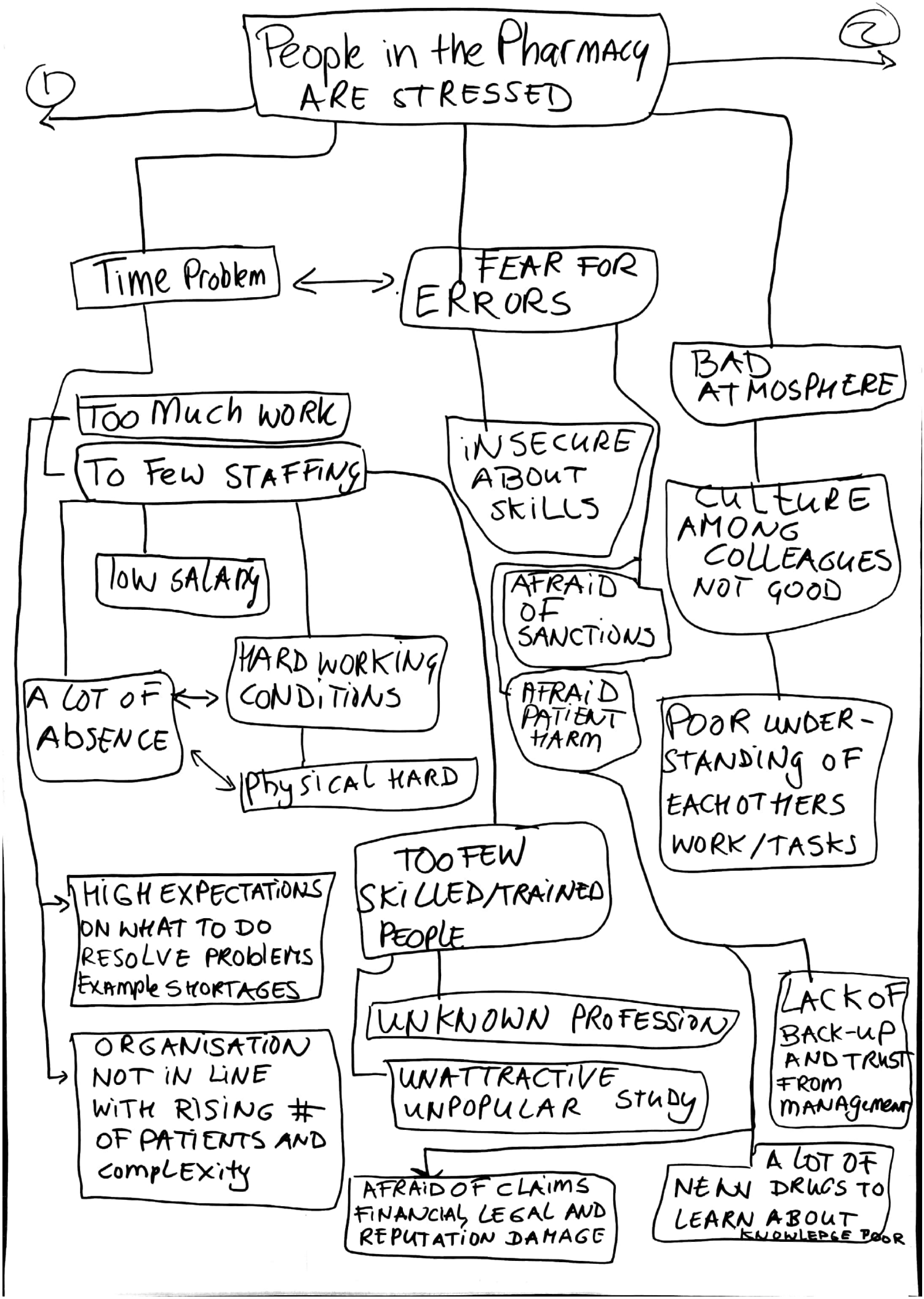

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1

INFRASTRUCTURE IS INEFFICIENT

HOUSING OF PHARMACY IS NOT ~~AP~~ STATE OF THE ART
LOCATION - SIZE ETC

MANAGEMENT NOT AWARE

PHARMACIST TOO MODEST AND TOO LESS SELF CONFIDENT TO CLAIM RELEVANT POSISION

2

NO CLEAR VISION / PURPOSE ON "WHY" WORK IS DONE

LACK OF MANAGEMENT SKILLS IN:
- COMMUNICATION
- INVOLVING STAFF
- PROJECT PLANNING
- LEADERSHIP

NO TRAINING
NO NON-PHARMACY PROFESSIONALS ENOUGH

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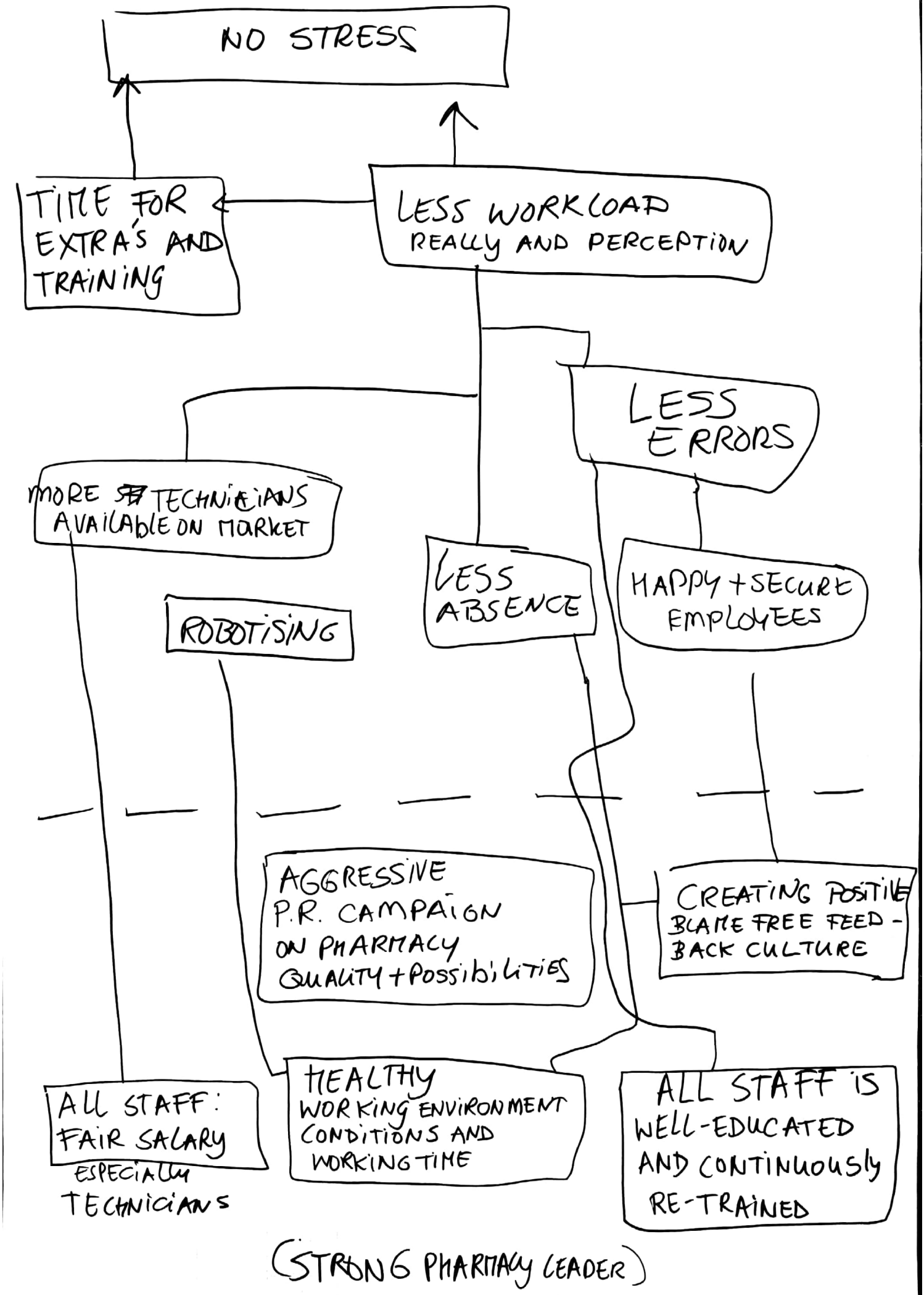

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DISPEN. ERRORS

WHY?

PEOPLE	TECHNOLOGY	CULTURE	PROCESS
LACK OF TRAINING	DOESN'T EXIST & BREAKS DOWN	• REPORTING	STANDARD NOT EXISTING
UNDERSTAFFED	NO I.T. SUPPORT	• COMUNICATION GAPS	• LESS INTEGR.
HIGH TURNOVER		• HIERARCHY	
MULTITASKING			
LACK OF MOTIVATION			

↓

POOR SALARY
LACK OF TIME
POOR BUDGET
ORGANIZATION (GAPS, AGENDA)
ABSENCE
WORK OVERLOAD
BAD COMMUNICATION (CONFLICTS)

↓

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PEOPLE

- TRAINING
- ~~(BETTER INVOLVEMENT)~~
- ↓
- MOTIVATION
- TASK DEFINITION
- TEAMBUILDING
- ↑ SALARY

↓

- BETTER INVOLVEMENT
- LESS CONFLICTS (BETTER COMUNICATION)
- HAPPIER STAFF

TECHNOLOGY

- BETTER EQUIPMENT
- I.T. SUPPORT

↓

~~LESS WORKLOAD~~ MORE RELIABLE SYSTEM

↓

LESS WORKLOAD

↓

LESS MISTAKES

CULTURE

- IMPLEMENT. RISK MANAGEMENT SYSTEM
- MEETINGS
- TASK DEFINITION

↓

- BETTER UNDERSTANDING
- MORE CONFIDENCE

PROCESS

SOP

↓

DYNAMIC PROCESS

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	INDICATORS	MEANS OF VERIFICATION	Assumpt.
TRAINING	· No. of people trained · Evaluation by a supervisor · No. of courses	· audit · records (education)	Less dispensing errors

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WHAT: INCREASING DISPENSING ERRORS

SWISS CHEESE MODEL

MANUAL PROCESS (NO ROBOT) (LACK OF TECHNOLOGY)

1 → ENVIRONMENTAL: LACK OF SPACE, LIGHT
TOO MANY IMPULSES
WORKLOAD

2 → HUMAN: LACK OF TRAINING, INFORMATION
LACK OF SENSE OF RESPONSIBILITY
LACK OF MOTIVATION
LACK OF STAFF

3 → PROCEDURES (ORGANISATION): NO CLEAR PRESCRIPTIONS
NO (GOOD) PROCEDURE FOR DOUBLE-CHECK
NO LA/SA PROCEDURE
ORGANISATION OF INVENTORY (ALPHABETICALLY ↔ CHAOS)

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DECREASING DISPENSING ERRORS

- FORMAL PROCEDURE FOR DOUBLE CHECK
- PROFILED ADS
- ROBOT

(N.A : LOT OF RESOURCES)

QUICK FIXES

1 → ENVIRONMENTAL
- SUFF. SPACE & LIGHTNING
- NO DISTRACTIONS

VERY IMPORTANT

2 → HUMAN
- IMPROVING WORKING CONDITIONS (BREAKS, ROTATION, ...)
- TRAINING
- INVOLVEMENT ~~of~~ IN THE TOTAL DRUG PROCESS OF THE HOSPITAL
- XX MEETING WITH THE CAREGIVERS → FOLLOW-UP / RESULTS OF ERRORS

3 → ORGANISATION OF PROCESS
- STANDARDISATION OF PRESCRIPTIONS
- ELECTRONIC / STRUCTURED PICKING LISTS (EG. STOCK PLACE, ...)
- ORGANISATION OF THE STOCKS (LA/SA, HRM, FREQUENT MOVERS, ...)

INVOLVEMENT OF PERSONNEL INTO CHOICES OF PROCESS CHANGE

X _ PROCEDURE FOR DOUBLE CHECK
- ANALYSIS OF RISKS: WARD STOCK VS INDIVIDUALISED DISPENSING

INDICATORS : ACTIVE OBSERVATION BY CHECKING PHARMACISTS (PRE_POST)
SPONTANEOUS REPORTING BY NURSES (PRE_POST)

SATISFACTION SURVEY FOR PHARM. TECHNICIANS / NURSES

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NO STRESS

- MORE TIME FOR HIGH VALUED ACTIVITIES
- CORRECT PLANNING IN ADVANCE
- PATIENT & NURSES' / PHYSICIANS' SATISFACTION
- PHARMACY DELIVERS ON TIME

- ACKNOWLEDGE STAFF EFFORT
- STANDARIZING DOSES & PROCEDURES
- USE OF AUTOMATION
- PRIORITIZING
- INCREASE IN OPENING / PATIENT SERVICING HOURS
- PROCEED WITH ORGANIZATIONAL / STRUCTURAL CHANGES
- IMPROVE PERSONELL TRAINING
- EXPLORE THE POSSIBILITY OF EMPLOYING OTHER PROFILES
- INCREASE NUMBER OF PHARMACY STAFF

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ACTIVITIES	INDICATOR	VERIFICATION	ASSUMPTION
EXPLORE THE POSSIBILITY OF EMPLOYING OTHER PROFILES - WHICH PROFILE DO WE NEED - SHARING TOOLS / STAFF - COMPETENCE GRID EXISTING STAFF - LOOKING FOR RESOURCES - RE-ASSIGNMENT EXTERNAL STAFF HOSP - OUTSOURCING	BUDGET TURNOVER COMPETENCE GRID NUMBERS	REPORT OF - HUMAN RESOURCE - FINANCE - PHARMACY/ - WARDS -	• LEGISLATION • FUNDING • COOPERATION PARTNERS in HOSP

LAC
PHAI
PCS
NGOBE

STRESS

- GENERAL ORGANIZATIONAL ISSUES / MANAGEMENT
- LACK OF ~~CO-OPERATION~~ FUNDING
- PHARMACY
  - OVERWORKED PHARMACISTS
    - LACK OF PHARMACY PERSONELL
      - NUMBER
      - PROFILE
      - MOTIVATION
    - AUTOMATION
    - STANDARIZATION
    - TIME MANAGEMENT
    - DISPENSARY INTERRUPTIONS
    - INCREASED DEMAND OF SERVICES
- HOSPITAL
  - LACK OF CO-OPERATION
  - DE-CENTRALIZATION
  - SHIFT FROM HOSPITALIZATION & TO DAY CLINICS
- EXTERNAL
  - QUAITY STANDARDS
  - DRUG SHORTAGES
  - NATIONAL GUIDELINES (SCREENING)

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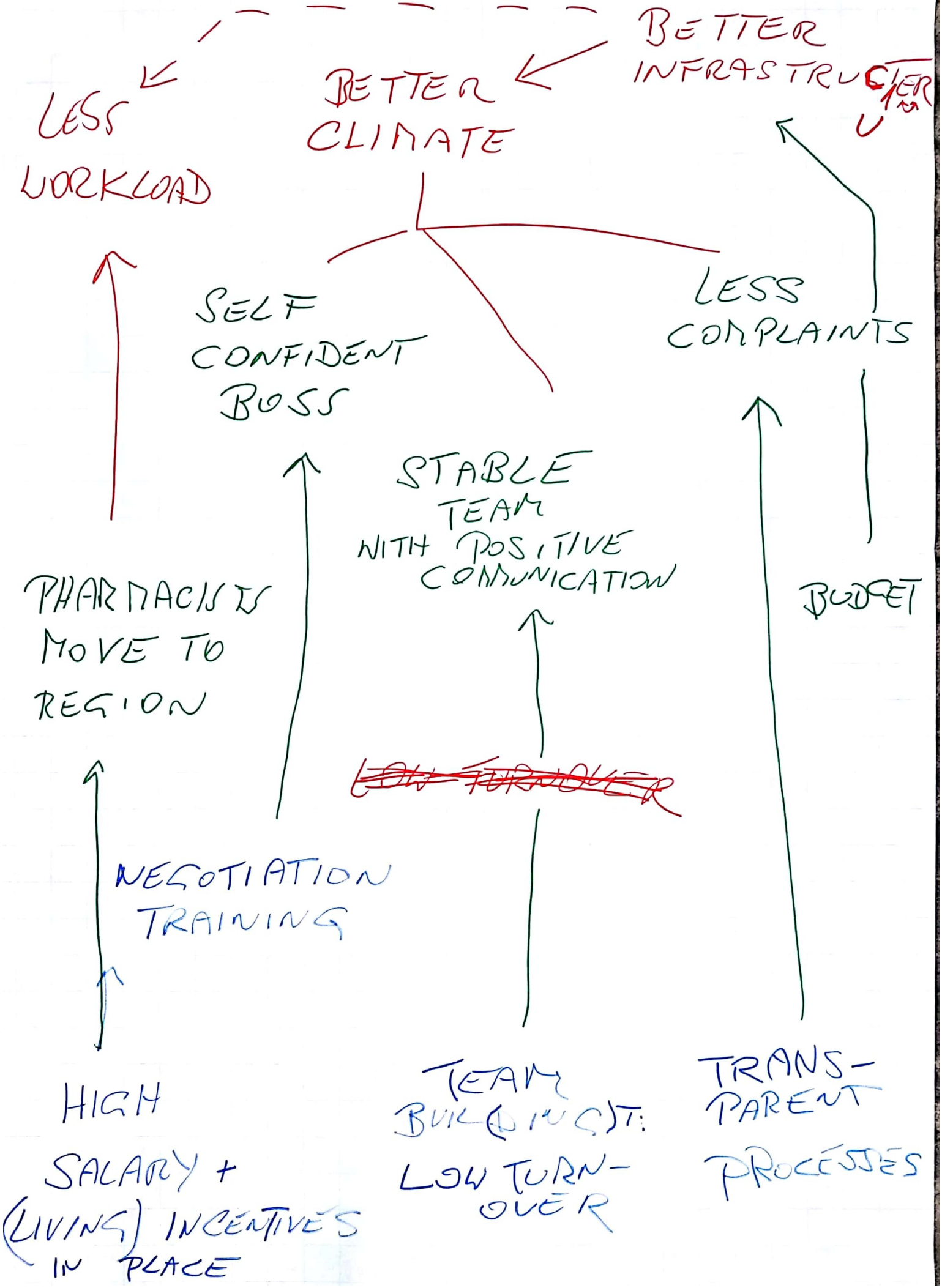
OBJECTIVE TREE



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LOGICAL FRAMEWORK TABLE

GOAL LESS STRESS

PURPOSE

POLITICAL INFLUENCE

OUTPUT

1.) BETTER REMUNERATION — % INCREASE SALARY

2.) TRANSFORMED BOSS — SURVEY ↓ no. of complaints

3.) MOTIVATED PHARMACISTS — LOW TURNOVER, ↓ DAYS OF ABSENCE

4.) ~~COM~~ TRANSPARENT PROCESSES

ACTIVITIES — CLICKS ON EDUCATIONALE VIDEOS

PROFESSIONAL BODIES

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PROBLEM TREE

STRESS IN WORKPLACE

MOTIVATION LOW

WORKLOAD TOO HIGH

NOT ENOUGH PHARMACISTS EMPLOYED

NO PHARMACISTS AVAILABLE IN REGION

CLIMATE AT WORKPLACE

"ANGRY BOSS"

COMMUNICATION GAPS

DEMANDING CLIENTS

PRESSURE FROM MANAGEMENT

SILOS

LACK OF UNDERSTANDING PROCESSES

INFRA-STRUCTURE

NOISE, LIGHT, ROOM,

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