



# Pharmacy Personas and Journey Maps



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# Pharmacy Personas

HELLO

# Pharmacist Personas

## PURPOSE

The pharmacist personas outline individualized experiences that pharmacists encounter throughout their tenure with a leading retail pharmacy chain. Personas serve to narrow in on pharmacists' needs, wants, and pain points to guide provider strategy for recruitment and retention of the best talent.

## APPROACH

Personas were developed based on in-depth qualitative research conducted between January 2019 and April 2019. Primary research was coupled with insights from best practices established at MOFI, Disney Institute, and Weber Associates. The personas are not reflective of all pharmacists' experiences, but rather establish a common set of moments throughout partnership with the pharmacy chain. Ultimately, persona development fosters growth of new values and elevation of the professional relationship with all providers.

### The Five Personas Developed Include:



**FLOR  
PADILLA**

Pharmacist  
Chicago, IL



**REID  
LESTER**

Pharmacist, Pharmacy Manager  
Sikeston, MO



**WEI  
XU**

Pharmacy Technician  
Marianna, FL



**YUSUF  
GULLETH**

Pharmacist, Pharmacy Manager  
Jacksonville, FL



**KATHY  
CARLTON**

Pharmacist, CVS  
Ponca, OK

External  
Persona

Years in Practice

10

8

5

15

31

Years at Company

3

3

5

13

0

### Quote

"Half of the time I'm in the aisles with patients. We send medicine back to our families in Cuba and Puerto Rico. Growing up, the only doctors you saw were the pharmacists."

"The computer interface is so slow. Four screens back to enter one piece of data; five clicks to change one detail. It's like we're out here cutting grass with scissors."

"My boyfriend and I have talked about my stress. We don't really talk about it as much as we fight about it. We decided it was time to cut my hours in half. It isn't healthy for me to come home."

"I just love it: interacting with the people, helping the people. This is the best kind of work. Always changing and you actually make a difference."

"There's just not enough time to do your job properly. It's just so different now; everyone is just a number."



# HELLO Flor Padilla

Pharmacist

*“Half of the time I’m in the aisles with patients. We send medicine back to our families in Cuba and Puerto Rico. Growing up, the only doctors you saw were the pharmacists.”*

## BIO

- Community pharmacist at heart
- Bilingual with strong ties to Latino culture
- Viewed as a “tia” (auntie) by her community
- Stressed but still driven by mission

## VALUES & BELIEFS

- Values time to connect with patients
- Has a “make a difference” mentality
- Exhibits a strong work ethic coupled with sincere optimism

## MOTIVATORS

- Being viewed as a leader in the community
- Opportunities to learn and ability to grow as a mentor
- Staying on top of metrics while maintaining relationships with patients

## GOALS

- Open her own pharmacy in Latino suburb of Chicago
- Focus on prevention-based outreach
- Pay off debt in seven years
- Mentor young female techs into becoming pharmacists

## MARKET COMPARISON

- Latino communities trust pharmacy staff and utilize the expansive OTC medicine section in community-based store model
- Multilingual staff are necessary for diverse neighborhoods when building trust
- Pharmacies that allow Flor to spend more time in OTC would help her patients who mail medicines to family members in Latin America

## ABOUT

- Chicago, IL
- 35 years old
- Unmarried with live-in partner and two children

## FOCUS



Patient  
Driven



Money  
Driven



Family  
Focus

## NEEDS & WANTS

Flor needs to be able to be **highly engaged with her patients** and their families. She needs the bandwidth to **coach entry-level employees** in their careers while addressing the **unique needs of displaced communities** of color. Despite the stress of meeting high volume metrics, she **still feels passionately** about providing top quality, highly personalized pharmacy care to each patient. She wants policies to change to allow her to **provide more types of care**, including prescribing strep tests and addressing other non-urgent needs.





HELLO

# Reid Lester

Pharmacist/Pharmacy Manager

*“The computer interface is so slow. Four screens back to enter one piece of data; five clicks to change one detail. It’s like we’re out here cutting grass with scissors.”*

## ABOUT

- Sikeston, MO
- 33 years old
- Married

## FOCUS



Patient Driven



Money Driven



Family Focus

## BIO

- A good pharmacist, but not great with people
- Starting his eighth year as a pharmacist
- Has worked at this company for three years
- Highly ambitious

## VALUES & BELIEFS

- Good workers need to be trusted to do their jobs without a lot of supervision.
- Typically he thinks he’s the smartest guy in the room

## MOTIVATORS

- Proving his pharmacological superiority and solving the problems others cannot
- Being promoted to management, being recognized, and making more money
- Being the trusted advisor to patients in need

## GOALS

- Climb the business ladder and become regional manager
- Accuracy for every prescription every day
- Clear the queue as quickly as possible

## MARKET COMPARISON

- Reid thinks company imposes more unnecessary rules and oversight than other pharmacies
- Turnover of pharmacy techs feels high compared to other stores, including his prior employment at Winn-Dixie
- Technology for both staff and patients is seen as inferior (slow computers, poor app function, etc.)

## 21C PHARMACY MODEL: WHAT WILL BE BETTER?

- The new technology will allow for easier communication and streamlined processes that used to take a long time.
- The prescriptions that Reid fills each day will be more accurate and his queue will be cleared faster.

## NEEDS & WANTS

Reid feels that some of his customers are like family, but he also **hears complaints** that are out of his control and he just has to take it. It’s not his fault that his patients’ **insurance changed the price of their medicine**. He wants to be **empowered to fix the challenges** that he faces every day instead of having to apologize or make excuses to his patients.

Reid is tired of **wasting time**. For starters, he wants to have techs who come **fully trained** so he doesn’t have to waste any more time on training them. He wonders if there’s a breakdown in the **hiring process** and wants to help solve the problem of bringing in more capable techs. Also, he wants a **better computer system** so he can move faster. Instead of wasting his time clicking through a clunky system, he could be processing more prescriptions. It takes **four clicks** to enter one piece of data and **five clicks** to change one detail in patient’s history.

At Winn-Dixie, they trusted him to know his work more, which made him feel like he was actually in charge of the pharmacy. At this company, it seems like he’s being **micromanaged** the entire time. He feels like they have new procedures rolling out weekly, but the **new procedures** rarely make his job easier. He’s all for improvement, but wants to be **asked his opinion** before being told how he has to do his job.

Since he’s focused on climbing through the **leadership ranks**, Reid wants a clear path to **promotion** and recognition. He wants opportunities to have opportunity. The reality, however, is that he needs **leadership training** and **coaching** to become a better manager who would be capable of moving up the ladder.



# HELLO Wei Xu

## Pharmacy Technician

*“My boyfriend and I have talked about my stress. We don’t really talk about it as much as we fight about it. We decided it was time to cut my hours in half. It isn’t healthy for me to come home.”*

### BIO

- Trying to get ahead in life
- Dealing with work-related insomnia
- Cash strapped and stressed out
- Pharmacy tech with this company for five years

### VALUES & BELIEFS

- Teamwork is the most important indicator for workplace happiness
- Honest, direct communication leads to successful teamwork

### MOTIVATORS

- Sincere relationships with patients
- An opportunity to make a significant impact in the community
- Finding and keeping a stable job

### GOALS

- A better work/life balance
- Job satisfaction
- Career advancement

### MARKET COMPARISON

- Other retail pharmacies pay more, but have a reputation for having unrelenting environments for pharmacy techs
- Some of this company’s pharmacies are slightly less stressful for pharmacy techs because of the lack of a drive-through window
- Unlike other retailers, this company substitutes store cashiers during peak hours, which gives the impression that a pharmacy tech is an entry-level position that doesn’t require training

### 21C PHARMACY MODEL: WHAT WILL BE BETTER?

- Wei’s stress level will go down because the technology in the 21C Pharmacy Model will make her job significantly easier by improving her entire team’s accuracy. With less stress in her life, Wei will begin sleeping better, which will lead to improved personal relationships.
- The front-of-house intake position will allow her to get more done behind the counter because she’ll have fewer questions from patients to distract her.
- The back-of-house coordinator position and check-in bay will decrease the number of people standing in lines, which means that there will be fewer frustrated customers to deal with.

### ABOUT

- 📍 Marianna, FL
- 👤 32 years old
- 🏠 Living with partner

### FOCUS

**Patient Driven**   **Money Driven**   **Family Focus**

### NEEDS & WANTS

Though Wei makes a stressful job look easy, the people she works with may be surprised to learn that **she is ready to quit**. The high stakes of total accuracy combined with patients who are often frustrated ends up on her shoulders. She wants a better **work/life balance** and needs **resources** and **tools** to manage her stress. At this point, the valerian root that she takes to sleep isn’t enough to tune out the **phantom phone ringing** that she hears at bedtime.

Wei is exhausted by **weak-link team members** who force everyone to compensate and a manager who isn’t willing to do his job. She wants a manager with strong leadership skills who will build her team, set clear expectations, and **fire the poor performers**. She also wants to be **recognized** for the work she does.

Wei **feels powerless** to solve patient billing and insurance problems and needs a **streamlined process** to reduce frustration. This includes having a **technology system** that moves as fast as she does and having input in the **problem-solving process**.



HELLO

# Yusuf Gulleth

Pharmacist/Pharmacy Manager

*“I just love it: interacting with the people, helping the people. This is the best kind of work. Always changing and you actually make a difference.”*

## ABOUT

-  Jacksonville, FL
-  40 years old
-  Married with two children

## FOCUS



Patient  
Driven



Money  
Driven



Family  
Focus

## BIO

- A “Regional Pharmacist of the Year Award” winner
- Pulled in 20 different directions without missing a beat
- Committed to learning customer names
- Company pharmacist for 13 years

## VALUES & BELIEFS

- Values time to connect with patients
- Has a “make a difference” mentality
- Exhibits a strong work ethic coupled with sincere optimism

## MOTIVATORS

- Making a difference in people’s lives
- Keeping his team happy and motivated
- Serving others

## GOALS

- Have a relationship with each patient
- Create a team that leans on each other
- Deliver constant care for every patient

## MARKET COMPARISON

- Company is seen by pharmacists as the least stressful of the larger retail pharmacy chains
- Technology and support staff at other retail pharmacies are seen as superior because this company invests in quantity over quality (pharmacists compare these issues at continuing-education gatherings.)
- The chaos of the pharmacy is always in full view at company compared to some other retailers. This puts pressure on the pharmacy staffs to appear calm and professional while working feverishly to stay on top of their workloads

## 21C PHARMACY MODEL: WHAT WILL BE BETTER?

- The improved technology and processes will create more time for Yusuf to spend coaching and motivating his team.
- Having more time on his hands means more time for Yusuf to affect his community.

## NEEDS & WANTS

Yusuf loves interacting with the people in his community and wants more opportunities to **affect their lives**. It’s not just filling pill bottles and getting people through the queue. It’s **encouraging patients** to keep taking their medications on the right schedules, **offering tips** for being healthy, and **making sure everyone gets their questions answered** before they leave.

Yusuf wants his customers to **trust and respect his advice**. Even with flu shots, he realizes how big of an impact he can have in his community if they can prevent a flu epidemic. He needs **opportunities** to interact with more people in more significant ways so he can truly make the impact that he dreams about.

Yusuf feels it’s an honor to **coach his team** to reach their life goals and wants more leadership-training opportunities. He’d also like to have someone who could be a mentor for him, which will help him be a better manager and a better mentor for his team.

This job is all about momentum for Yusuf. He knows that if he stops for one second, everything backs up and he’ll have a **big mess** on his hands. He wants a **faster computer system** and **better software** so he can keep up with the prescriptions that need to be filled. He also needs a more efficient processing system so he can have more time to **consult with patients** and talk to people as they shop for **OTC medications**.



HELLO

# Kathy Carlton



Pharmacist at CVS

*“There’s just not enough time to do your job properly. It’s just so different now; everyone is just a number.”*

## ABOUT

- Ponca, OK
- 55 years old
- Married with four children

## FOCUS



Patient Driven



Money Driven



Family Focus

## BIO

- Took 10 years off to raise family
- Struggled to reenter career full-time
- Worked entire career in retail pharmacies
- Feels stressed and ready to burn it all down

## VALUES & BELIEFS

- Wishes to go back to the “good old days” of pharmacy when it was much more intimate
- Believes retail pharmacists are a dying profession
- Values the power of a quality team and a well-staffed pharmacy

## MOTIVATORS

- Working with elderly population to manage medications
- Helping people even if it means additional training and responsibility to give flu shots
- Retiring

## GOALS

- Work another 10–15 years and retire
- Perform her best at work and leave the stress behind
- Convince corporate to improve pharmacy staffing and tech pay/retention

## MARKET COMPARISON

- She feels that market saturation limits choices for pharmacists other than large retail chains
- She perceives that this company’s pharmacists have more help and get to take lunch/bathroom breaks

## NEEDS & WANTS

Kathy **needs support** in her role. She desires more staff that works at a higher level. She also wants corporate to support her **discernment in dealing with customers** when it comes to issues like suspected prescription drug abuse or belligerent interactions.

She **misses the days of independent pharmacies** that were part of the local community fabric, when pharmacists knew patients and their families outside of their prescriptions. She also wants to focus on **treating her patients as people** instead of numbers. She feels the constant metrics create stress and a lack of intimacy.





# Pharmacy Journey Maps

# DAY IN THE LIFE JOURNEY MAP: *Pharmacist/Pharmacy Tech*

SEQUENCE



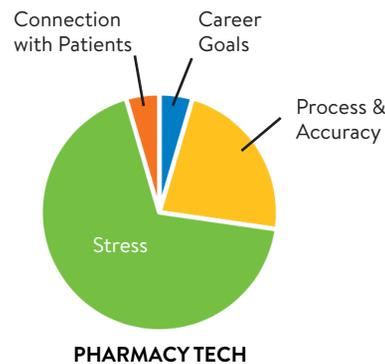
PHARMACIST

- DROPOFF**
  - Phone-in scripts and paper scripts waste time and lead to inaccuracies
  - Constant inbound phone calls add stress and distract from other tasks
- 4-POINT VERIFY**
  - Task is complex and requires substantial concentration
  - Accuracy is paramount
  - Slow and complicated technology frustrates Pharmacists
- RESOLUTION**
  - Pharmacists work on resolving issues before opening stores
  - Some come to work an hour early to resolve issues
- FILL**
  - Central Fill is viewed as an asset or a job-stealer depending on the Pharmacist
- VISUAL VERIFY**
  - Outdated and slow technology frustrates Pharmacists
  - Need for accuracy slows down queues, which Pharmacists see as red warnings in the system
- BAGGING**
  - Pharmacists add to slowed processes by bagging verified medications instead of passing to techs
- CHECKOUT**
  - Pharmacists regret not being able to greet or engage more with customers
- CONSULT**
  - Pharmacists lose concentration and flow, slowing down queues
  - Consulting is rarely seen as a way to build relationships with customers
  - Consulting requires complex, on-the-spot translations from medical jargon to everyday language

PHARMACY TECH

- DROPOFF**
  - Negative attitude of some walk-in customers rubs off on staff
  - Constant inbound phone calls add stress and distract from other tasks
  - Voicemail messages pile up hourly
- 4-POINT VERIFY**
  - Techs can see bottlenecks in queue and are powerless to help
- RESOLUTION**
  - Techs have to learn ever-changing insurance company policies and procedures
  - Techs feel powerless when waiting for insurance company responses
  - Calls with insurance companies can require being on hold for up to 30 minutes
- FILL**
  - Techs spend considerable time processing Central Fill orders, leaving some to question the benefit
  - Some techs avoid customer interaction, checkout stress, and phone calls by always wanting to be the person who fills the scripts
- VISUAL VERIFY**
  - Techs see a bottleneck at this point, but cannot by law perform the task
- BAGGING**
  - Lost or mislabeled prescriptions leave some techs feeling frazzled and require other staff members to stop what they're doing and help
  - Restocking unclaimed scripts creates animosity towards some customers
- CHECKOUT**
  - Techs complain about lack of integration between systems
  - Techs often feel blamed for slow checkout system
  - Some locations report having to stop customers from fighting/yelling because of poor wayfinding
- CONSULT**
  - Techs often feel they are inconveniencing both customers and Pharmacists who may not want a consult

PAIN-O-METER

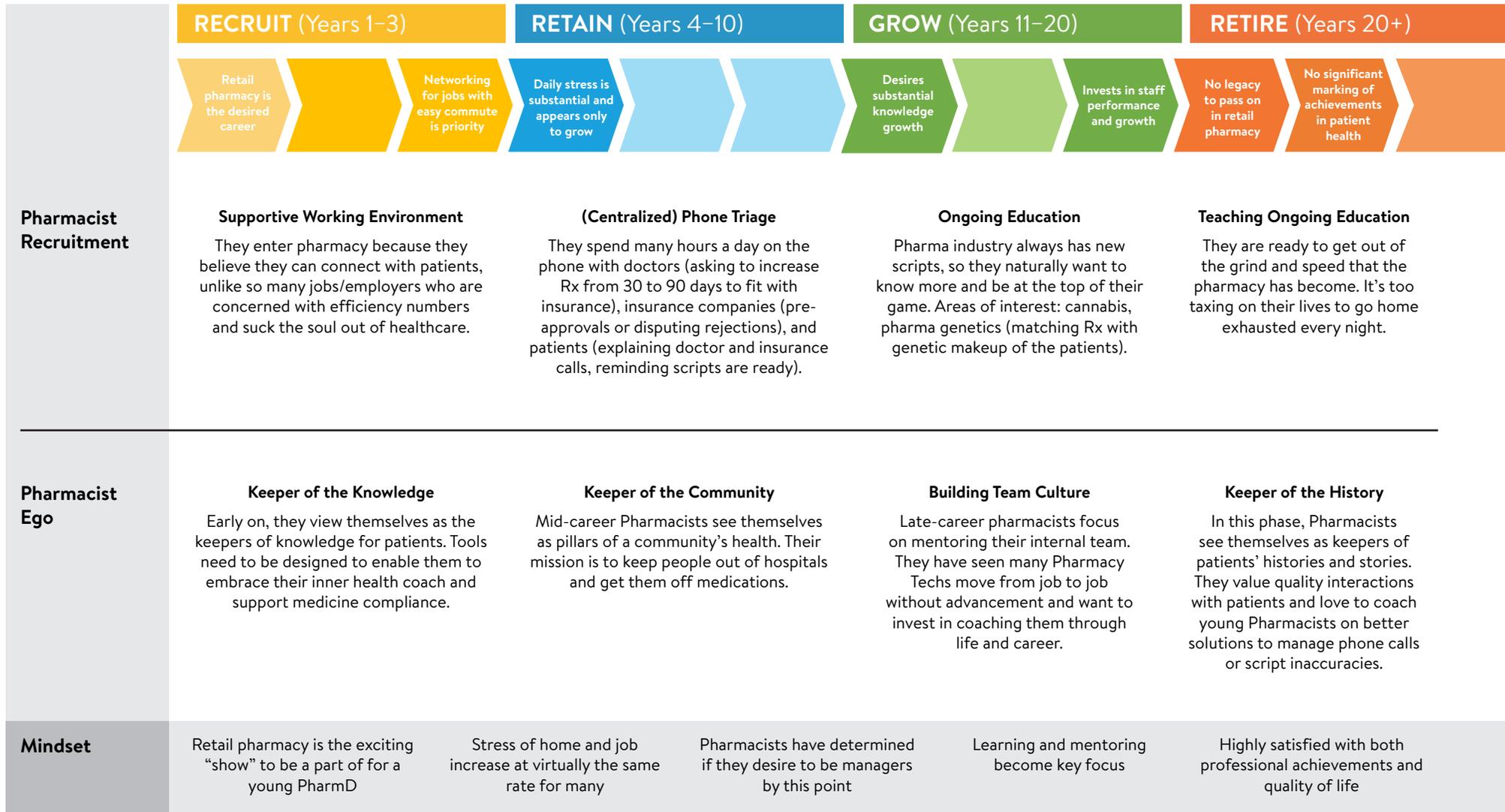


QUOTES

- "The phones never stop. I'm at a 10/10 the second I get here."
- "When I wake up, I feel like I'm gearing up for a bad day. We sit on hold with machines waiting for insurance companies to solve problems that keep medicine out of the hands of patients."
- "I came in over the weekend to fix our system. We're out here cutting grass with scissors."



# PHARMACIST RECRUITMENT





Thank You