

**What can we do: The case of an employee who was shot**

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*Keywords:* Incidents, Safety standpoint, Assistance program

**What can we do: The case of an employee who was shot**

**Background about the organization:**

Rexall is a pharmacy owned by McKesson which is a public company focused on distribution of health care products, medical supplies for retail pharmacies, hospitals, manufacturers, healthcare providers and government. Rexall is a chain of community retail pharmacies which operates in Canada. (BC, Alberta, Saskatchewan, Manitoba, Ontario, New Brunswick). With nearly 8,000 employees Rexall operates approximately 400 pharmacies.

A Rexall store team is composed of two parts, in the pharmacy there is a pharmacy manager, pharmacy assistances, pharmacists, and pharmacy technicians. In the front store there is a manager, assistance store manager, and store associates. The most important activity is customer service. In the pharmacy, pharmacists are providing prescribed medication, vaccinations, and advice on how to take certain medication to their customers. While in the front of the stores, the store associates interact with customers, assist, and respond to customers inquires.

**Description of the incident:**

Ben Hughes is a pharmacist that works at one of the Rexall pharmacies. One day in August 2022 while he was working there was an armed robbery at his Rexall location. Unfortunately, Ben was shot at close range at around 8:00pm. During this time there was only one pharmacist on duty and one pharmacy assistant. When the criminals entered the store, they physically roughed up both the individuals working then ended up shooting the pharmacist.

All senior leadership within the organization was notified. The following morning some of these leaders were on site while the store remained closed but were processing urgent prescriptions. WSIB paperwork was completed, and this encounter had to be reported to the Ministry of Labour.

There was so much support for the employee who was shot and the other who witnessed this unfortunate incident. The CEO of McKesson personally spoke to the family on the phone. The health safety, and well-being of the individuals that was impacted is staying in touch with

those people. Since this incident was severe, Rexall utilized a third-party employee assistance program. They arranged an on-site counselling for the following days.

After everything is taken care of, it is important for the impacted individuals to know they have support and hopefully feels good when they are ready to come back to work. The police provided the staff with their personal cell phone numbers in case another incident like this happens. From a safety standpoint, there was a security guard that remained on site for about three weeks and adjustments to the store operating hours.

After this encounter the employees in Human Resource of Rexall debated over whether time delayed safes in Eastern Canada pharmacies should be used. In Western Canada most Rexall stores have these safes and they found that it has been helpful, and it has acted as a deterrent. Rexall also has an online virtual training platform called I Learn and Asset Protection. They stress to their in-store employees to not fight someone or argue with someone if they are coming into the stores with ill intentions. Allowing them to take what they want and getting them out of the store as quickly as possible so to not cause harm or danger to the employees.

Fortunately, Ben survived this encounter and is recovering from the multiple surgeries he had to go under. The police caught the individuals who committed this crime.

**Discussion questions:**

1. What do you think, should all Rexall Pharmacies implement these delayed safes?
2. If you were Ben what other security measures could Rexall apply into their health and safety network so that victims like Ben can return to a safe working environment?
3. Do you believe employees will allow customers with ill intentions to take what they want? Why? Why not?
4. What more can be done to prevent another incident like this one from occurring?
5. How else could HR provide for these employees and what kind of examples came out from this incident?

## Appendices

## Invitation and Consent form:

Occupational Health and Safety Interview Inbox x

**S** **Samantha Goncalves** <samgoncalves@gmail.com> Sep 22, 2022, 12:22 PM (4 days ago) ☆ ↶ ⋮  
to bcrickmore ▾

Hello, Brenda

My name is Samantha Goncalves. I am an undergraduate student at York University. As a part of my Occupational Health & Safety course, I would like to interview with you about common health and safety challenges in your organization. Your answers will help us to understand real-life health & safety challenges in organizations. I will, then, use your answer to develop a case study about a fictitious organization. This case study will be shared with Occupational Health & Safety educators across the world to be used in their courses. Our interview should not take more than 30 minutes. If you wish to proceed with the interview do you mind filling out the consent form. You can find it here [Qualtrics Survey | Qualtrics Experience Management](#). As well as forwarding some dates and times you are available for the interview. Thank you.

My email address is: [samgoncalves@gmail.com](mailto:samgoncalves@gmail.com)

Kind regards,  
Samantha Goncalves

**B** **Brenda Crickmore** Sep 22, 2022, 12:43 PM (4 days ago) ☆ ↶ ⋮  
to me ▾

Hello Samantha,

Thanks so much for reaching out about your project. I would be more than happy to arrange a time to chat with you. At Rexall, health & safety is a collaborate responsibility between Asset Protect and Human Resources.

I'm hopeful that I will be able to provide you with some insights that may be helpful. Next week would work best as I will be in Alberta the following week. Below are some dates:



## Informed Consent Form Template

Date: September 26<sup>th</sup> 2022

Study Name: Occupational Health &amp; Safety: Case Study Writing

**Researcher name:** Samantha Goncalves, samgoncalves@gmail.com, Principal Investigator, School of Human Resources Management, York University, and Duygu Biricik Gulseren, [gulseren@yorku.ca](mailto:gulseren@yorku.ca), Assistant Professor, School of Human Resource Management, York University.

**Purpose of the Research:**

The goal of this study is to develop a case study based on an occupational health and safety challenge experienced by real-life organizations

**What You Will Be Asked to Do in the Research:**

We will ask you to answer a few open-ended questions about your organization, your job, and common health and safety challenges that you experience in this organization. With your permission, we would like to audio-record our interview so that we can refer to it when we write the case. Our interview should not take more than 30 minutes.

**Risks and Discomforts:**

Potential risk for negative emotions to be brought up when recalling negative experiences that has happened in your organization. In such an event, you can refer to the following online resources to manage your negative feelings:

- <https://www.psychologytoday.com/ca/blog/women-s-mental-health-matters/201509/7-ways-deal-negative-thoughts>
- <https://www.wikihow.com/Deal-With-Negative-Thoughts>
- <https://psychcentral.com/blog/how-to-sit-with-painful-emotions/>
- <https://www.psychologytoday.com/ca/blog/critical-feeling/201608/5-ways-deal-feelings-you-d-rather-not-feel>

**Benefits of the Research and Benefits to You:**

You may gain better insights about your workplace. Your answers will help us develop case studies to be used in Occupational Health and Safety education across the world. Please note that there is no monetary compensation in this project.

**Voluntary Participation and Withdrawal:**

Your participation in the study is completely voluntary and you may choose to stop participating at any time. Your decision not to volunteer, to stop participating, or to refuse to answer particular questions

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will not influence the nature of your relationship with York University either now, or in the future. In the event you withdraw from the study, all associated data collected will be immediately destroyed wherever possible.

While translating your data into a case, we will change some details about your organization (such as its name, industry, location) to protect its identity. We will also use [story telling](#) and employ characters in the case study. You or your organization will not be identifiable in the final case study.

**Confidentiality:**

All information you supply during the research will be held in confidence and unless you specifically indicate your consent, your name will not appear in any report or case study.

Your data will be safely stored in an encrypted, password protected internet cloud and only research team members will have access to this information. Data will be stored for 3 years before electronically destroyed. Confidentiality will be provided to the fullest extent possible by law.

The researcher(s) acknowledge that the host of the online survey may automatically collect participant data without their knowledge (i.e., IP addresses.) Although this information may be provided or made accessible to the researchers, it will not be used or saved without participant's consent on the [researchers](#) system. Further, "Because this project employs e-based collection techniques, data may be subject to access by third parties as a result of various security legislation now in place in many countries and thus the confidentiality and privacy of data cannot be guaranteed during web-based transmission."

**Questions About the Research?** If you have questions about the research in general or about your role in the study, please feel free to contact my supervisor, Duygu Gulseren at [gulseren@yorku.ca](mailto:gulseren@yorku.ca).

This research has received ethics review and approval by the Delegated Ethics Review Committee, which is delegated authority to review research ethics protocols by the Human Participants Review Sub-Committee, York University's Ethics Review Board, and conforms to the standards of the Canadian Tri-Council Research Ethics guidelines. If you have any questions about this process, or about your rights as a participant in the study, please contact the Sr. Manager & Policy Advisor for the Office of Research Ethics, 5<sup>th</sup> Floor, [Kanefff Tower](#), York University (telephone 416-736-5914 or e-mail [ore@yorku.ca](mailto:ore@yorku.ca)).

**Legal Rights and Signatures:**I consent to participate in this study: I do NOT consent to participate in this study: 

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Interview Question:

- 1) Can you tell me a little about yourself?
- 2) What is your position/role?
- 3) What kind of organization do you work for?
- 4) How has this organization affected you and your position at Rexall?
- 5) How long have you been working for this organization or role?
- 6) Can you tell me a little more details about your organization, for example, what is your daily activities?
- 7) Now, has there been a significant health and safety challenge you have faced in this organization?
  - a. Why is this problem significant?
  - b. What is the management's position in this challenge?
  - c. What is the employee's position in this challenge?
  - d. Was there a solution to this challenge? Why do you think this problem had a difficult solution?
- 8) Can you tell me about a specific incident that has occurred during your role in this committee?
  - a. What was the situation?
  - b. As your role in the health and safety committee at Rexall can you tell me what was your task when this incident occurred?
  - c. What actions were taken?
  - d. Was the incident solved? If so what were the results?
- 9) Is there anything else you would like to share with me?

Interview recording:

<https://www.youtube.com/watch?v=Jmrk4S5l-QQ>

TCPS certificate:



## ***Certificate of Completion***

*This document certifies that*

**Samantha Goncalves**

*successfully completed the Course on Research Ethics based on  
the Tri-Council Policy Statement: Ethical Conduct for Research  
Involving Humans (TCPS 2: CORE 2022)*

Certificate # 0000854831

21 September, 2022