

WHAT WAS DONE AND WHY?

The pharmacy must assess its own activity in order to better manage, to structure, respond to needs. This assessment is necessary in order to measure the productivity.

The purpose of our work is to identify the key performance indicators for management and piloting a hospital pharmacy. The aim is to develop dashboards, a real management tool, for the management and monitoring of pharmaceutical activities in order to optimize performance and ensure continuous improvement.

HOW IT WAS DONE?

- The methodological basis of our study is placed on a process-based management of hospital pharmaceutical activities. Our target is to achieve the same approach to these processes, within the various functional and concerned units, in order to harmonize and simplify the quantitative and qualitative monitoring of pharmaceutical activities.
- The development of dashboards was carried out in four steps:



WHAT WAS ACHIEVED?

- The first step was the development of the pharmacy's process mapping.
- Pharmaceutical process mapping has identified three macro-processes: steering Processes, realization processes and support processes.
- The selection matrix of critical steering processes has highlighted a key process, which is the process of communicating with stakeholders. This process has a very important impact on the achievement of strategic objectives.
- Regarding realization processes, the matrix used made it possible to select three key realization processes: drug supply process, dispensing process and drug stock management process
- For the support macroprocesses, two critical processes were selected: pharmaceutical information and health monitoring.

Table I. Selection matrix for critical steering processes

	Impact on patient satisfaction / care services	Impact on supplier satisfaction	Cost of the process	Impact on the achievement of strategic objectives	Significant contribution to operating results	Influence on the sustainable performance of the organization or on the incurred risk
Steering processes						
Process1: Define and deploy the policy	+	+	-	+++	+++	+++
Process2: Communicate with stakeholders	+++	+++	++	+++	+++	+++
Process3: Measure and analyze and improve	++	++	++	+++	+++	+++

-: no impact, +: low impact, ++: significant impact, +++: very significant impact

Table II. An extract from the dashboard

The identity cards for these processes have been drawn up. Quality indicators have been identified. These indicators are intended to assess and monitor the processes. A first design of dashboards with the elements collected was proposed. This dashboard could evolve during the implementation of this project within the Pharmacy department.

Process	Task	Indicator	Responsible for data collection	Frequency of collection and analysis
Steering processes				
1. communicating with stakeholders process	Writing an activity report	Report	Pharmacists	Annually
	Determining the level of satisfaction of information's recipients	Satisfaction rate	Pharmacists	Annually
	Defining and using communication channels	Communication channels used	Pharmacists	-
Realization processes				
2. Drug supply process	Ordering medication	Number of orders established	Supply Chain Manager	Quarterly
		Number of urgent orders	Supply Chain Manager	Quarterly
		Number of order lines / Number of orders	Supply Chain Manager	Quarterly
		Total number of drug order lines	Supply Chain Manager	Quarterly
		Number of orders established	Supply Chain Manager	Quarterly
		Number of urgent orders	Supply Chain Manager	Quarterly
	Receiving an order	Number of drug lines received	Supply Chain Manager	Monthly
		The ratio of number of drug lines received / number of drug lines ordered	Supply Chain Manager	Monthly
		Number of drug lines out of stock / number of drug lines ordered	Supply Chain Manager	Monthly

WHAT NEXT?

- These dashboards have to be finalized, validated and officially put into practice within the Pharmacy department.
- This methodology must be applied to the discipline of Clinical Pharmacy.
- Quantitative and qualitative assessment of the activities carried out within the pharmacy should be a subject for priority debate at the national level to finally find agreement on a relevant measurement tool.

References:

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