

# Pharmacy Management

## **Workload Monitoring and Reporting (0901)**

*Source: House of Delegates Resolution*

To strongly discourage the use of pharmacy workload and productivity measurement systems (“pharmacy benchmarking systems”) that are based solely upon dispensing functions (e.g., doses dispensed or billed) or a variant of patient days, because such measures do not accurately assess pharmacy workload, staffing effectiveness, clinical practice contributions to patient care, or impacts on costs of care, and therefore these measurement systems are not valid and should not be used; further,

To advocate the development and implementation of pharmacy benchmarking systems that accurately assess the impact of pharmacy services on patient outcomes and total costs of care; further,

To define pharmacy workload as all activities related to providing pharmacy patient care services; further,

To continue communications with health-system administrators, consulting firms, and professional associations regarding the value of pharmacists’ services and the importance of using valid, comprehensive, and evidence-based measures of pharmacy workload and productivity; further,

To encourage practitioners and vendors to develop and use a standard protocol for collecting and reporting pharmacy workload data and patient outcomes; further,

To advocate to health-system administrators, consulting firms, and vendors of performance-measurement services firms the development and implementation of pharmacy benchmarking systems that accurately assess the

impact of pharmacy services on patient outcomes and total costs of care.

*This policy supersedes ASHP policy 0406.*

## **Pharmacist Leadership of the Pharmacy Department (0918)**

*Source: Council on Pharmacy Management*

To affirm the importance of an organizational structure in hospitals and health systems that places administrative, clinical, and operational responsibility for the pharmacy department under a pharmacist leader; further,

To affirm the role of the pharmacist leader in oversight and supervision of all pharmacy personnel; further,

To recognize the supporting role of nonpharmacists in leadership and management roles within pharmacy departments.

*This policy supersedes ASHP policy 0606.*

## **Pharmacy Staff Fatigue and Medication Errors (0504)**

*Source: Council on Administrative Affairs*

To encourage pharmacy managers to consider workload fatigue, length of shifts, and similar performance-altering factors when scheduling pharmacy staff, in order to ensure safe pharmacy practices; further,

To oppose state or federal laws or regulations that mandate or restrict work hours for pharmacy staff; further,

To support research on the effects of shift length, fatigue, and other factors on the safe practice of pharmacy.