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# PHARMACY MANAGEMENT

BY

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# WHAT IS MANAGEMENT?

## MANAGEMENT

Is the process of achieving organizational goals by working with and through people and other organizational resources.

# THE MANAGEMENT PROCESS : MANAGEMENT FUNCTIONS

Management functions are activities that make up the management process. Following are the four basic management activities.

1. Planning
2. Organizing
3. Influencing
4. Controlling

# JOB DESCRIPTION OF HOSPITAL PHARMACISTS

Hospital Pharmacists will do all jobs allocated to them by Chief Pharmacist . All pharmacy Staff (Pharmacy Technicians, Dispensers, Pharmacy Assistants) will directly work under the administration of Chief Pharmacist, who will report to Medical Superintendent of the hospital.

(Qualification B.Pharm - Pharm-D 5.years )

# JOB DESCRIPTION OF HOSPITAL PHARMACISTS

## 1. PHARMACY & THERAPEUTIC COMMITTEE (P & T COMMITTEE)

- Pharmacists will be permanent member & secretary of Pharmacy & Therapeutic Committee (P & T).
- Pharmacists will evaluate the drugs to be included in the formulary and put up before the P & T Committee.

# JOB DESCRIPTION OF HOSPITAL PHARMACISTS

- Selection of suitable brands against generics on the principle of best quality at lowest price with the help of other health care team members.
- Pharmacist in the P & T Committee will also prequalify manufacturers / Supplier on the basis of Pharmaceutical data and Physical inspection of manufacturer (for the supply of drug etc. to the hospital).

# JOB DESCRIPTION OF HOSPITAL PHARMACISTS

- Pharmacist will be the member of Hospital Purchase committee for medicine, medical & surgical disposable & diagnostics.
- Pharmacist along with other health care Team members will develop different policy treatment protocol like antibiotics, disinfecting of hospital and put up before the pharmacy and Therapeutic committee for approval.



# JOB DESCRIPTION OF HOSPITAL PHARMACISTS

## 2. DRUGS DISTRIBUTION, INVENTORY MANAGEMENT AND AUDIT/EXPENSE

- Pharmacist will be responsible for the distribution of drugs from the central pharmacy to the various departments of hospital.
- He/She will be responsible for inventory management, batch and expiry record, physical verification of stock and maintenance of record. He will also check the expenses of medicine at all levels in the hospital.
- Practice the good storage practices under the guideline of W.H.O.

# JOB DESCRIPTION OF HOSPITAL PHARMACISTS

## 3. QUALITY ASSURANCE & TRAINING

- Introduction & practice of Quality Assurance in all areas where drugs etc. are used is the responsibility of Pharmacist.
- All drugs to be tested by Drug Testing Laboratory and got inspected by the inspection team before issuance.
- Training of medical and Paramedical Staff.

# JOB DESCRIPTION OF HOSPITAL PHARMACISTS

## 4. DRUGS INFORMATION & POISON CONTROL

- Pharmacist will provide unbiased, up to date, reference information about drugs to the members of the Health Care Team, care providers and patients. He will take steps to promote rational use of drugs in the health care setting. He will circulate weekly/monthly newsletter containing current issues about drugs and availability of drugs within the hospital.

# JOB DESCRIPTION OF HOSPITAL PHARMACISTS

- Pharmacist working in poison control will provide information regarding identification of poisoning and management of poisoning cases. He will develop antidote bank in the accident & emergency (A & E ) services of the hospital.

# JOB DESCRIPTION OF HOSPITAL PHARMACISTS

## 5. SATELLITE/WARD PHARMACIST

- Pharmacist will take ward round and review every prescription before administration to the patients.

He will check the following.

- The right dose to right patient
- Drug Interaction
- Contra-indication
- Incompatibility
- Special precautions of prescription drugs
- Patient counseling regarding drugs
- Emergency Trays.

# JOB DESCRIPTION OF HOSPITAL PHARMACISTS

## 6. EMERGENCY & OPERATION ROOM PHARMACIES

- Pharmacist will maintain Pharmaceutical services round the clock in the E. Room and O. Room.
- Pharmacist will do Therapeutic Drug monitoring where ever required in the hospital especially for critically ill patients in ICUs.

# JOB DESCRIPTION OF HOSPITAL PHARMACISTS

## 7. ADVERSE DRUG REACTION AND MEDICATION ERROR MONITORING

- It is also responsibility of Pharmacist to collect data/ information regarding any adverse drug reaction in the hospital and put up that in the P & T committee for discussion.
- Pharmacist will monitor and report, medication errors and their out come and will take steps to minimize the same.

# JOB DESCRIPTION OF HOSPITAL PHARMACISTS

## 8. DRUG UTILIZATION EVALUATION (DUE) DRUG UTILIZATION REVIEW (DUR)

- Pharmacist will perform time to time DUE/DUR of different drugs and submit outcome in the P & T committee.



# JOB DESCRIPTION OF HOSPITAL PHARMACISTS

## 9. OUT PATIENT SERVICES

- Pharmacists in out patient services will dispense drugs after reviewing the prescription and counsel the patients regarding use, administration and storage of drugs.

# MISC. JOB DESCRIPTION OF HOSPITAL PHARMACISTS

- To supervise the operational activities of pharmacy section.
- To assure compliance with pharmacy and regulatory agency standards. Interview and recommend the employment of staff.
- Evaluate the effectiveness of sections operations and recommend organizational changes, policy and procedures and revisions.
- Assist in the development and implementation of new methods, techniques, controls and equipments.
- Resolve problems and complaints raised by patients, physicians and staff with authority to make commitment with established policies.

# PHARMACY

## DEFINITION

- A temporary location for drug and disposable surgical items needed for operational purposes, and should be planned, organized and operated in such a way that the period of residence of each item is as short as possible consistent with economic operation.

# PURPOSE OF PHARMACY

- To make available a balanced flow of medicines.
- To receive and issue drugs.
- To accept and store any breakage/ leakage/ expired medicines as and when these arise in various department of the Hospital.
- To account for all receipts and issued medicines in stock.

# RESPONSIBILITIES

- Economy ( Space Vs Cost)
- Identification (Stores code)
- Receipt ( Accepting stores)
- Inspection ( Quality & Quantity)
- Issue and Dispatch (Receiving demand & handing over to users)
- Stock records ( Bin cards & Ledgers)

# STOCK CONTROL IN PHARMACY

## DEFINITION.

The operation of continuously arranging flows of medicines so that stock balances are adequate to support the current rate of consumption, with due regard to economy.

# STOCK CONTROL

- Stock control consists of the following things:
  - Stock taking
  - Stock checking
  - Stock Audit

# STOCK CONTROL TECHNIQUES

- Stock controller should consider following points when determining the rate at which drugs should be taken in store.



# STOCK CONTROL TECHNIQUES

UNIT OF ISSUE: ( Establish unit of quantity)

PROBABLE REQUIREMENT: ( Form some estimate for future consumption i.e Past Consumption & Regular and effective contact with all user departments.)

AVAILABILITY OF SUPPLIES: ( Delivery Period).

# STOCK CONTROL TECHNIQUES

- FREQUENCY OF DELIVERY: (Location of source of supply & nature of bulk of Drugs.)
- PRICE DISCOUNT FOR QUANTITIES: (Make bulk purchases Vs extra cost of storage.)
- COST OF ORDERING: (Clerical and administrative cost with items of low unit value).

# STOCK CONTROL TECHNIQUES

- RATE OF ISSUE: (If site is far make up major consignments of substantial quantities)
- SEASONAL FLUCTUATIONS: (Malaria, gastroenteritis, etc.)
- STANDARD ORDERING QUANTITIES: (Purchase in standard quantities to avoid retail purchase)

# STOCK CONTROL TECHNIQUES

- **ALLOCATION:** ( Specific quantities are set aside for special jobs e.g emergency stocks.)
- **OBSOLESCENCE:** ( If there is possibility of item becoming obsolete-Stocks to be maintained at a sufficiently low level.)
- **HIGH VALUE ITEMS:** ( Greatest attention to be given to these items.)

# STOCK CONTROL TECHNIQUES

**PROVISIONING:** Is the process of determining in advance requirement of drugs, taking into consideration existing stocks, delivery times and rates of consumption so that amount of stock in hand at any time is in accordance with stock control policy. Two things are important i.e. When to order? & How much to order?

# APPROACHES TO CONTROL

## ACTION LEVEL METHOD:

- Fixing for each drug, stock level and use it as indicator when action is necessary.
- **STOCK LEVELS:**
- Minimum (Danger Level)
- Ordering (Lead Time)
- Hastening (Between Minimum & Ordering Level)
- Maximum (Stocks not to exceed this level)

# STOCK CONTROL TECHNIQUES

## PERIODIC REVIEW APPROACH:

- Examine physical stocks at regular intervals i.e. monthly, quarterly or yearly and take actions.

## VISUAL APPROACH TO CONTROL:

- Bin Systems.

# STOCKTAKING & STOCK CHECKING

## STOCKTAKING:

- **The process of verifying the quantity balances of the entire range of items held in stock.**



# STOCK CHECKING:

- Any check on physical quantity which may be applied either regularly or intermittently.

# PURPOSES OF STOCKTAKING

- To verify the accuracy of stock records.
- To support the value of stock shown in the balance sheet by physical verification.
- To disclose the possibility of fraud, theft or loss.
- To reveal any weakness in the system for the custody and control of stocks.

# PERIODIC STOCKTAKING:

- The whole of the stock is checked at the same time at the end of a given period. Following aspects must be considered:
  - Appoint one person to control the whole operation.
  - While stocktaking is in progress, don't have the stores open for receipt and issue.
  - Take all normal stocks including breakage, items issued on loan and those under inspection.
  - Record quantities in terms of the normal unit of issue for the stock concerned.

# STOCK CHECKING

It consists of the following points:

- **CHECKING RECEIPTS:** (Receipts into pharmacy are normally checked for quantity by counting)
- **CHECKING ISSUE:** (It should be a matter of routine for the pharmacy staff to check the quantities and descriptions of all issues made before they are handed over)
- **SPOT CHECKING:** (It is the practice of making random checks of some stores items at irregular and unspecified intervals)

# Receipt and Inspection

Receipt from Supplier

## Unloading

- Goods should be off loaded from the vehicle as promptly as possible. Following questions should be asked
- Are we the consignee?
- Are the goods for this delivery point?
- Are the materials hazardous in any way?
- Can we avoid double handling?
- Are the materials to be given any priority?
- What unloading method is appropriate

# Receipt and Inspection

- Times of Deliveries

Inform all suppliers of the days and time during which facilities will be available to accept deliveries.

- Copy of Order

When orders are placed, the store keeper must be informed, what he is expected to receive and when it is likely to arrive by sending him a copy of the order form.

# Receipt and Inspection

- Suppliers Advice Notes

Give Description of goods, Quantity, method of transport, date of dispatch.

# Issue and Dispatch

- **Authorization of Issues**

Before goods can be withdrawn from the store house, there must be some authority for the transaction i.e. a signed document, a verbal instruction or a routine arrangement. Store Keepers should have full details of the names, designation and specimen signatures of all persons empowered to approve issue notes. The method of authorization should be appropriate to the every day needs of the organization. If there are too few authorized signatures, a workman may have to spend unreasonable time finding a supervisor to approve his demand and a similar situation is likely to arise if more than one signature is required.



# Identification of requirements

- Store keeper must be provided with copies of catalogues so that he has means of identifying drugs. If required goods are not available Store Keeper may be required to suggest suitable alternatives.

# Timing of Issue

- So as to avoid delay there should be a routine to provide stores for a smooth and even flow of work. Arrangements may be made for issue to specific departments at specified times. There should be convenience of users and minimum waiting time for those sent to collect goods from store.

# Issuing documentation

- Generally goods are withdrawn from stock and exchanged for a duly authorized document.

# Loan Issues

- Issue of articles on loan from store houses should be discouraged.

# Delivery and Collection

- There should be clear cut instructions whether goods are to be delivered by store house staff, collected by the end user directly or handled by some third party for delivery to end user.

# Bulk Issues

- These are made in set agreed quantities to designated Department Goods issued in this way are usually of a low value, high usage category. Bulk issue must be carefully monitored and controlled otherwise waste is likely to occur.

# Cost Allocation

- When ever Goods are issued their value has to be charged to the appropriate internal Department. All issue documents must show cost.

# Picking

- Picking is the term used to describe the process of extracting goods from the racks in a store house to collect all the items required to satisfy any particular issue note or other demand. There are two main ways for doing this.
- On receipt of demand it is segregated and sent to relevant sections that send back their relevant store to main delivery section for onward delivery to indentors.



# Traveling Picking

- In this, one store keeper is responsible for collecting all the items appearing on the issue document where ever they may be located. This method is employed in most medium sized and small stores.

# Marshalling

- In a large storehouse the process of selection is followed by a further process of collecting together all items which are to be sent out at the same time to the same department. This is done in a special place called Marshalling Area adjacent to the dispatch dock. After receipt of whole consignment it is checked off by the dispatcher before it is loaded on the out going transport vehicle.

# Dispatch

In a large store house there must be a routine for dispatch to the places served including the following:

- A routine system for time of receipt of issue notes.
- A time schedule of issuance of drugs.
- A regular system of checking to ensure that no unauthorized item is being issued to the end user.

# Records and System

- The operation of the stores function and the control of stocks cannot be performed in an efficient manner without some means of capturing and storing information and a facility for the analysis and use of this information. Records and techniques must be appropriate to the stores in question and it must be borne in mind that any form of control costs money, computers should be generally employed.

# Purpose of Stock Records

- To indicate the amount of stock of any item at any time without it being necessary for the stock to be counted physically.
- To establish a link between the physical stock and the stores accounts.
- To provide a means of provisioning and for this it is necessary for the record to indicate outstanding orders and quantity allocated or reserved for special jobs.
- To supply information for stock taking.
- To serve the purpose of a price list.

# Manual System

## Location of Record Cards & Stock ledger

- Stock record cards along with Stock ledgers are usually kept together in one place.
- Stock Records can be kept in three ways:
  1. Showing Quantity only.
  2. Showing Quantity with Unit Price.
  3. Showing Quantity, Unit Price, Value of each transaction and the total value of the balance of stock.

# Computerized Systems

- The computerized supply systems rely upon a data base maintained by computer which will typically contain details for each stock item as follows:

1	Description in words	6	Unfulfilled demands
2	Unit Value	7	Location
3	History of usage	8	Allocation stock
4	Outstanding order	9	Lead time
5	Goods received but not yet available for issuance	10	Returns to suppliers



# STORE OPERATION SECURITY

## BUILDING AND STOCKYARDS

- Minimum doors and windows.
- Issue counter layout.
- Security Guards.

## CUSTODY OF KEYS

- Sealing of locks.
- Documentation of keys.

CONT.

# STORE OPERATION SECURITY

## ACCESS TO PREMISES

- Restricted entry

## MARKING OF STORES

- Specific color scheme.
- Defacing
- Documentation of batch numbers.
- FIFO (First In First Out)

# STORE OPERATION SECURITY

- SEGREGATION OF (EXPENSIVE AND CONTROLLED) ITEMS
- Narcotics
- Imported
- Thermo labile

# STORE OPERATION SECURITY

- INSPECTION BY SUPERVISORS:
  - Random stock checking
  - Checking of documents
  - Checking of breakage/ short expiry etc.
- SAFETY:
  - Personnel
  - Proper illumination
  - Fire fighting
  - First Aid
  - Quarantine for breakage/expired stocks

THANK YOU

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# Any Questions ?

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Presently

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