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# pharmacy BUSINESS

MAY | JUNE 2015



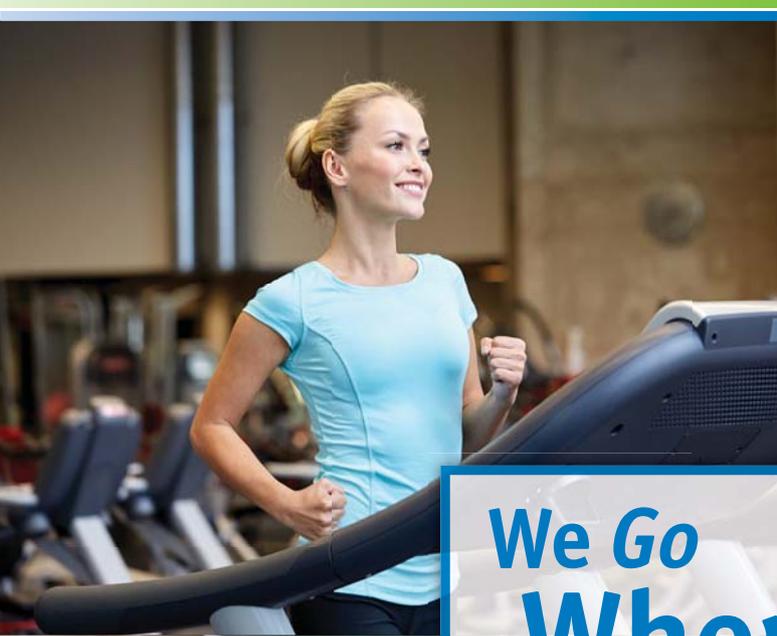
## Practising pharmacy

# HER WAY

TARA MALTMAN-JUST PUTS PATIENTS FIRST pg 22

Tara Maltman-Just,  
founder and clinical  
pharmacist, Winnipeg, MB.

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*Jane*

Jane Auster  
EDITOR  
@PharmacyU

# A new way of doing business

As regulations change and pharmacists are able to offer, and charge for, new services, many are changing their whole way of doing business.

One such healthcare professional, featured in this issue of *Pharmacy Business*, is Tara Maltman-Just of Vitality Integrative Medicine in Winnipeg. Even the name of her operation is different, reflecting an approach some might consider radical, but one which she considers the right way to interact with her patients.

"Mine is a one-on-one practice model that enables me to treat my patients with the integrity, compassion, personalized and comprehensive care that I believe they deserve," she told writer Jack Kohane.

Hers is a purely clinical, non-dispensary, fee-for-service private practice with a focus on proactive and preventive healthcare. She offers in-depth health consultations, combining integrative medicine and therapeutic planning tailored to each patient's needs. She also collaborates with other healthcare professionals to help patients manage their care within the context of a healthcare team. There are no silos of care here.

She hopes more pharmacists will adopt her "patient-focused" consultative care model as they are empowered to offer and be compensated for services that go beyond dispensing. Of her colleagues, she says, "I believe they have a deep-seated perfectionism, an underlying conviction of wanting to be their best and do their best for others."

The care model is changing. Pharmacists are changing with it, and that spells better care for patients. **PB**

**"They have a deep-seated perfectionism, an underlying conviction of wanting to be their best."**

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## Expanding scope

Expanding opportunities

*Born in Manila, Philippines, MARIE “JAM” BRAVO moved to Canada in her teens with her family. She was given the middle name “Jam” to separate her from cousins with similar first names. The 20-something pharmacy student at the University of Toronto’s Leslie Dan Faculty of Pharmacy has worked as a medical information associate for an international pharmaceutical company and as a pharmacy assistant in community and hospital clinics.*

The changing and expanding scope of pharmacy practice makes this career a very exciting prospect for today’s pharmacy students.

For their part, patients have for a long time been seeking advice from their pharmacists about questions involving their health. Patients recognized many years ago that pharmacists are not about counting pills and filling their prescriptions, but most importantly are also there to listen to patients’ health concerns and work with them to create a plan to manage these concerns.

I started working as a pharmacy assistant 10 years ago, and I am very fortunate to have witnessed positive changes that have occurred in the pharmacy profession in the past decade, particularly in the area of more focused cognitive services such as medication reviews, smoking cessation counselling, providing pharmaceutical opinion to physicians, as well as administering flu vaccines.

The expanded scope of practice has definitely

made healthcare more accessible and encouraged collaboration between pharmacists and family physicians.

Having worked for both hospital and community pharmacies, I can say that I have a good understanding of the role of pharmacists in these different types of settings. I love working at the hospital because it gives me an opportunity to work closely with physicians and other healthcare professionals. I am able to approach them with concerns and work collaboratively on deciding how to approach the patient’s care. Having the opportunity to see patients every day also allows pharmacists to carefully monitor patient outcomes through safety and efficacy parameters.

In community pharmacy we are able to follow our patients long-term and have continuous interaction with them for many years. We are also able to address chronic medical conditions such as hypertension, diabetes, high cholesterol and also deal with patients who have suffered life-changing events such as heart attack and stroke. At the hospital, on the other hand, we may focus mainly on resolving acute conditions like stroke, heart attack, falls and fractures, COPD exacerbations, with the goal of stabilizing the patients so they can be healthy enough to return to their daily activities when at home.

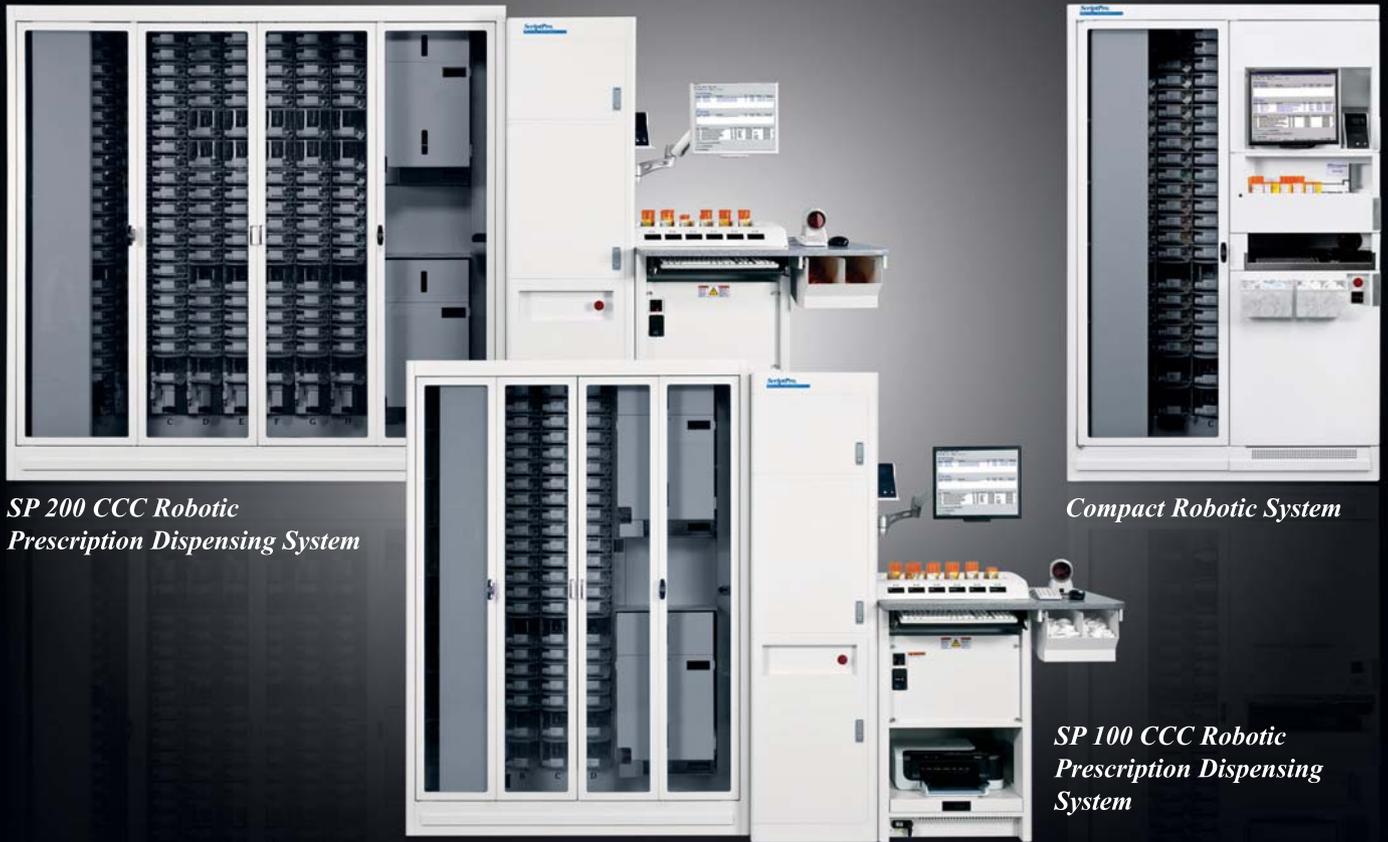
I currently work as a teaching assistant at U of T’s Faculty of Pharmacy, so I can definitely say that I’d like to teach as well as practise. I also see myself being a preceptor one day and becoming a mentor for future pharmacy students

Ultimately my goal is to work as a primary care or family health team pharmacist in an ambulatory care setting, which is similar to a medical clinic. I am really interested in diabetes, cardiology and infectious diseases, and want to make a positive impact in the management of these chronic diseases for my patients. **PB**



**The changing and expanding scope of pharmacy practice makes this career a very exciting prospect for today’s pharmacy students.”**

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## Flu first

### A shot in the arm for my community pharmacy

**T**he first months of my return to community pharmacy were a whirlwind of meeting new people, adjusting to the demands and the delights of owning a pharmacy, and adjusting to life on the frontlines of my profession. For the last few months, I have been focused on flu season and preparing my team to implement Westport Village Pharmacy's first flu program.

We are the only pharmacy in the area that offers this service, and frankly, I wasn't sure what to expect.

Fortunately, I was already certified to give flu injections from my days at Rexall. When pharmacists were given the legislative green light to give flu shots in Ontario, all our pharmacists became certified. As vice president of pharmacy with the company at the time, I didn't feel as an executive and a pharmacy leader that I could tell others they needed to be injection-certified and not be certified myself. Once certified, I wanted to put that new learning to good use, so on Sundays, I gave injections at my local Rexall pharmacy in Toronto. I'm glad I did.

When I arrived in Westport, I started giving injections for various medications and vaccines like ProLIA, Zostavax and Gardasil through direct orders with our local physicians. So, when we rolled out our flu program, I was very comfortable with injections.

Customers embraced the new service. They found it very convenient as evidenced by the more than 400 flu shots we administered in a community of 680 people. The first week the program launched, it was very hectic, but we managed the

workflow well and quickly found our rhythm.

This wasn't by chance. I met with staff ahead of time to plan how we would fit this new service efficiently and effectively into our daily operations. Things went like clockwork. A few times patients had to wait 10 or 15 minutes, but this was unusual. Most of the time, they could get their vaccine within minutes of arriving.

Our program included working closely and working well with local physicians. We created a system whereby we notified doctors when one of their patients had received a vaccine in the pharmacy. It was important information for them. In Ontario, the government offers doctors an incentive if a certain percentage of their patients gets a flu shot, even if that shot is not administered by the physician. So, collaboration was of mutual interest.

Our goal for the season was 300 flu shots, and we surpassed this in mid-November. We advertised the service in the local paper every week for two months and had signage inside and outside the store. We even had "lawn signs" around town. People noticed. A lot of people came in for their flu shot who were just driving through town and glimpsed one of the signs.

Support from our local public health unit was also incredible. Their office is more than an hour's drive away from the pharmacy, and unit staff would come in early so I could pick up vaccines and make the return drive back to open the store on time.

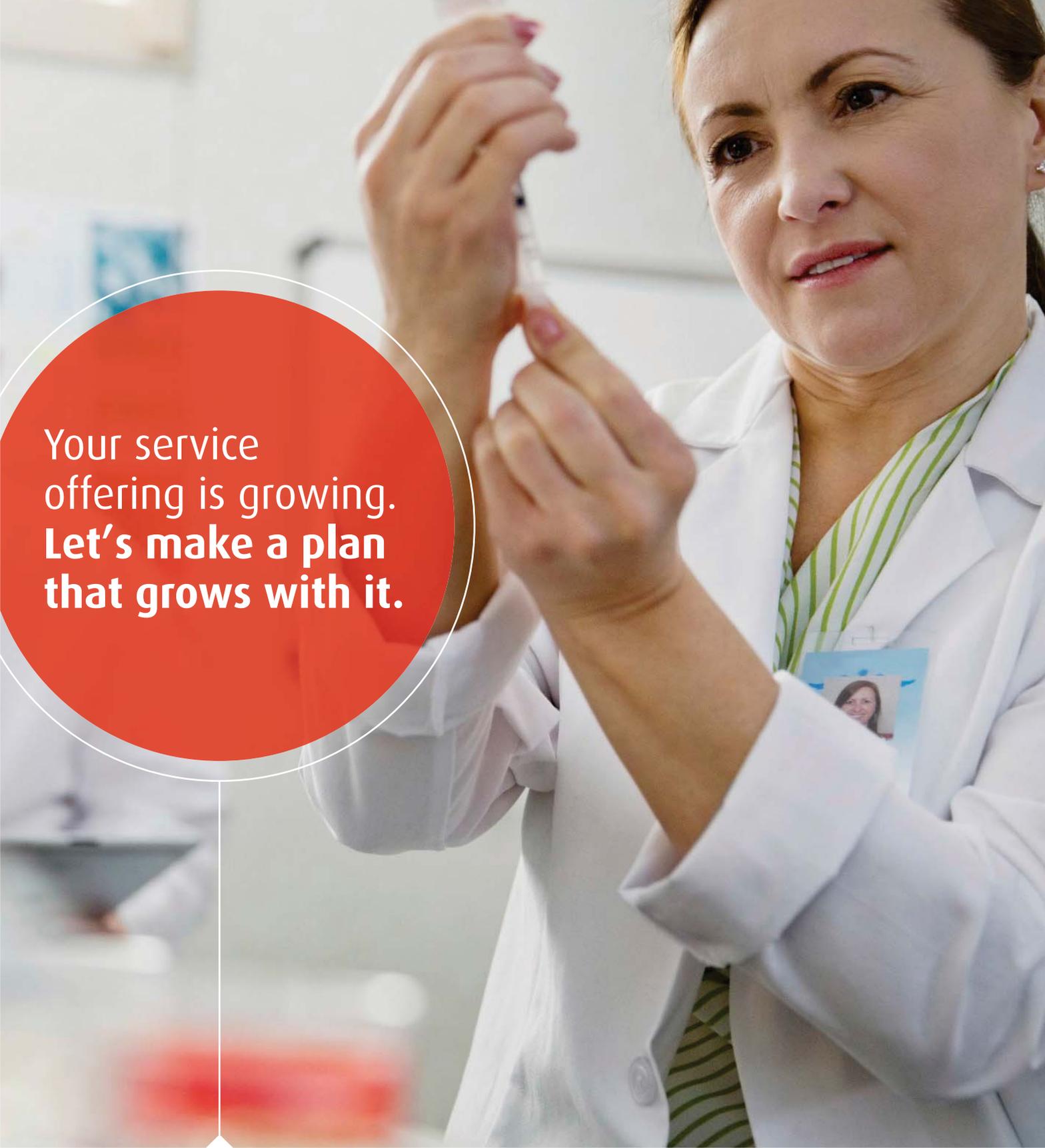
I'll hope for, but won't count on, significant growth in the number of people who come to us for a flu shot next season, but this is an important service for my community and we will continue to provide it. **PB**

*Tracey Phillips, pharmacist-owner, Westport Village Pharmacy, Westport, Ont.*



**For the last few months, I have been focused on flu season and preparing my team to implement Westport Village Pharmacy's first flu program."**

ILLUSTRATION BY MARTIN BREGMAN



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# PFIZER *and pharmacy*

## Partnership in the truest sense

BY DONALEE MOULTON

Change has defined the pharmacy landscape in Canada for the last decade. The amount and the pace of that change have been unparalleled in the profession. Such transformation – even when enhanced patient care is the result – requires a new way of working. It also requires distinctive leadership.

"In an environment of complex change, leaders with broader skills are essential: those with the ability to cross boundaries and sectors, those who can interact with the customer in new and innovative ways," says Gordon Cooper, Pfizer's Director of Retail

Strategy and Market Development, in Montreal. "Quite simply, pharmacy leaders today are those who can see the bigger picture – because the profession demands it."

Celebrating the profession's new and evolving leadership is the foundation on which the Leaders in Pharmacy initiative has been built. Sponsored by Pfizer Canada and GenMed, a division of Pfizer Canada, the program recognizes the contribution of pharmacists across the country and the ways they are helping to transform the profession today. In its first year, Leaders in Pharmacy focused on mentorship and brought a new generation of pharmacy leaders to the forefront. This year, the focus is on successful advocacy during this unprecedented period of sustained and significant change.

"Our support of the Leaders in Pharmacy program reflects our commitment to working together with the pharmacy profession," says Cooper. "One of our primary goals is to create

strategic partnerships and support the pharmacy profession as it redefines itself. We want to stand with pharmacists as their role evolves into a true healthcare partnership for patients."

### PARTNERS IN PHARMACY

Pfizer Canada is uniquely positioned for this transition. The biopharmaceutical company opened its doors in Canada in 1953 and has been working together with the pharmacy sector ever since. In this climate of change and opportunity, the company is more fully engaged in this partnership than ever before. "Much of our work is aligned with that of the pharmacy sector, and we share a common goal: helping to enhance the health of Canadians. Together we can attain that goal more effectively," says Cooper.

Pfizer works closely with the Canadian Pharmacists Association, the Neighbourhood Pharmacy Association of Canada, provincial pharmacy organizations, and local pharmacists across the country on

BRANDON GRAY

"PHARMACY  
LEADERS TODAY  
ARE THOSE WHO  
CAN SEE THE BIGGER  
PICTURE – BECAUSE  
THE PROFESSION  
DEMANDS IT."



initiatives ranging from education to advocacy.

"We recognize the growing and increasingly vital role pharmacists play in improving patient health, and we are excited to work hand in hand with the pharmacy profession as its scope of practice evolves and it advocates for much-needed and critical changes," says Cooper.

Both parties bring important attributes to the table. Pharmacists stand proudly as the most accessible healthcare providers in the country. Pfizer offers a leading portfolio of products and medicines that support wellness and prevention, as well as treatment and cures for diseases across a broad range of therapeutic areas.

"We are here to support pharmacy in every aspect," says Cooper. "Ultimately, we are collaborating with pharmacy to better address the customers' needs. At Pfizer, we believe to be truly healthy, it takes More Than Medication®.

The pharmacy profession now has a unique and unparalleled opportunity. Increasingly, pharmacists are the first point of contact for patients seeking medical advice, information and insight. Pfizer is here to lend a helping hand, says Cooper. "We are striving for the same thing – improved patient care – and together we can make advances that no one alone can make."

## THE IMPORTANCE OF ADVOCACY

Such advances require skilled advocacy – the theme of this year's Leaders in Pharmacy. These skills are a must in the current environment, stresses Cooper. "To facilitate change and drive appropriate advances, you need advocacy for the profession and the sector; otherwise change will be forced upon you. You need to be at the table or you will be overlooked."

The goal, as always, is better care for patients, and today pharmacists work in a world where the empowered patient is playing a bigger role than ever in healthcare. As Canadians embrace and adopt the latest technologies to manage their health, they are looking to healthcare providers and governments to provide the best treatments possible. As accessible and respected leaders in the field, no one is better positioned to meet the needs of the empowered patient than pharmacists.

Meeting the demands of the empowered patient and successfully advocating on their behalf requires more than a partnership on paper. "We are a partner in the true sense of the word," says Cooper. "Together we are working to make Canadians healthier and the healthcare system in this country stronger."

▶ Watch the new Leaders in Pharmacy video to learn how you can become a better advocate at [PharmacyU.ca/videos](http://PharmacyU.ca/videos)



**"ONE OF OUR PRIMARY GOALS IS TO CREATE STRATEGIC PARTNERSHIPS AND SUPPORT THE PHARMACY PROFESSION AS IT REDEFINES ITSELF."**

– Gordon Cooper, Pfizer's Director of Retail Strategy and Market Development



# PATIENT CARE

## GETTING TO THE HEART OF EFFECTIVE ADVOCACY

BY MARK REDER, Senior Vice President, Senior Partner, and General Manager Fleishman Hillard, Vancouver



### Community pharmacists are often hesitant to engage in advocacy.

They think it is not their role or their area of expertise. They need to think again. First and foremost advocacy is about enhancing patient care.

There is a widely held impression that advocacy means lobbying. It doesn't. Lobbying can be part of advocacy, but the reality is that if you are lobbying government, decisions may already have been made. Ideally, effective advocates are involved at the earliest stages of policy decision-making and are consulted along the way.

There is a misconception that advocates must be loud and demonstrative. The reality is that most advocates – like most community pharmacists – do not need to be outspoken voices in the health system. They do not have to pound tables. They are trusted and can be looked upon to bring solutions to the discussion.

The issues that interest and engage government are your issues. The decisions that a government makes affect your patients and your practice. It is essential that you be a central part of the process. The voice of your industry association is important, but it is only magnified by the experience and the insight of a community pharmacist.

When speaking about your patients, practice and community, you are influential. That doesn't mean all your recommendations

will be endorsed, but it does mean they will be on the table and they will be considered. Expanding scope of practice, for example, cannot happen in isolation. It can only occur because government is looking for ways to enhance patient care while reducing healthcare costs – and community pharmacists are willing to work with patients and other health professionals to bring about changes.

Finding that voice can be difficult. From the outside, government can resemble a big, impenetrable fortress. While this is not necessarily the case, government is definitely a large entity, and it can take time to attain results.

In addition, pharmacists are often uncomfortable in the role of advocates. This is a new area, one they didn't train for, and one that

may not come naturally. There is a tendency to leave advocacy to the "professionals," but no one can speak on behalf of patients as well as community pharmacists.

The most effective advocacy is ongoing. It requires getting involved and getting involved over time. That can be daunting and it can be a lot of work, but it doesn't have to be. The issues that

affect your pharmacy affect other pharmacies. Advocacy is a team sport. Find out what your industry organization is doing and how you can help during the time you have available. Work with colleagues.

There really is strength in numbers.

As a successful advocate, you need one key attribute: patience. Staying power is fundamental to the process. Government juggles many priorities – it can take years to change or introduce legislation – and your expectations must match the reality of the landscape.

It is also hard to measure the impact of advocacy. Indeed, in many cases, success is characterized by what did not happen rather than what did happen. Good advocacy sometimes can be defined by the absence of poor policy.

Ultimately, government is interested in the health and well-being of the population. That puts the community pharmacist in an incredibly important position. The government is not standing in a pharmacy speaking with patients. You are – and you bring that distinctive insight to the decision-making process.

Sharing what you know does not mean leveraging patient relationships. It means speaking out for your patients. In many cases, only the community pharmacist can describe what it means for patients to be in a particular situation. That description will be uniquely yours, in your voice.

It's not about pushing for this

or demanding that. It's about bringing informed insight to the conversation and to the decisions that are eventually made. It's about making sure that patients' needs are at the heart of the discussion.

It's about enhancing patient care.

*Leaders in Pharmacy, including this independently written article, is supported by GenMed, a division of Pfizer Canada.*



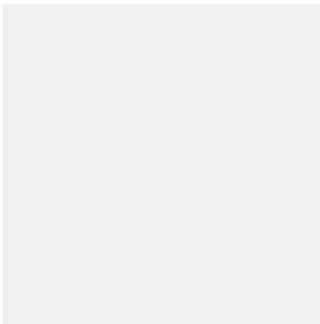
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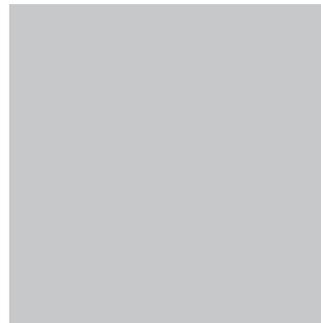
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## Rod Amaya's prescription for **ENHANCED PATIENT CARE**

Refills and minor prescribing fill a gap

BY DONALEE MOULTON PHOTOGRAPHY BY KEVIN HOGARTH

Across Canada pharmacists are enjoying an expanded scope of practice – and patients are reaping the benefits.

For many pharmacists, contemporary practice now includes prescribing for minor ailments and renewing physician scripts.

“Pharmacists are filling a gap for our patients. We are conveniently available and accessible,” says Rod Amaya, an associate owner of a Shoppers Drug Mart in Saskatoon.

In Saskatchewan, as in most other provinces, pharmacists can refill medication for patients who cannot get in to see their doctor, for doctors away from the office who leave instructions, and in emergency situations such as patients on vacation who forgot their



**It gives us the opportunity to connect with our patients, and the reward is both professional satisfaction and business profitability.”**

medication. As well, in cases where patients have a less serious medical condition such as a cold sore or seasonal allergies, many pharmacists can now prescribe medication rather than recommending a milder, non-prescription option.

Prescribing and refilling medications benefit individual patients and the healthcare system itself. “It gives us the opportunity to connect with our patients, and the reward is both professional satisfaction and business profitability,” says Amaya. “In the past, pharmacy owners/managers subsidized professional services from dispensing revenues and generic subsidies. Now, we can plan labour hours to provide professional services paid for by the revenues created by those services.”

Business growth must be managed, and it must be incorporated into daily operations. Above all, training is essential. At Amaya’s pharmacy, all staff are trained to identify customers who might benefit from the prescription service and refer them to the pharmacist. For example, if a customer asks a clerk where to find Abreva, the employee will direct them to the pharmacist, who can then speak with the customer about prescription as well as OTC options for cold sores.

“We involve everyone in the store,” notes Amaya. “They understand what to do if a

customer asks about a minor ailment and why it is important to direct them to the pharmacy.”

In addition, training includes a more in-depth focus on specific minor ailments. In Saskatchewan, pharmacists can prescribe for 17 conditions, including oral thrush, ring worm, and muscle strains and sprains. Every seven days, Amaya promotes a “Minor Ailment of the Week” with staff. “It’s a closer look at a minor ailment and how we can help patients,” he says. “It’s also a great way to train new staff and refresh staff who have been with us for some time.”

The weekly focus is often tied to a likely increase in requests for medication. For example, allergic rhinitis most frequently occurs in the spring, so it is the focus of training at this time. Other conditions, such as acne and diaper rash, occur year-round, so they can be scheduled for weekly discussion at any time.

For patients, the training benefits them in two ways. It helps staff to identify what a patient needs and offer support that goes beyond simply pointing them to a particular aisle. “It’s about customer service,” says Amaya. “We want patients to come to us with their questions.”

Answering questions is about more than providing information, he adds. “It’s about having a

**Rod Amaya**, associate owner, Shoppers Drug Mart, Saskatoon, SK, works with his pharmacy team to offer a more in-depth focus on specific minor ailments. Every seven days, he promotes a “Minor Ailment of the Week” with his staff, who are specially trained to deal with patients with particular needs.



conversation with the patient. It provides us with a one-on-one opportunity to connect with patients.”

In most provinces, the pharmacist’s expanded scope of practice has been reported on in local media, and provincial associations have undertaken awareness campaigns. However, most patients continue to learn about the services pharmacists can offer at the store level, says Amaya. He notes that education has been effective. “Now people come to us and ask for these services directly.”

Pharmacists should prepare for the additional time it takes to provide these services. It will be time well spent, says Amaya. “You may need to adjust your workflow and time management, but you will find a process that works for you. The more of these services you provide, the easier it gets.”

The time to start is now. “Patients will come to expect these services from pharmacists,” stresses Amaya. “It’s about optimal care. The patient gets important information so they can make the best choice for them.” **PB**

***donalee Moulton** is a professional writer in Halifax. She has written for more than 100 newspapers and magazines in Canada – and beyond. She has served as a contributing editor and regional correspondent for national medical, health and pharmacy publications.*

 **WATCH & LEARN**

## **KELLY CROTTY PROVIDES SPECIAL CARE TO PATIENTS WITH COMPLEX NEEDS**



**“We are a home care pharmacy with a special focus on delivering care and treatment to patients with complex conditions.”**

**Kelly Crotty**, manager and pharmacist at Medical Pharmacy in Ottawa, ON.

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HEALTHCARE  
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# Creating a tighter **CIRCLE OF CARE**

**London Drugs' Rick Siemens creates one-stop service with expanded care**

*By Talbot Boggs*

“

**It's important to put in the preparation time and educate other healthcare providers on how you can help them and their patients. This is the way to build a practice and create a tighter circle of care for patients.”**

**Rick Siemens BSc.Pharm.**, pharmacy manager,  
London Drugs, Lethbridge, AB.

**When he joined the pharmacy in 1998, Rick Siemens had a vision to transform London Drugs, Lethbridge, AB into a patient services-focused practice.**

“London Drugs enabled me to pursue an advanced practice with the understanding that if they supported me, I would build the business in balance with my patients' best interests,” says Siemens.

Siemens has developed a highly personalized diabetes program that includes initial intervention, glucose monitoring, management, and lifestyle transformation. He was one of the first 15 pharmacists in the province to have additional prescribing authority and among the first to become an insulin pump fitter and trainer, and worked hard over the years to get to know local physicians and instill confidence in his abilities and program.

In one instance a patient came to him looking for a blood sugar monitor. Siemens ordered a lab test (A1c), which recorded a level of 16.9. “Having my Additional Prescribing Authority from the Alberta College of Pharmacists allowed me to intervene in the patient's medication therapy (prescribing two medications to control the patient's blood sugars), and I sent a letter to his doctor telling him what I was doing,” Siemens recalls.

“In three months the level had dropped to 8.9 and to 6.7 three months after that. I take a holistic approach that looks at the entire person, and I am diligent about documenting and communicating everything I do. Physicians have

noticed our commitment to advanced practice, which has translated into greater respect for the entire pharmacy team and a lot of patient referrals.”

Siemens has expanded his practice into prescribing, injections, and a travel health clinic, and he works with five area assisted-living facilities numbering almost 400 beds. Two geriatric-trained pharmacists visit the homes, meet with doctors and nurses, and accompany them on their rounds, review patients’ medications, and make recommendations for changes where necessary. As a result, the homes have seen a significant drop in the use of certain medications that had been targeted for reduction.

Before starting his travel clinic about two years ago, Siemens invited nurses from the local health unit to lunch to explain what he could do and how he could help them and their patients. Siemens recently helped out a patient who urgently needed a travel vaccination.

“The local health clinic couldn’t accommodate him, so he gave us a call and we did it for him right away,” says Siemens. “Patients love the convenience and it really helps out the clinic and doctors. It’s important to put in the preparation time and educate other healthcare providers on how you can help them and their patients. This is the way to build a practice and create a tighter circle of care for patients.”

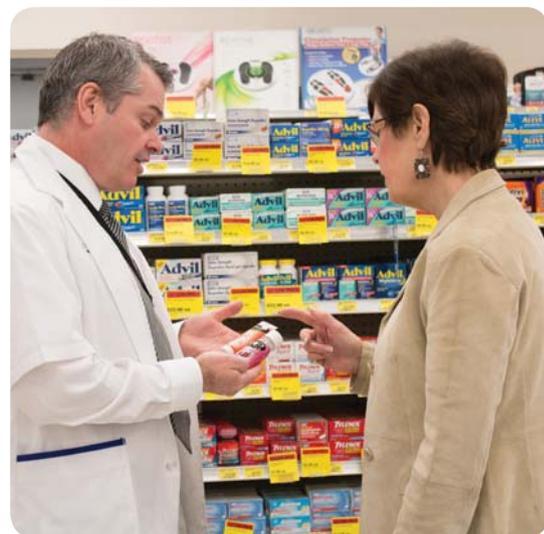
Business has grown steadily over the years. The pharmacy today employs six full-time pharmacists, two registered technicians and up to nine assistants, producing high prescription volumes from a relatively small 1,450 sq. ft. dispensary in a 28,000 sq. ft. store. Diabetes management now accounts for a significant proportion of the business, the travel clinic is growing and providing vaccinations throughout the day for area doctors.

The improvement in the pharmacy’s business has been a direct result of an expanded scope of practice, developing the trust of other community healthcare providers, and improved convenience and patient care.

“One patient I helped out ended up transferring all their scripts to me and I have subsequently helped treat other conditions,” Siemens says. “Customers love the convenience and level of care and want to see the expanded services continue. The growth of the business has matched the evolution of the pharmacy from a dispensing model to a complete care model.



Lethbridge London Drugs pharmacist Rick Siemens and his staff have developed personalized programs, such as their diabetes program, to meet patient needs. Their commitment to care and their expanded scope of practice mean they can spend more time consulting and offering specialized services.



**WATCH & LEARN**  
London Drugs’ Rick Siemens creates one-stop service with expanded care at [PharmacyU.ca](https://www.pharmacyu.ca)



Healthcare Closer to Home, including this independently written article, is supported by the Neighbourhood Pharmacy Association of Canada.

Tara Maltman-Just,  
founder and clinical  
pharmacist, Winnipeg, MB.

# PRACTISING PHARMACY HER WAY

TARA MALTMAN-JUST PUTS PATIENTS FIRST

BY JACK KOHANE PHOTOGRAPHY BY DAVID LIPNOWSKI



Mine is a one-on-one practice model that enables me to treat my patients with the integrity, compassion, personalized and comprehensive care that I believe they deserve.”

**No one who visits Tara Maltman-Just is just a number.**

“Mine is a one-on-one practice model that enables me to treat my patients with the integrity, compassion, personalized and comprehensive care that I believe they deserve,” says the Winnipeg-based pharmacist and founding clinician at Vitality Integrative Medicine. “Patients know their own bodies best, and in working closely with them, we can uncover their unique biochemical background and provide them with personalized strategies for success.”

Her approach provides in-depth health consultations, combining integrative medicine and therapeutic planning tailored to each patient’s needs. “It’s designed to help patients live better, more balanced lives,” explains Maltman-Just. Her ground-breaking collaborative care model zeroes in on treating the whole person, not the disease, putting her on the cutting edge of community-based, pharmacist-driven clinical practice.

At Vitality Integrative Medicine, Maltman-Just counsels on a range of health issues, which has attracted patients to her practice from across Canada, and she’s even fielded requests from the US and



## Tips for a STELLAR consulting pharmacy practice

- 1. START SMALL** – but start! *You don't need to wait for conditions to be perfect.*
- 2. TIME** – allot specific times for specific tasks. *Consults should be booked apart from dispensing shifts.*
- 3. ENVISION** – where you want to be in one year. *Dream big and boldly!*
- 4. LISTEN** – to your patients' concerns. *Then identify how you can help them.*
- 5. LEARN** – from colleagues who are doing things well, or poorly. *This helps with #2.*
- 6. APPRECIATE** – each small success.
- 7. REMEMBER #3, #4 & #6** whenever you feel discouraged. And don't give up. After all, the darkest nights produce the brightest stars.

other countries. She collaborates closely with many healthcare professionals and receives referrals from physicians across the country.

"I have a unique purely clinical, non-dispensary, fee-for-service private practice," she points out. "Patients so value the advice of a pharmacist that they are willing to invest their personal funds in this comprehensive and personalized model of care. In many ways, I become their primary healthcare advocate, managing their care in close collaboration with other members of the healthcare team."

Maltman-Just employs a variety of functional tests to aid in understanding her patients' biochemical individuality, including thyroid and hormone testing, nutrient levels to identify drug-induced nutrient depletions, gastrointestinal function, as well as leading-edge genomic testing for anticipated drug responses.

An Advanced Fellow, Board-Certified Diplomate and licensed pharmacist since 2006 (University of Manitoba), Maltman-Just has continued her love of learning with a Masters degree in metabolic and nutritional medicine and a brain fitness certification through the College of Medicine at the University of South Florida.

A popular guest speaker at healthcare industry events, a regular contributor to professional publications, and oft quoted on local and national

media, she's a staunch advocate for patient-first care. For her work, she has received the CPhA's prestigious Centennial Award and an Achievement in Lifelong Learning award from the MPhA.

"Pharmacists are brilliant," enthuses Maltman-Just as she details her STELLAR consulting program (see sidebar). "I believe they have a deep-seated perfectionism, an underlying conviction of wanting to be their best and do their best for others." She knows pharmacists want to take the time to be with people, to explain their medications, to monitor their outcomes, and she knows that patients value their pharmacist's expertise.

"What I find most intriguing is that it's often other pharmacists themselves who seem most astonished about this novel endeavour," she notes. "In light of the recent passing of the regulations, I hope to see more and more pharmacists taking on a patient-centred consultative role." **PB**

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**Jack Kohane** is a freelance journalist based in Toronto. Involved in retail pharmacy for many years, first as a frontshop manager for an independent chain and then as senior buyer for a national drug wholesaler, he writes extensively on retail market trends and specializes in industry reports covering the OTC, HABA and food categories.

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\*IMS Compuscript MAT December 2014.



**TEVA**



Head invested  
**\$300,000**  
to completely  
refurbish the  
**3,000 sq. ft.**  
store from floor  
to ceiling



# FENG SHUI pharmacy

## Cookstown Pharmasave harmonizes the pharmacy space

BY TALBOT BOGGS PHOTOGRAPHY BY BRANDON GRAY

### Good things come to those who wait. Eventually.

Pharmacist Dave Head, co-owner of Cookstown Pharmasave, has been waiting a quarter century for the small community 100 kilometres northwest of Toronto to expand. Finally, after all those years, Head, along with his new co-owner/partner Claire Barnsley, is ready to take advantage of a major 350-unit housing development nearing completion in the town.

Head invested \$300,000 to completely refurbish the 3,000 sq. ft. store from floor to ceiling to bring it up to date and outfit it to service the needs of his burgeoning new base of patients. He worked with Barnsley, a designer by profession, to completely redesign the entire space based on the principles of *feng shui*, an ancient Chinese philosophical system of harmonizing people with their environment and bringing positive energy into space by reducing clutter and also employing other means.

They started with new porcelain tile on the floor that looks like concrete. Barnsley's concept was to make the products in the store stand out as much as possible, so she had all the old shelving and its components painted black.

**Dave Head,**  
pharmacist and  
co-owner, Cookstown  
Pharmasave,  
Cookstown, Ont.



“Being the only pharmacy in town, we’re a bit like a general store.”

“This creates consistency throughout the entire store, and black really makes the products stand out,” says Barnsley. “Customers can really focus on the products because there are no other colours to interfere with their attention on what’s on the shelves.”

Head and Barnsley installed new 4,200 lumens LED lighting, which not only has made the pharmacy more “pleasing” and

brighter as well as reduced the negative effects of shadows, but has also reduced energy costs by about 50 per cent, or \$600 a month.

They also redid the pharmacy’s signage, adding a large exterior backlit LED sign on the main tower of the mall in which the store is located and a new sign above the dispensary. And Barnsley designed a movable 12 sq. ft. transportable island which they can wheel around the store to display and promote products and special items.

The revamped store features a new 230 sq. ft. consultation room, new administration office, and enlarged vitamin, cosmetic and home and giftware sections, targeted specifically to the new families and homeowners moving into the town.

Head is using the consultation room to build up his Medscheck business, for educational clinics and seminars, immunizations, consultations, and

messages, and he is talking to doctors from outlying communities to invite them to use the space as a satellite office when they are in town.

### Expanded sections

The vitamin section was expanded into a separate 170 sq. ft. area separated by a divider. The cosmetic section features LED flat panels, and the home and giftware section, now enlarged to about 420 sq. ft., features tasteful, hand-picked accessories and gift items in the \$20 to \$30 price range, including costume jewellery, fashion accessories and works from local artists. And for the first time, Head has a small business office from which to work.

Head and Barnsley carefully decorate the store’s front window to reflect the changing seasons. “It’s sort of an old-style Eaton’s window,” Head says. “For Christmas we had a scene with Santa on one side and skates and hockey sticks on the other. Being the only pharmacy in town, we’re a bit like a general store.”

The changes resulted in increased business in both the front shop and dispensary of about 30 per cent in the first month and 17 per cent in the second. Head and Barnsley hope that will continue in the future when the housing development is complete and fills up.

“The customers are really thrilled with the changes,” says Barnsley. “Most people think we have made the store bigger even though we haven’t. The really good news is that the renovations have been a success and we still have linear and vertical space for future growth.” **PB**





# *How can you improve your pharmacy's injection services?*

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---

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For more information and a list of upcoming workshops in your area, visit [TevaPharmacySolutions.com/TechImmunization](https://www.TevaPharmacySolutions.com/TechImmunization).

\*Currently available in Alberta, British Columbia, Manitoba and Ontario.

There were more than just laughs at Pharmacy U Toronto. Education sessions and networking opportunities were front and centre and promise to be in abundance at the next Pharmacy U in Vancouver, on November 7.



# LEARNING, GROWING, EXPANDING



Pharmacists at Pharmacy U Toronto  
raise their game BY TALBOT BOGGS

**More than 400 delegates congregated at the sold-out fourth annual Pharmacy U conference in Toronto recently to learn from some of the industry's leading experts how to improve their clinical and business practices and raise the level of care for their patients.**

"It was an amazing opportunity to learn about some of the many business aspects of running a pharmacy and to network with others in the profession," said Ryan Fullerton, owner of Brown's Guardian Pharmacy in Walkerton, ON. "It really helps to keep you on your toes and prepares you for many of the changes that are impacting the industry."

This year's conference offered a wide selection of 18 technical and business-related, CE-credited presentations, workshops and panel discussions designed to give participants knowledge and advice they can introduce into their practices.

Among them were sessions on ways pharmacies can integrate MedsChecks for diabetes into a broader diabetes management strategy, ways to overcome barriers to injectable diabetes therapies, approaches to improve the life of men suffering from testosterone deficiency syndrome (TDS), and ways to address the burden of herpes zoster (shingles).

A number of new business opportunities are presenting themselves to pharmacists today. Among them is travel health. Canadians take millions of international trips each year, yet many are unaware of the health risks associated with traveling abroad. Improving medication adherence is another growth opportunity. There are strategies pharmacists can implement to help them recover the estimated \$12.5 billion lost in sales from



“

It really helps to keep you on your toes and prepares you for many of the changes that are impacting the industry.”



## THE POWER TO DISRUPT

Pharmacists are the new quarterbacks of patient care

**As it matures, the pharmacy profession must create a new and greater value proposition for patients, placing them at the centre of the healthcare system with pharmacists acting as the quarterbacks of their care.**

The pharmacy industry and the number of licensed pharmacists have been increasing steadily since 2006, but that growth now is beginning to taper off as the industry matures, Dr. Roderick Slavcev, professor of Business and Entrepreneurship and assistant professor of Pharmaceutical Science at the University of Waterloo, said at the fourth annual Pharmacy U conference in Toronto.

Increased competition, cost cutting, access to cheaper healthcare products and strategies and new technologies such as remote dispensing all are contributing to a maturing industry that requires a new patient-centred business model.

By 2036, one-quarter of the population of Canada will be 65 or older. Already more than 16 million Canadians live with some chronic conditions and more than 40 per cent of adults have at least one of the seven most common chronic conditions. This demographic reality will provide great opportunities for pharmacies to improve their level of patient care and their business in the future.

“With competitive forces and a commodity-driven market, pharmacy as an industry is not looking too attractive right now,” Slavcev said. “New approaches are needed that (provide) value to the patient through offering a full cycle of care. If pharmacists could learn to practise and develop their profession rather

medication non-adherence each year.

Running a successful pharmacy today involves a lot more than merely dispensing medications. This year's conference explored strategies pharmacists can use to maximize their existing scope of practice and prepare for the next expansion into services.

Current pharmacy operation also involves leadership, management, technology and time-management skills. Attendees were treated to thought-provoking presentations on pharmacy leadership secrets, ways to approach and handle difficult discussions with staff to solve issues and minimize relationship damage, learning to optimize time management in a digital world, and ways to service the healthcare needs of patients in remote areas via the growing practice of telepharmacy.

“I really enjoyed the educational aspects of the conference from both the medical as well as the management perspective,” said first-time attendee Roya Askarian-Monavvari, owner of Roya Boutique Pharmacy in Toronto. “I particularly enjoyed the session on herpes zoster. My patients will be able to directly benefit from my knowledge once we receive authority to give those injections. I would definitely come to this conference again.” **PB**

than focus on the bricks and mortar, the opportunities that await, particularly in light of the current need, are untapped and enormous.”

Pharmacies must alter their focus from the organization to the customer and move up the value chain from merely selling commodities and products to bundling them, then grouping offerings that solve a problem and ultimately offering customized solutions co-created with the individual patient.

Pharmacists are the most versatile professionals in healthcare, acting as essential interfaces with virtually all areas of the healthcare network and working in and with pharmaceutical manufacturing, academia, hospitals, communities, government, insurance, entrepreneurs and consultant services.

In the new model, community pharmacies need to act as holistic health centres. Pharmacists act as a sort of “health broker” providing scheduling and hiring of other healthcare providers, managing patient health needs, physical space and equipment requirements, providing medications and follow-ups, and acting as the patient’s emergency point of contact.

“Identify your patient-focused value proposition,” Slavcev concluded. “Are you selling an experience or a product? Are you co-creating value with our customers? Determine what your offering is doing for the customer.” **PB**



#### **WATCH & LEARN:**

Watch new videos of key speakers from the Pharmacy U conferences and learn their business tips at [PharmacyU.ca](http://PharmacyU.ca)



## **PHARMACY U PANEL SAYS PHARMACISTS NEED TO STEP UP**

### **Expanding scope calls for new skills**

**Canadian pharmacists need to continue to promote their expanding scope of practice, offer a gold standard of service, and keep the patient at the centre of all decisions if they are to retain their reputation as one of the most respected healthcare professionals.**

“When it comes to healthcare, we have to keep the patient at the centre of all our decision-making,” Justin Bates, vice president, pharmacy affairs at the Neighbourhood Pharmacy Association of Canada, told a Pharmacy U Toronto luncheon panel. “The definition of value is created by our patients, and we need to listen to their needs and priorities and deliver



**When it comes to healthcare, we have to keep the patient at the centre of all our decision-making.”**

them in a cost-effective manner. The risks in getting this wrong are significant, but the opportunities enabled by getting this right are huge.”

Pharmacists continue to enjoy strong public support. According to a recent Ipsos Reid survey, pharmacists remain among the top most trusted professionals. A 2013 survey by Pfizer Canada found that 94 per cent of respondents said they trusted pharmacists, and 84 per cent believe pharmacists can improve patient health, said Gordon Cooper, Pfizer Canada’s national retail development manager. But many are not aware of the rapidly expanding roster of healthcare services pharmacists can provide.

“Advocacy of our industry and what we do is very important,” said Billy Cheung, pharmacist and regional director of pharmacy and strategic initiatives for Pharmasave Ontario. “It’s hard to get our patients to understand how and what we do and the value we provide. Our business and profession are impacted by external stakeholders all the way from government to front line workers who are not pharmacists. That’s why advocacy is essential and why we have to be at the table when decisions affecting us are being made.”

Pharmacy is a complicated business, so pharmacists need constantly to promote and explain their expanding scope of practice in language patients can understand. “People do see pharmacists as being the most accessible of healthcare professionals, and as their scope of practice expands, they will take on an even greater role as the quarterbacks of patient care,” Cooper said. “We have to get patients to see us that way.”

Patient interaction is vital for success in the expanding role of pharmacists, said Tracey Phillips, pharmacist at Westport Village Pharmacy and former vice president of pharmacy at Katz Group Canada. “It’s our responsibility to find out what our patients need and use the tools we have to find solutions to those needs so they walk out the door happy and satisfied.”

Tracey LeBlanc, business development manager, professional markets, with BMO Bank of Montreal, believes the financial outlook for retail pharmacy is good. “Expenses and wages are going up, so pharmacists need to stick to what they know,” she said. “Find a niche, make sure the patient comes first, control your expenses and remember that the customer you currently have in hand is more profitable than 10 new ones.” **PB**

*Talbot Boggs is a communications professional who has written extensively for newspapers, magazines and organizations in the retail, convenience, pharmaceutical, healthcare and financial sectors.*



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**Tim Towers, I.D.A.**  
pharmacist-owner,  
Mississauga, Ont.

**“I felt that I could offer services that utilized my pharmacy background and allowed me to help educate and direct patients to other helpful resources.”**

# THINKING OUTSIDE THE PHARMACY BOX

**TIM TOWERS FILLS A HEALTH ADVOCACY ROLE IN HIS COMMUNITY**

BY MIKE BOIVIN, BSC.PHM.

When Tim Towers moved into his small community pharmacy in Mississauga, Ontario, he decided to try something new.

“I wanted to look for a way to improve the health of my community, address the needs of my patients, differentiate myself from my competitors, and protect my business from the constant changes in the pharmacy reimbursement model.”

The pharmacist knew from personal experience that there was a lack of support and guidance as patients move through the healthcare system. “We have a good system, but I realized that

## 5 TIPS FOR SETTING UP A CONSULTING PRACTICE

- 1. PROMOTE IT** – Just because you are a consultant or certified educator does not automatically translate into a profitable service. You need to market it actively to your current and potential patients.
- 2. SELL THE BENEFITS OF THE SERVICE** – Tim clearly tells patients what the service is and what it will do to address their concerns and needs.
- 3. CHARGE FOR IT** – Be upfront about the cost with your patients.
- 4. DEVELOP THE SKILLSET** – Tim has taken additional training to provide his consulting services.
- 5. ADDRESS THE NEEDS OF YOUR PATIENTS** – Don’t design your consulting business based on your competition. Look at the unmet needs of your community and develop a service that addresses them.

many patients with serious conditions become overwhelmed with the information they get and the choices they have to make. When my family was in this situation, we needed an advocate and information resource that we could trust to help us. I became the family health coach and helped to quarterback the care.”

Through his own experiences, Tim identified a potential consulting role in his community. “I felt that I could offer services that utilized my pharmacy background and allowed me to help educate and direct patients to other helpful resources in our community.”

He has since made the consulting business a top priority. “It is highly rewarding to help my patients with their health issues and provide a service that addresses an unmet need,” he says.

As a happy added bonus, Tim’s health advocacy program has created a new revenue stream for his business. “I bill patients according to our provincial association’s fee guide, and my patients have been willing to pay for it. I spend some time having an open and honest discussion on the cost of the service and what the patient can expect to receive from it. I want to grow the consulting portion of my business, as it is fulfilling for me and will, hopefully, translate into an increasingly profitable part of my business.”

Tim has not done it alone. He developed a list of local services and professionals who can provide specialized services. Many patients, he says, are not aware of the available support. Through his program, he can educate, counsel, or refer his patients to the appropriate resources.

Through hard work, passion, and dedication, Tim Towers is changing patients’ expectations of the quality and range of services provided in a community pharmacy.

**For more information, visit [healthlearning.ca](http://www.healthlearning.ca)**

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“In some cases, we’re the only pharmacy in Canada with the facilities and staff knowledge to prepare certain prescriptions.”

## Building on family tradition with **state-of-the-art lab**

**B**eing a pharmacist runs in my blood. My grandfather, Maurice, opened his Quebec City pharmacy in 1922. My Uncle André was Quebec’s first hospital pharmacist and the first university instructor in prescription compounding preparations at Université Laval. My father, Louis, opened his pharmacy in 1965 and I joined him in 1991, taking over when he retired.

Pharmacie Denis Boissinot is among the relatively few pharmacies in Canada with a non-sterilized preparation compounding lab. We customize medications for patients who need a very specific combination of drugs to combat a specific ailment or disease. We also prepare

medications in forms that are not commercially available but would be easier for a patient to use – such as a liquid formula instead of a pill for someone who has difficulty swallowing.

It’s slightly over a year since we invested \$250,000 to set up this lab and all of its specialized equipment – a big risk, for sure – but it’s steadily paying off. I hesitated to spend almost \$6,000 on a blender for powders, but now I don’t know how we would manage without it.

We’re able to prepare almost every kind of medication and we do so for many other pharmacies in Quebec, New Brunswick, Saskatchewan, and even as far away as Alberta.

We have 450 pharmacies that avail themselves of our lab services at least once a year with many – especially community pharmacies within Quebec – often using our services. We prepare thousands of medications annually. In some cases, we’re the only pharmacy in Canada with the facilities and staff knowledge to prepare certain prescriptions, such as potent medications for skin cancer treatments.

Last year, the Quebec Order of Pharmacists introduced what are likely the strictest regulations in all of North America for non-sterile preparation compounding labs. I’m personally very glad that we’re being held to such high standards that enable our customers and other pharmacists to place their full trust in our lab and staff. **PB**



In these changing times, finding the right partner is essential



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*"We are committed to  
advancing generics in Canada.  
This is the opportunity."*

**Dr. Barry Sherman** Chairman of the Board / Founder, Apotex Inc.

# **WE SEE THE OPPORTUNITY** **WE HAVE A PLAN**

To truly understand the Canadian healthcare system, you need to be part of it. Apotex has been advancing generics in Canada since 1974. We have developed a plan to meet the needs of Canadian pharmacies looking to benefit from utilizing generics in their pharmacy practice.

Visit [5pointplan.ca](http://5pointplan.ca) today to discover your opportunity.



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