



Message from the Chair – March 2010

Kathy Pawlicki, M.S., FASHP

Chair, Section of Pharmacy Practice Managers (2009-2010)

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Dear Colleagues:

As a result of actions of the Council on Pharmacy Management, the 2009 ASHP House of Delegates approved a revised policy (0901) Workload Monitoring and Reporting. The policy supersedes policy 0406 (Workload Monitoring and Reporting), providing stronger language to this important topic. Policy 0901 was passed as such:

To strongly discourage the use of pharmacy workload and productivity measurements 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 for the development and implementations 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 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 revised policy is important in light of the current economic crisis and the challenges faced by pharmacy practice managers, often asked to justify pharmacy staffing levels. The Section of Pharmacy Practice Managers has a liaison role to the Council on Pharmacy Management. This liaison role is utilized to link the two groups together, allowing the

section to support council/HOD actions through program and resource development. Over the last couple of years, the Pharmacy Practice Managers Section Advisory Group (SAG) on Workload and Productivity (now a combined committee entitled SAG on Pharmacy Business Management) developed a white paper to assist pharmacy practice managers in navigating through these turbulent times in a manner consistent with the above policy.

Heartfelt congratulations to members Steve Rough, Michael McDaniel, and James Rinehart for their recent publication of the SAGs work. The white paper was published as a 2 part series in the [February 15](#) and [March 1, 2010](#) AJHP. The title of the publication is "*Effective Use of Workload and Productivity Monitoring Tools in Health-System Pharmacy*". This series of articles contain vital information for all pharmacy leaders, especially those currently faced with benchmarking departmental performance.

The Section of Pharmacy Practice Managers is continuing to provide additional tools that capitalize on this important publication. As an example: the Section's SAG on Pharmacy Business Management is developing webinars to cover important aspects of the publication, as well as, tools that will facilitate power point presentations that pharmacy directors can utilize to educate the C-suite on these important topics.

I encourage you to review this landmark article and email any comments or suggestions for further section work on benchmarking and productivity to sections@ashp.org.

Sincerely,

Kathy Pawlicki, M.S., FASHP
Chair, Section of Pharmacy Practice Managers (2009-2010)