

# Writing a Business Plan for a New Pharmacy Service

By putting their plans in writing before implementing new services, pharmacists are more likely to attain long-range goals and achieve success.

Reviewed by Randy McDonough

## *A business owner who fails to plan, plans to fail.*

Covello and Hazelgren<sup>1</sup>

In the past decade, pharmacists have begun offering an expanding array of patient care services, from self-care counseling and medication therapy management (MTM) to specialized services, such as diabetes education and immunization programs.<sup>2-4</sup> Having identified a compelling area for a new patient care service, many pharmacists are understandably eager to leap ahead to implement it. However, before moving forward with service delivery, pharmacists are advised to engage in an essential but often overlooked preparatory step: developing a business plan.

A business plan is a formal document that fleshes out the details of a business idea—in this case, a new or expanded pharmacy service. It specifies the components of a business strategy, including the mission statement, external and internal environments, and opportunities and threats to the practice. A business plan has been likened to a “current and

futureistic x-ray of the business.”<sup>5</sup> It gives readers a picture of the pharmacy’s current practice and operations, then articulates a vision for the future. A well-constructed plan precisely defines the proposed pharmacy service, states its exact mission and goals, and provides a clear but flexible road map for implementation and evaluation. It is wise to develop a formal business plan before a new venture is started or a major new initiative is launched.

A thoughtful business plan serves several important functions—it is a communication tool, a management tool, and a planning tool. If a bank loan will be needed to finance a new pharmacy service, a business plan usually is required to demonstrate the financial feasibility and merits of the venture. However, even when external investors are not needed, a business plan offers many benefits. During the process of writing the plan, the pharmacist-author must clearly formalize the concept and implementation of the new service to foresee possible roadblocks—and devise routes around them—before start-up.

A business plan is a powerful communication tool. It can be used to convey the goals, mission, and operating plan for the pharmacy service with employees and senior management. The plan also can be used to help develop partnerships with external stakeholders, such as physicians who are considering a collaborative relationship with the pharmacy as well as employers who may want to purchase pharmacy services as a health benefit for workers.

This article provides an overview of the key steps in writing a business plan, with an emphasis on planning for pharmacy-based services.

## Preparing to Write a Business Plan

Every year, approximately one million new businesses are started in the United States. However, only 200,000, or one in five, survive until their fifth anniversary.<sup>6</sup> In many cases, lack of planning is a primary reason for these business failures. Common reasons for failure to plan include a lack of time and the notion that simply having a good entrepreneurial idea in one’s mind is sufficient. For pharmacists whose daily responsibilities do not involve much writing, another

## Learning Objectives

After reading this article, the pharmacist will be able to:

- ▲ Explain the purpose of a business plan and name three functions for which it can be used.
- ▲ List the core components of a typical business plan.
- ▲ Explain the difference between a market analysis and a marketing strategy.
- ▲ Describe the financial statements and projections that are usually included in a business plan.
- ▲ Discuss the uses of the business plan after it is written.

# How To Develop A Business Plan For Pharmacy Services

**Glen T. Schumock, JoAnn Stubbings**



## **How To Develop A Business Plan For Pharmacy Services:**

*How to Develop a Business Plan for Pharmacy Services, Third Edition* Glen T. Schumock, JoAnn Stubbings, 2018-06

**How to Develop a Business Plan for Pharmacy Services** Glen T. Schumock, JoAnn Stubbings, 2013     *The Complete Book of Business Plans* Joseph A Covello, Brian J Hazelgren, 2006-10-01 Readers have turned to *The Complete Book of Business Plans* for almost 10 years for advice and information making it one of the bestselling business planning books of our time. Authors Brian Hazelgren and Joseph Covello have gone back to the drawing board on this updated edition providing you with more than a dozen brand new business plans that will help you attract the financing and investment you need. *The Complete Book of Business Plans* also includes revised and updated information on how to get started, what questions to ask, and how to finalize a business plan that will get you off the ground and running. For business owners just starting out or seasoned veterans that want to bring their business to the next level, *The Complete Book of Business Plans* is the only reference they need to get the funding they're looking for.

*Building a Successful Ambulatory Care Practice: A Complete Guide for Pharmacists* Mary Ann Kliethermes, Tim R. Brown, 2011-12-21 Let ASHP's new book be your blueprint to a thriving ambulatory care practice, whether it's a health system physician or community-based. Get comprehensive practical guidance on all your questions. Topics include: How do I write a business plan? What do I need to do to manage risk and liability? Why do we need a marketing strategy? Who handles reimbursements? What credentials do we need? Plus, a companion web toolkit gives you all the help and templates you need to get going.

*Pharmacy Management* Shane P Desselle, David P. Zgarrick, 2008-09-14 New Chapter on Leadership While management and leadership are distinct concepts, they are often taught together in pharmacy management courses. Completely new version of chapter on Accounting, Financial Statements, and Financial Analysis, shorter and better focused on what pharmacists are interested in. New Chapter on Medicare Part D Needed because of the huge impact it has had on pharmacy, particularly community pharmacy. Evidence-based Management theory and models directly applied to pharmacy practice with appropriate cases and examples. Chapter opening learning objectives and case study. Chapter closing Q & A.

*Financial Management for Health-System Pharmacists* Andrew L. Wilson, 2008-09-30 In an era of skyrocketing drug costs, changing reimbursement, pharmacist and technician shortages, and a seemingly permanent do more for less era of hospital and health system management, every management decision that a pharmacy manager makes has financial implications. Success as a manager means understanding and then mastering the basics of finance and accounting as practiced in institutional healthcare. *Financial Management for Health System Pharmacists* provides pharmacy managers with a set of fundamental financial management tools as they relate not only to pharmacy department management but to the management of the hospital and healthcare system. Chapters include information on Financial accounting principles, Hospital financial management, Budgeting principles, Forecasting pharmaceutical expenditures, Cost management basics, Controlling operating results.

*Pharmacy Management, Third*

Edition Shane Desselle, David Zgarrick, Greg Alston, 2012-06-12 A comprehensive pharmacy management textbook that combines evidence based management theories with practical solutions for the issues pharmacists face every day Covering everything from operations management and purchasing to Medicare Part D this complete guide explains vital pharmacy management topics across all practice settings Featuring material derived from the best and most contemporary primary literature this comprehensive text focuses on teaching the skills essential to the everyday practice of pharmacy Pharmacy Management 3e is enriched by input from faculty who teach pharmacy management from pharmacy students and from pharmacists who apply management principles in their daily practice More than any other text it reflects the challenges facing today's pharmacist The book is filled with advice from the field's top experts who take you through the principles applicable to all aspects of pharmacy practice from managing money to managing personal stress Long after you've completed your last course you'll turn to Pharmacy Management for answers to make your practice more professionally rewarding and personally enriching FEATURES Every chapter in the third edition has been updated to reflect the latest trends and developments Several new chapters designed to promote a more global understanding of pharmacy management have been added including Establishing the Value Proposition of Pharmacy Management Applications in Managed and Specialty Environments Management of Comprehensive Pharmacy Services in Safety Net Clinics Pharmacy Management Applications in Varied Health Care Systems A scenario based presentation combines practical solutions with evidence based management theories and models which are directly applied to cases and examples

*Essentials of Pharmacy Management* Dennis H. Tootelian, Albert I. Wertheimer, Andrey Mikhailitchenko, 2012 *Essentials of Pharmacy Management* is an accessible introduction to management in an increasingly business oriented environment It provides a jump start to leadership roles and career advancement This textbook provides pharmacy students with an understanding of business processes used and how those processes impact their practice of pharmacy in providing patient care The material provides those who aspire to become managers in healthcare organizations with a foundation of how to manage in an environment that is focused on the business of healthcare For pharmacists who prefer not to move into management positions the book explains how and why business decisions are made relative to practice Publisher

**Pharmacist Services** Jon Schommer, Anthony Olson, 2019-11-04 The overall goal of this book is to give the reader a state of the art synopsis of the pharmacist services domain To accomplish this goal the authors have addressed the social psychosocial political legal historic clinical and economic factors that are associated with pharmacist services In this book you will gain cutting edge insights from learning about the research of experts throughout the world The findings have relevance for enhancing pharmacist professionalism pharmacist practice and the progression of pharmacist services in the future

**Pharmacy Management, Leadership, Marketing, and Finance** Marie A. Chisholm-Burns, Allison M. Vaillancourt, Marv Shepherd, 2014 The Second Edition of the award winning Pharmacy Management Leadership Marketing and Finance has been updated to make this quality textbook an

even more integral resource for your Pharmacy Management course All previous chapters have been updated and multiple new chapters have been added including Quality Improvement The Basics of Managing Risk Insurance Fundamentals Integrating Pharmacoeconomic Principles and Pharmacy Management and Developing and Evaluating Clinical Pharmacy Services Chapters continue to be written in a concise and reader friendly style facilitating a deeper level of understanding of essential leadership and management concepts The updated content has been designed with the next generation of pharmacists in mind and to prepare them using an integration of knowledge skills attitudes and values This includes new in text features such as the Management Challenge found at the end of each chapter and online self assessment questions and answers With an easy to read and colorful new layout engaging pedagogical features and online tools and resources for both students and instructors this new edition has everything needed to provide a complete and enriched learning experience Instructor Resources Lesson Plans PowerPoint Presetnations Sample Syllabus Answers to End of Chapter Questions Case Studies Test Bank Student Companion Website includes Self Assessment Questions Interactive Glossary Crossword Puzzles Flashcards Web Links to additional learning materials

*Introduction to Hospital and Health-System Pharmacy Practice*  
David A. Holdford, Thomas R. Brown, 2010-07-20 Written by leaders and experts in hospital and health system practices and published by ASHP the voice of the health system pharmacy profession Introduction to Hospital and Health System Pharmacy Practice is required reading for students and practitioners alike It s a comprehensive manual for institutional pharmacy legal and regulatory issues medication safety informatics and more Straightforward definitions and clear explanations provide a basic foundation for on the job training in hospitals and health systems It s the only introductory textbook available in institutional pharmacy practice This practical guide offers a highly readable introduction to key areas of pharmacy practice including Managing medication use Managing medication distribution Using technology in health systems Budgeting finance responsibilities Administering and prepping sterile products Managing people Training options for careers Each chapter presents learning objectives and answers the so what so common among student questions Chapter reviews discussion guidelines key word definitions and interactive exercises augment the learning process Written by hospital pharmacists for future hospital pharmacists it s everything important you need to know from the name you trust For additional product resources about this publication visit [www.ashp.org/pharmacypractice](http://www.ashp.org/pharmacypractice)

*Pharmacy Management: Essentials for All Practice Settings, Fifth Edition* David P. Zgarrick, Shane P. Desselle, Greg Alston, Leticia R. Moczygemba, 2019-11-29 The leading text on pharmacy management updated to reflect the latest trends and topics Pharmacy Management is a comprehensive textbook that combines evidence based management theories with practical solutions for the issues pharmacists face every day Enhanced by input from educators researchers students and practicing pharmacists the Fifth Edition addresses the evolving role of pharmacists in today s every changing environment Covering the gamut of activities performed by pharmacists from managing money to managing personal stress this complete guide explains vital pharmacy management

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*Managed Care Pharmacy Practice* Robert P. Navarro,2008-12-11 Real Business Plans & Marketing Tools Anne McKinney,2003 The first title in PREP s new Business Success Series is designed to help individuals who want to prepare paperwork related to starting growing selling or marketing a business The book contains real business plans for those contemplating entrepreneurship as well as for those who have an ongoing business which they are interested in selling Readers will see samples of real business plans used by real organizations to sell a business to public companies Readers will also see samples of documents paperwork and financial statements used by real companies to obtain equity financing and bank loans A valuable section of the book is the section which shows marketing tools and business resumes used to attract new customers and increase profitability The author holds an MBA from the Harvard Business School *White Earth Health Center* United States. Indian Health Service. Division of Planning, Evaluation, and Research,2008 *United States Congressional Serial Set, Serial No. 14874, Senate Reports Nos. 260-265* United States. Congress. Senate, **Developing a Strategic Business Plan with Cases** Robert P. Crowner,1991 **Remington** David B. Troy,Paul Beringer,2006 For over 100 years Remington has been the definitive textbook and reference on the science and practice of pharmacy This Twenty First Edition keeps pace with recent changes in the pharmacy curriculum and professional pharmacy practice More than 95 new contributors and 5 new section editors provide fresh perspectives on the field New chapters include pharmacogenomics application of ethical principles to practice dilemmas technology and automation professional communication medication errors re engineering pharmacy practice management of special risk medicines specialization in pharmacy practice disease state management emergency patient care and wound care Purchasers of this textbook are entitled to a new fully indexed Bonus CD ROM affording instant access to the full content of Remington in a convenient and portable format *Hearings, Reports and Prints of the House Select Committee on Small Business* United States. Congress. House. Select Committee on Small Business,1972

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