

Questions	What is	What should be	Gap
<b>Organizational Systems</b>			
How is the organization structured?	CEO>Regional Manager>District Pharmacy Manager>Pharmacy Manager>Pharmacy>Senior Technician>Technician	Organization structure is able to meet current needs.	No deficiency.
How are decisions made?	The pharmacy manager contacts the district pharmacy manager.	Decision making system is able to meet current needs.	No deficiency.
How is the organization doing financially?	70% of Pharmacy X's sales come from the pharmacy and not the general store.	Financial needs are met.	No deficiency
Who are the clients and what are their needs?	Customers are the clients. Their needs include healthy living advice, having prescriptions filled with the correct drugs in a timely fashion which does not happen 100% of the time. For the month of June an average of only 19% prescriptions were filled in less than 15 minutes. Also they need to feel comfortable to speak with the pharmacist about their prescription needs.	Waiting customers should have their prescriptions filled within the 15 minutes allotted. Corporate goal is to reach an average of 25% of prescriptions filled in less than 15 minutes for waiting customers.	6% deficiency
<b>Management Systems</b>			
What management techniques exist throughout the organization?	When the employees don't follow policies, they are written up. The fifth write up results in termination of employment.	Management techniques meet needs.	No deficiency.
Are employees empowered to act?	Yes. They can contact their district manager by phone or email.	Communications needs are met.	No deficiency.
<b>Physical and Technical Systems</b>			
Does the work environment inhibit performance?	Yes. Recent issues with air conditioner not working. The computer gets tied up with verifying insurance co pay, slows down prescription fill time. Computers have "crashed" twice, everything	Pharmacy X should have an environment that is comfortable physically (protection from heat, wind, etc...) Computers should run efficiently and quickly with little to	Fully functioning heat and air. Fully functioning computer system.

	had to be reprogrammed.	no wait time. Computers should be up to date, backup resources should be on hand.	
Do the employees have the tools and supplies needed to perform?	Yes, but more allotted hours for staffing has be requested.  Employees are unable to communicate with the Hispanic customers.	More allotted hours for staffing.  Employees who are able to communicate with Hispanic customers.	Lack of hours for staffing. Lack of staff.  Lack of Spanish speaking staff.
<b>Human and social systems</b>			
What is the culture within the organization?	Very embractive culture to all unique individuals.	Meets cultural needs.	No deficiency.
Do employees work in teams to solve problems?	Yes, it is required.	Needs met.	No deficiency.

	Questions	What is	What should be	Gap
1	What are the real objectives of the system?	Customers have prescriptions filled with the correct drug.  Customers receive healthy living advice.  Customers feel free to speak with pharmacists.  19% of waiting customers have prescriptions filled in less than 15 minutes  Effective communication between staff and managers by phone or email.	Needs are met.  Needs are met.  Needs are met.  25% of waiting customers have prescriptions filled in less than 15 minutes.  Needs are met.	No deficiency.  No deficiency.  No deficiency.  6% deficiency  No deficiency.
2	What are the present activities of the system that are relevant and how does the	Customers can drop off prescriptions or refills by internet, phone, drive thru, or walk up.	Needs are met.	No deficiency.

	system rationalize the activities to meet objectives?	Prescriptions are not filled in a timely manner. Average of 30 minutes.	Prescriptions are filled in 15 minutes.	15 minute gap.
3	What are the important side effects of the system's present activities?	Prescriptions are not being filled by promised time.  Customers are transferring to other pharmacies. 15 customers lost in June.	Fill prescriptions by promised time.  Customers are satisfied by service and remain at Pharmacy X.	15 minute gap.  15 customers lost in June.
4	What are the relevant resources of the system? (Personnel, budget, space, equipment)	Computer system that has crashed twice in 2006.  Pharmacy X website  3 Pharmacists, 5 technicians  All staff can only speak English.	Reliable computers.  Needs met.  3 Pharmacists, 7 technicians  Spanish speaking employee.	Faulty equipment.  No deficiency.  2 technicians  Spanish speaking employee. Lack of communication between staff and customers.
5	What are the fixed constraints of the system? (rules, policies, and laws)	When the employees don't follow policies, they are written up. The fifth write up results in termination of employment.	Management techniques meet needs.	No deficiency.
6	How is the system managed?	CEO>Regional Manager>District Pharmacy Manager>Pharmacy Manager>Pharmacist>Senior technician> Technician	Organization structure is able to meet current needs.	No deficiency.

- **Mission Statement:** We believe in the goods we merchandise, in ourselves and in our ability to render satisfaction.

We believe that honest goods can be sold to honest people by honest methods.

We believe in working, not waiting; in laughing, not weeping; in boosting, not knocking; and in the pleasure of selling our products.

We believe that we can get what we go after, and that we are not down and out until we have lost faith in ourselves.

We believe in today and the work we are doing, in tomorrow and the work we hope to do, and in the sure reward the future holds.

We believe in courtesy, in kindness, in generosity, in cheer, in friendship, and in honest competition.

### *Summary*

The following defines the gaps within the performance of Pharmacy X. The gap is defined by noting the difference between what is happening and what should be happening.

#### **Organizational Systems**

The system is organized beginning with the CEO down to the pharmacy technicians who fill the prescriptions and input data into the computer. This structure has the capacity to meet the current needs, so no deficiency is defined. According to research, needs are also being met in reference to making decisions and Pharmacy X's financial status, so no gaps are noted. What does cause concern is that the goal for each pharmacy is to have a prescription filled in less than 15 minutes for a waiting customer. The corporate office goal is for 25% or more prescriptions to be filled within this time limit. Pharmacy X has only filled 19%, leaving a 6% gap.

#### **Management Systems**

Pharmacy X relies on a write up policy when concerning managing its staff. After speaking with staff, it seems to be a fair and reliable system, so no gaps arise. Employees are also empowered to act, ensuring proper communication and a lack of gaps between what is and what should be.

#### **Physical and Technical Systems**

When hearing about the circumstances, I set about interviewing staff at Pharmacy X, reviewing its mission, and also its statistical reports from the past few months. What I've discovered was a computer that has "crashed" twice already this year, slowing prescription fill time to a trickle. The gap would be having proper equipment that is efficient and quick. Also after talking to the Pharmacy Manager, I learned that there are only 8 staff members of Pharmacy X, whereas many other successful pharmacies in the area have 9-10 members on its staff. The gap is not enough hours allotted for the desperately needed staffing. Also, at this particular branch, many Hispanic people have their prescriptions filled. Being that there are no Spanish speakers in the store, it takes quite some time to communicate with these people, slowing down wait time once more. This could be categorized as a lack of communication or lack of Spanish speaking staff.

#### **Human and social systems**

The culture within the organization is very embrative. Also all employees are not only encouraged but required to work in teams to solve problems. No deficiencies were found concerning the human and social systems within Pharmacy X.