigate uncharted waters with grace and ease and you actively appreciate how to use you and your team's expertise and strengths for the greatest good. The more masterful you become at skillfully appreciating Sage attitudes and behaviours and recognising and disempowering Saboteur energy, the more true prosperity goals will appreciate, and the more credible and inspiring a role-model you become. *Signs that Saboteurs are in charge include focusing on mantras of inadequacy such as 'more is better,' or 'I/we don't have enough time/ money/ expertise/ rest/ work/ power/ profit. This internal set-point of Saboteur, fear driven scarcity is at the heart of our worries and anxieties, our greed, our prejudice, our arguments with life and it is deeply embedded into our attitude to money. Perhaps the most toxic saboteur lie of all is the hopeless, helpless and cynical Saboteur energy of resignation where we act as if 'That's just the way it is.'* From this energy, lack of one resource becomes an excuse for holding back from commitment and contributing what we do have – time, money, energy, creativity, resourcefulness – to make a difference. **(Personal)**

■ P. To incorporate the full meaning of prosperous, being a **prosperous professional** means developing your Sage's ability to

grow and trust in the quality and integrity of you and your team's competence and professional judgement, knowing that you all act with the patients' best interest at heart, make a contribution to something bigger than yourselves, learn something new, feel safe, are protected and provided freedom by your professional code of conduct and go home happy. *When fear based Saboteur energy is in charge, professionalism may be seen through the lens of resentment, limitation and compliance. Patient safety may be seen through a lens of paralysing anxiety, fear, perfectionism, stress and worst case scenario thinking. Professional power, when used by the saboteurs can have a controlling, judgemental or hyper-rational quality. None of these approaches lead to prosperity. Instead, saboteur led approaches ultimately lead to poor personal and organisational health, worry, anxiety, fear and scarcity.* **(Professional)**

■ P – As a Sage-Inspired leader, you know that your primary role is to create a culture that empowers, equips, enables and engages all your people (patients, staff, colleagues) to prosper and flourish - in health, wealth and happiness. *On the other hand, as a Saboteur-Driven leader, you may believe your primary role is to control the people you supervise and get your patients to comply with your directions. You may judge people harshly when they don't take your expert advice. You may push yourself and others hard to meet demanding expectations. You may create a fear of making a mistake or create a sense of nothing ever being enough. There may be a toxic culture of favouritism, hearsay, criticism, conflict avoidance, cover-ups, disappointment etc.* **(People)**

■ P – Promoting the value of our expertise, products and services, sharing how these offerings promote health and wellbeing and modelling a culture of transparency, openness and honesty are required in our code of conduct and are PSI core competencies. *Any Saboteur Driven unwillingness or inability, to effectively promote the value you offer to your patients, not only diminishes your personal fulfillment, professional reputation and business growth, but also deprives your patients of choice and reduces their ability to self-manage their condition.* **(Promotion)**

■ P – By selling the highest net value products and services, you optimise your ability to re-imagine your business model to be the central resource to meet the health, wellbeing, social and economic expectations of the healthcare system and your customers in a profitable, fair and sustainable way.

Signals that Saboteur forces may be at play include rigidly seeking to preserve the status quo, seeing the changing reality as the enemy, justifying outdated practices, holding back from fully embracing technology or eco-friendly business practices. For example, saboteur driven buyers may insist an existing product continues to be stocked, even if it no longer sells, no longer makes a profit or is no longer best in class. **(Products and Services)**

What does 'money' mean to you?

This is a loaded, often emotive and frequently unanswered question. However, to truly prosper, answering it will provide a wealth of insight, enrich your perspective and clarify many of the internal roadblocks to your success.

Each of us has created our unique meanings, set of rules, assumptions and evidence to back up our perspective. Frequently, some meanings are in direct conflict with other meanings, without us even realising.

Reflection:

Take a minute to answer these questions, by writing down as many answers as you can, as fast as you can. Aim to come up with at least 10 different answers per statement.

1. Money is
2. Money means
3. People with money are ...

For example, when I work with clients to help them break through money mindset blocks, a range of often conflicting answers emerge. For example, money is power. Money is dirty. Money is an enriching, empowering exchange of value. Money is a

social convention. Money is a tool of trade. Money is a source of arguments. Money is an expression of my values. Money is debt. Money is a source of joy. Money is hard earned. Money is profit. Money is opportunity. Money is privilege. Money is a responsibility. Money is an asset. Money is greed. Money is not talked about. Money is shame. Money is making ends meet. Money is the root of all evil. Money doesn't grow on trees. Money is no object. Money is luxury. Money is lucky. Money is a human creation. Money is life-saving. Money is cashflow.

As you can see, some money statements are fear-based, Saboteur generated beliefs, while others are more Sage-Inspired. Some are more ambiguous. For example.... 'money is power' may be either Sage or Saboteur generated, depending on what you mean by 'power.' Money is neither good or bad. It depends on how we use it to buy, save, donate, spend, invest or share value.

The point of doing this exercise is to shine a light on subconscious thinking patterns and beliefs regarding money that may no longer be serving your growth and development. Once in your conscious awareness, you can choose which beliefs to keep and which ones to clear. Your ability to master your money mindset has a profound affect on your prosperity and your ability to make a profound difference in the world.

Lynne Twist, in 'The Soul of Money' creates this powerful lens through which to view our relationship with money.

'Money can be our greatest ally in our own transformation and the transformation of the people and

the world in which we live. Whether we like it or not, money travels everywhere, crosses all boundaries, languages and cultures. Money, like water, ripples at some level through every life and place. It can carry our love or our fear. It can flood some of us such that we drown in a toxic sense of power over others. It can nourish and water the principles of freedom, community and sharing. Money can affirm life or it can be used to demean, diminish or destroy it. It is neither evil nor good; it is an instrument.'

Will your Sage use money to enrich the heart and soul of pharmacy and the communities you serve, or will your Saboteurs dominate and prevent you from prospering?

What does 'prosperity' mean?

According to the Online Etymology Dictionary, the word 'prosperity' has its root in the Latin word *prosperitatem* which means 'flourishing or thriving condition, good fortune, wealth and success in anything good or desirable'.

With that meaning, who wouldn't want to prosper?

What does 'profit' mean?

The word profit has its roots from the mid 12th century, meaning advance, increase, success, progress, accomplish, be useful, and to make do.

Reflection:

1. Which of these meanings for prosperity, profit and money most resonates for you?
2. Which meanings are generated by or trigger your Saboteurs?
3. Which meanings activate your Sage?

Saboteur Driven Impoverished Mindset

Saboteur	Examples of How Saboteurs Maintain the Status Quo
Judge	'I'm not good enough to be successful'. (Judge of Self). 'People don't value my expertise.' (Judge of Others) 'We can't charge money because of COVID.' (Judge of Circumstances)
Avoider	'I'm too busy'. 'I can't deal with this now.' 'I don't have time'. 'Maybe later'.
Controller	'If they would only do what I tell them to do, when I tell them to do it, then we'd be profitable.'
Hyper-Achiever	'If I don't have a certificate, I have no proof that I have accomplished anything.'
Hyper-Rational	'I don't understand why people need me to explain the sales figures. It is so obvious.'
Hyper-Vigilant	'There are 100s of ways this initiative could go wrong. Let's do nothing until its tried and tested'.
Pleaser	'I know everyone else is under pressure, so I'll just stay late (rather than ask for help).'
Restless	'We've tried this for a whole week. It's not changing fast enough. Let's try something else.'
Stickler	'If you don't know how to do it perfectly, you'll make me look bad. I'll just do it myself.'
Victim	'Nobody pays for pharmacy services. There is nothing I can do about it.'

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Sage Inspired Prosperity Mindset



Sage Power	Sage Inspired Coaching Questions
Sage Perspective	'What knowledge, skills and attitudes could I consistently demonstrate that would empower, engage, and inspire my team to be and do their best?'
Empathise	'What approach could be both helpful AND kind to me and to others?'
Explore	'What are the most profound, lasting changes over the next decade that will transform pharmacy forever?'
Innovate	'If we didn't hold ourselves back, how could we use our Sage Powers to create an abundance of happiness, wellbeing and wealth (aka prosperity)?'
Navigate	'Will my future self thank me for this (in)action?'
Activate	'What choice can I make, and action can I take, in this moment, to create the greatest net value?'



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This is deep work. It strikes to the core of your values, your self-worth, your fears and your dreams. It challenges long held assumptions and beliefs.

Reflection

To help identify your current Impoverished/Prosperity Mindset

1. Examine the 'Saboteur Driven Impoverished Mindset slide which illustrates how different Saboteurs might show up
2. Next highlight the Saboteur voices that seem most familiar to you.
3. Review the Sage Inspired Coaching Questions.
4. Which question(s) open up more possibility, more thriving, more wealth, more success, more wellbeing?

NOTE: Your Sage is far more likely to ask questions, than to provide a 'right' answer.

The key to unlocking your prosperity is in your hands, in your heart, in your gut and in your head. Like all courageous journeys, it is not a journey best made alone. It requires partnership, collaborations, community and conscious choice. It requires a safe community which will hold you as you find your own answers to big questions. The Pharmacy Focused Positive Intelligence Programme, facilitated by 4Front Pharmacy, is a powerful resource to facilitate your shift from a fear-based Saboteur dominated world view to a prosperity-based Sage Perspective.

Summary

Community Pharmacy has changed forever. The 'good old days' and the 'bad old days' of pharmacy are

gone. 2021 has been a pivotal year of transformation. Your prosperity in 2022 will largely be determined by the degree to which your Sage or Saboteurs dominate your thinking, behaviours and actions. Research shows that only 10% of prosperity depends on external factors. 90% depends on our mastery of our internal Saboteurs and our ability to recruit our Sage Powers to take Sage Inspired action towards our goals, dreams, wellbeing, wealth and happiness. The choice is yours.

Next Steps

1. Your mission, should you choose to complete it, is to read the CPD cycle on the next page and use it to inspire you to create your own

CPD cycle for your 'Strategy for Sustainable Prosperity in 2022.'

2. Dedicate regular time to pause, reflect and collaborate - to ensure that you are not just busy, but intentionally moving in the right direction, for the right reasons.
3. Re-read Parts 1-6 of this Future of Pharmacy series and reflect on how 4Front's 6Ps of Pharmacy Excellence inter-relate for you.

Share your successes, submit your questions or join 4Front's 2022 Bookclub by emailing rachel@racheldungan.com

Books and Thought Leaders that Inspired this Future of Pharmacy Series.



RESOURCE ANNOUNCEMENTS

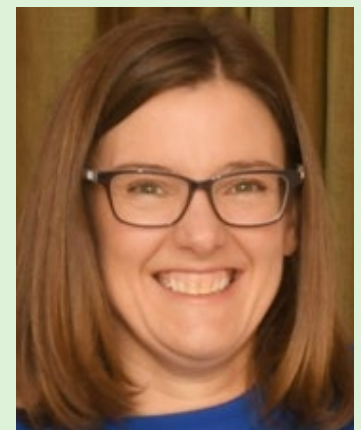
1. As an IPN reader, we invite you to register for FREE pharmacy team training www.4FrontPharmacy.ie. You can also browse our range of online programmes to support you and your team to develop your consultation skills, gain OTC product knowledge and deal with medical emergencies.
2. 4FrontPharmacy Solutions will be hosting two cohorts of the Positive Intelligence® flagship 8-week Mental Fitness Programme specifically for pharmacists and their teams over the coming months. To find out more about how this Programme and Coaching can help you stop playing small and become more prosperous, email rachel@racheldungan.com and use the subject line 'IPN Dec 2021.'

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Rachel Dungan MPSI, MIFC, ACC. Community Pharmacist. Lifestyle Medicine Advisor. Positive Intelligence Certified Coach. European Mentoring & Coaching Council Senior Practitioner. Award-Winning Wellbeing and Leadership Coach known as 'The Pharmacist Coach.' Rachel worked for 20 years as a supervising and superintendent pharmacist. Now, more than ever, her vision is to empower, equip, enable and engage pharmacists and their teams with the knowledge and skills required to focus on what is most important, rediscover joy and happiness and help them build the habits to put their own oxygen mask on first.

She is co-founder of www.4FrontPharmacy.ie.

Its mission is to raise the global standard of pharmacy consultations by empowering pharmacists and their teams to expand their perspective, knowledge and skills to create sustainable health behaviour change.



'The Pharmacist Coach,' Rachel Dungan MPSI, ACC, Positive Intelligence® Certified Coach

Business Strategy for Sustainable Prosperity in 2022

S

Self-Appraisal WHAT I intend to learn and why

The past two years has seen seismic changes in social, health, economic and ecological operating systems. I want to pause to reflect, take stock of what is working, not working and what I, the pharmacy profession and my business could do differently to positively transform our future. I want to assess the degree to which the things I am doing are aligned with things my future self, my future business and the future of pharmacy would thank me for.

P

Personal Plan HOW I intend to learn it

I plan to

- Read the IPN 6-Part Future of Pharmacy Series published from June-Dec 2021
- Schedule time to review wins and challenges faced over the past 2 years.
- Schedule time to educate myself on future trends which impact how we live and work.
- Prioritise three strategies for 2022, which combine my expertise, what I am passionate about, what the world needs and what my target market is willing to pay.
- Record my learnings in this CPD cycle

A

Action What I actually did

- As above PLUS
- Inspired by 4Front Pharmacy's 6P's of Pharmacy Excellence, I read Shirzad Chamine's book 'Positive Intelligence,' Mike Michalowicz book 'Profit First' and Lynn Twist's book 'The Soul of Money'.
- I contacted the article author Rachel Dungan MPSI. I enrolled her to partner with me as my Positive Intelligence Coach to level up my leadership as we navigate the turbulent and exciting times ahead. Along with one-to-one leadership coaching, I am excited to participate in the 8-Week Positive Intelligence Mental Fitness Programme with 4Front.

D

Document What I have learned specifically

- From reading 4Front's 'Future of Pharmacy' series in the IPN, I realise that the 'good old days' and the 'bad old days' of pharmacy are gone. Having prioritised the time to read, I am excited to see many opportunities to meet not only healthcare needs of the communities we serve, but also social, economic and ecological responsibilities.
- The world, as I knew it, has transformed radically since I graduated as a pharmacist – in positive and negative ways. The challenges of the past two years have exponentially accelerated trends that were already taking place – such as digital transformation (e.g. healthmail, virtual consultations), the self-care revolution in health and wellbeing, changes in social fabric (e.g. working from home, digital communication) and an increased awareness of ethics and sustainability in all walks of life. (e.g. ecological sustainability, servant leadership, mental and physical health).
- From 'Profit First,' I realised that it is not only my responsibility to pay myself first, but that by not doing so, I undervalue myself, my team and the value of pharmacy. By acting as if 'that is the way it is,' I disable, disempower and disengage from innovating, reimagining and creating solutions that generate a win for customers, a win for staff, a win for me, a profitable business and a win for our profession.
- From 'The Soul of Money,' I realised that I had always seen professional and business aspects of pharmacy to be in competition with one another. Now I see that sustainable prosperity is achievable through aligning both/and (versus either/or).
- From 'Positive Intelligence,' I realised all change starts with self-transformation – so investing in the growth and development of myself and my team is the foundation on which we can snap out of default mode and embrace the opportunities and challenges that face us.

E

Evaluate ONE example of how I put my learning into practice

- Strategy number 1: Schedule 'time to think' and daily practices that deepen the resilience and mental fitness knowledge and skills of myself and my entire pharmacy team. This strategy builds sustainability into our business model, into our team and into our community, aligned with our values of health and wellbeing. It empowers PRIDE (Personal Responsibility In Delivering Excellence), and reduces risk of burnout, compassion fatigue and resignations. CCF5 'Public Health' starts with creating a healthy, positive, productive work environment.
- Strategy number 2: Analyse the business operations and STOP doing default activities or stocking products that are no longer fit for purpose e.g. products or activities that damage the health of people or the planet, bring no positivity, no engagement, or no profit. CCF1 'Professional Practice' starts with honest appraisal of past decisions (through ethical and business lenses), and making decisions now, aligned with sustainable prosperity.
- Strategy number 3: Re-structure pharmacy workplace towards increasingly sustainable activities that optimise the expertise and passion of my pharmacy team and is aligned with what the world needs and customers are prepared to pay for. This year, my focus will be on the marketing, sale and delivery of pharmacy products and services to empower self-management, health and wellbeing, within our local community and also to an expanded community through the online channel. CCF6 Align products & services (ethically sourced and delivered), price fair (to all – including the pharmacy), promotion (internally and externally), and place (physical and online pharmacy).

CCF Domains (and Competencies)

Contributed by Rachel Dungan MPSI of 4Front Pharmacy. To find out more about how 4Front Pharmacy's Positive Intelligence® Programme and Coaching can help you improve morale, wellbeing and team performance, drive your sales and improve patient safety email rachel@racheldungan.com and use the subject line 'IPN Dec 2021.'