

PHARMACY Ownership Workshop

UNLOCK THE FREEDOM OF OWNERSHIP

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Demographics and Key Characteristics in Choosing a Pharmacy Location

Ryan Riviello, Vice President, RxOwnership



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Disclosure Statement

Ryan Riviello has a financial interest with McKesson and the relationship has been mitigated through peer review of this presentation. There are no relevant financial relationships with ACPE defined commercial interests for anyone else in control of the content of the activity.

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Pharmacist and Technician Learning Objectives

1. Outline how to incorporate demographic information in your business plan.
2. Explain the importance of researching demographics and what information you need to obtain in that research.

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Speaker



Ryan Riviello

RxOwnership VP, Southwest Region
McKesson

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Agenda

- Introduction
- Consumer Behavior and Convenience
- Characteristics of a Good Location
- Evaluating Opportunities
- Research and Resources
- Making Informed Decisions
- Evaluating Potential Locations



Introduction

1. Location is crucial for pharmacy success
2. Pharmacy is not a 'build it and they will come' business
3. Strategic location impacts customer accessibility and business growth

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Consumer Behavior and Convenience

Drive-Thru and Curbside

- **Accessibility of Location**
 - Easy entry and exit for customers
 - Convenient access to the pharmacy
- **Parking Availability**
 - Plenty of parking spaces
 - Adequate customer parking is crucial
- **Impact on Business**
 - Difficulty in accessing location can harm business
 - Customer parking issues can be detrimental

Accessibility

- **Drive Thru Access**
 - Not an option for most strip malls or medical buildings
 - Ultimate customer convenience
 - Addresses COVID-related public place concerns
- **Curbside Pickup**
 - Popular due to COVID
 - Designated parking spots for easy curbside pickup
 - Convenience likely to remain post-COVID



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Characteristics of a Good Location

Visibility and Signage

- **Visibility from the Street**
 - Ensure the location is easily visible from the street
- **Room for Signage**
 - Check if there is ample space for signage
 - Bigger signs are more effective
- **Signage Restrictions**
 - Verify there are no restrictions on signage before signing a lease
- **Building Visibility**
 - Ensure the building is clearly visible
 - Check for any obstructions
- **Curb Appeal**
 - Assess the curb appeal of the building

Size and Layout

- **Assessing Layout and Square Footage**
 - Determine if the space meets your pharmacy practice needs
 - Consider the layout for optimal workflow
- **Planning for Pharmacy Services**
 - Identify services and offerings to estimate required space
 - Include areas like immunization rooms or consultation areas
- **Balancing Current and Future Needs**
 - Find a balance between immediate needs and future growth
 - Plan for potential expansion or additional services
- **Benchmarking Pharmacy Size**
 - Average pharmacy square footage is just over 1700 square feet
 - Use this benchmark to guide your space planning

Traffic

- Busy street with lots of commuters
- High foot traffic
- Presence of bikers

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Identifying Opportunities

Assessing the Opportunity

- Evaluate nearby businesses
- Consider local consumers
- Identify prescribers in the area

Types of Preferred Locations

- Determine the type of location you are seeking
- Consider your preferences for the location



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Medical Building Considerations



Benefits of Medical Building Location

- Ready access to patients
- Quick ramp-up potential

Patient Refills

- Will patients return for refills?
- Consider offering delivery

Prescriber Presence

- Number of prescribers in the building
- Duration of prescribers' presence

Community Reach

Risk of Few Prescribers

Large Medical Building Advantage

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Stand-Alone and Strip Plaza Considerations



Ramp Up Time Considerations

Longer ramp up time compared to medical buildings



Greater Patient Attraction

Ability to attract patients from the entire community



Ease of Capturing Refills

Refills can be captured more easily

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Types of Locations

Stand-alone

- Independent building
- Greater visibility
- Potentially higher costs

Strip Plaza

- Shared space with other businesses
- Lower costs
- Less visibility

Medical Building

- Specialized facilities
- Targeted clientele
- Higher costs

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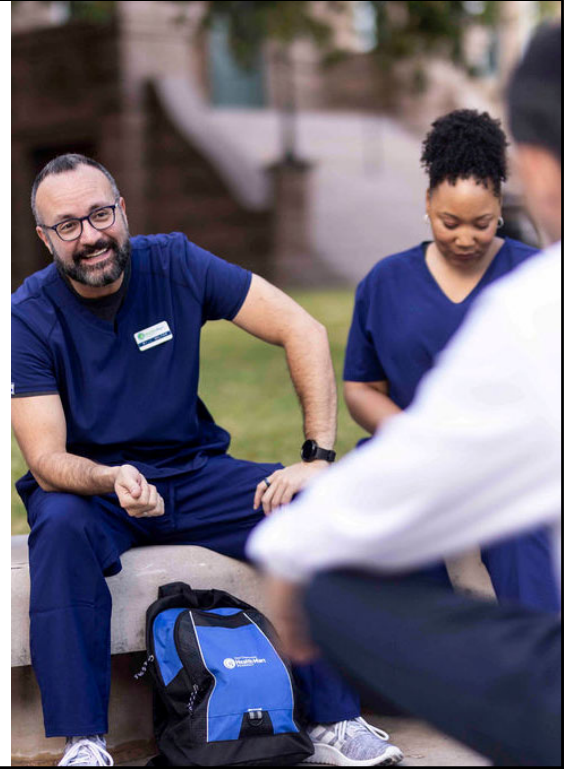
Census Data and Demographics

Using Census Software and Demographics

- Conduct online research using US Census data
- Provides information on population, age, household income
- Helps identify promising opportunities for pharmacies

Starting Point for Research

- US Census data is a valuable resource
- Initial step in identifying good location opportunities



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Local Stakeholders and Chamber of Commerce



Local Resources and Stakeholders

Small business owners
Community members



Importance of Chamber of Commerce

Network of small businesses supporting each other
Voice in local government affairs



Identifying Community Needs

Work with chamber to identify need for new pharmacy
Insight on local incentives for opening pharmacy



Benefits of Chamber Membership

Annual membership drives business to new pharmacy
Ribbon cuttings for grand openings

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Commercial Real Estate Brokers

Commercial RE Broker Expertise

- Identifies available store fronts in the community
- Knows the local market extremely well

Buying or Leasing Space

- Helps in both buying and leasing options
- Partner with a good broker in your area

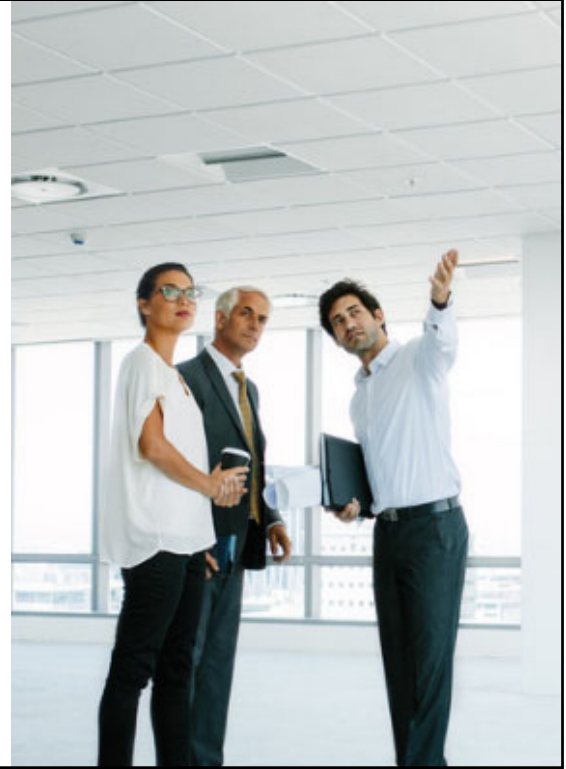
Connecting with Real Estate Options

- Not pharmacy experts but can connect with good real estate options
- Ideally, they have brokered other pharmacy locations

Interview Multiple Brokers

- Speak with multiple brokers

Understanding Priorities



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Pharmacy Real Estate Professionals

Role of Pharmacy Real Estate Specialists

- Specialize in pharmacy real estate
- Provide services similar to commercial real estate brokers

Industry Knowledge

- Possess specialized knowledge in the pharmacy industry

Lease Negotiation

- Assist in negotiating favorable lease terms
- Help in finding the right location



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Research Before Signing a Lease



Locate a good storefront

Reasonable rent
Close to your house



Landlord pressure

Don't rush to sign the lease



Importance of research

Never sign a lease prematurely
Many steps before signing

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Consulting Drug Wholesalers and Franchises

Importance of Wholesaler and Franchise Partners

- Sales teams working nationwide
- Long-term presence in local communities

Insight into Location

- Professional assessment of location
- Information on nearby competition

Franchise Representative Support

- Identifying suitable services for your location
- Providing tools and resources for business growth



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Proximity to Customers and Prescribers

Convenience for Patients and Prescribers

- Be the most convenient pharmacy

Neighborhood Considerations

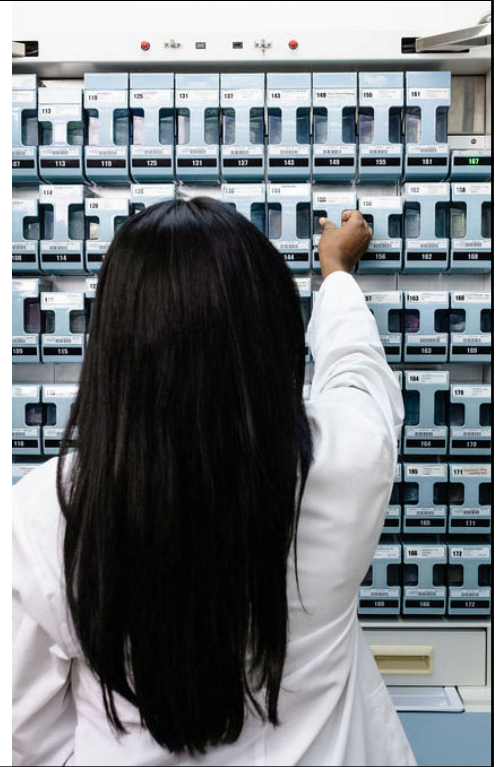
- Is the area up and coming?
- Nearby construction activity

Accessibility

- Can residents walk to the pharmacy?

Competition

- Number of other pharmacies between your pharmacy and patients
- Number of other pharmacies between your pharmacy and prescribers



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Partnering with Trusted Advisors



Importance of Partnering with a Trusted Advisor

- Guidance throughout the process
- Insight into local market

Buying vs Starting a Pharmacy

- Depends on specific geographic area
- Larger target area increases chances

Considerations for Buying

- Availability of existing pharmacies
- Waiting for the right opportunity

Considerations for Starting

- Available locations for startup
- Advisor's market insight

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Building Relationships

Review Demographic Survey

- Identify target market based on demographics
- Understand how products and services cater to this market

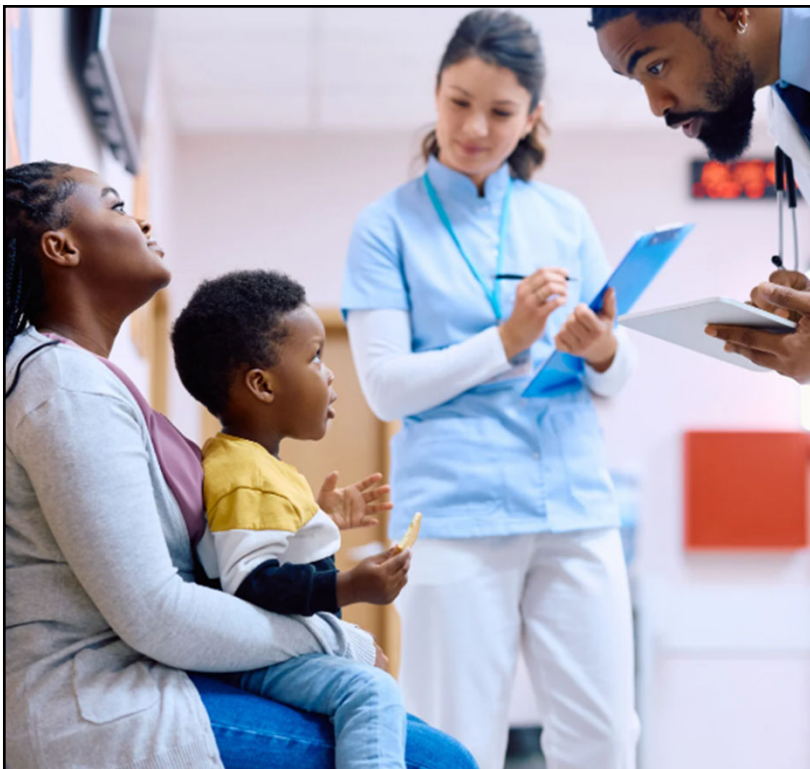
Customer Analysis

- Connect with community members
- Determine where prescriptions are currently filled
- Identify likes and dislikes about current pharmacies

Engage with Prescribers

- Assess how nearby pharmacies are helping patients
- Identify desired services for patients

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Considering 340B Services

340B Program Overview

- Government initiative
- Discounted outpatient drugs

Targeted Health Organizations

- Care for uninsured patients
- Support for low-income patients

Benefits of 340B Services

- Cost savings on medications
- Improved patient care

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Backfilling Closed Pharmacies

Assessing the Opportunity

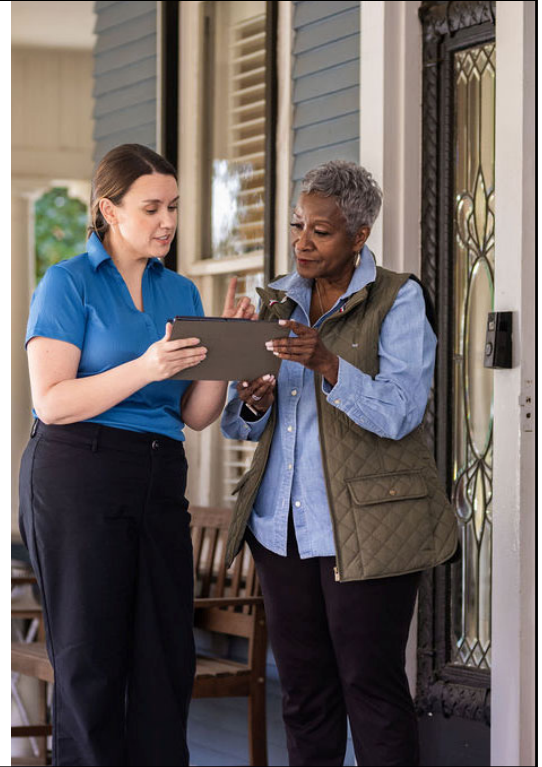
- Check if a pharmacy has closed recently in the community
- Evaluate the potential to backfill for the closed pharmacy

Understanding the Closure

- Determine why the former pharmacy closed
- Low volume or struggling for some reason
- High volume, sold scripts to a nearby chain

Capturing Patients

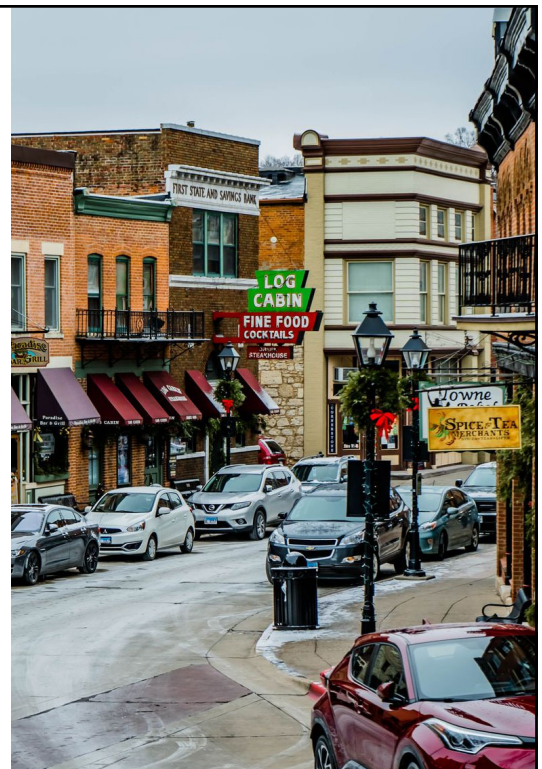
- Plan to capture patients from the old pharmacy location
- Act quickly to retain customers
- Best chance is within six months



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Demographic Characteristics Checklist

- **High Traffic Area**
 - Ensures a steady flow of potential customers
 - Increases visibility and accessibility
- **Accessibility**
 - Easy access for customers
 - Convenient for deliveries
- **Visibility**
 - Prominent location for attracting customers
 - Effective signage and marketing
- **Opportunity**
 - Potential for business growth
- **Proximity to Assisted Living Facilities**



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Questions?

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Community Pharmacy Valuations

J. Scott Weaver, RPh, VP of Pharmacy, PRS Pharmacy Services



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Speaker



J. Scott Weaver RPh
VP of Pharmacy
PRS Pharmacy Services

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Disclosure Statement

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Pharmacist and Technician Learning Objectives

1. Describe how to determine an equitable selling/purchase price for a community pharmacy.
2. Determine which factors will affect the price of the pharmacy.
3. Describe the cash flow of the business including a review of its impact on valuations.

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How To Determine An Equitable Selling / Purchase Price For A Retail Pharmacy

Introduction

- Valuation Process
- Multiple Formulas Used to Determine Fair Market Value
- Case Study
- Elements that Influence Selling Price
- Buyer Considerations

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Pharmacists Are Health Care Professionals Not Buyers / Sellers

- One of the Most Important Professional Transactions
- Sellers May Set Unrealistically High Sale Value
 - Misinformation
 - Emotion
- Buyers Must Make an Educated Decision
 - Don't assume asking price is fair
 - Due diligence

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Valuation Process

- Not an Exact Science, it is Subjective
- Financial Data to Determine a Fair Market Value
 - 3-year tax statements
 - 3-year balance sheets
 - 3-year income statements (Profit and Loss (P&L))
- Pharmacy Valuation Formulas to Determine Fair Market Value
- Raises Negotiations from Level of Personal Opinion to Rational Analysis
- Results in a Price Range

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EBITDA

Earnings Before Interest, Taxes, Depreciation, and Amortization

- Net Income of Business from Income Statement
- Add Backs: To Obtain an Adjusted Net Profit (ANP)
 - Interest
 - Taxes
 - Depreciation
 - Amortization Expenses

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Normalizing EBITDA

- Additional Add Backs
 - Non-Business
 - Personal
 - Above Market Expenses
- Seller's Salary
- Other Salaries
- Rent
- Personal Expenses

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Case Study – Main Street Apothecary

Financial Data	
Sales	\$5,800,000
Cost of Goods Sold	\$4,410,000
Gross Profit	\$1,390,000
Unadjusted Net Profits (EBITDA)	\$119,250
Inventory	\$545,000
Owners' Salary	\$235,000 (63 hours per week)
Staff Pharmacist Salary	\$28,300 (10 hours per week)
Furniture/Fixtures/Equipment	\$10,000

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Case Study – Main Street Apothecary

Financial Data (continued)

Depreciations	\$14,300
Interests	\$11,125
Taxes	\$26,700

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Normalizing Net Profit

• Unadjusted Net Profit	+	\$119,250
• Salary Adjustment *	+	\$32,056
• Owner Pension Plan	+	\$7,000
• Owner Life Insurance Premium	+	\$1,650
• Family Member Wage	+	\$24,255
• Depreciation	+	\$14,300
• Interest	+	\$11,125
• Taxes	+	\$26,700
• Rent Adjustment	+	\$24,000
• \$4,000 / month		
• \$2,000 / month area average		

“Normalized” or “Adjusted” Net Profit **\$260,336 (4.6%)**

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Normalizing Net Profit (cont.)

Salary Adjustment

Open 73 hours / week

Owner's salary - \$235,000 (63 hours / week)

Staff RPh salary - \$28,300 (10 hours / week)

Total: \$263,300

2023 Benchmarks (NCPA Digest)

Owner's salary - \$130,000 (40 hours / week)

Staff RPh salary - \$101,244 (33 hours / week * \$59 / hour)

Total: \$231,244

$\$263,300 - \$231,244 = \$32,056$

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Formulas

- General in Nature
- No Single, All Purpose Formula
- Must use Multiple Formulas
 - Results in a Price Range
- Assessment of Value
 - Profitability
 - Total Revenue
 - Tangible/Intangible Assets
 - Inventory
 - Total Net Income

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Formulas

Do Not Include

- Real Estate
- Automobiles
- All Liabilities

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Formulas For Valuation

1. Percentage of Sales (20%) Approach

$$(.20) (\$5,800,000) = \$1,160,000$$

Percentage Used is Based on Adjusted Net Profit Percentage

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Formulas For Valuation (cont.)

2. Direct Assessment (Tangible + Intangible Assets)

Tangible Assets	
Inventory	\$545,000
FFE	<u>+\$10,000</u>
Total	\$555,000

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Formulas For Valuation (cont.)

Direct Assessment (cont.)

Intangible Assets = (Extra Earning Power) x (Years of Profit Factor)

Extra Earning Power

Earning Power 10% (Tangible Assets)	\$ 55,500
Salary if PIC Elsewhere	+ <u>\$120,000</u> (NCPA Digest)
Total	\$175,500

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Formulas For Valuation (cont.)

Direct Assessment Intangible Assets (cont.)

Extra Earning Power

Net Profit of Business	\$267,200
New Owner Salary	+ \$130,000 (NCPA Digest)
Total	\$397,200

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Formulas For Valuation (cont.)

Direct Assessment Intangible Assets (cont.)

Extra Earning Power

\$397,200
- \$175,500
\$221,700

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Formulas For Valuation (cont.)

Direct Assessment (cont.)

Years of Profit Factor

- Indicates the number of years a startup pharmacy requires to reach the stores potential
- Typically, a number 1 to 5

$$(\$221,700) \times (4) = \$886,800$$

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Formulas For Valuation (cont.)

Direct Assessment (cont.)

Tangible Assets		\$555,000
Intangible Assets	+	<u>\$886,800</u>
Purchase Price		\$1,441,800

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Formulas For Valuation (cont.)

3. Percentage of Sales – (12%) Plus Inventory + FFE

$$(.12) (\$5,800,000) + \$545,000 + \$10,000 = \$1,251,000$$

Similar to Formula 1 the Percentage Used is Based on Adjusted Net Profit

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Formulas For Valuation (cont.)

4. Net Profit Approach – 2.6 (Net Profit) + Inventory + FFE

$$(2.6)(\$260,336) + \$545,000 + \$10,000 = \$1,231,874$$

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Summary of Valuations

Percentage of Sales	\$1,160,000
Direct Assessment	\$1,441,000
Percentage of Sales + INV + FFE	\$1,251,000
Net Profit Multiple Approach	\$1,231,874

Range: \$1,160,000 - \$1,441,000

Average: \$1,270,969

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Summary of Valuations

- Amounts Represent a Fair Market Value for Main Street Apothecary
- Actual Selling Price Can Be Adjusted Upward or Downward Through Negotiation
- Subjective Values

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Elements that Influence Selling Price

- Cash Flow
- Economic Trends
- Physical Appearance and Condition of Pharmacy
- Competition
- Inventory Composition and Condition
- Lease Terms

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Elements that Influence Selling Price (cont.)

- Location
- Terms of Sale
- Number of Interested Buyers
- How Badly Seller Wants to Sell
- How Badly Buyer Wants to Buy

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Buyer's Considerations

- Acquisition Price + Working Capital + Closing Costs
- Pay for Historical Financial Performance
 - NOT POTENTIAL
- Cash Flow Must Support Debt, Expenses, Salary, and/or Return to Buyer
- Acquisition Is Not the Same Price to All Buyers
 - Associate of Pharmacy
 - Current Pharmacy Owner

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Questions?

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The Road to Pharmacy Ownership

Emlah Tubuo, MS, PharmD

PHARMACY
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Speaker



EMLAH TUBUO, MS, PHARM D
PHARMACY OWNER
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Disclosure Statement

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My Story

In April 2019, I opened Powell Pharmacy, an independent community pharmacy.

Less than a year later, the world changed - the COVID-19 pandemic began.

Through resilience, adaptability and community support. Powell Pharmacy not only survived - it now thrives.

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Why Consider Pharmacy Ownership?

1. Autonomy & Leadership
2. Financial Growth Potential
3. Community Impact

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Questions to Ask Yourself

1. Personal Readiness

- a. Am I ready to be a business owner, not just a pharmacist?
- b. Do I have the time, energy, and mindset to take on the risks and responsibilities?

2. Skills & Experience

- a. Do I have experience in business, leadership, or operations?
- b. Am I comfortable managing people, finances, and compliance?

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Questions to Ask Yourself

3. Financial Preparedness

- a. Can I afford the upfront investment and potential cash flow gaps?
- b. What's my credit situation, and am I willing to take on debt?

4. Support System

- a. Do I have mentors, advisors, or a network to support me?
- b. Is my family or personal life in a place that can handle the demands?

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The Pharmacy Owner Game Plan

1. Define Vision & Niche
2. Build a Business Plan
3. Evaluate Market & Location
4. Get Licensed & Legal Structure
5. Secure Funding
6. Build Operations & Hire
7. Launch & Grow

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Build a Strong Team

Hire or partner with people whose strengths fill your gaps

Trust experts—accountants, legal advisors, consultants

Mentorship matters—learn from those who've done it



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Find Your Niche

At **Powell Pharmacy**, I've combined my passion for **lifestyle medicine** with a traditional pharmacy model — creating a unique and sustainable approach to patient care

- Services rooted in **preventive, whole-person care**
- A focus on reducing **medication dependence** through lifestyle changes
- Offerings that are both **clinically meaningful** and **financially sustainable**

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Low-Cost Services to Test Your Market

- Minimize Financial Risk
- Gauge Customer Interest and Demand
- Build Trust and Reputation Gradually

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Integrative Services at Powell Pharmacy

1. Comprehensive Health Reviews
2. Immunization Clinics
3. Personalized Supplement Recommendations
4. Personalized Pill Packaging
5. Biomarker Testing
6. Revitalize Program

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Overwhelmed? Where to Start

Write down 1 action you could take this month to move toward ownership

- Reach out to a pharmacy owner
- Begin writing a business plan
- Research local markets

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Final Tips for Aspiring Owners

1. Find a Mentor Early
2. Build a Strong Advisory Team (accountant, lawyer, etc.)
3. Find Your Niche

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Questions?

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Acquisition Target & Opening Timeline

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Pharmacist and Technician Learning Objectives

1. Describe the licensure requirements to open or transfer a pharmacy.
2. Explain the details of local, state and federal agencies that must be dealt with to transition a pharmacy acquisition.
3. Explain the implications of third-party payer contracts that can impact on the acquisition of a pharmacy.

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Speaker



J. Scott Weaver, RPh

VP of Pharmacy
PRS Pharmacy Services

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Introduction

Licensing and Third-Party Enrollments

- Start-up Pharmacy
- Acquisition
 - Asset Purchase Review
 - Stock Purchase Review

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Pharmacy Startups



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Licensing Sequence

- National Provider Identifier (NPI) Numbers
- State permit
- State controlled drug registration (if applicable)
- Drug Enforcement Administration (DEA) registration
- National Council for Prescription Drug Program (NCPDP)
- Third-party enrollment procedures

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Timelines

- Be Prepared
- Allow Adequate Time to Establish Opening Date
- Federal and State Licensing Requirements
- Third Party Enrollment

THE GOAL IS TO OPEN WITH ALL THIRD-PARTY INSURANCES ENROLLED

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Timelines (lack of preparedness)

- If Not – It will cost you \$\$\$
 - Delays in Opening
 - Lost Revenues
 - Increased Business Cost
 - Frustration

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NATIONAL PROVIDER IDENTIFIER (NPI) NUMBER for Facility

- A unique identification number for health care providers (individuals, groups, or organizations, such as pharmacies) that is used by all health plans.
- <https://nppes.cms.hhs.gov>
- No enrollment cost
- Two weeks to obtain

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State Board of Pharmacy Permit

- Facility Requirements
 - Security, building requirements, Rx area size, counter length, phone operational, C-II storage requirement
- Application Process
 - Financial affidavits, article of incorporation, quality assurance program, lease agreement, fingerprinting, wholesaler affidavit, photos, schematic layout drawing

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State Board of Pharmacy Permit

- Inspection
 - Required pharmacy equipment and reference library
 - Policies and Procedures
- Timeline
 - New application approval
 - Schedule inspection
 - Receive permit number

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State Controlled Substance Registration

- Adjacent to the pharmacy permit
or
- Separate registration and approval time

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Drug Enforcement Administration (DEA)

- Cannot apply for new DEA registration certificate until the new pharmacy permit and controlled substance license (if applicable) are obtained
- Can register online at <http://www.deadiversion.usdoj.gov/>
 - \$888 for three-year certification
- May take up to 6 weeks to obtain
 - Depending on your State and Location – May require an inspection

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National Council for Prescription Drug Programs (NCPDP) Provider ID

- A unique 7-digit national identifier that assists pharmacies in their interactions with pharmacy payers and claims processors
- <https://sso.ncpdp.org/Login>
 - Create a username and password account prior to the application process
- Upon receipt of your NCPDP, you can apply for all your third-party plans
- \$400
- Two weeks to obtain

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Third Party Enrollment

- Certificate of Liability
 - Rider on your business insurance (store)
 - \$1 Million per incident/\$3 Million aggregate
 - PBMs require to obtain agreements
- Surety Bond
 - Medicare Part B
 - \$50,000
 - \$250 annually

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Third Party Enrollment

- Pharmacy Services Administration Organization (PSAO)
 - Most buying groups or wholesaler networks offer
 - A must to obtain a majority of third-party enrollments
 - Negotiates reimbursements from payers as part of large pharmacy network
 - Enrollment in conjunction with wholesaler approval (8-12 weeks)
 - Apply early (construction phase)

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Third Party Enrollment

The following plans are not included:

- CVS/Caremark
- Humana
- Express Scripts
- Optum Rx
- Medimpact
- Prime Therapeutics

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Third Party Enrollment

- Medicare Part B
 - Drugs and Biologics - 855s/PECOS (<https://pecos.cms.hhs.gov/>)
 - DMEPOS – 855s/PECOS
 - Requires accreditation
 - 6-month process
 - National Provider Enrollment (previously the NSC)
 - East of the Mississippi River – Navitus
 - <https://www.novitas-solutions.com/webcenter/portal/DMEPOS>
 - West of the Mississippi River – Palmetto
 - <https://www.palmettogba.com/NSC>
 - Immunizations, POCT, and other Services – 855b/PECOS

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Third Party Enrollment

- State Medicaid
 - State Specific
 - Requirements for Enrollment
 - Timelines

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Heat Zones

(Health Care Fraud Prevention and Enforcement Action Team)

- | | |
|----------------------|-----------------------|
| • Appalachian Region | • Los Angeles |
| • Baton Rouge | • Miami |
| • Brooklyn | • New Orleans |
| • Chicago | • Newark/Philadelphia |
| • Dallas | • Tampa/Orlando |
| • Detroit | • Washington DC |
| • Houston | |

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Heat Zones

- Health and Human Services & Department of Justice
- Enhanced Levels of Credentialing Requirements Including Site Visits
- Caremark
 - Enhanced credentialing via portal
 - Unannounced Site Visit
 - Additional Fee

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Heat Zones

- Express Scripts
 - Enhanced credentialing via portal
 - Additional Fee
- Humana
 - Must be open for One (1) year

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Heat Zones

- MedImpact
 - Unannounced Site Visit
 - Fee \$2,500, if wait 12 months, fee \$500
- Navitus
 - Enhanced credentialing application delivered directly to the PBM
 - The pharmacy must have been in operation for 18 months under the current ownership
 - Exception to waiting period if commonly owned with another in-network pharmacy
 - The pharmacy must be in good standing & open for 18 months with the current owner

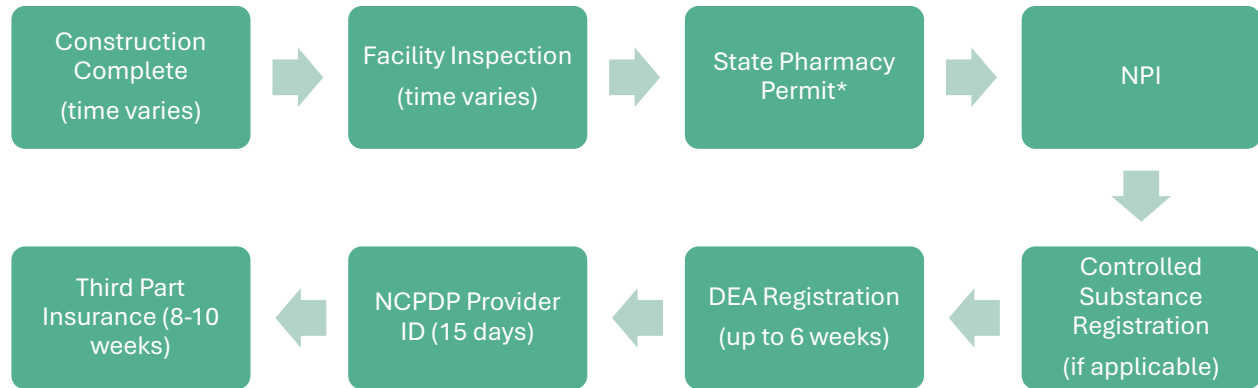
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Heat Zones

- Optum
 - Enhanced credentialing application delivered directly to the PBM, 60-120 day turnaround
 - Unannounced Site Visit
 - Fee \$500
- Prime
 - 12 months processing records under current ownership
 - 6 months processing records if commonly owned with in-network pharmacy
 - Pharmacy must be in-network $\geq$ 1 year & in good standing

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Start-up Licensing Timeline



* Upon receipt of your State Pharmacy Permit number, allow up to 14 weeks to enroll and have the ability to bill third-party insurances online.

Some plans may be longer.

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Acquisition / Purchase



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Asset vs. Stock Sale

- Asset Sale – Seller retains possession of the legal entity and the buyer purchases individual assets of the company such as equipment, FFE, licenses, goodwill. Buyer must form their own legal entity and assumes no liabilities of the seller.
- Stock Sale – Buyer retains all company equity including all assets and liabilities. The buyer assumes the seller's corporation and FEIN.
- Each State Board of Pharmacy determines a CHOW differently
 - Asset is always a CHOW
 - Stock – investigate your state board of pharmacy rules and regulations and determine the CHOW requirements

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Asset Sale

- Possession date – sole and complete operational control of business and employees
- Closing date - obtained all necessary permits, licenses, third-party contracts, registrations, provider numbers or any other documents required by law to own the pharmacy
- It is imperative to avoid any interruption in licensing and third-party billings until the buyer:
 - Obtains all federal and state licenses and registrations
 - Enrolled in all PBM / Third Party contracts

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Asset Sale

- The key problems typically occur between these two dates, if not addressed in the Asset Purchase Agreement
- Power of Attorney for Licenses and Contracts
 - Operate under seller's licenses and registrations
 - Pharmacy Permit
 - State Controlled Substance Registration
 - DEA
 - NPI
 - NCPDP
- Operate under seller's third-party contracts
 - Payment and Remittance Statements are transferred to buyer within 7 days of receipt

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Asset Sale

- Seller's Wholesaler / Buying Group / PSAO
 - Remain active
- Seller's Certificate of Liability
 - Remain active

104

Pharmacy Permit

- Investigate Requirements / Timelines for Application Approval
- Pre or Post Closing Approval
- Pharmacy Inspection Required?

State Controlled Substance Registration (if Applicable)

105

Drug Enforcement Administration (DEA)

- Similar to a new/start-up pharmacy – cannot apply for the DEA number until the pharmacy change of ownership permit and controlled substance license (if applicable) are obtained
- Once buyer obtains their DEA certificate
 - Conduct a complete controlled substance inventory
 - Buyer and seller keep copy for two years
 - Buyer transfers Schedule II inventory via 222 forms
 - Seller sends certified letter to local DEA field office
 - Location of inventory records
 - Registration certificate
 - Unused 222 forms with the word “VOID” written on each

106

NCPDP & NPI

- Apply for new enrollment or transfer seller's
- NPI Number Transfer
 - <https://nppes.cms.hhs.gov>
- NCPDP Number Transfer or Change of Ownership
 - <https://sso.ncdp.org/Login>
 - The seller completes a notarized affidavit (available on the NCPDP website)
 - Avoids disruption in processing third-party claims

107

Third Party Enrollment

- Same Criteria as a Start-Up
- Wholesaler / Buying Group / PSAO
 - Account must be established prior to Possession Date
- Certificate of Liability (On Possession Date)
- State Medicaid
- Medicare Part B

108

Stock Sale

- Do not assume during a stock sale that all pharmacy licenses and third parties are automatically transferred to the new buyer. Requires proper notifications.
- Every state board determines CHOW differently
- Pharmacy Permit
 - If CHOW, new application
 - Change in controlling interest
 - Notification requirement
 - Complete controlled substance inventory

109

Stock Sale

- State Controlled Substance Registration
 - Follow state board of pharmacy determination
 - Notification requirements
- DEA Registration Certificate
 - Dependent on local field office determination and state board of pharmacy
 - New enrollment?
 - Certified Letter Notification?

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Stock Sale

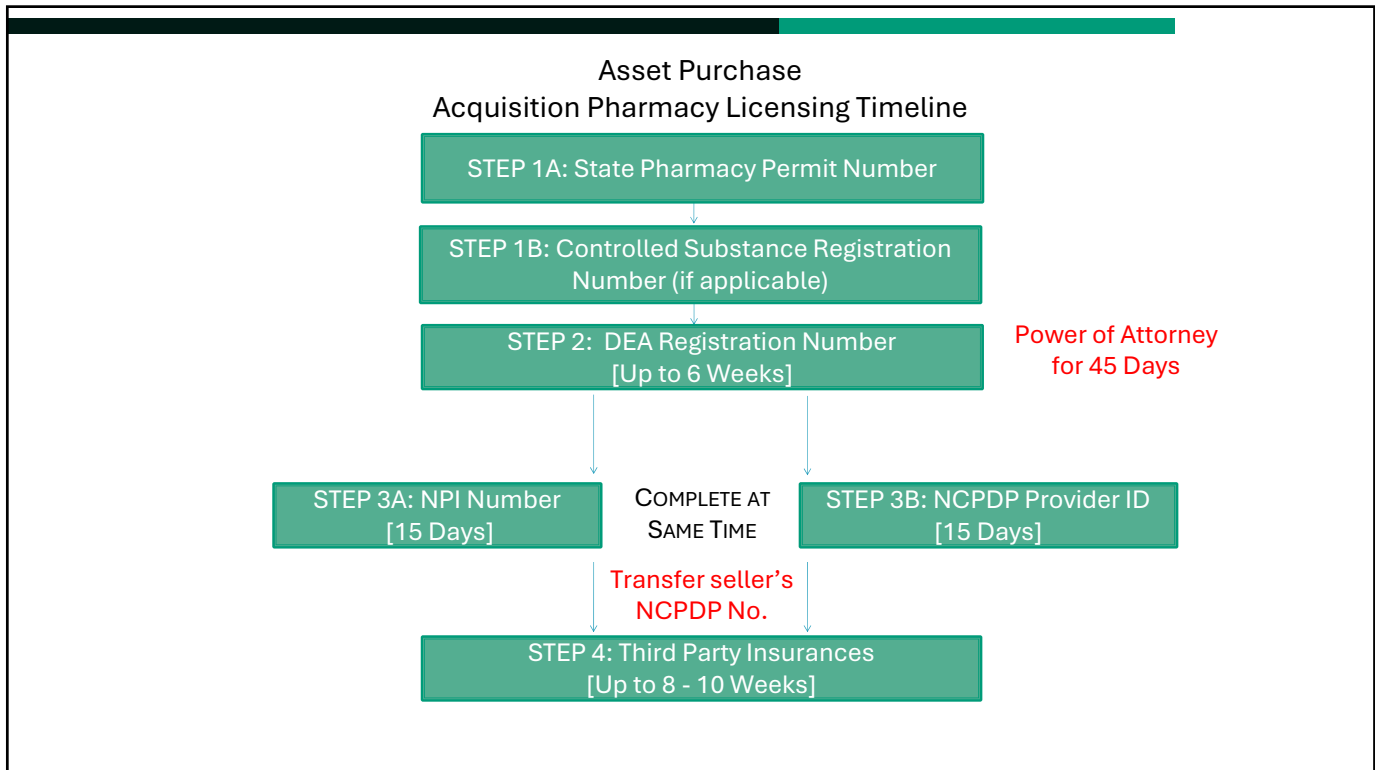
- NPI
 - Requires notification
 - Independent of state board of pharmacy determination
 - <https://nppes.cms.hhs.gov> or 1-800-465-3203
- NCPDP
 - Independent of state board of pharmacy determination
 - Requires notification and completion of NCPDP Authorized Official Signature Form
 - <https://sso.ncpdp.org/Login>

111

Stock Sale

- PSAO
 - Requires notification and new application
 - Third Party Enrollments
 - * Requires notification and possible new applications within 20-30 days of the closing date**
- | | |
|-------------------|---------------------------------|
| • CVS/Caremark | • Medicare Part B |
| • Humana | • Update online |
| • Express Scripts | • State Medicaid |
| • Optum Rx | • Verify requirements per state |

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Final Thoughts

PHARMACY IS A BIG INVESTMENT

- Commit to doing it right from the start
- Be prepared with timelines & requirements
- Surround yourself with professionals that have experience in pharmacy start-up and transition

114



Questions?

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Building Your Pharmacy Team

Emlah Tubuo, MS, PharmD



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Speaker



EMLAH TUBUO, MS, PHARM D

PHARMACY OWNER
POWELL PHARMACY

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Disclosure Statement

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119

Pharmacist and Technician Learning Objectives

1. Identify pharmacists and non-pharmacists roles to consider as part of your pharmacy team.
2. Discuss strategies for distributing responsibilities amongst a team to play to the strengths of each individual.

120

Surround yourself with people whose strengths complement your weaknesses.

Or in other words...

Hire people who are good at what you're bad at.

121

Your Staff = Your Most Valuable Asset

1. Staff are the face of your pharmacy
2. Directly impact customer experience and outcomes
3. Influence profitability and sustainability

122

Core Roles in Community Pharmacy

1. Pharmacist-in-Charge (PIC)
2. Staff Pharmacists
3. Pharmacy Interns and Technicians
4. Cashiers/Clerks



123

Reimagine These Core Roles

- Identify specialized roles
 - Pharmacist-in-Charge → Operations Manager
- “Champions”
 - Example: I have a very smart/savvy shopper who is a Certified Pharmacy Technician
 - She is our Drug Ordering Champion

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Pharmacy Champion Examples

Role	Champion Title	Example Responsibilities
Certified Pharmacy Technician	Drug Ordering Champion	Inventory control, formulary updates, vendor relationships
Cashier/Clerk	Customer Experience Champion	Point-of-sale efficiency, front-end displays, feedback collection
Pharmacist	Immunization Champion	Vaccine inventory, staff training, clinic scheduling
Tech or Pharmacist	Adherence Champion	Med sync programs, refill reminders, communication protocols

125

Why Strength Based Role Assignment Matters

Not everyone is great at everything—and that's a good thing

Strength-based delegation leads to:

- Higher engagement
- Better performance
- Reduced burnout

Great teams balance **clinical skills**, **people skills**, **detail orientation**, and **creative thinking**

126

Matching Roles to Your Vision

Align team positions with your mission and services

Example: If offering lifestyle medicine or compounding, build around that

Define and communicate your values

127

Hiring for Fit, Not Just Skills

Value alignment is key

Prioritize communication, empathy, and adaptability

Behavioral interviewing tips

- A technique that asks candidates to describe how they've handled real-life situations in the past

Tip: Involve current team in the interview process

128

Other Valuable Team Members

- Admin
- Human Resources
- Marketing
- Social Media

129

Building a Team Around Innovation

Innovation isn't just about new technology—it's about **new thinking, new services, and new roles.**

A static team structure limits your ability to **respond to patient needs, stay ahead of competitors, and offer high-value services.**

Look for candidates who ask questions, bring ideas, and show initiative—even if they don't have experience in innovative settings.

Allocate weekly “innovation hours” for team members to propose improvements or test micro-pilots

130

Empowering Your Team

Trust, then delegate

→ Let go of control so others can step up and grow.

Give ownership, not just tasks

→ Allow team members to **own outcomes**, not just follow directions.

Provide tools & training

→ Provide education, shadowing, and resources.

Encourage decisions at the level of knowledge

→ Let the person closest to the issue suggest solutions.

Recognize initiative

→ Celebrate when someone takes charge or improves a process.

131

Leadership Versus Management

Managers focus on process, **leaders focus on people**

- **Management** keeps the pharmacy running.
- **Leadership** moves it forward.

Scenario	Manager Approach	Leader Approach
New Service Rollout	Builds the SOP and workflow	Communicates why it matters, gains buy-in
Staff Conflict	Enforces policy	Facilitates a conversation, listens
Workflow Bottleneck	Adjusts schedule or duties	Engages team for root-cause solutions

132

What Keeps Pharmacy Staff Around?

Factor	Strategy Example
Growth Opportunities	Promote from within, offer certification support
Positive Culture	Celebrate wins, check in regularly, lead with empathy
Work-Life Balance	Offer flexible shifts, close on holidays when possible
Recognition & Appreciation	Verbal praise, team shout-outs, small bonuses or gifts
Empowerment & Trust	Involve team in decisions, delegate meaningful responsibilities
Fair Compensation	Regularly review pay rates and offer performance bonuses

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Conclusion

- 1. Build with intention** – Design roles and hire people who align with your vision.
- 2. Lead with trust** – Empower your team to grow, take ownership, and innovate.
- 3. Invest in people** – Training, culture, and recognition are your strongest retention tools.

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Questions?

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Exploring and Implementing Diverse Revenue Opportunities

Shahida Choudhry, BS Pharm, PharmD, owner, Palms Pharmacy



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Speaker



Shahida Choudhry, BS Pharm, PharmD

Owner
Palms Pharmacy

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Pharmacist and Technician Learning Objectives

1. Discuss the importance of establishing a medication synchronization system for dispensing on workflow optimization.
2. Review services that pharmacies can offer to diversify revenue streams.
3. Summarize workflow considerations when implementing a new service.
4. Develop an action plan for implementing a new pharmacy service.

140

Exploring & Implementing Diverse Revenue Opportunities

- Personal experiences
- Lessons learned
- Strategies that have helped my pharmacy diversify its services
- Plan on YOUR diversification



141

Who am I?

- Palms Pharmacy - Tampa, FL
- Co-owner of The Primary Care of Wesley Chapel
- Wellness NOW Telehealth - offering weight loss, wellness and dermatology care

Industry Honors:

- 2024 Independent Women Pharmacist of the year
- IPC - Board of directors
- Member of NIAB
- 50 Most Influential Pharmacist by Pharmacy Podcast - #6 (4 years in a row)
- Region 5 Director of FPA



142

Why Diversify?

- Margins are shrinking
- DIR fees
- PBM clawbacks
- Patients now expect convenience, personalized services and online access
- Diversification protects your business and opens multiple streams of income while building financial resilience



143



Medication Synchronization

Improved adherence & health outcomes

Entering the Retail Supplement Market

Start selling what patients are asking for.

Using Social Media to Drive Sales

Social media builds trust, loyalty and visibility that traditional ads could not.

Launching Telehealth Services

Create an online extension of your services to reach more patients in your state.

What Worked for our Team!



144

How to Choose What's Right for You



4 Questions To Ask Yourself

Ask Yourself:

- What does my patient population need?
- What are my current team's strengths?
- What services are underutilized or in demand in my area?
- What are my competitors doing?

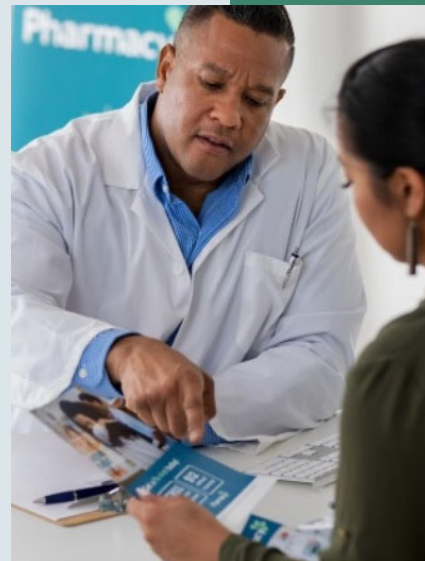
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Potential Revenue Streams

How to Expand Beyond the Counter

Services:

- Medication Synchronization
- Immunizations
- Point-of-Care Testing (POCT)
- Travel Health Consults
- Telehealth Consultations
- Lab Draw Reviews
- Medication Reviews

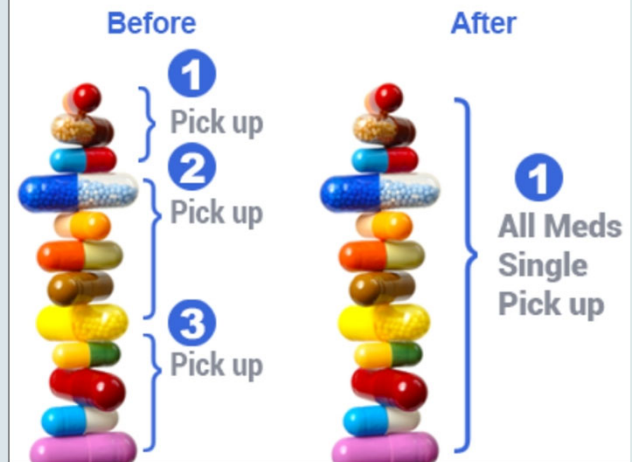


146

Why Medication Synchronization?

- **Definition:** Aligning chronic med refills to one monthly pickup or delivery date.
- **Patient Benefits:** Fewer trips, higher adherence, better outcomes
- **Pharmacy Benefits:** Predictable refill schedule, fewer urgent refills & calls, more time for clinical services

Medication Synchronization



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Workflow Optimization with Med Sync



Batch Processing: Group refills by sync date for smoother workflow

Inventory Management:

Improved planning = Fewer shortages
Improved inventory cash flow

Staff Efficiency: Less chaos, fewer interruptions

Proven Impact:

- 3x refill retention
- Higher adherence
- Decreased DIR fees

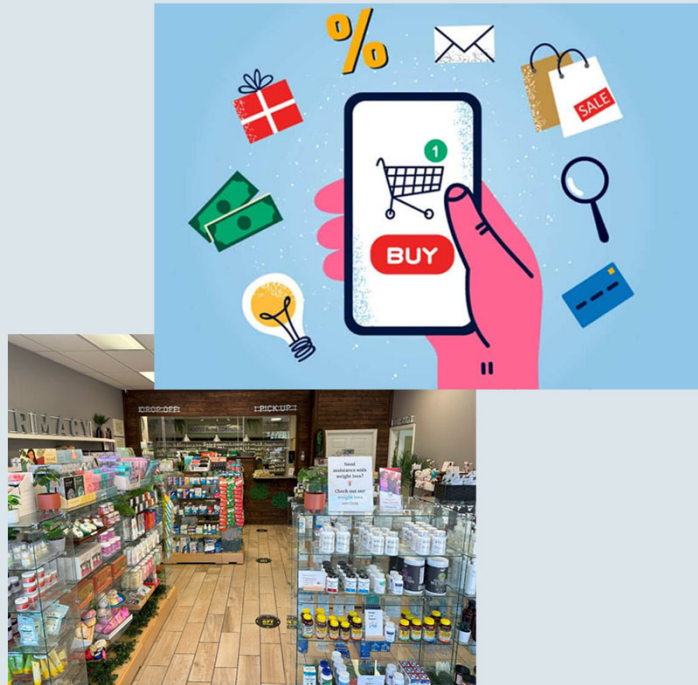
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Potential Revenue Streams

How to Expand Beyond the Counter

Retail & Wellness:

- Private Label Supplements
- Wellness & Weight Loss Programs
- E-commerce
- Reimagined Retail Space for Supplement Displays



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Retail Supplements Boosting Revenue Beyond Dispensing

- Creates a cash-base, high-margin revenue stream
- Supports diversification outside of insurance-based dispensing
- Integrates well with clinical services like weight loss and wellness consults
- Builds patient loyalty through trusted recommendations
- Enables online sales



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Potential Revenue Streams

How to Expand Beyond the Counter

Patient-Centered Programs:

- LTC at Home
- Remote Patient Monitoring (RPM)
- Medication Therapy Management (MTM)
- Increase Patient Access & Provider Collaboration



151

Key Implementation Considerations

Team:

- Who leads the initiative?
- Training and ownership

Workflow:

- How does this integrate into our current operations?
- Will it require appointment-based scheduling?



152

Key Implementation Considerations

Technology:

- Software integration (Example: billing, documentation, patient follow-up)
- Platforms for marketing and patient engagement

Financial:

- Startup costs
- Reimbursement potential
- Pricing model for private pay services



153

Our Team – The Backbone of Diversification

- Hired based on personality, flexibility, experience and creativity
- Empowered team leaders to manage daily flow
- NPs for clinical care
- Marketing & social media support
- Trained everyone to cross-sell, educate and connect with patients



154

Revenue Streams We Have Built

- Clinical Services (in-person & virtual)
- Immunizations
- Lab Work & Weight Loss Programs
- Retail Supplement Sales
- DME + OTC Items
- Speaking, Mentoring and Consulting Opportunities



155

ED Meds: A Revenue Growth Opportunity

- High demand with many cash-pay prescriptions.
- Opportunities for compounding and men's health supplement sales.
- Strengthens patient loyalty through personalized care.
- Cross-sells other wellness and health services.



156

Compounding: Custom Solutions, Expanded Revenue

- Creates personalized medications not available commercially.
- Servicing niche markets: HRT, Derm, ENT, ED and Proctology.
- Higher margins compared to traditional dispensing.
- Builds strong provider and patient relationships.
- Differentiates our pharmacy from our competitors.



157

COVID- The Big Pivot

- Increased foot traffic and new patient acquisition.
- Growth in OTC sales: vitamins, supplements, PPE, compounded sanitizer and immune support products.
- Boosted demand for delivery, curbside pickup and telehealth services.
- Expanded services: COVID testing, vaccinations and antibody screenings.
- Established the pharmacy as a community healthcare destination.



158

The Weight Loss Bandwagon: A New Pharmacy Opportunity

- Rising demand for GLP-1 medications (Semaglutide & Tirzepatide)
- Increased interest in weight management supplements and programs.
- Opportunity to offer private-label supplements, coaching and telehealth services.
- Attracts a new patient demographic focused on wellness and lifestyle changes.
- Creates ongoing revenue through follow-ups, refills and supportive products.



159

Launching Telehealth: Expanding Access & Revenue

- **Increase Access to Care:** Patients can consult from home for weight loss, dermatology and wellness
- **Generates New Revenue:** Cash-pay consults provide income beyond prescriptions
- **Enhances Clinical Integration:** Allows seamless follow-up with supplement recommendations, lab work and MTM
- **Build Patient Convenience & Loyalty:** Flexible scheduling and shorter wait times

Telehealth Services



160

Delivery & Shipping: Expanding Access & Revenue

- Meets patient demand for convenience and accessibility especially after business hours.
- Increases prescription adherence and customer retention.
- Expands service area beyond local walk-ins.
- Adds new revenue streams through delivery fees or shipping charges.
- Strengthens pharmacy's competitive advantage in today's market.



Be careful with PBM restrictions!

161

Pharma Reps: Building Partnerships & Growing Services

- Key resource for new product education and training.
- Help pharmacies stay updated on latest therapies and treatment options.
- Provide marketing support.
- Strengthen pharmacy offerings through specialty products and programs.
- Foster partnerships that can lead to exclusive deals or pilot opportunities.
- Attend dinners and network with local providers.



162

LTC - ALF: Long-Term Care & Assisted Living Facilities

- Serve a growing aging population with specialized medication needs. Blister packing is a top request.
- Provide medication packaging, monthly cycle fills and clinical consulting.
- Create consistent, high-volume revenue through facility contracts. Ask to be a secondary pharmacy for ALF.
- Strengthen relationships with healthcare providers and caregivers.
- Differentiate pharmacy by offering personalized, compliant care solutions.
- Call around to group homes and recovery centers.
- No DIRs



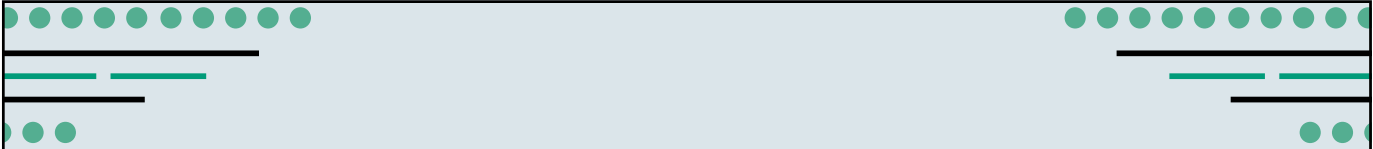
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Lessons Learned

- Don't wait to be perfect:
Launch. Learn. Adjust.
- Build with your current patients in mind first.
- Your team can make or break the vision.
- Social Media is a must, not an option.
- Mistakes happen. I've over ordered, underpriced and overspent, but I learned!
- Every challenge pushed me to pivot and grow.



164



Now it's your turn!

Service Blueprint

165

Developing Your Service Blueprint

- What service am I interested in starting and why?
 - How does this service fit the needs of my community?
 - What are the goals of the service?
 - What will the service look like?
-

166

- What service am I interested in starting and why?
 - Point-of-care-testing to expand the community pharmacy's role in patient care and increase prescription volume.
 - How does this service fit the needs of my community?
 - Community has limited access to quick diagnostic testing outside of urgent care or PCPs
 - What are the goals of the service?
 - Improve access and reduce barriers to care
 - Enhance pharmacy revenue
 - Attract new patients who otherwise don't use this pharmacy
 - What will the service look like?
 - We will offer rapid flu, COVID-19, and strep testing initially potentially expanding to cholesterol and A1c. Patients will be able to schedule or walk in and receive their results quickly along with a prescriber referral if necessary. It will be offered during business hour and extended hours during peak season
-

167

Developing Your Service Blueprint

- Complete a SWOT analysis for your proposed service.
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats
-

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Internal	Strengths	Weaknesses
	• More accessible than physician office • Convenience of walk-in or appointments • Pharmacy already has private consultation area	• Need to train staff and incorporate into workflow • Need appropriate supplies • Must ensure CLIA-waived testing compliance with state laws and waiver from CMS • Staff burnout
External	Opportunities	Threats
	• Growth in demand for quick convenient care • Partnerships with local providers and employers • Could expand to test to treat • Can bill Medicare	• Competition from local urgent care and at home test kits • Demand can fluctuate with seasons • Regulatory Changes

169

Developing Your Service Blueprint

Who are potential external partners/vendors I will need to work with for this service (ex: doctor's office, school district, technology vendor for tools, etc.).

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Who are potential external partners/vendors I will need to work with for this service (ex: doctor's office, school district, technology vendor for tools, etc.).

- CLIA-waived test suppliers
 - Local prescribers (state dependent)
 - Medicare Administrative Contractor
 - Companies that assist with medical billing
 - Organizations that offer training for staff
-

171

Developing Your Service Blueprint

- Who on my team can I engage to help with this service and why are they a good fit?
 - What will be the responsibilities of each of the team members involved?
-

172

- Who on my team can I engage to help with this service and why are they a good fit?
 - Pharmacist- clinical knowledge to interpret results
 - Lead tech- knowledge of workflow
 - Front end staff- they are the first point of contact with patients
 - What will be the responsibilities of each of the team members involved?
 - Pharmacist- assuring clinical accuracy and compliance along with interpreting and counseling
 - Lead Tech- collect specimen perform test under supervision (state dependent), maintain inventory
 - Front end/clerk- greeting and screening patients, collecting payments, answering general questions, and promoting the service
-

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Developing Your Service Blueprint

- How will this fit into my current business/dispensing model?
 - What changes do I need to make? (scheduling platform, dispensing workflow, etc.)
-

174

- How will this fit into my current business/dispensing model?
 - Fits into regular business hours
 - Scheduling platform already set up from vaccination services
 - Walk-in testing will go through the workflow like a prescription with additional steps/call outs for appropriate staff to perform the test
 - What changes do I need to make? (scheduling platform, dispensing workflow, etc.)
 - Ensure private consultation area has proper signage and disposal of biohazard waste
 - Optimize current scheduling platform to accommodate POCT
 - Create documentation protocols and SOPs
-

175

Developing Your Service Blueprint

- What does success look like for this service?
 - How will I measure the success of the service? What data/metrics will I use?
-

176

- **What does success look like for this service?**

- Sustainable- covering its cost AND generating profit
- Efficient- smoothly integrated with daily operations without disturbing regular dispensing
- Valued- trusted in the community with referrals and word of mouth recommendations. Also bringing in new patients who didn't fill with the pharmacy before getting the service.

- **How will I measure the success of the service? What data/metrics will I use?**

- # of test performed per week and month- look at demand and growth
 - % of positive test- identify trends and peak seasons
 - # of new patients/new prescriptions resulting from receiving the service
 - Patient satisfaction through surveys and reviews
 - Staff time per test for workflow efficiency
 - Revenue per test
-

177

What are my first 5 steps to start this service?

1.

2.

3.

4.

5.

178



What are my first 5 steps to start this service?

1. Identify who will oversee the service.
2. Select the test and vendors we will use.
3. Obtain CLIA-certification of waiver from CMS
4. Train staff and develop protocols
5. Set up physical and digital infrastructure (consultation room, intake forms, scheduling, etc.)

179



Time to share!

180

Call to Action

What Can You Start With?

- Pick one service or product to add this year.
- Start social media page for your pharmacy.
- Ask your current patients what they need.
- Don't be afraid to partner or collaborate with others.
- Your future revenue is likely outside the pharmacy counter.

181

Final Tips

- Start small, test and scale
- Involve your team early and often
- Monitor performance & adjust
- Always keep the patient at the center



182



Questions?

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Marketing Musts for Promoting Pharmacy Services

Shahida Choudhry, BS Pharm, PharmD, owner, Palms Pharmacy



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Speaker



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Pharmacist and Technician Learning Objectives

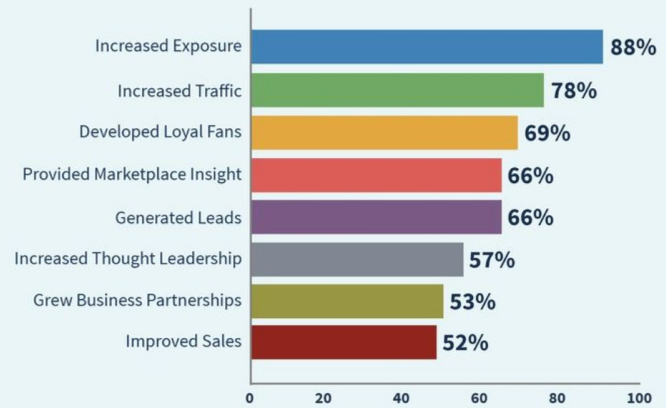
1. Summarize best practices for marketing pharmacy services to patients.
2. Create a marketing plan to promote a new pharmacy service.

188

Marketing Musts for Promoting Pharmacy Services

Marketing your pharmacy's services builds trust, boosts visibility, and strengthens your brand, driving business growth and customer loyalty.

Advantages of Social Media Marketing



<https://www.socialpilot.co/blog/how-to-improve-social-media-marketing>

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Introduction

- Independent pharmacies offer more than just prescriptions.
- Effective marketing helps build trust and educate the community.
- We will cover best practices and a complete marketing plan.

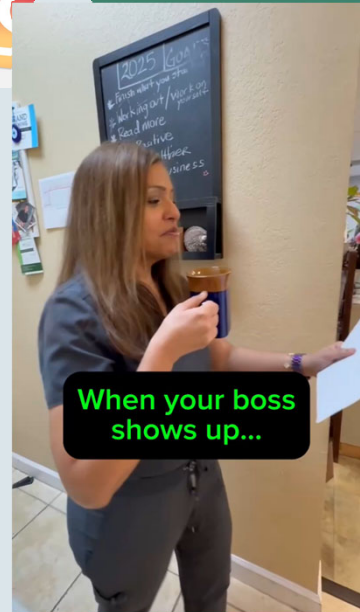


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Facebook & Instagram Strategies



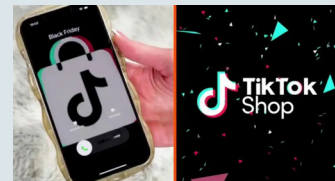
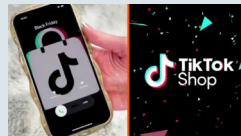
- Facebook: Great for community updates and promotions.
- Instagram: Use reels, photos and stories for visual engagement.
- Respond to comments, messages. Use SEO hashtags and geo-tags.



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TikTok & Short-Form Video

- Create short, engaging, educational videos.
- Use TikTok Shop to promote supplements & products.
- Be authentic, consistent and utilize trending sounds wisely.



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Email Marketing

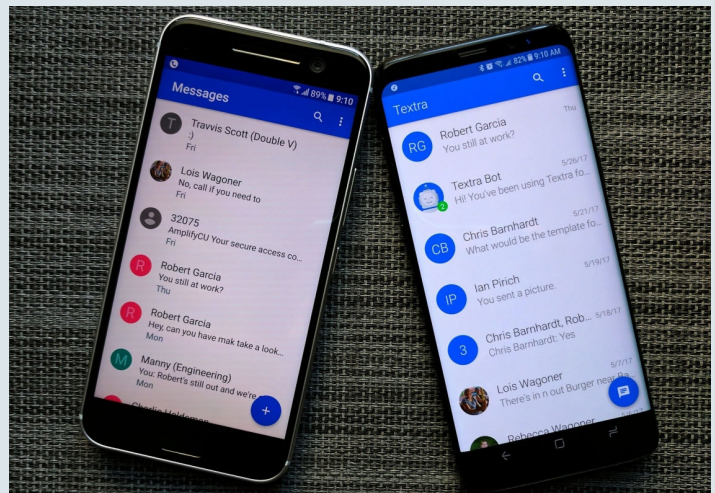


- Send monthly newsletters with tips, services, spotlights or blogs.
- Segment lists by condition/demographic when possible.
- Track open and click rates to refine content.

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SMS Text Messaging

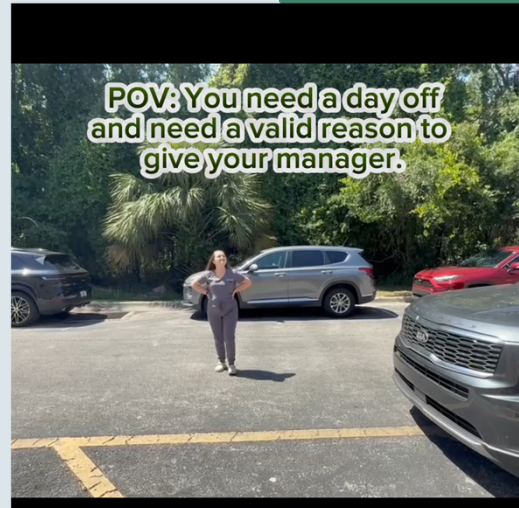
- Use for urgent alerts, reminders, special offers.
- Keep messages short, clear and actionable.
- Ensure patient consent and include opt-out options.



195

Engagement & Trust

- Humanize your brand: feature staff and patients. Don't be afraid to be funny with your content.
- Respond quickly to interactions online.
- Encourage reviews and highlight community involvement.



196

Education-Focused Content

- Share FAQ's, health tips, chronic condition management info.
- Use videos, infographics and stories for engagement.
- Promote services subtly within educational content.



197

Calls to Action

Always include a next step:

*Book, Call, Visit, Follow, Like, Share

Use urgency or limited-time offers to drive action:

*Sale Ends Today at Midnight

Simplify response and use multichannel promotion:

*Facebook, Instagram, TikTok, Threads



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Marketing Goals & Objectives

- Raise awareness of full services
- Increase utilization of Med Sync, MTM, vaccines, etc.
- Attract new patients, retain current ones, grow engagement

199



Target Audiences

- Chronic disease patients, caregivers, general wellness seekers
- Tailor messaging by platform and need
- Use local relevance and trust to your advantage



200

Messaging Pillars

- Comprehensive Care, Personalized Support, Patient Education, Community Connection.
- Every post or message should reflect at least one pillar.
- Reinforce core values consistently across channels.



201

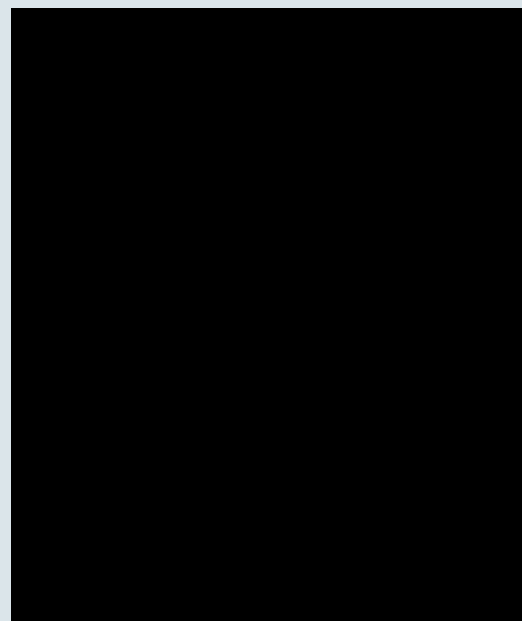
Multichannel Tactics

- Use social media, email, SMS and in-store signage.
 - Post 3-5 times per week on social media, email 1-2 times a month.
 - Create campaigns with unified themes across platforms.
-

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Sample Content Calendar

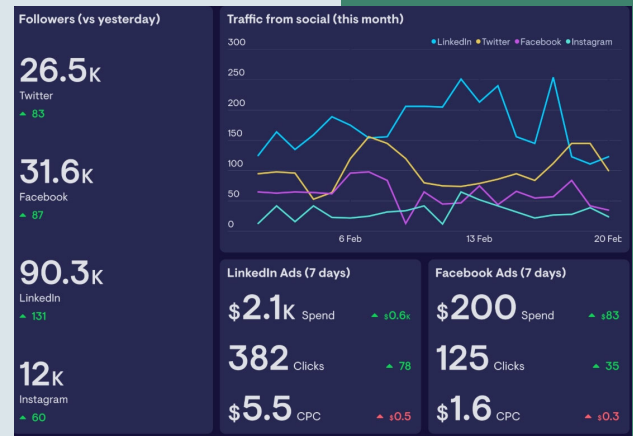
- Theme: Spring Into Health- Focus on allergies and wellness.
 - Weekly breakdown: Theme intro, service spotlight, education, promotion.
 - Include email, social, TikTok, in-store components.
-



203

Metrics & Tracking

- Track social engagement, email open/click rates, SMS response.
- Monitor service utilization numbers before/after campaigns.
- Adjust strategies based on performance data.



204

Now it's your turn!
Marketing Outline

205

Developing Your Marketing Outline

- Who is my target audience for this service? Why?
 - How can I best reach this patient population (flyers, billboards, social media, etc.)?
-

206

- Who is my target audience for this service? Why?
 - Individuals looking for quick and convenient results
 - Don't want to go to a doctor's office to have the test
 - Willing to pay cash if not covered by insurance
 - Teachers, School Districts, Local Businesses
 - How can I best reach this patient population (flyers, billboards, social media, etc.)?
 - Social Media
 - Flyers
 - Contact the school district or business' HR
-

207

Developing Your Marketing Outline

- How can I engage my team in promoting this service?
 - What do they need to know when talking to patients about the service?
-

208

- How can I engage my team in promoting this service?
 - Educate them on the service, practice situational responses and elevator pitches for promoting the service.
 - Fun competitions or prizes for the most referrals.
 - What do they need to know when talking to patients about the service?
 - What test are available and how they are done
 - What symptoms would be reason for testing/Who should get tested
 - How long will the service take
 - Fee and payment options
 - Peak seasons
-

209

Developing Your Marketing Outline

Write an elevator pitch for your program that is no more than 2 minutes long.

Share it with someone next to you!

210

Final Thoughts

- Be consistent, authentic and patient-centered.
 - Measure results, adapt strategies and keep testing.
 - Leverage your strengths as a trusted local provider.
-



211



Questions?

**Shahida Choudhry, BS Pharm,
PharmD**

Owner, Palms Pharmacy

Shahida@ThePalmsPharmacy.com

212

PHARMACY Ownership Workshop

UNLOCK THE FREEDOM OF OWNERSHIP

SPONSORED BY MCKESSON



213

First and Last Impressions

Gabe Trahan, Former Senior Director, Store Operations and Marketing, NCPA (Retired)



214

Speaker



Gabe Trahan

Former Senior Director, Store Operations and Marketing
NCPA

215

Disclosure Statement

There are no relevant financial relationships with ACPE defined commercial interests for anyone who was in control of the content of the activity.

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216

Pharmacist and Technician Learning Objectives

1. Discuss the impact of signage, parking and local business, schools and communities.
2. Identify key features of a store layout.
3. Describe how layout affects traffic flow.
4. Discuss the impact on profitability of a poorly designed layout.

217

Now the rest of the story.



218



219

One Bad Apple

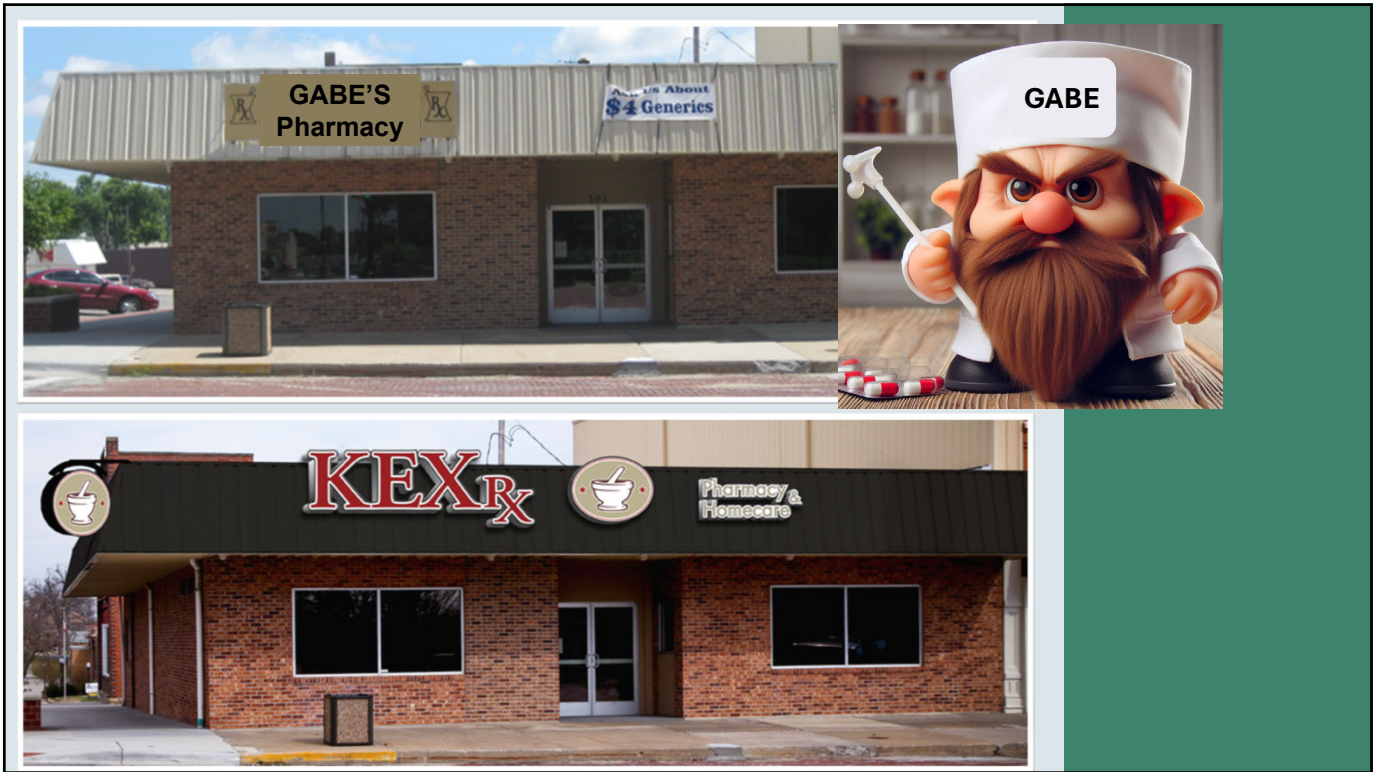


220

GONE



221



222



223



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225



226



227



228

FName: _____		Mid Name: _____		LName: _____		(Sr, Jr, III) Suffix: _____	
DOB: _____		Gender: _____		Phone (H): _____		Phone (C): _____	
Address 1: _____				Address 2: _____			
City: _____		State: _____		Zip: _____		E-Mail: _____	
DLN: _____		SSN: _____		Allergies: _____			
Drug Insurance? _____				How did you hear about us? <u>your sign</u>			
Previous pharmacy? _____				Do you want child safety caps? _____ Yes _____ No			

229



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233



234

Why do we need to start outside?



235

235



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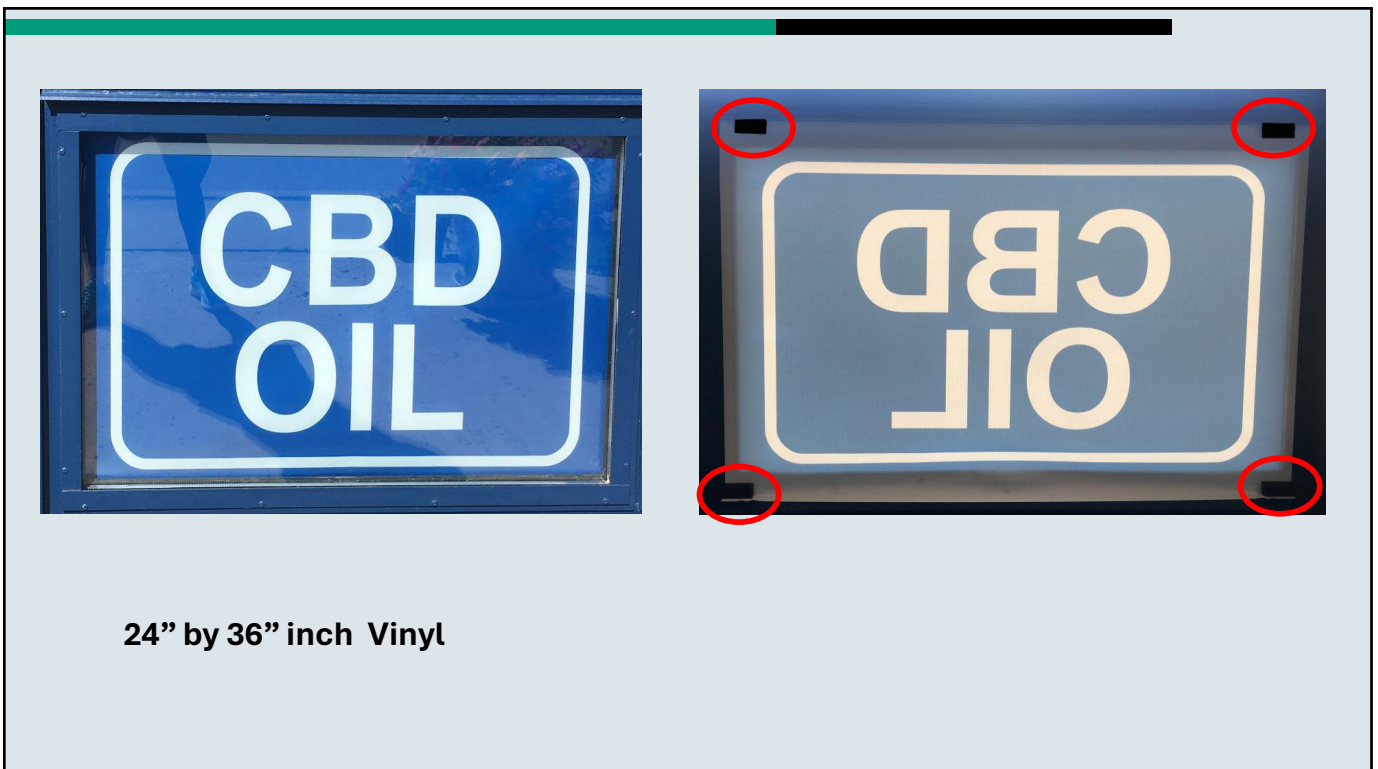
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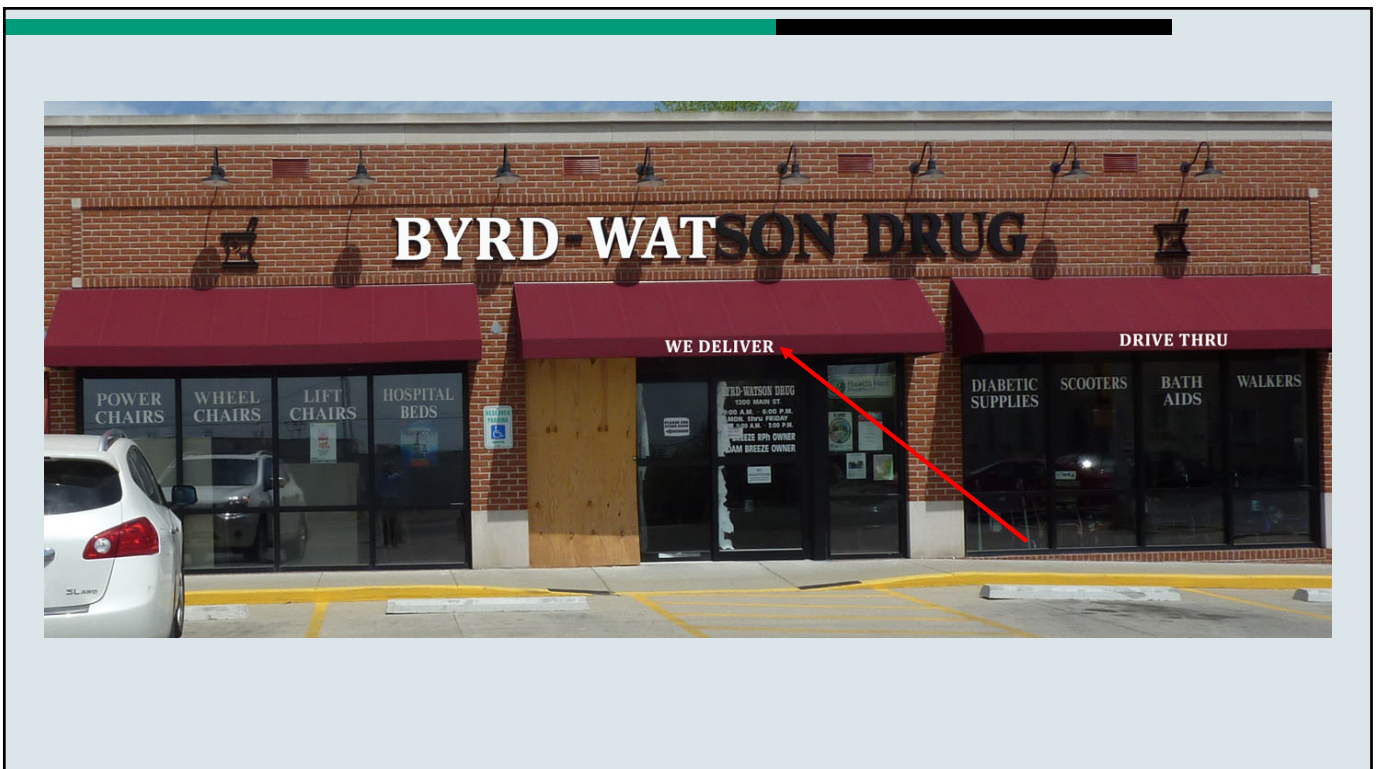


24" by 36" inch Vinyl

239



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241



242

PHARMACY

PHARMACY

243



244

VILLAGE PHARMACY Blue Highway 108 pt

VILLAGE PHARMACY Calibri 58 pt

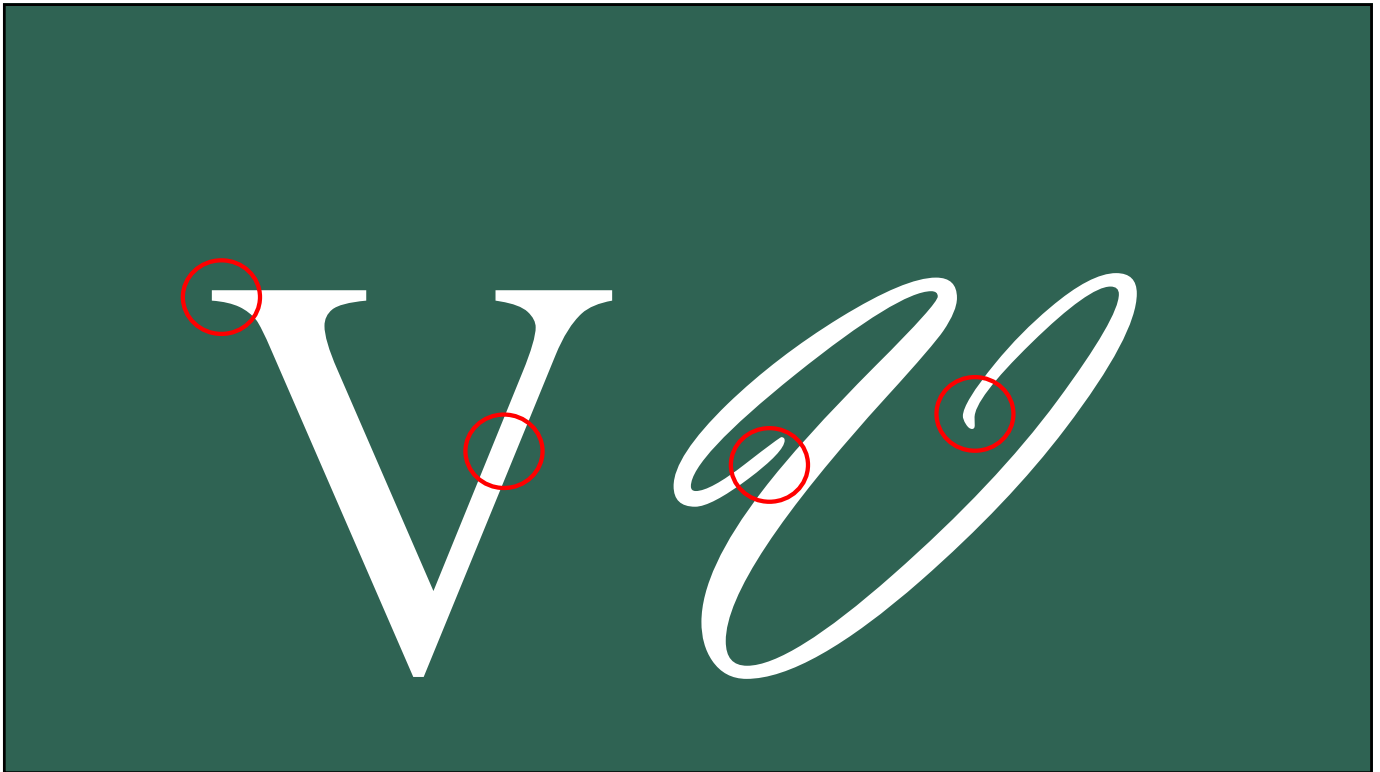
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VILLAGE PHARMACY Arial 72 pt

VILLAGE PHARMACY Times New Roman 72 pt

Village Pharmacy Vladimir Script 120 pt

245



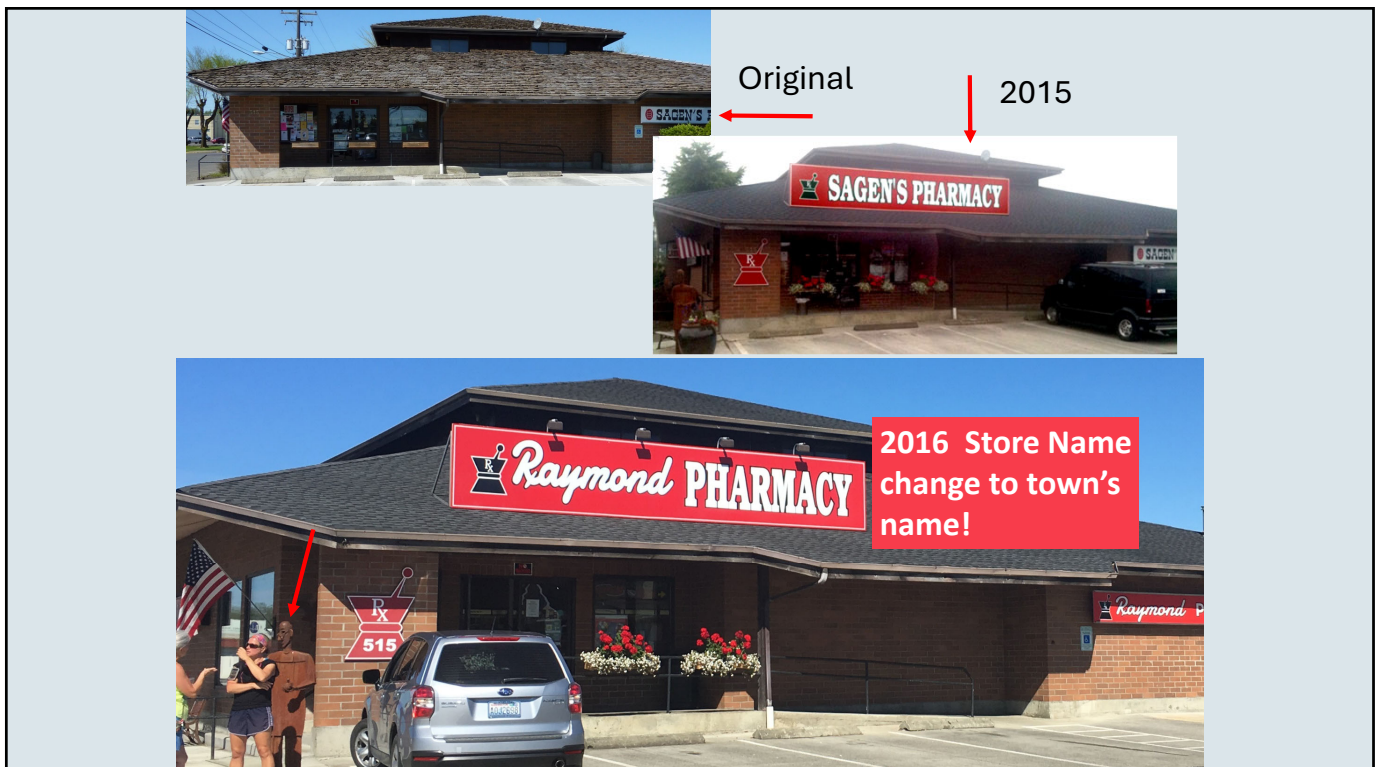
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249



250

Enhance your Image as a Health Provider Wellness Center



251



In this location since 1975

252



253



254



255



Leave your signs on late at night!

256

Drive-Thru



257



258



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260



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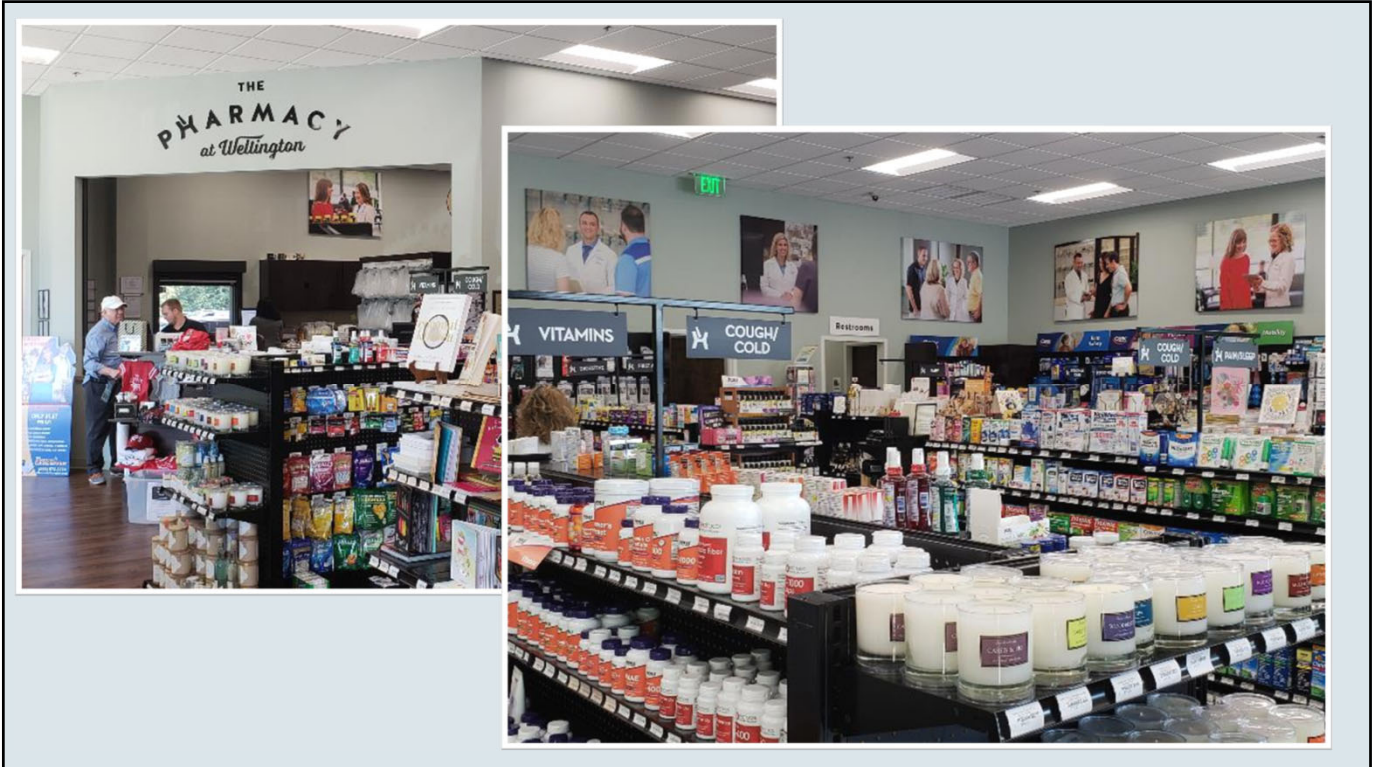
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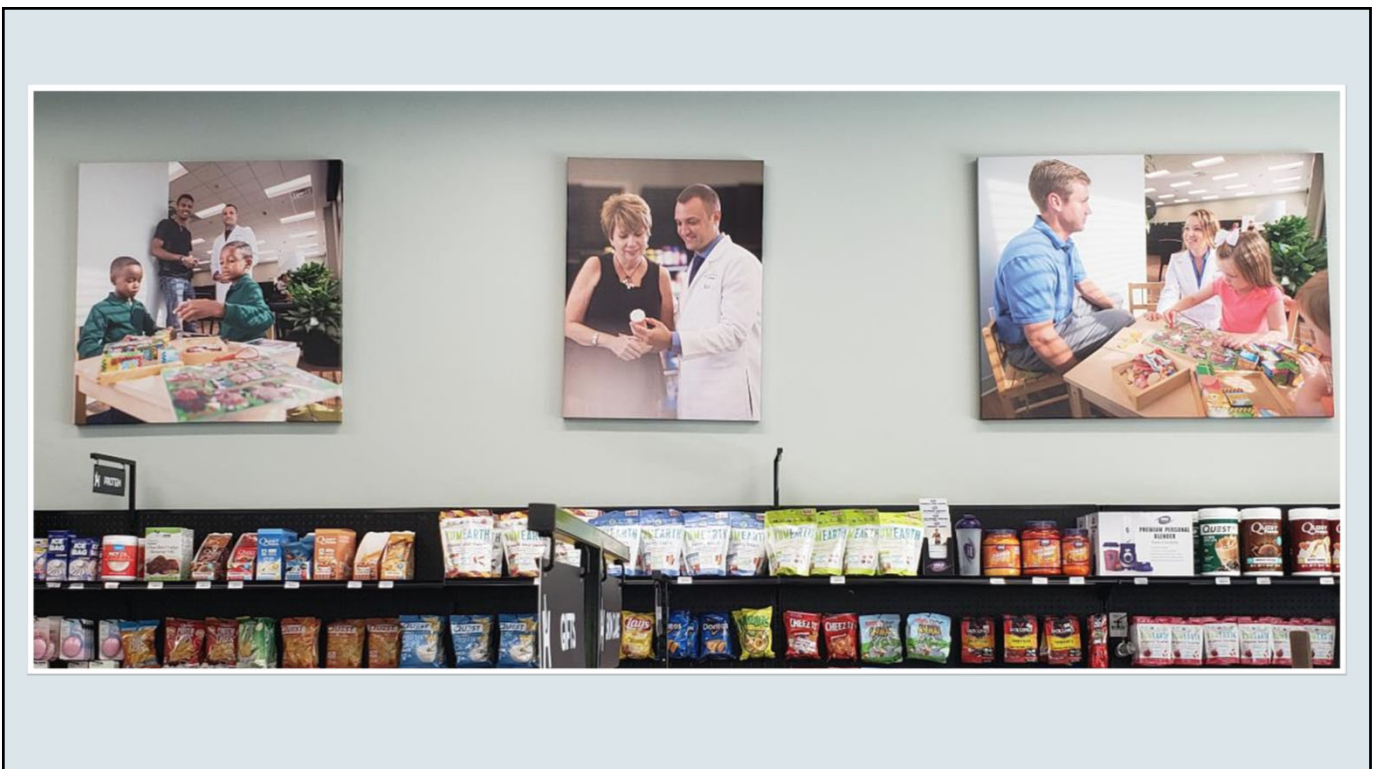
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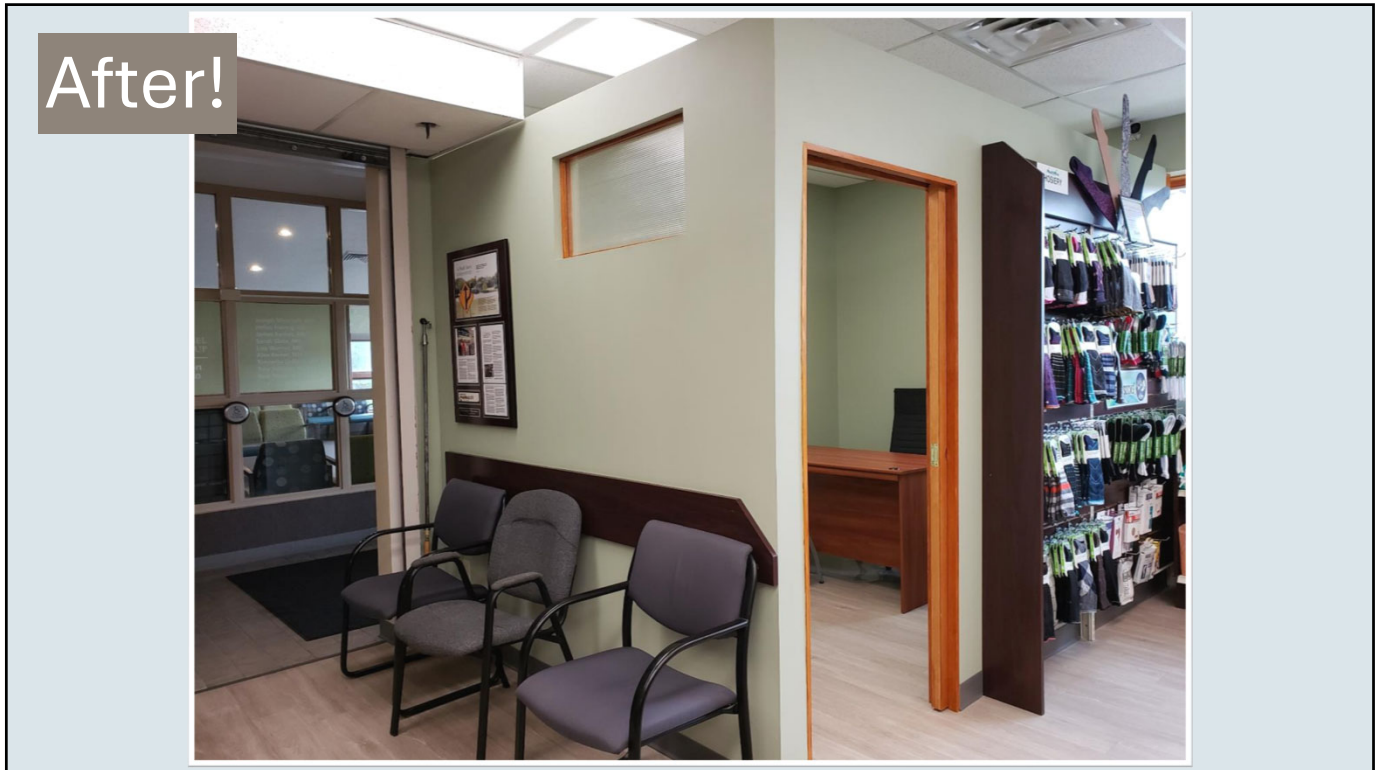
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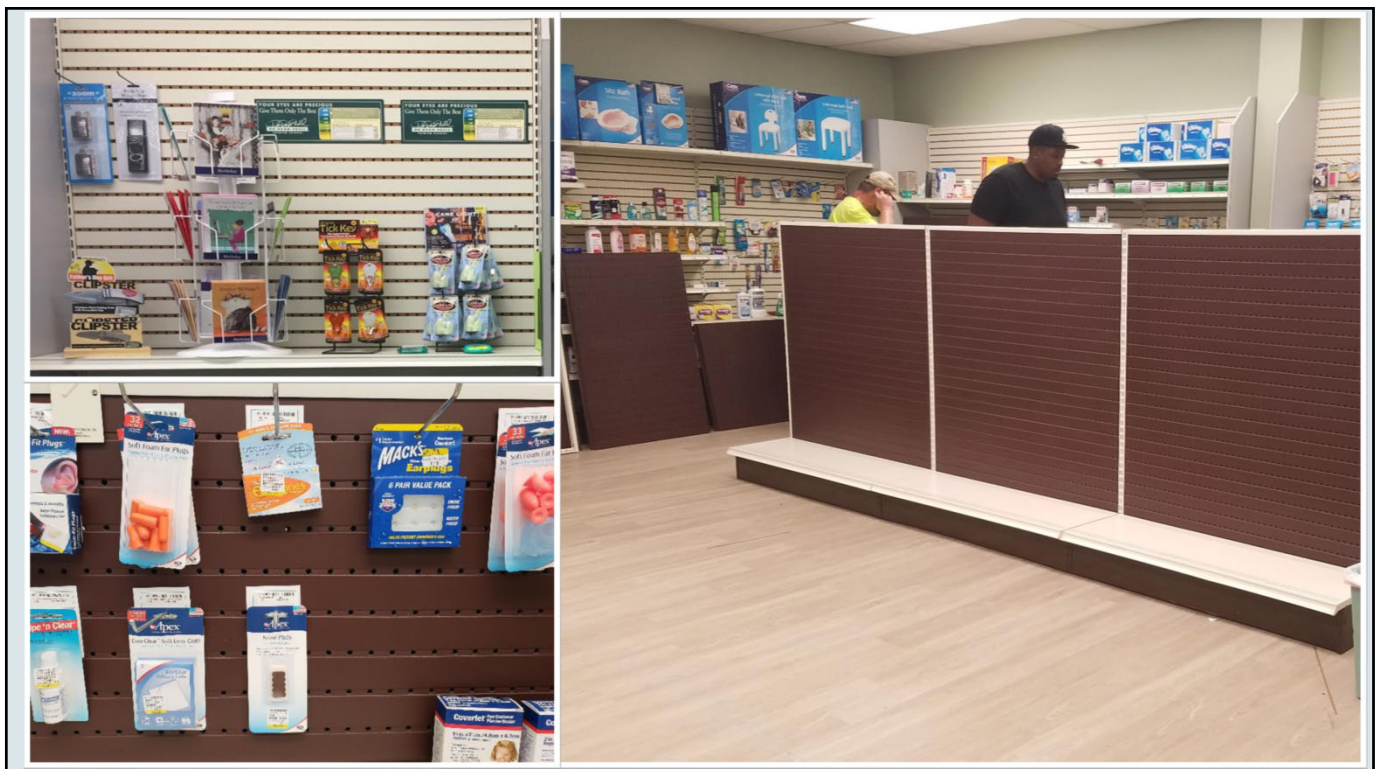
BEFORE



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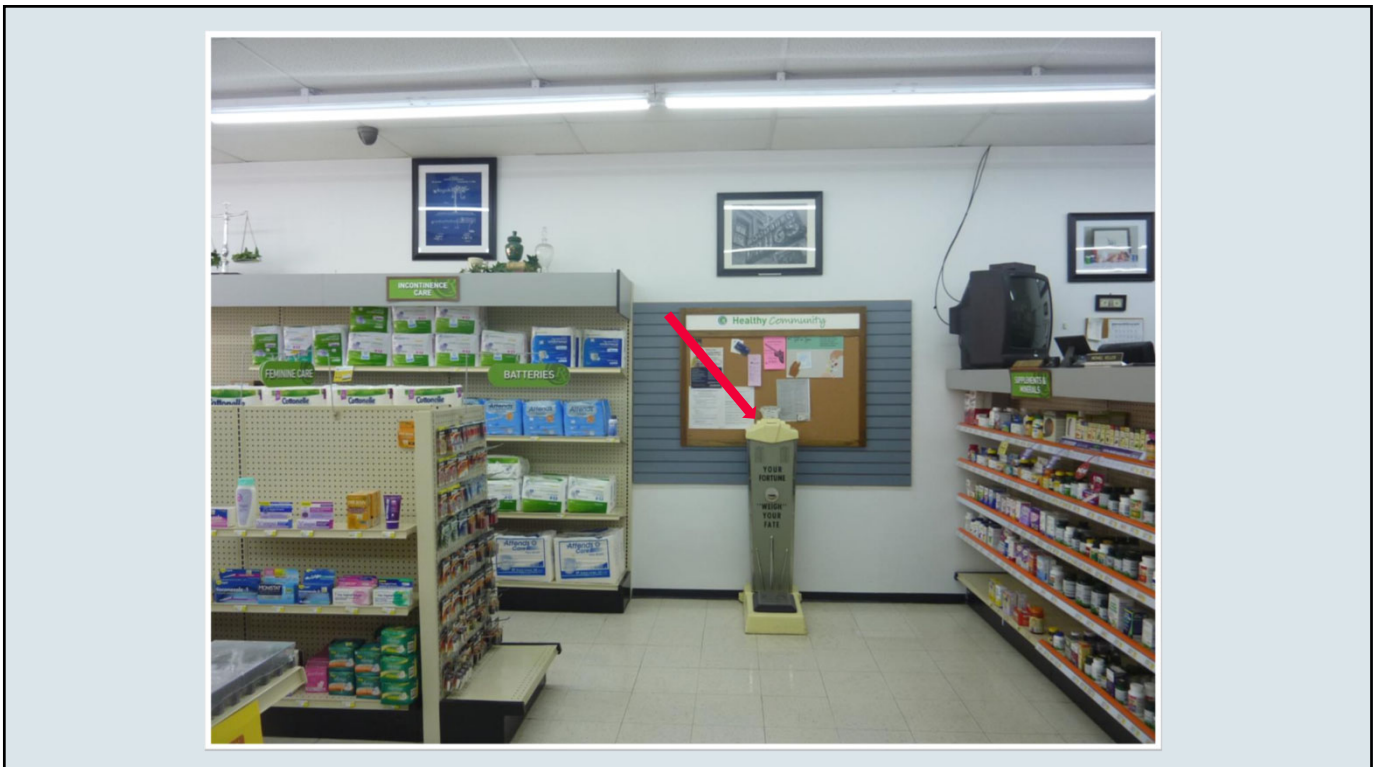
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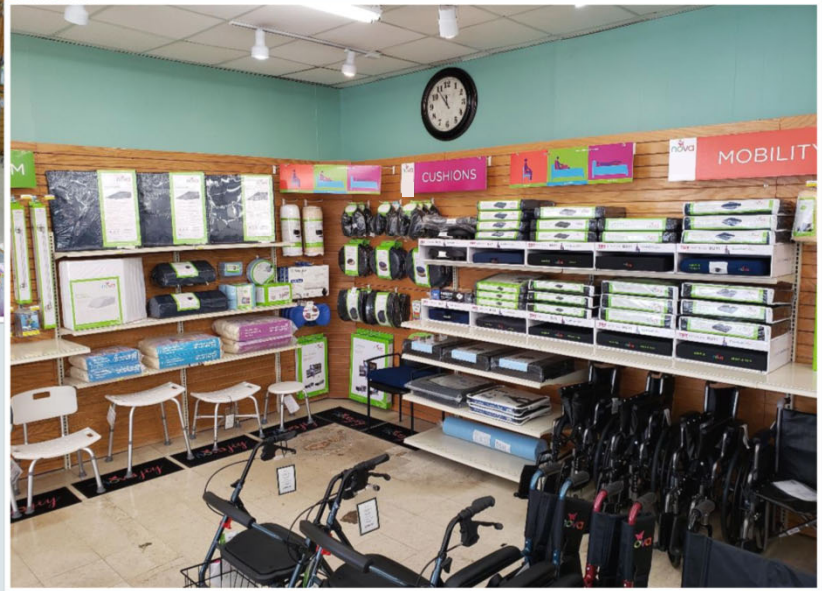
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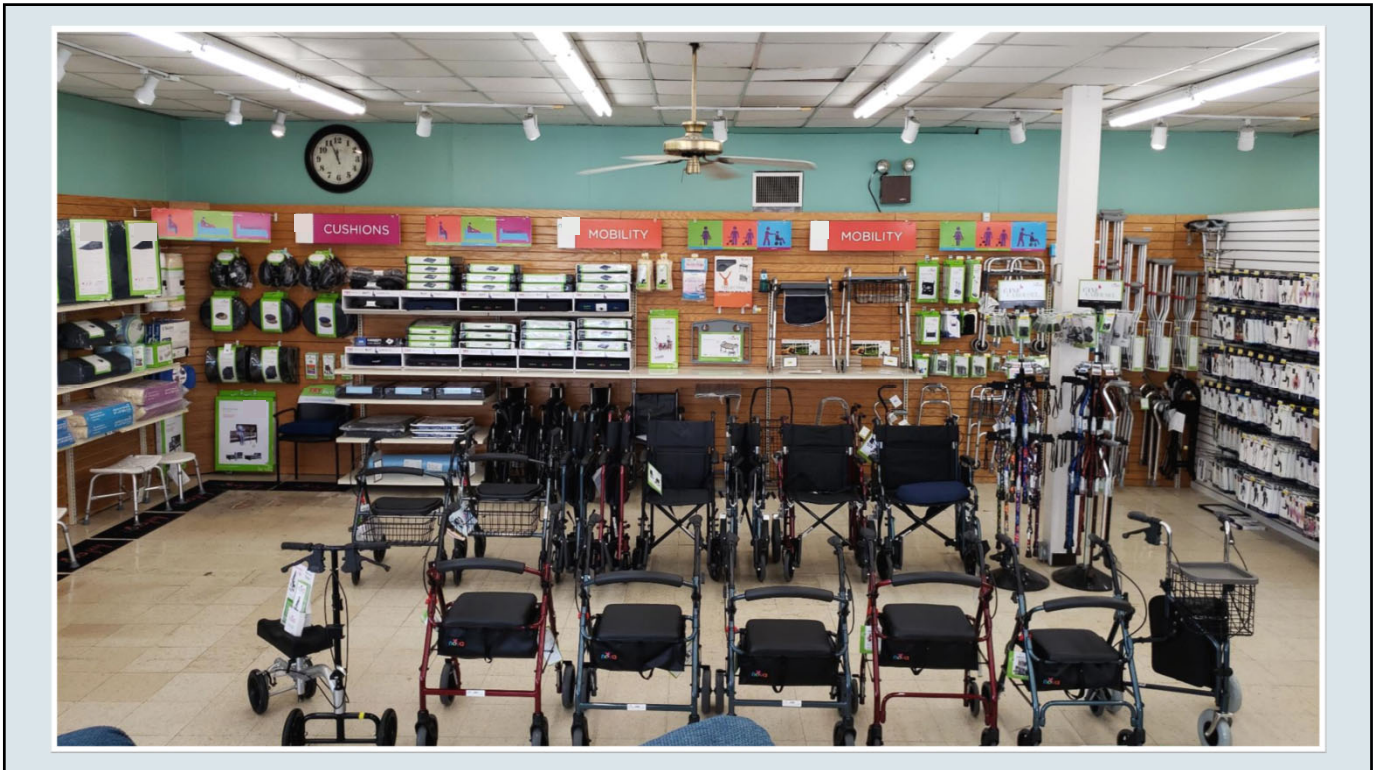


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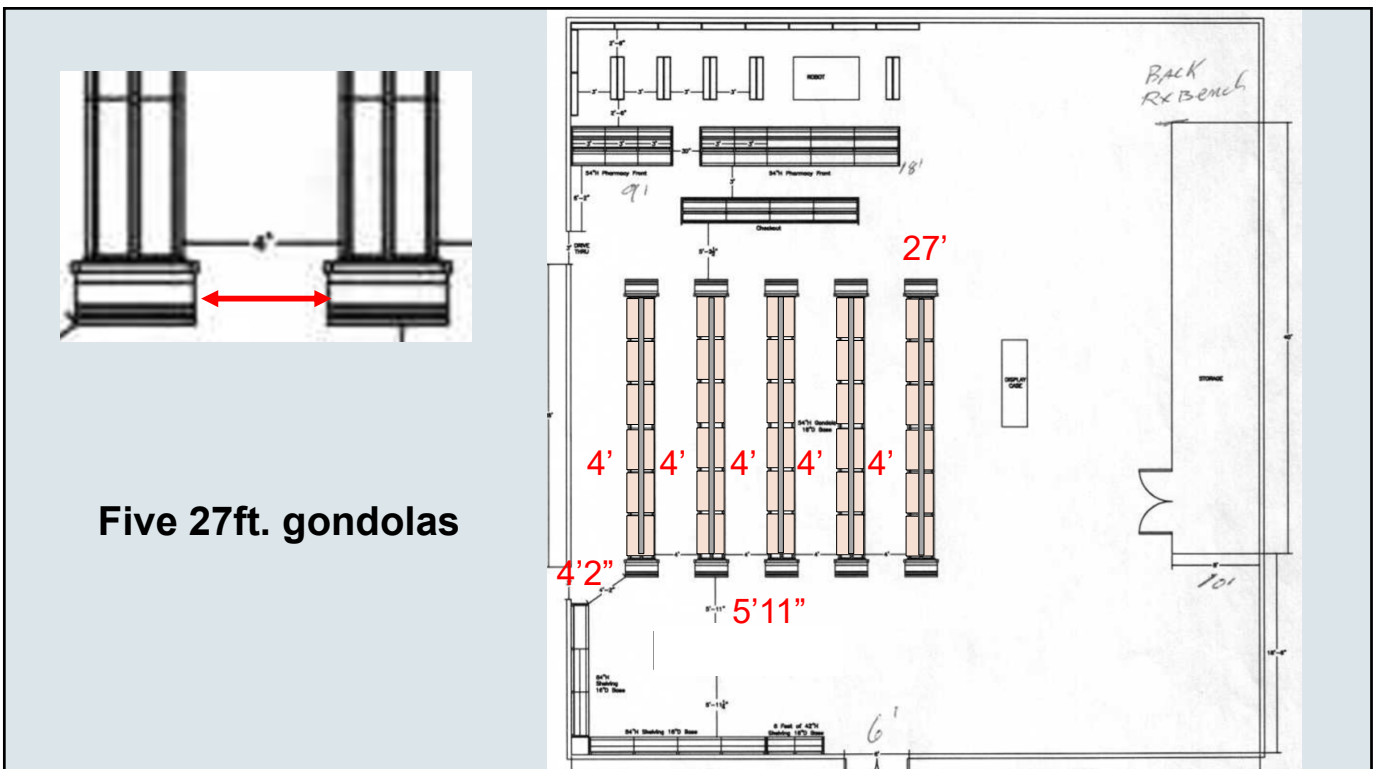


15 Wall upright	307.01
12 24" shelves	319.49
Surcharge	119.89
<u>Delivery</u>	<u>212.12</u>
	\$958.51

285

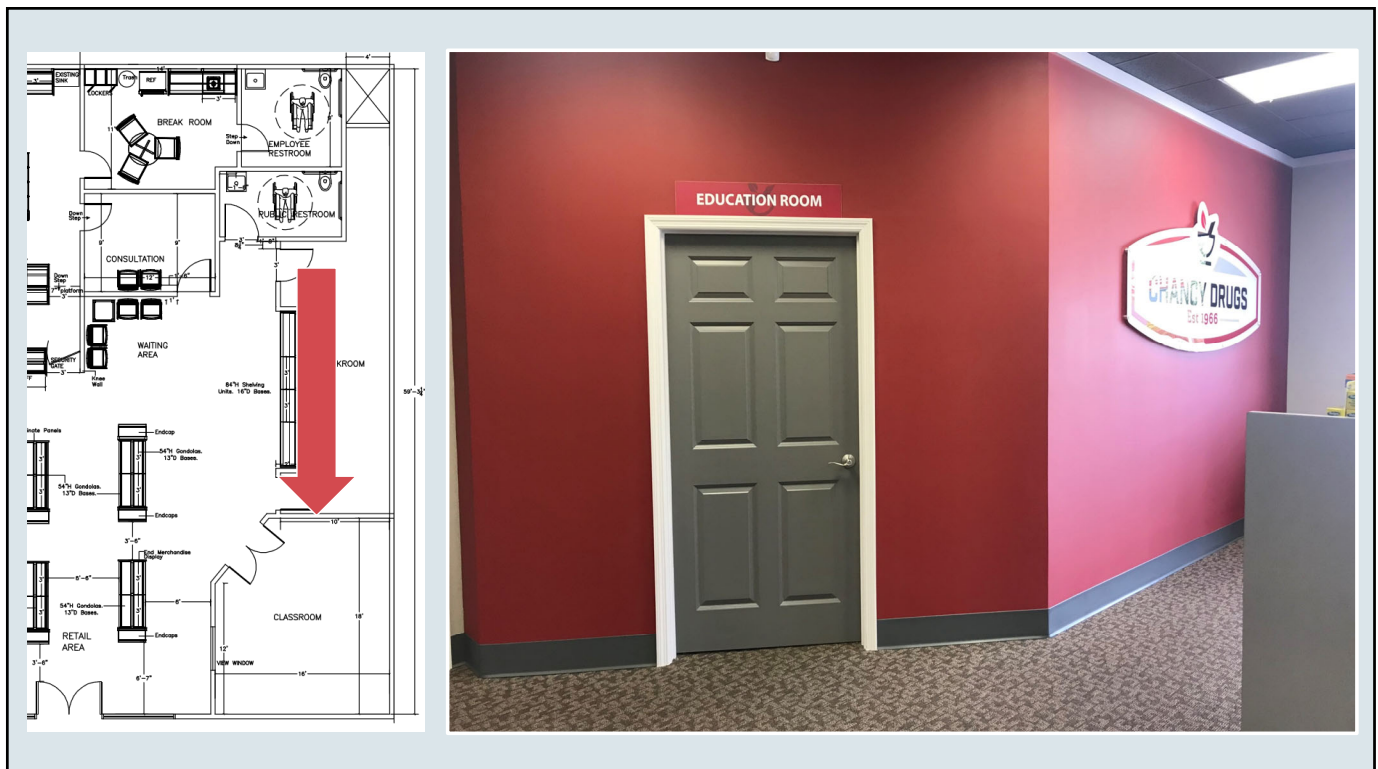
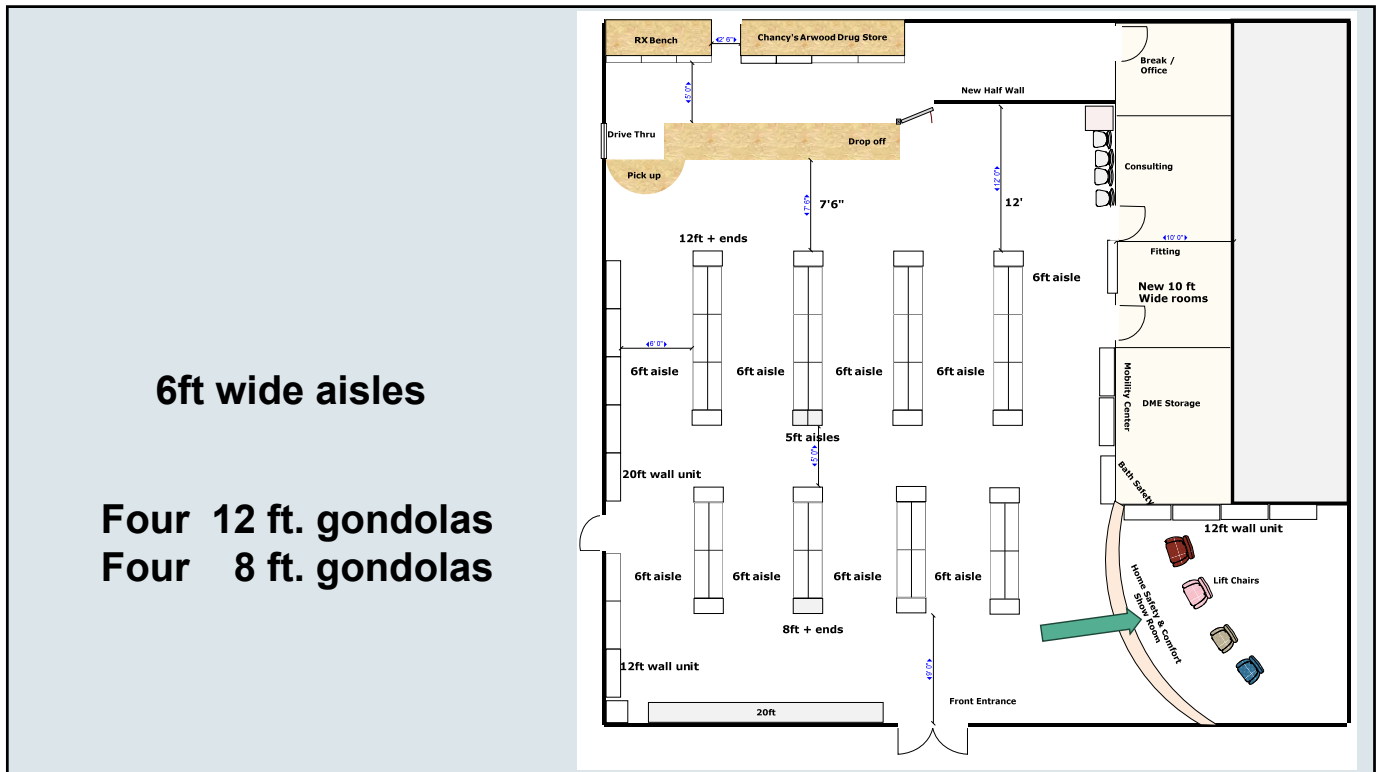


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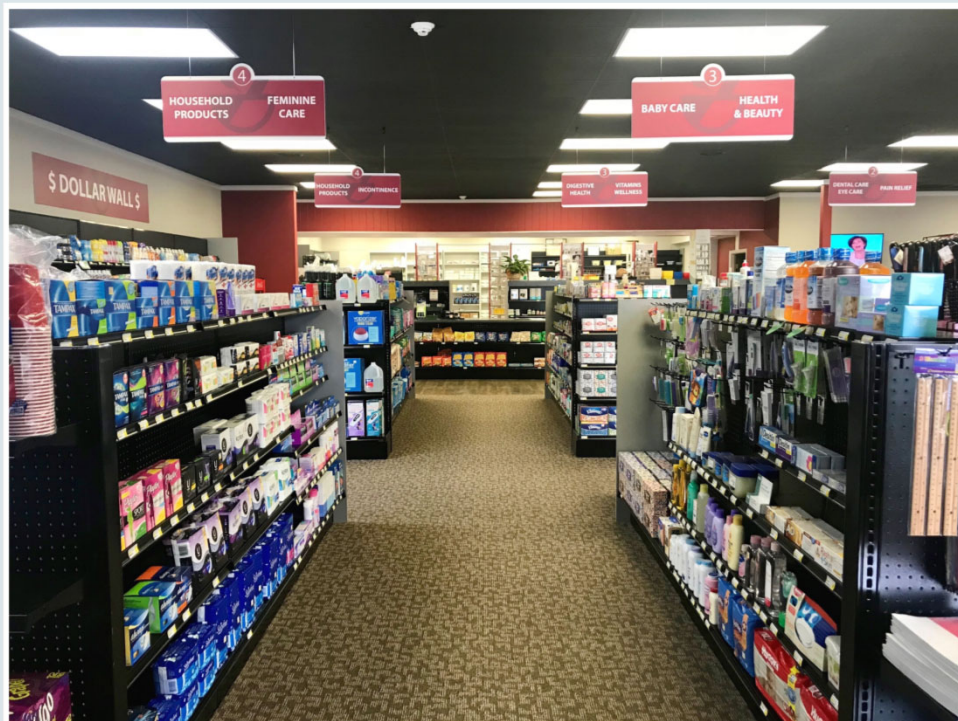
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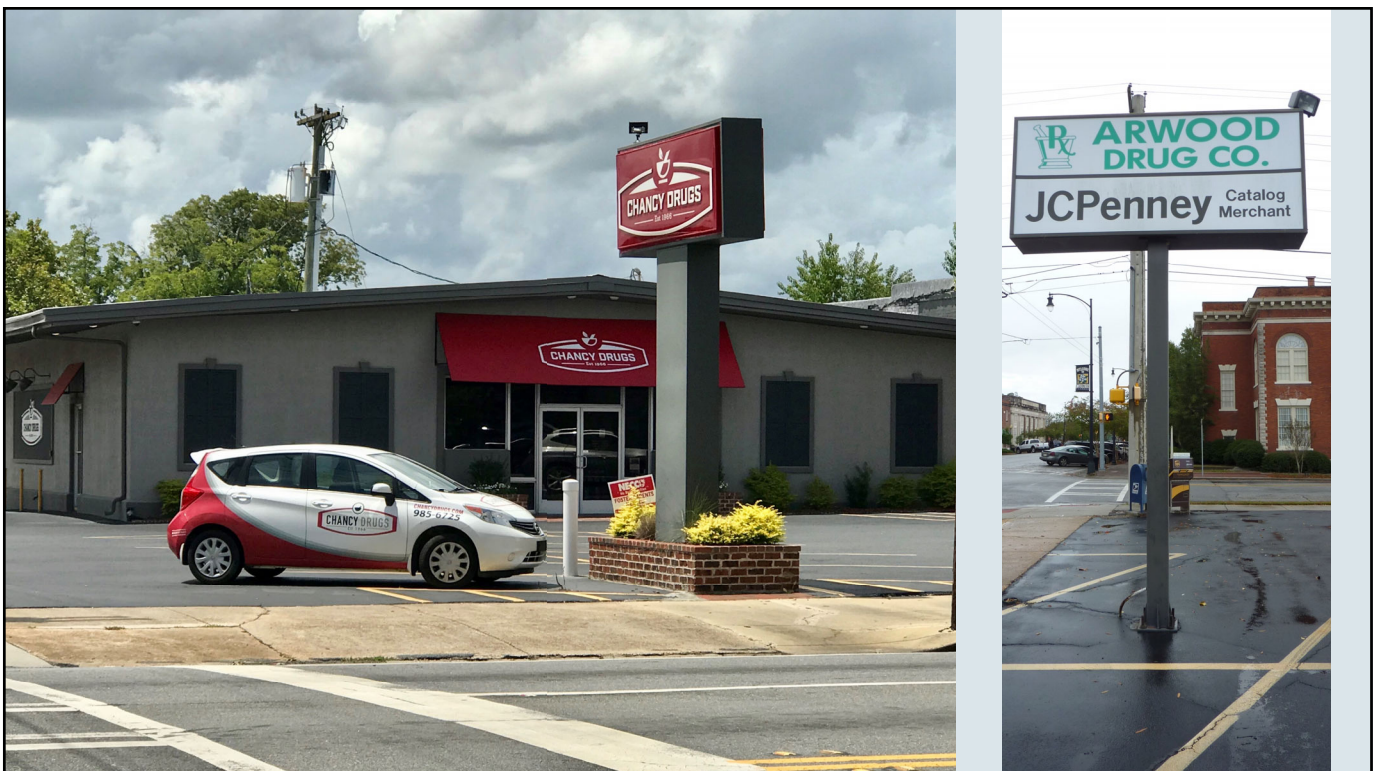
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Questions?

Gabe Trahan

Former Senior Director, Store
Operations and Marketing
NCPA (Retired)

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Ask the Experts

PHARMACY
Ownership
Workshop

NCPA
INNOVATION CENTER

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Post Attendee Survey



Share Your Feedback by October 31,2025

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