

## The Journey of Practice Transformation

*Life is a journey, not a destination*

*R.W. Emerson*

As we end Cohort 2 and begin Cohort 4, I am reminded of my own journey with practice transformation. I have learned over my 35 years as a pharmacist that practice transformation is a journey—not a destination. Sure, there are practice domains, workflow strategies, and economic considerations that make practice transformation possible and sustainable—but in all my years in practice—the practices I co-own—have never reached an end-point. In fact, as technology and the role of pharmacists continue to evolve, there will always be a need for practice transformation. This has been made even clearer to me over the past year.

Since January of 2022, my business partners and I have opened a cash-based pharmacy practice, purchased four pharmacies, and expanded our existing practices. Each practice has its own journey—its own path that it is following to transform. The practice domains remain the same—though, depending on the practice—a particular domain may have more importance than another. My business partners and I believe in our brand and we believe in the practice transformation process as we have utilized the same processes in the past. As we explore new payment models including cash-based, cost-plus, concierge, contracted and health plan value-based reimbursement models—we continue to assess and evaluate our current performance and make adjustments to our practices so that we maximize our non-dispensing revenues. We learned early on that this is not just an owner or manager decision—but rather a practice decision in which all team members have an impact on our success. Therefore, regularly meeting with employees, reinforcing our vision statement, mission, and core values, and discussing next steps with smart objectives and a timeline become essential to our practices' transformation.

I have educated my residents to never become complacent because that just breeds a state of satisfaction, a tendency to rest on one's laurels. I also teach them to celebrate their successes, but quickly move onto their next goals, their next challenges. By keeping this type of attitude, it forces one to constantly reassess their current situation and what they want to accomplish—it keeps you in a state of flux. This is not to say that you never reach a state of contentment—because you do—but it also makes you realize there is more to accomplish. Reaching that next state of contentment—overcoming obstacles and succeeding even in the face extreme challenges—makes the accomplishment even more fulfilling.

My final statement to all of you: “Never, never become complacent!”