

What Satisfies Health-System Pharmacy Managers (at work, that is)?

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A presentation with the question
“What satisfies hospital pharmacy
management?” in the title

- A. Puts me to sleep.
- B. Causes me to have a panic attack.
- C. Causes my mind to wander.
- D. Makes me want to hear what Neil has to say.


What is “Satisfaction”?





One way to think about satisfaction is *disconfirmation of expectations*; that is, individuals are satisfied when their expectations are exceeded and dissatisfied when their expectations are not met.



How Satisfied are Health-System Pharmacy Managers?



“I am satisfied with my career choice in hospital pharmacy management.”

- Hospital pharmacy managers in Saskatchewan and Manitoba (n=24): **4.04** +/- 1.12 (where 1= strongly disagree ... 5 = strongly agree)
 - Hospital pharmacy managers in British Columbia (n=18): **4.35** +/- 0.70
 - Hospital pharmacy managers in Nova Scotia, New Brunswick and Prince Edward Island (n=12): **4.25** +/- 0.97
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What Makes a Pharmacist Satisfied With His/Her Job?



- Cox and Fitzpatrick: (*Am J Health-Syst Pharm*) surveyed 600 pharmacists in Arizona
 - A significant positive relationship between job satisfaction and: (1) **perceived utilization of skills** and (2) **adequate staffing**
 - "...one factor that may be contributing to dissatisfaction among pharmacists is their inability to use their skills while on the job."
- Olson and Lawson (*Am J Health-Syst Pharm*) surveyed 606 hospital pharmacists
 - The level of job satisfaction was positively associated with **clinical pharmacy involvement**.
 - Mean job satisfaction **increased** as the percentage of time spent performing clinical pharmacy activities **increased**.



Job Satisfaction & Health-System Pharmacy Directors



- At a workshop of about 40 health-system pharmacy directors in Canada, we discussed factors that influenced job satisfaction.
 - ✓ Less staff commitment to make things better – expectation of staff that mgmt will make thing better
 - ✓ Less "status" to mgmt
 - ✓ Cultural differences related to generations (higher expectations of flexibility, personal/professional life balance, etc.)
 - ✓ Frequent changes in senior administration so lack of ability to move vision forward
 - ✓ Lack of time for mentoring
- What does this mean for the future of our profession?



