



Management Pearls 2007

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**Deb Swartwood Ash, M.S. has
nothing to disclose**






Guess
this
location



**USE OF A PHARMACY STAFFING
ASSESSMENT COMMITTEE:
UNDERSTANDING AND ADDRESSING
PHARMACY DEPARTMENT STAFFING
NEEDS AND CHALLENGES**

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James R. Rinehart, RPh, MS,
FASHP has nothing to disclose.

Factors Prompting Committee Formation

- ❑ Employee opinion survey feedback comments
- ❑ Perceptions of scheduling inconsistency
- ❑ Perceptions of scheduling favoritism
- ❑ Pharmacy department services on multiple sites
- ❑ Use of staff scheduling software
- ❑ Consultant recommended staff reductions

Committee Membership Composition

- ❑ Pharmacy sterile products manager (Chair)
- ❑ Pharmacy technicians – both hospital sites
- ❑ Pharmacists – both hospital sites
- ❑ Pharmacy administrative assistant
- ❑ Pharmacy managers
- ❑ Pharmacy director
- ❑ Periodic attendance by area vice president

Initial Discussion Topics

- ❑ Review of current scheduling procedures
- ❑ Survey of scheduling / staffing dissatisfiers

Topics Discussed

- Rules for filling open shifts
- Specific area assignment shift times
- Night shift coverage during vacancies
- Specific pharmacist assignments for code coverage

Topics Discussed

- Units covered during decentralization
 - Pharmacists
 - Pharmacy technicians
- Review of workload amounts by shift
- Comparable skill sets when trading shifts

Topics Discussed

- Holiday rotation

- Time bank / time off without pay scheduling
 - How far in advance?
 - First come / first served

- Number of staff off at a given time guaranteed
 - Additional numbers pending census/workload

Topics Discussed

- Time off for special occasions: case by case review

- Giving all a chance for time off during 'prime time'

- Black out periods: summer / winter holidays / spring & fall school breaks – these are 'prime time'
 - Did you work these times last year? (higher priority to get requested time off)

Committee Outcomes

- ❑ Staff understanding of the demands, difficulties, and complexities to staff multiple shifts on multiple sites with multiple personnel types with variable workload
- ❑ Direct staff involvement with creating and applying staffing procedures
- ❑ Consensus driven forum consisting of pharmacists, pharmacy technicians, and

Committee Outcomes

- ❑ Environment for direct communication and conflict resolution amongst staff
- ❑ Assists with dispelling scheduling perceptions
 - Favoritism with scheduling
 - Striving for staffing consistency in an inconsistent environment