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Background

- Burnout syndrome is distinguished by a high degree of emotional exhaustion, depersonalization, and a decreased sense of personal accomplishment at work ^{1,2}
- Significant data describe the incidence and severity in various physician populations, but data regarding burnout among hospital pharmacists are less robust ^{1,2}
- Current evidence suggests burnout is prevalent and can negatively affect pharmacist providers ³⁻⁶
- In 2017, Mayo Clinic listed nine organizational strategies designed to reduce physician burnout and promote engagement ⁷
- There are no data to describe interventions, strategies, or methods deployed in United States (U.S.) hospital pharmacy departments to minimize burnout and increase resilience among pharmacists ⁸⁻⁹

Purpose

- To categorize interventions employed to address burnout among pharmacists and pharmacy technicians in U.S. Hospital Pharmacy Departments
- To close research gaps and provide benchmarking data for future research

Methods

- 19 question survey, disseminated electronically via REDCap
- Targeted Pharmacy Directors or Pharmacy Leadership that could answer questions related to burnout interventions in the Pharmacy Department
- Survey open for two, 4-week blocks
 - Block 1 (3/21/19 – 4/18/19): Directors of Pharmacy in the Vizient purchasing group list serv
 - Block 2 (5/9/19 – 6/6/19): ASHP Connect Communities (Pharmacy Leadership, Section of Practice Managers, and the Section of Clinical Specialists and Scientists Advisory Group on Clinical Leadership)
- Survey results are reported as frequencies and Spearman's Rank Order Correlation was used for comparisons between nominal and ordinal variables

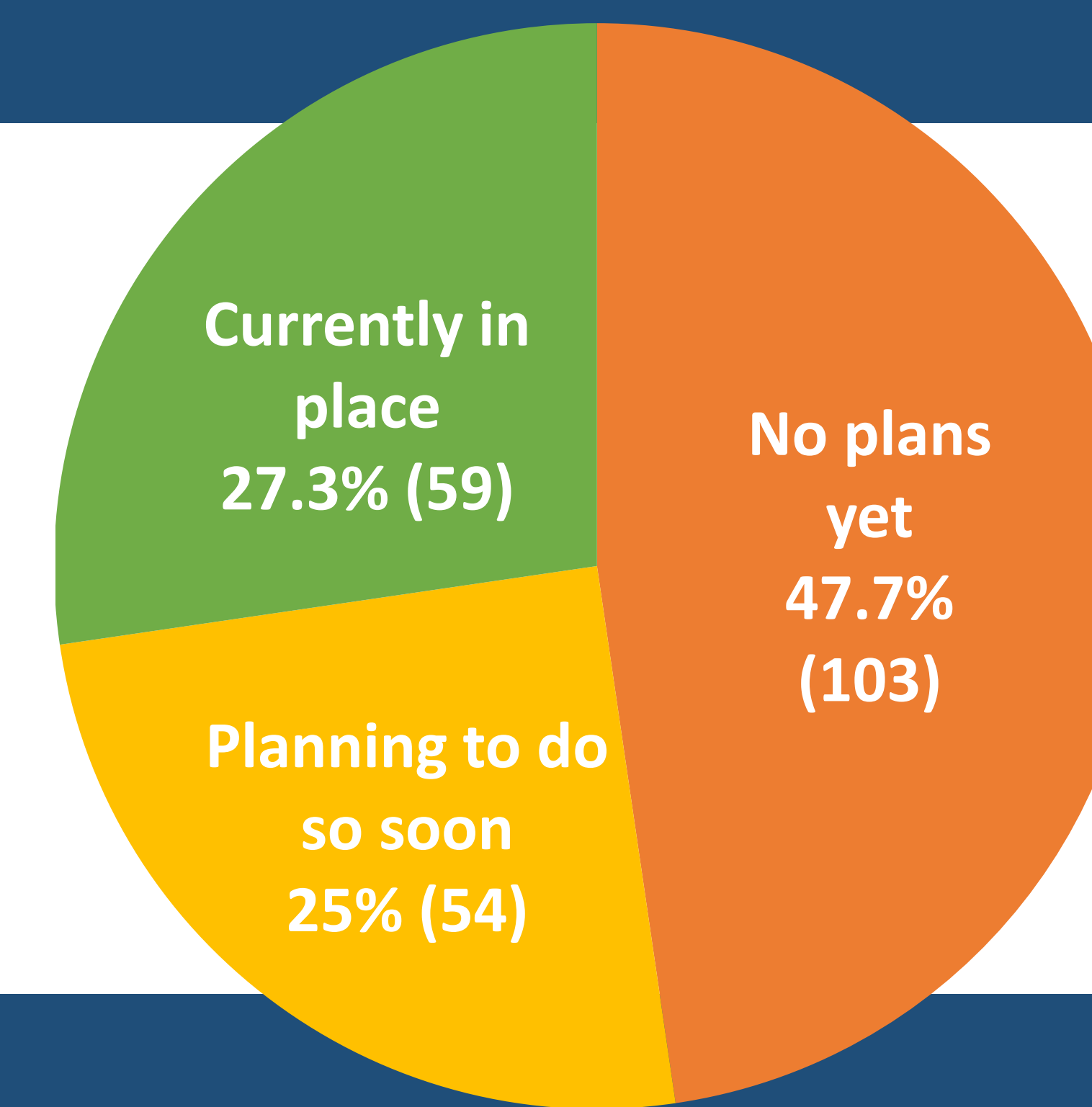
Participant Characteristics (n = 216)

Pharmacy Leadership Role		Number of Pharmacist & Technician Full-time (≥ 0.75 FTE) Employees	
Director	50%	Less than 10	9%
Manager	14%	11 – 20	19%
Associate Director, Operations	12%	21 – 50	25%
Chief Pharmacy Officer or Enterprise Director	11%	51 – 100	20%
Associate Director, Clinical Practice	8%	Greater than 100	27%
Education Director/Coordinator	5%		

Length of Time in Current Role (Years)		Geographic Region	
0 – 5	51%	Midwest	32%
6 – 10	20%	Mid-Atlantic	14%
11 – 15	13%	South Atlantic	13%
Greater than 15	14%	Northeast	12%
		Pacific	11%
		Mountain	6%
		East South Central	6%
		West South Central	6%

Most survey participants (82.8%) believe the work performance of their Pharmacy Department staff is, or may be, negatively impacted by burnout

Fifty-nine (27.3%) of participants report strategies implemented to improve resilience and reduce burnout among Pharmacy staff



This study is the first to investigate measures taken by U.S. Hospital Pharmacy Departments to detect and mitigate burnout. Several interventions regarding communication, workflow, and quality improvements were implemented to combat burnout. The effectiveness of these interventions on decreasing the incidence and/or severity of burnout was not evaluated in this survey.

Interventions to Address Burnout (n = 59)

Communication	
Regular department meetings/huddles	98%
Informal survey or "wish list" for department improvements	63%
Personal management style changes	58%
Chain of command, supervisor responsibility revisions	51%
Designated department "wellness champion" or focus group(s) to seek and identify opportunities to reduce burnout among staff	25%
Other	19%
None	0%
Workflow Improvement	
Scheduling process modifications (e.g., vacation scheduling, self-schedule, consistent day/evening rotation)	78%
Installation of new or updated technologies	73%
Dispensing & verification process changes	64%
Other	7%
None	3%
Quality Improvement	
Stress reduction presentations/webinars	49%
Allocated preceptor development/responsibility time	41%
Work reward/incentive program	41%
Protected break/mealtime	41%
Protected project/research time	37%
Meditation/stress relief workshops	32%
Exercise/team building retreats	32%
Other	7%
None	5%

Perceived Barriers to Addressing Burnout (n = 206)

Staffing resources	73%
Time to dedicate to discussing with staff and developing initiatives	64%
Scheduling flexibility (will always have less desirable shifts)	60%
Knowledge on how to combat burnout	48%
Unsure how to make the work more desirable	24%
Knowledge on what causes burnout	24%
Convincing other pharmacy leadership that this is a concern for the pharmacy profession	18%
Convincing staff that this is a concern for the pharmacy profession	18%
Other	8%
None	2%

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Download the Poster and Free Text Responses Related to Interventions and Perceived Barriers

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