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Culture

Cascading Your Values to All Locations

Multiple Locations Conference

Dr. Bob Kelley
Founder and President
Pure Culture Consulting

Disclosure

Dr. Bob Kelley is Founder and President of Pure Culture Consulting. He is also receiving an honorarium for this program. The conflict of interest was resolved by peer review of the slide content.

Learning Objectives

1. Discuss the common characteristics that define high performing cultures.
2. Demonstrate how your pharmacy's value chain (especially "culture") defines your brand position in the marketplace.
3. Illustrate the steps required to communicate and cascade your values to all of your locations.

$$(\text{Brand} + \text{Strategy} + \text{Culture}) \times \text{Leadership} = \text{Growth}$$

Being clear about your brand, strategic direction and the culture needed to inspire and nurture success is an absolute key to growth. Leadership behavior driven by shared values is the glue that brings all elements of the model together.

**What is the best place that you have
ever worked?**

Why?

Characteristics of High Performing Cultures

- There is a clear direction **(line of sight)** for the team to follow
- Everyone on the team is committed **(aligned)** to the established direction
- There is **(chemistry)** among team members the results superior performance
- All team members understand the nuts and bolts of their specific job **(role clarity)**
- Learning is used to seamlessly adjust direction and roles as needed **(recalibrate)** due to changes in the external and internal environments

An aerial photograph of a large, multi-story stone castle with multiple towers and battlements. The castle is surrounded by a dark, rectangular moat. The surrounding landscape is green and grassy, with some trees visible on the left side. The castle is the central focus of the image.

Culture as a source of competitive advantage:

Warren Buffett refers to competitive advantage as your moat. The castle is your organization. Competitive advantage is defined as the strategic advantage one entity possesses and leverages. Achieving competitive advantage strengthens and positions an organization better within the competitive environment.

Competitive advantage is not about beating rivals; it's about creating unique value for customers. If you have a true competitive advantage, it will show up on your P&L.

CAUSE

EFFECT



Paradigm

Paradigms are our maps of reality, based in part on facts we have learned, and in part on opinions or assumptions we have developed. Like any map, they have limitations. They may be incomplete or inaccurate. We need to learn to recognize them, in ourselves and in others. Then we need to be willing to question their validity

**What well known brands leverage culture
as a source of competitive advantage?**

Key External Driving Force



Industry Ecosystem
The Arena

$$(\text{Brand} + \text{Strategy} + \text{Culture}) \times \text{Leadership} = \text{Growth}$$

Being clear about your brand, strategic direction and the culture needed to inspire and nurture success is an absolute key to growth. Leadership behavior driven by shared values is the glue that brings all elements of the model together.



What is a brand?

“A consumer calculus that is built-up, torn down, or left unchanged by each encounter.”

Kelly O’Keefe
VCU Brandcenter

“A brand represents a **promise** that owners and senior leaders make to their customers, suppliers, employees, community, and financial partners.”

An underwater photograph of a coral reef. In the foreground, there is a large, textured coral structure with many small, greenish fish swimming around it. To the right, a red starfish is visible on the coral. In the upper left, a group of four yellow and black striped fish are swimming. In the upper right, a single black and white striped fish is swimming. The background is a clear blue ocean with more fish visible in the distance.

Brand Promises

Brand promises represent the unique differentiation of your business. Usually, there are three or four brand promises that make up the building blocks of your brand.



A brand is ultimately a promise or series of promises and all strategic decisions should be made with the promise(s) as a filter.

**Consistent
Taste**

**Friendly &
Fast**

Convenient

Inviting





Strategic (Brand) Positioning

A unique position within an industry that allows the brand to provide value to customers. The greater perceived and real value, the better. This enhances the likelihood of competitive advantage.

$$(\text{Brand} + \text{Strategy} + \text{Culture}) \times \text{Leadership} = \text{Growth}$$

Being clear about your brand, strategic direction and the culture needed to inspire and nurture success is an absolute key to growth. Leadership behavior is the glue that brings all elements of the model together.

Strategic Competitiveness

is achieved when an organization successfully formulates and implements “value creating strategies” that a group of buyers are willing to happily use or purchase.

The Value Chain of the Organization

The sequence of activities your brand (people) perform(s) to design, produce, sell, deliver, and support its products and/or services is called the value chain. In turn, your value chain is part of a larger value system.

Great brands constantly look for ways to add value for the customer along the value chain. It is critical to know or anticipate what your customer's want and what they are willing to pay additional money for....

It must support the brand

Brand Clues

Humanic Clues: the choice of words, tone of voice, and body language displayed by employees as they interact with constituencies of the brand

Mechanic Clues: things that are intimately woven into the personal experience the brand creates and include things like sights, sounds, and smells

Functional Clues: the quality of the specific good or service that the brand creates or provides to customers.

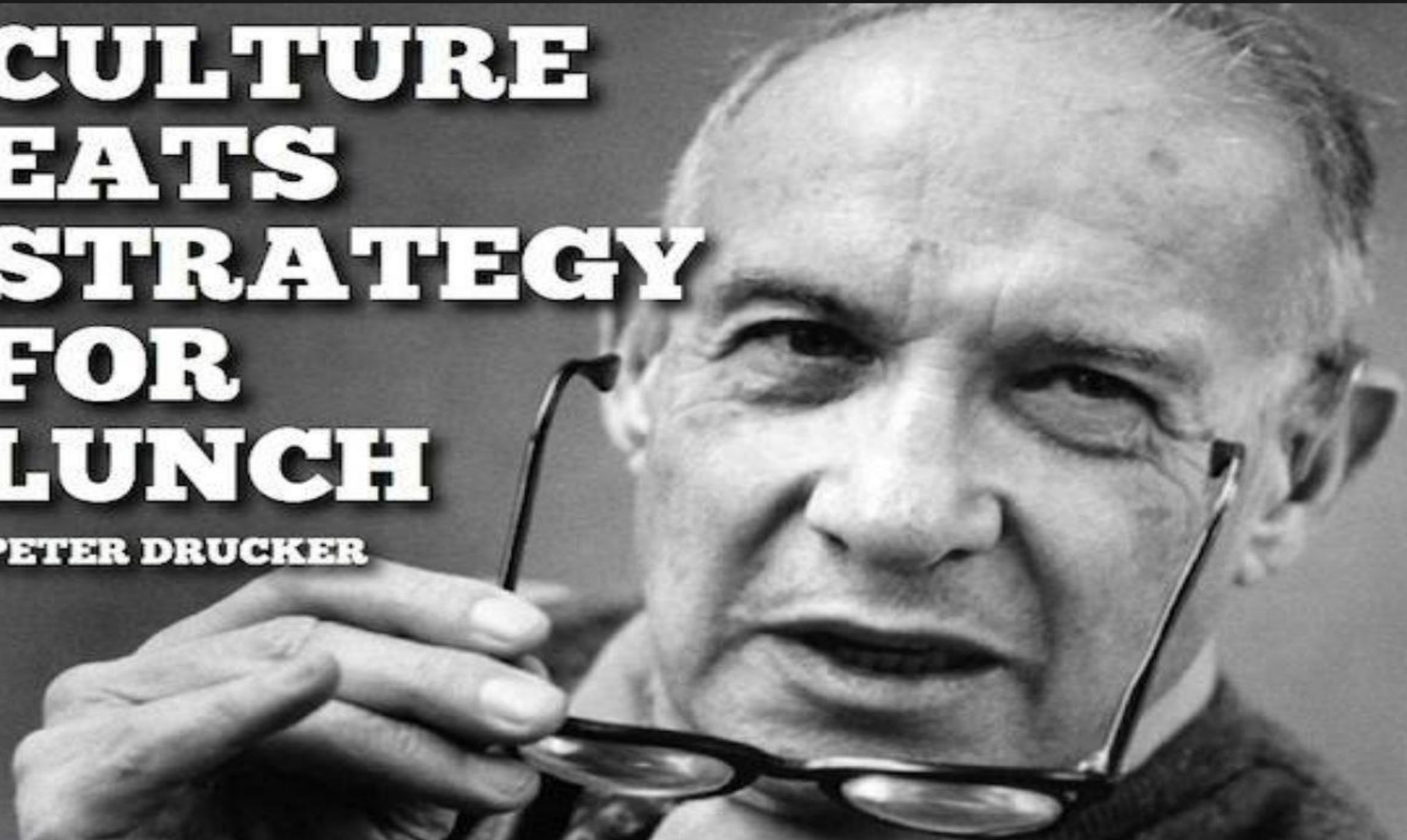
Adapted from the writings of Len Berry, Texas A&M University

$$(\text{Brand} + \text{Strategy} + \text{Culture}) \times \text{Leadership} = \text{Growth}$$

Being clear about your brand, strategic direction and the culture needed to inspire and nurture success is an absolute key to growth. Leadership behavior is the glue that brings all elements of the model together.

CULTURE EATS STRATEGY FOR LUNCH

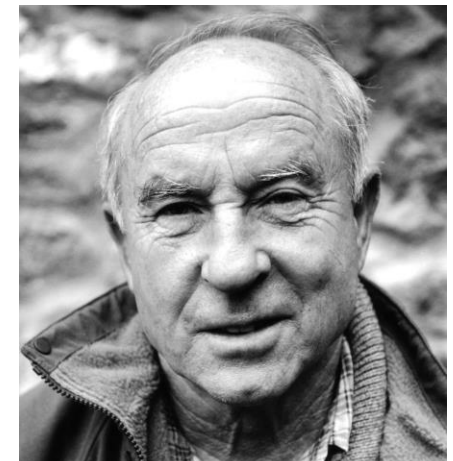
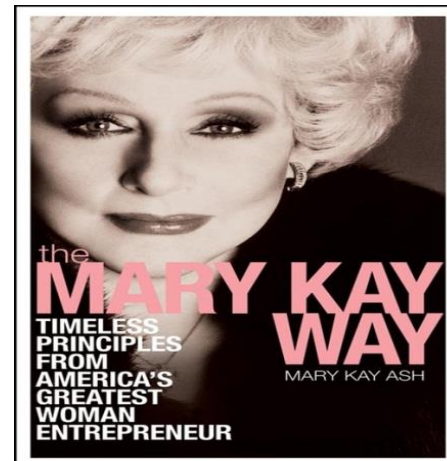
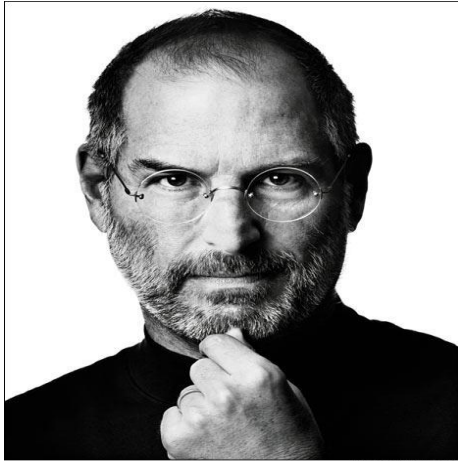
PETER DRUCKER





Organization culture is ultimately about the basic beliefs, values and assumptions that are shared by members of the organization. The beliefs and assumptions are shaped and learned in many different ways.

How Does Culture Take Shape?



The style, **values** and business philosophy of the original leader (s)
become embedded into the daily operation.

A large crowd of people walking on a city street, viewed from behind, with a semi-transparent text overlay.

Culture is driven by Values

Organization values should guide employee behavior and serve as the foundation for the reputation the brand creates. Values are basic beliefs and convictions which govern behavior of people in their life and work. Values and the brand clues that emit from them bring your brand to life every day and are a HUGE part of fulfilling your mission.

A photograph of a large, multi-story brick building with a flat roof and decorative cornices. The building has a sign that reads "Ukron's" in a large, stylized font. Below the main sign, there is a covered walkway with a sign that reads "Market Bank". The building is set against a clear blue sky. The foreground is a paved parking lot.

Culture is driven by Values

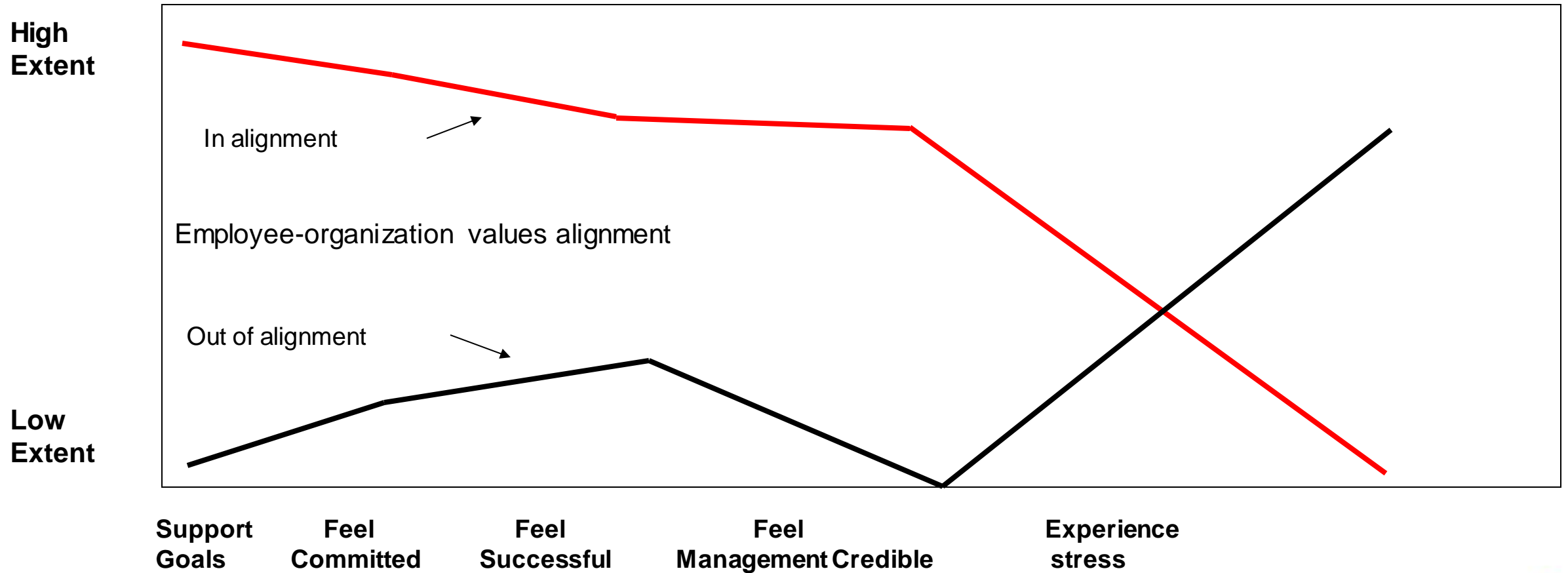
Be
Honest

Be
Safe

Be
Helpful

Be
Hardworking

Impact of individual-organizational values alignment



Source: Posner and Schmidt Journal of Business Ethics

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Adapted from The Service Profit Chain HBR Mar Apr 94

- Customer Loyalty drives Profitability and Growth
- Customer Satisfaction drives Customer Loyalty
- Customer Value drives Customer Satisfaction
- Employee Performance drives Customer Value
- Employee Loyalty drives Employee Performance
- Employee Engagement drives Employee Loyalty
- Values alignment drives Employee Engagement

Team Engagement

Engagement is defined by 3 Factors. How Employees...



1

THINK



2

FEEL



3

ACT

Experienced Meaningfulness

When you wake up every day full of purpose and possess a fundamental understanding of how your work impacts customers, neighbors and the community in which you live

Building a High Performance Culture

Steps:

1. Create clarity (collaboratively) about the pharmacy's aspired culture using shared values.
2. Create some type of baseline measure to determine progress along the way.
3. Hire and promote only those people (especially location managers) who possess a genuine desire to live the brand and values.
4. Make sure everyone is clear about their role and how they are expected to behave through obsessive training and communications.
5. Establish workplace practices (language, dress, traditions, benefits, celebrations) that reinforce the shared values.
6. Hold everyone (especially you) accountable for living the brand and culture.

The Iceberg Illusion

Success
is an
iceberg

SUCCESS!

WHAT PEOPLE
SEE

Persistence



Failure



Sacrifice



Disappointment



WHAT PEOPLE
DON'T SEE

Dedication



Hard work



Good habits



@sylviaaduckworth

**“So Goes the Leaders So
Goes the Group”**

Learn to
LOVE
the process.

On Becoming a Living Brand

Be thoughtful and deliberate about how behaviors, decisions, and processes impact the image of your brand.

Brands are built on intentionality, predictability and significant commitment.



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Real Strategies for Motivating and Driving Results

How to Effectively Incentivize Your Pharmacy Team

Multiple Locations Conference

Pamala Smith Marquess, PharmD
COO

The Marquess Group

Disclosure

Pamala Marquess, PharmD declares no conflicts of interest or financial interest in any product or service mentioned in this program, including grants, employment, gifts, stock holdings, and honoraria.

Learning Objectives

1. Outline steps for structuring a successful employee incentive program that has a high return on investment and improves productivity.
2. Differentiate between monetary and non-monetary incentives and the potential motivating factors with each.
3. Assess non-traditional training opportunities and skills useful to community pharmacy practice and staff development.

Program Faculty

- Dr. Pamala Marquess is the Chief Operating Officer of the Marquess Group, Independent Pharmacies in Georgia.
- Pam is a former President of the Georgia Pharmacy Association.
- Former Chairman of the Board, Georgia Pharmacy Association.
- 2001 GPhA/AIP Independent Pharmacist of the Year Recipient.



- Chronic Care Management
- AADE Accredited Diabetes Education
- MTM
- Med Sync
 - Adherence packaging
- Immunizations (and travel)
- CPESN pharmacy
- Point of care testing
- Compounding



Ground Rules






1. Ask Questions
2. Be Interactive
3. Think of your employees, right now, that might need incentivizing
4. Have some fun!

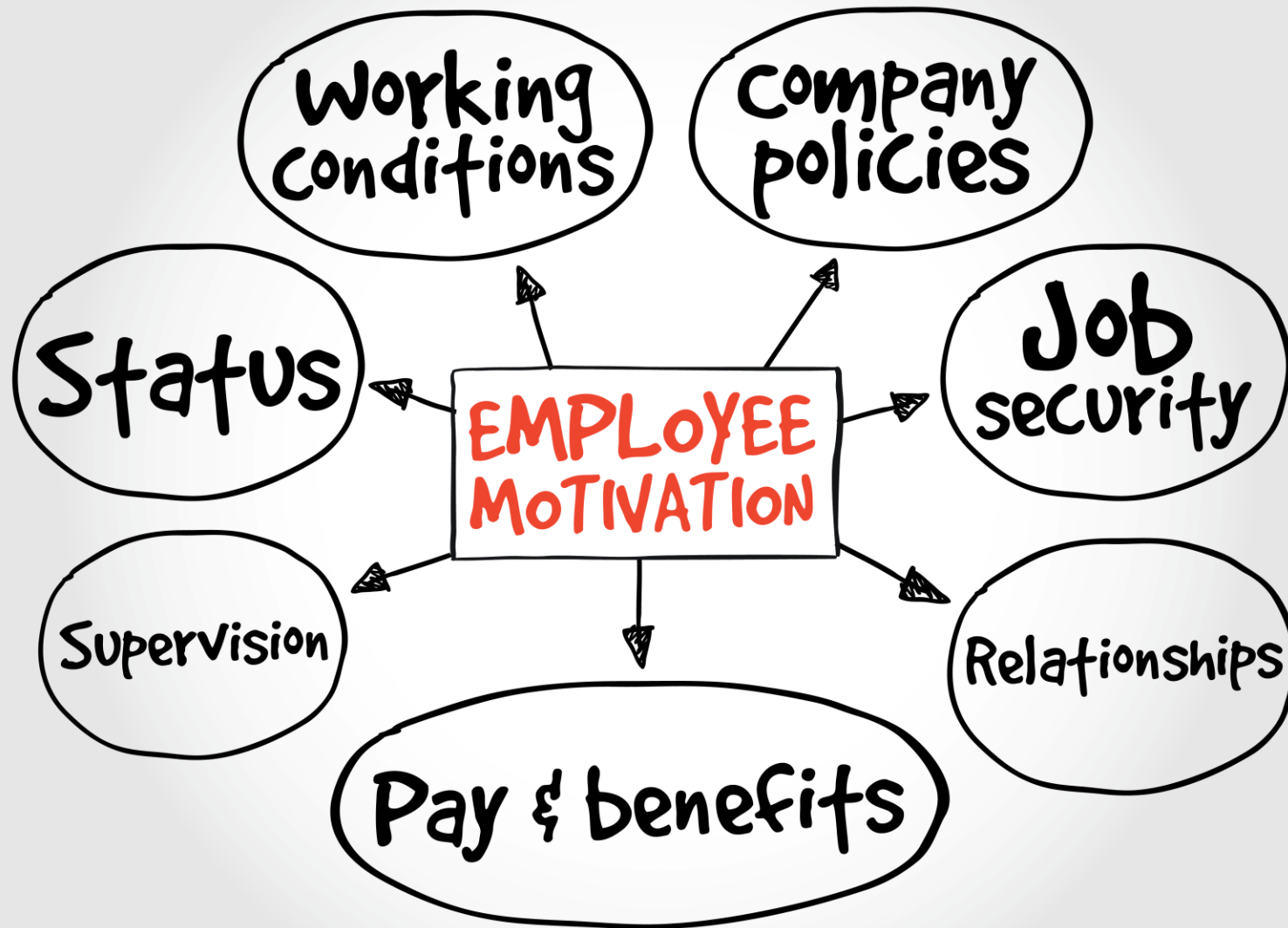
Icebreaker

- ✓ How many of you provide incentives in your pharmacies?
- ✓ How DO you recognize your employees?

**Motivation + Rewards/Incentives=
↑ Productivity**

MULTIPLE GENERATIONS @ WORK

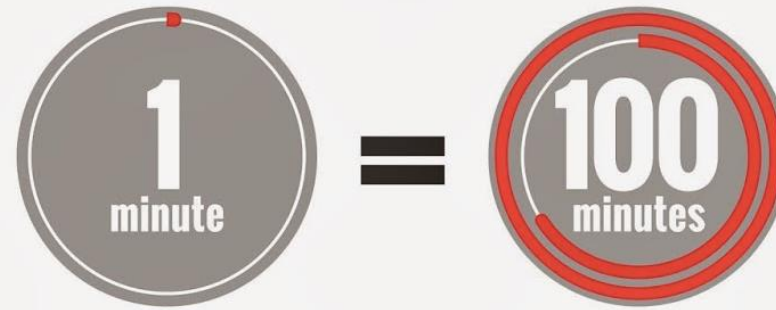
				
TRADITIONALISTS Pre-1945	BOOMERS 1946-1965	GEN X 1966-1977	MILLENNIAL 1978-1995	GEN 2020 After 1995
<p>Experienced: Great Depression, WWI and II, GI Bill</p> <p>Work is: An obligation</p> <p>Aspiration: Home ownership</p> <p>Changing Jobs: Stay for life</p> <p>Career Paths: Slow and steady</p>	<p>Experienced: Television, Moon Landing, Watergate, Vietnam War</p> <p>Work is: Expected</p> <p>Aspiration: Job security</p> <p>Changing Jobs: Loyal to employer; connecting to values</p> <p>Career Paths: Upward mobility</p>	<p>Experienced: MTV, Nintendo, PC's</p> <p>Work is: A difficult challenge</p> <p>Aspiration: Work-life balance; independence</p> <p>Changing Jobs: If necessary for compensation</p> <p>Career Paths: Need to know options now</p>	<p>Experienced: Natural disasters, diversity, mobile technology</p> <p>Work is: A means to an end</p> <p>Aspiration: Freedom and flexibility</p> <p>Changing Jobs: Is expected</p> <p>Career Paths: Switch frequently and fast</p>	<p>Experienced: Economic downturn, Global Warming</p> <p>Work is: Consistently evolving</p> <p>Aspiration: Structure and stability</p> <p>Changing Jobs: Constantly</p> <p>Career Paths: Career "multitaskers"</p>



The HEART of Your Program

Culture
Compensation
Rewards
Appreciation
Recognition

“Recognition is proven as among the best method of improving work motivation and employee engagement.”



1 minute spent on recognising behaviour
= 100 minutes of initiative in return.



Yet 2 out of 3 people receive no workplace recognition in a given year.

Incentives, Rewards & Recognition



Money Isn't Everything!



Consistency is Vital to Sincerity

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Incentives should be FUN!



**Make
It
Significant
(not expensive)**

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Compensation

**raises, bonuses,
profit sharing**



Recognition

- A sincere word of Thanks
- Post a Thank You note on their work station
- Throw a pizza party in their honor
- “ABCD” Above the Call of Duty Card
- Write about them in a company wide email
- Give a long lunch or extra break
- Honor them at a staff mtg/conference call
- Post a Thank You Sign in storefront

Rewards

gifts, monetary rewards, service awards
gift certificates



Appreciation

company parties
company paid family events
sporting events, team lunches



Managing An Incentive Program

Correcting a Problem?
OR

Reaching a Goal?

Team vs. Individual?

BUDGET

Increase Gross Profit
Baseline GP \$12.00/per rx

**employee receives xx for increase above
baseline**

Points Bonus Plan

- 100 Points=\$5.00
- New Customer Referral with Rxs=100 points
- Patient Sync=100 points
- Vaccinations=100 points
- Off Site Immunization Clinics=200 points
- “ABCD” from Manager=100 points
- Customer Compliments=200 points
- Resolving PA’s or rejected claims=100 points
- OTC Recommendations/Nutritional Supplements=50 points

EXAMPLES

Employee Appreciation Day at a Braves Game(family included)

1. Like our Facebook Pages
2. Share our Facebook Posts
3. Follow our Social Media sites
4. Must fill your and family rxs at our stores



EXAMPLES

GOAL: To Increase Specialty Rx

Incentive: 2 UGA tickets for the 1st employee to successfully complete a profitable specialty Rx



Questions?

Pamala Smith Marquess, PharmD

COO

The Marquess Group

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Real Strategies for Motivating and Driving Results Staff Development that Benefits the Business

Multiple Locations Conference

Tripp Logan, PharmD

2nd Generation Community Pharmacist

Disclosure

Tripp Logan, PharmD declares no conflicts of interest or financial interest in any product or service mentioned in this program, including grants, employment, gifts, stock holdings, and honoraria.

Speaker Disclosure

Tripp Logan, PharmD

- NCPA Innovation Center Board Member
- CPESN USA National Luminary / CPESN Missouri Lead Luminary
- Chief Operating Officer, Enhanced Service Pharmacy Alliance “ESPhA”
- Partner, MedHere Today Consulting
- Vice President, Logan & Seiler Inc. (L&S Pharmacy / Medical Arts Pharmacy)
 - Missouri Department of Health and Senior Services / CDC - Community Health Worker Grantee

Our Journey: 1976 to Today

- 2nd Generation Community Pharmacist
- Observed Acquisition, Consolidation, and Sale of pharmacies
- Operated by 2 different partners for 30+ years
- Ownership consolidation 12 years ago
- Transition of operations while adding locations and taking on new partners
- Staff management has consistently been our most difficult challenge
- Set goals of creating a common culture among many people in unique locations

Compensation Strategy Evolution

- Historically offered all staff a standard benefit package
- Historically offered annual, tenure based cost of living raises
- Historically offered profit sharing year end bonuses

Unmotivated technician said about motivated tech:

***“I’ve been here a lot longer than her,
and she makes more than I do.”***

Compensation Strategy Evolution

Internal Assessment:

- Everyone is not motivated by the same thing
- We should work to motivate everyone individually
- Drive motivation toward our pharmacy practice strategic vision

What We Decided:

- We wanted to add incentive based raises scaled higher than cost of living increases, as well as additional incentives not tied to pay

What Did We Want to Encourage?

- Staff clinical knowledge expansion
- New / marketable staff credentials (for press and payer)
- Pharmacy enhanced service revenue growth
- Visible service differentiation from other pharmacies
- Improvements in operational efficiencies
- More LOCAL patient support services
- Increases in front end sales
- Positive patient experiences



Target Goals Reflecting OUR Strategy

- Update Patient Demographic / Contact Information
- Medication Optimization Service Outreach Growth
- Certified Pharmacy Technician Certificates
- Mental Health First Aid Certificates
- Motivational Interviewing Certificates
- Community Health Worker Certificates
- Essential Oil Basics Certificates

What We've Done Recently

9 New Certified Pharmacy Technicians

6 New Mental Health First Aid Certificates

3 New Motivational Interviewing Certificates

4 New Community Health Worker Certificates

5 New Essential Oil Basics Certificates



What We've Done With This / ROI

Certified Pharmacy Technician – Incentive: PR, Coursework Covered, \$1/hr

- Local advertising topic and greatly enhance core competencies of pharmacy staff

Mental Health First Aid Certificate – Incentive: PR, Coursework Covered, \$0.10/hr

- Engaged mental & behavioral health providers with in services, create condition specific patient support staff

Motivational Interviewing Certificate – Incentive: PR, Coursework Covered, \$0.15/hr

- Utilize with complex patients in our medication optimization service, adherence interventions, follow-up care, Etc.

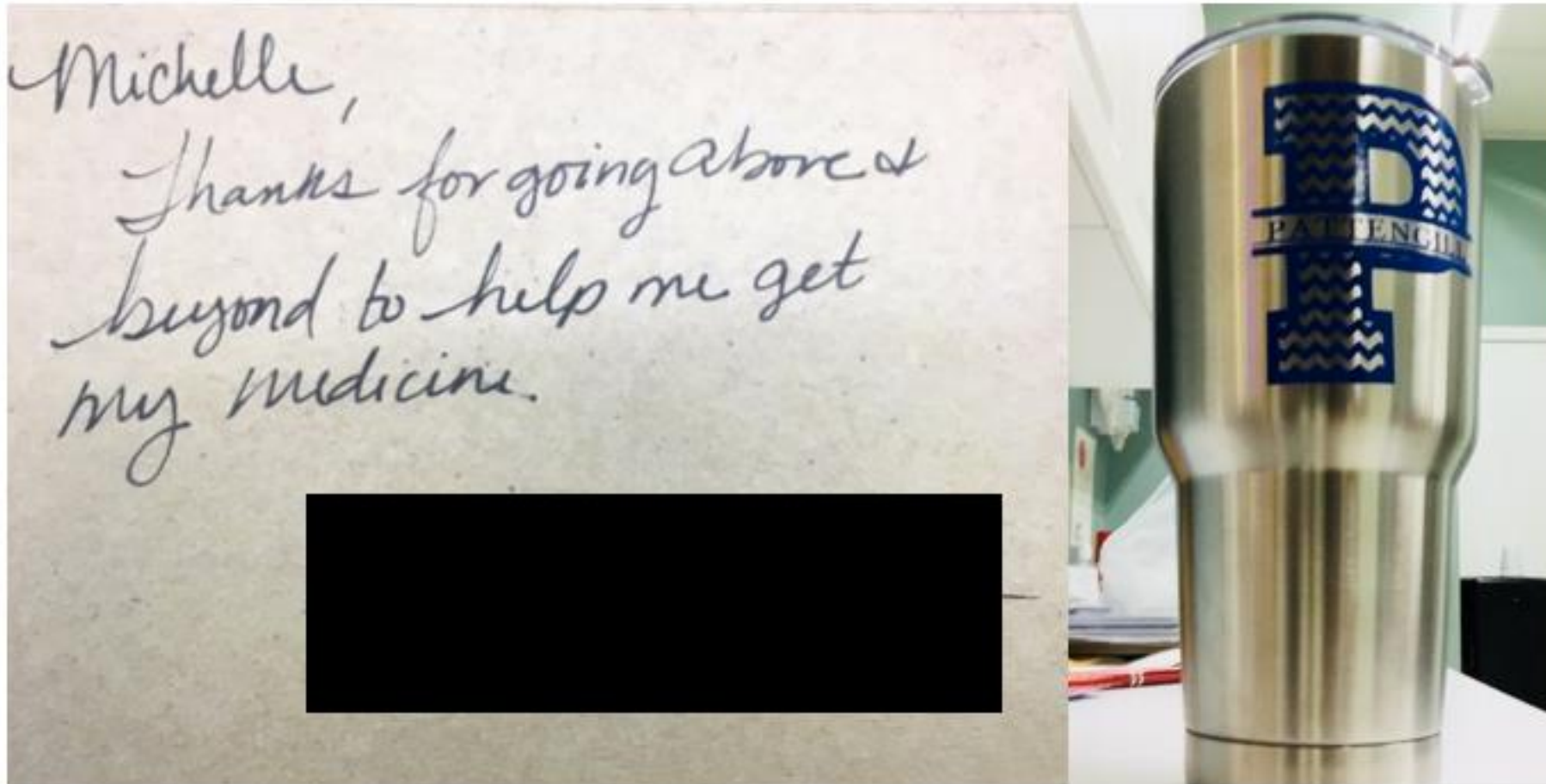
Community Health Workers Certificate – Incentive: PR, Coursework Covered, \$1.50/hr

- Engaged local providers with CHWs, coordinate care, service referrals, transitions of care support, Medicare Part D & other third party supports, work with state to develop payment model

Essential Oil Basics Certificate – Incentive: PR, Coursework Covered, \$0.05/hr

- Drive new OTC lines of business (OTC sales up 22% Q42018 vs Q42107)

The Real Return on Investment



**Empowering Our Staff to
Meet Our Goals Has Been
a Culture Shifting Game
Changer for our Patients
and our Business**

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