



# **SESSION II: WORKPLACE ENVIRONMENTS THAT FOSTER WELL-BEING OF THE PHARMACY WORKFORCE**

# Objectives

- List three organizational factors that contribute to workplace burnout for pharmacists. (*Setting the stage*)
- Identify effective strategies for decreasing burnout and improving fulfillment. (*Setting the stage, Roundtable discussion*)
- Apply well-being strategies towards the development of a roadmap for the future of pharmacy. (*Table discussions*)

# Speakers



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*Bios are listed on the project page [here](#)*

WHY IS THIS TOPIC IMPORTANT?

# Burnout in Pharmacy



The Rising Tide of

## Pharmacists

Article | April 26, 2023

### Pharmacists Report Alternative Career F

Author(s): [Aislinn Antrim](#), [Mana](#)

Pharmacists were asked about their levels of burnout, drivers and symptoms of this burnout, and what steps their workplaces had taken to improve the issue.

JOURNAL ARTICLE

### Addressing stress and burnout in pharmacy residents, but at what cost?

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TIMES

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Feature | Article | December 4, 2024

### From School to the Workforce, Burnout Plagues Every Level of Pharmacy

*A systematic review aimed to establish the prevalence of burnout among 11,306 pharmacists across eight countries, including the USA, identified more than half (51%) of pharmacists were experiencing burnout*

*Dee J, et al. Int J Clin Pharm. 2023;45(5):1027-1036.*

the side effects of  
pharmacist burnout

(Washington Post illustration; Stock)



# Calls to Action



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## You're Committed To Pharmacy. We're Committed To Your Well-Being.

Your well-being is everything. As the only organization advancing the entire pharmacy profession – helping pharmacists and pharmacy personnel find success and satisfaction in their work, APhA continually develops resources to help keep you inspired and combat burnout. In 2019, the APhA Board of Trustees adopted a statement on [Pharmacists' Well-being and Resiliency](#) and committed to addressing this issue by including



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## AACP Statement on College of Clinician Well-being and Resiliency

The American Association of Colleges of Pharmacy (AACCP) collaborating with other health profession organization positive well-being and resilience among health care professionals. AACCP recognizes that stress and anxiety can have devastating health, student learning, patient care, and the community. Two policy statements to demonstrate its commitment to education.

- AACCP believes that all administrators, faculty, staff, pharmacists and alumni should contribute to a culture of wellness and resilience in pharmacy education.
- AACCP encourages schools and colleges of pharmacy to proactively promote overall wellness and stress management techniques to students, faculty, and staff.

## NATIONAL PLAN for health workforce well-being



Programs M

Working to Support Pharmacist Mental Health and Well-Being

AACP Report

CONN  
f of Clinical Pharmacy

September 2025

Next →

Well-Being in the Interprofessional Clinical Learning

## Commitment to Well-Being

ment

› National Academy of Medicine's Action Collaborative on Clinician Well-being and Resiliency (ASHP) is proud to represent pharmacy in interprofessional efforts to address and patient care issue. ASHP is committed to fostering and supporting resilience, and professional engagement of pharmacists, pharmacy technicians, and pharmacy technicians.

Commitment to Clinician Well-Being and Resilience

### NAM Organizational Commitment Statements

To provide an opportunity for organizations across the country to discuss and share plans of action to reverse clinician burnout and promote clinician well-being, the National Academy of Medicine (NAM) has collected statements describing organizational goals or commitments to action.

- Action Collaborative on Clinician Well-Being and Resilience Commitment Statements

# Burnout Consequences

More absences

Giving up  
profession/drop-out

Personal deterioration

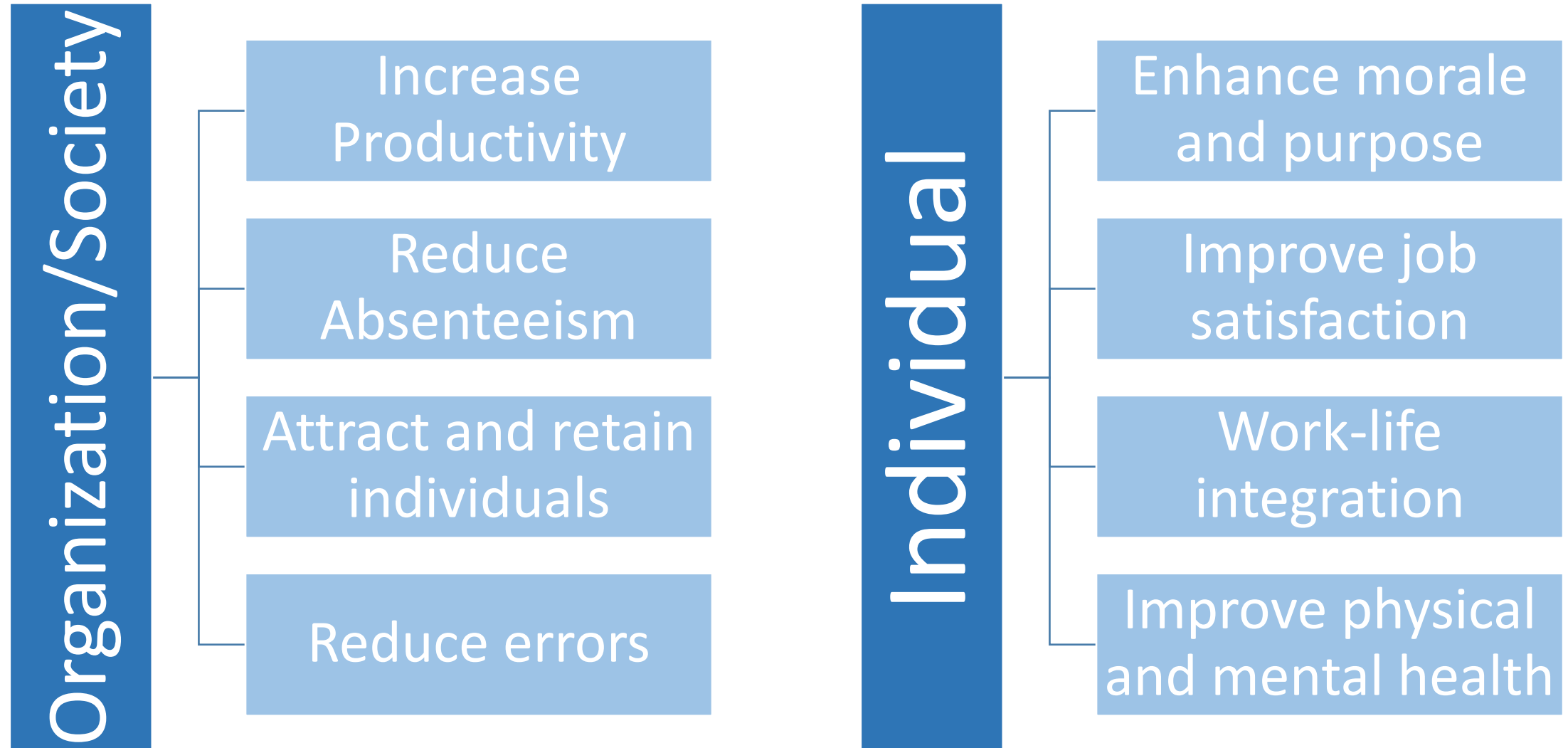
Impacts on  
relationships  
(personal/professional)

Poor  
performance/medical  
errors

Poor patient  
interactions



# Value for Investing in Well-being

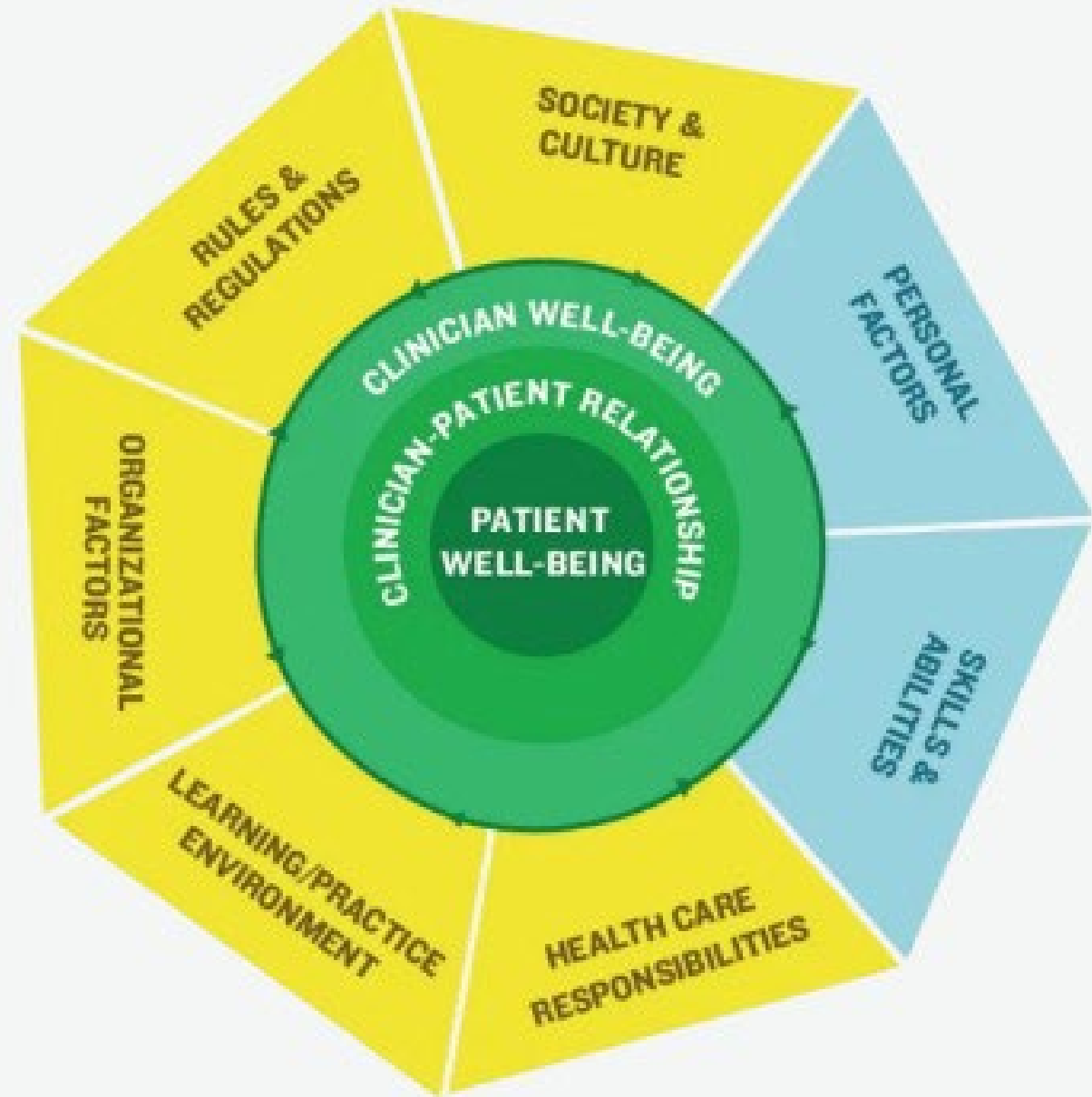




WHAT FACTORS CONTRIBUTE THE  
MOST TO BURNOUT?

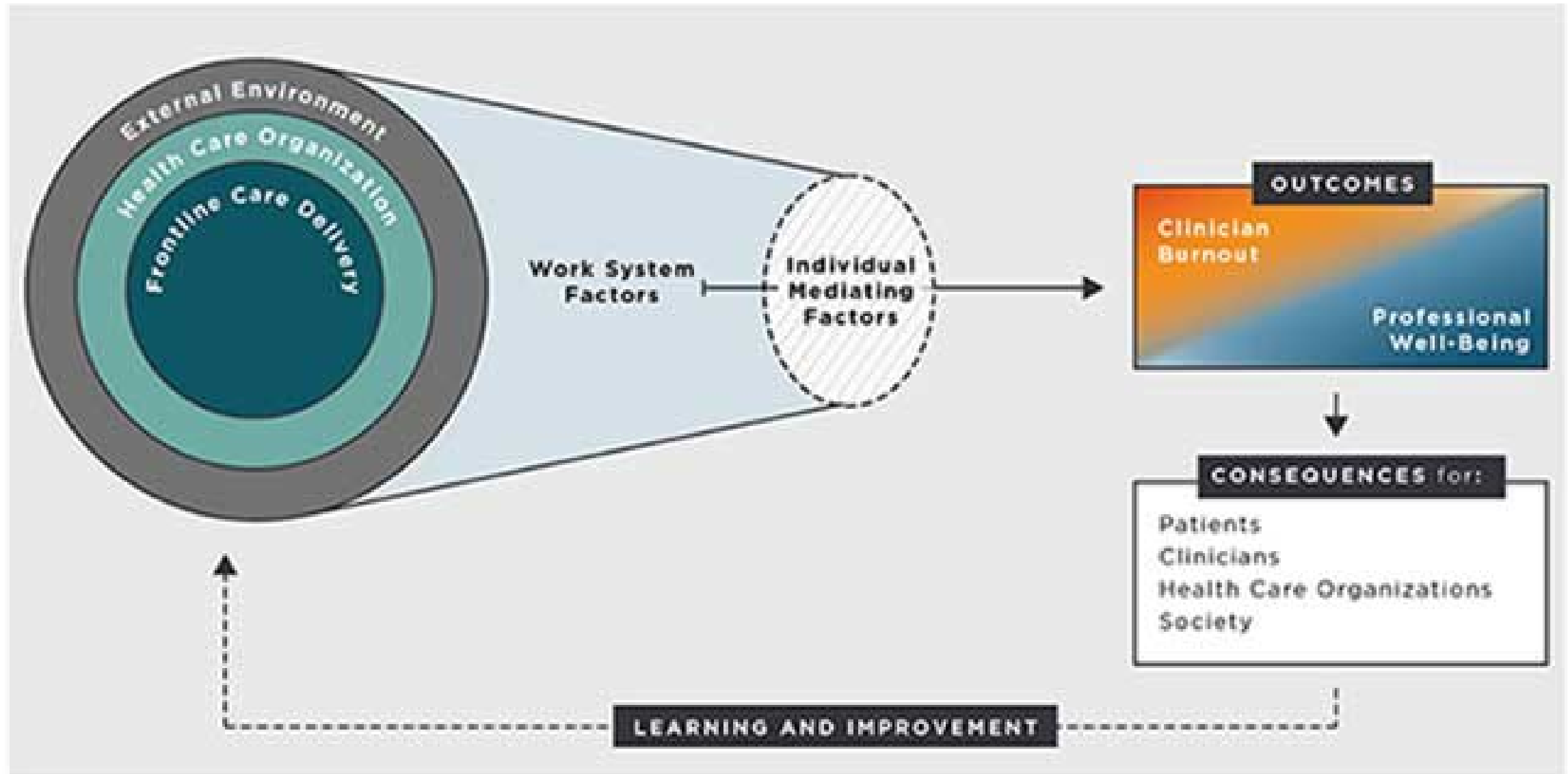
# FACTORS AFFECTING CLINICIAN WELL-BEING AND RESILIENCE

## Conceptual Model

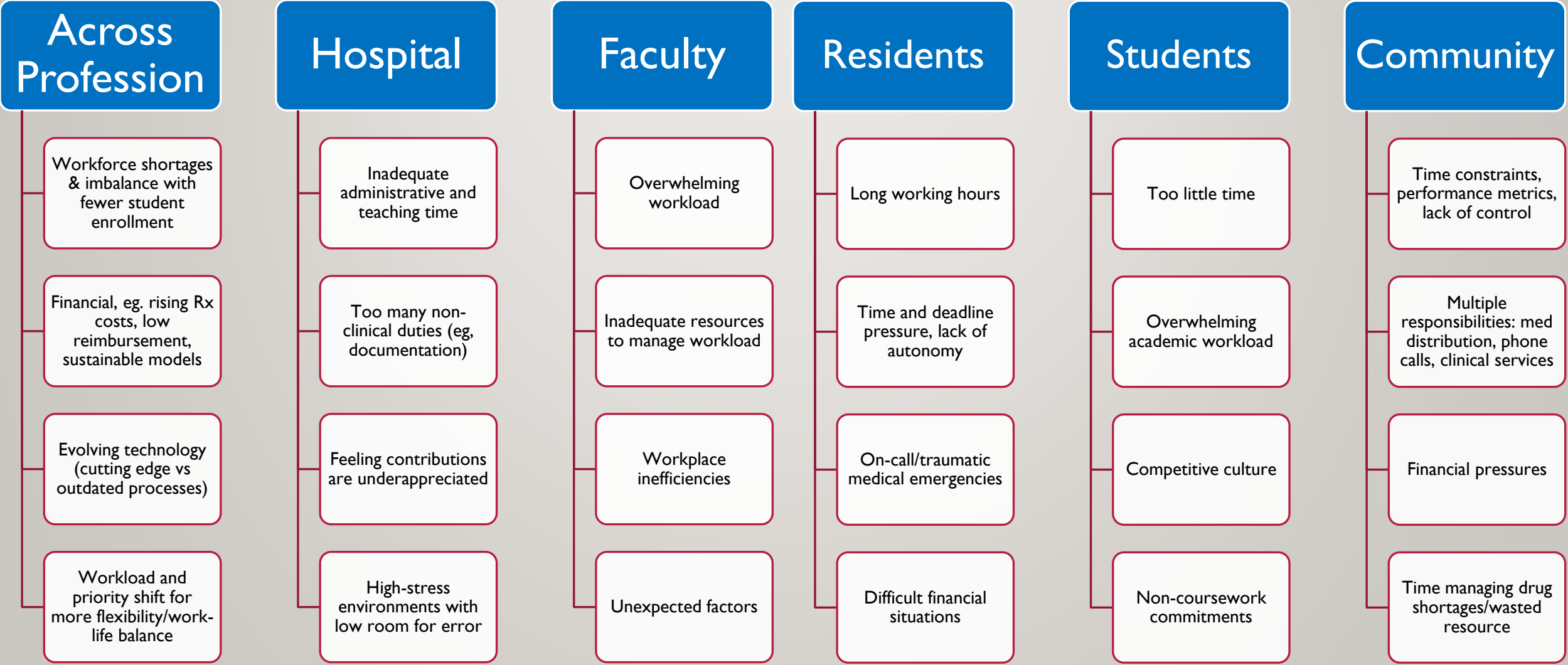


*National Academies of Sciences, Engineering, and Medicine. 2019. Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being. Washington, DC: The National Academies Press. Reproduced with permission from the National Academy of Sciences, Courtesy of the National Academies Press, Washington, D.C.*

# A SYSTEMS MODEL OF CLINICIAN BURNOUT AND PROFESSIONAL WELL-BEING



# Key Factors Reported in Pharmacy



Jones GM et al. Factors Associated With Burnout Among US Hospital Clinical Pharmacy Practitioners: Results of a Nationwide Pilot Survey. *Hosp Pharm*. 2017;52(11):742-751

Dee J, et al. A systematic review and pooled prevalence of burnout in pharmacists. *Int J Clin Pharm*. 2023;45(5):1027-1036.

Padgett EH et al. *USPharm*2020:45(5)HS2-HS-10. <https://www.uspharmacist.com/article/pharmacist-burnout-and-stress>

Zeeman JM et al. Assessing Factors That Influence Pharmacy Student Burnout and Identifying Recommendations to Support Student Well-Being. *Am J Pharm Educ*. 2024;88(9):100741

Hagemann, T et al.. (2020). Burnout among clinical pharmacists: causes, interventions, and a call to action: American College of Clinical Pharmacy. *Journal of the American College of Clinical Pharmacy*. 3. 10.1002/jac5.1256.

Zeeman JM et al. Assessing Workplace Factors That Influence Burnout and Identifying Recommendations to Support Well-being in Pharmacy Faculty. *Am J Pharm Educ*. 2024;88(1):100628.

Zinurova E et al. Perceived Stress, Stressors, and Coping Mechanisms Among PGY1 Pharmacy Residents. *Am J Pharm Educ*. 2018;82(7):6574

WHAT CAN BE DONE AT A SYSTEMS  
(EXTERNAL/ORGANIZATIONAL/FRONT-  
LINE) LEVEL?

# Priority Areas for Health Workforce Well-being



## Positive work & learning environments & culture

*Eg. Modeled and supported by leadership; provide protected time to address well-being in workplace*



## Measurement, assessment, strategies & research

*Eg. Routinely measure drivers and share with stakeholders to inform action*



## Mental health & stigma

*Eg. Resources are easily accessible (virtual, afterhours), confidential, and encouraged to be used*



## Compliance, regulatory & policy barriers

*Eg. Standardize licensure and reciprocity processes, prepopulate necessary documents*



## Effective technology tools

*Eg. Health information technology is interoperable across disciplines and platforms*



## Well-being as a long-term value

*Eg. Well-being is prioritized, reflected in, and operationalized in strategic plans and core values*



## Diverse & inclusive health workforce

*Eg. Facilitate interprofessional work; invest in educational pathways and pipeline programs*

# Relationship Between Burnout and Fulfillment



## A Path Forward:

The Link Between Professional Fulfillment and Workplace Burnout

### Workplace Burnout

“a feeling of exhaustion, distress, and cynicism related to one’s job”<sup>1</sup>



### Professional Fulfillment

“a sense of engagement, reward, and contentment with one’s career”<sup>2</sup>

By definition alone, the conditions of “burned out” or “professionally fulfilled” are mutually exclusive states of being. This means that any organizational investment against burnout can also be leveraged toward improved professional fulfillment.

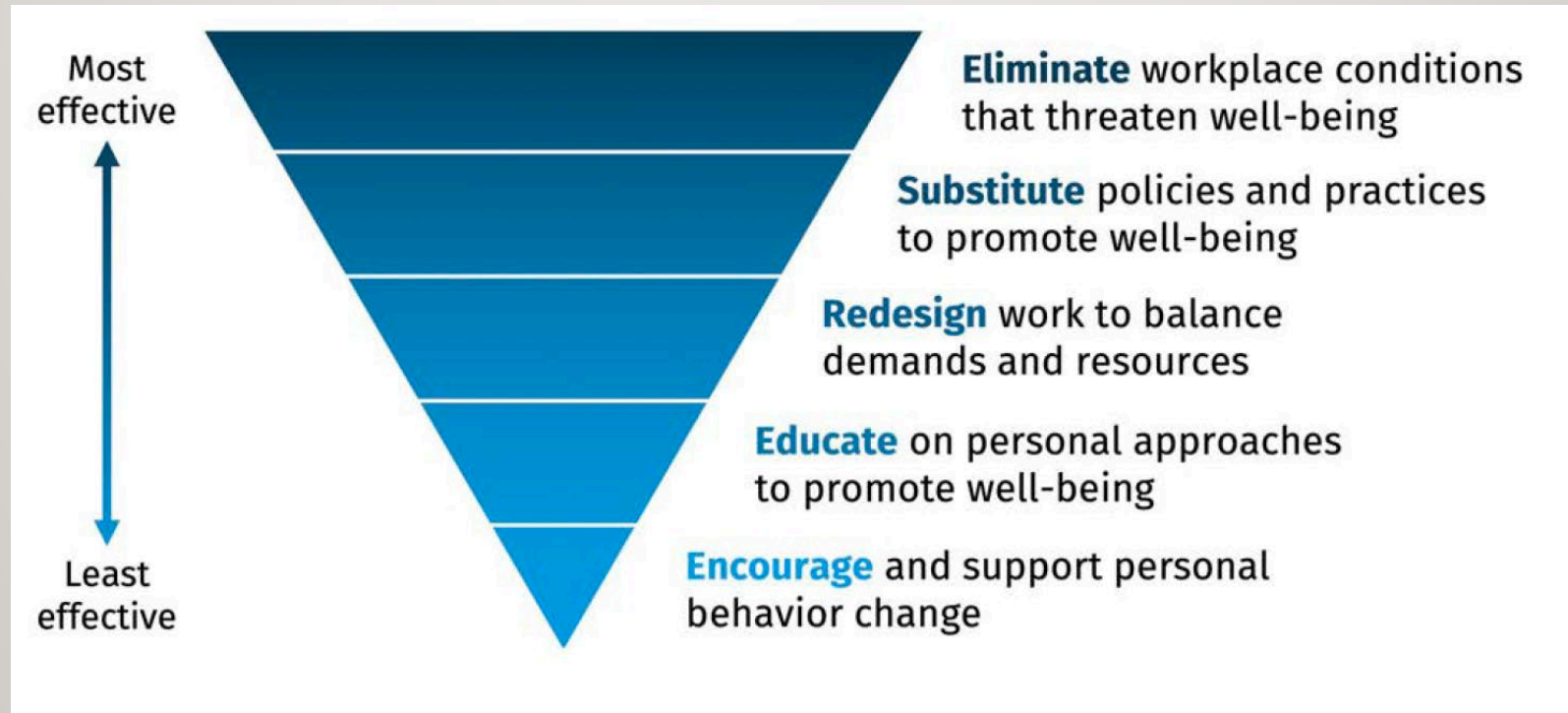
### Success Factors for Fulfillment in Healthcare Professionals:

- Meaningfulness of work
- Personal-organizational values alignment
- Control over schedule
- Integration into clinical services
- Team-work & collaboration

<https://www.mywellbeingindex.org/downloads/wbi-a-path-forward/>;  
Makowski M, Trockel M, Pagoni S, et al.. American Journal of Physical Medicine & Rehabilitation. 2023; 102 (5): 379-388. doi: 10.1097/PHM.0000000000002216.



# National Institute of Occupational Safety and Health



*Adapted from National Institute for Occupational Safety and Health; American Associate of Colleges of Pharmacy. Creating a Culture of Well-Being: A Resource Guide for Colleges and Schools of Pharmacy. 2022.  
<https://www.aacp.org/sites/default/files/2022-08/creating-a-culture-well-being-guide.pdf>*

# Select Resources

## Action Plans

- National Plan for Health Workforce Well-Being
- Implementing Solutions: Building a sustainable, healthy pharmacy workforce and workplace

## Resource guides

- ASHP Resource Guide for Well-Being and Resilience in Residency Training
- AACP Creating a Culture of Well-being: A Resource Guide for Colleges and Schools of Pharmacy
- NCICLE Compendium of Well-Being Resources 2024

# Interactive Exercise (5-10 min)

- **In-person Audience:** Work as a table (or in dyads/triads) to select your top 3 strategies in the Slido Poll that you believe will: Prioritize the well-being of the pharmacy workforce by creating policies and other system changes to mitigate burnout. Submit 1 response/team.
- **Virtual Audience:** Select your top 3 strategies in the Slido Poll that you believe will: Prioritize the well-being of the pharmacy workforce by creating policies and other system changes to mitigate burnout. Add written comments to Slido

# Session II SLIDO POLL

Which 3 strategies should be prioritized for creating policies and system changes that mitigate burnout and foster well-being of the pharmacy workforce?  
(Select a maximum of 3)

- Positive work & learning environments
- Measurement, assessment, strategies & research
- Mental health & stigma
- Compliance, regulatory & policy barriers
- Effective technology tools
- Well-being as a long-term value
- Diverse & inclusive workforce



# Slido Poll Live Results

