Questions	What is	What should be
Organizational Systems		
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.
How are decisions made?	The pharmacy manager contacts the district pharmacy manager.	Decision making system is able to meet current needs.
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.
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.
Management Systems		
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.
Are employees empowered to act?	Yes. They can contact their district manager by phone or email.	Communications needs are met.
Physical and Technical Systems		
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

	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.	More allotted hours for staffing.
Human and social systems		
What is the culture within the organization?	Very embracive culture to all unique individuals.	Meets cultural needs.
Do employees work in teams to solve problems?	Yes, it is required.	Needs met.

After many observations, interviews, and viewing Pharmacy X's website and statistical data about prescription fills I was able to examine all levels of the organization related to the performance issue at hand. That being the pharmacists and technicians ability to fill prescriptions in less than 15 minutes for waiting customers. The cost of this issue has been the loss of customers in the past few months. (15 in June)

The organization of Pharmacy X is very typical, with CEO as the overall leader down to the technicians who fill the prescriptions and input patient information and prescriptions into the computers. Each district pharmacy manager is considered the decision maker. The organization is doing well, with 70% of its sales from the actual pharmacy. The clients are the customers, who have the right to have their prescriptions filled with the correct medicine in a timely manner. They also should feel comfortable to speak with the pharmacist about healthy living advice and medicinal concerns.

Pharmacy X relies on a "write up" policy for it's employees. With each infraction, an employee may be written up. The fifth write up results in the termination of their job. However, each employee feels free to contact their district manager for problems and concerns.

The physical and technical systems at Pharmacy X have had many issues. The air/heat has malfunctioned twice, making the pharmacy atmosphere very uncomfortable for both employees and customers. The computers have also "crashed" twice this year, resulting in slow prescription fill time. It was also mentioned several times that the computers can be very slow when waiting on insurance co pay information. Another attributes of the physical system is that not enough of hours have been allotted for staffing.

The culture within Pharmacy X is a very positive and diverse one. Pharmacists and technicians take pride in knowing many of the customers by first name, making the customers feel very comfortable. Also, it is a requirement for the employees to work in teams to solve problems.