

Efficiency Analysis of the Home Delivery of the Medicines to Enhance the Continuity of Care During COVID 19

By

Akanksha Saxena

*Dissertation submitted for the partial fulfillment of the
MBA Pharmaceutical Management*

Academic year, 2018-2020



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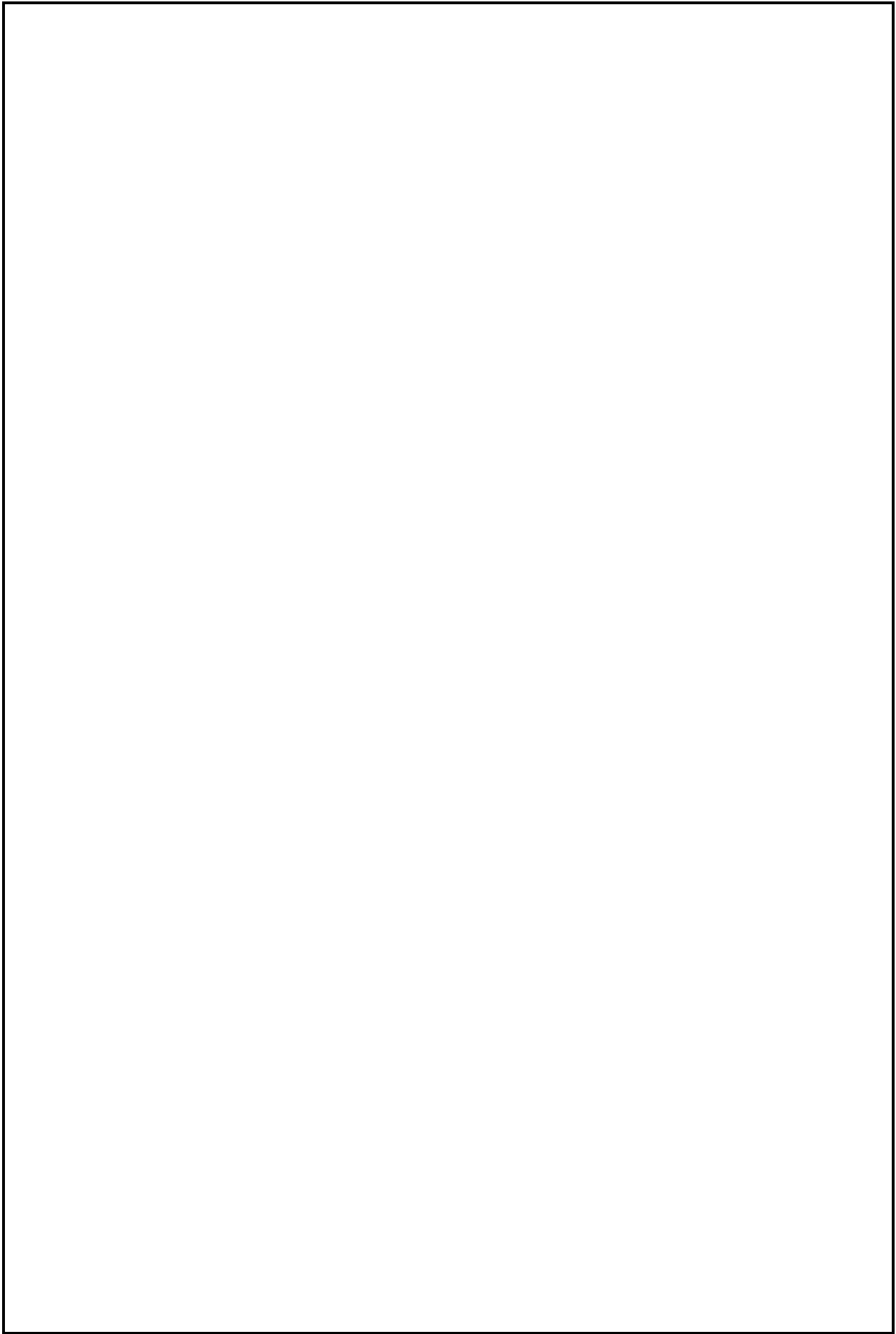
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TO WHOMSOEVER MAY CONCERN

This is to certify that Akanksha Saxena, student of MBA Pharmaceutical Management from The IIHMR University, Jaipur has undergone internship training at Burjeel hospital. From Feb 8th 2030 to May 8th 2020. The Candidate has successfully carried out the study designated to her during internship training and his approach to the study has been sincere, scientific and analytical. The Internship is in fulfilment of the course requirements.

I wish her all success in all his future endeavours.

Dean, Academics and Student Affairs Professor
The IIHMR University, Jaipur

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled Efficiency analysis of the home delivery of the medicines to enhance the continuity of care during COVID 19 and submitted by Akanksha Saxena .Enrolment No. 0124 under the supervision of Dr.Dana Alami (Chief pharmacy officer) for award of MBA in Pharmaceutical of the University carried out during the period from Feb 8th 2020 to May 8th 2020 embodies my original work and has not formed the basis for the award of any degree, diploma association, fellowship, titles in this or any other institute or other similar institution of higher learning.

ACKNOWLEDGEMENT

Project is like an endless ocean and one needs aid and guidance of many other persons to take out pearls from its depth. A major project like this is never done alone. The contributions of many different people, in different ways have made this possible. I extend my sincere gratitude to the dignitaries who never ceased in helping me until this report was framed.

Thank God for the wisdom and perseverance that he has bestowed upon me during this training, and indeed, throughout my life: “I can do everything through him who gives me strength.”

First and foremost, I would like to express profound sense of gratitude and whole hearted thanks to my Respected Mentor, Dr. Abhishek Dadich for always helping me out and it was very easy to approach him at each step until I clear my doubts.

I would also like to express my sincere thanks to Dr. Dana Alami , my industrial mentor (chief officer pharmacy) for mentoring and creating a favourable environment for the vital practical knowledge during this training. I am deeply indebted to his guidance and support

I am sincerely thankful, at the same time for the co-operation of administration, managers and all concerned staff of Burjeel hospital for their best guidance and knowledge throughout my training period.

Finally, I would like to express my gratitude to my parents for giving me a good background, understanding and encouragement and faith in me. They have always helped me behind the curtains from the beginning till the end of the training.

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ABSTRACT

Efficiency analysis of the home delivery of the medicines to enhance the continuity of care during COVID 19

Home delivery of the medicines is one of the initiatives taken by the department of health in April during this pandemic to ensure the safety of the citizens. Under this scheme the medications are being provided to the patients at their doorsteps so that the patients remains safe at their homes and social distancing is being maintained to avoid the spread of this pandemic. Home delivery of the medication was launched just to provide the medications to the patients who are highly prone to COVID and so as to maintain social distancing so as to prevent the spread of Corona. This initiative is taken for the very first time so several bottlenecks are there which can be eliminated by considering different factors like:

On time delivery date

Time taken to deliver the medications

Age group to whom we are delivering

Identifying the factors which are hindering the process of home delivery of the medication

How to increase the number of home deliveries

ABBREVIATIONS

DOH: Department of health

OTC: over the counter drugs

POM: prescription only medications

PHOM: Pharmacist only medicines

Introduction about Burjeel Hospital

The meaning of Burjeel is meticulous. And undoubtedly Burjeel hospital is showing meticulous results. Burjeel hospital has set an example within the healthcare sector for its meticulous results.

Burjeel hospital is one in every of the simplest hospitals not only in Abu Dhabi but in entire UAE which has team of highly skilled and professional employees. Shamsheer Vayalil Parambath is that the founder, chairman and decision maker of VPS Healthcare Group. The VPS healthcare group now runs 23 hospitals and about 125 medical centres spread across within the geographic area, Europe and India. Various hospitals under VPS groups are:

Burjeel hospital

LLH Hospital

Lifeline Hospital

Burjeel Hospital for Advanced Surgery

Life Care Hospital

Tajmeel Kids Park Medical Centre

Medeor Hospital

OccuMed Clinic

Burjeel Royal Hospital

Burjeel Specialty Hospital

Burjeel is 220 bedded hospital.

Different departments in Burjeel hospital are :

- Cardiology
- Paediatrics
- Neurosciences
- Shoulder and upper limit unit
- Ophthalmology
- Oncology
- Orthopaedics and medical specialty
- Gynaecology and obstetrics
- IVF
- Vascular surgery
- Bariatric and metabolic surgery

Burjeel hospital is additionally present in Dubai, Sharjah, Al Ain, Al Shamkha, Oman

Burjeel Hospital offers excellent services in various aspects of healthcare like preventive, curative and diagnostic areas. Most advanced treatments, equipments and facilities are available within the hospital. Unbeatable benchmark has been set up by Burjeel hospital within the UAE healthcare system.

Our vision

To be the well-liked and trusted choice of the hospitals within the geographic area for health and wellness delivered through the science of healing and therefore the art of care.

Our mission

Burjeel hospital will deliver exemplary treatment by using international medical expertise, innovative technology combined with first-class patient experience.

Awards

Burjeel Hospital has been accredited by the Joint Commission International, USA (JCI) which is recognized collectively of the best International standards of safety and care that may be achieved by a Hospital

UAE's Emerging Medical Tourism Service Provider of the Year has been awarded to Burjeel hospital.

Burjeel hospital is into the manufacturing of the medicines also. Several medicines are manufactured by company of Burjeel whose name is Zeeva pharmaceuticals. Zeeva pharmaceuticals manufacture medicines for the chronic diseases further as for acute diseases.

INTRODUCTION

HOME DELIVERY OF THE MEDICINES:

Home delivery of the medicines is a service by which medicines are provided to us at our doorsteps.

It is one in every of the protective measures which is taken globally to forestall the spread of this pandemic in huge masses. Not only UAE but other countries like Spain, Srilanka, Australia have also adopted this idea of home delivery of the medicines. The concept of home delivery becomes more prominent during this pandemic.

Strict measures are being taken globally by different health authorities to cope up with corona. Home delivery of medicines is one in all those measures. In UAE the concept of home delivery of the medicines was launched with some objectives. The objectives of home delivery of medicines during this pandemic are:

- To increase accessibility of the medicines

- To maintain social distancing amongst the people during COVID 19.

- To provide the medicines to the people that belongs to vulnerable groups like elderly people, infants

- Maintaining continuity of care during this pandemic

situation also

To provide the medicines to the those who are quarantined and are empty medicines.

To provide medicines to those that board remote areas and can't move out to gather the medicines.

Cold storage items also provided to the patients.

Medications for chronic as well as acute diseases are provided to the patients.

Over the counter drugs are also provided to the patients.

Refilling of medications is also monitored.

Authenticated drugs are provided to the patients.

Delivery within 2 working days except Friday so that medicine is available to the patients at the earliest.

When medications are not available in the store we try to arrange medicines from other branches.

When prescription is outside of Abu Dhabi then we transfer the prescription to the branch which is nearest to the patients home so that patients do not need to go out to take medicines

Proper labelling of drugs is also done to avoid medication errors.

Consultation is done over phone by the pharmacist to increase patient compliance.

Health authorities are encouraging hospitals and pharmacies to adopt home delivery of the medicines, so as to avoid the interactions.

The launching of this initiative at this time is incredibly important because it's in accordance with protective measures against corona virus including:

Staying safe by staying reception, protecting others also as ourselves

Maintain social distance amongst the people.

During this pandemic time, getting out of the home is very risky for ourselves still as for others. Medication home delivery saves the time wasted in processing of prescription and filling of prescription. As people are becoming the medications at their doorsteps, safety is maintained.

Multiple times medicines aren't available within the pharmacy and sometimes patients need to visit other pharmacies to induce the medicines. Keeping of these factors in mind during this pandemic situation, concept of home delivery of the medications was launched by DOH.

Home delivery of the medicines is extremely beneficial for the those that are laid low with chronic diseases and don't require

face to face interactions with the pharmacist.

According to the DOH guidelines of the home delivery of the medicines following drugs are permissible for the home delivery of the medicines:

OTC drugs are delivered to the users without having the prescription.

POM these drugs requires prescription for the delivery

PhOM drugs: These drugs also are permissible for the home delivery. These requires the consultation with the pharmacist similarly because the prescription.

Refilling of the medications is additionally allowed but the patients who are having multiple chronic drugs within the prescription aren't permissible.

Cold chain items like various injections, pens are permissible for the home delivery, but they ought to be dispensed under a controlled temperature. Ice box should be also sent together with the injections in order that they don't get denatured.

About the home delivery of medicines project

Project initiation

before initiating any project deep planning is required. Every factor and its important serve a crucial role in establishing the project.

1. Planning regarding Resource allocation

Availability of staff: Whether enough staff is the hospital to

manage the administration and coordination of the home delivery of the medicines.

Availability of the transportation: whether enough vehicles are available for home delivery of the medicines and the way the expenses are managed.

2. Planning regarding payment mode: which payment mode patients will prefer during this pandemic. It's convenient for the people to pay by card. So we are also carrying card machine along with us.

3. Planning regarding frequency of the home delivery of the medicines: At what time intervals the home delivery should be carried (daily, twice-weekly, once weekly, etc.)

4. Planning regarding Delivery person: Who is going to deliver the medicines to the patients.

5. Planning regarding the Safety measures: what safety measures should be taken for the safety of the staff as well as the safety of the patients? – Safety gears should always be worn by the staff is going for the delivery of the medicines.

Project establishment

Once a project is initiated it needs to be established. Various factors needs to be considered for the establishment of the project such as

Different factors are involved while decision making such as:

- Proper workflow of COVID-19 home delivery procedures

- Development and implementation of home delivery of the policies as per DOH guidelines
- Eligibility of the patients
- Consent of the patients
- Roles and responsibilities of staff
- Mode of payment by which patient can pay the amount
- Radius of pharmacy up to which home deliveries are accepted
- Maintenance of log book to maintain the records regarding the services (patient name, delivery date, physician name, payment, address of patient, whether it contains cold chain items or not)
- Identifying the items which are excluded during home delivery (high cost medicines, narcotic drugs, cold chain items, cash items)
- Training of staff on the new service. (Regarding the protocols which are followed, log book, patient handling)

Project implementation:

After the project establishment comes the stage of implementation.

Various factors are considered in implementing the service like:

- Maintaining the confidentiality of the patients (by packing the medicines into opaque material so that it cannot be visible from outside)
- Notifying the patients well on time regarding the home delivery of the medicines
- Avoiding direct contact with the patient to ensure safety of staff as well as the safety of the patients
- Proper counselling of the patients sticking the labels on the medicines indicating the route of administration.
Information regarding dosage of the medicines, counselling over the phone, counselling by the delivery boy at the time of delivery of the medicines)
- Ensuring correct items are delivered to the patients by opening the parcel in front of them to cross check the medicines
- Mode of acceptance of prescriptions for home delivery:
- Emails by the medical professionals requesting home delivery of the medicines
- Prescriptions in SAP
- Proof that medicine have been received by the patients by taking the signature of patients on the consent forms or taking a picture of packed medicines at the front door during home delivery

- Security of staff by keeping PPE, masks, adhering to COVID 19 infection protocols, physical distancing,

PROCESS FLOW OF HOME DELIVERY IN BURJEEL HOSPITAL

PROCESS FLOW OF HOME DELIVERY IN BURJEEL HOSPITAL

- › Patient books an appointment with the doctor through teleconsultation
- › Doctor consults the patient
- › Doctor uploads the prescription either in SAP or sends the prescription through home delivery Email ID
- › Home delivery team gets the mail
- › Calls the patient for brand preference
- › Team Prepares the medicine
- › Takes approval of the medicines (how much the patient have to pay)
- › Team calls the patient again to tell the total amount which he has to pay and gets an idea about the location of the patient
- › Dispense the medicine
- › Pharmacist goes for the home delivery along with the consent form

- › Pharmacist delivers the medicines and collects the money and takes the signed consent form
- › Consent forms are entered into the logbook to have an idea how many deliveries are there in a day

Objectives:

- To streamline the process of home delivery during this pandemic.
- To make the process of home delivery effective, error free.

Research Methodology

Study Type: Retrospective cross-sectional study

Study Duration: Two Months (March (late) to May)

Tool used: Tableau, Ms-Excel, SAP, POS

Data Collection method:

Source of primary data: Hospital log book and data from SAP and POS.

Source of Secondary data: WHO and other journals from PubMed, DOH guidelines

Literature Review

1- Who is health care at home? We employ over 1,000 staff, about half of whom are highly skilled and experienced clinical staff.

Over 150,000 patients receive our services each year and we dispense and deliver Your clinical team have asked Healthcare at Home Ltd to manage, dispense and deliver your medication. who is Healthcare at Home? over one million prescriptions on their behalf. We operate from locations throughout the UK supplying a national service from a local base.

Health care at home is a model which is followed for the home deliveries of the medicines in U.K. An article was also published on the same. Process is described as follows:

1. On receipt of your referral form and prescription, which is sent to us by either your hospital consultant or specialist nurse, we will enter your details onto our system to create an account for you. All details are handled in the strictest confidence in line with the Data Protection Act. You should have received a letter about this prior to receiving this delivery.

2. We can deliver to any UK address providing we have your consent, for example a work address or a relative or neighbour if you would prefer. We endeavour to be as accommodating as possible and ensure that your deliveries are made at a time and day most convenient to you.

3. A member of our Customer Services Department will always contact you prior to your scheduled delivery date to confirm that

the date and time are suitable for you. During this telephone call we will also ask for a stock check of drugs you currently hold and ask if any additional stores items are required. If you have a sharps bin which is full, our driver will be happy to remove this for you when your delivery is made.

4. It is important to note that making an accurate stock check for you before each delivery is a mandatory agreement we have with your hospital. It is therefore very important that you provide us with this information when we call.

Link accessed :

<https://www.ouh.nhs.uk/haematology/services/haemophilia/documents/hah-booklet.pdf> on may 31

2- Orizio G, Schulz P, Domenighini S, Bressanelli M, Rubinelli S, Caimi L, et al. Online consultations in cyber pharmacies :completeness and patient safety. The study was done on Online pharmacies are companies that sell pharmaceutical preparations, including prescription-only drugs, on the Internet. Very little is known about this phenomenon because many online pharmacies operate from remote countries, where Legal bases and business practices are largely inaccessible to international research.

Objective: The aim of the study was to perform an up-to-date and comprehensive review of the scientific literature focusing

on the broader picture of online pharmacies by scanning several scientific and institutional databases, with no publication time limits.

3- Consumer survey on E pharmacies: Objective & Scope the study was undertaken to understand the perception of consumers towards 'E Pharmacy'. It was done through detailed assessment of feedback from prospective users by conducting a cross country survey.

To increase sales and retain customers, some chemists provide a value added service of taking orders over phone. In order to determine to what extent was this trend prevalent in the market, the respondents were asked if they received such added services. Nearly half the sample reportedly has received such services, whereas 41 percent have never been provided home delivery service by their respective chemists as per the responses.

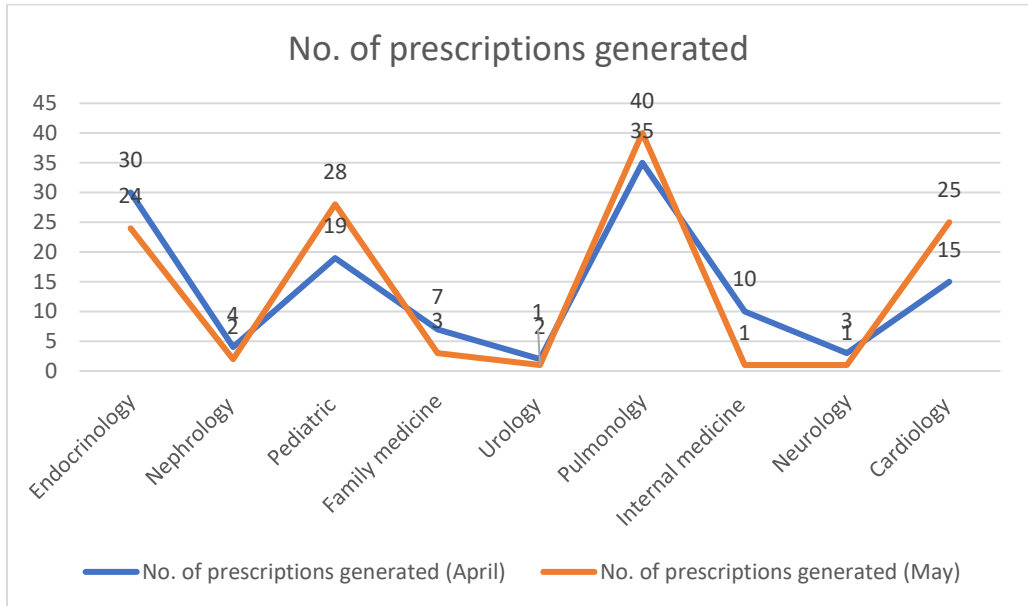
4-Implementing an online pharmaceutical service using design science research by Luís Velez Lapão, Email
Contributor Information.

Objective: The rising prevalence of chronic diseases is pressing health systems to introduce reforms. Primary healthcare and multidisciplinary models have been suggested as approaches to deal with this challenge, with new roles for nurses and pharmacists

being advocated. More recently, implementing healthcare based on information systems and technologies (e.g. eHealth) has been proposed as a way to improve health services. However, implementing online pharmaceutical services, including their adoption by pharmacists and patients, is still an open research question. In this paper we present ePharmacare, a new online pharmaceutical service implemented using Design Science Research.

Data Analysis:

Number of prescriptions generated department wise:



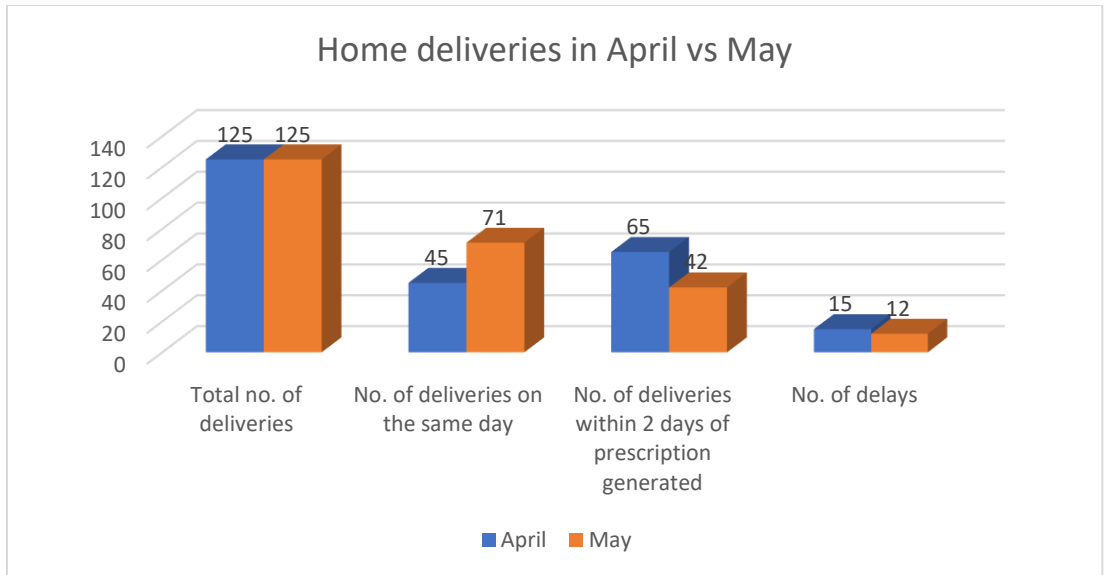
This graph is showing number of prescriptions generated for the home delivery of the medicine department wise. It shows for which department the home delivery of the medication was the maximum during COVID period.

The top three departments which generated maximum number of home deliveries identified were:

Name of the department	Number of prescriptions generated (April)	Number of prescriptions generated (May)
Pulmonology	35	40
Endocrinology	30	24
Paediatric	19	28

There are different departments in any hospital. During COVID the main objective was to maintain social distancing and to inhibit the spread of CORONA by staying at home. Keeping this in mind the home delivery of the medications was initiated. There are various departments in the hospital like urology, endocrinology, nephrology, paediatric, cardiology, neurology, pulmonology, internal medicine, family medicine. But the maximum prescription generating departments i.e. pulmonology, endocrinology, paediatric remains the same during the two months. Patients belonging to these departments are very much prone to the corona and they should remain at home. Several medicines along with the different instruments like nebulizer, lanclets, glucometer was delivered to the patients at their doorsteps.

2. Comparisons of the medicines delivered in the April v/s medicines delivered during May:



125 is the common baseline for both the months. Total no. of deliveries is 125 during both the months. But the variance lies in:

No. of deliveries on the promised day

No. of deliveries within 2 days of prescription generated

Total no. of delay days out of the total medicines delivered.

Reasons of delayed home deliveries were identified.

Factors affecting delay in home delivery of the medicines:

Non availability of the medicines in pharmacy store.

Non availability of the resources.

Prescriptions comes at night

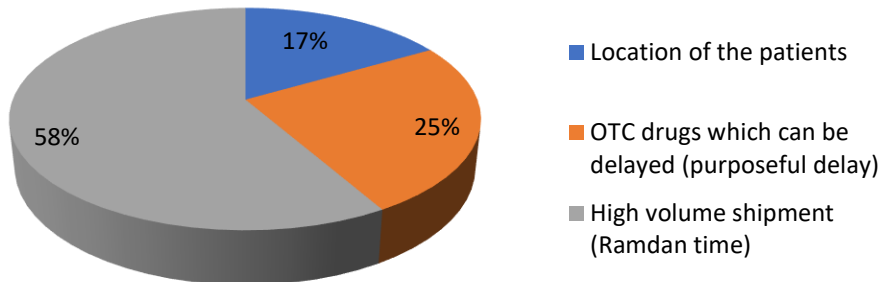
Patient wants other brands of the medicine

Expiry of insurance card

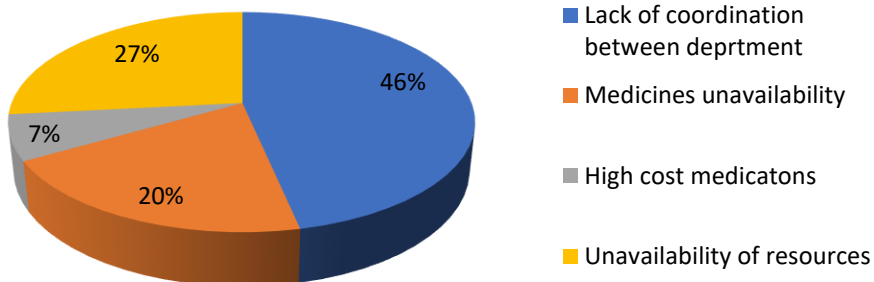
(Breakdown of delayed home deliveries is shown in next graph)

3. Reasons identified for delayed home delivery:

Reasons for delayed home deliveries (May)



Reasons for delayed deliveries of medicines (April)



A project is never successful without any failure. The project of home delivery is going on smoothly, but there delayed deliveries too. The reasons behind delayed home deliveries were identified. During both the months the reasons were not the same.

APRIL:

But the factor lack of coordination between the different departments contributed maximum for the reason of delayed of home delivery. During April, the project was in the initiation phase and there was no coordination amongst the departments.

Corrective measures taken: To reduce this, a proper process flow was made to avoid the lack of coordination amongst the departments.

Resource unavailability: There was no proper allocation of the resources.

Corrective measures taken: For maximum resource allocation, KPI affecting the process of home delivery were identified. Proper staffing was done. Individual team for home delivery was constructed. Different steps during home delivery were identified and the tasks were given to the team accordingly. Resources required for home delivery were identified and they were allocated properly according to the requirement.

Medicines unavailability: Some of the medications were not available and sometimes the patients had their own brand preferences.

Corrective measures: 1. Medications was arranged from other branches of Burjeel hospital.

2. Prescription was sent to that branch where the particular medications was available and then they used to manage the home delivery of the medications.

High cost medications: Many a times prescriptions of high cost medications were there. High cost medications takes time for getting approval. So it those were not approved within 2-3 days.

Corrective measures: follow up was taken from the insurance company to avoid the delay in approval. Several times the diagnosis code was also modified so as to make approval as soon as possible.

MAY:

OTC drugs which can be delayed: These are the drugs which can be given to the patients without prescription.

Corrective measures: Several non emergency products like creams, ointment drugs were there whose delay could be managed by the patient. Sometimes the original prescriptions were sent to the patients so that in case of emergency they can take the medicines from any other pharmacy store.

Location of the patients: Sometimes the prescriptions outside of Abu Dhabi were also accepted.

Corrective Measures: The location of the patients was checked before accepting the orders.

For far away locations the locations which were very near to each other they were pooled together and then medications were delivered at the same time.

Separate vehicles were arranged for the delivery within Abu Dhabi and for the deliveries near to Abu Dhabi.

High volume shipments: During Ramadan time the working hours were only for 6 hours. And the volume of shipment was very high.

Corrective Measures: The medicines were prepared by the pharmacists who were there in the night shift so that it could be delivered in the early morning next day.

Patients were asked whether they had sufficient dose or not. If yes then the order was rescheduled for the next day and if not then it was delivered on the same day by other transport.

In both the months different reasons were identified for the delayed home delivery of medicines during the two months.

In the month April total 15 delayed deliveries were there and main reason was the unavailability of the medicines.

In May , 12 delayed deliveries were there and the main reason was that drugs whose delivery could be delayed.

How these reasons can be minimised :

By proper inventory management we can segregate the fast moving items and slow moving items. And before the buffer stock is about to finish, we should make the order.

By proper coordination between different departments. To lessen the human error.

By guiding the patients about the refill date so that when their refill date come near we can notify the patients regarding the same and can schedule the delivery of the medicines.

High cost medications and machines takes time for approval. So whenever we get approval from the insurance company we could immediately notify the patients and then can schedule the delivery.

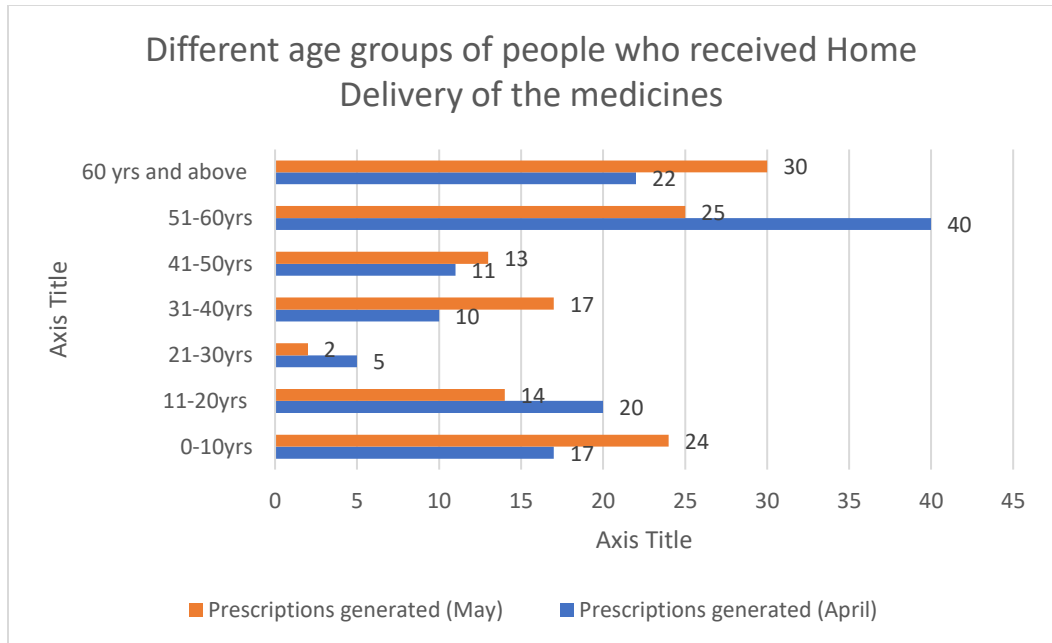
By sorting out the prescriptions for the same locations. And arranging a separate transport facility only for the far away deliveries.

Sending the prescription to that branch which is nearest to patients location.

OTC medications or the non emergency medications can be delayed for few days.

For high dealing with high volume shipments we have to make strategy that we can arrange two transportation parallely for the deliveries.

4. Patients of different age groups who received home delivery of medications:



Age group of patients (yrs)	April	May
0-10yrs	17	24
11-20yrs	20	14
21-30yrs	5	2
31-40yrs	10	17
41-50yrs	11	13
51-60yrs	40	25
60 yrs and above	22	30

Interpretation: Maximum medications were delivered to people who belonged to 51-60 yrs and 11-20 yrs. These patients are highly prone to corona. So the scheme of home delivery is best for them. They could just stay at home and get the medicines at their

doorsteps. However this no. could be increased by making the process of home delivery smooth.

Factors involved in home delivery of the medicines

Non availability of the medicines in pharmacy store.

Non availability of the resources.

Prescriptions comes at night

Patient brands preference

Expiry of insurance card

How these factors can be resolved?

Proper resource allocation: checklist of all the materials required for the home delivery should be maintained. Proper resource allocation should be there whether of human, transportation and all the resources which are required during the home delivery of the medicines.

Proper tracing of the orders: daily self-assessment sheet should be filled by the team of home delivery. They should write what are the problems they are facing in home delivery?

To avoid medication errors: labelling stickers should be put on the prescriptions as well as on the medications so that patient could know how and when to take the medicines?

For prescriptions outside than Abu Dhabi: The screening of the prescription should be done at the first stage only. So that if there are any prescriptions outside than Abu Dhabi they should be

eliminated at the first stage only. So as to avoid any delay in the process and to save the time during processing.

For non-availability of the medicines: A list of all substitute medications should be made so those substitutes could also be given to the patients.

We can ask the doctors to change the prescription. He would write only those brands which are available in the hospital.

Inventory audit should be conducted weekly so as to order the missing medications.

Orders allocation: Inaccurate order allocation can prove to be costly for both the pharmacy as well as the patient. For pharmacies, the inaccurate order allocation results in higher delivery costs along with late deliveries. And for patients it might cause frustration due to prolonged waiting and in the worst-case scenario it may result in the loss of life.

Conclusion

Delivering medicines to patients is a time sensitive process. Any delay could have fatal results for the patients. That's why it

becomes extremely crucial to have a quick and reliable delivery system.

Home delivery of the medicines is a very good initiative which is taken by the DOH during this pandemic. The process is going on really good by certain loopholes are there. By eradicating these loopholes the efficiency of home delivery of the medicines would increase and the patients could have access to the home delivery of the medicine on a large scale. To smoothen the process of home delivery of medicines following are my recommendations which can be done:

1. For reducing the medication errors the dosage can be written on the prescriptions, also labels can also be pasted on the medications indicating the dosage and route of administration, and while delivering the medicines counselling of the patients can be done.
2. Home delivery application can also be launched. So that the medications could be reached to the patients with a single click only.

Advantages of launching home delivery application

Patients can have access to live tracking of the orders.

By a single click people can book an appointment with the doctors.

Refilling date can be informed to the patients.

Prescriptions could be sent to the patients through the application.

3. For the far away locations the prescriptions should be clubbed together which are of the same location and then could be delivered together.

4. Prescriptions could be sending to the nearest branch of patient's location. So as to increase the frequency of the home delivery of the medication.

5. To measure the satisfaction level of the patients for the home delivery of the medicines, patient survey could be conducted, and their response can be recorded.

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6.Consumer survey on E pharmacies : Objective & Scope The study was undertaken to understand the perception of consumers towards 'E Pharmacy'. It was done through detailed assessment of feedback from prospective users by conducting a cross country survey