

INVESTOR IN PEOPLE CASE STUDY:

BADHAM PHARMACY LTD

INVESTING IN PEOPLE TO DELIVER QUALITY RECRUITMENT

Size: 87 staff

Sector: Pharmacy and Retail

Locations: HQ office in Cheltenham, Gloucestershire with 3 pharmacies in Cheltenham, 2 in nearby Bishops Cleeve and 2 in Churchdown, Gloucester.

Status: First recognised as an Investor in People November 1999. Successfully reviewed in May 2001, June 2004 and June 2007.



INVESTOR IN PEOPLE

Overall impact

"Investors in People sums up our company in a single phrase. It is central to everything we do and part of the continuing success of our business. We pride ourselves on a happy, dedicated and knowledgeable staff that works together to provide a service that is respected across Gloucestershire.

Jean Badham, Director

The organisation

Badham Pharmacy Ltd is proud to deliver 'Generations of Care for you'.

Newly qualified Richard Guillimont Badham opened his first pharmacy in Whaddon Road, Cheltenham on 17th October 1940.

Married to Jean in 1947, Richard worked with his wife to grow and develop the business.

Richard G. Badham opened his second branch as a 'new build' in Bishops Cleeve in 1954 followed by his third outlet in 1957 in Charlton Kings, Cheltenham. In 1962, the pharmacies became a limited company which grew still further with the acquisition of an established business in Pittville, Cheltenham in 1964.

Jean Badham continued to run the company, following Richard's death in 1982, with her pharmacist sons David and Peter and their wives Angela and Linda. The company continued to grow with purchase of a pharmacy in Churchdown in 1988, a second branch in Bishops Cleeve in 1992 and the further acquisition of two branches in Evesham.

In April 2006, the firm de-merged, enabling David and Angela to run the Evesham Branches as a separate company, whilst Peter and Linda took charge of the remaining Pharmacies in Cheltenham and district.

Thus, the de-merger enabled David and Peter to become managing directors of their own companies.

Flourishing in the face of competition from the supermarkets, the restructured Badham Pharmacy works hard to meet the needs of an increasingly health conscious public. The pharmacies not only dispense medication, but have private consulting rooms where staff carry out personal 'Medicine Usage Review' tests together with tests to cover issues such as diabetes, blood pressure, cholesterol and body mass. They also offer extended services such as pregnancy testing, emergency contraception and advice and help in the Smoking Cessation programme.

The challenge

Jean Badham first led her company into the Investors in People process in 1999 at a time when the company was continuing to expand - but needed to manage its growth more effectively. The company had always had a commitment to staff training. In the early days it was through the DITB – the Distributive Industries Training Board.

But the firm needed to refine and formalise its training procedures and to be able to evaluate the benefits. Badham Pharmacy was also aware that health care in Britain was changing and evolving and that its chemists shops held opportunities to radically extend their range of services to meet the wider needs of customers.

The strategy

In its drive to become the first pharmacy in Gloucestershire to achieve Investors in People, the company has maintained its deeply embedded culture of staff development and accreditation.

Badham Pharmacy is currently pursuing 'Train to Gain' - a programme that helps businesses to raise their productivity and competitiveness by ensuring that employees have the right skills to do the best job,

Retail staff and dispensing technicians pursue NVO up to level III, Medicine Counter Assistants have the opportunities to obtain the industry's MCA qualification, whilst an office staff member is working towards the Association of Accounting Technicians certificate.

Peter Badham has almost completed an MBA degree, while all five permanent pharmacists pursue continuous professional development.

Staff raise their expertise still further at monthly training evenings in topics such as the testing of cholesterol levels, diabetes, blood pressure and haemoglobin levels in blood.

One recent session was attended by more than 50 people, which also included staff from nursing homes. The company also focuses heavily on training in product knowledge and customer care at all its outlets.

The culture of learning is endemic throughout the company – from IT training for office staff, to courses in safe driving and effective petrol consumption for its collection and delivery drivers.

"Our staff have all become very aware of the importance of training, both to themselves and the business," says Jean Badham.

"Everyone has the opportunity to train to their highest potential."

At the same time, Badhams proudly maintains its deeply held philosophy of a family business committed to serving its community, including the elderly and vulnerable.

An Intranet keeps staff informed of company policy and procedure, whilst a newsletter 'Guillimont News' relays stories of awards, achievements, births and anniversaries.

"We have always looked upon our staff as part of our family and have this special atmosphere at all our branches' Jean Badham says

"We, the directors encourage every one to express their opinion and ideas for improving the business - we do get a considerable amount of feedback from staff."

The Result

After allowing for the de- merger, the turnover of Badham Pharmacy Ltd has continued to grow to more than £7 million.

At the same time, the culture of learning and continuous improvement has enabled the company to continue expanding its services. Badham Pharmacy was, for example, the first in its local area to introduce a prescription collection and delivery service.

"People respect us as a company that really does deliver ' Generations of Care for you'," Jean Badham says.

"And I am delighted that two of my grandchildren are now also developing careers as pharmacists."

August 2007