

DRUG STORE MANAGEMENT.*

BY A. T. MATER.

Every manager has his own methods. However, there are a few very important points which we, as pharmacists, must always keep before us, in order that we may command respect and attain that end which we all desire, success.

The first important point which applies to any business which depends upon the public for a livelihood, is courtesy.

A smile, a cheerful greeting, a pleasant word or two, a willingness to please, a sunny disposition, all help to strengthen the bond of friendship between merchants and customers.

The business or professional world has no place for the grouch, or person of that type. So far as intelligence is concerned he may be superior, but if he has not learned the value of courtesy his future in the professional or commercial world is not very promising.

Many pharmacists who find their business slipping away from them fail to understand why. Very often the remedy lies with them. A little courtesy extended to customers in the store will keep them coming back for more. And the beauty of it is—it costs nothing.

In order for a pharmacist to have this sunny disposition his work and surroundings must be to his liking. No pharmacist can work twelve to sixteen hours per day, month after month, and greet his customers in a courteous manner. It is high time that pharmacists fully realized this fact.

One of the best schedules that I know of, where two registered men are employed, is for each man to average a trifle over nine hours per day. It is worked like this: One man opens the store at 8:00 A.M. and works until 1:00 P.M., he is then off until 6:00 P.M., when he returns and works until 10:00 P.M., or closing time. The second man reports at 10:00 A.M. and works until 6:00 P.M. when he is through for the day. A lunch period between 12:00 and 1:00 P.M. is provided for. By alternating daily each man has every other afternoon or evening off, and part of every other morning.

If the store is open all day Sunday the same schedule may be continued, or by agreement each man can arrange to have a full day off every other Sunday. However, in my opinion there is no necessity for keeping open all day Sunday; it is up to the pharmacist. He has educated the public to the fact that his service and wares can be had at any time. Fully 80 to 90 per cent of the Sunday sales are not necessities. The same thing, in a way, applies to hours during the week days. In our community we have customers so educated that they never think of asking to have a package delivered after 9:30 P.M. Furthermore, they know that the store closes at 10:00 P.M.

Pharmacy has lost somewhat of its professional standing, and why? Because of the greed for money. The druggists, etc., have allowed the public to place an estimate upon them that will take years to overcome. I say druggists, etc., because there is a difference to-day between the pharmacist, druggist and the "etc."

* Section on Practical Pharmacy and Dispensing, A. P. H. A., Buffalo meeting, 1924.

The Pharmacist is the professional man, the college graduate, who lives up to professional standards—works for the uplift of his profession and serves his community in a professional way. He is the man who gives courtesy and service. The Druggist may lack only in the service he renders and the volume and kind of sales in his store. The “etc.” is a recent event, he came with prohibition. He is the type of man who neither knows pharmacy nor does he care. He is in the business because some one told him there was money to be made in the drug store. He pays more attention to his cut rate variety store and bottle goods, that can be sold in pints only. He is a menace to the profession and a respectable community. It is high time that some action for his riddance be taken through the proper channels. You gentlemen assembled here should pass a resolution to the effect that some classification be made of these men. Put the Pharmacist where he belongs, as a professional man, and do not place him with the foregoing. The majority of the citizens of the United States are for law enforcement, and have a lot of respect for the professional pharmacist. In these days of advanced science, distilled liquor (outside of alcohol itself such as used for manufacturing purposes) is not a necessity.

Another failing of the majority of the drug stores to-day is overstock, thus causing a tremendous overhead. The average drug store to-day could get along with at least one third less stock. How to buy, and what to buy is the biggest problem in any business.

The average pharmacist becomes infatuated with the silver-tongued salesman, who make such inviting offers—such as, so many free, or such and such a discount with an order of so many dozen; or so many free with an order amounting to so many dollars. If the pharmacist would put pencil to paper before he makes such purchases, he would find in many instances that he would be better off to buy a smaller quantity and discount the bill, instead of having a portion of it on the shelves for a number of months, which in many instances represents the profit. Right here let it be stated that all bills should be discounted, if possible, because a 2% discount for cash, or thirty (30) days net, amounts to 36% in the course of a year.

The practice of Pharmacy is beginning to be a lost art, with the average pharmacist, so far as the manufacture of preparations is concerned. After he leaves the pharmaceutical laboratory at college, he very seldom thinks of making preparations, simply because the salesman tells him that he can buy them cheaper. Can he? Put pencil to paper again and you will find that you have to buy from 1 to 5 gallons to get a low price, then figure how long it will rest on your shelf. Compare this with a 1- or 2-liter quantity of your own manufacture; it is the turn-over that you are after, besides, every pharmacist should pride himself on preparations of his own manufacture.

Pharmacy must advance along with the other professions and be recognized as such. This will only be accomplished when adequate laws are passed requiring all candidates for registration to be college graduates, and the ownership of pharmacies restricted accordingly.

A RETROSPECT OF PHARMACY.*

With institutions no less than with men, an anniversary may well afford an opportunity for a glance backward over the past as well as for a forecast of the future and to have reached one's fortieth birthday should be an occasion for rejoicing, as it signifies the attainment of maturity and of powers and qualities which enable the giving of the maximum of service.

It is, perhaps, fitting that a Chicagoan should share in your birthday celebration, for if I read history rightly Chicago came very near being the metropolis of your state instead of that of your sister commonwealth to the south. But if Wisconsin failed to annex Chicago, the Garden City has profited greatly from your proximity and owes to the Badger State a debt of gratitude for the citizens you have sent her. I could name a considerable number of pharmacists of Wisconsin birth who have come to Illinois to our advantage, for they have taken leading parts in our efforts for the betterment of pharmacy.

In 1885, when your course in pharmacy was scarcely begun, Chicago had already a flourishing school of pharmacy, with two hundred students, well-equipped laboratories and a building designed especially for its use. *The Pharmacist*, the first pharmaceutical journal published in the West, was closing a career of twenty years by merging into the *Western Druggist*. Strong colleges of pharmacy in Philadelphia and New York drew many western students and in the University of Michigan, the first of the state universities to enter the field of pharmaceutical education, the school of pharmacy had been established nearly a score of years. It is not surprising, then, that the establishment of your course was attended with some difficulties and discouragements. It must be a source of pride to your pharmacists to recall that the Wisconsin Pharmaceutical Association was largely responsible for the inauguration of your course in pharmacy. Had its President, Mr. Robinson, been less enthusiastic or less persistent, the new course might easily have been postponed indefinitely. You were also most fortunate in securing as your first professor of pharmacy so able a teacher and so brilliant an investigator as Dr. Frederick B. Power, and not less fortunate in finding a worthy successor to him in your present director. That the state association showed its interest in a tangible manner by instituting a prize medal is further evidence of its far-sightedness, and this medal was awarded for the first time to Henry G. Ruenzel of the Class of 1885. Some prize winners disappoint the promise of their student days, but not so Mr. Ruenzel, who has made a name for himself as a leader in pharmaceutical affairs in your state.

The "old line" or independent colleges of pharmacy were established through the efforts of local associations of pharmacists and they functioned according to the ideas of their founders; their teaching was in the nature of a *finishing* course for young men who had already received a somewhat rigorous practical training in drug stores. Indeed, the old-time druggist—who milled his drugs, made most of his galenicals, and was a real preceptor to his apprentices—might give a training that was not to be scorned. At first, these colleges gave courses of lectures only,

* An address delivered by Wm. B. Day at a convocation of the alumni, faculty and students of the Course in Pharmacy of the University of Wisconsin, on the occasion of the fortieth anniversary of the graduation of their first class in pharmacy.

chiefly at night. Later, these lectures were extended and given during the day, with supplementary quizzes and reviews and accompanied by laboratory practise. In this development the influence of the newly-founded schools of pharmacy of the state universities was clearly seen; for the latter, from their very beginning, emphasized the importance of laboratory courses, and were less insistent on drug store experience. To sum up, while the independent colleges of pharmacy aimed to graduate qualified pharmacists, the state universities trained for life, for citizenship, and afforded a broader education upon which the technical superstructure could be safely erected. All honor to the old-time schools, however. They were the pioneers in pharmaceutical education and faced the hardships that pioneering entails. They were instituted and maintained only through the devotion and self-sacrifice of relatively small groups of druggists who were actuated by a desire to provide adequate instruction for their apprentices.

The university schools came later and found the field prepared for their work, in some measure at least, through the efforts and influence of their predecessors. With differences such as these, differences in organization and in method, even more than in aim, it is not surprising that misunderstandings arose, which nullified the early efforts toward the coöperation of the schools of pharmacy and led to the dissolution of their first association. But with the passing of years, each of these groups of schools drew on the other for much that was good and adaptable. The "old line" colleges paid less attention to drug store training and more to laboratory instruction. Entrance requirements were increased and a better educated class of entrants was secured. Several of the older schools became affiliated with or actually merged into universities and attained, more or less completely, university ideals and viewpoints. Meanwhile, the university schools welcomed the opportunity to add prescription dispensing, through hospital practise, and also developed other technical courses, with the result that there has been in recent years a more cordial relation between these groups, who have worked together harmoniously for the advancement of pharmaceutical education. Many weak schools have been weeded out; standardized curricula have been adopted, and at many schools elective courses are offered. The fundamental sciences, chemistry, botany and physiology, which the university schools have especially stressed, are taught more thoroughly. An increasing number of young men and women are taking advanced work leading to higher degrees. Research is encouraged. There is no reason for discouragement in our educational outlook.

Most striking have been the changes in the practise of pharmacy as carried on in the retail drug business during the past four decades. I need not go into details. Suffice it to say that the manufacture of pharmaceutical preparations has gone almost entirely into the hands of the large manufacturers. Few pharmacists now make more than a limited number of the simpler galenicals. Accompanying these changes has been an intensive development of merchandizing and an extension of "side lines" of many kinds. In the larger cities, high rents and rising wages have made it almost impossible for the druggist to survive except through such merchandizing. Price cutting followed as a matter of course. To escape from these conditions a few pharmacists, favored by environment, have established themselves in offices on the upper floors of large buildings where many physicians

are located, and these pharmacists are able to carry on a practice that consists entirely of prescription compounding and sale of drugs.

Pharmaceutical organizations, chiefly local in scope, have vigorously fought price cutting, though with uncertain success, while efforts looking to the standardization of merchandise, including drugs, and the stabilization of prices, though they have made headway, have still some distance to go. And yet, on the whole, the retail druggists have shared in the general prosperity of the country; the volume of their business has markedly increased; their hours of business are fewer, and they have more leisure for recreation and self improvement as well as for their organizations. Advertising campaigns aiming to "sell pharmacy" to the public are springing up. Coöperative buying and coöperative manufacturing have met with some success, and taken in all, the prospects for the retail druggists seem brighter than they were in the "good old days" of 1885.

I have already referred to the fact that your State Pharmaceutical Association is chiefly responsible for the inauguration of the course in pharmacy in your university and is deeply interested in its maintenance. You, the alumni and friends of the school, might well be asked what you are doing for the association? It is an important duty of the school of pharmacy to impress upon its students and alumni the need for pharmaceutical organizations. With their aid great things are possible. You, as educated pharmacists, should interest yourselves in your city, state and national organizations. You can quicken their functions and arouse them to greater activity. Your influence used in a right and proper way will make sure that the men to whom is entrusted the duty of examining candidates for license as pharmacists are men qualified by education and training for this responsibility. Bend your efforts toward placing on your statute books a law that will require every candidate for license to show evidence of systematic training, such as shall ensure a reasonable degree of fitness for pharmaceutical practise. Drug store experience is no longer sufficient. Cram school methods are wholly inadequate. Nothing less than the successful completion of a standard course in pharmacy based upon full high-school training will meet the present need. It is sometimes urged that we have too many drug stores. But we have no excess of well-trained pharmacists. Those pharmacists who have been poorly prepared could well be spared, for they are likely to hinder the progress of the whole profession.

A weakness common to many State Pharmaceutical Associations is their failure to function continuously throughout the year. At the annual convention, and for a few weeks preceding, considerable enthusiasm is aroused. But when the great event is past, the enthusiasm evaporates. We need all the year round organizations that shall be constantly on the alert and at work. Provision should be made for the governing bodies, executive committees and the like, to hold frequent meetings. In some successful organizations such committee meetings occur monthly, in others quarterly. A journal or bulletin to keep the members in close touch with the activities of the association is absolutely necessary. The influence of the state association should be exerted to secure the establishment of *local* associations, city or county, throughout the state. The success of both state and national organizations depends largely on these local units. The American Medical Association with its comprehensive coördination of local and state units is an example of what can be accomplished along these lines.

The schools of pharmacy have long supplied a large part of the really active membership of the AMERICAN PHARMACEUTICAL ASSOCIATION. That association is now passing through a period of growth and reorganization that augurs well for its future usefulness. Every educated pharmacist should be a member of it. No other group of pharmacists is capable of accomplishing what the A. PH. A. has set forth as its task. No other organization includes in its membership representatives of all the various drug interests. Among the latest undertakings of this parent body is the erection of a headquarters' building which shall serve all of these. A considerable fund, sufficient to assure the success of the scheme, has already been subscribed. It is planned to make this a center for pharmaceutical activities. Research laboratories, a library, and a museum are assured; publicity and propaganda departments will doubtless be included. The forces of pharmacy are now scattered and largely ineffective. Such an opportunity to combine and strengthen these forces has never before been offered. The project deserves your fullest coöperation and support. The successful conclusion of this campaign means that pharmacy will tremendously increase its power and influence.

As alumni of the University of Wisconsin, you have indeed reason to be proud of your Alma Mater. Your school was the first to offer a four-year course in pharmacy leading to a bachelor's degree. This forward step was followed by a more extended recognition of pharmacy when you made provision in your Graduate School for granting the degree of Doctor of Philosophy, with pharmacy as a major subject. The men upon whom this degree is bestowed will reflect the greatest credit to your school and will constitute a most convincing argument for the right of pharmacy to a professional status. Your pharmaceutical experiment station is another accomplishment which is full of promise. With these achievements to your credit there can be no doubt of the future of your school. WM. B. DAY.

THE REMINGTON HONOR MEDAL.*

To explain life is as difficult as it is to define a poison. As viewed to-day, life is the most unique and exceptional of phenomena. However, the functions of life are legitimate subjects for our study.

The biologist has so broad a purview of life and liberal conception of creation that he regards human beings as but one kind of organism in the midst of a myriad of other organisms.

In every-day routine life, few of us think in as broad terms as the biologist. We are restricted to what most concerns our momentary welfare or pleasure.

Thus it is that to-night I am impressed with the trait of human nature that encourages the recognition of real or supposed merit and the conferring of honors.

This is but an infinitesimal part of the totality of what exists. It is, however, the special prompting of the human heart and expression of the mind which has brought us together.

It is a human attribute that must have become manifest early in the life of

* Abstract of address made by Henry M. Whelpley at a Testimonial Dinner given at the Hotel Pennsylvania by the New York Branch of the AMERICAN PHARMACEUTICAL ASSOCIATION on the occasion of presenting him with the Joseph Price Remington Medal, May 25, 1925.

primitive man. Certainly, it has made life worth the living for countless passive recipients of honors and many times the number of active donors.

It is often said that our present-day life tends to dull our finer sensibilities. That in the panorama of the world, modern competition and constantly feverish activities have robbed this generation of those kindly traits of character that instinctively draw people together in noble thoughts and worthy actions.

Too often does it appear true that the exalted ambitions of which our forefathers were so proud have failed to descend unto the rank and file of modern man.

Thus, it is with an intense interest and a keen sense of pleasure that I find in the establishing of the Joseph Price Remington Medal the embodiment of a precious tradition.

This award of which I am the humble recipient for 1925, carries with it tangible honor and distinction which I am sufficiently human to recognize and appreciate.

There is another fact inconspicuous in the larger aspects but full of significance to me in my nearer view.



The Remington Honor Medalist for 1925, H. M. Whelpley, St. Louis, Mo., and the Remington Honor Medal.

The world will little note nor long remember what we do or say on this occasion. In my mind, however, will remain throughout the continued days of my life a deep impression made by the sentiment and atmosphere of this occasion.

The medal is made of precious metal but the association of ideas which accompany it are delightfully human and of a truly noble type.

At the present time, the medal radiates the deep and burning interest of Joseph Price Remington in pharmacy. It brings to all who knew him the same enjoyment of the expenditure of effort in our chosen profession.

In 1884, I attended my first meeting of the A. Ph. A. Not having missed an annual meeting since, I am now fairly well saturated with the A. Ph. A. thoughts and ambitions.

Close touch in work and recreation for more than forty years with those who have determined the policy of the association has changed many of my ideals into living realities.

The officers who conducted the 1884 meeting and those elected on that occasion naturally attracted my close attention. Among them were:

W. S. Thompson of Washington, D. C., who was president in the chair. He was a parliamentarian of rare skill which excited my youthful admiration. When I learned that he was pharmacist to the White House, I was awed.

John M. Maisch was secretary, an office he had held for twenty years, having

been elected when I was but four years old. Maisch was not a man who sought out happiness but who found pleasure in the routine of life.

It was at this meeting in Milwaukee in 1884 that I first met the Ebert-Hallberg-Oldberg trio.

Albert Ebert, ever alert and usually suspicious, gave me good, fatherly advice.

C. S. N. Hallberg was nearer my own age. He enjoyed oral contention and never side-stepped a debate.

Oscar Oldberg, a calm, mild-mannered man who camouflaged his stubbornness and usually won out in his own way.

John Ingalls, of Macon, Ga., was elected President that year. A man fortunate in his heritage and fortunate in his character. A real gentleman from the sunny south.

Among others who attracted my attention were S. A. D. Sheppard, J. L. Lemberger, C. Lewis Diehl, William Saunders of Canada, George W. Sloan, Robert J. Brown, M. W. Alexander, J. M. Good, P. W. Bedford, E. H. Sargent, J. W. Colcord, L. E. Sayre, P. C. Candidus, Treasurer Charles A. Tufts and John Uri Lloyd.

Joseph P. Remington was Chairman of the Council. This position he had held since the formation of the Council in 1880.

As far as I know, J. L. Lemberger, Professor Lloyd, Professor Sayre and I are the only survivors of the 1884 meeting. Evidently, A. PH. A. past presidents have a long tenure of life.

Hugo Kantrowitz informs me to-night that he also attended the Milwaukee meeting.

The A. PH. A. was but thirty-two years old in 1884 and the attendance small compared with recent, annual meetings but at least seventeen of those present in Milwaukee had been or subsequently became presidents of the association.

The ideas which animated them have guided and controlled many in pharmacy.

Those just named are only a few of the many A. PH. A. members who have lit with undying luster the history of our calling.

This should not be surprising, for the A. PH. A. is as broad as all Drugdom in both organization and purpose. It draws membership from every feature of the calling. Among those serving as president have been retailers, wholesalers, manufacturers, chemists, professors and last but not least ye editors.

I am tempted, yes, strongly tempted to at least enumerate some of those who are still with us and active—Men who not only love pharmacy but whose whole hearts and souls are in pharmacy.

I hesitate because I do not know where to begin and I fear I would not know when to stop.

It is a long call from to-day back to the meeting in New York City in 1851 which resulted in the organization of the A. PH. A. in Philadelphia, one year later. My heart is full of gratitude to those sturdy pioneers, our earnest, struggling, self-sacrificing fathers in pharmacy.

They bequeathed to us of a younger generation the fruits of their labors. They smoothed for me the pathway of a pharmaceutical career which I began in 1877.

To those who took part in this initial meeting, seventy-four years ago, belongs the glory of having set in motion the great movement which resulted in desirable pharmacy laws, state associations, the N. A. R. D., the A. C. P. F., N. A. B. P.,

Drug Trade Conference, the improved U. S. P., the N. F., the Pharmaceutical Syllabus and many other paramount accomplishments.

To you who are young in pharmacy and likewise to us who are far past the threshold of life the A. PH. A. gives a heritage. Those who organized the A. PH. A. thought in terms of future needs.

The opportunities of the present are bent toward pharmaceutical research, the A. PH. A. Recipe Book, A Digest of Comments on the U. S. P. and N. F. and that most worthy and ambitious project, the Pharmacy Headquarters Building.

It is the duty of every one of us to strive to promote true pharmacy. The headquarters movement permits all to do in accordance with their ability and desire.

Here is the time and place to bring out the best that is in us without a conflict between the ideal and the material.

The Remington Medalist is selected by the surviving past presidents of the A. PH. A.

They constitute a living committee of living men, which has now made six awards.

A new member is added each year and the expectancy of life suggests the annual passing away of a member.

The personnel must change yearly. Thus, it is a living committee, ever growing but maintaining a constant of about twenty. At the present time, eighteen is the number.

The members are scattered far and wide and vary in their special interest in pharmacy.

Still they have had the common experience of the A. PH. A. presidency. They all have that professional ability so desirable in judging professional ability.

The plan of an award is rather unique but practical and proper.

It is the idea of giving such a medal and in the name of Remington that is a concrete expression of the wide judgment, generous act and far-reaching power of the New York Branch of the AMERICAN PHARMACEUTICAL ASSOCIATION when it provided the Remington Fund.

The Joseph Price Remington Medal was established as a token of recognition of the life and work of a man with a broad mind and vast experience in pharmacy.

One who succeeded as Professor of Pharmacy in the Philadelphia College of Pharmacy the Father of American Pharmacy, William Procter, Jr.

Remington died, January 1, 1918. How might his eyes have glistened had he seen himself as we to-night, after seven years, see him in larger stature, with fuller purpose! Remington had a satisfactory vocational success. He desired and planned to live on far beyond the Biblical "three score years and ten" but the power of events is greater than the personal will.

But Remington does live in the minds and actions of many of us. The mortal touch which we have had will die with us but his work and influence will pass on unto future generations through many agencies.

Perhaps the most potent single agent of all in rich results is the Remington Honor Medal.

The New York Branch of the AMERICAN PHARMACEUTICAL ASSOCIATION has good reason to be proud of this prompt and timely action.