



Journey to a Resilient and Thriving Pharmacy Workforce

Name





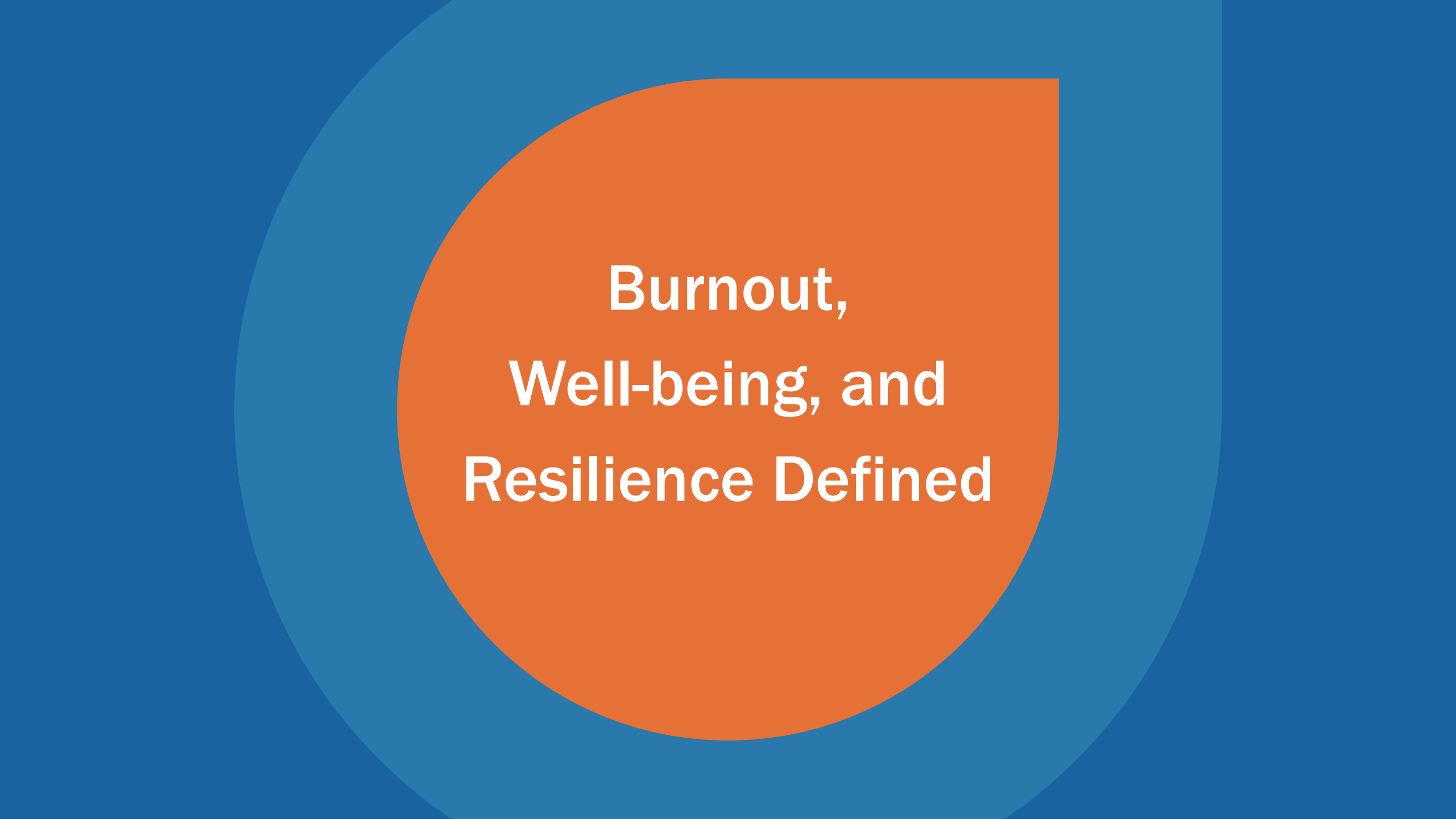
Objectives - Pharmacist

- 1 Define burnout, well-being, and resilience
- 2 Explain why clinician burnout is a patient care and healthcare workforce problem
- 3 Discuss the impact of COVID-19 on well-being and resilience
- 4 Identify strategies to improve well-being and resilience in the pharmacist workforce



Objectives – Pharmacy Technician

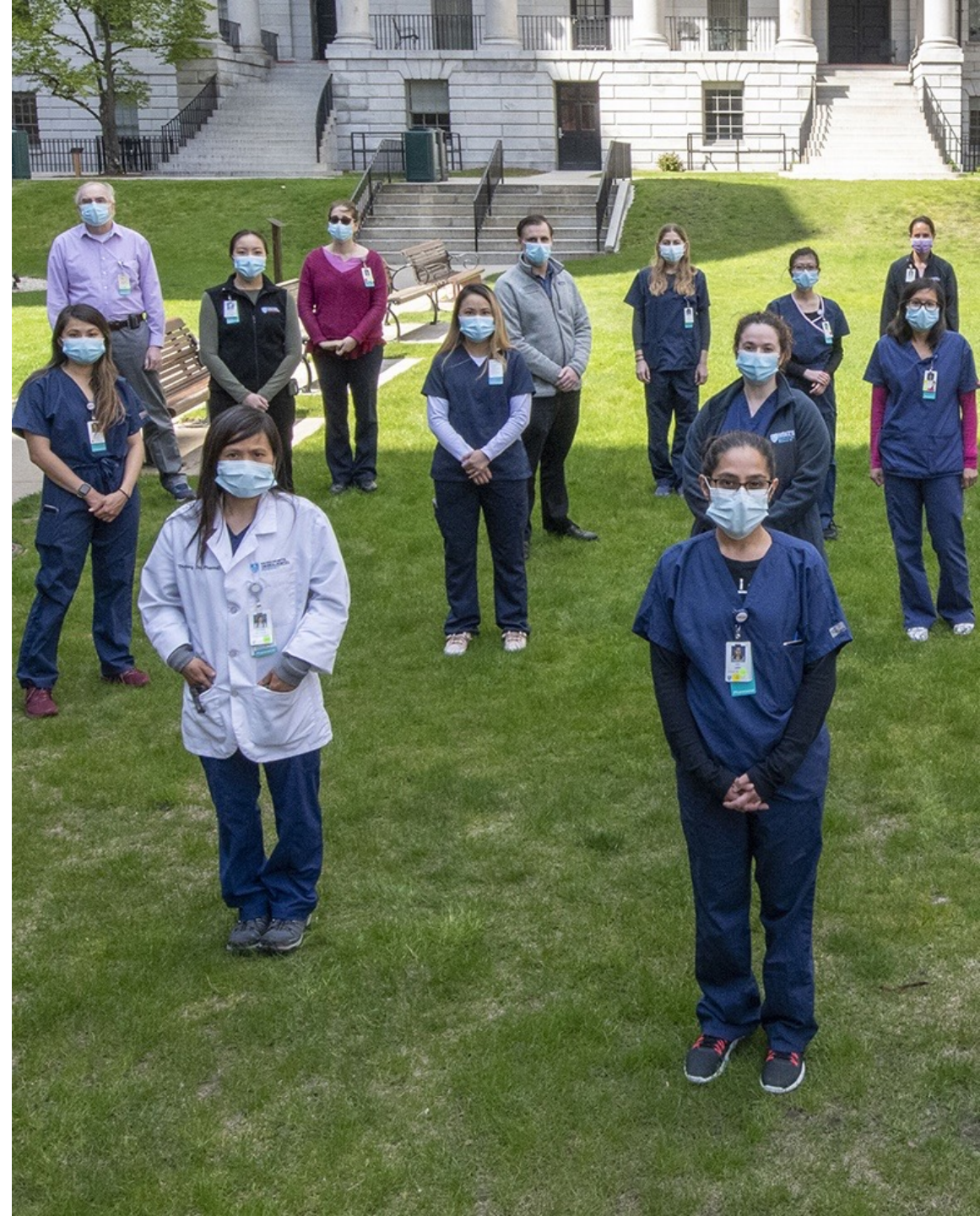
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**Burnout,
Well-being, and
Resilience Defined**

Well-being and Resilience

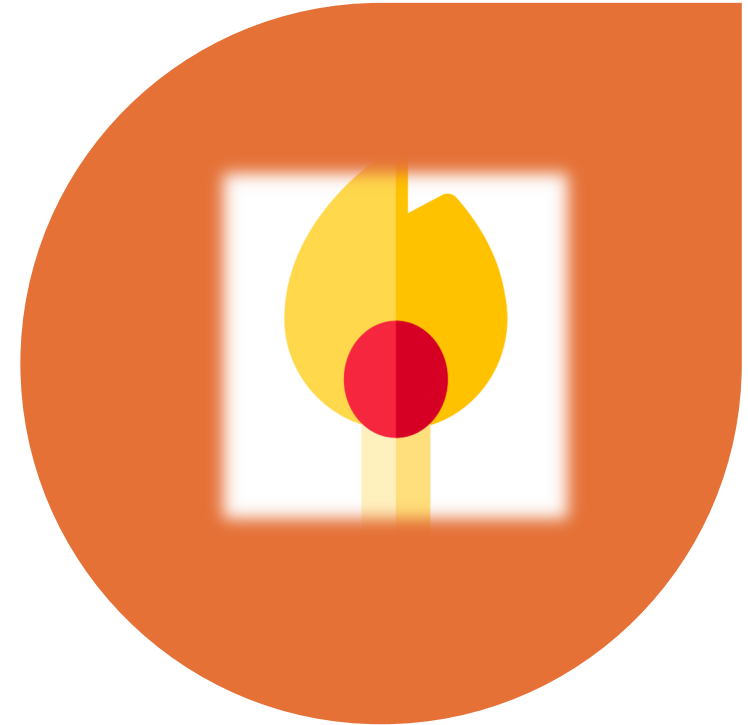
- **Well-being**
 - The presence of positive emotions and moods
 - The absence of negative emotions
 - Satisfaction with life, fulfillment and positive functioning
 - Physical well-being
- **Resilience**
 - Set of individual skills, behaviors, and attitudes that contribute to physical, emotional, and social well-being, including the prevention of burnout



Burnout

Syndrome of:

- **Depersonalization**
- **Emotional exhaustion**
- **Low personal accomplishment**



Maslach, C., S. E. Jackson, et al. (1996). Maslach Burnout Inventory Manual.
Palo Alto, CA, Consulting Psychologists Press

An Occupational Phenomenon

- World Health Organization International Classification of Diseases
- ICD-11 presented at World Health Assembly in May 2019
 - States “burnout syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed”
 - Specific to the occupational context, not to be applied to describe other areas of life (e.g. medically, home-life)
 - Effective January 1, 2022



National Pharmacist Workforce Study

- Primary objective: collect demographic characteristics, work contributions and quality of work-life of pharmacist workforce in the US during 2019
- New: workplace discrimination and harassment, opioid-related practice issues, and pharmacist retirement during 2019
- New: assessed job burnout and professional fulfillment
 - Fulfillment
 - High in community independent and hospital settings
 - Work exhaustion
 - High in community chain, mass merchandiser, and supermarket settings
 - Interpersonal disengagement



National Pharmacist Workforce Study - Burnout

Fulfillment

- I feel happy at work
- I feel worthwhile at work
- My work is satisfying
- I feel in control when dealing with difficult problems at work
- My work is meaningful to me
- I'm contributing professionally in ways I value most

Work Exhaustion

- I feel...
- a sense of dread when I think about work I have to do
- Physically exhausted at work
- Lacking in enthusiasm at work
- Emotionally exhausted at work

Interpersonal Disengagement

- I feel...
- Less empathetic with my patients
- Less empathetic with my colleagues
- Less sensitive to others' feelings/emotions
- Less interested in talking with my patients
- Less connected with my patients
- Less connected with my colleagues

Pharmacy Workforce

Hospitals / Health-systems	Community Practice	Clinical Pharmacy
<p>Purpose: Assess levels of and risk factors for burnout in health-system pharmacists</p>	<p>Purpose: Assess prevalence and risk factors for occupational burnout in community pharmacists</p>	<p>Purpose: Characterize level of and identify factors associated with burnout in clinical pharmacists</p>
<p>Methods: Maslach Burnout Inventory Human Services Survey distributed to health-system pharmacists</p>	<p>Methods: Maslach Burnout Inventory Human Services Survey distributed to community pharmacists</p>	<p>Methods: prospective, cross-sectional pilot study utilizing</p>
<p>Results: 329 surveys analyzed; 175 (52.2%) reported scores of a high degree of burnout in at least one MBI-HSS subscales; emotional exhaustion (22.9%), depersonalization (6.2%), and reduced personal accomplishment (36.3%)</p>	<p>Results: 411 surveys analyzed; 308 (74.9%) reported scores of a high degree of burnout in at least one MBI-HSS subscales; emotional exhaustion (68.9%), depersonalization (50.4%), and reduced personal accomplishment (30.7%)</p>	<p>Results: 974 surveys analyzed; rate of burnout (61.2%), mostly emotional exhaustion. Predictors: too many nonclinical duties, inadequate teaching/administration time, difficult pharmacist colleagues, contributions unappreciated</p>

Burnout: Pharmacy Residents

- Stress and negative affect levels surveyed in PGY1 & PGY2s
- Those working > 60 hours/week reported higher levels of stress, depression, and hostility
- Perceived stress for pharmacy residents was significantly higher than in comparably aged adults and similar to medical residents
- When pressures of being overworked > resident's ability to cope, well-being is in danger

ASHP Survey Details



4,090 pharmacist members completed entire survey



33% clinical pharmacist
11% residents



36% have at least 20 years of professional practice



74% of pharmacists are satisfied with their current job



Most form part of interprofessional care teams and 86% feel valued by colleagues, particularly by physicians and nurses



Interprofessional Care Team

1

Role on interprofessional care team

85% work as part of an interprofessional care team

2

High performing team qualities

Shared goals (76% good/optimal) and Mutual trust (72% good/optimal)

3

Working at fullest potential on team

65% agree or strongly agree

4

Meaningful interactions

Largely with physicians, nurses, and administrative staff

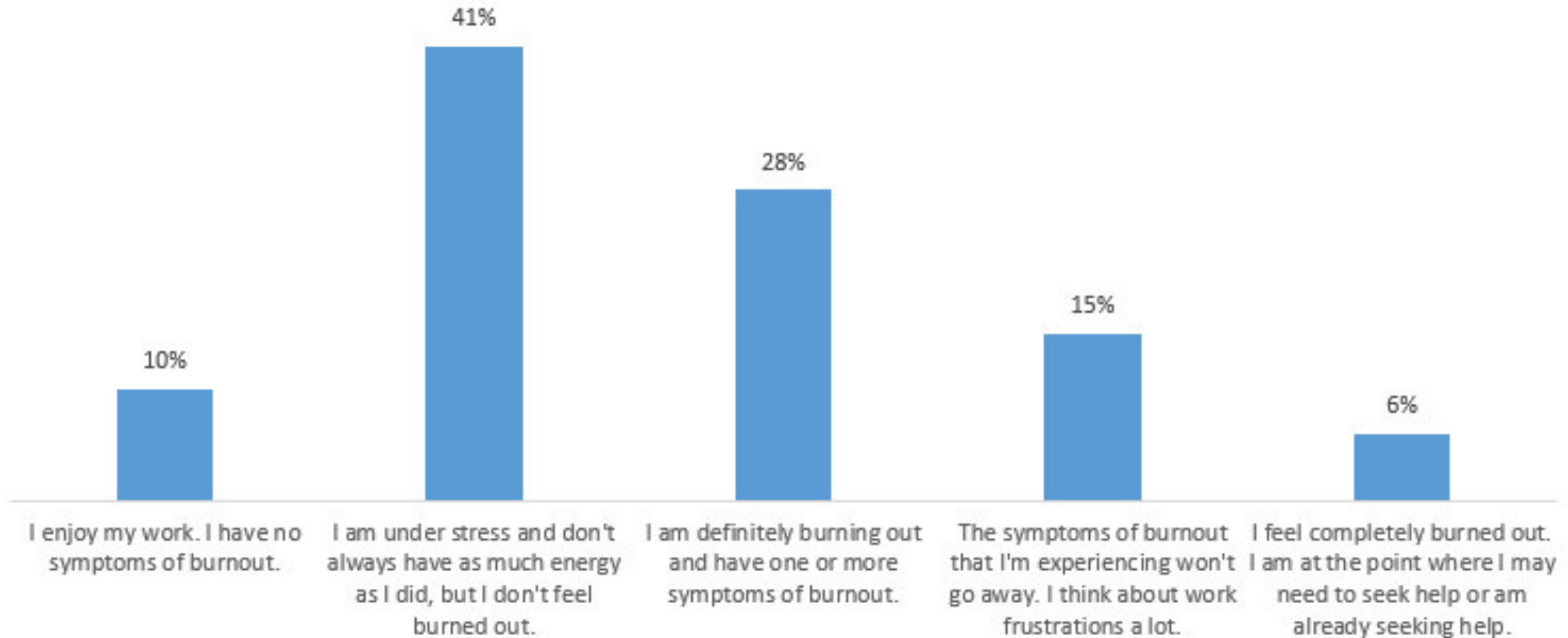
5

Alignment with leadership values

62% agree or strongly agree



Burnout Self-Reported: Pharmacists



Sample size: 4,862

Wave 3 Survey Responses: Pharmacists



"My patient load in ICU went from 16 to 28 daily without additional support when the team split into 2 teams and I still have to cover both teams."

- Pharmacist Survey Respondent

- Over the past 12 months (March 2020 – March 2021):
 - 33% rate their mental health as good/very good
 - 27% rate their mental health as not good at all
 - 88% attribute mental health to pandemic either partially or significantly
 - 31% have a renewed sense of meaning/purpose in work
 - 42% are optimistic about the future

Wave 3 Survey Responses: Pharmacists



In the next six months:

- **19% intend to leave their position;** 18% are undecided
- **3% intend to leave the pharmacy profession;** 10% are undecided

Comments from survey respondents:

*"Workload exceeds number of hours in the day. [There is a] **lack of support/caring** from home office."*

*"As a director - **too many demands** - placed upon RX leadership - feel like a **squashed sandwich** - between keeping Staff satisfied and C-Suite metrics in check with all other financial demands. No one cares about management!"*

*"**No support** from immediate supervisor for maintaining work life balance."*

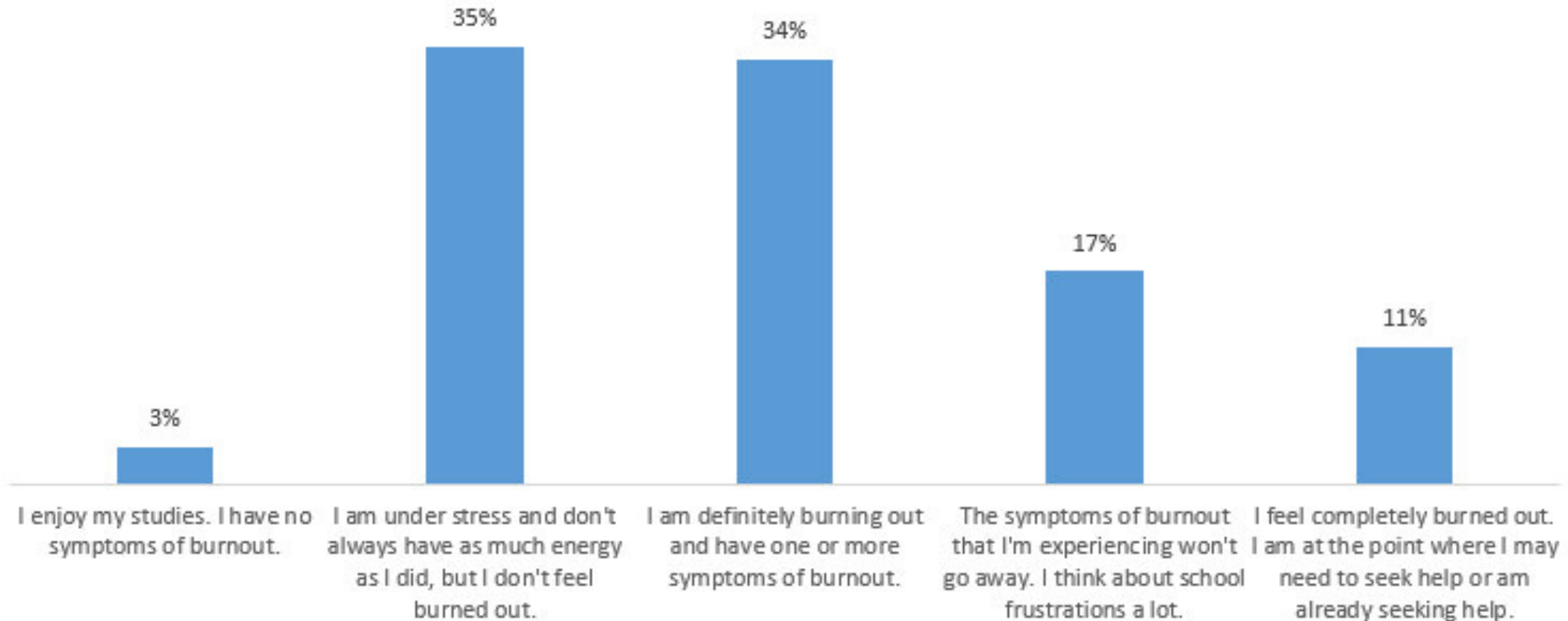
Wave 3 Survey Responses: Pharmacists

- More than half of executive level (51%) and pharmacy department (56%) leadership recognize the risk of burnout
- Yet only a third are prioritizing employee well-being to the best extent possible (33% v. 38%)
- More than two thirds of pharmacists (68%) feel a great deal of stress due to their job
- 44% have marginal/poor control over their workload (+5% increase from 2018)
- More than a third (35%) do not feel comfortable telling their supervisor about feelings of burnout

"Providing adequate staffing and workload expectations [would help me with my well-being and resilience during the pandemic]."

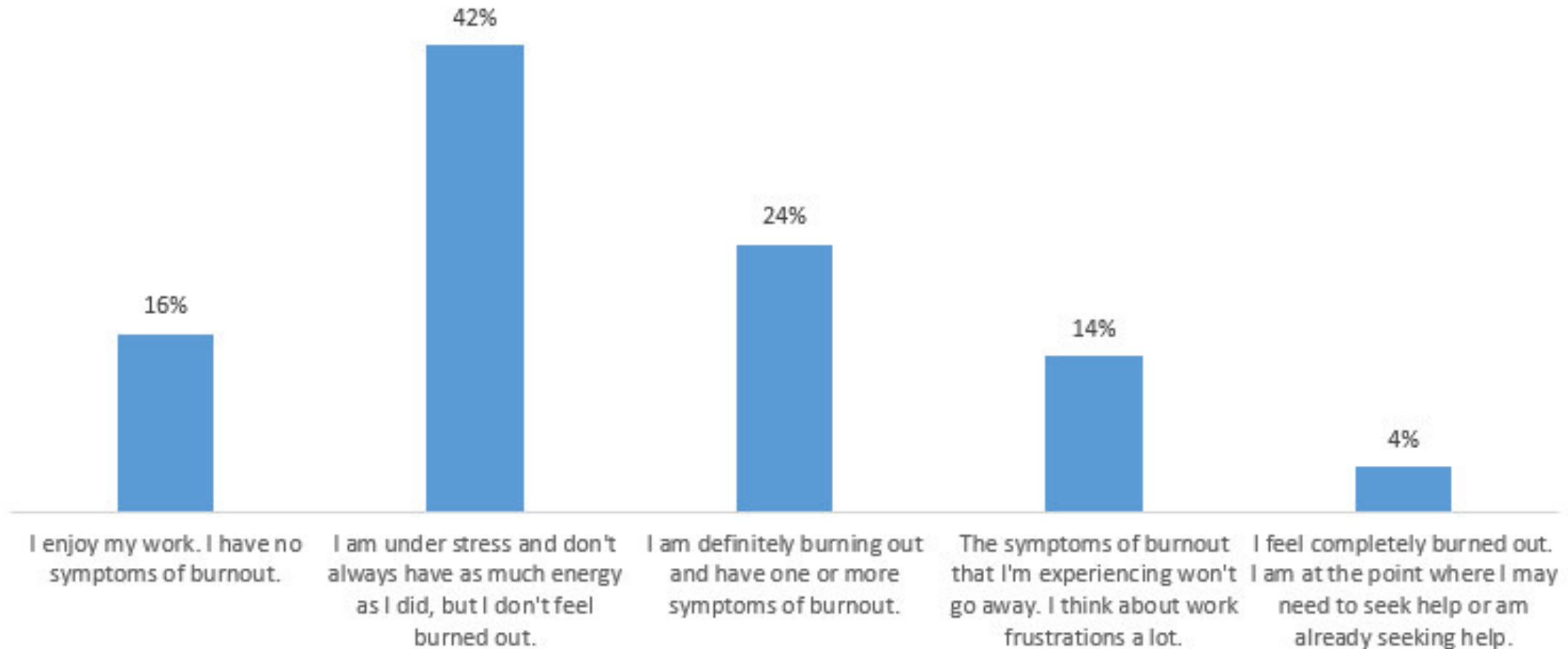
- Pharmacist Survey Respondent

Burnout Self-Reported: Student Pharmacists



Sample size: 952

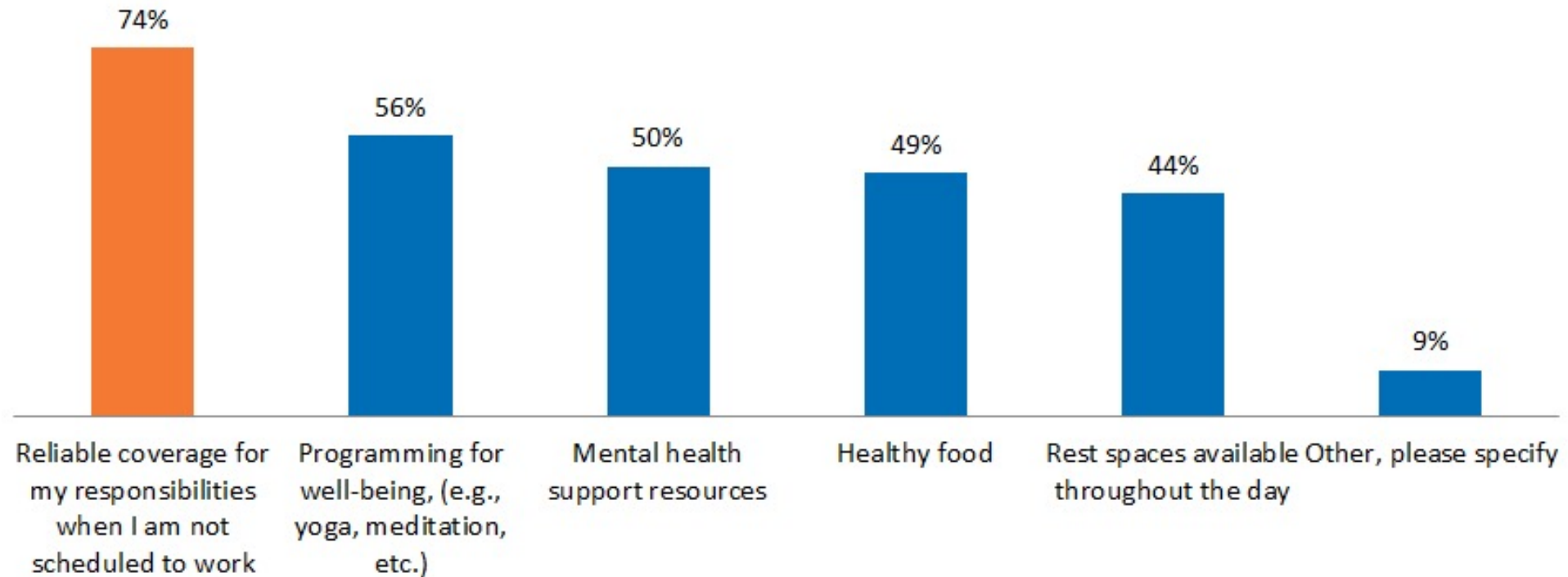
Burnout Self-Reported: Pharmacy Technicians



Sample size: 407

Wave 3 Survey Responses: Pharmacists

The following employer-provided and ASHP resources would help support me with my well-being and resilience during the pandemic:

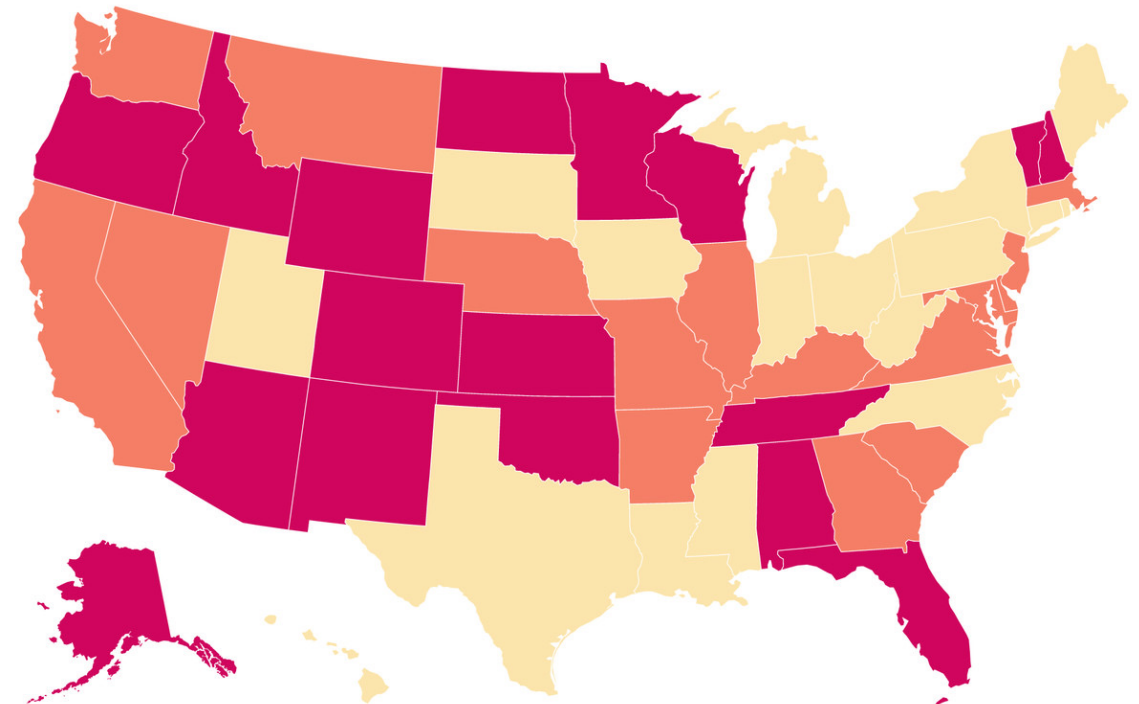


“The doctors are not all right”

- June 2021 Vox *The Aftermath* series
- 2021 Kaiser Family Foundation and Washington Post Frontline Health Care Workers
 - 6 in 10 reporting pandemic stress has harmed mental health
 - 3 in 10 have considered leaving healthcare
 - > 50% self-reported burnout
- Barriers for healthcare practitioners to access mental health services
 - Time, Location
 - Mandatory Reporting to State Boards
 - Stigma, Fear

In 33 states, license boards are asking doctors about their mental health

■ Does not ask mental health questions ■ Only asks about conditions currently impairing doctors ■ Asks broader mental health questions



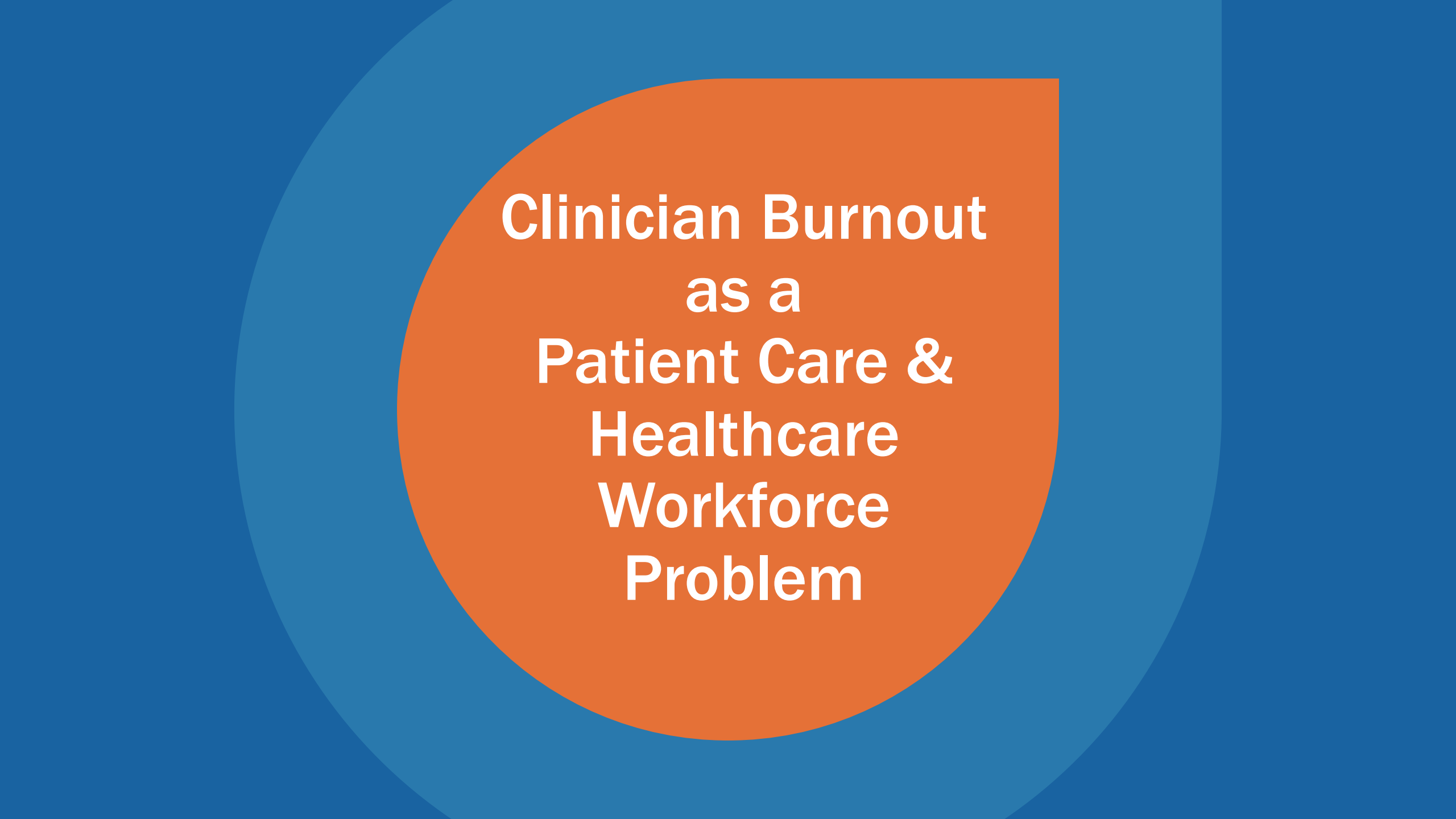
As of July 2020

Source: The Emotional PPE Project

Vox

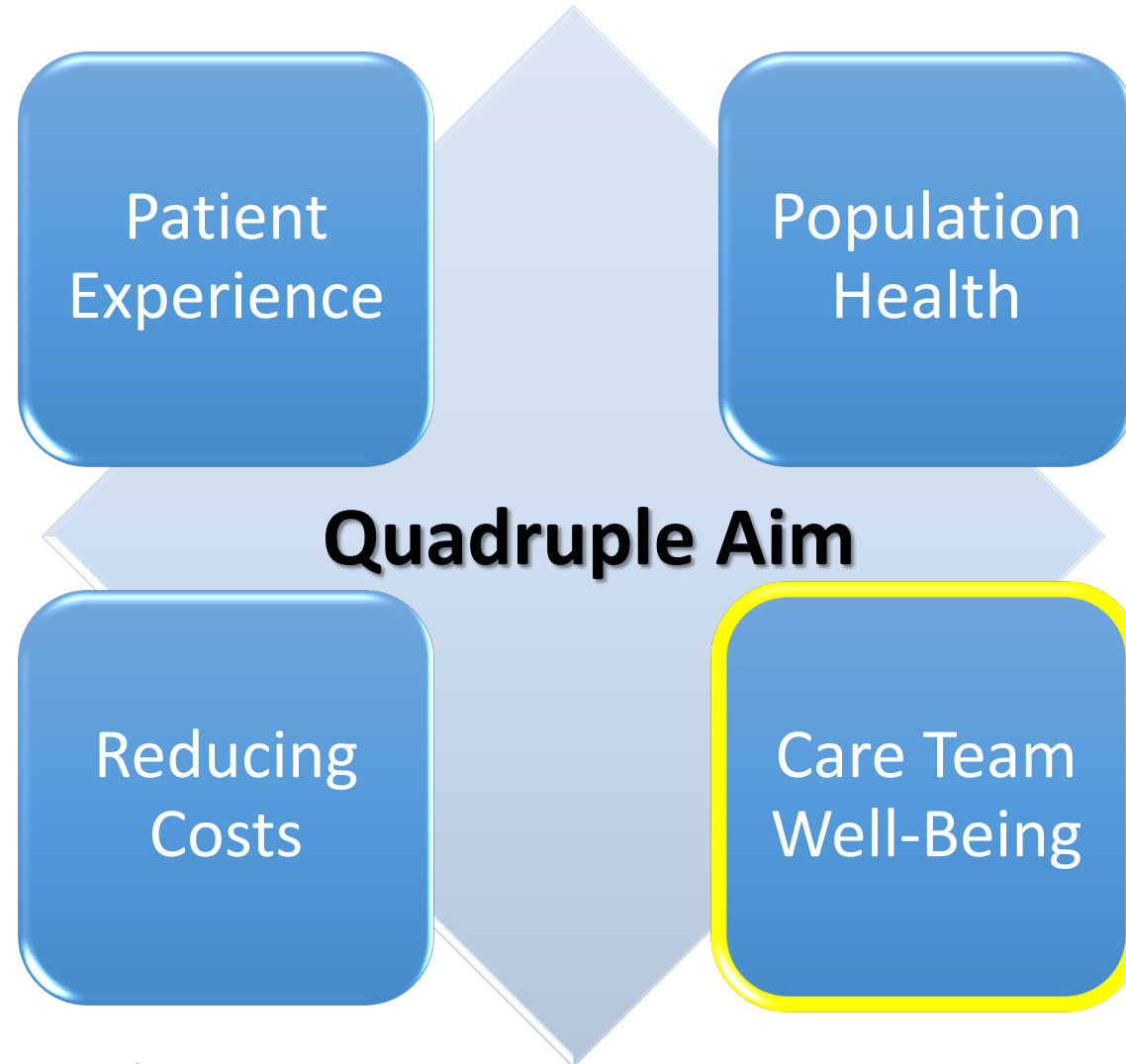
Key Drivers of Burnout in Healthcare Professionals

Risk Factor	Example
Workload	Job demands exceeding human limits; limited time to rest, recover, and restore
Control	Role conflict; absence of direction in the workplace
Reward	Inadequate financial, institutional, or social reward in the workplace; lack of recognition
Community	Inadequate opportunity for quality social interaction at work; inadequate development of teams
Fairness	Perception of inequity from an organization or leadership
Values	Organizational values are incongruous with an individual's personal values or beliefs
Job-person incongruity	Personality does not fit or is misaligned with job expectations and coping abilities



**Clinician Burnout
as a
Patient Care &
Healthcare
Workforce
Problem**

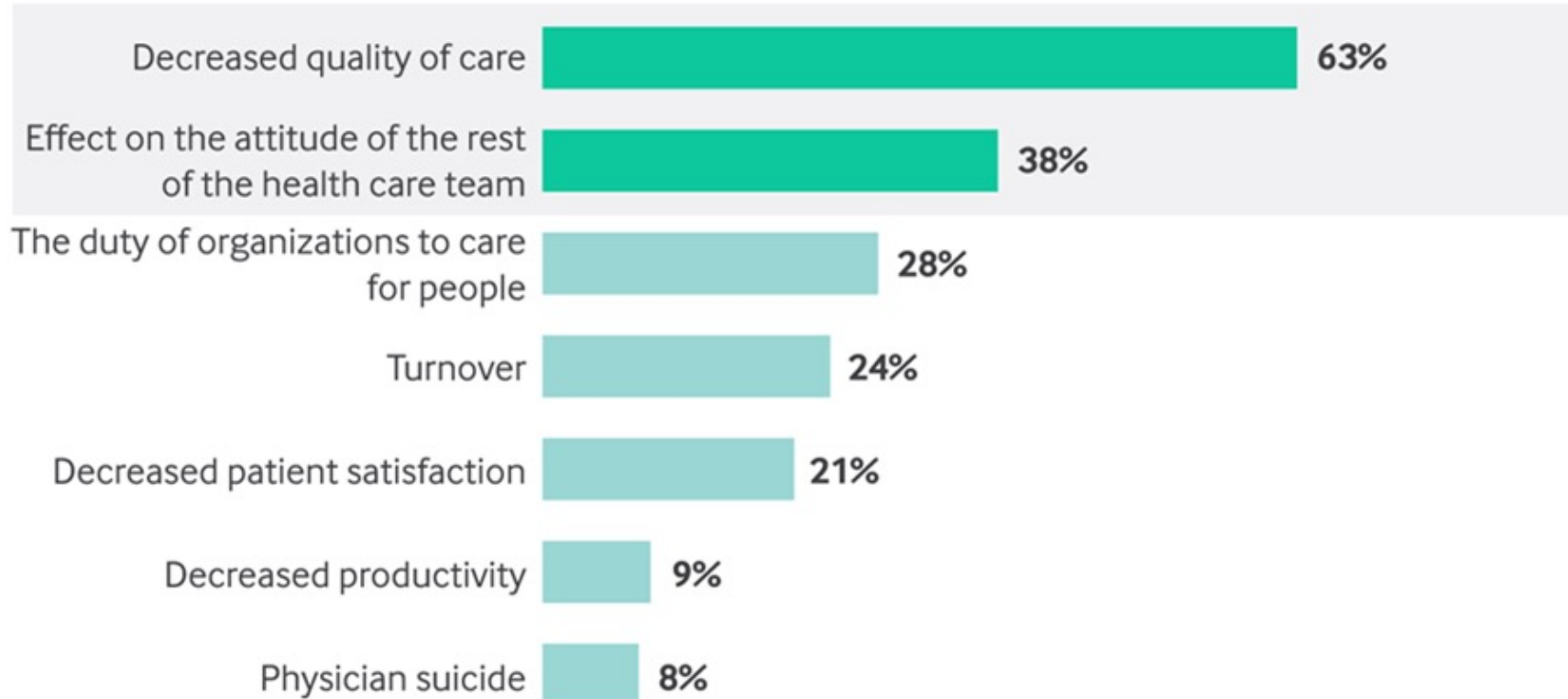
Burnout is a Patient Care Problem



Bodenheimer T, Sinsky C. From triple aim to quadruple aim: care of the patient requires care of the provider. *Ann Fam Med.* 2014;12(6):573-6.

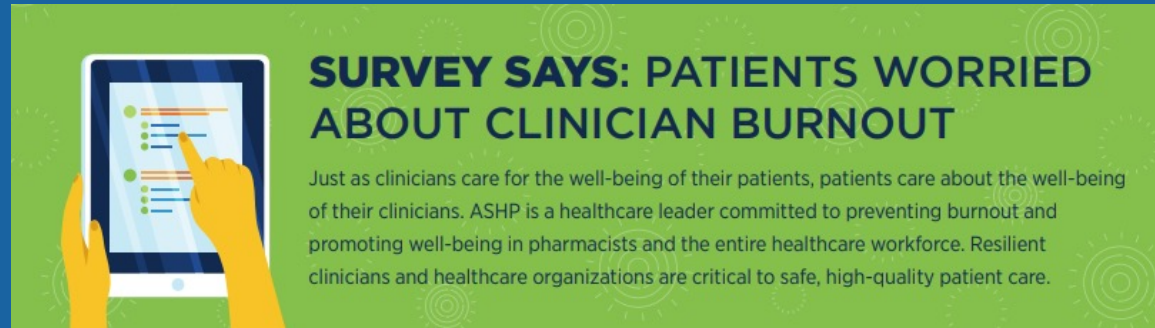
Top Reasons to Address Physician Burnout

What are the top two most important reasons to address physician burnout?



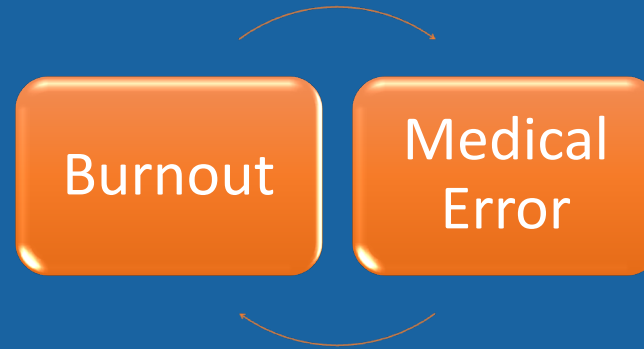
Base = 570 (multiple responses)

Decreased Quality of Care is a Top Reason to Address Burnout – According to Patients



- Recent national survey of more than 2,000 Americans found:
 - **8 out of 10** have heard that burnout is a problem among healthcare professionals
 - **About 77%** are concerned for their safety when clinicians appears burnt out
 - **Nearly 80%** believe care quality may decrease when their pharmacist or other healthcare provider is burnt out
 - **Total of 91%** believe its important that their pharmacists or clinician take measures to avoid burnout

Burnout and Patient Safety



- A systematic review of 46 studies found significant correlation between poor well-being in health care professionals and worsening patient safety
- Multiple studies demonstrate relationship between medical errors and worsening burnout & depressive symptoms (i.e. second victim phenomenon)

Consequences of Burnout

There are many consequences of burnout:

CLINICIANS AND LEARNERS	HEALTH CARE ORGANIZATIONS
<ul style="list-style-type: none">▪ Occupational injury▪ Problematic alcohol use▪ Risk of depression and suicide▪ Career regret▪ Suboptimal professional development	<ul style="list-style-type: none">▪ Fewer available staff (absenteeism and turnover)▪ Lower morale and productivity▪ Presenteeism (working while sick)▪ Threat to organizational reputation

\$4.6 BILLION

Estimated societal costs attributable to burnout in the United States each year.

BURNOUT LOWERS PATIENT CARE QUALITY:

- Resulting staffing challenges decrease patients' access to care.
- High workloads, administrative burdens, and poorly designed technologies divert clinicians' time away from patient care.
- Workplace ethical dilemmas can erode clinician professionalism.
- Barriers to patient-clinician communication adversely affect patient satisfaction and health outcomes.
- Safety incidents, medical errors, and malpractice claims are more likely.

**National Academy of
Medicine**

**Action Collaborative
on Clinician Well-Being
and Resilience**

PERSPECTIVE

COLLECTIVELY CONFRONTING THE CLINICIAN-BURNOUT CRISIS

To Care Is Human — Collectively Confronting the Clinician-Burnout Crisis

Victor J. Dzau, M.D., Darrell G. Kirch, M.D., and Thomas J. Nasca, M.D.

“Through collective action and targeted investment, we can not only reduce burnout and promote well-being, but also help clinicians carry out the sacred mission that drew them to the healing professions – providing the very best care to patients”

Collaborative Composition and Commitments

- 36 sponsoring organizations, 100 network organizations
 - Professional organizations
 - Government
 - Technology and EHR vendors
 - Large health care centers
 - Payors
- 190 commitment statements
 - A venue for sponsors & network organizations to share plans on addressing and promoting clinician well-being and resilience.
 - <https://nam.edu/initiatives/clinician-resilience-and-well-being/commitment-statements-clinician-well-being/>

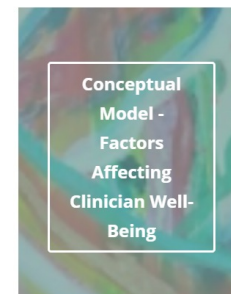
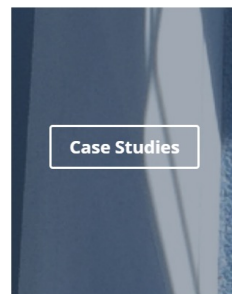
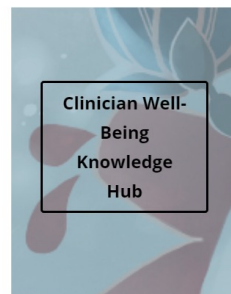


National Academy of Medicine Action Collaborative on Clinician Well-Being & Resilience

Phase I-II (2017 to 2020): Building a Community around Clinician Well-Being

- Improve baseline understanding of challenges to clinician well-being
- Raise visibility of clinician stress and burnout
- Elevate evidence-based, multidisciplinary solutions that will improve patient care by caring for the caregiver

Resources from the Clinician Well-Being Collaborative



National Academy of Medicine Action Collaborative on Clinician Well-Being & Resilience

Phase III (2021-2022): Creating a National Strategy and Social Movement

- Working Group on A National Strategy for Clinician Well-Being
- Working Group on Implementing Tools to Improve Clinician Well-Being
- Working Group on Navigating the Impacts of COVID-19 on Clinician Well-Being

*Learn more <https://nam.edu/initiatives/clinician-resilience-and-well-being/>

NAM Expressions of Well-Being

Expressions of Clinician Well-Being
An Art Exhibition

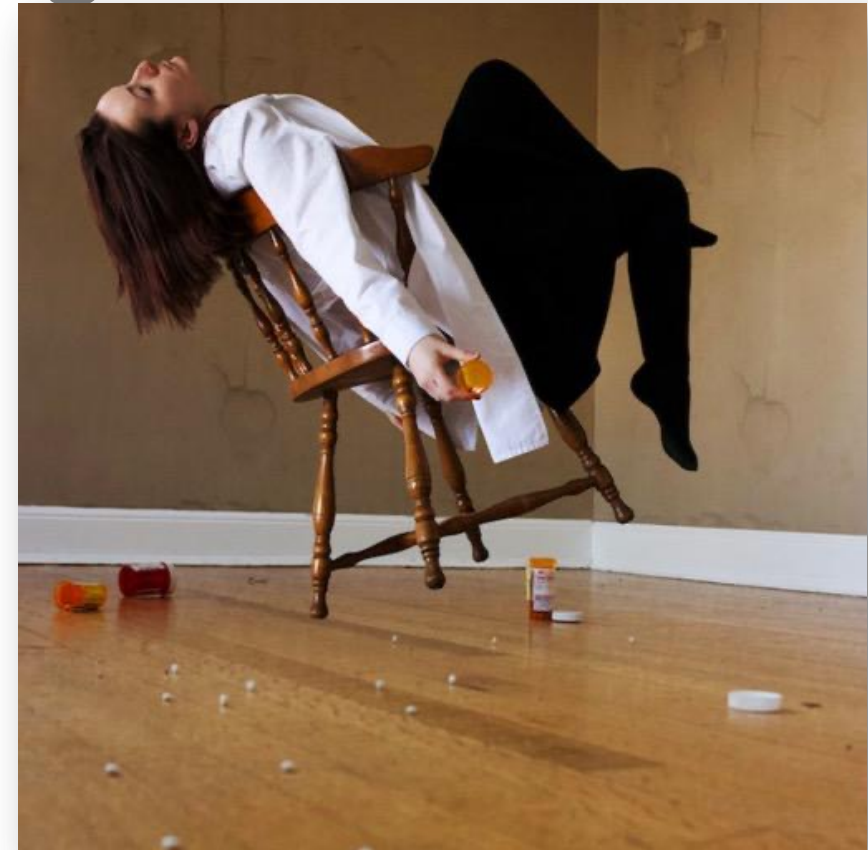
About Artwork Traveling Gallery Comm

About the Project Traveling Art Gallery

About Expressions of Clinician Well-Being

Expressions of Clinician Well-Being collects insights directly from clinicians, patients, loved ones, and organizations working to prevent burnout and promote well-being. By allowing people to creatively express their experiences with burnout, this gallery captures critical moments in the journey to well-being.

Expressio
Or
Twee



“Don’t Slip”
Elizabeth Canterbury, PharmD

<https://nam.edu/expressclinicianwellbeing>

ASHP Vision and Strategic Plan



Strategic Priorities and Goals

- Our Patients and Their Care
 - Goal 4: Improve Patient Care by Enhancing the Well-Being and Resilience of Pharmacists, Student Pharmacists, and Pharmacy Technicians
- Our Members and Partners
- Our People and Performance

2018 ASHP Policy

CLINICIAN WELL-BEING AND RESILIENCE

Source: Council on Education and Workforce Development

To affirm that burnout adversely affects an individual's well-being and healthcare outcomes; further,

To acknowledge that the healthcare workforce encounters unique stressors throughout their education, training, and careers that contribute to burnout; further,

To declare that healthcare workforce well-being and resilience requires shared responsibility among healthcare team members and between individuals and organizations; further,

To encourage individuals to embrace well-being and resilience as a personal responsibility that should be supported by organizational culture; further,

To encourage the development of programs aimed at prevention, recognition, and treatment of burnout, and to support participation in these programs; further,

To encourage education and research on stress, burnout, and well-being; further,

To collaborate with other professions and stakeholders to identify effective preventive and treatment strategies at an individual, organizational, and system level.

ASHP Policy Positions, 1982-2018: <https://www.ashp.org/-/media/assets/policy-guidelines/docs/browse-by-document-type-policy-positions-1982-2017-with-rationales-pdf.ashx>

A RESILIENT PHARMACY WORKFORCE

Burnout affects today's pharmacists, residents, student pharmacists, and pharmacy technicians at unprecedented rates. A pharmacy workforce with the ability to thrive during adversity — a resilient workforce — is essential to combat burnout and support safe, high-quality patient care.

BURNOUT

Characterized by emotional exhaustion, cynicism, and/or a low sense of personal accomplishment.



Affects pharmacists, residents, students, and technicians

53% of health-system pharmacists surveyed reported a high degree of burnout*



A patient care problem

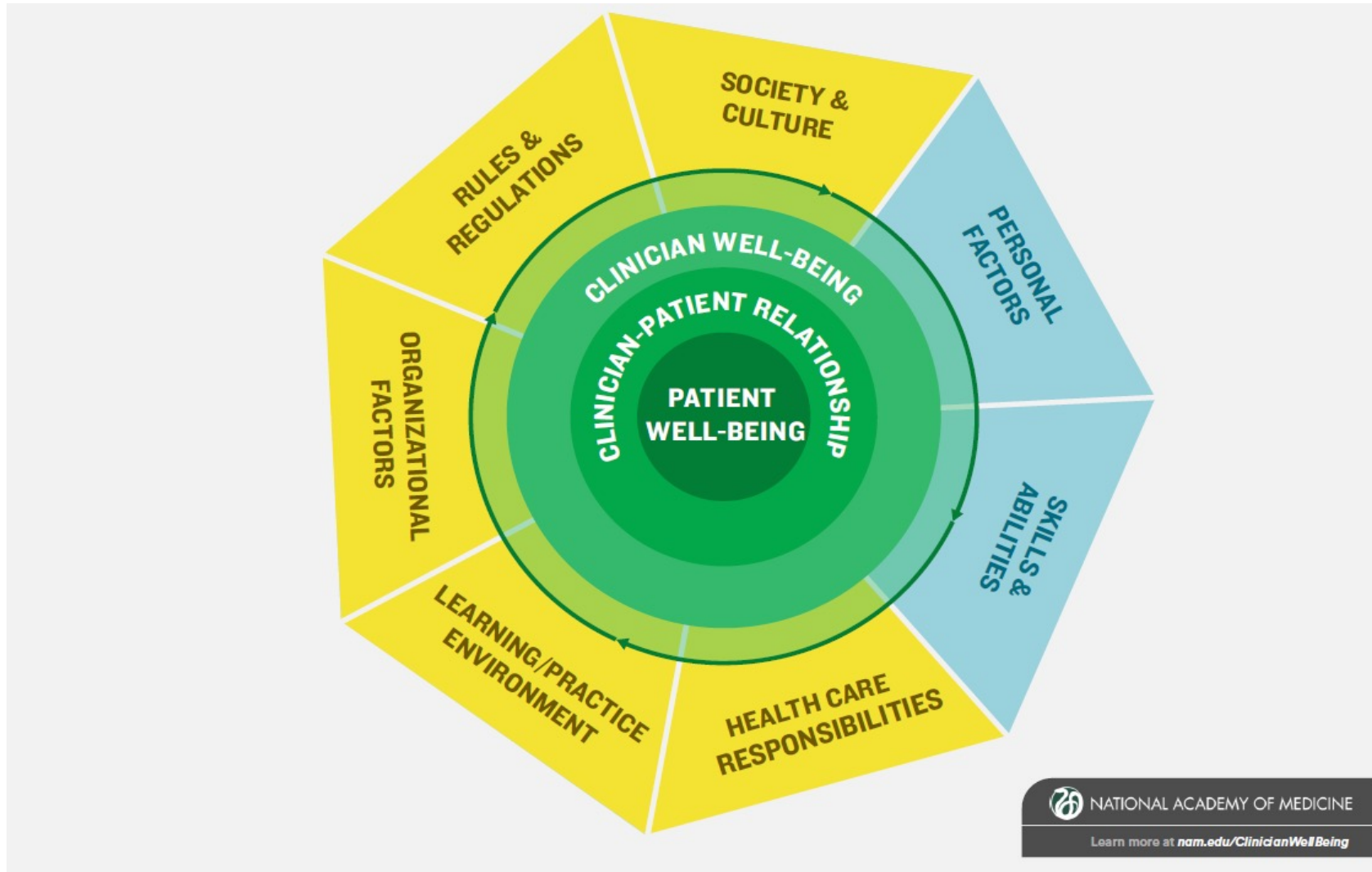
Pharmacy staff burnout can result in medication errors and increased patient harm





**Strategies to
Improve
Well-Being and
Resilience**

Factors Affecting Clinician Well-Being and Resilience



Brigham T et al. (2018) A Journey to Construct an All-Encompassing Conceptual Model of Factors Affecting Clinician Well-Being and Resilience. NAM Perspectives. Discussion Paper, National Academy of Medicine, Washington, DC.

External Support of Well-Being



Identify Burnout












- Maslach Burnout Inventory – Human Services Survey for Medical Personnel
- Guide to selecting the most appropriate measurement instrument for *your* organization

NAM Survey Instruments: <https://nam.edu/valid-reliable-survey-instruments-measure-burnout-well-work-related-dimensions/>

Maslach Burnout Inventory: <https://www.mindgarden.com/117-maslach-burnout-inventory>

NAM Pragmatic Approach for Organizations: <https://nam.edu/a-pragmatic-approach-for-organizations-to-measure-health-care-professional-well-being/>

Organizational strategies to reduce burnout and increase engagement

-  Acknowledge and assess the problem
-  Harness the power of leadership
-  Develop and implement targeted work unit interventions^a
-  Cultivate community at work
-  Use rewards and incentives wisely
-  Align values and strengthen culture
-  Promote flexibility and work-life integration
-  Provide resources to promote resilience and self-care
-  Facilitate and fund organizational science



SPECIAL ARTICLE

Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout



Tait D. Shanafelt, MD, and John H. Noseworthy, MD, CEO

State Affiliate Toolkit

State Affiliate Toolkit Well-Being and Resilience

[VIEW RELATED LINKS](#) ↓



ASHP is an original sponsor of the National Academy of Medicine (NAM) Action Collaborative on Clinician Well-Being and Resilience and actively leading the pharmacy profession on this issue? ASHP recognizes that a healthy and thriving clinician workforce is essential to ensuring optimal patient health outcomes and safety; this commitment to improving pharmacy workforce well-being and resilience is embedded within ASHP's Strategic Plan, as well as, a new policy position, 1825 Clinician Well-Being and

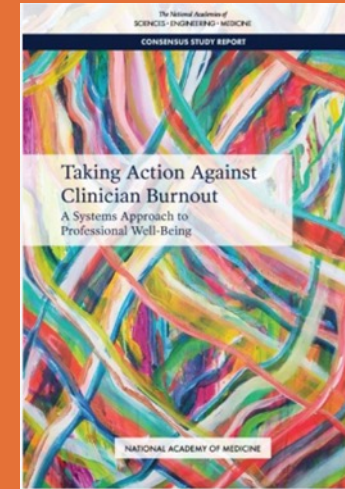
Resilience, that was approved during the 2018 House of Delegates. Check out a well-being and resilience resource page at ASHP.org to help you, whether you're a student pharmacist, a pharmacy resident, a pharmacy technician, or an active pharmacist practitioners, in your resilience journey.

ashp.org/State-Affiliates/Affiliate-Resources/State-Affiliate-Toolkit-Well-being-and-Resilience

Tools for Promoting a Resilient and Thriving Pharmacy Workforce

- Educate
- Engage
- Prepare
- Discuss
- Promote
- Expand
- Share

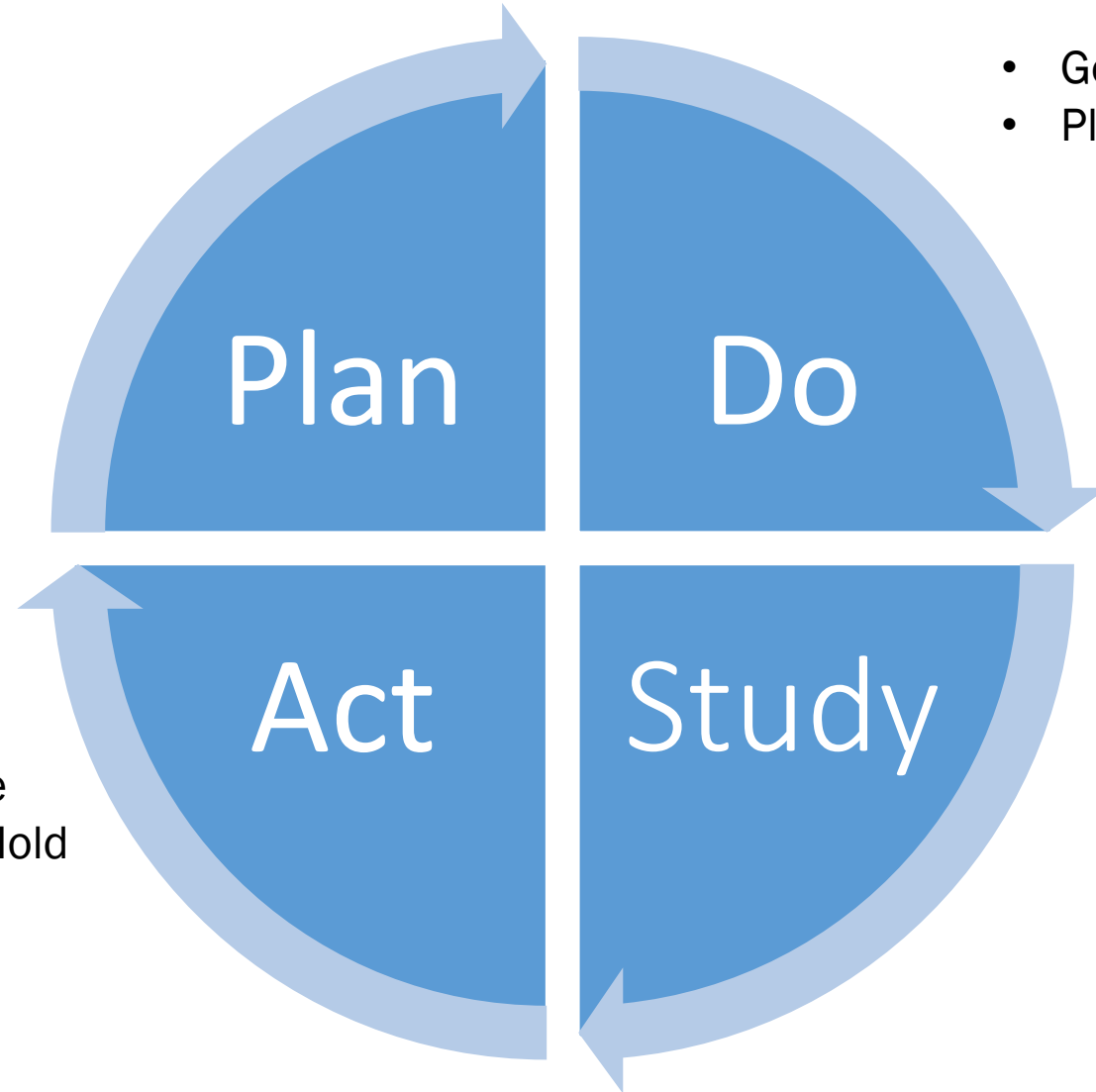
Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being



- A consensus study from the National Academy of Medicine (Nov. 2019)
- 6 Goals to Reduce Burnout and Foster Professional Well-Being
 - Goal 1 Create Positive Work Environments
 - Goal 2 Create Positive Learning Environments
 - Goal 3 Reduce Administrative Burden
 - Goal 4 Enable Technology Solutions
 - Goal 5 Provide support to Clinicians & Learners
 - Goal 6 Invest in Research

Systems Approach and Change Management

- Identify Need
- Describe current state
- Gather & Analyze Data
- Identify Improvement Opportunities
- Identify Root Causes of Problem(s)



- Generate and Choose Solutions
- Plan and Implement a Pilot

- Standardize Change
- Monitor Change & Hold Gains

- Evaluate Pilot Results
- Draw Conclusions

Example – Work Redesign

MANAGEMENT CONSULTATION

Workplace strategies to reduce pharmacy leadership burnout

King E, et al. *American Journal of Health-System Pharmacy*, Volume 76, Issue 14, 15 July 2019, Pages 1007–1009, <https://doi.org/10.1093/ajhp/zxz089>

Summary of Publication

1. Burnout identified amongst pharmacy managers
2. Task Force formed
3. Recommendations made to reduce work overload
4. Senior leadership presentation
5. Actions taken
6. Results analyzed
7. Ongoing focus on work demands and stressors

Addressing Burnout During a Pandemic



Preventing a Parallel Pandemic: Workforce Well-Being and Resiliency

PERSPECTIVE

PREVENTING A PARALLEL PANDEMIC

Preventing a Parallel Pandemic — A National Strategy to Protect Clinicians' Well-Being

Victor J. Dzau, M.D., Darrell Kirch, M.D., and Thomas Nasca, M.D.



Supporting the Health and Well-Being of Clinicians During COVID-19

bit.ly/CWCOVID19
#ClinicianWellBeing

Strategies for Health Care Leaders

For leaders and managers to implement to help sustain the well-being of clinicians amidst the COVID-19 outbreak

Strategies for Clinicians

For health care professionals to implement to help support themselves and their colleagues

Other Resources

More information on how to promote clinician well-being from sources such as global health organizations, U.S. government agencies, professional associations, health care providers & schools of health professions



Strategies for Health Care Leaders During COVID-19

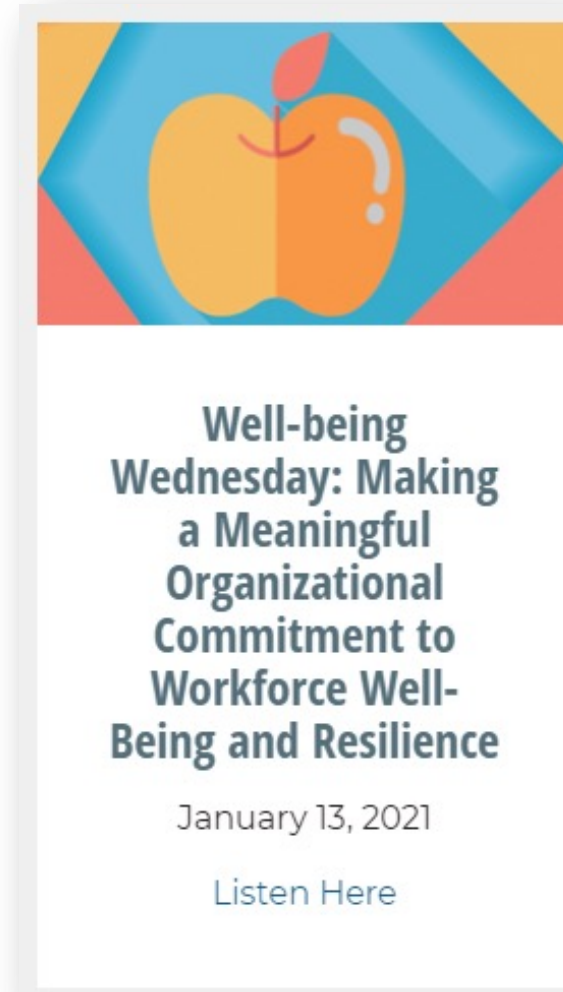
bit.ly/CWCOVID19
#ClinicianWellBeing

- 1** Value clinicians
- 2** Communicate best practices
- 3** Monitor & promote clinician well-being
- 4** Provide supportive environment
- 5** Enable cooperation & collaboration
- 6** Provide central information access point
- 7** Ensure clinicians aren't required to return to work during dire situation
- 8** Provide appropriate resources if clinicians are infected

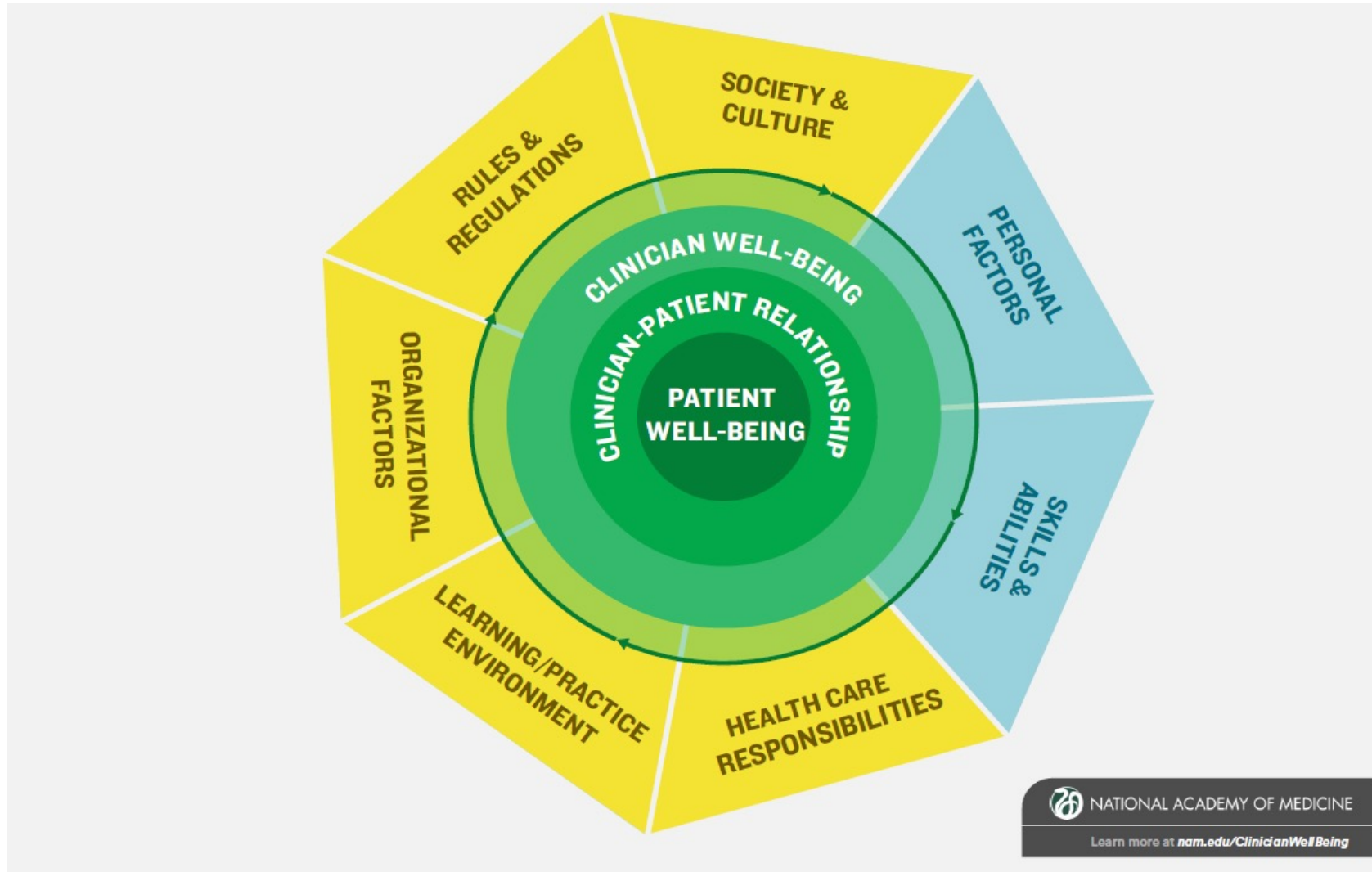
Organizational Best Practices: Fix the workplace, not the worker

Domains of evidence-based and promising practices:

- Organizational commitment
- Workforce assessment
- Leadership



Factors Affecting Clinician Well-Being and Resilience



Brigham T et al. (2018) A Journey to Construct an All-Encompassing Conceptual Model of Factors Affecting Clinician Well-Being and Resilience. NAM Perspectives. Discussion Paper, National Academy of Medicine, Washington, DC.

Individual Resiliency Traits & Skills

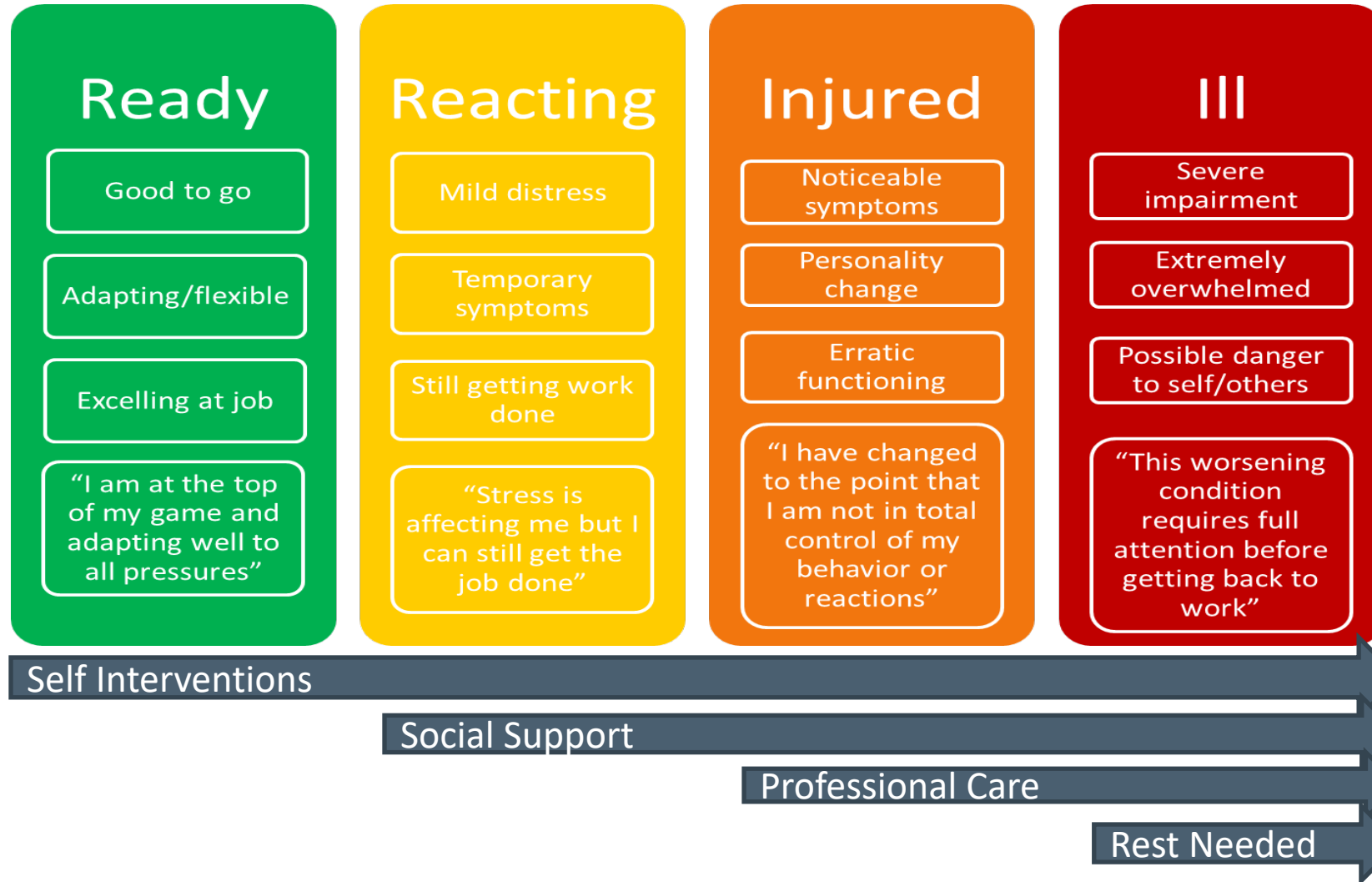
HOW CAN INDIVIDUALS BUILD RESILIENCE?

- ⊕ Monitor your stress levels
- ⊕ Find a mentor
- ⊕ Develop meaningful social connections
- ⊕ Embrace change
- ⊕ Start a daily gratitude practice



<http://wellbeing.ashp.org>

Be Aware of How Resilient You Feel



Bolstering Resiliency

- Identify personal self-care techniques
- Cognitive Reframing
 - Create a different way of looking at a situation, person, or relationship
 - New “lens”
 - Reverse: What’s the other person’s perspective
 - Long: How will I likely view this situation in six months
 - Wide: How can I grow from this
- Emotional Intelligence (EQ)
 - Recognize emotions in self and others
- Mindfulness
 - Awareness in the present moment – without judgement



Strategies for Clinicians During COVID-19

bit.ly/CWCOVID19
#ClinicianWellBeing

- 1 Meet basic needs
- 2 Take breaks
- 3 Stay connected
- 4 Respect differences
- 5 Stay updated
- 6 Perform self check-ins
- 7 Honor your service

A collection of resources to promote clinician well-being is available online.

The graphic features a dark blue background with a large, light blue circle. Inside this circle is a smaller, orange circle. The text "ASHP Member Resources" is centered within the orange circle in a white, bold, sans-serif font.

ASHP Member Resources

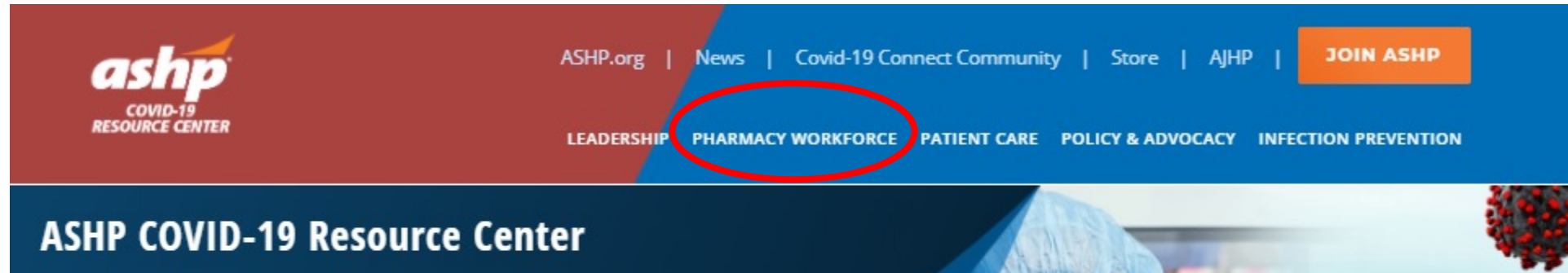
TAKE THE WELL-BEING PLEDGE

Show your commitment to improving clinician well-being

TAKE THE PLEDGE



ASHP COVID-19 Resource Center: Well-Being & Safety



Workplace Safety and Well-Being

Protect the health and well-being of yourself and others

From ASHP

- [Tips for Taking Care of Yourself during COVID-19](#)
- [Checklist for Pharmacists and Pharmacy Technicians to Minimize Exposure from COVID-19 at Home \[PDF\]](#)
- [Checklist for Pharmacists and Pharmacy Technicians to Protect Themselves in Outpatient Care Settings \[PDF\]](#)
- [Well-Being Reminders during Difficult Times](#)
- [Wellness with COVID: Contagious Strategies to Promote Pharmacy Well-being \[PDF\]](#)



<https://www.ashp.org/COVID-19/Workplace-Safety-and-Well-Being>

View Enrollment

 Member
Free

 Non-Member
Free

Share 80

Tweet 8

Google+ 0

in Share 0

Pin 0

Email 5

Well-Being and Resilience Series

Planned in cooperation with the ASHP New Practitioners Forum

Release Date: December 3, 2018

Expiration Date: December 3, 2021

Activity Type: Knowledge-based

Activity Fee: Member - Free / Non-member - N/A

Activity Overview

ASHP is an original sponsor of the National Academy of Medicine (NAM) Action Collaborative on Clinician Well-Being and Resilience and is honored to lead the pharmacy profession on this issue. ASHP is committed to fostering and sustaining a healthy and thriving pharmacy workforce, which is essential to ensuring optimal patient health outcomes and safety. This commitment begins with facilitating the development of education aimed at helping pharmacists, student pharmacists, and pharmacy technicians address and effectively cope with the stress and burnout associated with demanding patient care environments.

The Well-Being and Resilience Webinar Series is a growing collection that will cover facets of defining stress and burnout to identifying solutions to build resilience of individuals and of teams.

This series is free for ASHP members as a benefit of membership.

Educational Activities

TAGS:

CAREER/PROF. DEVELOPMENT

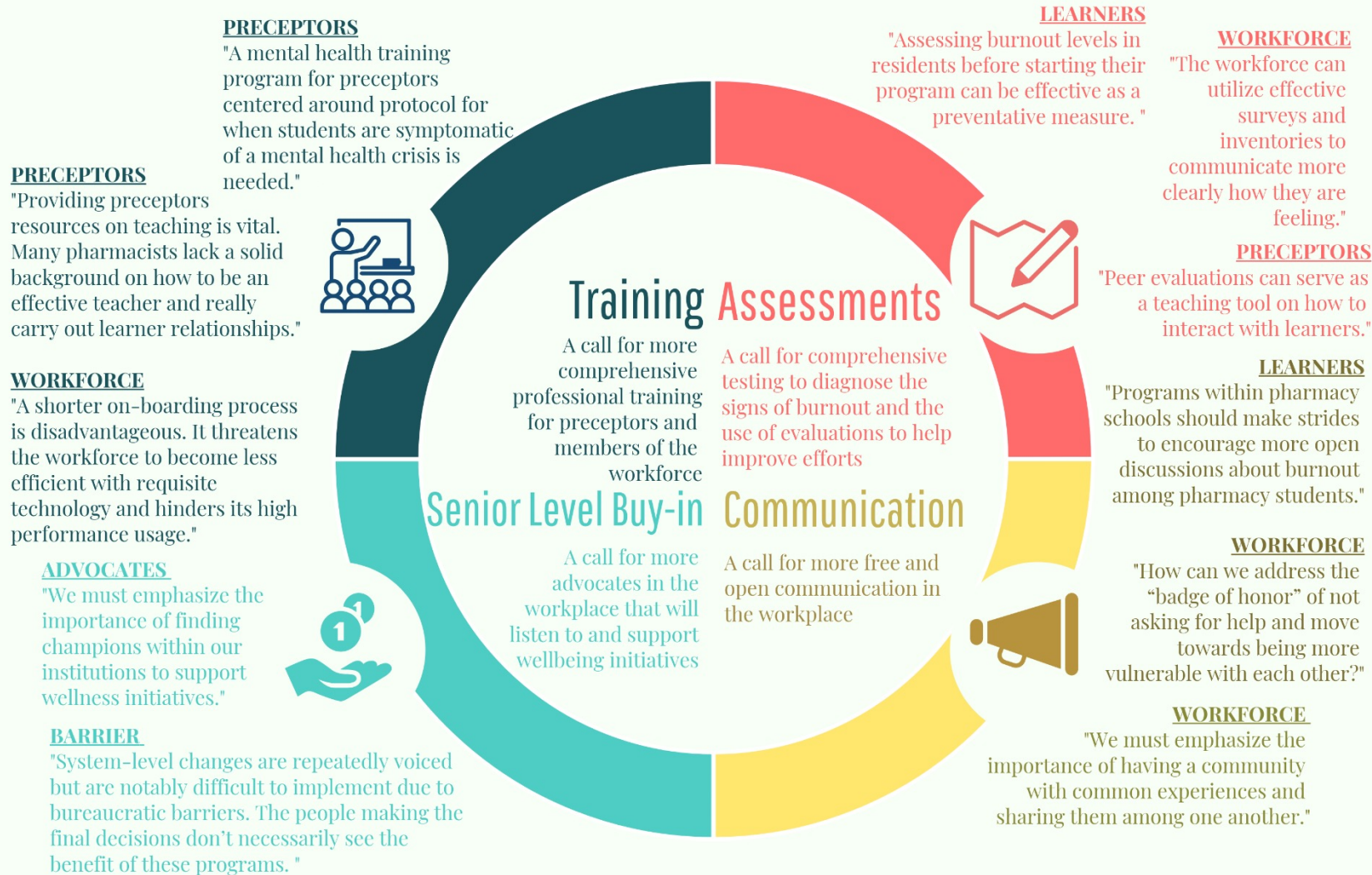
COVID-19

LEADERSHIP/MANAGEMENT



Learning Module	ACPE #	Credit Hours
Empowering the Healer: Results of the National Academy of Medicine (NAM) Consensus Study	NO CE	0.0
Caring for the Pharmacy Workforce during COVID-19 (6/3/2020)	NO CE	0.0
Caring for the Pharmacy Workforce: Wellness Strategies for the Student Pharmacist	NO CE	0.0

MCM 19 ASHP Well-Being Collaborative Meeting: Common Themes



- ASHP Interprofessional Collaborative Discussion held at Midyear 2019
- Themes identified are applicable during COVID-19
 - Assess
 - Communicate
 - Lead
 - Train

ASHP Wellbeing and Resilience Infographic

A RESILIENT PHARMACY WORKFORCE

Burnout affects today's pharmacists, residents, student pharmacists, and pharmacy technicians at unprecedented rates. A pharmacy workforce with the ability to thrive during adversity — a resilient workforce — is essential to combat burnout and support safe, high-quality patient care.


BURNOUT

Characterized by emotional exhaustion, cynicism, and/or a low sense of personal accomplishment

Affects pharmacists, residents, students, and technicians

53% of health-system pharmacists surveyed reported a high degree of burnout*

A patient care problem
Pharmacy staff burnout can result in medication errors and increased patient harm




TO DECREASE THE POTENTIAL FOR BURNOUT, THE PHARMACY WORKFORCE MUST BUILD RESILIENCE

- ✓ Rebound from setbacks
- ✓ Show confidence in strengths and abilities
- ✓ Stay calm under pressure

A resilient pharmacy workforce leads to:

- Higher-quality care
- Increased patient safety
- Improved patient satisfaction



HOW CAN INDIVIDUALS BUILD RESILIENCE?

- ⊕ Monitor your stress levels
- ⊕ Find a mentor
- ⊕ Develop meaningful social connections
- ⊕ Embrace change
- ⊕ Start a daily gratitude practice




HOW CAN HEALTHCARE ORGANIZATIONS BOOST RESILIENCE?

- Recognize the presence and risk of burnout in the workplace
- Identify burnout risk factors
- Form a committee to explore burnout causes and resilience solutions
- Evaluate changes to confirm increase in employee resilience
- Celebrate and share positive improvements



Commit to Individual Well-Being

Join the Movement



Take the Well-Being Pledge
Make your well-being a priority.
Take the pledge to commit to
your personal and professional
well-being.

TAKE THE PLEDGE

wellbeing.ashp.org/Take-The-Pledge

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Take the Pledge

Take the ASHP Well-Being Pledge to commit to improving clinician well-being and reducing clinician burnout.

Name

First Name Last Name

Email *

example@example.com

Address

City State / Province

Postal / Zip Code

I am a:

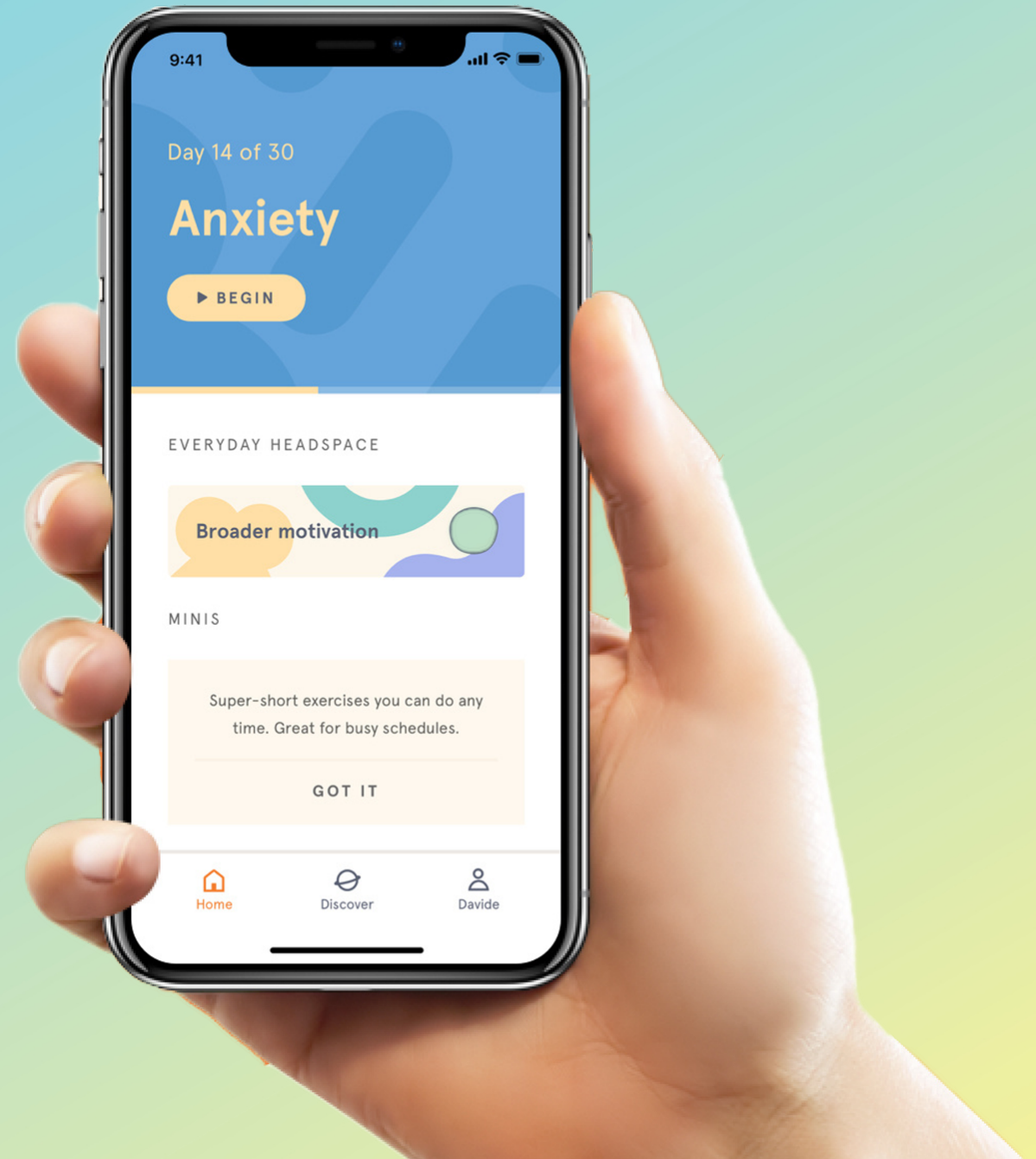
- Pharmacist
- Student Pharmacist
- Pharmacy Technician
- Other
- Other



Start Your **FREE**
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Send your feedback to wellbeing@ashp.org.



ASHP Well-Being and Resilience Certificate



WELL-BEING AND RESILIENCE CERTIFICATE

Practical education and strategies
for creating a culture of well-being
to optimize patient outcomes.

7 Modules | 18 CE Hours

The curriculum addresses:

- Core principles associated with burnout in the healthcare workforce
- Individual resilience strategies
- Redesigned work system approaches
- Cultures to sustain healthcare professional well-being and resilience

Looking Ahead



ASHP Extends Commitment to NAM Action Collaborative on Clinician Well-Being and Resilience

- Two-year extension through 2022
- New working groups
 - National Strategy for Well-being and Resilience
 - COVID-19 Response
 - Implementation



National Academy of Medicine
Action Collaborative on
Clinician Well-Being and Resilience



Conclusions

1

Clinician burnout is a patient care and healthcare workforce problem that needs addressing.

2

Well-being and resilience needs a combined effort by both the individual and the system.

3

ASHP is focused on promoting well-being and resilience in many ways and is here to help.

1. What successful personal and health system resiliency strategies have been implemented at your institution?
2. Were you surprised by the survey results?
3. What challenges and gaps exist around wellbeing and resilience?



Discussion Questions

Thank You

Contact:

wellbeing@ashp.org



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